



# **DIRECTORATE EXECUTIVE SUMMARIES AND SCORECARDS FOR 2018-2019**



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

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# This volume comprises of the following:

- DIRECTORATE OF THE MAYOR
- CORPORATE SERVICES
- FINANCE
- INFORMAL SETTLEMENTS, WATER AND WASTE
- TRANSPORT AND URBAN DEVELOPMENT
- SAFETY AND SECURITY
- SOCIAL SERVICES

☐ CONSIDERED BY THE EXECUTIVE MAYOR

\_\_\_\_\_  
EXECUTIVE MAYOR

☐ NOT APPROVED

DATE

COMMENT:



CITY OF CAPE TOWN  
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# DIRECTORATE OF THE MAYOR



## DIRECTORATE EXECUTIVE SUMMARY OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2018/2019

**EXECUTIVE DIRECTOR: CRAIG KESSON**

**CONTACT PERSON: JOY-ANN ADAMS**

**Website: (for detailed SDBIP):**

**<http://www.capetown.gov.za/Family%20and%20home/meet-the-city/our-vision-for-the-city/cape-towns-integrated-development-plan>**



**CITY OF CAPE TOWN  
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## **VISION OF THE CITY:**

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

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

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

This is a one year plan giving effect to the IDP and the budget. It sets out the strategies in quantifiable outcomes that will be implemented over the 2018/2019 financial year. It considers what was set out in the IDP and the Directorate Executive Summary. It indicates what the Department needs to do to deliver on the IDP objectives, how this will be done, what the outcomes will be, what processes it will follow and what inputs will be used.

# TABLE OF CONTENTS

1.	EXECUTIVE SUMMARY	4
2.	PURPOSE AND SERVICE MANDATE OF THE DEPARTMENT	5
3.	STRATEGIC ALIGNMENT TO THE IDP	5
4.	PERFORMANCE PROGRESS AND OUTCOMES	6
4.1	Past year's performance	6
4.2	Areas of Business Improvement	6
5.	PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN	7
6.	RESOURCES	8
6.1	Senior management capability and structure	8
6.1.1	Directorate organogram	8
6.1.2	Give an indication of possible outsource services	8
6.1.3	Lead and Contributing Directorate (Refer To City's Transversal Management System	9
6.2	Financial Information	10
6.2.1	Summary of revenue by source	10
6.2.2	Summary of operating expenditure by type	10
6.2.3.	Summary of capital expenditure by type	10
6.2.4	Major Projects Aligned To PPM (IDP Linkage)	11
6.2.5	Narrative on Directorate capital programme	11
7.	RISK ASSESSMENT	11
8.	OBJECTIVES AND INDICATORS OF THE DIRECTORATE SCORECARDS	11
9.	AUTHORISATION	11
10.	APPENDICES	11

## Annexure E: 2018/2019 Directorate Scorecards template

## 1. EXECUTIVE SUMMARY

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

- The capital expenditure for the directorate for 2018/2019 is R12 663 102 and the operating expenditure is R788 818 068.

## 2. PURPOSE AND SERVICE MANDATE OF THE DEPARTMENT

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

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

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

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

## 3. STRATEGIC ALIGNMENT TO THE IDP

STRATEGIC FOCUS AREA	DIRECTORATE OBJECTIVE	DEPARTMENTAL OUTPUT
SFA 1 – Opportunity City	1.1 Positioning Cape Town as a forward looking globally competitive business City  1.3 Economic Inclusion  1.4 Resource Efficiency and Security	<ul style="list-style-type: none"> <li>• To create the right conditions for enterprises to start up, grow and expand in Cape Town through the Ease-of-doing business programme. The Business Support Project includes the SME One Stop Shop, Red tape reduction and Doing Business Reform.</li> <li>• To project a compelling narrative about Cape Town as a high quality place to invest, live, work and visit through the Cape Town Business Brand Programme. The business brand project includes Invest Cape Town, Leveraging strategic events and Tourism destination marketing.</li> <li>• To enact City-enabled initiatives or services that will further enhance the attractions of Cape Town as an investment destination through the economic development and growth programme. Projects include the Business Incentive project and Green economy project.</li> <li>• To enhance economic growth in the city economy by working collaboratively with other relevant stakeholders through the partnership development programme. Projects include Trade and development and business engagement.</li> <li>• The City will drive economic inclusion to improve citizens quality of life and levels of self-determination and create an enabling environment for economic growth through the</li> </ul>

		<p>Skills Investment programme which includes the Special-purpose vehicle (SPV) skills development and apprenticeship investment and graduate internship project.</p> <ul style="list-style-type: none"> <li>• Drive resilience issues and develop and implement a resilience strategy in partnership with the 100 Resilient Cities Network.</li> </ul>
SFA 4 – Inclusive City	4.3 Building Integrated Communities	<ul style="list-style-type: none"> <li>• Media liaison and management</li> <li>• Social Media Management</li> <li>• Publication development</li> <li>• Digital Communication systems and processes,</li> <li>• Photography, Videography and Audio-Visual services.</li> </ul>
SFA 5 - Well-Run City	5.1 Operational Sustainability	<ul style="list-style-type: none"> <li>• Risk register, internal financial controls, performance management, compliance with legislative requirements etc.</li> <li>• Compliance and alignment with corporate processes and procedures e.g. Human Resource programmes, finance programmes</li> <li>• Transversal Management</li> <li>• Providing training on the Project &amp; Portfolio Management Tool to the relevant staff in various directorates across the organisation</li> <li>• Performance Monitoring and Evaluation</li> <li>• Policy and By-law development, research support, IDP drafting and review</li> <li>• Innovation and Operational Effectiveness to drive the City's Government Modernization initiatives in order to prepare the City for future challenges and opportunities.</li> <li>• Improving organisational culture, drive emotional commitment to the Values of the organisation, drive Talent Management strategy and equip the organisation with tools to drive and lead Change.</li> <li>• Financial Management programmes developed and implemented</li> <li>• Governance Accountability training module reviewed and continuously updated</li> <li>• Probity oversight functions including Internal Audit, Integrated Risk Management, Ombudsman, Forensics, Ethics and Integrity</li> </ul>

## 4. PERFORMANCE PROGRESS AND OUTCOMES

### 4.1 Past year's performance

The Directorate of the Mayor is a newly formed directorate, but has already delivered on a clean audit PDO.

### 4.2 Areas of Business Improvement

The Directorate of the Mayor is a newly formed directorate.

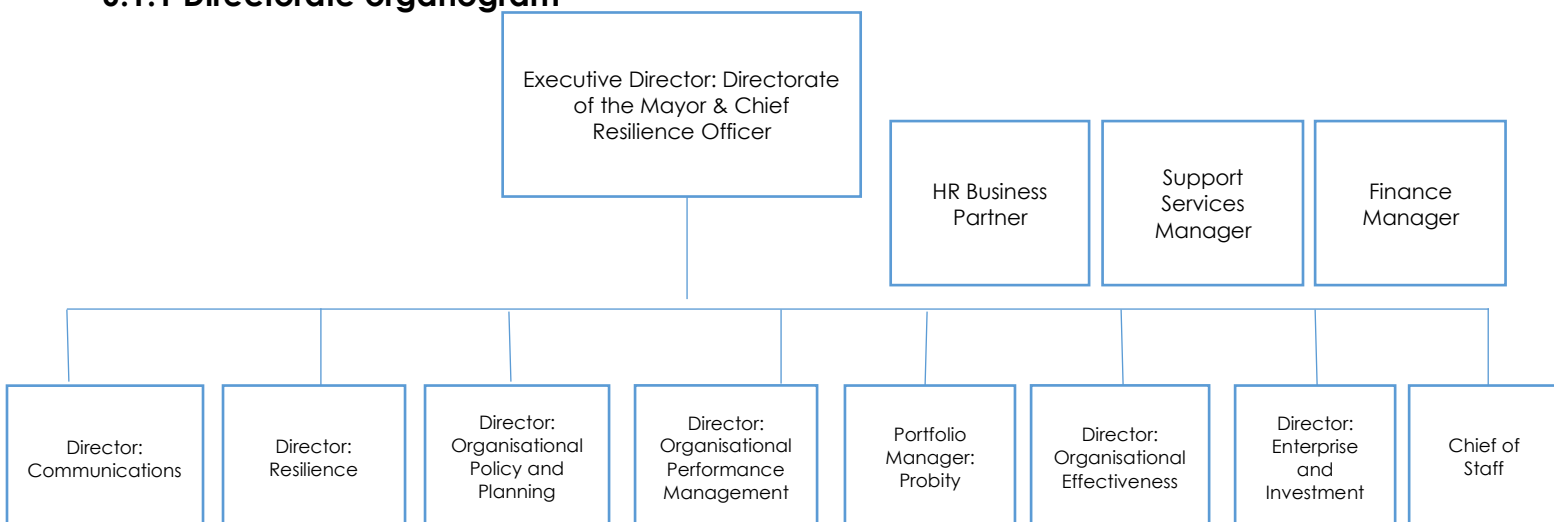
## 5. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

Partners / Stakeholders		Departmental roles and responsibilities
Internal	External	
Executive Mayor		<ul style="list-style-type: none"> <li>❖ Assist Mayor in the performance of her statutory and delegated duties.</li> <li>❖ Research and Communications Support.</li> <li>❖ Transversal Management Support.</li> <li>❖ Performance Monitoring and Evaluation Support.</li> <li>❖ Capital Programme Monitoring</li> </ul>
Mayoral Committee		<ul style="list-style-type: none"> <li>❖ Coordinate with MMC in terms of policy and strategy functions, transversal management and coordinate performance assessments.</li> </ul>
Council's Committees		<ul style="list-style-type: none"> <li>❖ Coordinate in terms of delegated responsibilities for policy and strategy and performance monitoring and evaluation.</li> </ul>
City Manager, Executive Management Team and organisation as a whole		<ul style="list-style-type: none"> <li>❖ Coordinate transversal management</li> <li>❖ Performance Monitoring and Evaluation of organisation for mayoralty</li> <li>❖ Advise on support on policy and legislative matters</li> </ul>
	Intergovernmental departments	<ul style="list-style-type: none"> <li>❖ Coordinate with Western Cape Government</li> <li>❖ Communicate with National government</li> </ul>
	The Auditor General	<ul style="list-style-type: none"> <li>❖ Coordinate with Western Cape Government</li> <li>❖ Communicate with National government</li> </ul>
	International community, including diplomatic corps and international mayors	<ul style="list-style-type: none"> <li>❖ Establish sound relations with all concerned</li> </ul>
	Communities	<ul style="list-style-type: none"> <li>❖ Establish sound relationships with community groups</li> </ul>
	City of Cape Town Residents	<ul style="list-style-type: none"> <li>❖ Investigate service delivery complaints</li> <li>❖ Liaise with complainants</li> </ul>
	100 Resilient Cities Network	<ul style="list-style-type: none"> <li>❖ Development and implementation of a resilience strategy in partnership with the 100 Resilient Cities Network</li> </ul>

## 6. RESOURCES

### 6.1 Senior management capability and structure.

#### 6.1.1 Directorate organogram



#### 6.1.2 Give an indication of possible outsource services

- **Organisational Policy and Planning:**

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

- **Communications:**

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

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

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

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

- **Organisational Effectiveness and Innovation**

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

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

Risk to outsourcing relates to consistency of application.

- **Enterprise and Investment**

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

- **Probity**

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

- **Organisational Performance Management**

The department outsources the support provided by CPPM to ensure that the city's level of project management matches internal standards which directly impacts level of quality service delivery, design and layout of the Annual Report, SDBIP and verification of BBBEE. It also provides strategic support to policy and planning, budget and organisational performance management.

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

See attached SDBIP

## 6.2 Financial Information

### 6.2.1 Summary of revenue by source

<b>Revenue By Source</b>	<b>Directorate of the Mayor</b>
Rent of Facilities and Equipment	77 929.52
Interest Earned on Outstanding Debtors	4 859.86
Transfers and Subsidies	3 447 704.28
Other Income	84 022.49
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>3 614 5165.15</b>

### 6.2.2 Summary of operating expenditure by type

<b>Expenditure By Type</b>	<b>Directorate of the Mayor</b>
Employee related costs	340 652 889.27
Remuneration of councillors	4 995 711.95
Other materials	4 176 525.11
Contracted services	62 794 006.20
Transfers and grants	86 695 900.19
Other expenditure	289 489 116.71
<b>Total Expenditure</b>	<b>788 818 068.71</b>

### 6.2.3 Summary of capital expenditure by type

<b>Departments</b>	<b>Proposed Budget 2018/19</b>	<b>Proposed Budget 2019/20</b>	<b>Proposed Budget 2020/21</b>
Communications	1 180 000	480 000	480 000
Enterprise & Investment	320 000	500 000	100 000
Management: Directorate of the Mayor	356 772	203 386	153 386
Organisational Effectiveness	40 000	40 000	40 000
Organisational Performance Management	10 141 800	190 000	148 044
Organisational Policy & Planning	33 600	33 600	0.00
Probity	512 444	512 444	538 000
Executive Coordination	78 486	78 486	78 486
<b>Total Capex: DOM</b>	<b>12 663 102</b>	<b>2 037 916</b>	<b>1 537 916</b>

#### 6.2.4 Major Projects Aligned To PPM (IDP Linkage)

- None

#### 6.2.5 Narrative on Directorate capital programme

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

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

### 7. RISK ASSESSMENT

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

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

### 8. OBJECTIVES AND INDICATORS OF THE DIRECTORATE SCORECARD

See attached Scorecard

### 9. AUTHORISATION

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

	Name	Signature	Date
Executive Director	Craig Kesson		

### 10. APPENDICES:

*Annexure A: 2018/2019 Directorate Scorecard template*

	A	B	C	D	E	F	G	H	I	J	K	L	O
1	2018/2019 DRAFT DIRECTORATE OF THE MAYOR : DIRECTORATE SCORECARD												
2	Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator	Baseline 2016/ 2017	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Responsible Person
3	Pillar & Corp Objective	CSC Indicator no.							30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019	
4	SFA 1 Opportunity City		(L) Directorate of the Mayor	1.1 Positioning Cape Town as a forward looking globally competitive business city	Approval of the City's first Resilience Strategy	New	New	City's first Resilience Strategy Approved	First draft of Resilience Strategy completed	Resilience strategy approved for public consultation	City's first Resilience Strategy Approved	n/a	Director: Resilience
5		-			Percentage response to business cases lodged directly with City's SMME One Stop Shop service within 2 working days	New	>85%	>90%	>90%	>90%	>90%	>90%	Director: Enterprise and Investment
6		-			Percentage of red tape notifications resolved within 14 working days	New	>50%	>50%	>50%	>50%	>50%	>50%	Director: Enterprise and Investment
7		-			Number of international City-led missions executed in order to promote Cape Town as a destination for trade and investment (cumulative)	New	2	2	0	1	1	2	Director: Enterprise and Investment
8		-			Number of industry driven job placements through outcomes based tender (cumulative)	New	1600	1200	300	600	900	1200	Director: Enterprise and Investment
9		-			Number of inward bound international engagements in pursuit of fostering mutually beneficial relations (cumulative)	New	20	20	5	10	15	20	Director: Enterprise and Investment
10		-			Number of quarterly reports on the state of the Cape Town economy	4	4	4	1	2	3	4	Director: Organisational Policy and Planning
11	SFA 3 Caring City	3.A	(L) Directorate of the Mayor	3.1 Excellence in basic services	Community satisfaction survey (Score 1-5) City Wide	2.9	2.9	2.9	n/a	n/a	n/a	2.9	Director: Organisational Effectiveness and Innovation
12	SFA 4 Inclusive City	4.E	(L) Corporate Services	4.3 Building Integrated Communities	Percentage of people from employment equity target groups employed in the three highest levels of management in compliance with the City's approved employment equity plan (EE)	75%	75%	75%	75%	75%	75%	75%	Director: Organisational Effectiveness and Innovation
13	SFA 5 Well-Run City	5.B	(L) Finance	5.1 Operational sustainability	Opinion of the Auditor-General (Pre-determined Objectives)	Unqualified Audit	Clean audit	Clean audit	Submission of Performance report for 2016/2017	Clean audit for 2017/18	N/A	N/A	Director: Organisational Performance Management

	A	B	C	D	E	F	G	H	I	J	K	L	O
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3	Pillar & Corp Objective	CSC Indicator no.							30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019	
14	SFA 5 Well-Run City	-	Directorate of the Mayor	5.1 Operational sustainability	% of approved audit engagement/investigations / risk registers completed  Number per activity:- Forensic Investigations :100 Ethics Investigations : 10 Internal Audit: 60 Risk Registers: 150 Ombudsman: 300	New	100%	100%	15%	40%	70%	100%	Portfolio Manager: Probity
15		-			Number of identified processes reviewed, developed and implemented for operational efficiency	New	4	4	1	2	3	4	Director: Organisational Effectiveness and Innovation
16		-			Percentage of staff and councillors trained in values integration	New	100%	50%	25%	35%	40%	50%	Director: Organisational Effectiveness and Innovation
17		-			Number of Organisational development interventions implemented as a result of the annual organisational culture survey	New	4	4	0	2	3	4	Director: Organisational Effectiveness and Innovation
18		-			Percentage Completion of review of the 2018/2019 IDP	100%	100%	100%	25%	50%	75%	100%	Director: Organisational Policy and Planning
19		-			Number of issues of digital newsletter sent out	New-look website under development	12	24	6	12	18	24	Director: Communications
20					Number of press releases issued over the period	New	360	600	150	300	450	600	Director: Communications
21		-			Percentage progress on the Mayoral Dashboard initiatives completed	New	New	100%	10%	50%	75%	100%	Director: Organisational Performance Management
22		-			Percentage of projects tracked on the implementing PPM Benefits Tracking	New	New	10%	0%	1%	2%	10%	Director: Organisational Performance Management
23		-			Percentage 2017/2018 Annual Report completed	100%	100%	100%	40%	75%	100%	100%	Director: Organisational Performance Management

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2	Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator	Baseline 2016/ 2017	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Responsible Person
3	Pillar & Corp Objective	CSC Indicator no.							30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019	
24	KEY OPERATIONAL INDICATORS:												
25	SFA 1 Opportunity City	1.G	(L) Corporate Services	1.3 Economic Inclusion	Percentage budget spent on implementation of WSP	N/A	95%	95%	10%	30%	70%	95%	Craig Kesson
26		-	(L) Corporate Services		Number of unemployed trainees and unemployed bursary opportunities (excluding apprentices)	New	n/a	n/a	n/a	n/a	n/a	n/a	Craig Kesson
27		-	(L) Corporate Services		Number of unemployed apprentices	New	n/a	n/a	n/a	n/a	n/a	n/a	Craig Kesson
28	SFA 3 Caring City	3.F	(L) Corporate Services	3.1 Excellence in basic service delivery	Percentage adherence to Citywide service requests	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Craig Kesson
29	SFA 4 Inclusive City	-	(L) Corporate Services	4.3 Building Integrated Communities	Percentage adherence to EE target in all appointments (internal & external)	n/a	85%	85%	85%	85%	85%	85%	Craig Kesson
30		-			Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	n/a	2%	2%	2%	2%	2%	2%	Craig Kesson
31	SFA 5 Well-Run City	-	(L) Corporate Services	5.1 Operational sustainability	Percentage of absenteeism	New	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	Craig Kesson
32		5.C	(L) Finance		Percentage spend of capital budget	New	90%	90%	19%	40%	57%	100%	Craig Kesson
33		-	(L) Corporate Services		Percentage OHS investigations completed	New	New	100%	100%	100%	100%	100%	Craig Kesson
34		-			Percentage vacancy rate	New	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	Craig Kesson

	A	B	C	D	E	F	G	H	I	J	K	L	O
1	2018/2019 DRAFT DIRECTORATE OF THE MAYOR : DIRECTORATE SCORECARD												
2	Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator	Baseline 2016/ 2017	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Responsible Person
3	Pillar & Corp Objective	CSC Indicator no.							30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019	
35	SFA 5 Well-Run City	-	(L) Finance	5.1 Operational sustainability	Percentage of operating budget spent	New	95%	95%	18%	44%	72%	95%	Craig Kesson
36		-			Percentage of assets verified	New	100% asset register verified	100% asset register verified	N/A	N/A	60%	100% asset register verified	Craig Kesson
37		-	(L) Directorate of the Mayor		Percentage Internal Audit findings resolved	New	75%	75%	75%	75%	75%	75%	Craig Kesson
38					Percentage of Declarations of Interest completed	New	100%	100%	25%	50%	75%	100%	Craig Kesson
39		-			Percentage completion of evidence based Data strategy	New	New	100%	20%	20%	30%	100%	Director: Organisational Performance Management
40	<div>Executive Director: _____Date: _____</div> <div>Executive Mayor: _____Date: _____</div>												

## 2018/2019 DRAFT DIRECTORATE OF THE MAYOR : DIRECTORATE SCORECARD

No	Key Performance Indicator	Definition	Reporting Data Source
1	Approval of the City's first Resilience Strategy	30 Sept - Draft of resilience strategy submitted to Chief Resilience Officer and workshop on draft of strategy with Section 79 committee 31 Dec - Report to Section 79 requesting approval for public participation, and subsequently approved for consultation 31 March - Report to Council and approval by Council	Relevant reports to designated authority
2	Percentage response to business cases lodged directly with City's SMME One Stop Shop service within 2 working days	This indicator consists of the percentage of walk-in, telephonic and email business cases logged & processed by the City One Stop SMME Facilitation Service which are actioned/ resolved within 2 working days. Small business assistance requests will be resolved or referred to either internal City departments and or external institutions involved in providing entrepreneurship support. Types of business assistance service requests include; resolving red tapes cases, information and advice about City business procedures etc.	
3	Percentage of red tape notifications resolved within 14 working days	Red tape issues commonly revolve around procedural issues related to a business process. For the purposes of this indicator resolution refers to the point at which the matter has been investigated and actioned with the relevant department and the business provided with a satisfactory answer re: process/ timelines/ actions taken to overcome/remove the hurdle. The percentage is determined by taking the number of cases that have been "resolved" within 14 working days and dividing it by the total number of relevant cases in the quarter.	
4	Number of international City-led missions executed in order to promote Cape Town as a destination for trade and investment (cumulative)	This indicator measures outward bound international trade and investment missions in which there is City participation at a senior level. Evidence provided should be the trip feedback report on correct template.	
5	Number of industry driven job placements through outcomes based tender	The City has intent to issue a tender award to a service provider to deliver an outcomes based service on job driven work placements. It is expected that the tender will be awarded at the start of the commencement of 2017/2018 financial year. There is a cumulative target in place. For the purposes of measuring this indicator "job placements" is inclusive of educational placement, learnerships and apprenticeships along with employment (voluntary, temporary ( < 3months/ >3<12 months) and permanent positions). Q1: 300 placements Q2: 600 placements Q3: 900 placements Q4: 1200 placements	
6	Number of inward bound international engagements in pursuit of fostering mutually beneficial relations (cumulative)	This indicator measures the number of delegations or relevant international meetings hosted that have trade and investment related topics as the main focus. Evidence provided should include the meeting minutes as produced by the International Relations Department.	
7	Number of quarterly reports on the state of the Cape Town economy	Q1 - 1 Quarterly 2018 Economic Performance Indicators for Cape Town (EPIC) report completed Q2 - 2 Quarterly 2018 Economic Performance Indicators for Cape Town (EPIC) report completed Q3 - 3 Quarterly 2018 Economic Performance Indicators for Cape Town (EPIC) report completed Q4 - 4 Quarterly 2018Economic Performance Indicators for Cape Town (EPIC) report completed	
8	Community satisfaction survey (Score 1 - 5) - City Wide	A statistically valid, scientifically defensible score from the annual survey of residents of perceptions of the overall performance of the services provided by the City of Cape Town.  The measure is given against the non-symmetrical Likert scale ranging from : 1 being poor; 2 being fair; 3 being good; 4 being very good and 5 excellent.  The objective is to improve the current customer satisfaction level.	City Wide Survey

## 2018/2019 DRAFT DIRECTORATE OF THE MAYOR : DIRECTORATE SCORECARD

No	Key Performance Indicator	Definition	Reporting Data Source
9	Percentage of people from employment equity target groups employed in the three highest levels of management in compliance with the City's approved employment equity plan (EE) (NKPI)	<p>The indicator measures the percentage of people from employment equity target groups employed in the three highest levels of management in compliance with the City's approved employment equity plan. Each directorate contributes to the corporate achievement of targets and goals by implementing its own objectives of quantitative and qualitative goal setting.</p> <p>Level 1 – Executive Directors Level 2 – Portfolio managers and Directors Level 3 - Managers</p> <p>Proxy measure for NKPI.</p>	SAP EE Statistics
10	Opinion of the Auditor-General (Pre-determined Objectives)	<p>The indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor-General in determining his opinion. An unqualified audit opinion refers to the position where the auditor, having completed his audit, has no reservation as to the fairness of presentation of financial statements and their conformity with General Recognised Accounting Practice. This is referred to as 'clean audit'.</p> <p>Alternatively, in relation to a qualified audit opinion, the auditor would issue this opinion in whole, or in part, over the financial statement if these are not prepared in accordance with General Recognised Accounting Practice, or could not audit one or more areas of the financial statements. Future audit opinions will cover the audit of predetermined objectives.</p>	Office of the Auditor General
11	<p>% of approved audit engagement/investigations/risk registers completed</p> <p>Number per activity:- Forensic Investigations :100 Ethics Investigations : 10 Internal Audit: 60 Risk Registers: 150 Ombudsman: 300</p>	<p>This indicator measures the percentage per quarter of the completed number of audit engagements, investigations, risk registers, completed lodged cases / (divided by) annual target of the completed number of audit engagements, investigations, risk registers, completed lodged cases for the year.</p> <p>- authorised forensic and ethics cases investigated and reported on by Forensic, Ethics and Integrity (Cumulative) - actual final reports issued as completed (on a cumulative basis) as per the approved risk based Internal Audit plan. - risk registers completed (signed off) on level 1, 2 and 3 of the organization structure for which Integrated Risk Management did workshops. - cases lodged with the Ombudsman completed</p> <p>This will be an annual target which will be monitored on a quarterly basis:</p> <p>Q1- 15% Q2 - 40% Q3 - 70% Q4 - 100%</p>	Probity Database
12	Number of identified processes reviewed, developed and implemented for operational efficiency	This indicator measures the number of innovation forums held per year. This will be evidenced by 4 x Business Process improvement reports.	
13	Percentage of staff and councillors trained in values integration	Percentage of staff and councillors who have attended values integration sessions which include inter alia workshops and programmes as well as industrial theatre interventions.	
14	Number of Organisational development interventions implemented as a result of the annual organisational culture survey	Number of Organisational development interventions developed and implemented as touch points identified as an outcome of the 2017/18 annual organisational culture survey.	
15	Percentage Completion of review of the 2018/2019 IDP	<p>Q1 -25% - A Councillor or Committee of Council propose amendments - Notify Section 79 Committees of commencement of amendment process Q2 - 50% - Prepare final memorandum with amendments for submission to the Mayor in January 2019. Q3 - 75% - IDP Amendment tabled for public comment with budget document in Council by end March 2019 Q4 - 100% - IDP Review approved by Council by 31 May 2019</p>	

## 2018/2019 DRAFT DIRECTORATE OF THE MAYOR : DIRECTORATE SCORECARD

No	Key Performance Indicator	Definition	Reporting Data Source
16	Number of issues of digital newsletter sent out	This indicator will measure the number of digital newsletters sent to a database of readers over the year, informing them of service delivery issues in the city. Initially one per month is planned.	
17	Number of press releases issued over the period	This indicator refers to the number of official press releases issued by the media department over the period. Note that this is a highly dynamic environment and numbers may fluctuate depending on service delivery issues.	
18	Percentage progress on the Mayoral Dashboard initiatives completed	Definition: To develop a Mayoral Dashboard to improve decision making and accountability: Q1 - 10% - Staff appointed Q2 - 50% - Assessments completed Q3 - 75% - Dashboard development Q4 - 100% - Dashboard development	
19	Percentage of projects tracked on the implementing PPM Benefits Tracking	Each Programme is undertaken to achieve benefits to different stakeholders. Benefits of each programme can be financial and non-financial. The benefits management is to assist toward achieving the benefits that can be obtained from each programme. The BEPP provided several programmes with different benefits that be achieved. The objective is to utilise SAP PPM to capture and track the various benefits from the respective programmes.	
20	Percentage Completion of 2017/2018 Annual Report	The Annual report is comprehensive report on the performance of the city and the entity for the year under review. Annual reports are intended to give the public and other interested people information about the financial and non-financial information of performance. This is a legislative requirement in terms of Section 121 of the MFMA.  The indicator measures the percentage progress to completion by Council approval.  Quarterly measurements of this indicator are as follows: Q1 - 40% - Draft 2017/2018 report submitted to AG by end August 2018 Q2 - 75% -- Printers proof -Designed and layout Q3 - 100% - Submission of annual report to Council - Submission of oversight report to Council Q4 - 100% - 2017/2018 Annual Report Completed	
21	Percentage budget spent on implementation of WSP for the City	A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions which will address the needs arising out of Local Government's Skills Sector Plan, the City's strategic requirements as contained in the IDP and the individual departmental staffing strategies and individual employees' PDPs. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan.  Formula: Measured against training budget.	
22	Number of unemployed trainees and unemployed bursary opportunities (excluding apprentices)	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative and provision of real world of work exposure to trainees and graduates. This includes, external bursaries awarded, in-service student training opportunities, graduate internships and learnerships.  This is an accumulative quarterly measure. The target refers to the 4th quarter final total.	Data Source: SAP BI Report
23	Number of unemployed apprentices	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative. This indicator is limited to apprenticeships.  This is an accumulative quarterly measures. The target refers to the 4th quarter final total.	Data Source: SAP BI Report

## 2018/2019 DRAFT DIRECTORATE OF THE MAYOR : DIRECTORATE SCORECARD

No	Key Performance Indicator	Definition	Reporting Data Source
24	Percentage adherence to Citywide service requests	Measure the percentage adherence to Citywide service standard based on all external notifications.	Data Source: SAP & SAP BI
25	Percentage adherence to EE target in all appointments (internal & external)	<p>Formula: Number of EE appointments (external, internal and disabled appointments) / Total number of posts filled (external, internal and disabled)</p> <p>This indicator measures:</p> <p>1. External appointments - The number of external appointments across all directorates over the preceding 12 month period. The following job categories are excluded from this measurement: Councillors, students, apprentices, contractors and non-employees. This will be calculated as a percentage based on the general EE target.</p> <p>2. Internal appointments - The number of internal appointments, promotions and advancements over the preceding 12 month period. This will be calculated as a percentage based on the general EE target.</p> <p>3. Disabled appointments - The number of people with disabilities employed at a point in time. This excludes foreigners, but includes SA White males with disabilities.</p> <p>Note: If no appointments were made in the period preceding 12 months, the target will be 0%.</p>	
26	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	<p>This indicator measures :</p> <p>The disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%.</p> <p>This category forms part of the 'Percentage adherence to EE target', but is indicated separately for focused EE purpose. This indicator measures the percentage of people with disabilities employed at a point in time against the staff complement e.g. staff complement of 100 target is 2% which equals to 2.</p>	
27	Percentage of absenteeism	The indicator measures the actual number of days absent due to sick, unpaid/unauthorised leave in the department or directorate expressed as a percentage over the number of working days in relation to the number of staff employed. Sick, unpaid/unauthorised leave will include 4 categories namely normal sick leave, unpaid unauthorised leave, leave in lieu of sick leave and unpaid in lieu of sick leave.	<p>Data Source: SAP &amp; SAP BI</p> <p>A training manual is available to assist with the extraction of the report.</p>
28	Percentage spend of capital budget	Percentage reflecting year to date spend / Total budget less any contingent liabilities relating to the capital budget. The total budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.	Directorate Finance Managers extract data quarterly
29	Percentage OHS investigations completed	Investigations measures the completed number of incidents investigated within a 30 day period, expressed as a percentage. "Completed" will be measured as incident data captured and uploaded on SAP. There will be a one month lag for both the numerator and denominator for reporting purposes.	

## 2018/2019 DRAFT DIRECTORATE OF THE MAYOR : DIRECTORATE SCORECARD

No	Key Performance Indicator	Definition	Reporting Data Source
30	Percentage vacancy rate	This is measured as a percentage of positions vacant against the total positions on structure. This indicator will be measured at a specific point in time to calculate the vacancy rate. The target is a vacancy rate of 7% or less.	
31	Percentage of Operating Budget spent	Formula: Total actual to date as a percentage of the total budget including secondary expenditure.	Directorate Finance Managers extract data quarterly
32	Percentage of assets verified	<p>The indicator reflects the percentage of assets verified annually for audit assurance.</p> <p>Quarter one will be the review of the Asset Policy, In Quarter two, the timetable in terms of commencing and finishing times for the process is to be communicated, and will be completed. Both Quarters will only be performed by Corporate Finance.</p> <p>The asset register is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data is downloaded at specific times and is the bases for the assessment of progress.</p> <p>Q1+N/A for ALL other department, except Corporate Finance (responsible) Q1= 25% Corporate Finance Q2= N/A for ALL other department, except Corporate Finance Q2= 50% Corporate Finance Q3= 75% represent that 60% of the assets have been verified by the directorate/ department Q4= 100% represents All assets have been verified.</p>	
33	Percentage Internal Audit findings resolved	<p>It is the reporting and monitoring of the reduction (in percentage) of the findings of audit follow-ups performed in the quarter.</p> <p>The timing for corrective action implementation is normally provided by line.</p> <p>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.</p>	
34	Percentage of Declarations of Interest completed	The total number of completed declarations of interest as a % of the total number of staff. The target is cumulative over the year. Each employee needs to complete the declaration of interest at least once per year (or when circumstances change), as prescribed by the applicable legislation and City policies / decisions.	

# **DIRECTORATE: CORPORATE SERVICES**



## **DIRECTORATE EXECUTIVE SUMMARY OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) 2018/2019**

**EXECUTIVE DIRECTOR: MR LUNGELO MBANDAZAYO**

**CONTACT PERSON: MANAGER SUPPORT SERVICES**

**Website: (for detailed SDBIP)**

**<http://www.capetown.gov.za/Family%20and%20home/meet-the-city/our-vision-for-the-city/cape-towns-integrated-development-plan>**



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

**Making progress possible. Together.**

## TABLE OF CONTENTS

1.	EXECUTIVE SUMMARY	4
2.	PURPOSE AND SERVICE MANDATE OF THE DIRECTORATE	5
3.	STRATEGIC ALIGNMENT TO THE IDP	7
4.	PERFORMANCE PROGRESS AND OUTCOMES	12
4.1	Past year's performance	12
4.2	Areas of Business Improvement	14
5.	STAKEHOLDERS IN THE STRATEGY PLAN (optional)	15
6.	RESOURCES	16
6.1	Senior management capability and structure	16
6.1.1	Directorate organogram	16
6.1.2	Give an indication of possible outsource services	17
6.1.3	Lead and Contributing Directorate (Refer To City's Transversal Management System)	17
6.2	Financial Information	17
6.2.1	Summary of revenue by source	17
6.2.2	Summary of operating expenditure by type	18
6.2.3.	Summary of capital expenditure by type	18
6.2.4	Major Projects Aligned To PPM (IDP Linkage)	18
6.2.5	Narrative on Directorate capital programme	19
7.	DIRECTORATE APPRAISAL (SWOT)	19
7.1	Revenue risks	20
8.	OBJECTIVES AND INDICATORS OF THE DIRECTORATE SCORECARD	20
9.	AUTHORISATION	Annexure A
10.	APPENDICES	
	<b>Annexure A: 2018/2019 Directorate Scorecard template</b>	

## 1. EXECUTIVE SUMMARY

The **Vision Statement** for the Directorate: Corporate Services is;

**“Your Professional Partner Offering Cutting Edge Solutions that Enable a Customer Centric Culture in the City”**

The Directorate: Corporate Services is one of the ten (10) Directorates which form the strategic business units within the City of Cape Town organisational structure and occupies the following functional/departments;

1. Human Resources
2. Legal Services
3. Executive & Council Support
4. Information Knowledge Management
5. Information & Systems Technology (IS&T)
6. ED Office' Support Team

The directorate' main purpose of existence is to provide a strategic service to its Stakeholders. This is done through a process of continuously analysing the needs of the Stakeholders and adapting striving to meet those needs. The process of identifying the needs and aims of our stakeholders drives our vision and mission purpose statement.

The Directorate for Corporate Services held its strategic planning workshop on the 22<sup>nd</sup> of January 2018. The purpose of the workshop was for the management team to craft the Directorate, Service Delivery and Budget Implementation Plan (SDBIP) with its Scorecard for the 2018/19 financial year in line with the 2018/19 Medium-term Revenue and Expenditure Framework (MTREF).

## 2. PURPOSE AND SERVICE MANDATE OF THE DIRECTORATE

Corporate Services exists to deliver a strategic support service using relevant technical skilled and qualified resources to apply best practices, procedures and systems thereby enabling the City of Cape Town to achieve its core mandate of service delivery.

Corporate Services (CS) will continue to add value to its stakeholders and the City by providing high quality internal strategic support to the various stakeholders within the Business Units, thereby significantly contributing to the efficiency and effectiveness of the "City of Cape Town".

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

<b>Legal Services</b>	<b>Human Resources</b>	<b>Information Systems and Technology (IS&amp;T)</b>	<b>Information and Knowledge management</b>	<b>Executive &amp; Council support</b>	<b>Executive Office support team</b>
<b>1.</b> Provide strategic and specialised knowledge on all areas of law impacting local government. <b>2.</b> Draft legal opinions and vet contracts <b>3.</b> Rendering legal advice and support to line departments to improve their systems <b>4.</b> Manage litigation for and against	<b>1.</b> Ensure and direct the provision of a strategic staffing function by focusing on delivering strategies and solutions which support the IDP. <b>2.</b> To provide and administer a sustainable, accurate and timely payroll and personnel services to organisation. <b>3.</b> Performance management <b>4.</b> Provide an integrated Employee Relations and Engagement service that supports the strategic intent of the City for the creation of	<b>1.</b> Architectural/Governance oversight of City computing facilities. <b>2.</b> Provision and maintenance of desktop computing services: email, printing etc. <b>3.</b> Provision of a service desk to capture, track and resolve end-user services requests. <b>4.</b> Provision and maintenance of back end computing facilities: data centres, servers, databases, etc. <b>5.</b> Provision and maintenance of business process automation applications	<b>1.</b> Information and knowledge management city wide supporting city as an organisation <b>2.</b> Records management <b>3.</b> Corporate geographical information systems (GIS) <b>4.</b> Geomatics-acquire and manages geomatics (locational) data for the city in accordance with corporate	<b>1.</b> Strategic support to Stakeholders including, Executive Mayor, Mayoral committee Councillors, City Manager, EMT and the whole organisation <b>2.</b> Management and review of systems of delegation. <b>3.</b> Councillor on-boarding and development services Directorate Forensic case	<b>1.</b> Provide support to the efficient running of the ED office <b>2.</b> Management of the ED diary and meetings. Consolidation of department's reports. <b>3.</b> Supporting the ED in the provision of strategic support to the departments. <b>4.</b> Strategic planning for the directorate (formulation, implementation

the City. <b>5.</b> Ensure Legal Compliance of all council reports (with applicable legislation and processes) <b>6.</b> Manage Section 62 Appeal process <b>7.</b> Prosecute all by-law and traffic offences	a harmonious and productive workplace. <b>5.</b> Offer strategic consulting and advisory services on Organisational design to business. <b>6.</b> Deliver an efficient and effective training and development of staff. <b>7.</b> Develop and implement an integrated EAP framework for the organisation <b>8.</b> Ensure the development and implementation of an innovation and appropriate approach to health and safety management within the organisation	<b>6.</b> Provision, support and maintenance of Core systems applications environment. <b>7.</b> Provision and maintenance of networks, telecommunications and radio networks. <b>8.</b> Provision of IT project delivery and transition services.	and legislative requirements and provides geomatics services and products, such as aerial imagery, GPS survey, 3D modelling to city departments	management. Interface between executive decision-making structures and the organisation. <b>4.</b> Interpreting, translation and editing services <b>5.</b> Personalised and customer-centric Councillor support service. Language advisory service <b>6.</b> Printing and registry and archiving or records <b>7.</b> Areas based postal courier.	and monitoring & control) <b>5.</b> Project management for the directorate <b>6.</b> Performance reporting
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### 3. STRATEGIC ALIGNMENT TO THE IDP

#### LINKAGE TO IDP AND CHANGE IN INDICATORS AND TARGETS

As per the National Treasury (NT) Circular No.13 the SDBIP is a layered one-year operation plan. Once the top-layer (organisational) key performance indicators and targets are defined and set, then the various strategic business units (directorates) of the City are expected to develop the lower-level and more detailed layer of the SDBIP.

It is critical and very important to note that the SBBIP serves as a contract/agreement between the administration, Council and the community expressing the strategic focus areas (Strategic Objectives) set by the Council as quantifiable outcomes that can be implemented by the administration over the next 12 financial periods of the financial year.

The IDP is a strategic plan for a five-year term period of **2012/2013 - 2016/17** and it identifies strategically important outcomes orientated goals and objectives against which the organisation medium term results can be measured and evaluated by all its Key stakeholders. The financial year **2016/17** was the fifth and also last financial year of the **2012/13 – 2016/17** five-year term period. Performance information is important for effective management, including planning, budgeting, implementation, reporting, monitoring and evaluation. The financial year has been audited by the Auditor General and an unqualified audit opinion was expressed by the AGSA. This means that the financial statements contained no material misstatements but there were findings raised on reporting on predetermined objectives and non-compliance with legislation.

The Key Performance Indicators (KPI) identified during the financial year 2016/17 taken together, and when stated in a SMART way, indicate what success will look like, so all key performance indicators (KPI) need to be achieved in order to claim achievement of the Strategic Focus Area and Strategic Objective. Achieving some and not all key performance indicators (KPI) therefore means that the Strategic Objective has not been achieved. Achieving 4/5 or 8/9 Key Performance Indicators does not translate into an achievement of the strategic objective.

The table below identifies the Strategic Focus Areas identified from the IDP for our Directorate and its Departments;

<b>Strategic Focus Area (SFA)</b>	<b>Objective</b>	<b>Programme</b>	<b>Priorities</b>
<b>SFA 1- OPPORTUNITY CITY</b>	<b>1.1</b> Positioning Cape Town as a forward-looking globally competitive city		
	<b>1.2</b> Leveraging technology for progress	1.2.a;	
	<b>1.3</b> Economic Inclusion	1.3.a; 1.3.b;	
<b>SFA 3 CARING CITY</b>	<b>3.1</b> Excellence in basic service delivery	3.1.a;	
<b>SFA 4 INCLUSIVE CITY</b>	<b>4.2</b> An efficient, integrated transport system <b>4.3</b> Building integrated communities	4.3.b; 4.3.c;	
<b>SFA 5 WELL-RUN CITY</b>	<b>5.1</b> Operational sustainability	5.1.a; 5.1.c; 5.1.d; 5.1.e; 5.1.f	

Management has further agreed that the following performance priorities which will be located within the departmental business plans will be tracked on an on-going performance as our strategic business unit (directorates) priorities.

	SFA	Objective	Program	Key Performance Indicator KPI	Target
1.				One form, one process project	
2.				SLA Agreement between the Directorate: Corporate Service and its Departments	
3.				Review and alignment of Directorate: Corporate Services policies to organisation strategy	

#### OPEX – GAPS PRESENTED DURING REVIEW

Department	Objective / Priority	Programme	Initiative Name	Rate/Tariff Funded	2018/19	Explanation for revisions	Motivation
Legal Services	The Well Run City	5.1.a Efficient Responsible and Sustainable Programme	-	Rate	18 000 000	budgetary provisions to be assessed before legal requests approved. Will be evaluated in adjustment budget.	Legal Fees Risk mitigating item. Department has no control over which cases to pursue, the duration of the case or the outcome. Every year we are short by ± R12 m, and that is before the budget cut to contribute to the Water crisis.

IS&T	The Opportunity City	1.2.a Digital City Programme	-	Rate	22 500 000	Savings from telecoms should be used toward this and continually assessed in future years	Microsoft enterprise Agreement Make a Provision for a Buy Back Penalty of (R300m) which will ensure that the City will be saving R422 m over the next 6 years.
IKM	Objective 5.1 Operational Sustainability	5.1.d Evidence-led Decision Making Programme	-	Rate	2 086 309	water and social services to budget for this	The need for land surveying services has grown specifically in relation to the demarcation of burial sites in cemeteries and the monitoring of long-term dam sites.
IKM	Objective 5.1 Operational Sustainability	5.1.d Evidence-led Decision Making Programme	-	Rate	2 000 000	next year	Funding required for a tender to develop applications using the City's data

## MAYORAL DASHBOARD REPORTING – GAPS ANALYSIS

The following priorities were identified for our Directorate through the office of the IDP. The expectation is that we will be expected to report on them monthly in the Mayor dashboard.

Strategic Focus Area	Objective	IDP Program	IDP Projects	IDP Initiatives
<b>SFA 1: OPPORTUNITY CITY</b>	1.1.Positioning Cape Town as a forward - looking, globally competitive city	1.1.c Infrastructure investment programme	Support services project	Improved data management

<b>SFA 1: OPPORTUNITY CITY</b>	1.2 Leveraging Technology for Progress	1.2.a Digital city programme	Broadband project	Laying of 1300 km of fibre optic cables to serve 600 City buildings
<b>SFA 1: OPPORTUNITY CITY</b>	1.2 Leveraging Technology for Progress	1.2.a Digital city programme	Last-mile project	Wi-Fi access points to increase telecommunications infrastructure
<b>SFA 1: OPPORTUNITY CITY</b>	1.2 Leveraging Technology for Progress	1.2.a Digital city programme	Technology innovation project	City to embark on a Local Area Network gaming initiative
<b>SFA 1: OPPORTUNITY CITY</b>	1.2 Leveraging Technology for Progress	1.2.a Digital city programme	Technology innovation project	Digital Citizen interaction platforms-enhancing existing Call Centre
<b>SFA 1: OPPORTUNITY CITY</b>	1.2 Leveraging Technology for Progress	1.2.a Digital city programme	Technology innovation project	Digital Citizen interaction platforms-interactive contact sessions for digitally supported public meetings
<b>SFA 1: OPPORTUNITY CITY</b>	1.2 Leveraging Technology for Progress	1.2.a Digital city programme	Technology innovation project	Digital Citizen interaction platforms-enhancing digital Call Centre
<b>SFA 1: OPPORTUNITY CITY</b>	1.2 Leveraging Technology for Progress	1.2.a Digital city programme	Technology innovation project	Digital Citizen interaction platforms-investing in existing City ICT Technology
<b>SFA 1: OPPORTUNITY CITY</b>	1.2 Leveraging Technology for Progress	1.2.a Digital city programme	Technology innovation project	Making City data available through the open data portal
<b>SFA 1: OPPORTUNITY CITY</b>	1.2 Leveraging Technology for Progress	1.2.a Digital city programme	Technology innovation project	Establishment of an administration wide big-data analytical platform
<b>SFA 1: OPPORTUNITY CITY</b>	1.3 Economic inclusion	1.3.a Skills investment programme	Special-purpose vehicle (SPV) skills development and graduate internship project	Collaboration with identified SPV's to facilitate skills training.
<b>SFA 1: OPPORTUNITY CITY</b>	1.3 Economic inclusion	1.3.a Skills investment programme	Special-purpose vehicle (SPV) skills development and graduate internship project	Facilitate 3000 business driven job placements
<b>SFA 5: WELL-RUN CITY</b>	5.1. Operational sustainability	5.1.d Evidence-led decision-making programme	Digital tools project	Development and implementation of enterprise content management framework

<b>SFA 5: WELL-RUN CITY</b>	5.1. Operational sustainability	5.1.e Service delivery skills programme	Skills gap and evaluation project	Identify skills gaps and evaluate the distribution of, amongst others, project management, engineering and operational skills in the City, staff strategy, a skills audit, individual performance management, work place skills plan.
<b>SFA 5: WELL-RUN CITY</b>	5.1. Operational sustainability	5.1.e Service delivery skills programme	Skills intervention project	Designing and implementing skills gap intervention project
<b>SFA 5: WELL-RUN CITY</b>	5.1. Operational sustainability	5.1.d Evidence-led decision-making programme	Digital tools project	Extension of the ERP-GIS (Enterprise Resource Planning/Geographic information System) platform
<b>SFA 5: WELL-RUN CITY</b>	5.1. Operational sustainability	5.1.d Evidence-led decision-making programme	Digital tools project	Optimising the use of the City's internet and intranet as knowledge-sharing platforms
<b>SFA 5: WELL-RUN CITY</b>	5.1. Operational sustainability	5.1.d Evidence-led decision-making programme	Digital tools project	Enhancing the City's open data platform
<b>SFA 5: WELL-RUN CITY</b>	5.1. Operational sustainability	5.1.d Evidence-led decision-making programme	Digital tools project	Enhancing the City's internal and external GIS viewers
<b>SFA 5: WELL-RUN CITY</b>	5.1. Operational sustainability	5.1.d Evidence-led decision-making programme	Data analysis methodology project	Ensure the availability of a repository of quality and up-to-date data, and enhance the tools for data dissemination; 1. DIR C16 2.Indicator reporting tool 3.GIS viewers 4.Open data portal 5.External data, e.g. Stats South Africa datasets

## 4. PERFORMANCE PROGRESS AND OUTCOMES

### 4.1 Past year's performance (audited 2016/17)

The financial year 2016/2017 was the 5<sup>th</sup> and also the final year of the 2011/2012 – 2016/2017 five-year term.

The diagram below indicates how many KPI were achieved for each strategic objective.

Strategic Objective	Number of KPI's set	KPI Achieved	Results/Achievement of SFA
1.2	3	2/3	Not achieved
1.6	1	1/1	Achieved
4.1	1	0/1	Not Achieved
5.1	1	0/1	Not Achieved
5.2	7	6/7	Not Achieved
5.3	5	3/5	Not Achieved

## STRATEGIC FOCUS AREA 1: THE OPPORTUNITY CITY

### Key Achievements:

Objective	Key Performance Indicator (KPI)	Key Achievements 2016/2017	Comment
1.2.Create an enabling environment to attract investment that generates economic growth and job creation.	1. Number of EPWP work opportunities created	Despite achieving the Target set, during the audit of Pre-Determined Objectives finding was raised by the AGSA around record management and this area will also be management focus area in the coming financial years.	The objective had 3 key performance indicators to measure it and only 2 KPIs were achieved out of the three resulting in the Objective not being achieved for the financial year
	2. Percentage spend on repairs and maintenance	Target of 95% not met mainly due to delays experienced in awarding of repairs and maintenance tenders	
	3. Percentage spend on Capital budget	95.1%	

Objective	Key Performance Indicator (KPI)	Key Achievements 2016/2017	Comment
1.6.Maximise the use of available funding and programmes for training and skills development	1. Number of external & bursary training opportunities & apprentices (External & Bursary)	The City exceeded its external training opportunity target by creating 1153 student opportunities against a target of 850 and 412 apprentices against a target of 320.	This Objective had 1 key performance indicators to measure it and that was achieved resulting in the achievement of the Objective.

		The various student programmes form an integral part of the City's talent management framework and Employment Equity. Due to the successful implementation of these programmes 115 students were permanently appointed by the City in various positions	
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#### STRATEGIC FOCUS AREA 4: THE INCLUSIVE CITY

##### Key Achievements:

Objective	Key Performance Indicator (KPI)	Key Achievements 2016/2017	Comment
4.1.Ensure responsiveness by creating an environment where citizens can be communicated with and responded to	1. Managing service delivery through the service management programmes (C3 notifications responsiveness) Service management programme	Though this indicator in the scorecard was captured as "percentage adherence to Citywide services std (external notif).	This Objective had 1 key performance indicators to measure it and that was not achieved resulting in the non-achievement of the Objective.

#### STRATEGIC FOCUS AREA 5: THE WELL - RUN CITY

##### Key Achievements:

Objective	Key Performance Indicator (KPI)	Key Achievements 2016/2017	Comment
5.1. Ensure a transparent government, and work towards eradicating corruption	1. Managing service delivery through the service management programmes (C3 notifications responsiveness) Service management programme	Though this indicator in the scorecard was captured as "percentage adherence to Citywide services standard (external notifications).	This Objective had 1 key performance indicators to measure it and that was not achieved resulting in the non-achievement of the Objective.

Objective	Key Performance Indicator (KPI)	Key Achievements 2016/2017	Comment
5.2.Establish an efficient and productive administration that prioritised delivery	1. Number of municipal meetings open to public (cumulative)		7 Key performance Indicators were identified to measure this Objective. Out of the 7 KPIs only 6 were achieved resulting in the non-achievement of the Objective.
	2.Percentage vacancy rate	1.Appointment of all S56 positions including City Manager and 10 Executive Directors – in line with Regulations and timeframes. 2.Finalisation of ODTP 1 including placement of all affected staff, assessment of major changed positions and the filling of 86 new positions. 3.Advertising of all ODTP 2 new positions 4. 1144 Assessments conducted 5. 926 for selection purposes 6. 218 for developmental purposes 7. 2977 Vacant positions filled 8. 38 659 EPWP contracts generated	
	3. Percentage of absenteeism		
	4. Percentage OHS investigations completed		
	5.Percentage OHS incident reported		
	6.Percentage adherence to 2% of people with disabilities (PWD)		
	7.Percentage adherence to EE target in all appointments (internal & external)		
	7. Percentage budget spent on implementation of WSP		

Objective	Key Performance Indicator (KPI)	Key Achievements 2016/2017	Comment
5.3. Ensure financial prudence, with clean audits by the Auditor-General	1. Percentage of operating budget spent	Target of 95% not met mainly due to the non-filling of vacant positions and the decision taken by the Executive Mayor to not renew our 3 year Enterprise Agreement with Microsoft	Out of 5 key performance indicators identified only 3 were met meaning the Objective was not achieved.
	2. Percentage of assets verified	Target of 90% exceeded	
	3. Percentage Internal Audit findings resolved		
	4. Number of risks registers signed and submitted to IRM timeously		
	5. Percentage Declaration of Interest completed		

## 4.2 Areas of Business Improvement

The new five-year term of office identified strategic focus areas which are outlined in the 2017/18 – 2021/22 five-year term strategic plan. The strategic business unit will strive to achieve all of its key performance indicators as outlined in the Directorate and also Departmental Scorecards. Financially we will strive to seek revenue growth strategies especially from our IS&T business operations. In an effort to contribute towards a clean audit status opinion we are constantly reviewing our policies and ensuring that these are meeting our directorate business operations, legislations and regulations.

## 5. STAKEHOLDERS

One must acknowledge that faced with a broad range of Stakeholders, managers are likely to find they cannot simultaneously meet all the stakeholders' different objectives. Our vision has taken into consideration our stakeholders differing interests and we will continue to continuously improve to manage dysfunctional conflict arising as a result of different interests and power of stakeholders. We also appreciate that our stakeholders are not only interested in the directorate's vision and mission statement. They are more interested in the strategies which the directorate is undertaking as it is these strategies that are likely to impact upon the different stakeholder groups. We believe that our vision and mission manages the influence and interest of our various stakeholders. In our next planning workshop, a thorough discussion will go as far as grouping the stakeholders into different categories in order to manage the conflicts arising from different interests and levels of power:

Stakeholders	Objectives
<b><u>Internal Stakeholders</u></b> <ul style="list-style-type: none"> <li>• Executive Mayor</li> <li>• Mayoral Committee</li> <li>• Speaker</li> <li>• Chief Whip</li> <li>• City Manager</li> <li>• Members of the Executive Management and its staff</li> <li>• Members of the Portfolio Committees</li> <li>• Staff members</li> <li>• Members of the management team</li> <li>• Other oversight committees</li> </ul>	<b><u>External Stakeholders</u></b> <ul style="list-style-type: none"> <li>• Residents in the Cape Town metro</li> <li>• Citizens,</li> <li>• Media</li> <li>• Businesses and organised Employers Organisations and Industry Associations</li> <li>• Institutions, civic organisations and community based organisations (CBO), NGOs (charities, pressure groups)</li> <li>• Public &amp; Private Universities, Public &amp; Private TVET Colleges</li> <li>• Applicants and students and tertiary institutions</li> <li>• National and Provincial Government and other Governmental bodies/partners</li> <li>• Department of Labour</li> <li>• Unions and other organised employer and organised employee organisations</li> <li>• Commission for Gender Equality</li> <li>• People living with a Disability org. organisations and Constitutional Institutions</li> </ul>

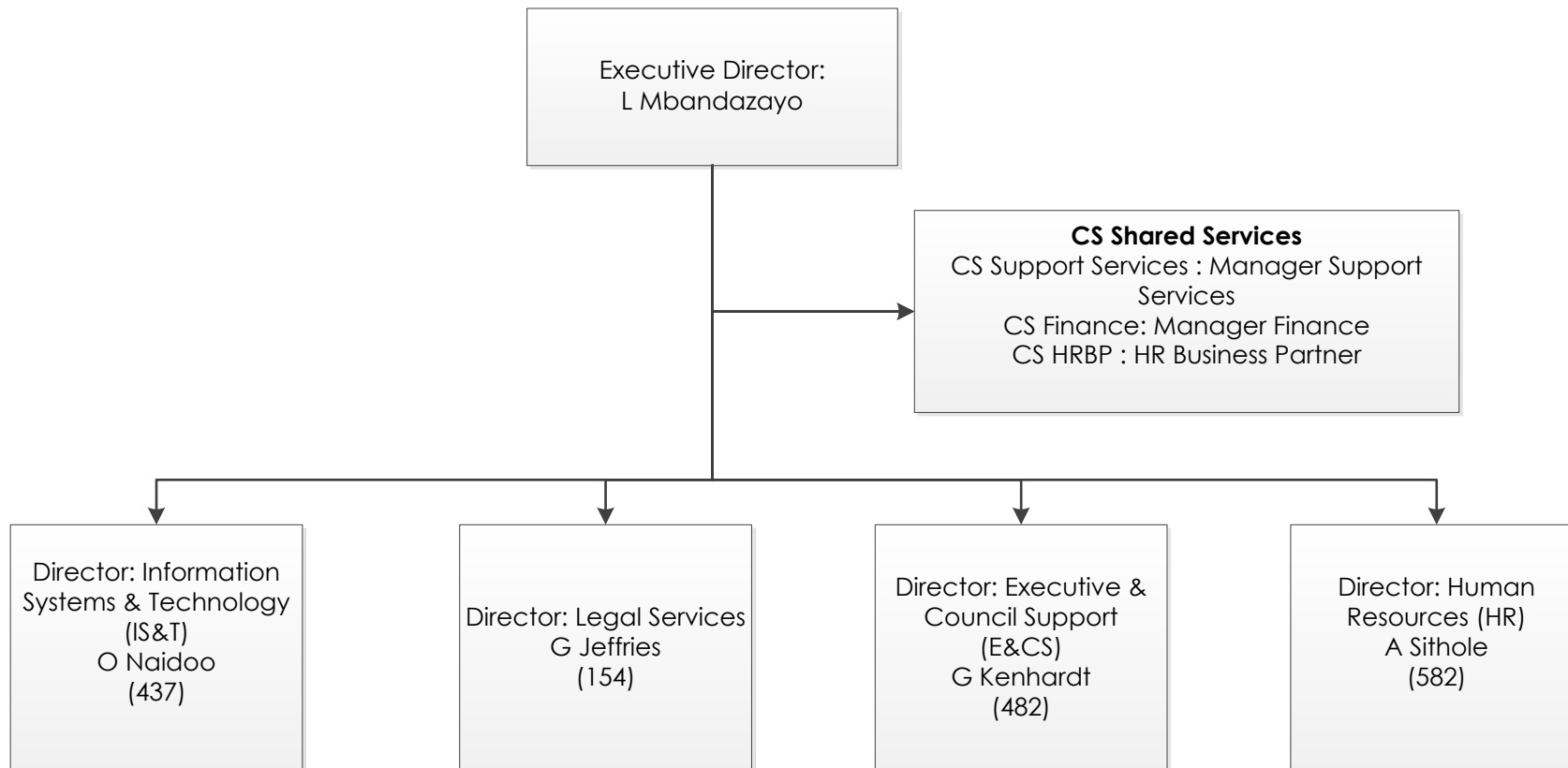
## 6. RESOURCES

Various resources are subject to change each year. Business plans should reflect which changes need to occur and how these changes will be implemented. The business plans should be used to evaluate what needs to be included in the budget submission for the financial year.

### 7.1 Senior management capability and structure.

The Directorate is led by the Executive Director: Mr Lungelo Mbandazayo, who has vast experience in management and administration within Local government sphere. He is supported by a management team of 5 Directors and 3 Managers who all report to the Acting Executive Director.

### 7.1.1 Directorate organogram



### 7.1.2 Give an indication of possible outsource services

- N/A

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

- See the Directorate SDBIP attached

## 7.2 Financial Information

### 7.2.1 Summary of revenue by source

WC000 Cape Town - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.) CORPORATE SERVICES DIRECTORATE	
Description R thousand	Vote 03 – Directorate: Corporate Services
<b><u>Revenue By Source</u></b>	
Interest Earned – outstanding debtors	26
Operational Revenue	55 094
Sales of Goods and Rendering of Services	204
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>55 324</b>

### 7.2.2 Summary of operating expenditure by type

WC000 Cape Town - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.) DIRECTORATE CORPORATE SERVICES	
Description R thousand	Vote 03 – Corporate Services
<b>Expenditure By Type</b>	
Employee related costs	1 181 208
Depreciation & asset impairment	174 038
Contracted services	54 147
Other expenditure	391 975
<b>Total Expenditure</b>	<b>1 801 368</b>

### 7.2.3 Summary of capital expenditure by type

WC000 Cape Town - Supporting Table SA36 Detailed capital budget

Municipal project Vote/Capital R thousand	Program/ Project description	Project number	Asset Class 4.	Asset Sub-Class 4.	Total Project Estimate	Prior year outcomes		2018/2019 Expenditure	Medium Term Revenue & Expenditure Framework	Budget Year +2 2020/21	Project information	
						Audited Outcome 2016/17	Adjusted Budget 2017/18	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Ward location	New or renewal
Parent municipality:												
Corporate Services	Various	Various	Various	Various	3 167 562	244 883	362 757	342 445	344 045	338 454	Multi	various
<b>Total Capital expenditure</b>								<b>342 445</b>	<b>344 045</b>	<b>338 545</b>	<b>Multi</b>	<b>Various</b>

### 7.2.4 Major Projects Aligned to PPM (IDP Linkage)

- Major projects aligned to the IDP (available on the PPM system) to be listed here
- A description of the major features of expenditure including highlighting discretionary and non-discretionary expenditure.
- Overview in narrative form.

ID	Description	Initiative ID	Initiative Description	Priority
C10.16621	Dark Fibre Broadband Infrastructure	CPX/0000931	Dark Fibre Broadband Infrastructure	City Top Priority
CPX.0002343	Enterprise Monitoring & Managmt Sol FY2017	CPX/0000907	Enterprise monitoring & mgt solution	City Top Priority
CPX.0002344	Enterprise Monitrng & Managmt Sol FY2018	CPX/0000907	Enterprise monitoring & mgt solution	City Top Priority
CPX.0002350	ERP Business Systems FY2018	CPX/0000910	ERP Business Systems	City Top Priority
CPX.0003127	Digital Inclusion Project	CPX/0003126	Digital Inclusion Project	City Top Priority
CPX.0007939	High-site upgrades and new infrastructure	CPX/0000931	Dark Fibre Broadband Infrastructure	City Top Priority
CPX.0007934	Commercial client access fibre routes	CPX/0000931	Dark Fibre Broadband Infrastructure	City Top Priority
CPX.0007936	Core and local fibre routes	CPX/0000931	Dark Fibre Broadband Infrastructure	City Top Priority
CPX.0007942	Switching facilities large type	CPX/0000931	Dark Fibre Broadband Infrastructure	City Top Priority
CPX.0007935	City corporate access fibre connections	CPX/0000931	Dark Fibre Broadband Infrastructure	City Top Priority
CPX.0007937	DATA LAN and internet upgrades	CPX/0000931	Dark Fibre Broadband Infrastructure	City Top Priority
CPX.0007941	Core, aggregation and local aggregation	CPX/0000931	Dark Fibre Broadband Infrastructure	City Top Priority
CPX.0007943	Switching facilities medium type	CPX/0000931	Dark Fibre Broadband Infrastructure	City Top Priority

### 7.2.5 Narrative on Directorate capital programme

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

## 7. SWOT ANALYSIS-DIRECTORATE' APPRAISAL

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

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

The yellow colour represents the **internal environment** and blue represents the **external environment**

### SWOT Analysis diagram

Strengths	Weaknesses	Opportunities	Threats
1. Institutional business processes knowledge	1. Vast business knowledge can be a threat of familiarity leading to lack of innovation and new ways of doing business	1. Political support	1. Change in political leadership can influence change in strategic focus and direction
2. Fully integrated and well Established ERP SAP R/3	2. Lack of expertise to fully utilise the integrated ERP SAP R/3	2. Supportive stakeholders	2. Uncertainty of political environment disrupts decision making process
3. Management' ability to influence policy formulation at organisation level	3. Lack of decision making from Leadership that impacts business operations	3. Clear planning frameworks	3. Failure to attract and retain qualified skilled personnel
	4. Lack of consultation in implementation of projects		4. Financial constraints
	5. Poor prioritisation of projects		
	6. Staff who have long serving the organisation and nearing retirement without clear succession planning		5. Lack of stakeholder's confidence and trust
	7. Failure to align the strategic planning processes and policies e.g. Section 57 Scorecards and the SDBIP and the Budgets		6. Corruption and fraud in the procurement systems
	8. Poor alignment of the strategic planning process e.g. finalisation of budget not linked with SDBIP process		7. Poor relationships with organised labour and unrealistic political expectations

## 8.1 Revenue risks

One of the challenges in crafting this document was the lack of financial information (budget) at the time. The budget process is done separate from this process and this process a great risk to the SDBIP process. Financial information will only be available second week of February 2018 therefore it is difficult to give clear guidance

The main source of revenue for the Directorate is from both non-exchange and exchange revenue transactions in the form of interest earned on debtors account and skills development levies from LGSETA and broadband services to Internet Service Providers.



Management is tasked with identifying a new streams of revenue and also growing the current streams of revenue from its business operations especially from the IS&T department operations.

## 8. OBJECTIVES AND INDICATORS OF THE DIRECTORATE SCORECARD

Refer to the attached Annexure A: Directorate Scorecard

## 10. AUTHORISATION

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

	Name	Signature	Date
Acting Executive Director	Gill Kenhardt		26/02/2018
Mayco Member	Councillor R Arendse		28/02/2018

## 11. APPENDICES:

**Annexure A: 2018/2019 Directorate Scorecard template**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1	2018/2019 Corporate ServicesDirectorate SDBIP														
2	Alignment to IDP	CSC Indicat or No	Lead (L)/ Contributing (C) Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/2017	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Opex Budget	Capex Budget	Responsible Person
3	Pillar,Corp Obj No and Program No /Statutory/Strategic Plan								30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019			
4	SFA 1: Opportunity City Corp Obj: 1.3 Economic Inclusion Programme no: 1.3b EPWP job creation programme	1.F	Social Services	1.3 Economic inclusion	Number of Expanded Public Works Programme (EPWP) work opportunities created	236	42	TBC	Quarterly targets must be developed for each Directorate and Department in consultation with Corporate Services	Quarterly targets must be developed for each Directorate and Department in consultation with Corporate Services	Quarterly targets must be developed for each Directorate and Department in consultation with Corporate Services	Annual Targets for each Directorate and Department will be developed by line departments in consultation with Corporate Services.	To be confirmed once budget is finalised	To be confirmed once budget is finalised	Manager:Corporate Services : Thembelani Mangena, Contact Number : 021 400 5247
5	SFA 1: Opportunity City Corp Obj: 1.3 Programme no: 1.3a Skills Investment Programme	1.G	Corporate Services	1.3 Economic inclusion	Percentage budget spent on implementation of Workplace Skills Plan	102.20%	95%	95%	10%	30%	70%	95%	To be confirmed once budget is finalised	To be confirmed once budget is finalised	Director HR: Lele Sithole  Contact Person: Nonzuzo Ntubane Contact Number : 021 400 4056 Cell Number : 083 6948 344
6	SFA 1: Opportunity City Corp Obj: 1.3 Programme no: 1.3b EPWP job creation programme	-	Social Services	1.3 Economic inclusion	Number of Full Time Equivalent (FTE) work opportunities created	NEW	42	Quarterly targets must be developed for each Directorate and Department in consultation with Corporate Services	Quarterly targets must be developed for each Directorate and Department in consultation with Corporate Services	Quarterly targets must be developed for each Directorate and Department in consultation with Corporate Services	Quarterly targets must be developed for each Directorate and Department in consultation with Corporate Services	Annual Targets for each Directorate and Department will be developed by line departments in consultation with Corporate Services.	To be confirmed once budget is finalised	To be confirmed once budget is finalised	Manager:Corporate Services : Thembelani Mangena, Contact Number : 021 400 5247
7	SFA 1: Opportunity City Corp Obj: 1.3 Programme no: 1.3a Skills Investment Programme	-	Corporate Services	1.3 Economic inclusion	Number of unemployed trainees and unemployed bursary opportunities (excluding apprentices)	N/A	N/A	NEW	Quarterly targets must be developed for each Directorate and Department in consultation with Corporate Services	Quarterly targets must be developed for each Directorate and Department in consultation with Corporate Services	Quarterly targets must be developed for each Directorate and Department in consultation with Corporate Services	Annual Targets for each Directorate and Department will be developed by line departments in consultation with Corporate Services.	To be confirmed once budget is finalised	To be confirmed once budget is finalised	Director HR: Lele Sithole  Contact Person: Nonzuzo Ntubane Contact Number : 021 400 4056 Cell Number : 083 6948 344
8	SFA 1: Opportunity City Corp Obj: 1.3 Programme no: 1.3a Skills Investment Programme	-	Corporate Services	1.3 Economic inclusion	Number of unemployed apprentices	N/A	N/A	In consultation with Directorate target  (Must be included but N/A to be stated - if not applicable to the Directorate)	In consultation with Directorate target  (Must be included but N/A to be stated - if not applicable to the Directorate)	In consultation with Directorate target  (Must be included but N/A to be stated - if not applicable to the Directorate)	In consultation with Directorate target  (Must be included but N/A to be stated - if not applicable to the Directorate)	Annual Targets for each Directorate and Department will be developed by line departments in consultation with Corporate Services.	To be confirmed once budget is finalised	To be confirmed once budget is finalised	Director HR: Lele Sithole  Contact Person: Nonzuzo Ntubane Contact Number : 021 400 4056 Cell Number : 083 6948 345
9	SFA 3: Caring City Corp obj no: 3.1 Excellence in basic service delivery Programme no: 3.1a Excellence in basic service delivery	3.F	Corporate Services	3.1 Excellence in basic service delivery	Percentage adherence to citywide service requests	41.67%	100% (based on a 80% threshold) Indicator is being updated	90%	90%	90%	90%	90%	To be confirmed once budget is finalised	To be confirmed once budget is finalised	Contact Person: Nomvuyo Mnyaka  Contact Person: Ingrid Mansell Contact Number: 021 400 3462 Cell Number: 084 905 0556
10	SFA 4: Inclusive City Corp obj no: 4.3 Programme no:	-	Directorate of the Mayor	4.3 Building Integrated Communities	Percentage adherence to EE target in all appointments (internal & external)	96.77%	85%	85%	85%	85%	85%	85%	To be confirmed once budget is finalised	To be confirmed once budget is finalised	Director HR: Lele Sithole  Contact Person: Jerry Henn Contact Number : 021 400 9312 Cell Number : 084 232 9977
11															
12	SFA 4: Inclusive City Corp obj no: 4.3 Programme no:	-	Directorate of the Mayor	4.3 Building Integrated Communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	2.30%	2%	2%	2%	2%	2%	2%	To be confirmed once budget is finalised	To be confirmed once budget is finalised	Director HR: Lele Sithole  Contact Person: Jerry Henn Contact Number : 021 400 9312 Cell Number : 084 232 9977
13	SFA 5: Well-Run City Corp obj no: 5.1 Operational Sustainability Programme no:	-	Corporate Services	5.1 Operational sustainability	Percentage of absenteeism	3.07%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	To be confirmed once budget is finalised	To be confirmed once budget is finalised	Director HR: Lele Sithole  Contact Person: Charl Prinsloo Contact Number : 021 400 9150 Cell Number : 060 997 3622
14	SFA 5: Well-Run City Corp obj no: 5.1 Operational Sustainability Programme no:	5.C	Finance	5.1 Operational sustainability	Percentage spend of capital budget	95.10%	90%	90%	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	90%	To be confirmed once budget is finalised	To be confirmed once budget is finalised	Directorate Finance Manager  Wallied Taliep Contact number: Cell no: 021 400 9880
15	SFA 5: Well-Run City Corp obj no: 5.1 Operational Sustainability Programme no:	-	Corporate Services	5.1 Operational sustainability	Percentage OHS investigations completed	100%	100%	100%	100%	100%	100%	100%	To be confirmed once budget is finalised	To be confirmed once budget is finalised	Director HR: Lele Sithole  Contact Person: Jerry Henn Contact Number : 021 400 9312 Cell Number : 084 232 9977

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1	2018/2019 Corporate ServicesDirectorate SDBIP														
2	Alignment to IDP	CSC Indicat or No	Lead (L)/ Contributing (C) Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/2017	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Opex Budget	Capex Budget	Responsible Person
3	Pillar,Corp Obj No and Program No /Statutory/Strategic Plan								30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019			
16	SFA 5: Well-Run City Corp obj no: 5.1 Operational Sustainability Programme no:	-	Corporate Services	5.1 Operational sustainability	Percentage vacancy rate	10.78%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	To be confirmed once budget is finalised	To be confirmed once budget is finalised	Director HR: Lele Sithole  Contact Person: Yolanda Scholtz Contact Number : 021 400 9249 Cell Number : 084 235 1276
17	SFA 5: Well-Run City Corp obj no: 5.1 Operational Sustainability Programme no:	-	Finance	5.1 Operational sustainability	Percentage of operating budget spent	88.10%	95%	95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%	To be confirmed once budget is finalised	To be confirmed once budget is finalised	Directorate Finance Manager  Wallied Taliep Contact number: Cell no: 021 400 9880
18	SFA 5: Well-Run City Corp obj no: 5.1 Operational Sustainability Programme no:	-	Finance	5.1 Operational sustainability	Percentage of assets verified	97.64%	100% asset register verified	100%	N/A=ALL directorates 25%=Finance Directorate	N/A=ALL directorates 50%=Finance Directorate	60% = ALL Directorates 75% = Finance Directorate	100%	To be confirmed once budget is finalised	To be confirmed once budget is finalised	Directorate Finance Manager  Wallied Taliep Contact number: Cell no: 021 400 9880
19	SFA 5: Well-Run City Corp obj no: 5.1 Operational Sustainability Programme no:	-	Directorate of the Mayor	5.1 Operational sustainability	Percentage Internal Audit findings resolved	84%	75%	75%	75%	75%	75%	75%	To be confirmed once budget is finalised	To be confirmed once budget is finalised	Manager:Corporate Services : Thembelani Mangena, Contact Number : 021 400 5247
20	SFA 5: Well-Run City Corp obj no: 5.1 Operational Sustainability Programme no:	-	Directorate of the Mayor	5.1 Operational sustainability	Percentage of Declarations of Interest completed	100%	100%	100%	25%	50%	75%	100%	To be confirmed once budget is finalised	To be confirmed once budget is finalised	Manager:Corporate Services : Thembelani Mangena, Contact Number : 021 400 5247
21	SFA 5: Well-Run City Corp obj no: 5.1 Operational Sustainability Programme no: 5.1.c compliant service delivery programme		Directorate: Corporate Services	5.1 Operational sustainability	Percentage of AGSA Audit Findings resolved from the AGSA Finding Management Action Plan	NEW	100%	100% (completion of all previous financial and prior year AGSA audit findings)	25%	50%	75%	100%	To be confirmed once budget is finalised	To be confirmed once budget is finalised	Manager:Corporate Services : Thembelani Mangena, Contact Number : 021 400 5247
25	<div>Acting Executive Director : Gill Kenhardt</div> <div>Date: 05/03/2018</div> <div>Mayco Member: Ayaelene Jendree</div> <div>Date: 2018.03.06</div>														

# FINANCE DIRECTORATE



## DIRECTORATE EXECUTIVE SUMMARY OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

**2018/2019**

**EXECUTIVE DIRECTOR: KEVIN JACOBY**

**CONTACT PERSON: MARIA HARGRAVE**

Website: <http://www.capetown.gov.za/Family%20and%20home/meet-the-city/our-vision-for-the-city/cape-towns-integrated-development-plan>  
(for detailed SDBIP)



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

**Making progress possible. Together.**

## **VISION OF THE CITY:**

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

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

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

This is a one year plan giving effect to the IDP and the budget. It sets out the strategies in quantifiable outcomes that will be implemented over the 2018/2019 financial year. It considers what was set out in the IDP. It indicates what the Directorate needs to do to deliver on the IDP objectives, how this will be done, what the outcomes will be, what processes it will be followed and what inputs will be used.

## TABLE OF CONTENTS

1.	EXECUTIVE SUMMARY	4
2.	PURPOSE AND SERVICE MANDATE OF THE DIRECTORATE	4
3.	STRATEGIC ALIGNMENT TO THE IDP	7
4.	PERFORMANCE PROGRESS AND OUTCOMES	8
4.1	Past year's performance	8
4.2	Areas of Business Improvement	9
5.	PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN (optional)	10
6.	RESOURCES	12
6.1	Senior management capability and structure	12
6.1.1	Directorate organogram	12
6.1.2	Give an indication of possible outsource services	13
6.1.3	Lead and Contributing Directorate (Refer To City's Transversal Management System)	13
6.2	Financial Information	13
6.3	Major Projects Aligned To PPM (IDP Linkage)	14
7.	RISK ASSESSMENT	14
7.1	Revenue risks	14
8.	OBJECTIVES AND INDICATORS OF THE DIRECTORATE SCORECARD	14
9.	AUTHORISATION	15
10.	APPENDICES	15
	<b>Annexure A: 2018/2019 Finance Directorate Scorecard</b>	

## 1. EXECUTIVE SUMMARY

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

In general, sustainability is understood as meeting the present generation's needs, without compromising future generations' ability to meet their needs. The City recognizes sustainability as a key factor in continuing to make progress possible towards achieving its vision into the future.

Whilst it is recognised that Cape Town's natural resources are not unlimited and that sustainability should be factored into present and future planning regarding their use, sustainability also entails a focus on operational resources and finance sustainability in order for the City to continue to provide services into the future. To this end, sustainability should be factored into the City's strategic planning and decision-making mechanisms and systems.

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

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

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

- Providing an enabling environment to optimise the utilisation of financial resources allocated to service delivery of the City
- Clean audit for the City
- Maintaining a good credit rating for the City
- Developing strategies that support the alignment of Grant Funds to City development interventions
- City's Revenue Collection
- Supplementary and General Valuations Projects

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

## 2. PURPOSE AND SERVICE MANDATE OF THE DIRECTORATE

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

- Provision and maintenance of meaningful, accurate and coherent financial records to facilitate the management and control of expenditure activities against the objectives set by the budget and all forms of financial and statutory accountability finally embraced in the audited financial statements.
- Building a credible standing with the Auditor-General for the promotion of confidence in the financial records of the City.

- Managing the City's banking, investments, borrowings and cash flow (including municipal bond issues) in the most cost effective and efficient manner possible.
- Giving financial effect to the strategic focus of the City in the form of a short, medium and long term financial plan which is credible, viable and sustainable.
- Ensuring timeous and accurate payment of City creditors, councillors and officials.
- Management of all City of Cape Town key strategic development targeted conditional Grant and related funds (including USDG; ICDG; Health; NDPG; Libraries et al)
- Controlling the creation and annual reviewing of all budget related policies, coordinating the annual miscellaneous and consumptive tariff setting processes, evaluation and reporting on the distribution of all billed municipal charges on an affordable and collectable basis
- Providing a sustainable and credible revenue management service, taking into account an affordable and appropriate user-pays strategy, whilst acknowledging the severe economic challenges faced by many of the City's poorer residents.
- Providing on-going support to the City's Directorates and Departments in the acquisition of goods, services and construction works.
- Producing and maintaining Valuation Rolls in terms of prescribed legislation.
- Developing and reviewing financial and finance-related policies.
- Ensuring compliance to legislation, and the implementation and maintenance of good governance.

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

<u>Budgets</u>	To give financial effect to the strategic focus of the City in the form of a short, medium and long term financial plan which is credible, viable and sustainable.
<u>Expenditure</u>	To provide a financially controlled environment, using the limited resources & internal controls by ensuring timeous and accurate payment of City Creditors, Councillors, Officials and Expanded Public Works Programme (EPWP) workers in compliance with relevant legislation. Furthermore, the Department ensures that all Payroll accounts are reconciled and that the City has a well-managed Travel Management system.
<u>Grant Funding</u>	The key imperatives of the Grant Funding Department relate to its mandates in terms of supporting the City's operational and financial sustainability through its structured acquisition, governance and reporting roles with respect to the diverse array of conditional grant funds received from National and Provincial government.

<u>Revenue</u>	The Revenue Department is a customer focused Department, comprising competent and dedicated staff, providing accountable revenue management services and informing citizens through council structures as to their responsibility in creating a solvent and prosperous City.
<u>Supply Chain Management</u>	SCM supports and manages procurement policy, systems and processes for the acquisition and disposal of goods, works and services. Promotes compliance to a procurement system which is fair, equitable, transparent, cost-effective and competitive. Promotes black economic empowerment and local economic development and also encourages the promotions of small businesses in order to create sustainability and economic opportunities for the residents of the City.
<u>Treasury</u>	<p>Provision and maintenance of meaningful, accurate and coherent financial records to facilitate the management and control of expenditure activities against the objectives set by the budget and all forms of financial and statutory accountability finally embraced in the audited financial statements.</p> <p>To build a credible standing with the Auditor-General for the promotion of confidence in the financial records of the City.</p> <p>To ensure asset management is pro-active for accountability over an extensive array of assets.</p> <p>To manage the City's banking, investments, borrowings and cash flow (including municipal bond issues) in the most cost effective and efficient manner possible.</p> <p>To ensure the continuous viability of the General Insurance Fund and the City's Exempt Status under the Compensation for Occupational Injuries and Diseases Act (130 of 1993) and management of the Fund's core functions inherent in the provision of a self-insurance concept facility to the City.</p> <p>Increase the city's "resilience" in its service delivery process and targets.</p> <p>Responsible for regulating, managing and monitoring Municipal Entities for maximum shareholding returns, financial performance, legislative and policy compliance. Municipal entities operate openly and transparently and that the community and City receives a return on the service provided.</p>
<u>Valuations</u>	<p>Deliver a high quality and impartial valuation service to customers to sustain a cost effective, just, and accurate valuation roll in the provision of fair and equitable rates for the City by ensuring an effective revenue stream.</p> <p>Enhance the business processes internal and external to the department in preparation for the next General Valuation in 2018/2019, including the following :</p> <ul style="list-style-type: none"> <li>- Data integrity</li> <li>- Efficient and effective IS&amp;T infrastructure, software and systems</li> <li>- Valuation methodology</li> <li>- Workflow and processes</li> <li>- Rates policy and modelling</li> </ul>

Finance Directorate customers are both internal and external, including:

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

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

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

### **3. STRATEGIC ALIGNMENT TO THE IDP**

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

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

#### STRATEGIC FOCUS AREA 1 – OPPORTUNITY CITY:

##### **Objective 1.1: Positioning Cape Town as a forward looking Globally Competitive City**

###### **Programme 1.1a “Ease of business”**

- 1.B Percentage of rates clearance certificates issued within 10 working days

#### STRATEGIC FOCUS AREA 5 – WELL-RUN CITY:

##### **Objective 5.1: Operational sustainability**

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

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

## **4. PERFORMANCE PROGRESS AND OUTCOMES**

### **4.1 Past year's performance**

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

**4.1.1** The Budget Department has met all its goals and objectives, on both corporate, directorate and departmental indicators over the past years.

**4.1.2** Expenditure Department –  
Positive contributions towards the City's Clean Audit.  
Compliance with MFMA in payment of suppliers within 30 days.  
An achievement of 88% of invoices submitted electronically against 12% manual.  
Consistent and accurate payment of salaries to Officials, Councillors, Ward Forum Members and currently including EPWP Workers.  
Management of the City's Travel & Accommodation Section in a cost effective manner.

**4.1.3** The Grant Funding Department was newly established on 1 January 2017 flowing from the City of Cape Town's Organisational Development and Transformation Programme (ODTP). It has taken great strides in supporting the City's budget and expanding grant fund opportunities from various external sources with various alternative funding initiatives.

**4.1.4** Taking the current economic climate into consideration, the Revenue Department has still managed to reach its high target of 95% for the collection/payment ratio. A further target consistently met was the '95% of Rates Clearance Certificates (RCCs) issued within 10 working days'.

**4.1.5** Supply Chain Management - The number B-BBEE service providers who have conducted business with the City over the previous financial year were 2754, equating to 87.04 % of the overall number of service providers used. A total of 216 865 purchase orders were issued to the B-BBEE vendors which equates to 94.49% of the total number of orders with a total value R13 611 302 110 which is equivalent to 92.71% of our total purchase orders for this period.

Compulsory training for approximately 200 bid chairpersons was completed. The training is available to departments upon request. Compliance reporting on Contract Performance was introduced. The Tender Tracking System (TTS) in SharePoint was enhanced to provide for contract monitoring by line management Contract/Project Managers (PMs).

**4.1.6** Treasury Department has a number of achievements which should be noted, including:  
The continuous, positive contributions to the City's audit outcomes.  
Ensuring that the department as well as our Municipal Entities process are in line with that of the City and compliant with the MFMA.  
Assisting in creating a positive environment conducive to a high investment rating outcome.

Effective cash management.

Managing a successful CA Academy programme to mitigate any loss of skills.

Inaugural launch of Green Bond

- 4.1.7** The focus of the Valuation Department in 2017/18 was the introduction of real-time implementation of supplementary valuations together with the LUM interface. This initiative was a significant feat in the efficiency of finalising valuations and securing an immediate and continuous income stream for the City with the exceptional 99.15% success rate of transactions submitted into the LUM interface.

## **4.2 Areas of Business Improvement**

### **4.2.1 Budgets:**

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

### **4.2.2 Expenditure:**

- More frequent payment to accommodate Small Suppliers – weekly payments of all due invoices introduced to ensure compliance, resulted in improvement of statistics on payments of creditors within 30 days.
- Development of a system for electronic submission of invoices.
- Activating a Portal functionality to enable Suppliers and City Departments to track invoices within the payment process (Invoice Tracking System).

### **4.2.3 Grant Funding:**

The enhancement of structured standardised corporate operating procedures addressing conditional grant fund internal application/ governance/ reporting (internal/external) protocols as well as the strengthening of external strategic conditional grant fund national and provincial relationships wherein the City establishes itself as a major contributor to the conditional grant fund legislative development and implementation environment.

Expansion of systems driven and consistent grant fund management information to political leadership, Directorates, and National/Provincial transferring offices, through the analysis of grant fund financial data. This will be supported by aligning budgetary data to non-financial data with particular reference to USDG and Integrated City Development Grant, both of which are primary corporate transversal grants.

Expansion of transversal funding opportunities with the aim of reducing the long term reliance on City funds.

Refining the PPM and BI systems to support automated compliance with the plethora of Grant Fund Frameworks each of which indicates different governance imperatives i.to. utilisation and allocation of grant funds.

### **4.2.4 Revenue:**

The Department is currently implementing, improving and needs to enhance the following business improvement initiatives and projects:

- Ongoing increasing of E-services and E-billing users

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

#### 4.2.5 Supply Chain Management:

The following are focus areas for improvement:

- Finalisation of recruitment of key positions
- Establishment of the procurement excellence and governance unit
- Revision of the SCM Policy
- E-Procurement and E-Tendering
- Procurement culture change
- Training of staff
- Completeness of the demand plan
- Optimisation of the structure
- Review of certain job functions
- Appointment of SCM Practitioners to support ED's
- Professionalization of SCM Staff

#### 4.2.6 Treasury:

Areas of business improvements are amongst others the following:

- Staff training and development
- Improvement of communication to line departments
- Refinement of business processes to meet full implementation of ODTP process
- Full implementation support of mSCOA

#### 4.2.7 Valuations:

Possible business improvement opportunities include:

- Review of existing workflows in GRM;
- Strengthen data governance procedures and implementation of reconciliations with various other data sources;
- Introduction and linking of new rating categories as envisaged in the MPRA with use codes;
- Automation initiatives with customer interface via e-commerce, including disputes.

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

Partners/ Stakeholders	Roles and Responsibilities
Council directorates, departments and branches	Finance is a support service to the City and its Directorates and Departments
City of Cape Town Political and Oversight	Perform an oversight role. Monitor progress of the Directorate in achieving its objectives.

Leadership (Mayoral Committee and Members, Council, Councillors, Portfolio Committees, Mayor's Office, Risk Committee, Politicians and Political Leadership, Audit Committee, Sub-councils and ward committees etc.)	Give guidance and support
Other tiers of government	Republic of South Africa (R.S.A) - National government Provincial government of the Western Cape (PAWC) Local Government
Auditor-General	Conduct annual audit and issue audit report
National Department of Cooperative Governance and Traditional Affairs	This department is the custodian of the MPRA and any Bills or proposed amendments are being discussed with them by the IMFO Valuation and Rating Forum to seek consensus prior to it being submitted to Parliament. However, where consensus cannot be reached, the Forum will seek to present its views to the relevant Committee of Parliament.
External Audit Firms	Assist Auditor-General
Counterparty banks / Investors	Facilitate loans, investments and banking transactions
JSE	Facilitate Bond issues
Cluster working groups: Energy and Climate Change committee Broadband Working Group Standard Chart of Accounts (SCOA) NT Working group on review of metros' revenue streams and sources	Representing Finance Department at this committee  Plays instrumental role in implementation of mSCOA NT pilot project at the City.  Member of national working group to review sustainability and levels of metros' revenue
Credit Rating agencies	Facilitate an credit assessment of the City
CIGFARO This includes the Metro CFO Forum and the Valuation and Rating Forum.	Provide guidance on matters submitted by the City and other municipalities on technical matters affecting municipal finance. This includes requests to seek amendments to legislation which will be allocated to a committee or forum to drive on behalf of IMFO. The Valuation and Rating Forum consults wide on matters affecting valuation and rating.
Payment of municipal accounts via Third Parties, e.g. Pick n Pay, Shoprite, Checkers, SA Post Office, etc.	Responsible for the payments made at all Third Party Stores and paying funds over to the City.
Project developers	Specific linkage relates to financial control and payments
External Providers	Responsible for Development of Staff.
Internal: All departments External: Suppliers vendors/tenderers	To plan their respective departmental future needs with regards to goods and services and to communicate this to SCM An inter-dependant relationship which is mutually beneficial should exist with suppliers
Citizens	The community Customers, account holders and property owners Voters Residents
CTICC	The official lines of communication are between the Executive Mayor and the Chairperson of the Board, as outlined in legislation, but facilitate through Shareholding Management within the Finance Directorate. The CTICC complies with the legislative requirements as outlined in local government legislation; the majority of these are contained in the Municipal Finance Management Act. All roles and responsibilities are outlined in the Service Delivery Agreement between the City and the CTICC.

Internal fora e.g. BSC/BSM/BOC, Finance Managers Forum (FMF), GPRC	Sundry financial / budgetary direction, support and guidance
MPAC	Investigate matters referred by Council
Budget Committee	Provide guidance for amendments to budget related policies, By-laws and tariffs as well as reviewing the TMA modelling results to determine whether the TMA would be affordable to all the residents.
Revenue Management Task Team (RMTT) (Previously known as Multi-Disciplinary Debt Management Task Team (MDDMTT))	Responsible to streamline Debt Collection.
Budget Committee	Responsible to finalise tariffs and amendments to Credit Control and Debt Collection Policy
Audit Committee	Responsible to perform an oversight role to monitor organization wide activities
ERP	Provision of reliable and efficient systems

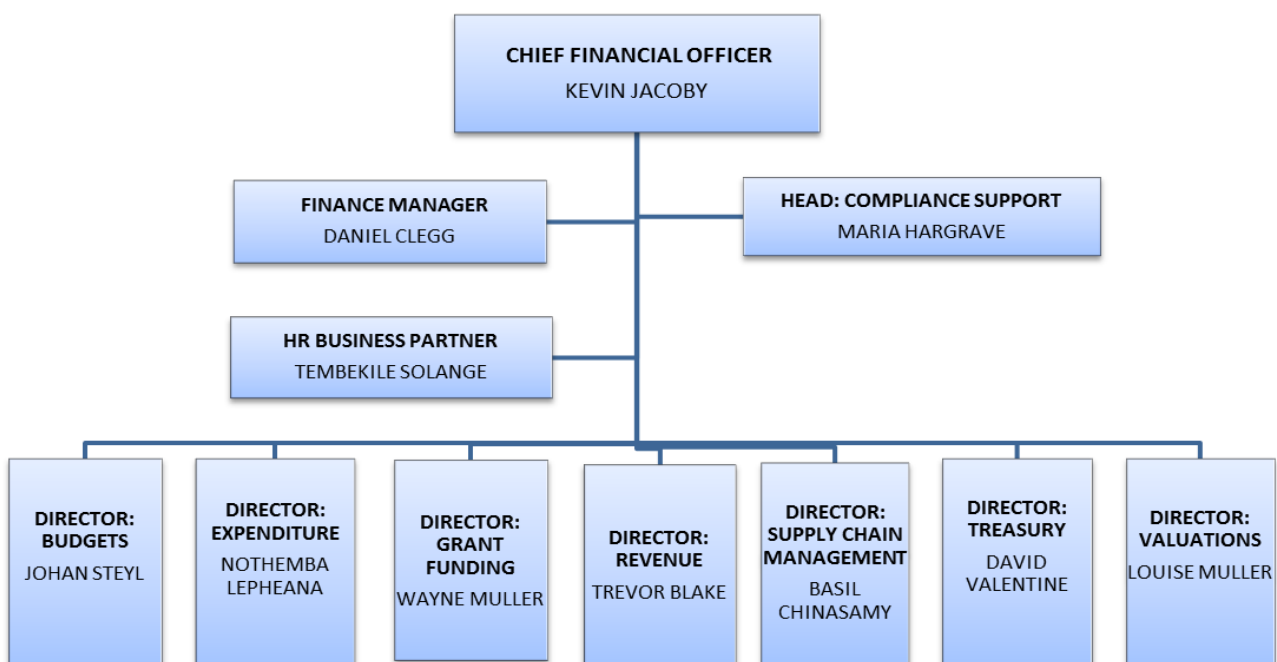
## 6. RESOURCES

### 6.1 Senior management capability and structure

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

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

#### 6.1.1 Finance Directorate organogram:



### **6.1.2 Give an indication of possible outsource services**

Revenue Department:

- Printing of monthly invoices, notices, payslips
- Electricity vendors
- Third parties for payment of municipal accounts, e.g. Pick 'n Pay, SA Post Office, Shoprite Checkers, etc.
- Panel of Attorneys for Legal Actions in Debt Management.
- The Consumer Protection Bureau (Pty) Ltd – provision of electronic function for tracing, adverse credit listing and related services.
- Armed-Carrier Services for the collection of all monies taken in at all the City's offices.
- Outsourced Services: Housing door to door collections from Trace on Line.

The above services complement the City's collection ratio and various methods of payments.

Valuation Department:

Income producing non-residential properties will be valued during GV2018 using CAMA techniques that are based on market data. The research required to establish the required market data is a specialist function that cannot be undertaken internally. This function is to be outsourced to a suitably qualified and specialist professional valuation company, conversant with market research of this nature.

A range of special properties needs to be valued during GV2018, e.g. large retail complexes, hospitals, sports complexes, power stations, hotels, service stations, airport, cable car and refineries. Given the limited internal resources, the valuation of these properties will be outsourced via public tender to external service providers.

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

1.1.g Leveraging the City's assets Programme:

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

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

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

## **6.2 Financial Information**

Will be finalised on adoption of the budget.

### 6.3 Major Projects Aligned To PPM (IDP Linkage)

IDP Extract: Paragraph 4.3.h Cross-subsidisation Programme:

#### **“4.3.h.1 Rebates and Indigent Project**

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

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

#### **“5.1.a.1 Efficient services Project**

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

## 7. RISK ASSESSMENT

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

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

### 7.1 Revenue risks

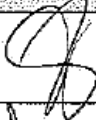
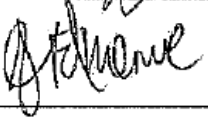
Any risks to achieving revenue projections, any expected major shifts in revenue patterns and planned alternative sources of revenue, are available in the Finance Directorate Risk Register.

## 8. OBJECTIVES AND INDICATORS OF THE DIRECTORATE SCORECARD

The Finance Directorate's objectives and indicators are contained on the Finance Directorate 2018/2019 Scorecard which is attached as ANNEXURE A.

## 9. AUTHORISATION

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

	Name	Signature	Date
CHIEF FINANCIAL OFFICER	KEVIN JACOBY		27/02/2018
MAYCO MEMBER FOR FINANCE:	JOHANNES VAN DER MERWE		28/02/2018

## 10. APPENDICES:

Annexure A: 2018/2019 Directorate Scorecard

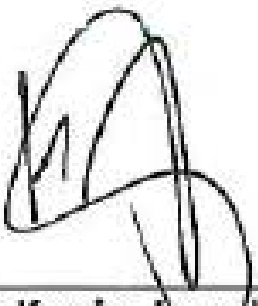

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1	ANNEXURE A														
2	2018/2019 FINANCE DIRECTORATE SCORECARD														
3	Alignment to IDP	CSC Indicator No.	Lead (L)/Contributing (C) Directorate	Corporate Objective	Indicator (include unit of measure)	Baseline 2017/2018	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Cpex Budget	Opex Budget	Responsible Person
4	Pillar, Corp Obj No and Program No /Statutory/Strategic Plan								30 Sept 2018	31 Dec 2018	31 Mar 2019	31 June 2019			
5	SFA 1: Opportunity City  1.1. Positioning Cape Town as a forward looking Globally Competitive City			1.1. Positioning Cape Town as a forward looking Globally Competitive City	Percentage of Capital Projects screened in SAP PPM to determine the readiness of projects for delivery for the next planned fiscal year from a financial, technical, strategic and implementation perspective	Not yet available	95%	95%	N/A	95%	N/A	95%			Chief Financial Officer and Directors
6	SFA 1: Opportunity City  1.1. Positioning Cape Town as a forward looking Globally Competitive City			1.1. Positioning Cape Town as a forward looking Globally Competitive City	Percentage of Project Manager Comments completed in SAP PPM to report on projects for delivery within the current fiscal year from a financial, timeline, procurement and implementation perspective	Not yet available	95%	95%	95%	95%	95%	95%			Chief Financial Officer and Directors
7	SFA 1: Opportunity City  1.1. Positioning Cape Town as a forward looking Globally Competitive City			1.1. Positioning Cape Town as a forward looking Globally Competitive City	1.B Percentage of rates clearance certificates issued within 10 working days	Not yet available	95%	96%	96%	96%	96%	96%			Director: Revenue, Trevor Blake
8	SFA 5: Well-Run City  5.1 Operational Sustainability (ODTP 11)			5.1 Operational sustainability (ODTP 11)	5.A Opinion of independent rating agency	Not yet available	High investment rating	High investment rating	High investment rating	High investment rating	High investment rating	High investment rating			Director: Treasury, David Valentine
9	SFA 5: Well-Run City  5.1 Operational Sustainability (ODTP 11)			5.1 Operational sustainability (ODTP 11)	5.B Opinion of the Auditor-General	Unqualified Audit received for 2016/2017	Clean Audit	Clean Audit	Submission of Annual Financial Statements and Consolidated Financial Statements for 2017/2018	Clean Audit for 2017/2018	Resolve 60% of audit management issues	Clean Audit			Director: Teasury, David Valentine

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
2	2018/2019 Finance Directorate Scorecard														
3	Alignment to IDP	CSC Indicator No.	Lead (L)/Contributing (C) Directorate	Corporate Objective	Indicator (include unit of measure)	Baseline 2017/2018	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Cpex Budget	Opex Budget	Responsible Person
4	Pillar, Corp Obj No and Program No /Statutory/Strategic Plan								30 Sept 2018	31 Dec 2018	31 Mar 2019	31 June 2019			
10	SFA 5: Well-Run City  5.1 Operational Sustainability (ODTP 11)			5.1 Operational sustainability (ODTP 11)	5.C Percentage spend of capital budget (City) - NKPI	Not yet available	90%	90%	Currently not available	Currently not available	Currently not available	90%			Director: Budgets, Johan Steyl
11	SFA 5: Well-Run City  5.1 Operational Sustainability (ODTP 11)			5.1 Operational sustainability (ODTP 11)	5.D Percentage spend on repairs and maintenance (City)	Not yet available	95%	95%	Currently not available	Currently not available	Currently not available	95%			Director: Budgets, Johan Steyl
12	SFA 5: Well-Run City  5.1 Operational Sustainability (ODTP 11)			5.1 Operational sustainability (ODTP 11)	5.E Cash/cost coverage ratio (excluding unspent conditional grants) - (City) - NKPI	Not yet available	2:1	2:1	Currently not available	Currently not available	Currently not available	2:1			Director: Treasury, David Valentine
13	SFA 5: Well-Run City  5.1 Operational Sustainability (ODTP 11)			5.1 Operational sustainability (ODTP 11)	5.F Net Debtors to annual revenue (City) - NKPI	Not yet available	21.50%	21.50%	Currently not available	Currently not available	Currently not available	21.50%			Director: Treasury, David Valentine
14	SFA 5: Well-Run City  5.1 Operational Sustainability (ODTP 11)			5.1 Operational sustainability (ODTP 11)	5.G Debt (total borrowings) to total operating revenue (City) - NKPI	Not yet available	27%	27%	Currently not available	Currently not available	Currently not available	27%			Director: Treasury, David Valentine
15	SFA 5: Well-Run City  5.1 Operational Sustainability (ODTP 11)			5.1 Operational sustainability (ODTP 11)	Progress against major milestones of budget cycle plan to ensure the submission of the 2019/2020 Budget to Council for adoption	Not yet available	Adherence to major milestones of budget cycle plan - Submission of 2018/2019 Budget to Council for adoption by 31 May 2018	Submission of 2019/2020 Budget to Council for adoption by 31/05/2019	Initial budget engagement to relevant for a (e.g. BSC)	Modelled determination of major budget assumptions eg. Tariff increases, growth parameters	Tabled budget at Council by 31/03/2019	Submission of 2019/2020 Budget to Council for adoption by 31/05/2019			Director: Budgets Johan Steyl
16	SFA 5: Well-Run City  5.1 Operational Sustainability (ODTP 11)			5.1 Operational sustainability (ODTP 11)	Number of reports submitted indicating regular monitoring, assessment and reporting of relevant in-year financial results	Not yet available	12 reports	12 reports	3 reports	3 reports	3 reports	3 for 4th quarter, making an Annual Total of 12 reports			Director: Budgets Johan Steyl
17	SFA 5: Well-Run City  5.1 Operational Sustainability (ODTP 11)			5.1 Operational sustainability (ODTP 11)	Percentage enhancement and subsequent implementation of Division of Revenue Act/Gazette reporting management and compliance systems for supporting corporate transversal visibility and tracking of financial/non-financial reports by City Directorates/Departments to funders.		New	90%	20%	50%	70%	90%			Director: Grant Funding Wayne Muller

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
2	2018/2019 Finance Directorate Scorecard														
3	Alignment to IDP	CSC Indicator No.	Lead (L)/Contributing (C) Directorate	Corporate Objective	Indicator (include unit of measure)	Baseline 2017/2018	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Cpex Budget	Opex Budget	Responsible Person
4	Pillar, Corp Obj No and Program No /Statutory/Strategic Plan								30 Sept 2018	31 Dec 2018	31 Mar 2019	31 June 2019			
18	SFA 5: Well-Run City  5.1 Operational Sustainability (ODTP 11)			5.1 Operational sustainability (ODTP 11)	Percentage enhancement and subsequent implementation of technology based information and reporting databases/systems for <b>internal</b> management reporting on primary national/provincial conditional grant funds.		New	95%	20%	50%	70%	95%			Director: Grant Funding Wayne Muller
19	SFA 5: Well-Run City  5.1 Operational Sustainability (ODTP 11)			5.1 Operational sustainability (ODTP 11)	Percentage development of reporting database for management reporting on primary National/Provincial Grants		New	100%	25%	50%	75%	100%			Director: Grant Funding Wayne Muller
20	SFA 5: Well-Run City  5.1 Operational Sustainability (ODTP 11)			5.1 Operational sustainability (ODTP 11)	Revenue collected as a percentage of billed amount	Not yet available	95%	95%	95%	95%	95%	95%			Director: Revenue, Trevor Blake
21	SFA 5: Well-Run City  5.1 Operational Sustainability (ODTP 11)			5.1 Operational sustainability (ODTP 11)	A11.3.1 A Treasury-approved credible and measurable financial management improvement strategy to achieve and/or sustain an unqualified audit opinion within a maximum of two financial years	Not yet available	Attended to the Action Plan in accordance with the set time frames	Resolved 100% of audit management issues within targeted dates, including emerging risks	Submission of Annual Financial Statements and Consolidated Financial Statements	Prepare a comprehensive Audit Action Plan based on the year audit outcomes	Resolved 60% of audit management issues within targeted dates including emerging risks	Resolved 100% of audit management issues within targeted dates, including emerging risks			Director: Treasury, David Valentine
22	SFA 1: The Opportunity City  1.3 Economic Inclusion			1.3 Economic Inclusion (ODTP 3)	Percentage of the Rand value of Purchase orders allocated to B-BBEE Suppliers/service providers	Not yet available	60%	60%	60%	60%	60%	60%			Director: Supply Chain Management, Basil Chinasamy
23	SFA 5: Well-Run City  5.1 Operational Sustainability			5.1 Operational sustainability (ODTP 11)	Average turnaround time (weeks) of <b>regular tender processes</b> in accordance with demand plan	Revised Indicator	16 weeks	16 weeks	16 weeks	16 weeks	16 weeks	16 weeks			Director: Supply Chain Management Basil Chinasamy
24	SFA 5: Well-Run City  5.1 Operational Sustainability			5.1 Operational sustainability (ODTP 11)	Average turnaround time (weeks) of <b>complex tender processes</b> in accordance with procurement plan	Revised Indicator	20 weeks	20 weeks	20 weeks	20 weeks	20 weeks	20 weeks			Director: Supply Chain Management Basil Chinasamy
25	SFA 5: Well-Run City  5.1 Operational Sustainability (ODTP 11)			5.1 Operational sustainability (ODTP II)	Percentage of timeous and accurate payment of Suppliers paid in compliance with relevant legislation, policies and procedures	Not available yet	97%	97%	97%	97%	97%	97%			Director: Expenditure, Nothemba Lepheana
26	SFA 5: Well-Run City  5.1 Operational Sustainability (ODTP 11)		Finance (L)	5.1 Operational sustainability (ODTP 11)	Legal Compliance wrt the implementation of a General Valuation.	New	New	Submission of certified GV2018 Roll to City Manager and 100% of GV2018 objections captured on workflow. Public notice of GV2018 Roll.	GV2018 CAMA models applied.	Value review of all relevant properties completed.	Submission of certified GV2018 Roll to City Manager. Public notice of GV2018 Roll.	100% of GV2018 objections captured in workflow.			Director: Valuations Louise Muller

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2	2018/2019 FINANCE DIRECTORATE SCORECARD														
3	Alignment to IDP	CSC Indicator No.	Lead (L)/Contributing (C) Directorate	Corporate Objective	Indicator (include unit of measure)	Baseline 2017/2018	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Cpex Budget	Opex Budget	Responsible Person
4	Pillar,Corp Obj No and Program No /Statutory/Strate gic Plan								30 Sept 2018	31 Dec 2018	31 Mar 2019	31 June 2019			
27	SFA 5: Well-Run City  5.1 Operational Sustainability (ODTP 11)			5.1 Operational sustainability (ODTP 11)	Legal Compliance wrt the implementation of a Supplementary Valuation.	Not available yet	Supplementary Valuation Roll SV02 to GV2015 certified by the Municipal Valuer by 30 June 2018.	Supplementary Valuation Roll SV03 to GV2015 certified by the Municipal Valuer by 30 June 2019.	Processing of SV02/GV2015 as required by legislation and capturing of the objections on SV02/GV2015 into workflow and management thereof in accordance with Section 50 (5) of the MPRA.	SV03/GV2015 batch 1 successfully transmitted to LUM.	SV03/GV2015 batch 2 successfully transmitted to LUM.	SV03/GV2015 batch 3 successfully transmitted to LUM. Supplementary Valuation Roll SV03 to GV2015 certified by the Municipal Valuer.			Director: Valuations Louise Muller
28	SFA 1: The Opportunity City  1.1 Positioning Cape Town as forward looking globally competitive City (ODTP 1)			1.1 Positioning Cape Town as forward looking globally competitive City (ODTP 1)	1.1.g.1 Private Sponsors Project - CSI and Collaboration Work Group:  Percentage development of Activity Plan and monitoring of milestones delivered	Not yet available	90%	Ongoing monitoring	Activity Plan Developed	Ongoing monitoring	Ongoing monitoring	Ongoing monitoring			Chief Financial Officer
29	SFA 1: The Opportunity City  1.1 Positioning Cape Town as forward looking globally competitive City (ODTP 1)			1.1 Positioning Cape Town as forward looking globally competitive City (ODTP 1)	1.1.g.1 Private Sponsors Project - CSI and Collaboration Work Group:  Ongoing internal communication campaign on process to facilitate compliance	Not yet available	New Indicator	Directives on process published on CityWeb	N/A	Directives on process published on CityWeb	N/A	Directives on process published on CityWeb			Chief Financial Officer
30	SFA 1: The Opportunity City  1.1 Positioning Cape Town as forward looking globally competitive City (ODTP 1)			1.1 Positioning Cape Town as forward looking globally competitive City (ODTP 1)	1.1.g.1 Private Sponsors Project - CSI and Collaboration Work Group:  Register of contributions maintained	Not yet available	New Indicator	Maintained register as prescribed by Policy and MFMA	Maintained register as prescribed by Policy and MFMA	Maintained register as prescribed by Policy and MFMA	Maintained register as prescribed by Policy and MFMA	Maintained register as prescribed by Policy and MFMA			Chief Financial Officer
31	KEY OPERATIONAL INDICATORS (KOIs):												Contact Person		
32	SFA 1: Opportunity City	1.F	Social Services	1.3 Economic inclusion	Number of Expanded Public Works Programme (EPWP) work opportunities created	Not available yet	Total 150: Direct opportunities 138 Indirect opportunities 12	Departmental targets to be determined - in liaison with Social Services Directorate	Departmental targets to be determined - in liaison with Social Services Directorate	Departmental targets to be determined - in liaison with Social Services Directorate	Departmental targets to be determined - in liaison with Social Services Directorate	Departmental targets to be determined - in liaison with Social Services Directorate			Executive Director: Social Services Contact Person - Salome Sekgonyana : 021 400 9402 Contact Person - Grant Stephens: 021 417 4084 / 084 225 2028
33	SFA 1: Opportunity City	1.G	Corporate Services	1.3 Economic inclusion	Percentage budget spent on implementation of Workplace Skills Plan	Not available yet	95%	95%	10%	30%	70%	95%			Director HR: Lele Sithole Contact Person- Nonzuzo Ntubane : 021 400 4056 / 083 6948 344

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
2	2018/2019 FINANCE DIRECTORATE SCORECARD														
3	Alignment to IDP	CSC Indicator No.	Lead (L)/Contributing (C) Directorate	Corporate Objective	Indicator (include unit of measure)	Baseline 2017/2018	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Cpex Budget	Opex Budget	Responsible Person
4	Pillar,Corp Obj No and Program No /Statutory/Strate gic Plan								30 Sept 2018	31 Dec 2018	31 Mar 2019	31 June 2019			
34	SFA 1: Opportunity City	-	Social Services	1.3 Economic inclusion	Number of Full Time Equivalent (FTE) work opportunities created	Not available yet		New	Departmental targets to be determined - in liaison with Social Services Directorate	Departmental targets to be determined - in liaison with Social Services Directorate	Departmental targets to be determined - in liaison with Social Services Directorate	Departmental targets to be determined - in liaison with Social Services Directorate			Executive Director: Social Services Contact Person - Salome Sekgonyana : 021 400 9402 Contact Person - Grant Stephens: 021 417 4084 / 084 225 2028
35	SFA 1: Opportunity City	-	Corporate Services	1.3 Economic inclusion	Number of unemployed trainees and unemployed bursary opportunities (excluding apprentices)	Not available yet	30	Annual Targets for each Directorate and Department will be developed by line departments in consultation with Corporate Services.	Quarterly targets must be developed for each Directorate and Department in consultation with Corporate Services	Quarterly targets must be developed for each Directorate and Department in consultation with Corporate Services	Quarterly targets must be developed for each Directorate and Department in consultation with Corporate Services	Annual Targets for each Directorate and Department will be developed by line departments in consultation with Corporate Services.			Director HR: Lele Sithole Contact Person - Nonzuzo Ntubane: 021 400 4056 / 083 6948 344
36	SFA 3: Caring City	3.F	Corporate Services	3.1 Excellence in basic service delivery	Percentage adherence to citywide service requests	Not available yet	90%	100% (based on a 80% threshold) Indicator is being updated	90%	90%	90%	90%			Contact Person - Nomvuyo Mnyaka Contact Person - Ingrid Mansell: 021 400 3462 / 084 905 0556
37	SFA 4: Inclusive City	-	Corporate Services	4.3 Building Integrated Communities	Percentage adherence to EE target in all appointments (internal & external)	Not available yet	85%	85%	85%	85%	85%	85%			Director: Zukiswa Mandlana Contact Person - Sabelo Hlanganisa: 021 444 1338 / 083 346 5240
38	SFA 4: Inclusive City	-	Corporate Services	4.3 Building Integrated Communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	Not available yet	2%	2%	2%	2%	2%	2%			Director: Zukiswa Mandlana Contact Person - Sabelo Hlanganisa: 021 444 1338 / 083 346 5240
39	SFA 5: Well-Run City	-	Corporate Services	5.1 Operational sustainability	Percentage of absenteeism	Not available yet	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%			Director HR: Lele Sithole Contact Person - Charl Prinsloo: 021 400 9150 / 060 997 3622
40	SFA 5: Well-Run City	5.C	Finance	5.1 Operational sustainability	Percentage spend of capital budget	Not available yet	90%	90%	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	90%			Directorate Finance Manager
41	SFA 5: Well-Run City	-	Corporate Services	5.1 Operational sustainability	Percentage OHS investigations completed	Not available yet	100%	100%	100%	100%	100%	100%			Director HR: Lele Sithole Contact Person - Jerry Henn : 021 400 9312 /: 084 232 9977
42	SFA 5: Well-Run City	-	Corporate Services	5.1 Operational sustainability	Percentage vacancy rate	Not available yet	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%			Director HR: Lele Sithole Contact Person - Yolanda Scholtz: 021 400 9249 / 084 235 1276

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
2	2018/2019 FINANCE DIRECTORATE SCORECARD														
3	Alignment to IDP	CSC Indicator No.	Lead (L)/Contributing (C) Directorate	Corporate Objective	Indicator (include unit of measure)	Baseline 2017/2018	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Cpex Budget	Opex Budget	Responsible Person
4	Pillar,Corp Obj No and Program No /Statutory/Strate gic Plan								30 Sept 2018	31 Dec 2018	31 Mar 2019	31 June 2019			
43	SFA 5: Well-Run City	-	Financ e	5.1 Operational sustainability	Percentage of operating budget spent	Not available yet	95%	95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%			Directorate Finance Manager
44	SFA 5: Well-Run City	-	Directorate of the Mayor	5.1 Operational sustainability	Percentage of assets verified	Not available yet	100%	100% asset register verified	N/A=ALL directorates 25%=Finance Directorate	N/A=ALL directorates 50%=Finance Directorate	60% = ALL Directorates 75% = Finance Directorate	100%			Directorate Finance Manager Contact Person - Patrick Lekay 021 400 2371
45	SFA 5: Well-Run City	-	Directorate of the Mayor	5.1 Operational sustainability	Percentage Internal Audit findings resolved	Not available yet	75%	75%	75%	75%	75%	75%			Contact Person - Mpumelelo Liberty Manjati: 021 400 9384 / 084 200 2545  Contact Person - Harry Van Wyk: 021 400 9301
46	SFA 5: Well-Run City	-	Directorate of the Mayor	5.1 Operational sustainability	Percentage of Declarations of Interest completed	Not available yet	100%	100%	25%	50%	75%	100%			Contact Person - Lisa Anne Coltman : 021 400 9296 / 083 562 1688
47	<div><div> Executive Director: Kevin Jacoby</div><div> Mayco Member: Johan van der Merwe</div></div> <div><div>28.02.2018 Date:</div><div>28/02/2018 Date:</div></div>														

## 2018/2019 FINANCE DIRECTORATE SCORECARD DEFINITIONS

INDICATOR	INDICATOR DEFINITION
Key Performance Indicator	Definition
Percentage of Capital Projects screened in SAP PPM to determine the readiness of projects for delivery for the next planned fiscal year from a financial, technical, strategic and implementation perspective	<p>Projects Screened in SAP PPM for the budget (95%) – per budget cycle for the current fiscal year and next fiscal year, measured at adjustment budget stage and at draft budget stages.</p> <p>Measurement: Metrics extracted from SAP PPM from budget submissions.</p> <p>Screening includes:</p> <ul style="list-style-type: none"> <li>- Screening Questionnaire</li> <li>- Implementation Complexity Questionnaire</li> <li>- Strategic Themes Questionnaire</li> <li>- GIS Location Mapping</li> </ul>
Percentage of Project Manager Comments completed in SAP PPM to report on projects for delivery within the current fiscal year from a financial, timeline, procurement and implementation perspective	<p>Monthly PM Comments completion (95%) – aggregated quarterly and quarterly values averaged for the yearly statistic.</p> <p>Measurement: Metrics extracted from SAP PPM on a monthly basis.</p>
1.B Percentage of rates clearance certificates issued within 10 working days	This indicator measures the average number of days it takes to issue a rates clearance certificate. Rates Clearance Certificates will be issued only once the correct payments and required documentation have been received and verified as correct.
5.A Opinion of independent rating agency	<p>A report which reflects credit worthiness of an institution to repay long-term and short-term liabilities. Credit rating is an analysis of the City's key financial data performed by an independent agency to assess its ability to meet short- and long-term financial obligations.</p> <p><b>Indicator standard/Norm/Benchmark</b> The highest rating possible for local government which is also subject to the Country's sovereign rating.</p>
5.B Opinion of the Auditor-General	<p>This indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor General in determining his opinion. An unqualified audit opinion refers to the position where the auditor, having completed his audit, has no reservation as to the fairness of presentation of financial statements and their conformity with General Recognised Accounting Practices. This is referred to as "clean opinion".</p> <p>Alternatively, in relation to a qualified audit opinion, the auditor would issue this opinion in whole, or in part over the financial statement if these are not prepared in accordance with General Recognised Accounting Practice or could not audit one or more areas of the financial statements. Future audit opinions will cover the audit of predetermined objectives.</p>
5.C Percentage spend of capital budget (NKPI)	<p>Percentage reflecting year-to-date spend/total budget, less any contingent liabilities relating relating to the capital budget. The total budget is the Council-approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year-end.</p> <p>Proxy measure for NKPI.</p>

## 2018/2019 FINANCE DIRECTORATE SCORECARD DEFINITIONS

INDICATOR	INDICATOR DEFINITION
Key Performance Indicator	Definition
5.D Percentage spend on Repair and Maintenance	<p>Percentage reflecting year-to-date spend (including second cost)/total repairs and maintenance budget.</p> <p>Note that the 'in year reporting' during the financial year will be indicated as a trend (year-to-date spend). Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned maintenance includes assets inspection and measures to prevent known failure modes, and can be time or condition based.</p> <p>Repairs are actions undertaken to restore an asset to its previous condition after failure or damage. Expenses on repairs and maintenance are considered operational expenditure.</p> <p>Primary repairs and maintenance cost refer to repairs and maintenance expenditure incurred for labour and materials paid to outside suppliers. Second repairs and maintenance cost refer to repairs and maintenance incurred for labour provided in house/internally.</p>
5.E Cash/Cost Coverage ratio (excluding unspent conditional grants) (NKPI)	<p>The Ratio indicates the ability to meet at least its monthly fixed operating commitments from cash and short-term investment without collecting any additional revenue, during that month.</p> <p>Proxy measure for NKPI.</p>
5.F Net Debtors to Annual Income (NKPI)	<p>Net current debtors are a measurement of the net amounts due to the City for which the anticipation of the recovery is realistic.</p> <p>Proxy measure for NKPI.</p>
5.G Debt (total borrowings) to Total Operating Revenue (NKPI)	<p>The purpose of the ratio is to provide assurance that sufficient revenue will be generated to repay liabilities.</p> <p>Proxy measure for NKPI.</p>
Progress against major milestones of budget cycle plan to ensure the submission of the 2019/2020 Budget to Council for adoption	<p>Submission of affordable, sustainable and balanced Operating and Capital Budget (MTREF) aligned to the IDP to Council for consideration. Managing the drafting and coordination of Operating and Capital Budget for the City, ensuring alignment to the IDP.</p>
Number of reports submitted indicating regular monitoring, assessment and reporting of relevant in-year financial results	<p>Regular monitoring, assessment and reporting of all relevant financial data sets, advice on corrective action and proposals in respect of variances between budget and progressive actuals. Compliance to relevant legislative frameworks w.r.t. other tiers of government. Under-spending or -recovery of budgetary provisions impacts negatively on municipalities' ability to deliver on its projects and services. Continuous and pro-active steps in monitoring progressive results could address this aspect timeously. In this regard internal procedures managed by the Budget Department (eg. FMR and PCER) is key to highlight variances and propose and implement remedial action towards optimum budget implementation and realisation. Ultimate format and mechanism must be in accordance with municipal budget-related legislation and directives.</p>
Percentage enhancement and subsequent implementation of Division of Revenue Act/Gazette reporting management and compliance systems for supporting corporate transversal visibility and tracking of financial/non-financial reports by City Directorates/Departments to funders.	<p>The enhancement and down stream systems implementation of Division of Revenue Act/Gazette reporting management and compliance systems for tracking of financial/non-financial legislative reports submissions by City Directorates/Departments which additionally focusses on the establishment of visibility driven reporting to senior management in terms of monitoring and directing against both the grants for which their individual directorate is accountable as well as all other City grant funds that may influence the City as a whole.</p>

## 2018/2019 FINANCE DIRECTORATE SCORECARD DEFINITIONS

INDICATOR	INDICATOR DEFINITION
Key Performance Indicator	Definition
Percentage enhancement and subsequent implementation of technology based information and reporting databases/systems for internal management reporting on primary national/provincial conditional grant funds.	The enhancement and subsequent development of analytic and financial reports allowing for internal high level tracking and corporate oversight of conditional grant fund related performance by City Directorates/Departments thereby ensuring visibility in terms of grant fund expenditure and directorate related expenditure performance. System supports the reduction of risks wrt the reduction of conditional grant fund allocations. This reporting functionality includes additional high level political grant expenditure oversight with expenditure trends exposure.
Percentage development of reporting database for management reporting on primary National/Provincial Grants	The establishment and development of reporting database/s to provide for the transversal corporate oversight of all conditional grant funds. This system will include sites related to governance processes (eg GFTRC); legislative reports submissions; DoRA/Gazette's issued; Grant Fund Frameworks etc.
Revenue collected as a percentage of billed amount	To measure the receipts as a percentage of billing covering the immediate 12 months period.
All 3.1 A Treasury-approved credible and measurable financial management improvement strategy to achieve and/or sustain an unqualified audit opinion within a maximum of two financial years	This indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor General to determine whether the City addressed all the potential weaknesses identified in the previous year.
Percentage of the Rand value of Purchase orders allocated to B-BBEE Suppliers/service providers	Ratio of the total rand value of purchase orders allocated to B-BBEE suppliers/service providers to the total overall rand value of purchase orders allocated to suppliers/service providers by the City of Cape Town
Average turnaround time (weeks) of <b>regular tender processes</b> in accordance with demand plan	To increase the through-put of tenders from advertising to award of tenders above R200 000.
Average turnaround time (weeks) of <b>complex tender processes</b> in accordance with procurement plan	To increase the through-put of tenders from advertising to award of tenders above R200 000.
Percentage of timeous and accurate payment of Suppliers paid in compliance with relevant legislation, policies and procedures	This indicator is in compliance with section 65 (e) of the MFMA, which requires that all money owing by the municipality be paid within 30 days of receiving the relevant invoice or statement, unless prescribed otherwise for certain categories of expenditure.
Legal Compliance wrt the implementation of a General Valuation.	Quarter 1: GV2018 CAMA models applied to all neighbourhoods by end September 2018. Quarter 2: Value review of all properties identified by the Municipal Valuer as requiring review to have been completed. Quarter 3: Submission of certified GV2018 Roll to City Manager. Public notice of GV2018 Roll. Quarter 4: 100% of GV2018 objections captured in workflow.
Legal compliance wrt the implementation of a Annual Supplementary Valuation Roll	Quarterly targets to ensure legislative compliance due to the changes in legislation implemented: Quarter 1: SV to be advertised in the Press and all SV notifications to have been posted; All SV objections to be captured into workflow in accordance with section 50 (5) of the MPRA. Quarter 2: SV03/GV2015 batch 1 successfully transmitted to LUM. Quarter 3: SV03/GV2015 batch 2 successfully transmitted to LUM. Quarter 4: SV03/GV2015 batch 3 successfully transmitted to LUM and Supplementary Valuation Roll SV03 to GV2015 certified by the Municipal Valuer

## 2018/2019 FINANCE DIRECTORATE SCORECARD DEFINITIONS

INDICATOR	INDICATOR DEFINITION
Key Performance Indicator	Definition
1.1.g.1 Private Sponsors Project - CSI and Collaboration Work Group: Percentage development of Activity Plan and monitoring of milestones delivered	Percentage of transversal work group activities delivered
1.1.g.1 Private Sponsors Project - CSI and Collaboration Work Group: Ongoing internal communication campaign on process to facilitate compliance	Internal communication campaign taking place mid-year and at year-end
1.1.g.1 Private Sponsors Project - CSI and Collaboration Work Group: Register of contributions maintained	Maintain a register containing all contributions received
Key Operational Indicator Definitions:	
Number of Expanded Public Works Programme (EPWP) work opportunities created	Refers to paid work created for an individual on an EPWP project for any period of time, within the employment conditions of the Code of Good Practice for the Expanded Public Works Programmes.
Percentage budget spent on implementation of Workplace Skills Plan	<p>A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions which will address the needs arising out of Local Government's Skills Sector Plan, the City's strategic requirements as contained in the IDP and the individual departmental staffing strategies and individual employees' PDPs. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan.</p> <p>Formula: Measured against training budget.</p>
Number of Full Time Equivalent (FTE) work opportunities created	<p>Refers to one person-year of employment. One person year is equivalent to 230 person days of work. The 230 days are effective days of work after subtracting provision for non-productive days in a year (e.g. leave, holidays, etc.).</p> <p>1 FTE = person days divided by 230.</p>
Number of unemployed trainees and unemployed bursary opportunities (excluding apprentices)	<p>This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative and provision of real world of work exposure to trainees and graduates. This includes, external bursaries awarded, in-service student training opportunities, graduate internships and learnerships.</p> <p>This is an accumulative quarterly measure. The target refers to the 4th quarter final total.</p>
Percentage adherence to citywide service requests	Measure the percentage adherence to Citywide service standard based on all external notifications.

## 2018/2019 FINANCE DIRECTORATE SCORECARD DEFINITIONS

INDICATOR	INDICATOR DEFINITION
Key Performance Indicator	Definition
Percentage adherence to EE target in all appointments (internal & external)	<p>Formula: Number of EE appointments (external, internal and disabled appointments) / Total number of posts filled (external, internal and disabled)</p> <p>This indicator measures:</p> <p>1. External appointments - The number of external appointments across all directorates over the preceding 12 month period. The following job categories are excluded from this measurement: Councillors, students, apprentices, contractors and non-employees. This will be calculated as a percentage based on the general EE target.</p> <p>2. Internal appointments - The number of internal appointments, promotions and advancements over the preceding 12 month period. This will be calculated as a percentage based on the general EE target.</p> <p>3. Disabled appointments - The number of people with disabilities employed at a point in time. This excludes foreigners, but includes SA White males with disabilities.</p> <p>Note: If no appointments were made in the period preceding 12 months, the target will be 0%.</p>
Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	<p>This indicator measures :</p> <p>The disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%.</p> <p>This category forms part of the 'Percentage adherence to EE target', but is indicated separately for focused EE purpose. This indicator measures the percentage of people with disabilities employed at a point in time against the staff complement e.g staff complement of 100 target is 2% which equals to 2</p>
Percentage of absenteeism	<p>The indicator measures the actual number of days absent due to sick, unpaid/unauthorised leave in the department or directorate expressed as a percentage over the number of working days in relation to the number of staff employed. Sick, unpaid/unauthorised leave will include 4 categories namely normal sick leave, unpaid unauthorised leave, leave in lieu of sick leave and unpaid in lieu of sick leave.</p>
Percentage spend of capital budget	<p>Percentage reflecting year to date spend / Total budget less any contingent liabilities relating to the capital budget. The total budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.</p>
Percentage OHS investigations completed	<p>Investigations measures the completed number of incidents investigated within a 30 day period, expressed as a percentage. "Completed" will be measured as incident data captured and uploaded on SAP. There will be a one month lag for both the numerator and denominator for reporting purposes.</p>
Percentage vacancy rate	<p>This is measured as a percentage of positions vacant against the total positions on structure. This indicator will be measured at a specific point in time to calculate the vacancy rate. The target is a vacancy rate of 7% or less.</p>
Percentage of operating budget spent	<p>Formula: Total actual to date as a percentage of the total budget including secondary expenditure.</p>

## 2018/2019 FINANCE DIRECTORATE SCORECARD DEFINITIONS

INDICATOR	INDICATOR DEFINITION
Key Performance Indicator	Definition
Percentage of assets verified	<p>The indicator reflects the percentage of assets verified annually for audit assurance.</p> <p>Quarter one will be the review of the Asset Policy, In Quarter two, the timetable in terms of commencing and finishing times for the process is to be communicated, and will be completed. Both Quarters will only be performed by Corporate Finance.</p> <p>The asset register is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data is downloaded at specific times and is the bases for the assessment of progress.</p> <p>Q1+N/A for ALL other department, except Corporate Finance (responsible)  Q1= 25% Corporate Finance  Q2= N/A for ALL other department, except Corporate Finance  Q2= 50% Corporate Finance  Q3= 75% represent that 60% of the assets have been verified by the directorate/ department  Q4= 100% represents All assets have been verified.</p>
Percentage Internal Audit findings resolved	<p>It is the reporting and monitoring of the reduction (in percentage) of the findings of audit follow-ups performed in the quarter.</p> <p>The timing for corrective action implementation is normally provided by line.</p> <p>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.</p>
Percentage of Declarations of Interest completed	<p>The total number of completed declarations of interest as a % of the total number of staff. The target is cumulative over the year. Each employee needs to complete the declaration of interest at least once per year (or when circumstances change), as prescribed by the applicable legislation and City policies / decisions.</p>

# **INFORMAL SETTLEMENTS, WATER & WASTE SERVICES**



## **DIRECTORATE EXECUTIVE SUMMARY OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2018/2019**

**EXECUTIVE DIRECTOR: Gisela Kaiser**  
**CONTACT PERSON: David Paulse**

**Website: (for detailed SDBIP):**  
[www.capetown.gov.za/en/idp/pages/implementingtheidp.aspx](http://www.capetown.gov.za/en/idp/pages/implementingtheidp.aspx)



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

**Making progress possible. Together.**

## **VISION OF THE CITY:**

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

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

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

This is a one year plan giving effect to the Integrated Development Plan (IDP) and the budget. It sets out the strategies in quantifiable outcomes that will be implemented over the 2018/2019 financial year. It considers what was set out in the IDP and indicates what the Informal Settlements, Water & Waste Services Directorate needs to do to deliver on the IDP objectives, how this will be done, what the outcomes will be, what processes it will follow and what inputs will be used.

## TABLE OF CONTENTS

1. EXECUTIVE SUMMARY	4
2. PURPOSE AND SERVICE MANDATE OF THE DEPARTMENT	4
3. STRATEGIC ALIGNMENT TO THE IDP	6
4. PERFORMANCE PROGRESS AND OUTCOMES	16
4.1 Past year's performance	16
4.2 Areas of Business Improvement	17
5. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN (optional)	17
6. RESOURCES	18
6.1 Senior management capability and structure.	18
6.1.1 Directorate organogram	18
6.1.2 Give an indication of possible outsource services	18
6.1.3 Lead and Contributing Directorate	18
6.2 Financial Information	19
6.2.1 Summary of revenue by source	19
6.2.2 Summary of operating expenditure by type	19
6.2.3 Summary of capital expenditure by type	19
6.2.4 Major Projects Aligned To PPM (IDP Linkage)	19
6.2.5 Narrative on Directorate capital programme	19
7. RISK ASSESSMENT	19
7.1 Revenue risks	19
8. OBJECTIVES AND INDICATORS OF THE DIRECTORATE SDBIP	20
9. AUTHORISATION	20
10. APPENDICES:	21
Annexure: 2018/2019 Directorate SDBIP template	

## **1. EXECUTIVE SUMMARY**

The executive summary of the Informal Settlements, Water & Waste Services Directorate's Service Delivery and Budget Implementation Plan 2018/2019 provides an overview of delivery by the core departments of the directorate; namely Water & Sanitation, Solid Waste Management and Informal Settlements & Backyarders.

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

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

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

Increasing urbanisation, climate change, ageing infrastructure and reduced revenue are key challenges to meeting the social and economic needs of the City. Within this context, the Directorate has achieved the national standards for provision of basic services and has made significant progress in achieving its own improved higher standards to informal settlements and backyard residences.

## **2. PURPOSE AND SERVICE MANDATE OF THE DIRECTORATE**

### **Core purpose**

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

### **Service Mandate**

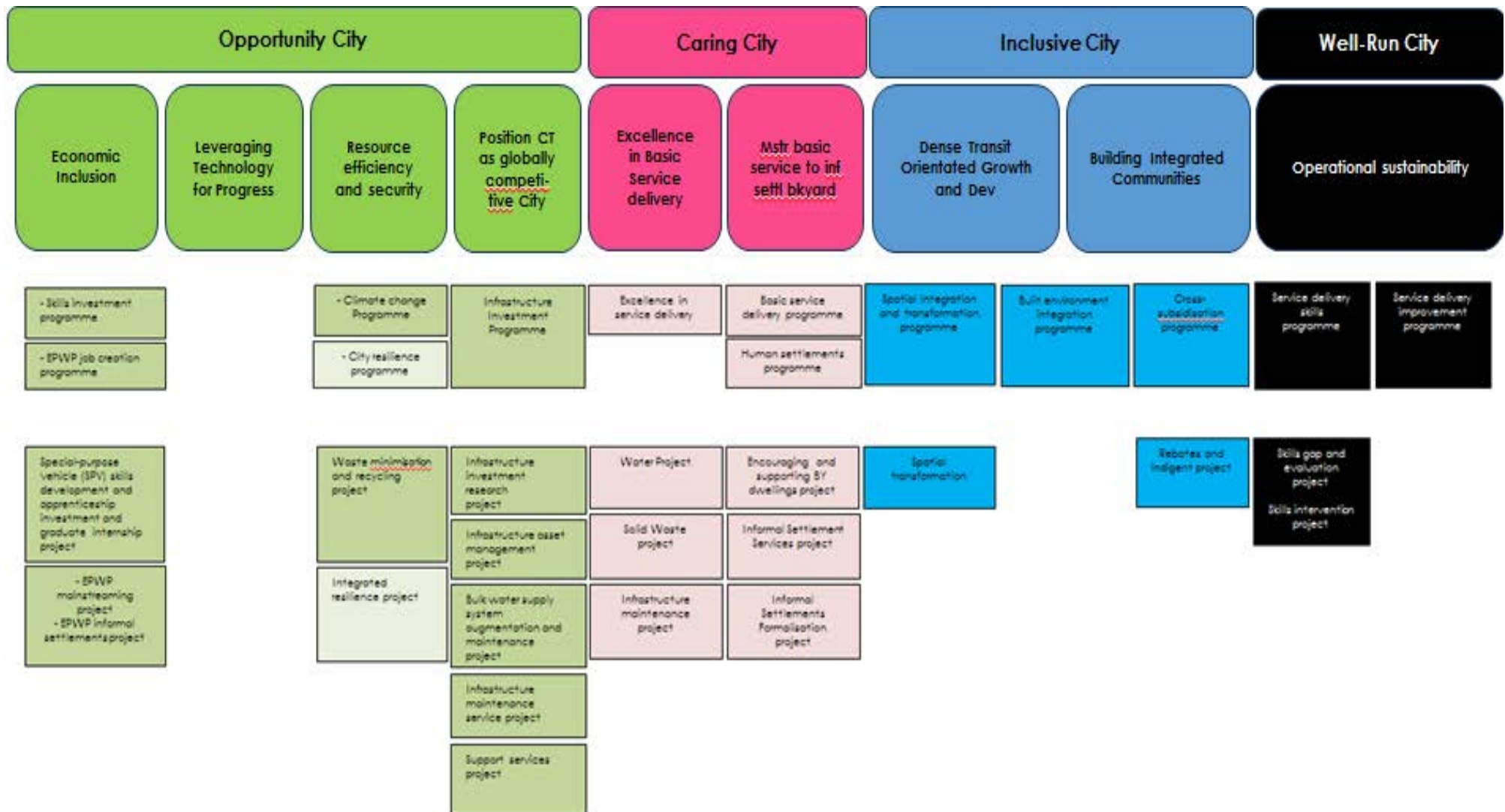
The Constitution stipulates that the municipality has a responsibility to ensure that citizens of Cape Town have access to basic services. Municipal powers and functions are dealt with in Section 156 (Schedules 4B and 5B) of the Constitution. Specific functions are contained in Schedule 4B pertaining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

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

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

Moreover, the management of water and sanitation services and infrastructure through the current drought as well as interventions to ensure service continuity are key components of the City's overall Resilience strategy.

### 3. STRATEGIC ALIGNMENT TO THE IDP



## KEY DIRECTORATE PROGRAMMES IN THE NEW TERM OF OFFICE IDP:

<p>SFA 1 – Opportunity City: Objective 1.1 Positioning Cape Town as a forward looking, globally competitive City</p> <p>Programme – Infrastructure Investment Programme:</p>	<ul style="list-style-type: none"> <li>• Bulk Water Supply System Augmentation and Maintenance Project</li> <li>• Infrastructure Maintenance Service Project</li> <li>• Support Services Project</li> </ul>
<p>SFA 1 – Opportunity City: Objective 1.3 – Economic Inclusion</p> <p>Programme – Skills Investment Programme:</p>	<ul style="list-style-type: none"> <li>• SPV Skills Development and Apprenticeship Investment and Graduate Internship Project</li> </ul>
<p>SFA 1 – Opportunity City: Objective 1.3 – Economic Inclusion</p> <p>Programme – EPWP Job Creation Programme:</p>	<ul style="list-style-type: none"> <li>• EPWP Mainstreaming Project</li> <li>• EPWP Informal Settlements Project</li> </ul>
<p>SFA 1 – Opportunity City Objective 1.4 Resource Efficiency and Security</p> <p>Programme – Climate Change Programme:</p>	<ul style="list-style-type: none"> <li>• Waste Minimisation and recycling Project</li> </ul>
<p>SFA 1 – Opportunity City Objective 1.4 Resource Efficiency and Security</p> <p>Programme – City resilience programme</p>	<ul style="list-style-type: none"> <li>• Integrated resilience project - Water Demand Management</li> </ul>
<p>SFA 3 – Caring City: Objective 3.1 Excellence in Basic Service Delivery</p> <p>Programme – Excellence in Service delivery:</p>	<ul style="list-style-type: none"> <li>• Water Project</li> <li>• Solid Waste Project</li> <li>• Infrastructure Maintenance Project</li> <li>• Additional Infrastructure Investment</li> </ul>

<p>SFA 3 – Caring City: Objective 3.2 Mainstreaming basic service delivery to informal settlements and backyard dwellers</p> <p>Programme 3.2.a Basic Service Delivery Programme:</p>	<ul style="list-style-type: none"> <li>• Encouraging and supporting backyard dwellings Project</li> </ul>
<p>SFA 3 – Caring City: Objective 3.2 Mainstreaming basic service delivery to informal settlements and backyard dwellers</p> <p>Programme 3.2.b Human Settlements Programme:</p>	<ul style="list-style-type: none"> <li>• Informal settlements Services Project</li> <li>• Informal settlement formalisation Project</li> </ul>

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

#### **Infrastructure Planning for Growth**

##### **Integrated Master Planning of Water and Sanitation Infrastructure**

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

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

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

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

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

**i. Bulk Water Maintenance**

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

**ii. Bulk Sewer Replacement and Rehabilitation**

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

**iii. Wastewater Treatment Maintenance**

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

**iv. Water Demand Management Interventions**

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

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

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

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

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

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

## **vi. Solid Waste**

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

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

### **Invest in a proactive service infrastructure maintenance response system**

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

### **Bulk Water Supply System Augmentation and Maintenance**

It is critical to augment, refurbish and maintain the City's bulk water supply system, to ensure a safe, reliable and sustainable supply of water to Cape Town and its surrounding region. Many parts of South Africa, including the Western Cape, have experienced drought in 2015, 2016 and 2017. After successive winters with below average rainfall, the combined storage of the major dams of the Western Cape Water Supply System (WCWSS), at the end of the 2017 winter rainfall season, was at 39%. The City will continue to ensure the protection of the region's water resources and water supply to consumers by implementing appropriate water restrictions over the coming hydrological year. This will ensure that over the short term drought event, consumers will receive an ongoing, if restricted, supply of water and that the dams do not run empty over the next few hydrological years.

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

### **Development of Reticulation infrastructure**

Approximately R230m over the 5 year term has been provided to ensure that the necessary upgrade and replacement of various infrastructure components be implemented. These infrastructure upgrades include various replacement projects in Gugulethu, Manenberg, Hanover Park and Brackenfell as well as water infrastructure upgrades across the City.

## **Wastewater Treatment Capacity**

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

## **Infrastructure Maintenance Service**

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

## **Support Services Project**

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

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

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

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

### **IDP Programme 1.3.a Skills Investment Programme:**

#### **SPV Skills Development and Apprenticeship Investment and Graduate Internship Project**

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

### **IDP Programme 1.3.b EPWP Job Creation Programme:**

#### **EPWP Public Works Project**

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

### **IDP Programme 1.4.b Climate Change Programme:**

#### **Waste Minimisation and recycling project**

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

### **IDP Programme 3.1.a Excellence in Basic Service delivery:**

#### **Water Project**

##### **Water reusing initiative**

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

##### **Springs and streams**

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

## **Solid Waste Project**

### **New refuse bin tagging system**

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

## **IDP Programme 3.2.a Basic Service Delivery Programme:**

### **Encouraging and supporting backyard/informal dwellings**

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

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

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

## **IDP Programme 3.2.b Human Settlements Programme:**

### **Informal Settlements Services Project**

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

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

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

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

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

- i. **Water & Sanitation technology solutions:** The water supply to informal settlements is provided in the form of standpipes while for sanitation there is a range of sanitation technology solutions implemented, based on the specific conditions of the settlement.
- ii. **Waterless technology solutions:** Due to the current drought imperative, other waterless technologies will be explored in the 5 year term. Partnerships with reputable institutions e.g. Tertiary institutions, the Water Research Commission and others will to be included in agreements to ensure that the City remains the “beacon in Africa for the provision of Water and Sanitation services”.
- iii. **Repairs and maintenance:** The ever-present harsh conditions in informal settlements remain a challenging environment to work in. As a result, the ongoing maintenance and repairs to the existing infrastructure in Informal Settlements dictate that realistic performance indicators be utilised.
- iv. The city plans to deliver across the city over the next 5 years
  - Water supply via standpipes 2017- 2023 at an estimated R 24 Million
  - Sanitation installations 2017- 2023 at an estimated R 118 Million
- v. **Capacity enhancement:** Additional resources will be made available to the Informal Settlement Unit to enhance its capacity, of which the Expanded Public Works Programme (EPWP) is key. It is being embraced throughout the Department to improve service delivery while also creating jobs and hence alleviating poverty.

#### **Settlement Establishment Project:**

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

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

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

## **Informal Settlement Formalisation Project**

### **Upgrading of informal settlements**

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

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

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

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

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

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

## 4. PERFORMANCE PROGRESS AND OUTCOMES

### 4.1 Past year's performance

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

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

#### **Overall progress on water & sanitation**

The City of Cape Town provides access to water and sanitation services for all residents in the city, in line with the national government policy.

Formal properties receive services through a metered connection and Informal settlement households receive free and unrestricted services via communal water points. Furthermore, services within informal settlements and backyards continue to be improved in line with the City's own higher internal standards.

#### **i. Water**

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

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

#### **ii. Sanitation**

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

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

#### **Overall progress on refuse removal**

The City of Cape Town's Waste Management provides access to basic services for residents to as close to 100% as possible within the constraints of available funds and unplanned growth.

All formal households receive the basic refuse removal service of weekly kerbside refuse collection using the wheelie bin system.

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

## Overall progress on electrification (informal settlements)

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

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

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

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

## 4.2 Areas of Business Improvement

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

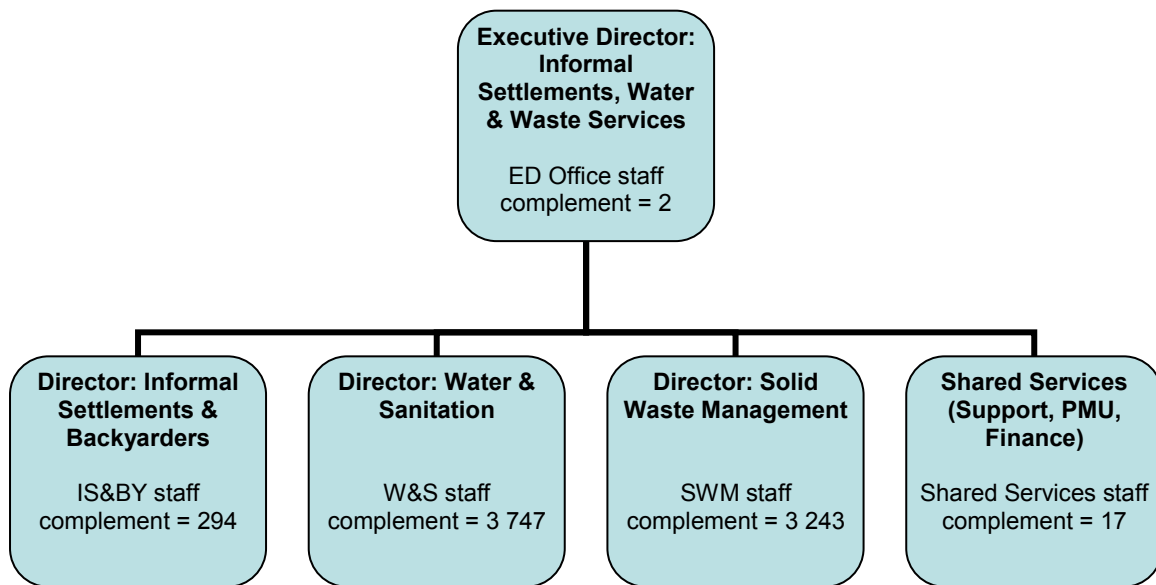
## 5. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

Partner/Stakeholder	Needs/Roles and Responsibilities
<ul style="list-style-type: none"><li>• Customers</li><li>• Communities</li><li>• Business/industry</li></ul>	Service delivery; water, sanitation, electrification and the provision of solid waste removal, uninterrupted supply; reasonable turnaround time on service requests
Internal Partners <ul style="list-style-type: none"><li>• Councillors</li><li>• External Service Delivery Directorates</li><li>• Corporate</li><li>• Unions</li></ul>	Information sharing; communication of directorate requirements and service standards; policy development and implementation; service coordination
External Partners <ul style="list-style-type: none"><li>• National and Provincial Government</li><li>• Parastatals</li><li>• Community based Organisations</li><li>• Business Sector</li><li>• Sector Service Authorities</li><li>• Institutions for Higher Learning</li></ul>	Information and knowledge management, service delivery coordination, implementation, research, compliance with regulatory frameworks
<b>Transversal Committees</b>	<b>Working Group Involvement</b>
	Sustainable Communities

## 6. RESOURCES

### 6.1 Senior management capability and structure.

#### 6.1.1 Directorate organogram



Current establishment (Filled Posts) – Vacancy Analysis as at 30 November 2017

#### 6.1.2 Outsourced services

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

#### 6.1.3 Lead and Contributing Directorate

Programme	Project	Lead Directorate	Contributing Directorates
Infrastructure Investment Programme:	Bulk water supply system augmentation and maintenance Project	Informal Settlements, Water & Waste Services	
	Infrastructure Maintenance Service Project		
	Support Services Project		
Climate Change Programme:	Waste Minimisation and recycling project	Informal Settlements, Water & Waste Services	
City Resilience programme	Integrated resilience project – Water Demand Management	Directorate of the Mayor	Informal Settlements, Water & Waste Services

Programme	Project	Lead Directorate	Contributing Directorates
Excellence in Basic Service delivery:	Water Project Solid Waste Project Infrastructure Maintenance Project Additional Infrastructure Investment	Informal Settlements, Water & Waste Services	
Basic Service Delivery Programme:	Encouraging and supporting backyard dwellings Project	Informal Settlements, Water & Waste Services	Energy
Human Settlements Programme:	Informal settlements Services Project Informal settlement formalisation Project	Informal Settlements, Water & Waste Services	Transport & Urban Development Authority, Energy

## 6.2 FINANCIAL INFORMATION\*

### 6.2.1 Summary of revenue by source

### 6.2.2 Summary of operating expenditure by type

### 6.2.3 Summary of capital expenditure by type

### 6.2.4 Major Projects Aligned To PPM (IDP Linkage)

### 6.2.5 Narrative on Directorate capital programme

\*To be completed pending finalisation of the budget

## 7. RISK ASSESSMENT

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

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

### 7.1 Revenue risks

Risks to achieving revenue projections:

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

## 8. OBJECTIVES AND INDICATORS OF THE DIRECTORATE SDBIP



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

Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator (to include unit of measure)	Annual Target 2017/18 (30 Jun 2018)	2018/19 (Quarterly Targets)			
Pillar	CSC Indicator no.					30 Sept 2018 Q1	31 Dec 2018 Q2	31 Mar 2019 Q3	30 Jun 2019 Q4
SFA1 - Opportunity city	1.H	ISWWS	1.4. Resource efficiency and security	1.H Percentage compliance with drinking water quality standards	98%	98%	98%	98%	98%
SFA 3 - Caring city	3.B	ISWWS	3.1 Excellence in Basic Service delivery	3.B Number of outstanding valid applications for water services expressed as a percentage of total number of billings for the service (NKPI)	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%
	3.C	ISWWS		3.C Number of outstanding valid applications for sewerage services expressed as a percentage of total number of billings for the service (NKPI)	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%
	3.E	ISWWS		3.E Number of outstanding valid applications for refuse collection service expressed as a percentage of total number of billings for the service (NKPI)	< 0.6%	< 0.5%	< 0.5%	< 0.5%	< 0.5%
SFA 3 - Caring city	3.G	ISWWS	3.2. Mainstreaming of basic service delivery to informal settlements and backyard dwellers so that there is an improvement in living conditions, a focus on creating tenure and a reduced dissatisfaction with the level and quality of City services.	3.G Number of water services points (taps) provided to informal settlements (NKPI)	600	100	300	450	700
	3.H			3.H Number of sanitation service points (toilets) provided to informal settlements (NKPI)	2 800	500	1 100	1 800	2 600
	3.I			3.I Percentage of informal settlements receiving a door-to-door refuse collection service (NKPI)	99%	99%	99%	99%	99%
	3.J			3.J Number of service points (toilet and tap with hand basin) provided to backyarders	600	175	300	525	700
	3.O			3.O Number of sites serviced in informal settlements	1 200	325	650	975	1 300

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

## 9. AUTHORISATION

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



	Name	Signature	Date
Executive Director: Informal Settlements, Water & Waste Services	Gisela Kaiser		19/02/2018
Mayco Member: Informal Settlements, Water and Waste Services; Energy	Xanthea Limberg		19/2/2018

## 10. APPENDICES:

Annexure: 2018/2019 Directorate SDBIP template.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	2018/2019 Informal Settlements, Water & Waste Services (ISWWS) Directorate SDBIP															ANNEXURE A
2	Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/17 (30 June 2017)	Annual Target 2017/18 (30 June 2018)	Annual Target 2018/19 (30 June 2019)	Quarterly Targets				CAPEX Budget	OPEX Budget	Responsible Person/s	General Comment
3	Pillar, Corp Obj No and Program No/ Statutory/Strategic Plan	CSC Indicator no.														
4	SFA1 - Opportunity city	1.H	ISWWS	1.4. Resource efficiency and security	1.H Percentage compliance with drinking water quality standards	99.65%	98%	98%	98%	98%	98%	98%			Peter Flower  Contact person: Willem van der Merwe	
5	SFA1 - Opportunity city		DOM	1.3 Economic inclusion	Number of Expanded Public Works Programme (EPWP) opportunities created	15 363	SWM = 7 000 IS = 4 100 W&S = 2 000 Total = 13 100 (Target revised due Corporate Mid-year amendment)	TBD	TBD	TBD	TBD	TBD			Rustim Keraan Riana Pretorius Peter Flower  Contact person: Regan Melody	Targets still to be determined.
6	SFA1 - Opportunity city		DOM	1.3 Economic inclusion	Number of Full Time Equivalent (FTE) work opportunities created	New	SWM =1 620 IS = 672 W&S = 340 Total =2 632	TBD	TBD	TBD	TBD	TBD			Rustim Keraan Riana Pretorius Peter Flower  Contact person: Regan Melody	Targets still to be determined.
7	SFA 1 Opportunity City		Corp Services	1.3 Economic inclusion	Number of external trainee and bursary opportunities (excluding apprentices)	215	SWM = 30 IS = 7 W&S = 95 Total = 132	SWM = 30 IS = 15 W&S =95 Total = 140	SWM = 10 IS = 6 W&S =40 Total = 56	SWM =15 IS = 6 W&S =60 Total = 81	SWM = 20 IS = 6 W&S = 70 Total = 96	SWM = 30 IS = 15 W&S =95 Total = 140			Rustim Keraan Riana Pretorius Peter Flower  Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344	
8					Number of apprentices	46	SWM = 10 IS = 0 W&S = 20 Total = 30	SWM =10 IS = 0 W&S = 20 Total = 30	SWM = 0 IS = 0 W&S = 10 Total = 10	SWM =5 IS = 0 W&S = 15 Total = 20	SWM = 6 IS = 0 W&S = 18 Total = 24	SWM =10 IS = 0 W&S = 20 Total = 30			Rustim Keraan Riana Pretorius Peter Flower  Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344	
9	SFA 1 Opportunity City		Corp Services	1.3 Economic inclusion	Percentage budget spent on implementation of WSP	97.34%	95%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval			Peter Flower Riana Pretorius Rustim Keraan Nqobile Damane  Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344	Align with CSC for Q1 to Q3
10	SFA 3 - Caring city	3.B	ISWWS	3.1 Excellence in Basic Service delivery	3.B Number of outstanding valid applications for water services expressed as a percentage of total number of billings for the service	0.33%	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%			Peter Flower  Contact person: Willem van der Merwe	
11		3.C	ISWWS		3.C Number of outstanding valid applications for sewerage services expressed as a percentage of total number of billings for the service	0.37%	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%			Peter Flower  Contact person: Willem van der Merwe	
12		3.E	ISWWS		3.E Number of outstanding valid applications for refuse collection service expressed as a percentage of total number of billings for the service	0.01%	< 0.6%	< 0.5%	< 0.5%	< 0.5%	< 0.5%	< 0.5%			Rustim Keraan  Contact person: Othelie Muller	
13	SFA 3 - Caring city	3.G	ISWWS	3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.G Number of water services points (taps) provided to informal settlements	676	600	700	100	300	450	700			Riana Pretorius	
14	SFA 3 - Caring city	3.H	ISWWS	3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.H Number of sanitation service points (toilets) provided to informal settlements	2 085	2 800	2 600	500	1 100	1 800	2 600			Riana Pretorius	

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2	Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/17 (30 June 2017)	Annual Target 2017/18 (30 June 2018)	Annual Target 2018/19 (30 June 2019)	Quarterly Targets				CAPEX Budget	OPEX Budget	Responsible Person/s	General Comment
3	Pillar, Corp Obj No and Program No/ Statutory/Strategic Plan	CSC Indicator no.							30 Sept 2018 Q1	31 Dec 2018 Q2	31 Mar 2019 Q3	30 June 2019 Q4				
15	SFA 3 - Caring city	3.I	ISWWS	3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.I Percentage of informal settlements receiving a door-to-door refuse collection service	99.74%	99%	99%	99%	99%	99%	99%			Rustim Keraan	
16	SFA 3 - Caring city	3.J	ISWWS	3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.J Number of service points (toilet and tap with hand basin) provided to backyarders	New	600	700	175	300	525	700			Riana Pretorius	
17	SFA 3 - Caring city	3.O	ISWWS	3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.O Number of sites serviced in the informal settlements (incremental housing & reblocking)	New	1 200	1 300	325	650	975	1 300			Riana Pretorius	
18	SFA 3 Caring City		Corp Services	3.1 Excellence in basic service delivery	Percentage adherence to Citywide service requests	New	90%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval			Peter Flower Riana Pretorius Rustim Keraan	
19	SFA 3 – Caring City		Corp Services	3.1 Excellence in basic service delivery	Community satisfaction survey (score 1-5) - ISWWS	New	2.9	2.9	-	-	-	2.9			Peter Flower Riana Pretorius Rustim Keraan  Contact persons: David Paulse Karen Small	
20	SFA 4 Inclusive City		Corp Services	4.3 Building Integrated Communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	2.18%	≥2%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval			Peter Flower Riana Pretorius Rustim Keraan Nqobile Damane  Contact person: Michael Siyolo (021 400 1250) (084 300 0609)	
21	SFA 4 Inclusive City		Corp Services	4.3 Building Integrated Communities	Percentage adherence to EE target in all appointments (internal & external)	98.79%	85%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval			Peter Flower Riana Pretorius Rustim Keraan Nqobile Damane  Contact person: Michael Siyolo (021 400 1250) (084 300 0609)	
22	SFA 5 Well-Run City		Finance	5.1 Operational sustainability	Percentage spend of capital budget	93.50%	90%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval			Peter Flower Riana Pretorius Rustim Keraan Nqobile Damane  Contact person: Amina Kariem	
23	SFA 5 Well-Run City		Finance	5.1 Operational sustainability	Percentage spend on repairs and maintenance	111.50%	95%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval			Peter Flower Riana Pretorius Rustim Keraan  Contact person: Amina Kariem	
24	SFA 5 Well-Run City		Finance	5.1 Operational sustainability	Percentage of operating budget spent	100.60%	95%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval			Peter Flower Riana Pretorius Rustim Keraan Nqobile Damane  Contact person: Amina Kariem	
25	SFA 5 Well-Run City		Corp Services	5.1 Operational sustainability	Percentage of absenteeism	5.93%	≤ 5%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval			Peter Flower Riana Pretorius Rustim Keraan Nqobile Damane  Contact person: Charl Prinsloo	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
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2	Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/17 (30 June 2017)	Annual Target 2017/18 (30 June 2018)	Annual Target 2018/19 (30 June 2019)	Quarterly Targets				CAPEX Budget	OPEX Budget	Responsible Person/s	General Comment
3	Pillar, Corp Obj No and Program No/ Statutory/Strategic Plan	CSC Indicator no.							30 Sept 2018 Q1	31 Dec 2018 Q2	31 Mar 2019 Q3	30 June 2019 Q4				
26	SFA 5 Well-Run City		Corp Services	5.1 Operational sustainability	Percentage OHS incidents reported	4.10%	≤ 5%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval			Peter Flower Riana Pretorius Rustim Keraan Nqobile Damane  Contact: Jerry Hen	
27	SFA 5 Well-Run City		Corp Services	5.1 Operational sustainability	Percentage OHS investigations completed	-	100%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval			Peter Flower Riana Pretorius Rustim Keraan Nqobile Damane  Contact: Jerry Hen	
28	SFA 5 Well-Run City		Corp Services	5.1 Operational sustainability	Percentage vacancy rate	9.30%	≤ 7%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval			Peter Flower Riana Pretorius Rustim Keraan Nqobile Damane  Fritz Le Roes Contact: 021 400 9106 Cell: 082 8232 430	
29	SFA 5 Well-Run City		DOM	5.1 Operational sustainability	Percentage of Declarations of Interest completed	100%	100%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval			Peter Flower Riana Pretorius Rustim Keraan Nqobile Damane  Lisa Anne Coltman Contact: 021 400 9296 Cell: 083 562 1688	
30	SFA 5 Well-Run City		Finance	5.1 Operational sustainability	Percentage of assets verified	98.85%	100%	TBD - Awaiting Mayoral Approval	-	-	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval			Peter Flower Riana Pretorius Rustim Keraan Nqobile Damane	Reporting commences in 3rd quarter.
31	SFA 5 Well-Run City		Internal Audit	5.1 Operational sustainability	Percentage Internal Audit findings resolved	60%	75%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval			Peter Flower Riana Pretorius Rustim Keraan Nqobile Damane  Riaan Vosloo Contact: 021 400 3879 Cell: 082 559 9959	
32	<div><div><div>Approved by Executive Director: Informal Settlements, Water &amp; Waste Services Gisela Kaiser</div><div></div></div><div><div>Approved by Mayco Member: Informal Settlements, Water and Waste Services: Energy Cllr Xanthea Limberg</div><div></div></div></div> <div><div>Date: 19/2/2018</div><div>Date: 19/2/2018</div></div> <div><div>Targets are subject to final approval of the 2018/19 IDP &amp; budget.</div><div>ISWWS 2018/19 SDBIP_28 - DEC - 2017_V1</div></div>															
33																

Key Performance Indicator	Definition
Percentage spend of capital budget	Percentage reflecting year to date spend / Total budget less any contingent liabilities relating to the capital budget. The total budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.
1.C Rand value of capital invested in engineering infrastructure	Investment into engineering infrastructure relates to growth, refurbishment and replacement of water, sanitation, electricity, solid waste (removal and disposal) infrastructure.
Percentage spend on repairs and maintenance	<p>Percentage reflecting year to date spend (including secondary cost) / total repairs and maintenance budget  Note that the in-year reporting during the financial year will be indicated as a trend (year to date spend).  Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned Maintenance includes asset inspection and measures to prevent known failure modes and can be time or condition-based.</p> <p>Repairs are actions undertaken to restore an asset to its previous condition after failure or damage. Expenses on maintenance and repairs are considered operational expenditure.</p> <p>Primary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour and materials paid to outside suppliers.</p> <p>Secondary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour provided In-house / internally.</p>
1.F Number of outstanding valid applications for water services expressed as a percentage of total number of billings for the service	<p>This indicator reflects the number outstanding valid applications expressed as a percentage of total number of active billings for the service_(where down payment has been received) for water services (where valid applications translate into an active account) for domestic customers as extracted from the City of Cape Town's SAP database.</p> <p>Proxy measure for NKPI.</p>
1.G Number of outstanding valid applications for sewerage services expressed as a percentage of total number of billings for the service	<p>This indicator reflects the number outstanding valid applications (where down payment has been received) for sewerage services (where valid applications translate into an active account) expressed as a percentage of total number of active billings for the service. Billing equates to active contract accounts (sewerage services) for domestic customers as extracted from the City of Cape Town's SAP database.</p> <p>Proxy measure for NKPI.</p>

Key Performance Indicator	Definition
1.H Number of outstanding valid applications for electricity services expressed as a percentage of total number of billings for the service	This indicator reflects the number outstanding valid applications (where down payment has been received) for electricity services (meter and prepaid) (where valid applications translate into an active account) expressed as a percentage of total number of active billings for the service. Proxy measure for NKPI.
1.I Number of outstanding valid applications for refuse collection service expressed as a percentage of total number of billings for the service	This indicator reflects the number outstanding valid applications (C3 notifications) for a new refuse collection service at the end of a reporting period, expressed as a percentage of total number of active billings for formal residential refuse collection services as at the end of the same reporting period. Billing equates to active contract accounts (formal kerbside refuse collection service) for domestic customers as extracted from the City of Cape Town's SAP database. Proxy measure for NKPI.
Number of Expanded Public Works programmes (EPWP) opportunities created	This indicator measures the number of work opportunities created through the Expanded Public Works Programme (EPWP) <ul style="list-style-type: none"> <li>• An EPWP work opportunity is paid work created for an individual on an EPWP project for any period of time, within the employment conditions of the Code of Good Practice for Special Public Works Programmes.</li> <li>• In the case of Social Sector projects, learnerships also constitute work opportunities.</li> </ul>
1.K Percentage of treated potable water not billed	The percentage of treated potable water not billed pertains to non-revenue water. This is the volume of potable water that is treated but is either lost or not billed for, expressed as a percentage of total potable water treated.  It is calculated on a 12-month rolling basis in order to smooth out short-term fluctuations.  The aim is to reduce the percentage of treated potable water not billed over the planned period and is reflected in the targets.
Number of external trainee and bursary opportunities (excluding apprentices )	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative and provision of real world of work exposure to trainees and graduates. This includes, external bursaries awarded, in-service student training opportunities, graduate internships and learnerships.  This is an accumulative quarterly measure. The target refers to the 4th quarter final total.

Key Performance Indicator	Definition
Number of apprentices	<p>This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative. This indicator is limited to apprenticeships.</p> <p>This is an accumulative quarterly measures. The target refers to the 4th quarter final total.</p>
Percentage adherence to Citywide service standard based on all external notifications	The service standard will be based on X% notifications closed within Y number of days. The percentage notifications and the number of days will be determined by each directorate in consultation with the Service Management Project team and will be guided by current performance and available external benchmarks.
3.E Improve basic services	
Number of water services points (taps) provided	This indicator reflects the number of taps provided in informal settlements and for backyarders in City rental stock (pilot) during the period under review. Certain taps may however have been vandalised or removed after provision.
Number of sanitation service points (toilets) provided	This indicator reflects the number of toilets provided in informal settlements and for backyarders in City rental stock (pilot) during the period under review. Certain toilets may however have been vandalised or removed after provision.
Percentage of informal settlements receiving door-to-door refuse collection service	<p>This indicator reflects the percentage of informal settlements receiving a weekly door-to-door refuse removal collection service for the period under review.</p> <p>The collection of domestic refuse in informal settlements is done through contract services, employing local labour. Three-year contracts are awarded to a legitimate main contractor through the procurement tender process.</p>
3.F Number of electricity subsidised connections installed	This indicator reflects the number of subsidised connections installed per annum in informal settlements, rental stock backyarders (pilot) and low cost housing.
3.G Percentage compliance with drinking water quality standards	Measure of potable water sample pass rate according to the SANS 241 standard.

Key Performance Indicator	Definition
Percentage adherence to EE target	<p>This indicator measures :</p> <p><u>1. External appointments -</u> The number of external appointments across all directorates over the preceding 12 month period. The following job categories are excluded from this measurement: Councillors, students, apprentices, contractors and non-employees. The general EE target = 80% - i.e. 80% of all appointments should be EE compliant.</p> <p><u>2. Internal appointments -</u> The number of internal appointments, promotions and advancements over a 12 month period. This will be calculated as a percentage based on the general EE target of 80%.</p> <p>to disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%.</p> <p><u>Formula:</u> Number of EE (external, internal and disabled) appointments / Total number of posts filled (external, internal and disabled)</p>
Percentage adherence to EE target (disabled)	<p>This indicator measures :</p> <p>The disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%.</p> <p>This category forms part of the 'Percentage adherence to EE target', but is indicated separately for focused EE purpose.</p>
Percentage OHS incidents reported	<p>Incidents measures the number of injuries on duty (includes all categories) reported expressed as a percentage of the total number of employees for the directorate and/or department for the specific quarter. The average number of employees over the 3 month period will be used to accomodate the movement of employees.</p> <p><u>Formula:</u>  <math display="block">\text{Incidents reported (A)} = \frac{\text{(B) Injuries on duty (eg. 1 July - 30 Sept)}}{\text{(C) Total number of employees (an average over the 3month period)}} \times 100</math> <math display="block">= \%</math></p>

Key Performance Indicator	Definition
Percentage OHS investigations completed	<p>Investigations measures the completed number of incidents investigated within a 30 day period, expressed as a percentage. "Completed" will be measured as incident data captured and uploaded on SAP. There will be a one month lag for both the numerator and denominator for reporting purposes.</p> <p><u>Formula:</u></p> $\text{Investigations completed (D)} = \frac{\text{(E) No. of incidents investigations completed within 30 days}^*}{\text{(F) No. of incidents}} \times 100$ <p><i>*Refers to the number of incidents on the denominator for investigations that was completed within 30 days at reporting date.</i></p>
Percentage of absenteeism	<p>A: Actual number of days absent due to sick and unpaid/unauthorised leave in the directorate or department. B: ((number of working days for month) * number of staff members))*100%.</p> <p><u>Formula:</u></p> $C = (A1 + A2/B) * 100$ <p>A1: Sick Leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / Time Management / All Absences) and enter the total number of absent days for sick leave. Enter the number of employees who took sick leave in the comments column</p> <p>A2: Unpaid/ Unauthorised leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / All Absences) and enter the total number of absent days as per the "Unpaid" column of the report (authorised and unauthorised is separated). Enter the number of employees who took "unpaid" leave in the comments column</p> <p>B: Total number of staff X Total number of working days for the month</p>
Percentage vacancy rate	<p>This is measured as a percentage of positions vacant against the total positions on structure. This indicator will be measured at a specific point in time to calculate the vacancy rate. A target is max 7% vacancy rate. The measure will be 93% filled positions.</p>

Key Performance Indicator	Definition
Percentage budget spent on implementation of WSP for the City	<p>A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions which will address the needs arising out of Local Government's Skills Sector Plan, the City's strategic requirements as contained in the IDP and the individual departmental staffing strategies and individual employees' PDPs. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan.</p> <p>Formula: Measured against training budget.</p>
5.C Community satisfaction survey (Score 1 -5) - Utility Services	<p>A statistically valid, scientifically defensible score from the annual survey of residents of perceptions of the overall performance of the services provided by the City of Cape Town (Utility Services).</p> <p>The measure is given against the non-symmetrical Likert scale ranging from : 1 being Poor; 2 being Fair; 3 being Good; 4 being Very Good and 5 Excellent</p>
Number of risk registers signed and submitted to IRM timeously	<p>This indicator measures whether the risk owner signed off the risk register pertaining to the responsibilities encapsulated (summarised or captured) in the disclaimer "Council is ultimately responsible and the City Manager is accountable for Risk Management. Risk Management is delegated to Executive Management and Management. IRM's responsibilities are limited to the facilitation of the risk identification, assessment and treatment processes. Risks assessed with a rating below the approved risk appetite remain the responsibility of the risk owner and should not be regarded as 'inferior risks'. These require management actions but will not be monitored during IRM processes. Sign-off serves as a certification that risks were not manipulated in any manner nor omitted on purpose. Reasonable assurance can be provided that key risks have been identified."</p> <p>The evidence for the measurement is captured by IRM Department on an excel spreadsheet will be made available for SDBIP purposes.</p>
Percentage of Operating Budget spent	<u>Formula:</u> Total actual to date as a percentage of the total budget including secondary expenditure.
Revenue collected as a percentage of billed amount	The calculation of a percentage of payments received on amounts billed.

Key Performance Indicator	Definition
Percentage of assets verified	<p>The indicator reflects the percentage of assets verified annually for audit assurance.</p> <p>Quarter one will be the review of the Asset Policy, In Quarter two, the timetable in terms of commencing and finishing times for the process is to be communicated, and will be completed. Both Quarters will only be performed by Corporate Finance.</p> <p>The asset register is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data is downloaded at specific times and is the bases for the assessment of progress.</p>
Percentage Internal Audit findings resolved	<p>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.</p> <p>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.</p>

# **INFORMAL SETTLEMENTS & BACKYARDERS**

## **DEPARTMENTAL BUSINESS PLAN 2018/2019**

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

**Making progress possible. Together.**

## **VISION OF THE CITY**

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

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

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

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

## **TABLE OF CONTENTS**

1. EXECUTIVE SUMMARY
2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT
3. LEGISLATIVE IMPERATIVES
4. STRATEGIC ALIGNMENT TO THE IDP
  - 4.1 Identify and describe the linkages to the strategic Focus Areas and Objectives in the IDP
  - 4.2 Link to Programmes
  - 4.3 Link to Budget
5. PERFORMANCE PROGRESS AND OUTCOMES
  - 5.1 Past year's performance
  - 5.2 Areas of Business Improvement
6. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN
7. RESOURCES
  - 7.1 Staff
  - 7.2 Lead and Contributing Directorate/Department
  - 7.3 Give an indication of possible outsource services
  - 7.4 Financial Information
  - 7.5 Major Projects Aligned to PPM
8. RISK ASSESSMENT
9. OBJECTIVES AND INDICATORS OF THE DEPARTMENT SDBIP
10. AUTHORISATION
11. APPENDICES

Annexure A: 2018/2019 Department SDBIP template

## **1. EXECUTIVE SUMMARY**

On 24 August 2016, the newly elected Council of the City of Cape Town adopted a new Organisational Development and Transformation Plan (ODTP). The ODTP was born out of the appreciation that the nature and structure of the organisation had to be reconsidered to ensure effective service delivery over the long term.

As a result of the ODTP process, the Informal Settlements, Water and Waste Services Directorate was established of which the Informal Settlements and Backyarders is now a department. This department is responsible for the mainstreaming of basic service delivery to informal settlements and backyard dwellers so that there is an improvement in the living conditions of these communities.

The City's Informal Settlement program is funded through national grants, while the servicing of the informal settlements is funded with partial recovery of costs from the National Equitable Share.

The provision of basic water and sanitation services are defined in the National Norms and Standards. The City of Cape Town complies with the National Norms and Standards and provides additional service standards over and above these Norms and Standards.

It is also responsible for the incremental upgrade of informal settlements as well as the development of an overall strategy for the medium to long term implementation programme which is aligned to the Integrated Human Settlements Framework (IHSF) which was adopted by Council in February 2014.

The City is required to identify, categorise all informal settlements and plan for their upgrading as part of their integrated development plans. A range of grants and subsidies can be applied, the most significant being the Urban Settlement Development Grant (USDG) the Human Settlement Development Grant (HSDG) and the Upgrading of Informal Settlements Programme (UISP) subsidy.

As mentioned above, the provision of basic services to backyard dwellers has become a priority since some of them do not have access to adequate levels of basic services. A desktop research by the City revealed that approximately 41 500 backyard structures are currently attached to City municipal housing stock and 34 000 to privately owned houses. The City started rolling out a backyarders programme in its municipal housing stock to improve the levels of basic services to improve the conditions in backyards.

As an on-going programme it has invested substantial capital in upgrading infrastructure systems and capacity by extending infrastructure connections to backyarders, prepaid electricity connections and refuse removal. It should further be noted that the City is exploring all legal avenues to extend the backyarder programme to properties not owned by the City.

The City has also adopted a Zero Tolerance Policy towards land invasion. In this respect, an Anti-Land Invasion Unit was established to deal with the Local Government and Provincial Government issues of patrol and illegal occupation.

In terms of the ODTP it is the intention that the provision of waste management services to informal settlements will in the future also be managed by the newly established Department of Informal Settlements and Backyarders. However, from an operational point of view, the current contractual arrangements for the collection of waste will be maintained and rolled-out by the Department of Solid Waste Management. A Service Level Agreement will be signed between the two respective departments in this regard.

## **2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT**

An 'Informal Settlement' exists where housing has been created in an urban or peri-urban location without official approval. STATS SA defines an Informal Settlement as *“an unplanned settlement on land which has not been surveyed or proclaimed as residential, consisting mainly of informal dwellings”*

Informal settlements may contain a few dwellings or thousands of them, and are generally characterised by illegality and informality, inappropriate locations, inadequate infrastructure, poor access to basic services, unsuitable environments, uncontrolled and unhealthy population densities, inadequate dwellings, poor access to health and education facilities poverty and vulnerability.

Because informal settlements have different demographic, socio-economic and geo-spatial characteristics and opportunities, there is no 'one size fits all' approach to informal settlement upgrading. Furthermore, given resource constraints in the financial, institutional and natural environment, alternative and innovative approaches are needed to accelerate the upgrading of informal settlements. It is therefore important to take into account the different approaches that can effectively meet the needs of poor households and incrementally bring about inclusive, resilient and sustainable neighbourhoods.

The Department of Informal Settlements and Backyarders main purpose and approach towards the upgrading, delivery of basic services and daily management of informal settlements and backyarders can be summarised as follow:

- The strategic management and implementation of upgrading projects for informal settlements thus working with and not against informality
- Giving priority to the provision of basic services (water and sanitation) to all informal settlements
- Ensuring that there is a rapid response at scale (i.e. ensuring some level of change and improvement occurs in all informal settlements within a short to medium period of time)
- Multi-pronged and flexible, consisting of a range of different responses which are responsive to and appropriate for local conditions
- Giving priority to the upgrading and improvement of informal settlements in-situ with relocations being only undertaken as a last resort;
- To direct the implementation of strategic support (operational and functional) to informal settlements, ensuring meaningful community participation, engagement and local ownership, preventative measures and monitoring functions relating to all Informal Settlements

- Implementation of planning -, engineering -, and operational services to Informal Settlements and Backyards including the facilitation, preventative / monitoring and functional support functions relating to all Informal Settlements management
- Maximising the use of scarce land by integrating and including informal settlements into the planning of the city
- Understanding informal settlements in their spatial and socio-economic context
- Ensuring that livelihoods and economic opportunities are afforded priority (protected or supported);
- Improving access to public transport key social facilities

The National Housing Code for the Upgrading of Informal Settlements Programme (UISP) is designed to facilitate the in situ upgrading of informal settlements in a structured way. It includes the possible relocation and resettlement of people on a voluntary and co-operative basis as may be appropriate.

The UISP Programme will benefit households and individuals residing in informal settlements and the following individuals will qualify for assistance under this Programme:

- Households that comply with the Housing Subsidy Scheme qualification criteria
- Households/persons with a monthly income exceeding the maximum income limit as approved by the Minister from time to time;
- Households headed by minors, who are not competent to contract in collaboration with the Department of Social Development;
- Persons without dependents;
- Persons who are not first-time home owners;
- Persons who have previously received housing assistance and who previously owned and/or currently own a residential property. Assistance may be considered on condition that access to the benefits of the programme will be considered on a case by case basis to determine the facts and the approval of access in accordance with the provisions of the Implementation Guidelines of the programme; and

- Illegal immigrants on the conditions prescribed by the Department of Home Affairs on a case by case basis.
- Persons classified as aged: Aged persons who are single without financial dependents may also apply for subsidisation. Aged persons can be classified as male and female persons who have attained the minimum age set to qualify for Government's old age social grant.

The City of Cape Town's Basic Service Level Targets which included the National Norms and Standard and the City's additional minimum standards as described above is summarised in *Table 1*.

**Table 1: Basic Service Level Targets**

Service	National Norms and Standards*	City of Cape Town Standard
<b>WATER</b>	<ul style="list-style-type: none"> <li>○ Basic water supply facilities within 200m of dwellings</li> <li>○ Minimum supply of 25 l/ person/day at a minimum flow of 10 l/min (for communal water points)</li> </ul>	<ul style="list-style-type: none"> <li>○ National Norms and Standards</li> <li>○ Minimum 1 tap per 25 households</li> <li>○ Basic water supply facilities within 100m of dwellings</li> </ul>
<b>SANITATION</b>	<ul style="list-style-type: none"> <li>○ Facilities that are: easily accessible; safe, reliable, private; protected from the weather; ventilated; hygienic; easily maintained and cleaned</li> </ul>	<ul style="list-style-type: none"> <li>○ National Norms and Standards</li> <li>○ Minimum 1 toilet per 5 households</li> </ul>

\* As defined in the *Strategic Framework for Water Services (2003)*

### 3. LEGISLATIVE IMPERATIVES

The City acknowledges that Informal Settlements is a cross-cutting challenge which touches on issues of poverty, social, economic, health, policing, engineering and many other functions.

The most important legislative imperative originated in Chapter 2 of The Constitution of the Republic of South Africa, 1996 in Bill of Rights Section 26 declares:

- Everyone has the right to have access to adequate housing
- Everyone has the right to have access to sufficient water
- The state must take reasonable legislative and other measures within its available resources, to achieve the progressive realisation of these rights
- No one may be evicted from their home, or have their home demolished, without an order of court after considering all the relevant circumstances. No legislation may permit arbitrary evictions

The following legislative imperatives need also be adhered to:

1. Division of Revenue Act
2. Housing Act 107 of 1997/ Housing Code
3. Municipal Finance Management Act
4. Breaking New Ground Plan on Sustainable Human Settlements
5. Integrated Development Plan:
6. Built Environment Performance Plan
7. Spatial Development Framework
8. City-wide Infrastructure Plan
9. Outcome 8 and 6 – Human Settlements
10. Approved Council Policies
11. Water Services Act 108 of 1997
12. Strategic Framework for Water Services (DWAF 2003)
13. Water and Sanitation Consumer Service Charter and Consumer Protection Act 68 of 2008.

## 4. STRATEGIC ALIGNMENT TO THE IDP

### 4.1 Linkages to the Strategic Focus Areas and Objectives in the IDP

The development of integrated human settlements requires a transversal approach. The Department therefore contributes to a number of the City's Integrated Development Plan's Strategic Focus Areas.

#### ***Strategic Focus Area 3: Caring City***

**The Caring City:** Focuses on the provision of health, welfare, education and housing to all citizens of the city with a particular focus on assisting the poor.

#### ***Corporate Objective 3.2: Mainstreaming basic service delivery to informal settlements and backyard dwellers***

<b>Programme</b> Basic Service Delivery Programme	Encouraging and supporting backyard dwellings projects
<b>Programme</b> Human Settlements Programme	Informal Settlements Services Project
	Informal Settlements Formalisation Project

Mainstreaming of basic service delivery to informal settlements and backyard dwellers so that there is an improvement in living conditions, a reduced dissatisfaction with the level and quality of City services and a focus on creation of tenure through partnering with communities to develop service delivery models that are appropriate in less formal contexts and to promote security of tenure.

#### **Basic Service Delivery Programme - Encouraging and supporting backyard / informal dwellings**

Informal settlements and backyard rentals are an essential part of the housing supply process whereby households are investing in their own houses and generating additional income through rentals. While it is recognised that informal settlements provide sub-optimal housing, they serve a critical function in the urban environment

where households have secured access at extremely low financial cost and have started to piece together various livelihood strategies.

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

Backyard dwellings is a growing phenomenon in the country and is becoming more prominent in areas such as Du Noon, Doornbach, Joe Slovo in Milnerton, Khayelitsha and numerous state subsidised housing projects as well as public rental stock. This raise a challenge to provide adequate services to backyarders and require infrastructure upgrades in some areas unable to cope.

The targeted households for this intervention are households living in backyard dwellings, as well as households in the R0 to R3,200 and R3,201 to R6,400 income categories.

**Backyarder Services:** The Backyarder implementation project provides basic services to backyard dwellers on City rental properties. It consists of basic services such as water, sanitation solid waste and electricity. These properties are owned by the City and can either be loose standing rental units, or flat type units clustered together in one complex. Backyarders or backyarder families stay in structures at the back or on the side of the properties.

The initiative of providing basic services to backyard dwellers in City rental units will be rolled out across the City where such installations are possible. Further areas for service installation will be identified. Progress on this programme will be measured against the number of households benefiting from access to basic services.

**Backyard Rental Units:** An additional focus is to improve service delivery to existing backyard dwellings at City rental units by providing households with access to basic municipal services. These services include the provision and maintenance of water,

sanitation, electricity and refuse removal. These facilities are provided in the form of a precast structure containing a flush toilet, a tap with a washing trough attached to it, electricity connections for up to three structures, as well as a 240 litre refuse bin per backyard.

### **Human Settlements Programme - Informal Settlements Services Project**

**Upgrading:** One of the strategic developments of the IHSF is the regularisation and the progressive upgrade of all informal settlements. The aim is therefore to move from pipeline of comprehensive upgrade project to broad-based and ongoing improvement to services, public space as well as tenure to settlements while households formalise their top structures.

The City will ensure the provision of and access to basic municipal services (water, sanitation, electricity and refuse removal) to households in informal settlements and at the same time empower these households by transferring ownership of the erf (where possible) so that those citizens who have the necessary means, can construct their own informal, modular or brick and mortar structures.

Re-blocking is the re-clustering of the shelters results in better utilisation of space; improved living environment of households living in informal settlements; courtyards and space for shared services; an appropriate distance between structures to prevent the spread of fires; access and exit roads for emergency, service and community use; access to basic services (1:1 where possible) safer, healthier settlements; basis for formal upgrading (after future densification). Re-blocking initiatives are dependent on the self-mobilisation of communities, with community members and the NGO's responsible for the improved informal top structures and the City responsible for the services and access tracks/roads. The implementation of this initiative is in partnership with recognised NGO's and the community working with the City.

Superblocking is a new initiative in the City to provide better services in areas where density or other restrictive conditions do not allow for providing individual serviced sites. It provides for blocks separated by roads and pedestrian/service corridors, with

electrification and communal taps and toilets provided per block. Road access, electrification, fire breaks and fire hydrants is anticipated to significantly reduce fire risk in an area such as Imizamo Yethu. Superblocks can be further developed to eventually provide tenure if conditions allow.

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

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

- **Water & Sanitation technology solutions:** The water supply to informal settlements is provided in the form of standpipes while for sanitation there is a range of sanitation technology solutions implemented (e.g. Full flush toilets, Pour flush toilets, Conservancy tanks, Pit latrines, Portable flush toilets (PFT), Chemical toilets, Container toilets, Anaerobic toilets, Mobisan, Enviro loos, Ablution blocks with male and female sections and Afrisan), based on the specific conditions of the settlement.
- **Waterless technology solutions:** Due to the current drought imperative, other waterless technologies will be explored in the five year term. Partnerships with reputable institutions e.g. Tertiary institutions, the Water Research Commission and others will be included in agreements to ensure that the City remains the “beacon in Africa for the provision of water and sanitation services”.
- **Repairs and maintenance:** The ever-present harsh conditions in informal settlements remain a challenging environment to work in. As a result, the ongoing maintenance and repairs to the existing infrastructure in informal settlements dictate that realistic indicators be utilised.

- **Installations:** The City plan to deliver the following across the City over the next five years:
  - Water supply via stand pipes 2017 – 2023 at an estimated R 24 million
  - Sanitation installations 2017 – 2023 at an estimated R118 million
- **Capacity enhancement:** Additional resources will be made available to the Informal Settlements Unit to enhance capacity, of which the Expanded Public Works Programme (EPWP) is key. It is being embraced throughout the Directorate to improve service delivery while also creating jobs and hence alleviating poverty.

### **Informal Settlement Formalisation Project: - Upgrading of informal settlements**

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

The City expedites the administrative incorporation of all informal settlements through a process of rapid assessment. The rapid assessment process provide an overview of the locality, scale and nature of informal settlements and in particular to better understand the priority needs as well as the site constraints and developability pertaining to different settlements.

The initial categorisation of all informal settlements indicates the appropriate type of developmental response for each settlement based on a preliminary assessment of site developability and formalisation potential. This is a normal part of building any project pipeline consisting of large numbers of projects, each with diverse complexities and particularities.

The outcome then enables strategic prioritisation of informal settlements for different developmental responses. And the allocation of budgets for professional services and capital expenditure on multiyear (MTEF) expenditure frameworks (associated

with further pre-feasibility and feasibility studies, design, and implementation / construction e.g. emergency or basic services, land acquisition, full services, housing).

Substantial relocation (40%) will also be required of households as part of the upgrading process. Relocation is undertaken on the basis that relocating households receive a housing opportunity that is the same for those remaining in the settlement

## 4.2 Link to Programmes

The daily operations of the department can be linked to the following programmes in the City :

- Housing Programmes (Outcome 8)
- Upgrading of Informal Settlements Programme
- Emergency Housing Programme
- Anti-Land Invasion Programme
- Human Settlements Implementation
- Essential Services Programme
- Anti-Poverty Programmes
- Transport Orientated Development (TOD)
- Integrated Human Settlements Framework Strategy (IHSF)
- Built Environment Performance Plan (BEPP)

## 4.3 Link to Budget

The **capital budget** for the department over the next three financial years is as follow:

SAP Project Description	Funding	Mid-Year Review 2017/2018	Draft 2018/2019	Draft 2019/2020	Draft 2020/2021	Total
Urbanisation: Backyards/Infrm Settl Upgr	USDG	22,498.390	15,627,470	23,000,000	-	61,125,860
Urbanisation: Backyards/Infrm Settl Upgr	EFF			75,000,000	-	75,000,000
Enkanini-Khayelitsha	EFF	5,000,000	5,000,000	-	54,058,044	64,058,044
IDA/UISP Sweethomes-	USDG	25,000,000	35,000,000	-	-	60,000,000

Philippi						
UISP: Kalkfontein Informal Settlement	USDG	29,710,616	17,000,000	-	-	46,710,616
UISP: 8ste Laan -Valhalla Park	USDG	4,000,002	4,500,000		-	8,500,002
Reblocking - BBT Section	USDG	3,299,997	-	-	-	3,299,997
Backyard Water Dispensing & Management	USDG	10,313,363	15,242,304		-	25,555,667
Incremental Dev. Area - Ravensmead Park	USDG	3,718,430	-	-	-	3,718,430
UISP - Tambo Square, Gugulethu	USDG	5,889,219	-	-	-	5,889,219
Incremental Development Area - False Bay	USDG	10,600,001	-	-	-	10,600,001
BY-Backyarder Programme	USDG	15,000,000	-	-	-	15,000,000
Driftsands Project	EFF	-	5,288,768	5,288,768	-	10,577,536
Driftsands Project	CRR	-	5,288,768			5,288,768
EHP: Wallacedene	CRR	3,000,000	5,000,000	-	-	8,000,000
Computer Equipment - Additional		400,000	150,000	150,000	-	700,000
Computer Equipment - Replacement		350,000	100,000	100,000	-	550,000
Furniture & Fittings - Additional		600,000	100,000	100,000		800,000
Housing contingency - Insurance		100,000	100,000	100,000		300,000
Fleet Replacements		1,000,000	2,500,000	1,500,000	-	5,000,000
Imizamo Yethu	USDG	5,000,000	-	-		5,000,000
Informal settlements water installations	EFF	4,000,000	4,000,000	5,000,000	6,000,000	19,000,000
Informal Settlements Sanitation installation	EFF	22,000,000	21,000,000	2,000,000	2,500,000	47,500,000
Informal Settlements Sanitation installation	USDG	1,000,000	3,000,000	5,000,000		9,000,000
Mfuleni Ext 2- Mfuleni	USDG	22,419,689				22,419,689
		<b>194,899,707</b>	<b>138,897,310</b>	<b>117,238,768</b>	<b>62,558,044</b>	
Informal Settlements		2,867,436	1,500,000	1,500,000	-	5,867,436
Housing - Disaster Funding	HSDG	21,276,320	35,000,000	35,000,000	-	91,276,320
Staffing: Informal Settlements	USDG	5,484,085	5,010,200	5,340,673	-	15,834,958
Erf160: Boys Town Philippii	PHDB	1,477,632	767,232	-	-	2,244,864
Emergency Funds	PT- Nat Disaster	2,500,000				2,500,000
IDA Projects	HSDG	-	20,000,000	10,000,000	-	30,000,000
False Bay IDA	HSDG		20,000,000	10,000,000	-	30,000,000
EHP Planning	HSDG	1,000,000	1,000,000	1,000,000		3,000,000
Ravensmead IDA	HSDG	2,660,000	-	-	-	2,660,000
Janitorial Services	NT EPWP	13,783,000				13,783,000
		<b>48,181,037</b>	<b>81,777,432</b>	<b>61,340,173</b>		

## **5. PERFORMANCE PROGRESS AND OUTCOMES**

### **5.1 Past year's performance**

The Directorate will continue working on implementing the improved standards for services in informal settlement and backyarders. Operational processes will be reviewed to facilitate alignment with the area based model and achieving a turn-around time on service requests in alignment with standards as contained in the service departments' customer charters. These targets were adjusted during the Mid-year review process due to the impact of the drought on the city's operations. The Department aims to provide 1200 serviced sites, 1340 top structures, 600 water services points to Informal Settlements, 600 water services points provided to backyarders and 2800 sanitation services points to households in the 2017/2018 financial year.

The City has improved the services to backyarders in Council rental stock or on City land. Going forward the directorate will continue the provision of water, sanitation, electricity and refuse services to backyard dwellers residing in council rental stock or on city land; determine the possibility of sustainable services to backyard residents on private land.

The following challenges have been experienced by the Department in the upgrading of informal settlements, provision of basic services and backyarders:

- There is limited well located developable land in close proximity to existing informal settlements for relocation and de-densification requirements.
- Community and public protests in informal settlements due to not wanting the formalisation of informal settlements as they perceive that the land belongs to them.
- Project readiness which will ensure that there is a project pipeline in the supply chain process which will ensure that there is no delays experienced in the financial year identified for implementation.

- Technical staff with project management experience and administrative support staff to ensure the timeous implementation of the upgrading projects.

## 5.2 Areas of Business Improvement

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

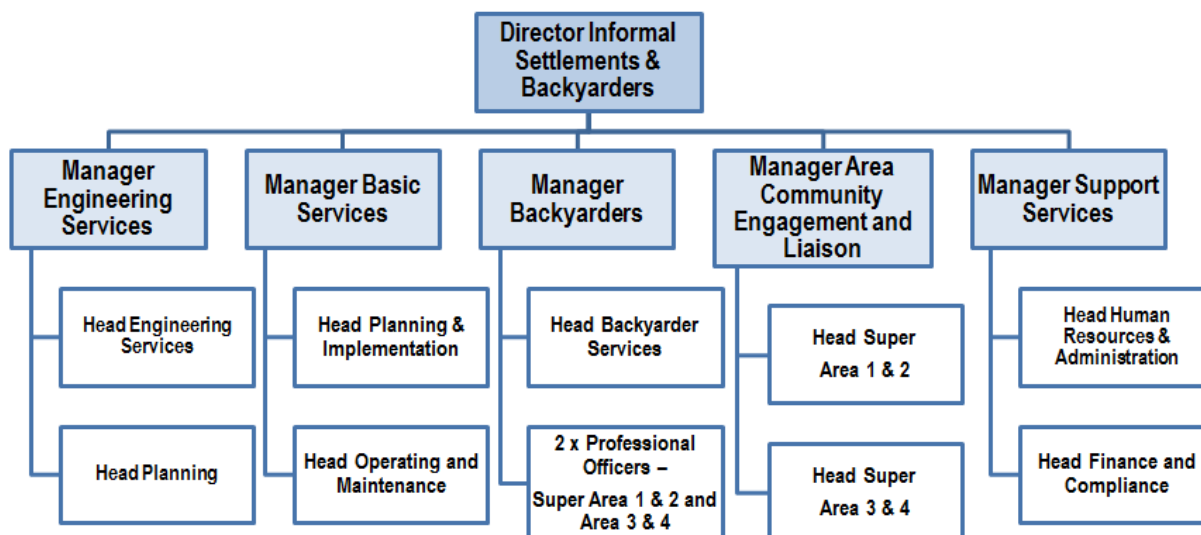
The Department would like to realise the intentions of the Superblock approach and the Re-blocking policy. To this end the Department needs to engage with the communities and NGO's in order to increase the success rate of re-blocking projects.

## 6. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

Partners/ Stakeholders	Roles and Responsibilities
Customers Communities Business / Industry	Service delivery; water, sanitation, electrification and refuse removal
Internal Partners <ul style="list-style-type: none"> <li>• Councillors</li> <li>• Directorates</li> <li>• Unions</li> </ul>	Information sharing; communication of departmental requirements and service standards; policy development and implementation; service coordination
External Partners <ul style="list-style-type: none"> <li>• National and Provincial Government</li> <li>• Community Based Organisation and Non-Governmental Organisations</li> <li>• Institutions of Higher Learning</li> </ul>	Information and knowledge management, service delivery coordination, implementation, research compliance with regulatory frameworks

## 7. RESOURCES

The new Department of Informal Settlements and Backyarders comprise of five branches namely i) Engineering Services ii) Basic Services iii) Backyarders iv) Area Based Community Engagement and Community Liaison v) Support Services.



- **Informal Settlement Engineering Services – Planning** comprise of pre-feasibility studies, layouts, and the land use and environmental applications for UISP (Upgrading of Informal Settlements Program) projects; EHP (Emergency Housing Program) projects and backyarder services. The Planning section is also responsible for the inputs into the Informal Settlement Matrix which will become part of the corporate GIS system.

**Informal Settlement Engineering Services – Engineering** is responsible for the implementation of UISP (Upgrading of Informal Settlements Program) projects; EHP (Emergency Housing Program) projects and superblock and/or re-blocking projects. These also include development of IDAs (Incremental Development Areas) and TRAs (Temporary Relocation Areas).

- **Basic Services** is responsible for the provision and maintenance of basic water and sanitation services to all informal settlements. The Basic Services Unit was

established in June 2006 as a direct response to satisfy a constitutional obligation for the provision of basic services in informal settlements city wide.

Instead of taking an ad-hoc approach to the provision of services in informal settlements, the unit needed a specialized and dedicated team to meet the service delivery needs of informal settlements city wide. In order to achieve this, the team had to include both operational and maintenance staff. An organizational structure and the required human resources were therefore put in place by management

The ISU located in Basic Services consists of 8 sections consisting of 182 permanent staff members and targets 4138 EPWP employment opportunities in the 2017/18 financial year. These 8 sections include:

- i. Management – manages all activities of the Unit
  - ii. Support Services – provides support to the technical staff
  - iii. Project Management – manages capital projects of the Unit
  - iv. Monitoring and Evaluation – manages term contracts and EPWP operations, media releases.
  - v. Information Management – supports the Unit by advising on how assets are spread City wide and update the Assets register
  - vi. EPWP – creates temporal employment opportunities through the janitorial project
  - vii. Maintenance (Depots) – manages repairs and maintenance and installs standpipes
  - viii. Borchers Quarry – disposal site for all contracted services and serves as a monitoring tool
- **Backyarders** – This is a newly established branch which will specifically focus on the provision of services (water, sanitation) to backyarders situated on council owned properties as a priority and in future to backyarders located on private properties. Currently the city has 39 rental stock blocks with backyarders with 5824 backyard structures. There is also 33 Backyarder Settlements with and approximate 1 500 structures.

- **Area Based Community Engagement and Community Liaison** is responsible for the day to day management of the informal settlements; community surveys; relocation to UISP, EHP, IDA, or TRA projects; humanitarian assistance after fires or other disasters.

The **Anti-Land Invasion Unit** is responsible for the prevention of illegal land invasions on City – and Western Cape Government land. They are also responsible for the arrangement of Court interdicts and Court orders with regard to land invasions. This Unit is NOT responsible for the prevention of illegal invasion of private property.

- **Support Services** Branch provides support to the department in terms of human resource management, administrative support, financial management and compliance. The resourcing of this branch is still underway and through the ODTP process it is anticipated that additional support will be made available.

## 7.1 Staff

- Present Staff complement as at 31 December 2017 : 347
- Director: Informal Settlement & Backyarders
- Manager : Support Services
- Manager : Engineering Services
- Manager : Basic Services
- Manager : Backyarders – New position and the department is in the process of filling the position
- Manager : Area Based Community Engagement and Liaison
- New positions were created in the Department as a result of the ODTP implementation process. Critical positions have been identified for budget allocation in the 2017/2018 financial year.
- High staff turnover have a negative impact on service delivery.

## 7.2 Lead and Contributing Directorate/Department

Programme	Project	Lead Department	Contributing Directorate / Department
Infrastructure Investment Programme	Infrastructure Maintenance Service project	Informal Settlements and Backyarders	Transport and Urban Development, Safety Security, Energy and Water & Sanitation
Basic Service Delivery Programme	Service Need Prioritisation Project	Informal Settlements and Backyarders	Energy, Solid Waste Management
Human Settlements programme	Informal Settlement Services programme	Informal Settlements and Backyarders	Transport and Urban Development, Energy, Solid Waste Management and Water & Sanitation
	Informal Settlements Formalisation Programme	Informal Settlements and Backyarders	Transport and Urban Development

## 7.3 Give an indication of possible outsource services

The Department of Informal Settlements and Backyarders secured a range of external service providers through the Supply Chain process for a maximum of three years, namely:

- The provision of emergency enhanced fire kits
- The demolition of illegal structures and relocation of structures
- Civil Construction of minor works i.e. work to maximum of R4m (i.e. Four contractors in Area Based allocation)
- Cleansing contract – the cleaning of chemical toilets, container toilets, portable flush toilets, and pour flush toilets / conservancy tanks.
- Installation of toilet top structures and plumbing.

All service providers are appointed on term contracts with definite commencement and expiry dates.

#### **7.4 Financial Information**

- *Summary of revenue by source*
  - *Summary of operating expenditure by type*
  - *Summary of capital expenditure by type*
  - *Major Projects Aligned to PPM (IOP Linkage)*
  - *Narrative on Departmental capital programme*
- \*To be completed pending finalisation of the budget.*

### **8. RISK ASSESSMENT**

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

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

## 9. OBJECTIVES AND INDICATORS OF THE DEPARTMENT SDBIP (2018/2019)

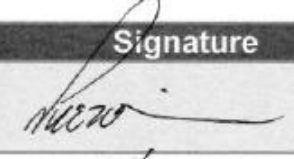

Objectives	Indicator(s) of this Objective	Target (by Sept 2018)	Target (by Dec 2018)	Target (by March 2019)	Target (by June 2019)
<b>Objective 1.3</b> Economic inclusion	Number of Expanded Public Works Programme (EPWP) work opportunities created <i>[Note : Targets may vary once confirmation has been received from Corporate]</i>	TBD	TBD	TBD	TBD
<b>Objective 3.2</b> Mainstreaming basic services delivery to informal settlements and backyards	Progress on milestones towards implementation of the Informal Settlement Upgrade programme as per IHSF	Finalise IHSF Implementation plans	Agreement on a strategy for the implementation of the IHSF	Alignment of Directorate structure for implementation of the IHSF	Align budgets and projects for implementation of IHSF 2017/2018 – 2019/2020.
<b>Objective 3.2:</b> Mainstreaming Basic Services delivery to informal settlements and backyards	Effective operationalisation of an <b>Anti-Land Invasion Unit</b>	100% successful response to planned land invasions on Council owned land	100% successful response to planned land invasions on council owned land.	100% successful response to planned land invasions on Council owned land	100% successful response to planned land invasions on City & Provincial Land
<b>Objective 3.2:</b> Mainstreaming Basic services delivery to informal settlements and backyard dwellers	Support provided to Emergency Housing Provision for informal settlements affected by fire	Ad Hoc additional support to informal settlements affected by fire	No of enhanced Fire Kits issued	No of enhanced Fire Kits issued	No of enhanced Fire Kits issued

<b>Objective 3.2:</b> Mainstreaming Basic Services delivery to informal settlements and Backyard dwellers	Progress on milestones towards the implementation of the Winter Plan (ensure the delivery of essential services in line with the approved programme)	Ad hoc additional needs	Initiate mitigation interventions	100% Interventions implemented	100% Milestones
<b>Objective 3.2:</b> Mainstreaming Basic Services delivery to informal settlements and backyards	3.O Number of sites serviced in informal settlements	325	650	975	1300
<b>Objective 3.2:</b> Mainstreaming basic services delivery to informal settlements and backyards	3.O Number of top structures erected in informal settlements (EHP)	400	800	1200	1340
<b>Objective 3.2:</b> Mainstreaming basic services delivery to informal settlements and backyards	3.J Number of service points (toilet and tap with hand basin) provided to backyarders	175	300	525	700

<b>Objective 3.2:</b> Mainstreaming basic services delivery to informal settlements and backyards	3.G Number of water services points (taps) provided to informal settlements	100	300	450	700
<b>Objective 3.2:</b> Mainstreaming basic services delivery to informal settlements and backyards	3.H Number of sanitation service points (toilets) provided to informal settlements	500	1100	1800	2600

## 10. AUTHORISATION

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



	Name	Signature	Date
Director: Informal Settlements and Backyarders	Riana Pretorius		14/02/2018
Executive Director: Informal Settlements, Water and Waste Services	Gisela Kaiser		26 FEB 2018

## 11. APPENDICES:

Annexure C: 2018/2019 Departmental SDBIP

ANNEXURE C													
2018/19 INFORMAL SETTLEMENTS AND BACKYARDERS SDBIP													
Alignment to IDP	Measuring Directorate	Corporate Objective	Indicator	Baseline 2015/ 2016	Annual Target 30 June 2017	Annual Target 30 June 2018		Targets				Capex Budget	Responsible Person
SFA							Annual Target 30 June 2019	30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019		
SFA 1: Opportunity City	Social Services	1.3 Economic Inclusion	Number of Expanded Public Works Programme (EPWP) work opportunities created	1 000	1 138	2 800	TBD	TBD	TBD	TBD	TBD	-	Riana Pretorius Contact: 021 400 4585 Cell: 082 650 4790
SFA 1: Opportunity City	Corporate Services	1.3 Economic Inclusion	Percentage budget spent on implementation of WSP	95%	95%	95%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval		Riana Pretorius Contact: 021 400 4585 Cell: 082 650 4790
SFA 1: Opportunity City	Social Services	1.3 Economic Inclusion	Number of full-time equivalent (FTE) work opportunities created	New	New	672	TBD	TBD	TBD	TBD	TBD		Riana Pretorius Contact: 021 400 4585 Cell: 082 650 4790
SFA 1: Opportunity City	Corporate Services	1.3 Economic Inclusion	Number of external trainee and bursary opportunities (excluding apprentices)	5	5	7	15	6	6	6	15	-	Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 694 8344
SFA 1: Opportunity City	Corporate Services	1.3 Economic Inclusion	Number of apprentices	Nil	Nil	Nil	0	0	0	0	0	-	Nonzuzo Ntubane Contact: 021 444 9800 Cell: 083 694 8344
SFA 3: Caring City	Corporate Services	1.3 Economic Inclusion	Percentage adherence to Citywide service requests	Direct/Dept. Achievement as at 30 June 2016	100%	90%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	-	Shaun van der Merwe Contact: 021 400 2117 Cell: 084 235 3316
SFA 3: Caring City	Informal Settlements Water and Waste Services	3.2 Mainstreaming Basic Service Delivery to Informal Settlements and Backyard Dwellers	3.O Number of sites serviced in the informal settlements (incremental housing and re-blocking)	Sites 2,235	Sites 3,235	Sites 1200	Sites 1300	325	650	975	1 300	-	Riana Pretorius Contact: 021 400 4585 Cell: 082 650 4790
			Number of top structures erected in the informal settlements ( EHP)	Top Structures 1,450	Top Structures 1,400	Top Structures 1,340	Top Structures 1000	200	400	800	1000	-	Riana Pretorius Contact: 021 400 4585 Cell: 082 650 4790
			3.J Number of service points (toilet and tap with handbasin) provided to backyarders	New	New	Backyarders 600	700	175	300	525	700		Riana Pretorius Contact: 021 400 4585 Cell: 082 650 4790
			3.G Number of water services points (taps) provided to informal settlements	919	600	600	700	100	300	450	700	-	Riana Pretorius Contact: 021 400 4585 Cell: 082 650 4790
			3.H Number of sanitation service points (toilets) provided to informal settlements	3 058	2 800	2 800	2 600	500	1 100	1 800	2 600	-	Riana Pretorius Contact: 021 400 4585 Cell: 082 650 4790
			Number of new sewer connections meeting minimum standards	New	New	New	TBD	TBD	TBD	TBD	TBD		Riana Pretorius Contact: 021 400 4585 Cell: 082 650 4790
			Number of new water connections meeting minimum standards	New	New	New	TBD	TBD	TBD	TBD	TBD		Riana Pretorius Contact: 021 400 4585 Cell: 082 650 4790
			Effective operationalisation of an Anti-Land Invasion Unit	100%	100%	100%	100% successful response to planned land invasions on Council owned land	100% successful response to planned land invasions on Council owned land	100% successful response to planned land invasions on Council owned land	100% successful response to planned land invasions on Council owned land	100% successful response to planned land invasions on Council owned land	-	Riana Pretorius Contact: 021 400 4585 Cell: 082 650 4790

ANNEXURE C													
2018/19 INFORMAL SETTLEMENTS AND BACKYARDERS SDBIP													
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SFA							Annual Target 30 June 2019	30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019		
SFA 3: Caring City	Informal Settlements Water and Waste Services	3.2 Mainstreaming Basic Service Delivery to Informal Settlements and Backyard Dwellers	Progress on milestones towards the implementation of an Integrated Human Settlements Framework	New	New	Align Budget and Projects for implementation of IHSF 2017/2018 - 2019/2020	Align Budget and Projects for implementation of IHSF 2017/2018 - 2019/2020	Finalise IHSF Implementation Plans	Agreement on a Strategy for the implementation of IHSF	Alignment of Directorate structure for implementation of IHSF	Align Budget and Projects for implementation of IHSF 2017/2018 - 2019/2020	-	Riana Pretorius Contact: 021 400 4585 Cell: 082 650 4790
SFA 4: Inclusive City	Corporate Services	4.3 Building integrated communities	Percentage adherence to EE targetin all appointments (internal & external)	Direct/Dept: Achievement as at 30 June 2016	80%	85%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	–	Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609
SFA 4: Inclusive City	Corporate Services	4.3 Building integrated communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	Direct/Dept: Achievement as at 30 June 2016	2%	2%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	-	Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609
SFA 5: Well-Run City	Corporate Services	5.1 Operational Sustainability	Progress on milestones towards the operationalization of the Informal Settlements and Backyarders Department aligned to IHSF	Fully operationalize the Urbanisation department	Fully operationalize the Informal Markets Department	Advertisement of positions that is still vacant and essential	Advertisement of positions that is still vacant and essential	Reviewed organisational structure for the Informal Settlements and Backyarders Department	Complete advertising process	Complete Appointments	Advertisement of positions that is still vacant and essential	-	Riana Pretorius Contact: 021 400 4585 Cell: 082 650 4790
SFA 5: Well-Run City	Finance	5.1 Operational Sustainability	Progress on milestones towards the implementation of Project Portfolio Management	New	All projects on the draft capital budget loaded for screening	80% of all projects on the draft capital budget loaded for screening	80% of all projects on the draft capital budget loaded for screening	Nil	80% of all projects on the draft capital budget loaded for screening	80% of all projects on the draft capital budget loaded for screening	80% of all projects on the draft capital budget loaded for screening	-	Riana Pretorius Contact: 021 400 4585 Cell: 082 650 4790
SFA 5: Well-Run City	Corporate Services	5.1 Operational Sustainability	Percentage of absenteeism	Direct/Dept: Achievement as at 30 June 2016	≤ 5%	≤ 5%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	-	Nonzuzo Ntubane Contact: 021 444 9800 Cell: 083 694 8344
SFA 5: Well-Run City	Finance	5.1 Operational Sustainability	Percentage spend of capital budget	City's achievement= 85.7% Direct/Dept: Achievement as at 30 June 2016	90%	90%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	-	Riana Pretorius Contact: 021 400 4585 Cell: 082 650 4790
SFA 5: Well-Run City	Finance	5.1 Operational Sustainability	Percentage spend on repairs and maintenance	95.8%	95%	95%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	-	Riana Pretorius Contact: 021 400 4585 Cell: 082 650 4790
SFA 5: Well-Run City	Corporate Services	5.1 Operational Sustainability	Percentage OHS Incidents reported	Direct/Dept: Achievement as at 30 June 2016	≤ 5%	≤ 5%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval		Dikeledi Tshuduku Contact:021 400 5261 Cell: 082 441 2894
SFA 5: Well-Run City	Corporate Services	5.1 Operational Sustainability	Percentage OHS Incidents completed	Direct/Dept: Achievement as at 30 June 2016	≤ 5%	≤ 5%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval		Dikeledi Tshuduku Contact:021 400 5261 Cell: 082 441 2894

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2018/19 INFORMAL SETTLEMENTS AND BACKYARDERS SDBIP													
Alignment to IDP	Measuring Directorate	Corporate Objective	Indicator	Baseline 2015/2016	Annual Target 30 June 2017	Annual Target 30 June 2018		Targets				Capex Budget	Responsible Person
SFA							Annual Target 30 June 2019	30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019		
SFA 5: Well-Run City	Corporate Services	5.1 Operational Sustainability	Percentage vacancy rate	Direct/Dept: Achievement as at 30 June 2016	≤ 7%	≤ 7%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	-	Fritz Le Roes Contact: 021 400 9106 Cell: 082 823 2430
SFA 5: Well-Run City	Finance	5.1 Operational Sustainability	Percentage of operating budget spent	Direct/Dept: Achievement as at 30 June 2016	95%	95%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	-	Riana Pretorius Contact: 021 400 4585 Cell: 082 650 4790
SFA 5: Well-Run City	Finance	5.1 Operational Sustainability	Percentage of assets verified	Direct/Dept: Achievement as at 30 June 2016	100%	100%	TBD - Awaiting Mayoral Approval	-	-	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	-	Riana Pretorius Contact: 021 400 4585 Cell: 082 650 4790
SFA 5: Well-Run City	Directorate of the Mayor	5.1 Operational Sustainability	Percentage Internal Audit findings resolved	Direct/Dept: Achievement as at 30 June 2016	75%	75%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	-	Riaan Vosloo Contact: 021 400 3879 Cell: 082 559 9959
SFA 5: Well-Run City	Directorate of the Mayor	5.1 Operational Sustainability	Percentage of Declarations of Interest completed	Direct/Dept: Achievement as at 30 June 2016	100%	100%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	-	Lisa-Anne Coltman Contact: 021 400 9296 Cell: 083 562 1688
<div><div><div>Director: Informal Settlements and Backyarders</div><div></div><div>Riana Pretorius</div><div>Date: 14/02/2018</div></div><div><div>Executive Director: Informal Settlements, Water and Waste Services</div><div></div><div>Gsele Kaiser</div><div>Date: 26 FEB 2018</div></div></div>													

## INFORMAL SETTLEMENTS AND BACKYARDERS DRAFT SDBIP DEFINITION 2017/18

INDICATOR	IDP	INDICATOR DEFINITION
Progress on milestones towards the operationalization of the Informal Settlements and Backyarders Department aligned to IHSF	5.1 .e Service Delivery Skills Programme	This indicator measures the extent to which the Informal Settlements and Backyarders Department is equipped to fulfill its mandate i.e. staffed and equipped to be fully functional.
3.O Number of sites serviced in the informal settlements (incremental housing and re-blocking)	3.2 .b Human Settlements Programme	Number of sites serviced in the informal settlements upgraded will measure incremental access to the following Housing products: <ul style="list-style-type: none"> <li>Incremental Housing, which provides a serviced site with or without tenure and</li> <li>Re-blocking of Informal Settlements is the reconfiguration of the lay-out of the settlements and to allow improved access and levels of services.</li> </ul>
Number of top structures erected in the informal settlements (incremental housing and EHP)	3.2 .b Human Settlements Programme	Top structures are any built structure providing shelter to a household in a human settlements development by means of any national housing programme, where the main source of funding is the Human Settlements Development Grant (HSDG) in terms of DORA for such purpose.
3.J Number of service points (toilet and tap with handbasin) provided to backyarders	3.2 .a Basic Service Delivery Programme	This indicator reflects the number of service points (complete unit comprising of a toilet and tap with hand basin) provided to backyarders during the period under review. Certain service points (toilet and tap with hand basin) may however have been vandalised or removed after provision.
3.G Number of water services points (taps) provided to informal settlements	3.1.a Excellence in Basic Service Delivery	The indicator reflects the number of taps provided in informal settlements during the period under review. Some taps may however have been vandalised or removed after provision.  Proxy measure for NKPI.
3.H Number of sanitation service points (toilets) provided to informal settlements	3.2.a Basic Service Delivery Programme	This indicator reflects the number of toilets provided in informal settlements during the period under review. Some toilets may however have been vandalised or removed after provision.  Proxy measure for NKPI.

**INFORMAL SETTLEMENTS AND BACKYARDERS DRAFT SDBIP DEFINITION  
2017/18**

INDICATOR	IDP	INDICATOR DEFINITION
3.1 Percentage of informal settlements receiving a door-to-door refuse collection service	3.2 .a Basic Service Delivery Programme	<p>This indicator reflects the percentage of informal settlements receiving a weekly door-to-door refuse removal collection service for the period under review.</p> <p>The collection of domestic refuse in informal settlements is done through contract services, employing local labour. Three-year contracts are awarded to a legitimate main contractor through the procurement tender process.</p> <p>Proxy measure for NKPI.</p>
Effective operationalisation of an Anti-Land Invasion Unit	3.2 .b Human Settlements Programme	The indicator measures the patrolling of vacant land, enforcing the rule of law with respect to illegal shack building and providing backup/protection to Housing officers from attacks and resistance from members of the public in the event of eviction, relocation and shack demolition.
Progress on milestones towards the implementation of an Integrated Human Settlements Framework (IHSF)	3.2 Mainstreaming Basic Service Delivery to Informal Settlements and Backyard Dwellers	The Draft Integrated Human Settlements Framework (IHSF) outlines the future transversal management of Integrated Human Settlements (IHS) to enable the delivery of significant more housing opportunities per annum to what is currently being achieved. The IHSF proposes and will inform the finalization of a new and innovative long term Integrated Human Settlements Plan (2031) based on the City's broader human settlement delivery mandate and one that can holistically address the key challenges brought about by rapid urbanization.
Progress on milestones towards the implementation of Project Portfolio Management	5.1 Operational Sustainability	This indicator refers to the tracking and monitoring of all capital projects within the Directorate.
1.F Number of Expanded Public Works programmes (EPWP) opportunities created	1.3 .b EPWP Job Creation Programme	<p>This indicator measures the number of work opportunities created through the Expanded Public Works Programme (EPWP).</p> <p>An EPWP work opportunity is paid work of a temporary nature, created for an individual on an EPWP project for any period of time, within the employment conditions of the Code of Good Practice for Special Public Works Programmes.</p> <p>Proxy measure for NKPI.</p>

**INFORMAL SETTLEMENTS AND BACKYARDERS DRAFT SDBIP DEFINITION  
2017/18**

INDICATOR	IDP	INDICATOR DEFINITION
1.G Percentage budget spent on implementation of Workplace Skills Plan (WSP) (NKPI)	1.3.a Skills Investment Programme	<p>A workplace skills plan outlines the planned education, training and development interventions for the organisation.</p> <p>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, Integrated Development plan, the individual departmental staffing strategies, individual employees' PDPs and employment equity plan.</p> <p>Proxy measure for NKPI.</p>
Number of full-time equivalent (FTE) work opportunities created	1.3 Economic Inclusion	Refers to one person-year of employment. One person year is equivalent to 230 person days of work. The 230 days are effective days of work after subtracting provision for non-productive days in a year (e.g. leave, holidays, etc.). 1 FTE = person days divided by 230.
Number of external trainee and bursary opportunities (excluding apprentices)	1.3 Economic Inclusion	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative and provision of real world of work exposure to trainees and graduates. This includes, external bursaries awarded, in-service student training opportunities, graduate internships and learnerships. This is an accumulative quarterly measure. The target refers to the 4th quarter final total.
Number of apprentices	1.3 Economic Inclusion	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative. This indicator is limited to apprenticeships. This is an accumulative quarterly measures. The target refers to the 4th quarter final total.
3.F Percentage adherence to Citywide service requests	3.1.a Excellence in Basic Service Delivery	Measure the percentage adherence to Citywide service standard based on all external notifications.

**INFORMAL SETTLEMENTS AND BACKYARDERS DRAFT SDBIP DEFINITION  
2017/18**

INDICATOR	IDP	INDICATOR DEFINITION
Percentage adherence to EE target for all levels of staff employed (internal & external)	4.3 Building Integrated Communities	<p>Formula: Number of EE appointments (external, internal and disabled appointments) / Total number of posts filled (external, internal and disabled) .</p> <p>This indicator measures:</p> <p><u>1. External appointments</u> - The number of external appointments across all directorates over the preceding 12 month period. The following job categories are excluded from this measurement: Councillors, students, apprentices, contractors and non-employees. This will be calculated as a percentage based on the general EE target.</p> <p><u>2. Internal appointments</u> - The number of internal appointments, promotions and advancements over the preceding 12 month period. This will be calculated as a percentage based on the general EE target.</p> <p><u>3. Disabled appointments</u> - The number of people with disabilities employed at a point in time. This excludes foreigners, but includes SA White males with disabilities.</p> <p><b>Note:</b> If no appointments were made in the period preceding 12 months, the target will be 0%.</p>
Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	4.3 Building Integrated Communities	<p>This indicator measures :</p> <p>The disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%.</p> <p>This category forms part of the 'Percentage adherence to EE target', but is indicated separately for focused EE purpose.</p> <p>This indicator measures the percentage of people with disabilities employed at a point in time against the staff complement e.g staff complement of 100 target is 2% which equals to 2</p>

**INFORMAL SETTLEMENTS AND BACKYARDERS DRAFT SDBIP DEFINITION  
2017/18**

INDICATOR	IDP	INDICATOR DEFINITION
Percentage of absenteeism	5.1 Operational Sustainability	<p>A: Actual number of days absent due to sick and unpaid/unauthorised leave in the directorate or department.  B: ((number of working days for month) * number of staff members))*100%.</p> <p>Formula: <math>C = (A1 + A2/B) * 100</math>  A1: Sick Leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / Time Management / All Absences) and enter the total number of absent days for sick leave. Enter the number of employees who took sick leave in the comments column  A2: Unpaid/ Unauthorised leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / All Absences) and enter the total number of absent days as per the "Unpaid" column of the report (authorised and unauthorised is separated). Enter the number of employees who took "unpaid" leave in the comments column</p> <p>B: Total number of staff X Total number of working days for the month  The Target will be 5% or less for the rolling 12 month period.</p>
5.C Percentage spend of capital budget	5.1 .a Efficient, Responsible and Sustainable Programme	Percentage reflecting year to date spend / Total budget less any contingent liabilities relating to the capital budget. The total budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.
5.D Percentage spend on repairs and maintenance	5.1.e Service Delivery Skills Programme	<p>Percentage reflecting year to date spend (including secondary cost) / total repairs and maintenance budget  Note that the in-year reporting during the financial year will be indicated as a trend (year to date spend).  Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned Maintenance includes asset inspection and measures to prevent known failure modes and can be time or condition-based.</p> <p>Repairs are actions undertaken to restore an asset to its previous condition after failure or damage. Expenses on maintenance and repairs are considered operational expenditure.</p> <p>Primary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour and materials paid to outside suppliers.</p>

**INFORMAL SETTLEMENTS AND BACKYARDERS DRAFT SDBIP DEFINITION  
2017/18**

INDICATOR	IDP	INDICATOR DEFINITION
Percentage OHS incidents reported	5.1 Operational Sustainability	<p>Incidents measures the number of injuries on duty (includes all categories) reported expressed as a percentage of the total number of employees for the directorate and/or department for the specific quarter. The average number of employees over the 3 month period will be used to accomodate the movement of employees.</p> <p><u>Formula:</u>  Incidents reported (A) = <math>\frac{(B) \text{ Injuries on duty (eg.1 July - 30 Sept)}}{(C) \text{ Total number of employees (an average over the 3month period)}} \times 100</math>  = %</p>
Percentage OHS investigations completed	5.1 Operational Sustainability	<p>Investigations measures the completed number of incidents investigated within a 30 day period, expressed as a percentage. "Completed" will be measured as incident data captured and uploaded on SAP. There will be a one month lag for both the numerator and denominator for reporting purposes.</p> <p><u>Formula:</u>  Investigations completed (D) = <math>\frac{(E) \text{ No. of incidents investigations completed within 30 days } *}{(F) \text{ No. of incidents}} \times 100</math>  = %*</p> <p>Refers to the number of incidents on the denominator for investigations that was completed within 30 days at reporting date.</p>
Percentage vacancy rate	5.1 Operational Sustainability	<p>This is measured as a percentage of positions vacant against the total positions on structure. This indicator will be measured at a specific point in time to calculate the vacancy rate.</p> <p>The target is a vacancy rate of 7% or less.</p>
Percentage of operating budget spent	5.1 Operational Sustainability	<p><u>Formula:</u> Total actual to date as a percentage of the total budget including secondary expenditure.</p>

**INFORMAL SETTLEMENTS AND BACKYARDERS DRAFT SDBIP DEFINITION  
2017/18**

INDICATOR	IDP	INDICATOR DEFINITION
Percentage of assets verified	5.1 Operational Sustainability	<p>The indicator reflects the percentage of assets verified annually for audit assurance. Quarter one will be the review of the Asset Policy, In Quarter two, the timetable in terms of commencing and finishing times for the process is to be communicated, and will be completed. Both Quarters will only be performed by Corporate Finance.</p> <p>The asset register is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data is downloaded at specific times and is the bases for the assessment of progress.</p> <p>Q1=N/A for ALL other department, except Corporate Finance (responsible) Q1= 25% Corporate Finance Q2= N/A for ALL other department, except Corporate Finance (responsible) Q2= 50% Corporate Finance Q3= 75% represent that 60% of the assets have been verified by the directorate/ department Q4= 100% represents All assets have been verified.</p>
Percentage Internal Audit findings resolved	5.1 Operational Sustainability	<p>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.</p>
Percentage of Declarations of Interest completed"	5.1 Operational Sustainability	<p>This indicator will measure: "The total number of completed declarations of interest as a % of the total number of staff as required by legislation and applicable city policies.</p>

# SOLID WASTE MANAGEMENT



## Department Business Plan 2018-2019

Director: Rustim Keraan  
Contact person: Rosina Lesoetsa



CITY OF CAPE TOWN  
ISIXEKO SASEKAPA  
STAD KAAPSTAD

Making progress possible. Together.

## **VISION OF THE CITY:**

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

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

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

This is a one-year plan for the Solid Waste Management Department giving effect to the IDP and the budget. It sets out the strategies in quantifiable outcomes that will be implemented over the 2018/2019 financial year. It considers what was set out in the IDP and the Directorate Executive Summary It indicates what the Department needs to do to deliver on the IDP objectives, how this will be done, what the outcomes will be, what processes it will follow and what inputs will be used.

## EXECUTIVE SUMMARY

The long-term vision for the City of Cape Town's waste management services, is to integrate waste management services in such a way that they are able to not only provide basic services, but to augment economic activity and minimise the effects of waste on human and environmental health. Much national support and development is necessary, as waste minimisation and recycling activities are not limited to Cape Town and involve the processing and manufacturing sectors on a national scale. It will require a country-wide approach in terms of planning, infrastructure, facilities, incentives and disincentives to drive out economies of scale that will make this sustainable and economically viable.

These are key influences on achieving the long term waste management vision and objectives set by the Department. The long-term vision for the Cape Town Waste Management sector is -

- to improve access to basic services for residents to as close to 100% as possible within the constraints of available funds and unplanned growth;
- to develop multiple integrated initiatives that will reduce waste and the associated impacts substantially as well as contribute to and support economic development;
- to generate other sources of funding for integrated waste management through Public-Private Partnerships within the Cape Town municipal area.
- to improve the income generated by the Council's waste services;
- to optimise the utilisation of the Council's resources and capital; and
- to regulate waste and the associated services that will ensure sustainability and prevent impact or harm to people and the environment.

The approved SWM IWM Plan (5year plan aligned with the IDP) along with the annual Solid Waste Management Business Plan give effect to our long-term vision. Recommendations are embedded in our IWM Plan which are mostly based on the Municipal Systems Act section 78 recommendations and includes the achievement of increased waste diversion from landfills and the development of associated infrastructure. In addition, the department aims to optimise waste collection service including the

servicing of backyarders. These will enable the City to comply with the provisions of NEMWA and to ensure effective service provision.

This is a one-year plan for the Solid Waste Management Department giving effect to the IDP and the budget. It sets out the strategies in quantifiable outcomes that will be implemented over the 2018/2019 financial year. It considers what was set out in the IDP and the Directorate Executive Summary. It indicates what the Department needs to do to deliver on the IDP objectives, how this will be done, what the outcomes will be, what processes it will follow and what inputs will be used.

## CONTENTS

<b>EXECUTIVE SUMMARY .....</b>	<b>3</b>
<b>1. PURPOSE AND SERVICE MANDATE OF THE DEPARTMENT .....</b>	<b>6</b>
<b>2. WASTE MANAGEMENT SERVICE CATEGORIES .....</b>	<b>7</b>
2.1. Classes and categories of waste and service provision .....	7
2.2. Waste Management Service Definitions .....	11
2.3. Waste Management Service Levels .....	12
2.4. Waste Management Service not provided by CCT .....	15
<b>3. LEGISLATIVE IMPERATIVES.....</b>	<b>16</b>
<b>4. STRATEGIC ALIGNMENT TO THE IDP.....</b>	<b>19</b>
4.1. Linkages to the strategic focus areas and objectives in the IDP .....	20
4.2. Link to Programs .....	24
4.3 Link to Budget.....	30
<b>5. PERFORMANCE PROGRESS AND OUTCOMES .....</b>	<b>31</b>
5.1 Past year's performance .....	31
5.2 Areas of Business Improvement .....	32
5.2.1 Demands .....	32
5.2.2 Backlogs .....	32
5.2.3 Challenges .....	32
<b>6. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN .....</b>	<b>34</b>
<b>7. RESOURCES (STAFF AND FINANCIAL).....</b>	<b>36</b>
7.1. Solid Waste Management Organogram .....	36
7.2. Financial information .....	37
7.3. Outsourced services .....	38
7.4. Major Projects Aligned to PPM (IDP Linkage) .....	39
<b>8. RISK ASSESSMENT .....</b>	<b>43</b>
<b>The full SWM Department SDBIP is attached as annexure to the Business Plan .....</b>	<b>45</b>
<b>11.APPENDICES .....</b>	<b>46</b>
<b>Annexure : 2018/2019 Department SDBIP template .....</b>	<b>46</b>

## 1. PURPOSE AND SERVICE MANDATE OF THE DEPARTMENT

The IWM Plan and approved IWM Policy enables the City to ensure and regulate the provision of waste management services, either through internal or departmental services, or external service mechanisms, where the City has to act as a service authority in terms of the Municipal Systems Act, to execute its constitutional mandate. The policy applies in the Cape Town municipal area, as defined by the Demarcation Board. The City of Cape Town's Solid Waste Management (SWM) Department is the service authority and regulator of waste management activities in Cape Town, per the system of delegations and the municipality's executive powers conferred by law. The City is responsible for services in the metropolitan municipal area (as a service authority or regulator) for:

- I. The management and minimisation of waste that will be collected, streamed, diverted, processed or treated, recycled;
- II. The management of waste that will be disposed of at a licenced, regulated landfill site inside the City's boundaries or any other waste management site under its direct control;
- III. All individuals residing or visiting the City, and entities doing business or providing any form of private, public or community service requiring waste management services;
- IV. All service providers operating in the waste management industry;
- V. The management and regulation of all waste that may include liquid or fluid wastes, which are generated in the municipality, with special provisions for the handling, processing, treatment and disposal of hazardous waste, as well as waste generated by the health services industry (including veterinary services);
- VI. The regulation of waste crossing the City's boundaries to ensure proper management, recycling and control of all types of waste.
- VII. Residential waste collection service to formal and informal residence in the municipality;
- VIII. Public awareness, communication and education on all waste management issues;
- IX. Creating and enabling environment for the waste management sector to grow and create job opportunities;
- X. Management of waste information and reporting to the relevant authority;
- XI. Full cost accounting for all waste management services provided by the City and establishment of tariffs;
- XII. Solid waste by-law enforcement and reduction of illegal dumping and improved compliance in the sector; and
- XIII. Cleaning of all public open spaces and clean-up of illegal dumping throughout the municipality.

## 2. WASTE MANAGEMENT SERVICE CATEGORIES

### 2.1. Classes and categories of waste and service provision

**Table A1: Different classes and categories of Waste, including Service Provision information**

	Class	Type	Waste Minimisation Mechanism Guideline	Service Provider	Special Provisions or comments
Residential	<b>Residential Waste</b>	General, non-hazardous	Waste separation by resident of recyclable material	The Council, or a community partnership, or an approved waste contractor to collect waste for disposal  Separated recyclable waste will not be disposed	Includes recyclable and non-recyclable wastes.
	<b>Residential Waste (special, bulky)</b>	General, non-hazardous	Waste separation by resident of recyclable material	The Council, or a community partnership, or an approved waste contractor to collect waste for disposal  Separated recyclable waste will not be disposed.	Includes recyclable and non-recyclable wastes too large for normal collection
	<b>Garden Waste</b>	General, non-hazardous	Resident may compost on own property under conditions and guidelines determined by the	Parks dept, resident or small contractor (e.g. garden service companies, etc.) collects and transports this type	Includes vegetation or vegetable matter that is biodegradable  Special facilities are provided by the Council

			<p>Council to protect environmental and human health</p> <p>The Council will compost organic waste and biodegradable wastes as far as possible</p>	<p>of waste to specially-provided drop-offs sites</p> <p>The Council processes organic waste at special composting sites, or disposes waste at a landfill site</p>	<p>at pre-selected sites</p> <p>provision of home composting containers for the increase diversion of organic waste.</p>
Non Residential	<b>Builder's Waste</b>	General, non-hazardous	Builder or contractor collects and transports builder's rubble for further processing at a facility such as a crushing plant or to a landfill site	<p>Private contractor (e.g. builder or waste removal contractor) collects for disposal</p> <p>The Council or contractor operates and maintains these facilities</p>	<p>Not for general landfill disposal. Special facilities are provided by the Council at pre-selected sites</p> <p>The Council does not provide this service</p>
	<b>Builder's Waste</b>	General, contaminated	Builder or contractor collects and transports contaminated builder's waste to a hazardous landfill site	<p>Private contractor (e.g. builder or waste removal contractor) collects for disposal</p> <p>The Council or contractor operates and maintains these facilities</p>	For disposal at licenced facilities only
	<b>Commercial &amp; Retail Waste</b>	General, non-hazardous	Waste separation at source to divert recyclable materials prior to collection (On-site waste management).	The Council or a contracted private sector service provider	<p>Applicable to properties zoned for "business" use in a business district (non-industrial)</p> <p>Will apply to informal</p>

					traders Includes recyclable and non-recyclable wastes for normal collection and/or too large for normal collection.
	<b>Industrial Waste</b>	General, non-hazardous	Waste Exchange and/or Waste separation at source to divert recyclable materials prior to collection (On-site waste management)	Accredited private sector service provider	Includes recyclable and non-recyclable wastes for normal collection and/or too large for normal collection  To be accredited as a waste generator to the IWM By-law
<b>Non Residential</b>	<b>Special Industrial Waste (Hazardous)</b>	Hazardous substances and materials (as defined by codes of practice and statutes describing "Hazardous Chemical Substances")	Waste streaming and/or separation of liquids, components and materials that can be re-used , or reprocessed for recycling or re-use	Accredited private sector service provider able to prove statutory compliance related to the handling, transfer, storage, use, processing and transportation of hazardous chemical substances	Solid and liquid wastes that are hazardous to human health and the environment, which require special arrangements in terms of applicable legislation governing hazardous chemical substance  Also includes components containing hazardous elements if not disposed properly (e.g. electronic circuitry and components, fluorescent tubes, etc.). To be accredited as a waste generator in terms of the IWM By-law
	<b>Special Industrial Waste</b>	Dangerous Goods (as defined by	Waste streaming and/or separation of liquids, used	Accredited private contractor able to prove statutory	All other gasses, solids and substances not covered in the previous

	<b>(Dangerous)</b>	SANS 10228 and 10229)	components and materials that can be reused, or reprocessed for recycling or reuse as applicable	compliance related to the handling, transfer, storage, use, processing and transportation of "dangerous goods"	category, including the residue, by-products or waste relating to the Explosives or Armaments Industries
	<b>Health Services Waste</b>	Hazardous	Refer to Provincial Hazardous Waste Management Plan	Accredited private contractor	Includes "sharps", pharmaceutical, laboratory and human wastes, etc. including fluids  Also includes veterinary wastes. Usually requires special processing and/or destruction through incineration to prevent human health effects and environmental contamination
	<b>Nuclear or Radioactive Waste</b>	Extremely hazardous	None available yet	Government agency (through accredited private contractor)	Includes wastes or scrap that have been contaminated by nuclear energy sources used in a variety of industries that require special handling and disposal permits and arrangements, and nuclear power generation

## 2.2. Waste Management Service Definitions

**TABLE A.2: Definitions for Residential Waste Collection (Formal and Informal)**

Important note: For all levels of service and categories, this Table must be read in conjunction with the Council's Tariff Policy and Indigent Policy to obtain the applicable tariff. Tariffs are amended and approved by the Council on an annual basis.

Service Level	Residential Waste Management Service		Non-Residential Waste Management Service	
	Informal	Formal	Commerce	Industrial (non-Council service)
<b>Emergency (sub-standard)</b>	Skips out-sourced, collected at least once per week until Standard level is offered	n/a	n/a	n/a
<b>Standard</b>	Door-to-door collection of bagged refuse (85-litre black plastic bags), at least once per week	Kerbside collection of binned waste (240-litre plastic wheeled bin), minimum one bin per erf at least once per week	Minimum once a week contained in a minimum of 1 wheeled bin, as per a Waste Management Plan submitted to the Council	Waste Management Plan submitted to Council determines need, Private contractor provides as per need
<b>Standard (operationally constrained)</b>	n/a	Kerbside collection: refuse in bags (85-litre bags), at least once per week, allowing for more bags than the minimum  Geographic constraints and/or service road access prevent a wheeled bin service	Waste Management Plan submitted to the Council determines need, private contractor provides as per need and constraints	Waste Management Plan submitted to Council determines need, private contractor provides service as per need and constraints

<b>Enhanced</b>	Backyarders: one additional 240-litre wheeled bin per erf	Kerbside waste collection in more than wheeled container, at least once per week (also applicable to Backyarders)	More than one wheeled bin, and/or more than once per week, as per a Waste Management Plan submitted to the Council	Waste Management Plan submitted to Council determines need, Private contractor provides as per need
<b>Special (ad hoc)</b>	Events, pre-arranges	Garden waste, or special volume collection	Special volume collection	Special volume collection
<b>Recyclables</b>	Separated recyclable material in bin or bag, Removal may be organised on a contractual basis in selected areas (Council prerogative)	Separated recyclable material in bin or bag, Self-organised transport to Drop-off site, Removal may be organised on a contractual basis in selected areas (Council prerogative)	Kerbside collection of waste in one 240 litre wheeled bin, mainly through in-house waste management services, at least once per week	Private contractor provides as per need

### 2.3. Waste Management Service Levels

Service Request	Description	Minimum Expected Service Level
Residential Refuse Collection	Kerb-side or door-to-door collection of waste contained in 240 litre wheeled bins (minimum one/household) or 85 litre black plastic bag.	Once-a-week collection, including Public Holidays, excluding week-ends
Waste Minimisation Clubs	Kerb-side collection of waste contained in 240 litre wheeled bins or 85 litre black plastic bags from cluster or high density developments that are committed to active waste reduction, and who have written permission from the Director Solid Waste Management	Once-a-week collection, including Public Holidays, excluding week-ends

Service Request	Description	Minimum Expected Service Level
Non-residential, Commercial (Formal Business) Refuse collection	Kerb-side collection of waste contained in 240 litre wheeled bins or 85 litre black plastic bags if service is constrained	100% compliance at a frequency as per contractual arrangement, seven days a week in CBD areas
Informal Business Refuse collection (includes traders in large leased areas, dedicated bays)	Kerb-side collection of waste contained in 85 litre black plastic bags, 660 litre or 770 litre containers	Trader must separate cardboard and recyclables
Special Events Waste Management	Comprehensive waste management and/or cleansing service requested by event organiser(s)	Ad hoc with every event, based on pre-event needs determination (either Council or private contractor)
Supply of 240 litre wheelie bins	240 litre wheeled bins (replacement or additional) requested by customer or for new tenant	Delivery of bin at least within 1 week of request
Supply of black plastic bags	Black plastic bags requested for organised (community) clean-up	Free, if departmental budget allows
Bulk/ Special Container Service	Special container requested by customer for large volumes of waste	Ad hoc on a case-by-case, needs basis either by the Council or a private waste management contractor
Special Waste Management	Ad hoc collection/ removal of bulky waste requested by customer	Ad hoc on a case-by-case, needs basis, needs basis either by the Council or a private waste management contractor
Industrial Waste Management	Collection, treatment and/or disposal of waste from customers in industrial areas (non-Council service)	Service Provision by private waste management contractors with specialised equipment and infrastructure, per contractual arrangement
Hazardous Waste Management, including Health Care Waste	Collection, treatment and/or disposal of contaminated or hazardous waste (non-Council service)	Service Provision by private waste management contractors with specialised equipment and infrastructure, per contractual arrangement or on an ad hoc basis
Drop-off sites	Conveniently located sites for use by residents, Council departments and	Hours of availability to accommodate public need of residents: refer to latest

Service Request	Description	Minimum Expected Service Level
	small garden service contractors, who may deposit up to a bakkie load of recyclable material at a time, at no cost (larger loads charged as per Tariff Policy)	times
Transfer Stations	Facilities for transferring waste to optimise service logistics (reduce travel times and costs) due to travelling distances to landfill sites	Hours of availability to accommodate service need (internal and external service providers)
Waste Processing sites	Special separation facilities where recyclable materials are sorted for diversion away from landfill sites	Hours of availability to accommodate public need service need (internal and external service providers)
Landfill sites	Sites specially designed, prepared and constructed to minimise environmental and health impacts, that are licensed and operated under a permit issued by DEAT, either by the Council, or by private waste management companies	Hours of availability to accommodate public need service need (internal and external service providers)  Hazardous waste site is privately operated but must offer a service that will not cause illegal dumping
IWM By-law	Accreditation of waste generators and waste service providers operating in the City of Cape Town	All industrial/business waste generators must apply for accreditation and all waste service providers operating within the City of Cape Town  Hours of availability to accommodate public need service need (internal and external service providers)
Illegal dumping complaints, investigations and clean ups	To effectively manage complaints linked to illegal dumping, investigation of illegal dumping cases and clean-ups where necessary	Call centre to receive complaints. Law enforcement for investigations . City cleansing team and or contracted services for cleaning up illegal dumping within the City

## 2.4. Waste Management Service not provided by CCT

**Table A4: Non-residential Waste Management Services or Facilities not provided by the Council**

Class of Waste	Type	Service Provider	Comments
Builder's Rubble (non-residential)	Non-hazardous	Mainly private contractors, or by contractual arrangement by the Council	Recycling via special plants, or disposal at Council- operated landfill sites
Retail and Commercial waste	Non-hazardous or hazardous	Private contractor, or by the Council	Businesses and informal traders in a business district that could also be in a City Improved District (CID)
Industrial waste	Non-hazardous	Mainly private contractors, or by contractual arrangement by the Council	Disposal at permitted landfill sites
Waste collection from privately- owned land (non- residential)	Non-hazardous or hazardous	Private contractor, or by contractual arrangement by the Council	Informal settlements on privately-owned land (e.g. farms)
Dried Sewage sludge	Hazardous	Currently private waste management company	Disposal at hazardous landfill site
Waste from hazardous chemical substances and materials (per definition: "Hazardous")	Hazardous - environmental and human health hazard	Currently private waste management company	Special category of Industrial Waste, much of which is recoverable for re- use, with disposal at privately-operated landfill sites
Waste from dangerous goods and materials (per definition: "Dangerous Goods")	Hazardous - environmental and human health hazard	Currently private waste management company	Special category of hazardous waste with disposal at privately- operated landfill sites
Nuclear or radioactive wastes, or nuclear	Extremely hazardous- environmental and	Government-appointed contractor	Use and disposal controlled by specific statutes. Disposal may only occur at

contaminated wastes	human health hazard		a permitted landfill site
Health care waste (including veterinary waste and animal carcasses)	Hazardous - environmental and human health hazard	Currently private waste management company, or by contractual arrangement by the Council (carcasses)	Special category of Industrial Waste with treatment and disposal at privately-operated landfill sites

### 3. LEGISLATIVE IMPERATIVES

The SA Constitution, Schedule 5B requires municipalities to provide cleaning and cleansing, waste collection and disposal services and related infrastructure. The National Waste Management Strategy (NWMS) (2011), and the National Environmental Management: Waste Act (NEMWA) (Act 59 of 2008), are the national policy and regulatory instruments that define an integrated waste management approach, focusing on waste minimisation and service delivery.

The Local Government Municipal Systems Act, S.11 requires a Council to formulate policies for which the Integrated Waste Management Policy was developed in 2006. In terms of S.12 of the NEMWA, a municipality must formulate an Integrated Waste Management Plan as a means of minimizing waste disposal, providing services, preserving natural resources and extending the use of landfill sites, and protecting the health and the environment.

The National Waste Management Strategy (NWMS) was approved by Cabinet on 09 November 2011 for implementation. The NWMS is a legislative requirement of the National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008) that aims to achieve the objects of the Waste Act. It also aims to address the legacy of inadequate waste services, poorly planned and maintained waste management infrastructure and limited regulation of waste management, that persistently threaten the health and well-being of everyone in the country.

The NWMS also aims to redress the past imbalances in waste management. The NWMS has a direct bearing on future waste management strategies of the SWM Department and is structured against a framework of eight goals. An action plan, that sets out how the goals and targets will be met, forms part of the strategy, and the actions include roles and responsibilities for different spheres of government, industry and the civil society. The eight goals are:

- Promote waste minimisation, re-use, recycling and recovery of waste
- Ensure effective and efficient delivery of waste services

- Grow the contribution of the waste sector to the green economy
- Ensure that people are aware of the impact of waste on their health, well-being and the environment
- Achieve integrated waste management planning
- Ensure sound budgeting and financial management for waste services
- Provide measures to remediate contaminated land
- Establish effective compliance and enforcement of the Waste Act

The most important legislative requirements for meeting objectives are contained in the following statutes:

### **Acts and Regulations**

1. The SA Constitution (S.24: Right to a safe and healthy environment)
2. The National Environmental Management Act (Act 107 of 1998) (NEMA)
3. The Environment Conservation Act (ECA) (Act 73 of 1989, amended – section 20 and relevant regulations)
4. National Environmental Management: Waste Management Act, (Act 58 of 2009) (NEMWA)– overarching, integrated waste management legislation, to be read with all related policies and regulations promulgated by the minister
5. National Environmental Management Waste Amendment Act (26 of 2014)
6. National Waste Management Strategy (DEA, 2011)
7. Waste Tyre Regulations (per S.24B of ECA – came into effect 30 June 2009, and Waste Tyre Amendment Regulations (2016)
8. Consumer Protection Act (Act 68 of 2008, S.59 Recovery and safe disposal of designated products or components)
9. The National Water Act (Act 36 of 1998)
10. The Hazardous Substances Act (Act 15 of 1973) & Regulations
11. The National Health Act (Act 61 of 2003 and relevant regulations)
12. The Occupational Health and Safety Act (Act 85 of 1993) and Regulations
13. The Road Traffic Act (Act 29 of 1989)
14. The Local Government Municipal Systems Act (Act 32 of 2000)
15. The Local Government Municipal Structures Act (Act 117 of 1998)
16. The Local Government Municipal Finance Management Act (Act 56 of 2003)
17. Western Cape Health Care Waste Management Act, 2007 (Act 7 of 2007)
18. The Consumer Protection Act, (Act 68 of 2008)
19. Western Cape Health Care Waste Management Amendment Act (Act 6 of 2010)

20. Western Cape Health Care Risk Waste Management Regulations (2013)
21. The National Environmental Management: Waste Act: Waste Classification & Management Regulations. (2013)
22. National Environmental Management: Waste Act (Act 59 of 2008): List of Waste Management Activities that have, or are likely to have a detrimental effect on the environment. R921 (2013)
23. National Environmental Management: Waste Act: National Waste Information Regulations, (2013)
24. National Environmental Management Act: NEMA, EIA Regulations (2010)
25. National Organic Waste Composting Strategy: Draft Strategy Report and Guideline
26. Infrastructure Development Act (Act 23 of 2014)
27. National Environmental Management: Waste Amendment Act, (Act 26 of 2014)
28. National Environmental Management Laws Amendment Act, (Act 25 of 2014)
29. National Environmental Management: Protected Areas Amendment Act, (Act 21 of 2014)
30. National Water Amendment Act, (Act 27 of 2014)
31. National Environmental Management: Waste Act Regulations: Residue Stockpiles and Deposits (2015)
32. National Waste Pricing Strategy (2016)
33. Waste Classification and Management Regulations, including how the new SANS 10234 waste classification system works(2013)

### **Norms and standards**

1. National Norms and Standards for Assessment of Waste for Landfill Disposal (2013)
2. National Norms and Standards for the sorting shredding, grinding, crushing, screening or bailing of general waste
3. National Norms and Standards for Disposal to Landfill (2013)
4. National Norms and Standards for Storage of Waste (2013)
5. National Standard for Extraction, Flaring or Recovery of Landfill Gas (2013)
6. National Standards for Scrapping or Recovery of Motor Vehicles (2013)
7. Draft National Norms and Standards for Organic Waste composting (2014)
8. National Norms and Standards for the Remediation of Contaminated land and Soil Quality (2014)
9. National Environmental Management: Waste Act: National Standard for Disposal of Waste to Landfill (2013)

10. National Environmental Management: Waste Act: National Standard for Assessment of Waste (2013)

11. National Domestic Waste Collection Standards (DWCS) (2011)

### **Guidelines and policies**

1. National Policy on Free Basic Refuse Removal (FBRR) (2011)
2. National Policy on Thermal Treatment of general and hazardous waste (2009)
3. White Paper on Integrated Pollution and Waste Management for South Africa (2000) – DEA national waste management policy
4. Local Agenda 21 (Sustainable Development principles at a local government level – SA is a signatory to the United Nation's Agenda 21)

### **Treaties and protocols**

1. Basel Convention
2. Montreal Protocol
3. Rotterdam Convention
4. Stockholm Convention

The City's approved IWM Plan and annual Solid Waste Business Plan is aimed at complying with statutory requirements for local government waste and environmental management (in particular the NWMS and Chapter 3 of NEMA). It is also devised to maintain standards and achieve targets that are defined in the FBRR, DWCS and Council's IWM Policy and to achieve service delivery targets per the SWM Department's Service Delivery Business Implementation Plan (SDBIP).

## **4. STRATEGIC ALIGNMENT TO THE IDP**

The approved SWM Integrated Waste Management Plan (IWMP) aligns with the Integrated Development Plan (IDP), the Western Cape Integrated Waste Management Plan (WCIWMP), The Department of Environmental Affairs initiatives regarding Industry Waste Management Planning as required in part 7 of the National Environmental Management: Waste Act (Act 59 of 2008) as well as the Western Cape Provincial Spatial Development Framework (SDF) and the City of Cape Town Spatial Development Framework (CTSDf). Solid Waste Management future infrastructural planning and service delivery strategies are in full alignment with the CTSDf, plans and policies which:

- align the City's spatial development goals, strategies and policies with those of the national and provincial spheres of government;
- indicate the area best suited to urban development, the areas that should be protected, and the areas where development may occur if it is sensitively managed;
- indicate the desired phasing of urban development; and
- guide changes in land-use rights; and
- help spatially guide, coordinate, prioritise and align public investment infrastructure and social facilities in the City's 5-year Integrated Development Plan.

#### 4.1. Linkages to the strategic focus areas and objectives in the IDP

The table below depicts relevant strategic linkages of **CCT IWMP** goals with the Western Cape Integrated Waste Management Plan (**WCIWMP**) and the National Waste Management Strategy (**NWMS**):

GOALS: CCT IWM PLAN	LINKAGES
<b>1. Improve access to basic waste management services (cleaning, collection and disposal), minimise (reduce and divert) waste to landfill</b> <ol style="list-style-type: none"> <li>Continually improve access to basic waste management services (cleaning, collection and disposal)</li> <li>Continually improve access to residential waste minimisation services</li> <li>Implement recycling at landfill and refuse transfer stations(RTS) and drop-offs where feasible</li> <li>Monitor the effectiveness of the household hazardous waste( HHHW ) drop-off and plan for the roll out at Bellville South RTS</li> </ol>	<p><b>IDP: SFA3 Caring City</b></p> <p><b>Objective 3.1</b> Excellence in basic service delivery (priority 1)</p> <p><b>Objective 3.2</b> Mainstreaming basic service delivery to informal settlements and backyard dwellers (priority 2)</p> <p><b>WCIWMP Goal 2</b></p> <p>Improved integrated waste management planning and implementation for efficient waste services and infrastructure</p> <p><b>NWMS (2011) Goal 2:</b> Ensure the effective and efficient delivery of waste services</p>

<p><b>2. Promote general Integrated Waste Management practices</b></p> <ul style="list-style-type: none"> <li>a. Implement an integrated builder's rubble waste minimisation program, including builder's rubble beneficiation at Coastal Park LS, Vissershok LS and Bellville South landfill site</li> <li>b. Continue with public education and awareness programs regarding waste management and waste minimization.</li> <li>c. Cyclic review of Council's Integrated Waste Management (IWM) Policy, IWM By-laws and the IWM Plan</li> <li>d. Continue and accelerate implementation of the IWM By-law</li> <li>e. Align Waste Information System with both the SAWIS &amp; Waste Classification and Management Regulations</li> </ul>	<p><b>IDP SFA 1- Opportunity City</b></p> <p><b>Objective 1.1</b> Positioning Cape Town as a forward looking, globally competitive City</p> <p><b>WCIWMP</b></p> <p><b>Goal 1:</b></p> <p>Strengthened education, capacity and advocacy towards Integrated Waste Management</p> <p><b>Goal 2:</b></p> <p>Improved integrated waste management planning and implementation for efficient waste services and infrastructure</p> <p><b>Goal 4:</b></p> <p>Improved compliance with environmental regulatory framework</p> <p><b>NWMS (2011)</b></p> <p><b>Goal 4:</b></p> <p>Ensure that people are aware of the impact of waste on their health, well-being and the environment</p> <p><b>Goal 5:</b></p> <p>Achieve integrated waste management planning</p> <p><b>Goal 8:</b></p> <p>Establish effective compliance with and enforcement of the Waste Act</p>
<p><b>3. Identify and promote catalytic sectors</b></p> <ul style="list-style-type: none"> <li>a. Complete the roll out of landfill gas extraction and flaring at Coastal Park and Bellville South Landfill Sites</li> <li>b. Commence with designs for the Vissershok Landfill Site gas extraction project</li> <li>c. Finalise Transactional Advisor Project flowing from MSA S78.3 Recommendations (2011), investigating Waste-to-energy (or</li> </ul>	<p><b>IDP: SFA1 - Opportunity City</b></p> <p><b>Objective 1.1</b> Positioning Cape Town as forward looking globally competitive city (Priority 7)</p> <p><b>WCIWMP Goal 3:</b></p> <p>Effective and efficient utilisation of resources</p> <p><b>NWMS (2011) Goal 3:</b> Grow the contribution of the waste sector to the green economy</p>

<p>energy-from-waste) synergies in respect of organic solid waste and sewerage sludge, and to, where deemed feasible, initiate projects as soon as possible, in support of Council's Energy Policy and targets</p> <ul style="list-style-type: none"> <li>d. Subject to the TA finding, initiate and register all Council-approved waste minimisation and certain Energy-from-Waste PPP initiatives with the National Treasury</li> <li>e. Subject to the TA finding, initiate a process to generate alternative (non-Council) funding through Public Private Partnerships (PPPs) for the implementation of such alternate service delivery mechanisms initiatives</li> <li>f. Support and further stimulate the recycling economy</li> <li>g. Subject to the TA findings and Council resolutions, reprioritise and amend the SWM medium to long-term capital works program, its proposed capital or operating budgets to include provisions and changes for alternative service delivery mechanisms</li> </ul>	
<p><b>4. Provide and maintain infrastructure:</b></p> <ul style="list-style-type: none"> <li>a. Establish Continue with roll-out and further development of an integrated infrastructure asset management program for SWM fixed and movable assets, plant, equipment, infrastructure and superstructure to optimise asset use and service delivery, focusing on waste management fleet as a priority</li> <li>b. Continue with the project to increase height and maximise airspace utilisation at Vissershok South Landfill site</li> <li>c. Finalise the legal / environmental process to amend the waste licence at Vissershok</li> </ul>	<p><b>IDP: SFA1 - Opportunity City</b></p> <p><b>Objective 1.4</b> Resource efficiency and security (priority 8)</p> <p><b>WCIWMP</b></p> <p><b>Goal 2:</b></p> <p>Improved integrated waste management planning and implementation for efficient waste services and infrastructure.</p> <p><b>NWMS (2011)</b></p> <p><b>Goal 2:</b> Ensure the effective and efficient delivery of waste services</p>

<p>North Landfill site</p> <ul style="list-style-type: none"> <li>d. Finalise the regional landfill appeal, commence with a project to seek another site for a second future landfill</li> <li>e. Subject to finalisation of the regional landfill appeal, commence with the construction and commissioning of the regional landfill site</li> <li>f. Rehabilitate and manage closed landfill sites (ongoing permit and MFMA requirements)</li> </ul>	
<p><b>5. Provide and maintain waste minimisation infrastructure</b></p> <ul style="list-style-type: none"> <li>a. Upgrade the Material Recovery Facility (MRF) at the Athlone RTS into a Clean MRF</li> <li>b. Establish a small-scale Integrated Waste Management facility in the Helderberg area</li> <li>c. Develop a MRF at the Coastal Park Landfill site</li> <li>d. Develop and implement additional drop-offs at Disposal facilities, including Swartklip RTS, Faure LS and Helderberg drop-off at Vaalfontein site (part of the integrated facility above)</li> <li>e. Develop Drop offs, satellite drop-offs and mini-MRF's</li> </ul>	<p><b>SFA1 - Opportunity City</b></p> <p>Objective 1.1 Positioning Cape Town as forward looking globally competitive city (Priority 7)</p> <p><b>WCIWMP</b></p> <p><b>Goal 2:</b></p> <p>Improved integrated waste management planning and implementation for efficient waste services and infrastructure</p> <p><b>Goal 3:</b></p> <p>Effective and efficient utilisation of resources</p> <p><b>NWMS (2011)</b></p> <p><b>Goal 1:</b> Promote waste minimisation, re-use, recycling and recovery of waste</p> <p><b>Goal 3:</b> Grow the contribution of the waste sector to the green economy</p>

## 4.2. Link to Programs

Programme/	Project Name and Description	outputs	Planned Strategies	Key projects and Initiatives	Resources linked to project
<b>Pillar 1 Opportunity City</b>					
<b>1.1.c Infrastructure Investment Programme</b>	<b>1.1.c.2 Infrastructure asset management project</b>	Well maintained and efficient assets	Establish and continue to roll-out and further development of an infrastructure management program for SWM fixed and movable assets, plant and equipment	Implementation of the asset management plan	Capex Opex Human Resources Skills (Technical, financial expertise)
	<b>1.1.c.5 Support Services Project</b>	Availability of adequate laboratory facilities for analysis of waste samples	Investment in Laboratory equipment for solid waste analyses (Funded by Scientific Services)	Provision of Scientific Services for analysis and classification of solid waste samples for disposal	Capex (development of infrastructure and laboratory equipment) Opex Skilled personnel
<b>1.3.a Skills Investment Programme</b>	<b>1.3.a.1 SPV Skills Development and Apprenticeship Investment and Graduate Internship Project</b>	Work opportunities created and skills developed within Solid Waste as per the City's Policy directives	Invest in the skills that the economy needs and create work opportunities for young people through apprenticeships and internship programmes in the department, funding skills development activities through special purpose vehicles (SPV) and	Continued roll out of internal (internships, leaderships, in-service training) and external (bursaries) training opportunities  Continued implementation of SETA-accredited apprenticeship program	Opex

			continuing to invest in and exploring innovative uses of EPWP opportunities in Solid Waste projects and programs		
<b>1.3.b EPWP Job Creation Programme</b>	<b>1.3.b.1 EPWP Mainstreaming Project</b>  <b>1.3.b.2 EPWP Informal Settlements Project</b>	Work opportunities created and skills developed within Solid Waste as per the City's Policy directives	Invest in the skills that the economy needs and create work opportunities for young people through continuing to invest in and exploring innovative uses of EPWP opportunities in Solid Waste projects and programmes	Continue to utilize EPWP opportunities to deliver waste management services and projects	Capex Opex
<b>1.4.b Climate change programme</b>	<b>1.4.b.7 Waste minimisation and recycling project</b>	Reduction in greenhouse gas (GHG) emissions from solid waste activities associated with climate change impacts .	Reduction in waste disposed at landfill sites through the implementation of the waste minimisation projects/ programmes thus reducing the pressure on landfill space as well as promoting innovation in the use of waste as a resource  Working in collaboration with the City's green economy and sustainable procurement policy	Research and consultatively developed standard requirements for purchasing recycled material in City's procurement systems and goods contracts  Chipping of organic waste at disposal facilities for reuse  Crushing of Builder's Rubble at landfill sites for	Capex Opex Human Resources Technical Skills

			framework	re-use.  Think Twice Separation at sources programme.  Bellville: LFG infrastructure to Flaring  Coastal Park: LFG infrastructure to Flaring  Vissershok North: LFG Infrastructure to Flaring  Investigating the viability of using rail for waste transportation  Home composting	
Programme	Project Name and Description	outputs	Planned Strategies	Key projects and Initiatives	Resources linked to project
3.1.a Excellence in Service Delivery	3.1.a.3. Solid Waste Project  3.1.a.4 Infrastructure Maintenance Project	Efficient and effective waste management services  Availability of waste storage, treatment and disposal	Maintain and improve access to basic waste management services (cleaning, collection and disposal  The provision of waste	Continuing to fit/rollout all 240l bins with identification tags  Extending the provision of waste collection service to backyards	Capex Opex Human Resources Skills (Technical, financial expertise)

		facilities <ul style="list-style-type: none"> <li>• Transfer stations</li> <li>• MRFs</li> <li>• Landfill sites</li> <li>• Drop off sites</li> <li>• Fleet</li> </ul>	infrastructure and services in accordance with national and provincial Solid waste management plans, policies and standards	<p>Establish a financial waste information system to ring-fence cost and revenue for all services</p> <p>Realign depots, staff and implement flexible working hours to achieve improved service efficiencies, to provide an equitable and predictable service, and to improve asset utilization, access and use by the public</p> <p>Development of online accreditation and reporting program to improve accreditation efficiency and to give effect to the IWM By-Law</p> <p>Landfill gas extraction and flaring at Coastal Park and Bellville South Landfill Sites</p> <p>Designs for the Vissershok</p>	
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				<p>Landfill Site gas extraction project</p> <p>Coastal Park: Design and develop (MRF)</p> <p>Helderberg Transfer station: Design and develop (MRF).</p> <p>Athlone RTS (MRF) Development of a regional landfill site</p> <p>Rehabilitation of historic landfill sites</p> <p>Ongoing progressive remediation of facilities until closure (Vissershok North, Vissershok South Upgrading of existing landfill sites)</p> <p>Development and upgrading of drop-offs, refuse transfer stations (RTS) and integrated waste</p>	
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				management facilities (IWMF)  Upgrading of depots/workshops	
<b>3.2.a Basic Service Delivery Programme</b>	<b>3.2.a.1 Encouraging and supporting backyard dwellings project</b>	Efficient and effective waste management services  Ensure that basic waste management services are maintained and improved	The provision of waste infrastructure and services in accordance with national and provincial solid waste management plans, policies and standards  Continue to maintain and improve access to basic waste management services (cleaning, collection and disposal to backyards and informal settlements	Continue servicing backyarders on council rental stock  Investigate the feasibility to service hostels on Council land and backyarders on private properties  Review SWM Policies and roll-out services	Opex Human Resources

### 4.3 Link to Budget

Project Description and source of funding	Sum of Proposed Budget 2017/18	Sum of Proposed Budget 2018/19	Sum of Proposed Budget 2019/20	Sum of Proposed Budget 2020/21	Sum of Total
<b>Drop off</b>	<b>39,469,135</b>	<b>147,350,000</b>	<b>47,600,000</b>	<b>28,540,000</b>	<b>262,959,135</b>
1 EFF	12,244,135	118,850,000	47,600,000	28,540,000	207,234,135
3 CRR: General	27,225,000	12,700,000	-	-	39,925,000
3 CRR: Solid Waste	-	15,800,000	-	-	15,800,000
<b>Fleet &amp; Vehicles</b>	<b>80,480,559</b>	<b>84,000,000</b>	<b>84,000,000</b>	<b>120,000,000</b>	<b>368,480,559</b>
1 EFF	480,559	-	-	-	480,559
3 CRR: Solid Waste	80,000,000	84,000,000	84,000,000	120,000,000	368,000,000
<b>Landfill</b>	<b>57,880,970</b>	<b>131,980,000</b>	<b>291,100,000</b>	<b>212,100,000</b>	<b>693,060,970</b>
1 EFF	52,880,970	126,980,000	173,100,000	212,100,000	565,060,970
3 CRR: Solid Waste	5,000,000	5,000,000	118,000,000	-	128,000,000
<b>MRF</b>	<b>600,000</b>	<b>13,400,000</b>	<b>60,000,000</b>	<b>135,000,000</b>	<b>209,000,000</b>
1 EFF	600,000	13,400,000	60,000,000	135,000,000	209,000,000
<b>Other</b>	<b>89,936,653</b>	<b>116,877,878</b>	<b>85,766,010</b>	<b>49,601,272</b>	<b>342,181,813</b>
1 EFF	89,168,074	112,877,878	81,766,010	45,601,272	329,413,234
2 Revenue: Insurance	568,579	4,000,000	4,000,000	4,000,000	12,568,579
3 CRR: General	200,000	-	-	-	200,000
<b>Transfer Station</b>	<b>9,511,262</b>	<b>14,000,000</b>	<b>64,000,000</b>	<b>92,500,000</b>	<b>180,011,262</b>
1 EFF	9,511,262	14,000,000	64,000,000	92,500,000	180,011,262
<b>Grand Total</b>	<b>277,878,579</b>	<b>507,607,878</b>	<b>632,466,010</b>	<b>637,741,272</b>	<b>2,055,693,739</b>

## **5. PERFORMANCE PROGRESS AND OUTCOMES**

### **5.1 Past year's performance**

The detailed performance and progress made by SWM in 2017/18 financial year are reported in the Annual report 2017/18.

The department continued to implement the recommendations of the section 78(3) study which includes waste minimisation, waste to energy projects and the provision of infrastructure for waste minimisation. The department has also channelled more resources towards waste minimisation infrastructure and programmes. The City effectively introduced recycling at larger drop-off sites and are investigating the usage of drop-off facilities as mini MRF's.

A total of 20% in waste minimisation was achieved, which is a substantial growth and on track to achieving the City's IWMP objectives. Home composting bins have been issued to more than 10000 beneficiaries and the programme will continue for the next 5 years with an estimated 5000 additional beneficiaries per year.

The provision of basic waste management services was maintained at 100%. However, there is a looming challenge on providing services for backyarders which at this stage is done on an ad hoc basis. Informal Settlements now receive a twice weekly door-to-door bagged waste collection service integrated with area cleaning provided by City's private contractors. Refuse services to all informal settlements have been increased to seven days a week instead of five days (Monday to Friday). Certain categories of settlements in the previous contract received a five day service.

The department also ensured compliance with waste management statutes by reviewing its By-law and IWMP. The department continues to upgrade its facilities to ensure that all waste is effectively managed and accounted for. These upgrades include changes to increase recovery of recyclables and upgrading of weighbridges to improve measurement, efficiency and to improve service to the public.

## 5.2 Areas of Business Improvement

### 5.2.1 Demands

- a. The provision of waste management services to all formal dwellings have been addressed and covers 100 % of the demand, this excludes Agricultural properties.
- b. The provision of waste management services to known informal settlements have been addressed and receives a bagged service.
- c. The provision of waste services to backyarders requires improvement. The exact quantities of backyard structures are currently unknown.
- d. Establishment of additional solid waste infrastructure to address ongoing illegal dumping problem in the city, and the need to divert more waste from landfill.
- e. Ongoing demand for waste to be disposed to landfill and the establishment of regional Landfill site to address landfill space shortage in the City.

### 5.2.2 Backlogs

- a. Provision of waste management services to backyarders are currently being piloted in some areas and investigations are ongoing to address this backlog.
- b. The development of drop-off facilities has experienced delays.
- c. The development of the regional landfill site still not finalised.
- d. Waste minimisation efforts need to be accelerated.

### 5.2.3 Challenges

- a. Public protests in informal areas affects the provision of waste management services.
- b. The roll out of formal waste collection services to backyarder structures comes at a huge financial cost and often occupants are indigent and cannot recover the cost of the service.
- c. Drop-off facilities are needed but requires capital and must follow lengthy environmental approval processes and often objected to by neighbours to the site identified.
- d. There is limited appropriate land for the establishment of waste drop- off facilities.
- e. The regional landfill site received objections and legal process has been particularly challenging. The process has been ongoing since the year 2000 and capital cost and other costs associated with the development have been deferred due to the challenges faced. It is uncertain as to when the process will be finalised and a further lengthy approval process will need to be undertaken to have the project finalised.

- f. Cost associated with waste minimisation needs to be included in tariffs to change behaviour and grow the recovery of recyclable waste. Affordability to some residents may be a challenge.
- g. Illegal dumping in the City is still ongoing and costing the City millions of rands to clean up each year.
- h. The Transactional Advisor contract was discontinued due to administrative reasons and is now managed departmentally.
- i. The current drought crisis is most likely to impact on the quality and quantity of waste generated and disposed. This could negatively affect both refuse collection services and recycling (consumers may opt to use disposable products which might not be recyclable).

The demands for waste management services will always be there as a result of a growing population and economy. The following are initiatives and focus areas for the 2018/19 financial year.

1. The Solid Waste Management Services has identified key waste types for recovery in order to maximise diversion efforts and to increase waste minimisation.
2. The illegal dumping strategy is being reviewed to address the ongoing challenge of dumping and curbing clean-up costs.
3. Further investigations into alternative service delivery mechanisms are underway, to decide on alternatives to landfill and the establishment of public private partnerships (PPP) for investment in these technologies.
4. A special focus will be on informal settlements and backyarders and feasibility of various options to service these areas.
5. Planning for new drop-off facilities, material recovery facilities (MRFs) to support waste minimisation and diversion from landfill as well as to upgrade existing solid waste facilities.
6. Increase separation at source to residential customers which includes recovery of recyclables and organics from the waste stream. This will be in the form of a split bag system, home composters and the two (2) bin system.
7. Additional tariffs to assist with diversion from landfill and to drive the reuse and recycling in the city will need to be considered and motivated to council for approval.

## 6. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

Role	Partner/Stakeholder	Responsibilities
<b>Partners</b>	National Government (Waste Bureau)	Developing legislation, regulations, and Norms and Standards. Setting and monitoring targets for audit compliance, licencing, and waste minimization.
	Department of environmental affairs and development planning (province)	Funding/partial funding of some key projects. Education, training and technical support. The development of strategic partnerships, both financial and non-financial, with business, industry and other sectors of society to commission large scale waste minimization initiatives. Responsible for issuing of waste management site licences. Collating of waste statistics and reporting.
	Green Cape	
	Waste Collectors Minimisation Contractors Composting Contractors Material Recovery Plant Operators Waste Consultants	Providing key waste management services to the city through project appointments and or short term contracts (3 years).
	Council and Council Committees	Sets political direction, strategy and budget. Monitors the quality of this service.
<b>Internal Stakeholders</b>	All City Utility Services	Compliance monitoring of service. Integration of service strategies and plans.
	Social and Economic Development	Create and enabling environment to create jobs in the waste sector.
	Solid Waste Management Support services and planning functions.	Development of operational plans, service implementation, resource management, financial control and reporting.
	Environmental resource Management (ERM) and Health Department	Biodiversity management, compliance auditing, Medical and hazardous -waste monitoring.
	Spatial planning	Approval of building and demolition applications. Track development to ensure effective waste service delivery.
	City Law Enforcement	Illegal dumping and non-compliance.
	Transversal Committees	Working Group Involvement.

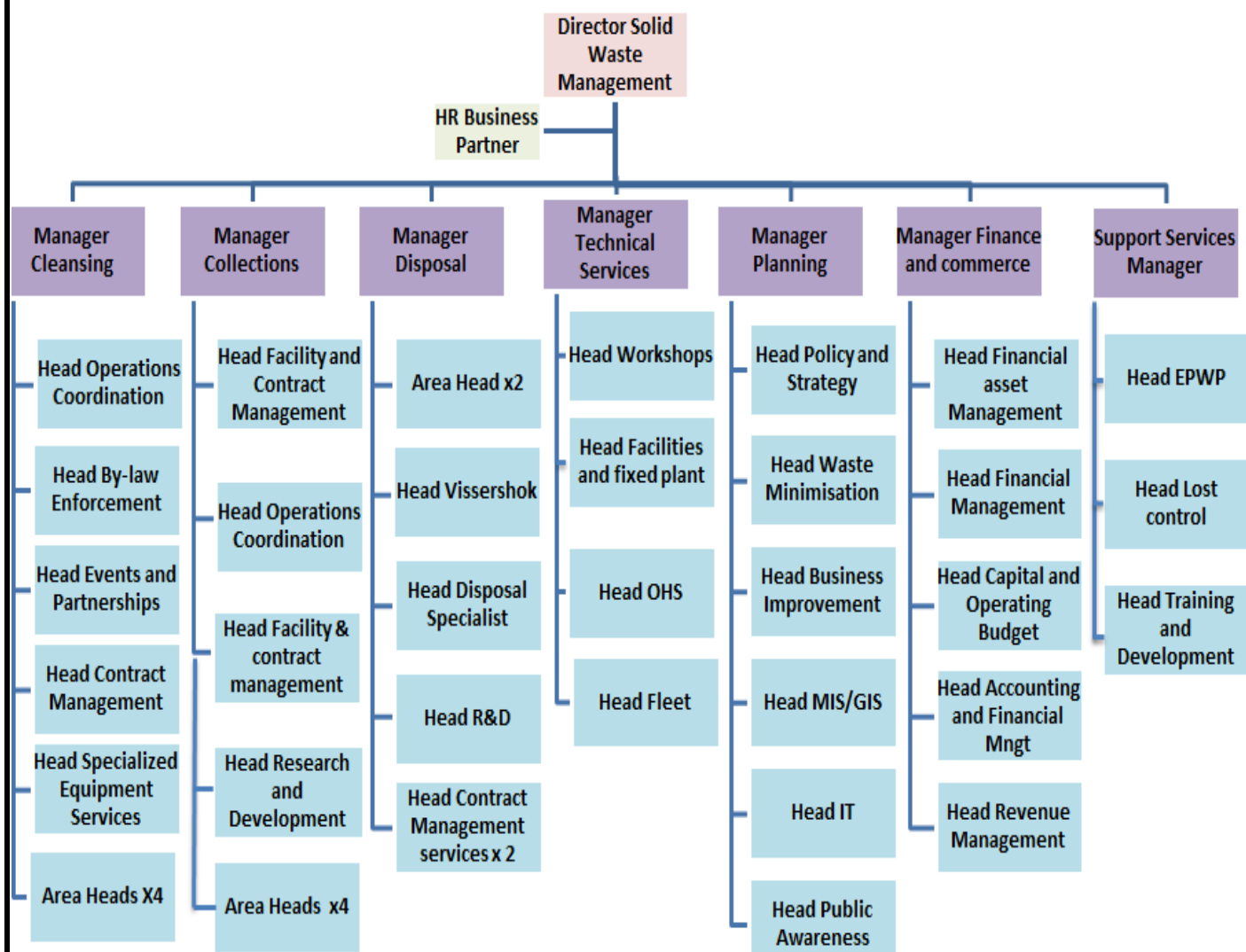
<b>External Stakeholders</b>	Transport Contractors Private landfill operators Waste Management Industry	The collection, storage, transportation, disposal of general waste (waste not managed by the city).
	Other government departments and municipalities	Work with government to ensure compliance and to affect changes in legislation.
	NGO's and CBO's	Any NGO's, CBO's actively involved in waste management and minimization in the City.
	Academia	Partnering with academia to access research related to waste management and to initiate studies related to waste management. Institutions are also utilized to provide graduates and to educate staff.
	Recycling Industry (recyclers, buy-back centers, manufacturers) Informal Pickers & Salvagers Organic & food waste composters	The collection, storage, processing, treatment, re-use, recycling of recyclable waste (waste not managed by the city).
	Business Property owners Residents Tourists	Identifying service needs, recipients of waste services, provide service satisfaction feedback and payment for services.

## 7. RESOURCES (STAFF AND FINANCIAL)

The Solid Waste Management Services comprises of about 4086 personnel including management with a vacancy rate of approximately 4.30%. There is a need to add to the current staff complement in accordance with the City's realigned ODP structure in order to improve service delivery.

### 7.1. Staff

#### Solid Waste Management Organogram



## Staff complement

Organizational Unit	Number of Employees
<b>Solid Waste Management</b>	<b>3204</b>
Director's Office	3
Collections	1041
Cleansing	1651
Planning	30
Finance & Commercial (Solid Waste)	3
Support Services Solid Waste	37
Technical Services	172
Disposal	259
HR Business Partner	8

## 7.2. Financial information

Breakdown	Opex (m)	Capex (m)
Disposal Services (Tariff)	498.7	249.3
Collections Services (Tariff)	1196.4	0.2
Cleansing Services (Rates)	1106.6	1
Other (Tariff)	316.6	67.15
<b>Total</b>	<b>3289.81</b>	<b>317.65</b>
Breakdown	Opex (m)	Capex (m)
Disposal Services (Tariff)	563.7	71.1
Collections Services (Tariff)	1302.3	82
Cleansing Services (Rates)	1153.5	1
Other (Tariff)	150.5	123.7
<b>Total</b>	<b>3170</b>	<b>277.8</b>

### **7.3. Outsourced services**

Solid Waste Management secured a range of external service providers through the Supply Chain process for maximum periods of 3 years, namely:

- 23% of the containerized kerbside refuse collection services in formal residential areas;
- 100% of the integrated area cleaning and door-to-door refuse collection service to informal settlements;
- 100% of dry waste collection services (recyclables) in selective formal residential areas (think twice);
- the management and operation of the material recovery facility at Kraaifontein integrated waste management facility
- bulk transport (road and rail) of compacted waste (containers) from refuse transfer stations to council landfill sites
- bulk transport (skips) of mixed waste from Council drop-off facilities (24 facilities) to Landfill sites
- bulk transport (skips) of garden waste from Council small drop-off facilities to larger facilities where outsourced chipping services are provided
- bulk transport (skips) of chipped garden waste from Council large drop-off facilities to private composting plants
- waste minimization and recycling services at council drop-off facilities

#### **Key strategic reasons for outsourcing:**

- Beneficiation which per the MSA S78(3) assessment should be done by the private sector
- Resources, expertise and capacity not provided for under SWM
- Community - based projects suited for informal areas

#### **Derived benefits from the outsourcing of the specified services**

- Job creation in informal settlements
- Cost savings where outsourced areas are on the periphery of the City of Cape Town
- Capacity building in the private sector
- Improved service delivery
- Improved waste recovery and diversion from landfill sites
- Extend life of landfill space
- Reduced overhead for maintenance and management of fleet

#### 7.4. Major Projects Aligned to PPM (IDP Linkage)

Item	WBS Element Description	IDP Strategic Focus Area Description	IDP Programme Description	Planned Start	Planned Finish	Name of responsible person
CPX.0007847	ARTS:Material Recovery Facility / MBT	The Opportunity City	Infrastructure Investment Programme	3/1/2017	6/28/2019	David Allpass
CPX.0007926	Bellville:LFG Infrastructure to Flaring	The Caring City	Excellence in Basic Service Delivery	7/1/2016	6/28/2019	David Allpass
CPX.0011067	Coastal Park: LFG Infrastructure - Beneficiation	The Caring City	Excellence in Basic Service Delivery	7/1/2017	6/30/2022	David Allpass
CPX.0007924	Coastal Park: Design and develop	The Caring City	Excellence in Basic Service Delivery	7/1/2016	9/30/2018	David Allpass
CPX.0007910	Coastal Park: Design and develop (MRF)	The Opportunity City	Infrastructure Investment Programme	7/1/2016	6/30/2020	David Allpass
CPX.0003137	Dev of the Regional Landfill Site	The Caring City	Excellence in Basic Service Delivery	7/1/2015	6/30/2022	David Allpass
CPX.0004682	Drop-off Facilities: New FY2020	The Caring City	Excellence in Basic Service Delivery	7/1/2019	6/30/2020	David Allpass
CPX.0003206	Drop-off Facilities: Upgrading FY2017	The Caring City	Excellence in Basic Service Delivery	7/1/2016	12/15/2018	David Allpass
CPX.0003208	Drop-off Facilities: Upgrading FY2019	The Caring City	Excellence in Basic Service Delivery	7/1/2018	6/30/2019	David Allpass
CPX.0004464	Drop-off Facilities: Upgrading	The Caring City	Excellence in Basic Service Delivery	7/1/2019	6/30/2020	David Allpass

	FY2020					
CPX.0003220	Furniture & Equip.: Add Tariff FY2019	The Caring City	Excellence in Basic Service Delivery	7/1/2018	6/30/2019	Trevor Carroll
CPX.0004461	Furniture & Equip.: Add Tariff FY2020	The Caring City	Excellence in Basic Service Delivery	7/1/2019	6/30/2020	Trevor Carroll
CPX.0003215	Furniture & Equip.: Add: Rates FY2019	The Caring City	Excellence in Basic Service Delivery	7/1/2018	6/30/2019	Gert Bouwer
CPX.0004462	Furniture & Equip.: Add: Rates FY2020	The Caring City	Excellence in Basic Service Delivery	7/1/2019	6/30/2020	Gert Bouwer
CPX.0007908	Helderberg: Design and develop (drop-off)	The Opportunity City	Infrastructure Investment Programme	7/1/2016	6/30/2020	David Allpass
CPX.0008734	Hillstar Workshop Upgrade	The Caring City	Excellence in Basic Service Delivery	7/1/2016	8/31/2018	David Allpass
CPX.0010023	HTS: Material Recovery Facility New	The Opportunity City	Infrastructure Investment Programme	7/1/2019	6/30/2022	David Allpass
CPX.0008982	Kuils River Depot Upgrade	The Caring City	Excellence in Basic Service Delivery	7/1/2016	6/30/2020	David Allpass
CPX.0008085	Landfill Sites: Air / dust pollution monitoring	The Opportunity City	Infrastructure Investment Programme	7/1/2016	7/30/2018	David Allpass
CPX.0007512	Major Upgrade of Cleansing Facilities FY2019	The Caring City	Excellence in Basic Service Delivery	7/1/2018	6/30/2019	David Allpass
CPX.0007513	Major Upgrade of Cleansing Facilities FY2020	The Caring City	Excellence in Basic Service Delivery	7/1/2019	6/30/2020	David Allpass
CPX.0007517	Major Upgrade of Collections	The Caring City	Excellence in Basic Service	7/1/2018	6/30/2019	David Allpass

	Facilities FY2019		Delivery			
CPX.0007518	Major Upgrade of Collections Facilities FY2020	The Caring City	Excellence in Basic Service Delivery	7/1/2019	6/30/2020	David Allpass
CPX.0007523	Major Upgrade of Technical Services Facilities FY2020	The Caring City	Excellence in Basic Service Delivery	7/1/2019	6/30/2020	David Allpass
CPX.0010019	Major Upgrade of Transfer Stations FY2019	The Opportunity City	Infrastructure Investment Programme	7/1/2018	6/30/2019	David Allpass
CPX.0010021	Major Upgrade of Transfer Stations FY2020	The Opportunity City	Infrastructure Investment Programme	7/1/2019	6/30/2020	David Allpass
CPX.0003474	Mechanical Equipment: Additional FY2019	The Caring City	Excellence in Basic Service Delivery	7/1/2018	6/30/2019	Michael Shearer
CPX.0007708	Mechanical Equipment: Additional FY2020	The Caring City	Excellence in Basic Service Delivery	7/1/2019	6/30/2020	Michael Shearer
CPX.0007528	Minor Upgrading Works FY2019	The Caring City	Excellence in Basic Service Delivery	7/1/2018	6/30/2019	David Allpass
CPX.0007529	Minor Upgrading Works FY2020	The Caring City	Excellence in Basic Service Delivery	7/1/2019	6/30/2020	David Allpass
CPX.0008859	New Prince George Drop-off	The Opportunity City	Infrastructure Investment Programme	7/1/2016	6/28/2019	David Allpass
CPX.0003450	Plant & Vehicles: Replacement FY2019	The Opportunity City	Infrastructure Investment Programme	7/1/2018	6/30/2019	Michael Shearer
CPX.0004467	Plant & Vehicles:	The Opportunity City	Infrastructure Investment	7/1/2019	6/30/2020	Michael Shearer

	Replacement FY2020	City	Programme			
CPX.0008984	Schaapkraal Depot Upgrade	The Caring City	Excellence in Basic Service Delivery	7/1/2016	6/30/2019	David Allpass
CPX.0009994	Scottsdene Depot Upgrade	The Caring City	Excellence in Basic Service Delivery	7/1/2016	6/30/2021	David Allpass
CPX.0003469	Shipping Containers: Replacement FY2019	The Caring City	Human Settlements Programme	7/1/2018	6/30/2019	Denver Richard Stevens
CPX.0004459	Shipping Containers: Replacement FY2020	The Caring City	Human Settlements Programme	7/1/2019	6/30/2020	Denver Richard Stevens
CPX.0010847	Swartklip T/S Fuel Tank Installation	The Opportunity City	Infrastructure Investment Programme	5/15/2017	6/28/2019	David Allpass
CPX.0003461	Trunk Radios: Replacement FY2019	The Caring City	Excellence in Basic Service Delivery	7/1/2018	6/30/2019	Michael Shearer
CPX.0004460	Trunk Radios: Replacement FY2020	The Caring City	Excellence in Basic Service Delivery	7/1/2019	6/30/2020	Michael Shearer
CPX.0007920	Vissershok North: Design and develop Airs	The Opportunity City	Infrastructure Investment Programme	7/1/2016	6/28/2019	David Allpass
CPX.0007921	Vissershok North: LFG Infrastructure to F	The Opportunity City	Infrastructure Investment Programme	7/1/2016	6/28/2019	David Allpass
CPX.0007915	Vissershok South: Develop Triangle	The Opportunity City	Infrastructure Investment Programme	7/1/2016	6/30/2021	David Allpass
CPX.0007916	Vissershok: LFG Infrastructure to	The Opportunity	Infrastructure Investment	7/1/2016	6/28/2019	David Allpass

	Flaring	City	Programme			
CPX.0003455	Waste Info & Infrastructure replacement: FY2019	The Opportunity City	Infrastructure Investment Programme	7/1/2018	6/30/2019	Chris Meyer
CPX.0004463	Waste Info & Infrastructure replacement: FY2020	The Opportunity City	Infrastructure Investment Programme	7/1/2019	6/30/2020	Chris Meyer
CPX.0011066	Woodstock Depot Upgrade	The Caring City	Excellence in Basic Service Delivery	7/1/2017	6/30/2021	David Allpass
CPX.0010007	Woodstock Drop-off Upgrade	The Opportunity City	Infrastructure Investment Programme	7/1/2017	6/30/2019	David Allpass

## 8. RISK ASSESSMENT

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

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

Risks Area	Why at risk
Dependencies- internal and external	<p>Inadequate SCM capacity (bottleneck in supply chain management processes)</p> <p>Legal capacity and time frames w.r.t to response feedback on general enquiries including competence to deal with appeal processes</p> <p>Reliance on safety &amp; security to safeguard assets and staff.</p> <p>Support from other Directorate's to deliver dependent services (internal focus) (Corporate Communications, IT and SAP)</p>

	Uncoordinated growth & development
Deteriorating condition of and insufficient infrastructure	Delays experienced due to litigation by Provincial MEC Incomplete Asset management plan (inadequate repair and maintenance) Informal settlement at Vissershok North Capital project budget for new infrastructure development
Potential litigation	EIA / NEMA / Permitting process / LRA Amendments Inadequate Budgetary provisions (including realistic tariff adjustments) Numerous Onerous and stringent pieces of legislation (Waste Act, Free basic refuse collection, Waste minimisation, new EIA, Waste classification)
Human Resource Constraints	Capacity constraints (skills, staff compliment) / Effectiveness of staff (productivity, staff loyalty, etc.) Inadequate staff capacity (labour law amendment implications)
Inadequate managerial systems and controls	Fraud and corruption Inaccurate data from various Corporate sources (BI/SAP) Inadequate Contract Management (MFMA Section 116) Inadequate information Management (process & procedures) Insufficient co-ordination of OH&S Act for Solid Waste No consolidated Registry system for Solid Waste record

The Executive Director to inform / discuss the Directorate's risks with the relevant mayoral Committee Member on a six monthly basis.

### 8.1 Revenue risks

Solid Waste Management budget is made up from a combination of rates and tariffs. Tariffs for disposal of waste keeps the landfills operational and the reduction in waste to landfill may impact on the revenue generated by the landfilling of waste materials.

The increased recovery of waste at sources from residential customers will require additional funds from rates to fund these initiatives and available funds may be insufficient to sustain large scale, aggressive expansion of Think- Twice and home composting.

Current funds may not be sufficient to address the servicing of backyarders in the city which may require substantial capital funds for additional containers and recovery for Collection service may

be limited due to perceived level of indigence in these structures. The collection service funded through tariffs would therefore need to be reviewed as necessary.

## 9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SDBIP

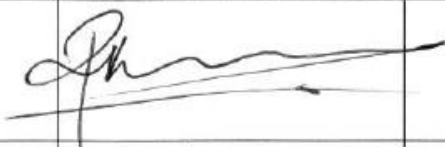

Key objectives and indicators on the Corporate Scorecard where Solid Waste Management is the lead department.

Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator (to include unit of measure)	Annual Target 2017/18 (30 Jun 2018)	2018/19 (Quarterly Targets)			
Pillar	CSC Indicator					30 Sept 2018 Q1	31 Dec 2018 Q2	31 Mar 2019 Q3	30 Jun 2019 Q4
SFA 3 - Caring city	3.E	SWM	3.1 Excellence in Basic Service delivery	3.E Number of outstanding valid applications for refuse collection service expressed as a percentage of total number of billings for the service (NKPI)	< 0.6%	< 0.5%	< 0.5%	< 0.5%	< 0.5%
SFA 3 - Caring city	3.I	SWM	3.2. Mainstreaming of basic service delivery to informal settlements and backyard dwellers so that there is an improvement in living conditions, a focus on creating tenure and a reduced dissatisfaction with the level and quality of City services.	3.I Percentage of informal settlements receiving a door-to-door refuse collection service (NKPI)	99%	99%	99%	99%	99%

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

## 10. AUTHORISATION

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

	Name	Signature	Date
Director	Rustim Keraan		23/02/18
Executive Director	Gisela Kaiser		26 FEB 2018

## 11. APPENDICES

Annexure : 2018/2019 Department SDBIP template

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	2018/19 SOLID WASTE MANAGEMENT DEPARTMENTAL SDBIP															ANNEXURE B
2	Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2016/2017 (30Jun2017)	Annual Target 2017/18 (30Jun2018)	Annual Target 2018/19 (30Jun2019)	Quarterly Targets				OPEX Budget	CAPEX Budget	Responsible Person	Responsible Person
3	Pillar, Corp Obj No and Program No /Statutory/Strategic Plan	CSC Indicator No							30 Sept 2018 Q1	31 Dec 2018 Q2	31 Mar 2019 Q3	30 June 2019 Q4				
4	SFA 1 - Opportunity city		ISWWS	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led economic growth and development	Progress with the rehabilitation and replacement of infrastructure: Compliance with Fleet Management Plan expressed as a percentage of current actual fleet asset age divided by design replacement age -  i) Earthmoving Equipment Design replacement age = 12 years	0.99	≤1.04	0.75 - 1.25	Annual	Annual	Annual	0.75 - 1.25			Michael Shearer	
5	SFA 1 - Opportunity city		ISWWS	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led economic growth and development	Progress with the rehabilitation and replacement of infrastructure: Compliance with Fleet Management Plan expressed as a percentage of current actual fleet asset age divided by design replacement age -  ii) Compactors Design replacement age = 7 years	0.63	≤1.16	0.75 - 1.25	Annual	Annual	Annual	0.75 - 1.25			Michael Shearer	
6	SFA 1 - Opportunity city		ISWWS	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led economic growth and development	Progress with the rehabilitation and replacement of infrastructure: Compliance with Fleet Management Plan expressed as a percentage of current actual fleet asset age divided by design replacement age -  iii) Trucks Design replacement age = 7 years	0.98	≤1.04	0.75 - 1.25	Annual	Annual	Annual	0.75 - 1.25			Michael Shearer	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	2018/19 SOLID WASTE MANAGEMENT DEPARTMENTAL SDBIP															ANNEXURE B
2	Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2016/2017 (30Jun2017)	Annual Target 2017/18 (30Jun2018)	Annual Target 2018/19 (30Jun2019)	Quarterly Targets				OPEX Budget	CAPEX Budget	Responsible Person	Responsible Person
3	Pillar, Corp Obj No and Program No /Statutory/Strategic Plan	CSC Indicator No							30 Sept 2018 Q1	31 Dec 2018 Q2	31 Mar 2019 Q3	30 June 2019 Q4				
7	SFA 1 - Opportunity city		ISWWS	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led economic growth and development	Progress with the rehabilitation and replacement of infrastructure: Compliance with Fleet Management Plan expressed as a percentage of current actual fleet asset age divided by design replacement age -  iv) Light vehicles Design replacement age = 5 years	1.05	≤1.06	0.75 - 1.25	Annual	Annual	Annual	0.75 - 1.25			Michael Shearer	
8	SFA 1 - Opportunity city		Corp Services	1.3 Economic inclusion	Number of apprentices	0	10	10	0	5	6	10			Deon Franks	
9	SFA 1 - Opportunity city		DOM	1.3 Economic inclusion	Number of Expanded Public Works Programme (EPWP) opportunities created	9 894	8 500	TBD	TBD	TBD	TBD	TBD			Corporate EPWP Office	
10	SFA 1 - Opportunity city		Corp Services	1.3 Economic inclusion	Number of external training and bursary opportunities created (excluding apprentices)	72	30	30	10	15	20	30			George Jonkers	
11	SFA 1 - Opportunity city		DOM	1.3 Economic inclusion	Number of Full Time Equivalent (FTE) work opportunities created	New	1 620	TBD	TBD	TBD	TBD	TBD			Corporate EPWP Office	
12	SFA 1 - Opportunity city		Corp Services	1.3 Economic inclusion	Percentage budget spent on implementation of WSP	102.29%	95%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval			George Jonkers	
13	SFA 1 - Opportunity city		ISWWS	1.3 Promote a sustainable environment through the efficient utilisation of resources	Percentage of waste diverted from landfill sites through council waste minimisation initiatives	20.57%	16.5%	18.0%	18.0%	18.0%	18.0%	18.0%			Alfonso van Vuuren	
14	SFA 3 - Caring city	3.E	ISWWS	3.1 Excellence in Basic Service delivery	3.E Number of outstanding valid applications for refuse collection service expressed as a percentage of total number of billings for the service	0.007%	<0.8%	<0.5%	<0.5%	<0.5%	<0.5%	<0.5%			Mawande Mtyi	
15	SFA 3 – Caring City		Corp Services	3.1 Excellence in basic service delivery	Community satisfaction survey (score 1-5) - SWM	3.1	2.9	2.9	Annual	Annual	Annual	2.9			Strategic Development Information & GIS	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	2018/19 SOLID WASTE MANAGEMENT DEPARTMENTAL SDBIP															ANNEXURE B
2	Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2016/2017 (30Jun2017)	Annual Target 2017/18 (30Jun2018)	Annual Target 2018/19 (30Jun2019)	Quarterly Targets				OPEX Budget	CAPEX Budget	Responsible Person	Responsible Person
3	Pillar, Corp Obj No and Program No /Statutory/Strategic Plan	CSC Indicator No							30 Sept 2018 Q1	31 Dec 2018 Q2	31 Mar 2019 Q3	30 June 2019 Q4				
16	SFA 3 - Caring city		Corp Services	3.1 Excellence in basic service delivery	Percentage adherence to Citywide service requests	New	90%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval			Mawande Mtyi	
17	SFA 3 - Caring city	3.I	ISWWS	3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.I Percentage of informal settlements receiving door-to-door refuse collection service.	99.74%	99%	99%	99%	99%	99%	99%			Eugene Hlongwane	
18	SFA 3 - Caring city		ISWWS	3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	Percentage of known informal settlements that achieve each of the four different standards of cleanliness Level 1:	3	>1%	>1%	>1%	>1%	>1%	>1%			Eugene Hlongwane	
19	SFA 3 - Caring city		ISWWS	3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	Percentage of known informal settlements that achieve each of the four different standards of cleanliness Level 2:	91	> 61%	> 61%	> 61%	> 61%	> 61%	> 61%			Eugene Hlongwane	
20	SFA 3 - Caring city		ISWWS	3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	Percentage of known informal settlements that achieve each of the four different standards of cleanliness Level 3:	5	<37%	<36%	<36%	<36%	<36%	<36%			Eugene Hlongwane	
21	SFA 3 - Caring city		ISWWS	3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	Percentage of known informal settlements that achieve each of the four different standards of cleanliness Level 4:	2	<1%	<2%	<2%	<2%	<2%	<2%			Eugene Hlongwane	
22	SFA 4 - Inclusive city		Corp Services	4.3 Building Integrated Communities	Percentage adherence to EE target in all appointments (internal & external)	98.79%	85%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval			Deon Franks	
23	SFA 4 - Inclusive city		Corp Services	4.3 Building Integrated Communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	2.18%	≥2%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval			Deon Franks	
24	SFA 5 - Well-run city		Finance	5.1 Operational sustainability	1.E Percentage spend of repairs and maintenance	108.70%	95%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval			Mawande Mtyi	
25	SFA 5 - Well-run city		Internal Audit	5.1 Operational sustainability	Percentage Internal Audit findings resolved	No follow up Audit	75%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval			Corporate Internal Audit Office	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	2018/19 SOLID WASTE MANAGEMENT DEPARTMENTAL SDBIP															ANNEXURE B
2	Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2016/2017 (30Jun2017)	Annual Target 2017/18 (30Jun2018)	Annual Target 2018/19 (30Jun2019)	Quarterly Targets				OPEX Budget	CAPEX Budget	Responsible Person	Responsible Person
3	Pillar, Corp Obj No and Program No /Statutory/Strategic Plan	CSC Indicator No							30 Sept 2018 Q1	31 Dec 2018 Q2	31 Mar 2019 Q3	30 June 2019 Q4				
26	SFA 5 - Well-run city		Corp Services	5.1 Operational sustainability	Percentage of absenteeism	6.85%	≤ 5%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval			George Jonkers	
27	SFA 5 - Well-run city		Finance	5.1 Operational sustainability	Percentage of assets verified	98.61%	100% asset register verified by directorate	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval			Mawande Mtyi	
28	SFA 5 - Well-run city		DOM	5.1 Operational sustainability	Percentage of Declarations of Interest completed	100%	100%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval			Deon Franks	
29	SFA 5 - Well-run city		Finance	5.1 Operational sustainability	Percentage of operating budget spent	92.50%	95%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval			Mawande Mtyi	
30	SFA 5 - Well-run city		Corp Services	5.1 Operational sustainability	Percentage OHS incidents reported	2.07%	≤ 5%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval			Corporate OHS Office	
31	SFA 5 - Well-run city		Corp Services	5.1 Operational sustainability	Percentage OHS investigations completed	New	100%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval			Corporate OHS Office	
32	SFA 5 - Well-run city		Finance	5.1 Operational sustainability	Percentage spend of capital budget	93.50%	90%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval			Mawande Mtyi	
33	SFA 5 - Well-run city		Corp Services	5.1 Operational sustainability	Percentage vacancy rate	6.60%	≤7%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval			George Jonkers	
34	SFA 5 - Well-run city		Finance	5.1 Operational sustainability	Revenue collected as a percentage of billed amount (Refuse Collection)	91.58%	95%	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval	TBD - Awaiting Mayoral Approval			Mawande Mtyi	
35	<div><div>Director: Solid Waste Management</div><div> Rustim Keraan Solid Waste Management</div><div>Date 14/02/18</div></div> <div><div>Executive Director: Informal Settlements, Water &amp; Waste Services</div><div> Dr Gisela Kaiser</div><div>Date 26 FEB 2018</div></div>															

Key Performance Indicator	Definition
Percentage spend of capital budget	Percentage reflecting year to date spend / Total budget less any contingent liabilities relating to the capital budget. The total budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.
1.C Rand value of capital invested in engineering infrastructure	Investment into engineering infrastructure relates to growth, refurbishment and replacement of water, sanitation, electricity, solid waste (removal and disposal) infrastructure.
Percentage spend on repairs and maintenance	<p>Percentage reflecting year to date spend (including secondary cost) / total repairs and maintenance budget  Note that the in-year reporting during the financial year will be indicated as a trend (year to date spend).  Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned Maintenance includes asset inspection and measures to prevent known failure modes and can be time or condition-based.</p> <p>Repairs are actions undertaken to restore an asset to its previous condition after failure or damage. Expenses on maintenance and repairs are considered operational expenditure.</p> <p>Primary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour and materials paid to outside suppliers.</p> <p>Secondary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour provided In-house / internally.</p>
1.F Number of outstanding valid applications for water services expressed as a percentage of total number of billings for the service	<p>This indicator reflects the number outstanding valid applications expressed as a percentage of total number of active billings for the service, (where down payment has been received) for water services (where valid applications translate into an active account) for domestic customers as extracted from the City of Cape Town's SAP database.</p> <p>Proxy measure for NKPI.</p>
1.G Number of outstanding valid applications for sewerage services expressed as a percentage of total number of billings for the service	<p>This indicator reflects the number outstanding valid applications (where down payment has been received) for sewerage services (where valid applications translate into an active account) expressed as a percentage of total number of active billings for the service. Billing equates to active contract accounts (sewerage services) for domestic customers as extracted from the City of Cape Town's SAP database.</p> <p>Proxy measure for NKPI.</p>

Key Performance Indicator	Definition
1.H Number of outstanding valid applications for electricity services expressed as a percentage of total number of billings for the service	This indicator reflects the number outstanding valid applications (where down payment has been received) for electricity services (meter and prepaid) (where valid applications translate into an active account) expressed as a percentage of total number of active billings for the service. Proxy measure for NKPI.
1.I Number of outstanding valid applications for refuse collection service expressed as a percentage of total number of billings for the service	This indicator reflects the number outstanding valid applications (C3 notifications) for a new refuse collection service at the end of a reporting period, expressed as a percentage of total number of active billings for formal residential refuse collection services as at the end of the same reporting period. Billing equates to active contract accounts (formal kerbside refuse collection service) for domestic customers as extracted from the City of Cape Town's SAP database. Proxy measure for NKPI.
Number of Expanded Public Works programmes (EPWP) opportunities created	This indicator measures the number of work opportunities created through the Expanded Public Works Programme (EPWP) <ul style="list-style-type: none"> <li>• An EPWP work opportunity is paid work created for an individual on an EPWP project for any period of time, within the employment conditions of the Code of Good Practice for Special Public Works Programmes.</li> <li>• In the case of Social Sector projects, learnerships also constitute work opportunities.</li> </ul>
1.K Percentage of treated potable water not billed	The percentage of treated potable water not billed pertains to non-revenue water. This is the volume of potable water that is treated but is either lost or not billed for, expressed as a percentage of total potable water treated.  It is calculated on a 12-month rolling basis in order to smooth out short-term fluctuations.  The aim is to reduce the percentage of treated potable water not billed over the planned period and is reflected in the targets.
Number of external trainee and bursary opportunities (excluding apprentices )	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative and provision of real world of work exposure to trainees and graduates. This includes, external bursaries awarded, in-service student training opportunities, graduate internships and learnerships.  This is an accumulative quarterly measure. The target refers to the 4th quarter final total.

Key Performance Indicator	Definition
Number of apprentices	<p>This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative. This indicator is limited to apprenticeships.</p> <p>This is an accumulative quarterly measures. The target refers to the 4th quarter final total.</p>
Percentage adherence to Citywide service standard based on all external notifications	The service standard will be based on X% notifications closed within Y number of days. The percentage notifications and the number of days will be determined by each directorate in consultation with the Service Management Project team and will be guided by current performance and available external benchmarks.
3.E Improve basic services	
Number of water services points (taps) provided	This indicator reflects the number of taps provided in informal settlements and for backyarders in City rental stock (pilot) during the period under review. Certain taps may however have been vandalised or removed after provision.
Number of sanitation service points (toilets) provided	This indicator reflects the number of toilets provided in informal settlements and for backyarders in City rental stock (pilot) during the period under review. Certain toilets may however have been vandalised or removed after provision.
Percentage of informal settlements receiving door-to-door refuse collection service	<p>This indicator reflects the percentage of informal settlements receiving a weekly door-to-door refuse removal collection service for the period under review.</p> <p>The collection of domestic refuse in informal settlements is done through contract services, employing local labour. Three-year contracts are awarded to a legitimate main contractor through the procurement tender process.</p>
3.F Number of electricity subsidised connections installed	This indicator reflects the number of subsidised connections installed per annum in informal settlements, rental stock backyarders (pilot) and low cost housing.
3.G Percentage compliance with drinking water quality standards	Measure of potable water sample pass rate according to the SANS 241 standard.

Key Performance Indicator	Definition
Percentage adherence to EE target	<p>This indicator measures :</p> <p><u>1. External appointments -</u> The number of external appointments across all directorates over the preceding 12 month period. The following job categories are excluded from this measurement: Councillors, students, apprentices, contractors and non-employees. The general EE target = 80% - i.e. 80% of all appointments should be EE compliant.</p> <p><u>2. Internal appointments -</u> The number of internal appointments, promotions and advancements over a 12 month period. This will be calculated as a percentage based on the general EE target of 80%.</p> <p>to disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%.</p> <p><u>Formula:</u> Number of EE (external, internal and disabled) appointments / Total number of posts filled (external, internal and disabled)</p>
Percentage adherence to EE target (disabled)	<p>This indicator measures :</p> <p>The disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%.</p> <p>This category forms part of the 'Percentage adherence to EE target', but is indicated separately for focused EE purpose.</p>
Percentage OHS incidents reported	<p>Incidents measures the number of injuries on duty (includes all categories) reported expressed as a percentage of the total number of employees for the directorate and/or department for the specific quarter. The average number of employees over the 3 month period will be used to accomodate the movement of employees.</p> <p><u>Formula:</u>  <math display="block">\text{Incidents reported (A)} = \frac{\text{(B) Injuries on duty (eg.1 July - 30 Sept)}}{\text{(C) Total number of employees (an average over the 3month period)}} \times 100</math> <math display="block">= \%</math> </p>

Key Performance Indicator	Definition
Percentage OHS investigations completed	<p>Investigations measures the completed number of incidents investigated within a 30 day period, expressed as a percentage. "Completed" will be measured as incident data captured and uploaded on SAP. There will be a one month lag for both the numerator and denominator for reporting purposes.</p> <p><u>Formula:</u></p> $\text{Investigations completed (D)} = \frac{\text{(E) No. of incidents investigations completed within 30 days}^*}{\text{(F) No. of incidents}} \times 100$ <p>= %</p> <p><i>*Refers to the number of incidents on the denominator for investigations that was completed within 30 days at reporting date.</i></p>
Percentage of absenteeism	<p>A: Actual number of days absent due to sick and unpaid/unauthorised leave in the directorate or department.  B: ((number of working days for month) * number of staff members))*100%.</p> <p><u>Formula:</u></p> $C = (A1 + A2/B) * 100$ <p>A1: Sick Leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / Time Management / All Absences) and enter the total number of absent days for sick leave.  Enter the number of employees who took sick leave in the comments column</p> <p>A2: Unpaid/ Unauthorised leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / All Absences) and enter the total number of absent days as per the "Unpaid" column of the report (authorised and unauthorised is separated).  Enter the number of employees who took "unpaid" leave in the comments column</p> <p>B: Total number of staff X Total number of working days for the month</p>
Percentage vacancy rate	<p>This is measured as a percentage of positions vacant against the total positions on structure. This indicator will be measured at a specific point in time to calculate the vacancy rate. A target is max 7% vacancy rate. The measure will be 93% filled positions.</p>

Key Performance Indicator	Definition
Percentage budget spent on implementation of WSP for the City	<p>A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions which will address the needs arising out of Local Government's Skills Sector Plan, the City's strategic requirements as contained in the IDP and the individual departmental staffing strategies and individual employees' PDPs. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan.</p> <p>Formula: Measured against training budget.</p>
5.C Community satisfaction survey (Score 1 -5) - Utility Services	<p>A statistically valid, scientifically defensible score from the annual survey of residents of perceptions of the overall performance of the services provided by the City of Cape Town (Utility Services).</p> <p>The measure is given against the non-symmetrical Likert scale ranging from : 1 being Poor; 2 being Fair; 3 being Good; 4 being Very Good and 5 Excellent</p>
Number of risk registers signed and submitted to IRM timeously	<p>This indicator measures whether the risk owner signed off the risk register pertaining to the responsibilities encapsulated (summarised or captured) in the disclaimer "Council is ultimately responsible and the City Manager is accountable for Risk Management. Risk Management is delegated to Executive Management and Management. IRM's responsibilities are limited to the facilitation of the risk identification, assessment and treatment processes. Risks assessed with a rating below the approved risk appetite remain the responsibility of the risk owner and should not be regarded as "inferior risks". These require management actions but will not be monitored during IRM processes. Sign-off serves as a certification that risks were not manipulated in any manner nor omitted on purpose. Reasonable assurance can be provided that key risks have been identified."</p> <p>The evidence for the measurement is captured by IRM Department on an excel spreadsheet will be made available for SDBIP purposes.</p>
Percentage of Operating Budget spent	<u>Formula:</u> Total actual to date as a percentage of the total budget including secondary expenditure.
Revenue collected as a percentage of billed amount	The calculation of a percentage of payments received on amounts billed.

Key Performance Indicator	Definition
Percentage of assets verified	<p>The indicator reflects the percentage of assets verified annually for audit assurance.</p> <p>Quarter one will be the review of the Asset Policy, In Quarter two, the timetable in terms of commencing and finishing times for the process is to be communicated, and will be completed. Both Quarters will only be performed by Corporate Finance.</p> <p>The asset register is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data is downloaded at specific times and is the bases for the assessment of progress.</p>
Percentage Internal Audit findings resolved	<p>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.</p> <p>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.</p>

**Annexure E**

# **WATER AND SANITATION DEPARTMENT**



## **DEPARTMENTAL BUSINESS PLAN 2018/2019**

**DIRECTOR: PETER FLOWER  
CONTACT PERSON: ZOLILE BASHOLO**



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

**Making progress possible. Together.**

## **VISION OF THE CITY:**

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

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

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

This is a one-year plan giving effect to the IDP and the budget. It sets out the strategies in quantifiable outcomes that will be implemented over the 2018/2019 financial year. It considers what was set out in the IDP and the Directorate Executive Summary It indicates what the Department needs to do to deliver on the IDP objectives, how this will be done, what the outcomes will be, what processes it will follow and what inputs will be used.

# TABLE OF CONTENTS

<b>1</b>	<b>EXECUTIVE SUMMARY .....</b>	<b>4</b>
<b>2</b>	<b>PURPOSE AND SERVICE MANDATE OF THE DEPARTMENT.....</b>	<b>5</b>
<b>3</b>	<b>LEGISLATIVE IMPERATIVES.....</b>	<b>8</b>
<b>4</b>	<b>STRATEGIC ALIGNMENT TO THE IDP.....</b>	<b>9</b>
4.1	IDENTIFY AND DESCRIBE THE LINKAGES TO THE STRATEGIC FOCUS AREAS AND OBJECTIVES IN THE IDP .....	9
4.2	LINK TO PROGRAMMES.....	11
4.3	LINK TO BUDGET .....	23
<b>5</b>	<b>PERFORMANCE PROGRESS AND OUTCOMES .....</b>	<b>24</b>
5.1	PAST YEAR'S PERFORMANCE .....	24
5.2	AREAS OF BUSINESS IMPROVEMENT .....	25
<b>6</b>	<b>PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN (KEY STAKEHOLDERS OF THE PLAN) .....</b>	<b>27</b>
<b>7</b>	<b>RESOURCES (STAFF AND FINANCIAL) .....</b>	<b>28</b>
7.1	STAFF.....	28
7.2	LEAD AND CONTRIBUTING DIRECTORATE/DEPARTMENT (LINK TO THE CITY'S TRANSVERSAL MANAGEMENT SYSTEM) .....	30
7.3	GIVE AN INDICATION OF POSSIBLE OUTSOURCE SERVICES .....	30
7.4	FINANCIAL INFORMATION .....	31
7.5	MAJOR PROJECTS ALIGNED TO PPM (IDP LINKAGE).....	33
<b>8</b>	<b>RISK ASSESSMENT .....</b>	<b>33</b>
8.1	REVENUE RISKS .....	42
<b>9</b>	<b>OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SDBIP .....</b>	<b>43</b>
<b>10</b>	<b>AUTHORISATION .....</b>	<b>43</b>
<b>11</b>	<b>ANNEXURES: .....</b>	<b>43</b>
<b>12</b>	<b>APPENDICES:.....</b>	<b>43</b>

## **1 EXECUTIVE SUMMARY**

The Water and Sanitation Department continues to make significant progress in providing water and sanitation services to the City of Cape Town (CCT) residents since the formation of one Metro administration. All formal areas are adequately provided for with water and sanitation services while services within informal settlement areas are continually being improved.

The principal challenge for the Department is to maintain an existing water and sanitation service for the city while also providing services for an ever-increasing number of households in a sustainable way- whilst experiencing Level 6 water restrictions. This has to be achieved in the context of providing basic needs, ensuring economic growth, maintaining an ageing infrastructure, limiting negative environmental impact, managing water resource scarcity and consolidating a transformed metro administrative infrastructure.

To ensure sustainable, fair, equitable, reliable and financially viable provision of water and sanitation services, the Department has developed and is implementing strategies that address the priorities reflected in the scorecard, represented by the Service Delivery and Budget Implementation Plan (SDBIP), to ensure effective water services management. The strategies also seek to ensure compliance with the National Water Act, Water Services Act and the related regulations, National and City Policies.

The Water and Sanitation Departmental Service Delivery and Budget Implementation Plan 2017/18 provide a departmental overview of the service delivery by the core branches within the Department. Detail is contained within the Business Plans. The Department's Service Delivery Budget Implementation Plan (SDBIP) is developed in alignment with the City's Integrated Development Plan (IDP).

To ensure and to measure the level of progress, the internal service level targets for the CCT - which exceed the national standards- will be used. To achieve the improved service levels and to encourage the need for the City's residents to adopt a paradigm shift in how they view the availability of the water resource and their use thereof, in line with City's Water and Sanitation Department implementation of its new Vision and Mission.

### **Water Resilience**

The ongoing drought in the western cape has given rise to a number of initiatives focused on averting a crisis in the short term but also incrementally diversifying water sources away from the reliance on surface water. The program could be seen as emergency measures to take the city to the rain season over six months and over the following 18 months to a significant measure of water

source diversification. The diverse sources will be made of ground water which will be a major thrust, wastewater reuse and to a lesser extent desalination. The recovery from the drought and improved dam level is expected to take a minimum of three years.

To reduce pressure on the system a number of demand management interventions is underway which includes aggressive pressure management, leak detection on public and private water infrastructure, rapid installation of water demand management devices and the use of treated effluent. All these interventions will receive substantially more funding over the next 3-year period.

The development of expertise to manage the city infrastructure under drought has also been part of the program. The drought has required the department to redirect many of its resources to managing the impact of the drought with major thrust on diversifying the City's water resource base.

## **2 PURPOSE AND SERVICE MANDATE OF THE DEPARTMENT**

The core business of the Water and Sanitation Department is to equitably and efficiently provide access to Water and Sanitation Services to all citizens of the City in a sustainable, safe, reliable, environmentally friendly and financially viable way observing the dictates of sound good governance principles. The department continually seeks to introduce new and innovative methods of service delivery to its citizens whilst meeting all the legislative requirements.

## WATER AND SANITATION DEPARTMENT'S VISION STATEMENT

To be a beacon in Africa through the progressive realisation of Cape Town as a water sensitive city.

## WATER AND SANITATION DEPARTMENT'S MISSION STATEMENT

Provide safe, reliable, sustainable and affordable Water and Sanitation services to Cape Town.

The Strategic Focus Areas to achieve our Mission and Vision:

- Employee and Leadership Development
- Infrastructure Stability
- Water Resource Adequacy
- Product Quality
- Community Sustainability
- Consumer Satisfaction
- Operational Optimisation
- Stakeholder Management and Support
- Financial Viability
- Operational Resilience

We operate within a value system aligned to Batho Pele principles:

- **Integrity:** We maintain the highest level of ethics and fairness in our interaction with each other, our customers and other stakeholders.
- **Respect:** We respect each other's opinion, beliefs, position and contribution to the Department including those of our customers and other stakeholders. All employees are equal in their contributions.
- **Customer focus:** We meet customers' needs by providing excellent service, optimal product performance and efficient support system. Our customers are the reason for our existence. The environment is our silent customer who shall receive an equal share of our services.
- **Trust:** Our business model and relationship is based on trust. A "Yes" shall mean a Yes and a "No" shall mean a No. Our common purpose, integrity and honesty shall constrain us to have trust in each other. Trust shall be felt, experienced, lived and seen in our Departmental family.
- **Transparency:** We operate safely, openly, honestly and with care for the environment and the community. Transparency shall be defined by the customers and stakeholders we serve.
- **Professional:** We use the right skills or competencies to find appropriate solutions enriched with compassion, innovation, sustainability, cost-effectiveness, accountability and excellence.

**Table 1: Strategic Intention**

Business Focus Area	Strategic Goal	Strategic Intention	Target Date
Customer Satisfaction	To provide the Department's core service	To sustainably provide basic sanitation services to all residents in the city	ONGOING
	To provide the Department's core service	To sustainably provide basic water to all residents in the city	ONGOING
	To satisfy the users of the service as much as possible	To achieve 3.0 customer satisfaction levels in all our services	2018/19
Quality, Operational Optimisation	To implement an accredited Quality Management System for the Department	To implement and maintain ISO 9001 for all our services within budgetary constraints	2018/19
Quality, Environment	To achieve the best possible effluent discharge quality	To achieve 88% waste water effluent quality to National Standard	2018/19
	To reduce sewage overflows from spillages, blockages and infrastructure failure as much as possible	To minimise river systems pollution by reducing sewage overflows	2018/19
Water Resource and Demand Management	To reduce water losses as far as possible	To reduce Non-Revenue Water for the CCT Reticulation System to less than 18.5% in the next five years	2018/19
	To ensure security of Water Supply for the City into the future, as the lifeblood for sustaining the community and enabling City Economic growth	To improve security of supply: Peak week demand - percentage of potable water production capacity. Target 90%	2018/19
	To increase effluent re-use rather than potable water, thereby reducing total potable water demand	To increase effluent re-used to 5% of potable water used	2018/19
	To diversify water sources in order to mitigate the impact reduced surface water as result of drought and changing weather patterns.	To incrementally increase the volume of ground water extraction, introducing wastewater reuse as an additional water source and in a limited way introduce desalination as an emergency supply. Achieve 30 Ml/d in total.	2018/19
Infrastructure Stability	To operate and maintain the infrastructure for the service sustainably	To develop Asset Management Plans for the Department	2018/19
Operational Optimisation	To consolidate all office accommodation to be less dispersed and in the best location, for closer contact with other parts of the organisation and with the customer	To improve operational efficiencies by consolidating office accommodation	2018/19
	To automate, monitor and control infrastructure as efficiently as possible	To roll out automation, remote monitoring and control systems on treatment works, pump stations and other infrastructure	2018/19
Financial Sustainability	To ensure income covers expenditure	To improve revenue collection to 90%	2018/19
Employee Development	To train all staff to discharge their functions to high standard of excellence	To develop and enhance Process Controllers through the Training Centre	2018/19

### **3 LEGISLATIVE IMPERATIVES**

The Department needs to comply with the following legislation:

- Constitution of the Republic of South Africa
- National Water Act No. 36 of 1998
- National Sanitation Policy; October 1996
- Water Services Act 108 of 1997
- Municipal Structures Act
- Municipal Systems Act
- Municipal Finance Management Act
- Water By-Law
- Treated Effluent By-Law
- Wastewater & Industrial Effluent bylaw
- EPWP Policy 12421; 29 May 2013

The Water Services Act 108 of 1997 and the National Water Act 36 of 1998 provide the national legislative framework. In addition, the City promulgated three water-related bylaws: the Wastewater and Industrial Effluent Bylaw (2013), which protects the sewer system by governing private and industrial sewer disposal and usage, a new Water Bylaw (2010), which has incorporated water conservation and demand management into its provisions and a Treated Effluent Amendment Bylaw (2015), this bylaw is to be read in conjunction with the Treated Effluent Bylaw of 2010 which regulates and controls the usage of treated effluent by users.

In 2001, the City also adopted a Water Demand Management (WDM) Policy. This policy sets out a framework for the establishment of water demand management mechanisms in the City, including a goal to reduce water demand by specific annual target dates.

The City further outlines its implementation of water supply and sanitation services in its Water and Sanitation Department Service Guidelines and Standards (28 May 2015) which contains the framework for the provision of basic water and sanitation services to all, including informal settlements and backyarders. Another important guiding document is the Water Services Development Plan (WSDP), which is aligned with the City's IDP. Both documents are essentially a five-year plan that has to be updated when required and performance against it, reviewed annually as per legislation.

## 4 STRATEGIC ALIGNMENT TO THE IDP

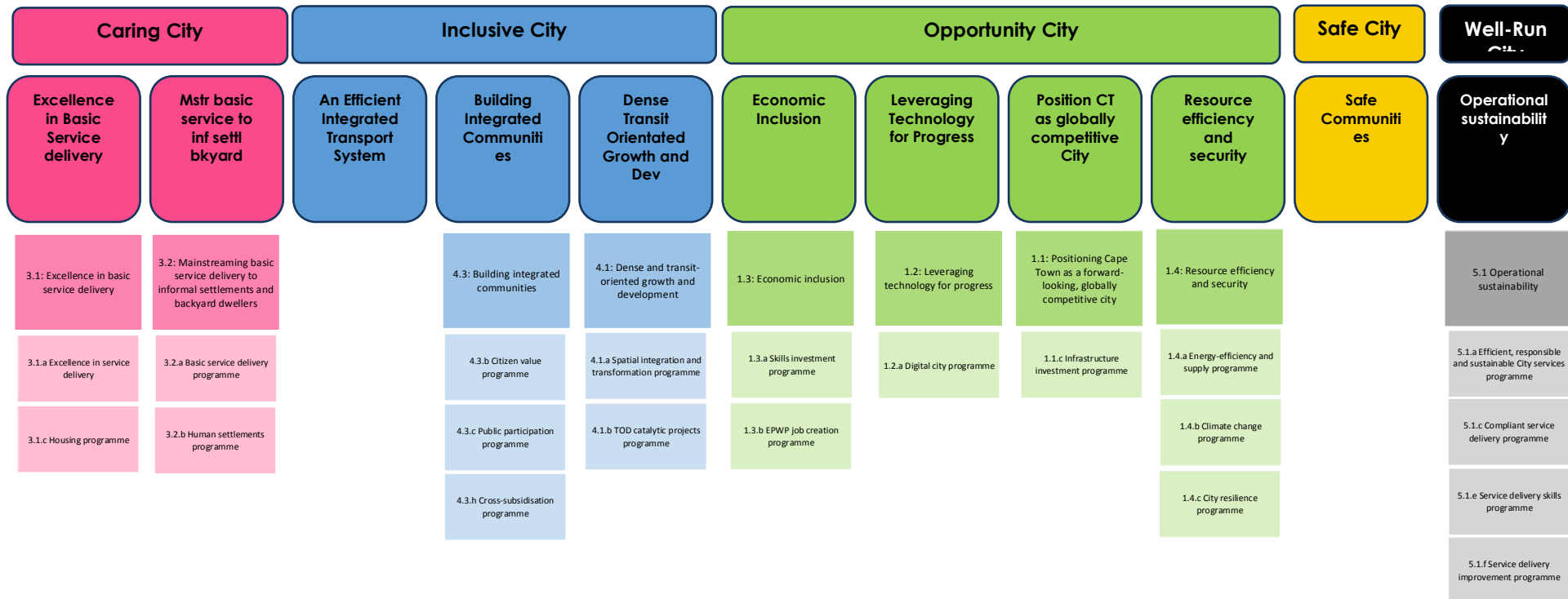
### 4.1 Identify and describe the linkages to the strategic Focus Areas and Objectives in the IDP

Table 1: Water Services Development Plan Elements linkage to the Integrated Development Plan

Strategic Focus Area (SFA)	IDP Objective	IDP Programme	Water Services Development Plan Elements									
			Socio - Economic Profile	Service Level Profile	Water Resource Profile	Water Conservation / Demand Management	Water Services Infrastructure Profile	Water Balance	Water Services Institutional Arrangements Profile	Customer Service Profile	Financial Profile	List of Projects
1.THE OPPORTUNITY CITY	Objective 1.1 - Positioning Cape Town as forward looking globally competitive City	1.1. (c) Infrastructure Investment	X	X	X	X	X				X	
	Objective 1.2 – Leveraging technology for progress	1.2. (a) Digital city programme				X	X			X		X
	Objective 1.3 – Economic Inclusion	1.3.(a) Skills Investment	X						X			
		1.3.(b) EPWP Job Creation	X	X		X	X					
	Objective 1.4 – Resource Efficiency and Security	1.4.(a) Energy-Efficiency and Supply Program										
		1.4.(b) Climate Change	X		X	X		X			X	X
		1.4.(c) City Resilience Program	X	X	X	X	X	X	X	X	X	X
2.THE SAFE CITY	No Direct Link to Water Services Objectives - The Department supports this SFA	Water Safety Plan, Incident Management plan, Business Continuity, Emergency Management Plan, Disaster Risk Management Plan										

3. THE CARING CITY	Objective 3.1 Excellence in Basic Service delivery	3.1.(a) Excellence in Basic Service delivery		X		X						
		3.1. (c) Housing Programme	X	X		X				X		
	Objective 3.2 Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.2. (a) Basic Service Delivery Programme		X						X		
		3.2. (b) Human Settlements	X	X		X				X		
4. THE INCLUSIVE CITY	Objective 4.1 Dense and transit-oriented growth and development	4.1. (a) Spatial Integration And Transformation Programme		X								
		4.1. (b) TOD Catalytic Projects Programme		X								
	Objective 4.3 Building Integrated Communities	4.3. (b) Citizen Value Programme								X		
		4.3.(c) Public Participation		X						X		
		4.3. (h) Cross-subsidisation Program								X		
5. WELL-RUN CITY	Objective 5.1 Operational Sustainability	5.1.(a) Efficient, Responsible And Sustainable City Services Programme		X						X		
		5.1.(c) Compliant Service Delivery Programme		X						X		
		5.1.(e) Service Delivery Skills Programme		X						X		
		5.1.(f) Service Delivery Improvement Programme		X						X		

## Directorate alignment to the City IDP objectives and priorities



## 4.2 Link to Programmes

**Table 2: Table showing the linkages to the IDP Programmes**

Strategic Focus Area (SFA)	Key Linkages to the IDP Programmes
<b>1. THE OPPORTUNITY CITY</b>	Objective 1.1 - Positioning Cape Town as forward looking globally competitive City - 1.1.(c) Infrastructure Investment Programme
	Objective 1.2 Leveraging technology for progress - 1.2.(a) Digital city programme
	Objective 1.3 – Economic Inclusion - 1.3. (a) Skills Investment Programme - 1.3.(b) EPWP Job Creation Programme
	Objective 1.4 – Resource Efficiency and Security - 1.4. (a) Energy-Efficiency and Supply Program - 1.4. (b) Climate Change Programme - 1.4.(c) City Resilience Program
<b>2.THE SAFE CITY</b>	No Direct Link to Water Services Objectives - The Department supports this SFA - Water Safety Plan, Incident Management plan, Business Continuity, Emergency Management Plan, Disaster Risk Management Plan
<b>3. THE CARING CITY</b>	Objective 3.1 Excellence in Basic Service delivery - 3.1. (a) Excellence in Basic Service delivery Programme - 3.1.(c) Housing Programme

Strategic Focus Area (SFA)	Key Linkages to the IDP Programmes
	Objective 3.2 Mainstreaming basic service delivery to informal settlements and backyard dwellers <ul style="list-style-type: none"> <li>- 3.2. (a) Basic Service Delivery Programme</li> <li>- 3.2.(b) Human Settlements Programme</li> </ul>
	Objective 3.3 Caring for the vulnerable and poor
<b>4.THE INCLUSIVE CITY</b>	Objective 4.1 Dense and transit-oriented growth and development <ul style="list-style-type: none"> <li>- 4.1. (a) Spatial Integration and Transformation Programme</li> <li>- 4.1. (b) TOD Catalytic Projects Programme</li> </ul>
	Objective 4.3 Building Integrated Communities <ul style="list-style-type: none"> <li>- 4.3. (b) Citizen Value Programme</li> <li>- 4.3. (c) Public Participation Programme</li> <li>- 4.3. (h) Cross-subsidisation Program</li> </ul>
<b>4.THE WELL-RUN CITY</b>	Objective 5.1 Operational Sustainability <ul style="list-style-type: none"> <li>- 5.1. (a) Efficient, Responsible and Sustainable City Services Programme</li> <li>- 5.1. (c) Compliant Service Delivery Programme</li> <li>- 5.1. (e) Service Delivery Skills Programme</li> <li>- 5.1.(f) Service Delivery Improvement Programme</li> </ul>

\*The Water and Sanitation Department has primary linkages to the following Strategic Focus Areas (SFA's) of the Integrated Development Plan (IDP).

## **SFA: THE OPPORTUNITY CITY**

### **Objective 1.1: Positioning Cape Town as forward looking globally competitive City**

#### **Programme 1.1. (c) Infrastructure Investment:**

This programme pertains to infrastructure-led development and growth. Investment in infrastructure is considered an important enabler of economic growth and poverty reduction.

This programme involves the implementation of many smaller projects under the Infrastructure Maintenance Project.

For Water and Sanitation these include:

- Integrated Master Planning of Water and Sanitation Infrastructure where planning for a 20-year period occurs which allows for the development and capacity upgrades to be achieved.
- Bulk Water Maintenance will be conducted City wide so as to ensure that all bulk water infrastructures will either be refurbished or replaced.
- Bulk Sewer Replacement and Rehabilitation of the City's sewer network to accommodate densification and a TOD approach.
- Wastewater Treatment Plant maintenance and upgrades will be implemented to allow for development and capacity upgrades
- Water Demand Management Interventions like Pressure Management and Treated Effluent Re-use, of utmost importance to reduce the water demand especially now that we are currently at level 6B water restrictions as well as to limit usage of potable water to extend the limited water that is available for as long as is required.
- Stormwater system needs protection by various initiatives like stormwater ingress and pollution control. This will assist in the possible alternative use of this scarce resource.
- Security / Law enforcement for Protection of Water and Sanitation Resources, budget has been made available and an interdepartmental SLA has been drafted to address this issue.
- Invest in a proactive service infrastructure maintenance response system in W&S a Meter Replacement Programmes may be considered. A replacement initiative will be implemented to ensure accurate water metering and billing to obtain a more accurate estimation of the City's water balance.

Infrastructure Investment research projects include:

- Bulk Water Supply System Augmentation and Maintenance- Bulk water will be engaging with DWS to review and finalise the water allocations assigned to the City. To successfully augment our water supply, transversal water management, water demand planning and construction of additional bulk water supply schemes will be required.

- Wastewater Treatment Capacity needs to be increased across most of the treatment works across the City. Numerous wastewater plants are scheduled for upgrades.
- Infrastructure Maintenance Service: A high-level process flow has been identified and is necessary to achieve effective data acquisition and management systems.
- Various rehabilitation projects including Vlakteplaas bulk Flood alleviation in Lourens River and Sir Lowry's Pass river upgrade.
- Additional resources have been allocated to Emergency Resources of R6.2B to provide medium to long term water resources.

Support service projects include:

- Scientific Services- the labs will be upgraded and get new equipment specially for solid waste samples testing.
- Engineering and Assets Management (EAM): main areas of focus will be centred on fleet Management Telemetry, SCADA, integrated asset management.

## **Objective 1.2: Leveraging technology for progress**

### **Programme 1.2. (a) Digital city programme:**

Rapidly advancing technology is constantly introducing new and improved methods and approaches to planning, designing, operating and managing water and sanitation infrastructure.

The smart use of technology will be advanced in the following areas:

- The drilling, monitoring and extraction of deep lying aquifers.
- The use of advanced metering and logging of the bulk water networks.
- The use of the latest methods of pipeline construction with advanced materials providing improved performance or having the ability to withstand adverse conditions.
- The rehabilitation or lining of sewers with new methods with the increased use of trenchless technology where possible
- The use of remote recording, logging and software analysis tools for improved network management
- The use of the latest software for planning, analysis and costing for infrastructure development.
- The use of the latest technology for pressure management, monitoring and controlling with increased capability of remote management setting and control.
- The use of smart water meters at the end user that will advance demand management.
- The increased use of membrane technology for wastewater treatment allowing improved capacity and more compact plants.

- The increased use and accessibility of electronic billing resulting improved tracking and analysis for targeted collection.
- The maintenance of a digital data base of as-built drawings
- The expansion and maintenance of spatial information layers in city map view with authorised to access to selected layers externally and internally.
- The expansion of the facility for electronic submission of various types of applications such LUM, BDM, Environmental and land disposal and processing there of through various departments via DAMS.

### **Objective 1.3: Economic Inclusion**

#### **Programme 1.3. (a) Skills Investment:**

A skills training programme will be implemented city wide over the new 5 year IDP term. Water and Sanitation will be implementing an Artisan Pilot Initiative where 88 EPWP semi- skilled workers will be trained and equipped by a skilled and qualified artisan.

#### **Programme 1.3. (b) EPWP Job Creation:**

The Water and Sanitation Department will be initiating a Sanitation and Maintenance Project in Informal Settlement communities.

Where the following will occur:

- Quality of life improvement: The City's goal is to reduce the poor sanitary conditions that will improve the quality of life for the people living within and around the Informal Settlements communities located City wide.
- Sanitary conditions: Improvement of the poor sanitary conditions and quality of life for the people living within and around Informal Settlements communities City-wide;
- Ablution facilities: Maintenance and refurbishment of ablution facilities in those areas across the City;
- Awareness: Water conservation and sewer blockages education/awareness campaigns City wide;
- Informal Settlements Sanitation & Maintenance project City wide: Maintenance and refurbishment of ablution facilities across the City.

### **Objective 1.4: Resource Efficiency and Security**

#### **Programme 1.4. (a) Energy-Efficiency and Supply:**

The City of Cape Town aims to build a resource efficient economy through the use of technology and reducing its carbon footprint. The city is leading by example by implementing the energy-efficient lighting in City owned buildings.

The Northern regional facility's goal upon completion is to produce higher quality bio solids that can be used as fertiliser and to produce a by-product which can be used to generate electricity.

#### **Programme 1.4. (b) Climate Change:**

Climate change is a significant socio-economic issue, with environmental consequences and is globally understood to pose considerable risks in the urban environment, particularly to vulnerable people and communities. Effective management of the natural environment and resource efficiency can serve as the best means for buffering / building resilience to climate change impacts. The City's approach also recognizes that there are potential opportunities in responding to climate change proactively and early. The implementation of adaptation interventions is and will be undertaken in sectors such as: economic development, spatial planning, water management, human settlements, disaster risk management, coastal management, biodiversity, food security, transport, catchment management, health, and waste management.

For Water and Sanitation this programme will focus on: climate change adaptation, in so far as ensuring that Cape Town prepares for and adapts to climate change to reduce risks and build adaptive capacity.

A key deliverable in the next year is the diversification of our water resource with increased extraction of ground water from various aquifers, to start and incrementally increase production of water via reuse (wastewater to potable) and desalination. This is in line with the change in vision and mission in building awareness, resource and operational capacity as a water sensitive city.

The two initiatives for water and Sanitation in close consultation with stormwater are as follows:

- Sir Lowry's Pass River initiative:

The purpose of this project is to alleviate the risk of flooding in the existing built up areas of Gordon's Bay, and to free up land for affordable housing and other development from the existing T2 (N2) through Gordon's Bay to the False Bay coast. This will be done by increasing the capacity of the river by widening and deepening it, together with all appurtenant works, so that the river can accommodate a 1:100-year flood event.

- Lourens River initiative:

The purpose of this project is to alleviate the risk of flooding in the Somerset West CBD and other built up areas adjacent to the river from Vergelegen Farm in the upper catchment

down to the False Bay coast in Strand. This will be done by increasing the capacity of the river by widening, so that the river can accommodate a 1:8-year flood event.

#### **Programme 1.4. (c) City Resilience:**

As part of the emergency water resource scheme, the Water and Sanitation Department has had to prioritise a number of projects in order to provide water due to the current drought conditions in Cape Town.

- Water Reclamation from Wastewater – the reclamation of wastewater by treatment to potable standards for injection into the Bulk Water system.
- Cape Flats Aquifer – the drilling of boreholes and abstraction of ground water from the Cape flats aquifer which will be treated to potable standards for injection into the Bulk Water system.
- Desalination – various sites have been identified as possible desalination plant sites for the production of potable water by means of sea water reverse osmosis.
- Table Mountain group aquifer – the drilling of boreholes, abstraction of ground water for the conveyance to existing dams for treatment.
- Pressure management – the main focus is on drought related interventions to reduce water demand city wide.
- Treated Effluent reuse – drought related interventions which include the provision of standpipes and tap-off points of treated effluent for alternative use.

#### **SFA: THE CARING CITY**

##### **Objective 3.1 Excellence in Basic Service delivery**

##### **Programme 3.1. (a) Excellence in Basic Service delivery:**

As part of the ODTP process, due its specialized and challenging nature Informal Settlements has been setup as a department on its own, with the aim of providing focused attention. The city as a water authority is however still responsible for the bulk water supply, the reticulation of water and sewer as well as the treatment of wastewater. Currently there are no backlogs service delivery in terms of minimum standard. The City is continuing to look at innovative measure to improve delivery such as the portable flush toilet (PFT) automated emptying and washing facility currently under construction at Borchers Quarry WWTW and will be in use by August 2018.

The ongoing management of an indigent register and providing arrangements to write off outstanding water bills as well as the installation of demand management devices is a continuing effort to responsibly reduce the financial burden on low income households.

The City's wastewater treatment WWT facilities is coming under increasing pressure and over the next 5 years five WWTW will undergo major upgrades namely Zandvliet, Macassar, Potsdam, Athlone and Borchers Quarry WWTWs. Approximately 3 of these facilities is expected to be completed by 2022 allowing substantial increase in WWT capacity in various catchments of the city.

Additional water sources:

- Water reusing initiative

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

- Springs and streams

The City is working to make use of the significant excess flow that some of these streams offer. Certain high-yielding springs can be used for irrigation of sports fields, parks and other larger-scale gardens. Currently the known use in the CBD is the irrigation at the Cape Town Stadium and surrounding area, and irrigation in sections of the Company's Garden. The City has just concluded a study regarding how this water can be used more extensively in a sustainable manner. The City is now engaging with the Department of Water and Sanitation and other stakeholders and preparing a license application for use of the water. These springs have not been considered to supplement drinking water supply because the expense of enabling the City to treat this water would not justify the small amount of drinking water that this would yield. Filtration and disinfection barriers would be required to protect community health, as would a pressure feed into the adjacent network and additional staff to control the treatment process. Use of the water for other purposes such as irrigation or industrial processes would be more cost-effective and simpler to achieve, and would also take some pressure off the City's potable water reserves.

### **Programme 3.1. (c) Housing:**

This will be in the form of a services project that includes densification in targeted areas in Cape Town. The Water and Sanitation Department provides a support by ensuring bulk infrastructure is in

place in the areas identified for densification. The infrastructure investment projects will form part of the support projects for the housing program. Over the next three years there will be an average allocation R50M for link services and possible infrastructure upgrades related to low income housing projects

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

#### **Programme 3.2. (b) Human Settlements:**

Will be in the form of Informal Settlements Services Project that will ensure that people has access to the basic services i.e. water and sanitation services. There is a new Informal Settlements and Back Yarders Department that was developed as per the new ODTP that will take the lead on projects pertaining to Informal Settlements and Back Yarders. As above an average of R50M has been allocated for the provision of link services and possible infrastructure upgrades to informal settlements and backyard residences.

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

- Sanitation technology solutions: The water supply to informal settlements is provided in the form of standpipes while for sanitation there is a range of sanitation technology solutions implemented, based on the specific conditions of the settlement.
- Waterless technology solutions: Due to the current drought imperative, other waterless technologies will be explored in the five-year term. Partnerships with reputable institutions e.g. Tertiary institutions, the Water Research Commission and others will to be included in agreements to ensure that the City remains the "beacon in Africa for the provision of Water and Sanitation services".
- Repairs and maintenance: The ever-present harsh conditions in informal settlements remain a challenging environment to work in. As a result, the ongoing maintenance and repairs to the existing infrastructure in Informal Settlements dictate that realistic performance indicators be utilised.
- Installations: The city plan to deliver across the city over the next 5 years
  - Water supply via standpipes 2017- 2023 at an estimated R 24 Million
  - Sanitation installations 2017- 2023 at an estimated R 118 Million
- Capacity enhancement: Additional resources will be made available to the Informal Settlement Unit to enhance its capacity, of which the Expanded Public Works Programme

(EPWP) is key. It is being embraced throughout the Department of Water and Sanitation to improve service delivery while also creating jobs and hence alleviating poverty.

## **SFA: THE INCLUSIVE CITY**

### **Objective 4.3 Building Integrated Communities**

#### **Programme 4.3. (b) Citizen Value:**

Responsible management of infrastructure and engagement of communities on the importance of respecting and protecting public infrastructure. Getting citizens to understand responsibility of the sustainable use of our water resource giving concrete ways in which citizens could contribute in realizing Cape Town as a water sensitive city. This includes addressing non-payment, self-regulating demand management, leak detection by home owners. Early public reporting of bursts, leaks, water theft and incidence of vandalism.

Getting both the paying and non-paying customer to understand the changes in the tariff structure and how it relates to the access to water as a right.

The tighter management and enforcement of the Development Contribution (DC) Policy as well as providing Citizens with the tools to do preparatory calculation of DC's.

Explore with developers' opportunities of the use of DC's that will ultimately improve the overall network operation and management.

#### **Programme 4.3. (c) Public Participation:**

##### Customer engagement project:

The purpose of the project is to improve service delivery to all residents, businesses and visitors to Cape Town by enhanced customer engagement across all touch points, through all channels across the City. The Water and Sanitation Department will need to implement and adhere to the policies generated via this project.

#### **Programme 4.3. (h) Cross-subsidisation:**

The City has a significant number of people living in informal settlements, backyarders and those who fall into the income category as indigent. All settlements have been provided with water and sanitation services that at least satisfies the minimum standards. In line with embracing water as a right it is accepted that there is the paying and non-paying customers. The city is therefore faced with the challenge of achieving a balance in allowing development to occur and achieve mix of income groups that will help cross subsidisation of the cost of installation and operation of water

and sanitation infrastructure. The planning of water and sanitation infrastructure is led by the land use planning which is a Transport Orientated Development approach that aims to make efficient use of corridors and zones determining areas where crowding of investment will allow for cross subsidisation to occur.

## **SFA: THE WELL-RUN CITY**

### **Objective 5.1 Operational Sustainability**

#### **Programme: 5.1. (a) Efficient, Responsible and Sustainable City Services:**

One of the major projects that forms part of this programme is the Water and Sanitation Department Head Office, where the goal is to centralise splinter units into one office complex. Thus eliminating office space rental and it will have long term cost savings for the department. Several smaller initiatives form part of this program as support services to the department.

The ODTP process has required that the department structure itself on a four area based management system with the greatest impact on the reticulation branch that will have to transform from eight districts into a four Area System. The centralisation of the operational areas strengthens the link between senior management and the customer, with a broader base of expertise available per area. The four area based approach also allows for more resources to be deployed where the greatest need is.

#### **Programme 5.1. (c) Compliant Service Delivery:**

Initiatives that perform a supportive function to the department in proficient service delivery. The program is assisted by the completion of the annual customer satisfaction survey.

#### **Programme 5.1. (e) Service Delivery Skills:**

To narrow the skills gap in the department, staffing strategies have been developed which include individual work skills plans, individual performance management, technical training courses, bursary and mentorship programs.

#### **Programme 5.1. (f) Service Delivery Improvement:**

Initiatives that perform a supportive function to the department in delivering services to efficiently to its customers.



Figure 1: Aerial view of various suburbs in the City of Cape Town

### 4.3 Link to Budget

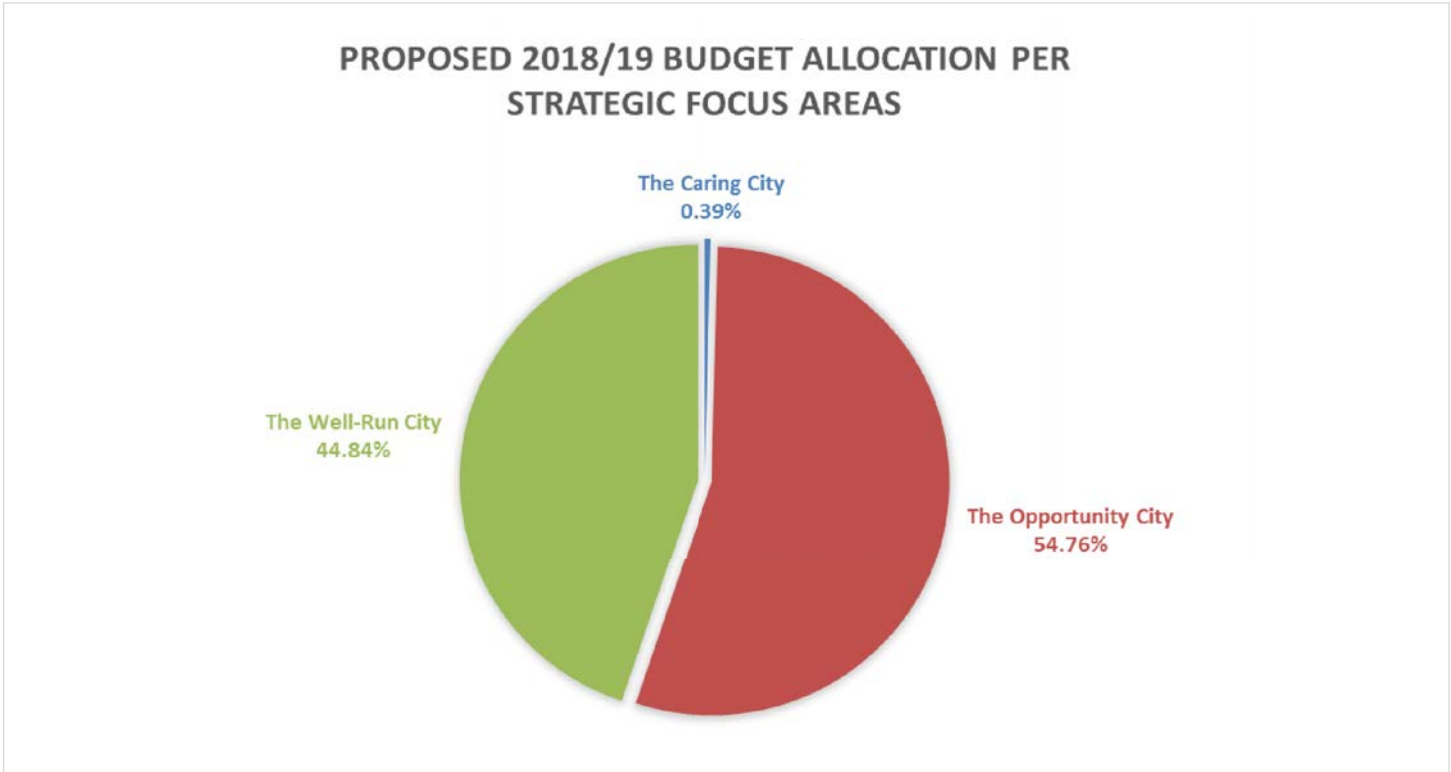


Figure 2: Proposed 2018/19 Budget Split per SFA

The proposed budget for the 2018/19 financial year is spread across three strategic focus areas namely The Opportunity City, The Well-run City and The Caring City. The majority of the budget which is 99.6% is split between The Opportunity City and The Well-run City.

- The Opportunity City - creating an environment which promotes sustainable economic growth, investment and job creation
- The Well –Run City - delivering basic services efficiently and effectively to its customers by focusing on financial and operational sustainability, human resource development and organisational restructuring.
- The Caring City – is to look after the citizens of Cape Town particularly those in need of assistance, with the Water and Sanitation Department doing all they can to provide basic services for their residents.

The remaining focus areas are not directly linked to the budget however the Department supports The Safe City and Inclusive City strategic focus areas by assisting with various programs and plans listed below:

- The Safe City - Water Safety Plan, Incident Management plan, Business Continuity, Emergency Management Plan, Disaster Risk Management Plan
- The Inclusive City - Spatial Integration and Transformation Programme, TOD Catalytic Projects Programme, Citizen Value Programme, Public Participation and Cross-subsidisation Program

## **5 PERFORMANCE PROGRESS AND OUTCOMES**

### **5.1 Past year's performance**

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

<http://www.capetown.gov.za/Familyandhome/Meet-the-City/our-vision-for-the-city/cape-towns-integrated-development-plan>

The more detailed Departmental Annual Report can be found on this site:

<http://www.capetown.gov.za/Departments/WaterandSanitationDepartment>

## 5.2 Areas of Business Improvement

The Department is committed to consistently provide the highest quality water and sanitation services that meet and exceed the requirements and expectations of our consumers by ensuring the implementation of an Integrated Quality Management System that complies with ISO 9001, ISO 14001 and OSHAS 18001. To this end, both a Quality Statement and Customer Service Charter have been accepted for implementation. There is also a Department-wide ISO certification project being undertaken. Together with the Risk Management programmes being implemented, these initiatives will ensure quality and minimise risks.

The Quality Management System has been successfully developed throughout the department according to the requirements of ISO 9001 Standards:

- The Technical Operating Centre (TOC) has achieved a certification on SANS 990 and ISO 9001. This is a great achievement for the City of Cape Town as it is the first Call Centre in Africa to be certified on SANS 990.
- Bulk Water has achieved certification for all 23 sites on ISO 9001.
- Water Demand Management & Strategy has achieved the certification on ISO 9001 Standard for all of its four sections and workplaces.
- Water and Sanitation Training Centre has achieved its SETA accreditation in October 2012 and is currently implementing ISO 9001 Standard.
- ISO 9001 certification was awarded to the Department's Reticulation Branch as well as the Finance and Commercial Branch (Administration).
- The Support Services Branch complied with all the requirements and has ISO 9001 Certification.
- The Engineering and Asset Management Branch has ISO 9001, OSHAS18001 and ISO 14001 Certification.
- The Finance and Commercial Branch, Technical Division will be audited in May 2017 for ISO 9001 Certification.
- The Department's HR Business Partner and the Director's Office will be audited in September 2017 for ISO 9001 Certification.
- The Wastewater and Scientific Services Branches will be audited later in the 2017/2018 financial year for ISO 9001 Certification.

The following business improvements initiatives are receiving focused attention:

- The new Informal Settlements and Backyarders Department will enable improvement of the level of service to the indigent households.
- Due to the current drought imperative, alternative waterless technologies will need to urgently be explored.
- We need internal staff with experience and expertise in the development and maintenance of alternative sanitation technologies. This is to further develop fast track service delivery and to sustain technology lifecycle maintenance.
- The increased amount of people needing to be in the indigent bracket due to the high rate of urbanisation coupled with the ageing infrastructure will put stress on the tariffs and subsidies.
- An asset performance and monitoring systems in order to improve asset operations, and thereby asset performance, the use of technology is being investigated as a facilitation tool.
- A service provider was employed to assist the department in developing line managers to be coaches who will support shift workers to cope with a changing environment.
- A communication protocol which addresses the communication needs with both internal and external customers has been developed and it is currently at the implementation stages.
- Scientific Services has developed productivity standards for the Sampling Laboratory and it is the objective of the Business Development section to determine productivity standards across the entire department.

## 6 PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN (key stakeholders of the plan)

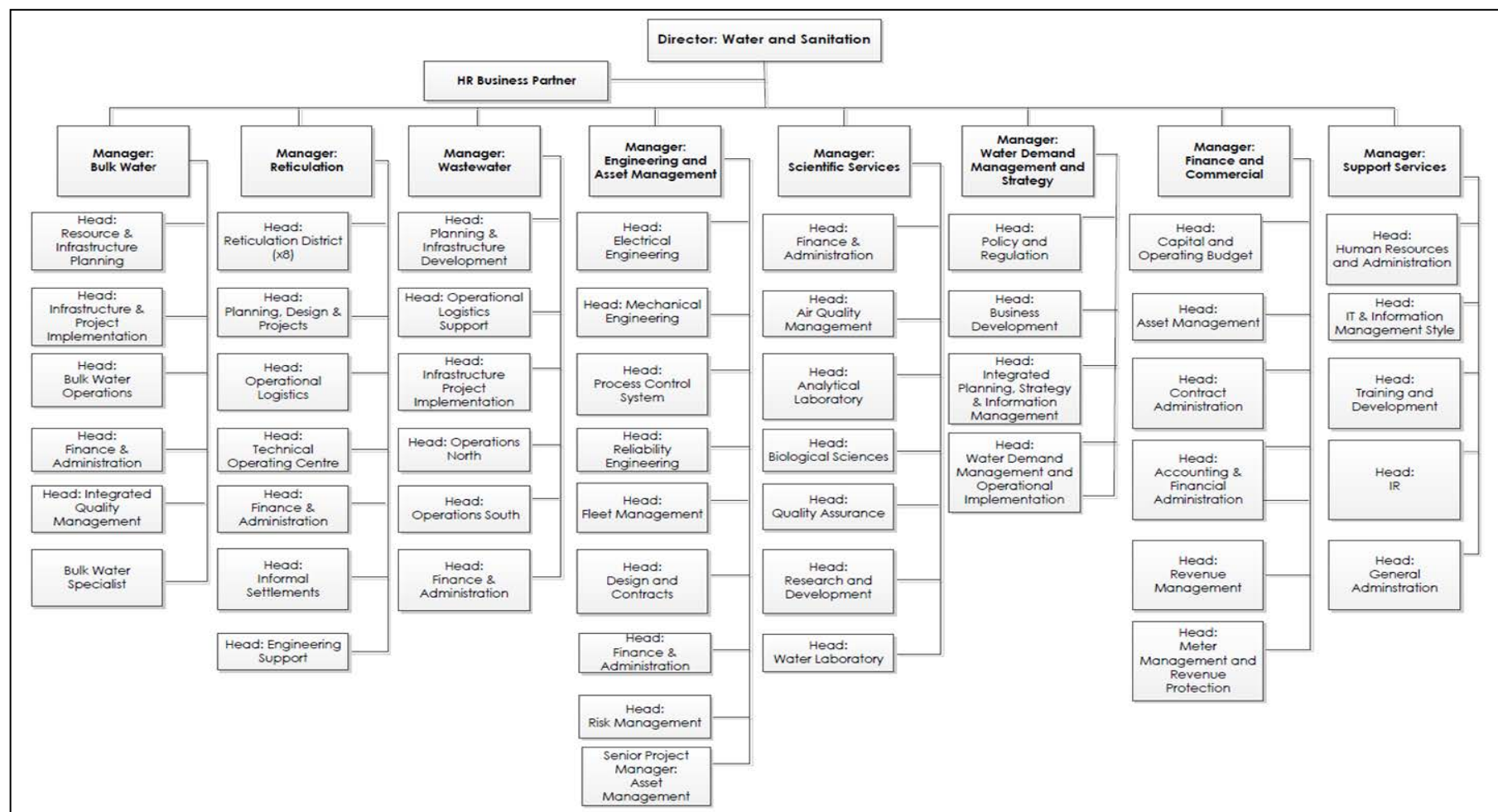
**Table 3: Table showing the relevant stakeholders**

<b>Partners/Stakeholders</b>	<b>Roles and Responsibilities</b>
Customers Communities Business/Industry Developers	Service delivery; water and sanitation Uninterrupted Supply Reasonable turnaround time on service request Assessing Development Applications Efficiently Implementing the DC Policy and conforming to payment of charges.
<b>Internal Partners</b> Councillors External Service Delivery Directorates Branches of the department Stormwater	Information sharing; communication of directorate requirements and service standards;
<b>External Partners</b> National and Provincial Government Institutions of higher learning National Department of Water and Sanitation National Treasury	Information, service delivery co-ordination, implementation, research, compliance Regional water resource management Monitor annual reporting on progress WSDP Monitor the Water Service Authority, and provide technical support to the Water Service Authority when required Monitor planning initiatives via the Build Environment Performance Plan.

## 7 RESOURCES (STAFF AND FINANCIAL)

### 7.1 Staff

#### 7.1.1 Departmental Organogram



\* Water Demand Management& Strategy is now called Water Demand Management& Planning,

\*\*Integrated Planning, Strategy & Information Management is now called Integrated Planning & Information Management

**Table 4: Staff Complement Category by Branch**

Categories	TOTAL	Bulk Water	Reticulation	EAM	WDM	Scientific Services	Support Services	Wastewater	Finance and Commercial	Director's Office	Catchment and Storm Water	HR Business Partner
<b>Clerks</b>	<b>675</b>	62	196	44	19	8	24	26	279	2	5	10
<b>Elementary Occupations</b>	<b>898</b>	135	569	35	7	13	2	22	114	0	0	1
<b>Technicians and associate professionals</b>	<b>248</b>	10	59	60	53	27	9	7	14	0	6	3
<b>Craft and related trades workers</b>	<b>677</b>	117	272	180	10	1	0	42	54	0	1	0
<b>Plant and machine operators &amp; assemblers</b>	<b>1018</b>	338	400	9	4	6	1	223	36	0	1	0
<b>Professionals</b>	<b>225</b>	21	38	48	19	23	10	21	23	0	15	7
<b>Legislators, senior officials &amp; managers</b>	<b>3</b>	0	0	0	0	0	1	0	0	1	0	1
<b>Service and Sales Workers</b>	<b>2</b>	2	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>3746</b>	<b>685</b>	<b>1534</b>	<b>376</b>	<b>112</b>	<b>78</b>	<b>47</b>	<b>341</b>	<b>520</b>	<b>3</b>	<b>28</b>	<b>22</b>

\*Table 5 represents the staff complement as at February 2018. It does not include vacant and non-permanent positions

## **7.2 Lead and Contributing Directorate/Department (Link to the City's Transversal Management System)**

See SDBIP Annexure A

## **7.3 Give an indication of possible outsource services**

Since the inception of the Zandvliet Waste Water Treatment Works (WWTW), it was considered more cost effective to outsource the running of the WWTW. Running the WWTW in this way has resulted in lower operational costs.

## 7.4 Financial Information

### 7.4.1 CAPEX

Below is the summary of the Capex since 2015/16 till 2019/20. For detailed breakdown of the project items please see Appendix B1.  
(R '000)

**Table 5: Capex summary 2015\_2016 till 2019\_2020**

Programme/Project Description	Branch	Prior Year Outcomes (R '000)			Medium Term Revenue & Expenditure (R '000)	
					Framework	
		2015_2016	2016_2017	2017_2018	Revised Budget	Proposed Budget
					2018_2019	2019_2020
Various Programmes (See Appendix B1)	Bulk Water	R 145 312	R 193 200	R 542 319	R 6 543 700	R 4 118 700
	Wastewater	R 376 806	R 506 210	R 372 747	R 814 988	R 1 118 750
	Reticulation	R 425 395	R 389 774	R 241 053	R 490 850	R 741 599
	WDM&P	R 44 750	R 45 000	37000	R 42 430	R 40 000
	EAM	R 307 459	R 183 470	R 156 619	83500	92500
	Finance & Commercial, Scientific Services and Support Services	R 245 768	R 213 380	R 327 200	R 322 050	R 306 050
	Catchment & Stormwater Management	-	-	-	R 51 400	R 177 900
	Management: Water & Sanitation	-	-	R 129 907	R 100	R 100
		<b>R 1 545 490</b>	<b>R 1 531 034</b>	<b>R 1 806 846</b>	<b>R 8 349 018</b>	<b>R 6 595 599</b>

\*Source: Proposed Draft Budget Extract 30/01/18

Capital expenditure is financed from:

- (i) CRR (Capital Replacement Reserve) a fund replenished from surplus in previous financial year,
- (ii) EFF (External Financing Funds) loans obtained by the City, attracting interest and depreciation charges and having a direct impact on the tariffs or
- (iii) CGD (Capital Grants & Donations)

Clearly the above CAPEX figures show a significant jump in the next two financial years. This sudden increase in expenditure can be attributed to the drought response with the largest amount being spent on infrastructure to diversify the city water resource in the form of ground water extraction from various aquifers, wastewater reuse, aggressive pressure management, and temporary desalination plants. These emergency interventions will require a restructuring/increase of city grant funding, loans and water tariffs in order to cover the additional cost. There has been a number of initiatives to make sure there is sufficient capacity to implement the various interventions.

#### 7.4.2 OPEX

**Table 6: Summary of Operating Expenditure for the period 2014/15 till 2015/16**

	Prior Year Outcomes (R'000)				Medium Term Expenditure	
					Framework (R'000)	
	Budget 2015_2016	Actual Expenditure 2015_2016	Budget 2016_2017	Actual Expenditure 2016_2017	Approved Budget 2017/18	Approved Budget 2018/19
Operating Expenditure	R 6 989 404	R 7 327 497	R 7 605 648	R 7 419 953	R 9 730 450	R 6 340 152
% Spent	104.8%		97.6%			

\*SAP extracted January 2018

**Table 7: Breakdown of Operating Budget for the 2018/19 and 2019/20 financial years**

COST ELEMENT	2018/19	
	PLANNED	AVAILABLE
Remuneration Cost for City of Cape Town	R1738 M	R1738 M
Working Capital Reserves	R637 M	R637 M
Depreciation	R587 M	R587 M
Repairs and Maintenance	R1274 M	R1274 M
Bulk Purchases	R517 M	R517 M
Contracted Services	R430 M	R430 M
General Expenses	R746 M	R746 M
Interest Internal Borrowings	R493 M	R493 M
Appropriation Account	R599 M	R599 M
Internal Utilities Expenditure	R245 M	R245 M
Bulk Charges Expenditure	R2204 M	R2204 M
Insurance Departmental Premiums	R22 M	R22 M
Activity Based Costs	-R791 M	-R791 M
Support Services	R626 M	R626 M
<b>Total</b>	<b>R9327 M</b>	<b>R9326 M</b>

## 7.5 Major Projects Aligned to PPM (IDP Linkage)

*Major projects aligned to the IDP (available on the PPM system) - see Appendix B1*

## 8 RISK ASSESSMENT

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

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

The Department is committed to integrated risk and safety management in order to ensure consistency, legal compliance, continuous improvement and minimising exposures. The aim is to proactively mitigate (eliminate, avoid, prevent or minimise) any condition, event or situation which could impact on Safety, Health, Risk, Environment or Quality or which has already resulted in injury, death or disease to person/s; loss or damage to council or third party property; misuse or abuse of council resources; impairment of the environment; statutory non-compliance; or which could negatively influence the achievement of council objectives.

- Departmental and Branch risk registers are in place, with reviews at least twice annually.
- A Hazard Identification and Risk Assessment Programme (HIRA) is in place for hazard/risk identification purposes and to assess the effectiveness of control measures in place to counter exposures.
- A Disaster Risk Management Plan is in place, supported by individual site emergency management plans and response protocols for possible scenarios. Emergency simulation exercises are held on a regular basis for readiness and improvement purposes.
- Required legislative Workplace Health and Safety Committees are in place who report to their respective Branch Risk and Safety Committee (x 8), who in turn reports to the W&S Departmental Risk and Safety Committee and who ultimately reports to the City's Central Health & Safety Committee.
- A Risk and Safety Performance Statistics System is in place where injury, vehicle, crime and public liability incidents/accidents are monitored on a monthly basis. This system also includes the monitoring of compliance in terms of H&S Committees, required legislative appointees, training required, PPE and hazards identified.
- Due to the specialised nature of operational activities, over and above required statutory Section 16(2) Appointees, additional Assistant Section 16(2) Appointments were made in order to give more effective execution to employer management responsibilities in terms of the OHS Act.
- For machinery safety supervision purposes a formal GMR 2(1) and 2(7) (a) Competent Person Appointment system has been put in place in order to ensure consistency and compliance with the OHS Act and its regulations.
- For compliance and improvement purposes, all departmental sites are at least once annually assessed in terms of Machinery Safety and General Health & Safety requirements.
- Protocols are in place to pro-actively manage the safety and security of staff when operating within high risk areas.
- Risk and safety management system procedures are reviewed annually.
- In order to strengthen risk and safety related systems and to complement quality objectives, the department is currently in the process of implementing OHSAS 18001 (health and safety standards) throughout the department, with ISO 14001 (environmental standards) where appropriate.

**Table 10: Departmental Risk Register**

Risk	Linked Objectives	Consequence	Contributing Factor	Existing Control	Action Plan
Departmental financial viability	The Caring City: Excellence in Basic Service delivery	<ul style="list-style-type: none"> <li>Increased backlogs in the provision of services and lack of service sustainability</li> </ul>	Difficulty in securing external grant funding due to the perception that Metro's require less support than Local or Rural municipalities	Input into the budget process	Investigate alternative funding sources for large capital projects
	The Opportunity City: Resource Efficiency and Security	<ul style="list-style-type: none"> <li>Failure to provide additional services</li> </ul>	Inadequate debt management (corporate dependency)	Installation of Water Management Devices	Accept the CF: Not cost effective to develop any further action plans
	The Opportunity City: Positioning Cape Town as a forward looking globally competitive City	<ul style="list-style-type: none"> <li>Service levels adjusted to compensate for decreased revenue</li> </ul>		Performance of Debt Actions (restrictions / disconnections)	
	The Well-run City: Operational sustainability	<ul style="list-style-type: none"> <li>City credit rating jeopardised</li> <li>Potential Litigation</li> <li>Liquidity / Cash flow</li> <li>Non-compliance with legislation</li> </ul>	Increase in indigent households	Compliance with the Tariff Policy (cross subsidization)	
				Operate in line with and give effect to the Indigent Policy (levels of service, min stds)	
				Utilisation of the Indigent grant / Equitable share	
			Misalignment of amounts received from equitable share and the amount required in terms of the indigent support causing lack of funding which needs to be absorbed by the tariff	Input into the budget process	The water and sanitation tariff structure and % tariff increases be reassessed with due cognizance of cross-subsidisation from the Rates Account and impact that such will have on the % rates increase
			Non-revenue water	Carry out meter audits	Accept the CF: Not cost effective to develop any further action plans
				Utilisation of PRV's	
			Potential significant reduction in revenue due to restriction on water sales, together with increased costs for the water resilience plans.		

Risk	Linked Objectives	Consequence	Contributing Factor	Existing Control	Action Plan		
			The financial model as relating to the Tariff structure is under pressure and high consumer sensitivity to price hikes (price elasticity)	Compliance with the Tariff Policy (cross subsidization)	The water and sanitation tariff structure and % tariff increases be reassessed with due cognizance of cross-subsidisation from the Rates Account and impact that such will have on the % rates increase		
				Submit budget request to the relevant budget approving body			
Constraints to providing the department's core services and satisfying the users as much as possible	The Caring City: Excellence in Basic Service delivery	<ul style="list-style-type: none"><li>• Taps running dry</li><li>• Inability to meet service demand</li><li>• Potential litigation and service protests</li><li>• Outdated Sanitation services cause health and environmental risk to communities</li></ul>	Increased regional competition for limited surface water supply	Carry out W&S Master Planning	Engagement with DW&S to discuss the licensing and allocation of raw water.		
	The Opportunity City: Resource Efficiency and Security			Ensure implementation of planned schemes in accordance with integrated water resource plan for the WCWSS			
				Future water demand predictions			
				Raw water agreement and abstraction licensing with DWS			
	The Opportunity City: Positioning Cape Town as a forward looking globally competitive City	• Sewerage overflow results in Health and Environmental Hazards	Increasing demand for services / urbanisation	Operate in line with and give effect to the Informal Settlement Development Plan	Implementation of contingency measures and planned acceleration of water resource schemes (water resilience approach).		
	The Well-run City: Operational sustainability	<ul style="list-style-type: none"><li>• Impact on Informal settlements</li><li>• Reputational Risk</li><li>• Ineffective and inefficient service delivery</li><li>• Delayed response</li><li>• Poor customer satisfaction</li><li>• Drop in service levels</li></ul>	Political Climate (Internal & External)	Guidance, monitoring and review by the Portfolio Committee & MayCo Member	Accept the CF: This is out of the span of control of the Department		
			Power outages affecting water and sewer reticulation pumping	Utilisation of mobile generators	Implementing standby generation at plants as part of the emergency preparedness plan		
				Utilisation of standby generators (limited to where possible)			
			Service interruptions	Action Audit findings	Accept the CF: The existing controls are maintained		
				Carry out annual customer satisfaction surveys			
				Carry out W&S Master Planning			
				Operate in line with approved roles and responsibilities			

Risk	Linked Objectives	Consequence	Contributing Factor	Existing Control	Action Plan
Constraints to providing the department's core services and satisfying the users as much as possible	The Well-run City: Operational sustainability	to match available resources	The aging infrastructure	Guidance, monitoring and review by AMSCO	Investigate alternative funding sources for large capital projects
				Operate in line with approved roles and responsibilities	
				Operate in line with the Asset Management Policy	
			The downward pressure on tariff (restriction on tariff increase resulting in tariff becoming non cost reflective)	Ensure sufficient funding to give effect to the 3 Year Budget	Investigate alternative funding sources for large capital projects
				Input into the budget process	The water and sanitation tariff structure and % tariff increases be reassessed with due cognizance of cross-subsidisation from the Rates Account and impact that such will have on the % rates increase
			Urbanisation & densification is causing accessibility restrictions as well as Emerging Informal Settlements not forming part of City's spatial planning	Give effect to the Integrated Housing Strategy Framework and take part in the Sustainability Work Group	Looking at further / alternate technological options
				Operate in line with and give effect to the Informal Settlement Development Plan	
				Use of appropriate technology	
Potential insufficient operational optimisation / resilience	The Caring City: Excellence in Basic Service delivery	<ul style="list-style-type: none"> <li>• Taps running dry</li> <li>• Inability to meet service demand</li> <li>• Potential litigation and service protests</li> <li>• Outdated Sanitation services cause health and environmental risk to communities</li> </ul>	Aging and / or deteriorating infrastructure	Create high levels of infrastructure redundancy	Investigate alternative funding sources for large capital projects
	The Opportunity City: Resource Efficiency and Security			Operate in line with and ensure compliance to the Quality Management System	
	The Opportunity City: Positioning Cape Town as a forward looking globally competitive City			Operate in line with and maintain ISO Certification	
				Operate in line with the Asset Management Policy	
	The Well-run City: Operational sustainability	<ul style="list-style-type: none"> <li>• Sewerage overflow results in Health and</li> </ul>	Current infrastructure network capacity inadequate to deal with future expansion	Carry out W&S Master Planning	Accept the CF: The existing controls are maintained
				Guidance, monitoring and review by AMSCO	
				Operate in line with the Asset Management Policy	

Risk	Linked Objectives	Consequence	Contributing Factor	Existing Control	Action Plan
Potential insufficient operational optimisation / resilience	The Well-run City: Operational sustainability	Environmental Hazards	Insufficient budget allocation for increasing refurbishment and maintenance	Operate in line with the Asset Management Policy	Accept the CF: The existing controls are maintained
		• Impact on Informal settlements	Lack of suitable sludge disposal routes / options	Enter into contract with service provider	Accept the CF: The existing controls are maintained
		• Reputational Risk		Increased preventative measures	
		• Ineffective and inefficient service delivery	Re-prioritisation of planned projects and delaying of projects to divert funds to the Water Resilience Program	Create high levels of infrastructure redundancy	Accept the CF: The existing controls are maintained
		• Delayed response		Operate in line with and ensure compliance to the Quality Management System	
		• Poor customer satisfaction		Operate in line with and maintain ISO Certification	
		• Drop in service levels to match available resources		Operate in line with the Asset Management Policy	
			Stormwater ingress into the sewer system	Program to identify cross connections between the stormwater and sewer systems	Accept the CF: The existing controls are maintained
			Vandalism of water infrastructure, servitude encroachment, inappropriate materials disposed of into sewers	Reliance on Loss Control	Accept the CF: The existing controls are maintained
				Reliance on the Copper Heads theft Task Team	
Safety and security of staff and	The Caring City: Excellence in Basic Service delivery	• Financial impact	OHS non compliance - substance abuse	Carry out Catchment Management	Accept the CF: The existing controls are maintained
				Draw up Emergency Response Plan	
				Give input into/ensure implementation of Disaster Risk Management Plan	
				Implementation of the Water Demand Management Strategy	
				Ensure adherence to the current substance abuse policy	

Risk	Linked Objectives	Consequence	Contributing Factor	Existing Control	Action Plan
infrastructure	The Opportunity City: Resource Efficiency and Security	<ul style="list-style-type: none"> <li>Poor service delivery</li> </ul>	Operation in high risk areas (including transporting staff)		Escalate concerns to Executive Director
	The Opportunity City: Positioning Cape Town as a forward looking globally competitive City	<ul style="list-style-type: none"> <li>Possible water supply interruptions</li> <li>Staff and / or public injuries / fatalities</li> </ul>	Personal safety of staff at work sites (criminal element)	Application of OHS Procedures	Accept the CF: This is out of the span of control of the Department
	The Well-run City: Operational sustainability	<ul style="list-style-type: none"> <li>Adverse effect on the environment</li> <li>Reputational risk</li> </ul>	Vandalism of water infrastructure and servitude encroachment	Reliance on Loss Control	Accept the CF: This is out of the span of control of the Department
				Reliance on the Copper Heads theft Task Team	
Not meeting of quality / compliance / legislative requirements	The Caring City: Excellence in Basic Service delivery	<ul style="list-style-type: none"> <li>Bad publicity / Reputational Loss</li> </ul>	Degradation of raw water quality leading to increase in costs of purifying water	Carry out Catchment Management	Accept the CF: This is out of the span of control of the Department
	The Opportunity City: Resource Efficiency and Security	<ul style="list-style-type: none"> <li>Non compliance with laws</li> </ul>		Operate in line with and ensure compliance to National Water Act	
	The Opportunity City: Positioning Cape Town as a forward looking globally competitive City	<ul style="list-style-type: none"> <li>Pollution of environment</li> </ul>	Delayed infrastructure development due to stringent EIA compliance requirements	Proactive planning such as Informal settlement master plan	Accept the CF: This is out of the span of control of the Department
	The Well-run City: Operational sustainability	<ul style="list-style-type: none"> <li>Health hazards</li> <li>Increase cost of cleaning</li> <li>Penalties and fines</li> <li>Potential litigation</li> </ul>	Lack of adequate maintenance due to budgetary constraints	Input into the budget process	The water and sanitation tariff structure and % tariff increases be reassessed with due cognizance of cross-subsidisation from the Rates Account and impact that such will have on the % rates increase
				Operate in line with approved roles and responsibilities	Investigate alternative funding sources for large capital projects
				Operate in line with the Asset Management Policy	

Risk	Linked Objectives	Consequence	Contributing Factor	Existing Control	Action Plan
Not meeting of quality / compliance / legislative requirements	The Well-run City: Operational sustainability	<ul style="list-style-type: none"> <li>• Loss of Blue Drop, Green Drop and No Drop status</li> <li>• Sewer overflows/spills into rivers(from loadshedding - no pumping)</li> </ul>	New licensing conditions will have negative effect on the City's ability to comply	Engagement with DWS to reduce licensing requirements	Re-negotiating with Department of Water and Sanitation for more practical license conditions (including the CWDP)
				Review and update water risk abatement plan	
			Non-compliant effluent / by products released into natural environment by W&S services (including sewer pipe burst)	Ensure sufficient funding to give effect to the 10 yr. plan for wastewater plant upgrades	Accept the CF: This is out of the span of control of the Department
				Reliance on WPC inspectors / enforcement	
				Roll out education and awareness programmes	
			Non-compliant industry and residential wastewater	Operate in line with the Industrial Effluent By- law	Accept the CF: Not cost effective to develop any further action plans
				Reliance on WPC inspectors / enforcement	
			Power outages affecting water and sewer reticulation pumping	Utilisation of mobile generators	Implementing standby generation at plants as part of the emergency preparedness plan
				Utilisation of standby generators (limited to where possible)	
			The quality of the water impacted as a result of the difficulty in accessing dam water when levels of very low (sediment, algal blooms and other contaminants)	Issue of boil notices if necessary	Accept the CF: The existing controls are maintained
				Protozoan (parasite) monitoring	
				Regular monitoring and water analysis conducted	
				Utilisation of specialised treatment chemicals	
Human resource capacity constraints and instability	The Caring City: Excellence in Basic Service delivery	• Poor service delivery quality	Challenge in achieving a balanced staff age profile.	Operate in line with the Staffing Strategy	Implementation of the staffing strategy (dependency on MTREF being tied down and ODTP changes)
	The Opportunity City: Resource Efficiency and Security	• Increased public complaints		Roll out of talent management (W&S City Pilot)	
	The Opportunity City: Positioning Cape	• Lack of required skills and competencies	Lack of adequate and relevant training for water and sanitation	Implementation of the Work Place Skills Plan (WPSP)	Accept the CF: The existing controls are maintained

Risk	Linked Objectives	Consequence	Contributing Factor	Existing Control	Action Plan
	Town as a forward looking globally competitive City	<ul style="list-style-type: none"> <li>• Loss of Institutional knowledge/memory</li> </ul>	specific skills	Training and Dev interventions, i.e. apprenticeship programme, learnership, WSP graduate training.	
	The Well-run City: Operational sustainability	<ul style="list-style-type: none"> <li>• Excess overtime</li> <li>• Increased absenteeism</li> </ul>	Limited skilled labour availability/market to support water and sanitation needs	Training and Dev interventions, i.e. apprenticeship programme, learnership, WSP graduate training.	Accept the CF: The existing controls are maintained
	The Opportunity City: Economic Inclusion	<ul style="list-style-type: none"> <li>• Cutting of positions due to slow process of filling vacancies</li> </ul>	Misaligned structures, processes and systems	Creation of job families	Implementation of the staffing strategy (dependency on MTREF being tied down and ODTP changes)
				Implementation of the shift system	
				Right sizing exercise	
			The health implications due to the increased operational requirements around the implementation of the Water Resilience Program		Bring additional staff on-board through the Water Resilience Program

## 8.1 Revenue risks

Risks to achieving Informal Settlements, Water and Waste Services revenue projections:

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

**Capital budget:** The high requirement for necessary infrastructure is driven largely by capacity requirements due to growth and economic development, the refurbishment of current infrastructure as well as projects related to system efficiency which places severe pressure on the City's Capital Budget.

The capital budget had to be reprioritised due to the drought measures being implemented the city. The focus is on diversifying the City's water resources.

The capital budget for the 2018/19 financial year includes the catchment and stormwater branch as they form part of the Water and Sanitation Department.

To achieve the required Capital Budget, it is necessary to maximise the use of Grant funding and to make optimal use of the Capital Replacement Reserve (CRR) within the financial constraints.

**Operating budget:** It is difficult to reach optimum levels of staff, maintain acceptable levels of infrastructure maintenance and carry the impact of the capital programme within the financial constraints during difficult economic conditions.



The pressure on the operating budget needs to be addressed via possible above-inflation tariff increases and initiatives to ensure that money due to the City is collected. There is a benefit envisaged from the current debt action and projects related to metering efficiency gains and data purification.

## 9 OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SDBIP

Refer to SDBIP Annexure A

## 10 AUTHORISATION

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

	Name	Signature	Date
Director (Acting as Water Service Provider)	P.R.A. FLOWER		2018-02-23
Executive Director (Acting as Water Service Authority)	Dr Gisela Kaiser		26 FEB 2018

## 11 ANNEXURES:

Annexure A: 2018/2019 Department SDBIP (Draft)

## 12 APPENDICES:

Appendix B1: Comprehensive List of Capital Projects

## Annexure A: 2018/2019 Department SDBIP (Draft)

	B	C	D	E	F	H	K	L	M	N	O	P	Q	R	S
1	2018/2019 Water and Sanitation Department's SDBIP														ANNEXURE A
2															
3	Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator	Baseline 2016/17	Annual Target 2017/18	Annual Target 2018/19	QUARTERLY TARGETS				Capex Budget	Responsible Person/s	Comments
4	Pillar & Corporate Objective	CSC Indicator no.							30 Sep 2018	31 Dec 2018	31 Mar 2019	30 Jun 2019			
5	SFA 1 Opportunity City		Corporate Services	1.3 Economic inclusion	Number of external trainee and bursary opportunities (excluding apprentices)	175	95	95	40	60	70	95		Mangiso Sofisa	
6	SFA 1 Opportunity City		Corporate Services	1.3 Economic inclusion	Number of apprentices	37	20	20	10	15	18	20		Mangiso Sofisa	
7	SFA 1 Opportunity City	(1.F)	Social Services	1.3 Economic inclusion	Number of Expanded Public Works Programme (EPWP) work opportunities created	5 971	2 100	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval		Peter Flower Contact person: Lucrecia Adams	Decrease in target compared to pre-2017/18 because EPWP workers employed in informal settlements now part of new Informal Settlements and Backyarders Department.
8	SFA 1 Opportunity City	(1.G)	Corporate Services	1.3 Economic inclusion	Percentage budget spent on implementation of Workplace Skills Plan	98.48%	95%	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval		Mangiso Sofisa	
9	SFA 1 Opportunity City		Social Services	1.3 Economic inclusion	Number of Full Time Equivalent (FTE) work opportunities created	New	340	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval		Lucrecia Adams	
10	SFA 1 Opportunity City	1.H	ISWWS	1.4 Resource Efficiency and Security	1.H Percentage compliance with drinking water quality standards	99.65%	98%	98%	98%	98%	98%	98%		Barry Wood	
11	SFA 1 Opportunity City		ISWWS	1.4 Resource Efficiency and Security	Percentage non-revenue water	24.62%	≤ 25%	≤ 25%	≤ 25%	≤ 25%	≤ 25%	≤ 25%		Peter Flower Contact person: Zolile Basholo	
12	SFA 1 Opportunity City		ISWWS	1.4 Resource Efficiency and Security	Per capita water consumption (in litres per day)	New	≤ 215	≤ 190	≤ 190	≤ 190	≤ 190	≤ 190		Peter Flower Contact person: Zolile Basholo	DWS national target is 173 l/c/d by 2025.
13	SFA 1 Opportunity City		ISWWS	1.4 Resource Efficiency and Security	Transitioning to a Water Sensitive City: benchmarking, vision and strategy - percentage progress against project milestones	New	New	50%	12.5%	25%	37.5%	50%		Conrad Frehse	New Catchment and Stormwater Management indicator. Reflects percentage progress against project milestones for a two year project with Western Cape Government, commencing 2018/19.
14	SFA 1 Opportunity City		ISWWS	1.4 Resource Efficiency and Security	Lourens River five year recurrence flood alleviation project - percentage progress against project milestones	New	New	85%	77.5%	80%	82.5%	85%		Conrad Frehse	New Catchment and Stormwater Management indicator. Reflects percentage progress against project milestones.
15	SFA 3 Caring City	(3.A)	ISWWS	3.1 Excellence in Basic Service delivery	Community satisfaction survey (Score 1 - 5) - Water and Sanitation	New	2.9	2.9	TBD	Annual	Annual	2.9		Peter Flower	Community satisfaction survey (Score 1 - 5) for all Water and Sanitation related items. Based on latest available community satisfaction survey.
16	SFA 3 Caring City	3.B	ISWWS	3.1 Excellence in Basic Service delivery	3.B Number of outstanding valid applications for water services expressed as a percentage of total number of billings for the service	0.33%	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%		Bertus Saayman	
17	SFA 3 Caring City	3.C	ISWWS	3.1 Excellence in Basic Service delivery	3.C Number of outstanding valid applications for sewerage services expressed as a percentage of total number of billings for the service	0.37%	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%		Bertus Saayman	
18	SFA 3 Caring City	(3.F)	Corporate Services	3.1 Excellence in Basic Service delivery	Percentage adherence to Citywide service requests	100%	90%	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval		Pierre Maritz	
19	SFA 3 Caring City		ISWWS	3.1 Excellence in Basic Service delivery	Percentage of potable water reused as treated effluent	8.34%	5%	6%	6%	6%	6%	6%		Zolile Basholo	
20	SFA 3 Caring City		ISWWS	3.1 Excellence in Basic Service delivery	Metres of water reticulation mains replaced this year	27 386	33 000	45 000	4 000	17 000	36 000	45 000	R79.5m	Pierre Maritz	
21	SFA 3 Caring City		ISWWS	3.1 Excellence in Basic Service delivery	Metres of sewer reticulation mains replaced this year	24 866	20 000	28 000	5 000	11 000	19 000	28 000	R65.5m	Pierre Maritz	

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3	Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator	Baseline 2016/17	Annual Target 2017/18	Annual Target 2018/19	QUARTERLY TARGETS				Capex Budget	Responsible Person/s	Comments			
4	Pillar & Corporate Objective	CSC Indicator no.							30 Sep 2018	31 Dec 2018	31 Mar 2019	30 Jun 2019						
22	SFA 3 Caring City		ISWWS	3.1 Excellence in Basic Service delivery	Percentage of water meters read on a monthly basis	89%	85%	85%	85%	85%	85%	85%		Bertus Saayman				
23	SFA 3 Caring City		ISWWS	3.1 Excellence in Basic Service delivery	Wastewater treatment facilities overall percentage compliance with the Department of Water and Sanitation's water quality requirements in terms of Regulations 991.	New	New	80%	80%	80%	80%	80%		Kevin Samson	New WWT indicator.			
24	SFA 3 Caring City		ISWWS	3.1 Excellence in Basic Service delivery	Water connections metered as a percentage of total connections	New	New	TBD	Annual	Annual	Annual	TBD		Bertus Saayman	New prescribed National Treasury indicator. Number of unmetered connections based on best estimate available.			
25	SFA 3 Caring City		ISWWS	3.1 Excellence in Basic Service delivery	Blue Drop score for the municipality	95.86%	95%	95%	Annual	Annual	Annual	95%		Peter Flower				
26	SFA 4 Inclusive City		Corporate Services	4.3 Building Integrated Communities	Percentage adherence to EE target in all appointments (internal & external)	96.48%	85%	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval		Mangaliso Sofisa				
27	SFA 4 Inclusive City		Corporate Services	4.3 Building Integrated Communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	2.80%	2%	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval		Mangaliso Sofisa				
28	SFA 5 Well-Run City		Corporate Services	5.1 Operational sustainability	Percentage of absenteeism	6%	≤ 5%	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval		Mangaliso Sofisa				
29	SFA 5 Well-Run City	(5.C)	Finance	5.1 Operational sustainability	Percentage spend of capital budget	95.40%	90%	TBD – awaiting Mayoral approval	TBD	TBD	TBD	TBD – awaiting Mayoral approval		Peter Flower Contact person: Bertus Saayman	Targets will follow finalisation of 2018/19 budget.			
30	SFA 5 Well-Run City	(5.D)	Finance	5.1 Operational sustainability	Percentage spend on repairs and maintenance	113.60%	95%	TBD – awaiting Mayoral approval	TBD	TBD	TBD	TBD – awaiting Mayoral approval		Peter Flower Contact person: Bertus Saayman	Targets will follow finalisation of 2018/19 budget.			
31	SFA 5 Well-Run City		Corporate Services	5.1 Operational sustainability	Percentage OHS incidents reported	3.42%	≤ 5%	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval		Floris Mostert	Targets will follow finalisation of 2018/19 budget.			
32	SFA 5 Well-Run City		Corporate Services	5.1 Operational sustainability	Percentage OHS investigations completed	-	100%	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval		Floris Mostert				
33	SFA 5 Well-Run City		Corporate Services	5.1 Operational sustainability	Percentage vacancy rate	11.60%	≤ 7%	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval		Mangaliso Sofisa				
34	SFA 5 Well-Run City		Finance	5.1 Operational sustainability	Percentage of operating budget spent	104.30%	95%	TBD – awaiting Mayoral approval	TBD	TBD	TBD	TBD – awaiting Mayoral approval		Peter Flower Contact person: Bertus Saayman	Targets will follow finalisation of 2018/19 budget.			
35	SFA 5 Well-Run City		Finance	5.1 Operational sustainability	Revenue collected as a percentage of billed amount (Water)	80%	82%	73%	73%	73%	73%	73%		Bertus Saayman				
36	SFA 5 Well-Run City		Finance	5.1 Operational sustainability	Revenue collected as a percentage of billed amount (Sewerage)	92.43%	86%	86%	86%	86%	86%	86%		Bertus Saayman				
37	SFA 5 Well-Run City		Finance	5.1 Operational sustainability	Percentage of assets verified	98.91%	100%	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval		Bertus Saayman	Reporting commences in 3rd quarter.			

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3	Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator	Baseline 2016/17	Annual Target 2017/18	Annual Target 2018/19	QUARTERLY TARGETS				Capex Budget	Responsible Person/s	Comments
4	Pillar & Corporate Objective	CSC Indicator no.							30 Sep 2018	31 Dec 2018	31 Mar 2019	30 Jun 2019			
4	SFA 5 Well-Run City		Directorate of the Mayor	5.1 Operational sustainability	Percentage Internal Audit findings resolved	60%	75%	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval		Applicable manager	
38	SFA 5 Well-Run City		Directorate of the Mayor	5.1 Operational sustainability	Percentage of Declarations of Interest completed	100%	100%	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval		Peter Flower	
39														Contact person: Applicable manager	
40															
41															
42	Director: Water and Sanitation Peter Flower _____								Date: _____						
43	Executive Director: Informal Settlements, Water and Waste Services Dr Gisela Kaiser _____								Date: _____						
46															

## Appendix B1: Comprehensive List of Capital Projects (R'000)

### SFA 1: The Opportunity City

Branch	WBS Element	WBS Element Description	Proposed Budget 2018/19	Proposed Budget 2019/20	Proposed Budget 2020/21	Major Fund	IDP SFA Description
Management W&S	CPX.0007459-F1	Acquisition & Registration & servitude	100	0	0	EFF	The Opportunity City
Management W&S	CPX.0007468-F1	Acquisition & Registration & servitude	0	100	0	EFF	The Opportunity City
Management W&S	CPX.0007526-F1	Acquisition & Registration & servitude	0	0	100	EFF	The Opportunity City
Management W&S	CPX.0007783-F1	Acquisition & Registration & servitude	0	0	0	EFF	The Opportunity City
Bulk Water	C15.86043-F1	Additional Resources Desalination Reclai	0	0	1000000	EFF	The Opportunity City
Bulk Water	C15.86043-F2	Additional Resources Desalination Reclai	0	0	0	CGD	The Opportunity City
Wastewater	C13.86081-F1	Athlone WWTW-Capacity Extension-phase 1	6000	39000	128000	EFF	The Opportunity City
Wastewater	C13.86081-F2	Athlone WWTW-Capacity Extension-phase 1	4000	0	0	CGD	The Opportunity City
Bulk Water	CPX.0011032-F1	Atlantis Aquifer	370000	0	0	EFF	The Opportunity City
Wastewater	CPX.0008041-F1	Bellville WWTW Extension	70700	60000	41000	EFF	The Opportunity City
Wastewater	CPX.0008041-F2	Bellville WWTW Extension	43000	0	43805.095	CGD	The Opportunity City
Wastewater	C12.86091-F1	Borchards Quarry WWTW	59085.558	63000	0	CGD	The Opportunity City
Support Services	CPX.0006479-F1	Bulk Retic Sewers in Milnerton Rehab	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0011318-F1	Bulk Retic Sewers in Milnerton Rehab	42000	30000	70000	EFF	The Opportunity City
Bulk Water	C11.86077-F4	Bulk Water Augmentation Scheme	1200	1200	200	CGD	The Opportunity City
Bulk Water	CPX.0001858-F1	BW Infrastructure Replace/Refurb 18/19	50000	0	0	EFF	The Opportunity City
Bulk Water	CPX.0004942-F1	BW Infrastructure Replace/Refurb 19/20	0	60000	0	EFF	The Opportunity City
Bulk Water	CPX.0006468-F1	BW Infrastructure Replace/Refurb 20/21	0	0	80000	EFF	The Opportunity City

Branch	WBS Element	WBS Element Description	Proposed Budget 2018/19	Proposed Budget 2019/20	Proposed Budget 2020/21	Major Fund	IDP SFA Description
Bulk Water	CPX.0009376-F1	BW Infrastructure Replace/Refurb 21/22	0	0	0	EFF	The Opportunity City
Bulk Water	CPX.0007989-F1	BWAS: Servitudes(C2&C4)	0	1000	1800	CGD	The Opportunity City
Bulk Water	CPX.0007989-F2	BWAS: Servitudes(C2&C4)	0	3200	3200	EFF	The Opportunity City
Bulk Water	CPX.0007989-F3	BWAS: Servitudes(C2&C4)	0	0	0	CRR	The Opportunity City
Bulk Water	CPX.0007972-F1	BWAS:Muldersvlei Reservoir & Pipeline	59000	21500	0	CGD	The Opportunity City
Bulk Water	CPX.0007972-F2	BWAS:Muldersvlei Reservoir & Pipeline	43000	78000	65000	EFF	The Opportunity City
Bulk Water	CPX.0007972-F3	BWAS:Muldersvlei Reservoir & Pipeline	0	0	0	CRR	The Opportunity City
Bulk Water	CPX.0007973-F1	BWAS:Muldersvlei WTP 500ML/day C3-D&CS	0	1000	1000	CGD	The Opportunity City
Bulk Water	CPX.0007973-F2	BWAS:Muldersvlei WTP 500ML/day C3-D&CS	0	3500	3500	EFF	The Opportunity City
Bulk Water	CPX.0007973-F3	BWAS:Muldersvlei WTP 500ML/day C3-D&CS	0	0	0	CRR	The Opportunity City
Bulk Water	CPX.0007979-F2	BWAS:M'vlei WTP-SBR P/Line-13km C4-C	0	70000	99800	EFF	The Opportunity City
Bulk Water	CPX.0007979-F3	BWAS:M'vlei WTP-SBR P/Line-13km C4-C	5000	0	0	CRR	The Opportunity City
Bulk Water	CPX.0007977-F1	BWAS:M'vlei WTP-SBR P/Line-13km C4-D&CS	1200	0	0	CGD	The Opportunity City
Bulk Water	CPX.0007977-F2	BWAS:M'vlei WTP-SBR P/Line-13km C4-D&CS	0	1000	100	EFF	The Opportunity City
Bulk Water	CPX.0007977-F3	BWAS:M'vlei WTP-SBR P/Line-13km C4-D&CS	1500	0	0	CRR	The Opportunity City
Bulk Water	CPX.0007981-F2	BWAS:Ph2:SpesBonaRes(300ML)C6-C-VV-GG	0	0	30000	EFF	The Opportunity City
Bulk Water	CPX.0007980-F1	BWAS:Ph2:SpesBonaRes(300ML)C6-D&CS-VV-GG	2200	1000	0	CGD	The Opportunity City
Bulk Water	CPX.0007980-F2	BWAS:Ph2:SpesBonaRes(300ML)C6-D&CS-VV-GG	2800	3800	2000	EFF	The Opportunity City
Bulk Water	CPX.0007982-F1	BWAS:Ph3:SBR-GG P/Line-13km C7-EIA-VV-GG	500	500	200	CGD	The Opportunity City
Bulk Water	CPX.0007983-F1	BWAS:Ph3:SBR-GG P/Line-13kmC7-D&CS-VV-GG	0	0	400	CGD	The Opportunity City

Branch	WBS Element	WBS Element Description	Proposed Budget 2018/19	Proposed Budget 2019/20	Proposed Budget 2020/21	Major Fund	IDP SFA Description
Bulk Water	CPX.0007983-F2	BWAS:Ph3:SBR-GG P/Line-13kmC7-D&CS-VV-GG	0	0	400	EFF	The Opportunity City
Bulk Water	CPX.0007975-F1	BWAS:Raw Water P/line-M'vlei WTP C2-D&CS	1000	1000	0	CGD	The Opportunity City
Bulk Water	CPX.0007975-F2	BWAS:Raw Water P/line-M'vlei WTP C2-D&CS	0	0	2000	EFF	The Opportunity City
Bulk Water	CPX.0007976-F2	BWAS-C2-C-Raw Water P/line-M'vlei WTP	0	0	44450	EFF	The Opportunity City
Bulk Water	CPX.0007974-F2	BWAS-C3-C-Muldersvlei WTP (500MI/day)	0	0	0	EFF	The Opportunity City
Bulk Water	CPX.0007988-F3	BWAS-C5-C-SpesBona-VV PRV and Flow Cntrl	0	0	0	CRR	The Opportunity City
Bulk Water	CPX.0007984-F2	BWAS-C7-C-VV-GGPh3:SBR-GG P/Line-13.3km	0	0	0	EFF	The Opportunity City
Bulk Water	CPX.0010520-F1	Cape Flats Aquifer	450000	0	0	EFF	The Opportunity City
Reticulation	CPX.0005615-F1	Cape Flats Rehabilitation	19750	30000	25000	EFF	The Opportunity City
Reticulation	CPX.0005615-F2	Cape Flats Rehabilitation	16000	70000	89250	CGD	The Opportunity City
Reticulation	CPX.0008975-F1	Cape Flats Rehabilitation	0	0	0	CGD	The Opportunity City
Wastewater	C13.86005-F1	Cape Flats WWTW-Refurbish various struct	50000	159000	100000	EFF	The Opportunity City
Wastewater	C13.86005-F2	Cape Flats WWTW-Refurbish various struct	30000	0	0	CGD	The Opportunity City
Bulk Water	CPX.0003851-F1	Contermanskloof Reservoir	51000	500	0	EFF	The Opportunity City
Reticulation	CPX.0008977-F1	Delft Sewer Upgrading	3000	10000	4000	CGD	The Opportunity City
Bulk Water	CPX.0010519-F1	Desalination	10000	0	0	EFF	The Opportunity City
Bulk Water	CPX.0011636-F1	Desalination: CPT Harbour Land Based	1120000	1000000	1000000	EFF	The Opportunity City
Bulk Water	CPX.0001789-F1	Development of Add Infrastructure 18/19	28100	0	0	EFF	The Opportunity City
Bulk Water	CPX.0004931-F1	Development of Add Infrastructure 19/20	0	60000	0	EFF	The Opportunity City
Bulk Water	CPX.0007476-F1	Development of Add Infrastructure 20/21	0	0	60000	EFF	The Opportunity City

Branch	WBS Element	WBS Element Description	Proposed Budget 2018/19	Proposed Budget 2019/20	Proposed Budget 2020/21	Major Fund	IDP SFA Description
Bulk Water	CPX.0009377-F1	Development of Add Infrastructure 21/22	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0009389-F1	Digtebij sewer Installation	1600	0	0	EFF	The Opportunity City
Reticulation	CPX.0007376-F1	Diversion Du Noon Sewer	2500	2500	0	EFF	The Opportunity City
Reticulation	CPX.0009434-F1	Doordekraal Sewer Pumpstation	0	0	5000	EFF	The Opportunity City
Wastewater	CPX.0007428-F1	Expansion of WWTW (2019)	0	0	0	EFF	The Opportunity City
Wastewater	CPX.0007429-F1	Expansion of WWTW (2020)	0	0	0	EFF	The Opportunity City
Wastewater	CPX.0010428-F1	Expansion of WWTW (2021)	0	0	3000	EFF	The Opportunity City
Wastewater	CPX.0010429-F1	Expansion of WWTW (2022)	0	0	0	EFF	The Opportunity City
Wastewater	CPX.0009633-F1	Fisantekraal WWTW	0	0	0	EFF	The Opportunity City
Wastewater	CPX.0009633-F2	Fisantekraal WWTW	0	0	0	CGD	The Opportunity City
Reticulation	CPX.0007411-F1	Gordons Bay Beach Front Sewer	3300	0	0	EFF	The Opportunity City
Reticulation	CPX.0009390-F1	Gordon's Bay Firlands Sewerage Services	0	500	5000	EFF	The Opportunity City
Reticulation	CPX.0009432-F1	Gordon's Bay Sewer Rising Main	0	500	15000	EFF	The Opportunity City
Reticulation	CPX.0009438-F1	Gordon's Bay Sewers Upgrade	500	12000	0	EFF	The Opportunity City
Reticulation	CPX.0007380-F1	Harmony Park	2500	0	0	EFF	The Opportunity City
Bulk Water	CPX.0009469-F1	Helderberg/Faure Scheme	800	7000	50000	EFF	The Opportunity City
Reticulation	CPX.0007402-F1	Hillary Close Sewer	1500	0	0	EFF	The Opportunity City
Wastewater	CPX.0002291-F1	Infrastructure Replace/Refurbish - WWTW	25000	0	0	EFF	The Opportunity City
Wastewater	CPX.0002291-F2	Infrastructure Replace/Refurbish - WWTW	5000	0	0	CGD	The Opportunity City
Wastewater	CPX.0006613-F1	Infrastructure Replace/Refurbish - WWTW	0	45000	0	EFF	The Opportunity City

Branch	WBS Element	WBS Element Description	Proposed Budget 2018/19	Proposed Budget 2019/20	Proposed Budget 2020/21	Major Fund	IDP SFA Description
Wastewater	CPX.0006613-F2	Infrastructure Replace/Refurbish - WWTW	0	15000	0	CGD	The Opportunity City
Wastewater	CPX.0006615-F1	Infrastructure Replace/Refurbish - WWTW	0	0	80000	EFF	The Opportunity City
Wastewater	CPX.0013434-F1	Infrastructure Replace/Refurbish - WWTW	0	0	0	EFF	The Opportunity City
Wastewater	CPX.0013434-F2	Infrastructure Replace/Refurbish - WWTW	0	0	0	CGD	The Opportunity City
Wastewater	C12.86059-F1	Macassar WWTW Extension	25000	50000	30000	EFF	The Opportunity City
Wastewater	C12.86059-F2	Macassar WWTW Extension	0	10000	5700	CGD	The Opportunity City
Reticulation	CPX.0007405-F1	Main Rd Clovelly Simonstown	12000	9500	20000	EFF	The Opportunity City
Wastewater	C14.86043-F1	Melkbos WWTW-Effluent Disinfection	12000	30000	0	EFF	The Opportunity City
Fin & Comm	CPX.0001939-F1	Meter Replacement Programme	270000	0	0	EFF	The Opportunity City
Fin & Comm	CPX.0004933-F1	Meter Replacement Programme	0	270000	0	EFF	The Opportunity City
Fin & Comm	CPX.0006473-F1	Meter Replacement Programme	0	0	280000	EFF	The Opportunity City
Fin & Comm	CPX.0009317-F1	Meter Replacement Programme	0	0	0	EFF	The Opportunity City
Wastewater	C13.86010-F1	Mitchells Plain WWTW-Improvements Phase2	0	20000	0	EFF	The Opportunity City
Wastewater	C13.86010-F2	Mitchells Plain WWTW-Improvements Phase2	2000	1000	54700	CGD	The Opportunity City
Wastewater	CPX.0011021-F1	Mitchells Plain WWTW-reuse PS extension	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0008005-F1	Network Repl: Oakdale Various streets	1047	0	0	EFF	The Opportunity City
Reticulation	CPX.0008008-F1	Network Repl:Brackenfell 100mm(D6-UPSZ)	5000	0	0	EFF	The Opportunity City
Reticulation	CPX.0008007-F1	Network Repl:Brackenfell 75mm(D6-UPSZ)	12984.7	0	0	EFF	The Opportunity City
Reticulation	CPX.0009436-F1	Network Repl:Gordon's Bay Firlands Retic	0	500	5000	EFF	The Opportunity City
Reticulation	CPX.0008011-F1	Network Repl:Gugulethu 150mm (D5,7&8)	4000	0	0	EFF	The Opportunity City

Branch	WBS Element	WBS Element Description	Proposed Budget 2018/19	Proposed Budget 2019/20	Proposed Budget 2020/21	Major Fund	IDP SFA Description
Reticulation	CPX.0008009-F1	Network Repl:Manenberg var.Roads(D5,7&8)	629.5	0	0	EFF	The Opportunity City
Reticulation	CPX.0007407-F1	New Brakkloof Reservoir	500	20000	5000	EFF	The Opportunity City
Wastewater	C12.86075-F1	Northern Regional Sludge Facility	20785.49	20000	30000	EFF	The Opportunity City
Wastewater	C12.86075-F2	Northern Regional Sludge Facility	500	10000	30000	CGD	The Opportunity City
Bulk Water	CPX.0003893-F2	OSEC (Electrolytic Chlorination Infr)	500	500	0	CGD	The Opportunity City
Bulk Water	CPX.0003893-F1	OSEC (Electrolytic Chlorination Infr)	2150	2000	6000	EFF	The Opportunity City
Reticulation	CPX.0009823-F1	Paardevelei Development - Bulk Sewer	0	494.313	2496.532	CGD	The Opportunity City
Reticulation	CPX.0009823-F3	Paardevelei Development - Bulk Sewer	0	404.438	2496.532	CRR	The Opportunity City
Reticulation	CPX.0009700-F2	Paardevelei Development - Bulk Water	0	1100	11448.373	CGD	The Opportunity City
Reticulation	CPX.0009700-F3	Paardevelei Development - Bulk Water	0	1100	6448.373	CRR	The Opportunity City
Reticulation	CPX.0007409-F1	Peligrini Sewer Pumpstation Diversion	6000	2000	0	EFF	The Opportunity City
Reticulation	C14.86001-F1	Penhill Sewer Installation	7000	12500	0	EFF	The Opportunity City
Reticulation	C11.86060-F1	Philippi Collector Sewer	5000	24000	24000	EFF	The Opportunity City
Reticulation	C11.86060-F3	Philippi Collector Sewer	36000	57000	17000	CGD	The Opportunity City
Wastewater	C11.86063-F1	Potsdam WWTW - Extension	35000	106000	180000	EFF	The Opportunity City
Wastewater	C11.86063-F3	Potsdam WWTW - Extension	100	0	0	CGD	The Opportunity City
WDM	CPX.0001907-F1	Pressure Management: COCT 18/19	22430	0	0	EFF	The Opportunity City
WDM	CPX.0004867-F1	Pressure Management: COCT 19/20	0	15000	0	EFF	The Opportunity City
WDM	CPX.0006453-F1	Pressure Management: COCT 20/21	0	0	15000	EFF	The Opportunity City
WDM	CPX.0010427-F1	Pressure Management: COCT 21/22	0	0	0	EFF	The Opportunity City

Branch	WBS Element	WBS Element Description	Proposed Budget 2018/19	Proposed Budget 2019/20	Proposed Budget 2020/21	Major Fund	IDP SFA Description
Scientific Services	CPX.0007773-F1	Refurbishment of Labs	0	0	300	EFF	The Opportunity City
Reticulation	CPX.0011141-F1	Rehab of Main Sewer pipelines	0	0	0	CGD	The Opportunity City
Reticulation	CPX.0002892-F2	Repl & Upgr Sew Pump Station	0	0	0	CGD	The Opportunity City
Reticulation	CPX.0002893-F1	Repl & Upgr Sew Pump Station	15000	0	0	EFF	The Opportunity City
Reticulation	CPX.0002893-F2	Repl & Upgr Sew Pump Station	3000	0	0	CGD	The Opportunity City
Reticulation	CPX.0005618-F1	Repl & Upgr Sew Pump Station	0	20000	20000	EFF	The Opportunity City
Reticulation	CPX.0005618-F2	Repl & Upgr Sew Pump Station	0	3000	0	CGD	The Opportunity City
Reticulation	CPX.0010452-F2	Repl & Upgr Sew Pump Station	0	0	5000	CGD	The Opportunity City
Reticulation	CPX.0010453-F1	Repl & Upgr Sew Pump Station	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0003849-F1	Replace & Upgr Sewer Network (Citywide)	108400	0	0	EFF	The Opportunity City
Reticulation	CPX.0003849-F2	Replace & Upgr Sewer Network (Citywide)	0	0	0	CGD	The Opportunity City
Reticulation	CPX.0007774-F1	Replace & Upgr Sewer Network (Citywide)	0	168500	0	EFF	The Opportunity City
Reticulation	CPX.0007774-F2	Replace & Upgr Sewer Network (Citywide)	0	3000	0	CGD	The Opportunity City
Reticulation	CPX.0010418-F1	Replace & Upgr Sewer Network (Citywide)	3000	0	5000	CGD	The Opportunity City
Reticulation	CPX.0010418-F2	Replace & Upgr Sewer Network (Citywide)	0	0	205500	EFF	The Opportunity City
Reticulation	CPX.0010421-F1	Replace & Upgr Sewer Network (Citywide)	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0002879-F1	Replace & Upgr Water Network (City Wide)	0	129500	0	EFF	The Opportunity City
Reticulation	CPX.0002879-F2	Replace & Upgr Water Network (City Wide)	0	0	0	CGD	The Opportunity City
Reticulation	CPX.0003864-F1	Replace & Upgr Water Network (City Wide)	76338.8	0	0	EFF	The Opportunity City
Reticulation	CPX.0003864-F2	Replace & Upgr Water Network (City Wide)	0	5000	6000	CGD	The Opportunity City

Branch	WBS Element	WBS Element Description	Proposed Budget 2018/19	Proposed Budget 2019/20	Proposed Budget 2020/21	Major Fund	IDP SFA Description
Reticulation	CPX.0003896-F1	Replace & Upgr Water Network (City Wide)	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0008976-F1	Replace & Upgr Water Network (City Wide)	3000	0	0	CGD	The Opportunity City
Reticulation	CPX.0008976-F2	Replace & Upgr Water Network (City Wide)	0	0	175000	EFF	The Opportunity City
Reticulation	CPX.0010472-F2	Replace & Upgr Water Network (City Wide)	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0008979-F1	Sandvlei: Macassar Provision of Services	2500	1500	0	CGD	The Opportunity City
Reticulation	CPX.0008979-F2	Sandvlei: Macassar Provision of Services	2500	1500	0	EFF	The Opportunity City
Wastewater	C12.86094-F1	Scottsdale WWTW	20016.872	18149.986	0	CGD	The Opportunity City
Reticulation	CPX.0010454-F1	Sewer Projects as per Master Plan	0	0	15000	EFF	The Opportunity City
Reticulation	CPX.0010455-F1	Sewer Projects as per Master Plan	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0003968-F1	Sewer Projects as per Master Plan 18/19	2000	0	0	EFF	The Opportunity City
Reticulation	CPX.0005620-F1	Sewer Projects as per Master Plan 19/20	0	5000	0	EFF	The Opportunity City
Reticulation	CPX.0009433-F1	Sir Lowry's Pass parallel sewer	0	500	4500	EFF	The Opportunity City
Bulk Water	CPX.0003895-F1	Steenbras Reservoir	500	500	4600	EFF	The Opportunity City
Reticulation	CPX.0009435-F1	Strand Seawall sewer and pumping station	5000	3000	0	EFF	The Opportunity City
Bulk Water	CPX.0010518-F1	Table Mountain Group Aquifer	720000	0	0	EFF	The Opportunity City
Reticulation	CPX.0013462-F1	Telemetry Automation (Retic)	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0010542-F1	Telemetry Automation (Retic)	0	3000	0	EFF	The Opportunity City
Reticulation	CPX.0010543-F1	Telemetry Automation (Retic)	0	0	3000	EFF	The Opportunity City
Reticulation	CPX.0002128-F1	Telemetry Automation (Retic)	3000	0	0	EFF	The Opportunity City
Wastewater	CPX.0007932-F1	Threchless Rehab: Black-Mac network	0	0	0	CGD	The Opportunity City

Branch	WBS Element	WBS Element Description	Proposed Budget 2018/19	Proposed Budget 2019/20	Proposed Budget 2020/21	Major Fund	IDP SFA Description
Reticulation	CPX.0003984-F1	TOC Infrastructure Development	0	500	0	EFF	The Opportunity City
Reticulation	CPX.0010459-F1	TOC Infrastructure Development	0	0	1000	EFF	The Opportunity City
Reticulation	CPX.0010460-F1	TOC Infrastructure Development	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0003983-F1	TOC Infrastructure Development	500	0	0	EFF	The Opportunity City
WDM	CPX.0001923-F1	Treated Effluent: Reuse & Inf Upgrades	20000	0	0	EFF	The Opportunity City
WDM	CPX.0004868-F1	Treated Effluent: Reuse & Inf Upgrades	0	25000	0	EFF	The Opportunity City
WDM	CPX.0006454-F1	Treated Effluent: Reuse & Inf Upgrades	0	0	20000	EFF	The Opportunity City
WDM	CPX.0010431-F1	Treated Effluent: Reuse & Inf Upgrades	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0007423-F1	Upgrade Andrag Supply System	5000	6000	0	EFF	The Opportunity City
Wastewater	C13.86002-F1	Upgrade clarifiers - Bellville WWTW	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0005844-F1	Upgrade Reservoirs City Wide	9000	0	0	EFF	The Opportunity City
Reticulation	CPX.0007775-F1	Upgrade Reservoirs City Wide	0	4000	0	EFF	The Opportunity City
Reticulation	CPX.0010461-F1	Upgrade Reservoirs City Wide	0	0	5000	EFF	The Opportunity City
Reticulation	CPX.0010462-F1	Upgrade Reservoirs City Wide	0	0	0	EFF	The Opportunity City
Fin & Comm	CPX.0001950-F2	Water Meters New Connections	0	0	0	CRR	The Opportunity City
Fin & Comm	CPX.0004934-F1	Water Meters New Connections	0	12000	0	CGD	The Opportunity City
Fin & Comm	CPX.0004934-F2	Water Meters New Connections	0	0	0	CRR	The Opportunity City
Fin & Comm	CPX.0004934-F3	Water Meters New Connections	0	10000	0	CGD	The Opportunity City
Fin & Comm	CPX.0004935-F2	Water Meters New Connections	0	0	12000	CGD	The Opportunity City
Fin & Comm	CPX.0004935-F3	Water Meters New Connections	0	0	10000	CGD	The Opportunity City

Branch	WBS Element	WBS Element Description	Proposed Budget 2018/19	Proposed Budget 2019/20	Proposed Budget 2020/21	Major Fund	IDP SFA Description
Fin & Comm	CPX.0009318-F2	Water Meters New Connections	0	0	0	CGD	The Opportunity City
Fin & Comm	CPX.0009318-F3	Water Meters New Connections	0	0	0	CGD	The Opportunity City
Fin & Comm	CPX.0001950-F1	Water Meters New Connections	12000	0	0	CGD	The Opportunity City
Fin & Comm	CPX.0001950-F3	Water Meters New Connections	7000	0	0	CGD	The Opportunity City
Reticulation	CPX.0003971-F1	Water Projects as per Master Plan 18/19	2000	0	0	EFF	The Opportunity City
Reticulation	CPX.0005619-F1	Water Projects as per Master Plan 19/20	0	5000	0	EFF	The Opportunity City
Reticulation	CPX.0010463-F1	Water Projects as per Master Plan 20/21	0	0	15000	EFF	The Opportunity City
Reticulation	CPX.0010464-F1	Water Projects as per Master Plan 21/22	0	0	0	EFF	The Opportunity City
Bulk Water	CPX.0010521-F1	Water Reclamation from Waste Water	0	0	0	EFF	The Opportunity City
Reticulation	C12.86082-F1	Water Supply at Baden Powell Dr to Khaye	22000	56000	0	CGD	The Opportunity City
Wastewater	C14.86044-F1	Wesfleur WWTW-Capacity Extension	0	20000	0	EFF	The Opportunity City
Wastewater	C14.86044-F2	Wesfleur WWTW-Capacity Extension	40000	0	0	CGD	The Opportunity City
Wastewater	CPX.0010426-F1	Wildevoelevlei WWTW-Upgrade dewatering	0	10000	5000	EFF	The Opportunity City
Wastewater	CPX.0007930-F1	Zandvliet WWTW: Membrane Bio Reactor	0	0	0	CGD	The Opportunity City
Wastewater	CPX.0007929-F1	Zandvliet WWTW: Prim Treatment & Sludge	185753.49	300300	112300	EFF	The Opportunity City
Wastewater	CPX.0007929-F2	Zandvliet WWTW: Prim Treatment & Sludge	180746.51	137300	40000	CGD	The Opportunity City
Wastewater	C10.86033-F1	Zandvliet WWTW-Extension	0	0	161400	EFF	The Opportunity City
Wastewater	C10.86033-F3	Zandvliet WWTW-Extension	0	0	74000	CGD	The Opportunity City
Reticulation	C14.86059-F1	Zevenwacht Reservoir and Network	3000	3000	2000	EFF	The Opportunity City
Reticulation	C14.86059-F2	Zevenwacht Reservoir and Network	6000	6000	0	CRR	The Opportunity City

Branch	WBS Element	WBS Element Description	Proposed Budget 2018/19	Proposed Budget 2019/20	Proposed Budget 2020/21	Major Fund	IDP SFA Description
Catchment & Stormwater	CPX.0013464-F1	GSM General Stormwater Projects	900	0	0	EFF	The Opportunity City
Catchment & Stormwater	CPX.0013465-F1	GSM General Stormwater Projects	0	900	0	EFF	The Opportunity City
Catchment & Stormwater	CPX.0013506-F1	GSM General Stormwater Projects	0	0	10000	EFF	The Opportunity City
Catchment & Stormwater	CPX.0013507-F1	GSM General Stormwater Projects	0	0	0	EFF	The Opportunity City
Catchment & Stormwater	CPX.0012948-F1	Sir Lowry's Pass River Upgrade	31000	3500	3000	CGD	The Opportunity City
Catchment & Stormwater	CPX.0012948-F2	Sir Lowry's Pass River Upgrade	0	147000	114000	EFF	The Opportunity City
Catchment & Stormwater	CPX.0012958-F1	Rehab of Sir Lowry's Pass Road	0	0	3000	CGD	The Opportunity City
Catchment & Stormwater	CPX.0012962-F1	Paardevelei Project - Stormwater	675	5500	9000	CGD	The Opportunity City
Catchment & Stormwater	CPX.0012962-F2	Paardevelei Project - Stormwater	825	5500	0	EFF	The Opportunity City
Catchment & Stormwater	CPX.0013508-F1	Stormwater Rehabilitation/Improvements	5000	0	0	CGD	The Opportunity City
Catchment & Stormwater	CPX.0013509-F1	Stormwater Rehabilitation/Improvements	0	5000	0	CGD	The Opportunity City
Catchment & Stormwater	CPX.0013019-F1	Flood Alleviation - Lourens River	10000	10000	15000	EFF	The Opportunity City
Catchment & Stormwater	CPX.0013021-F1	Vlakteplaas Bulk Stormwater	3000	500	0	CGD	The Opportunity City

### SFA 3: The Caring City

Branch	WBS Element	WBS Element Description	Proposed Budget 2018/19	Proposed Budget 2019/20	Proposed Budget 2020/21	Major Fund	IDP SFA Description
Reticulation	CPX.0005718-F1	Bulk Sewer (Housing Projects)	26800	0	0	CGD	The Caring City
Reticulation	CPX.0007761-F1	Bulk Sewer (Housing Projects)	0	28500	0	CGD	The Caring City
Reticulation	CPX.0010522-F1	Bulk Sewer (Housing Projects)	0	0	15000	CGD	The Caring City
Reticulation	CPX.0010956-F1	Bulk Sewer IY Emergency Project	0	0	0	CGD	The Caring City
Reticulation	CPX.0003987-F1	Bulk Water (Housing Projects) 1819	6000	0	0	CGD	The Caring City
Reticulation	CPX.0007772-F1	Bulk Water (Housing Projects) 1920	0	4000	0	CGD	The Caring City
Reticulation	CPX.0010523-F1	Bulk Water (Housing Projects) 2122	0	0	0	CGD	The Caring City
Reticulation	CPX.0010957-F1	Bulk Water IY Emergency Project	0	0	5000	CGD	The Caring City

## SFA 5: The Well-Run City

Branch	WBS Element	WBS Element Description	Proposed Budget 2018/19	Proposed Budget 2019/20	Proposed Budget 2020/21	Major Fund	IDP SFA Description
Wastewater	CPX.0004962-F1	Admin,storage and mess upgrading	0	5000	0	EFF	The Well-Run City
Bulk Water	CPX.0013414-F1	Athlone Plant Re-use	1250000	1250000	0	EFF	The Well-Run City
Bulk Water	CPX.0011037-F1	Bellville Plant Re-use	0	100000	200000	EFF	The Well-Run City
Bulk Water	CPX.0011039-F1	Cape Flats Plant Re-use	800000	800000	900000	EFF	The Well-Run City
EAM	CPX.0009536-F1	EAM Depot Realignment - 5 Nodal System	0	46000	0	EFF	The Well-Run City
EAM	CPX.0009537-F1	EAM Depot Realignment - 5 Nodal System	0	0	46000	EFF	The Well-Run City
EAM	CPX.0009538-F1	EAM Depot Realignment - 5 Nodal System	0	0	0	EFF	The Well-Run City
EAM	CPX.0012971-F1	EAM Depot Realignment - 5 Nodal System	0	0	0	EFF	The Well-Run City
EAM	CPX.0009534-F1	EAM Depot Realignment - 5 Nodal System	40000	0	0	EFF	The Well-Run City
Reticulation	CPX.0002104-F1	Furniture & Equipment: Additional	0	0	0	EFF	The Well-Run City
Reticulation	CPX.0004937-F1	Furniture & Equipment: Additional	0	0	0	EFF	The Well-Run City
Support Services	CPX.0011227-F1	Furniture & Equipment: Additional	0	750	0	EFF	The Well-Run City
Support Services	CPX.0011228-F1	Furniture & Equipment: Additional	0	0	1500	EFF	The Well-Run City
Reticulation	CPX.0013435-F1	Furniture & Equipment: Additional	0	0	0	EFF	The Well-Run City
Support Services	CPX.0011226-F1	Furniture & Equipment: Additional	500	0	0	EFF	The Well-Run City
Reticulation	CPX.0002107-F1	IT: System, Infra. Equipment: Additional	0	0	0	EFF	The Well-Run City
Reticulation	CPX.0004938-F1	IT: System, Infra. Equipment: Additional	0	0	0	EFF	The Well-Run City
Support Services	CPX.0010430-F1	IT: System, Infra. Equipment: Additional	0	0	0	EFF	The Well-Run City
Support Services	CPX.0011224-F1	IT: System, Infrastructure Equipment	0	8000	0	EFF	The Well-Run City
Support Services	CPX.0011225-F1	IT: System, Infrastructure Equipment	0	0	8000	EFF	The Well-Run City
Support Services	CPX.0011223-F1	IT: System, Infrastructure Equipment	28000	0	0	EFF	The Well-Run City
Scientific Services	CPX.0001868-F1	Laboratory Equipment: Additional	3500	0	0	EFF	The Well-Run City
Scientific	CPX.0004895-F1	Laboratory Equipment: Additional	0	4000	0	EFF	The Well-Run City

Branch	WBS Element	WBS Element Description	Proposed Budget 2018/19	Proposed Budget 2019/20	Proposed Budget 2020/21	Major Fund	IDP SFA Description
Services							
Scientific Services	CPX.0009291-F1	Laboratory Equipment: Additional	0	0	0	EFF	The Well-Run City
Scientific Services	CPX.0010387-F1	Laboratory Equipment: Additional	0	0	4000	EFF	The Well-Run City
Bulk Water	CPX.0011040-F1	Macassar Plant Re-use	750000	0	0	EFF	The Well-Run City
Bulk Water	CPX.0001898-F1	Plant & Equipment Additional 18/19	750	0	0	EFF	The Well-Run City
Bulk Water	CPX.0004943-F1	Plant & Equipment Additional 19/20	0	750	0	EFF	The Well-Run City
Bulk Water	CPX.0006466-F1	Plant & Equipment Additional 20/21	0	0	750	EFF	The Well-Run City
Bulk Water	CPX.0009467-F1	Plant & Equipment Additional 21/22	0	0	0	EFF	The Well-Run City
Bulk Water	CPX.0011036-F1	Potsdam Plant Re-use	322000	0	0	EFF	The Well-Run City
Scientific Services	CPX.0001861-F1	Refurbishment of Labs	300	0	0	EFF	The Well-Run City
Scientific Services	CPX.0004898-F1	Refurbishment of Labs	0	300	0	EFF	The Well-Run City
Scientific Services	CPX.0009375-F1	Refurbishment of Labs	0	0	0	EFF	The Well-Run City
Reticulation	CPX.0007431-F1	Regional resources development	2000	0	0	EFF	The Well-Run City
Reticulation	CPX.0007502-F1	Regional resources development	0	2000	0	EFF	The Well-Run City
Reticulation	CPX.0007503-F1	Regional resources development	0	0	3000	EFF	The Well-Run City
Reticulation	CPX.0010451-F1	Regional resources development	0	0	0	EFF	The Well-Run City
Bulk Water	CPX.0001786-F1	Replacement of Plant & Equipment 18/19	500	0	0	EFF	The Well-Run City
Bulk Water	CPX.0004928-F1	Replacement of Plant & Equipment 19/20	0	750	0	EFF	The Well-Run City
Bulk Water	CPX.0006467-F1	Replacement of Plant & Equipment 20/21	0	0	750	EFF	The Well-Run City
Bulk Water	CPX.0009466-F1	Replacement of Plant & Equipment 21/22	0	0	0	EFF	The Well-Run City
EAM	CPX.0009485-F1	Replacement Vehicles - FY 18/19	10000	0	0	EFF	The Well-Run City
EAM	CPX.0009473-F1	Replacement Vehicles - FY 19/20	0	10000	0	EFF	The Well-Run City
EAM	CPX.0009475-F1	Replacement Vehicles - FY 20/21	0	0	10000	EFF	The Well-Run City
EAM	CPX.0009657-F1	Replacement Vehicles - FY 21/22	0	0	0	EFF	The Well-Run City
Reticulation	CPX.0007372-F1	Small Plant & Equip: Additional (Retic)	2000	0	0	EFF	The Well-Run City
Reticulation	CPX.0007373-F1	Small Plant & Equip: Additional (Retic)	0	2000	0	EFF	The Well-Run City
Reticulation	CPX.0007374-F1	Small Plant & Equip: Additional (Retic)	0	0	2000	EFF	The Well-Run City
Reticulation	CPX.0010456-F1	Small Plant & Equip: Additional (Retic)	0	0	0	EFF	The Well-Run City
EAM	CPX.0004520-F1	Specialised Equipment: Additional	0	3500	0	EFF	The Well-Run City
EAM	CPX.0006503-F1	Specialised Equipment: Additional	0	0	4500	EFF	The Well-Run City

Branch	WBS Element	WBS Element Description	Proposed Budget 2018/19	Proposed Budget 2019/20	Proposed Budget 2020/21	Major Fund	IDP SFA Description
EAM	CPX.0009484-F1	Specialised Equipment: Additional	0	0	0	EFF	The Well-Run City
EAM	CPX.0012973-F1	Specialised equipment: Additional	0	0	0	EFF	The Well-Run City
EAM	CPX.0002110-F1	Specialised Equipment: Additional	3500	0	0	EFF	The Well-Run City
Wastewater	CPX.0006616-F1	Sundry Equip: Additional various WWTW	0	0	300	EFF	The Well-Run City
Wastewater	CPX.0013463-F1	Sundry Equip: Additional various WWTW	0	0	0	EFF	The Well-Run City
Wastewater	CPX.0002357-F1	Sundry Equip: Additional various WWTW	300	0	0	EFF	The Well-Run City
EAM	CPX.0004932-F1	Vehicles, Plant Equip: Additional	0	30000	0	EFF	The Well-Run City
EAM	CPX.0006504-F1	Vehicles, Plant Equip: Additional	0	0	30000	EFF	The Well-Run City
EAM	CPX.0009483-F1	Vehicles, Plant Equip: Additional	0	0	0	EFF	The Well-Run City
EAM	CPX.0012970-F1	Vehicles, Plant Equip: Additional	0	0	0	EFF	The Well-Run City
EAM	CPX.0002127-F1	Vehicles, Plant Equip: Additional	30000	0	0	EFF	The Well-Run City
Fin & Comm	CPX.0001972-F1	WS contingency provision - Insurance	750	0	0	REVENUE	The Well-Run City
Fin & Comm	CPX.0004936-F1	WS contingency provision - Insurance	0	1000	0	REVENUE	The Well-Run City
Fin & Comm	CPX.0006472-F1	WS contingency provision - Insurance	0	0	1000	REVENUE	The Well-Run City
Fin & Comm	CPX.0009320-F1	WS contingency provision - Insurance	0	0	0	REVENUE	The Well-Run City
Bulk Water	CPX.0011035-F1	Zandvliet Plant Re-use	500000	650000	0	EFF	The Well-Run City

	B	C	D	E	F	H	K	L	M	N	O	P	Q	R	S
1	ANNEXURE A														
2	2018/2019 Water and Sanitation Department's SDBIP														
3	Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator	Baseline 2016/17	Annual Target 2017/18	Annual Target 2018/19	QUARTERLY TARGETS				Capex Budget	Responsible Person/s	Comments
4	Pillar & Corporate Objective	CSC Indicator no.							30 Sep 2018	31 Dec 2018	31 Mar 2019	30 Jun 2019			
5	SFA 1 Opportunity City		Corporate Services	1.3 Economic inclusion	Number of external trainee and bursary opportunities (excluding apprentices)	175	95	95	40	60	70	95		Mangaliso Sofisa	
6	SFA 1 Opportunity City		Corporate Services	1.3 Economic inclusion	Number of apprentices	37	20	20	10	15	18	20		Mangaliso Sofisa	
7	SFA 1 Opportunity City	(1.F)	Social Services	1.3 Economic inclusion	Number of Expanded Public Works Programme (EPWP) work opportunities created	5 971	2 100	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval		Peter Flower Contact person: Lucrecia Adams	Decrease in target compared to pre-2017/18 because EPWP workers employed in informal settlements now part of new Informal Settlements and Backyarders Department.
8	SFA 1 Opportunity City	(1.G)	Corporate Services	1.3 Economic inclusion	Percentage budget spent on implementation of Workplace Skills Plan	98.48%	95%	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval		Mangaliso Sofisa	
9	SFA 1 Opportunity City		Social Services	1.3 Economic inclusion	Number of Full Time Equivalent (FTE) work opportunities created	New	340	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval		Lucrecia Adams	
10	SFA 1 Opportunity City	1.H	ISWWS	1.4 Resource Efficiency and Security	1.H Percentage compliance with drinking water quality standards	99.65%	98%	98%	98%	98%	98%	98%		Barry Wood	
11	SFA 1 Opportunity City		ISWWS	1.4 Resource Efficiency and Security	Percentage non-revenue water	24.62%	≤ 25%	≤ 25%	≤ 25%	≤ 25%	≤ 25%	≤ 25%		Peter Flower Contact person: Zolile Basholo	
12	SFA 1 Opportunity City		ISWWS	1.4 Resource Efficiency and Security	Per capita water consumption (in litres per day)	New	≤ 215	≤ 190	≤ 190	≤ 190	≤ 190	≤ 190		Peter Flower Contact person: Zolile Basholo	DWS national target is 173 l/c/d by 2025.
13	SFA 1 Opportunity City		ISWWS	1.4 Resource Efficiency and Security	Transitioning to a Water Sensitive City: benchmarking, vision and strategy - percentage progress against project milestones	New	New	50%	12.5%	25%	37.5%	50%		Conrad Frehse	New Catchment and Stormwater Management indicator. Reflects percentage progress against project milestones for a two year project with Western Cape Government, commencing 2018/19.
14	SFA 1 Opportunity City		ISWWS	1.4 Resource Efficiency and Security	Lourens River five year recurrence flood alleviation project - percentage progress against project milestones	New	New	85%	77.5%	80%	82.5%	85%		Conrad Frehse	New Catchment and Stormwater Management indicator. Reflects percentage progress against project milestones.
15	SFA 3 Caring City	(3.A)	ISWWS	3.1 Excellence in Basic Service delivery	Community satisfaction survey (Score 1 - 5) - Water and Sanitation	New	2.9	2.9	Annual	Annual	Annual	2.9		Peter Flower	Community satisfaction survey (Score 1 - 5) for all Water and Sanitation related items. Based on latest available community satisfaction survey.
16	SFA 3 Caring City	3.B	ISWWS	3.1 Excellence in Basic Service delivery	3.B Number of outstanding valid applications for water services expressed as a percentage of total number of billings for the service	0.33%	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%		Bertus Saayman	

	B	C	D	E	F	H	K	L	M	N	O	P	Q	R	S
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4	Pillar & Corporate Objective	CSC Indicator no.							30 Sep 2018	31 Dec 2018	31 Mar 2019	30 Jun 2019			
17	SFA 3 Caring City	3.C	ISWWS	3.1 Excellence in Basic Service delivery	3.C Number of outstanding valid applications for sewerage services expressed as a percentage of total number of billings for the service	0.37%	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%		Bertus Saayman	
18	SFA 3 Caring City	(3.F)	Corporate Services	3.1 Excellence in Basic Service delivery	Percentage adherence to Citywide service requests	100%	90%	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval		Pierre Maritz	
19	SFA 3 Caring City		ISWWS	3.1 Excellence in Basic Service delivery	Percentage of potable water reused as treated effluent	8.34%	5%	6%	6%	6%	6%	6%		Zolile Basholo	
20	SFA 3 Caring City		ISWWS	3.1 Excellence in Basic Service delivery	Metres of water reticulation mains replaced this year	27 386	33 000	45 000	4 000	17 000	36 000	45 000	R79.5m	Pierre Maritz	
21	SFA 3 Caring City		ISWWS	3.1 Excellence in Basic Service delivery	Metres of sewer reticulation mains replaced this year	24 866	20 000	28 000	5 000	11 000	19 000	28 000	R65.5m	Pierre Maritz	
22	SFA 3 Caring City		ISWWS	3.1 Excellence in Basic Service delivery	Percentage of water meters read on a monthly basis	89%	85%	85%	85%	85%	85%	85%		Bertus Saayman	
23	SFA 3 Caring City		ISWWS	3.1 Excellence in Basic Service delivery	Wastewater treatment facilities overall percentage compliance with the Department of Water and Sanitation's water quality requirements in terms of Regulations 991.	New	New	80%	80%	80%	80%	80%		Kevin Samson	New WWT indicator.
24	SFA 3 Caring City		ISWWS	3.1 Excellence in Basic Service delivery	Water connections metered as a percentage of total connections	New	New	TBD	Annual	Annual	Annual	TBD		Bertus Saayman	New prescribed National Treasury indicator. Number of unmetered connections based on best estimate available.
25	SFA 3 Caring City		ISWWS	3.1 Excellence in Basic Service delivery	Blue Drop score for the municipality	95.86%	95%	95%	Annual	Annual	Annual	95%		Peter Flower	
26	SFA 4 Inclusive City		Corporate Services	4.3 Building Integrated Communities	Percentage adherence to EE target in all appointments (internal & external)	98.48%	85%	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval		Mangaliso Sofisa	
27	SFA 4 Inclusive City		Corporate Services	4.3 Building Integrated Communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	2.80%	2%	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval		Mangaliso Sofisa	

	B	C	D	E	F	H	K	L	M	N	O	P	Q	R	S
1	ANNEXURE A														
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3	Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator	Baseline 2016/17	Annual Target 2017/18	Annual Target 2018/19	QUARTERLY TARGETS				Capex Budget	Responsible Person/s	Comments
4	Pillar & Corporate Objective	CSC Indicator no.							30 Sep 2018	31 Dec 2018	31 Mar 2019	30 Jun 2019			
28	SFA 5 Well-Run City		Corporate Services	5.1 Operational sustainability	Percentage of absenteeism	6%	≤ 5%	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval		Mangaliso Sofisa	
29	SFA 5 Well-Run City	(5.C)	Finance	5.1 Operational sustainability	Percentage spend of capital budget	95.40%	90%	TBD – awaiting Mayoral approval	TBD	TBD	TBD	TBD – awaiting Mayoral approval		Peter Flower  Contact person: Bertus Saayman	Targets will follow finalisation of 2018/19 budget.
30	SFA 5 Well-Run City	(5.D)	Finance	5.1 Operational sustainability	Percentage spend on repairs and maintenance	113.60%	95%	TBD – awaiting Mayoral approval	TBD	TBD	TBD	TBD – awaiting Mayoral approval		Peter Flower  Contact person: Bertus Saayman	Targets will follow finalisation of 2018/19 budget.
31	SFA 5 Well-Run City		Corporate Services	5.1 Operational sustainability	Percentage OHS incidents reported	3.42%	≤ 5%	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval		Floris Mostert	Targets will follow finalisation of 2018/19 budget.
32	SFA 5 Well-Run City		Corporate Services	5.1 Operational sustainability	Percentage OHS investigations completed	-	100%	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval		Floris Mostert	
33	SFA 5 Well-Run City		Corporate Services	5.1 Operational sustainability	Percentage vacancy rate	11.60%	≤ 7%	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval		Mangaliso Sofisa	
34	SFA 5 Well-Run City		Finance	5.1 Operational sustainability	Percentage of operating budget spent	104.30%	95%	TBD – awaiting Mayoral approval	TBD	TBD	TBD	TBD – awaiting Mayoral approval		Peter Flower  Contact person: Bertus Saayman	Targets will follow finalisation of 2018/19 budget.
35	SFA 5 Well-Run City		Finance	5.1 Operational sustainability	Revenue collected as a percentage of billed amount (Water)	80%	82%	73%	73%	73%	73%	73%		Bertus Saayman	
36	SFA 5 Well-Run City		Finance	5.1 Operational sustainability	Revenue collected as a percentage of billed amount (Sewerage)	92.43%	86%	86%	86%	86%	86%	86%		Bertus Saayman	

	B	C	D	E	F	H	K	L	M	N	O	P	Q	R	S
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3	Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator	Baseline 2016/17	Annual Target 2017/18	Annual Target 2018/19	QUARTERLY TARGETS				Capex Budget	Responsible Person/s	Comments
4	Pillar & Corporate Objective	CSC Indicator no.							30 Sep 2018	31 Dec 2018	31 Mar 2019	30 Jun 2019			
37	SFA 5 Well-Run City		Finance	5.1 Operational sustainability	Percentage of assets verified	98.91%	100%	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval		Bertus Saayman	Reporting commences in 3rd quarter.
38	SFA 5 Well-Run City		Directorate of the Mayor	5.1 Operational sustainability	Percentage Internal Audit findings resolved	60%	75%	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval		Applicable manager	
39	SFA 5 Well-Run City		Directorate of the Mayor	5.1 Operational sustainability	Percentage of Declarations of Interest completed	100%	100%	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval	TBD – awaiting Mayoral approval		Peter Flower Contact person: Applicable manager	
40	<div><div>Director: Water and Sanitation Peter Flower</div><div>Executive Director: Informal Settlements, Water and Waste Services Dr Gisela Kaiser</div><div><div>Date: 15/02/2018</div><div>Date: 26/02/2018</div></div></div>														

# TRANSPORT AND URBAN DEVELOPMENT AUTHORITY: TDA CAPE TOWN



**TDA**  
CAPE TOWN

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



## DIRECTORATE EXECUTIVE SUMMARIES OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2018/2019

**ACTING COMMISSIONER TDA: GERSHWIN  
FORTUNE**

**CONTACT PERSON: JODY VAN WYK**

Website: [www.capetown.gov.za/idp](http://www.capetown.gov.za/idp)

*(for detailed SDBIP)*



CITY OF CAPE TOWN  
ISIXEKO SASEKAPA  
STAD KAAPSTAD

Making progress possible. Together.

## **VISION:**

The City of Cape Town's transport and urban development authority (TDA) was established in January 2017 with its focus to give effect to spatial transformation in the City of Cape Town. During the 2017/18 year, the focus was to ensure that strategic and regulatory alignment to ensure integration and change the development approach to enable this transformation. Going forward these tools need to be strengthened and implementation enabled to ensure excellence in service delivery. The vision of TDA primarily focuses on four of the 11 Transformational Priorities that emanate out of the Organisational Development and Transformation Plan (ODTP), namely:

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

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



**CITY OF CAPE TOWN  
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STAD KAAPSTAD**

**Making progress possible. Together.**

# TDA Mandate

## By-law No. 7716

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

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

# CONTENTS

1.	EXECUTIVE SUMMARY .....	5
2.	ORGANOGRAM, PURPOSE AND SERVICE MANDATE OF TDA CAPE TOWN.....	6
3.	STRATEGIC ALIGNMENT TO THE IDP .....	13
4.	PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN .....	16
6.	RESOURCES .....	18
6.1	Senior management capability and structure.....	18
6.2	<b>Financial Information</b> .....	18
	<b>This section to be updated once final financial information becomes available.</b> .....	
6.3	Major Features of Expenditure.....	19
7.	RISK ASSESSMENT.....	22
8.	OBJECTIVES AND INDICATORS OF THE TDA SCORECARD .....	22
9.	AUTHORISATION .....	22
10.	APPENDICES: Annexure A: Draft 2017/2018 TDA SCORECARD .....	22

## 1. EXECUTIVE SUMMARY

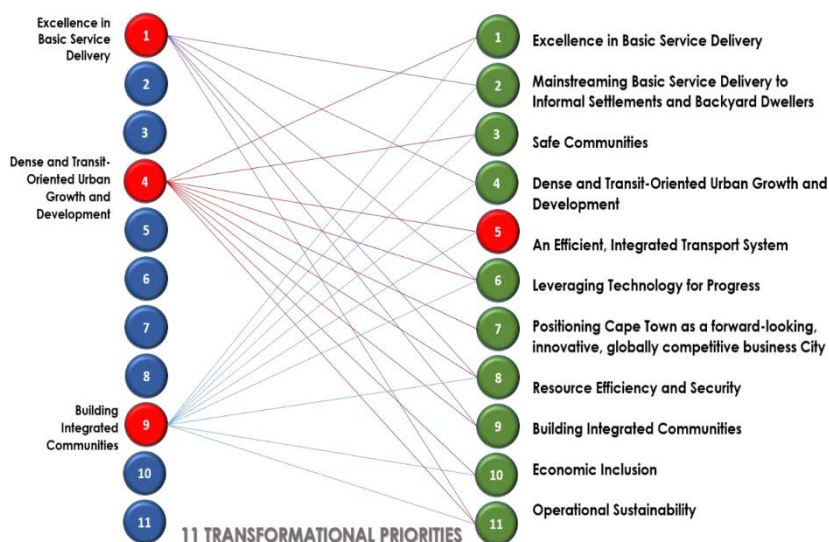
Last year (2017) the City took a bold step to establish the Transport and Urban Development Authority, known as TDA Cape Town, by combining the functions of transport, urban development and elements of human settlements into one sphere of control, with the overarching aim of socially, economically and spatially transforming the City and reversing the effects of apartheid. TDA Cape Town will be one of the most exciting spaces in the City of Cape Town. It will be responsible for implementing our Transit Oriented Development (TOD) Strategic Framework thereby curbing urban sprawl and allowing for densification and intensification and reducing the cost of access.

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

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

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

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



3. The Cape Town Spatial Development Framework Review: The third strategic component that is under review is the MSDF. It is critical that this review takes into account the 11 Transformational Priorities of the IDP as well as the

parameters in the BEPP that need to be taken forward in the medium to Long Term.

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

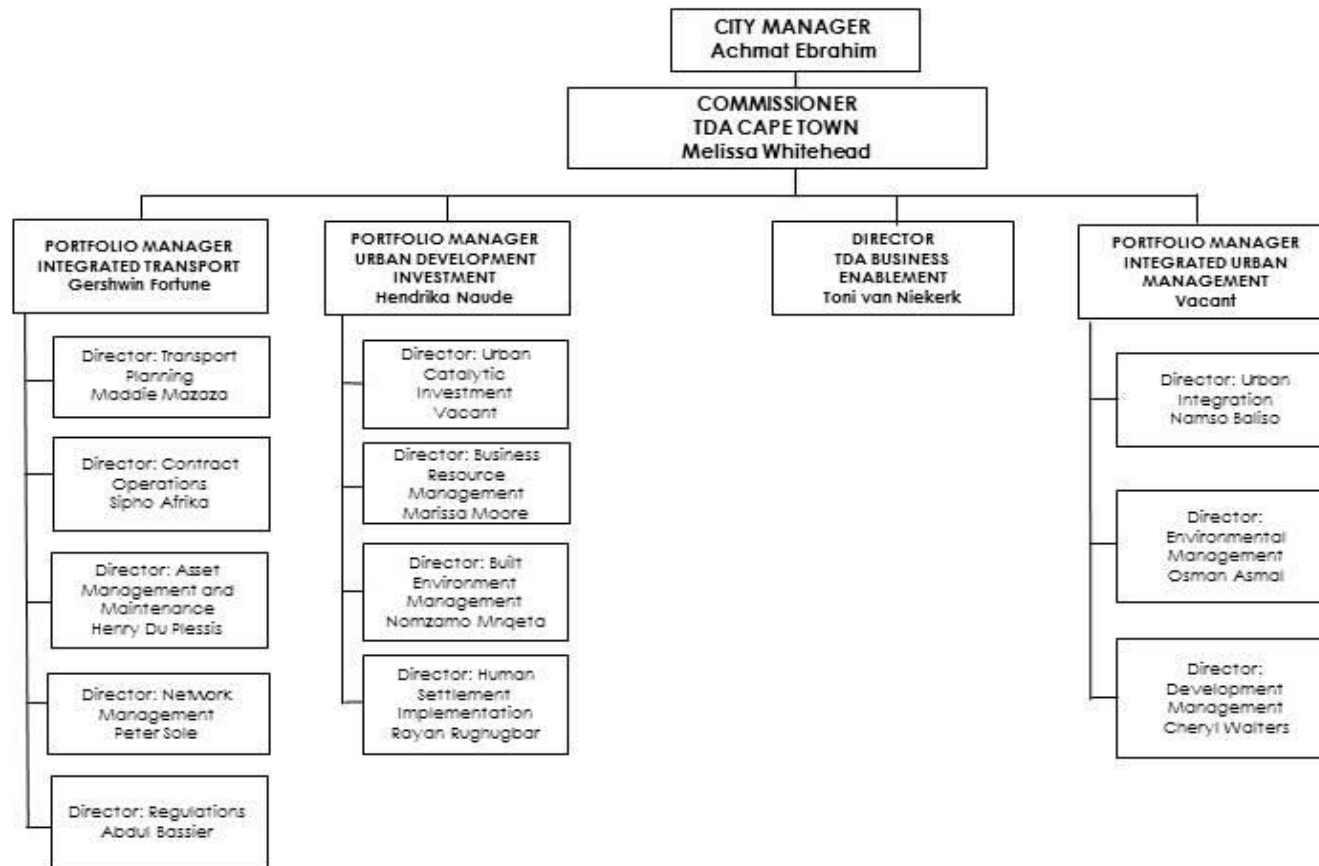
4. The City of Cape Town has entered into a new 5-year term of office and therefore has developed a new IDP 2017-2022. As a result of this and due to the changes in strategic direction, the decision was made to develop a new Comprehensive Integrated Transport Plan (CITP) as required by the National Land Transport Act, No. 5 of 2009. The CITP is in the process of being developed, with the stakeholder consultation having been completed. Further in this regard, the IPTN Network, Operations, Implementation and Business Plans will form an integral part of the new CITP. The IPTN deals with both the road and rail network within the City as well as across the functional area.
5. To enable spatial transformation and to ensure the development of integrated communities, the delivery of housing opportunities are a key component of addressing past imbalances. With the development of a 10 point intervention plan and new pipeline of projects, the physical structure of the city may be addressed as well as social integration to contribute to a caring city that responds adequately to the needs of its residents.
6. The City of Cape Town has a housing database that is static and does not function optimally in that it can be used as the baseline from which an informed housing delivery pipeline can be built. With the new investment methodology of TDA, the aim is for the current housing database to morph into a Housing Needs Register that will be structured and positioned geographically according to the 21 TAZ's in the City of Cape Town so as to enable informed, performance-oriented and data-driven housing delivery."

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

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

✚ The TDA Business Enablement Department is the transversal department focusing on coordinating, monitoring and enabling the business principles of the Authority so as to facilitate the achievement of the mandate of TDA. The focus being on internal transformation cutting across people, process and technology to ensure public value to the community of Cape Town. This is in alignment with, amongst others, the City's move towards intelligent service delivery through data management and analysis, customer-centricity and integrated communities.

# TDA ORGANOGRAM

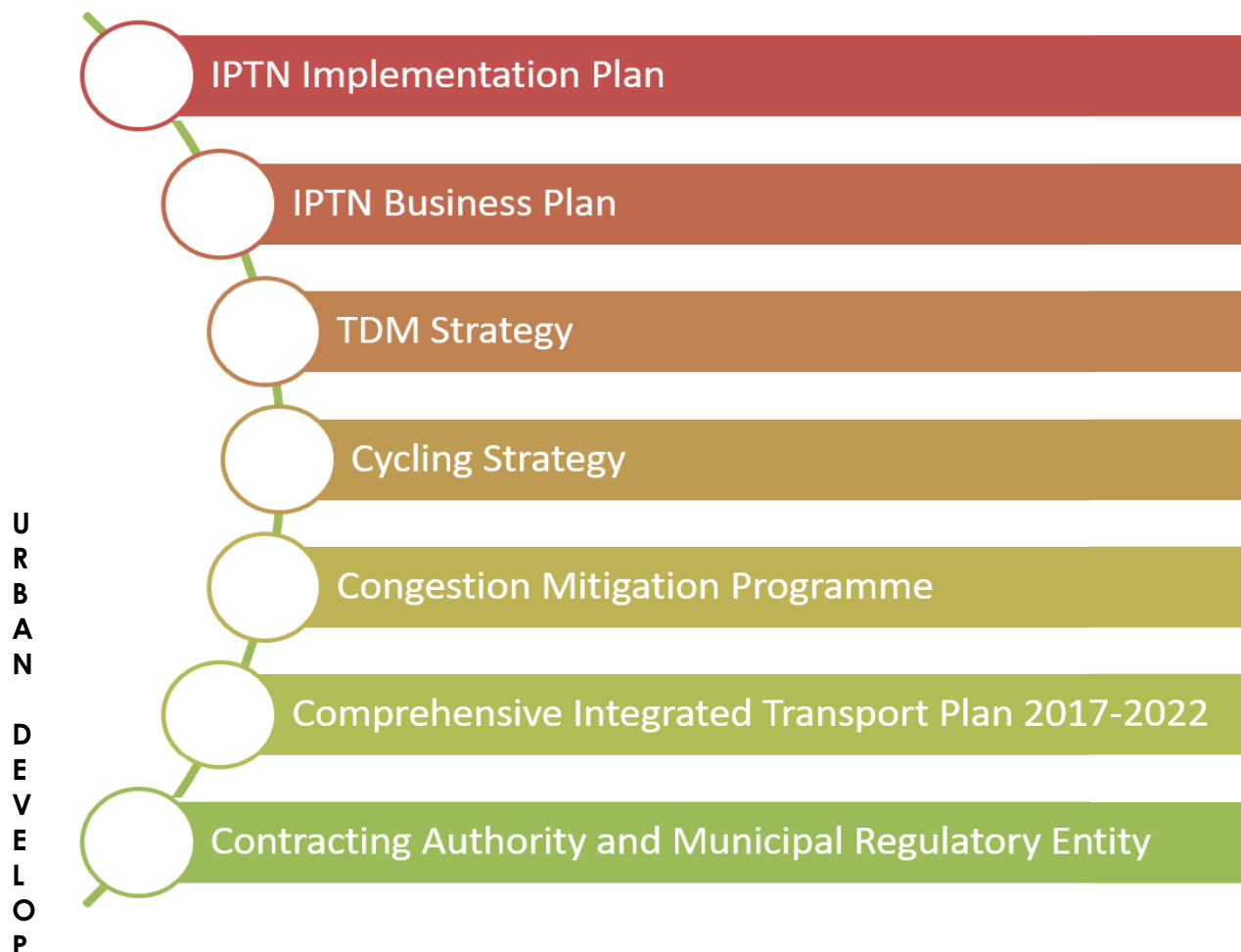


## INTEGRATED TRANSPORT PORTFOLIO:

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

# SHORT TERM PRIORITIES

## TDA CAPE TOWN: INTEGRATED TRANSPORT



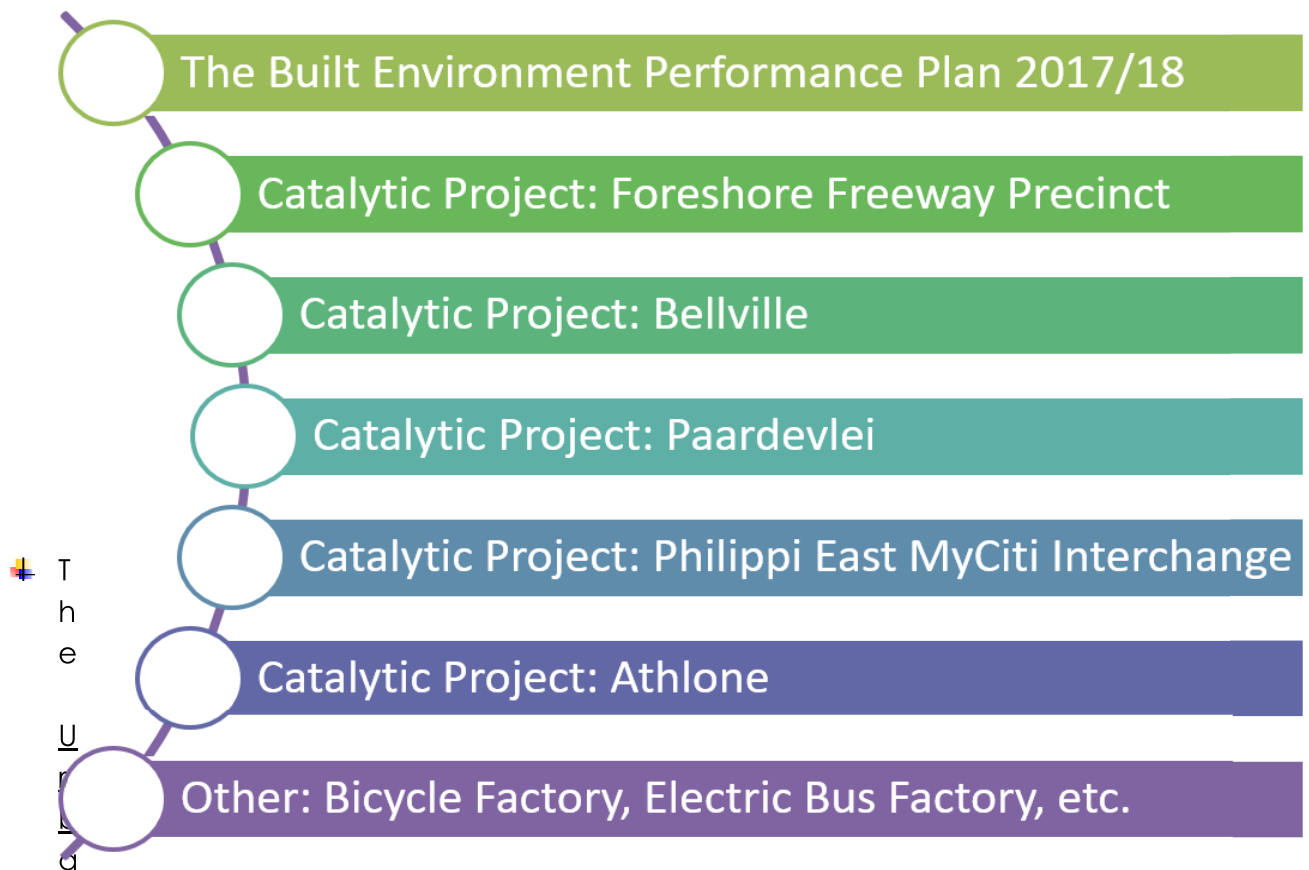
### URBAN DEVELOPMENT INVESTMENT PORTFOLIO:

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

- ✚ The Urban Catalytic Investments Department will undertake investment planning, the sourcing of alternative funding sourcing, for major catalytic projects that are transversal in nature. It will also be responsible for the formulation, costing and tactical management of the City's Built Environment Performance Plan as well as the City-wide Spatial Development Framework (MSDF) and the tools that need to be developed to enable evidence based planning and policy formulation. The function also includes Innovation and research to keep abreast of innovation in terms of infrastructure, services, technology, systems, financial opportunities and governance structures in the built environment.
- ✚ The Human Settlements Implementation Department. This Department uses an integrated project-based approach to develop, direct the implementation of and manage human settlement projects and programmes, within the context TDA Cape Town's urban governance agenda. The focus will be on the end user and to enable the improvement of the quality of life for citizens of the City of Cape Town, whether through growth or urbanization. This Department has been recently restructured within Human Settlements.

## SHORT TERM PRIORITIES

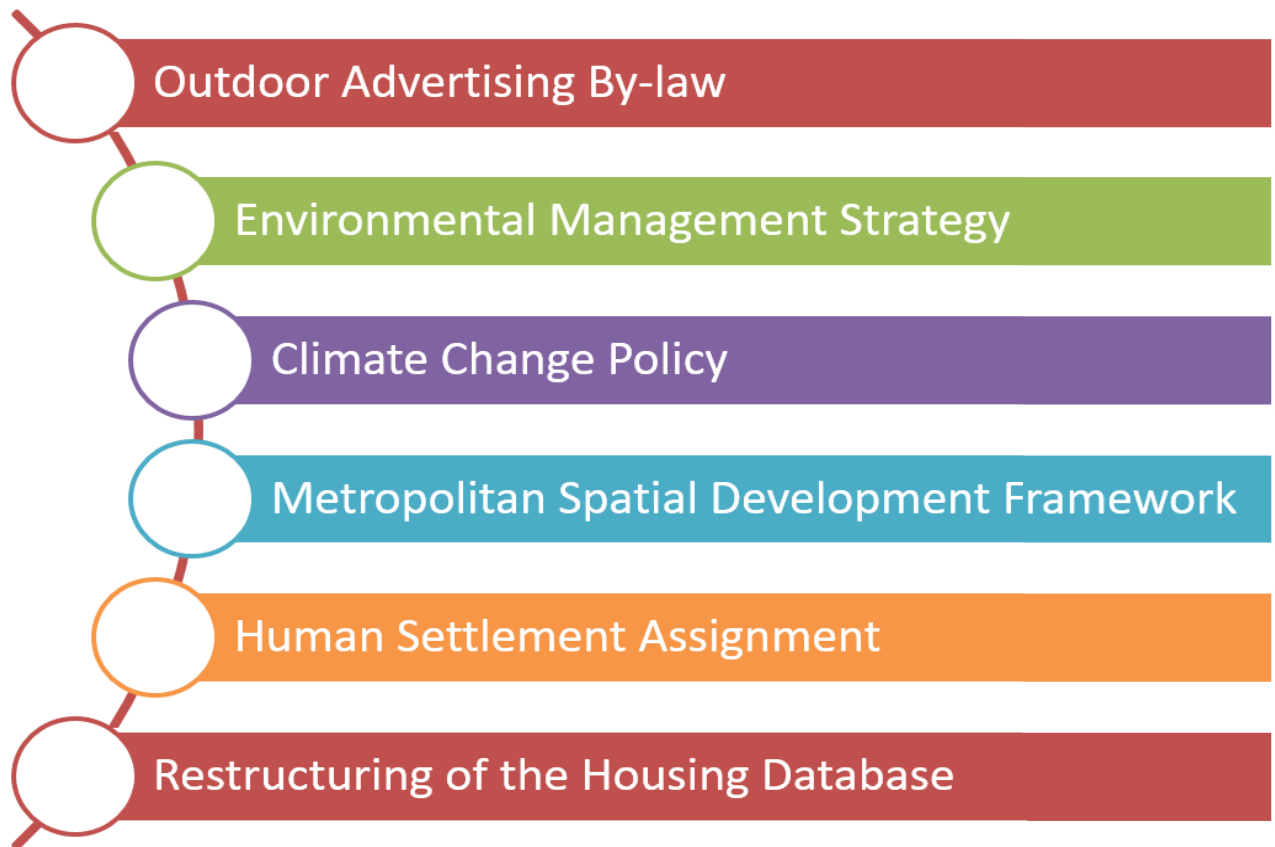
### TDA CAPE TOWN: URBAN INVESTMENT



- ✚ The Urban Integration Department has been established with the primary aim to perform the transversal management functions that manifest themselves in the urban environment. The National Development Plan and the Integrated Urban Development Framework (IUDF) are the guides to the City's refocus on customer centricity and focused service delivery. Within this context, this Department will knit together the key foundational aspects that will make up the core of the Urban Development functions of TDA, including human settlements, urban planning, environmental management and land use management, as well as be the interface between the 12 Functions of the TDA as well as the other service delivery directorates of the City.
  
- ✚ The Environmental Management Department for the development, design, implementation and management of environmental policy and strategy and related future planning on at least climate change, resource conservation and efficiency management as well as sustainable communities. It is also responsible for the development, management and overseeing the City's Biodiversity Strategy from planning to policy development and for action planning and the development, design, implementation and management of coastal management policy and strategy and related future planning.
  
- ✚ The Development Management Department is responsible for development, implementation and management of land development procedures, processes, systems and controls related to key functional areas embodied in Land Use Management, in accordance with the Municipal Planning By-law and SPLUMA. Analysis of the adequacy, functionality and sustainability of land use management procedures, recommendations and improving controls and processes. Evaluation of the performance of the LUMS in order to influence the strategic planning. Property development trend analysis. This is to include heritage application management.

# SHORT TERM PRIORITIES

## TDA CAPE TOWN: URBAN DEVELOPMENT



### 3. STRATEGIC ALIGNMENT TO THE IDP

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

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

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

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

- Re-orientation and redesign of the City's Built Environment Performance Plan and ensure that it is data-driven and costed
- Development of a new Metropolitan Spatial Development Framework
- Package and commence the project management for the 5 TOD Priority Projects that have been identified, where the City will be the responsible catalytic investor
- Development of the TOD Toolkit and implementation manual that needs to give effect to re-engineered land use management
- TOD Action Plan relating to development and investment within a 500m radius of BRT and Rail Stations. There is a need to reimagine the investment into the Voortrekker Road Investment Corridor by redefining the two key nodes, namely the CBD on the one side of the Corridor and Bellville on the other. Both have been identified as City TOD catalytic investment priorities. Two of the City's TOD catalytic projects are the Foreshore Freeway Precinct with a component of social housing within the CBD, and the Bellville Precinct, inclusive of the multimodal PTI and Paint City.
- In the same vein as in the MSE, there is a need to link the rollout and phasing of the PRASA modernisation with the upgrading and imagination of Bellville and of the related public transport interchange. This will include investment into inclusionary housing, social housing and the overall stimulation of the market in accordance with the TOD principles of liveable communities. The City's investment in Bellville needs to be undertaken in cooperation with PRASA.
- It is also considered critical that the human settlement agenda be redirected so as to be consolidated within the urban core, as bounded by intervention zones and ensuring that there is a densification and intensification of development so as to support the transit led investment. Bellville is a key precinct, as defined in the TOD Strategic Framework where the City aims to invest so as to not only demonstrate TOD but also ensure that the city becomes more compact and efficient. This will also include developments that are tenure-blind and change the design of social, transitional and low income housing alternatives.

- The City of Cape Town has a housing database that is static and does not function optimally in that it can be used as the baseline from which an informed housing delivery pipeline can be built. With the new investment methodology of TDA, the aim is for the current housing database to morph into a Housing Needs Register that will be structured and positioned geographically according to the 21 TAZ's in the City of Cape Town so as to enable informed, performance-oriented and data-driven housing delivery

#### 4. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

TDA STAKEHOLDERS	ROLE OF THE CITP
<b>Community in Cape Town</b>	Local government's focus is on targeted service delivery. This CITP, SDF and BEPP all derive from the five strategic pillars ("the Five Pillars") of the City's Integrated Development Plan ("the IDP") and provides a short, medium and long term plan for the delivery of transport and related services to all identified communities.
<b>National Government</b>	National Department of Transport (NDOT), National Treasury, National Department of Human Settlements, COGTA, Environment and Land Reform provide policy, legislation and financial direction to the various departments of TDA and provides the strategic and legislative context.
<b>Provincial Government</b>	The City has a strong relationship with Western Cape Province and over the next five years will develop a new relationship as functions are assigned to the City by Province and Province takes up a stronger coordinating role.
<b>State Owned Enterprises (SOEs)</b>	There are numerous transport related SOEs that the City has a relationship with. These need to be developed further over the next five years for the benefit of sustainable service delivery. The key SOEs include PRASA, SANRAL, TRANSNET, ACSA, SHRA and the HDA.
<b>Transport Stakeholders</b>	<p>Transport Stakeholders include all operators whether scheduled or on demand. TDA will broker and consolidate new relationships with them. This CITP maps out the various processes that will be embarked on by TDA in the next five years and beyond. The aim is to enter into working partnerships with the key stakeholders in the next 6 months through the establishment of working MOAs. The focus is on three MOA's:</p> <ul style="list-style-type: none"> <li>• TDA and the Minibus Taxi Industry</li> <li>• TDA and PRASA</li> <li>• TDA, Province and GABS</li> </ul>

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

## **6. RESOURCES**

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

### **6.1 Senior management capability and structure.**

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

### **6.2 Financial Information**

**This section to be updated once final financial information becomes available.**

## 6.3 Major Features of Expenditure

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

### 1. INTEGRATED TRANSPORT PRIORITIES

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

### 2. INTEGRATED URBAN DEVELOPMENT AND TRANSIT-LED DEVELOPMENT PRIORITIES

- The human settlement investment along the corridor needs to be within 500m of a rail and BRT station and the TOD-related tool are to be employed. This will also

include a major hostel redevelopment programme as well as the initiation of the Inner Cities housing initiative, starting in the Woodstock and surrounds area.

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

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

## SHORT TERM PRIORITIES

### BEGIN FORMULATING THE STRATEGY OF TOGETHER



## 7. RISK ASSESSMENT

Management, with the assistance of the Integrated Risk Management (IRM) Department, has applied their minds and due care taken to ensure that risks which could impact on them not achieving the Authority's objectives are identified, addressed and managed on a day to day basis in accordance with the City's approved IRM Policy and IRM Framework. Risk Registers are utilised as a management tool in order to manage all risks of the Authority. The risks identified and rated, equal or above the Council approved rating (appetite) will be reported to the Executive Management Team (EMT), as well as to the relevant Mayoral Committee member on a six monthly basis. It would be useful to include or mention the top three risks identified for TDA

## 8. OBJECTIVES AND INDICATORS OF THE TDA SCORECARD

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

## 9. AUTHORISATION

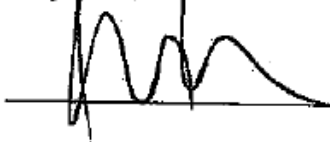
The undersigned do hereby indicate their agreement with the contents of this document and the outcomes.

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

Acting Commissioner



Mayco Member



Date: 07/03/18

Date: 8 / 03 / 2018

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	2018/2019 DRAFT TRANSPORT & URBAN DEVELOPMENT AUTHORITY DIRECTORATE SDBIP															
2	ALIGNMENT TO IDP		Link to the TDA Functions	Corporate Objective	Indicator	Baseline 2016 / 2017	Program / Statutory or Strategic Plan	Annual Target 2018	Annual Target 30 June 2019	TARGETS				Capex	Opex	Responsible Person: Portfolio Managers with lead respective Director /s below-
3	SFA & Corporate Objective	CSC Indicator no.								30 Sept 2018	31 Dec 2018	31 Mar 2019	30 Jun 2019			
5	SFA 4 Inclusive City		Transport Planning	4.2: An efficient, integrated transport system	Comprehensive Integrated Transport Plan 2018 -2023 Programme	Approved CITP 2018-2023	4.2.a Integrated Public Transport Network 2032 programme	Approved CITP 2018-2023	2019 Annual review of the CITP 2018-2023	Approved CITP 2018-2023 submitted to the MEC and Minister of Transport for approval	Annual Review of Process Plan 2019 approved	Draft 2019 Annual Review circulated for comments	2019 Annual Review of the CITP 2018-2023			Portfolio Manager & Maddie Mazaza
7			Transport Planning	4.2: An efficient, integrated transport system	Finalisation of IPTN 2032 plans update	New	4.2.a Integrated Public Transport Network 2032 programme	N/A	Draft IPTN 2032 Plan	Annual target	Annual target	Annual target	Draft IPTN 2032 Plan			Portfolio Manager & Maddie Mazaza
16	SFA Inclusive City		Asset Management & Maintenance	4.3. Building integrated communities	Roads Rehabilitation (NT requirement - USDG)	12.2km	USDG	10 km	25km	5km	12km	17km	25km Note: Targets to be updated			Portfolio Manager & Henry Du Plessis
17					Rand Value of Roads Rehabilitation (This is a NT requirement/ USDG	New	USDG	N/A	131 200 000	30 100 000	63 550 000	95 050 000	131 200 000 Note: Targets to be updated			
18					Rand Value of Storm water Rehabilitation / improvements	New	USDG	N/A	13 000 000	2 000 000	4 500 000	6 000 000	13 000 000 Note: Targets to be updated			
19					Percentage completion of Storm water rehabilitation / improvements (This is a NT requirement/ USDG	96%	USDG	N/A	100% (Lining and enclosing 0.5km SW channel, reconstruction of culvert to accom. 100yr flood.)	16%	37%	50%	100%			
20	SFA 4 . Inclusive		nt Management		% completion of Sir Lowry's Pass River upgrade	New	USDG	N/A	100%	14%	35%	71%	100% <b>Note: To be deleted from TDA SDBIP and transferred to ISWWS SDBIP</b>			Portfolio Manager and

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	2018/2019 DRAFT TRANSPORT & URBAN DEVELOPMENT AUTHORITY DIRECTORATE SDBIP															
2	ALIGNMENT TO IDP		Link to the IDA Functions	Corporate Objective	Indicator	Baseline 2016 / 2017	Program / Statutory or Strategic Plan	Annual Target 2018	Annual Target 30 June 2019	TARGETS				Capex	Opex	Responsible Person: Portfolio Managers with lead respective Director /s below-
3	SFA & Corporate Objective	CSC Indicator no.								30 Sept 2018	31 Dec 2018	31 Mar 2019	30 Jun 2019			
21	City		Build Environment		Rand value of Sir Lowry's Pass River upgrade	New	USDG	N/A	7 000 000	1 000 000	2 500 000	5 000 000	7 000 000 Note: To be deleted from TDA SDBIP and transferred to ISWWS SDBIP			Nomzamo Mnqueta
22	SFA 4. Inclusive City		Human Settlements Implementation	4.3 Building integrated communities	Rand value of Roads : Bulk housing projects	New	USDG	N/A	66 000 000	12 100 000	28 100 000	47 900 000	66 000 000 Note: Targets to be updated			Portfolio Manager and Rayan Rughubar
23					Percentage completion of Roads: Bulk Housing projects completed	New	USDG	N/A	100%	18%	42%	72%	100% Note: Targets to be updated			
24	SFA 4. Inclusive City		Asset Management & Maintenance		Informal settlements upgrade	New	USDG	N/A	200m	35m	95m	150m	200m Note: Targets to be updated			Portfolio Manager & Henry Du Plessis
25					Rand value of Informal settlements upgrade	New	USDG	n/a	2 000 000	350 000	950 000	1 500 000	2 000 000 Note: Targets to be updated			
26					Kilometres of roads gravelled	1.2 km	National Treasury	2 km	2 km	Annual target	Annual target	Annual target	2 km Note: Targets to be updated			Portfolio Manager & Henry Du Plessis
27					Kilometres of stormwater drainage installed	1.4km	National Treasury	1 km	1 km	Annual target	Annual target	Annual target	1 km Note: Targets to be updated			

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	2018/2019 DRAFT TRANSPORT & URBAN DEVELOPMENT AUTHORITY DIRECTORATE SDBIP															
2	ALIGNMENT TO IDP		Link to the IDA Functions	Corporate Objective	Indicator	Baseline 2016 / 2017	Program / Statutory or Strategic Plan	Annual Target 2018	Annual Target 30 June 2019	TARGETS				Capex	Opex	Responsible Person: Portfolio Managers with lead respective Director /s below-
3	SFA & Corporate Objective	CSC Indicator no.								30 Sept 2018	31 Dec 2018	31 Mar 2019	30 Jun 2019			
28			Asset Manageme		Kilometres of surfaced roads resealed	169km	National Treasury	n/a	60 km	Annual target	Annual target	Annual target	60 km Note: Targets to be updated			
29			Build Environment Management		Number of public transport interchanges (incl IRT bus stations, taxi ranks) constructed or upgraded.	3	National Treasury	3	3 PTI's	Annual target	Annual target	Annual target	3 PTI's			Portfolio Manager & Nomzamo Mngeta & Maddie Mazaza
30	SFA & Inclusive City			4.2 An efficient, integrated transport system	Number of bus stops (excl taxis) constructed	60	National Treasury	50 bus stops	50 bus stops	Annual target	Annual target	Annual target	50 bus stops Note: Targets to be updated			
31					Number of Non-Motorised Transport km constructed	10km	National Treasury	10 km	12 km	Annual target	Annual target	Annual target	12 km Note: Targets to be updated			
38	SFA 4 Inclusive City		Urban Catalytic Investment	4.1: Dense and transit- oriented growth and development	50% Catalytic Projects - (5+2) packaged in 1st two years	New	4.1.b TOD catalytic projects programme	1. Foreshore Freeway Precinct 2. Bellville 3. Athlone 4. Paardevelei 5. Phillipi 6. Conradie 7. TRUP	20%Packaged in 2018/19	Annual target	Annual target	Annual target	20%Packaged in 2018/19			Commissioner & Portfolio Manager & Director Urban Catalytic Investment
39			Urban Catalytic Investment	4.3 Building integrated communities	Annual revision of BEPP	Approved BEPP 2017/18	4.3.a Built environment integration programme	Approved BEPP 2018/19	BEPP 2018/19 submitted to political structures and approved	Completion of Review assessment and re- establishment of BEPP Tech committee	Submission of Draft BEPP (November) / Internal departmental engagement concluded and schedule of external meetings provided	Alignment of BEPP content with Budget / IDP review and Intergovernmental review ( IGR) complete	BEPP 2018/19 submitted to political structures and approved			Portfolio Manager & Director Urban Catalytic Investment
45			Urban Integration		New subsidised units developed in Brownfields developments as a percentage of all new subsidised units city-wide	New	BEPP	New	38%	N/A	N/A	N/A	38%			Portfolio Manager / Director: Urban Catalytic Investment & Namso Baliso

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	2018/2019 DRAFT TRANSPORT & URBAN DEVELOPMENT AUTHORITY DIRECTORATE SDBIP															
2	ALIGNMENT TO IDP		Link to the TDA Functions	Corporate Objective	Indicator	Baseline 2016 / 2017	Program / Statutory or Strategic Plan	Annual Target 2018	Annual Target 30 June 2019	TARGETS				Capex	Opex	Responsible Person: Portfolio Managers with lead respective Director /s below-
3	SFA & Corporate Objective	CSC Indicator no.								30 Sept 2018	31 Dec 2018	31 Mar 2019	30 Jun 2019			
46	Inclusive City		Urban Integration	4.3 Building integrated communities	% households accessing subsidy units in integration zones that come from informal settlements	New	BEPP	New	100%	N/A	N/A	N/A	100%			Portfolio Manager / Director: Urban Catalytic Investment & Namso Baliso
47			Urban Integration		Number of all dwelling units within Integration Zones that are within 800 metres of access points to the integrated public transport system as a percentage of all dwelling units within Integration Zones	New	BEPP	New	61.00%	N/A	N/A	N/A	61.00%			Portfolio Manager / Director: Urban Catalytic Investment & Namso Baliso
48	SFA 1 Opportunity City	1.A	Development Management	1.1 Positioning Cape Town as forward looking globally competitive City	Percentage of building plans approved within 30 - 60 days  (Quarterly target)	94.10%	1.1.a Ease-of-business programme	90%	92%	92%	92%	92%	92%			Portfolio Manager & Cheryl Walters
49	SFA 3: Caring City	3.L	Business Enablement	3.2 Mainstreaming Basic Service Delivery to Informal Settlements and Backyard Dwellers	3.L Percentage progress made in establishing a verifiable database that determines housing needs  (Annual Target]	New	3.2.a Basic service delivery programme	50%	100%	N/A	N/A	N/A	100%			Portfolio Manager & Toni van Niekerk
50		3.M	Business Resource Management & Human Settlements Implementation	3.2 Mainstreaming Basic Service Delivery to Informal Settlements and Backyard Dwellers	3.M Percentage of allocated housing opportunity budget spent  (Quarterly target)	New	3.2.a Basic service delivery programme	90%	90%	Target to be determined as per cashflow projection	Target to be determined as per cashflow projection	Target to be determined as per cashflow projection	90%			Portfolio Manager & Mapule Moore/ Rayan Rughubar
51	SFA 4 Inclusive City	4.A	Contract Operations	4.1 Dense and transit-oriented growth and development	4.A Number of passenger journeys per kilometre operated  (Annual target)	New	4.1.a Spatial integration and transformation programme	1.07	1.09	N/A	N/A	N/A	1.09			Portfolio Manager & Sipho Afrika
52		4.B	Urban Catalytic Investment		4.B Percentage identified priority projects moved from preliminary to inception phase  (Bi- annual target)	New		10%	N/A	N/A	N/A	N/A	N/A			Portfolio Manager & Director: Urban Catalytic Investment
53		4.C			4.C Percentage identified priority projects moved from inception to implementation phase  Note: This indicator will be reported on in 2021/2022 financial yr.  (5 year target)	New		New	N/A	N/A	N/A	N/A	N/A			Portfolio Manager & Director: Urban Catalytic Investment
54		4.D	Contract Operations	4.2 An efficient, integrated transport system	4.D Total number of passenger journeys on MyCiti  (Quarterly target)	18.5 Million	4.2.f Efficient, integrated public transport programme	19.1 million	19.5 million	4.9 million	9.6 million	14.4 million	19.5 million			Portfolio Manager & Sipho Afrika

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	2018/2019 DRAFT TRANSPORT & URBAN DEVELOPMENT AUTHORITY DIRECTORATE SDBIP															
2	ALIGNMENT TO IDP		Link to the TDA Functions	Corporate Objective	Indicator	Baseline 2016 / 2017	Program / Statutory or Strategic Plan	Annual Target 2018	Annual Target 30 June 2019	TARGETS				Capex	Opex	Responsible Person: Portfolio Managers with lead respective Director /s below-
3	SFA & Corporate Objective	CSC Indicator no.								30 Sept 2018	31 Dec 2018	31 Mar 2019	30 Jun 2019			
55	SFA 5 Well-Run City	–	Build Environment Management : Business Resource Management	5.1 Operational sustainability	Progress against milestones towards the implementation of Portfolio Project Management	New	5.1.a Efficient, responsible and sustainable City services programme	All projects on the draft capital budget loaded for screening	80% of all projects on the draft capital budget loaded for screening	Nil	Nil	80% of all projects on the draft capital budget loaded for screening	80% of all projects on the draft capital budget loaded for screening			Portfolio Manager & Marissa Moore Nomzamo Mngqeta
57	<div><div>Commissioner</div><div>Mayco Member</div><div>Date</div><div>Date</div><div></div></div>															

**FIVE-YEAR CORPORATE SCORECARD, 2017 TO 2022  
(2017/18)**

INDICATOR	IDP Objective	INDICATOR DEFINITION
1.A Percentage of building plans approved within 30-60 days	1.1	Percentage of applications approved within statutory timeframes (30–60 days). The objective is to improve approval times. This improvement will be in the trend over the course of the five-year term of the Integrated Development Plan, but will be targeted annually as the weighted average percentage achieved for the specific year. The approval of building plans is measured within the statutory timeframes of 30 days for structures of <500 m <sup>2</sup> and 60 days for structures of >500 m <sup>2</sup> . See section A7 of the National Building Regulations Act 103 of 1977.
3.L Percentage progress made in establishing a verifiable database that determines housing needs	3.2	The indicator aims to verify and quantify the housing-opportunity database to determine whether all beneficiaries who are eligible for a housing opportunity have been identified.
3.M Percentage of allocated housing-opportunity budget spent	3.2	This indicator measures the percentage of the allocated housing budget that has been spent (capital and operating).
4.A Number of passenger journeys per kilometre operated (MyCiTi)	4.2	The aim is to have more passengers travelling per kilometre scheduled on the MyCiTi transport system. The purpose of the indicator is to measure efficiency improvements in the usage of MyCiTi buses.

**FIVE-YEAR CORPORATE SCORECARD, 2017 TO 2022  
(2017/18)**

INDICATOR	IDP Objective	INDICATOR DEFINITION
4.B Percentage of identified priority projects moved from preliminary to inception phase	4.2	<p>This indicator measures the percentage of progress made with identified priority projects that were moved from preliminary to inception phase. The identified priority projects are:</p> <ul style="list-style-type: none"> <li>*the Foreshore Freeway precinct;</li> <li>*Bellville;</li> <li>*Paardevelei;</li> <li>*Philippi East MyCiTi interchange and precinct;</li> <li>*Athlone power station;</li> <li>*Two Rivers Urban Park (TRUP); and</li> <li>* the Conradie project.</li> </ul>
4.C Percentage of identified priority projects moved from inception to implementation phase	4.2	<p>This indicator measures the percentage of progress made with identified priority projects that were moved from inception to implementation phase. The identified priority projects are:</p> <ul style="list-style-type: none"> <li>*the Foreshore Freeway precinct;</li> <li>*Bellville;</li> <li>*Paardevelei;</li> <li>*Philippi East MyCiTi interchange and precinct;</li> <li>*Athlone power station;</li> <li>*Two Rivers Urban Park (TRUP); and</li> <li>*the Conradie project.</li> </ul>
4.D Total number of passenger journeys on MyCiTi	4.2	<p>An efficient, integrated transport system is measured in part through the increase in passenger journeys undertaken.</p> <p>A passenger journey is calculated from the first boarding of a bus at a feeder stop or main station to the last exit from a bus at a feeder stop or main station, including any transfers between buses (single journey).</p>

## TDA : 2018/2019 DRAFT KEY OPERATIONAL INDICATORS (KOIs)

\* - Please note that this is a DRAFT and will be updated upon the Executive Mayor approval and updated in the Final 2018/19 SDBIPs

Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/2017	Annual Target 30 June 2018	Targets				Responsible Person/s: Corporate /Commissioner/ lead Director/s
No.	Pillar & Corporate Objective	CSC Indicator no.						30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019	
1	SFA 1 Opportunity City	1.F	Social Services	1.3 Economic inclusion	Number of Expanded Public Works Programme (EPWP) work opportunities created	11 002	11549	Quarterly targets must be developed for each Directorate and Department in consultation with EPWP office	Quarterly targets must be developed for each Directorate and Department in consultation with EPWP office	Quarterly targets must be developed for each Directorate and Department in consultation with EPWP office	Annual targets developed for each Directorate and Department in consultation with EPWP office	Executive Director: Social Services  Commissioner TDA
2	SFA 1 Opportunity City	1.G	Corporate Services	1.3 Economic inclusion	Percentage budget spent on implementation of WSP	56.07%	95%	10	30	70	95%	Toni van Niekerk Eben Botha  Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344
3	SFA 1 Opportunity City	-	Social Services	1.3 Economic inclusion	Number of Full Time Equivalent (FTE) work opportunities created	New	2750	Quarterly targets must be developed for each Directorate and Department in consultation with EPWP office	Quarterly targets must be developed for each Directorate and Department in consultation with EPWP office	Quarterly targets must be developed for each Directorate and Department in consultation with EPWP office	Annual targets developed for each Directorate and Department in consultation with EPWP office	Executive Director: Social Services  Commissioner TDA
4	SFA 1 Opportunity City	-	Corporate Services	1.3 Economic inclusion	Number of external trainee and bursary opportunities (excluding apprentices)	80	122	Quarterly targets must be developed for each Directorate and Department in consultation with HR office	Quarterly targets must be developed for each Directorate and Department in consultation with HR office	Quarterly targets must be developed for each Directorate and Department in consultation with HR office	Annual targets must be developed for each Directorate and Department in consultation with HR office	Toni van Niekerk Eben Botha  Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344
5	SFA 1 Opportunity City	-	Corporate Services	1.3 Economic inclusion	Number of apprentices	37	40	Annual targets must be developed for each Directorate and Department in consultation with HR office	Quarterly targets must be developed for each Directorate and Department in consultation with HR office	Quarterly targets must be developed for each Directorate and Department in consultation with HR office	Annual targets must be developed for each Directorate and Department in consultation with HR office	Toni van Niekerk Eben Botha  Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344
6	SFA 3 Caring City	3.F	Corporate Services	3.1 Excellence in basic services	Percentage adherence to Citywide service requests	99%	90%	90%	90%	90%	90%	Toni van Niekerk Kobus Swanepoel  Shaun Van Der Merwe Contact: 021 400 2117 Cell: 084 235 3316

## TDA : 2018/2019 DRAFT KEY OPERATIONAL INDICATORS (KOIs)

\* - Please note that this is a DRAFT and will be updated upon the Executive Mayor approval and updated in the Final 2018/19 SDBIPs

Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/2017	Annual Target 30 June 2018	Targets				Responsible Person/s: Corporate /Commissioner/ lead Director/s
No.	Pillar & Corporate Objective	CSC Indicator no.						30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019	
7	SFA 4 Inclusive City	-	Corporate Services	4.3 Building Integrated Communities	Percentage adherence to EE target in all appointments (internal & external)	95.73%	85%	85%	85%	85%	85%	Commissioner : TDA  Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609
8	SFA 4 Inclusive City	-	Corporate Services	4.3 Building Integrated Communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	3.09%	2%	2%	2%	2%	2%	Commissioner : TDA  Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609
9	SFA 5 Well-Run City	-	Corporate Services	5.1 Operational sustainability	Percentage of absenteeism	5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	Toni van Niekerk Eben Botha  Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344
10	SFA 5 Well-Run City	5.C	Finance	5.1 Operational sustainability	Percentage spend of capital budget	93%	90%	As per project cash flow	As per project cash flow	As per project cash flow	90%	Director: Business Resource Management Director: HS Implementation Director: Build Environment Management PM: Integrated Transport
11	SFA 5 Well-Run City	5.D	Finance	5.1 Operational sustainability	Percentage spend on repairs and maintenance	102% (	95%	As per project cash flow	As per project cash flow	As per project cash flow	95%	Director: Business Resource Management Director: Asset Management and Maintenance Director: Network Management
12	SFA 5 Well-Run City	-	Corporate Services	5.1 Operational sustainability	Percentage OHS incidents reported	1.44%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	All Directors  Dikeledi Tshuduku Contact: 021 400 5261

## TDA : 2018/2019 DRAFT KEY OPERATIONAL INDICATORS (KOIs)

\* - Please note that this is a DRAFT and will be updated upon the Executive Mayor approval and updated in the Final 2018/19 SDBIPs

Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/2017	Annual Target 30 June 2018	Targets				Responsible Person/s: Corporate /Commissioner/ lead Director/s
No.	Pillar & Corporate Objective	CSC Indicator no.						30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019	
13	SFA 5 Well-Run City	-	Corporate Services	5.1 Operational sustainability	Percentage OHS investigations completed	44%	100%	100%	100%	100%	100%	All Directors Dikeledi Tsukudu Contact: 021 400 5261 Cell: 082 4412 894
14	SFA 5 Well-Run City	-	Corporate Services	5.1 Operational sustainability	Percentage vacancy rate	10.40%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	Commissioner TDA: PMs and All Directors  Fritz Le Roes Contact: 021 400 9106 Cell: 082 8232 430
15	SFA 5 Well-Run City	-	Finance	5.1 Operational sustainability	Percentage of operating budget spent	95%	95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%	PM Urban Development Investment and Director HS Impelmentation
16	SFA 5 Well-Run City	-	Finance	5.1 Operational sustainability	Percentage of assets verified	98.51% assets verified with 1.49% unverified and request for write-off.	100% asset register verified	N/A=ALL directorates 25%=Finance Directorate	N/A=ALL directorates 50%=Finance Directorate	60% = ALL Directorates 75% = Finance Directorate	100%	Director: Business Enablement Corporate Finance
17	SFA 5 Well-Run City	-	Directorate of the Mayor	5.1 Operational sustainability	Percentage Internal Audit findings resolved	100% reduction in recurring findings in March 2017 (3rd quarter)The Directorate was not audited in the Fourth Quarter	75%	75%	75%	75%	75%	Director: Business Enablement Riaan Vosloo Contact: 021 400 3879 Cell: 082 559 9959
18	SFA 5 Well-Run City	-	Directorate of the Mayor	5.1 Operational sustainability	Percentage of Declarations of Interest completed	Direct./ Dept. achievement as at 30 June 2016/17	100%	25%	50%	75%	100%	Director: Business Enablement Lisa Anne Coltman Contact: 021 400 9296 Cell: 083 562 1688
					(* - Please note that KOI indicators which are reflected on the Corporate Scorecard for 2018/2019 are subject to approval of the CSC)							

## 2017/2018 KEY OPERATIONAL INDICATORS (KOIs)

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

## 2017/2018 KEY OPERATIONAL INDICATORS (KOIs)

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

## 2017/2018 KEY OPERATIONAL INDICATORS (KOIs)

No.	Key Performance Indicator	Definition
9	Percentage of absenteeism	<p>A: Actual number of days absent due to sick and unpaid/unauthorised leave in the directorate or department.  B: ((number of working days for month) * number of staff members))*100%.</p> <p>Formula:</p> $C = (A1 + A2/B) * 100$ <p>A1: Sick Leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / Time Management / All Absences) and enter the total number of absent days for sick leave.  Enter the number of employees who took sick leave in the comments column</p> <p>A2: Unpaid/ Unauthorised leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / All Absences) and enter the total number of absent days as per the "Unpaid" column of the report (authorised and unauthorised is separated).  Enter the number of employees who took "unpaid" leave in the comments column</p> <p>B: Total number of staff X Total number of working days for the month  The Target will be 5% or less for the rolling 12 month period.</p>
10	Percentage spend of capital budget	<p>Percentage reflecting year to date spend / Total budget less any contingent liabilities relating to the capital budget. The total budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.</p>

## 2017/2018 KEY OPERATIONAL INDICATORS (KOIs)

No.	Key Performance Indicator	Definition
11	Percentage spend on repairs and maintenance	<p>Percentage reflecting year to date spend (including secondary cost) / total repairs and maintenance budget</p> <p>Note that the in-year reporting during the financial year will be indicated as a trend (year to date spend).</p> <p>Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned Maintenance includes asset inspection and measures to prevent known failure modes and can be time or condition-based.</p> <p>Repairs are actions undertaken to restore an asset to its previous condition after failure or damage. Expenses on maintenance and repairs are considered operational expenditure.</p> <p>Primary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour and materials paid to outside suppliers.</p>

## 2017/2018 KEY OPERATIONAL INDICATORS (KOIs)

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

## 2017/2018 KEY OPERATIONAL INDICATORS (KOIs)

No.	Key Performance Indicator	Definition
16	Percentage of assets verified	<p>The indicator reflects the percentage of assets verified annually for audit assurance.</p> <p>Quarter one will be the review of the Asset Policy, In Quarter two, the timetable in terms of commencing and finishing times for the process is to be communicated, and will be completed. Both Quarters will only be performed by Corporate Finance.</p> <p>The asset register is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data is downloaded at specific times and is the bases for the assessment of progress.</p> <p>Q1=N/A for ALL other department, except Corporate Finance (responsible)  Q1= 25% Corporate Finance  Q2= N/A for ALL other department, except Corporate Finance (responsible)  Q2= 50% Corporate Finance  Q3= 75% represent that 60% of the assets have been verified by the directorate/ department  Q4= 100% represents All assets have been verified.</p>
17	Percentage Internal Audit findings resolved	<p>It is the reporting and monitoring of the reduction (in percentage) of the findings of audit follow-ups performed in the quarter.</p> <p>The timing for corrective action implementation is normally provided by line.</p> <p>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.</p>
18	Percentage of Declarations of Interest completed"	<p>This indicator will measure: "The total number of completed declarations of interest as a % of the total number of staff as required by legislation and applicable city policies.</p>

# **SAFETY & SECURITY DIRECTORATE**



## **DRAFT DIRECTORATE EXECUTIVE SUMMARY OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2018/2019**

**EXECUTIVE DIRECTOR: RICHARD BOSMAN**

**CONTACT PERSON: ANDRE MAXWELL**

**Website:**

**<http://www.capetown.gov.za/Family%20and%20home/meet-the-city/our-vision-for-the-city/cape-towns-integrated-development-plan>**

**(For detailed SDBIP)**



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

## TABLE OF CONTENTS

1.	EXECUTIVE SUMMARY	5
2.	PURPOSE AND SERVICE MANDATE OF THE DIRECTORATE	5
3.	STRATEGIC ALIGNMENT TO THE IDP	5
4.	PERFORMANCE PROGRESS AND OUTCOMES	6
4.1	Past year's performance	6
4.2	Areas of Business Improvement	7
5.	PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN (optional)	7
6.	RESOURCES	7
6.1	Senior management capability and structure	7
6.1.1	Directorate organogram	7
6.1.2	Give an indication of possible outsource services	8
6.1.3	Lead and Contributing Directorate (Refer To City's Transversal Management System)	8
6.2	Financial Information	8
6.2.1	Summary of revenue by source	8
6.2.2	Summary of operating expenditure by type	9
6.2.3.	Summary of capital expenditure by type	9
6.2.4	Major Projects Aligned To PPM (IDP Linkage)	9
6.2.5	Narrative on Directorate capital programme	9
7.	RISK ASSESSMENT	10
7.1	Revenue risks	10
8.	OBJECTIVES AND INDICATORS OF THE DIRECTORATE SCORECARD	10
9.	AUTHORISATION	11
10.	APPENDICES	11
	<b>Annexure A: 2018/2019 Directorate Scorecard template</b>	

## **1. EXECUTIVE SUMMARY**

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

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

## **2. PURPOSE AND SERVICE MANDATE OF THE DIRECTORATE**

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

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

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

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

To build internal capacity, the directorate will align its staffing models with national and international best practice. Further to this, it will also invest in staff training and capacity building while, at the same time, expand its volunteer programmes for Law Enforcement, Fire Services and Disaster Risk Management. Environmental compliance and enforcement will be promoted through staff training and other programmes to ensure compliance with the City's bylaws and other relevant legislation. This capacity will also extend to innovative safety policies.

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

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

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

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

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

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

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

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

### 3. STRATEGIC ALIGNMENT TO THE IDP

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

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

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

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

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

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

- By-laws being enforced by the City of Cape Town;
- There being a visible presence of traffic enforcement on roads;
- Complaints about noise and other disturbances being acted on;
- Action being taken against illegal land settlement; and
- The City intervenes effectively regarding 'street people' (the homeless on the streets/in public areas).

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

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

Key Performance Indicator 2.5: Percentage response times for fire emergency incidents within 14 minutes from call receipt up to arrival. Performance in respect of

this indicator is directly dependant on achievements in support of IDP program 2.1.c.2 (Staff Capacity Project) under the IDP Objective 2.1.

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

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

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

Key Performance Indicator 2.9: Number of neighbourhood watch members trained or retrained. This indicator relates to IDP Program 2.1.d.1 which calls for the strengthening of the City neighbourhood policing capacity.

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

## 4 PERFORMANCE PROGRESS AND OUTCOMES

### 4.1 Past year's performance

In order to position the City of Cape Town as a safe city, five key objectives - each with its own underpinning programmes - were identified in the 2016/17 review of the City's IDP.

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

- The City's CCTV network is the largest public area surveillance agency in Africa, and the only agency in Southern Africa that covers residential areas, informal settlements and City centres;

- Effective combatting of major fires in Cape Town and providing valuable assistance to other municipalities;
- Maintained high arrest rate for drug related crime;
- 77,79% of emergency incidents responded to within 14 minutes from initial call;
- Scored 100% in neighbourhood watch satisfaction survey;
- The City's CCTV footprint now stands at 586 cameras.

### **Programme 2.1(a): Increase the operational staff complements - Externally funded law enforcement programme.**

The City's externally funded law enforcement programme allows for the appointment of law enforcement and traffic officers who are funded by the private sector and other institutions outside the Safety and Security Directorate. The Law Enforcement Department continues to strengthen its capacity through this programme, and currently has 224 externally funded members deployed.

Externally funded traffic officers, Traffic Services has entered into a number of joint ventures, in terms of the City's policy to allow for external role players to pay for services by staff. External partners and funders now provide for seven traffic officers, ten traffic wardens and three part-time attendants.

The Stabilisation Unit helps deliver safer communities Law Enforcement's Stabilisation Unit comprises 90 EPWP workers who have received extensive training to perform saturation policing (where large numbers of officers are concentrated in small areas) in violence hotspots. The Unit has been deployed in gang-ridden suburbs such as Manenberg, Bishop Lavis, Ottery and Hanover Park. The Unit also forms part of a greater Manenberg upgrade strategy, for which 32 members are deployed to support ongoing enforcement operations by the South African Police Service (SAPS) as well as the City's Metro Police and Law Enforcement departments in Manenberg.

### **Training of fishery control officers**

The training of law enforcement officers and City officials as fishery control officers (FCOs) continues. The City is currently enrolling officials in the National Department of Agriculture, Forests and Fisheries' FCO training course offered by Nelson Mandela University and funded by the Norwegian government. The course equips officials to serve as FCOs enforcing the Marine Living Resources Act.

During 2016/17, members of the City's Marine and Environmental Law Enforcement Unit continued their work in marine and coastal law enforcement. The Unit responds regularly to marine and coastal transgressions reported along the coastline. They have also had success in following up on information received from members of the public regarding illegal harvesting and trade of marine resources.

## **OBJECTIVE 2.2: RESOURCE DEPARTMENTS IN PURSUIT OF OPTIMUM OPERATIONAL FUNCTIONALITY**

### **Strengthening the City's Public Emergency Communication Centre**

The City's 107 Public Emergency Communication Centre (PECC) is staffed by 69 highly trained emergency communicators and is available to receive calls 24 hours a day, 365 days a year. Consultants can communicate in English, Afrikaans and Xhosa, and more than 80% of calls are answered within 10 seconds. The staff members are also specifically trained to deal with callers who are often in a state of panic when dialling into the service. Most have level-3

first-aid training and some are qualified basic ambulance assistants.

The PECC continued to expand over the past financial year, and now also takes calls relating to Table Mountain National Park and the Metal Theft Unit. In total, the centre serves 12 internal and external departments. Most calls relate to medical assistance, followed by assistance with law enforcement and fires.

### **EPIC provides integrated emergency call response**

Project EPIC (emergency policing and incident command) is an integrated communication platform designed to ensure that all Safety and Security departments function optimally and are able to provide improved services to Cape Town's residents and visitors. While the PECC has used various technological platforms over the years, EPIC is the first to provide a single, integrated platform for call-taking and response across all of the City's emergency services.

This revolutionary system helps call-takers identify the location and status of available responders, and then dispatch those closest to the emergency, along the best route. EPIC provides real-time feedback on the status of an emergency, helps the City improve service delivery, and assists with effective resource management. This is a first for South Africa and attests to the City's commitment to, through its ODTP, build a safer city for all.

### **Meeting firefighting challenges**

The summer and festive season period is always challenging for the emergency response services, and the end of 2016 was no exception. The first two weeks of January 2017 were particularly challenging, as the City's firefighters faced a number of major fires simultaneously.

These occurred in the Helderberg basin, Simon's Town and on Devil's Peak. The fires were enormous; yet there was no loss of life, and relatively little structural damage.

EPIC proved highly successful in coordinating efforts and ensuring that the fires were brought under control much quicker than would otherwise have been the case.

The City's Fire and Rescue Service also sent a 55-person team to assist with the devastating fires in Knysna during June 2017, providing valuable assistance to their Knysna counterparts.

### **Training of seasonal and learner firefighters**

A total of 120 seasonal firefighters were employed for six months from November 2016. These firefighters performed duties at all of the major fires in and around Cape Town. Moreover, November also marked the start of 36 learner firefighters' eight-month training period.

These training initiatives significantly bolstered the Fire and Rescue Service's firefighting capacity, and its ability to address its operational challenges.

### **Strengthening the Fire and Rescue fleet**

The Fire and Rescue Service acquired 29 new firefighting, rescue and auxiliary vehicles during the reporting period. These were procured to replace ageing vehicles in the fleet.

## **Workplace trauma and substance abuse management**

Due to the nature of their work, Safety and Security employees have a higher risk of workplace trauma. This could result in impaired performance, a sense of being unsafe, and significant distress. This not only affects their personal well-being, but could be detrimental to service delivery also.

For this reason, the City has introduced a trauma response service specifically for staff who are exposed to traumatic incidents in the workplace. The workplace trauma and substance abuse management service prevents or reduces post-traumatic stress and helps staff steer clear of substance abuse.

The service includes:

- 24-hour trauma response;
- Access to 24-hour alcohol and drug testing;
- Employment drug testing;
- A prevention service designed to increase employees' resilience to extreme stressors and ensure an appropriate response to traumatic events;
- Education and training on stress management and coping techniques; and
- Relationship-building with line management and external service providers to ensure effective trauma and substance abuse interventions.

### **OBJECTIVE 2.3: ENHANCE INFORMATION-DRIVEN POLICING WITH IMPROVED INFORMATION-GATHERING CAPACITY AND FUNCTIONAL SPECIALISATION**

#### **Programme 2.3(a): Improved efficiency through information and technology-driven policing**

Gunshot detection technology helps fight against gun violence and gangsterism. The City's first deployment of the ShotSpotter gunfire detection system has resulted in a marked decrease in gunshots recorded in the areas monitored in Manenberg and Hanover Park.

The system has detected 2 205 incidents since installation in these areas. Gunshot incidents increased in August and October 2016, and again in March and April 2017, with a concomitant rise in gang violence. However, security services' efforts have recently resulted in an overall decline in the average number of incidents per month.

The ShotSpotter technology provides real-time gunshot detection, also specifying the exact location where the shot was fired. This is then conveyed to law enforcement agencies and emergency services for immediate response. It also reveals details such as the number of shooters and the number of shots fired, which can be used as evidence when prosecuting offenders.

#### **Fire & Rescue Service: Committed to quicker responses and better communication**

The City's emergency response time target is set at no more than 14 minutes from call receipt to arrival on the scene in at least 80% of emergencies.

In 2016/17, the Fire and Rescue Service responded to 77, 79% of the 21 610 emergency incidents within 14 minutes or less. The main reasons for just missing the 80% target were the number and extent of the vegetation and mountain fires the City had to attend to, and the vast travel distances to reach emergency incidents with the six rescue/medical units available.

## **Programme 2.3(b): Intelligent crime prevention Security camera network helps minimise crime**

The City's closed-circuit television (CCTV) network is the largest public-area surveillance agency in Africa, and the only in Southern Africa that covers residential areas, informal settlements as well as city centres. The City continues to expand its CCTV network through funding from the Safety and Security Directorate's budget, but also funds allocated from the budgets of ward councillors.

Network expansion occurs according to a pre-approved CCTV master plan. In the year under review, expansion efforts were mainly focused on the areas of Kewton, Gatesville, Goodwood and Parow, although various smaller installations were also undertaken with ward funding. The City's CCTV footprint now stands at 586 cameras.

### **Smart SMS technology makes fine payment quick and easy**

Operations at the City's Traffic Services Department have advanced even further with the roll-out of smart SMS technology that allows motorists to pay fines via their cell phones, tablets or personal computers.

The SMS service sends a message to drivers who have committed traffic offences. The message contains a link to a secure webpage, where they can securely view the fine, download or e-mail the fine, or even pay it directly from the link.

### **Roadblock Unit**

The City has established an integrated Roadblock Unit, which comprises 18 members from various departments, including the Traffic Services, Metro Police and Law Enforcement. The Unit executes roadblocks across Cape Town, with a specific focus on screening drivers for drunk driving.

The Unit is also effective in retrieving stolen vehicles, illegal firearms and drugs.

### **The Metal Theft Unit**

In 2016/17, the Metal Theft Unit (or Copperheads, as they are more commonly known) conducted 1 513 inspections at scrap-metal dealers and so-called 'bucket shops' (informal scrapyards run illegally from residential premises).

### **Combating drug and alcohol abuse**

Drug use typically fuels gang violence and other serious crimes. It poses a significant challenge to the City's capacity to deliver policing, social and health services and continues to be a major focus for the Safety and Security Directorate. The City's Metro Police continued to clamp down on drug dealers in the 2016/17 financial year and made a total of 1 466 arrests for drug-related crimes – well in excess of its annual target.

In addition, the Metro Police and Traffic Services made a total of 4 882 arrests for offences related to driving under the influence of alcohol.

## **Promoting road use compliance**

Traffic Services issued 2 767 011 traffic fines and other notices, such as for the impoundment of public transport vehicles, cell phones and warrant executions. A total of 91 245 arrests were made, including for warrants due to contempt of court, driving under the influence (2 744) and reckless or negligent driving (927). Further arrests related to the possession of illegal firearms, drugs, endangering the lives of minors, drag-racing, assault and murder.

The 370 officers in Traffic Services' Operations Section continue to undertake specialised and general enforcement activities, operate a communication centre, provide road safety education at schools, and manage traffic at all events affecting Cape Town's roads. In 2016/17, it also provided monitoring services at five main intersections in Cape Town that typically have the highest collision statistics.

## **Law Enforcement Department's facility protection initiative**

Through the City's facility protection initiative, neighbourhood watch members are empowered by means of an EPWP project and teaming them up with auxiliary law enforcement officers. The ultimate aim is to prevent vandalism at City facilities and make communities generally safer.

A pilot with 50 EPWP neighbourhood watch members and eight auxiliary law enforcement officers at ten facilities in Nyanga and Gugulethu delivered good results. It managed to reduce the value of damage to property and vandalism from R778 000 in 2015/16 to just R73 800 over the same period in 2016/17. The group also ensured staff safety at facilities, were first responders to protest action incidents, escorted councillors, supported awareness programmes, and participated in numerous joint operations with SAPS and other agencies to make the community safer.

They made 13 arrests, issued 304 written notices to appear in court, as well as another 175 section-341 spot-fines. They also seized and impounded 2 200 counterfeit DVDs and CDs, 825 bottles of liquor, six wheelie bins and one truck involved in dumping, conducted 1 553 inspections of premises, and searched 140 persons. The project will be expanded to other areas in Cape Town.

## **Anti-dumping strategy**

The promulgation of the amended Integrated Waste Management Bylaw allows for the impoundment of vehicles involved in illegal dumping. City Law Enforcement pioneered this initiative and has thus far issued 170 dumping fines to the value of R723 700 and impounded 79 wheelie bins and 99 vehicles involved in dumping. Offenders have to settle their cases and pay both a R5 000 admission-of-guilt fine and a R7 500 impounding fee to have their vehicles returned to them. These fees escalate to R10 000 for the second offence, and R15 000 for third and subsequent offences.

## **OBJECTIVE 2.4: IMPROVE EFFICIENCY OF POLICING AND EMERGENCY STAFF THROUGH EFFECTIVE TRAINING**

### **Programme 2.4(a): Training and human resources development - Training for sustainable excellence**

The City values and continues to strengthen its partnerships with international law enforcement and emergency service agencies. This has resulted in various specialised training interventions for City policing and emergency service personnel.

These included:

- Three specialised crime scene investigation courses presented at the United States-administrated International Law Enforcement Academy in Botswana;
- A homeland defence course presented by the United States Naval Force Protection Detachment;
- Training in international seaport interdiction (intercepting and stopping the movement of a prohibited item or person), presented by the United States Customs and Border Protection Agency;
- Training in crime scene management relating to weapons of mass destruction, presented by United States government agencies; and
- Crime analysis training sponsored by the United Kingdom government.

## **OBJECTIVE 2.5: IMPROVE SAFETY AND SECURITY THROUGH PARTNERSHIPS**

### **Programme 2.5(a): Strengthen community capacity to prevent crime and disorder**

#### **Neighbourhood watch support programme**

The City's neighbourhood watch support programme strengthens neighbourhood watch organisations by providing community-based crime prevention training, issuing patrol equipment, and offering guidance to neighbourhood watches.

The administration also invested in the establishment of a radio communications network for neighbourhood watches. This included the installation of radio repeaters and base stations at certain neighbourhood watch control rooms, along with 450 hand-held radios. Staff members have been deployed at the Metro Police control room, to maintain direct communication between the City and the neighbourhood watches. The network will be gradually expanded over the next five years so as to include all accredited neighbourhood watches in Cape Town.

### **Programme 2.5(b): Strengthen community capacity to respond to emergency situations**

While the Disaster Risk Management Act requires the City to establish a minimum number of volunteer units, the administration has exceeded expectations by enlisting the highest number of registered volunteers of any metro in the country. The 450 volunteers, some with 15 to 30 years' service, provide additional human resources for the City's essential services, help with risk reduction education and awareness, and are present at most large-scale events, such as concerts or sporting events.

Cooperation helps reduce informal-settlement fire risk The City has a range of engineering solutions to minimise the risk of extensive fire damage in informal settlements. One key initiative is the re-blocking of informal settlements. Re-blocking involves the grouping and reconfiguration of structures in informal settlements to optimise space, enhance security and improve access for fire prevention and service delivery. The City also continues to engage with suppliers of fire prevention solutions, from retardant paints and safer shack designs to less risky lighting units.

## 5 PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

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

## 6 RESOURCES

*Various resources are subject to change each year. Business plans should reflect which changes need to occur and how these changes will be implemented. The business plans should be used to evaluate what needs to be included in the budget submission for the financial year.*

### 6.1 Senior management capability and structure.

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

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

#### 6.1.2 Give an indication of possible outsource services

- *Reason for outsourcing*
- *Derived benefits from the outsourcing of the specified services*
- *Risk and challenges associated with the execution of the work from internal and/or external resources.*

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

*Identify whether you are the Lead or Contributing Directorate and list the responsible person's name and title.*

*The Lead Directorate is responsible for ensuring that the strategies are achieved. It is the Lead Directorate's responsibility to inform Contributing Directorates of the deliverables.*

## 6.2 Financial Information

The Draft Capital Budget for 2018/2019 amounts to R167.4 million. The draft general expenses budget of R 2.1 billion includes an amount of R1.8 billion for Employee related costs, R69.3 million for Contracted Services and R153.8 million for other expenditure. The draft Revenue Budget amounts to R1.3 billion, R 1.2 billion relates to the Traffic Fine income (this includes the total fines issued not necessarily recovered. The realistic fine income is R269.3 million, which equates to 25% of the total fine issued). Our fine income with 2017/18 has dramatically increased due to more aggressive interventions to collect outstanding traffic fines by the department.

### 6.2.1 Summary of revenue by source

WC000 Cape Town - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.) SAFETY & SECURITY	
Description R thousand	Vote 01 - Community Services
<b><u>Revenue By Source</u></b>	
Service charges	65
Rental of facilities and equipment	282 904
Fines	1 202 976 451
Licences and permits	82 246
Other revenue	12 400 269
Transfers recognised - operational	84 531 419
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>1 300 273 354</b>

## 6.2.2 Summary of operating expenditure by type

WC000 Cape Town - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.) SAFETY & SECURITY	
Description R thousand	Vote 01 - Community Services
<b>Expenditure By Type</b>	
Employee related costs	1 890 854 700
Depreciation & asset impairment	47 033
Contracted services	69 363 592
Other expenditure	153 828 727
<b>Total Expenditure</b>	<b>2 114 094 052</b>

## 6.2.3 Summary of capital expenditure by type

WC000 Cape Town - Supporting Table SA36 Detailed capital budget

Western Cape Town - Supporting Table 3: Detailed Capital Budget													
Municipal project  R thousand	Vote/Capital	Program/ Project description	Project number	Asset Class 4.	Asset Sub-Class 4.	Total Project Estimate	Prior year outcomes		2018/2019 Medium Term Revenue & Expenditure Framework			Project information	
							Audited Outcome 2016/17	Adjusted 2017/18	Budget	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Ward location
Parent municipality:													
Safety & Security		Various	Various	Various	Various	571 292 696	119 749 361	162 480 203	167 433 182	79 514 975	42 114 975	Multi	various
Total Capital expenditure							114 892 868	61 337 321(Feb 2018)				Multi	Various

## 6.2.4 Major Projects Aligned To PPM (IDP Linkage)

- Major projects aligned to the IDP ( available on the PPM system) to be listed here
- A description of the major features of expenditure including highlighting discretionary and non-discretionary expenditure.
- Overview in narrative form.

## 6.2.5 Narrative on Directorate capital programme

A brief narrative on the Directorate capital programme in the context of the overall capital programme of the municipality  
(Review your Directorate budget in relation to the city's overall budget and comment on major capital projects)

## 7 RISK ASSESSMENT

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

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

### 7.1 Revenue risks



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

## 8 OBJECTIVES AND INDICATORS OF THE DIRECTORATE SCORECARD

Attached as Annexure A

## 9. AUTHORISATION

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

	Name	Signature	Date
Executive Director	R. B. S. S.		11/3/2018
Mayco Member	JP Smith		19-3-18

## 10. APPENDICES:

Annexure A: 2018/2019 Directorate Scorecard template

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	DRAFT 2018/2019 SAFETY AND SECURITY: DIRECTORATE SCORECARD												
2	Alignment to IDP		Lead (L) / Contributing(C)	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/2017	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Responsible Person
3	Pillar, Corporate Objective No and Program No	CSC Indicator no.							30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019	
4	SFA 2 - Safe City	2.A	Safety & Security	2.1 Safe Communities	2.A Number of new areas with CCTV Surveillance camera	3	3	3	0	0	0	3	Director: Barry Schuller Metropolitan Police Department
5	SFA 2 - Safe City	2. B	Safety & Security	2.1 Safe Communities	2.B Community satisfaction survey (Score 1 -5) - safety and security	2.9	2.9	2.9	Annual Target	Annual Target	Annual Target	2.9	All Departments
6	SFA 2 - Safe City	2.1. C	Safety & Security	1.1 Opportunity City	Percentage 24 hour operationalisation of the Metro Police, Traffic Services and Law Enforcement departments	Operational night shift staff to be the equivalent of 10% (Traffic 10%, L.E 10%,Metro 10%) or more of the operational day staff compliment  (The percentage night shift staff will be additional staff)	Operational night shift staff to be the equivalent of 10% (Traffic 10%, L.E 10%,Metro 10%) or more of the operational day staff compliment  (The percentage night shift staff will be additional staff)	Operational night shift staff to be the equivalent of 10% (Traffic 10%, L.E 10%,Metro 10%) or more of the operational day staff compliment  (The percentage night shift staff will be additional staff)	Annual Target	Annual Target	Annual Target	Operational night staff to be the equivalent of 10% or more of the operational day staff compliment (The percentage night shift staff will be additional staff)	Wayne Le Roux (Chief Metro Police)
7	SFA 2 - Safe City	2.1. D	Safety & Security	1.1 Opportunity City	Number of Neighbourhood Safety Teams established	0	1	1	Annual Target	Annual Target	Annual Target	1	Wayne Le Roux (Chief: Metro Police) Rudolf Wiltshire (Chief: Law Enforcement)
8	SFA 2 - Safe City	2.1 C	Safety & Security	2.1 Safe Communities	Number of manual speed checks conducted	4778	4400	4800	1200	2400	3600	4800	Andre Nel 021 444 0114
9	SFA 2 - Safe City SFA 4 - Inclusive City	2.1 C 4.3.D	Safety & Security	2.1 Safe Communities	Number of drivers screened for driving under the influence	49348	60000	72000	18000	36000	54000	72000	All operational Assistant Chiefs
10	SFA 2 - Safe City	2.1	Safety & Security	2.1 Safe Communities	Number of fire fatalities per 100 000 of population	<3.50 per 100 000	<5 per 100 000	<5 per 100 000	<1.25 per 100 000	<2.5 per 100 000	<3.75 per 100 000	<5 per 100 000	Chief Fire Officer: Ian Schnetler 021 590 1738
11	SFA 2 - Safe City	2.1	Safety & Security	2.1 Safe Communities	Number of Fire Safety Inspections	4839	6000	6000	1500	3000	4500	6000	Chief Fire Officer: Ian Schnetler 021 590 1738

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	DRAFT 2018/2019 SAFETY AND SECURITY: DIRECTORATE SCORECARD												
2	Alignment to IDP		Lead (L) / Contributing(C)	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/2017	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Responsible Person
3	Pillar, Corporate Objective No and Program No	CSC Indicator no.							30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019	
12	SFA 1 Opportunity City	1.1. b	Safety & Security	2.1 Safe Communities	No of Events supported as recommended by the Special Events Committee and decided by the Executive Mayor	80	100	100	Annual Target	Annual Target	Annual Target	100	Manager Events
13	SFA 1 Opportunity City	1.1. b	Safety & Security	2.1 Safe Communities	Completion of phase 1 of the on-line events permitting system	New	Phase 1 of the on-line events booking system completed	Phase 1 of the on-line events booking system completed	Annual Target	Annual Target	Annual Target	Phase 1 of the on-line events booking system completed	Manager Events
14	SFA 2 - Safe City	2.1. a	Safety & Security	2.1 Safe Communities	Percentage Budget Spent on integrated information management system (EPIC 2)	100%	100%	100%	Annual Target	Annual Target	Annual Target	100%	Executive Director Richard Bosman 021 400 3355
15	SFA 2 - Safe City	2.1. a	Safety & Security	2.1 Safe Communities	Percentage Utilization of EPIC	75%	75%	75%	75%	75%	75%	75%	All Departments
16	SFA 2 - Safe City	2.1. a	Safety & Security	2.1 Safe Communities	Perform and present weekly analysis of gun shots identified my means of gunshot location technology (Shotspotter) in order to inform management decision making	Maintain weekly review sessions	Maintain weekly review sessions	Maintain weekly review sessions	Maintain weekly review sessions	Maintain weekly review sessions	Maintain weekly review sessions	Maintain weekly review sessions	Petrus Robberts (Director: Policing and Enforcement Servcies) 021 444 4050
17	SFA 2 - Safe City	2.1. a	Safety & Security	2.1 Safe Communities	Percentage of identified City requirements being met by available Remotely Piloted Aircraft Systems (RPAS) technology	0%	20%	20%	0%	0%	10%	20%	Wayne Le Roux (Chief: Metro Police) Anton Visser (Manager: Support)
18	SFA 2 - Safe City		Safety & Security	2.1 Safe Communities	Number of emergency planning and preparedness courses conducted	29	16	16	4	8	12	16	Manager : Disaster Management Greg Pillay 021 597 5012
19	SFA 2 - Safe City		Safety & Security	2.1 Safe Communities	Number of Emergency preparedness exercises/drills conducted	5	4	4	1	2	3	4	Manager : Disaster Management Greg Pillay 021 597 5012
20	SFA 2 - Safe City	2.1 c 2 &3	Safety & Security	2.1 Safe Communities	Percentage response times for fire and other emergency incidents within 14 minutes from call receipt up to arrival	82%	80%	80%	80%	80%	80%	80%	Chief Fire Officer: Ian Schnetler 021 590 1738

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	DRAFT 2018/2019 SAFETY AND SECURITY: DIRECTORATE SCORECARD												
2	Alignment to IDP		Lead (L) / Contributing(C)	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/2017	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Responsible Person
3	Pillar, Corporate Objective No and Program No	CSC Indicator no.							30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019	
21	SFA 2 - Safe City	2.1.b	Safety & Security	2.1 Safe Communities	Number of Inspections at Scrap Metal Dealers	1750	1785	1785	446	800	1338	1785	Regional Inspector Yul Coleman Contact: 021 900 1757
22	SFA 4 - Inclusive City	4.3.d	Safety & Security	2.1 Safe Communities	Number of liquor premises inspected for compliance in terms of City By-laws and Provincial Legislation	2733	2788	2788	697	1250	2091	2788	Regional Inspector Yul Coleman Contact: 021 900 1757
23	SFA 2 - Safe City	2.1.c	Safety & Security	2.1 Safe Communities	Number of training interventions with National and International partners	6	6	6	0	2	4	6	Executive Director Richard Bosman 021 400 3355
25	SFA 2 - Safe City	2.1.b.5	Safety & Security	2.1 Safe Communities	Number of learners attending Metro Police Youth Camps	new	480	480	4 camps x 40 learners per camp = 160	3 camps x 40 learners per camp = 120	3 camps x 40 learners per camp = 120	2 camps x 40 learners per camp = 80	Wayne Le Roux Chief: Metro Police 021 427 5160
26	SFA 2 - Safe City	2.1.b.5	Safety & Security	2.1 Safe Communities	Number of Metro Police Youth Cadets recruited	40	40	40	0	0	0	40	Wayne Le Roux Chief: Metro Police 021 427 5160
27	SFA 2 - Safe City	2.1 C	Safety & Security	2.1 Safe Communities	Percentage of operational staff successfully completing specific legislative training interventions (firearms training)	99.78%	95%	95%	95%	95%	95%	95%	Wayne Le Roux Chief: Metro Police 021 427 5160
28	SFA 2 - Safe City	2.1 c	Safety & Security	5.1 Operational sustainability	Percentage operational staff undergoing by-law refresher training	35%	35%	35%	5%	15%	25%	35%	Wayne Le Roux (Chief Metro Police) Rudolf Wiltshire (Chief: Law Enforcement) Heathcliff Thomas (Chief: Traffic Services)
29	SFA 2 - Safe City	2.1.d	Safety & Security	5.1 Operational sustainability	Number of neighbourhood watch members trained or retrained in terms of community based crime prevention practices	1200	1200	1200	300	600	900	1200	Anton Visser Manager: Support 021 400 1170
30		2.1.e	Safety & Security	1.3 Economic inclusion	Percentage compliance to the Auxilliary Law Enforcement recruitment and training plan	New	80%	80%	20%	40%	60%	80%	Assistant Chief Greeve Contact: 021 444 5493

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	DRAFT 2018/2019 SAFETY AND SECURITY: DIRECTORATE SCORECARD												
2	Alignment to IDP		Lead (L) / Contributing(C)	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/2017	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Responsible Person
3	Pillar, Corporate Objective No and Program No	CSC Indicator no.							30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019	
31	SFA 2 - Safe City	2.1.d	Safety & Security	1.3 Economic inclusion	Number of by-law education and awareness sessions held	New	24	24	6	12	18	24	Various Assistant Chiefs
32	SFA 2 - Safe City		Safety & Security	1.3 Economic inclusion	Rand value of upgrade of fire station (USDG funding)	New	11700000	TBC	TBC	TBC	TBC	TBC	Ian Schnetler Chief: Fire and Rescue Services 021 590 1738
33	SFA 2 - Safe City		Safety & Security	3.1 Excellence in basic services	Percentage completion of upgrade of fire station (USDG funding)	New	100%	TBC	TBC	TBC	TBC	TBC	Directorate Finance Manager: Moses Matthys 021 400 2234
34	SFA 5 Well-Run City	5.C	Finance	5.1 Operational sustainability	Percentage spend of Capital Budget	90%	90%	90%	10%	20%	55%	90%	Directorate Finance Manager: Moses Matthys 021 400 2234
35	SFA 1 Opportunity City	1.F	Social Services	1.3 Economic inclusion	Number of Expanded Public Works programmes (EPWP) opportunities created	1000	1000	812	203	406	609	812	Grant Stephens Contact: 021 417 4084 Cell: 084 2252 028
36	SFA 1 Opportunity City	CSC#	Corporate Services	1.3 Economic inclusion	Number of unemployed trainees and unemployed bursary opportunities (excluding apprentices)	30	30	30	11	11	8	30	Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344
37	SFA 1 Opportunity City	CSC#	Corporate Services	1.3 Economic inclusion	Number of unemployed apprentices	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344
38	SFA 3 Caring City	3.F	Corporate Services	3.1 Excellence in basic services	Percentage adherence to Citywide service requests	100%	90%	90%	90%	90%	90%	90%	Shaun Van Der Merwe Contact: 021 400 2117 Cell: 084 235 3316
39	SFA 1 Opportunity City	CSC#	Corporate Services	4.3 Building Integrated Communities	Percentage adherence to EE target in all appointments (internal & external)	85%	85%	85%	85%	85%	85%	85%	Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609
40	SFA 1 Opportunity City	CSC#	Corporate Services	4.3 Building Integrated Communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	2%	2%	2%	2%	2%	2%	2%	Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	DRAFT 2018/2019 SAFETY AND SECURITY: DIRECTORATE SCORECARD												
2	Alignment to IDP		Lead (L) / Contributing(C)	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/2017	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Responsible Person
3	Pillar, Corporate Objective No and Program No	CSC Indicator no.							30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019	
41	SFA 1 Opportunity City	CSC#	Corporate Services	5.1 Operational sustainability	Percentage of absenteeism	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344
42	SFA 5 Well-Run City	CSC#	Corporate Services	5.1 Operational sustainability	Percentage OHS investigations completed	100%	100%	100%	100%	100%	100%	100%	Dikeledi Tsukudu Contact: 021 400 5261 Cell: 082 4412 894
43	SFA 5 Well-Run City	CSC#	Corporate Services	5.1 Operational sustainability	Percentage vacancy rate	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	Fritz Le Roes Contact: 021 400 9106 Cell: 082 8232 430
44	SFA 1 Opportunity City	CSC#	Corporate Services	1.3 Economic inclusion	Percentage budget spent on implementation of WSP	95%	95%	95%	10%	30%	70%	95%	Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344
45	SFA 1 Opportunity City	-	Social Services	1.3 Economic inclusion	Number of Full Time Equivalent (FTE) work opportunities created	232	232	209	52.25	104.5	156.75	209	Executive Director: Social Services
46	SFA 5 Well-Run City	CSC#	Finance	5.1 Operational sustainability	Percentage of Operating Budget spent	95%	95%	95%	20%	50%	75%	95%	Directorate Finance Manager: Moses Matthys 021 400 2234
47	SFA 5 Well-Run City	CSC#	Finance	5.1 Operational sustainability	Percentage of assets verified	100%	100%	100%	N/A	N/A	75%	100%	Directorate Finance Manager: Moses Matthys 021 400 2234
48	SFA 5 Well-Run City	CSC#	Directorate of the Mayor	5.1 Operational sustainability	Percentage Internal Audit findings resolved	75%	75%	75%	75%	75%	75%	75%	Riaan Vosloo Contact: 021 400 3879 Cell: 082 559 9959
49	SFA 5 Well-Run City	CSC#	Directorate of the Mayor	5.1 Operational sustainability	Percentage of Declarations of Interest completed	100%	100%	100%	25%	50%	75%	100%	Sonja Thomas Contact: 021 487 2517 Cell: 083 4125 449
51	<div>Executive Director Safety and Security: Richard Bosman</div> <div>Mayoral Committee Member: Safety and Security Alderman J.P Smith</div> <div> 2018/03/01</div> <div> 19-3-18</div>												

## 2017/2018: SAFETY AND SECURITY SDBIP (DEFINITIONS)

Key Performance Indicator	Definition
Percentage spend of capital budget	Percentage reflecting year to date spend / Total budget less any contingent liabilities relating to the capital budget. The total budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.
Percentage spend on repairs and maintenance	<p>Percentage reflecting year to date spend (including secondary cost) / total repairs and maintenance budget</p> <p>Note that the in-year reporting during the financial year will be indicated as a trend (year to date spend).</p> <p>Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned Maintenance includes asset inspection and measures to prevent known failure modes and can be time or condition-based.</p> <p>Repairs are actions undertaken to restore an asset to its previous condition after failure or damage. Expenses on maintenance and repairs are considered operational expenditure.</p> <p>Primary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour and materials paid to outside suppliers.</p> <p>Secondary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour provided In-house / internally.</p>
Number of Expanded Public Works programmes (EPWP) opportunities created	<p>This indicator measures the number of work opportunities created through the expanded Public Works Programme (EPWP).</p> <p>An EPWP work opportunity is paid work created for an individual on an EPWP project for any period of time, within the employment conditions of the Code of Good Practice for Special Public Works Programmes.</p>

## 2017/2018: SAFETY AND SECURITY SDBIP (DEFINITIONS)

Key Performance Indicator	Definition
Number of external trainee and bursary opportunities (excluding apprentices)	<p>This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative and provision of real world of work exposure to trainees and graduates. This includes, external bursaries awarded, in-service student training opportunities, graduate internships and learnerships.</p> <p>This is an accumulative quarterly measure. The target refers to the 4th quarter final total.</p>
Number of apprentices	<p>This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative. This indicator is limited to apprenticeships.</p> <p>This is an accumulative quarterly measures. The target refers to the 4th quarter final total.</p>
Percentage adherence to Citywide service standard based on all external notifications	Measure the percentage adherence to Citywide service standard based on all external notifications.
Percentage adherence to EE target for all levels of staff employed (internal & external)	<p>Formula: Number of EE appointments (external, internal and disabled appointments) / Total number of posts filled (external, internal and disabled)</p> <p>This indicator measures:</p> <p><u>1. External appointments -</u> The number of external appointments across all directorates over the preceding 12 month period. The following job categories are excluded from this measurement: Councillors, students, apprentices, contractors and non-employees. This will be calculated as a percentage based on the general EE target.</p>

## 2017/2018: SAFETY AND SECURITY SDBIP (DEFINITIONS)

Key Performance Indicator	Definition
Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	<p>This indicator measures :</p> <p>The disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%.</p> <p>This category forms part of the 'Percentage adherence to EE target', but is indicated separately for focused EE purpose.</p> <p>This indicator measures the percentage of people with disabilities employed at a point in time against the staff complement e.g staff complement of 100 target is 2% which equals to 2</p>

## 2017/2018: SAFETY AND SECURITY SDBIP (DEFINITIONS)

Key Performance Indicator	Definition
Percentage of absenteeism	<p>A: Actual number of days absent due to sick and unpaid/unauthorised leave in the directorate or department.</p> <p>B: ((number of working days for month) * number of staff members))*100%.</p> <p>Formula:</p> $C = (A1 + A2/B) * 100$ <p>A1: Sick Leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / Time Management / All Absences) and enter the total number of absent days for sick leave. Enter the number of employees who took sick leave in the comments column</p> <p>A2: Unpaid/ Unauthorised leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / All Absences) and enter the total number of absent days as per the "Unpaid" column of the report (authorised and unauthorised is separated). Enter the number of employees who took "unpaid" leave in the comments column</p> <p>B: Total number of staff X Total number of working days for the month The Target will be 5% or less for the rolling 12 month period.</p>

## 2017/2018: SAFETY AND SECURITY SDBIP (DEFINITIONS)

Key Performance Indicator	Definition
Percentage OHS incidents reported	<p>Incidents measures the number of injuries on duty (includes all categories) reported expressed as a percentage of the total number of employees for the directorate and/or department for the specific quarter. The average number of employees over the 3 month period will be used to accomodate the movement of employees.</p> <p><u>Formula:</u>  Incidents reported (A )= <math>\frac{(B) \text{ Injuries on duty (eg.1 July - 30 Sept)}}{(C) \text{ Total number of employees (an average over the 3month period)}} \times 100</math>  = %</p>
Percentage OHS investigations completed	<p>Investigations measures the completed number of incidents investigated within a 30 day period, expressed as a percentage. "Completed" will be measured as incident data captured and uploaded on SAP. There will be a one month lag for both the numerator and denominator for reporting purposes.</p> <p><u>Formula:</u>  Investigations completed (D)= <math>\frac{(E) \text{ No. of incidents investigations completed within 30 days }^*}{(F) \text{ No. of incidents}}</math>  x100  = %</p> <p><i>*Refers to the number of incidents on the denominator for investigations that was completed within 30 days at reporting date.</i></p>

## 2017/2018: SAFETY AND SECURITY SDBIP (DEFINITIONS)

Key Performance Indicator	Definition
Percentage vacancy rate	This is measured as a percentage of positions vacant against the total positions on structure. This indicator will be measured at a specific point in time to calculate the vacancy rate. The target is a vacancy rate of 7% or less.
Percentage budget spent on implementation of WSP for the City	<p>A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions which will address the needs arising out of Local Government's Skills Sector Plan, the City's strategic requirements as contained in the IDP and the individual departmental staffing strategies and individual employees' PDPs. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan.</p> <p>Formula: Measured against training budget.</p>
Percentage of Operating Budget spent	<u>Formula:</u> Total actual to date as a percentage of the total budget including secondary expenditure.

## 2017/2018: SAFETY AND SECURITY SDBIP (DEFINITIONS)

Key Performance Indicator	Definition
Percentage of assets verified	<p>The indicator reflects the percentage of assets verified annually for audit assurance.</p> <p>Quarter one will be the review of the Asset Policy, In Quarter two, the timetable in terms of commencing and finishing times for the process is to be communicated, and will be completed. Both Quarters will only be performed by Corporate Finance.</p> <p>The asset register is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data is downloaded at specific times and is the bases for the assessment of progress.</p> <p>Q1=N/A for ALL other department, except Corporate Finance (responsible)  Q1= 25% Corporate Finance  Q2= N/A for ALL other department, except Corporate Finance (responsible)  Q2= 50% Corporate Finance  Q3= 75% represent that 60% of the assets have been verified by the directorate/ department  Q4= 100% represents All assets have been verified.</p>
Percentage Internal Audit findings resolved	<p>It is the reporting and monitoring of the reduction (in percentage) of the findings of audit follow-ups performed in the quarter.</p> <p>The timing for corrective action implementation is normally provided by line.</p> <p>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.</p>
Percentage of Declarations of Interest completed"	<p>This indicator will measure: "The total number of completed declarations of interest as a % of the total number of staff as required by legislation and applicable city policies.</p>

# SOCIAL SERVICES DIRECTORATE



## DIRECTORATE EXECUTIVE SUMMARY OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2018/2019

**EXECUTIVE DIRECTOR: ERNEST SASS**

**CONTACT PERSON: GLEN PHYFER**

Website (for detailed SDBIP):

<http://www.capetown.gov.za/Family%20and%20home/meet-the-city/our-vision-for-the-city/cape-towns-integrated-development-plan>

Annexure A



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

**Making progress possible. Together.**

## **VISION OF THE CITY:**

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

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

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

This is a one year plan giving effect to the IDP and the budget. It sets out the strategies in quantifiable outcomes that will be implemented over the 2018/2019 financial year. It considers what was set out in the IDP. It indicates what the Directorate needs to do to deliver on the IDP objectives, how this will be done, what the outcomes will be, what processes will be followed and what inputs will be used.

## TABLE OF CONTENTS

1. EXECUTIVE SUMMARY	4
2. PURPOSE AND SERVICE MANDATE OF THE DIRECTORATE	5
3. STRATEGIC ALIGNMENT TO THE IDP	7
4. PERFORMANCE PROGRESS AND OUTCOMES	9
4.1. Past year's performance	9
4.2. Areas of Business Improvement	9
5. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN	10
6. RESOURCES	10
6.1. Senior management capability and structure	10
6.1.1. Directorate organogram	11
6.1.2. Possible outsource services	11
6.1.3. Lead and Contributing Directorate (Transversal Management)	11
6.2. Financial Information	12
6.2.1. Summary of revenue by source	12
6.2.2. Summary of operating expenditure by type	12
6.2.3. Summary of capital expenditure by type	13
6.2.4. Major Projects Aligned To PPM (IDP Linkage)	13
6.2.5. Narrative on Directorate capital programme	13
7. RISK ASSESSMENT	14
7.1. Revenue risks	14
8. OBJECTIVES AND INDICATORS OF THE DIRECTORATE SCORECARD	14
9. AUTHORISATION	15
10. APPENDICES	15

### **Annexure A1: Social Service 2018/2019 Directorate Scorecard**

## 1. EXECUTIVE SUMMARY

Social Services continues to provide community facilities, spaces and services, as well as developmental programmes in support of building communities and individuals' capabilities towards improved social well-being of all the citizens of Cape Town. In so doing, the Directorate directly supports "The Opportunity City", "The Caring City" and "The Inclusive City", as well as contributes to "The Safe City" and "The Well-Run City".

The Directorate is the lead coordinator of the Social Development Strategy (SDS), and as such ensures coordination of same across all Directorates. As the key driver of the City's Expanded Public Works Programme (EPWP), the Directorate is a contributor towards giving life to the Economic Growth Strategy (EGS).

Service delivery is achieved through six Line Departments, namely:

- City Health;
- Library and Information Services;
- Recreation and Parks;
- Social Development and Early Childhood Development;
- Expanded Public Works Programme; and
- Planning, Development and Project Management Office.

As well as three Shared Services Departments, namely:

- Finance;
- Human Resources business partner; and
- Support Services.

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

## **2. PURPOSE AND SERVICE MANDATE OF THE DIRECTORATE**

The purpose of Social Services is to improve the health and well-being of the citizens of Cape Town by delivering on specific City priorities set out in the IDP whilst continuing to provide and maintain a range of core social services relating to Social Service Facilities, Services and Developmental Programmes.

Legislative Imperatives: The Constitution of the Republic of South Africa, Act 108 of 1996; Sections 4(2)(j), 16(1)(b)(1) and 51(a) of the Municipal Systems Act, No 32 of 2000; Section 152 of the Constitution of the Republic of South Africa: “the objects of local government”...

(c) to promote social and economic development

(d) to promote a safe and healthy environment

(e) encourage involvement of communities/ organisations in local government”

Opportunity City: (EPWP Job Creation Programme), the City's priority is to invest in EPWP to support skills development in order to boost employability of participants and create the skills base required for a growing economy. The Directorate is responsible for driving out and mainstreaming the City's EPWP Programme within the City.

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

Inclusive City: (Substance Abuse; Primary Healthcare; Homelessness), it is recognised that there are deep social challenges in Cape Town linked to the country's historical roots, including substance abuse and homelessness, with the youth being the most at risk of falling into the vicious cycle of social ills. Furthermore, criminal activity appears to occur more often in areas of social deprivation and poverty.

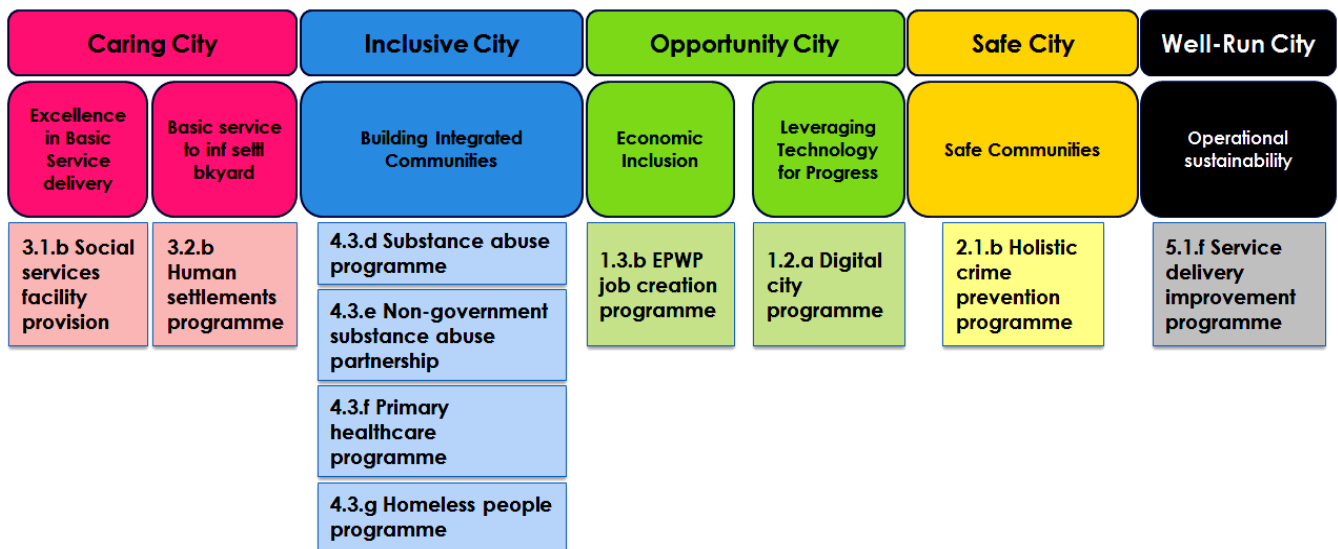
Within the Transversal Safe Communities Working Group, Social Services drives the following Transversal Work Streams through its SD&ECD Department:

- Integrated Youth Development Strategy with its implementation Plan;
- Social & Situational Crime Prevention Strategy with its implementation Plan; and
- Alcohol & Other Drug Harm Minimisation Strategy with its implementation Plan.

Through the directorate's departments, the broad social challenges and needs are addressed by providing and maintaining a holistic and integrated range of mandated social facilities, services and developmental programmes and functions, including, but not limited to, those mentioned below.

- Delivering a Comprehensive Primary Health Care Service, including Personal and Specialized Primary Health Care (commonly referred to as clinic services) as well as Municipal Health Care (also referred to as Environmental Health Services);
- Providing access to the services and resources required for informational, educational, cultural and recreational needs through a free public library service that includes spaces and programmes for social development;
- Providing attractive, safe, accessible and sustainable social facilities and spaces where the citizens of Cape Town can engage in active and passive recreation.
- Providing cemeteries and crematoria, which are an integral part of a dignified and efficient interment service;
- Horticultural Services at City of Cape Town facilities;
- Community Engagements and Social Preparation;
- Providing a number of targeted social services programmes focusing on substance abuse, homelessness, youth development, early childhood development, poverty alleviation and vulnerable groups;
- Developing, implementing and maintaining community orientated arts, culture and heritage programmes, services, infrastructure and partnerships; and
- Providing new Social Service facilities that are planned and developed in a joint, integrated, clustered and multifunctional manner in areas that maximise community use, ownership and pride. Protective measures will also be put in place to ensure that these facilities are safe and secure.

### 3. STRATEGIC ALIGNMENT TO THE IDP



Social Services is the lead Directorate for the Objectives and Programmes within the SFA's of the IDP as presented below.

#### SFA 1: Opportunity City

- **Objective 1.3: Economic Inclusion.**
  - **Programme 1.3.b: EPWP Job Creation:** The EPWP is a national government programme that aims to provide social protection through the creation of jobs. The programme's mandate is to contribute to development by providing work opportunities to poor and unemployed people in the labour-intensive delivery of public and community assets and services

#### SFA 3: Caring City

- **Objective 3.1: Excellence in Basic Service delivery**
  - **Programme 3.1.b: Social Services facility provision:** The City endeavours to plan and deliver services across the various systems of public management that also includes a range of social services and programmes so as to represent a holistic commitment to improving the living conditions and health of residents and to promote individual and community welfare.

## **SFA 4: Inclusive City**

- **Objective 4.3: Building Integrated Communities**

- **Programme 4.3.d: Substance Abuse:** Substance abuse is a priority area, given the high incidence of abuse. This programme is aligned to the "Prevention & Early Intervention of Alcohol & Other Drug Use" Policy, and the "Alcohol & Other Drug Harm Minimization & Mitigation" Strategy. The City continues to collaborate to offer initiatives that promote awareness of and provide support.
- **Programme 4.3.e: Non-Government Substance Abuse Partnership:** Only a fraction of NGOs/NPOs that run substance abuse related programmes receive funding assistance from CCT. Many NGOs lack information on the process of engaging with, or the strategies guiding substance abuse interventions within the City. A framework document will be compiled which will provide guiding information. Upon approval, the framework will be communicated and an implementation plan will be developed in collaboration with stakeholders.
- **Programme 4.3.f: Primary Healthcare:** Although the National Health Act, No. 61 of 2003, allocates the responsibility of provision of personal Primary Health Care Services to the Provincial Health Department, schedule 4A of the Constitution allows those services to be assigned to Local Government via mutual agreement. The City is committed to working collaboratively with the province through the Service Level Agreement to ensure seamless delivery of health services to the vulnerable and poor. Furthermore, the National Department of Health has introduced the "Ideal Clinic" which is aimed at improving quality of care and customer centricity approach to health service provision. These transformational national priorities are aimed at transforming health service provision to the citizens. The city commits to developing and implementing plans that will eventually result in clinics being declared ideal and compliant against these compulsory standards.
- **Programme 4.3.g: Homeless People:** The programme is aligned to the approved "Street People" Policy. The aim is to reduce the number of people living/sleeping/surviving on the streets, and ensure that street people are given the necessary development assistance to achieve reintegration, accommodation and employment.

## **4. PERFORMANCE PROGRESS AND OUTCOMES**

### **4.1. Past year's performance**

The Directorate was formed on 1 January 2017, and includes the previous City Health, Community Services, and Social Development & ECD. All seven Corporate Scorecard indicators for which these directorates were responsible, were either met or exceeded at the end of the previous financial year.

The directorate is currently responsible for 3 Corporate Scorecard indicators, namely:

- 1.F: Number of Mayor's Job Creation (MJCP) opportunities created;
- 3.P: Number of community services facilities within informal settlements; and
- 4.F: Number of strengthening families programmes implemented.

The complete report on the past year's performance is available at:

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

### **4.2. Areas of Business Improvement**

The Directorate continues to strive towards inculcating a culture of excellence and performance. In addition to the normal reporting tools and indicators, the Directorate will also focus on the following in the coming financial year:

- Finalize Service Level Agreement with Provincial Health;
- Develop an Agreement with the Provincial Department of Arts & Culture;
- Review the City's Social Development Strategy;
- Repurpose certain facilities within Social Services;
- Explore additional Revenue Generation streams;
- Improve availability of cemeteries and crematoria, which are an integral part of a dignified and efficient interment service;
- Finalization of outstanding leases; and
- Modernization of IT systems.

## 5. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

Partners/ Stakeholders	Roles and Responsibilities
National Departments	<ul style="list-style-type: none"><li>• Policy Direction</li><li>• Monitoring and Evaluation</li><li>• Reporting to National Treasury</li></ul>
Provincial Departments	<ul style="list-style-type: none"><li>• Funding &amp; Service Level Agreements</li><li>• Protocol Agreements</li><li>• Policy Direction</li><li>• Monitoring and Evaluation</li></ul>
NGOs, CBOs, Sector based institutions, Friends based Groups, Volunteers	Extensive partnerships with a large number of organizations who augment our resources in terms of service delivery
Other Partners	Academic and research institutions make substantial donations and service inputs
Other Directorates	Social Services departments interact with a number of other Directorates / Departments in various forums

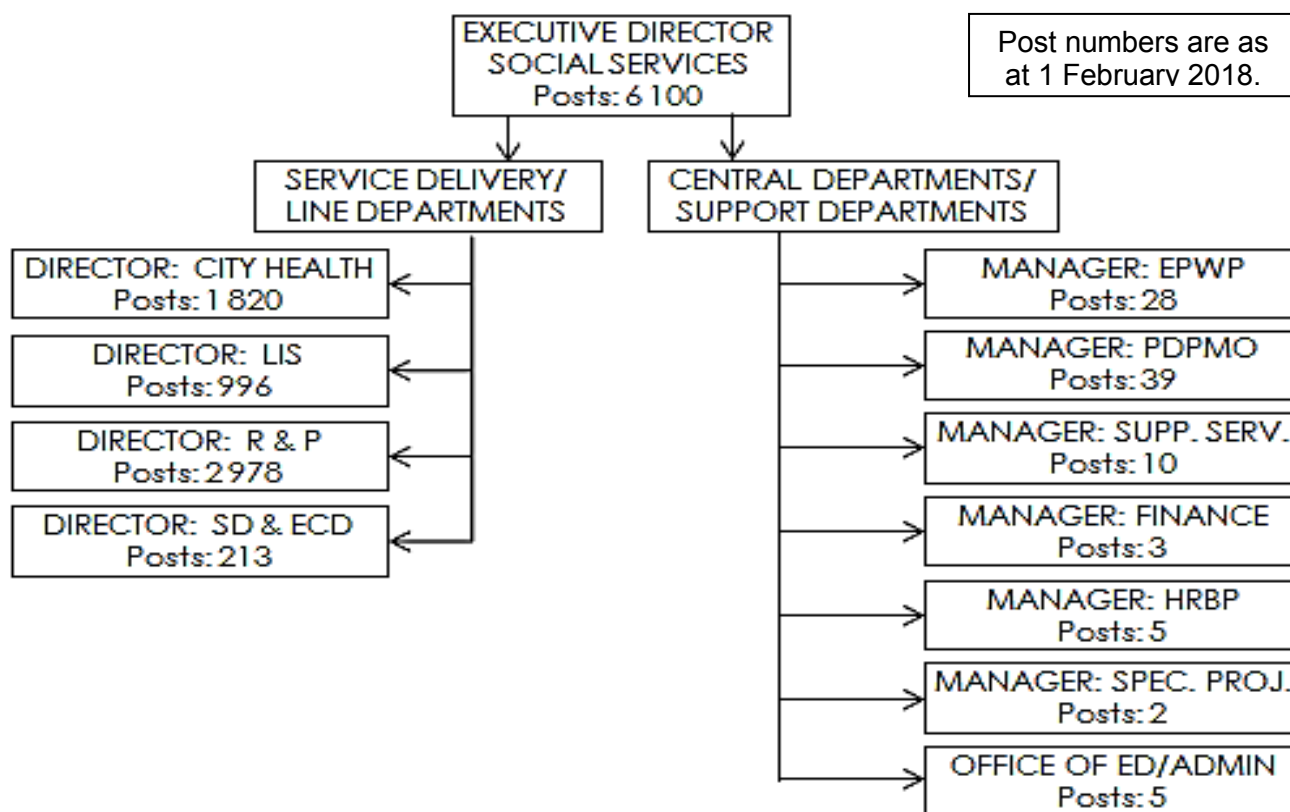
## 6. RESOURCES

### 6.1. Senior management capability and structure

The Directorate is headed by an Executive Director, with its management committee structure is as follows:

- Director: City Health;
- Director: Library & Information Services;
- Director: Recreation and Parks;
- Director: Social Development and Early Childhood Development;
- Manager: Expanded Public Works Programme;
- Manager: Planning, Development and Project Management Office; and
- Shared Services' Managers: Support Services; Finance; Projects; HR.

### 6.1.1 Directorate organogram



### 6.1.2 Possible outsource services

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

### 6.1.3 Lead and Contributing Directorate

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

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

Social Services is the lead implementer of the Social Development Strategy (SDS), and as such ensures coordination of same across all Directorates. As

the key driver of the City's Expanded Public Works Programme (EPWP), the Directorate is also a primary contributor towards giving life to the Economic Growth Strategy (EGS).

Within the Transversal Safe Communities Working Group Social Services (SD&ECD) drives the following Transversal Work Streams:

- Integrated Youth Development Strategy with its implementation Plan;
- Social & Situational Crime Prevention Strategy with its implementation Plan; and
- Alcohol & Other Drug Harm Minimisation Strategy with implementation Plan.

## 6.2. Financial Information

Please take note that the outcome of the final 2018/19 budget, including any additional requests to BSC for 2018/19 is still unknown. The Directorate will only be in a position to indicate a more accurate 2018/19 budget after March 2018. Figures used below are to be considered as draft until such time.

### 6.2.1 Summary of Revenue by Source

Description	Vote 10 - Social Services (R Thousand)
<b>Revenue By Source</b>	
Sales of Goods and Rendering of Services	(42 650)
Rental of facilities and equipment	( 22 336)
Fines	( 3 703)
<b>Other revenue</b>	( 13 287)
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>( 81 976)</b>

### 6.2.2 Summary of Operating Expenditure by Type

Description	Vote 10 - Social Services (R Thousand)
<b>Expenditure By Type</b>	
Employee related costs	2 207 265
Finance Charges	13 612
Depreciation & asset impairment	139 841
Other materials	318 094
Contracted services	661 016
Transfers and subsidies	15 568
Other expenditure	80 116
<b>Total Primary Expenditure</b>	<b>3 117 418</b>

### 6.2.3 Summary of Capital Expenditure by Type

Municipal Vote/ Capital Project R thousand	<ul style="list-style-type: none"> <li>Programme/ Project description</li> <li>Project number</li> <li>Asset Class 4.</li> <li>Asset Sub-Class 4.</li> </ul>	Total Project Estimate	Prior year outcomes		2018/19 Medium term revenue & Expenditure Framework			Project Information	
			Audited Outcome 2016/17	Audited Outcome 2017/18	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Ward location	New or renewal
Social Services	Various	New	243 918	279 560	294 208	204 431	206 644	Multi	Various
<b>Total Capital Expenditure</b>			<b>243 918</b>	<b>279 560</b>	<b>294 208</b>	<b>204 431</b>	<b>206 644</b>	<b>Multi</b>	<b>Various</b>

### 6.2.4 Major Projects Aligned To PPM

- IT Modernisation: Sports Field & Swimming Pool SAP Booking System; Library Halls/Meeting Room SAP Booking System; X-Ray System; Integrated Facility Booking Mobile Field Services App;
- New Pelican Park and Fisantekraal Clinics;
- Manenberg Integrated Project;
- Sport and Recreation Facilities Upgrade: Will be prioritized as per Water Resilience Plan as well as major upgrade requirements identified;
- Du Noon Library Construction;
- Zakhele Clinic – Replacement; and
- Vaalfontein Cemetery Development.

### 6.2.5 Narrative on Directorate Capital Programme

The core function is to provide Social Facilities (Libraries, ECD's, Clinics and Recreational facilities), linked to SFA (Caring City), Objective (Excellence in Basic Service delivery), Programme (Social Services facility provision). The capital programme in the context of the overall capital programme of the City of Cape Town as per approved 2017/18 Budget Book:

Directorate	% of Total Budget	Approved 2018/19 Budget R'000
Area Based Service Delivery		Awaiting
Assets and Facilities Management		Approval
City Manager		Of
Corporate Services		2018/19
Directorate of the Mayor		Budget
Energy		
Finance		
Informal Settlements, Water and Waste Services		
Safety and Security		
Social Services (2017/18)	3.2%	294 208
Transport and Urban Development Authority		
<b>TOTAL: CITY OF CAPETOWN</b>	<b>100%</b>	<b>9 056 302</b>

## 7. RISK ASSESSMENT

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

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

### 7.1. Revenue risks

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



## 8. OBJECTIVES AND INDICATORS OF THE DIRECTORATE SCORECARD

The Social Service 2018/19 Directorate Scorecard is attached as Annexure A1. The Directorate also reports on Corporate Scorecard indicators as presented below:

Alignment to IDP	Indicator	Baseline (June 2018 target)	Target Sep 2018	Target Dec 2018	Target Mar 2019	Target Jun 2019
SFA 1: Opportunity City Objective 1.3: Economic inclusion Programme 1.3.b: EPWP Job Creation Programme	1.F: Number of Mayor's Job Creation (MJCP) opportunities created	34 500	8 875	17 750	26 625	35 500
SFA 4: Inclusive City Objective 4.3: Building Integrated Communities Programme 4.3.d: Substance Abuse Programme	4.F: Number of strengthening families programmes implemented.	18	2	8	10	18

## 9. AUTHORISATION

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

	NAME	SIGNATURE	DATE
Executive Director: Social Services	Mr Ernest Sass		2018-02-14 2017-02-14 =
Mayoral Committee Member: Safety and Social Services	Alderman JP Smith		15-02-2018

## 10. APPENDICES:

### Annexure A1: Social Service 2018/2019 Directorate Scorecard

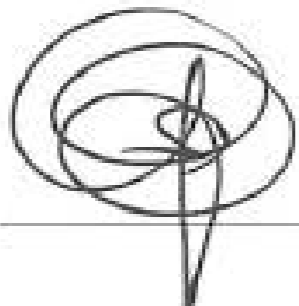
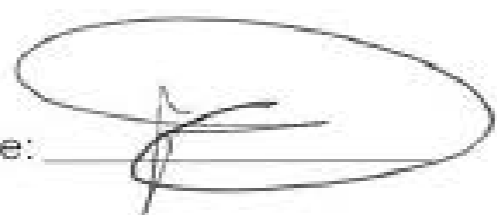
	A	B	C	D	E	N	O	P
1	2018/2019 SOCIAL SERVICES DIRECTORATE SCORECARD						Comments/Definition	Outcome RoI... VfM (... <i>in order to</i> ... )
2	Alignment to IDP		Lead/ Contributing Dir.	Corporate Objective	Indicator (to include unit of measure)	Responsible Person		
3	Pillar, Objective and Programme No.	CSC Indicator						
4	SFA 1: Opportunity City Prog. 1.3.b	1.F	Soc Serv	1.3 Economic inclusion	City Wide: Number of Expanded Public Works Programme (EPWP) work opportunities created	Manager: EPWP	Integrated Development Plan; <b>Corporate Scorecard; Cities Support Programme</b>	An EPWP work opportunity is to create paid work opportunities for an individual on an EPWP project for any period of time, within the employment conditions of the Code of Good Practice for Special Public Works Programmes.
5	SFA 1: Opportunity City Prog. 1.3.b		Soc Serv	1.3 Economic inclusion	City Wide: Number of Full Time Equivalent (FTE) work opportunities created	Manager: EPWP	Integrated Development Plan; Legislation Refers to one person-year of employment. One person year is equivalent to 230 person days of work. The 230 days are effective days of work after subtracting provision for non-productive days in a year (e.g. leave, holidays, etc.). 1 FTE = person days divided by 230	
6	SFA 1: Opportunity City Prog. 1.3.b		Soc Serv	1.3 Economic inclusion	Number of EPWP training projects implemented	Manager: EPWP	EPWP mainstreaming/ flagship projects: * Training framework & partnership based interv. * EPWP skills development: artisan pilot initiative	
7	SFA 1: Opportunity City Prog. 1.3.b		Soc Serv	1.3 Economic inclusion	Number of databases imported into EPWP Jobseekers Database	Manager: EPWP	EPWP localised projects: * Optimisation of Job seeker database and creating better linkages with other City databases * Centralised EPWP office	
9	SFA 4: Inclusive City Prog. 4.3.d		Soc Serv	4.3 Building Integrated Communities	Number of clients screened at the Substance Abuse Outpatient Treatment Centres.	Director: City Health	This indicator measures the number of clients, seeking help for substance abuse, being screened in a first interview at the City's outpatient treatment sites.	This indicator measures the number of clients, seeking help for substance abuse, being screened in a first interview at the City's outpatient treatment sites.
10	SFA 4: Inclusive City Prog. 4.3.d		Soc Serv	4.3 Building Integrated Communities	% of clean drug tests of clients within the program	Director: City Health	This indicatore measures the percentage of tests done of clients on the program which were reported and clean.	This indicatore measures the percentage of tests done of clients on the program which were reported and clean.
11	SFA 2: Safe City		Soc Serv	2.1 Safe Communities	Number of Health & Hygiene Projects related to informal settlements completed (c53)	Director: City Health	Number of Health & Hygiene Projects related to informal settlements completed. Cumulative target .	This indicator measures the number of Health & Hygeine Projects related to informal settlements, including rodent control, waste management, hand washing, diarrheal disease prevention and awareness, proper use of sanitation, clean-up campaigns, food hygiene for informal food traders, community health risk awareness, pollution control awareness, door-door Health & Hygiene awareness, etc.
12	SFA 2: Safe City		Soc Serv	2.1 Safe Communities	Number of monitoring visits done to informal settlements to identify potential Health Hazards (c54)	Director: City Health	Target set at Number of informal settlements visited once per week, multiply by 12 for the year. Cumulative target.	Target set at Number of informal settlements visited once per week (4 visits) multiply by 12 for the year. Cumulative target.
13	SFA 3: Caring City		Soc Serv	3.1 Excellence in basic service delivery	Average number of library visits per library	Director: LIS	This indicator measures gate reading statistics, and is linked to the <b>City Support Programme</b> indicators (Indicator HS3.6) i.e. "The average number of library visits per library per year" indicator. Utilisation rate is indicative of the supply and demand for community facilities such as libraries. It can be used to inform planning and performance of facilities. The number of visits is a direct measure of utilisation, whether to access books or to use the space for one of its other community functions.	This indicator measures gate reading statistics, and is linked to the City Support Programme indicators (Indicator HS3.6) i.e. "The average number of library visits per library per year" indicator. Utilisation rate is indicative of the supply and demand for community facilities such as libraries. It can be used to inform planning and performance of facilities. The number of visits is a direct measure of utilisation, whether to access books or to use the space for one of its other community functions.
14	SFA 1: Opportunity City Prog. 1.3.b		Soc Serv	1.3 Economic inclusion	Number of trained Facility Protection Officers deployed at Social Services facilities	Director: Recreation & Parks	Integrated Development Plan: * EPWP skills development: facility protection initiative	
15	SFA 3: Caring City 3.1.b		Soc Serv	3.1 Excellence in basic service delivery	Percentage budget spent on cemetery development/ upgrading	Director: Recreation & Parks	Providing cemeteries and crematoria which are an integral part of a dignified and efficient interment service. Capital funds, including grant funding and own funding.	
16	SFA 4: Inclusive City Prog. 4.3.d	4.F	Soc Serv	4.3 Building Integrated Communities	Number of strengthening families programmes implemented	Director: SD&ECD	Integrated Development Plan; <b>Corporate Scorecard</b> ; Strengthening families programme focusing on family relationships in a ten-session eight-week programme	This indicator measures the number of Strengthening Families Programme (SFP) implemented in various areas. • SFP is an evidence based prevention programme used to prevent alcohol and substance abuse. • The 8 week prevention programme includes facilitated sessions with Parents, Youth and then the family as a unit. • The programme is able to accommodate up to 15 families per 8 weeks covering 10 sessions. • The patented programme is structured and has a specific flow to follow. • Facilitators must be trained to implement the programme and they should stick to fidelity.

	A	B	C	D	E	N	O	P
1	2018/2019 SOCIAL SERVICES DIRECTORATE SCORECARD						Comments/Definition	Outcome RoI... VfM (... in order to... )
2	Alignment to IDP		Lead/ Contributing Dir.	Corporate Objective	Indicator (to include unit of measure)	Responsible Person		
3	Pillar, Objective and Programme No.	CSC Indicator						
17	SFA 4: Inclusive City Prog. 4.3.d		Soc Serv	4.3 Building Integrated Communities	<b>Transversal:</b> Alcohol & other Drugs Strategy: Number of projects, programmes and initiatives implemented to effect the AOD Strategy in Support of the National Drug Master plan	Director: SD&ECD	Supporting indicators: Number of Prevention Programmes offered 1. Strengthening Families programme 2. Adolescent Simulator Programme 3. Inter/Intra Personal Skills Programme 4. Alcohol Game Changer 5. After School Game Changer	The Alcohol and other drug Strategy has a number of programmes and projects that support the strategy. This indicator shall manage and ensure these programmes and projects shall be implemented.  Outcome: To ensure communities have access to prevention, intervention and suppression programmes co-ordinated by the various structures as outlined by municipal and governance documents.
18	SFA 4: Inclusive City Prog. 4.3.g		Soc Serv	4.3 Building Integrated Communities	Implementation and assessment of safe spaces created for street people	Director: SD&ECD	City will help those affected by or at risk of homelessness through a comprehensive package of evidence-based initiatives that are based on international best practice	The Safe Space is intended to be a temporary containment measure to address and alleviate the increasing number of by-law infringements currently requiring intervention in the street people population in the CBD, whilst working towards reintegration back into society.
19	SFA 4: Inclusive City		Soc Serv	4.3 Building Integrated Communities	<b>Transversal:</b> Youth Dev Strategy: Number of youth development programmes/ projects/ interventions implemented	Director: SD&ECD	Youth programmes/ projects/ interventions which are assessed via transversal M&E plans. 3 pilot projects: Girls Who Code; Career Expo's; Accredited Training	Definition: This indicator measures the number of transversal youth development programmes/ projects/ interventions implemented. Transversal youth development programmes/ projects/ interventions implemented are implemented by various City departments who implement interventions specifically targeting youth aged 14 – 35 years old. Intended outcomes: • To create a database of the numbers and names of specific projects aimed at the development of the City's youth – both internally and externally. • To measure the amount of money and percentage of total budget allocated by departments to implement youth projects. • To contribute towards the development of a sustainable online database for departments to be able to utilize or to add information on City youth development interventions.
20	SFA 4: Inclusive City		Soc Serv	4.3 Building Integrated Communities	<b>Transversal:</b> Youth Dev Strategy: Number of youth participating in youth development programmes/ projects/interventions	Director: SD&ECD	Youth regularly participating in City initiated youth development programmes. Girls who Code = 80 Career Expo's = 320 Accreditate Training: 24	Definition: • This indicator measures the number of youth participating in youth development programmes/ projects/ interventions. • Transversal youth development programmes/ projects/ interventions implemented are implemented by various City departments who implement interventions specifically targeting youth Intended outcomes: • To gauge the number of young people undergoing training and development under the auspices of the City. • To understand the number of youth participating in formulation of the City's IDP. • To contribute towards the development of a centralised database allowed for tracking on an individual level and well as transversally. The database gives implementers and policy developers a deeper understanding of attractive (and non-attractive) programmes that can be developed and how we as a City should be adjusting our interventions in order to be relevant. The database also makes for ease of reporting and programmes will early on be able to recognize and reward youth for participation in process like the IDP development, during youth month, etc.
21	SFA 4: Inclusive City		Soc Serv	4.3 Building Integrated Communities	Number of #YouthStartCT entrepreneurial challenges hosted	Director: SD&ECD		Definition: A competition targeting young entrepreneurs aged 18 – 35 years old that has a business idea or existing start up business. The business idea or start up business should currently be creating employment opportunities for youth or the business idea should plan to include employment opportunities for youth. The competition applicants must be from within the Metro and proposals should focus on creating sustainable employment opportunities for youth. The #YouthStartCT Entrepreneurial Challenge will be run in partnership with other internal and external partners Intended outcomes: • Contribution to skills development, innovation and development of entrepreneurship in City of Cape Town. • The competition is an accelerator programme for start-up entrepreneurs. The overarching aim is to contribute to skills development, innovation and development of entrepreneurship in City of Cape Town. • The competition is delivered in support of youth capacity development and job creation. • The competition provides an opportunity for individuals to highlight a specific problem and develop innovative ideas that will benefit customers and ultimately their communities • The competition provides a further benefit by offering support to the entrepreneurs in commercialising, expanding and monetising their solutions/businesses • The level of support will vary, but will be focussed on developing both the entrepreneur and the idea through a robust training and mentorship programme

	A	B	C	D	E	N	O	P
1	2018/2019 SOCIAL SERVICES DIRECTORATE SCORECARD						Comments/Definition	Outcome Rol... VfM (... in order to... )
2	Alignment to IDP		Lead/ Contributing Dir.	Corporate Objective	Indicator (to include unit of measure)	Responsible Person		
3	Pillar, Objective and Programme No.	CSC Indicator						
22	SFA 4: Inclusive City Prog. 4.3.g		Soc Serv	4.3 Building Integrated Communities	<b>Transversal:</b> Social & Situational Crime Prevention Strategy: Number of programmes/ projects/ interventions to reduce crime in 4 targeted areas in support of the overarching SSCP Strategy	Director: SD&ECD	1. Women For Change = 20 wards, minimum of 25 and maximum 60 women = 800 participants 2. Men and Masculinities= 3 areas, 50 men per area 3. Continuation of the Delft intervention = 1	The SSCP Strategy indicator has two overarching programmes namely the Women for Change Programme and the Men and Masculinities Programme. 1. Women for Change Definition: An intervention programme aimed at vulnerable women in general and women in rental stock in particular. A developmental programme which capacitate women to play a more meaningful/active role in their local communities whilst developing at personal level and learning skills. Outcomes: • Women's economic position has improved - Job Creation through EPWP employment. • Women are active citizens and participate in all spheres of community life and contribute to violence reduction and prevention initiatives. • Through the programme women improve their Leadership Skills and their capacity to play more meaningful roles in their local areas.  2. Masculinities Programme: Definition: A men and masculinities programme aimed at men to play a more positive role in their households and communities. Encouraging the active participation of men in existing efforts to reduce high levels violence in targeted communities. Outcomes: • Formation of partnerships between women and men. • Reduction of high levels of violence against women and children. • Greater involvement by men in parenting their children. • Positive role models for younger men and boys.
23	SFA 3: Caring City Prog. 3.1.b	3.P	Soc Serv	3.1 Excellence in basic service delivery; and 3.2 Mainstreaming basic service delivery to informal settlements and backyard dwellers	Number of Social Services Facilities developed in informal settlements	Manager: PD&PMO	<b>Corporate Scorecard:</b> Integrated Development Plan	
24	SFA 1: OPPORTUNITY CITY 1.2.a Digital city programme	na	Dir. of the Mayor	1.2 Leveraging Technology for Progress	Number of IT Modernization initiatives to improve the ease of doing business identified and scoped	Manager: PD&PMO	<ul style="list-style-type: none"><li>• Sports Field &amp; Swimming Pool SAP Booking System</li><li>• Library Halls/Meeting Room SAP Booking System<ul style="list-style-type: none"><li>• X-Ray System</li></ul></li><li>• Integrated Facility Booking Mobile Field Services App</li></ul>	Improve the ease of doing business identified and scoped
25	SFA 5 Well-Run City		Soc Serv	5.1 Operational sustainability	Percentage of projects screened in SAP PPM	Manager: PD&PMO	SAP PPM	
26	SFA 5 Well-Run City		Soc Serv	5.1 Operational sustainability	Percentage of 2017/18 Project Managers comments completed in SAP PPM	Manager: PD&PMO	SAP PPM	
27	SFA 5 Well-Run City		Soc Serv	5.1 Operational sustainability	% completion of Social Services facilities constructed with National Grant funding	Manager: PD&PMO	Composite: National Treasury * Cemetery Development/ Upgrades * Health Care Facilities * Park Upgrades/ Developments * Recreational Facilities Upgrades/ Developments	
28	SFA 5 Well-Run City		Soc Serv	5.1 Operational sustainability	% spend of National Grant funding	Manager: PD&PMO		
32	SFA 3: Caring City Prog. 3.1.b		Soc Serv	3.1 Excellence in basic service delivery	Customer Satisfaction: Access and maintaining of Social Services Facilities (Score 1 - 5 Likert scale)	Manager: PD&PMO	Annual CCT <b>Community Satisfaction Survey</b>	Measure client satisfaction with service delivery
33	SFA 3: Caring City 3.1.b		Soc Serv	3.1 Excellence in basic service delivery	Customer Satisfaction: Recreation programmes being held at a minimum of 5-days/ week (Score 1 - 5 Likert scale)	Director: Recreation & Parks	Annual CCT <b>Community Satisfaction Survey</b>	Measure client satisfaction with service delivery
34	SFA 3: Caring City 3.1.b		Soc Serv	3.1 Excellence in basic service delivery	Customer Satisfaction: Access to public libraries (Score 1 - 5 Likert scale)	Director: LIS	Annual CCT <b>Community Satisfaction Survey</b>	Measure client satisfaction with service delivery

	A	B	C	D	E	N	O	P
1	ANNEXURE A.1						Comments/Definition	Outcome RoI... VfM (... in order to... )
2	Alignment to IDP		Lead/ Contributing Dir.	Corporate Objective	Indicator (to include unit of measure)	Responsible Person		
3	Pillar, Objective and Programme No.	CSC Indicator						
35	SFA 3: Caring City SFA 4: Inclusive City		Soc Serv	3.2 Mainstreaming basic service delivery to informal settlements and backyard dwellers 4.3 Building Integrated Communities	Number of Social Services (LIS; RP; SDECD) Programmes implemented in targeted informal settlements	Directors: Social Services	Including LIS, RP & SDECD Programmes	
36	SFA 1: Opportunity City Prog. 1.3.b	1.F	Social Serv	1.3 Economic Inclusion	Social Services: Number of EPWP work opportunities created	Manager: EPWP	Key Outcome Indicator - still to be approved	Refers to paid work created for an individual on an EPWP project for any period of time, within the employment conditions of the Code of Good Practice for the Expanded Public Works Programmes.
37	SFA 1: Opportunity City Prog. 1.3.b		Social Serv	1.3 Economic Inclusion	Social Services: Number of Full Time Equivalent (FTE) work opportunities created		Key Outcome Indicator - still to be approved	Refers to one person-year of employment. One person year is equivalent to 230 person days of work. The 230 days are effective days of work after subtracting provision for non-productive days in a year (e.g. leave, holidays, etc.).1 FTE = person days divided by 230.
38	SFA 1 Opportunity City	1.G	Corp. Serv.	1.3 Economic inclusion	Percentage budget spent on implementation of Workplace Skills Plan	Director: HR	Key Outcome Indicator - still to be approved	A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions which will address the needs arising out of Local Government's Skills Sector Plan, the City's strategic requirements as contained in the IDP and the individual departmental staffing strategies and individual employees' PDPs. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan.Formula: Measured against training budget.
39	SFA 1 Opportunity City	-	Corp. Serv.	1.3 Economic inclusion	Number of external trainee and bursary opportunities (excluding apprentices)	Director: HR	Key Outcome Indicator - still to be approved	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative and provision of real world of work exposure to trainees and graduates. This includes, external bursaries awarded, in-service student training opportunities, graduate internships and learnerships.This is an accumulative quarterly measure. The target refers to the 4th quarter final total.
40	SFA 1 Opportunity City	-	Corp. Serv.	1.3 Economic inclusion	Number of apprentices	Director: HR	Key Outcome Indicator - still to be approved	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative. This indicator is limited to apprenticeships. This is an accumulative quarterly measures. The target refers to the 4th quarter final total.
41	SFA 3 Caring City	3.F	Corp. Serv.	3.1 Excellence in basic service delivery	Percentage adherence to citywide service requests	Head at IS&T: Nomvuyo Mnyaka	Key Outcome Indicator - still to be approved	Measure the percentage adherence to Citywide service standard based on all external notifications.
42	SFA 4 Inclusive City	-	Corp. Serv.	4.3 Building Integrated Communities	Percentage adherence to EE target in all appointments (internal & external)	Director: Organizational Effectiveness & Innovation	Key Outcome Indicator - still to be approved	Formula: Number of EE appointments (external, internal and disabled appointments) / Total number of posts filled (external, internal and disabled) This indicator measures: 1. External appointments -The number of external appointments across all directorates over the preceding 12 month period. The following job categories are excluded from this measurement: Councillors, students, apprentices, contractors and non-employees. This will be calculated as a percentage based on the general EE target.2. Internal appointments -The number of internal appointments, promotions and advancements over the preceding 12 month period. This will be calculated as a percentage based on the general EE target.3. Disabled appointments -The number of people with disabilities employed at a point in time. This excludes foreigners, but includes SA White males with disabilities. Note: If no appointments were made in the period preceding 12 months, the target will be 0%.
43	SFA 4 Inclusive City	-	Corp. Serv.	4.3 Building Integrated Communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	Director: Organizational Effectiveness & Innovation	Key Outcome Indicator - still to be approved	This indicator measures :The disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%. This category forms part of the `Percentage adherence to EE target`, but is indicated separately for focused EE purpose. This indicator measures the percentage of people with disabilities employed at a point in time against the staff complement e.g staff complement of 100 target is 2% which equals to 2
44	SFA 5 Well-Run City	-	Corp. Serv.	5.1 Operational sustainability	Percentage of absenteeism	Director: HR	Key Outcome Indicator - still to be approved	A: Actual number of days absent due to sick and unpaid/unauthorised leave in the directorate or department.B: ((number of working days for month) * number of staff members))*100%.Formula:C= (A1 + A2/B) * 100A1: Sick Leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / Time Management / All Absences) and enter the total number of absent days for sick leave. Enter the number of employees who took sick leave in the comments columnA2: Unpaid/ Unauthorised leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / All Absences) and enter the total number of absent days as per the "Unpaid" column of the report (authorised and unauthorised is separated). Enter the number of employees who took "unpaid" leave in the comments columnB: Total number of staff X Total number of working days for the monthThe Target will be 5% or less for the rolling 12 month period.

	A	B	C	D	E	N	O	P
1	2018/2019 SOCIAL SERVICES DIRECTORATE SCORECARD					ANNEXURE A.1	Comments/Definition	Outcome Rol... VfM (... in order to... )
2	Alignment to IDP		Lead/ Contributing Dir.	Corporate Objective	Indicator (to include unit of measure)	Responsible Person		
3	Pillar, Objective and Programme No.	CSC Indicator						
45	SFA 5 Well-Run City	5.C	Finance	5.1 Operational sustainability	Percentage spend of capital budget	Manager: Finance	Key Outcome Indicator - still to be approved	Percentage reflecting year to date spend / Total budget less any contingent liabilities relating to the capital budget. The total budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.
46	SFA 5 Well-Run City	5.C	Finance	5.1 Operational sustainability	Percentage spend on repairs and maintenance	Manager: Finance	Key Outcome Indicator - still to be approved	Percentage reflecting year to date spend (including secondary cost) / total repairs and maintenance budget Note that the in-year reporting during the financial year will be indicated as a trend (year to date spend).Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned Maintenance includes asset inspection and measures to prevent known failure modes and can be time or condition-based. Repairs are actions undertaken to restore an asset to its previous condition after failure or damage. Expenses on maintenance and repairs are considered operational expenditure.Primary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour and materials paid to outside suppliers.Secondary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour provided In-house / internally.
47	SFA 5 Well-Run City	-	Corp. Serv.	5.1 Operational sustainability	Percentage OHS investigations completed	Director: HR	Key Outcome Indicator - still to be approved	Incidents measures the number of injuries on duty (includes all categories) reported expressed as a percentage of the total number of employees for the directorate and/or department for the specific quarter. The average number of employees over the 3 month period will be used to accomodate the movement of employees.Formula: Incidents reported (A )= (B) Injuries on duty (eg.1 July - 30 Sept) (C) Total number of employees (an average over the 3month period) x 100 = %
48	SFA 5 Well-Run City	-	Corp. Serv.	5.1 Operational sustainability	Percentage vacancy rate	Director: HR	Key Outcome Indicator - still to be approved	This is measured as a percentage of positions vacant against the total positions on structure. This indicator will be measured at a specific point in time to calculate the vacancy rate. The target is a vacancy rate of 7% or less.
49	SFA 5 Well-Run City	-	Finance	5.1 Operational sustainability	Percentage of operating budget spend	Manager: Finance	Key Outcome Indicator - still to be approved	Formula: Total actual to date as a percentage of the total budget including secondary expenditure.

	A	B	C	D	E	N	O	P
1	2018/2019 SOCIAL SERVICES DIRECTORATE SCORECARD						Comments/Definition	Outcome Rol... VfM (... in order to... )
2	Alignment to IDP		Lead/ Contributing Dir.	Corporate Objective	Indicator (to include unit of measure)	Responsible Person		
3	Pillar, Objective and Programme No.	CSC Indicator						
50	SFA 5 Well-Run City	-	Finance	5.1 Operational sustainability	Percentage of assets verified	Manager: Finance	Key Outcome Indicator - still to be approved	The indicator reflects the percentage of assets verified annually for audit assurance.Quarter one will be the review of the Asset Policy, In Quarter two, the timetable in terms of commencing and finishing times for the process is to be communicated, and will be completed. Both Quarters will only be performed by Corporate Finance.The asset register is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data is downloaded at specific times and is the bases for the assessment of progress.Q1=N/A for ALL other department, except Corporate Finance (responsible)Q1= 25% Corporate FinanceQ2= N/A for ALL other department, except Corporate Finance (responsible)Q2= 50% Corporate FinanceQ3= 75% represent that 60% of the assets have been verified by the directorate/ departmentQ4= 100% represents All assets have been verified.
51	SFA 5 Well-Run City	-	Dir. of Mayor	5.1 Operational sustainability	Percentage Internal Audit findings resolved	Support Services Manager: Probity	Key Outcome Indicator - still to be approved	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.
52	SFA 5 Well-Run City	-	Dir. of Mayor	5.1 Operational sustainability	Percentage of Declarations of Interest completed	Manager: ethics	Key Outcome Indicator - still to be approved	This indicator will measure: "The total number of completed declarations of interest as a % of the total number of staff as required by legislation and applicable city policies.
53	<div><div>Executive Director Signature: </div><div>Date: 14/02/18</div></div> <div><div>MAYCO Member Signature: </div><div>Date: 13-02-2018</div></div>							