

DIRECTORATE EXECUTIVE SUMMARY, DIRECTORATE SDBIP, DEPARTMENT BUSINESS PLANS AND DEPARTMENT SDBIPS FOR 2013/2014



VOLUME 2

Finance

Health

Human Settlements

Office of the Deputy City Manager



CITY OF CAPE TOWN | ISIXEKO SASEKAPA | STAD KAAPSTAD

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This volume comprises of the following:

Finance

Health

Human Settlements

Office of the Deputy City Manager

P. de Lille.

EXECUTIVE MAYOR



CONSIDERED BY THE EXECUTIVE MAYOR



NOT-APPROVED

COMMENT

DATE

25 June 2013



CITY OF CAPE TOWN | ISIXEKO SASEKAPA | STAD KAAPSTAD

THIS CITY WORKS FOR YOU

FINANCE DIRECTORATE

DIRECTORATE EXECUTIVE SUMMARY, DIRECTORATE SDBIP, DEPARTMENT BUSINESS PLANS AND DEPARTMENT SDBIPS FOR 2012/2013

EXECUTIVE DIRECTOR: KEVIN JACOBY

1. EXECUTIVE SUMMARY

1.1 Vision

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

1.2 Mission

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

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

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

1.4 The Directorate's Core Functions

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

2. PURPOSE AND SERVICE MANDATE OF DIRECTORATE

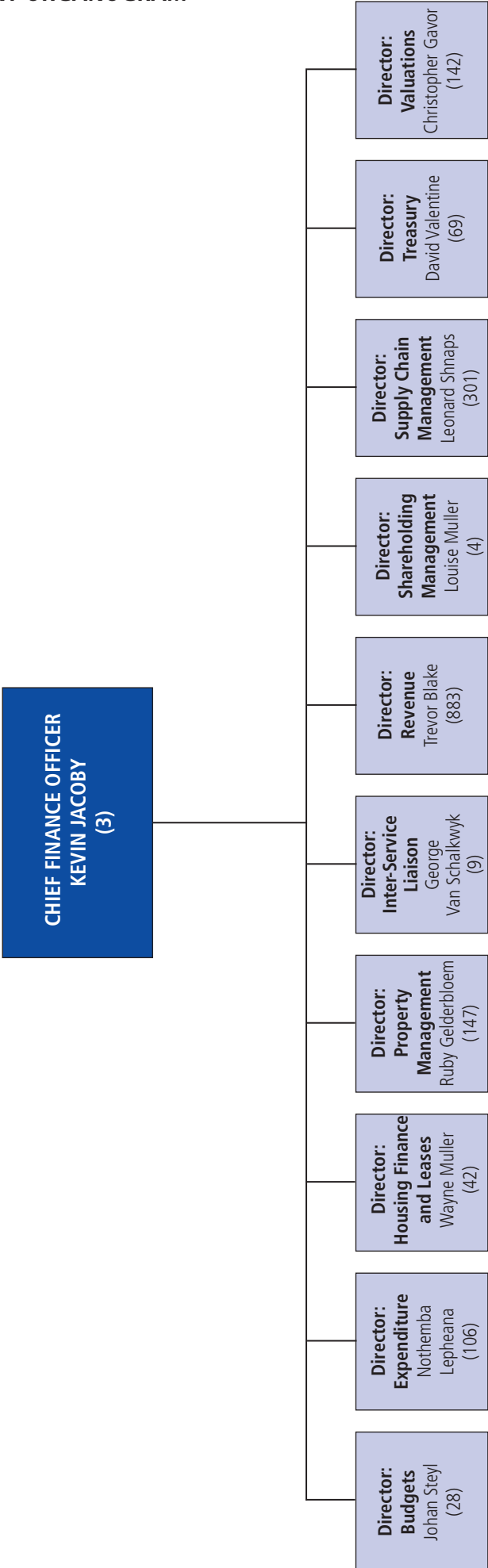
The Finance Directorate ensures sound financial management of the City's financial resources, in compliance with the Municipal Finance Management Act, together with other related legislation, policies and procedures.

STAKEHOLDERS AND CUSTOMERS

Finance Directorate customers are both internal and external:

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

3. SENIOR MANAGEMENT ORGANOGRAM



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

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

5. PERFORMANCE PROGRESS AND IMPACT

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

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

6. FINANCIAL INFORMATION

6.1 Summary of revenue by source.

DIRECTORATE: FINANCE										
BUDGETED FINANCIAL PERFORMANCE: OPERATING REVENUE BY SOURCE										
Description	2009/10	2010/11	2011/12	2012/13			2013/14 Medium Term Revenue & Expenditure Framework			
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit Outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Operating Revenue By Source										
Property Rates	10	2	6	-	-	-	4	-	-	-
Property Rates - penalties & collection charges	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	-	-	-	-	-	-	-	-	-	-
Service charges -water revenue	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	3	16	19	-	-	-	0	-	-	-
Service charges - other	7 640	7 910	85 264	8 430	10 276	10 276	6 545	10 852	11 459	12 124
Rental of facilities and equipment	76 475	55 567	83 885	71 514	95 756	95 756	56 973	100 544	105 571	110 850
Interest earned - external investment	267 264	270 446	315 210	227 482	227 482	227 482	163 501	269 849	276 849	287 164
Interest earned - outstanding debtors	613	1 015	1 288	594	1 895	1 895	1 218	391	413	437
Dividends received	-	-	-	-	-	-	-	-	-	-
Fines	30	(0)	-	0	-	-	0	-	-	-
Licences and permits	7	3	2	-	-	-	2	-	-	-
Agency services	101 217	105 317	111 266	105 000	105 000	105 000	81 747	111 000	117 216	124 015
Transfers recognised - operational	934	989	3 508	5 129	6232	6232	2 097	4 629	1 250	1 250
Other revenue	102 373	101 322	149 916	123 303	123 445	123 445	92 999	135 941	139 182	147 255
Gains on disposal of PPE	29 633	6 579	28 929	61 000	61 000	61 000	(58)	61 000	82 449	100 405
Total Operating Revenue (excluding capital transfers and contributions)	586 197	549 166	779 293	602 451	631 086	631 086	405 033	694 205	734 389	783 499

6.2 Summary of operating expenditure by type.

DIRECTORATE: FINANCE										
BUDGETED FINANCIAL PERFORMANCE: OPERATING EXPENDITURE BY TYPE										
Description	2009/10	2010/11	2011/12	2012/13			2013/14 Medium Term Revenue & Expenditure Framework			
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit Outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Operating Revenue By Type										
Employee related costs	397 563	435 404	479 703	550 059	544 462	544 462	352 888	596 095	634 261	688 808
Remuneration of councillors	–	–	–	–	–	–	–	–	–	–
Debt impairment	27 284	9 759	(13 488)	12 026	12 026	12 026	8 752	12 373	12 935	13 685
Depreciation & asset impairment	18 707	15 705	15 012	14 172	11 759	11 759	7 859	14 275	15 275	16 344
Finance charges	599 797	683 871	646 184	768 508	716 279	716 279	426 416	831 894	926 664	1 133 279
Bulk purchases	–	–	–	–	–	–	–	–	–	–
Other materials	174	572	504	1 583	1 545	1 545	257	1 474	1 587	1 712
Contracted services	15 916	13 711	18 109	15 595	22 153	23 543	13 179	22 209	24 517	26 242
Transfers and grants	6 866	5 401	5 580	5 931	5 931	5 931	5 931	6 263	6 614	6 998
Other expenditure	284 197	286 725	314 122	355 852	362 442	361 143	241 833	378 111	390 997	414 557
Loss on disposal of PPE	125	177	23	–	–	–	–	–	–	–
Total Operating Expenditure	1 350 627	1 451 326	1 465 749	1 723 728	1 676 599	1 676 599	1 057 116	1 862 695	2 012 850	2 301 625

6.3 Summary of capital expenditure by Department

Finance Directorate Budget 2013/14 to 2015/16				
Department	Proposed Provision 2013/2014	Proposed Provision 2014/2015	Proposed Provision 2015/2016	
Budgets	0	0	0	
Expenditure	220 000	250 000	270 000	
Finance Management	300 000	300 000	300 000	
Housing, Finance & Leases	69 000	69 000	69 000	
Inter-Services Liaison	20 000	20 000	20 000	
Property Management	2 743 360	1 826 240	250 000	
Revenue	2 010 370	2 010 370	2 010 370	
Shareholding Management	0	20 000	0	
Supply Chain Management	4 716 000	2 124 000	310 000	
Treasury	310 000	0	0	
Valuations	551 925	551 925	551 925	
TOTAL	10 940 655	7 171 535	3 781 295	

6.4 A description of discretionary and non discretionary expenditure.

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

6.5 Risks:

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

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

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

7. LINK TO DIRECTORATE OBJECTIVES (if applicable)

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

8. OBJECTIVES AND INDICATORS OF THE DIRECTORATE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) – are contained in the Finance Directorate 2013/2014 SDBIP – attached as APPENDIX 1.

9. AUTHORISATION

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

	NAME	SIGNATURE	DATE
Executive Director	Kevin Jacoby		30.04.2013
Mayco Member	Ian Neilson		2/5/13

9. APPENDICES:

Appendix 1: FINANCE DIRECTORATE 2013/2014 SDBIP

2013/2014 FINANCE DIRECTORATE SDBIP											
ALIGNMENT TO IDP		Link to Lead Directorate/ Department	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						30 September 2013	31 December 2013	31 March 2014	30 June 2014	
Opportunity City 1.2 Provide and maintain economic and social infrastructure to ensure infrastructure- led growth and development	1.B	Budgets	1.B Percentage of capital budget spend (City)	92.8% R4 233 bn	1.2(c) Investment in Infrastructure	91% of approved final budget	Reporting of quarterly actual against target per implementation plan of final, adopted budget	Reporting of quarterly actual against target per implementation plan of final, adopted budget	Reporting of quarterly actual against target per implementation plan of final, adopted budget	90% of approved final budget	Chief Finance Officer, Kevin Jacoby Director: Budgets Johan Steyl
	1.D	Budgets	1.D Percentage of operating budget allocated to Repairs and Maintenance (City)	6.33%	1.2(b) Maintenance of Infrastructure	7.6% of Operating Budget	Annual Target	Annual Target	Annual Target	7.6% of Operating Budget	Chief Finance Officer, Kevin Jacoby Director: Budgets Johan Steyl

2013/2014 FINANCE DIRECTORATE SDBIP										
ALIGNMENT TO IDP		Link to Lead Directorate/ Department	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	TARGETS			
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						30 September 2013	31 December 2013	31 March 2014	30 June 2014
Opportunity City 1.2 Provide economic and social infrastructure to ensure infrastructure-led growth and development	1.E	Budgets	1.E Percentage spend on repairs and maintenance (City)	100%	1.2(b) Maintenance of Infrastructure	100%	21.45%	45.46%	70.20%	100%
1.5 Leveraging the City's assets to drive economic growth and sustainable development	n/a	Supply Chain Management	Percentage of the Rand value of Purchase orders allocated to B-BBEE Suppliers/ service providers	59%	1.5	55%	50%	52%	52%	55%
	1.M	Property Management	1.M Percentage Development of an immovable property asset management framework	New indicator for 2012/2013	1.5(a) City strategic assets investigation	48.6% Asset Management System Development (Portfolioization and Performance Management)	12.2% Initiate engagement with all Immovable Property Asset user departments on the development of the Asset Management System	24.4% Complete organisation wide engagement , workshops and information sessions on the Asset Management System	36.5% Submission of Asset Management System for approval - proposed portfolio framework and performance measurement system (Key Performance Indicators)	48.6% Complete Phase 1 of the offline Asset Management System pilot test which involves immovable property asset allocation to portfolios and initial measurement of performance against Portfolio KPI's

2013/2014 FINANCE DIRECTORATE SDBIP										
ALIGNMENT TO IDP		Link to Lead Directorate/ Department	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	TARGETS			
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						30 September 2013	31 December 2013	31 March 2014	30 June 2014
				100% Immovable Property Asset Register (IPAR) Data Pilot Project completed. Core IPAR Data extraction, transformation and loading methodology approved, flightplan for 2012/2013 ready, resource needs scoped and agreed, and funding secured.	1.5(a) City strategic assets investigation	80% of Core Immovable Property Asset Register (IPAR) Existing Data, Sourcing and Purification	10% of Data Sourcing and Purification: preceded by CCT Systems Authorization, Process & System Intergration and Trouble Shooting	30% of Data Sourcing and Purification- Core Immovable Property Asset Register	75% of Data Sourcing and Purification-Core Immovable Property Asset Register	100% of Data Sourcing and Purification- Core Immovable Property Asset Register
	n/a	Property Management	Percentage Development of a comprehensive immovable property asset register							Chief Finance Officer Kevin Jacoby Director: Property Management Ruby Gelderbloem
A Well-run City 5.3 Ensure financial prudence with clean audit by the Auditor-General	n/a	Budgets	Progress against milestones of budget cycle plan to ensure the submission of 2014/2015 Budget to Council for adoption	2012/2013 Budget adopted on 28 May 2012	5.3(a) Financial Management Programme	Adoption of affordable, sustainable and balanced Operating and Capital Budget (MTREF) aligned to the IDP	Progress on Council-approved Budget Cycle Plan	Progress on Council-approved Budget Cycle Plan	Progress on Council-approved Budget Cycle Plan	Adoption of affordable, sustainable and balanced Operating and Capital Budget (MTREF) aligned to the IDP
	n/a	Budgets	Percentage of Operating Budget spent (City)	98%	5.3(a) Financial Management Programme	95% of approved final budget	Reporting of quarterly actual implementation plan of final, adopted budget	Reporting of quarterly actual implementation plan of final, adopted budget	Reporting of quarterly actual implementation plan of final, adopted budget	95% of approved final budget
										Chief Finance Officer, Kevin Jacoby Director: Budgets Johan Steyl

2013/2014 FINANCE DIRECTORATE SDBIP										
ALIGNMENT TO IDP		Link to Lead Directorate/ Department	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	TARGETS			
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						30 September 2013	31 December 2013	31 March 2014	30 June 2014
A Well-run City 5.3 Ensure financial prudence with clean audit by the Auditor-General	n/a	Revenue	Revenue collected as a percentage of billed amount (Revenue Department)	96,22%	5.3(a) Financial Management Programme	95%	95%	95%	95%	95%
	n/a	Housing Finance and Leases	Revenue collected as a percentage of billed amount (Housing, Finance and Leases Department)	New indicator	5.3(a) Financial Management Programme	38%	36%	37%	38%	38%
	n/a	Inter-Service Liaison	Milestones towards the submission of Rates and Tariffs for the Total Municipal Account (TMA) for consideration by Council	Council approved Rates and Tariffs for 12/13	5.3(a) Financial Management Programme	Submission of Rates and Tariffs for consideration by Council	n/a	n/a	Gather data to populate TMA model. Present scenarios to BSC. Budget tabled at Council informed by TMA modelling	Review and refine TMA model and present to BSC. Submission of Rates and Tariffs for consideration by Council

2013/2014 FINANCE DIRECTORATE SDBIP										
ALIGNMENT TO IDP		Link to Lead Department/ Directorate/	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	TARGETS			
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						30 September 2013	31 December 2013	31 March 2014	30 June 2014
A Well-run City 5.3 Ensure financial prudence with clean audit by the Auditor-General	n/a	ALL	Progress against milestones to implement reviewed/amended legislation, court judgements, policies and by-laws	New indicator for 2012/2013	5.3(a) Financial Management Programme	Ensure compliance: 1. Reviewed policies submitted for approval with Budget 2. Implementation of legislation, court judgements, as necessary	Ensure compliance: 1. Reviewed policies submitted for approval with Budget 2. Implementation of legislation, court judgements, as necessary	Ensure compliance: 1. Reviewed policies submitted for approval with Budget 2. Implementation of legislation, court judgements, as necessary	Annual review of policies submitted for tabling with Budget	Ensure compliance: 1. Reviewed policies submitted for approval with Budget 2. Implementation of legislation, court judgements, as necessary
	5.F	Treasury	5.F Opinion of the Auditor-General	Unqualified audit report for the City	5.3(a) Financial Management Programme	Clean Audit	Submission of Annual Financial Statements and Consolidated Financial Statements	Clean Audit	Resolved 60% of audit management issues	Resolved 40% of audit management issues
	5.G	Treasury	5.G Opinion of independent rating agency	High investment rating of P.1.za Aa2.za	5.3(a) Financial Management Programme	High investment rating (subject to Sovereign Rating)	High investment rating (Subject to Sovereign Rating)	High investment rating (subject to Sovereign Rating)	High investment rating (subject to Sovereign Rating)	High investment rating (subject to Sovereign Rating)
	5.H	Treasury	5.H Ratio of cost coverage maintained	NEW	5.3(a) Financial Management Programme	2:1	1,5:1	1,5:1	1,5:1	2:1
										Chief Finance Officer, Kevin Jacoby Director: Treasury David Valentine

2013/2014 FINANCE DIRECTORATE SDBIP										
ALIGNMENT TO IDP		Link to Lead Directorate/ Department	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	TARGETS			
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						30 September 2013	31 December 2013	31 March 2014	30 June 2014
A Well-run City 5.3 Ensure financial prudence with clean audit by the Auditor-General	5.I	Treasury	5.I Net Debtors to Annual Income [Ratio of outstanding service debtors to revenue actually received for services]	NEW	5.3(a) Financial Management Programme	20,5%	17,5%	18,5%	18,5%	20,5%
	5.J	Treasury	5.J Debt coverage by own billed revenue	NEW	5.3(a) Financial Management Programme	2,5:1	3:1	3:1	3:1	2,5:1
	n/a	Supply Chain Management	Improved average turnaround time of tender procurement processes in accordance with procurement plan.	12 weeks	5.3(a) Financial Management Programme	12 weeks	12 weeks	12 weeks	12 weeks	12 weeks
	n/a	Valuations	Submission of Supplementary Valuations Rolls (3) to the City Manager	Submitted to City Manager 31 May 2012	5.3(a) Financial Management Programme	Roll submitted to City Manager - (1) 30 September 2013; (2) 31 January 2014; (3) 31 May 2014	Roll submitted to City Manager by 30 September 2013	n/a	(1) Roll submitted to City Manager - 31 January 2014	(1) Roll submitted to City Manager - 31 May 2014

2013/2014 FINANCE DIRECTORATE SDBIP											
ALIGNMENT TO IDP		Link to Lead Directorate/ Department	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						30 September 2013	31 December 2013	31 March 2014	30 June 2014	
A Well-run City 5.3 Ensure financial prudence with clean audit by the Auditor-General	n/a	Valuations	Supplementary Valuations Rols (3) advertised in the press	Published in press 8 June 2012 (Gazette) 15 & 20 June (Local Newspapers)	5.3(a) Financial Management Programme	Roll advertised in press by (1) 30 October 2013; (2) by 28 February 2014; (3) by 30 June 2014	n/a	Roll advertised in press by 30 October 2013	Roll advertised in press by 28 February 2014	Roll advertised in press by 30 June 2014	Chief Finance Officer, Kevin Jacoby Director: Valuations Christopher Gavor
		Shareholding Management	100% of entity financial reports submitted in compliance with legislation (or exemption)	New indicator/ measurement	5.3(a) Financial Management Programme	Full compliance by all entities in new format or exemption in place	Financial reporting by all municipal entities on a monthly basis	Financial reporting by all municipal entities on a monthly basis	Financial reporting by all municipal entities on a monthly basis	Full compliance by all entities in new format or exemption in place	Chief Finance Officer, Kevin Jacoby Director: Shareholding Management Louise Muller
	n/a		100% adherence to legislative timelines and processes for submission of entity Annual Financial Statements and Budgets	Full compliance with budgeting and financial reporting deadlines.	5.3(a) Financial Management Programme	Compliance with deadlines on budgeting and financial reporting	Financial statements of entities to be completed and submitted to the Auditor-General	Assist with any consolidation queries and respond to Auditor-General queries on AFS/ Consolidated AFS	Entity Annual reports to have been managed in accordance with National Treasury guidelines, oversight queries handled; draft budget received and comments submitted	Compliance with deadlines on budgeting and financial reporting	Chief Finance Officer, Kevin Jacoby Director: Shareholding Management Louise Muller

KEY OPERATIONAL INDICATORS (KOIs):										
2013/2014 FINANCE DIRECTORATE SDBIP										
ALIGNMENT TO IDP		Link to Lead Directorate/ Department	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	TARGETS			
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						30 September 2013	31 December 2013	31 March 2014	30 June 2014
SFA 1 Opportunity City 1.2 Provision and maintenance of economic and social infrastructure to ensure infrastructure-led growth and development	1B	Finance	Percentage spend of Capital Budget	100%	1.2(c) Investment in Infrastructure	91%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	91%
	1E	Finance	Percentage spend on repairs and maintenance	New indicator for 2012/2013	1.2(b) Maintenance of Infrastructure	100%	22%	46%	70%	100%
	1F	Office Of The Deputy City Manager	Number of Expanded Public Works programmes (EPWP) opportunities created	New	1.2 (d)		Not applicable to Finance Directorate			
							Regan Melody Contact: 021 400 9360 Cell: 079 445 3376			

2013/2014 FINANCE DIRECTORATE SDBIP											
ALIGNMENT TO IDP		Link to Lead Directorate/ Department	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						30 September 2013	31 December 2013	31 March 2014	30 June 2014	
SFA 4 An Inclusive City 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	4A	Corporate Services	Percentage adherence to Citywide service standard based on all external notifications	New measurements	4.1 (a)	100%	100%	100%	100%	Chief Finance Officer, Kevin Jacoby Sunnet Kloppers Contact: 021 400 9206 (Targets against which the % adherence is measured are to be determined by Directorates, in consultation with Corporate Services, and based on Directorate & departmental baselines)	
SFA 5 A Well-run City 5.3 Ensure financial prudence with clean audit by the Auditor-Genera	-	Corporate Services	Percentage adherence to EE target (composite Indicator)	New indicator for 2012/2013	5.2(b)	100%	100%	100%	100%	Chief Finance Officer, Kevin Jacoby Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609	

KEY OPERATIONAL INDICATORS (KOIs):										
2013/2014 FINANCE DIRECTORATE SDBIP										
ALIGNMENT TO IDP		Link to Lead Directorate/ Department	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	TARGETS			
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						30 September 2013	31 December 2013	31 March 2014	30 June 2014
SFA 1 The Opportunity City	1B	Finance	Percentage spend of Capital Budget	Direct./ Dept. achievement as at 30 June 2012	1.2(c) Investment in Infrastructure	90%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	90%
	1E	Finance	Percentage spend on repairs and maintenance	100%	1.2(b) Maintenance of Infrastructure	100%	Annual Target	Annual Target	Annual Target	100%
	1F	Office Of The Deputy City Manager	Number of Expanded Public Works programmes (EPWP) opportunities created	n/a	1.2(d) Expanded Public Works Programme (EPWP)	40 agents from the local community for the door-to-door collections 60 call-centre agents from local communities	Annual Target	Annual Target	Annual Target	40 agents from the local community for the door-to-door collections 60 call-centre agents from local communities
										Chief Finance Officer, Kevin Jacoby Directorate Finance Manager Chief Finance Officer, Kevin Jacoby Directorate Finance Manager Chief Finance Officer, Kevin Jacoby Noahmaan Hendricks Contact: 021 400 9894 Cell: 082 615 5887

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

2013/2014 FINANCE DIRECTORATE SDBIP										
ALIGNMENT TO IDP		Link to Lead Directorate/Department	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	TARGETS			
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						30 September 2013	31 December 2013	31 March 2014	30 June 2014
SFA 4 An Inclusive City	4A	Corporate Services	Percentage adherence to Citywide service standard based on all external notifications	New - to be based on Direct. / Dept. achievement as at 30 June 2012	4.1 (a)	100%	100%	100%	100%	100%
SFA 5 A Well Run City	–	Corporate Services	Percentage adherence to EE target (composite Indicator)	Direct. / Dept. achievement as at 30 June 2012	5.2(b)	100%	100%	100%	100%	100%
SFA 5 A Well Run City	–	Corporate Services	Percentage adherence to Employee Utilisation target (composite Indicator)	Direct. / Dept. achievement as at 30 June 2012	5.2(b)	100%	100%	100%	100%	100%
										Responsible Person / Contact Person
										Chief Finance Officer, Kevin Jacoby Sunnet Kloppers Contact: 021 400 9206 (Targets against which the % adherence is measured are to be determined by Directorates, in consultation with Corporate Services, and based on Directorate & departmental baselines)
										Chief Finance Officer, Kevin Jacoby Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609
										Chief Finance Officer, Kevin Jacoby Rudolph Pollard Contact: 021 400 9216 Cell: 071 850 3383

2013/2014 FINANCE DIRECTORATE SDBIP										
ALIGNMENT TO IDP		Link to Lead Directorate/ Department	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	TARGETS			
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						30 September 2013	31 December 2013	31 March 2014	30 June 2014
SFA 5 A Well Run City	–	Corporate Services	Percentage adherence to Employee Talent target (composite indicator)	Direct. / Dept. achievement as at 30 June 2012	5.2(b)	100%	100%	100%	100%	100%
SFA 5 A Well Run City	–	FINANCE	Percentage of Operating Budget spent	Direct. / Dept. achievement as at 30 June 2012		95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%
SFA 5 A Well Run City	–		Percentage of assets verified	Direct. / Dept. achievement as at 30 June 2012	5.3(a) Financial Management Programme	100% completed by 30 June	0%	0%	0%	100% completed by 30 June
										Chief Finance Officer, Kevin Jacoby Rudolph Pollard Contact: 021 400 9216 Cell: 071 850 3383 Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 694 8344 Chief Finance Officer, Kevin Jacoby Directorate Finance Manager Chief Finance Officer, Kevin Jacoby Directorate Finance Manager

2013/2014 FINANCE DIRECTORATE SDBIP										
ALIGNMENT TO IDP		Link to Lead Directorate/ Department	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	TARGETS			
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						30 September 2013	31 December 2013	31 March 2014	30 June 2014
SFA 5 A Well Run City	–	INTERNAL AUDIT	Percentage Internal Audit findings resolved	Direct./ Dept. achievement as at 30 June 2012		70%	70%	70%	70%	Chief Finance Officer, Kevin Jacoby Riaan Vosloo Contact: 021 400 3879 Cell: 082 559 9959

Kevin Jacoby

DEPARTMENT: BUDGETS

DEPARTMENTAL BUSINESS PLAN 2013/2014

DIRECTOR: JOHAN STEYL
CONTACT PERSON: JOHAN STEYL

1. EXECUTIVE SUMMARY

The Business Plan is given effect in the departmental SDBIP. It evolves around providing an enabling environment (from a support service, budgetary perspective) to optimise the utilisation of financial resources allocated to service delivery City functions and the compilation, amendment, monitoring and reporting financial/budgetary data sets within the relevant legislative framework.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

Our vision is to give financial effect to the strategic focus of the City in the form of a medium term financial plan which is credible, viable and sustainable. Our core functions are:

- the formulation of budget strategy;
- coordination of annual budget processes;
- ensuring budgetary data integrity;
- corporate monitoring, controlling and reporting;
- facilitation of adjustments post adoption of the City's Capital and Operating Budgets; and
- performing costing services for internal functions and services at a corporate level,
- within the applicable legislative and technical framework.

Our customers are:

- Council directorates, departments and branches;
- political structures such as the Mayoral Committee, portfolio committees, subcouncils, ward fora;
- regulatory and ad hoc stakeholders; and
- other tiers of government

Our customers expect timeous relevant, accurate and reliable input from all staff within the department.

It is the aim of the department to achieve the above within a work ethic commensurate with a budgetary function of a leading city in the country.

3. LEGISLATIVE IMPERATIVES:

The department performs its duties within the legislative and technical directives relevant statutory and regulatory standards.

4. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN (key stakeholders of the plan)

PARTNERS / STAKEHOLDERS	ROLES AND RESPONSIBILITIES
Council directorates, departments and branches	Budget controller, setting and monitoring of adherence to corporate guidelines and directives, facilitation of amendments to functional budgets, advisor on budgetary matters
Political structures such as the Mayoral Committee, portfolio committees, subcouncils, ward fora	Consideration of key financial elements to inform draft Budgets over the medium term, facilitate adoption of initial budget, adjustments to budget, budget monitoring and reporting, legislative / compliance reporting, advise and provide input to financial reports with budgetary implications
regulatory and ad hoc stakeholders	Legislative / compliance reporting, ad hoc input as and when required
other tiers of government	Legislative / compliance liaison, ensuring budget content linkages where relevant

5. RESOURCES

- Capital Budget – R0
- Operating Budget – R34 850 906 million
- Staff Complement - 27

6. BACKLOGS AND RESOURCE CONSTRAINTS

Not applicable.

7. ASSUMPTIONS AND RISKS (Cross-reference to Risk Register)

7.1 Assumptions

Not applicable.

7.2 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 Departments objectives are identified, addressed and managed on a day to day basis in accordance with the City's approved IRM Policy and IRM Framework.

8. STRATEGIC ALIGNMENT TO THE IDP

8.1 All activities of the department are linked to strategic focus areas "Opportunity City", and "A Well-Run City".

8.2 LINK TO PROGRAMMES

The Department's objectives, as contained in the Service Delivery and Budget Implementation Plan, are aligned to Programme 5.3(a) Financial Management Programme.

9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) – are contained in the Budget Department 2013/2014 SDBIP – attached as APPENDIX 1.

10. AUTHORISATION

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

	NAME	SIGNATURE	DATE
Director	Johan Steyl		29/4/13
Executive Director	Kevin Jacoby		30.04.2013
Mayco Member	Ian Neilson		2/5/13

11. APPENDICES:

Appendix 1 – 2012/2013 BUDGETS DEPARTMENT SDBIP

2013/2014 BUDGETS DEPARTMENT SDBIP												
ALIGNMENT TO IDP			Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.	30 Sep 2013						31 Dec 2013	31 March 2014	30 June 2014		
Opportunity City 1.2 Provision and maintenance of economic and social infrastructure to ensure infrastructure-led growth and development Opportunity City	1.B	Finance	1.B Percentage spend of capital budget (City)	92.8% R4 233 bn	1.2(c) Investment in infrastructure	91% of approved final budget	Reporting of quarterly actual against target per implementation plan of final, adopted budget	Reporting of quarterly actual against target per implementation plan of final, adopted budget	Reporting of quarterly actual against target per implementation plan of final, adopted budget	91% of approved final budget	Director: Budgets Johan Steyl	
	1.D	Finance	1.D Percentage of operating budget allocated to repairs and maintenance (City)	6.33%	1.2(b) Maintenance of infrastructure	7.6% of Operating Budget	Annual Target	Annual Target	Annual Target	7.6% of Operating Budget	Director: Budgets Johan Steyl	
	1.E	Finance	1.E Percentage spend on repairs and maintenance (City)	100%	1.2(b) Maintenance of infrastructure	100%	21.45%	45.46%	70.20%	100%	Director: Budgets Johan Steyl	
	n/a	Finance	Draft MTREF submitted to BSC to provide for repairs and maintenance provision not less than CPI increase over base year	New indicator for 2012/2013	1.2(b) Maintenance of infrastructure	Not less than 2013/14 R&M provision plus CPI	n/a	n/a	R&M provision growth not less than CPI increase provided for within MTREF submitted to BSC	Not less than 2013/14 R&M provision plus CPI	Director: Budgets Johan Steyl	
A Well-Run City 5.3 Ensure financial prudence with clean audits by the Auditor-General	n/a	Finance	Percentage of Operating Budget spent (City)	98%	5.3(a) Financial Management Programme	95%	Reporting of quarterly actual against target per implementation plan of final, adopted budget	Reporting of quarterly actual against target per implementation plan of final, adopted budget	Reporting of quarterly actual against target per implementation plan of final, adopted budget	95% of approved final budget	Director: Budgets Johan Steyl	

2013/2014 BUDGETS DEPARTMENT SDBIP											
ALIGNMENT TO IDP		Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						30 Sep 2013	31 Dec 2013	31 March 2014	30 June 2014	
A Well-Run City 5.3 Ensure financial prudence with clean audits by the Auditor-General	n/a	Finance	Progress against milestones of budget cycle plan to ensure the submission of the 2014/2015 Budget to Council for adoption	2012/2013 Budget adopted on 28 May 2012	5.3(a) Financial Management Programme	Adoption of affordable, sustainable and balanced Operating and Capital Budget (MTREF) aligned to the IDP	Progress on Council-approved Budget Cycle Plan	Progress on Council-approved Budget Cycle Plan	Progress on Council-approved Budget Cycle Plan	Adoption of affordable, sustainable and balanced Operating and Capital Budget (MTREF) aligned to the IDP	Director: Budgets Johan Steyl
	n/a	Finance	Compilation and submission of sustainable MTREF by 31 March 2014 to the Budget Steering Committee and MAYCO	New indicator for 2012/2013	5.3(a) Financial Management Programme	Balanced and sustainable MTREF submitted to the Budget Steering Committee and MAYCO by 31 March 2014 for adoption	Progress against Council adopted Budget Cycle Plan with regard to MTREF modelling	Progress against Council adopted Budget Cycle Plan with regard to MTREF modelling	Balanced and sustainable MTREF adopted by the Budget Steering Committee and MAYCO	Balanced and sustainable MTREF submitted to the Budget Steering Committee and MAYCO by 31 March 2014 for adoption	Director: Budgets Johan Steyl
	n/a	Finance	Regular monitoring, assessment and reporting of relevant in-year financial results	New indicator for 2012/2013	5.3(a) Financial Management Programme	12 reports	3 reports	3 reports	3 reports	3 for 4th quarter, making an Annual Total of 12 reports	Director: Budgets Johan Steyl

2013/2014 BUDGETS DEPARTMENT SDBIP												
ALIGNMENT TO IDP			Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.	30 Sep 2013						31 Dec 2013	31 March 2014	30 June 2014		
A Well-Run City 5.3 Ensure financial prudence with clean audits by the Auditor-General	n/a	Finance	Facilitate amendment of budgets via legislated and internal processes to ensure optimum budget implementation.	New indicator for 2012/2013	5.3(a) Financial Management Programme	Mechanisms: Virements (50% processed within 2 days) and Adjustments Budgets (> 1 per year within prescribed frameworks)	Mechanisms: Virements (50% processed within 2 days) and Adjustments Budgets (> 1 per year within prescribed frameworks)	Mechanisms: Virements (50% processed within 2 days) and Adjustments Budgets (> 1 per year within prescribed frameworks)	Mechanisms: Virements (50% processed within 2 days) and Adjustments Budgets (> 1 per year within prescribed frameworks)	Mechanisms: Virements (50% processed within 2 days) and Adjustments Budgets (> 1 per year within prescribed frameworks)	Director: Budgets Johan Steyl	
	n/a	Finance	Progress against milestones to review and implement budget-related policies	New indicator for 2012/2013	5.3(a)	Reviewed policies submitted for approval with Budget	Ensure compliance: Review or drafting budget-related policies	Ensure compliance: Review or drafting budget-related policies	Ensure compliance: Review or drafting budget-related policies	Reviewed policies submitted for approval with Budget	Director: Budgets Johan Steyl	
KEY OPERATIONAL INDICATORS (KOIs):												

2013/2014 BUDGETS DEPARTMENT SDBIP												
ALIGNMENT TO IDP			Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.	30 Sep 2013						31 Dec 2013	31 March 2014	30 June 2014		
The Opportunity City 1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	1B	Finance	Percentage spend of Capital Budget	Nil capital budget provision for 2012/13 financial year	1.2(c) Investment in infrastructure	91%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	91%	Directorate Finance Manager	
	1E	Finance	Percentage spend on repairs and maintenance	New indicator for 2012/2013	1.2(b) Maintenance of infrastructure	100%	21.5%	45.5%	70.2%	100%	Directorate Finance Manager	
	–	Corporate Services	Percentage adherence to EE target (composite Indicator)	New indicator for 2012/2013	5.2(b)	100%	100%	100%	100%	100%	Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609	
A Well-Run City 5.3 Ensure financial prudence with clean audits by the Auditor-General	–	Corporate Services	Percentage adherence to Employee Utilisation target (composite Indicator)	New indicator for 2012/2013	5.2(b)	100%	100%	100%	100%	100%	Rudolph Pollard Contact: 021 400 9216 Cell: 071 850 3383	
	–	Corporate Services	Percentage adherence to Employee Talent target (composite indicator)	New indicator for 2012/2013	5.2(b)	100%	100%	100%	100%	100%	Rudolph Pollard Contact: 021 400 9216 Cell: 071 850 3383 Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 694 8344	

2013/2014 BUDGETS DEPARTMENT SDBIP												
ALIGNMENT TO IDP			Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.	30 Sep 2013						31 Dec 2013	31 March 2014	30 June 2014		
A Well-Run City 5.3 Ensure financial prudence with clean audits by the Auditor-General	–	FINANCE	Percentage of Operating Budget spent	87%		95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%	Directorate Finance Manager	
	–		Percentage of assets verified	100% completed by 30 June	5.3(a) Financial Management Programme	100% assets verified	Review of Asset Policy by Corporate Finance	Finalisation of Asset Verification timetable by Corporate Finance	60% asset register verified	100% asset register verified	Directorate Finance Manager	
	–		Percentage Internal Audit findings resolved	Nil for 2011/2012		70%	70%	70%	70%	Riaan Vosloo Contact: 021 400 3879 Cell: 082 559 9959		

Approved by Director: Budgets

Approved by Chief Finance Officer

Approved by Mayco Member

 29/4/13
 30.04.2013
 2/5/13

DEPARTMENT: EXPENDITURE

**DEPARTMENTAL BUSINESS PLAN
2013/2014**

**DIRECTOR: NOTHEMBA LEPHEANA
CONTACT PERSON: NOTHEMBA LEPHEANA**

1. EXECUTIVE SUMMARY

The primary role of the Expenditure Department is to provide a financial sound service through management of the City's Accounts Payable, Payroll, Payroll Reconciliations and Financial Compliance Units. The Department is also tasked to provide a sound Support Service function to the Directorate. In addition to the above-mentioned functions, the Department also manages the City's Travel Management Unit.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

The purpose of the Department is to provide a financially controlled environment by ensuring timeous and accurate payment of City creditors, councillors and officials in compliance with relevant legislation. Furthermore, the Department ensures that all Payroll accounts are reconciled and that an effective Support Service is in place for Finance Directorate.

Objectives

- To direct and manage the City's Accounts Payable Management System in compliance with the Municipal Finance Management Act.
- To direct and manage the City's Payroll Management System for officials and councillors in compliance with the Municipal Finance Management Act, Government Directives, Taxation requirements and other related legislation and polices.
- To perform Payroll Reconciliation for the City, ensuring financial compliance.
- To provide Support Services to the Finance Directorate in relation to human resources, finance, performance management, general administration and logistics.

Relevant Stakeholders

Customers are both internal and external and can be categorised as follows:

- Councillors
- Council Officials
- Suppliers
- Members of the Public
- Business Sector
- Government Officials
- Other Municipal Officials
- Pensioners, etc.

Customer Demands / Expectations

- Correct and timeous payments of invoices & salaries
- Various information related to payments (invoices & salaries)
- Efficient support services

3. LEGISLATIVE IMPERATIVES:

- Municipal Finance Management Act 56 of 2003
- Income Tax Act 58 of 1962
- Labour Relations Act 66 of 1995
- Basic Conditions of Employment Act of 1997
- Skills Development Levy Act 9 of 1999
- Medical Aid Act 131 of 1998
- UIF Act 63 of 2001
- Remuneration of Public Bearers Act 20 of 1998
- Pension Fund Act 24 of 1956
- Magistrate Courts Act 32 of 1944
- VAT Act 89 of 1991
- Local Government: Municipal Systems Act 32 of 2000
- And any other relevant legislation applicable to the functions performed by the Department

4. Partners and Stakeholders in the Strategy Plan (key stakeholders of the plan)

PARTNERS/ STAKEHOLDERS	ROLES AND RESPONSIBILITIES
City of Cape Town Officials, Councillors, External Businesses, Suppliers, Third Parties and Pensioners	• Provision of relevant documentation for processing and payment
All Departments of the Finance Directorate	• All HR and Payroll related functions • Control of Assets for the Department • Purchasing • Co-ordinating Operating and Capital Budget • Budgetary control for Expenditure, Valuations, Supply Chain Management, Shareholding Management and Property Management
Corporate Services (HR and Technical Services)	• CCorporate HR and Payroll functions • Logistics regarding accommodation and parking
Service Delivery Integration (IDP, Performance Management, etc.)	• Control of Business Plans, Organisational Performance, Annual Reports and SDBIP's

5. RESOURCES (Financial and Staff)

CAPITAL BUDGET: R220 000

OPERATING BUDGET: R60 619 730

Staff complement: 104 funded posts

6. BACKLOGS AND RESOURCE CONSTRAINTS (if applicable)

N/A

7. ASSUMPTIONS AND RISKS

7.1 Assumptions

That the Vendor Master details will be strictly controlled

The Goods Received Notes are processed correctly and timeously

Prevention of duplicate payments on the system

Correct SAP roles authorisations are put in place

7.2 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 Departments objectives are identified, addressed and managed on a day to day basis in accordance with the City's approved IRM Policy and IRM Framework.

8. STRATEGIC ALIGNMENT TO THE IDP

8.1 The Expenditure Department's key objectives and indicators are linked to Strategic Focus Area "A Well-Run City".

8.2 Link to programmes

The Department's objectives, summarised in the Service Delivery and Budget Implementation Plan, are aligned to Programme 5.3(a) Financial Management Programme, as contained in the IDP.

9. OBJECTIVES AND INDICATORS OF THE STRATEGY / OPERATIONAL PLAN

Refer to Appendix 1 – Expenditure Departmental SDBIP 2013/14

10. AUTHORISATION

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

	NAME	SIGNATURE	DATE
Executive Director	Kevin Jacoby		30.04.2013
Director	Nothemba Lepheana		29/4/13
Mayco Member	Alderman Ian Neilson		2/5/13

11. APPENDIX

Appendix 1: 2013/2014 SDBIP

2013/2014 EXPENDITURE DEPARTMENT SDBIP												
ALIGNMENT TO IDP			Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2012 / 2013	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.	Target 30 Sep 2012						Target 31 Dec 2012	Target 31 March 2013	Target 30 June 2013		
A Well-run City	n/a	Finance	Percentage of timeous and accurate payment of Suppliers paid in compliance with relevant legislation, policy and procedures	96%	5.3(a) Financial Management Programme	96%	96%	96%	96%	96%	Director: Expenditure Nothemba Lepheana	
	n/a	Finance	Percentage of net-pays transferred into individual banking accounts with no outstanding bank returns or rejections	99.65% vs 0.35%	5.3(a) Financial Management Programme	100%	100%	100%	100%	100%	Director: Expenditure Nothemba Lepheana	
	n/a	Finance	Regular monitoring and reporting of relevant in-year financial results for Finance Directorate	Total of 12 for 2011/2012	5.3(a) Financial Management Programme	12 reports	3 reports per quarter	3 reports per quarter	3 reports per quarter	Annual Target = Total of 12 reports (3 per quarter)	Director: Expenditure Nothemba Lepheana	
	n/a	Finance	Progress made against the approved Budget Cycle Plan for 2014/2015 wrt Finance Directorate inputs	100% as per corporate budget schedule and requirements	5.3(a) Financial Management Programme	100% against Budget Cycle Plan	100% against Budget Cycle Plan	100% against Budget Cycle Plan	100% against Budget Cycle Plan	100% against Budget Cycle Plan	Director: Expenditure Nothemba Lepheana	
	n/a	Corporate Services	Progress made against the approved Plan for compilation of Workplace Skills Plan 15 for Finance Directorate	100% compilation and submission of WSP13 for Finance Directorate	5.2(b) Human Resources Strategy	100% achievement against Progress Plan for Workplace Skills Plan 15	100% achievement against Progress Plan for Workplace Skills Plan 15	100% achievement against Progress Plan for Workplace Skills Plan 15	100% achievement against Progress Plan for Workplace Skills Plan 15	100% achievement against Progress Plan for Workplace Skills Plan 15	Director: Expenditure Nothemba Lepheana	

2013/2014 EXPENDITURE DEPARTMENT SDBIP												
ALIGNMENT TO IDP			Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2012 / 2013	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.	Target 30 Sep 2012						Target 31 Dec 2012	Target 31 March 2013	Target 30 June 2013		
A Well-run City 5.3 Ensure financial prudence with clean audits by the Auditor-General	n/a	Finance	Progress made against milestones to implement reviewed/amended legislation, court judgements, policies and by-laws	New Indicator for 2012/2013	5.3(a) Financial Management Programme	Ensure compliance: 1. Reviewed policies submitted for approval with Budget 2. Implementation of legislation, court judgements, as necessary	Ensure compliance: Review or drafting of policy/ by-law, and implementation of legislation, court judgements, as necessary	Ensure compliance: Review or drafting of policy/ by-law, and implementation of legislation, court judgements, as necessary	Annual review of policies submitted for tabling with Budget	Ensure compliance: 1. Reviewed policies submitted for approval with Budget 2. Implementation of legislation, court judgements, as necessary	Director: Expenditure Nothemba Lepheana	
KEY OPERATIONAL INDICATORS (KOIs):												
The Opportunity City 1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	4A	Corporate Services	Percentage adherence to Citywide service standard based on all external notifications	New Measurement	4.1 (a)	100%	100%	100%	100%	(Targets against which the % adherence is measured are to be determined by Directorates, in consultation with Corporate Services, and based on Directorate & departmental baselines)	Director: Expenditure Nothemba Lepheana Sunnet Kloppers Contact: 021 400 9206 (Targets against which the % adherence is measured are to be determined by Directorates, in consultation with Corporate Services, and based on Directorate & departmental baselines)	

2013/2014 EXPENDITURE DEPARTMENT SDBIP											
ALIGNMENT TO IDP		Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2012 / 2013	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						Target 30 Sep 2012	Target 31 Dec 2012	Target 31 March 2013	Target 30 June 2013	
A Well Run City 5.2 Establish an efficient and productive administration that prioritizes delivery	—	Corporate Services	Percentage adherence to EE target (composite Indicator)	New Indicator for 2012/2013	5.2(b)	100%	100%	100%	100%	Director: Expenditure Nothemba Lepheana / Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609	
	—	Corporate Services	Percentage adherence to Employee Utilisation target (composite Indicator)	New Indicator for 2012/2013	5.2(b)	100%	100%	100%	100%	Director: Expenditure Nothemba Lepheana / Rudolph Pollard Contact: 021 400 9216 Cell: 071 850 3383	
	—	Corporate Services	Percentage adherence to Employee Talent target (composite indicator)	New Indicator for 2012/2013	5.2(b)	100%	100%	100%	100%	Director: Expenditure Nothemba Lepheana / Rudolph Pollard Contact: 021 400 9216 Cell: 071 850 3383 Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 694 8344	

2013/2014 EXPENDITURE DEPARTMENT SDBIP											
ALIGNMENT TO IDP		Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2012 / 2013	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						Target 30 Sep 2012	Target 31 Dec 2012	Target 31 March 2013	Target 30 June 2013	
A Well Run City 5.3 Ensure financial prudence with clean audit by the Auditor General	–	FINANCE	Percentage of Operating Budget spent	87%		95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%	Director: Expenditure Nothemba Lepheana / Directorate Finance Manager
	–		Percentage of assets verified	100% completed by 30 June	5.3(a) Financial Management Programme	100% assets verified	Review of Asset Policy by Corporate Finance	Finalisation of Asset Verification timetable by Corporate Finance	60% asset register verified	100% asset register verified	Director: Expenditure Nothemba Lepheana / Directorate Finance Manager
	–		Percentage Internal Audit findings resolved	0%	5.3(a) Financial Management Programme	70%	70%	70%	70%	70%	Director: Expenditure Nothemba Lepheana / Riaan Vosloo Contact: 021 400 3879 Cell: 082 559 9959

Approved by Director: Expenditure

Approved by Chief Finance Officer

Approved by Mayco Member

29/4/13

30.04.2013

2/5/13

**DEPARTMENT:
HOUSING FINANCE AND LEASES**

**DEPARTMENTAL BUSINESS PLAN
2013/2014**

**DIRECTOR: WAYNE MULLER
CONTACT PERSON: WAYNE MULLER**

1. EXECUTIVE SUMMARY

The vision and primary role of the Department: Housing Finance and Leases (Corporate Finance) is the provision of a comprehensive and reliable financial control and financial management service to all facets of the various suites of housing development operations, major reconstructive maintenance and hostels upgrade projects; housing debtor (rental/selling/hostels) systems and major development funding programs of the City of Cape Town as aligned to specific Housing and Financial Legislation (Housing Act; Municipal Finance Management Act et al) and the various National Housing Programs as contained in, inter alia, the Housing Code/s.

Aside from the management and control of all housing data systems (financial and debtor billing, invoicing and grant), Housing Finance and Leases also operates the various ERP/SAP billing systems and financial debt management procedures associated with the City's Property Management debtors portfolio.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

The primary role of the Directorate: Housing Finance and Leases is the provision of a comprehensive financial service, aligned to specific Housing and Financial Legislation and National Housing Programs, to all facets of the various City suites of housing development (incl all Housing Subsidy funding variations, Urban Settlement Development Grant, Statutory Funds, CRR et al), housing debtor management and operational funding programs of the City.

Housing Finance and Leases further designs and operates the various ERP/SAP systems and financial procedures associated with the City's Property Management debtor portfolio.

The data contained within the current property portfolio of the City Of Cape Town is being reviewed by the Property Management Department with the objective of ensuring accurate and reliable billing and debt management information. The procedures and content of this review is contained in the Property Management Leases Renewal/ Business Improvement Process.

The aforementioned financial roles (as encapsulated in the overall departmental objectives) include, inter alia:

- The establishment of all elements of housing development funding/financing for the City's housing programmes (External housing funding allocation – R1 927 million for 2013/14; R1 750 million for 2014/15)
- The management and strategic/operational control of the Urban Settlements Development Grant (R1 193 million for 2013/2014 and R1 359 million for 2014/2015) and Human Settlements Development Grant (R733 million for 2013/2014 and R3 914 million for 2014/2015)
- The financial development and control of alternative housing delivery models (eg CRU major upgrade program – estimate R1,2 billion; hostels transformation programme/upgrade – estimate >R2,0 billion; various private sector partnership developments)
- Accreditation/Assignment – The development of full financial and DORA aligned procedures and processes associated with the national Assignment strategies.
- Private Sector – The negotiation of financial packages associated with the development of integrated housing related projects accessing private sector funds/assets.
- Housing project financial control and project financial structure negotiation and co-ordination with external development contractors and funders
- The financial structuring and control of National Housing Programs
- The financial control, forecasting and management of the Housing Statutory and other Funds (>R450,0 million)
- Development and control of the Housing Directorate Operating and Capital budgets as aligned to the City Integrated Development Plan
- Establishment of appropriate financial statements for Human Settlements in terms of Housing Legislation for submission to the State
- The management and control of the full housing debtors and debt management program aligned to the national housing programs (incl the National Subsidy Phase Out Program, Enhanced Extended Discount Benefit Scheme etc)

- Funding arrangements (internal and external) for the City's land acquisition programmes for future integrated housing development.
- IT and financial systems management related to housing/property management/ development services and urban renewal
- The management and systems control for all property management debtors (including debt management)
- The negotiation of contracts and the establishment of external financial mechanisms for housing beneficiaries (eg GAP housing – Banks Co-operation Agreement)
- Intra and inter-organisational financial negotiation (incl, inter alia, various National Government Departments, Provincial Departments, Financial Institutions) for funding and public/private relationships.
- Financial reporting – National, Provincial, City Of Cape Town.
- Financial modelling – rentals, indigent relief, cash flow projections
- Management of the housing fixed asset register

The above processes and programs are structured to ensure the City's continued interaction with all National and Provincial Government sector departments (eg National Department of Human Settlements, National Treasury; COGTA) in terms of the varied housing funding mechanisms and available financial resources coupled with the imperative of the financial management of the City's resources as aligned to the various City Programs relating to the financing of, inter alia, new housing development, maintenance of existing housing, hostels redevelopment, affordable housing programs and integrated housing land and related funding.

The management and control of City debtor and debt management processes (housing and property management) linked to City specific policy is a further imperative of the Department. Innovations and new developments instituted to advance the collection of housing and property debt results in the necessity to upgrade and implement the City's Treasury and Real Estate ERP functionalities, this process is control by Housing Finance and Leases.

As part of a further expansion of the housing debt collection initiatives, the Housing Finance and Leases Department launched the Consistent Payers Incentive Scheme as well as the Door to Door Collections process. The appointment of IDP Tracing Services (Pty) Ltd (housing debt collection pilot project), whose mandate is the collection of housing debt from all City rental and selling scheme properties, has resulted in extremely positive initial collections trends. This process will be embedded during 2013/2014 in terms of both systems and community collections and focusses on off-site collections with respect to all housing arrears for all housing property types.

The City has been granted Levels 1 and 2 Housing Accreditation and, as a consequence, the structure of the Department of Housing Finance and Leases will, in terms of the requirements (financial and operational) of the Housing Accreditation phases process, be impacted to ensure targeted and audit appropriate operation of the City's accreditation programmes as per the applicable legislation. The net impact of the accreditation process will have a significant strategic impact of the mandates and service delivery menu's of the City.

National government has indicated that the City of Cape Town may anticipate the Assignment of the various National Housing Programmes (funding driven) during the 2013/2014 financial year. The primary impact of Assignment, given that the City already has level 2 accreditation, will be within the finance environment in terms of legislative, operational and policy development imperatives. The full details of Assignment and the implementation hereof by national government is not yet clear.

3. LEGISLATIVE IMPERATIVES:

Municipal Finance Management Act (Act 56 of 2000)
Housing Act (Act 107 of 1997), including all amendments
Housing Development Agency Act
Division of Revenue Act (National and Provincial)
Municipal Systems Act (Act 32 of 2000)
Housing Code and National Housing Programmes

4. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

PARTNERS/ STAKEHOLDERS	ROLES AND RESPONSIBILITIES
Commercial Banks	The development of integrated housing/commercial developments requires the involvement of private land owners coupled with the City Of Cape Town.
Mixed Use Developers (Private Land)	Development and implementation of appropriate housing finance strategy and development appropriate funding programmes and policies.
National Human Settlements Department	Provision (pending City Of Cape Town accreditation) of subsidy funding (including, inter alia, land acquisition funds, housing subsidy development funds, access to statutory resources and funds)
Provincial Department of Local Government and Housing	Specific linkage relates to financial control and payments (subsidy allocation R1 983 million for 2013/2014)
Project developers	Interactive role viz City's charging of affordable and transparent rental/instalment charges coupled with the debtor's payment of the charges. Linkage to indigent grants for housing and national housing transfer programmes (eg EEDBS)
Housing Debtors (rental and selling)	Interactive role viz City's billing of lease charges.
Property Management Debtors	Interactive role viz City's billing of lease charges.

5. RESOURCES (Financial and Staff)

Capital Budget allocation 2012/2013: R69 000

Operating Budget allocation 2012/2013: R34 463 731

Staff Complement: 46

6. BACKLOGS AND RESOURCE CONSTRAINTS

The key resource constraint relates to the general availability of appropriately qualified and skilled staffing (especially staff skilled in project finance operations and housing debtor data systems). Given the nature of the function, training programmes only serve to make the project finance staffing attractive to other internal/external employers resulting in a high turnover in, especially, the housing project finance section.

Strategies have been developed and actions taken, through creating a challenging environment, to retain trained staff. The number of staff leaving has, as a consequence, reduced.

7. ASSUMPTIONS AND RISKS

7.1 Risk Assessment

Management, with the assistance of the Integrated Risk Management (IRM) Department has endeavoured to ensure that risks which could impact on them not achieving the Departments objectives are identified, addressed and managed.

8. STRATEGIC ALIGNMENT TO THE IDP

8.1 Linkages to Strategic Focus Areas and Objectives of the IDP

Activities of the Housing Finance and Leases Department are linked to strategic focus area "A Well-Run City".

8.2 Link to programmes

The Department's financial programs are aligned to respond, inter alia, to the City's IDP in terms of the flexible funding mechanisms applicable to new housing development, the funding of the housing maintenance and hostel transformation programs coupled with the upgrading of the City's assets (CRU major maintenance projects) and the establishment of funding opportunities to promote the development of affordable housing via, inter alia, partnerships with private organisations.

The Department is further aligned to ensure a rapid response to the various City and State funding and project financial structuring programs.

The Department is directly linked to, inter alia, the financial aspects of the following Provincial/National Projects all of which are key ingredients viz ensuring the delivery imperatives associated with the City's IDP:

- National Housing Subsidy Schemes (incl all housing development funding programs)
- National Enhanced Extended Discount Benefit Program
- National Urban Settlements Development Grant
- National Maintenance Funding mechanisms (Community Residential Units)
- National Housing Rental mechanisms (new) (Community Residential Units)
- Social Housing Program (Funding with social housing partners – SOHCO, Communicare, Cape Town Community Housing Company (Pty) Ltd)
- Land Funding mechanisms
- Statutory Fund management
- Housing accreditation/Assignment (establishment and DORA based operational funds)
- It must also be noted that the Department: Housing Finance and Leases is a member of National and Provincial Housing Legislative/Program projects and initiatives as well as providing assistance (focus on specialist housing finance) to other Authorities.

9. OUTCOMES WHICH THE DEPARTMENT: HOUSING FINANCE AND LEASES AIMS TO ACHIEVE

The following are the primary outcomes that the Department proposes to achieve during 2013/2014:

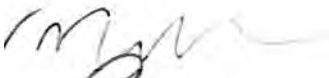
- Expansion of housing funding mechanisms in terms of specific financing structures for both new housing development and existing housing (maintenance) as per the national funding regimes.
- Expansion of private sector engagements in terms of integrated funding structures leading to various formats of housing delivery over the MTREF period.
- Further review and alignment of the City's entire housing related infrastructure and housing subsidy funding mechanism in terms of the Urban Settlements Development Grant and Human Settlements Development Grant processes and structures.
- Establish land funding mechanisms for the acquisition of land for, inter alia, new housing developments
- Engage with the National Department of Human Settlements and Province and ensure operational and functional readiness for housing accreditation and Assignment.
- Roll out the affordable housing financial programs in terms of enhanced linkages with commercial financial institutions (Banks Agreement).
- Manage the continued roll out of the Door to Door Collections and Consistent Payers Incentive Scheme.
- Provide data to allow the Property Management to purify the property management debtor and contract database (subject to Property Management contract and related processes).

10. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

Contained in Appendix 1 – Housing Finance and Leases Departmental SDBIP

11. AUTHORISATION

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

	NAME	SIGNATURE	DATE
Director	Wayne Muller		30 April 2013
Executive Director	Kevin Jacoby		30.04.2013
Mayco Member	Alderman Ian Neilson		2/5/13

12. APPENDIX:

Appendix 1: 2013/2014 SDBIP.

2013/2014 HOUSING FINANCE AND LEASES DEPARTMENT SDBIP											
ALIGNMENT TO IDP		Link to Lead Directorate	Indicator	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						Target 30 Sep 2013	Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014	
A Well-Run City 5.3 Ensure financial prudence with clean audits by the Auditor-General	n/a	Finance	Revenue collected as a percentage of billed amount	New	5.3(a) Financial Management Programme	38%	36%	37%	38%	38%	Director: Housing Finance and Leases Wayne Muller
	n/a	Finance	Percentage accounts submitted monthly to occupants of Council housing properties	0%	5.3(a) Financial Management Programme	Invoicing data systems error rate <1.5%	Invoicing data systems error rate <1.9%	Invoicing data systems error rate <1.7%	Invoicing data systems error rate <1.6%	Invoicing data systems error rate <1.5%	Director: Housing Finance and Leases Wayne Muller
	n/a	Finance	Percentage accounts submitted monthly to all property management lease-holders	0%	5.3(a) Financial Management Programme	Invoicing data systems error rate <1.5%	Invoicing data systems error rate <1.9%	Invoicing data systems error rate <1.7%	Invoicing data systems error rate <1.6%	Invoicing data systems error rate <1.5%	Director: Housing Finance and Leases Wayne Muller
	n/a	Finance	Accessing of funds ex external sources for confirmed and approved acquisition of housing land	Available funds (HSDG = R47,1 million; USDG = R82,4m (based on 10% MEC approval) Final actual R35,3 million expenditure due to ongoing land negotiations (eg R700m Somerset West; HAD R35m)	5.3(a) Financial Management Programme	R40 million (subject to Division of Revenue Act and MEC approval)	n/a	n/a	n/a	R40 million (subject to Division of Revenue Act and MEC approval)	Director: Housing Finance and Leases Wayne Muller
KEY OPERATIONAL INDICATORS (KOIs):											

2013/2014 HOUSING FINANCE AND LEASES DEPARTMENT SDBIP

ALIGNMENT TO IDP		Link to Lead Directorate	Indicator	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						Target 30 Sep 2013	Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014	
A Well-Run City 5.3 Ensure financial prudence with clean audits by the Auditor-General	n/a	Finance	Contractual and operational roll out of Door to Door collections process across City	Project expanded to include all City Rental/Selling areas (not only Pilot Project)	5.3(a) Financial Management Programme	Contractual and operational roll out of Door to Door collections process across City	Communications and contracting of service provider process completed	Implementation of project in all areas underway	Implementation of project in all areas underway	Contractual and operational roll out of Door to Door collections process across City	Director: Housing Finance and Leases Wayne Muller
	n/a	Finance	Development of structured multi-year Capital and Operating budget for Housing aligned in terms of internal and external funding, MFMA/MTREF and corporate financial processes (%)	Fully funded budget. Additional funding (external) sources approved to enhance City delivery.	5.3(a) Financial Management Programme	100% funded ex State and internal resources	n/a	n/a	n/a	100% funded ex State and internal resources	Director: Housing Finance and Leases Wayne Muller
	n/a	Finance	Reviewed policies submitted for approval with annual budget	New Indicator for 2012/2013	Ensure compliance: 1. Reviewed policies submitted for approval with Budget 2. Implementation of legislation, court judgements, as necessary	Ensure compliance: Review or drafting of policy/ by-law, and implementation of legislation, court judgements, as necessary	Ensure compliance: Review or drafting of policy/ by-law, and implementation of legislation, court judgements, as necessary	Annual review of policies submitted for tabling with Budget	Ensure compliance: 1. Reviewed policies submitted for approval with Budget 2. Implementation of legislation, court judgements, as necessary	Annual review of policies submitted for approval with Budget	Director: Housing Finance and Leases Wayne Muller

2013/2014 HOUSING FINANCE AND LEASES DEPARTMENT SDBIP												
ALIGNMENT TO IDP			Link to Lead Directorate	Indicator	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.	Target 30 Sep 2013						Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014		
The Opportunity City 1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	1B	Finance	Percentage spend of Capital Budget	100%	1.2(c) Maintenance of infrastructure	91%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	91%	Director: Housing Finance and Leases Wayne Muller / Directorate Finance Manager	
	1E	Finance	Percentage spend on repairs and maintenance	New Indicator for 2012/2013	1.2 (b)	100%	22%	46%	70%	100%	Director: Housing Finance and Leases Wayne Muller / Directorate Finance Manager	
An Inclusive City 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	4A	Corporate Services	Percentage adherence to Citywide service standard based on all external notifications	New Measurement	4.1 (a)	100%	100%	100%	100%	100%	Director: Housing Finance and Leases Wayne Muller / Sunnet Kloppers Contact: 021 400 9206 (Targets against which the % adherence is measured are to be determined by Directorates, in consultation with Corporate Services, and based on Directorate & departmental baselines)	

2013/2014 HOUSING FINANCE AND LEASES DEPARTMENT SDBIP										
ALIGNMENT TO IDP		Link to Lead Directorate	Indicator	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS			Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						Target 30 Sep 2013	Target 31 Dec 2013	Target 31 March 2014	
A Well Run City 5.2 Establish an efficient and productive administration that prioritizes delivery SFA 4	-	Corporate Services	Percentage adherence to EE target (composite Indicator)	New Indicator for 2012/2013	5.2(b)	100%	100%	100%	100%	Director: Housing Finance and Leases Wayne Muller / Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609
	-	Corporate Services	Percentage adherence to Employee Utilisation target (composite Indicator)	New Indicator for 2012/2013	5.2(b)	100%	100%	100%	100%	Director: Housing Finance and Leases Wayne Muller / Rudolph Pollard Contact: 021 400 9216 Cell: 071 850 3383
	-	Corporate Services	Percentage adherence to Employee Talent target (composite indicator)	New Indicator for 2012/2013	5.2(b)	100%	100%	100%	100%	Director: Housing Finance and Leases Wayne Muller / Rudolph Pollard Contact: 021 400 9216 Cell: 071 850 3383 Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 694 8344

2013/2014 HOUSING FINANCE AND LEASES DEPARTMENT SDBIP											
ALIGNMENT TO IDP		Link to Lead Directorate	Indicator	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						Target 30 Sep 2013	Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014	
SFA 5 A Well Run City	–	Corporate Services	Percentage adherence to EE target (composite Indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2(b)	100%	100%	100%	100%	Director: Housing Finance and Leases Wayne Muller / Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609	
SFA 5 A Well Run City	–	Corporate Services	Percentage adherence to Employee Utilisation target (composite Indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2(b)	100%	100%	100%	100%	Director: Housing Finance and Leases Wayne Muller / Rudolph Pollard Contact: 021 400 9216 Cell: 071 850 3383	
SFA 5 A Well Run City	–		Percentage adherence to Employee Talent target (composite indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2(b)	100%	100%	100%	100%	Director: Housing Finance and Leases Wayne Muller / Rudolph Pollard Contact: 021 400 9216 Cell: 071 850 3383 Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 694 8344	

2013/2014 HOUSING FINANCE AND LEASES DEPARTMENT SDBIP											
ALIGNMENT TO IDP		Link to Lead Directorate	Indicator	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						Target 30 Sep 2013	Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014	
SFA 5 A Well Run City	–	FINANCE	Percentage of Operating Budget spent (controllable item only viz General Expenses)	Direct./ Dept. achievement as at 30 June 2012		95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%	Director: Housing Finance and Leases Wayne Muller / Directorate Finance Manager
SFA 5 A Well Run City	–		Percentage of assets verified	Direct./ Dept. achievement as at 30 June 2012		100% asset register verified	0%	0%	0%	100% asset register verified	Director: Housing Finance and Leases Wayne Muller / Directorate Finance Manager
SFA 5 A Well Run City	–	INTERNAL AUDIT	Percentage Internal Audit findings resolved	Direct./ Dept. achievement as at 30 June 2012		70%	70%	70%	70%	70%	Director: Housing Finance and Leases Wayne Muller / Riaan Vosloo Contact: 021 400 3879 Cell: 082 559 9959

Approved by Director: Housing Finance & Leases

Approved by Chief Finance Officer

Approved by Mayco Member

(in conjunction with indicator definitions
Annexure A; 16 May 2012)

30 April 2013
30.04.2013
2/5/13

DEPARTMENT: INTER-SERVICES LIAISON

**DEPARTMENTAL BUSINESS PLAN
2013/2014**

**DIRECTOR: G D VAN SCHALKWYK
CONTACT PERSON: BONITA ASCOTT**

1. EXECUTIVE SUMMARY

ssisting departments experiencing difficulties with processes, tariffs or financial viability, especially where more than one department has a role to play, as well as the provision of financial control and administrative support for grants-in-aid and special rating areas. Managing the budget related policy development which includes informing the drafting of relevant national legislation and practices. Modelling the TMA distribution to ensure a fair distribution of all billed municipal charges and the collectability thereof via the reviewing of policies and tariff structures.

2. PURPOSE AND SERVICE MANDATES

Vision

Strive to achieve the visionary goals of the City taking cognisance of the 5 pillars or strategic focus areas of the:

- The opportunity City
- The safe City
- The caring City
- The inclusive City
- The well run City

Purpose and Objectives

- **Budget Related functions**
 - To ensure the reviewing and alignment of all budget & tariff related policies, co-ordinate the public participation process and compilation of the Annual Corporate Tariff Book to comply with the MFMA
 - Annual review and alignment of all budget & tariff related policies to ensure that they are not in conflict with each other and comply with legislation
 - Co-ordinate and administer the public participation process in respect of the budget
 - Compile the Annual Corporate Tariff Book and ensure that it is implementable and accessible to all
- **Rating & Total Municipal Account**
 - To model impact of rates and tariff increases on the TMA to inform political decision making, ensure affordability and sustainability
 - Co-ordinate and drive the process to ensure the integrity of Valuation Roll taking cognizance of valuation roll objections and supplementary valuations to determine the rate-in-the-rand
 - Determine the specific rate levies as well as the rates quantum and the income foregone component
 - Model various scenarios indicating the impact of the TMA per valuation groupings to maximize relief for the indigent and less affluent
 - Present the above scenarios to the political decision makers for consideration
- **Rates Policy**
 - To manage and co-ordinate the review and maintenance of the Rates Policy
 - Facilitate workshops with the Revenue Department, Valuation Department, other Directorates and the Finance Portfolio Committee, take cognizance of comments from the community in order to amend the Rates Policy and ensure fair and equitable impact on all the ratepayers in compliance with legislation and good corporate governance
 - Provide guidance to the Revenue Department re implementation of the Rates Policy
 - Advise on scenarios for addressing deserving cases where not provided for in the Rates Policy
 - Present the draft Rates Policy to the political decision makers for consideration
 - Inform and influence national legislation to improve rates policy implications

- **Disputed Municipal Accounts**
 - To Resolve long outstanding complex account and/or billing disputes
 - Investigate and research long outstanding complex account and/or billing disputes with the intent to resolve these to the City's and the client's satisfaction
- **Special Rating Areas (SRAs)**
 - To develop and implement a SRA Policy regulatory framework to ensure a uniform and transparent process that facilitates the pre and post establishment of SRAs in terms of Section 22 of the MPRA.
 - Facilitate workshops with the existing SRAs and the Finance Portfolio Committee taking cognizance of comments from the Community to amend the Policy in terms of the MPRA, MFMA and the Companies Act, Act 71 of 2008 as amended or replaced
 - Maintain and implement the SRA By-law, Policy and Standard Financial Agreements
 - Perform an oversight and monitoring function in the pre and post establishment process to ensure compliance with relevant legislation, the SRA By-law and the Policy.
- **Grant Allocations to outside organisations or bodies**
 - To develop and implement a Grants Policy, procedures and regulatory framework to ensure a uniform and transparent process in terms of allocating grants in compliance with Section 67 of the MFMA and other relevant legislation
 - Facilitate workshops with Sub-councils, Line Departments and the Finance Portfolio Committee taking cognizance of comments from the community to amend or review the Policy in order to ensure compliance with the MSA, MFMA and the Constitution and other relevant legislation
 - Maintain and annually review the Policy and procedures for consideration by Council in terms of the budget process
 - Perform an oversight and monitoring function of all the processes relating to applying, allocating, monitoring and reporting on grants allocated in terms of the Policy
 - Perform all the necessary administrative, secretarial and archiving functions required to ensure the effective operation of the Grants Committee
- **Strategic Leadership & Skills Transfer**
 - To disseminate corporate financial technical skills available in ISL as guidance to service departments and subcouncil administrative staff, the community, other local authorities, provincial and national departments and other government institutions
 - Transfer skills to ISL colleagues and other officials on an ongoing basis
 - Transfer skills in national forums, provincial and national government including other government institutions in respect of the MPRA, Revenue, SRA and other related matters affecting local authorities
- **Input to legislation amendments**
 - To make representations to the appropriate forums, on behalf of the City, in respect of proposed legislative amendments and applicable or relevant draft legislation
 - Provide input in respect of proposed legislative changes to relevant legislation affecting local authorities
- **Special Assignments**
 - To carry out ad hoc investigations & research on a variety of financial and accounting matters as well as undertaking special projects as assigned by the CFO
 - Conduct special investigations and research on a variety of matters to improve service delivery together with value for money performance
 - Represent the City at various local and national forums

Customers:

Councillors - City of Cape Town

Other municipalities requesting assistance

Residents, Organisations and Communities

Ratepayers and Consumers requiring assistance with extraordinary and complex municipal accounts and billing problems

Organisations or bodies applying for grants

Communities having established or wishing to establish SRAs

Management and other officials - ISL, CFO, Municipal Manager, EMT, Directorates and Departments, Risk Committee, Grants Committee, Interns.

Decision Making	-	Budget Steering Committee
	-	Mayoral Committee
	-	Portfolio Committees
	-	Sub-Councils
	-	Political Party caucuses
	-	Council
Institutional	-	IMFO (Provincial and National)
	-	IMFO Metro and Emerging Metro Forum
	-	IMFO Financial Handbook Forum
	-	SALGA
	-	COGTA
	-	National Treasury
	-	Provincial Government
	-	Ward Committees
	-	Other organs of state
	-	Auditor General
	-	Audit Committee

What are the customers demands / expectations?

Residents demand fair treatment, accountability, good governance and effective leadership ensuring the best level of service delivery and value for money performance at the most beneficial rate or tariff.

Political and decision making structures expect solutions, processes and policies that are legislatively compliant and credible and can be implemented with confidence.

Management expects that the advertising and public participation processes on drafting the budget, budget related policies, By-Laws and tariffs meet the legal requirements.

Institutional stakeholders demand professional advice on practical implications of legislation and/or proposed legislation to ensure service delivery in an equitable and defensible manner.

Overarching aim of the department.

To ensure that:

The budget, budget related policies, By-Laws and tariffs are published in a legally compliant manner to allow the Revenue Department to implement these and to collect the resultant revenue.

Other municipalities are given guidance and advice (when required) to ensure a successful implementation of the Municipal Property Rates Act
Staff who are responsible for implementing, maintaining and reviewing the policies and tariffs understand these and that they are provided with interpretation and guidelines where required.

Financial viability in the Water services is maintained and improved by reducing issues that prevent accurate billings and timely collections of amounts due.

SRA's add value to their members in a sustainable manner.

Grants made to outside organisations or bodies are used for the purposes for which the grants were approved by Council.

3. LEGAL IMPERATIVES

The Constitution
Relevant Acts impacting on Local Government
Council By-Laws and Policies

4. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN (key stakeholders of the plan)

PARTNERS/ STAKEHOLDERS	ROLES AND RESPONSIBILITIES
SRA's	Responsible and accountable for implementing the approved Business Plan to improve and upgrade their geographical area
Organisations or bodies	Responsible and accountable for utilising the grant funds in accordance with Council's decisions
Budget Steering Committee	Responsible to provide guidance for amendments to budget related policies and tariffs and to submit the final drafts to FPC, MayCo and Council for oversight, consideration and adoption.
IMFO & the IMFO Metro CFO Forum	To provide guidance on and support for solutions based on submissions by Cape Town.
CFO	Responsible to guide ISL and support solutions where business processes are being improved

5. RESOURCES (Financial and Staff)

Capital Budget: R20 000
Operating Budget: R134 973 712
Opex : Salaries, Wages & Allowances - R6 936 133.80
General - R6 065 077.18 (i.e. Gen Expenses, Depreciation, Training, Materials and also includes Operating Grants and Donations Project of R3 378 839.86)

Staff: Complement - 9

6. BACKLOGS AND RESOURCE CONSTRAINTS (if applicable)

Internal Billing project demands that capacity be created by appointing suitably qualified experienced staff

The proliferation of SRAs is placing huge burdens on the capacity of the current staff complement

Compulsory Legislative Minimum Competency Training

7. ASSUMPTIONS AND RISKS

7.1 Assumptions

- That ISL will retain reasonable office accommodation in close proximity to the Director: ISL and the role-players involved with Budget Steering Committee and the departments that must be consulted regarding policies and tariff amendments and interpretations.
- That no further additional tasks be allocated to ISL without the necessary staff capacity.
- That all departments in Council will work together as a unit to maintain and improve corporate service levels.
- That the training and development of the existing ISL staff will be maintained to improve efficiency and value adds.

7.2. Risk Assessment

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

8. STRATEGIC ALIGNMENT TO THE IDP

8.1 Identify and describe the linkages to the strategic Focus Areas and Objectives in the IDP.

ISL supports the following Strategic Focus Areas:
Strategic Focus Area 5 – A Well-Run City

8.2 Link to programmes (Programme Layout and description linked to Directorate objective)

The Department aligns all programmes to promote the objectives as summarised in the Inter-Service Liaison Department Service Delivery and Budget Implementation Plan (SDBIP).

9. OBJECTIVES AND INDICATORS OF THE STRATEGY / OPERATIONAL PLAN

Contained in Appendix 1: Inter-Service Liaison Departmental SDBIP

10. AUTHORISATION

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

	NAME	SIGNATURE	DATE
Executive Director	Kevin Jacoby		30 April 2013
Director	George van Schalkwyk		30.04.2013
Mayco Member	Alderman Ian Neilson		2/5/13

11. APPENDICES

Appendix 1 - 2013/2014 SDBIP

2013/2014 INTER-SERVICE LIAISON DEPARTMENT SDBIP											
ALIGNMENT TO IDP		Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						Target 30 Sep 2013	Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014	
A Well-run City 5.3 Ensure financial prudence with clean audits by the Auditor-General	n/a	Finance	Milestones towards a co-ordinated tariffs determination and the compilation of the Corporate Annual Tariffs, Fees and Charges Book	New Indicator/ Measurement	5.3(a) Financial Management Programme	Tariff, fees and charges book for 14/15	n/a	Send guidelines to Departments to populate Tariffs Templates	Review templates and reports prior to submission to Portfolio Committees Compile TFC Book for inclusion in Budget Report	Tariff, fees and charges book for 14/15	Director: Inter-Service Liaison George van Schalkwyk
	n/a	Finance	Milestones towards the submission of the Rates Policy for consideration by Council	New Indicator/ Measurement	5.3(a) Financial Management Programme	Submission of Rates Policy for consideration by Council	n/a	Review current practice, including legislative changes	Hold Workshops with Finance PC and Revenue officials	Submission of Rates Policy for consideration by Council	Director: Inter-Service Liaison George van Schalkwyk
	n/a	Finance	Milestones towards the submission of Rates and Tariffs for the Total Municipal Account (TMA) for consideration by Council	New Indicator/ Measurement	5.3(a) Financial Management Programme	Submission of Rates and Tariffs for consideration by Council	n/a	n/a	Gather data to populate TMA model. Present scenarios to BSC. Budget tabled at Council informed by TMA modelling	Review and refine TMA model and present to BSC. Submission of Rates and Tariffs for consideration by Council	Director: Inter-Service Liaison George van Schalkwyk
	n/a	Finance	Milestones towards the submission of the Tariff Policy for consideration by Council	New Indicator/ Measurement	5.3(a) Financial Management Programme	Submission of Tariff Policy for consideration by Council	n/a	Initiate the review of current practice, including legislative changes	Coordinate the amendment of the Tariff Policy	Submission of Tariff Policy for consideration by Council	Director: Inter-Service Liaison George van Schalkwyk

2013/2014 INTER-SERVICE LIAISON DEPARTMENT SDBIP												
ALIGNMENT TO IDP			Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.	Target 30 Sep 2013						Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014		
A Well-run City 5.3 Ensure financial prudence with clean audits by the Auditor-General	n/a	Finance	Milestones towards the submission of Grants Policy for consideration by Council	New Indicator/ Measurement	5.3(a) Financial Management Programme	Submission of Grant Policy for consideration by Council	n/a	Initiate the review of the Grants Policy in terms of practice and legislative changes	Review Grants Policy through workshops with relevant staff and FPC. Draft Policy tabled at Council	Submission of Grants Policy for consideration by Council and implementation thereof	Director: Inter-Service Liaison George van Schalkwyk	
	n/a	Finance	Milestones towards the finalisation of the Grants financial footnote in the AFS	New Indicator/ Measurement	5.3(a) Financial Management Programme	Compile Grants financial footnote for AFS	Guide and advise sub-councils and line departments on the allocation of grants. Conduct Grants Committee meetings to consider recommendations.	Guide and advise sub-councils and line departments on the allocation of grants. Conduct Grants Committee meetings to consider recommendations.	Guide and advise sub-councils and line departments on the allocation of grants. Conduct Grants Committee meetings to consider recommendations. Compile Grants financial footnote for AFS.	Director: Inter-Service Liaison George van Schalkwyk		
	n/a	Finance	Milestones towards the submission of the SRA Policy for consideration by Council	New Indicator/ Measurement	5.3(a) Financial Management Programme	Submission of SRA Policy for consideration by Council	n/a	Initiate the review of the Policy in terms of practice and legislative changes	Review SRA Policy through workshops with relevant staff and FPC. Draft Policy tabled at Council	Submission of SRA Policy for consideration by Council and implementation thereof.	Director: Inter-Service Liaison George van Schalkwyk	

2013/2014 INTER-SERVICE LIAISON DEPARTMENT SDBIP											
ALIGNMENT TO IDP		Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						Target 30 Sep 2013	Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014	
A Well-run City 5.3 Ensure financial prudence with clean audits by the Auditor-General	n/a	Finance	Milestones towards legally compliant Special Rating Areas (SRAs)	New Indicator/ Measurement	5.3(a) Financial Management Programme	Legally compliant SRAs. Submission of SRA Rate-in-the-land for consideration by Council and implementation thereof.	Interact regularly and meet with SRA Chairpersons and Managers at SRA Forum meeting Receive monthly financial reports. Attendance of SRA AGMs for approval of Business Plans.	Interact regularly and meet with SRA Chairpersons and Managers at SRA Forum meeting Receive monthly financial reports. Propose Additional Rate-in-the-land for inclusion in the tabled budget.	Interact regularly and meet with SRA Chairpersons and Managers at SRA Forum meeting Receive monthly financial reports. Submission of SRA Rate-in-the-land for consideration by Council and implementation thereof.	Director: Inter-Service Liaison George van Schalkwyk	
	n/a	Finance	Milestones towards inclusion of SRAs's Financial Statements in the City's Consolidated Annual Financial Statements for 2012/13	New Indicator/ Measurement	5.3(a) Financial Management Programme	Consolidated view of all SRAs AFS submitted to Treasury Dept. by 30 September 2013	Submit Consolidated view of all SRAs AFS to Treasury Dept.	n/a	n/a	Director: Inter-Service Liaison George van Schalkwyk	
	n/a	Finance	Resolution of long outstanding complex municipal account disputes	New Indicator/ Measurement	5.3(a) Financial Management Programme	Resolve account disputes in collaboration with line departments and external clients to their mutual satisfaction	Resolve account disputes in collaboration with line departments and external clients to their mutual satisfaction	Resolve account disputes in collaboration with line departments and external clients to their mutual satisfaction	Resolve account disputes in collaboration with line departments and external clients to their mutual satisfaction	Resolve account disputes in collaboration with line departments and external clients to their mutual satisfaction	Director: Inter-Service Liaison George van Schalkwyk

2013/2014 INTER-SERVICE LIAISON DEPARTMENT SDBIP												
ALIGNMENT TO IDP			Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.	Target 30 Sep 2013						Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014		
A Well-run City 5.3 Ensure financial prudence with clean audits by the Auditor-General	n/a	Finance	Milestones towards legal compliance with the Budget Process	New Indicator/ Measurement	5.3(a) Financial Management Programme	Acknowledge and respond to all respondents. Process all comments received and report to Council.	n/a	n/a	Placing of the budget advert inviting public comments	Acknowledge and respond to all respondents. Process all comments received and report to Council.	Director: Inter-Service Liaison George van Schalkwyk	
	n/a	Finance	Milestones towards implementing reviewed/ amended legislation, court judgements, policies and by-laws	New Indicator/ Measurement	5.3(a) Financial Management Programme	1. Reviewed policies submitted for approval with Budget 2. Implementation of legislation, court judgements, as necessary	Review or drafting of policy/ by-law, and implementation of legislation, court judgements, as necessary	Review or drafting of policy/ by-law, and implementation of legislation, court judgements, as necessary	Reviewed policies submitted for tabling with Budget	1. Reviewed policies submitted for approval with Budget 2. Implementation of legislation, court judgements, as necessary	Director: Inter-Service Liaison George van Schalkwyk	
	n/a	Finance	Co-ordinating the training programme for Finance Interns as per National Treasury prescription	New Indicator/ Measurement	5.3(a) Financial Management Programme	Interns meet training programme requirements	Preparing a quarterly training programme per intern. Monitoring and assessing progress in terms of the programme.	Preparing a quarterly training programme per intern. Monitoring and assessing progress in terms of the programme.	Preparing a quarterly training programme per intern. Monitoring and assessing progress in terms of the programme.	Interns meet training programme requirements	Director: Inter-Service Liaison George van Schalkwyk	
KEY OPERATIONAL INDICATORS (KOIs):												

2013/2014 INTER-SERVICE LIAISON DEPARTMENT SDBIP												
ALIGNMENT TO IDP		Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person	
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						Target 30 Sep 2013	Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014		
The Opportunity City 1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	1B	Finance	Percentage spend of Capital Budget	99%	1.2 (c) Investment in infrastructure	91%	Dept. projected cash flow	Dept. projected cash flow	Dept. projected cash flow	91%	Director: Inter-Service Liaison George van Schalkwyk / Directorate Finance Manager	
	1E	Finance	Percentage spend on repairs and maintenance	New indicator for 2012/2013	1.2 (b)	100%	22%	46%	70%	100%	Director: Inter-Service Liaison George van Schalkwyk / Directorate Finance Manager	
A Well Run City 5.2 Establish an efficient and productive administration that prioritizes delivery	–	Corporate Services	Percentage adherence to EE target (composite Indicator)	New indicator for 2012/2013	5.2(b)	100%	100%	100%	100%	100%	Director: Inter-Service Liaison George van Schalkwyk / Michael Sijolo Contact: 021 400 9840 Cell: 084 300 0609	
	–	Corporate Services	Percentage adherence to Employee Utilisation target (composite Indicator)	New indicator for 2012/2013	5.2(b)	100%	100%	100%	100%	100%	Director: Inter-Service Liaison George van Schalkwyk / Rudolph Pollard Contact: 021 400 9216 Cell: 071 850 3383	

2013/2014 INTER-SERVICE LIAISON DEPARTMENT SDBIP												
ALIGNMENT TO IDP			Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.	Target 30 Sep 2013						Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014		
A Well Run City 5.2 Establish an efficient and productive administration that prioritizes delivery	—	Corporate Services	Percentage adherence to Employee Talent target (composite indicator)	New indicator for 2012/2013	5.2(b)	100%	100%	100%	100%	100%	Director: Inter-Service Liaison George van Schalkwyk / Rudolph Pollard Contact: 021 400 9216 Cell: 071 850 3383 Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 694 8344	
A Well Run City 5.3 Ensure financial prudence with clean audit by the Auditor General	—	FINANCE	Percentage of Operating Budget spent	87%		95%	95%	Dept. projected cash flow	Dept. projected cash flow	Dept. projected cash flow	95%	Director: Inter-Service Liaison George van Schalkwyk / Directorate Finance Manager
	—		Percentage of assets verified	100% completed by 30 June		100% assets verified	Review of Asset Policy by Corporate Finance	Finalisation of Asset Verification timetable by Corporate Finance	60% asset register verified	100% asset register verified	Director: Inter-Service Liaison George van Schalkwyk / Directorate Finance Manager	

2013/2014 INTER-SERVICE LIAISON DEPARTMENT SDBIP												
ALIGNMENT TO IDP			Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.	Target 30 Sep 2013						Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014		
A Well Run City 5.3 Ensure financial prudence with clean audit by the Auditor General	–	INTERNAL AUDIT	Percentage Internal Audit findings resolved	0%			70%	70%	70%	70%	Director: Inter-Service Liaison George van Schalkwyk / Riaan Vosloo Contact: 021 400 3879 Cell: 082 559 9959	

Approved by Director: Inter-Service Liaison

Approved by Chief Finance Officer

Approved by Mayco Member

Date:

Date:

Date:

W. van der Merwe
30 April 2013

George van Schalkwyk
30.04.2013

Riaan Vosloo
2/5/13

DEPARTMENT: PROPERTY MANAGEMENT

DEPARTMENTAL BUSINESS PLAN 2013/2014

**DIRECTOR: RUBY GELDERBLOEM
CONTACT PERSON: RUBY GELDERBLOEM**

1. EXECUTIVE SUMMARY

Immovable property and property information are significant corporate resources that, when managed well, have the potential to create opportunities for city-driven partnerships aimed at leveraging economic and social development benefits to a range of stakeholders. These benefits could contribute towards the enablement of effective and efficient achievement of community socio-economic empowerment, economic growth, efficient service delivery and the generation of revenue from alternative sources.

Effective and proper asset management is also a legal requirement and an imperative for sound and effective governance.

Efficient service delivery has been a particular challenge in a complex organisation such as the City of Cape Town. While key operational challenges such as the reduction of transaction times and the efficient management of the lease and disposal portfolios is being attended to by the Property Management Department, the underlying problem is the absence of an Immovable Property Management Strategy. The management of immovable property requires a systematic, structured process covering property related activities on a life cycle basis. It typically includes activities associated with planning, acquisition, holding of property (use and occupancy) and finally disposal.

At present the management of immovable property within Council is fragmented, with no strategic management vision of Council's total immovable property portfolio. The current Integrated Development Plan is silent on the enabling role and impact its assets has on the strategic deliverables of Council. By understanding and accepting this principle, the utilisation of Council owned assets should provide maximum financial, social, economic and operational benefit to Council and the broader community it serves. An appropriate immovable property management framework is important to provide just in time, informed property information to enable Council to deliver on its strategic priorities.

The Department has recently completed a Business Improvement Project with support from Price Waterhouse Coopers in an effort to improve efficiency within the department. This project is being followed by an Implementation Plan phase whereby the new Institutional Framework, procedures and processes of the department is aligned to international best practice models in both the public and private sector.

One of the key outcomes of the Business Improvement Project of the Property Management Department was the development of its new Institutional Framework. The theme of the Framework was to encapsulate the **asset life cycle** model in the management of immovable assets (land and buildings). The cycle consists of four distinct phases: (1) Planning, (2) Acquisition, (3) Holding and (4) Disposal, with the Planning phase being pivotal in setting the agenda with performance targets for the remaining three phases.

An organisational design was developed in terms of the Institutional Framework and a resource loading exercise was done in consultation with the Strategic Human Resources Department. A Project Plan articulating the workstreams that would give life to the BIP was developed and the necessary funding has been made available for implementation. Recruitment is proceeding at pace, along with training for all staff in updated and documented business processes, standard operating procedures and standard documents. The Business Improvement Intervention in the Department has now matured into well entrenched principles of **continuous improvement** underpinned by a rigorous **Quality Management System**.

The adoption of the new Policy on the Management of Certain of the City of Cape Town's Immovable Property by Council on 26 February 2010 was an important milestone in the development of the management of City immovable assets from historic property administration to broad based asset management based on international best practice. Furthermore, this Policy has brought clarity as well as an appropriate level of flexibility to the recently developed legislative framework that governs the management of immovable property assets.

International best practice indicates that the cornerstone of sound asset management is accurate information. The history of local government in the City has left a level of vulnerability in this aspect. This vulnerability is being addressed through the process of establishing an integrated immovable property asset register, which is an exercise

that will span fiscal years and will result in an appropriate level of accuracy and management of proprietary corporate information and performance around immovable property assets.

The time has now come for the City to utilise its immovable property as a strategic lever to respond to organisational objectives as opposed to an ad-hoc replaceable resource. The history of local government in the City has left a level of vulnerability in this aspect. This vulnerability is being addressed through the process of establishing an integrated immovable property asset register, which is an exercise that will span fiscal years and will result in an appropriate level of accuracy and management of proprietary corporate information and performance around immovable property assets.

The time has now come for the City to utilise its immovable property as a **strategic lever** to respond to organisational objectives as opposed to an **ad-hoc replaceable resource**.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

Vision

To be the national benchmark in local government immovable asset management

This will be realised as stated in the **Mission**, namely by:

Optimally utilising the property portfolio of the City of Cape Town, through:

- Fostering a culture of fact based reporting on all immovable assets
- Influencing and directing the reform of property management;
- Promoting and implementing the asset life cycle management of all immovable assets
- Providing quality, cost effective immovable property services valued by our customers
- Developing sound customer relationships and becoming customer centric;
- Improving organisational cohesiveness with regards to property management;
- Effective and efficient management and development of the immovable property portfolio and resources, including human resources;
- Ensuring sound corporate governance; and
- Being a strong and efficient entity

Overarching Aims and Objectives

To utilise the property portfolio optimally for the benefit of all citizens of the City of Cape Town. as referred to in the Property Management strategy document.

Customers and Stakeholders

- Individual citizens/ratepayers
- Councillors
- Council departments
- Development Community
- Social Community
- Provincial and National Government
- Parastatals

What are their demands/expectations?

The demands on the City's immovable property asset base are diverse, ranging from land for major settlement projects or developments to individual demands for social care uses and further to the need to acquire additional property for the roll-out of major infrastructure.

All customers and stakeholders demand rights in property within the shortest possible timeframe. Freehold Rights, Leasehold Rights and Rights of Way such as Servitudes and Wayleaves are generally the most common products the Department has to deliver.

3. LEGISLATIVE IMPERATIVES:

The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), Section 25

Municipal Finance Management Act (No. 56 of 2003), Section 14

Bylaw Relating to the Management and Administration of the City of Cape Town's Immovable Property (No LA 12783)

Policy on the Management of Certain of The City of Cape Town's Immovable Property (Approved by Council 26 August 2010)

Municipal Asset Transfer Regulations (R878) dated 22 August 2008

Western Cape Roads Ordinance No. 19 of 1976

Expropriation Act No, 63 of 1975

City of Cape Town's Supply Chain Management Policy

4. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN (key stakeholders of the plan)

PARTNERS/ STAKEHOLDERS	ROLES AND RESPONSIBILITIES
Executive Management Team	To ensure strategic compliance with other strategies in the City and to support and guide the movement towards international best practice in asset management
Executive Mayoral Committee Member	Provide and facilitate the required Political buy-in to this Business plan and to be the Political Champion of the movement towards international best practice in asset management
Portfolio Committee	To monitor progress and performance of the activities listed in the business plan
Internal Service Departments	Commenting authority of core services of Property Management and to collaborate on information and asset management strategy.

5. RESOURCES (Financial and Staff)

Capital Budget: R2 823 360

Operating Budget: R139 495 379

STAFF COMPLEMENT: 144

6. BACKLOGS AND RESOURCE CONSTRAINTS

The Department has inherited a large number of legacy transactions and projects that were not finalised over a number of years by the former Administrations. The property transaction life cycle that is usually anything from 4 months to 18 months depending on the complexity of the transaction.

Projects under way to deal with backlogs include but are not limited to:

- Lease Renewal Project – renewal or cancellation of expired leases
- Cell Mast Project – audit, reconciliation and clean up of cell mast contracts to finance and governance

These projects are ongoing and based on the implementation of the Business Improvement Project it is anticipated that remaining transactions will be dealt with as part of the daily operational function.

In terms of legacy and incomplete projects from former administrations, provision has been made in the Institutional Framework and the Organisational Design to cater for these.

7. ASSUMPTIONS AND RISKS

7.1 Assumptions

Politics

It is common knowledge that **rights in property** were used as an instrument to promote the social exclusion of marginalised groups during Apartheid. Up to today, this legacy is one of the reasons why **rights in property** is a highly emotive subject characterised by regular political and community pressure and interference in the property portfolio. The current legislative framework presents certain challenges in terms of process and product range which gives rise to tensions between the Department and Political Stakeholders in a context of historical exclusion and increasing demand for Property Management to substantially contribute to the stated guiding principles reflected in the policy and the strategic objectives of the City.

Economy

The Economy over the past two years has shown marked decline in activity in the Property Sector. While South Africa has not been impacted as heavily by the global financial crisis as many other countries, there has nevertheless been substantial impact. This is evidenced by the stagnation of the housing price index, reluctance of commercial banks to extend credit, very little activity in the industrial property sector and increasing vacancy rates in the commercial property sector. A low appetite for risk in the property sector continues to prevail. While eventual recovery of these sectors is expected, this will take time and it is doubtful that the levels of activity experienced in the pre-2008 period in the market will be achieved in the medium term.

Society

The emerging economic class become aware of property as a resource and demands unhindered access to further expectations and entrepreneurial opportunities as provided for in the IDP and Immoveable Property Policy. Population growth due to migration will increase pressure on resources. National programmes focussing on addressing the needs of the poor will continue to be a priority.

Organisation

It is envisaged that as a result of the implementation of the Departments Business Improvement Project, co-operation and collaboration will substantially improve through the mechanism of formalised Service Level Agreements. Necessary systems and processes will be in place to drive collaboration and the required resources available to implement the strategy, under-pinned by a rigorous Quality Management System.

Environmental

New and amended Environmental legislation impacts of service delivery of the Property Management Department since the department needs to work within and around it, resulting in significantly on timelines. A Metropolitan Open Space System will be investigated as source of available land for recycling and stakeholder responsibility. The increase in mobility of will drive people to live in places that offer high quality of life in terms of the triple bottom line – financial, environmental and social dividends. Sustainable environmental management will continue to remain a critical challenge for the city.

Legislation

The rate of change in the legislative framework governing immovable property asset management is expected to slow over the medium term and the immoveable property management staff will have the necessary capacity to adapt to these changes and that the Legal Department will be able to give the necessary support in this regard. The

MFMA will continue to present challenges in respect of timeframes and flexibility in property transactions through the Municipal Asset Transfer Regulations.

Skills Availability

There will be an increased effort by all spheres of government and the private sector to address the mismatch between the unemployed and available jobs as well as to address the lack of appropriate skills in the City. Transfer of skills from senior staff that are expected to exit the organisation will be managed in a proactive manner and training of new and junior staff will receive appropriate attention.

Technology

The constant rapid changes within the immovable property business environment will continue and the necessary financial resources will be available for information technology changes as well that the Department of Information Technology will be able to provide the necessary support.

Management Information for Property Management

It appears that the envisaged Integrated Spatial Information System (ISIS) project outcome will not address all of the current deficiencies with regards to property management information in the City. It is assumed that the necessary capacity and finance will be made available to drive the ISIS system to a level of maturity that will provide **real time** and accurate property management information within a reasonable time frame.

Stakeholders

There will be a thorough understanding of our diverse stakeholder's needs and Property Management will have the necessary capacity and competencies to meet these needs within Property Management's service offering (legislative responsibilities).

Sectoral Trends

That Economic Development and others will keep us informed of latest situations and trends and that this department will be included as a partner in City-wide initiatives and strategies impacting on immovable property management.

Sustainability of Service

Pressure upon the city to manage its resources in a sustainable manner will increase.

7.2 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 Departments objectives are identified, addressed and managed on a day to day basis in accordance with the City's approved IRM Policy and IRM Framework.

8. STRATEGIC ALIGNMENT TO THE IDP

8.1 Strategic Focus Area: Opportunity City (SFA 1)

Core Objective: Leveraging the City's assets to drive economic growth and sustainable development

Through pro-active planning for the disposal/ acquisitions of immovable property, an enabling environment will be created for existing businesses to expand and newly established businesses to enter the market. This will result in sustained economic growth and job creation in predetermined sectors in consultation with stakeholders. The city will be in a position to identify and facilitate economic opportunities and ensure participation by the development community in the pro-active strategic release of land. Small, medium and macro enterprises will be catered for depending on the specific "land release" objective identified by the Department and its stakeholders.

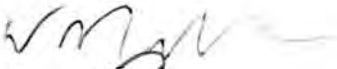
A key spin-off of this strategy is that through the active participation of the City in the Property Sector, major benefits are generated to the real estate industry. The spin-off is a positive contribution in the development of Integrated Human Settlements.

9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

Contained in Appendix 1 – Property Management Departmental SDBIP

10. AUTHORISATION

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

	NAME	SIGNATURE	DATE
Director	Ruby Gelderbloem		30 April 2013
Executive Director	Kevin Jacoby		30.04.2013
Mayco Member	Alderman Ian Neilson		2/5/13

11. APPENDIX:

Property Management Departmental SDBIP for 2013/14

2013/2014 PROPERTY MANAGEMENT DEPARTMENT SDBIP											
ALIGNMENT TO IDP		Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						Target 30 Sep 2013	Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014	
Opportunity City 1.5 Leverage the City's assets to drive economic growth and sustainable development	1.M	Finance	1.M Percentage Development of an immovable property asset management framework	New Indicator	1.5(a) Investigate all the City's strategic assets	48.6% Asset Management System Development (Portfolio-ization and Performance Management)	12.2% Initiate engagement with all Immovable Property Asset user departments on the development of the Asset Management System	24.4% Complete Organisation wide engagement , workshops and information sessions on the Asset Management System	36.5% Submission of Asset Management System for approval - proposed portfolio framework and performance measurement system (Key Performance Indicators)	48.6% Complete Phase 1 of the offline Asset Management System pilot test which involves immovable property asset allocation to portfolios and initial measurement of performance against Portfolio KPI's	Director: Property Management Ruby Gelderbloem
	n/a	Finance	Percentage Development of a comprehensive immovable property asset register	100% Immovable Property Asset Register (IPAR) Data Pilot Project completed. Core IPAR Data extraction, transformation and loading methodology approved, flightplan for 2012/2013 ready, resource needs scoped and agreed, and funding secured.	1.5(a) Investigate all the City's strategic assets	80% of Core Immovable Property Asset Register (IPAR) Existing Data, Sourcing and Purification	10% of Data Sourcing and Purification :preceded by CCT Systems Authorization, Process & System Intergration and Trouble Shooting	30% of Data Sourcing and Purification- Core Immovable Property Asset Register	75% of Data Sourcing and Purification- Core Immovable Property Asset Register	100% of Data Sourcing and Purification- Core Immovable Property Asset Register	Director: Property Management Ruby Gelderbloem

2013/2014 PROPERTY MANAGEMENT DEPARTMENT SDBIP												
ALIGNMENT TO IDP			Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.	Target 30 Sep 2013						Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014		
Opportunity City 1.5 Leverage the City's assets to drive economic growth and sustainable development	n/a	Finance	Implementation of pro-active land disposal programme via percentage disposal of properties	New indicator/measurement	1.5(a) Investigate all the City's strategic assets	80% of properties on Disposal Program released to the market	20% of properties on Disposal Program released to the market	40% of properties on Disposal Program released to the market	60% of properties on Disposal Program released to the market	80% of properties on Disposal Program released to the market	Director: Property Management Ruby Gelderbloem	
	n/a	Finance	Percentage budget spent on the maintenance of properties, thus preserving asset integrity	100% budget spent Maintenance completed on the number of properties	1.5(a) Investigate all the City's strategic assets	90%	20%	40%	60%	90%	Director: Property Management Ruby Gelderbloem	

2013/2014 PROPERTY MANAGEMENT DEPARTMENT SDBIP												
ALIGNMENT TO IDP			Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.	Target 30 Sep 2013						Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014		
Opportunity City 1.5 Leverage the City's assets to drive economic growth and sustainable development	n/a	Finance	Security of tenure for identified legitimate occupants of shops in Langa Nyanga and Gugulethu: * Identify the number of beneficiaries and properties applied for; * Identify and submit required statutory processes per property; * Undertake required public participation process per property; * Submit reports to Council for approval of the sale of sites to beneficiaries	Deeds of Sale for the first 17 of the 66 sites in Langa have been signed and have been submitted to the attorneys for transfer. An additional 9 sites have been verified and Deeds of Sale are in the process of being prepared. The balance are still in the verification process. In-principle approval to proceed with the 82 sites in Nyanga & Gugulethu has been obtained from the City Manager. These are being advertised in batches as the legitimate permit holders are verified, the first batch of 31 has been advertised and no objections were received. A report on these sites has been completed and will be submitted to Council shortly.	1.5(a) Investigate all the City's strategic assets	Finalisation and transfer of the majority of the verified sites to beneficiaries and commencement of Dispute resolution process for unverified shop sites.	Finalise the transfer of the batch of Langa sites to verified beneficiaries	Processing of second batch of sites in Langa Nyanga and Gugulethu	Finalisation of the process for the transfer of the remainder of the verified sites in Langa, Nyanga and Gugulethu	Dispute resolution process for unverified sites to commence	Director: Property Management Ruby Gelderbloem	
			Review and or develop, and where applicable, implement various financially related policies and by-laws	New indicator	5.3(a)	Reviewed policies submitted for approval with annual budget	Review or drafting of policy if necessary	Review or drafting of policy if necessary	Annual review of policies submitted for tabling with Budget	Annual review of policies submitted for approval with Budget	Director: Property Management Ruby Gelderbloem	

2013/2014 PROPERTY MANAGEMENT DEPARTMENT SDBIP												
ALIGNMENT TO IDP			Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.	Target 30 Sep 2013						Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014		
KEY OPERATIONAL INDICATORS (KOIs):												
The Opportunity City 1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	1B	Finance	Percentage spend of Capital Budget	100%	1.2 (c)	91%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	91%	Director: Property Management Ruby Gelderbloem / Directorate Finance Manager	
	1E	Finance	Percentage spend on repairs and maintenance	New Indicator	1.2 (b)	100%	22%	46%	70%	100%	Director: Property Management Ruby Gelderbloem / Directorate Finance Manager	
An Inclusive City 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	4A	Corporate Services	Percentage adherence to Citywide service standard based on all external notifications	New Measurement	4.1 (a)	100%	100%	100%	100%	100%	Director: Property Management Ruby Gelderbloem / Sunnet Kloppers Contact: 021 400 9206 (Targets against which the % adherence is measured are to be determined by Directorates, in consultation with Corporate Services, and based on Directorate & departmental baselines)	

2013/2014 PROPERTY MANAGEMENT DEPARTMENT SDBIP											
ALIGNMENT TO IDP		Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						Target 30 Sep 2013	Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014	
A Well Run City 5.2 Establish an efficient and productive administration that prioritizes delivery	–	Corporate Services	Percentage adherence to EE target (composite Indicator)	New	5.2(b)	100%	100%	100%	100%	Director: Property Management Ruby Gelderbloem / Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609	
	–	Corporate Services	Percentage adherence to Employee Utilisation target (composite Indicator)	New	5.2(b)	100%	100%	100%	100%	Director: Property Management Ruby Gelderbloem / Rudolph Pollard Contact: 021 400 9216 Cell: 071 850 3383	
	–	Corporate Services	Percentage adherence to Employee Talent target (composite indicator)	New	5.2(b)	100%	100%	100%	100%	Director: Property Management Ruby Gelderbloem / Rudolph Pollard Contact: 021 400 9216 Cell: 071 850 3383 Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 694 8344	

2013/2014 PROPERTY MANAGEMENT DEPARTMENT SDBIP											
ALIGNMENT TO IDP		Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						Target 30 Sep 2013	Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014	
A Well Run City	—	FINANCE	Percentage of Operating Budget spent	65%		95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%	Director: Property Management Ruby Gelderbloem / Directorate Finance Manager
	—		Percentage of assets verified	100% completed by 30 June		100% assets verified	Review of Asset Policy by Corporate Finance	Finalisation of Asset Verification timetable by Corporate Finance	60% asset register verified	100% asset register verified	Director: Property Management Ruby Gelderbloem / Directorate Finance Manager
	5.3 Ensure financial prudence with clean audit by the Auditor General	—	INTERNAL AUDIT	Percentage Internal Audit findings resolved	38% SAP Real Estate findings detail: 1. Business Partner - Missing address field entries 2. Business Partner - Failure to select/ assign standard entry selection to applicable field 3. Business Partner - Master table entries does not match Check table entries for the same field 4. Building - Master table entries does not match check table entries for the same field 5. Users with conflicting SAP Real Estate Master Data Segregation of Duties Access 6. Inconsistencies in Master Data Change management processes 7. Inconsistencies in Master Data Change management processes 8. Lack of approval for master data changes to Lease Contracts		70%	70%	70%	70%	70%

Approved by Director: Property Management

Approved by Chief Finance Officer

Approved by Mayco Member

30 April 2013
30-04-2013
2/5/13

DEPARTMENT: REVENUE

**DEPARTMENTAL BUSINESS PLAN
2013/2014**

**DIRECTOR: TREVOR BLAKE
CONTACT PERSON: TREVOR BLAKE**

1. EXECUTIVE SUMMARY

The Revenue Department is a customer focused Department, comprising competent and dedicated staff, providing accountable revenue services and informing citizens through council structures as to their responsibility in creating a solvent and prosperous City.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

Vision:

It is the vision of the Revenue Department to provide:

- A sustainable service.
- Accessible Contact Centres.
- Services, with approachable, sensitive, dignified and competent staff.
- A Credible service through efficient work procedures, best practice, dedication and modern technology.

Core functions:

- Technical Services
- Debtors and Cash
- Debt Management
- Specialized Services (which includes Motor Vehicle Registration and Licensing)

Customers:

Primary:

- Staff
 - Revenue Department
 - City of Cape Town
- Mainstream Media
 - Radio
 - Paper
- Customer
 - Citizens
 - Homeowners/Tennants
 - Businesses
 - Landlords
 - Provincial Government
 - National Government
 - Tourists
- Management
 - Revenue Department
 - City Manager
 - Executive Management Team
 - Top 300/500 Managers
- Decision Making (Direct)
 - Mayoral Committee
 - Finance Portfolio Committee
 - Sub Councils
- Institutional
 - SALGA
 - COGTA
 - Universities and colleges
 - IMFO

Secondary:

- Decision Making
 - Portfolio Committees (excluding finance)
 - Budget Steering Committee
- (Indirect)
 - Ward Committees
- Community based organisations
 - Ratepayer Associations
 - Religious organisations
 - Civic bodies
 - Sport Bodies
- Institutions
 - Political Parties
 - Organized Labour
 - Rural Development and Land Reform (Deeds Office)
- Business Community
 - Estate Agents
 - Telkom
 - Law Societies
- Media
 - Online (Internet)
 - Specialized (Magazine)
 - Electronic (Sms & E-mail)

Tertiary:

- Education
 - Schools, universities, colleges and learning institutions

What are their demands/expectations?

The Revenue Department is of the opinion that the residents' demands/expectations can be summarized as the delivery of a sustainable and credible service with approachable, sensitive and competent staff.

These demands and expectations were recorded in the following legislation/documentation.

Batho Pele principles:

- Consultation
- Service Standards
- Access
- Courtesy
- Information
- Openness and transparency
- Redress
- Value for money

King Report II and III Outcomes:

- Discipline
- Transparency
- Independence
- Accountability
- Responsibility
- Fairness
- Social responsibility

Overarching aim/purpose of the department:

The aim/purpose of the Revenue Department is to ensure that:

- Funds due to the City are timeously and accurately billed and collected.
- Accurate and transparent accounting processes and policies are in place and compliant with relevant legislation.
- The funds received by the City are managed efficiently and effectively.
- Councillors can confidently take accountability for the public funds due and payable to the City.

- Financial reporting is provided to the City, other stakeholders and the community in general.
- All outstanding monies are efficiently collected in a dignified and humane manner in terms of the Council's Credit Control and Debt Collection Policy and By-Law with Indigent Relief.
- Business processes are in place and regularly updated in order to align itself with the City's objectives.

3. LEGISLATIVE IMPERATIVES:

- Constitution of Republic of South Africa
- Local Government Municipal Structures Act (Act 117 of 1998)
- Local Government Municipal Systems Act (Act 32 of 2000)
- Local Government Municipal Finance Management Act (Act 56 of 2003)
- Local Government Municipal Property Rates Act (Act 6 of 2004)
- Prevention and Combating of Corrupt Activities Act (Act 12 of 2004)
- Promotion of Access to Information Act (Act 2 of 2000)
- Promotion of Administrative Justice Act (Act 3 of 2000)
- National Credit Act (Act 34 of 2005)
- Prescription Act (Act 68 of 1969)
- Batho Pele Principles
- King Report II and III on Corporate Governance
- Consumer Protection Act (Act 68 of 2008)

4. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN (key stakeholders of the plan)

PARTNERS/ STAKEHOLDERS	ROLES AND RESPONSIBILITIES
Council and other decision making institutions	Responsible for the approval of Policy and By-Laws.
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
ERP & IT	Responsible to provide reliable and efficient systems.
Electronic Service providers / vendors	Responsible for electronic rates clearance system/interaction.
Payment of municipal accounts via Third Parties, eg. 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.
External Providers	Responsible for Development of Staff.
Top 300/500	Operational roles and responsibilities.

5. RESOURCES (Financial and Staff)

Capital Budget allocation for 2012/2013 – R2 010 370
 Operating Budget allocation for 2012/2013 – R683 010 060

Staff complement: 886 funded posts

6. BACKLOGS AND RESOURCE CONSTRAINTS

Dependency on other Departments to implement the moving into shopping malls, as well as increasing the payment ratio and reducing outstanding debt.

7. ASSUMPTIONS AND RISKS

7.1 Assumptions

The following assumptions are critical to the maintaining of service delivery and service standards:

- Legislation – permitting the ongoing and day-to-day activities of the Revenue Department, as per the Business Plan, SDBIP, and Strategic issues.
- Decision making – supporting the continuation of activities and programmes by means of decisions, policies and by-laws.
- Funding – ensure a stable stream of revenue and a high collection rate, thereby ensuring available funding for an effective and efficient service delivery to the citizens of Cape Town.
- Systems and Processes – supporting systems and end to end business processes are in place to enable the Department to continue with its operational activities in an efficient and effective manner.
- Accommodation – ample provision of secure, safe and healthy accommodation for staff and customers.
- Staff – availability of well trained and competent staff in order to meet the daily requirements of the department and its customers.

7.2 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.

As per the legislative requirement any risks to achieving revenue projections, any expected major shifts in revenue patterns and planned alternative sources of revenue.

8. STRATEGIC ALIGNMENT TO THE IDP

8.1 The Revenue Department's objectives and indicators are linked to Strategic Focus Area 5: A Well-Run City.

8.2 Link to programmes

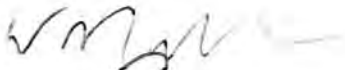
The Department aligns all programmes to promote the objectives as summarised in the Departmental Service Delivery Budget Implementation Plan (SDBIP), and more especially to 5.3(a) the Financial Management Programme, as contained in the IDP.

9. OBJECTIVES AND INDICATORS OF THE STRATEGY / OPERATIONAL PLAN

Contained in Appendix 1 – Revenue Department Service Delivery and Budget Implementation Plan

10. AUTHORISATION

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

	NAME	SIGNATURE	DATE
Executive Director	Kevin Jacoby		30 April 2013
Director	Trevor Blake		30.04.2013
Mayco Member	Alderman Ian Neilson		2/5/13

11. APPENDICES:

Appendix 1 – Revenue Department 2013/14 SDBIP

2012/2013 REVENUE DEPARTMENT SDBIP											
ALIGNMENT TO IDP		Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						Target 30 Sep 2013	Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014	
A Well-run City 5.3 Ensure financial prudence with clean audits by the Auditor-General	n/a	Finance	Revenue collected as a percentage of billed amount	96.22%	5.3(a) Financial Management Programme	95%	95%	95%		Director: Revenue Trevor Blake	
			Timeous and accurate Billing of Services	97.70%	5.3(a) Financial Management Programme	97% PAMMS Certification	97% PAMMS Certification	97% PAMMS Certification	97% PAMMS Certification	Director: Revenue Trevor Blake	
	n/a	Finance	Percentage of Cash Receiving Points investigated	New Measurement Ongoing investigations and measures implemented to safeguard City's revenue. The following investigations have been carried out at various cash receipting offices and Debtors and Cash offices, i.e. Municipal Courts, Housing offices, MVR offices, Libraries, Parks Offices, Traffic offices and Debtors and Cash offices. Letters have been sent to the appropriate Director for remedial/corrective action as well as to take disciplinary action.	5.3(a) Financial Management Programme	Total of 100% for financial year	30%	15%	25% per quarter	30% Total of 100% for financial year	Director: Revenue Trevor Blake

2012/2013 REVENUE DEPARTMENT SDBIP												
ALIGNMENT TO IDP			Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.	Target 30 Sep 2013						Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014		
A Well-run City 5.3 Ensure financial prudence with clean audits by the Auditor-General	n/a	Finance	Review and or develop, and where applicable, implement various financially related policies and by-laws	New Indicator for 2012/2013	5.3(a)	Ensure compliance: 1. Reviewed policies submitted for approval with Budget 2. Implementation of legislation, court judgements, as necessary	Ensure compliance: Review or drafting of policy/ by-law, and implementation of legislation, court judgements, as necessary	Ensure compliance: Review or drafting of policy/ by-law, and implementation of legislation, court judgements, as necessary	Annual review of policies submitted for tabling with Budget	Ensure compliance: 1. Reviewed policies submitted for approval with Budget 2. Implementation of legislation, court judgements, as necessary	Director: Revenue Trevor Blake	
KEY OPERATIONAL INDICATORS (KOIs):												
The Opportunity City 1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	1B	Finance	Percentage spend of Capital Budget	99.82%	1.2 (b)	91%	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	91%	Directorate Finance Manager	
	1E	Finance	Percentage spend on repairs and maintenance	New Indicator for 2012/2013	1.2 (b)	100%	22%	46%	70%	100%	Directorate Finance Manager	

2012/2013 REVENUE DEPARTMENT SDBIP											
ALIGNMENT TO IDP		Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						Target 30 Sep 2013	Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014	
An Inclusive City 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	4A	Corporate Services	Percentage adherence to Citywide service standard based on all external notifications	New Measurement	4.1 (a)	100%	100%	100%	100%	100%	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401 (Targets against which the % adherence is measured are to be determined by Directorates, in consultation with Corporate Services, and based on Directorate & departmental baselines)
A Well Run City 5.2 Establish an efficient and productive administration that prioritizes delivery	-	Corporate Services	Percentage adherence to EE target (composite Indicator)	New Indicator for 2012/2013	5.2(b)	100%	100%	100%	100%	100%	Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609
	-	Corporate Services	Percentage adherence to Employee Utilisation target (composite Indicator)	New Indicator for 2012/2013	5.2(b)	100%	100%	100%	100%	100%	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401
	-	Corporate Services	Percentage adherence to employee talent target (composite indicator)	New Indicator for 2012/2013	5.2(b)	100%	100%	100%	100%	100%	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401

2012/2013 REVENUE DEPARTMENT SDBIP												
ALIGNMENT TO IDP			Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.	Target 30 Sep 2013						Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014		
SFA 4 An Inclusive City	4A	Corporate Services	Percentage adherence to Citywide service standard based on all external notifications	New - to be based on Direct./ Dept. achievement as at 30 June 2012	4.1 (a)	100%	100%	100%	100%	100%	Director: Revenue Trevor Blake / Sunnet Kloppers Contact: 021 400 9206 (Targets against which the % adherence is measured are to be determined by Directorates, in consultation with Corporate Services, and based on Directorate & departmental baselines)	
SFA 5 A Well Run City	–	Corporate Services	Percentage adherence to EE target (composite Indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2(b)	100%	100%	100%	100%	100%	Director: Revenue Trevor Blake / Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609	
SFA 5 A Well Run City	–	Corporate Services	Percentage adherence to Employee Utilisation target (composite Indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2(b)	100%	100%	100%	100%	100%	Director: Revenue Trevor Blake / Rudolph Pollard Contact: 021 400 9216 Cell: 071 850 3383	

2012/2013 REVENUE DEPARTMENT SDBIP											
ALIGNMENT TO IDP		Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						Target 30 Sep 2013	Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014	
SFA 5 A Well Run City	–	Corporate Services	Percentage adherence to Employee Talent target (composite indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2(b)	100%	100%	100%	100%	100%	Director: Revenue Trevor Blake / Rudolph Pollard Contact: 021 400 9216 Cell: 071 850 3383 Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 694 8344
SFA 5 A Well Run City	–	FINANCE	Percentage of Operating Budget spent	Direct./ Dept. achievement as at 30 June 2012		95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%	Director: Revenue Trevor Blake / Directorate Finance Manager
SFA 5 A Well Run City	-		Percentage of assets verified	Direct./ Dept. achievement as at 30 June 2012		100% asset register verified	0%	0%	0%	100% asset register verified	Director: Revenue Trevor Blake / Directorate Finance Manager
SFA 5 A Well Run City	-	INTERNAL AUDIT	Percentage Internal Audit findings resolved	Direct./ Dept. achievement as at 30 June 2012		70%	70%	70%	70%	70%	Director: Revenue Trevor Blake / Riaan Vosloo Contact: 021 400 3879

Approved by Director: Revenue

Approved by Chief Finance Officer

Approved by Mayco Member





 29/4/2013

 30.04.2013

 2/5/13

DEPARTMENT: SHAREHOLDING MANAGEMENT

FINAL DEPARTMENTAL BUSINESS PLAN 2013/2014

**DIRECTOR: LOUISE MULLER
CONTACT PERSON: LOUISE MULLER**

1. EXECUTIVE SUMMARY

In order to achieve its constitutional and legislative obligations, in mitigating governance and financial risks and in complying with various legislative instruments, the City of Cape Town has institutionalised shareholding management matters through the establishment of the Shareholding Management Department (SMD).

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

The City must comply with the legal imperatives of its enabling legislation in that it is obligated to exercise shareholder, statutory and contractual rights it may have in respect of its municipal entities. The City must ensure that both it and its entities comply with all relevant legislation as well as ensuring that the municipal entity is managed responsibly and transparently and meets its statutory and contractual obligations. Regulation and monitoring of Municipal Entities is thus essential for giving effect to the developmental role of local government from an economic, environmental and social development perspective. In the interests of maximising its shareholding and client interests in various Municipal Entities, and in order to achieve its constitutional and legislative obligations, in mitigating governance and financial risks and in complying with various legislative instruments, the City of Cape Town has institutionalised shareholder management matters through the establishment of the Shareholding Management Department (SMD).

- The SMD is responsible for regulating, managing and monitoring Municipal Entities for maximum shareholder returns, financial performance, legislative and policy compliance.
- The SMD will ensure, as far as it is possible within their realm of power, that municipal entities operate openly and transparently and that the community and the City receives a return on the services provided by each entity. This return does not necessarily need to be a financial return.
- Municipal entities are obliged to operate within a legislative framework which requires monthly returns which will be evaluated and submitted through the necessary reporting channels (section 71 reports), whereas the strategic partners' relationship with the City is governed by funding agreements. Discussion on business focus areas may be facilitated as required.
- The SMD will act as advisor, where there is the potential of Council to use external mechanisms for achieving the local government objectives, advising on the structure of new entities and assisting, where necessary, with the establishment or de-registration and/or liquidation of entities.

The SMD functions within the following areas:

- Business Strategy and Legal / Corporate Governance
- Financial Analysis and Evaluation

Business Strategy and Legal / Corporate Governance encompasses amongst other things -

- Facilitating entity and partner business plan development and analysis;
- Facilitating entity programme and project integration and alignment with City IDP, strategies and Plans;
- Advising on the establishment, disestablishment or growth and expansion opportunities of Municipal Entities, potential entities and partners;
- Being involved in or annually facilitate the discussion and setting of business focus areas;
- Monitoring business performance of Municipal Entities on a quarterly basis;
- Annually Evaluating the shareholder and client value derived from Municipal Entities and strategic partners (section 72 report);
- Engaging Municipal Entities, partnerships and City departments on resolution of ad hoc problems related to line function matters and other issues for entities and other strategic partners as they arise;
- Developing and implementing shareholder mandating processes and procedures for Municipal Entities;
- Researching and benchmarking best practice business development models and legal / corporate governance models;
- Policy formulation for ensuring legislative compliance; exercising oversight over implementation and monitoring compliance thereof;

- Facilitating and overseeing the alignment of constitutional documents or other contractual obligations of Municipal Entities with legislation and policy prescripts of the City of Cape Town.

Financial analysis and evaluation encompasses amongst other things -

- Establishing and monitoring compliance with the framework for reporting of financial performance against approved budget;
- Facilitating agreement on key financial performance indicators and monitoring compliance thereof;
- Facilitating and monitoring progress against the process for annual budgeting and financial reporting;
- Engaging the Auditor-General on the process for appointment of external auditors in keeping with the Municipal Finance Management Act (MFMA) provision;
- Engaging with Office of the Auditor-General regarding external audit of entities and the City consolidation, as and when required;
- Ensuring Municipal Entities give effect to the financial governance processes and procedures as set out in the MFMA;
- Facilitating the process for appointment of Audit committees of Municipal Entities in line with MFMA provisions;
- Researching and benchmarking best practice financial monitoring models, including advising on the facilitation of the upper limits of salaries of Municipal Entity staff members and when setting the Board allowances;
- Providing input and guidance on financial aspects of current or proposed new entities / companies where the City will have shareholding.

The SMD monitors the Cape Town Convention Centre Company (Pty) Ltd (Convenco), the only municipal entity at this time. The SMD is still available to assist the Khayelitsha Community Trust (KCT) – which was de-registered as a ME on 1 July 2011. The SMD is also involved when various different line function activities review the potential of establishing some form of entity for service delivery purposes and assists, whenever necessary and possible, with the governance procedures related to strategic partners.

- The mandate of Convenco is to operate a world class convention centre with the concomitant spin off of increasing tourism, creating jobs and increasing economic benefits for Cape Town and the Western Cape. KCT was established during 2003 to initiate the development of the Khayelitsha Central Business District through the establishment of commercial, residential and community facilities in the area; ploughing back the proceeds of any investments into the empowerment of the community of Khayelitsha. KCT is now treated as a strategic partner of the City.
- The staff members of SMD play a strategic financial oversight role in the IRT, give input into Electricity related matters and other matters that affect the finances of the City and assist where necessary with policy preparation or review of financial proposals that result from the section 78 processes (Systems Act). The department will be expected to give significant guidance on the planned entity for Transport, as well as various other service delivery models being explored for various other services.
- The staff members are also involved in numerous other activities as representatives of the Finance Directorate. These include the SCM processes in the City, being involved as Bid Adjudication Committee members as well as Chairing the IPAC (Immovable Property Adjudication Committee). Further involvement includes the WDC 2014 and the Solar Water Heater and Electricity Demand Management related procedures as well as providing input on changes in legislation, proposed new legislation and related aspects affecting the finances of the City.

3. LEGISLATIVE IMPERATIVES

The SMD engages in monitoring, as well as various due diligence exercises with regard to the Municipal Entities in order to determine compliance with key legislative and policy prescripts. This empowers the City of Cape Town to report on such compliance to the relevant Provincial and National bodies and departments, and to advise on timeous corrective action thereby ensuring that the City, as shareholder and facilitator of services from municipal entities, is at all times compliant with legislative prescripts of the Municipal Systems Act, the Municipal Finance Management Act (MFMA), Good Corporate Governance Practices including the King Code and City Policies, as adopted from time to time.

From a legislative perspective the following key obligations are placed on local government and thus the need for the SMD to ensure compliance:

- Section 93A of MSA requires the parent municipality (the City) to exercise shareholder, statutory and contractual rights and powers to ensure that municipal entities comply with legislation and are managed responsibly and transparently.
- Section 81 of MSA requires regulation of service provision and the formulation of service delivery agreements.
- To provide an institutional mechanism through which section 93D of the MSA can be given effect to as it relates to the designation by Council of a councillor and/or an official to act as non-participating shareholder representative at board meetings and to attend and exercise the rights and responsibilities of the shareholder at shareholder's meetings.
- To facilitate compliance with Section 93D (2(a) of the MSA which provides that the official lines of communication between a municipal entity and the parent municipality should exist between the Chairperson of the Board and the Executive Mayor.
- Part 6 Chapter 8A of the MSA, pertaining to the governance of Municipal Entities must be given effect to - this provides for the appointment of directors, disqualifications of directors, removal and recall of directors and ensuring that directors exercise their duties in respect of the Act.
- Section 56 of the MFMA which imposes the obligation on the Mayor of ensuring that the Municipal Entities comply with the MFMA and that the entity at all times remains accountable to the municipality. In terms of s 54(2) the Executive Mayor may also monitor the operational functions of the Municipal Entities without interfering in the performance of such functions.
- Chapter 10 of the MFMA sections 85 to 109 - dealing with financial governance ranging from regulating bank accounts of Municipal Entities to setting up limits of salaries for senior management in those Municipal Entities to imposing a recovery plan for a poor performing entity.
- Reporting requirements within the City incorporate reports from the Municipal Entity – such as Section 71 and 72 reports required in terms of the MFMA.
- The City must also ensure that its municipal entities comply with any regulation or circular issued by National Treasury.
- Compliance by municipal entities and strategic partners of good governance principles as required by the King Report and the Companies Act.

4. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN (key stakeholders of the plan)

PARTNERS/ STAKEHOLDERS	ROLES AND RESPONSIBILITIES
Convenco	To operate a world class convention centre
Line Departments	Monitor service delivery
Strategic Partners (including Khayelitsha Community Trust)	Assist the City in achieving its service delivery mandate through effective, economical and efficient governance systems KCT - Develop the Khayelitsha CBD on behalf of the Community

5. RESOURCES (Financial and Staff)

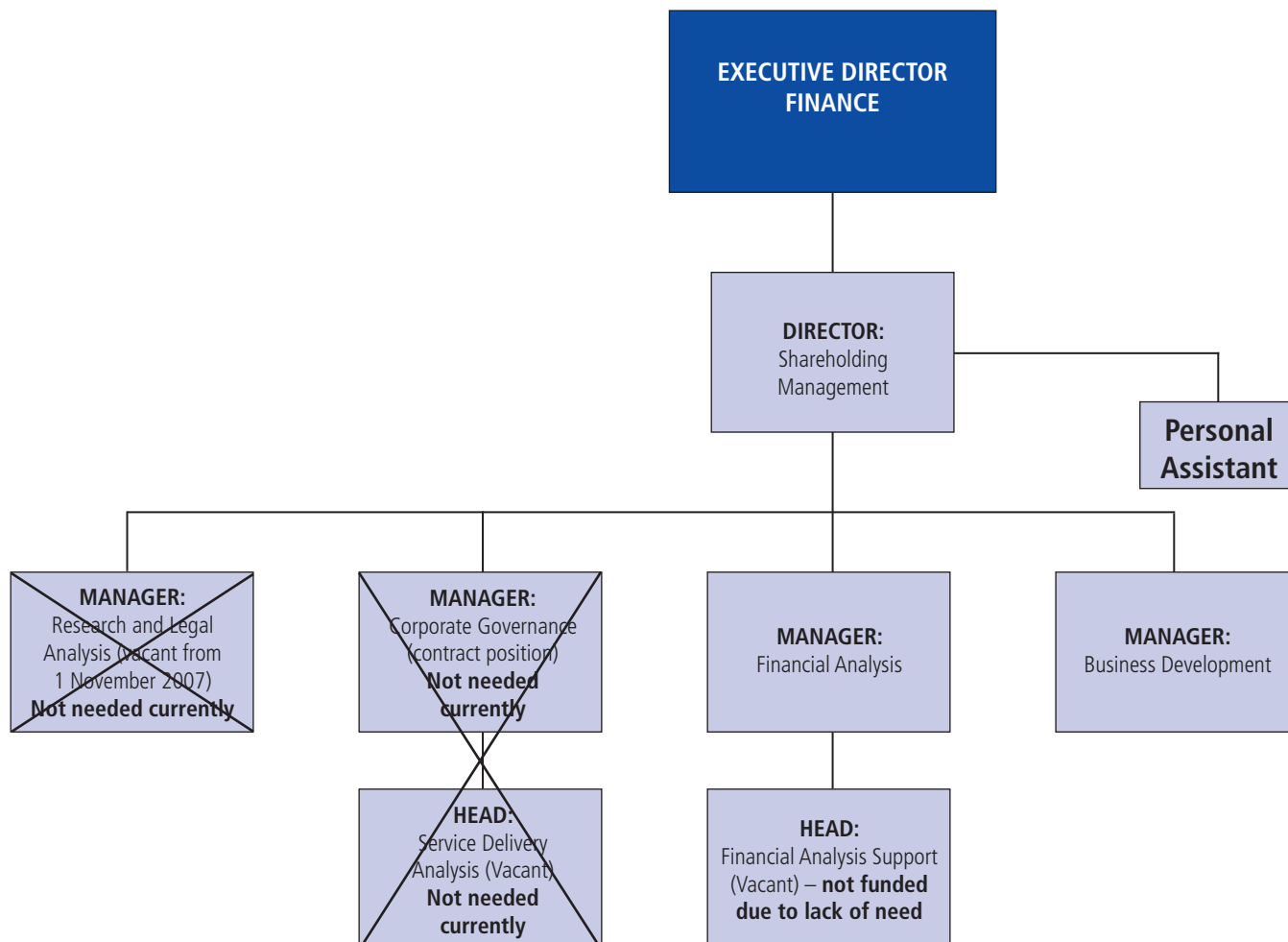
Objective	Actual 2012/13	Draft Budget 2013/14	Draft Budget 2014/15	Draft Budget 2015/16
Furniture & Computer equipment	0	0	20 000	0

Capital Budget: R0

Operating Budget: R14 751 176

Staff Complement: 4, b being: Director: Shareholding Management; Business and Development Strategist; Financial Analyst and PA to the Director/Administrative Support to the Department.

Legislated Competency Levels: The Director and two Managers in the Department have been through the MFMA Minimum Competency Training and are expected to achieve their minimum competency certificates before the deadline of 30 June 2014.



6. BACKLOGS AND RESOURCE CONSTRAINTS (if applicable)

- There are no backlogs identified at this time due to the 2 year window afforded by the introduction of the Companies Act and Companies Amendment Bill;
- Resource constraints may be experienced if there are legal challenges or if the City establishes more municipal entities;
 - The Department will be responsible for taking up new shares in the expansion project to retain the municipal entity status, and at this time, funding may be an issue.
 - A new entity has been proposed but there is no clarity on timeframes for establishment, the reports that led to the decision are now outdated and there is limited support for the establishment.
 - National government strategy is to encourage the development of public private partnerships.
 - National government processes relating to a single public service will impact on the municipal entity status;

7. ASSUMPTIONS AND RISKS

7.1 Assumptions

- Potentially one new entity will be established and operational by end of December 2014 or earlier;
- King III to be fully implemented together with the requirements of the Companies Act, with ongoing reporting on compliance or an explanation of the deviations;
- Requirements of new Companies Act to be considered, resulting in changes in existing procedures and compliance matters related to the establishment of any new entities;
- The proposal of a Single Public Service and the related legislation may have an impact on processes, depending on the contents of the Act;
- The municipal entity has requested and been granted an extension regarding the deadline of 1 January 2013 for

Minimum Municipal Competency Training in terms of the MFMA regulations. The entity has started the required training and the top 7 officials impacted should be trained by the new deadline of 30 June 2014.

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 Departments objectives are identified, addressed and managed on a day to day basis in accordance with the City’s approved IRM Policy and IRM Framework.

8. STRATEGIC ALIGNMENT TO THE IDP

- 8.1 The Departmental mandate is aligned to Strategic Focus Area 5 - A Well-Run City
- 8.2 Due to the nature of the business, the majority of the objectives are directly linked to Strategic Focus Area (SFA) 5 “A Well-Run City” with alignment specifically to Objective 5.3: Ensure financial prudence, with clean audits by the Auditor-General”; the activities of the Department falling with in Programme 5.3 (a) – Financial Management Programme.
- 8.3 The outputs from this department include: Ensuring a transparent and corruption-free government, establishing an efficient and productive administration that prioritises delivery, and ensuring financial prudence with unqualified audits by the Auditor-General; monitoring and oversight of municipal entities; establishment of any new entities in alignment with legislative requirements in order to achieve legislated local government objectives; monitoring changes to City shareholding and advising on the impact of expansion programmes, legislation or changes in composition on the municipal entity status.

9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

Please refer to Appendix 1.

10. AUTHORISATION

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

	NAME	SIGNATURE	DATE
Director	Mrs Louise Muller		30-04-2013
Executive Director	Mr Kevin Jacoby		29/4/2013
Mayco Member	Alderman Ian Neilson		2/5/13

11. APPENDICES:

Appendix 1: Service Delivery and Budget Implementation Plan for the Shareholding Management Department

2013/2014 SHAREHOLDING MANAGEMENT DEPARTMENT SDBIP												
ALIGNMENT TO IDP			Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.	Target 30 Sep 2013						Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014		
A Well-run City	n/a	Finance	100% of entity financial reports submitted in compliance with legislation (or exemption)	New indicator/ measurement for 2012/2013	5.3(a)	Full compliance by all entities in new format or exemption in place	Financial reporting by all municipal entities on a monthly basis	Financial reporting by all municipal entities on a monthly basis	Financial reporting by all municipal entities on a monthly basis	Full compliance by all entities in new format or exemption in place	Director: Shareholding Management Louise Muller	
			100% adherence to legislative timelines and processes for submission of entity Annual Financial Statements and Budgets	Full compliance with budgeting and financial reporting deadlines.	5.3(a)	Compliance with deadlines on budgeting and financial reporting	Assist with any consolidation queries and respond to Auditor-General queries on AFS/ Consolidated AFS	Entity Annual reports to have been managed in accordance with National Treasury guidelines, oversight queries handled; draft budget received and comments submitted	Compliance with deadlines on budgeting and financial reporting	Director: Shareholding Management Louise Muller		
			Production of quarterly newsletters to Directors of Entities to advise on applicable legislation and changes in legislation or regulations, including King III requirements	New indicator/ measurement for 2012/2013	5.3(a)	Four quarterly newsletters and, where necessary, induction or training sessions, submissions on proposed legislative changes	Quarterly newsletter for Directors of entities, comments on legislation as required	Quarterly newsletter for Directors of entities, comments on legislation as required	Quarterly newsletter for Directors of entities, comments on legislation as required	Four quarterly newsletters and, where necessary, induction or training sessions, submissions on proposed legislative changes	Director: Shareholding Management Louise Muller	
			Reporting on the decisions of municipal entities relating to the City as parent municipality	New indicator/ measurement for 2012/2013	5.3(a)	Providing relevant information before and feedback after representing the municipality at shareholder and Board meetings (S93D of MSA)	Attend all Board Meetings; setting upper limits of Board Allowances for entities	Obtain mandate for AGM, attend Board meetings	Report on AGM mandate exercised, attend all Board Meetings	Providing relevant information before and feedback after representing the municipality at shareholder and Board meetings (S93D of MSA)	Director: Shareholding Management Louise Muller	

2013/2014 SHAREHOLDING MANAGEMENT DEPARTMENT SDBIP											
ALIGNMENT TO IDP		Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						Target 30 Sep 2013	Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014	
A Well-run City 5.3 Ensure financial prudence with clean audits by the Auditor-General	n/a	Finance	Setting and monitoring quarterly progress against approved Performance Management Plan wrt Municipal Entities	New indicator/ measurement for 2012/2013	5.3(a)	100% submission of Performance Management Plan for Municipal Entities	Final performance report on the 2012/13 financial year to be submitted	First quarterly performance report for 2013/14 financial year to be submitted	Annual review of the 2012/13 performance of entities and second quarterly performance report for 2013/14 to be submitted	100% submission of Performance Management Plan for Municipal Entities; 2014/15 performance objectives agreed	Director: Shareholding Management Louise Muller
	n/a	Finance	100% legislative compliance in developing proposals for potential entities, establishing and disestablishing municipal entities	New indicator/ measurement for 2012/2013	5.3(a)	Provide input and guidance on new business processes, advise on structuring of new entities or revision of current structures	Provide input and guidance on new business processes, advise on structuring of new entities or revision of current structures	Provide input and guidance on new business processes, advise on structuring of new entities or revision of current structures	Provide input and guidance on new business processes, advise on structuring of new entities or revision of current structures	Provide input and guidance on new business processes, advise on structuring of new entities or revision of current structures	Director: Shareholding Management Louise Muller
	n/a	Finance	Submission, verbally or in writing, to BAC, IPAC or other legislated committees or provision of written comments on new legislation that could impact on the finances of the City		5.3 (a)	Attend legislated committees as required, giving input and guidance, and provide written comment on new legislation potentially affecting City finances	Attend and make input on all legislated SCM committees as required; provide written input on legislation or legislated procedures affecting the City finances	Attend and make input on all legislated SCM committees as required; provide written input on legislation or legislated procedures affecting the City finances	Attend and make input on all legislated SCM committees as required; provide written input on legislation or legislated procedures affecting the City finances	Attend and make input on all legislated SCM committees as required; provide written input on legislation or legislated procedures affecting the City finances	Director: Shareholding Management Louise Muller

2013/2014 SHAREHOLDING MANAGEMENT DEPARTMENT SDBIP												
ALIGNMENT TO IDP			Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.	Target 30 Sep 2013						Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014		
A Well-run City 5.3 Ensure financial prudence with clean audits by the Auditor-General	n/a	Finance	Progress against policy milestones to implement reviewed/ amended financial policies and by-laws	New indicator/ measurement for 2012/2013	5.3(a)	Ensure compliance: 1. Reviewed policies submitted for approval with Budget 2. Implementation of legislation, court judgements, as necessary	Ensure compliance: Review or drafting of policy/ by-law, and implementation of legislation, court judgements, as necessary	Annual review of policies submitted for tabling with Budget	Ensure compliance: 1. Reviewed policies submitted for approval with Budget 2. Implementation of legislation, court judgements, as necessary	Director: Shareholding Management Louise Muller		
KEY OPERATIONAL INDICATORS (KOIs):												
A Well Run City 5.2 Establish an efficient and productive administration that prioritizes delivery	-	Corporate Services	Percentage adherence to EE target (composite Indicator)	New indicator/ measurement for 2012/2013	5.2(b)	100%	100%	100%	100%	Director: Shareholding Management Louise Muller / Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609		
	-	Corporate Services	Percentage adherence to Employee Utilisation target (composite Indicator)	New indicator/ measurement for 2012/2013	5.2(b)	100%	100%	100%	100%	Director: Shareholding Management Louise Muller / Rudolph Pollard Contact: 021 400 9216 Cell: 071 850 3383		

2013/2014 SHAREHOLDING MANAGEMENT DEPARTMENT SDBIP												
ALIGNMENT TO IDP			Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.	Target 30 Sep 2013						Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014		
A Well Run City 5.2 Establish an efficient and productive administration that prioritizes delivery	-	Corporate Services	Percentage adherence to Employee Talent target (composite indicator)	New indicator/ measurement for 2012/2013	5.2(b)	100%	100%	100%	100%		Director: Shareholding Management Louise Muller / Rudolph Pollard Contact: 021 400 9216 Cell: 071 850 3383 Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 694 8344	
A Well Run City 5.3 Ensure financial prudence with clean audit by the Auditor General SFA 5	-	FINANCE	Percentage of Operating Budget spent	83%		95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%	Director: Shareholding Management Louise Muller / Directorate Finance Manager	
	-		Percentage of assets verified	100% completed by 30 June		100% assets verified	Review of Asset Policy by Corporate Finance	Finalisation of Asset Verification timetable by Corporate Finance	60% asset register verified	100% asset register verified	Director: Shareholding Management Louise Muller / Directorate Finance Manager	
A Well Run City SFA 5	-	INTERNAL AUDIT	Percentage Internal Audit findings resolved	0%		70%	70%	70%		70%	Director: Shareholding Management Louise Muller / Riaan Vosloo Contact: 021 400 3879 Cell: 082 559 9959	
A Well Run City												

2013/2014 SHAREHOLDING MANAGEMENT DEPARTMENT SDBIP											
ALIGNMENT TO IDP		Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						Target 30 Sep 2013	Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014	

Approved by Director: Shareholding Management



29/4/2013

Approved by Chief Finance Officer



30.04.2013

Approved by Mayco Member



2/5/13

**DEPARTMENT:
SUPPLY CHAIN MANAGEMENT**

**DEPARTMENTAL BUSINESS PLAN
2013/2014**

**DIRECTOR: LEONARD SHNAPS
CONTACT PERSON: LEONARD SHNAPS**

1. EXECUTIVE SUMMARY

The Supply Chain Management Department provides for the acquisition of goods and services on demand in respect of user directorate requirements as defined in legislation. This Department directly impacts on service delivery, economic development and community empowerment.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

The vision of this department is to be a leading edge Supply Chain Management Service Provider to the City of Cape Town and our mission is to provide a cost effective, efficient and sustainable service to our customers, adding measurable value to the City of Cape Town's strategic objectives.

This department is committed to:

- satisfy the needs of our customers
- promote the socio-economic and environmental well being of the City to achieve best value
- ensure compliance to all relevant legislation and policies
- continually improve the operational efficiency with derived community benefits
- promote competence and knowledge, supported by effective communication and team functioning
- implement and sustain a Quality Management System compliant with the ISO 9001:2000 standard

OBJECTIVES

- to improve financial sustainability, the quality of services delivered and social economic development
- to implement the performance scorecard system
- to be successful in maintaining the ISO accredited certification
- to transform the procurement environment to 80/20 principle (80% procurement off contracts)
- to improve the current throughput time of Tenders, Procurement and contracts
- to inform the organisation of the governance issues in terms of the Supply Chain Management functions.

STRATEGIC SUPPORT ROLES

The Supply Chain Management Directorate performs a strategic support role to all major operational branches delivering internal and external service, through key areas:

- Supply Chain Management Policy
- Formal Contracts
- Procurement
- Inventory & Stores
- Database Management
- Demand and Risk Management

3. LEGISLATIVE IMPERATIVES:

The Supply Chain Management Policy as adopted by Council on 8 December 2011 and the Municipal Finance Management Act No 56 of 2003 and Delegations of authority as approved by Council governs the operations, roles and responsibilities of the SCM department.

4. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN (key stakeholders of the plan)

PARTNERS/ STAKEHOLDERS	ROLES AND RESPONSIBILITIES
Internal: All departments	To plan their respective departmental future needs with regards to goods and services and to communicate this to SCM
External: suppliers vendors/tenderers	An inter-dependant relationship which is mutually beneficial should exist with suppliers

5. RESOURCES (Financial and Staff)

The number of staff employed in the SCM Department is 301.

2013/2014 Capital Budget: R5 479 649

2013/2014 Operating Budget: R166 070 842

6. BACKLOGS AND RESOURCE CONSTRAINTS (if applicable)

The reliance of the Supply Chain Management Department on the Line Departments for appropriate planning of requirement for goods, services and consultant services remains a huge challenge. This impacts directly on the service delivery of the SCM Department, and to the community at large.

Lack of specifications of projects, goods and services result in huge delays in advertising and processing and ultimately lack in service delivery.

7. ASSUMPTIONS AND RISKS (Cross-reference to Risk Register)

7.1 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 Departments objectives are identified, addressed and managed on a day to day basis in accordance with the City's approved IRM Policy and IRM Framework.

8. STRATEGIC ALIGNMENT TO THE IDP

8.1 The SCM Departmental mandate and objectives are aligned to the Strategic Focus Areas of Opportunity City (SFA 1), and A Well-Run City (SFA 5) in the City's Integrated Development Plan (IDP).

The primary goals of the strategy are to:

- Ensure that SCM policy, planning and practices supports Council's corporate strategy and strategic objectives
- Encourage long-term thinking and commitment to a strategic approach to SCM issues to become a leading edge service provider
- Recognise the contribution of SCM to achieving the City's community, corporate, directorate and service objectives
- Establish a mechanism to measure SCM performance and promote the continuous improvement of SCM services within the organisation, service providers and the community

8.2 LINK TO PROGRAMMES

The Department's objectives, as contained in the Service Delivery and Budget Implementation Plan, are aligned to Programme 5.3(a) Financial Management Programme.

9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

Contained in Appendix 1 – Supply Chain Management SDBIP

10. AUTHORISATION

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

	NAME	SIGNATURE	DATE
Director	Leonard Shnaps		29/4/13
Executive Director	Kevin Jacoby		30.04.2013
Mayco Member	Alderman Ian Neilson		2/5/13

11. APPENDICES:

(1) SCM 2013/14 SDBIP

2013/2014 SUPPLY CHAIN MANAGEMENT DEPARTMENT SDBIP												
ALIGNMENT TO IDP			Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.	Target 30 Sep 2013						Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014		
Opportunity City 1.5 Leveraging the City's assets to drive economic growth and sustainable development	1.H	Finance	Percentage of the Rand value of Purchase orders allocated to B-BBEE Suppliers/service providers	59%	2	55%	50%	52%	52%	55%	Director: Supply Chain Management Leonard Shnaps	
A Well-run City 5.3 Ensure financial prudence with clean audits by the Auditor-General	n/a	Finance	Improved average turnaround time of tender procurement processes in accordance with procurement plan.	12 weeks	5.3(a) Financial Management Programme	12 weeks	12 weeks	12 weeks	12 weeks	12 weeks	Director: Supply Chain Management Leonard Shnaps	
	n/a	Finance	% ISO 9001 compliance to service excellence in quality management	100%	5.3(a) Financial Management Programme	100%	100%	100%	100%	100%	Director: Supply Chain Management Leonard Shnaps	
	n/a	Finance	Progress in implementation of SCM Policy and legislation	100%	5.3(a) Financial Management Programme	100%	100%	100%	100%	100%	Director: Supply Chain Management Leonard Shnaps	
	n/a	Finance	Improved Stock turnover rate	4	5.3(a) Financial Management Programme	4	4	4	4	4	Director: Supply Chain Management Leonard Shnaps	
KEY OPERATIONAL INDICATORS (KOIs):												

2013/2014 SUPPLY CHAIN MANAGEMENT DEPARTMENT SDBIP												
ALIGNMENT TO IDP			Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.	Target 30 Sep 2013						Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014		
The Opportunity City 1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	1B	Finance	Percentage spend of Capital Budget	96%	1.2 (b)	91%	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	91%	Director: Supply Chain Management, Leonard Shnaps / Directorate Finance Manager	
	1E	Finance	Percentage spend on repairs and maintenance	New Indicator for 2012/2013	1.2 (b)	100%	22%	46%	70%	100%	Director: Supply Chain Management, Leonard Shnaps / Directorate Finance Manager	
A Well Run City 5.2 Establish an efficient and productive administration that prioritizes delivery	–	Corporate Services	Percentage adherence to EE target (composite Indicator)	New Indicator for 2012/2013	5.2(b)	100%	100%	100%	100%	100%	Director: Supply Chain Management, Leonard Shnaps / Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609	
	–	Corporate Services	Percentage adherence to Employee Utilisation target (composite Indicator)	New Indicator for 2012/2013	5.2(b)	100%	100%	100%	100%	100%	Director: Supply Chain Management, Leonard Shnaps / Justine Quince Contact: 021 400 9222 Cell: 084 630 7401	

2013/2014 SUPPLY CHAIN MANAGEMENT DEPARTMENT SDBIP												
ALIGNMENT TO IDP			Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.	Target 30 Sep 2013						Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014		
A Well Run City 5.2 Establish an efficient and productive administration that prioritizes delivery	–	Corporate Services	Percentage adherence to employee talent target (composite indicator)	New Indicator for 2012/2013	5.2(b)	100%	100%	100%	100%	100%	Director: Supply Chain Management, Leonard Shnaps / Justine Quince Contact: 021 400 9222 Cell: 084 630 7401	
	–	FINANCE	Percentage of Operating Budget spent	94%		95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%	Director: Supply Chain Management, Leonard Shnaps / Directorate Finance Manager	
A Well Run City 5.3 Ensure financial prudence with clean audit by the Auditor General	–		Percentage of assets verified	98%		100% assets verified	Review of Asset Policy by Corporate Finance inventory list verified	Finalisation of Asset Verification timetable by Corporate Finance	60% asset register verified	100% asset register verified	Director: Supply Chain Management, Leonard Shnaps / Directorate Finance Manager	
-		INTERNAL AUDIT	Percentage Internal Audit findings resolved	Nil recurring audits performed		70%	70%	70%	70%	70%	Director: Supply Chain Management, Leonard Shaps / Riaan Vosloo Contact: 021 400 3879 Cell: 082 559 9959	

2013/2014 SUPPLY CHAIN MANAGEMENT DEPARTMENT SDBIP											
ALIGNMENT TO IDP		Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						Target 30 Sep 2013	Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014	

Approved by Director: Supply Chain Management



29/4/13

Approved by Chief Finance Officer

30.04.2013



2/5/13

Approved by Mayco Member

DEPARTMENT: TREASURY

**DEPARTMENTAL BUSINESS PLAN
2012 / 2013**

**DIRECTOR: D A VALENTINE
CONTACT PERSON: C SWART**

1. EXECUTIVE SUMMARY

Maintain an effective and efficient Treasury department by providing the following functions:

Accounting and Asset management, Treasury and Insurance.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

Vision core functions of the Department:

- 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.
- To build a credible standing with the Auditor-General for the promotion of confidence in the financial records of the City.
- To ensure asset management is pro-active for accountability over an extensive array of assets.
- To manage the City's banking, investments, borrowings and cash flow (including municipal bond issues) in the most cost effective and efficient manner possible.
- 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.
- Increase the city's "resilience" in its service delivery process and targets.

Customers:

- Council
- Other Directorates
- Auditor- General
- External Service Providers
- General Public
- Government
- Provincial Government
- MPAC
- RISCO
- Audit Committee
- Investors / Lenders

What are their demands/expectations?

- To sustain an affordable service delivery
- To ensure compliance with relevant legislation

Overarching aim of the Department:

- To achieve the strategic and operational objectives of the Treasury department in an efficient, effective and economic manner as well as to be compliant, report timeously and to safeguard assets.

3. LEGAL IMPERATIVES

- The Municipal Finance Management Act (56 of 2003)
- The Compensation for Occupational Injuries and Diseases Act (130 of 1993)
- The Road Accident Fund Act (56 of 1996)
- The Institution of Legal Proceedings against certain organs of State Act (40 of 2002)

- The Prescription Act (68 of 1969)
- National Treasury Guidelines and Regulations
- PFMA
- Accounting Standards
- Municipal Systems Act (32 of 2000)
- King III Report on Corporate Governance
- VAT Act
- Labour Relations Act
- Municipal Structures Act (117/1998)
- Consumer Protection Act

4. PARTNERS AND STAKEHOLDERS IN STRATEGY PLAN

PARTNERS/ STAKEHOLDERS	ROLES AND RESPONSIBILITIES
Council	Responsible for the approval of Policy in the City
Audit Committee	Responsible to perform an oversight role to monitor organization wide activities
MPAC	Investigate matters referred by Council
Auditor-General	Conduct annual audit and issue audit report
External Audit Firms	Assist Auditor-General
Counterparty banks / Investors	Facilitate loans, investments and banking transactions
JSE	Facilitate Bond issues
ERP	Provision of reliable and efficient systems
External Consultants	Advisory service
Directors and line management	Ongoing interaction
Medical profession	Settlement of accounts

5. RESOURCES (Financial and Staff)

Capital Budget allocation: R310 000

Operating Budget allocation: R1 087 623 865

Staff complement: 68 posts, including vacancies

6. BACKLOGS AND RESOURCE CONSTRAINTS

- Accounting Standards implementation

7. ASSUMPTIONS AND RISKS

7.1 Assumptions

It is assumed that the management, operations and finances of the City will proceed in accordance with budgets and the IDP.

7.2 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.

As per the legislative requirement any risks to achieving revenue projections, any expected major shifts in revenue patterns and planned alternative sources of revenue (Consult with finance representative).

8. STRATEGIC ALIGNMENT TO THE IDP

8.1 The following strategic Focus Areas and Objectives in the IDP were identified –

- Strategic focus area 1: The Opportunity City
- Strategic focus area 4: An Inclusive City
- Strategic focus area 5: A Well-Run City

8.2 Link to programmes

The Department aligns all programmes to promote the objectives as summarised in the Departmental Service Delivery Business Implementation Plan (SDBIP), and more especially to 5.3(a) the Financial Management Programme, as contained in the IDP.

9. OBJECTIVES AND INDICATORS OF THE STRATEGY / OPERATIONAL PLAN

Refer Department 2013/2014 SDBIP – Appendix 1

10. AUTHORISATION

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

	NAME	SIGNATURE	DATE
Executive Director	Kevin Jacoby		30.04.2013
Director: Treasury	David Valentine		29/4/2013
Mayco Member	Alderman Ian Neilson		2/5/13

11. APPENDICES:

Appendix 1: 2013/2014 Treasury Departmental SDBIP

2013/2014 TREASURY DEPARTMENT SDBIP												
ALIGNMENT TO IDP			Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2012 / 2013	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.	Target 30 Sep 2012						Target 31 Dec 2012	Target 31 March 2013	Target 30 June 2013		
A Well-Run City 5.3 Ensure financial prudence with clean audits by the Auditor-General	5.F	Finance	Opinion of the Auditor-General	Unqualified Audit Opinion Received	5.3(a)	Clean Audit	Clean Audit	Submission of Annual Financial Statements and Consolidated Financial Statements	Clean Audit	Resolved 60% of audit management issues	Resolved 40% of audit management issues	Director: Treasury David Valentine
	5.G	Finance	Opinion of independent rating agency	High investment rating of P.1.za Aa2.za	5.3(a)	High investment rating (subject to sovereign rating)	High investment rating (subject to sovereign rating)	High investment rating (subject to sovereign rating)	High investment rating (subject to sovereign rating)	High investment rating (subject to sovereign rating)	High investment rating (subject to sovereign rating)	Director: Treasury David Valentine
	5.H	Finance	Ratio of cost coverage maintained	High investment rating of P.1.za Aa2.za	5.3(a)	2:1	1,5:1	1,5:1	1,5:1	1,5:1	2:1	Director: Treasury David Valentine
	5.I	Finance	Net Debtors to Annual Income [Ratio of outstanding service debtors to revenue actually received for services]	High investment rating of P.1.za Aa2.za	5.3(a)	20,5%	17,5%		18,5%	18,5%	20,5%	Director: Treasury David Valentine
	5.J	Finance	Debt coverage by own billed revenue	High investment rating of P.1.za Aa2.za	5.3(a)	2,5:1	3:1		3:1	3:1	2,5:1	Director: Treasury David Valentine
	n/a	Finance	VAT return submitted by 25th of each month	12 VAT returns timeously submitted	5.3(a)	12 VAT returns annually by 25th of each month	3 VAT returns timeously submitted	6 VAT returns timeously submitted	9 VAT returns timeously submitted	12 VAT returns timeously submitted		Director: Treasury David Valentine
	n/a	Finance	Monthly Accounting System Management Information provided within 6 working days after month-end	Achieved	5.3(a)	6 working days after month-end	6 working days after month-end	6 working days after month-end	6 working days after month-end	6 working days after month-end	6 working days after month-end	Director: Treasury David Valentine

2013/2014 TREASURY DEPARTMENT SDBIP												
ALIGNMENT TO IDP			Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2012 / 2013	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.	Target 30 Sep 2012						Target 31 Dec 2012	Target 31 March 2013	Target 30 June 2013		
A Well-Run City 5.3 Ensure financial prudence with clean audits by the Auditor-General	n/a	Finance	Successful raising of funds to support the capital budget, if required	Loan funding not needed during the 2011/12 budget cycle	5.3(a)	Raising of external funding (subject to cash flow projections)	Depending on cash flow projections and diversification strategy	Depending on cash flow projections and diversification strategy	Depending on cash flow projections and diversification strategy	Raising of external funding (subject to cash flow projections)	Director: Treasury David Valentine	
	n/a	Finance	Progress against milestones to implement reviewed/ amended legislation, court judgements, policies and by-laws	New Indicator for 2012/2013	5.3(a)	Ensure compliance: 1. Reviewed policies submitted for approval with Budget 2. Implementation of legislation, court judgements, as necessary	Ensure compliance: Review or drafting of policy/ by-law, and implementation of legislation, court judgements, as necessary	Ensure compliance: Review or drafting of policy/ by-law, and implementation of legislation, court judgements, as necessary	Annual review of policies submitted for tabling with Budget	Ensure compliance: 1. Reviewed policies submitted for approval with Budget 2. Implementation of legislation, court judgements, as necessary	Director: Treasury David Valentine	
KEY OPERATIONAL INDICATORS (KOIs):												
The Opportunity City 1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	1B	Finance	Percentage spend of Capital Budget	99,6%	1.2 (b)	91%	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	91%	Directorate Finance Manager	
	1E	Finance	Percentage spend on repairs and maintenance	New Indicator for 2012/2013	1.2 (b)	100%	22%	46%	70%	100%	Directorate Finance Manager	

2013/2014 TREASURY DEPARTMENT SDBIP												
ALIGNMENT TO IDP			Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2012 / 2013	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.	Target 30 Sep 2012						Target 31 Dec 2012	Target 31 March 2013	Target 30 June 2013		
An Inclusive City 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	4A	Corporate Services	Percentage adherence to Citywide service standard based on all external notifications	New Measurement	4.1 (a)	100%	100%	100%	100%	100%	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401 (Targets against which the % adherence is measured are to be determined by Directorates, in consultation with Corporate Services, and based on Directorate & departmental baselines)	
A Well Run City 5.2 Establish an efficient and productive administration that prioritizes delivery	–	Corporate Services	Percentage adherence to EE target (composite Indicator)	New Indicator for 2012/2013	5.2(b)	100%	100%	100%	100%	100%	Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609	
	–	Corporate Services	Percentage adherence to Employee Utilisation target (composite Indicator)	New Indicator for 2012/2013	5.2(b)	100%	100%	100%	100%	100%	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401	
	–	Corporate Services	Percentage adherence to employee talent target (composite indicator)	New Indicator for 2012/2013	5.2(b)	100%	100%	100%	100%	100%	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401	

2013/2014 TREASURY DEPARTMENT SDBIP												
ALIGNMENT TO IDP			Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2012 / 2013	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.	Target 30 Sep 2012						Target 31 Dec 2012	Target 31 March 2013	Target 30 June 2013		
A Well Run City 5.3 Ensure financial prudence with clean audit by the Auditor General	—	FINANCE	Percentage of Operating Budget spent	98,71%			95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%	Directorate Finance Manager
	—		Percentage of assets verified	100% Completed and a verification rate of 100%.		100% assets verified	Review of Asset Policy by Corporate Finance	Finalisation of Asset Verification timetable by Corporate Finance	60% Asset Register verified	100% Asset Register verified	Directorate Finance Manager	
				0% reduction - 3 findings per original audit 3 recurring findings								
				A follow-up audit was performed, and the findings were discussed with the CFO, Kevin Jacoby. From Audit's follow-up review, some progress has been made to address the findings, however the net result is that the 3 findings initially raised, still remain.								
		—	INTERNAL AUDIT	Percentage Internal Audit findings resolved			70%	70%	70%	70%	70%	

2013/2014 TREASURY DEPARTMENT SDBIP											
ALIGNMENT TO IDP		Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2012 / 2013	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						Target 30 Sep 2012	Target 31 Dec 2012	Target 31 March 2013	Target 30 June 2013	



 Approved by Chief Finance Officer

29/4/2013



 Approved by Mayco Member

30.04.2013

2/5/13

DEPARTMENT: VALUATIONS

**DEPARTMENTAL BUSINESS PLAN
2013/2014**

**DIRECTOR: CHRISTOPHER GAVOR
CONTACT PERSON: CHRISTOPHER GAVOR**

1. EXECUTIVE SUMMARY

The City of Cape Town levies rates on properties to part-finance its service delivery programmes. These rates are based on the market value of the properties as reflected in the City's Valuation Roll. The Valuation Department is responsible for the production and maintenance of this Valuation Roll in terms of prescribed legislation.

The Local Government Municipal Property Rates Act No 6 of 2004 requires that a general valuation roll is prepared at regular intervals and the City has chosen to prepare a general valuation roll every three years, to take care of the very dynamic nature of the property market in the City of Cape Town.

The City of Cape Town prepared a General Valuation with a date of valuation of 1 July 2012, to be implemented from 1 July 2013. The City will be producing 3 supplementary valuations for the 2013/14 financial year to take account of new properties and changes to existing properties.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

Vision:

The Department's vision is to be a world leader in the valuations of property with a reputation for delivering impartial, accurate and understandable appraisals in a prompt and courteous manner to our communities.

Mission:

The Department's mission is to continuously improve our processes, systems and the capacity of our staff to enable the City of Cape Town to sustain a just and accurate valuation roll, thereby supporting the City's vision of a sustainable and well-governed municipality.

Core functions:

Maintenance of the City's property register.

Production and maintenance of the City's valuation roll

Valuation board administration

Valuation support to inform property rates modelling and budget preparation

Direction and intent:

In order to achieve its mission the valuation department adheres to best-practices so that it exceeds statutory requirements and guidelines as well as the expectations of the City's communities.

The strategic objectives for the 2013/14 financial year are:

- Managing cost effective and accurate Supplementary Valuation Rolls
- Improve on the culture of Quality Assurance and review
- Increase the use of technology to support real-time processing of valuations
- Ensuring prudent financial management and accounting practices in line with national guidelines

3. LEGISLATIVE IMPERATIVES:

Municipal Property Rates Act No 6 of 2004 (as amended)

Municipal Systems Act 117 of 1998

Municipal Finance Management Act 56 of 2003

4. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN (key stakeholders of the plan)

PARTNERS/ STAKEHOLDERS	ROLES AND RESPONSIBILITIES
Revenue Department	Consume valuation roll; Provide technical master data
Budget Department	Provide financial support; Consume valuation data for budget preparation
Strategy & Planning Department	Provide building plan data; Provide GIS and aerial photography support; Distribute valuation data spatially
Treasury Department	Consume valuation of City owned properties
Ratepayers	Participate during the public inspection / objection phase of the valuation process

5. RESOURCES (Financial and Staff)

Capital Expenditure:	R551 925
Operating Expenditure:	R96 709 325
Total staff compliment:	142
Valuation Management Team:	5
Valuation Operations:	40
Valuation Surveys & Quality:	56
Valuation Business Environment:	20
Valuation Data & Systems:	21

6. BACKLOGS AND RESOURCE CONSTRAINTS (if applicable)

As part of the valuation initiatives to achieve real-time valuation processing the following projects have been defined:

- Investigation and elimination of historic interface transaction errors related to land status changes and sales
- Ongoing Change Management and Training to optimise the use of the Valuation's System and leverage its functionality.
- Indexing and tracking of all filed building plans pending completion and valuation

7. ASSUMPTIONS AND RISKS (Cross-reference to Risk Register)

7.1 Assumptions

It is assumed that the current resources will be available and will perform at least at the same level of production.

7.2 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 Departments objectives are identified, addressed and managed on a day to day basis in accordance with the City's approved IRM Policy and IRM Framework.

8. STRATEGIC ALIGNMENT TO THE IDP

8.1 Identify and describe the linkages to the strategic Focus Areas and Objectives in the IDP.

The strategic focus area is a Well-Run City (SFA 5):

- Ensure financial prudence with clean unqualified audits by the Auditor-General

8.2 Link to programmes (Programme Layout and description linked to Directorate Objective)

The Department's objectives, as contained in the Service Delivery and Budget Implementation Plan, are aligned to Programme 5.3(a) Financial Management Programme.

9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

Attached as Appendix 1

10. AUTHORISATION

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

	NAME	SIGNATURE	DATE
Director	Christopher Gavor		30-04-2013
Executive Director	Kevin Jacoby		29/4/2013
Mayco Member	Alderman Ian Neilson		2/5/13

11. APPENDICES:

Appendix 1: DEPARTMENTAL SDBIP FOR 2013/14.

2013/2014 VALUATIONS DEPARTMENT SDBIP											
ALIGNMENT TO IDP		Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						Target 30 Sep 2013	Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014	
A Well-Run City 5.3 Ensure financial prudence with clean audits by the Auditor-General	n/a	Finance	Submission of Supplementary Valuations Rolls (3) to the City manager	Submitted to City Manager 31 May 2012	5.3(a) Financial Management Programme	Roll submitted to City Manager - (1) 30 September 2013; (2) 31 January 2014; (3) 31 May 2014	Roll submitted to City Manager by 30 September 2013	n/a	Roll submitted to City Manager - 31 January 2014	Roll submitted to City Manager - 31 May 2014	Director: Valuations Christopher Gavor
	n/a	Finance	Supplementary Valuations Rolls (3) advertised in the press	8 June 2012 (Gazette) 15 & 20 June (Local Newspapers)	5.3(a) Financial Management Programme	Roll advertised in press (1) by 30 October 2013; (2) by 28 February 2014; (3) by 30 June 2014	n/a	Roll advertised in press by 30 October 2013	Roll advertised in press by 28 February 2014	Roll advertised in press by 30 June 2014	Director: Valuations Christopher Gavor
	n/a	Finance	Progress against milestones to implement reviewed/ amended legislation, court judgements, policies and by-laws	New Indicator for 2012/2013	5.3(a) Financial Management Programme	Ensure compliance: 1. Reviewed policies submitted for approval with Budget 2. Implementation of legislation, court judgements, as necessary	Ensure compliance: Review or drafting of policy/ by-law, and implementation of legislation, court judgements, as necessary	Ensure compliance: Review or drafting of policy/ by-law, and implementation of legislation, court judgements, as necessary	Ensure compliance: Review or drafting of policy/ by-law, and implementation of legislation, court judgements, as necessary	Annual review of policies submitted for tabling with Budget	Ensure compliance: 1. Reviewed policies submitted for approval with Budget 2. Implementation of legislation, court judgements, as necessary
KEY OPERATIONAL INDICATORS (KOIs):											

2013/2014 VALUATIONS DEPARTMENT SDBIP											
ALIGNMENT TO IDP		Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.						Target 30 Sep 2013	Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014	
The Opportunity City 1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	1B	Finance	Percentage spend of Capital Budget	98%	1.2 (c)	91%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	91%	Director: Valuations Christopher Gavor / Directorate Finance Manager
	1E	Finance	Percentage spend on repairs and maintenance	New Indicator for 2012/2013	1.2 (b)	100%	22%	46%	70%	100%	Director: Valuations Christopher Gavor / Directorate Finance Manager
The Opportunity City 1.6 Maximise the use of available funding and programmes for training and skills development	1H (a)	Corporate Services	Number of external trainee and bursary opportunities (excluding apprentices)	New Indicator for 2012/2013	1.6 (a)	1 Learnership Opportunities	1 Learnership Opportunities	1 Learnership Opportunities	1 Learnership Opportunities	1 Learnership Opportunities	Director: Valuations Christopher Gavor / Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 694 8344 Chad Aimes (Quarterly BI report) Contact: 021 400 2063 Cell: 071 850 3383

2013/2014 VALUATIONS DEPARTMENT SDBIP												
ALIGNMENT TO IDP			Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.	Target 30 Sep 2013						Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014		
An Inclusive City 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	4A	Corporate Services	Percentage adherence to Citywide service standard based on all external notifications	New Measurement	4.1 (a)	100%	100%	100%	100%	100%	Director: Valuations Christopher Gavor / Sunnet Kloppers Contact: 021 400 9206 (Targets against which the % adherence is measured are to be determined by Directorates, in consultation with Corporate Services, and based on Directorate & departmental baselines)	
A Well Run City 5.2 Establish an efficient and productive administration that prioritizes delivery	-	Corporate Services	Percentage adherence to EE target (composite Indicator)	New Indicator for 2012/2013	5.2(b)	100%	100%	100%	100%	100%	Director: Valuations Christopher Gavor / Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609	
	-	Corporate Services	Percentage adherence to Employee Utilisation target (composite Indicator)	New Indicator for 2012/2013	5.2(b)	100%	100%	100%	100%	100%	Director: Valuations Christopher Gavor / Rudolph Pollard Contact: 021 400 9216 Cell: 071 850 3383	
	-	Corporate Services	Percentage adherence to Employee Talent target (composite indicator)	New Indicator for 2012/2013	5.2(b)	100%	100%	100%	100%	100%	Director: Valuations Christopher Gavor / Rudolph Pollard Contact: 021 400 9216 Cell: 071 850 3383	

2013/2014 VALUATIONS DEPARTMENT SDBIP												
ALIGNMENT TO IDP			Link to Lead Directorate	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 2013 / 2014	TARGETS				Responsible Person / Contact Person
Pillar and Corporate Objective	Corporate Scorecard Indicator No.	Target 30 Sep 2013						Target 31 Dec 2013	Target 31 March 2014	Target 30 June 2014		
A Well Run City 5.3 Ensure financial prudence with clean audit by the Auditor General	–		FINANCE	Percentage of Operating Budget spent	93%		95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%	Director: Valuations Christopher Gavor / Directorate Finance Manager
	–			Percentage of assets verified	100% completed by 30 June		100% assets verified	Review of Asset Policy by Corporate Finance	Finalisation of Asset Verification timetable by Corporate Finance	60% asset register verified	100% asset register verified	Director: Valuations Christopher Gavor / Directorate Finance Manager
	–			Percentage Internal Audit findings resolved	0%		70%	70%	70%	70%	70%	Director: Valuations Christopher Gavor / Riaan Vosloo Contact: 021 400 3879 Cell: 082 559 9959
			INTERNAL AUDIT									

Approved by Director: Valuations



Date:

29/4/2013

Approved by Chief Finance Officer



Date:

30-04-2013

Approved by Mayco Member



Date:

2/5/13

DIRECTORATE: HEALTH

DIRECTORATE EXECUTIVE SUMMARY OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2013/2014

**EXECUTIVE DIRECTOR:
DR WEZIWE ZANDILE CHARLOTTE MAHLANGU-MATHIBELA**

**WEBSITE (FOR DETAILED SDBIP):
[WWW.CAPETOWN.GOV.ZA
/EN/IDP/PAGES/IMPLEMENTINGTHEIDP.ASPX](http://WWW.CAPETOWN.GOV.ZA/EN/IDP/PAGES/IMPLEMENTINGTHEIDP.ASPX)**

1. EXECUTIVE SUMMARY

Vision:

"A Healthy City For All"

Mission:

"To make Cape Town a healthier City we will continue to strive to ensure adequate and equitably distributed resources delivering improved quality, comprehensive, cost-effective, primary health care services. This will be achieved through a district health system with a committed and dynamic workforce supported by strong, competent shared leadership who will develop strong teams in collaboration with and commitment from the community and other partners."

The City of Cape Town is committed to working with all spheres of government to meet the National, Provincial and City targets so that there is a coordinated and integrated District Health Service to the citizens of Cape Town.

The core business of City Health is Environmental Health Services or Municipal Health Services. Municipal Health Services are defined in the National Health Act (No. 61 of 2003) as including water quality monitoring; food control; waste management; health surveillance of premises; surveillance and prevention of communicable diseases; vector control; environmental pollution control; disposal of the dead and chemical safety.

Air pollution is a key factor, which affects the health of a city. Air pollution levels are frequently high in our informal areas and even inside shacks. The City has adopted an Air Quality Management plan, which outlines the strategies to be used to deal with air pollution. City Health also deals with all aspects of noise pollution.

In addition the City delivers, in partnership with Provincial Government, the Personal Primary Health Care component, (clinic services), via an infrastructure of 82 clinics, 5 Community Health Centres (CHC's), 22 satellite clinics and 4 mobile clinics. Services include Women and Child Health Services (Preventive & Promotive Services i.e.: Family Planning and Immunisation and treating sick children under 13 years); HIV/Aids/STI and TB Control and Substance Abuse. These clinic services are delivered in partnership with the Provincial Health Department Metro District Health Services (PGWC: MDHS) who run 47 Community Health Centres and 24-hour emergency services at primary level along with 6 District Hospitals.

City Health manages 4 Substance Abuse Outpatient Treatment Sites at Tafelsig, Table View, Delft South and Town 2 Clinics.

2. PURPOSE AND SERVICE MANDATE OF DIRECTORATE

Municipal Health Services (Environmental Health) are a Local Government function as per schedule 4B of the Constitution.

Personal Primary Health Care (Clinic services) is the responsibility of the Provincial Health Department as stated in the National Health Act, No. 61 of 2003. However the Constitution does make provision for these services to be assigned to Local Government via mutual agreement. City Health continues to render them under a Service Level Agreement (SLA) with the Provincial Health Department and will continue to improve on cooperation to improve the SLA.

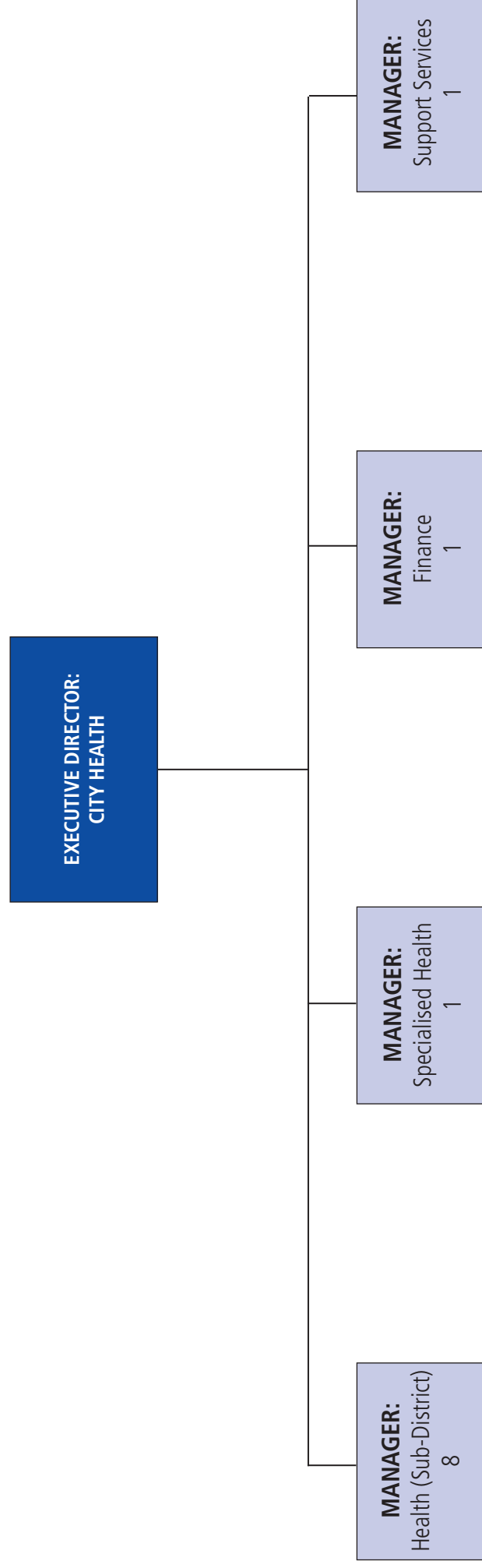
Air Pollution is a Local Government function as per schedule 4B of the Constitution. The key Act is the National Environment Management Act: Air Quality Act 39 of 2004 (which requires the City to have an air quality management plan).

Noise Pollution is a Local Government function as per schedule 5B of the Constitution.

We enforce the following By-laws:

- Air Quality Management of 2010
- Environmental Health of 2003

3. SENIOR MANAGEMENT ORGANOGRAM



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

The 2012/2013 Directorate SDBIP: City Health relates to the IDP as follows:

Strategic Focus Area 3:

- The Caring City

Corporate/Directorate Objectives, Programmes and KPI:

- Objective 3.5: Provision of effective Environmental Health services
 - Programme 3.5(a): Environmental Health Care Programme
- Objective 3.6: Provision of effective Air Quality Management and Pollution (including noise) Control Programmes
 - Programme 3.6(a): Measuring the number of days when air pollution exceeds WHO guidelines
 - 3H: Number of days when air pollution exceeds RSA Ambient Air Quality Standards
- Objective 3.7: Provision of effective Primary Health Care services
 - Programme 3.7(a): Primary Health Care Programme
 - 3I: New Smear Positive TB Cure Rate
- Objective 3.8: Provision of Substance Abuse Outpatient Treatment and Rehabilitation services
 - Programme 3.8(a): Primary Health Care Programme: Number of substance abuse outpatients provided with alternative constructive behaviour
 - 3J: Number of New Clients screened at the Substance Abuse Outpatient Treatment Centres

See section 8. and Appendix 1 for detail with respect to updated indicators and targets.

5. PERFORMANCE PROGRESS AND IMPACT

The City of Cape Town has been approached by the Ministry of Health in December 2012 regarding a proposal for the phased transfer of Personal Primary Health Care Services from the City of Cape Town to the Western Cape Government Department of Health. The Executive Mayor responded to this proposal in a letter dated 11 January 2013 stating that the Cabinet withdraw the its decision and refer the matter, as a first step, to the Intergovernmental Structures for further investigation.

It must be recognised that, due to the increased Burden of Disease (BOD), the Directorate: City Health is facing an increasing number of clients accessing the health services. When comparing total headcounts in 09/10 with 10/11, an increase of 22% was experienced city-wide. In 11/10 a slight decrease of 1% were registered - thus a 21% increase over the last 3 years. The Burden of Disease (BOD) study shows the top 5 causes of death are:

- HIV/Aids
- Homicide
- Tuberculosis
- Road Traffic Accidents
- Lower Respiratory Infections

The District Health Expenditure Review (DHER) 10/11 shows that expenditure per capita (both City and Provincial services) as follows:

- R 657 total population (increased by R 161 between 09/10 & 10/11)

Our utilisation rate is 3.6 for the dependent population. There are variations across the Sub-Districts which are affected by the percentage of uninsured population due to the differing socio economic circumstances.

The latest Community Satisfaction Survey which indicates the perception of the quality of health services shows the following problem areas:

- Long waiting times
- Issues with staff attitude
- Lack of medication
- Lack of doctors
- Cleanliness of facilities

In order to alleviate this, the City would have to consider adding extra resources to the overburdened Sub-Districts.

The Directorate: City Health's current staffing establishment was based on the existing situation and does not take into account the increase in the BOD and the increase in the demand for health services.

It must also be noted that the Directorate: City Health bases its staffing levels on workload indicators for Professional Nurses, Enrolled Nurses and Enrolled Nursing Assistants using total attendances at facilities and case mix i.e.: it is tailored to meet the actual requirements. The allocation of Clerks at the clinics is based on the number of patient folders at each facility. Based on the current workload data 9 Clinics are in excess of the norm with respect to Professional Nurses and 5 Clinics are in excess of the norm with respect to Clerks. The Environment Health staffing is based on National Norms of 1 EHP per 15 000 population. We are currently at 1 EHP per 29 306 population. Senior Workers post allocation is based on the size of the facilities, and not having adequate numbers could lead to cleaning/infection control problems. It has been recognised that during the year there will have to be a review of the Staffing Strategy based on changing circumstances.

City Health Directorate overspent on its general expenses budget in the 2010/2011 financial year by R 10.1 million. This was mainly attributable to the increase in patient numbers and the above parameter increase in medicine and laboratory costs. In 2011/2012 there was a slight underspend as a result of a once off R 4.6 million subsidy for pharmaceuticals (PGWC: TB Drugs) and an additional allocation of R 6 million granted during the 2011/12 budgetary process.

The overall City Infant Mortality Rate (IMR) in 2010 was 20.12 deaths under one year per thousand live births. This is a slight decrease from 20.76 in 2009. In 2007 and 2008 projections were made for missing Death Data. In 2009 projections were made for missing Birth Data. There has been a downward trend from 2003 to 2008 (2003: 25.16; 2004: 23.74; 2005: 22.28; 2006: 21.40; 2007: 20.28 and 2008:19.78). Procedures have been put in place to ensure that all data for Births and Deaths are collected enabling the calculation of unprojected IMR's. The 2011 data is currently being verified. The IMR is a good measure of overall development and not only the state of health services. Other strategies that focus on improving informal settlements, supplying basic services and early childhood development will also improve the IMR.

The 2011 Antenatal Survey showed an HIV prevalence of 20.9% in the City, up from 19.1% in 2010. The Western Cape prevalence was 18.4% and the National prevalence 29.5%. The survey reflects a relatively stable HIV epidemic over the last number of years; the impact of antiretroviral treatment (ART) on the epidemic overall is unclear, but probably contributes at least some of the recent slow year on year increases. At the end of December 2012, there were 33,286 clients on ART at City Health clinics, out of a total of 99,306 in the Metro.

Cape Town continues to have an extremely high number of TB cases with an incidence of 690 per 100 000 population (compared with a national figure of 500 per 100 000). The incidence rate is declining; it is unclear the reason for this decline in the number of reported TB cases which could be due to numerous factors, including, amongst others, improvements in TB cure rates and increased access to ART for HIV positive clients. The City's TB new smear positive cure has improved from 67% in 2004 to 83% in 2011. The most recent result, Quarter 1 of 2012, was 85%, the best for any metropolitan area in the country.

Cape Town continues to experience rapid growth due to urbanisation. The 2011 census indicates a population growth of 29.3% over the last 10 years (37.5% additional households over the same period). Waste removal services are provided weekly in all formal and informal housing areas but are not regarded as effective where skips are provided and no door-to-door service exists. The "basic service level" for access to water is defined as dwelling units being less than 200m from a tap, and having one tap for every 25 dwellings. The Head's: Environmental Health will convene Sub-District Interdisciplinary Forums to address issues identified. Due to the fact that Environmental Health plays an oversight and transversal role within the City, it was felt that they are best placed to establish Interdisciplinary Forums within the 8 Health Sub-Districts. The objective is to promote integrated interdepartmental planning and strategy alignment to ensure that the norms and standards for the provision of basic services (water, sanitation and refuse removal) is met and improved upon. The said forums (Urbanisation meetings) is set to further improve interdepartmental communication and the established teams jointly monitor, address needs in informal settlements for installation of new infrastructure and for the maintenance and repairs of existing infrastructure. These meetings are scheduled to take place on a monthly basis.

In 2011/2012, the air quality monitoring stations recorded 125 days of poor air quality when the levels exceeded international accepted guidelines. These episodes and levels of air pollution represent a major health risk to our citizens and portray Cape Town in a negative way to visitors, tourists and residents alike. The City has adopted the South African Ambient Air Quality Standards for its business plan reporting for 2012/2013 business plan year. These mandatory national standards have adopted a phased reduction in threshold levels for pollutants from 2015 onwards. The City is looking at its air quality monitoring network and in this financial year is upgrading the network through the addition of an Ozone analyser; a Carbon Monoxide analyser; Sulphur Dioxide analysers and two PM¹⁰/PM^{2.5} analysers to assist with measuring the new PM^{2.5} ambient air quality standard which was promulgated on the 29th of June 2012.

The City has identified the issue of substance abuse as a problem and that it has a role to play in conjunction with other spheres of government and the community in addressing this. Alcohol abuse is a major problem and methamphetamine (tik) abuse in the Western Cape is a big concern with regard to drug-related crime. Treatment demand for drugs like methamphetamine (tik), are higher in Cape Town than in other parts of the country. 2.3% of people using treatment services in 2003 had methamphetamine as their primary drug of abuse, in 2012 this had increased to 34%. Among patients under 20 years, 30% reported methamphetamine as their drug of choice. One in four South African men and one in ten women displayed symptoms of alcohol problems (1998). South Africa has become a key player in the drug trade, as both producing country as well as consumer country. It is of serious concern that the age of first experimentation with substances has dropped to between 7 and 8 years.

In conclusion, City Health is faced with an increasing need for health services as shown by the BOD and Customer Satisfaction Survey, but the resources available to it have not grown proportionally. The resources relate to staffing (extra staff are needed for those areas with a high BOD to reduce long waiting times), certain areas require extra security for staff and patients and adequate funding for pharmaceuticals and medical tests. If the resources are not available then we will not improve on our customer perceptions and over time the quality of service and health outcomes may decline.

Selected Highlights (2011/2012)

Objective 3.5: Provision of effective Environmental Health services

- Number of Block Baiting Stations for Vector Control of Rats: Target: 37 100; Achieved: 52 819
- Number of Monitoring visits done to Informal Settlements: Target: 13 776; Achieved: 15 293

Objective 3.6: Provision of effective Air Quality Management and Pollution (including noise) Control Programmes

- Number of days when air pollution exceeds WHO guidelines: Target: 133; Achieved: 125

Objective 3.7: Provision of effective Primary Health Care services

- New smear positive TB cure rate: Target: 80%; Achieved: 83% (2010/2011)

Objective 3.8: Provision of Substance Abuse Outpatient Treatment and Rehabilitation services

- The Substance Abuse Outpatient Treatment Site at Tafelsig Clinic was accredited by the Matrix® Institute of America

Website (for detailed Annual Reports): <http://www.capetown.gov.za/en/IDP/Pages/ManagingPerformance.aspx>

6 FINANCIAL INFORMATION (information will only become available the end of May before the final budget is tabled in Council)

6.1 Summary of revenue by source:

WC000 Cape Town - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.) CITY HEALTH	
Description	Vote 05 – City Health
R thousand	
Revenue By Source	
Service charges - other	223
Fines	20
Licenses and permits	671
Transfers recognised - operational	416 357
Other revenue	2 365
Total Revenue (excluding capital transfers and contributions)	419 636

6.2 Summary of operating expenditure by type:

WC000 Cape Town - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.) CITY HEALTH	
Description	Vote 05 – City Health
R thousand	
Expenditure By Type	
Employee related costs	567 519
Depreciation & asset impairment	7 801
Other materials	3 086
Contracted services	21 637
Transfers and grants	2 142
Other expenditure	237 113
Total Expenditure	839 300

6.3 Summary of capital expenditure by type:

WC000 Cape Town - Supporting Table SA36 Detailed capital budget												
Municipal Vote/Capital project	Program/ Project description	Project number	Asset Class 3.	Asset Sub- Class 3.	Total Project Estimate	Prior year outcomes		2013/2014 Medium Term Revenue & Expenditure Framework			Project information	
R thousand						Audited Outcome 2011/12	Current Year 2012/13 Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16	Ward location	New or renewal
Parent municipality:												
City Health	Various	-	Various	Various	-	-	-	23 716	17 466	25 466	-	-
Total Capital Expenditure	Various	-	Various	Various	-	-	-	23 716	17 466	25 466	-	-

6.4 See Section 2. for description of discretionary and non-discretionary expenditure.

6.5 Risks:

- Management, with the assistance of the Integrated Risk Management (IRM) Department, has applied their minds and due care taken to ensure that risks which could impact on them not achieving the Directorate's objectives are identified, addressed and managed on a day to day basis in accordance with the City's approved IRM Policy and IRM Framework. Risk Registers are thus utilised as a management tool in order to manage all risks of the Department. The risks identified and rated, equal or above the Council approved rating (appetite) will be reported to the EMT, as well as to the relevant Mayco member on a six monthly basis.
- As per the legislative requirement any risks to achieving revenue projections, any expected major shifts in revenue patterns and planned alternative sources of revenue. Not applicable to City Health as funding for Personal Primary Health Care is dealt with a signed SLA with the PGWC and the risk of non-payment is low.

6.6 For 2012/2013: In relation to the City's Capital Budget of 6,2 Billion, City Health's Capital Budget is 31,9 Million (0.51%). The major Capital Project is for the Khayelitsha Environmental Health Offices amounting to 6,4 Million.

7. CAPITAL BUDGET LINK TO DIRECTORATE OBJECTIVES

All Capital projects were linked to Corporate Objectives 3.5; 3.6; 3.7 and 5.3. These are equivalent to the Directorate Objectives.

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

The objective, indicator and targets below are an extract of the Draft 2013/2014 Directorate: City Health SDBIP that link to the Corporate SDBIP. See Appendix 1 for the complete Draft 2013/2014 Directorate: City Health SDBIP.

Note: 3.5 Provision of effective Environmental Health services: 3.F Percentage compliance with drinking water quality standards resides with Water Services and the target is 98%.

Objective	Indicator	Target (by Sept 2013)	Target (by Dec 2013)	Target (by March 2014)	Target (by June 2014)
3.6: Provision of effective Air Quality Management and Pollution (including noise) Control Programmes	3H: Number of days when air pollution exceeds RSA Ambient Air Quality Standards	<25	<25	<25	<25
3.7: Provision of effective Primary Health Care services	3I: New Smear Positive TB Cure Rate	83% (Q3 2011)	83% (Q4 2011)	83% (Q1 2012)	83% (2011/2012)
3.8: Provision of Substance Abuse Outpatient Treatment and Rehabilitation services	3J: Number of New Clients screened at the Substance Abuse Outpatient Treatment Centres	380	760	1 140	1 520

9 AUTHORISATION

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

Name	Signature	Date
Executive Director	W.Z.C. Mahlangu	03/05/2013
Mayco Member	L. Sam	03-05-2013

10 APPENDICES:

Appendix 1: Final 2013/2014 Directorate: City Health's SDBIP: (Version 02 - 22 April 2013)

2013 / 2014 CITY HEALTH DIRECTORATE'S SDBIP: (Version 02 - 22 April 2013)													
Alignment to IDP			Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011/2012 (2012/2013 TBD)	Program / Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
Pillar & Corporate Objective Number	Corporate Scorecard Indicator Number	30 Sept 13							31 Dec 13	31 March 14	30 June 14		
3 & 3.7	#		City Health	3.7: Provision of effective Primary Health Care services	<5 year Mortality Rate	3.94 (2011)	3.7(a): Primary health-care programme	5,00	#	5,00	#		Executive Director and 8 Manager's Health (Sub-District)
3 & 3.7	#		City Health	3.7: Provision of effective Primary Health Care services	Percentage Immunisation coverage from Pentaxim 1st dose to immunised fully <1 year	93% (City)	3.7(a): Primary health-care programme	93% (City)	93% (City)	93% (City)	93% (City)		Executive Director and 8 Manager's Health (Sub-District)
3 & 3.7	#		City Health	3.7: Provision of effective Primary Health Care services	Rate of Diahoreoa Deaths <5 years per 100 000 population	34	3.7(a): Primary health-care programme	65	#	65	#		Executive Director, Manager: Specialised Health and Head: Health Information & Technology
3 & 3.7	#		City Health	3.7: Provision of effective Primary Health Care services	% pre schools visited	99%	3.7(a): Primary health-care programme	98%	98%	98%	98%		Executive Director and 8 Manager's Health (Sub-District)
3 & 3.7	#		City Health	3.7: Provision of effective Primary Health Care services	% cervical smear coverage	78%	3.7(a): Primary health-care programme	70%	70%	70%	70%		Executive Director and 8 Manager's Health (Sub-District)
3 & 3.7	#		City Health	3.7: Provision of effective Primary Health Care services	% of new Antenatal Clients booked before 20 weeks	59% (City)	3.7(a): Primary health-care programme	55% (City)	55% (City)	55% (City)	55% (City)		Executive Director and 8 Manager's Health (Sub-District)

2013 / 2014 CITY HEALTH DIRECTORATE'S SDBIP: (Version 02 - 22 April 2013)												
Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011/2012 (2012/2013 TBD)	Program / Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
Pillar & Corporate Objective Number	Corporate Scorecard Indicator Number							30 Sept 13	31 Dec 13	31 March 14	30 June 14	
3 & 3.7	#	City Health	3.7: Provision of effective Primary Health Care services	% Teenage births <18 years	4.3% (2011)	3.7(a): Primary health-care programme	5,0%	#	5,0%	#	5,0%	Executive Director and 8 Manager's Health (Sub-District)
3 & 3.7	#	City Health	3.7: Provision of effective Primary Health Care services	Number of visits to schools for Health Promotion Outreach programs	502	3.7(a): Primary health-care programme	480	120	240	360	480	Executive Director and 8 Manager's Health (Sub-District)
3 & 3.7	#	City Health	3.7: Provision of effective Primary Health Care services	Number of <18 yrs Reproductive Health Clients	64 992 (City)	3.7(a): Primary health-care programme	65 000 (City)	16 250 (City)	32 500 (City)	48 750 (City)	65 000 (City)	Executive Director and 8 Manager's Health (Sub-District)
3 & 3.8	3.J	City Health	3.8: Provision of Substance Abuse Outpatient Treatment and Rehabilitation services	Number of New Clients screened at the Substance Abuse Outpatient Treatment Centres	New	CoCT AOD Strategy 2011 - 2014 & 3.8(a): Primary health-care programme: Number of substance abuse outpatients provided with alternative constructive behaviour	1 520	380	760	1 140	1 520	Executive Director and Principal Professional Officer: Substance Abuse Coordinator

2013 / 2014 CITY HEALTH DIRECTORATE'S SDBIP: (Version 02 - 22 April 2013)												
Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011/2012 (2012/2013 TBD)	Program / Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
Pillar & Corporate Objective Number	Corporate Scorecard Indicator Number							30 Sept 13	31 Dec 13	31 March 14	30 June 14	
3 & 3.8	#	City Health	3.8: Provision of Substance Abuse Outpatient Treatment and Rehabilitation services	% of clean drug tests of clients within the program	New	CoCT AOD Strategy 2011 - 2014 & 3.8(a): Primary health-care programme: Number of substance abuse outpatients provided with alternative constructive behaviour	65%	65%	65%	65%	65%	Executive Director and Principal Professional Officer: Substance Abuse Coordinator
3 & 3.7	#	City Health	3.7: Provision of effective Primary Health Care services	Number of adults > 15 years tested for HIV	New 590 000 (2012)	HIV/Aids/STI & TB & 3.7(a): Primary health-care programme	600 000	150 000	300 000	450 000	600 000	Executive Director, Manager: Specialised Health and Head: HIV/Aids/STI and TB
3 & 3.7	#	City Health	3.7: Provision of effective Primary Health Care services	Number of new clients enrolled on Antiretroviral Treatment (ART)	TBD (City)	HIV/Aids/STI & TB & 3.7(a): Primary health-care programme	9 316 (City)	2 329 (City)	4 658 (City)	6 987 (City)	9 316 (City)	Executive Director, Manager: Specialised Health and Head: HIV/Aids/STI and TB
3 & 3.7	#	City Health	3.7: Provision of effective Primary Health Care services	Number of condoms > 15 yrs annualised	55	HIV/Aids/STI & TB & 3.7(a): Primary health-care programme	60	60	60	60	60	Executive Director, Manager: Specialised Health and Head: HIV/Aids/STI and TB
3 & 3.7	#	City Health	3.7: Provision of effective Primary Health Care services	Number of Female Condoms distributed from Primary Health Sites	1 356 706	HIV/Aids/STI & TB & 3.7(a): Primary health-care programme	1 400 000	262 500	525 000	787 500	1 050 000	Executive Director, Manager: Specialised Health and Head: HIV/Aids/STI and TB

2013 / 2014 CITY HEALTH DIRECTORATE'S SDBIP: (Version 02 - 22 April 2013)

Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011/2012 (2012/2013 TBD)	Program / Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
Pillar & Corporate Objective Number	Corporate Scorecard Indicator Number							30 Sept 13	31 Dec 13	31 March 14	30 June 14	
3 & 3.7	#		3.7: Provision of effective Primary Health Care services	Number of outreach prevention interventions in communities	490	3.7(a): Primary health-care programme	344	86	172	258	344	Executive Director and 8 Manager's Health (Sub-District)
3 & 3.7	3.1		3.7: Provision of effective Primary Health Care services	New Smear Positive TB Cure Rate	New	HIV/Aids/STI & TB & 3.7(a): Primary health-care programme	83% (2012/2013)	83% (Q3 2012)	83% (Q4 2012)	83% (Q1 2013)	83% (Q2 2013)	Executive Director, Manager: Specialised Health and TB Project and TB Project Manager
3 & 3.7	#		3.7: Provision of effective Primary Health Care services	% HIV +ve TB patients commenced on ARV's	New 67% (2012)	HIV/Aids/STI & TB & 3.7(a): Primary health-care programme	70%	70%	70%	70%	70%	Executive Director, Manager: Specialised Health and TB Project and TB Project Manager
3 & 3.7	#		3.7: Provision of effective Primary Health Care services	Number of functioning Health Committees	56	3.7(a): Primary health-care programme	46	#	46	#	46	Executive Director and 8 Manager's Health (Sub-District)
3 & 3.6	#		3.6: Provision of effective Air Quality Management and Pollution (including noise) Control Programmes	Number of diesel vehicles tested	7 053	AQMP & 3.6(a): Measuring the number of days when air pollution exceeds World Health Organisation guidelines	7 500	1 875	3 750	5 625	7 500	Executive Director, Manager: Specialised Health and Head: Environmental Health Specialised Services

2013 / 2014 CITY HEALTH DIRECTORATE'S SDBIP: (Version 02 - 22 April 2013)												
Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011/2012 (2012/2013 TBD)	Program / Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
Pillar & Corporate Objective Number	Corporate Scorecard Indicator Number							30 Sept 13	31 Dec 13	31 March 14	30 June 14	
3 & 3.6	3.H	City Health	3.6: Provision of effective Air Quality Management and Pollution (including noise) Control Programmes	Number of days when air pollution exceeds RSA Ambient Air Quality Standards	New	AQMP & 3.6(a): Measuring the number of days when air pollution exceeds World Health Organisation guidelines	<25	<25	<25	<25	Executive Director, Manager: Specialised Health and Head: Environmental Health Specialised Services	
3 & 3.6	#	City Health	3.6: Provision of effective Air Quality Management and Pollution (including noise) Control Programmes	% total noise complaints received that were resolved in 3 months	100%	3.6(a): Measuring the number of days when air pollution exceeds World Health Organisation guidelines	90%	90%	90%	90%	Executive Director, Manager: Specialised Health, Head: Environmental Health Specialised Services and Senior Mechanical Engineer	
3 & 3.5	#	City Health	3.5: Provision of effective Environmental Health services	% routine domestic water samples complying with SANS 241 quality standards	100%	3.5(a): Environmental health-care programme	95%	95%	95%	95%	Executive Director, Manager: Specialised Health and Coordinator: Water Quality	
3 & 3.5	#	City Health	3.5: Provision of effective Environmental Health services	Incidence of notifiable water-borne diseases per 100 000 population	2,55	3.5(a): Environmental health-care programme	5,00	5,00	5,00	5,00	Executive Director, Manager: Specialised Health and Head: Health Information & Technology	

2013 / 2014 CITY HEALTH DIRECTORATE'S SDBIP: (Version 02 - 22 April 2013)												
Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011/2012 (2012/2013 TBD)	Program / Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
Pillar & Corporate Objective Number	Corporate Scorecard Indicator Number							30 Sept 13	31 Dec 13	31 March 14	30 June 14	
3 & 3.5	#	City Health	3.5: Provision of effective Environmental Health services	% health care waste generators inspected that comply with minimum standards	99%	3.5(a): Environmental health-care programme	95%	#	95%	#	95%	Executive Director and 8 Manager's Health (Sub-District)
3 & 3.5	#	City Health	3.5: Provision of effective Environmental Health services	Rate of new pesticide poisoning cases reported per 100 000 population	0,47	3.5(a): Environmental health-care programme	1,00	#	1,00	#	1,00	Executive Director, Manager: Specialised Health and Head: Health Information & Technology
3 & 3.5	#	City Health	3.5: Provision of effective Environmental Health services	Number of block baiting stations for vector control of rats	52 819	3.5(a): Environmental health-care programme	45 000	11 250	22 500	33 750	45 000	Executive Director and 8 Manager's Health (Sub-District)
3 & 3.5	#	City Health	3.5: Provision of effective Environmental Health services	Number of confirmed food poisoning episodes reported	New	3.5(a): Environmental health-care programme	32	2	4	6	8	Executive Director, Manager: Specialised Health and Head: Health Information & Technology
3 & 3.5	#	City Health	3.5: Provision of effective Environmental Health services	% food samples complying with relevant legislation standards	80%	3.5(a): Environmental health-care programme	75%	75%	75%	75%	75%	Executive Director, Manager: Specialised Health and Coordinator: Food Control

2013 / 2014 CITY HEALTH DIRECTORATE'S SDBIP: (Version 02 - 22 April 2013)												
Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011/2012 (2012/2013 TBD)	Program / Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
Pillar & Corporate Objective Number	Corporate Scorecard Indicator Number							30 Sept 13	31 Dec 13	31 March 14	30 June 14	
3 & 3.5	#	City Health	3.5: Provision of effective Environmental Health services	% premises complying with tobacco legislation	New	3.5(a): Environmental health-care programme	90%	#	90%	#	90%	Executive Director and 8 Manager's Health (Sub-District)
3 & 3.5	#	City Health	3.5: Provision of effective Environmental Health services	% funeral undertakers premises inspected that comply with regulations	98%	3.5(a): Environmental health-care programme	98%	98%	98%	98%	98%	Executive Director and 8 Manager's Health (Sub-District)
3 & 3.5	#	City Health	3.5: Provision of effective Environmental Health services	Number of Health & Hygiene Projects related to informal settlements	659	3.5(a): Environmental health-care programme	500	125	250	375	500	Executive Director and 8 Manager's Health (Sub-District)
3 & 3.5	#	City Health	3.5: Provision of effective Environmental Health services	Number of monitoring visits done to informal settlements	15 293	3.5(a): Environmental health-care programme	Based on number of Informal Settlements as at 01 July 2013	Based on number of Informal Settlements as at 01 July 2013	Based on number of Informal Settlements as at 01 July 2013	Based on number of Informal Settlements as at 01 July 2013	Based on number of Informal Settlements as at 01 July 2013	Executive Director and 8 Manager's Health (Sub-District)
3 & 3.5/3.7	#	City Health	3.5: Provision of effective Environmental Health services 3.7: Provision of effective Primary Health Care services	Number of Health Service Points with Continuous Quality Improvement Projects	104	3.5(a): Environmental health-care programme & 3.7(a): Primary health-care programme	98	#	49	#	98	Executive Director and 8 Manager's Health (Sub-District)

2013 / 2014 CITY HEALTH DIRECTORATE'S SDBIP: (Version 02 - 22 April 2013)												
Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011/2012 (2012/2013 TBD)	Program / Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
Pillar & Corporate Objective Number	Corporate Scorecard Indicator Number							30 Sept 13	31 Dec 13	31 March 14	30 June 14	
3 & 3.7	#	City Health	3.7: Provision of effective Primary Health Care services	% of monthly supervisory visits to PHC facilities done and that have covered all aspects of the Supervisory Tool	100%	3.7(a): Primary health-care programme	90%	90%	90%	90%	90%	Executive Director and 8 Manager's Health (Sub-District)
1 & 1.2	1.B	Finance	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend of Capital Budget	99,3%	1.2(b): Maintenance of infrastructure	91%	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	91%	Executive Director, 8 Manager's Health (Sub-District), Manager: Specialised Health, Manager: Finance, Support Services Manager and Senior Professional Officer: Planning and Commissioning Unit
1 & 1.2	1.E	Finance	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend on repairs and maintenance	Actual Dir/Dept. achievement as at 30 June 2013	1.2(b): Maintenance of infrastructure	100,0%	21,5%	45,5%	70,2%	100,0%	Executive Director, 8 Manager's Health (Sub-District), Manager: Specialised Health, Manager: Finance, Support Services Manager and Senior Professional Officer: Planning and Commissioning Unit

2013 / 2014 CITY HEALTH DIRECTORATE'S SDBIP: (Version 02 - 22 April 2013)													
Alignment to IDP			Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011/2012 (2012/2013 TBD)	Program / Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
Pillar & Corporate Objective Number	Corporate Scorecard Indicator Number	30 Sept 13							31 Dec 13	31 March 14	30 June 14		
1 & 1.2	1.J		1.2: Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Number of Expanded Public Works programmes (EPWP) opportunities created	600	1.2(d): Expanded Public Works Programme (EPWP)	861	164	412	853	861	Executive Director, 8 Manager's Health (Sub-District), Manager: Specialised Health, Manager: Finance, Support Services Manager and Principal Professional Officer: Service Coordination	
1 & 1.6	1.N(a)		1.6 Maximise the use of available funding and programmes for training and skills development	Number of external trainee and bursary opportunities (excluding apprentices)	Actual Dir/Dept. achievement as at 30 June 2013	1.6(a): Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	58	20	20	58	58	Executive Director and Support Services Manager	

2013 / 2014 CITY HEALTH DIRECTORATE'S SDBIP: (Version 02 - 22 April 2013)												
Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011/2012 (2012/2013 TBD)	Program / Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
Pillar & Corporate Objective Number	Corporate Scorecard Indicator Number							30 Sept 13	31 Dec 13	31 March 14	30 June 14	
1 & 1.6	1.N(b)	Corporate Services	1.6 Maximise the use of available funding and programmes for training and skills development	Number of apprentices	N/A	1.6(a): Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	N/A	N/A	N/A	N/A	N/A	N/A
3/4 & 3.7/4.1	4.A	Corporate Services	3.7: Provision of effective Primary Health Care services 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	Percentage adherence to Citywide service standard based on all external notifications	Actual Dir/Dept. achievement as at 30 June 2013	3.7(b): Perception survey score on the provision of primary health-care services & 4.1(a): Managing service delivery through the service management programme (C3 notification responsiveness)	100%	100%	100%	100%	100%	Executive Director, 8 Manager's Health (Sub-District), Manager: Specialised Health, Manager: Finance, Support Services Manager and Principal Officer: Service Coordination
5 & 5.2	#	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to EE target (composite Indicator)	Actual Dir/Dept. achievement as at 30 June 2013	Programme 5.2(b): Human resources strategy	100%	100%	100%	100%	100%	Executive Director, 8 Manager's Health (Sub-District), Manager: Specialised Health, Manager: Finance and Support Services Manager

2013 / 2014 CITY HEALTH DIRECTORATE'S SDBIP: (Version 02 - 22 April 2013)												
Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011/2012 (2012/2013 TBD)	Program / Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
Pillar & Corporate Objective Number	Corporate Scorecard Indicator Number							30 Sept 13	31 Dec 13	31 March 14	30 June 14	
5 & 5.2	#	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to Employee Utilisation target (composite Indicator)	Actual Dir/Dept. achievement as at 30 June 2013	Programme 5.2(b): Human resources strategy	100%	100%	100%	100%	100%	Executive Director, 8 Manager's Health (Sub-District), Manager: Specialised Health, Manager: Finance and Support Services Manager
5 & 5.2	#	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to employee talent target (composite indicator)	Actual Dir/Dept. achievement as at 30 June 2013	Programme 5.2(b): Human resources strategy	100%	100%	100%	100%	100%	Executive Director, 8 Manager's Health (Sub-District), Manager: Specialised Health, Manager: Finance and Support Services Manager
5 & 5.3	#	Finance	5.3 Ensure financial prudence with clean audit by the Auditor General	Percentage of Operating Budget spent	95,3%	#	95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%	Executive Director, 8 Manager's Health (Sub-District), Manager: Specialised Health, Manager: Finance and Support Services Manager
5 & 5.3	#	Finance	5.3 Ensure financial prudence with clean audit by the Auditor General	Percentage of assets verified	100%	#	100% asset register verified	Review of Asset Policy by Corporate Finance	Finalisation of Asset verification timetable by Corporate Finance	60% asset register verified by Dir/Dept.	100% asset register verified by Dir/Dept.	Executive Director, 8 Manager's Health (Sub-District), Manager: Specialised Health, Manager: Finance and Support Services Manager

2013 / 2014 CITY HEALTH DIRECTORATE'S SDBIP: (Version 02 - 22 April 2013)

Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011/2012 (2012/2013 TBD)	Program / Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
Pillar & Corporate Objective Number	Corporate Scorecard Indicator Number							30 Sept 13	31 Dec 13	31 March 14	30 June 14	
5 & 5.3	#	Internal Audit	5.3 Ensure financial prudence with clean audit by the Auditor General	Percentage Internal Audit findings resolved	50%	#	70%	70%	70%	70%	70%	Executive Director, 8 Manager's Health (Sub-District), Manager: Specialised Health, Manager: Finance and Support Services Manager

Sign-off by Executive Director:  Weziwe Makhlangu-Mathibela

W. Z. C. Makhlangu
Date: 03/05/2013

Sign off by Mayco Member:  L. James
Date: 03-05-2013

Executive Director
Manager Health (Eastern)
Manager Health (Khayelitsha)
Manager Health (Klipfontein)
Manager Health (Mitchells Plain)
Manager Health (Northern)
Manager Health (Southern)
Manager Health (Tygerberg)
Manager Health (Western)
Manager: Specialised Health
Head: Health Information & Technology
PPO: Substance Abuse Coordinator
Head: HIV/Aids/STI and TB
TB Project Manager
Head: EH Specialised Services
Coordinator: Water Quality
Senior Mechanical Engineer
Coordinator: Food Control
Manager: Finance
Support Services Manager
SPO: Planning and Commissioning Unit

Paul Nkurunziza
Virginia de Azevedo
Koena Nkoko
Soraya Elloker
Andile Zimba
Lumka Bakana
Merle Alexander
Gloria Monica Sifanelo
Helene Visser
Johann Daniels
Letitia Bosch
Karen Jennings
Judy Caldwell
Ian Gildenhuys
Richard Kotze
Shannon Maree
Christa Hugo
Avril de Klerk
Nazeem Adams
Alicia Bosman

INDICATOR	PROGRAM / STATUTORY OR STRATEGIC PLAN	INDICATOR DEFINITION
3.H Number of days when air pollution exceeds RSA Ambient Air Quality Standards	3.6(a): Measuring the number of days when air pollution exceeds World Health Organisation guidelines	Description of indicator: Any day when any one of the criteria pollutants at any one of up to a maximum of 13* air quality monitoring stations in the City exceeds RSA Ambient Air Quality Standards. Layman Description: The number of days where one of the identified air pollution particles is above the levels set by the RSA Ambient Air Quality Standards.
3.I New Smear Positive TB Cure Rate	3.7(a): Primary health-care programme	The indicator measures the number of new smear positive pulmonary TB cases started on treatment on whom there is bacteriological confirmation that the patient has responded to treatment and can be considered cured: Numerator: Number of new smear positive pulmonary TB cases started on treatment on whom there is bacteriological confirmation that the patient has responded to treatment and can be considered cured Denominator: Number of new smear positive pulmonary TB cases
3.J Number of New Clients screened at the Substance Abuse Outpatient Treatment Centres	3.8(a): Primary health-care programme: Number of substance abuse outpatients provided with alternative constructive behaviour	The percentage indicates the previous financial years figures e.g.: for 2012/13 it will be financial year 2011/12 etc.
1.B Percentage spend of Capital Budget	1.2(b): Maintenance of infrastructure	The number of new clients, seeking help for substance abuse, being screened in a first interview at the City's outpatient treatment sites.
1.E Percentage spend on repairs and maintenance	1.2(b): Maintenance of infrastructure	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 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.
1.J Number of Expanded Public Works programmes (EPWP) opportunities created	1.2(d): Expanded Public Works Programme (EPWP)	This indicator measures the number of work opportunities created through the Expanded Public Works Programme (EPWP) ● 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. ● In the case of Social Sector projects, learnerships also constitute work opportunities.
1.N(a) Number of external trainee and bursary opportunities (excluding apprentices)	1.6(a): Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	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.

INDICATOR	PROGRAM / STATUTORY OR STRATEGIC PLAN	INDICATOR DEFINITION
1.N(b) Number of apprentices	1.6(a): Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	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.
4.A Percentage adherence to Citywide service standard based on all external notifications	4.1(a): Managing service delivery through the service management programme (C3 notification responsiveness)	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.
Percentage adherence to EE target (composite Indicator)	Programme 5.2(b): Human resources strategy	Composite EE Indicator made up of three weighted components: 1. (40% weighting) compliance to EE plan for external appointments; This indicator measures the number of external appointments across all directorates over the preceding 12 month period. The following job categories are excluded from this measurement: Councilors, students, apprentices, contractors and non-employees. The general EE target = 80% - i.e. 80% of all appointments should be EE compliant. 2. (10% Weighting) compliance to disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%. 3. (50% weighting) Internal staff development as per EE Plan: This indicator will measure 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%. A single score will be calculated by first scoring the % achievement of the Directorate or Department against each individual target and then weighting their % performance and adding the totals.
Percentage adherence to Employee Utilisation target (composite Indicator)	Programme 5.2(b): Human resources strategy	Composite Labour Utilisation Indicator made up of three weighted components: 1. (50% weighting) staff availability. This indicator measures the percentage time staff are available for work taking into account only absenteeism in the form of sick leave and unauthorised leave. The corporate benchmark is 96% availability, based on a maximum of 4% absenteeism. 2. (20% weighting) 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. A target is max 7% vacancy rate. The measure will be 93% filled positions. 3. (30% weighting) The OH&S indicator will measure the incident rate i.e. the number of injuries, accidents and/or illness per 100 full time equivalent (FTE) . The target is 5 which will be measured in the inverse as 95. A single score will be calculated by first scoring the % achievement of the Directorate or Department against each individual target and then weighting their % performance and adding the totals.

INDICATOR	PROGRAM / STATUTORY OR STRATEGIC PLAN	INDICATOR DEFINITION
Percentage adherence to employee talent target (composite indicator)	Programme 5.2(b): Human resources strategy	Composite Talent indicator made up of four weighted components: 1. (30% weighting) Increase in skills level. The corporate wide target is a 4% increase, based on the current gap between scarce skills vacancy rate of 11% (in defined occupational categories) and corporate targeted vacancy rate of 7%. However, each department will have its own target based on the current difference between their scarce skills vacancy rate and the corporate target of max 7% vacancies. (e.g. If a department's current vacancy rate for scarce skills = 7%, then their target will be 0% and their performance 100%. Any increase in skills levels thereafter will therefore reflect as >100% performance). 2. (20% weighting) Budget spend on workplace skills plan (NKPI). Formula: % spent against planned training budget. The corporate wide target for this factor is 95% (i.e. as per target for OPEX). This is an accumulative target over 12 months. 3. (25% weighting) Turnover (Retention of scarce skills as measured by staff turnover) Turnover rate is the rate for which employees leave a company. This is measured by a % attrition of staff in scarce skills defined occupational categories over a 12 month period against an acceptable benchmark % turnover of 12%. Formula: Total terminations as % of staff complement each month, as measured over a preceding 12 month period (i.e. 12 month rolling average). This will be limited to the following occupational categories: Legislators & senior managers, Professionals, Technicians and other professionals. Target: the staff turnover % must be ≤12% throughout the financial year. 4. (25% weighting) Retention: Employee retention is a stability index that is commonly used by human resources departments to show the percentage of employees that are still in their jobs over a period of time. This is measured by calculating the percentage of employees that started 12 months ago who are still in employment. This is an indicator to monitor performance in attracting and retaining employees. The higher the retention rate the better. The retention rate for the new year is set at 90%. This is a new factor and will be monitored for amendment if necessary. A single score will be calculated by first scoring the % achievement of the Directorate or Department against each individual target and then weighting their % performance and adding the totals.
Percentage of Operating Budget spent	#	Formula: Total actual to date as a percentage of the total budget including secondary expenditure.

INDICATOR	PROGRAM / STATUTORY OR STRATEGIC PLAN	INDICATOR DEFINITION
Percentage of assets verified	#	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.
Percentage Internal Audit findings resolved	#	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.

HUMAN SETTLEMENTS

DIRECTORATE EXECUTIVE SUMMARY OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2013/2014

**EXECUTIVE DIRECTOR: SETH X. MAQETUKA
WEBSITE(FOR DETAILED SDBIP):
WWW.CAPETOWN.GOV.ZA/EN/HOUSING**

1. EXECUTIVE SUMMARY

Vision

To contribute and lead towards the City's development of Integrated Sustainable Human Settlements by improving the performance of the overall living and built environment of communities within the City of Cape Town and balancing quantity with quality housing opportunities with specific focus on improving the livelihood of the poor

Unpacking of Vision

Contribution: Achievement of integrated sustainable human settlements is a corporate responsibility, not just of a single Directorate

Leading: The Human Settlements Directorate will lead and be the entry point institutionally for coordinating integrated human settlements

Living and built environment: The strategic focus will be improvement and performance of both the living and built environment to achieve National Human Settlements Outcome 8 and related as prescribed by the Human Settlements Development Grant and Urban Settlements Development Grant

Balancing quantity and quality: Whilst the drive to accelerate the increase in the delivery of housing opportunities will continue to be pursued, there would also be equal drive to pursue quality objectives of improving human settlements such as reducing traveling time and cost from residential to places of economic and recreational amenities, provision of community facilities in new and existing settlements, in situ upgrading and improvement of informal settlements at scale, ensuring and promoting medium density housing in well located and appropriated areas within the urban core, along transport corridors and economic nodes; and

Improving the livelihood of the poor: The key objectives to be pursued in this regard would be a people-centred and partnership based service delivery process that will address essential issues of safety and security, tenure restoration and protection, meaningful stakeholder relations, effective provision and maintenance of basic services,

Mission

- Facilitate and develop Sustainable Integrated Human Settlements
- Integrate the delivery of the basket of housing opportunities with the rest of the City to ensure contribution towards the building of a compact City and optimal use of facilities
- Incremental improvement of Informal Settlements, Backyarders and the creation of a better quality living environment and not only shelter
- Strategic management and maintenance of the City's rental assets
- Leading in the social and economic development of disadvantaged areas to ensure quality of life and the environment are improved
- Promoting and ensuring meaningful partnerships with business and community based stakeholders
- Managing Urbanisation within the context of developing integrated human settlements

In order to achieve the stated Vision and Mission the Directorate will be responsible for the following KPA's:

1. The leading, strategy management and overseeing of all planning, coordination, researching and administration elements in respect of Human Settlement strategies, policies, programmes, land identification and acquisition ;
2. The leading, developing, facilitating and implementing of Integrated Sustainable Human Settlements (housing opportunities) and community facilities / amenities
3. The leading and driving of comprehensive strategic and operational policy development; programme coordination, management and control of all facets of the City's urbanisation responses to Urbanisation

4. The leading of Human Settlement Urban Renewal and Regeneration through systematic and sustained interventions by all organs of state to address urban development and socio-economic challenges in under developed areas within the administrative boundaries of City of Cape Town
5. The leading, overseeing and strategic management of public housing assets and customer service to all customers to ensure sustainable value creation of the assets through innovative business improvement process and customer focused interventions.
6. The leading and overseeing the provision of an effective support services function within the Directorate

The Directorate's KPA's will be realised through the following Departments:

HS Strategy and Planning (S&P): Directing the identification, planning, acquisition, sale and packaging of land for the provision of Integrated Sustainable Human Settlements; Directing and overseeing sales and transferring of serviced sites (historical cases – Khayelitsha, Cross Roads, Nyanga, etc. and does not include new housing projects); Directing and overseeing researching and assessment of property history including present use and recommending of transfers / alienation of non-housing properties to relevant directorates; Directing, coordinating and implementing the researching, development and compliance of Human Settlement policies and strategies; Directing and overseeing the implementation of housing strategies, policies and programmes across the Directorate; Coordinating development and Management of Human Settlements Performance Management Systems in line with National and Provincial systems e.g. Outcome 8 etc. ; Directing and overseeing the development and compilation of the Built Environment Performance Plan for the Directorate; The directing of all functions delegated and assigned to the City by proclamation in respect of the administration of the National Housing Programmes, including the promotion, facilitation and coordination of accreditation matters with Provincial - and National Government and Monitoring of USDG /HSDG project implementation across the City.

HS Development and Delivery (D&D): Directing the planning, development and implementation of Integrated Human Settlements and community facilities / amenities including the development of an integrated service delivery plan for the Directorate; Directing and overseeing the development of new Community Residential Units (CRU's); Directing the development (forging) and facilitation of partnerships with private sector developers for integrated housing delivery; Identifying and implementing alternate housing development programmes; Coordinating provision of support to SMME contractors to access business opportunities and mentorship; Directing and overseeing the Peoples Housing / Community Based housing delivery process; Directing and overseeing the management and facilitation of Land Reform, Social and GAP housing programmes/projects/opportunities; Directing and overseeing the facilitation, coordination and implementation of a professional Architectural and Quantity Surveying services for the Directorate's and City's short, medium and long term service delivery objectives; Directing and overseeing major upgrading to existing /new Community Residential Units (CRU's) / rental units and Hostels including the development and implementation of long term asset management plan/s for CRU's / rental units; Directing and overseeing implementation of the BEPP in line with National Guidelines and Integrated Human Settlement Plan/5 Year Human Settlement Plan; Directing and overseeing the implementation of USDG / HSDG project implementations across the City; Directing and overseeing implementation and upgrades of bulk services in the defined areas, land parcels and proposed housing projects.

HS Urbanisation (URB): Directing the strategic management, implementation and control of all informal settlements and backyarder service improvement initiatives and processes across the City of Cape Town.; Directing and overseeing the implementation of strategic operational / functional support, facilitation, preventative and monitoring functions relating to all Informal Settlements.

The department is further responsible for the management and control of:

- Incremental and Integrated upgrading and improvement of all Informal settlements programmes.
- All basic municipal services and backyarder improvement programmes
- All sustainable living environments programmes to achieve integrated human settlements (Social, Civic and Economic amenities)
- Area Based Service Delivery with regard to Urbanisation and Human Settlements
- Transversal Management of Urbanisation implementation

HS Public Housing and Customer Services (PH&CS): Directing and overseeing the management and administration of rental / home ownership units; Directing and overseeing the maintenance of existing and new CRU's / hostels (reactive maintenance); Directing and overseeing the development and implementation of effective stakeholder relationships, communication strategies / systems and tools to maintain and enhance service delivery

HS Strategic Support Services and Administration (SSS&A): Overseeing the management of all logistic and asset administration functions; Overseeing the management of an effective general administrative function; Overseeing the management of a professional Human Resource Management function; Overseeing the management of an inter-service liaison function to and from the Executive Director's office; Overseeing the management of Directorate risk management initiatives; Coordinating provision of a secretariat support services across the entire Directorate; Coordinating Internal , forensic and general audit processes within the Directorate

2. PURPOSE AND SERVICE MANDATE OF DIRECTORATE

The Housing Act (No.107 of 1997), places an obligation on the City, 'as part of its process of integrated development planning, to take all reasonable and necessary steps within the framework of the national and provincial housing policy to ensure that:

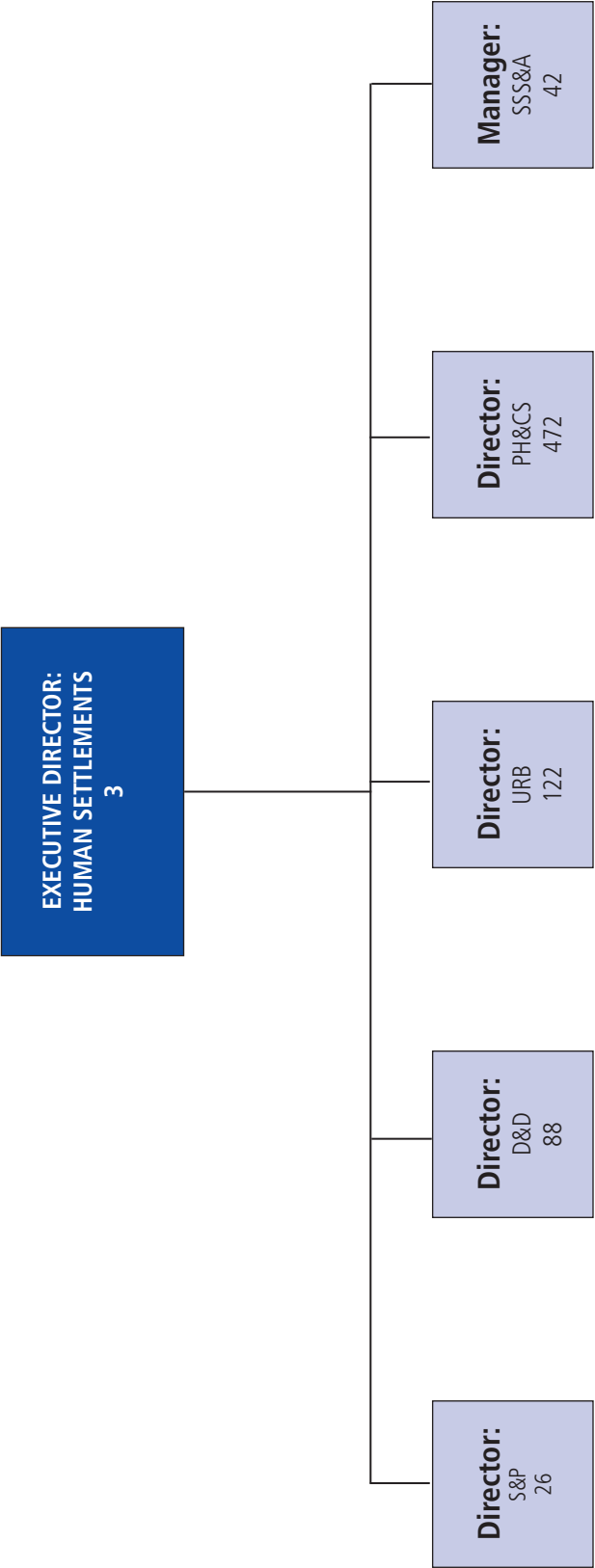
- The inhabitants of its area of jurisdiction have access to adequate housing on a progressive basis;
- Conditions not conducive to the health and safety of the inhabitants of its area of jurisdiction are prevented or removed;
- Services in respect of water, sanitation, electricity, roads, storm water drainage and transport are provided in a manner which is economically efficient, in addition the City is required to:
- Set housing delivery goals in respect of its area of jurisdiction;
- Identify and designate land for housing development that is financially and socially viable;
- Promote the resolution of conflicts arising in the housing development process;
- Initiate, plan, coordinate, facilitate, promote and enable appropriate housing development in its area of jurisdiction;
- Provide bulk engineering services, and revenue generating services in so far as such services are not provided by specialist utility suppliers; and
- Plan and manage land use and development for human settlements.

Who are our stakeholders?

The following is a list of the Directorate's stakeholders/clients:

- National Government, Provincial Government, parastatals and other Municipalities
- Internal Directorates and/ or Departments of the City
- Subsidy – and Gap Housing applicants
- General public and Existing Tenants
- Land – and home owners
- Developers, Contractors and Banks
- Public Housing Institutions
- Non-governmental organisations

3. SENIOR MANAGEMENT ORGANOGRAM



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

Strategic Focus Area 3: Caring City

Corporate Objective 3.2: Ensure innovative human settlements for increased access to those that need them.

Indicator 3C – The number of human settlements opportunities created per year

Corporate Objective 3.3: Assess the possible sale/transfer/transaction of rental stock to clearly identified beneficiaries within established criteria

Indicator 3D - Number of Deeds of Sale Agreements signed with identified beneficiaries

5. PERFORMANCE PROGRESS AND IMPACT

CORPORATE OBJECTIVE / INDICATOR	BASELINE 30.6.2011	TARGET 30.6.2011	BASELINE 30.6.2012	TARGET 30.6.2012	TARGET 30.6.2013	TARGET 30.6.2014	TARGET 30.6.2015
3C – The number of human settlements opportunities created per year (Output indicator)	7 472	8 400	7137	8 800	Sites: 6 071	Sites: 4 400 Subsidy increase wef 1 April 2013 and unchanged DORA Grant will impact on targets	Sites: 4 000
					Top Structures: 3 833	Top Structures: 4 791 Subsidy increase wef 1 April 2013 and unchanged DORA Grant will impact on targets	Top Structures: 3 500
					Other: (CRU Upgrades & shared services to Re-Blocked Informal settlements and Backyarders): 1 224	Others: (CRU Upgrades & shared services to Re-Blocked Informal settlements and Backyarders): 4 641 Subsidy increase wef 1 April 2013 and unchanged DORA Grant will impact on targets	Others: (CRU Upgrades & shared services to Re-Blocked Informal settlements and Backyarders): 2 000

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

6 FINANCIAL INFORMATION

6.1 Summary of revenue by source

WC000 Cape Town - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.) Human Settlements	
Description	Vote 06 – Human Settlements
R thousand	
Revenue By Source	
Service charges - revenue	
Service charges - other	724
Rental of facilities and equipment	190 776
Interest earned – external investments	14 760
Fines	
Gains on disposal on PPE	2000
Licences and permits	
Other revenue	812
Transfers recognised - operational	546 835
Total Revenue (excluding capital transfers and contributions)	770 907

6.2 Expenditure by type and

WC000 Cape Town - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.) Human Settlements	
Description	Vote 06 – Human Settlements
R thousand	
Expenditure By Type	
Employee related costs	280 936
Debt impairment	820
Depreciation & asset impairment	73 355
Other materials	669
Contracted services	265 277
Other expenditure	369 230
Total Expenditure	1 124 286

6.3 Capital expenditure by type

WC000 Cape Town - Supporting Table SA36 Detailed capital budget												
Municipal Vote/Capital project	Program/ Project description	Project number	Asset Class 4.	Asset Sub- Class 4.	Total Project Estimate	Prior year outcomes		2012/2013 Medium Term Revenue & Expenditure Framework			Project information	
R thousand						Audited Outcome 2009/10	Adjusted Budget 2010/11	Budget Year 2011/12	Budget Year +1 2012/13	Budget Year +2 2013/14	Ward location	New or renewal
Parent municipality:												
Human Settlements	Various	Various	Various	Various	441 096	229 711	455 370	751 081	792 445	626 894	Multi	various
Total Capital expenditure								751 081	792 445	626 894	Multi	Various

These tables can be downloaded from the National Treasury schedule on the P Drive. Please check with your Finance representatives to assist in this regards.

6.4 A description of discretionary and non- discretionary expenditure.

- The capital programme of the Directorate is aligned to the City's IDP and the DORA allocation.

6.5 Risks:

The impact of the current economic environment on the ability of poor communities to pay.

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.

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

- The Directorates 2013/2014 capital budget is +/- 12% of the City's overall capital budget.

(This **includes** USDG funding (capital budget) lying in other Directorates)

7. LINK TO CORPORATE OBJECTIVES:

Corporate Objective 3.2: Ensure innovative human settlements for increased access to those that need them.

Corporate Objective 3.3: Assess the possible sale/transfer/transaction of rental stock to clearly identified beneficiaries within established criteri

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

Corporate Objectives	Indicator(s) of this Objective	Target (by Sept 2013)	Target (by Dec 2013)	Target (by March 2014)	Target (by June 2014)
Objective 3.2 Ensure innovative human settlements for increased access to those that need them	Progress on milestones towards the 5 Year Integrated Human Settlements Plan (IHSP)	1. Printed IHSP distributed to all relevant stakeholders i.e. Councillors, other Directorates, PGW and Human Settlements partners 2. Reviewed IHSP 2013/14 - 2017/18 endorsed by the Human Settlements Portfolio Committee	Initiate Annual Review of 14/15 IHP 2012/13 – 2016/17	1. Draft Housing Project lists to IDP Office (for inclusion in draft IDP for Mayco and Council for public participation). 2. Consultant to finalise review of first draft.	Completed Reviewed Integrated Human Settlements- Five Year Strategic Plan
Objective 3.2 Ensure innovative human settlements for increased access to those that need them	Progress on milestones towards compliance with conditions of Human Settlements Assignment	Obtain Assignment and ensure that all relevant documentation relating to the process is in place (e.g. Assignment Agreement)	Ensure that the required capacity and processes are in place to give effect to the Assignment mandate.	Ensure that the required capacity and processes are in place to give effect to the Assignment mandate.	Compliance with conditions of Assignment
Objective 3.2 Ensure innovative human settlements for increased access to those that need them	Number of human settlements opportunities provided per year	Sites: 900	1 800	3 000	4 400
		Top Structures: 900	1 800	3 000	4 791
		Others (CRU Upgrades & shared services to Re-Blocked Informal settlements and Backyards): 700	1 400	2 500	4 641
Objective 3.2 Ensure innovative human settlements for increased access to those that need them	Number of Registration of Transfers in historical projects	100	200	300	500
Objective 3.3. Assess the possible sale/ transfer/ transaction of rental stock to clearly identified beneficiaries within established criteria	Number of Deeds of Sale Agreements signed with identified beneficiaries	400 sales agreement signed	800 sales agreements signed	1 800 sales agreements signed	2 500 sales agreements signed
Objective 3.2 Ensure innovative human settlements for increased access to those that need them	Progress on milestones towards the development of an Urbanisation Strategy	Draft Policy and Strategy developed	Discussion and approval of Draft Strategy by Portfolio Committee and Mayco	Council approval of the Strategy	Implement the Urbanisation Strategy

Corporate Objectives	Indicator(s) of this Objective	Target (by Sept 2013)	Target (by Dec 2013)	Target (by March 2014)	Target (by June 2014)
Objective 3.4 Provide for the needs of informal settlements and backyarders through improved services	Progress against milestones to a Council approved Backyarder strategy	Consultation with Utilities and the local community to finalise the roll-out plan.	1. Commence roll-out according to planned target - 25%	1. Commence roll-out according to planned target - 50%	1. Provision of Basic Services to Backyarders in Council Rental Stock
Objective 3.2 Ensure innovative human settlements for increased access to those that need them	Number of hectares acquired	10 hectare	30 hectare	50 hectare	80 hectare
Objective 1.2 Provision and maintenance of economic and social infrastructure to ensure infrastructure-led growth and development	Co-ordinate the number of job opportunities created through the Expanded Public Works Programme (EPWP) by Directorates	750 EPWP jobs created	1 480 EPWP jobs created	2 200 EPWP jobs created	3 942 EPWP jobs created
Objective 5.3 Ensure financial prudence with clean audit by the Auditor General	% compliance to USDG (Urban Settlements Development Grant) and HSDG (Human Settlements Development Grant) conditions	100%	100%	100%	100%

NB: Could have more than one objective and could have more than one indicator per objective

This portion will be used as the bases for completing the Excel spreadsheet (SDBIP) portion of the document.

9. AUTHORISATION

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

Designation	Name	Signature	Date
Executive Director	S. X. Maqetuka		19/02/2013
Mayco Member	T. Gqada		20/2/2013

10. APPENDICES: (Human Settlements Directorate SDBIP)

Appendix A

11. APPENDICES: (If any)

2013 / 2014 HUMAN SETTLEMENTS DIRECTORATE SDBIP													
ALIGNMENT TO IDP			Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 11/12 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target 2013/2014	TARGETS				Responsible Person
Pillar & Corporate Objective No.	Corporate Scorecard Indicator No.	30 Sept 2013							31 Dec 2013	31 March 2014	30 June 2014		
3 Caring City Objective 3.2	3.C	Human Settlements	3.2 Ensure innovative human settlements for increased access to those who need them	Progress on milestones towards the 5 Year Integrated Human Settlements Plan (IHSP)	Final draft of reviewed IHSP 2012/13-2016/17 approved by ED	3.2(d) Integrated human settlements programme	Completed Reviewed Integrated Human Settlements- Five Year Strategic Plan	1. Printed IHSP distributed to all relevant stakeholders i.e. Councillors, other Directorates, PGW and Human Settlements partners 2. Reviewed IHSP 2013/14 - 2017/18 endorsed by the Human Settlements Portfolio Committee	Initiate Annual Review of 14/15 IHP 2012/13 – 2016/17	1. Draft Housing Project lists to IDP Office (for inclusion in draft IDP for Mayo and Council for public participation). 2. Consultant to finalise review of first draft.	Completed Reviewed Integrated Human Settlements- Five Year Strategic Plan	Alida Kotzee Contact: 021 400 2991 Cell: 082 492 9136	
3 Caring City Objective 3.2	3.C	Human Settlements	3.2 Ensure innovative human settlements for increased access to those who need them	Progress on milestones towards compliance with conditions of Human Settlement Assignment	100% setting up of accreditation systems	3.2(a) Innovative housing programme	Compliance with conditions of Assignment		Obtain Assignment and ensure that all relevant documentation relating to the process is in place (e.g. Assignment Agreement)	Ensure that the required capacity and processes are in place to give effect to the Assignment mandate.	Ensure that the required capacity and processes are in place to give effect to the Assignment mandate.	Compliance with conditions of Assignment	Surita Pentz Contact: 021 400 5365 Cell: 082 845 5050

2013 / 2014 HUMAN SETTLEMENTS DIRECTORATE SDBIP

ALIGNMENT TO IDP		Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 11/12 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target 2013/2014	TARGETS				Responsible Person
Pillar & Corporate Objective No.	Corporate Scorecard Indicator No.							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
3 Caring City Objective 3.2	3.C	Human Settlements	3.2 Ensure innovative human settlements for increased access to those who need them	Proposed 3C. Number of human settlements opportunities provided per year 3C. Number of housing opportunities provided per year	NEW Sites:	3.2 (a) Innovative housing programme and 3.2(d) Integrated human settlements programme	Sites: 4 400 Subsidy increase wef 1 April 2013 and unchanged DORA Grant will impact on targets	900	1 800	3 000	4 400	Alida Kotzee Contact: 021 400 2991 Cell: 082 492 9136
					NEW Top Structures:		Top Structures: 4 791 Subsidy increase wef 1 April 2013 and unchanged DORA Grant will impact on targets	900	1 800	3 000	4 791	Alida Kotzee Contact: 021 400 2991 Cell: 082 492 9136
					NEW Other (CRU Upgrades & shared services to Re-Blocked Informal settlements and Backyarders):		Other (CRU Upgrades & shared services to Re-Blocked Informal settlements and Backyarders): 4 641 Subsidy increase wef 1 April 2013 and unchanged DORA Grant will impact on targets	700	1 400	2 500	4 641	Alida Kotzee Contact: 021 400 2991 Cell: 082 492 9136

2013 / 2014 HUMAN SETTLEMENTS DIRECTORATE SDBIP													
ALIGNMENT TO IDP			Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 11/12 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target 2013/2014	TARGETS				
Pillar & Corporate Objective No.	Corporate Scorecard Indicator No.	30 Sept 2013							31 Dec 2013	31 March 2014	30 June 2014	Responsible Person	
			Human Settlements	3.2 Ensure innovative human settlements for increased access to those who need them	Number of Registration of Transfers in historical projects	New	3.2 (b) Use property and land to leverage social issues	500	100	200	300	500	Jens Kuhn Contact: 021 400 4217 Cell: 072 810 4650
3 Caring City Objective 3.3	–		Human Settlements	Assess the possible sale/transfer/ transaction of rental stock to clearly identified beneficiaries within established criteria	Number of Deeds of Sale Agreements signed with identified beneficiaries	New	3.3 (b) Rental stock disposal programme	2 500 sales agreement signed	400 sales agreement signed	800 sales agreement signed	1 800 sales agreement signed	2 500 sales agreement signed	Grace Blouw Contact: 021 400 4952 Cell: 084 208 7778
3 Caring City Objective 3.2	3.C		Human Settlements	3.2 Ensure innovative human settlements for increased access to those who need them	Progress on milestones towards the development of an Urbanisation Strategy	An approved Urbanisation Framework	3.2 (a) Innovative housing programme	Implement the Urbanisation Strategy	Draft Policy and Strategy developed	Discussion and approval of Draft Strategy by Portfolio Committee and Mayco	Council approval of the Strategy	Implement the Urbanisation Strategy	Shehaam Sims Contact: 021 400 4585 Cell: 073 115 4447

2013 / 2014 HUMAN SETTLEMENTS DIRECTORATE SDBIP

ALIGNMENT TO IDP			Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 11/12 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target 2013/2014	TARGETS				Responsible Person
Pillar & Corporate Objective No.	Corporate Scorecard Indicator No.								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
3 Caring City –			Human Settlements	Provide for the needs of informal settlements and backyarders through improved services	Progress against milestones to a Council approved Backyarder strategy	1. Provision of Basic Services 1.1 Langa Pilot Project: Backyarders connected according to milestones 1.2 Hanover Park Pilot Project: Backyarders connected according to milestones 2. Submit split zoning application for prioritized areas to Council for approval. 3. All housing estate areas to be identified for priority services and assessed for bulk services; alignment of budget for future areas.	3.4(a) Anti-poverty programme 1. Provision of Basic Services to Backyarders in Council Rental Stock	1. Provision of Basic Services to Backyarders in Council Rental Stock 1. Consultation with Utilities and the local community to finalise the roll-out plan.	1. Commence roll-out according to planned target-25% 1. Commence roll-out according to planned target-50%	1. Commence roll-out according to planned target-50% 1. Provision of Basic Services to Backyarders in Council Rental Stock	1. Commence roll-out according to planned target-50% 1. Provision of Basic Services to Backyarders in Council Rental Stock	1. Commence roll-out according to planned target-50% 1. Provision of Basic Services to Backyarders in Council Rental Stock	Shehaam Sims Contact: 021 400 4585 Cell: 073 115 4447
3 Caring City Objective 3.2	3.C		Human Settlements	3.2 Ensure innovative human settlements for increased access to those who need them	Number of hectares acquired	80 hectare	3.2 (b) Use property and land to leverage social issues & 3.2 (c) Partner with Province in education and school sites	80 hectare	10 hectare	30 hectare	50 hectare	80 hectare	Jens Kuhn Contact: 021 400 4217 Cell: 072 810 4650

2013 / 2014 HUMAN SETTLEMENTS DIRECTORATE SDBIP												
ALIGNMENT TO IDP			Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 11/12 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target 2013/2014	TARGETS			
Pillar & Corporate Objective No.	Corporate Scorecard Indicator No.	30 Sept 2013							31 Dec 2013	31 March 2014	30 June 2014	Responsible Person
SFA 5 A Well Run City Objective 5.3	-	Finance	Ensure financial prudence with clean audit by the Auditor General	% compliance to USDG (Urban Settlements Development Grant) and HSDG (Human Settlements Development Grant) conditions	100%	5.3 (a) Financial management programme	100%	100%	100%	100%		Leeroy May Contact: 021 400 9144 Cell: 084 888 0579
1 Opportunity City Objective 1.2	1.F	Deputy City Manager	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Co-ordinate the number of job opportunities created through the Expanded Public Works Programme (EPWP)	1 235	1.2 (d) Expanded Public Works Programme (EPWP)	3 942	750	1 480	2 200	3 942	Johannes Scott Contact: 021 918 7271 Cell: 084 629 5924
SFA 1 The Opportunity City Objective 1.2	1B	Finance	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend of Capital Budget	91%	1.2 (b) Maintenance of infrastructure	91%	10%	35%	60%	91%	John Middleton Contact: 021 400 5577 Cell: 084 499 5164
SFA 1 The Opportunity City Objective 1.2	1E	Finance	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend on repairs and maintenance	100%	1.2 (b) Maintenance of infra-structure	100%	21,5%	45,5%	70,2%	100%	John Middleton Contact: 021 400 5577 Cell: 084 499 5164

2013 / 2014 HUMAN SETTLEMENTS DIRECTORATE SDBIP													
ALIGNMENT TO IDP			Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 11/12 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target 2013/2014	TARGETS				Responsible Person
Pillar & Corporate Objective No.	Corporate Scorecard Indicator No.	30 Sept 2013							31 Dec 2013	31 March 2014	30 June 2014		
SFA 1	The Opportunity City Objective 1.5	1.H (a) & (b)	Corporate Services	1.5 - Maximise the use of available funding and programmes for training and skills development	1.H (a) Number of external trainee and bursary opportunities (excluding apprentices	57 (including internal Bursars)	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	40	36	40	40	Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383	
					1.H (b) Number of apprentices	23	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	25	23	25	25	Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383	

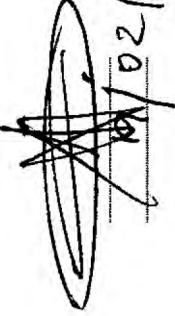
2013 / 2014 HUMAN SETTLEMENTS DIRECTORATE SDBIP

ALIGNMENT TO IDP			Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 11/12 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target 2013/2014	TARGETS				Responsible Person
Pillar & Corporate Objective No.	Corporate Scorecard Indicator No.	30 Sept 2013							31 Dec 2013	31 March 2014	30 June 2014		
SFA 4 An Inclusive City Objective 4.1	4A		4.1 Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	Percentage adherence to Citywide service standard based on all external notifications	100%	4.1 (a) Managing service delivery through the service management programme		100%	100%	100%	100%	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401 (Targets against which the % adherence is measured are to be determined by Directorates, in consultation with Corporate Services, and based on Directorate & departmental baselines)	
SFA 5 A Well Run City Objective 5.2	–		5.2 - Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to EE target (composite Indicator)	100%	5.2(b) Human resources strategy		100%	100%	100%	100%	Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383	
SFA 5 A Well Run City Objective 5.2	–		5.2 - Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to Utilisation target (composite Indicator)	100%	5.2(b) Human resources strategy		100%	100%	100%	100%	Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383	

2013 / 2014 HUMAN SETTLEMENTS DIRECTORATE SDBIP													
ALIGNMENT TO IDP			Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 11/12 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target 2013/2014	TARGETS				
Pillar & Corporate Objective No.	Corporate Scorecard Indicator No.	30 Sept 2013							31 Dec 2013	31 March 2014	30 June 2014	Responsible Person	
SFA 5 A Well Run City Objective 5.2	—	Corporate Services	5.2 - Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to employee talent target (composite indicator)	100%	5.2(b) Human resources strategy	100%	100%	100%	100%	100%	Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383	
SFA 5 A Well Run City Objective 5.3	—	Finance	5.3 - Ensure financial prudence with clean audit by the Auditor General	Percentage of Operating Budget spent	100%	—	95%	10%	30%	60%	95%	John Middleton Contact: 021 400 5577 Cell: 084 499 5164	
SFA 5 A Well Run City Objective 5.3	—	Finance		Percentage of assets verified	100%	-	100%	Review of Asset Policy by Corporate Finance	Finalisation of Asset verification timetable by Corporate Finance	60% asset register verified by Directorate/ Department	100% asset register verified by Directorate/ Department	Goosain Abrahams Contact: 021 400 5300 Cell: 0842251989	
SFA 5 A Well Run City Objective 5.3	—	Internal Audit		Percentage Internal Audit findings resolved	100%	-	70%	70%	70%	70%	70%	Riaan Vosloo Contact: 021 400 3879	

Sign-off by Executive Director:

Date:

 20/02/2013



20/2/2013

Mayco Member

HUMAN SETTLEMENTS DIRECTORATE SDBIP DEFINITION 2013/14		
INDICATOR	IDP	INDICATOR DEFINITION
Progress on milestones towards the 5 Year Integrated Human Settlements Plan (IHSP)	3.2(d) Integrated human settlements programme	A medium-term strategic plan that coordinates resources between the different spheres of government departments; the different directorates of the City of Cape Town, the range of housing partners and affected communities for the development of integrated human settlements. The review includes on an on-going basis land acquisition, new projects, upgrade of informal settlements to direct the budget requirements for the future as well as monitoring progress.
Progress on milestones towards compliance with conditions of Human Settlement Assignment	3.2(a) Innovative housing programme	The third level assigns full responsibility to municipalities to manage and administer national housing programmes and subsidies as well as to become fully financially accountable for Human Settlement funds.
3.C Number of human settlements opportunities provided per year	3.2 (a) Innovative housing programme and 3.2(d) Integrated human settlements programme	A human settlements opportunity is defined under the following three categories i.e. a. Sites are any property providing a municipal service on an individual basis to a household including the provision to households in multi storey units, on high density residential sites, as well as other non-residential sites related to integrated human settlements development b. Top Structures are any build structure providing shelter to a household in a human settlements development c. Other is the number of Existing rental stock units undergoing major upgrading and any number of households provided with shared services or other services in the Backyard; Re-blocking and Informal Settlement Upgrade programmes. Definition of a human settlements opportunity: A human settlements opportunity is incremental access to* and or delivery of one of the following Housing products: (A) Subsidy Housing (BNG), which provides a minimum 40m² house; a fully serviced residential site and may also include high density residential sites, as well as other non-residential sites related to integrated human settlements development (B) Incremental Housing, which provides a serviced site with or without top structure and with or without tenure; (C) Rental Housing, which is new Community Residential Units, upgrading and re-development of existing rental units and Hostels; (D) People's Housing Process is beneficiaries who maximise their housing subsidy by building or organising the building of their homes themselves; (E) Land Restitution includes land approved by Council or Court decisions to valid claimants; (F) Social Housing is new rental units, delivered by the City's Social Housing partners; (G) GAP Housing is a Serviced plot, a completed Unit for sale or Affordable units for sale; (H) Re-blocking of Informal Settlements is the reconfiguration of the lay-out of the settlements and to allow improved access and levels of services. * Access to: is as contemplated in Section 26 (1) of the Constitution of the Republic of South-Africa 1996 i.e. "Everyone has the right to have access to adequate housing" Note: An opportunity is specifically defined above and is only counted at a point when specific evidence is available for auditing purposes. The delivery targets reflected on the Corporate Scorecard and the SDBIP's only reflects delivery by the City. In some instances delivery of a serviced site and a top structure may be on the same property but is viewed as two opportunities (serviced site and top structure) to align with reporting requirements on expenditure for Grant Funding as two separate milestones. A separate report (not for auditing purposes) for Information to Council will reflect total delivery in the City which includes delivery by PGWC (N2, PHP, GAP, other projects) and, Social Housing and Restitution Cases which the City facilitates.
Progress on milestones towards the development of an Urbanisation Strategy	3.4(b) Service delivery programme in informal settlements	The development of a Framework Strategy and Policies, as well as an Operational Plan to address the challenges of poverty and urbanization in Cape Town, as manifested in unemployment, inadequate housing and lack of access to essential resources. This represents the development research for a long term strategy and plan for Informal Settlements in an Urbanisation context.

HUMAN SETTLEMENTS DIRECTORATE SDBIP DEFINITION 2013/14

INDICATOR	IDP	INDICATOR DEFINITION
Number of Registration of Transfers in historical projects	3.2 (b) Use property and land to leverage social issues	This indicator refers to: The registration of transfers to beneficiaries in historical projects. The evidence will be a Confirmatory Letter from the Conveyancer confirming the registration of transfer in the form of a list with Identity Number, Name and Surname, Erf Number, Title Deed Number and Date of Registration in the Deeds office.
Number of Deeds of Sale Agreements signed with identified beneficiaries	3.3 (a) Rental stock disposal programme	The indicator refers to: The registration of transferrable rental stock to qualifying tenants. The evidence will be signed Sales Agreements.
Progress against milestones to a Council approved Backyarder strategy	3.4 (a) Anti-poverty programme	This indicator measures the number of backyards provided with improved access to basic services i.e. water, sanitation and electricity.
Number of hectares acquired	3.2 (b) Use property and land to leverage social issues & 3.2 (c) Partner with Province in education and school sites	Timeous identification of suitable well located land for affordable housing and where necessary the acquisition thereof. Emphasis is placed on acquiring large tracts of land for present and future development as well as 'infill' sites in existing township residential areas. Land is also sourced/identified for land banking and decantation.
Co-ordinate the number of job opportunities created through the Expanded Public Works Programme (EPWP)	1.2 (d) Expanded Public Works Programme (EPWP)	This indicator measures the number of work opportunities created through the expanded Public Works Programme (EPWP). - 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. - All learnerships, in-service training and students under a pay rate of R25 an hour also constitute a work opportunity.

HUMAN SETTLEMENTS DIRECTORATE SDBIP DEFINITION 2013/14		
INDICATOR	IDP	INDICATOR DEFINITION
% compliance to USDG (Urban Settlements Development Grant) and HSDG (Human Settlements Development Grant) conditions	5.3 (a) Financial management programme	This indicator measures the compliance to the respective grant conditions as stipulated in the agreements with National and Provincial Government to align with reporting requirements on expenditure for Grant Funding.
Percentage spend of Capital Budget	1.2 (b) Maintenance of infrastructure	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	1.2 (b) Maintenance of infrastructure	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.
Number of external trainee and bursary opportunities (excluding apprentices)	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	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 the graduates. This includes, external bursaries awarded, in-service student training opportunities, graduate internships, learnerships and apprenticeships. All department to take responsibility for creating maximum number of external training opportunities as described either under Programme 1.5(a) Seta. Note: all external training opportunities which pay up to R25/hour will be reported both under this indicator and under the EPWP indicator.
Number of apprentices	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	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 graduates. This includes external bursaries awarded, in-service student training opportunities, graduate internships, learnerships and apprenticeships. There are two measures under this indicator. Measure (a) includes external bursars, in-service student trainees, graduate interns and learner (Learnership beneficiary). Measure (b) includes apprentices. Both measures are accumulative quarterly measures. The target refers to the 4th quarter final total.
Percentage adherence to Citywide service standard based on all external notifications	4.1 (a) Managing service delivery through the service management programme	This definition is under review. The Service Standard is to be finalised by no later than the middle of May, to allow for approval thereof in June.

HUMAN SETTLEMENTS DIRECTORATE SDBIP DEFINITION 2013/14

INDICATOR	IDP	INDICATOR DEFINITION
Percentage adherence to EE target (composite Indicator)	5.2(b) Human resources strategy	Composite EE Indicator made up of three weighted components: (40% weighting) compliance to EE plan for external appointments; This indicator measures the number of 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. (10% Weighting) compliance to disability plan target: This measures the percentage of disabled staff employed over a 12 month period. The result will be calculated using a rolling 12 month average. Each number of disabled staff employed per month will be totalled and then divided by the average employee total over the 12 month period to get the percentage disabled staff. The disability indicator is 2 %. (50% weighting) Internal staff development as per EE Plan: This indicator will measure the number of internal appointments, promotions and advancements per EE group over a 12 month period. This will be calculated as a percentage based on the general EE target of 80%. A single score will be calculated by first scoring the % achievement of the Directorate or Department against each individual target and then weighting their % performance and adding the totals. Composite Labour Utilisation Indicator made up of three weighted components: (50% weighting) staff availability; This indicator measures the percentage time staff are available for work taking into account only absenteeism in the form of sick leave and unauthorised leave. The corporate benchmark is 96% availability, based on a maximum of 4% absenteeism. (20% weighting) Complement is measured as a percentage of positions vacant against the total positions on structure. This is percentage is also known as the Vacancy Rate. This indicator will be measured at a specific point in time to calculate the vacancy rate. A target of 7% is proposed. The measure will be 93% filled positions. (30% weighting) The OH&S indicator will measure the incident rate i.e. the number of injuries, accidents and/or illness per 100 full time equivalent (FTE) . The target is 5 which will be measured in the inverse as 95. The weighted average target for this indicator = 95. This will be measured over a 12 month rolling average for each item so the target will not change from quarter to quarter. Composite Talent indicator made up of four weighted components: (30% weighting) Increase in skills level. To be measured by the increase in qualified staff in identified trades and professions. This will be subject to finalization of skills audit across all relevant levels and the maintenance of this information . The corporate wide target = 4% increase, accumulative, over a 12 month period (calculated on 11% current vacancy rate versus 7% target). Directorate targets are to be set for this based on gap between % vacancies in this category compared to the corporate target of 93% filled positions. (20% weighting) Budget spend on workplace skills plan (NKPI). The Workplace Skills Plan allocates budget for appropriate training interventions which will address the needs arising out of the City's strategic requirements as contained in the IDP, the individual departmental staffing strategies and individual employees' Personal Development Plans and Local Government's Skills Sector Plan. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan. The WPSP is a collaborative plan, involving employees and the unions in its formulation. Formula: % spent against planned training budget. The corporate wide target for this factor is 95% (i.e. as per target for OPEX). This is an accumulative target over 12 months. (25% weighting) Turnover (Retention of scarce skills as measured by staff turnover) Turnover rate is the rate for which employees leave a company. This is measured by a % attrition of staff in scarce skills categories over a 12 month period against an acceptable benchmark % turnover of 12%. Formula: Total terminations as % of staff complement each month, as measured over a preceding 12 month period (i.e. 12 month rolling average). This will be limited to the following occupational categories: Legislators & senior managers, Professionals, Technicians and other professionals. Target: the staff turnover % must be ≤12% throughout the financial year. (25% weighting) Retention: Employee retention is a stability index that is commonly used by human resources departments to show the percentage of employees that are still in their jobs over a period of time. This is measured by calculating the percentage of employees that started 12 months ago who are still in employment. This is an indicator to monitor performance in attracting and retaining employees. The higher the retention rate the better. The retention rate for the new year is set at 10%. This is a new factor and will be monitored for amendment if necessary. A single score will be calculated by first scoring the % achievement of the Directorate or Department against each individual target and then weighting their % performance and adding the totals.
Percentage adherence to employee talent target (composite indicator)	5.2(b) Human resources strategy	Percentage adherence to EE target (composite Indicator) Percentage adherence to employee talent target (composite indicator)

HUMAN SETTLEMENTS DIRECTORATE SDBIP DEFINITION 2013/14		
INDICATOR	IDP	INDICATOR DEFINITION
Percentage of Operating Budget spent	-	Formula: Total actual to date as a percentage of the total budget including secondary expenditure.
Percentage of assets verified	-	The indicator reflects the percentage of assets verified annually for audit assurance. It is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data are downloaded at specific times and are the bases for the assessment of progress.
Percentage Internal Audit findings resolved	-	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.

HUMAN SETTLEMENTS

**DEPARTMENT:
DEVELOPMENT AND DELIVERY
BUSINESS UNIT: HOUSING LAND AND
FORWARD PLANNING
2013/2014**

**BUSINESS PLAN: SOCIAL AND INSTITUTIONAL HOUSING
ACTING DIRECTOR: SHEHAAM SIMS
CONTACT PERSON: POGISO MOLAPO**

1. EXECUTIVE SUMMARY

To direct and oversee the management and facilitation of Land Reform, Social and GAP housing programmes/projects/opportunities

2. PURPOSE AND SERVICE MANDATE OF DIRECTORATE/DEPARTMENT/BUSINESS UNIT

The City's Social Housing Programme aims to develop affordable rental accommodation for households with a maximum monthly income of R7500. The programme utilises institutional and capital subsidies available in terms of the National Housing Programme. The delivery is through three Social Housing Institutions who have entered into partnership agreements with the City to build and manage the housing developments on the City's behalf.

3. LEGISLATIVE IMPERATIVE

1. Constitution of the Republic of South Africa
2. Accreditation Framework as prescribed in the National Housing Code
3. Division of Revenue Act
4. Social Housing Act 16 of 2008
5. Municipal Finance Management Act

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

Strategic Focus Area 3: Caring City

Corporate Objective 3.2: Ensure innovative human settlements for increased access to those that need them.

Corporate Indicator 3C: The number of human settlements opportunities created per year.

LINK TO PROGRAMMES (Programme Layout and description linked to Directorate objective)

- 5 Year Integrated Human Settlements Plan

5. PERFORMANCE PROGRESS AND IMPACT

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

Objectives of this Plan	Indicator(s) of this Objective	Target (by Sept 13)	Target (by Dec 13)	Target (by March 14)	Target (by June 14)
Facilitate the development of Social Housing on the Steenberg Phase 2B.	Construction of Social Housing Units commence on the Steenberg 2B .	25 Units Completed	50 Units Completed	75 Units Completed	100 Units Completed
Facilitate the development of Social Housing in Elsies River	Construction of Social Housing Units commence on the Elsies River Project.	50 Units Completed	50 Units Completed	125 Units Completed	168 Units Completed

6. FINANCIAL INFORMATION

Budget in draft format and to be approved by Council.

7. OVERVIEW OF RISKS IN NARRATIVE FORM:

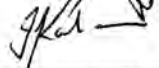
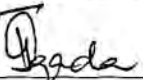
No	Risks	Action	Responsible Person
1	National Department of Human Settlements awarding capital subsidy for Cape Town projects slowly.	Continuous liaison with National Human Settlements Department & Provincial Steering Committee	Development partners, Social Housing team (City)

7. LINK PROGRAMMES (Programme Layout and Description linked to Directorate Objective)

- 5 Year Integrated Human Settlements Plan

8. AUTHORISATION

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

	Name	Signature	Date
Executive Director	S. X. Maqetuka		14 2 2013
Manager	J. Kuhn		14.2.2013
Mayco Member	T Gqada		20 2 2013

9. APPENDICES:

Appendix 1: Departmental SDBIP

HUMAN SETTLEMENTS

DEPARTMENT: DEVELOPMENT AND DELIVERY 2013/2014

**BUSINESS PLAN: LAND RESTITUTION
ACTING DIRECTOR: SHEHAAM SIMS
CONTACT PERSON: POGISO MOLAPO**

1. EXECUTIVE SUMMARY

The function of this department is the supply of land and assistance to the Regional Land Claim Commission in the addressing of land claims in the City.

2. PURPOSE AND SERVICE MANDATE OF DIRECTORATE/DEPARTMENT

To direct and oversee the management and facilitation of Land Reform, Social and GAP housing programmes/projects/opportunities

3. LEGISLATIVE IMPERATIVES (if applicable)

1. Constitution of the Republic of South Africa
2. Accreditation Framework as prescribed in the National Housing Code
3. Division of Revenue Act
4. Housing Act 107 of 1997/ Housing Code
5. Municipal Finance Management Act

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

Strategic Focus Area 3: Caring City

Corporate Objective 3.4: Ensure innovative human settlements for increased access to those that need them.

Corporate Indicator 3C: The number of human settlements opportunities created per year.

Issues in City's draft IDP which this plan aims to contribute towards:

- To reduce Cape Town's housing shortage,
- Reverse or balance the present urban sprawl,
- To integrate Cape Town economically, racially and spatially through land restitution,
- To reduce Land invasions by using vulnerable sites for the developed of claimants housing.

5. PERFORMANCE PROGRESS AND IMPACT

Objectives of this Plan	Indicator(s) of this Objective	Target (By Sept 13)	Target (By Dec 13)	Target (By March 14)	Target (By June 14)
Facilitate the resolution of the land claim on Erf 724 Somerset West	Progress on milestone towards	Portfolio Committee approves report for the release of the site.	MAYCO approves report for the release of the site.	Council approves report for the release of the site	Council resolution to release ERF724 SW to the RLCC
Facilitate the process to determine the cost of bulk services in D6.	Progress on milestones towards	Draft report of costs for bulk services circulated.	Final Report of bulk services sent to City for budgeting.	Council approves the report for bulk services in D6.	Bulk infrastructure costs determined

*The city facilitates these processes (Reporting is not for auditing purposes)

Progress is dependent on external state agencies/departments

6. FINANCIAL INFORMATION

Department's CAPEX & OPEX: Budget in draft format and to be approved by Council at end of May 2012.

OVERVIEW OF IN NARRATIVE FORM OF: RISKS

No	Risks	Action	Resp.
1	Lack of information from the RLCC on the location and amount of outstanding claims to be settled	RLCC in process of employing a service provider to complete; PGWC to translate this information onto GIS.	RLCC PGWC
2	Opposition by surrounding residents through the courts or through the planning application process	Work closely with / through the ward councillor Meticulous adherence to proper procedures	LRU, ward councillors Relevant project manager
3	Sufficient funds to implement the desired option within the LCC's policy constraints	Do business / feasibility plans up-front	RLCC
4	Claimants not satisfied with settlement option	Work closely on managing claimant expectations	RLCC
5	Delays in the land release process of City and State	Proactive intervention at State Land Disposal Committee	RLCC
6	Maintaining balance between stable, experienced claimant representative bodies, while remaining accountable and representative	Claimants and RLCC to agree on institutional arrangements and resourcing; City to support where possible	RLCC, claimants City

7. LINK PROGRAMMES (Programme Layout and Description linked to Directorate Objective)

- 5 Year Integrated Human Settlements Plan

8. AUTHORISATION

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

	Name	Signature	Date
Executive Director	S. X. Maqetuka		19/2/2012
Manager	J. Kuhn		14/2/2013
Mayco Member	T. Gqada		20/2/2013

9. APPENDICES:

Appendix 1: Departmental SDBIP

HUMAN SETTLEMENTS

ANNEXURE DEPARTMENT: DEVELOPMENT & DELIVERY 2013/2014

**BUSINESS UNIT: TECHNICAL SERVICES
CONTACT PERSON: LEEROY MAY**

1. EXECUTIVE SUMMARY

The Business Unit aims to provide strategic leadership and direction towards achieving sustainable service delivery methodologies, implementation of major programmes and projects for the City by high level interaction with the relevant role players such as National and Provincial departments and Line Directorates to ensure an integrated service delivery approach through improved Project Management and roll-out of strategic national programmes.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT/ BUSINESS UNIT

Leading and overseeing the provision, facilitation, coordination and implementation of the following services:

- Professional Architectural and Quantity Surveying
- Major Upgrading to CRU's / rental units and Hostels
- USDG /HSDG projects implementation
- BEPP implementation coordination
- Bulk services provision and coordination

Objectives/aims

The Technical Services Department has the following objectives/aims:

- Managing and control the provision of a professional and specialist Architectural Services within the Directorate and City-wide for Integrated Human Settlements, capital building work programme and projects
- Managing and control the provision of a professional and specialist Quantity Surveying Services within the Directorate and City-wide for Integrated Human Settlements, capital building work programme and projects
- Managing major upgrading to existing /new Community Residential Units (CRU's) / rental units and Hostels including the development and implementation of long term asset management plan/s for CRU's / rental units
- Managing and coordinating implementation of the BEPP in line with National Guidelines and Integrated Human Settlement Plan/5 Year Human Settlement Plan
- Managing USDG / HSDG project implementations across the City
- Managing and coordinating the implementation and upgrades of bulk services in defined areas, land parcels and proposed housing projects

The Urban Settlement Development Grant (USDG) aims to ensure that all citizens have access to at least a basic level of service. The proposed USDG programme aims to be the fiscal tool to facilitate the National objective of Outcome 8 "Sustainable Human Settlements and an improved quality of household life". The proposed outputs of this grant targets the following objectives:

1. Access to basic services
2. Access to adequate accommodation
3. Security of tenure (rental, formal and informal)
4. Access to social and economic opportunities

The City aims to supplement its capital budget with the USDG in order to meet these National objectives by:

1. Basic services to Informal Settlements and Backyarders
2. Upgrading of informal settlements
3. Acquisition of well located land
4. Bulk services requirement for Human Settlement programme
5. Social, Economic and Municipal Infrastructure
6. Rehabilitation of existing infrastructure

These objectives will be further unpacked and included in the built environment performance framework to be submitted to National Department of Human Settlement annually.

3. LEGISLATIVE IMPERATIVES:

What are the legal and intergovernmental imperatives impacting on the Business Unit?

1. Constitution of the Republic of South Africa
2. Division of Revenue Act
3. Housing Act 107 of 1997/ Housing Code
4. Municipal Finance Management Act
5. Breaking New Ground on sustainable Human Settlements
6. Integrated Development Plan :
 - (i) Spatial Development Framework
 - (ii) City-wide infrastructure plan
7. Outcome 8 of National Department of Human Settlements (2010)
8. Strategic Objective 6 of Provincial Department of Human Settlements (2010)

4. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN (key stakeholders of the plan)

Partners/ Stakeholders	Roles and Responsibilities
Water	Provision of basic water infrastructure. Making use of local labour.
Electricity	Provision of basic electricity infrastructure. Making use of local labour.
Roads and Storm water	Provision of basic Roads and Storm Water infrastructure. Making use of local labour.
Solid Waste	Basic refuse removal service. Making use of local labour.

5. RESOURCES (Financial and Staff)

- | | |
|--------------------------------|-------------------------|
| a) National Grant | |
| b) Operating Expenditure- | National Grant |
| Capital Expenditure | Grant Funding |
| c) Discretionary Expenditure- | General Expenses |
| Non-Discretionary Expenditure- | Salaries and Allowances |

6. BACKLOGS AND RESOURCE CONSTRAINTS

The Business Unit is fairly new resulting from the last realignment process and is still being allocated additional responsibilities. However the scarcity of professionals within the built environment has negated the recruitment of suitably qualified and skilled professionals into the organisation. The strategy of employment of junior professionals has been successful; however the development of these staff members to become effective has delayed the implementation of programmes and projects.

This situation has further been exacerbated by the resignation of senior skilled staff in the workplace. One of the major challenges will be to drive / guide the organization through the paradigm shift required to embrace new philosophies and methodologies advocated by this Business Unit.

7 ASSUMPTIONS AND RISKS (Cross-reference to Risk Register)

7.1 Assumptions

- The necessary financial resources would be sourced for effective and efficient operation of the Business Unit.

7.2 Risk Assessment

No	Risks	Action	Resp.
1	Ineffective Pilot Upgrade Programme	Achievements, best practises, skills, learning's, system, etc. to be progressively transferred to line Departments.	Derrick Williams
2	Ineffective Winter Plan Deployment to Informal Settlements	More emphasis to be placed on pre-winter risk management planning and implementation of interventions.	Derrick Williams
3	Failure to deliver on construction projects for clients	Integration needs to be addressed means of workshops where clearly defined roles and responsibilities must be agreed upon.	Arthur Craik / Keith Barron
4	Lack of integrated Development in respect of N2 Gateway	Manage within existing controls.	Leeroy May
5	Failure to meet NDPG conditions	Finalise one funding agreement. (Consolidate 6 existing funding agreements).	Leeroy May

NOTE:

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 Department'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 thus utilised as a management tool in order to manage all risks of the Department. The risks identified and rated, equal or above the Council approved rating (appetite) will be reported to the EMT, as well as to the relevant Mayco member on a six monthly basis.

8. STRATEGIC ALIGNMENT TO THE IDP

Strategic Focus Area 3: Caring City

Corporate Objective 3.2: Ensure innovative human settlements for increased access to those that need them.

Corporate Indicator 3C: The number of Human settlement opportunities created per year

Corporate Objective 5.1: Ensure a transparent and corruption-free government

Corporate Objective 5.2: Establish an efficient and productive administration that prioritizes delivery

8.1 The linkages to the strategic Focus Areas and Objectives in the IDP.

- Ensure innovative human settlements for increased access to those that need them.
- Ensure a transparent and corruption-free government
- Create an enabling environment for the economy to grow.- Good Governance and Regulatory Reform – ensure compliance with Legislation and National Policies and Strategies

8.2 LINK TO PROGRAMMES (Programme layout and description linked to Directorate Objectives)

The development and implementation of Corporate strategies, policies and governance to ensure that the City delivers on its capital programme

Quantity Surveying Services

- Implementation of standards for the city
- Compliance assessments and reporting
- Advisory support
- Full project life cycle support for the CPMO.

Architectural Services

- Implementation of standards for the city
- Compliance assessments and reporting
- Advisory support
- Full project life cycle support for the CPMO
- Key projects and initiatives

Construction Management Services

- Compliance assessments and reporting
- Advisory support
- Full project life cycle support for the CPMO.

The management of the technical portion of the USDG (**Urban Settlement Development Grant**) and NDPG (**Neighbourhood Development Partnership Grant**) grant, in support of National Government reduction and economic growth strategies.

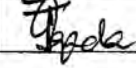
- To ensure the effective planning and management of the grant align to the legislation and policy conditions.
Planning: (Facilitating, Coordinating and Integration Role)
- Project identification and prioritization.
- Monitoring:
- Evaluate project implementation
- Report to key stakeholders, internally and externally.

9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

Objectives	Indicator(s) of this Objective	Target (by Sept 2012)	Target (by Dec 2012)	Target (by March 2013)	Target (by June 2013)
Objective 3.2 Ensure innovative Human Settlements for increased access to those that need them	Progress on milestones towards the implementation of the Winter Plan (ensure the delivery of essential services in line with the approved programme)	90% (target for Winter Plan 2013)	100% (Winter Plan 2013 concluded)	30% (Target for Winter Plan 2014)	50% (Target for Winter Plan 2014)
Ensure a transparent and corruption-free government	% compliance to Project Management (QS & Construction)	100%	100%	100%	100%
	% variation against project plans (QS & Construction)	<10% variance	<10% variance	<10% variance	<10% variance
	% compliance to Project Management compliance (Architecture)	100%	100%	100%	100%
	% variation against project plans (Architecture)	<10% variance	<10% variance	<10% variance	<10% variance
Ensure financial prudence with clean audits by the Auditor General	% compliance to USDG (Urban Settlements Development Grant) and HSDG (Human Settlements Development Grant) conditions	100%	100%	100%	100%

10. AUTHORISATION

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

	Name	Signature	Date
Executive Director	S. X. Maqetuka		19/02/2013
Director	S. Sims		18/02/2013
Mayco Member: Human Settlements	T. Gqada		20/2/2013

11. APPENDICES:

Appendix 1: Departmental SDBIP

HUMAN SETTLEMENTS

**DEPARTMENT:
HS DEVELOPMENT AND DELIVERY
BUSINESS UNIT: TECHNICAL SERVICES
2013/2014**

**BUSINESS PLAN: MAJOR UPGRADE OF PUBLIC RENTAL STOCK
COMMUNITY RESIDENTIAL UNIT PROGRAMME (CRU)
PROJECT MANAGER: ZAAHIR JASSIEM**

1. EXECUTIVE SUMMARY

Leading and overseeing the provision, facilitation, coordination and implementation of the Major Upgrading to CRU's / rental units and Hostels.

2. PURPOSE AND SERVICE MANDATE OF DIRECTORATE/DEPARTMENT/BUSINESS UNIT

- Managing major upgrading to existing /new Community Residential Units (CRU's) / rental units and Hostels including the development and implementation of long term asset management plan/s for CRU's / rental units

3. LEGISLATIVE IMPERATIVE

- Constitution of the Republic of South Africa
- Accreditation Framework as prescribed in the National Housing Code
- Division of Revenue Act
- Housing Act 107 of 1997/ Housing Code
- Municipal Finance Management Act

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

Strategic Focus Area 3: Caring City.

Corporate Objective 3.2: Ensure innovative human settlements for increased access to those that need them.

Corporate Indicator 3C :The number of human settlements opportunities created per year.

Objective 3.3: Assess the possible sale/transfer/transaction of rental stock to clearly identified beneficiaries within established criteria.

Corporate Indicator 3D: Number of Deeds of Sale Agreements signed with identified beneficiaries

Changes to the Indicators and targets for 2013/14 as a result of the following:

- Delays in PGWC project approval resulted in delays in the construction programme;
- The project roll-out to be aligned to availability of funds;
- The project duration has been revised, i.e. project end date extended to 30 June 2015, aligned to availability of funds.

5. PERFORMANCE PROGRESS AND IMPACT

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

Objectives	Indicator(s) of this Objectives	Target (by Sept 2013)	Target (by Dec 2013)	Target (by March 2014)	Target (by June 2014)
Delivery of housing opportunities	Other: (CRU Upgrades & shared services to Re-Blocked Informal Settlements and Backyarders) (1341Units)	200 units completed	400 units completed	800 units completed	1 341 units completed

This is a relatively new programme currently in implementation phase of the major maintenance upgrade.

6. FINANCIAL INFORMATION

6.1 a) CRU Funding – Grant from National & Provincial Government for the amount of R1.2 billion over a 5 year period.

7. OVERVIEW OF RISKS IN NARRATIVE FORM:

Assumptions

The assumption is that the Public Rental Stock is structurally unsound and that there is a lack of service delivery in maintenance depots. There is a lack of skilled staff to perform the maintenance and repair function.

Risk Assessment

No.	Risks	Action	Resp.
1	Not enough technical staff to do the work	More Artisans to be appointed and training programs to happen regularly and on an ongoing basis	Senior management and Manager: Existing Settlements
2	Project Approvals by Provincial Government	Timeous submission of project applications	Project Manager and Manager: Existing Settlements
3.	Construction delays as a result of gang violence and vandalism	Risk assessments and community involvement	Project Manager and Manager: Existing Settlements

NOTE:

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 Departments objectives are identified, addressed and managed on a day to day basis in accordance with the City's approved IRM Policy and IRM Framework.

8. LINK PROGRAMMES

Directorate's Objective:

- Objective 3.3: Assess the possible sale/transfer/transaction of rental stock to clearly identified beneficiaries within established criteria.
- Objective 3.2: Ensure innovative human settlements for increased access to those that need them.

Programme linked to:

- CRU Tenancy Management Plan

Outputs aimed to achieve:

- To ensure that once the Council's rental units are upgraded in terms of the CRU programme, it is kept in a good condition.

Strategies that will be followed to achieve programme outcome:

- Workshops to inform and train tenants on what is expected from them
- Conditions in Lease Agreement to be emphasized
- Appointment of Caretakers to monitor and assess rental units

Resources linked to the projects:

- DORA allocation

9. AUTHORISATION

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

	Name	Signature	Date
Executive Director	S. X. Maqetuka		19/2/2013
Manager	G. Blouw		18/2/2013
Mayco Member	T. Gqada		20/2/2013

10. APPENDICES:

Appendix 1: Departmental SDBIP

HS DEVELOPMENT & DELIVERY DEPARTMENTAL SDBIP DEFINITION 2013/14

INDICATOR	IDP	INDICATOR DEFINITION
3.C Number of human settlements opportunities provided per year	3.2 (a) Innovative housing programme and 3.2(d) Integrated human settlements programme	A human settlements opportunity is defined under the following three categories i.e. a. Sites are any property providing a municipal service on an individual basis to a household including the provision to households in multi storey units, on high density residential sites, as well as other non-residential sites related to integrated human settlements development b. Top Structures are any build structure providing shelter to a household in a human settlements development c. Other is the number of Existing rental stock units undergoing major upgrading and any number of households provided with shared services in the Backyarder; Re-blocking and Informal Settlement Upgrade programmes. Definition of a human settlements opportunity is incremental access to* and or delivery of one of the following Housing products: (A) Subsidy Housing (BNG), which provides a minimum 40m² house; a fully serviced residential site and may also include high density residential sites, as well as other non-residential sites related to integrated human settlements development (B) Incremental Housing, which provides a serviced site with or without top structure and with or without tenure; (C) Rental Housing, which is new Community Residential Units, upgrading and re-development of existing rental units and Hostels; (D) People's Housing Process is beneficiaries who maximise their housing subsidy by building or organising the building of their homes themselves; (E) Land Restitution includes land approved by Council or Court decisions to valid claimants; (F) Social Housing is new rental units, delivered by the City's Social Housing partners; (G) GAP Housing is a Serviced plot, a completed Unit for sale or Affordable units for sale; (H) Re-blocking of Informal Settlements is the reconfiguration of the lay-out of the settlements and to allow improved access and levels of services. *Access to: is as contemplated in Section 26 (1) of the Constitution of the Republic of South-Africa 1996 i.e. "Everyone has the right to have access to adequate housing" Note: An opportunity is specifically defined above and is only counted at a point when specific evidence is available for auditing purposes. The delivery targets reflected on the Corporate Scorecard and the SDBIP's only reflects delivery by the City. In some instances delivery of a serviced site and a top structure may be on the same property but is viewed as two opportunities (serviced site and top structure) to align with reporting requirements on expenditure for Grant Funding as two separate milestones. A separate report (not for auditing purposes) for Information to Council will reflect total delivery in the City which includes delivery by PGWC (N2, PHP, GAP, other projects) and, Social Housing and Restitution Cases which the City facilitates.
Number of rental social housing units completed (Top Structures)	3.2(d) Integrated human settlements programme	Provide higher density Social rental stock to qualifying tenants. Reported figures are based on completed units at point of physical completion as reported to the City by the Social Housing Partners.
Number of GAP Housing initiatives awarded (Top Structures)	3.2(b) Use property and land to leverage social issues	- It is a Serviced Site -; or - Completed Unit for sale To families earning between R 3 501-00 and R 10 000 - 00 per month, as per Council resolution. - Affordable Units for sale to the open market. Reported figures are based on completed units at point of physical completion and for a serviced site at point of sale.
Number of serviced plots sold for GAP Housing (Sites)	3.2(b) Use property and land to leverage social issues	Number of serviced erven (already belonging to the City) sold to families within the GAP parameters.
Progress on milestones towards the resolution of outstanding land claims	3.2(b) Use property and land to leverage social issues	Resolved land claims as determined by Council or Court decisions, to valid claimants as per Land Restitution Commission. Reported figures are based on the number of claimants at time of Council resolution or Court decision.
Progress on milestones towards the resolution of District Six land claims	3.2(b) Use property and land to leverage social issues	Resolved land claims as determined by Council or Court decisions, to valid claimants as per Land Restitution Commission. Reported figures are based on the number of claimants at time of Council resolution or Court decision.
% compliance to Project Management (QS & Construction)	5.1(a) Transparent government (oversight) programme	This indicator measures the degree of compliance to Project Management principles within the Quantity Survey and Construction Department as prescribed by National and Provincial Government.
% variation against project plans (QS & Construction)	5.1(a)	This indicator measures deviations on the compliance measures to Project Management principles within the Quantity Survey and Construction Department as prescribed by National and Provincial Government.

HS DEVELOPMENT & DELIVERY DEPARTMENTAL SDBIP DEFINITION 2013/14

INDICATOR DEFINITION		
INDICATOR	IDP	
% compliance to Project Management compliance (Architecture)	5.1(a) Transparent government (oversight) programme	This indicator measures the degree of compliance to Project Management Principles within the Architecture Department as prescribed by National and Provincial Government.
% variation against project plans (Architecture)	5.1(a) Transparent government (oversight) programme	This indicator measures deviations on the compliance measures to Project Management principles within the Architecture Department as prescribed by National and Provincial Government.
Percentage spend of capital budget	1.2 (b) Maintenance of infrastructure	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	1.2 (b) Maintenance of infrastructure	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.
Number of Expanded Public Works programmes (EPWP) opportunities created	1.2 (d) Expanded Public Works Programme (EPWP)	This indicator measures the number of work opportunities created through the Expanded Public Works Programme (EPWP) - 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. - In the case of Social Sector projects, learnerships also constitute work opportunities.
% compliance to USDG (Urban Settlements Development Grant) and HSDG (Human Settlements Development Grant) conditions	5.3(b) Financial management programme	This indicator measures the compliance to the respective grant conditions as stipulated in the agreements with National and Provincial Government to align with reporting requirements on expenditure for Grant Funding.
Number of external trainee and bursary opportunities (excluding apprentices)	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	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.

HS DEVELOPMENT & DELIVERY DEPARTMENTAL SDBIP DEFINITION 2013/14

INDICATOR		IDP	INDICATOR DEFINITION
Number of apprentices		1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	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.
Percentage adherence to Citywide service standard based on all external notifications		4.1 (a) Managing service delivery through the service management programme	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.
Percentage adherence to EE target (composite Indicator)		5.2(b) Human resources strategy	Composite EE Indicator made up of three weighted components: (40% weighting) compliance to EE plan for external appointments; This indicator measures 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. (10% Weighting) compliance to disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%. (50% weighting) Internal staff development as per EE Plan: This indicator will measure 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%. A single score will be calculated by first scoring the % achievement of the Directorate or Department against each individual target and then weighting their % performance and adding the totals.
Percentage adherence to Utilisation target (composite Indicator)		5.2(b) Human resources strategy	Composite Labour Utilisation Indicator made up of three weighted components: (50% weighting) staff availability. This indicator measures the percentage time staff are available for work taking into account only absenteeism in the form of sick leave and unauthorised leave. The corporate benchmark is 96% availability, based on a maximum of 4% absenteeism. (20% weighting) 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. A target is max 7% vacancy rate. The measure will be 93% filled positions. (30% weighting) The OH&S indicator will measure the incident rate i.e. the number of injuries, accidents and/or illness per 100 full time equivalent (FTE) . The target is 5 which will be measured in the inverse as 95. A single score will be calculated by first scoring the % achievement of the Directorate or Department against each individual target and then weighting their % performance and adding the totals.

HS DEVELOPMENT & DELIVERY DEPARTMENTAL SDBIP DEFINITION 2013/14

INDICATOR	IDP	INDICATOR DEFINITION
Percentage of Operating Budget spent		Formula: Total actual to date as a percentage of the total budget including secondary expenditure.
Percentage of assets verified		The indicator reflects the percentage of assets verified annually for audit assurance. Quarter one and two is decontaminate/departement process. The inventory list is the list of all assets assigned to an employee. The manager must take responsibility for inventory and sign off list on a quarterly basis. The 50% in the first quarter relates to 50% of staff members verification of the inventory list. 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.
Percentage Internal Audit findings resolved		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

2013/ 2014 HS DEVELOPMENT & DELIVERY DEPARTMENTAL SDBIP

Ratings: 🟡 = Meets or exceeds target 🟠 = Information not available or work on hold 🟢 = Currently does not meet target

Pillar & Corp Diregtorate Obj	Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 11/12 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target (by June 2014)	TARGETS				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
3 Caring City Objective 3.2	Human Settlements	3.2 Ensure innovative human settlements for increased access to those who need them	3C Number of human settlements opportunities provided per year	New Sites:	3.2 (a) Innovative housing programme	Sites: 3 039	715	1 280	2 050	3 039	Herman Steyn Contact: 021 400 3649 Cell.: 084 2200 266
				New Top Structures:	Integrated human settlements programme	Top Structures: 4 102	725	1 500	2 500	4 102	Herman Steyn Contact: 021 400 3649 Cell.: 084 2200 266
				New Other: {CRU Upgrades & shared services to Re- Blocked Informal settlements and Backyarders};	3.2 (a) Innovative housing programme	Other (CRU Upgrades & shared services to Re- Blocked Informal settlements and Backyarders): 1 341	200	400	800	1 341	Zaahir Jassiem Contact: 021 710 8127 Cell: 0842251993
3 Caring City	Human Settlements	3.2 Ensure innovative human settlements for increased access to those who need them	Number of rental social housing units completed (Top Structures)	150 units completed	3.2(d) Integrated human settlements programme	268 units completed.	75 units completed.	100 units completed.	200 units completed.	268 units completed.	Pogiso Molapo Contact: 021 400 5423 Cell: 084 308 0495
3 Caring City	Human Settlements	3.2 Ensure innovative human settlements for increased access to those who need them	Number of social rental housing sites completed (Sites)	Nil	3.2(d) Integrated human settlements programme	268 opportunities awarded	75 opportunities awarded	100 opportunities awarded	200 opportunities awarded	268 opportunities awarded	Pogiso Molapo Contact: 021 400 5423 Cell: 084 308 0495
3 Caring City	Human Settlements	3.2 Ensure innovative human settlements for increased access to those who need them	Number of serviced plots sold for GAP Housing (Sites)	240 opportunities awarded	3.2(b) Use property and land to leverage social issues	90 opportunities awarded	10 opportunities awarded	20 opportunities awarded	50 opportunities awarded	90 opportunities awarded	Pogiso Molapo Contact: 021 400 5423 Cell: 084 308 0495
3 Caring City	Human Settlements	3.2 Ensure innovative human settlements for increased access to those who need them	Progress on milestones towards the resolution of outstanding land claims	40 claims resolved and 30 Units developed	3.2(b) Use property and land to leverage social issues	Council resolution to release Erf 724 Somerset West to the RLCC.	Portfolio Committee resolution to support the release of Erf 724.	Mayco resolution to support the release of Erf 724.	Council approval of the Report to release Erf 224 Somerset West.	Council resolution to release Erf 724 Somerset West to the RLCC.	Pogiso Molapo Contact: 021 400 5423 Cell: 084 308 0495

2013/ 2014 HS DEVELOPMENT & DELIVERY DEPARTMENTAL SDBIP											
Ratings: 🟢= Meets or exceeds target 🟡=Information not available or work on hold 🟠= Currently does not meet target											
Pillar & Corp Obj No. Direcgratorate Obj	Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 11/12 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target (by June 2014)	TARGETS				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
8. Good governance and regulatory reform	5 Well-Run City Objective 5.1	Human Settlements	Ensure a transparent and corruption-free government	% compliance to Project Management (QS & Construction)	5.1(a) Transparent government (oversight) programme	100%	100%	100%	100%	Arthur Craik Contact: 021 400 9142 Cell: 082 339 1500	
				% variation against project plans (QS & Construction)	5.1(a) Transparent government (oversight) programme	<10% variance	<10% variance	<10% variance	<10% variance	Arthur Craik Contact: 021 400 9142 Cell: 082 339 1500	
				% compliance to Project Management compliance (Architecture)	5.1(a) Transparent government (oversight) programme	100%	100%	100%	100%	Arthur Craik Contact: 021 400 9142 Cell: 082 339 1500	
				% variation against project plans (Architecture)	5.1(a) Transparent government (oversight) programme	<10% variance	<10% variance	<10% variance	<10% variance	Arthur Craik Contact: 021 400 9142 Cell: 082 339 1500	
1 Opportunity City Objective 1.2	Deputy City Manager	Provision and maintenance of economic and social infrastructure to ensure infrastructure- led growth and development	Co-ordinate the number of job opportunities created through the Expanded Public Works Programme (EPWP)	500	1.2 (d) Expanded Public Works Programme (EPWP)	1 500	250	500	800	1 500	Herman Steyn Contact: 021 400 3649 Cell.: 084 2200 266
5 Well-Run City Objective 5.3	Human Settlements	Ensure financial prudence with clean audits by the Auditor General	% compliance to USDG (Urban Settlements Development Grant) and HSDG (Human Settlements Development Grant) conditions	100%	5.3(b) Financial management programme	100%	100%	100%	100%	100%	Leeroy May Contact: 021 400 9144 Cell: 084 888 0579

2013/ 2014 HS DEVELOPMENT & DELIVERY DEPARTMENTAL SDBIP

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Pillar & Corp Direcgtorate Obj	Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 11/12 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target (by June 2014)	TARGETS				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 1 The Opportunity City	Finance	1.2 Provision and maintenance of economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend on repairs and maintenance	Nil	1.2 (b) Maintenance of infrastructure	Nil	Nil	Nil	Nil	Nil	John Middleton Contact: 021 400 5577 Cell: 084 499 5164
SFA 1 The Opportunity City	Corporate Services	Maximise the use of available funding and programmes for training and skills development	1.H.(a) Number of external trainee and bursary opportunities (excluding apprentices)	14	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	5	3	3	5	5	Shevaan Isaacs Contact: 021 400 2765 Cell: 084 447 6285 Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383 (Corporate)
	Corporate Services		1.H.(b) Number of apprentices	Nil	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	Nil	Nil	Nil	Nil	Nil	Shevaan Isaacs Contact: 021 400 2765 Cell: 084 447 6285 Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383 (Corporate)

2013/ 2014 HS DEVELOPMENT & DELIVERY DEPARTMENTAL SDBIP

Ratings: 🟢= Meets or exceeds target 🟡=Information not available or work on hold 🟠= Currently does not meet target

Pillar & Corp Obj No. Directorate Obj	Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 11/12 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target (by June 2014)	TARGETS				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 4 An Inclusive City	Corporate Services	Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	Percentage adherence to Citywide service standard based on all external notifications	100%	4.1 (a) Managing service delivery through the service management programme	100%	100%	100%	100%	100%	Gasina Khan Contact: 021 400 4740
SFA 5 A Well Run City	Corporate Services	Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to EE target (composite Indicator)	100%	5.2(b) Human resources strategy	100%	100%	100%	100%	100%	Peter Deelman Contact: 021 400 2174 Cell: 084 867 5623 Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383 (Corporate)
SFA 5 A Well Run City	Corporate Services	Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to Utilisation target (composite Indicator)	100%	5.2(b) Human resources strategy	100%	100%	100%	100%	100%	Andre Kermis Contact: 021 400 2547 Cell: 083 761 5911 Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383 (Corporate)
SFA 5 A Well Run City	Corporate Services	Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to employee talent target (composite indicator)	100%	5.2(b) Human resources strategy	100%	100%	100%	100%	100%	Andre Kermis Contact: 021 400 2547 Cell: 083 761 5911 Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383 (Corporate)

2013/ 2014 HS DEVELOPMENT & DELIVERY DEPARTMENTAL SDBIP											
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Pillar & Corp Obj No. Directorate Obj	Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 11/12 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target (by June 2014)	TARGETS				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 5 A Well Run City	Finance	Ensure financial prudence with clean audit by the Auditor General	Percentage of Operating Budget spent	100%	-	95%	10%	30%	60%	95%	John Middleton Contact: 021 400 5577 Cell.: 084 499 5164
			Percentage of assets verified	100% completed by 30 June	-	100%	asset register verified	60%	asset register verified	100%	Herman Steyn Contact: 021 400 3649 Cell.: 084 2200 266
			Percentage Internal Audit findings resolved	100%	-	70%	70%	70%	70%	Gasina Khan Contact: 021 400 4740	

Name		Signature		Date	
Executive Director	S. X. Maqetuka			19/2/2013	
Manager	H. Steyn			15/2/2013	
Mayco Member	T. Gqada			20/2/2013	

HUMAN SETTLEMENTS

DEPARTMENT: PUBLIC HOUSING AND CUSTOMER SERVICES 2013/2014

**BUSINESS PLAN:
REPAIRS AND MAINTENANCE OF COUNCIL'S PUBLIC HOUSING STOCK
MANAGER: GRACE BLOUW
CONTACT PERSON: J. (HEINE) SCOTT**

1. EXECUTIVE SUMMARY

The City of Cape Town is responsible for the maintenance of 43 500 Rental Units. The yearly budget provision provides for day to day maintenance and planned maintenance projects. Due to limited funds and a shortage of staff, the focus is mainly on repairing blocks with either Health and Safety concerns or poor structural condition. The Department is in the process of drafting a maintenance schedule with clear priorities and turn around times for repairs and maintenance.

2. PURPOSE AND SERVICE MANDATE OF DIRECTORATE/DEPARTMENT/BUSINESS UNIT

To direct and oversee the management and administration of rental / home ownership units including the maintenance of existing CRU's / rental units / hostels by:

- facilitating the provision of secure, stable rental tenure for lower income persons
- ensuring the proper maintenance of council's assets in the interest of the City as well as existing and future tenants.
- maximising the returns on the housing stock but within affordable levels of the tenants we service.
- ensuring that the housing asset is properly maintained in the interest of the City and both existing and future tenants

3. LEGISLATIVE IMPERATIVE

1. Constitution of the Republic of South Africa
2. Accreditation Framework as prescribed in the National Housing Code
3. Division of Revenue Act
4. Housing Act 107 of 1997/ Housing Code
5. Municipal Finance Management Act

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

Strategic Focus Area 3: Caring City

Corporate Objective 3.2: Ensure innovative human settlements for increased access to those that need them.

Corporate Indicator 3C: The number of Housing opportunities created per year.

Objective 3.3: Assess the possible sale/transfer/transaction of rental stock to clearly identified beneficiaries within established criteria.

Corporate Indicator 3D: Number of Deeds of Sale Agreements signed with identified beneficiaries

Changes to the Indicators and targets for 2013/14 as a result of the following:

- Despite limited budget and the shortage of staff, the department managed to spend 98% of the maintenance budget

5. PERFORMANCE PROGRESS AND IMPACT

Percentage spent of the maintenance budget is usually very high.

6. FINANCIAL INFORMATION

6.1 a) Budget for Maintenance to be approved by Council in May 2013.

OVERVIEW OF RISKS IN NARRATIVE FORM OF:

Assumptions

The assumption is that the Public Rental Stock is in poor condition due to inadequate maintenance funding, the shortage of skilled staff to perform the maintenance and repair function. A large percentage of the City's public housing stock is older than 30 years with the result that high volume of maintenance and repair complaints is received. The stock is also prone to high levels of vandalism due to gang violence and drug abuse.

Risk Assessment

Risk	Action	Resp.
Not enough technical staff to do the work	More technicians and artisans to be appointed and training programs to happen regularly and on an on-going basis	Senior management and Manager: Existing Housing
Outsourcing vs. in-house repairs	Due to the shortage of technical staff, outsourcing seems to be the only workable option at this point in time	Head: Maintenance and Manager: Existing Housing
C3 Notifications	The closing of Level 3&4 priorities as a result of budget constraints	Heads: Rental Stock and Head: Maintenance

NOTE: 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 Departments objectives are identified, addressed and managed on a day to day basis in accordance with the City's approved IRM Policy and IRM Framework.

7. LINK PROGRAMMES

Directorate's Objective:

To develop a long-term maintenance programme

Programme linked to:

CRU Programme

Outputs aimed to achieve:

To continue the repair and maintenance programme of the City in a planned manner that will ensure that council's rental stock remain in good condition for years to come.

Strategies that will be followed to achieve programme outcome:

- Maintenance Plan that will clearly indicate the funds required to maintain the City's Housing Stock
- Workshops to inform and train tenants on taking better care of their rental units
- Review and strictly enforce conditions of Agreement of Lease

Resources linked to the projects:

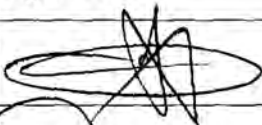
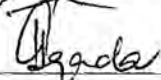
- Operating and Capital Budget

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

Objectives	Indicator(s) of this Objectives	Target: 30 Sept 2013	Target: 31 Dec 2013	Target: 31 March 2014	Target: 30 June 2014
Repairs and Maintenance Programme	Percentage spent on repairs and maintenance. (Maintenance of Rental Housing Stock)	21.5% of maintenance budget spent	45.5% of maintenance budget spent	70.2% of maintenance budget spent	100% of maintenance budget spent

9. AUTHORISATION

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

	Name	Signature	Date
Executive Director	S. X. Maqetuka		19/2/2013
Manager	G. Blouw		18/2/2013
Mayco Member	T. Gqada		20/2/2013

10. APPENDICES:

Appendix 1: Departmental SDBIP

HUMAN SETTLEMENTS

DEPARTMENT: PUBLIC HOUSING AND CUSTOMER SERVICES 2013/2014

**BUSINESS PLAN
MODERNISATION PROJECT
TENANCY AND HOME OWNERSHIP MANAGEMENT
ACTING DIRECTOR: J. ALIDA KOTZEE
MANAGER: GRACE BLOUW**

1. EXECUTIVE SUMMARY

An efficient housing system with quality service delivery and business practices is required in order to deliver a good basic housing service. This involves having well-resourced Housing Estate Offices and Maintenance Depots with skilled staff to be able to deal with all aspects of the management and administration of the City's Public Housing Stock. This department is well on its way to having uniform policies and procedures to be applied across the City of Cape Town. A Tenancy Management Plan was completed on the 30th June 2010 but as a result of the shortage of staff, out-dated IT Equipment and unfriendly, inaccessible Offices the plan could not be implemented. To address all the concerns, the department embarked on a Modernisation Project of which the purpose is to position the Department to substantially improve and sustain a high level of service performance.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT/BUSINESS UNIT

To direct and oversee the management and administration of rental / home ownership units including the maintenance of existing CRU's / rental units / hostels.

- Managing and administering of rental units
- Managing reactive maintenance to existing CRU's / rental units / hostels
- Managing, administering and coordinating of Home Ownership Units and Special Operations/Programmes
- Managing of current special leases and properties until hand-over to relevant City Directorate/s.

The department will strive to provide the best social housing service for people of low income in any municipality in the country. To this end a business improvement process (Modernisation) is underway and KPGM has been appointed to assist the Existing Settlement's department in the process.

3. LEGISLATIVE IMPERATIVE

1. Constitution of the Republic of South Africa
2. Accreditation Framework as prescribed in the National Housing Code
3. Division of Revenue Act
4. Housing Act 107 of 1997/ Housing Code
5. Municipal Finance Management Act

4. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN (key stakeholders of the plan)

Partners/Stakeholders	Roles and Responsibilities
Executive Director: Human Settlement Services (Seth Maqetuka)	Champion of the project (Final decision on implementation and Financial implications)
Manager Existing Settlements (Grace Blouw)	Project sponsor: Ensures compliance and alignment with Corporate guidelines
Manager: Business Improvement (Corporate) (Barry Gouws)	Project Advisor: Ensures roll-out of the project within Corporate guidelines and BI principles
Administrative Officer 2 (Yvette Regue)	Project Lead: Ensures implementation according to Project Plan.
Head: Strategy, Co-ordination and Monitoring (Andre Kermis)	Business Improvement Co-ordinator: Ensures quality assurance and adherence to BI principles. Development of a Change Management Plan.
Housing Estate Office Managers	Implementation of projects and assistance with Change Management.
IT – ERP	Upgrade of IT equipment, systems and support with the implementation of the project plan.
Customers (Internal and External)	Feedback regarding impact of the project.

5. RESOURCES (funding and staff)

- Budget for the Modernisation Project has been divided over 2 financial years i.e. 2010/2011 and 2011/2012.
- Project staff = 8

6. BACKLOGS AND RESOURCE CONSTRAINTS

- Appointment of staff as per approved budget

7. ASSUMPTIONS AND RISKS

Assumptions:

The public rental stock's environment has substantially changed however the processes and systems to support the effective delivery of services have not changed much over the last few years. Further to this, there has been a high staff turnover over the last 6 years and the capacity has never been replaced. This has resulted into a lack of focus on law enforcement and good governance. There have been many complaints regarding the quality of services rendered.

Risk Assessment

No	Risks	Action	Resp.
1	If more staff members are not appointed and equipped with the necessary training, service delivery will not happen	More staff to be appointed and training programs to happen regularly in order for staff to stay abreast of changes in policy changes thereby to ensuring improved service delivery	Heads Rental Stock and Manager: Existing Settlements
2	Change Management linked to modernisation project. Managing the implementation of the changes as per the modernisation project	Communication process linked to Change Management to be clearly defined and communicated.	Heads Rental Stock; Area Housing Managers and Manager: Existing Settlements
3	Implementation of Project: Funding approvals linked to proposals and recommendations as per the Modernisations Project.	Timeous application for funding approvals	Manager: Existing Settlements
4.	Implementation of IT Systems and Technology	User support is an important contributor to the proper execution of business processes.	Corporate SAP Team and Project Manager

NOTE: 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 Departments objectives are identified, addressed and managed on a day to day basis in accordance with the City's approved IRM Policy and IRM Framework.

8. STRATEGIC ALIGNMENT TO THE IDP

Strategic Focus Area 3: Caring City

Corporate Objective 3.2: Ensure innovative human settlements for increased access to those that need them.

Corporate Indicator 3C: The number of Housing opportunities created per year.

Objective 3.5: Assess the possible sale/transfer/transaction of rental stock to clearly identified beneficiaries within established criteria.

The Tenancy Management Plan is completed and now forms part of the Existing Housing Modernisation Project. The Service Delivery Model has now become the Tenancy Management Plan/Strategy as per the Community Residential Unit Programme.

8.1 LINK PROGRAMMES

Departmental Objective:

To deliver an efficient and effective public housing service from well-resourced client friendly Housing Estate Offices and Depots.

Programme linked to:

Housing policies and Community Residential Unit Programme

Outputs aimed to achieve:

To ensure that once the Council's rental units are upgraded, it does not become business as usual but that the management systems improve to ensure better service delivery.

Strategies that will be followed to achieve programme outcome:

- Workshops to inform and train tenants and staff on what is expected
- Rental Audit of all Rental Units across the City
- Conditions in Lease Agreement to be enforced
- Door to door visits by Housing staff to determine who is in occupation of rental units
- House files to be updated & transferred to electronic format
- Action to be taken against unlawful occupants and those guilty of anti social behaviour
- Appointment of Special Workmen (Caretakers) to monitor and assess rental units daily
- Upgrading of Housing Estate Offices to ensure client friendly environment
- Upgrading of IT Equipment

Resources linked to the projects:

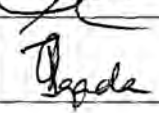
Operating and Capital Budgets

9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

Objectives of this Project	Indicator(s) of this Objective	Target: 30 Sept 2012/13	Target: 31 Dec 2012/13	Target: 31 March 2013/14	Target: 30 June 2013/14
Objective 3.5: Assess the possible sale/transfer/transaction of rental stock to clearly identified beneficiaries within established criteria.	Progress on milestones towards the Review of the Final Report submitted on the To-Be processes. (Management, Operational and Support)	Submit completed To-Be processes to Portfolio and Mayoral Committee Meetings for approval	Roll-out of To-Be processes to all housing offices and maintenance depots Target	Commence implementation of approved processes	Continue the implementation of approved processes
Objective 3.5: Assess the possible sale/transfer/transaction of rental stock to clearly identified beneficiaries within established criteria.	Progress on milestones towards the regulation of service delivery via the Review of Policies and procedures (Ongoing review and update of policies and procedures)	Update and gather input from various stakeholders Review of structure policy procedures complete and ready for implementation	Review existing policies and procedures Transfer of Tenancy Policy and Agreement of Lease identified for review	Amended policies and procedures to be work shopped with relevant stakeholders	Submit reviewed policies and procedures to Portfolio Committees and Mayco
Objective 3.5: Assess the possible sale/transfer/transaction of rental stock to clearly identified beneficiaries within established criteria.	Progress on milestones towards the Replacement of PC's, printers and scanners. (Upgrading networks and servers)	Complete audit of all housing offices and maintenance depots. Complete roll out of new PC's, printers and scanners. Finalise upgrade of networks and servers	Assess the capability of current information systems and technology to enhance performance of reviewed business processes	IT services to be contracted in order to commence with upgrade	Roll-out of IT equipment and programmes to all housing offices and maintenance depots in line with modernisation objectives.
Objective 3.5: Assess the possible sale/transfer/transaction of rental stock to clearly identified beneficiaries within established criteria.	Progress on milestones towards the Upgrading and modernisation of Housing Offices and Maintenance Depots	Assessment and cost analysis of Housing Estate Offices and Maintenance Depots and prioritisation of at least 10 housing offices/depots for upgrading	Commence with the upgrade of the Retreat Office and at least one more office and depot identified as priority	Roll out of 2 of the ten offices/depots.	Continue upgrade and modernisation of housing offices and depots
Objective 3.5: Assess the possible sale/transfer/transaction of rental stock to clearly identified beneficiaries within established criteria.	Progress on milestones towards the Filling of vacant positions as well as creating new posts.	Assessment of required posts with broad profiles, key performance areas and key performance indicators for each post.	Advertising and appointment of required staff	Staff training initiated	Trained staff commence implementation of updated policies and procedures

10. AUTHORISATION

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

	NAME	SIGNATURE	DATE
	Name	Signature	Date
Executive Director	S. X. Maqetuka		19/2/2013
Manager	G. Blouw		18/2/2013
Mayco Member	T. Gqada		20/2/2013

11. APPENDICES:

Appendix 1: Departmental SDBIP

2013/ 2014 PUBLIC HOUSING & CUSTOMER SERVICES SDBIP											
Pillar & Corporate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 11/12	Program number and name/ Statutory or Strategic Plan	Annual Target (by 30 June 2014)	TARGETS				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
3 Caring City Objective 3.3	Human Settlements	Assess the possible sale/transfer/ rental stock to clearly identified beneficiaries within established criteria	3D. Number of Deeds of Sale Agreements signed with identified beneficiaries	2500 sales agreements signed	3.3 (b) Rental stock disposal programme	2500 deeds of sale agreements signed	400 deeds of sale agreements signed	800 deeds of sale agreements signed	1 800 deeds of sale agreements signed	2 500 deeds of sale agreements signed	Grace Blouw Contact: 021 400 4952 Cell: 084 208 7778
				Commence implementation of approved processes		Continue the implementation of approved processes	Submit completed To-Be processes to Portfolio and Mayoral Committee Meetings for approval	Roll-out of To-Be processes to all housing offices and maintenance depots Target	Commence implementation of approved processes	Continue the implementation of approved processes	Grace Blouw Contact: 021 400 4952 Cell: 084 208 7778
5 Well-Run City Objective 5.2	Corporate Services	Establish an efficient and productive administration that prioritizes delivery	Progress on milestones towards the upgrade and modernisation of housing estate offices and maintenance depots	Submit completed policies and procedures to Portfolio Committees and Mayco	5.2 (a) Human resources, talent management and skills development programme	Submit reviewed policies and procedures to Portfolio Committees and Mayco	Update and gather input from various stakeholders Review of structure policy procedures complete and ready for implementation	Review existing policies and procedures Transfer of Tenancy Policy and Agreement of Lease identified for review	Amended policies and procedures to be work shopped with relevant stakeholders	Submit reviewed policies and procedures to Portfolio Committees and Mayco	Grace Blouw Contact: 021 400 4952 Cell: 084 208 7778
				Complete upgrade and modernisation of Housing Estate offices/depots		Continue upgrade and modernisation of housing offices and depots	Assessment and cost analysis of Housing Estate Offices and Maintenance Depots and prioritisation of at least 10 housing offices/ depots for upgrading	Commence with the upgrade of the Retreat Office and at least one more office and depot identified as priority	Roll out of 2 of the ten offices/ depots.	Continue upgrade and modernisation of housing offices and depots	Grace Blouw Contact: 021 400 4952 Cell: 084 208 7778

2013/ 2014 PUBLIC HOUSING & CUSTOMER SERVICES SDBIP											
Pillar & Corporate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 11/12	Program number and name/ Statutory or Strategic Plan	Annual Target (by 30 June 2014)	TARGETS				Responsible Person
				Baseline 11/12	Program number and name/ Statutory or Strategic Plan	Annual Target (by 30 June 2014)	30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
5 Well-Run City Objective 5.2	Corporate Services	Establish an efficient and productive administration that prioritizes delivery	Progress on milestones towards the upgrade and modernisation of housing estate offices and maintenance depots	Roll-out of IT equipment and software programmes to all housing offices and maintenance depots	5.2 (a) Human resources, talent management and skills development programme	Roll-out of IT equipment and programmes to all housing offices and maintenance depots in line with modernisation objectives.	Complete audit of all housing offices and maintenance depots. Complete roll out of new PCs, printers and scanners. Finalise upgrade of networks and servers	Assess the capability of current information systems and technology to enhance performance of reviewed business processes	IT services to be contracted in order to commence with upgrade	Roll-out of IT equipment and programmes to all housing offices and maintenance depots in line with modernisation objectives.	Grace Blouw Contact: 021 400 4952 Cell: 084 208 7778
				Trained staff commence implementation of updated policies and procedures			Assessment of required posts with broad profiles, key performance areas and key performance indicators for each post.	Advertising and appointment of required staff	Initiate training for new staff members	Trained staff commence implementation of updated policies and procedures	
3 Caring City	Human Settlements	3.2 Ensure innovative human settlements for increased access to those who need them	Progress on milestones towards the updating and capturing of applications on the housing needs database	60% updating of ID's and addresses of top 100 applications	3.2(b) Use property and land to leverage soacial issues	70% of new applications received, captured.	30% of new applications received, captured.	50% of new applications received, captured.	65% of new applications received, captured.	70% of new applications received, captured.	Michael Goodwin Contact: 021 487 2577 Alt.Contact: 021 918 7221

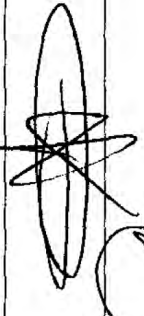
2013/ 2014 PUBLIC HOUSING & CUSTOMER SERVICES SDBIP											
Pillar & Corporate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 11/12	Program number and name/ Statutory or Strategic Plan	Annual Target (by 30 June 2014)	TARGETS				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
1 Opportunity City Objective 1.2	Deputy City Manager	Provision and maintenance of economic and social infrastructure to ensure infrastructure-led growth and development	Co-ordinate the number of job opportunities created through the Expanded Public Works Programme (EPWP)	1 000	1.2 (d) Expanded Public Works Programme (EPWP)	2 122	450	850	1 200	2 122	Grace Blouw Contact: 021 400 4952 Cell: 084 208 7778
SFA 1 The Opportunity City	Finance	1.2 Provision and maintenance of economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend of Capital Budget	90%	1.2(b) Maintenance of infra-structure	91%	10%	30%	60%	91%	John Middleton Contact: 021 400 5577 Cell: 084 499 5164
SFA 1 The Opportunity City	Finance	1.2 Provision and maintenance of economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend on repairs and maintenance	100%	1.2 (b) Maintenance of infrastructure	95%	21,5%	45,5%	70,2%	100%	Grace Blouw Contact: 021 400 4952 Cell: 084 208 7778

2013/ 2014 PUBLIC HOUSING & CUSTOMER SERVICES SDBIP											
Pillar & Corporate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 11/12	Program number and name/ Statutory or Strategic Plan	Annual Target (by 30 June 2014)	TARGETS				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 1 The Opportunity City	Corporate Services	1.5 - Maximise the use of available funding and programmes for training and skills development	1.1. (a) Number of external trainee and bursary opportunities (excluding apprentices	28	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	14	12	12	14	14	Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383
			1.1. (b) Number of apprentices	20	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	25	23	23	25	25	
SFA 4 An Inclusive City	Corporate Services	4.1 Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	Percentage adherence to Citywide service standard based on all external notifications	100%	4.1 (a) Managing service delivery through the service management programme	100%	100%	100%	100%	100%	Gasina Khan Contact: 021 400 4740

2013/ 2014 PUBLIC HOUSING & CUSTOMER SERVICES SDBIP											
Pillar & Corporate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 11/12	Program number and name/ Statutory or Strategic Plan	Annual Target (by 30 June 2014)	TARGETS				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 5 A Well Run City	Corporate Services	5.2 - Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to EE target (composite Indicator)	100%	5.2(b) Human resources strategy	100%	100%	100%	100%	Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383	
SFA 5 A Well Run City	Corporate Services	5.2 - Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to Utilisation target (composite Indicator)	100%	5.2(b) Human resources strategy	100%	100%	100%	100%	Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383	
SFA 5 A Well Run City	Corporate Services	5.2 - Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to employee talent target (composite indicator)	100%	5.2(b) Human resources strategy	100%	100%	100%	100%	Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383	

2013/ 2014 PUBLIC HOUSING & CUSTOMER SERVICES SDBIP											
Pillar & Corporate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 11/12	Program number and name/ Statutory or Strategic Plan	Annual Target (by 30 June 2014)	TARGETS				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 5 A Well Run City	Finance		Percentage of Operating Budget spent	100%	-	95%	10%	30%	60%	95%	Grace Blouw Contact: 021 400 4952 Cell: 084 208 7778
SFA 5 A Well Run City	Finance	5.3 – Ensure financial prudence with clean audit by the Auditor General	Percentage of assets verified	100% completed by 30 June	-	100% asset register verified	50% inventory list verified	100% inventory list verified	60% asset register verified	100% asset register verified	Grace Blouw Contact: 021 400 4952 Cell: 084 208 7778
SFA 5 A Well Run City	Internal Audit		Percentage Internal Audit findings resolved	100%	-	70%	70%	70%	70%	70%	Gasina Khan Contact: 021 400 4740

NAME	SIGNATURE	DATE
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Name	Signature	Date
Executive Director		19/2/2013
Manager		18/2/2013
Mayco Member		20/2/2013

PUBLIC HOUSING & CUSTOMER SERVICES SDBIP DEFINITION 2013-2014			INDICATOR	IDP	INDICATOR DEFINITION
3D. Number of Deeds of Sale Agreements signed with identified beneficiaries	3.3 (b) Rental stock disposal programme				The registration of transferrable rental stock to qualifying tenants.
Progress on milestones towards the upgrade and modernisation of housing estate offices and maintenance depots	5.2 (a) Human resources, talent management and skills development programme				This indicator measures the progress of a Business Improvement Process with regard to the upgrade and modernisation of housing estate offices and maintenance depots with a view to ensuring greater access for the public and improvement of service rendered. A structured and approved Functional structure will assist the Department with a clear and exact Service Mandate.
Progress on milestones towards the updating and capturing of applications on the housing needs database	3.2 (b) Use property and land to leverage social issues				This indicator refers to the updating of information on the Housing Needs Database as received per individual applicant as well as the capturing of the relevant information in the Housing Needs Database.
Initiate the upgrade and modernisation of housing estate offices and maintenance depots	5.2 (a) Human resources, talent management and skills development programme				A structured and approved Functional structure will assist the Department with a clear and exact Service Mandate.
Percentage spend of capital budget	1.2 (b) Maintenance of infrastructure				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	1.2 (b) Maintenance of infrastructure				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.
Number of Expanded Public Works programmes (EPWP) opportunities created	1.2 (d) Expanded Public Works Programme (EPWP)				- This indicator measures the number of work opportunities created through the Expanded Public Works Programme (EPWP) 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. - In the case of Social Sector projects, learnerships also constitute work opportunities.
Number of external trainee and bursary opportunities (excluding apprentices)	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.				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	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.				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.
Percentage adherence to Citywide service standard based on all external notifications	4.1 (a) Managing service delivery through the service management programme				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.

PUBLIC HOUSING & CUSTOMER SERVICES SDBIP DEFINITION 2013-2014

INDICATOR	IDP	INDICATOR DEFINITION
Percentage adherence to EE target (composite Indicator)	5.2(b) Human resources strategy	Composite EE Indicator made up of three weighted components: (40% weighting) compliance to EE plan for external appointments; This indicator measures the number of external appointments across all directorates over the preceding 12 month period. The following job categories are excluded from this measurement: Councilors, students, apprentices, contractors and non-employees. The general EE target = 80% - i.e. 80% of all appointments should be EE compliant. (10% Weighting) compliance to disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%. (50% weighting) Internal staff development as per EE Plan: This indicator will measure 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%. A single score will be calculated by first scoring the % achievement of the Directorate or Department against each individual target and then weighting their % performance and adding the totals. Composite Labour Utilisation Indicator made up of three weighted components: (50% weighting) staff availability. This indicator measures the percentage time staff are available for work taking into account only absenteeism in the form of sick leave and unauthorised leave. The corporate benchmark is 96% availability, based on a maximum of 4% absenteeism. (20% weighting) 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. A target is max 7% vacancy rate. The measure will be 93% filled positions. (30% weighting) The OH&S indicator will measure the incident rate i.e. the number of injuries, accidents and/or illness per 100 full time equivalent (FTE) . The target is 5 which will be measured in the inverse as 95. A single score will be calculated by first scoring the % achievement of the Directorate or Department against each individual target and then weighting their % performance and adding the totals.
Percentage adherence to Utilisation target (composite Indicator)	5.2(b) Human resources strategy	Composite Labour Utilisation Indicator made up of three weighted components: (50% weighting) staff availability. This indicator measures the percentage time staff are available for work taking into account only absenteeism in the form of sick leave and unauthorised leave. The corporate benchmark is 96% availability, based on a maximum of 4% absenteeism. (20% weighting) 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. A target is max 7% vacancy rate. The measure will be 93% filled positions. (30% weighting) The OH&S indicator will measure the incident rate i.e. the number of injuries, accidents and/or illness per 100 full time equivalent (FTE) . The target is 5 which will be measured in the inverse as 95. A single score will be calculated by first scoring the % achievement of the Directorate or Department against each individual target and then weighting their % performance and adding the totals.

PUBLIC HOUSING & CUSTOMER SERVICES SDBIP DEFINITION 2013-2014		
INDICATOR	IDP	INDICATOR DEFINITION
Percentage adherence to employee talent target (composite indicator)	5.2(b) Human resources strategy	Composite Talent indicator made up of four weighted components: 1. (30% weighting) Increase in skills level. The corporate wide target is a 4% increase, based on the current gap between scarce skills vacancy rate of 11%(in defined occupational categories) and corporate targeted vacancy rate of 7%. However, each department will have its own target based on the current difference between their scarce skills vacancy rate and the corporate target of max 7% vacancies. (e.g. If a department's current vacancy rate for scarce skills = 7%, then their target will be 0% and their performance 100%. Any increase in skills levels thereafter will therefore reflect as >100% performance). 2. (20% weighting) Budget spend on workplace skills plan (NKPI). Formula: % spent against planned training budget. The corporate wide target for this factor is 95% (i.e. as per target for OPEX). This is an accumulative target over 12 months. 3. (25% weighting) Turnover (Retention of scarce skills as measured by staff turnover) Turnover rate is the rate for which employees leave a company. This is measured by a % attrition of staff in scarce skills defined occupational categories over a 12 month period against an acceptable benchmark % turnover of 12%. Formula: Total terminations as % of staff complement each month, as measured over a preceding 12 month period (i.e. 12 month rolling average). This will be limited to the following occupational categories: Legislators & senior managers, Professionals, Technicians and other professionals. Target: the staff turnover % must be ≤12% throughout the financial year. 4. (25% weighting) Retention: Employee retention is a stability index that is commonly used by human resources departments to show the percentage of employees that are still in their jobs over a period of time. This is measured by calculating the percentage of employees that started 12 months ago who are still in employment. This is an indicator to monitor performance in attracting and retaining employees. The higher the retention rate the better. The retention rate for the new year is set at 90%. This is a new factor and will be monitored for amendment if necessary. A single score will be calculated by first scoring the % achievement of the Directorate or Department against each individual target and then weighting their % performance and adding the totals. Formula: Total actual to date as a percentage of the total budget including secondary expenditure.
Percentage of Operating Budget spent		The indicator reflects the percentage of assets verified annually for audit assurance. Quarter one and two is dicretorate/department process. The inventory list is the list of all assets assigned to an employee. The manager must take responsibility for inventory and sign off list on a quarterly basis. The 50% in the first quarter relates to 50% of staff members verification of the inventory list. 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. 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.
Percentage of assets verified		
Percentage Internal Audit findings resolved		

HUMAN SETTLEMENTS

**DEPARTMENT: STRATEGIC SUPPORT
SERVICES AND ADMINISTRATION
2013/2014**

MANAGER: M. GOOSAIN ABRAHAMS

1. EXECUTIVE SUMMARY

The Business plan of the Support Services Department relates to the core functions of the department and highlights the main focus areas for the 2012/2013 financial year. The plan starts with the vision of the department and lists the core functions per sub unit within Support Services. The plan briefly mentions the infrastructure upgrade programmes planned to be rolled out over the next few years. The latter should impact on improved service delivery as well as staff and customer satisfaction. The Directorate is also faced with the threat Increased disciplinary action against errant employees the consequences to which could severely hamper service delivery. Every effort should be made to sensitise management that discipline should be maintained at all levels.

A major challenge for the Directorate is also to lift the staff morale and to get staff members motivated and committed. The impact of the proposed human resource support model, yet to be approved, is still unclear and we have to be geared for possible changes. However, training and skills development must continue as well as administrative human resource duties and these are addressed in the strategy plan

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

“To strive to provide a first class support service for the Human Settlement Directorate to help ensure the achievement of the goals of the City of Cape Town.”

The overarching aim of the department is to provide a professional, efficient and effective Support Services function that will help ensure that the Human Settlement Directorate meets all its service delivery objectives.

Core functions of the Department

1. Overseeing the management of all logistic and asset administration functions
2. Overseeing the management of an effective general administrative function
3. Overseeing the management of a professional Human Resource Management function
4. Overseeing the management of an inter-service liaison function to and from the Executive Director's office
5. Overseeing the management of Directorate risk management initiatives
6. Coordinating provision of a secretariat support services across the entire Directorate
7. Coordinating Internal, forensic and general audit processes within the Directorate

Demands/expectations from Customers

- Professional service, provision of operational support/tools.
- Pro-active service
- Consistent application of all council policies
- Supply of accurate information
- Implementation of corporate directives
- Meeting of deadlines
- Response to the needs of internal and external clients
- Integrity

Overarching aim of the department.

The Strategic Support Services and Administration Department would like to have a knowledgeable, well trained, energetic, motivated, proactive and committed team in order to:

- Provide a professional, proactive support service.
- Provide accurate and relevant information.
- Meeting all deadlines
- Empower staff

- Facilitate skills transfer.
- Facilitate training and skills development and mentoring process.
- Ensure that unit is properly staffed.
- Facilitate and expedite the disciplinary processes.
- Ensure that all staff related matters are dealt with in terms of Conditions of Services, Benefit Schemes
- Have a pro-active approach

3. LEGISLATIVE IMPERATIVES:

- Constitution of the Republic of South Africa
- Municipal Finance Management Act (MFMA) Act 56 of 2003
- Municipal Structures Act – Act 117 of 1998
- Municipal Systems Act – Act 32 of 2000
- Occupational Health & Safety Act & Regulations – Act 85 of 1993
- Skills Development Act No. 97 of 1998
- Skills Levies Act No. 9 of 1999

4. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

Partners/ Stakeholders	Roles and Responsibilities
Partners	Internal departments and staff
Internal stakeholders	Various Corporate Directorates including: Corporate Services, Corporate Finances, IDP.OPM, City Manager's Office
External stakeholders	Vendors, Lessees, General Public and Government Departments

5. RESOURCES (Financial and Staff)

- CAPEX, - R2 954 067.00
- OPEX - R23 908 889.16
- staff complement - 34 filled posts; 6 vacancies

6. BACKLOGS AND RESOURCE CONSTRAINTS

- Human Resources

7 ASSUMPTIONS AND RISKS

7.1 Assumptions

No	Risks	Action	Responsibility
1	Non-compliance to Health & Safety Act & Regulations	All parties to do abide by prescribed rules and regulations and forward information timeously and accurately.	All, with Manager: Strategic Support Services & Administration to co-ordinate.

7.2 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 Departments objectives are identified, addressed and managed on a day to day basis in accordance with the City's approved IRM Policy and IRM Framework.

8. STRATEGIC ALIGNMENT TO THE IDP

8.1 Strategic Focus Area 3: Caring City

Corporate Objective 3.2: Ensure innovative human settlements for increased access to those that need them.

Corporate Indicator 3C: The number of housing opportunities created per year

Corporate Objective 3.3: Assess the possible sale/transfer/transaction of rental stock to clearly identified beneficiaries within established criteria.

Corporate Indicator 3D: The number of Deeds of Sale Agreements signed with identified beneficiaries

Corporate Objective 5.2: Establish an efficient and productive administration that prioritizes delivery

Corporate Objective 5.3: Ensure financial prudence with clean unqualified audits by the Auditor General

8.2 LINK TO PROGRAMMES

- Infrastructure upgrading projects within the Directorate and Corporate
- C3 Notifications
- Workplace Skills Plan

Outputs aimed to achieve:

- Replacement of all old vehicles and Computers, Upgrading of offices and depots, Furniture upgrading,
- Major tools and equipment acquisitioning
- Improve the closure rate of all C3 notifications
- Adherence to the corporately ascribed Vacancy Rate

Strategies that will be followed to achieve programme outcome:

- Needs assessment completed and roll out plans completed then Implementation

Key projects and initiatives:

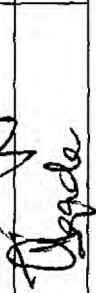
- Training and Development
- IT infrastructure upgrade to increase speed of service
- Office accommodation
- Risk Management
- Electronic Time and Attendance
- Monitoring of absenteeism via the return to work interviews
- Monitor and expedite internal audits
- Individual Performance Management > T14
- Forensic Investigation
- Annual asset verifications
- Monitoring of C3 notifications
- Customer satisfaction survey
- Filling of vacancies

9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

Objectives	Indicator(s) of this Objective	Target (by Sept 2013)	Target (by Dec 2013)	Target (by March 2014)	Target (by June 2014)
Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	The number of Insurance claims repudiated per year	10	20	30	50
Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	Progress on milestones towards implementation of Individual Performance Management	100%	100%	100%	100%
Objective 5.3 Ensure financial prudence with unqualified audits by the Auditor General	% office infrastructure budget spent	15%	30%	60%	100%
Objective 5.3 Ensure financial prudence with unqualified audits by the Auditor General	Percentage of assets verified	50% inventory list verified	100% inventory list verified	60% asset register verified	100% asset register verified
Objective 5.3 Ensure financial prudence with unqualified audits by the Auditor General	Ensure compliance with measures to mitigate Risks as identified in the Risk Register eg. quarterly TAP sessions	100%	100%	100%	100%
Objective 4.2 Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to.	Percentage adherence to Citywide service standard based on all external notifications	100%	100%	100%	100%
Objective 5.3 Ensure financial prudence with unqualified audits by the Auditor General	Percentage Internal Audit findings resolved	70%	70%	70%	70%
Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	Employee Utilisation Indicator (composite Indicator)	100%	100%	100%	100%
Objective 3.4 Ensure innovative human settlements for increased access to those that need them	% Opex spent: Bush Clearing	10%	30%	60%	100%
Objective 1.1 Create an enabling environment to attract investment to generate economic growth and job creation	Co-ordinate the number of job opportunities created through the Expanded Public Works Programme (EPWP)	20	80	120	200

10. AUTHORISATION

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

	Name	Signature	Date
Manager	Goosain Abrahams		15/12/2013
Executive Director	Seth X. Maqetuka		19/02/2013
Mayco Member	Tandeka Gqada		20/2/2013

11. APPENDICES: (SDBIP)

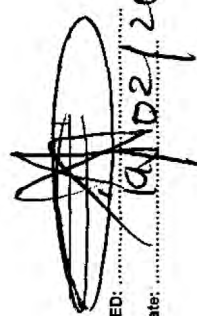
2013/ 2014 STRATEGIC, SUPPORT SERVICES & ADMINISTRATION SDBIP											
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							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 5 A Well Run City Objective 5.2	Finance	Ensure financial prudence with clean audit by the Auditor General	The number of Insurance claims repudiated per year	100% Implementation	5.2(b) Human resources strategy	50	10	20	30	50	Gasina Khan Contact: 021 400 4740
SFA 5 A Well Run City Objective 5.2	Corporate Services	Establish an efficient and productive administration that prioritizes delivery	Progress on milestones towards implementation of individual performance	100%	5.2(b) Human resources strategy	100%	100%	100%	100%	100%	Goosain Abrahams Contact: 021 400 5300 Cell: 0842251989
3 Caring City Objective 3.2	Human Settlements	3.2 Ensure innovative human settlements for increased access to those who need them	Percentage of Operating Budget spent	100% budget spent	–	95%	10%	30%	60%	95%	Gasina Khan Contact: 021 400 4740
5 Well-Run City Objective 5.3	Finance	Ensure financial prudence with clean audit by the Auditor General	% office infrastructure budget spent	100% budget spent	5.3(b) Financial management programme	100% budget spent	15% budget spent	30% budget spent	60% budget spent	100% budget spent	Michael Lotter Contact: 021 400 2547 Cell: 084 444 3670
1 Opportunity City Objective 1.2	Deputy City Manager	Provision and maintenance of economic and social infrastructure to ensure infrastructure- led growth and development	Co-ordinate the number of job opportunities created through the Expanded Public Works Programme (EPWP)	296	1.2 (d) Expanded Public Works Programme (EPWP)	200	20	80	120	200	Gasina Khan Contact: 021 400 4740
SFA 1 The Opportunity City	Finance	1.2 Provision and maintenance of economic and social infrastructure to ensure infrastructure- led growth and development	Percentage spend of Capital Budget	90%	1.2(b) Maintenance of infrastructure	91%	10%	30%	60%	91%	John Middleton Contact: 021 400 5577 Cell: 084 499 5164

2013/ 2014 STRATEGIC, SUPPORT SERVICES & ADMINISTRATION SDBIP											
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SFA 1 The Opportunity City	Corporate Services	1.5 - Maximise the use of available funding and programmes for training and skills development	1.1 (a) Number of external trainee and bursary opportunities (excluding apprentices	7	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	12	9	9	12	12	Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383
	Corporate Services		1.1 (b) Number of apprentices	Nil	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	Nil	Nil	Nil	Nil	Nil	Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383

2013/ 2014 STRATEGIC, SUPPORT SERVICES & ADMINISTRATION SDBIP											
Pillar & Corp Obj No. Directorate Obj	Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 12/13 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target (by June 2014)	TARGETS				Responsible Person
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SFA 5 A Well Run City	Corporate Services	5.2 - Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to Utilisation target (composite Indicator)	100%	5.2(b) Human resources strategy	100%	100%	100%	100%	Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383	
SFA 5 A Well Run City	Corporate Services	5.2 - Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to employee talent target (composite indicator)	100%	5.2(b) Human resources strategy	100%	100%	100%	100%	Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383	

2013/ 2014 STRATEGIC, SUPPORT SERVICES & ADMINISTRATION SDBIP											
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SFA 5 A Well Run City	Finance	5.3 - Ensure financial prudence with clean audit by the Auditor General	Percentage of assets verified	100% completed by 30 June	-	100% asset register verified	50% inventory list verified	100% inventory list verified	60% asset register verified	100% asset register verified	Goosain Abrahams Contact: 021 400 5300 Cell: 0842251989
SFA 5 A Well Run City	Internal Audit		Percentage Internal Audit findings resolved	100%	-	70%	70%	70%	70%	70%	Gasina Khan Contact: 021 400 4740

Name	Signature	Date
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 Sign off by ED:
 Date: 19/02/2013

STRATEGIC SUPPORT SERVICES & ADMINISTRATION SDBIP DEFINITION 2013-2014

INDICATOR	IDP	INDICATOR DEFINITION
Number of Insurance claims repudiated per year	5.3 (b) Financial Management Programme	The indicator measures the number of claims returned to the Directorate due to non-compliance with stipulated corporate regulations and procedures.
Progress on milestones towards implementation of individual performance	5.2(b) Human resources strategy	The indicator measures the degree of implementation of the City's individual performance management system in the Directorate.
Percentage of Operating Budget spent	–	Formula: Total actual to date as a percentage of the total budget including secondary expenditure.
% office infrastructure budget spent	5.3(b) Financial management programme	Formula: Total actual to date as a percentage of the total budget including secondary expenditure. Specifically related to the acquisition of office infrastructure i.e. furniture and fittings, computer equipment and plant and equipment, etc.
Percentage spend of capital budget	1.2 (b) Maintenance of infrastructure	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	1.2 (b) Maintenance of infrastructure	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.
Number of Expanded Public Works programmes (EPWP) opportunities created	1.2 (d) Expanded Public Works Programme (EPWP)	This indicator measures the number of work opportunities created through the Expanded Public Works Programme (EPWP) - 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. - In the case of Social Sector projects, learnerships also constitute work opportunities.
Number of external trainee and bursary opportunities (excluding apprentices)	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	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	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	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.
Percentage adherence to Citywide service standard based on all external notifications	4.1 (a) Managing service delivery through the service management programme	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.

STRATEGIC SUPPORT SERVICES & ADMINISTRATION SDBIP DEFINITION 2013-2014

INDICATOR	IDP	INDICATOR DEFINITION
Percentage adherence to EE target (composite Indicator)	5.2(b) Human resources strategy	Composite EE Indicator made up of three weighted components: 40% weighting) compliance to EE plan for external appointments; This indicator measures the number of external appointments across all directorates over the preceding 12 month period. The following job categories are excluded from this measurement: Councilors, students, apprentices, contractors and non-employees. The general EE target = 80% - i.e. 80% of all appointments should be EE compliant. (10% Weighting) compliance to disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%. (50% weighting) Internal staff development as per EE Plan: This indicator will measure 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%. A single score will be calculated by first scoring the % achievement of the Directorate or Department against each individual target and then weighting their % performance and adding the totals. Composite Labour Utilisation Indicator made up of three weighted components: (50% weighting) staff availability. This indicator measures the percentage time staff are available for work taking into account only absenteeism in the form of sick leave and unauthorised leave. The corporate benchmark is 96% availability, based on a maximum of 4% absenteeism. (20% weighting) 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. A target is max 7% vacancy rate. The measure will be 93% filled positions. (30% weighting) The OH&S indicator will measure the incident rate i.e. the number of injuries, accidents and/or illness per 100 full time equivalent (FTE). The target is 5 which will be measured in the inverse as 95. A single score will be calculated by first scoring the % achievement of the Directorate or Department against each individual target and then weighting their % performance and adding the totals. Composite Talent Indicator made up of four weighted components: (30% weighting) Increase in skills level. The corporate wide target is a 4% increase, based on the current gap between scarce skills vacancy rate of 11% (in defined occupational categories) and corporate targeted vacancy rate of 7%. However, each department will have its own target based on the current difference between their scarce skills vacancy rate and the corporate target of max 7% vacancies. (e.g. if a department's current vacancy rate for scarce skills = 7%, then their target will be 0% and their performance 100%. Any increase in skills levels thereafter will therefore reflect as >100% performance). (20% weighting) Budget spend on workplace skills plan (NKPI). Formula: % spent against planned training budget. The corporate wide target for this factor is 95% (i.e. as per target for OPEX). This is an accumulative target over 12 months. (25% weighting) Turnover (Retention of scarce skills as measured by staff turnover) Turnover rate is the rate for which employees leave a company. This is measured by a % attrition of staff in scarce skills defined occupational categories over a 12 month period against an acceptable benchmark % turnover of 12%. Formula: Total terminations as % of staff complement each month, as measured over a preceding 12 month period (i.e. 12 month rolling average). This will be limited to the following occupational categories: Legislators & senior managers, Professionals, Technicians and other professionals. Target: the staff turnover % must be d1 2% throughout the financial year. (25% weighting) Retention: Employee retention is a stability index that is commonly used by human resources departments to show the percentage of employees that are still in their jobs over a period of time. This is measured by calculating the percentage of employees that started 12 months ago who are still in employment. This is an indicator to monitor performance in attracting and retaining employees. The higher the retention rate the better. The retention rate for the new year is set at 90%. This is a new factor and will be monitored for amendment if necessary. A single score will be calculated by first scoring the % achievement of the Directorate or Department against each individual target and then weighting their % performance and adding the totals.
Percentage adherence to Utilisation target (composite Indicator)	5.2(b) Human resources strategy	Composite Labour Utilisation Indicator made up of three weighted components: (50% weighting) staff availability. This indicator measures the percentage time staff are available for work taking into account only absenteeism in the form of sick leave and unauthorised leave. The corporate benchmark is 96% availability, based on a maximum of 4% absenteeism. (20% weighting) 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. A target is max 7% vacancy rate. The measure will be 93% filled positions. (30% weighting) The OH&S indicator will measure the incident rate i.e. the number of injuries, accidents and/or illness per 100 full time equivalent (FTE). The target is 5 which will be measured in the inverse as 95. A single score will be calculated by first scoring the % achievement of the Directorate or Department against each individual target and then weighting their % performance and adding the totals. Composite Talent Indicator made up of four weighted components: (30% weighting) Increase in skills level. The corporate wide target is a 4% increase, based on the current gap between scarce skills vacancy rate of 11% (in defined occupational categories) and corporate targeted vacancy rate of 7%. However, each department will have its own target based on the current difference between their scarce skills vacancy rate and the corporate target of max 7% vacancies. (e.g. if a department's current vacancy rate for scarce skills = 7%, then their target will be 0% and their performance 100%. Any increase in skills levels thereafter will therefore reflect as >100% performance). (20% weighting) Budget spend on workplace skills plan (NKPI). Formula: % spent against planned training budget. The corporate wide target for this factor is 95% (i.e. as per target for OPEX). This is an accumulative target over 12 months. (25% weighting) Turnover (Retention of scarce skills as measured by staff turnover) Turnover rate is the rate for which employees leave a company. This is measured by a % attrition of staff in scarce skills defined occupational categories over a 12 month period against an acceptable benchmark % turnover of 12%. Formula: Total terminations as % of staff complement each month, as measured over a preceding 12 month period (i.e. 12 month rolling average). This will be limited to the following occupational categories: Legislators & senior managers, Professionals, Technicians and other professionals. Target: the staff turnover % must be d1 2% throughout the financial year. (25% weighting) Retention: Employee retention is a stability index that is commonly used by human resources departments to show the percentage of employees that are still in their jobs over a period of time. This is measured by calculating the percentage of employees that started 12 months ago who are still in employment. This is an indicator to monitor performance in attracting and retaining employees. The higher the retention rate the better. The retention rate for the new year is set at 90%. This is a new factor and will be monitored for amendment if necessary. A single score will be calculated by first scoring the % achievement of the Directorate or Department against each individual target and then weighting their % performance and adding the totals.
Percentage adherence to employee talent target (composite indicator)	5.2(b) Human resources strategy	Composite Labour Utilisation Indicator made up of three weighted components: (50% weighting) staff availability. This indicator measures the percentage time staff are available for work taking into account only absenteeism in the form of sick leave and unauthorised leave. The corporate benchmark is 96% availability, based on a maximum of 4% absenteeism. (20% weighting) 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. A target is max 7% vacancy rate. The measure will be 93% filled positions. (30% weighting) The OH&S indicator will measure the incident rate i.e. the number of injuries, accidents and/or illness per 100 full time equivalent (FTE). The target is 5 which will be measured in the inverse as 95. A single score will be calculated by first scoring the % achievement of the Directorate or Department against each individual target and then weighting their % performance and adding the totals. Composite Talent Indicator made up of four weighted components: (30% weighting) Increase in skills level. The corporate wide target is a 4% increase, based on the current gap between scarce skills vacancy rate of 11% (in defined occupational categories) and corporate targeted vacancy rate of 7%. However, each department will have its own target based on the current difference between their scarce skills vacancy rate and the corporate target of max 7% vacancies. (e.g. if a department's current vacancy rate for scarce skills = 7%, then their target will be 0% and their performance 100%. Any increase in skills levels thereafter will therefore reflect as >100% performance). (20% weighting) Budget spend on workplace skills plan (NKPI). Formula: % spent against planned training budget. The corporate wide target for this factor is 95% (i.e. as per target for OPEX). This is an accumulative target over 12 months. (25% weighting) Turnover (Retention of scarce skills as measured by staff turnover) Turnover rate is the rate for which employees leave a company. This is measured by a % attrition of staff in scarce skills defined occupational categories over a 12 month period against an acceptable benchmark % turnover of 12%. Formula: Total terminations as % of staff complement each month, as measured over a preceding 12 month period (i.e. 12 month rolling average). This will be limited to the following occupational categories: Legislators & senior managers, Professionals, Technicians and other professionals. Target: the staff turnover % must be d1 2% throughout the financial year. (25% weighting) Retention: Employee retention is a stability index that is commonly used by human resources departments to show the percentage of employees that are still in their jobs over a period of time. This is measured by calculating the percentage of employees that started 12 months ago who are still in employment. This is an indicator to monitor performance in attracting and retaining employees. The higher the retention rate the better. The retention rate for the new year is set at 90%. This is a new factor and will be monitored for amendment if necessary. A single score will be calculated by first scoring the % achievement of the Directorate or Department against each individual target and then weighting their % performance and adding the totals.

STRATEGIC SUPPORT SERVICES & ADMINISTRATION SDBIP DEFINITION 2013-2014		
INDICATOR	IDP	INDICATOR DEFINITION
Percentage of Operating Budget spent		Formula: Total actual to date as a percentage of the total budget including secondary expenditure.
Percentage of assets verified		The indicator reflects the percentage of assets verified annually for audit assurance. Quarter one and two is dectoratorate/department process. The inventory list is the list of all assets assigned to an employee. The manager must take responsibility for inventory and sign off list on a quarterly basis. The 50% in the first quarter relates to 50% of staff members verification of the inventory list. 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.
Percentage Internal Audit findings resolved		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.
Progress on milestones towards the 5 Year Integrated Human Settlements Plan (IHSP)	3.2(d) Integrated human settlements programme	A medium-term strategic plan that coordinates resources between the different spheres of government departments, the different directorates of the City of Cape Town, the range of housing partners and affected communities for the development of integrated human settlements. The review includes on an on-going basis land acquisition, new projects, upgrade of informal settlements to direct the budget requirements for the future as well as monitoring progress.
Number of Registration of Transfers in historical projects	3.2 (b) Use property and land to leverage soacial issues	This indicator refers to: The registration of transfers to beneficiaries in historical projects. The evidence will be a Confirmatory Letter from the Conveyancer confirming the registration of transfer in the form of a list with Identity Number, Name and Surname, Erf Number, Title Deed Number and Date of Registration in the Deeds office.

HS STRATEGY AND PLANNING SDBIP DEFINITION 2013/14		
INDICATOR	IDP	INDICATOR DEFINITION
Number of hectares acquired	3.2 (b) Use property and land to leverage social issues & 3.2 (c) Partner with Province in education and school sites	Timeous identification of suitable well located land for affordable housing and where necessary the acquisition thereof. Emphasis is placed on acquiring large tracts of land for present and future development as well as 'infill' sites in existing township residential areas. Land is also sourced/identified for land banking and decantation.
Progress on milestones towards compliance with conditions of Assignment	3.2(d) Integrated human settlements programme	The third level assigns full responsibility to municipalities to manage and administer national housing programmes and subsidies as well as to become fully financially accountable for Human Settlement funds.
Establish Project - and Subsidy approval processes	3.2(d) Integrated human settlements programme	Subject to National Department having capacity to provide and maintain the HSS system at local level.
Percentage spend of capital budget	1.2 (b) Maintenance of infrastructure	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	1.2 (b) Maintenance of infrastructure	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.
Number of Expanded Public Works programmes (EPWP) opportunities created	1.2 (d) Expanded Public Works Programme (EPWP)	This indicator measures the number of work opportunities created through the Expanded Public Works Programme (EPWP) - 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. - In the case of Social Sector projects, learnerships also constitute work opportunities.

HS STRATEGY AND PLANNING SDBIP DEFINITION 2013/14		
INDICATOR	IDP	INDICATOR DEFINITION
Number of external trainee and bursary opportunities (excluding apprentices)	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	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	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	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.
Percentage adherence to Citywide service standard based on all external notifications	4.1 (a) Managing service delivery through the service management programme	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.
Percentage adherence to EE target (composite Indicator)	5.2(b) Human resources strategy	Composite EE Indicator made up of three weighted components: 1. (40% weighting) compliance to EE plan for external appointments; This indicator measures the number of external appointments across all directorates over the preceding 12 month period. The following job categories are excluded from this measurement: Councilors, students, apprentices, contractors and non-employees. The general EE target = 80% - i.e. 80% of all appointments should be EE compliant. 2. (10% Weighting) compliance to disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%. 3. (50% weighting) Internal staff development as per EE Plan: This indicator will measure 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%. A single score will be calculated by first scoring the % achievement of the Directorate or Department against each individual target and then weighting their % performance and adding the totals.

HS STRATEGY AND PLANNING SDBIP DEFINITION 2013/14

INDICATOR	IDP	INDICATOR DEFINITION
Percentage adherence to Utilisation target (composite Indicator)	5.2(b) Human resources strategy	Composite Labour Utilisation Indicator made up of three weighted components: 1. (50% weighting) staff availability. This indicator measures the percentage time staff are available for work taking into account only absenteeism in the form of sick leave and unauthorised leave. The corporate benchmark is 96% availability, based on a maximum of 4% absenteeism. 2. (20% weighting) 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. A target is max 7% vacancy rate. The measure will be 93% filled positions. (30% weighting) The OH&S indicator will measure the incident rate i.e. the number of injuries, accidents and/or illness per 100 full time equivalent (FTE) . The target is 5 which will be measured in the inverse as 95. A single score will be calculated by first scoring the % achievement of the Directorate or Department against each individual target and then weighting their % performance and adding the totals.
Percentage adherence to employee talent target (composite indicator)	5.2(b) Human resources strategy	Composite Talent indicator made up of four weighted components: 1. (30% weighting) Increase in skills level. The corporate wide target is a 4% increase, based on the current gap between scarce skills vacancy rate of 11%(in defined occupational categories) and corporate targeted vacancy rate of 7%. However, each department will have its own target based on the current difference between their scarce skills vacancy rate and the corporate target of max 7% vacancies. (e.g. if a department's current vacancy rate for scarce skills = 7%, then their target will be 0% and their performance 100%. Any increase in skills levels thereafter will therefore reflect as >100% performance). 2. (20% weighting) Budget spend on workplace skills plan (NKPI). Formula: % spent against planned training budget. The corporate wide target for this factor is 95% (i.e. as per target for OPEX). This is an accumulative target over 12 months. 3. (25% weighting) Turnover (Retention of scarce skills as measured by staff turnover) Turnover rate is the rate for which employees leave a company. This is measured by a % attrition of staff in scarce skills defined occupational categories over a 12 month period against an acceptable benchmark % turnover of 12%. Formula: Total terminations as % of staff complement each month, as measured over a preceding 12 month period (i.e. 12 month rolling average). This will be limited to the following occupational categories: Legislators & senior managers, Professionals, Technicians and other professionals. Target: the staff turnover % must be ≤12% throughout the financial year. 4. (25% weighting) Retention: Employee retention is a stability index that is commonly used by human resources departments to show the percentage of employees that are still in their jobs over a period of time. This is measured by calculating the percentage of employees that started 12 months ago who are still in employment. This is an indicator to monitor performance in attracting and retaining employees. The higher the retention rate the better. The retention rate for the new year is set at 90%. This is a new factor and will be monitored for amendment if necessary. A single score will be calculated by first scoring the % achievement of the Directorate or Department against each individual target and then weighting their % performance and adding the totals.

HS STRATEGY AND PLANNING SDBIP DEFINITION 2013/14		
INDICATOR	IDP	INDICATOR DEFINITION
Percentage of Operating Budget spent		Formula: Total actual to date as a percentage of the total budget including secondary expenditure.
Percentage of assets verified		The indicator reflects the percentage of assets verified annually for audit assurance. Quarter one and two is diecrotorate/department process. The inventory list is the list of all assets assigned to an employee. The manager must take responsibility for inventory and sign off list on a quarterly basis. The 50% in the first quarter relates to 50% of staff members verification of the inventory list. 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.
Percentage Internal Audit findings resolved		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.

HUMAN SETTLEMENTS

**DEPARTMENT: HS STRATEGY & PLANNING
2013/2014**

**BUSINESS PLAN
ACCREDITATION OF CITY OF CAPE TOWN
DIRECTOR: J. ALIDA KOTZEE
MANAGER: SURITA PENTZ**

1. EXECUTIVE SUMMARY

The Accreditation of the City Of Cape Town to administer National Housing Programmes involves the devolving of the roles and responsibilities of the Provincial Human Settlement authority to the municipality.

The Accreditation Programme has three levels. The first and the second levels delegates limited responsibilities upon municipalities to plan, manage and administer housing projects and subsidies. The third level assigns full responsibility to municipalities to manage and administer national housing programmes and subsidies as well as to become fully financially accountable for Human Settlement funds. The City has received Levels 1 and 2 Accreditation in March 2011 and is now focussing on full compliance with the requirements of these levels of Accreditation. As a decision at National Level was taken to replace Level 3 Accreditation with Assignment in terms of IGR, the City intends to submit an application for Assignment in due course and expect same to be granted at the end of June 2013. The Department National Housing Programmes will therefore focus on compliance with the City's Assignment mandate during the 2013/14 financial year.

2. PURPOSE AND SERVICE MANDATE OF THE DEPARTMENT

To direct all functions delegated and assigned to the City by proclamation in respect of the administration of the National Housing Programmes, including the promotion, facilitation and coordination of accreditation matters with Provincial - and National Government.

Customers are:

- Beneficiaries
- Housing Portfolio Committee
- Sub-councils
- Human Settlement and other City Directorates' staff

Demands/expectations from customers:

- To meet the City's human settlement delivery objectives
- To develop and strengthen administrative, financial and institutional capacity for effective human settlement delivery.

3. LEGISLATIVE IMPERATIVES

1. Constitution of the Republic of South Africa
2. Accreditation Framework as prescribed in the National Housing Code
3. Division of Revenue Act
4. Housing Act 107 of 1997/ Housing Code
5. Municipal Finance Management Act
6. Municipal Systems Act
7. The Provincial Housing Act
8. Inter-Governmental Relations Framework Act, 2005.
9. Inter-Governmental Fiscal Relations Act, 1997.

4. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN (key stakeholders of the plan)

Partners/ Stakeholders	Roles and Responsibilities
NATIONAL DEPARTMENT OF HUMAN SETTLEMENTS (N.D.O.H.S)	• Formulate Policy and Human Settlement programmes • Frame guideline relating to Accreditation/Assignment • Provide funding for the purposes of capacity development • Facilitate the implementation of the programme • Act as support and change management agent for the HSS
Partners/ Stakeholders	Roles and Responsibilities
PROVINCIAL DEPARTMENT OF HUMAN SETTLEMENTS	• To ensure that funds are made available to capacitate the Accreditation of the City of Cape Town. • To keep the Provincial Minister informed of the progress made with Accreditation • To ensure that the Compliance Certificate is signed by the Provincial Minister • Phased handover and capacitation of City Officials • To ensure that the Human Settlement Function is ultimately assigned to the City.
HUMAN SETTLEMENTS DEPARTMENT	• Provide support to implement and accept Accreditation and ultimately Assignment

5. RESOURCES (Financial and Staff)

- Department's CAPEX & OPEX: Budget in draft format to be approved by Council at end of May 2013.
- Staff compliment: Manager and 2 Heads and 11 other staff members already appointed.
- Staffing structure approved by Council. Further posts currently being filled.
- Accreditation start-up funding

6. BACKLOGS AND RESOURCE CONSTRAINTS (if applicable)

The inter-governmental imperatives that impact on the implementation plan is the full co-operation of the Provincial Housing Authority in respect of the following:

1. Support for Level 3 Accreditation/Assignment.
2. Appropriate funding to set up and sustain the Accreditation Office.
3. Appropriate interim assistance for Accreditation Office.
4. Appropriate training of Accreditation Staff.

7 ASSUMPTIONS AND RISKS

7.1 Assumptions

- Full co-operation between the different government departments
- Adequate Funding
- Appropriate Resources

7.2 Risk Assessment

No	Risks	Action	Resp.
1	Slow speed of HSS through the VPNC link could cause delays in the approval of subsidies.	Maintain pressure on National and Provincial Departments to roll out web based version of the HSS	Manager: National Housing Programmes

NOTE:

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 Department'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 thus utilised as a management tool in order to manage all risks of the Department. The risks identified and rated, equal or above the Council approved rating (appetite) will be reported to the EMT, as well as to the relevant Mayco member on a six monthly basis.

8. STRATEGIC ALIGNMENT TO THE IDP

- Strategic Focus Area 3: Caring City;
- Corporate Objective 3.2: Ensure innovative human settlements for increased access to those that need them.
- Indicator 3C: The number of human settlements opportunities created per year
- Corporate Objective 5.2: Establish an efficient and productive administration that prioritizes delivery
- Corporate Objective 5.3: Ensure financial prudence with clean audit by the Auditor General
- 5 Year Integrated Human Settlements Plan

8.1 LINK TO PROGRAMMES (Programme layout and description linked to directorate objective)

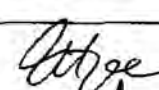
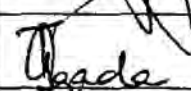
- City of Cape Town, Integrated Housing Plan, 2010/11 – 2014/15 refers.
- Outcome 8 of National Department of Human Settlements (2010)
- Strategic Objective 6 of Provincial Department of Human Settlements (2010)

9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

Objectives of this Plan	Indicator(s) of this Objective	Target (by Sept 13)	Target (by Dec 13)	Target (by March 14)	Target (by June 14)
To establish the City of Cape Town as an Assigned Housing Authority	Compliance with conditions of Human Settlement Assignment	Obtain Assignment and ensure that all relevant documentation relating to the process is in place (e.g. Assignment Agreement)	Ensure that the required capacity and processes are in place to give effect to the Assignment mandate.	Ensure that the required capacity and processes are in place to give effect to the Assignment mandate.	Compliance with conditions of Assignment
Deliver housing opportunities	Establish Project - and Subsidy approval processes	Establish: 1. Links to supporting directorates 2. Internal Project Approval Committee Nominations and TOR to be determined.	Implementation of the process of establishing a Housing Subsidy System with assistance of IT, Provincial and National Depts.	Selected new Project - and Subsidy approval fully managed by the City	Selected Project - and Subsidy approval processes established.

10. AUTHORISATION

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

	NAME	SIGNATURE	DATE
Director	J. Alida Kotzee		15/2/2013
Executive Director	Seth X. Maqetuka		19/2/2013
Mayco Member	Tandeka Gqada		20/2/2013

11. APPENDICES:

Appendix 1: Departmental SDBIP

HUMAN SETTLEMENTS

DEPARTMENT: HS STRATEGY AND PLANNING 2013/2014

**INTEGRATED HUMAN SETTLEMENTS PLAN
DIRECTOR: ALIDA KOTZEE
CONTACT PERSON: TREVOR MITCHELL**

1. EXECUTIVE SUMMARY

The City's 5-Year Strategic Integrated Human Settlements Plan which is linked to the Integrated Development Plan outlines the Human Settlements Directorate's strategic housing delivery targets and challenges as well as how these targets will be met and challenges addressed.

In terms of Chapter 4 of the Local Government: Municipal Systems Act No. 32 of 2000, a municipality must create conditions for the local community to participate and be kept informed of the affairs of a municipality such as its policies, By-Laws, IDP etc. In this regard Sub-councils were given the delegation to communicate and inform the local communities of the aforementioned.

In order for the Human Settlements Directorate to be held accountable to the community it serves, it established a section to liaise with all Sub-councils in order to inform them of the progress being made in reaching its objectives as set out in its 5-Year Strategic Integrated Human Settlements Plan as well as all other related housing matters.

In order to execute and ensure alignment to National and Provincial housing policies, the City's Housing Policies will be reviewed and amended on an on-going basis. This function will be performed by the Policy and Research Business Unit of the Human Settlements Directorate.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT/BUSINESS UNIT

To annually review after consultation the 5-Year Strategic Integrated Human Settlements Plan and to ensure that it reflects the Directorate's strategic housing delivery goals, linkages to budgetary allocations, challenges and how these will be met.

Also to ensure that the broader community is made aware of the City's 5-Year Strategic Integrated Human Settlements Plan as well as all other housing related issues by utilising the Sub-council system.

Managing and coordinating the development and reviewing of Human Settlement / Housing policies / strategies; Managing and coordinating the alignment of City's Human Settlement / Housing policies with Provincial and National directives/guidelines; Managing the identification and implementation of Human Settlement research activities, ad-hoc and special housing research requests/initiatives; Managing and coordinating the Directorate's input into the Housing Chapter of the City's IDP and Annual Report; Managing and coordinating the development, implementation and reviewing of the Integrated Human Settlement Plan/5 Year Human Settlement Plan in line with other City's strategy plans and policies such as City Spatial Development Plan, Economic Strategy, Transport Plan, etc.; Managing the development and compilation of the Built Environment Performance Plan for the Directorate; Coordinating and monitoring compliance of Human Settlement / Housing plans and strategies against the City's, National and Provincial outcomes / objectives (NBG Plan, City's IDP, National Outcome 8 and Provincial Objective 6)

Customers are:

- Human Settlements Portfolio Committee
- Sub-councils
- Internal – and External stakeholders
- Potential Beneficiaries

Demands/expectations from customers:

To ensure that the community and other stakeholders is kept abreast of all housing related issues

3. LEGISLATIVE IMPERATIVES: (if applicable)

1. Constitution of the Republic of South Africa
2. Accreditation Framework as prescribed in the National Housing Code
3. Division of Revenue Act

4. Housing Act 107 of 1997/ Housing Code
5. Municipal Finance Management Act
6. National Outcome 8
7. Provincial Strategic Objective 6

4. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN (key stakeholders of the plan)

Partners/ Stakeholders	Roles and Responsibilities
Partners	Comment/Input on reviewed plan
Internal stakeholders	Approval of reviewed plan Approval of reviewed plan Input to and assist with finalisation of reviewed plan Communication of reviewed plan Review and finalisation of the plan
External stakeholders	Input to - and alignment of the reviewed plan

5. RESOURCES (Financial and Staff)

Department's CAPEX&OPEX: Budget in draft format and to be approved by Council at end of May 2013.
Staff compliment: 29

6. BACKLOGS AND RESOURCE CONSTRAINTS (if applicable)

- Unforeseen changes to National Policy, Programmes and Funding allocations.

7 ASSUMPTIONS AND RISKS (Cross-reference to Risk Register)

7.1 Assumptions

Assumption is that the implementation of the 5-Year Strategic Integrated Human Settlements Plan is only Human Settlements' responsibility.

7.2 Risk Assessment

No	Risks	Action	Responsible.
1	If plan is not reviewed and approved timeously or accurately, the implementation fails and the budget cannot be allocated and spent.	All parties to input and align their actions to obtain approval of the reviewed plan	Director: Strategy, Support and Co-ordination

Note: 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 Departments objectives are identified, addressed and managed on a day to day basis in accordance with the City's approved IRM Policy and IRM Framework.

8. STRATEGIC ALIGNMENT TO THE IDP

8.1 Strategic Focus Area 3: Caring City

- Corporate Objective 3.2: Ensure innovative human settlements for increased access to those that need them.
- Corporate Indicator 3C: The number of human settlements opportunities created per year
- Corporate Objective 5.2: Establish an efficient and productive administration that prioritizes delivery

8.2 LINK TO PROGRAMMES (programme layout and description linked to corporate objective)

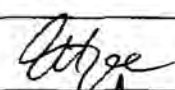
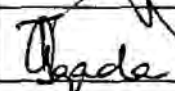
- Review of the 5-Year Strategic Integrated Human Settlements Plan
- Outputs that you aim to achieve
- An approved reviewed plan
- Strategies that will be followed to achieve programme outcome
- Continuous follow-up, networking, communication and reviewing of plan
- Resources linked to the project
- Senior Management within the Directorate

9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

Objectives	Indicator(s) of this Objective	Target (by Sept 2013)	Target (by Dec 2013)	Target (by March 2014)	Target (by June 2014)
Deliver housing opportunities	Progress on milestones towards the 5-Year Strategic Integrated Human Settlements Plan (IHSP)	1. Printed IHSP distributed to all relevant stakeholders i.e. Councillors, other Directorates, PGW and Human Settlements partners 2. Reviewed IHSP 2013/14 - 2017/18 endorsed by the Human Settlements Portfolio Committee	Initiate Annual Review of 14/15 IHP 2012/13 – 2016/17	1. Draft Housing Project lists to IDP Office (for inclusion in draft IDP for Mayco and Council for public participation). 2. Consultant to finalise review of first draft.	Completed Reviewed 5-Year Strategic Integrated Human Settlements Plan

10. AUTHORISATION:

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

	NAME	SIGNATURE	DATE
Director	J. Alida Kotzee		15/2/2013
Executive Director	Seth X. Maqetuka		19/2/2013
Mayco Member	Tandeka Gqada		20/2/2013

11. APPENDICES: (SDBIP)

2013/ 2014 HS STRATEGY AND PLANNING DEPARTMENTAL SDBIP											
Pillar & Corp Obj No. Direcgtorate Obj	Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 12/13 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target (by June 2014)	TARGETS				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
3 Caring City Objective 3.2	Human Settlements	3.2 Ensure innovative human settlements for increased access to those who need them	Progress on milestones towards the 5 Year Integrated Human Settlements Plan (IHSP)	1. Final draft of reviewed IHSP 2013/14-2017/18 approved by ED 2. Approved Human Settlements chapter included in IDP	3.2(d) Integrated human settlements programme	Completed Reviewed Integrated Human Settlements- Five year Strategic Plan	1. Printed IHSP distributed to all relevant stakeholders i.e. Councillorss, other	Initiate Annual Review of 14/15 IHP 2012/13 – 2016/17	1. Draft Housing Project lists to IDP Office (for inclusion indraft IDP for Mayco and Council for public participation). 2. Consultant to finalise review of first draft.	Completed Reviewed Integrated Human Settlements- Five year Strategic Plan	Trevor Mitchell Contact: 021 400 4409 Cell: 073 244 6769
							Directories, PGW and Human Settlements partners 2. Reviewed IHSP 2013/14 - 2017/18 endorsed by the Human Settlements Portfolio Committee				
3 Caring City	Human Settlements	3.2 Ensure innovative human settlements for increased access to those who need them	Number of Registration of Transfers in historical projects	New	3.2 (b) Use property and land to leverage soacial issues	500	100	200	300	500	Stefan Grobler Contact: 021 400 3837
3 Caring City Objective 3.2	Human Settlements	3.2 Ensure innovative human settlements for increased access to those who need them	Number of hectares acquired	80 hectare	3.2 (b) Use property and land to leverage social issues & 3.2 (c) Partner with Province in education and school sites	80 hectare	10 hectare	30 hectare	60 hectare	80 hectare	Jens Kuhn Contact: 021 400 4217 Cell: 072 810 4650

2013/ 2014 HS STRATEGY AND PLANNING DEPARTMENTAL SDBIP

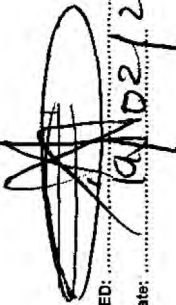
Pillar & Corp Obj No. Diregtrorate Obj	Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 12/13 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target (by June 2014)	TARGETS				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
3 Caring City Objective 3.2	Human Settlements	3.2 Ensure innovative human settlements for increased access to those who need them	Progress on milestones towards compliance with conditions of Assignment	Compliance with conditions of Levels 1 and 2 Accreditation	3.2(d) Integrated human settlements programme	Compliance with conditions of Assignment	Obtain Assignment and ensure that all relevant documentation relating to the process is in place (e.g. Assignment Agreement)	Ensure that the required capacity and processes are in place to give effect to the Assignment mandate	Ensure that the required capacity and processes are in place to give effect to the Assignment mandate	Compliance with conditions Assignment	Surita Pentz Contact: 021 400 5365 Cell: 082 845 5050
3 Caring City Objective 3.2	Human Settlements	3.2 Ensure innovative human settlements for increased access to those who need them	Establish Project - and Subsidy approval processes	Fully established Project - and Subsidy approval processes	3.2(d) Integrated human settlements programme	Fully established Project - and Subsidy approval processes	Establish: 1. Links to supporting directorates 2. Internal Project Approval Committee Nominations and TOR to be determined.	Implementation of the process of establishing a Housing Subsidy System with assistance of IT, Provincial and National Dept's.	Selected new Project - and Subsidy approval fully managed by the City	Fully established Project - and Subsidy approval processes	Surita Pentz Contact: 021 400 5365 Cell: 082 845 5050
1 Opportunity City Objective 1.2	Deputy City Manager	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure- led growth and development	Co-ordinate the number of job opportunities created through the Expanded Public Works Programme (EPWP)	Nil	1.2 (d) Expanded Public Works Programme (EPWP)	Nil	Nil	Nil	Nil	Nil	Michael Goodwin Contact: 021 918 7221
SFA 1 The Opportunity City Objective 1.2	Finance	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure- led growth and development	Percentage spend of Capital Budget	Nil	1.2 (b) Maintenance of infrastructure	Nil	Nil	Nil	Nil	Nil	John Middleton Contact: 021 400 5577 Cell: 084 499 5164

2013/ 2014 HS STRATEGY AND PLANNING DEPARTMENTAL SDBIP											
Pillar & Corp Direcgtorate Obj	Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 12/13 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target (by June 2014)	TARGETS				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 1 The Opportunity City Objective 1.2	Finance	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure- led growth and development	Percentage spend on repairs and maintenance	Nil	1.2 (b) Maintenance of infrastructure	Nil	Nil	Nil	Nil	Nil	John Middleton Contact: 021 400 5577 Cell: 084 499 5164
SFA 1 The Opportunity City Objective 1.5	Corporate Services	Maximise the use of available funding and programmes for training and skills development	1.H (a) Number of external trainee and bursary opportunities (excluding apprentices	7	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	9	8	9	9		Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383
SFA 1 The Opportunity City Objective 1.5	Corporate Services		1.H (b) Number of apprentices	Nil	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	Nil	Nil	Nil	Nil	Nil	Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383

2013/ 2014 HS STRATEGY AND PLANNING DEPARTMENTAL SDBIP											
Pillar & Corp Obj No. Directorate Obj	Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 12/13 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target (by June 2014)	TARGETS				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 4 An Inclusive City Objective 4.1	Corporate Services	Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	Percentage adherence to Citywide service standard based on all external notifications	100%	4.1 (a) Managing service delivery through the service management programme	100%	100%	100%	100%	Gasina Khan Contact: 021 400 4740	
SFA 5 A Well Run City Objective 5.2	Corporate Services	Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to EE target (composite Indicator)	100%	5.2 (b) Human resources strategy	100%	100%	100%	100%	Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383	
SFA 5 A Well Run City Objective 5.2	Corporate Services	Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to Utilisation target (composite Indicator)	100%	5.2 (b) Human resources strategy	100%	100%	100%	100%	Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383	
SFA 5 A Well Run City Objective 5.2	Corporate Services	Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to employee talent target (composite indicator)	100%	5.2 (b) Human resources strategy	100%	100%	100%	100%	Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383	

2013/ 2014 HS STRATEGY AND PLANNING DEPARTMENTAL SDBIP											
Pillar & Corp Obj No. Direcgratorate Obj	Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 12/13 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target (by June 2014)	TARGETS				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 5	Finance	Ensure financial prudence with clean audit by the Auditor General	Percentage of Operating Budget spent	100%	-	95%	10%	30%	60%	95%	John Middleton Contact: 021 400 5577 Cell: 084 499 5164
A Well Run City Objective 5.3			Percentage Internal Audit findings resolved	100% completed by 30 June	-	100% asset register verified	50% inventory list verified	100% inventory list verified	60% asset register verified	100% asset register verified	Alida Kotzee Contact: 021 400 2991 Cell: 082 492 9136
SFA 5	Internal Audit		Percentage Internal Audit findings resolved	100%	-	70%	70%	70%	70%	70%	Gasina Khan Contact: 021 400 4740
A Well Run City Objective 5.3											

NAME	SIGNATURE	DATE
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Sign off by ED: 
 Date: 19/02/2013

HUMAN SETTLEMENTS

ANNEXURE DEPARTMENT: URBANISATION 2013/2014

DIRECTOR: SHEHAAM SIMS

1. EXECUTIVE SUMMARY

The Department is responsible for developing a Framework Strategy and Policies to address the challenges of poverty and urbanization in the context of Human Settlements, manifested in unemployment, inadequate housing and lack of access to essential resources. Directing the strategic management, implementation and control of all informal settlements and backyarder service improvement initiatives and processes across the City of Cape Town. Directing and overseeing the implementation of strategic operational / functional support, facilitation, preventative and monitoring functions relating to all Informal Settlements.

This will be accomplished by the following functional processes:

1.1.1 Strategy and Policy which encompasses –

- Urban Planning, Policy and Budget Alignment.
- Urban Monitoring, Evaluation and streamlining Sustainable Community Development and Service Delivery
- Urban Research and Policy Development.

1.1.2 Implementation and Co-ordination which encompasses:

- Urban Development Co-ordination and Management Co-ordination
- Sustainable and Integrated Community – and People Centred Development Approach.

1.2 Key Outputs

- (a) Establish small Urbanisation Departmental capacity
 - Only Director: Urbanisation appointed at this stage
 - Other critical positions: Researcher/Planner and a Regional Coordinator (still to be filled)
- (b) Re-align Informal Settlement initiatives to form part of Urbanisation Department
 - Urbanisation Informal Settlements Team established
 - Re-alignment process still underway
- (c) Identify/ confirm projects and programmes and drive implementation
 - Process underway
- (d) Finalise the Urbanisation Framework and Strategy
 - Process underway – Working Stream created
 - Urbanisation Framework Programme established

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

Directing the strategic management, implementation and control of all informal settlements and backyarder service improvement initiatives and processes across the City of Cape Town. Directing and overseeing the implementation of strategic operational / functional support, facilitation, preventative and monitoring functions relating to all Informal Settlements.

The City of Cape Town has adopted a Corporate Urbanization Framework Strategy Process that was approved by Executive Management Team on 27 July 2010.

The City aims to respond effectively and responsively to the following City's urban challenges:

- City's population is currently estimated at 3,7 million people and projected to grow to 4,7 million people by in 2030;
- Proliferation of informal settlements that are growing;
- Extra 16 000 households in-migration per annum that may require accommodation;
- Large number of households earning below R3 500 (38%) and R7 000 (54%);
- Urban decay is more prevalent in poor communities;
- Poverty is more prevalent in Informal Settlements

Structure Department to address the Framework and Strategy:

- Ensure capacity to research urban trends and challenges and then coordinate development of relevant policies and strategies for sustainable urbanization – to synergize corporately agreed urbanization data ;
- Ensure development of business management models and systems to facilitate an integrated approach to service delivery ;
- To plan for and to mobilize resources to address urban growth within the City;
- Improved living conditions and environment, taking into account "Green" strategies
- To establish partnerships with relevant stakeholders (government, business, community, academic institutions etc.) for co-ordinated and sustainable development within the City

3. LEGISLATIVE IMPERATIVES

The City acknowledges that Urbanisation and its manifestations is not only a Housing issue but a cross-cutting challenge that touches on issues of poverty, social, economic, health, policing, engineering and many other functions.

The following Policies and Strategies will inform the Urbanisation Strategy and its operational Plan:

1. Constitution of the Republic of South Africa
2. Accreditation Framework as prescribed in the National Housing Code
3. Division of Revenue Act
4. Housing Act 107 of 1997/ Housing Code
5. Municipal Finance Management Act
6. Breaking New Ground Plan on Sustainable Human Settlements
7. Integrated development Plan:
 - (i) Spatial Development Framework
 - (ii) City-wide Infrastructure Plan
8. Outcome 8 and 6 – Human Settlements
9. Approved Council Policies

4. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN (key stakeholders of the plan)

Partners/ Stakeholders	Roles and Responsibilities
IDP Office Structures of Council All Directorates Other spheres of Government	Development and Implementation of a City-wide Urbanisation Policy and Strategy
Community- Based organisations Private Sector Universities	Participatory Planning Input into policy and Strategy Process

5. RESOURCES (Financial and Staff)

- Director: Urbanisation appointed
- Department's CAPEX & OPEX: Budget in draft and to be approved by Council at the end of May 2013
- Present Staff compliment: 2
 - Proposed positions: Urban Researcher – JD completed and Funding available
 - Regional Urban Coordinator – JD completed and Funding available

6. BACKLOGS AND RESOURCE CONSTRAINTS

- Informal Settlements in the City
- Coordination of Informal Settlements Programmes/ Initiatives (Pilots Programme, Informal Settlements Upgrading Programme, Essential Services Programme, Winter Programme, Electricity to informal settlements ,
- Land Options
- Unemployment – 30%
- Poverty – 39%
- Informal Settlements to into the future
- Overcrowded conditions and Backyarders increasing into the future
- Cape Town population projected to grow to 4 million in 2016 and 4.3 million by 2031. In 2010 the population was 3.7 million, which has implications for housing, jobs, Poverty, Health, etc..

7 ASSUMPTIONS AND RISKS (Cross-reference to Risk Register)

7.1 Assumptions

High level authority is essential for the Director: Urbanisation towards the success of this project. The full EMT must decide how to dispense this authority.

The relevance of the strategy to the expectations of the people in informal settings/ environment, in terms of sustainable urban management and development, to address poverty, inequity and access to essential services.

7.2 Risk Assessment

No	Risks	Action	Responsible.
1	Urbanisation challenges without a clear strategy by the City	A City-wide Urbanisation Policy and Strategy	Director: Urbanisation
2	Availability of Resources	Mobilise financial support via Urban Settlements Development Grant and Private resources	Director: Urbanisation

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 Departments objectives are identified, addressed and managed on a day to day basis in accordance with the City's approved IRM Policy and IRM Framework.

8. STRATEGIC ALIGNMENT TO THE IDP

8.1 Strategic Focus Area 3: Caring City

Corporate Objective 3.2: Ensure innovative human settlements for increased access to those that need them.

Corporate Indicator 3C: The number of human settlements opportunities created per year

8.2 Link to programmes (Programme layout and description linked to Corporate Objective)

- Housing Programmes (Outcome 8)
- Land and Forward Planning
- Upgrading of Informal Settlements Programme
- Emergency Housing Programme
- Anti-Land Invasion Programme
- New Settlements
- Essential Services Programme
- Anti-Poverty Programmes
- 5 Year Integrated Human Settlements Plan
- Built Environment Performance Plan (BEPP)

Ensure that the programmes are aligned to those in the IDP

9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

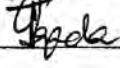
What do you plan to do and How do you intend to achieve this: Include the Key Objectives and Indicators and targets.

Objectives	Indicator(s) of this Objective	Target (by Sept 2013)	Target (by Dec 2013)	Target (by March 2014)	Target (by June 2014)
Ensure innovative human settlements for increased access to those that need them.	Progress on milestones towards the development of an Urbanisation Strategy	Draft Policy and Strategy developed	Discussion and approval of Draft Strategy by Portfolio Committee and Mayco	Council approval of the Strategy	Implement the Urbanisation Strategy
Establish an efficient and productive administration that prioritizes delivery	Progress on milestones towards the Operationalization of the Urbanisation Department	1. Set up and staff a Research - and Implementation Section to deal with relevant issues 2. Develop and implement a Coordination Structure and Process for coordinating Informal settlements initiatives	Identify possible urbanisation operational and implementation Programmes (Informal Settlements Development Matrix; Overall approach to Backyarders and Inter-Departmental Coordination-City-wide) and develop an institutional and governance framework for urbanisation	Establish possible urbanisation operational and implementation Programmes (Informal Settlements Development Matrix; Overall approach to Backyarders and Inter-Departmental Coordination-City-wide) and develop an institutional and governance framework for urbanisation	Fully operationalize the Urbanisation department
Provide for the needs of informal settlements and backyarders through improved services	Progress against milestones to a Council approved Backyarder strategy	1. Consultation with Utilities and the local community to finalise the roll-out plan.	1. Commence roll-out according to planned target - 25%	1. Commence roll-out according to planned target - 50%	*Provision of Basic Services to Backyarders in council rental stock.

This portion will be used as the bases for completing the Excel spread sheet (SDBIP) portion of the document.

10. AUTHORISATION

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

	Name	Signature	Date
	Name	Signature	Date
Executive Director	S. X. Maqetuka		19/02/2013
Director	S. Sims		18/02/2013
Mayco Member: Human Settlements	T. Gqada		20/2/2013

11. APPENDICES:

(Departmental SDBIP)

2013/ 2014 HS URBANISATION DEPARTMENTAL SDBIP											
Pillar & Corporate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 11 /12 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target (by June 2014)	TARGETS				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
3 Caring City	Human Settlements	3.2 Ensure innovative human settlements for increased access to those who need them	Progress on milestones towards the development of an Urbanisation Strategy	Evaluation of Pilot Project	3.4(b)Service delivery programme in informal settlements & 3.4(c) Backyarder service programme	Implement the Urbanisation Strategy	Draft Policy and Strategy developed	Discussion and approval of Draft Strategy by Portfolio Committee and Mayco	Council approval of the Strategy	Implement the Urbanisation Strategy	Shehaam Sims Contact: 021 400 4585 Cell: 073 115 4447
							1. Set up and staff a Research - and Implementation Section to deal with relevant issues 2. Develop and implement a Coordination Structure and Process for coordinating Informal settlements initiatives	Identify possible urbanisation operational and implementation Programmes (Informal Settlements Development Matrix; Overall approach to Backyarders and Inter-Departmental Coordination-City-wide) and develop an institutional and governance framework for urbanisation	Establish possible urbanisation operational and implementation Programmes (Informal Settlements Development Matrix; Overall approach to Backyarders and Inter-Departmental Coordination-City-wide) and develop an institutional and governance framework for urbanisation	Fully operationalize the Urbanisation department	Shehaam Sims Contact: 021 400 4585 Cell: 073 115 4447
5 Well-Run City	Corporate Services	Establish an efficient and productive administration that prioritizes delivery	Progress on milestones towards the Operationalization of the Urbanisation Department	Fully operationalize the Urbanisation department	5.2 (b) Human resources strategy	Fully operationalize the Urbanisation department					

2013/ 2014 HS URBANISATION DEPARTMENTAL SDBIP											
Pillar & Corporate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 11 /12 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target (by June 2014)	TARGETS				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
3 Caring City	Human Settlements	Provide for the needs of informal settlements and backyarders through improved services	Progress against milestones to a Council approved Backyarder strategy	1. Provision of Basic Services 1.1 Langa Pilot Project: Backyarders connected according to milestones 1.2 Hanover Park Pilot Project: Backyarders connected according to milestones 2. Submit split zoning application for prioritized areas to Council for approval. 3. All housing estate areas to be identified for priority services and assessed for bulk services; alignment of budget for future areas.	3.4 (a) Anti-Poverty Programme	Provision of Basic Services to backyarders in Council rental stock	1. Consultation with Utilities and the local community to finalise the roll-out plan.	1. Commence roll-out according to planned target-25%	1. Commence roll-out according to planned target-50%	1. Provision of Basic Services to Backyarders Council rental stock	Shehaam Sims Contact: 021 400 4585 Cell: 073 115 4447

2013/ 2014 HS URBANISATION DEPARTMENTAL SDBIP											
Pillar & Corporate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 11 /12 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target (by June 2014)	TARGETS				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
3 Caring City Objective 3.2	Human Settlements	3.2 Ensure innovative human settlements for increased access to those who need them	Number human settlements opportunities provided per year	Sites 1000	3.2 (a) Innovative housing programme and 3.2(d) Integrated human settlements programme	Sites 1 003	100	400	700	1 003	Johan Gerber Contact: 021 400 2723 Cell: 084 800 0901
				Top Structures New		Top Structures 421	100	200	300	421	Johan Gerber Contact: 021 400 2723 Cell: 084 800 0901
				Other (Shared services provision to Re-blocked Informal Settlements) 11 Projects		Other 3 300	500	1 000	1 700	3 300	Johan Gerber Contact: 021 400 2723 Cell: 084 800 0901

2013/ 2014 HS URBANISATION DEPARTMENTAL SDBIP											
Pillar & Corporate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 11 /12 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target (by June 2014)	TARGETS				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
3 Caring City Objective 3.2	Human Settlements	3.2 Ensure innovative human settlements for increased access to those who need them	Progress on milestones towards implementation of the Informal Settlement Improvement Strategy	Measurement and evaluation of roll-out plan	3.4(b)Service delivery programme in informal settlements	Implement the Informal Settlements Improvement Strategy	Informal Settlement Improvement Strategy to be mainstreamed	Implement roll-out plan for informal settlement improvement strategy	Measurement and evaluation of Strategy	Implement the Informal Settlements Improvement Strategy	Mzwandile Sokupa Contact: 021 400 3445 Cell: 084 200 0319
3 Caring City Objective 3.2	Human Settlements	3.2 Ensure innovative human settlements for increased access to those who need them	% successful response to planned land invasion	100% successful response to planned land invasions	3.4(b) Service delivery programme in informal settlements	100% successful response to planned land invasions	100% successful response to planned land invasions	100% successful response to planned land invasions	100% successful response to planned land invasions	100% successful response to planned land invasions	Stephen Hayward Contact: 021 913 3347 Cell: 084 303 4294
5.Integrated Human Settlements	3 Caring City Objective 3.4	Human Settlements	Progress on milestones towards the implementation of the Winter Plan (Ensure delivery of essential services in line with the approval programme)	New	3.4(b) Service delivery programme in informal settlements	50% (Target for Winter Plan 2014)	Implement risk mitigation interventions for Winter 2013 - 50%	Implement risk mitigations interventions for Winter 2013 - 100%	30% (Target for Winter Plan 2014)	50% (Target for Winter Plan 2014)	Shehaam Sims Contact: 021 400 4585 Cell: 073 115 4447

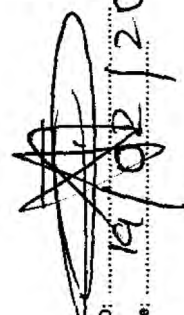
2013/ 2014 HS URBANISATION DEPARTMENTAL SDBIP											
Pillar & Corporate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 11 /12 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target (by June 2014)	TARGETS				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
1 Opportunity City Objective 1.2	Deputy City Manager	Provision and maintenance of economic and social infrastructure to ensure infrastructure-led growth and development	Co-ordinate the number of job opportunities created through the Expanded Public Works Programme (EPWP)	Nil	1.2 (d) Expanded Public Works Programme (EPWP)	120	30	50	80	120	Shehaam Sims Contact: 021 400 4585 Cell: 073 115 4447
SFA 1 The Opportunity City	Finance	1.2.Provision and maintenance of economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend of Capital Budget	90%	1.2 (b) Maintenance of infrastructure	91%	10%	30%	60%	91%	Shehaam Sims Contact: 021 400 4585 Cell: 073 115 4447
SFA 1 The Opportunity City	Finance	1.2 Provision and maintenance of economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend on repairs and maintenance	100%	1.2 (b) Maintenance of infrastructure	95%	21,5%	45,5%	70,2%	100%	Shehaam Sims Contact: 021 400 4585 Cell: 073 115 4447

2013/ 2014 HS URBANISATION DEPARTMENTAL SDBIP											
Pillar & Corporate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 11 /12 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target (by June 2014)	TARGETS				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 1 The Opportunity City	Corporate Services	1.5 - Maximise the use of available funding and programmes for training and skills development	1.1.(a) Number of external trainee and bursary opportunities (excluding apprentices	Nil	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	Nil	Nil	Nil	Nil	Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383	
			1.1.(b) Number of apprentices	Nil	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	Nil	Nil	Nil	Nil	Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383	

2013/ 2014 HS URBANISATION DEPARTMENTAL SDBIP											
Pillar & Corporate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 11 /12 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target (by June 2014)	TARGETS				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 4 An Inclusive City	Corporate Services	4.1Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	Percentage adherence to Citywide service standard based on all external notifications	100%	4.1 (a) Managing service delivery through the service management programme	100%	100%	100%	100%	Gasina Khan Contact: 021 400 4740	
SFA 5 A Well Run City	Corporate Services	5.2 - Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to EE target (composite Indicator)	100%	5.2(b) Human resources strategy	100%	100%	100%	100%	Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383	
SFA 5 A Well Run City	Corporate Services	5.2 - Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to Utilisation target (composite Indicator)	100%	5.2(b) Human resources strategy	100%	100%	100%	100%	Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383	
SFA 5 A Well Run City	Corporate Services	5.2 - Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to employee talent target (composite indicator)	100%	5.2(b) Human resources strategy	100%	100%	100%	100%	Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383	

2013/ 2014 HS URBANISATION DEPARTMENTAL SDBIP											
Pillar & Corporate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 11 /12 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target (by June 2014)	TARGETS				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 5 A Well Run City	Finance	5.3 - Ensure financial prudence with clean audit by the Auditor General	Percentage of Operating Budget spent	100%	-	95%	10%	30%	60%	95%	Shehaam Sims Contact: 021 400 4585 Cell: 073 115 4447
			Percentage of assets verified	100% completed by 30 June	-	100% asset register verified	50% inventory list verified	100% inventory list verified	60% asset register verified	100% asset register verified	Shehaam Sims Contact: 021 400 4585 Cell: 073 115 4447
SFA 5 A Well Run City	Internal Audit		Percentage Internal Audit findings resolved	100%	-	70%	70%	70%	70%	70%	Gasina Khan Contact: 021 400 4740

Signature


 Sign off by ED:
 Date: 19/06/2013

URBANISATION SDBIP DEFINITION 2013/14		
INDICATOR	IDP	INDICATOR DEFINITION
Progress on milestones towards the development of an Urbanisation Strategy	3.4(b) Service delivery programme in informal settlements & 3.4(c) Backyarder service programme	The development of a Framework Strategy and Policies, as well as an Operational Plan to address the challenges of poverty and urbanization in Cape Town as manifested in unemployment, inadequate housing and lack of access to essential resources. This represents the development research for a long term strategy and plan for Informal Settlements in an Urbanisation context.
Progress on milestones towards the Operationalization of the Urbanisation Department	5.2 (b) Human resources strategy	This indicator measures the extent to which the Urbanisation Department is equipped to fulfill its mandate i.e. staffed and equipped to be fully functional.
Progress against milestones to a Council approved Backyarder Strategy	3.4 (a) Anti-poverty programme	This indicator measures the number of backyards provided with improved access to basic services i.e. water, sanitation and electricity.
3.C Number of human settlements opportunities provided per year	3.2 (a) Innovative housing programme and 3.2(d) Integrated human settlements programme	A human settlements opportunity is defined under the following three categories i.e. a. Sites are any property providing a municipal service on an individual basis to a household including the provision to households in multi storey units, on high density residential sites, as well as other non-residential sites related to integrated human settlements development b. Top Structures are any build structure providing shelter to a household in a human settlements development c. Other is the number of Existing rental stock units undergoing major upgrading and any number of households provided with shared services or other services in the Backyarder; Re-blocking and Informal Settlement Upgrade programmes. Definition of a human settlements opportunity: A human settlements opportunity is incremental access to* and or delivery of one of the following Housing products: (A) Subsidy Housing (BNG), which provides a minimum 40m² house; a fully serviced residential site and may also include high density residential sites, as well as other non-residential sites related to integrated human settlements development (B) Incremental Housing, which provides a serviced site with or without top structure and with or without tenure; (C) Rental Housing, which is new Community Residential Units, upgrading and re-development of existing rental units and Hostels; (D) People's Housing Process is beneficiaries who maximise their housing subsidy by building or organising the building of their homes themselves; (E) Land Restitution includes land approved by Council or Court decisions to valid claimants; (F) Social Housing is new rental units, delivered by the City's Social Housing partners; (G) GAP Housing is a Serviced plot, a completed Unit for sale or Affordable units for sale; (H) Re-blocking of Informal Settlements is the reconfiguration of the lay-out of the settlements and to allow improved access and levels of services. * Access to: is as contemplated in Section 26 (1) of the Constitution of the Republic of South-Africa 1996 i.e. "Everyone has the right to have access to adequate housing" Note: An opportunity is specifically defined above and is only counted at a point when specific evidence is available for auditing purposes. The delivery targets reflected on the Corporate Scorecard and the SDBIP's only reflects delivery by the City. In some instances delivery of a serviced site and a top structure may be on the same property but is viewed as two opportunities (serviced site and top structure) to align with reporting requirements on expenditure for Grant Funding as two separate milestones. A separate report (not for auditing purposes) for Information to Council will reflect total delivery in the City which includes delivery by PGWC (N2, PHP, GAP, other projects) and, Social Housing and Restitution Cases which the City facilitates.
		The implementation of a Framework Strategy including the Operationalisation of the Plan to address the challenges of presented by informal settlements within Cape Town, as manifested in growth of informal housing and the lack of access to essential municipal services. This represents a long-term strategy and plan for Informal Settlements. The Informal Settlement Improvement Strategy will be implemented in a phased process.

URBANISATION SDBIP DEFINITION 2013/14		
INDICATOR	IDP	INDICATOR DEFINITION
% successful response to planned land invasion	3.4(b) Service delivery programme in informal settlements	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 the Winter Plan (ensure the delivery of essential services in line with the approved programme)	3.4(b) Service delivery programme in informal settlements	This indicator measures the degree of variation on the implementation of the Winter Plan i.e. the level of delivery on essential services within Informal Settlements.
Percentage spend of capital budget	1.2 (b) Maintenance of infrastructure	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	1.2 (b) Maintenance of infrastructure	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.
Number of Expanded Public Works programmes (EPWP) opportunities created	1.2 (d) Expanded Public Works Programme (EPWP)	This indicator measures the number of work opportunities created through the Expanded Public Works Programme (EPWP) - 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. - In the case of Social Sector projects, learnerships also constitute work opportunities.
Number of external trainee and bursary opportunities (excluding apprentices)	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	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	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	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.
Percentage adherence to Citywide service standard based on all external notifications	4.1 (a) Managing service delivery through the service management programme	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.

URBANISATION SDBIP DEFINITION 2013/14		
INDICATOR	IDP	INDICATOR DEFINITION
Percentage adherence to EE target (composite Indicator)	5.2(b) Human resources strategy	Composite EE Indicator made up of three weighted components: 1. (40% weighting) compliance to EE plan for external appointments: This indicator measures 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. 2. (10% Weighting) compliance to disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%. 3. (50% weighting) Internal staff development as per EE Plan: This indicator will measure 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%. A single score will be calculated by first scoring the % achievement of the Directorate or Department against each individual target and then weighting their % performance and adding the totals.
Percentage adherence to Utilisation target (composite Indicator)	5.2(b) Human resources strategy	Composite Labour Utilisation Indicator made up of three weighted components: 1. (50% weighting) staff availability. This indicator measures the percentage time staff are available for work taking into account only absenteeism in the form of sick leave and unauthorised leave. The corporate benchmark is 96% availability, based on a maximum of 4% absenteeism. 2. (20% weighting) 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. A target is max 7% vacancy rate. The measure will be 93% filled positions. 3. 3. (30% weighting) The OH&S indicator will measure the incident rate i.e. the number of injuries, accidents and/or illness per 100 full time equivalent (FTE) . The target is 5 which will be measured in the inverse as 95. A single score will be calculated by first scoring the % achievement of the Directorate or Department against each individual target and then weighting their % performance and adding the totals.

URBANISATION SDBIP DEFINITION 2013/14		
INDICATOR	IDP	INDICATOR DEFINITION
Percentage adherence to employee talent target (composite indicator)	5.2(b) Human resources strategy	Composite Talent indicator made up of four weighted components: 1. (30% weighting) Increase in skills level. The corporate wide target is a 4% increase, based on the current gap between scarce skills vacancy rate of 11%(in defined occupational categories) and corporate targeted vacancy rate of 7%. However, each department will have its own target based on the current difference between their scarce skills vacancy rate and the corporate target of max 7% vacancies. (e.g. if a department's current vacancy rate for scarce skills = 7%, then their target will be 0% and their performance 100%. Any increase in skills levels thereafter will therefore reflect as >100% performance). 2. (20% weighting) Budget spend on workplace skills plan (NKPI). Formula: % spent against planned training budget. The corporate wide target for this factor is 95% (i.e. as per target for OPEX). This is an accumulative target over 12 months. 3. (25% weighting) Turnover (Retention of scarce skills as measured by staff turnover) Turnover rate is the rate for which employees leave a company. This is measured by a % attrition of staff in scarce skills defined occupational categories over a 12 month period against an acceptable benchmark % turnover of 12%. Formula: Total terminations as % of staff complement each month, as measured over a preceding 12 month period (i.e. 12 month rolling average). This will be limited to the following occupational categories: Legislators & senior managers, Professionals, Technicians and other professionals. Target: the staff turnover % must be d12% throughout the financial year. 4. (25% weighting) Retention: Employee retention is a stability index that is commonly used by human resources departments to show the percentage of employees that are still in their jobs over a period of time. This is measured by calculating the percentage of employees that started 12 months ago who are still in employment. This is an indicator to monitor performance in attracting and retaining employees. The higher the retention rate the better. The retention rate for the new year is set at 90%. This is a new factor and will be monitored for amendment if necessary. A single score will be calculated by first scoring the % achievement of the Directorate or Department against each individual target and then weighting their % performance and adding the totals. Formula: Total actual to date as a percentage of the total budget including secondary expenditure.
Percentage of Operating Budget spent		The indicator reflects the percentage of assets verified annually for audit assurance. Quarter one and two is diecrotorate/department process. The inventory list is the list of all assets assigned to an employee. The manager must take responsibility for inventory and sign off list on a quarterly basis. The 50% in the first quarter relates to 50% of staff members verification of the inventory list. 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.
Percentage of assets verified		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.
Percentage Internal Audit findings resolved		

HUMAN SETTLEMENTS

DEPARTMENT: URBANISATION 2013/2014 BUSINESS PLAN IMPLEMENTATION OF THE INFORMAL SETTLEMENTS IMPROVEMENT STRATEGY

**DIRECTOR: SHEHAAM SIMS
MANAGER: MZWANDILE SOKUPA**

1. EXECUTIVE SUMMARY

Upgrading of Informal Settlements is the ultimate approach that the City wants to embark upon in terms of dealing with the challenge of informal settlements within its jurisdiction. In this regard an Urbanisation and Informal Settlements Improvement Strategy is being formulated to tackle this challenge head-on.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

To direct and oversee the 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.

3. LEGISLATIVE IMPERATIVES (if applicable)

The City acknowledges that Informal Settlements are not only a Housing issue but a cross-cutting challenge that touches on issues of poverty, social, economic, health, policing, engineering and many other functions.

1. Constitution of the Republic of South Africa
2. The National Housing Code: Part 3 (UISP)
3. Division of Revenue Act
4. Housing Act 107 of 1997/ Housing Code
5. Municipal Finance Management Act

4. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN (key stakeholders of the plan)

Partners/ Stakeholders	Roles and Responsibilities
IDP Office All Directorates	Implementation of an Urbanisation and Informal settlements Improvement Strategy

5. RESOURCES (Financial and Staff)

- UISP Consultant appointed

Department's CAPEX & OPEX: Budget in draft and to be approved by Council at the end of May 2013
Staff compliments: 95

6. BACKLOGS AND RESOURCE CONSTRAINTS (if applicable)

223 Informal Settlements in the City with +/- 193 000 families.
Unavailability and lengthy processes to unlock land for development.

7 ASSUMPTIONS AND RISKS

7.1 Threat of new land invasions

Relevance of the strategy to the expectations of the people in informal settlements

7.2 Risk Assessment

No	Risks	Action	Responsible
1	Urbanisation challenges without a clear strategy by the City	Informal Settlements Improvement Strategy	Human Settlements

NOTE:

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 Departments objectives are identified, addressed and managed on a day to day basis in accordance with the City's approved IRM Policy and IRM Framework.

8. STRATEGIC ALIGNMENT TO THE IDP

Strategic Focus Area 3: Caring City

Corporate Objective 3.2: Ensure innovative human settlements for increased access to those that need them.

Indicator 3C: The number of housing opportunities created per year.

8.2 LINK TO PROGRAMMES (programme layout and description linked to directorate objective)

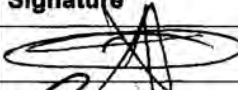
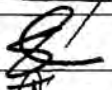
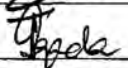
- Upgrading of Informal Settlements Programme
- Emergency Housing Programme
- Anti-Land Invasion Programme
- Essential Services Programme
- Land and Forward Planning

9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

Objectives of this Plan	Indicator(s) of this Objective	Category	Target (by Sept 13)	Target (by Dec 13)	Target (by March 14)	Target (by June 14)
Ensure innovative human settlements for increased access to those that need them.	Implementation of an Informal Settlements Improvement Strategy		Informal Settlement Improvement Strategy to be mainstreamed	Implement roll-out plan for informal settlement improvement strategy	Measurement and evaluation of Strategy	Measurement and evaluation of Strategy
Ensure innovative human settlements for increased access to those that need them.	Number human settlements opportunities provided per year	Sites:	100	400	700	1 003
		Top Structures:	100	200	300	421
		Other: (Shared services provision to Re-blocked Informal Settlements)	500	1 000	1 700	3 300

10. AUTHORISATION

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

	Name	Signature	Date
Executive Director	S. X. Maqetuka		19/02/2013
Director	S. Sims		18/02/2013
Mayco Member: Human Settlements	T. Gqada		20/2/2013

11. APPENDICES:

Appendix 1: Departmental SDBIP

HUMAN SETTLEMENTS

**DEPARTMENT: URBANISATION
2013/2014**

**BUSINESS PLAN
ANTI-LAND INVASION UNIT
DIRECTOR: SHEHAAM SIMS
MANAGER: MZWANDILE SOKUPA**

1. EXECUTIVE SUMMARY

The City has adopted a Zero Tolerance Policy towards land invasion. In respect an Anti-Land Invasion Unit is in the process of being established between City Police and Housing to deal with the issues of patrol, evictions, re-settlement and relocations within and between informal settlements.

2. PURPOSE AND SERVICE MANDATE OF THE DEPARTMENT

Effective operationalisation of an Anti-Land Invasion Unit.

To ensure that planned land invasions are successfully responded to and effectively dealt with.

3. LEGISLATIVE IMPERATIVES (if applicable)

The City acknowledges that Informal Settlements are not only a Housing issue but a cross-cutting challenge that touches on issues of poverty, social, economic, health, policing, engineering and many other functions.

1. Constitution of the Republic of South Africa
2. Prevention of Illegal Eviction Act
3. Division of Revenue Act
4. Housing Act 107 of 1997/ Housing Code
5. Municipal Finance Management Act

4. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN (key stakeholders of the plan)

Partners/ Stakeholders	Roles and Responsibilities
Law Enforcement: Special Services	Joint patrols of city land and provision of security back-up in cases of evictions and demolitions.

5. RESOURCES (Financial and Staff)

Head: Anti-Land Invasion

Requires: 57 Staff Members i.e. Principal Field Officers; Senior Field Officers; Field Officers & Administrative Staff

Department's CAPEX & OPEX: Budget to be approved by Council in May 2013.

Current staff compliment: 50

6. BACKLOGS AND RESOURCE CONSTRAINTS (if applicable)

Delays in appointment of additional field officers and a high staff turnover have a negative impact on service delivery. The shift system as well as transportation issues are constant complaints amongst the staff.

7 ASSUMPTIONS AND RISKS

7.1 Threat of new land invasions

7.2 Risk Assessment

No	Risks	Action	Resp.
1	New invasions	Capacity building to deal effectively with invasions	Housing and Metro Police

NOTE: 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 Department'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 thus utilised as a management tool in order to manage all risks of the Department. The risks identified and rated, equal or above the Council approved rating (appetite) will be reported to the EMT, as well as to the relevant Mayco member on a six monthly basis.

8.1 STRATEGIC ALIGNMENT TO THE IDP

Strategic Focus Area 3: Caring City

Corporate Objective 3.2: Ensure innovative human settlements for increased access to those that need them.

Indicator 3C: The number of Housing opportunities created per year.

8.2 Link to programmes

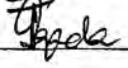
- Upgrading of Informal Settlements Programme
- Emergency Housing Programme
- Anti-Land Invasion Programme
- Essential Services Programme

9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

Objectives of this Plan	Indicator(s) of this Objective	Target (by Sept 12)	Target (by Dec 12)	Target (by March 13)	Target (by June 13)
Objective 3.2: Ensure innovative human settlements for increased access to those that need them.	Effective operationalisation of an Anti-Land Invasion Unit	100% successful response to planned land invasions	100% successful response to planned land invasions	100% successful response to planned land invasions	100% successful response to planned land invasions

10. AUTHORISATION

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

	Name	Signature	Date
Executive Director	S. X. Maqetuka		19/02/2013
Director	S. Sims		18/02/2013
Mayco Member: Human Settlements	T. Gqada		20/2/2013

11. APPENDICES:

Appendix 1: Departmental SDBIP

HUMAN SETTLEMENTS

DEPARTMENT: URBAN RENEWAL PROGRAMME 2013/2014

**DIRECTOR: GEORGE PENXA
CONTACT PERSON: MONWABISI BOOI**

1. EXECUTIVE SUMMARY

The Urban Renewal Programme (URP) and Integrated Rural Sustainable Programme (ISRDP) were launched by the former President Thabo Mbeki during his State of the Nation Address in 2001. The intention of the government of South Africa was to “conduct a sustained campaign against rural and urban poverty and underdevelopment, by bringing in resources of all three spheres of government in a coordinated manner” (State of the Nation Address, 2001).

The URP embodies the key principles, outcomes and objectives of local government transformation as defined in various legislative frameworks, policies and programmes in the post-apartheid era. The URP is based on the recognition that poverty is on the rise as a result of an increasing urbanization fuelled by natural growth, rural-urban migration and circular migration of people between different categories of cities and towns.

The work of the URP is to achieve the following substantive (key) outcomes, namely:

- Integration of the nodal areas into the City of Cape Town, focusing on socio-economic integration as well as spatial integration.
- Enhancing the autonomy of these areas by improving intra areas access to services, infrastructure and information.
- Enhancing human and social capital, focusing on crime and violence, education and skills development, local economies and capacity of local institutions.
- Greater connectivity including enhanced intra-area circulation of purchasing power, increased generation and capture of savings. Connectivity also relates to increased access to governmental services, and intra area mobility.

The overarching outcome of the urban renewal is to “...ensure that the majority of South African citizens who are residents of townships are enabled to move from the lock-in of the second economy into the opportunities of the first economy” (State of the Nation Address, 2001).

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

To enable systematic and sustained interventions by all organs of State to alleviate poverty and significantly address underdevelopment, and the exclusion of Khayelitsha and Mitchell’s Plain from the broader economy of the Metropole.

The service mandate of the Urban Renewal Programme includes the following:

- Initiate and facilitate alignment of strategies, priorities and budgets of the three spheres of government including State Owned Enterprises and the Private sector in order to achieve the objectives and outcomes of the URP.
- Coordination and Integration (horizontal and vertical) of development efforts of the three spheres of government to alleviate poverty and address underdevelopment in the nodes.
- Mobilisation of resource support (financial and non-financial) to realize the strategic objectives and outcomes of the URP.
- Provide support to sector departments in terms of fast-tracking the implementation of projects.
- Facilitate and fast-track URP projects implementation by removing blockages.
- Facilitate and coordinate stakeholder engagement, participation involvement and management.
- Communication on the URP implementation with stakeholders and strategic partners.

Who are your customers?

- Communities of Mitchell’s Plain and Khayelitsha Nodes.
- Government Sector Departments and State Owned Enterprises
- Civil Society Organisations
- Private Sector

What are their demands/expectations?

- Effective and efficient service delivery
- Adequate and decent houses
- Improved health services
- Improved environment
- Efficient and convenient public transport system
- Safety and Security
- Employment opportunities

3. LEGISLATIVE IMPERATIVES:

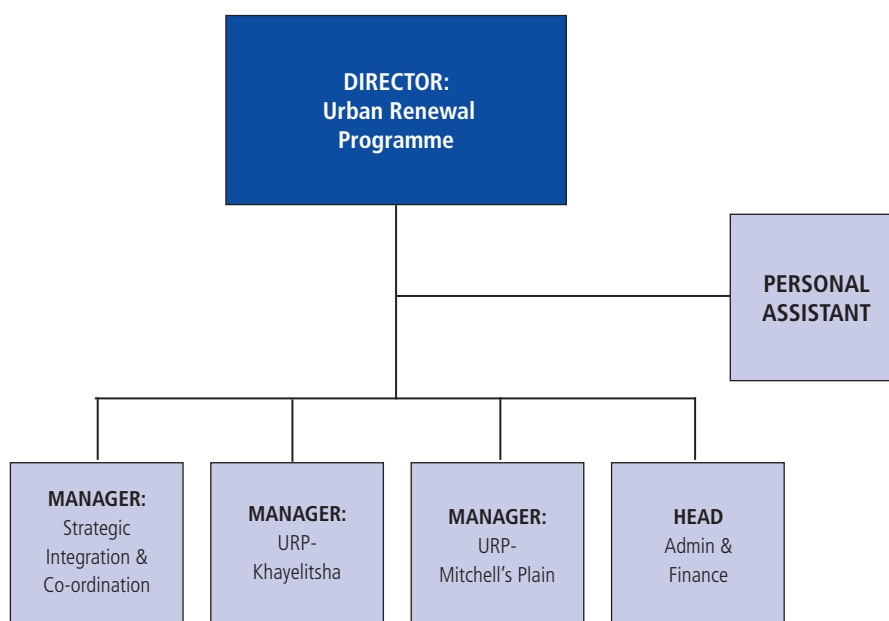
- URP complies with the Intergovernmental Relations Framework, because of the nature of the programme.
- URP also complies with MFMA and policies of the City of Cape Town.

4. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN:

Partners/ Stakeholders	Roles and Responsibilities
City of Cape Town	Initiation, planning, implementation, integration, coordination and monitoring.
Provincial Government	Oversight, support, resource mobilisation and unblocking of blockages.
National Government	Overall coordination, support, resource mobilisation and overall monitoring.
State owned enterprises	Resource support (Financial and non- financial) and implementation.
Private sector	Resource support, Investment and implementation.
Political Champions	Political support and oversight.
Communities	Identification of needs/ priorities, active participation and ownership.

5. RESOURCES:

5.1 Senior Management Organogram



Staff Complement: Approved posts: 23

Current filled posts:-

- Fourteen (13) professionals (inclusive of the Director).
- Three (3) secretaries.
- One (1) admin clerk
- Current vacant posts: six (6)

5.2 Financial information

The types of funding leveraged and coordinated via the Urban Renewal Programme for the Khayelitsha and Mitchell's Plain Nodes are:-

- Neighbourhood Partnership Development Grant
- Equitable Share Fund
- DEA Social Responsibility Programme
- Urban Settlements Development Grant

6. BACKLOGS AND RESOURCE CONSTRAINTS

6.1 Filling of 6 vacant posts.

6.2 The lack of budget to fund operational costs beyond 2013.

6.3 The proposed restructuring of the URP department.

7 ASSUMPTIONS AND RISKS

7.1 Assumptions

NO	RISKS	ACTION	RESPONSIBLE
1	Change of priority needs within communities	Manage community expectation through consultation and awareness	Councillors and Officials (URP)
2	Lack of dedicated funding for the programme	To ensure the mobilisation of adequate resources (financial and non- financial)	All spheres of government (URP coordinating)
3	High (short and medium term) expectations from communities and other stakeholders	Manage community and stakeholders expectations	All spheres of government
4	URP is seen as the sole responsibility of the local sphere	Ongoing communication on the role of URP	URP department and Councillors
5	High concentration of poverty and other socio-economic pathologies	Fast-tracking service delivery	All spheres of government, state owned enterprises
6	The City has not geared up itself with respect to the potentials of the programme	Active and sustained involvement of senior officials in the programme.	Political and Administrative leadership (Mayco/EMT)

7.2 Risk Assessment

NO	RISKS	ACTION	RESPONSIBLE
1	Uncertainty on the mainstreaming of the URP	Manage community expectations Pronouncement on the future of the URP	City of Cape Town
2	Political and administrative leadership commitment	To seek active participation and commitment of Political and administrative leadership	Presidency, Premier, Executive Mayor, Mayco, Councillors and EMT

8. STRATEGIC ALIGNMENT TO THE IDP

IDP STRATEGIC FOCUS AREA	CORPORATE OBJECTIVE	URP STRATEGIC OBJECTIVES
1. Opportunity City	Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	- Promoting Local Economic Development to reduce poverty and unemployment - Creation of jobs through labour intensive methods of work.
3. Caring City	Ensure innovative human settlements for increased access to those that need them.	- Creating a quality urban environment where people can live with dignity and pride - Supporting education, training and skills development.
5. Well run City	- Establish an efficient and productive administration that prioritizes delivery. - Ensure financial prudence with clean audit by the Auditor General	Effective Governance (Quick response to service delivery queries, good and effective governance machinery)

LINK TO PROGRAMMES

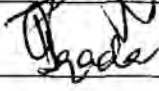
	PROGRAMME NAME	PROGRAMME DESCRIPTION	LINKS TO URP
1.	Integrated Sustainable Rural Development Programme (ISRDP)	It is a national programme aimed at developing identified rural areas of severe neglect, where poverty is endemic. The aim of the ISRDP is to achieve integrated sustainable development in rural areas.	Sister programme to the URP programme which was announced in 2001 by the former State President, Mr. Thabo Mbeki. A forum has been established to share information, experiences and best practices on developmental challenges.
2.	Expanded Public Works Programme (EPWP)	The EPWP is one of government's initiatives to bridge the gap between the growing economy and the large numbers of unskilled and unemployed people. It involves creating temporary work opportunities for the unemployed, using public sector expenditure.	Implementation of projects that conforms to the EPWP principles. It links to the strategic focus of URP relating to job creation through labour intensive methods.
3.	Mayoral Urban Regeneration Programme	The objective is to uplift areas that have been identified as neglected and dysfunctional and are seen to be degenerating rapidly. This programme will help to improve the safety, quality of life and socio-economic situation in these areas, with a particular focus on the public spaces.	The MUR programme links to the overall objective of URP, which is to enable a systematic and sustained intervention to reduce poverty and significantly address underdevelopment in the nodes.
4.	National Development Plan	The National Development Plan is a plan for the country to eliminate poverty and reduce inequality by 2030 through uniting South Africans, unleashing the energies of its citizens, growing an inclusive economy, building capabilities, enhancing the capability of the state and leaders working together to solve complex problems.	The NDP links to the overall objective of the URP, which is to enable a systematic and sustained intervention to reduce poverty.
5.	Millennium Development Goals (MDGs)	The MDGs strategic focus areas encompass the following: 1. Eradicate extreme poverty and hunger 2. Achieve universal primary education 3. Promote gender equality and empower women 4. Reduce child mortality 5. Improve maternal health 6. Combat HIV/AIDS, malaria, and other diseases 7. Ensure environmental sustainability 8. Develop a global partnership for development	MDG's links to all URP strategic focus areas.
6.	Department of Environmental Affairs' Social Responsibility Programme	The Social Responsibility Programme addresses the Department of Environmental Affairs core responsibilities in a manner that ensures it contributes to job creation, skills development and SMME development.	The link is the resourcing of the URP and project funding.
7.	National Youth Development Agency (NYDA)	The National Youth Service was initiated to address high levels of youth unemployment by creating opportunities for voluntary service and skills development for unemployed young people.	NYDA supports the strategic objectives of URP and it encourages community volunteerism and job creation.

9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

Objectives	Indicator(s) of this Objective	Target (by Sept 2013)	Target (by Dec 2013)	Target (by March 2014)	Target (by June 2014)
Completion of Vuyani meat market facilities	70 % Completion of the Upgrading of the Vuyani Meat Market Facility. The project milestones are the following: - Final project specifications to appoint the contractor. - Appointment of the contractor. - Relocation of traders. - Completion of the Vuyani meat market facility upgrade.	Completion of the draft project specifications to appoint the contractor. Convene the BSC meeting to confirm the project specifications.	Advertisement of the tender. Evaluation of the tender. Report to BAC.	Appointment of the contractor. Site establishment. Relocation of the tenants to the temporary trading area.	70% Completion of the upgrading of Vuyani Meat Market Facility.
Completion of the Upgrade of the Lookout Hill Tourism Facility.	50% Completion of the Upgrade of the Lookout Hill Tourism Facility. The project milestones are the following: - Final project specifications to appoint the contractor. - Appointment of the contractor. - Completion of the Lookout Hill Tourism Facility upgrade. - Hand-over and launch of the Lookout Hill Tourism Facility upgrade	Completion of the draft project specifications to appoint the contractor. Convene the BSC meeting to confirm the project specifications.	Advertisement of the tender. Evaluation of the tender. Report to BAC.	Appointment of the contractor. Site establishment.	Completion of the Lookout Hill Tourism Facility upgrade. Hand-over and launch of the Lookout Hill Tourism Facility upgrade
Completion of the upgrade of the Blue-waters Resort Chalets	15 % Completion of the following project components: Construction of a swimming pool. Upgrading of the ablution facilities. Development of a new camping site. Construction of the conference facility. Landscaping of the Blue-waters' Resort Chalets. Hand-over and the launch of the project.	Construction of the swimming pool completed. Upgrading of the ablution facilities completed.	New camping site completed. Landscaping completed.	Construction of the conference facility.	Completion of the Upgrade of Blue-waters Resort Chalets. Hand-over and the launch of the project.
Completion of the construction of the Khayelitsha Training Centre- Phase 2	50% Completion of the construction of the following project components; - New Offices - Auditorium - Fencing and landscaping. Hand-over and launch of Khayelitsha Training Centre Phase 2.	Completion of the new offices and auditorium building super-structure.	Completion of shop fronts and the roof structure. Completion of fencing and landscaping.	Completion of the construction and site hand-over. Launch of Khayelitsha Training Centre Phase	Project completed.
Completion of the Langa area-based Development Conceptual Development Framework	100% Completion of the Langa area-based Development Conceptual Framework. The project components are the following: Civil Society Database. Langa needs assessment and prioritisation report. Langa socio-economic profile. Community Participation and Stakeholders' Management Framework. Monitoring and Evaluation Framework.	Database of CBOs active in the area. Langa needs assessment and prioritisation report. Langa socio-economic profile.	Identification of development opportunities in the area. Identification of short, medium to long term projects. Community Participation and Stakeholders' Management Framework. Draft Langa Conceptual Development Framework	Monitoring and Evaluation Framework. Final Langa Conceptual Development Framework.	Project Close-out Report.

10. AUTHORISATION

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

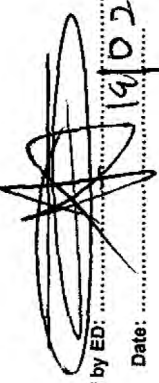
	NAME	SIGNATURE	DATE
	Name	Signature	Date
Director	George Penxa		15/02/2013
Executive Director	Seth X. Maqetuka		19/02/2013
Mayco Member	Tandeka Gqada		20/2/2013

2013 / 2014 HUMAN SETTLEMENTS - URBAN RENEWAL PROGRAMME SDBIP											
Pillar & Corporate Objective No.	Link to Directorate	Departmental Objective	Indicator (To include unit of measure)	Baseline 11/12 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target June 2014	Target for 30 Sept 2013	Target for 31 Dec 2013	Target for 31 March 2014	Target for 30 June 2014	Responsible Person
1 Opportunity City Objective 1.2	Urban Renewal Programme	Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	% Completion of the upgrade of the Vuyani market facilities	30% of the construction completed	1.2(b) Maintenance of infrastructure	70% Completion of the upgrading of Vuyani Meat Market Facility.	Completion of the draft project specifications to appoint the contractor.	Advertisement of the tender.	Appointment of the contractor.	70% Completion of the upgrading of Vuyani Meat Market Facility.	Monwabisi Booi Contact: 021 487 2341 Cell: 073 260 1731
			% Completion of the upgrade of the Look-out hill tourism facility	Completion of 50% of construction	1.2(b) Maintenance of infrastructure	Completion of the Lookout Hill Tourism Facility upgrade.	Advertisement of the tender.	Appointment of the contractor.	Completion of the Lookout Hill Tourism Facility upgrade.	Monwabisi Booi Contact: 021 487 2341 Cell: 073 260 1731	
			% Completion of the Upgrade of the khayelitsha Training Centre-Phase 2	50% completion of the construction phase	1.2(b) Maintenance of infrastructure	Project completed.	Completion of shop fronts and the roof structure.	Completion of the construction and site hand-over.	Project completed.	Mlungisi Patrick Nqadini Contact: 021 361 1649 Cell: 083 353 5596	
1 Opportunity City Objective 1.2	Urban Renewal Programme	Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	% Upgrade of the Blue-waters Resort chalets	70%	1.2(b) Maintenance of infrastructure	Completion of the Upgrade of Blue-waters Resort Chalets.	Construction of the swimming pool completed.	New camping site completed.	Construction of the conference facility.	Completion of the Upgrade of Blue-waters Resort Chalets.	Monwabisi Booi Contact: 021 487 2341 Cell: 073 260 1731 Ivan Anthony Contact: 021 391 7124 Cell: 084 630 0025
			Completion of the Langa area-based Development Conceptual Development Framework	New	1.2(b) Maintenance of infrastructure	Project Close-out Report.	Database of CBOs active in the area.	Identification of development opportunities in the area.	Monitoring and Evaluation Framework.	Project Close-out Report.	Monwabisi Booi Contact: 021 487 2341 Cell: 073 260 1731 Mlungisi Patrick Nqadini Contact: 021 361 1649 Cell: 083 353 5596
			Co-ordinate the number of job opportunities created through the Expanded Public Works Programme (EPWP)	340	1.2 (d) Expanded Public Works Programme (EPWP)	500	50	180	320	500	George Penxa Contact: 021 400 9817 Cell: 084 900 0177

2013 / 2014 HUMAN SETTLEMENTS - URBAN RENEWAL PROGRAMME SDBIP											
Pillar & Corporate Objective No.	Link to Directorate	Departmental Objective	Indicator (To include unit of measure)	Baseline 11/12 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target June 2014	Target for 30 Sept 2013	Target for 31 Dec 2013	Target for 31 March 2014	Target for 30 June 2014	Responsible Person
1 Opportunity City Objective 1.2	Finance	1.2 Provision and maintenance of economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend of Capital Budget	90%	1.2 (d) Maintenance of infrastructure	91%	10%	30%	60%	91%	George Penxa Contact: 021 400 9817 Cell: 084 900 0177
		1.2 Provision and maintenance of economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend on repairs and maintenance	100%	1.2 (b) Maintenance of infrastructure	95%	21,5%	45,5%	70,2%	95%	George Penxa Contact: 021 400 9817 Cell: 084 900 0177

2013 / 2014 HUMAN SETTLEMENTS - URBAN RENEWAL PROGRAMME SDBIP											
Pillar & Corporate Objective No.	Link to Directorate	Departmental Objective	Indicator (To include unit of measure)	Baseline 11/12 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target June 2014	Target for 30 Sept 2013	Target for 31 Dec 2013	Target for 31 March 2014	Target for 30 June 2014	Responsible Person
SFA 1 The Opportunity City	Corporate Services	1.5 - Maximise the use of available funding and programmes for training and skills development	1.1.(a) Number of external trainee and bursary opportunities (excluding apprentices	28	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	3	2	2	3	3	Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383
			1.1.(b) Number of apprentices	Nil	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	Nil	Nil	Nil	Nil	Nil	Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383
SFA 4 An Inclusive City	Corporate Services	4.1Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	Percentage adherence to Citywide service standard based on all external notifications	100%	4.1 (a) Managing service delivery through the service management programme	100%	100%	100%	100%	100%	Gasina Khan Contact: 021 400 4740

2013 / 2014 HUMAN SETTLEMENTS - URBAN RENEWAL PROGRAMME SDBIP											
Pillar & Corporate Objective No.	Link to Directorate	Departmental Objective	Indicator (To include unit of measure)	Baseline 11/12 (Target in brackets)	Program number and name/ Statutory or Strategic Plan	Annual Target June 2014	Target for 30 Sept 2013	Target for 31 Dec 2013	Target for 31 March 2014	Target for 30 June 2014	Responsible Person
SFA 5 A Well Run City	Corporate Services	5.2 - Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to EE target (composite Indicator)	100%	5.2(b) Human resources strategy	100%	100%	100%	100%	100%	Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383
SFA 5 A Well Run City	Corporate Services	5.2 - Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to Utilisation target (composite Indicator)	100%	5.2(b) Human resources strategy	100%	100%	100%	100%	100%	Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383
SFA 5 A Well Run City	Corporate Services	5.2 - Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to employee talent target (composite indicator)	100%	5.2(b) Human resources strategy	100%	100%	100%	100%	100%	Chad Aimes Contact: 021 400 2063 Cell: 071 850 3383
SFA 5 A Well Run City	Finance	5.3 - Ensure financial prudence with clean audit by the Auditor General	Percentage of Operating Budget spent	100%	-	95%	10%	30%	60%	95%	George Penxa Contact: 021 400 9817 Cell: 084 900 0177
SFA 5 A Well Run City	Internal Audit		Percentage of assets verified	100% completed by 30 June	-	100% asset register verified	50% inventory list verified	100% inventory list verified	60% asset register verified	100% asset register verified	George Penxa Contact: 021 400 9817 Cell: 084 900 0177
SFA 5 A Well Run City			Percentage Internal Audit findings resolved	100%	-	70%	70%	70%	70%	70%	Gasina Khan Contact: 021 400 4740
					SIGNATURE	DATE					


 Sign off by ED:
 Date: 14/02/2013

URBAN RENEWAL SDBIP DEFINITIONS 2013/14			INDICATOR	IDP	INDICATOR DEFINITION
% Completion of the upgrade of the Vuyani market facilities	1.2(b)	Maintenance of infrastructure			The indicator measures the completion rate towards the upgrade of the Vuyani market.
% Completion of the upgrade of the Look-out hill tourism facility	1.2(b)	Maintenance of infrastructure			The indicator measures the completion rate towards the upgrade of the Look-out Hill tourism facility.
% Completion of the Upgrade of the Khayelitsha Training Centre- Phase 2	1.2(b)	Maintenance of infrastructure			The indicator measures the phased progress on the Khayelitsha Training Centre Project.
% Upgrade of the Blue-waters Resort chalets	1.2(b)	Maintenance of infrastructure			The indicator measures the completion rate towards the upgrade of the Blue Waters Resort Chalets.
% Construction of Khayelitsha Community Trust housing development phase 1 bulk infrastructure	1.2(b)	Maintenance of infrastructure			The indicator measures the completion rate towards the construction of Khayelitsha Community Trust housing development phase 1 bulk infrastructure.
Completion of the Langa area-based Development Conceptual Framework	1.2(b)	Maintenance of infrastructure			The indicator measures the completion rate towards the completion of the Langa area-based Development Conceptual Framework
Percentage spend of capital budget	1.2	(b) Maintenance of infrastructure			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	1.2	(b) Maintenance of infrastructure			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.
Number of Expanded Public Works programmes (EPWP) opportunities created	1.2	(d) Expanded Public Works Programme (EPWP)			This indicator measures the number of work opportunities created through the Expanded Public Works Programme (EPWP) - 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. - In the case of Social Sector projects, learnerships also constitute work opportunities.
Number of external trainee and bursary opportunities (excluding apprentices)	1.6	(a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.			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	1.6	(a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.			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.

URBAN RENEWAL SDBIP DEFINITIONS 2013/14		
INDICATOR	IDP	INDICATOR DEFINITION
Percentage adherence to Citywide service standard based on all external notifications	4.1 (a) Managing service delivery through the service management programme	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.
Percentage adherence to EE target (composite Indicator)	5.2(b) Human resources strategy	Composite EE Indicator made up of three weighted components: 1. (40% weighting) compliance to EE plan for external appointments; This indicator measures 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. 2. (10% Weighting) compliance to disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%. 3. (50% weighting) Internal staff development as per EE Plan: This indicator will measure 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%. A single score will be calculated by first scoring the % achievement of the Directorate or Department against each individual target and then weighting their % performance and adding the totals.
Percentage adherence to Utilisation target (composite Indicator)	5.2(b) Human resources strategy	Composite Labour Utilisation Indicator made up of three weighted components: 1. (50% weighting) staff availability. This indicator measures the percentage time staff are available for work taking into account only absenteeism in the form of sick leave and unauthorised leave. The corporate benchmark is 96% availability, based on a maximum of 4% absenteeism. 2. (20% weighting) 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. A target is max 7% vacancy rate. The measure will be 93% filled positions. 3. (30% weighting) The OH&S indicator will measure the incident rate i.e. the number of injuries, accidents and/or illness per 100 full time equivalent (FTE) . The target is 5 which will be measured in the inverse as 95. A single score will be calculated by first scoring the % achievement of the Directorate or Department against each individual target and then weighting their % performance and adding the totals.

URBAN RENEWAL SDBIP DEFINITIONS 2013/14		
INDICATOR	IDP	INDICATOR DEFINITION
Percentage adherence to employee talent target (composite indicator)	5.2(b) Human resources strategy	Composite Talent indicator made up of four weighted components: 30% weighting) Increase in skills level. The corporate wide target is a 4% increase, based on the current gap between scarce skills vacancy rate of 11%(in defined occupational categories) and corporate targeted vacancy rate of 7%. However, each department will have its own target based on the current difference between their scarce skills vacancy rate and the corporate target of max 7% vacancies. (e.g. if a department's current vacancy rate for scarce skills = 7%, then their target will be 0% and their performance 100%. Any increase in skills levels thereafter will therefore reflect as >100% performance). (20% weighting) Budget spend on workplace skills plan (NKPI). Formula: % spent against planned training budget. The corporate wide target for this factor is 95% (i.e. as per target for OPEX). This is an accumulative target over 12 months. (25% weighting) Turnover (Retention of scarce skills as measured by staff turnover) Turnover rate is the rate for which employees leave a company. This is measured by a % attrition of staff in scarce skills defined occupational categories over a 12 month period against an acceptable benchmark % turnover of 12%. Formula: Total terminations as % of staff complement each month, as measured over a preceding 12 month period (i.e. 12 month rolling average). This will be limited to the following occupational categories: Legislators & senior managers, Professionals, Technicians and other professionals. Target: the staff turnover % must be ≤12% throughout the financial year. (25% weighting) Retention: Employee retention is a stability index that is commonly used by human resources departments to show the percentage of employees that are still in their jobs over a period of time. This is measured by calculating the percentage of employees that started 12 months ago who are still in employment. This is an indicator to monitor performance in attracting and retaining employees. The higher the retention rate the better. The retention rate for the new year is set at 90%. This is a new factor and will be monitored for amendment if necessary. A single score will be calculated by first scoring the % achievement of the Directorate or Department against each individual target and then weighting their % performance and adding the totals.
Percentage of Operating Budget spent		Formula: Total actual to date as a percentage of the total budget including secondary expenditure.
Percentage of assets verified		The indicator reflects the percentage of assets verified annually for audit assurance. Quarter one and two is directorate/department process. The inventory list is the list of all assets assigned to an employee. The manager must take responsibility for inventory and sign off list on a quarterly basis. The 50% in the first quarter relates to 50% of staff members verification of the inventory list. 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.
Percentage Internal Audit findings resolved		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.

HUMAN SETTLEMENTS IHS FACILITATION AND IMPLEMENTATION

DELIVERY OF HUMAN SETTLEMENTS OPPORTUNITIES BUSINESS PLAN 2013/2014

MANAGER: HERMAN STEYN

1. EXECUTIVE SUMMARY

The City's Housing Plan is aligned with the Breaking New Ground Plan on Sustainable Human Settlements Plan that the National Department of Human Settlements launched during September 2004.

The first decade of democracy has been the delivery of approximately 1.6 million houses throughout the country. The Western Cape share of this output is estimated at 193 450 housing opportunities and City about 43 000.

Although a lot was achieved in terms of mass delivery of housing opportunities to the poor, there is a lot that still needs to be done. Housing delivery for the poor has largely occurred in the periphery of our cities and towns and accompanied with varying degrees of community and economic facilities. Backlogs have been experienced in the economically growing areas and because of the lack of integrated urban management plan, resulting in urban poverty and squalor, overcrowding and the mushrooming of unmanaged informal settlements. The City of Cape Town is no exception to these trends. In fact the City finds itself in a more challenging situation due to issues such as limited and expensive land for housing, inflation of building material costs due to the property boom in the Western Cape and difficult planning and environmental approvals for housing development.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

2. PURPOSE AND OBJECTIVES

- Is to increase the delivery of human settlements opportunities in a structural and sustainable way to reduce the number of people in need of housing on the City's database and Informal Settlements, in the City. This is achieved with formal township developments and hostel upgrades

The main customers of the department are the people on the City's database who are in need of a human settlements opportunity.

The department's main direction is to provide the maximum amount of opportunities within the budget. A range of National Housing Programmes are used for this provision of human settlements.

Human Settlements opportunities are developed in terms of the Constitution of SA, the Housing Act No. 107 of 1997 and National and Provincial policy e.g. Housing Code and National Housing Programmes.

The City acts as an implementing agent for Provincial and National Government to provide new human settlement opportunities. Housing projects are implemented and financed by means of National Housing Programmes.

The integration and nature of these projects requires planning and budgeting of other departments on National level e.g. Public works for Police Stations, Magistrate Courts, Airports impact etc.; Provincial level: Education, Health, Libraries, Transport, Planning & Environment and Housing Local Government level: Planning and Environment and Roads & Transport; Utility Services (water, sewer, electricity and solid waste); Property; Community Facilities; Sport & Recreation and the IDP.

3. LEGISLATIVE IMPERATIVES

1. Constitution of the Republic of South Africa
2. Accreditation Framework as prescribed in the National Housing Code
3. Division of Revenue Act
4. Housing Act 107 of 1997/Housing Code
5. Municipal Finance Management Act

4. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

Partners/ Stakeholders	Roles and Responsibilities
New Settlements	Implementation of housing project using various housing programmes: eg UISP, PHP, Project Linked, IRDP and CRU including Hostels
Land Restitution	Assisting claimants
Housing Land Forward Planning	Facilitation of GAP housing
Housing Land Forward Planning	Social housing

5. RESOURCES (Financial and Staff)

Department's CAPEX & OPEX: Budget to be approved by Council in May 2012.

Staff compliment: 43

6. BACKLOGS AND RESOURCE CONSTRAINTS (if applicable)

The appointment of competent, qualified and experienced housing project managers and the availability of suitable land.

7 ASSUMPTIONS AND RISKS

7.1 Assumptions

That the necessary community consultation will take place and that the political approval and legislative requirements are met before implementation.

No	Risks	Action	Responsible.
1	Community interference with allocation process	Stakeholder engagement and consultation	Human Settlements
2.	Affordability of projects/high tender prices do not meet expectations	Detail planning and proper specifications	Human Settlements

NOTE:

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 Department'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 thus utilised as a management tool in order to manage all risks of the Department. The risks identified and rated, equal or above the Council approved rating (appetite) will be reported to the EMT, as well as to the relevant Mayco member on a six monthly basis.

8. STRATEGIC ALIGNMENT TO THE IDP

Strategic Focus Area 3: Caring City

Corporate Objective 3.4: Ensure innovative human settlements for increased access to those that need them.

Indicator 3E – The number of housing opportunities created per year.

The table below indicates the planned number of housing opportunities per category for 2012/2013

Description	Number of units	
	SITES	TOP STRUCTURES
New Rental units CRU	270	200
BNG & GAP units	2128	2352
PHP/Consolidations	N/A	1550
UISP Projects	641	N/A
TOTAL	3039	4102

9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

What do you plan to do and How do you intend to achieve this: Include the Key Objectives and Indicators and Targets

Objectives of this Plan	Indicator(s) of this Objective	Target (by Sept 13)	Target (by Dec 13)	Target (by March 14)	Target (by June 14)
Delivery housing opportunities	Sites	715	1280	2050	2039
	Top Structures	725	1500	2500	4102

10. AUTHORISATION

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

Name	Signature	Date
Executive Director	S. X. Maqetuka	19/2/2013
Manager	H. Steyn	15/2/2013
Mayco Member	T. Gqada	20/2/2013

11. APPENDICES:

Appendix 1: Departmental SDBIP

DIRECTORATE: OFFICE OF THE DEPUTY CITY MANAGER

DIRECTORATE EXECUTIVE SUMMARY 2013 / 2014

**DEPUTY CITY MANAGER: MIKE MARSDEN
CONTACT PERSON: C. DEARHAM**

1. EXECUTIVE SUMMARY

The primary function of the Deputy City Manager's Directorate is to support the City Manager and the Executive Mayor in ensuring there is an integrated approach to major corporate programmes and projects and to ensure that the City's transversal management system is well co-ordinated and supported.

The Council mandate is as follows:

- Providing Transversal Management capacity and service delivery integration capacity to the City Manager and the Executive Mayor as well as to the Executive Management Team, the Mayoral Committee and the Clusters
- Prioritising, development, implementation and co-ordination of designated multi directorate projects and programmes
- Provide internal capacity for the incubation and co-ordination of designated multi directorate projects and programmes
- Develop and instil a Project Management methodology in the Administration and provide appropriate Project Management training
- Manage and co-ordinate the implementation of projects through the Expanded Public Works Programme and the Community Work Programme
- Manage the Urban Regeneration programme focussing on identified areas and through institutionalising the VPUU methodology and phasing out the Urban Renewal programme
- Manage the implementation of the City's corporate budget programmes
- Ensure economic and effective use of resources
- Identification of potential problems and taking of corrective action

The Deputy City Manager (DCM) reports directly to the City Manager and falls under the direct political oversight of the Executive Mayor. The DCM acts for the City Manager in his absence.

The DCM Directorate is responsible for the following line functions:

- Programme and Project Management
- Urban Regeneration and Violence Prevention through Urban Upgrades
- Expanded Public Works Programme and Community Work Programme
- Monitoring of the implementation of the Capital and Operating Budget
- The DCM Directorate's core customers include the Executive Mayor, members of the Mayoral Committee, committees of Council, the City Manager and the Executive Management Team.

2. PURPOSE AND SERVICE MANDATE

2.1 Vision:

To ensure an integrated approach to major corporate programmes and projects within the City's Transversal Management system in line with best practice

2.2 Overarching aims, objectives and core functions of the Directorate:

The DCM Directorate has a diverse range of expertise to achieve corporate objectives in line with the Integrated Development Plan's pillars and objectives. The Directorate provides leadership and specialist support for the co-ordination of major programmes and projects within the context of the City's cluster system to ensure an integrated response in the achievement of corporate objectives.

Core programmes of the DCM Directorate include:

- Programme and Project Management
- Urban Regeneration and Violence Prevention through Urban Upgrades
- Expanded Public Works Programme and Community Work Programme
- Monitoring of the implementation of the Capital and Operating Budget

The DCM Directorate is required to conduct its activities efficiently and effectively and to manage internal administrative, logistical, financial and HR processes within the regulatory framework and in accordance with Council's policies.

2.3 Brief description of the Department's direction and intention

The Directorate has been recently been created with a specific emphasis on supporting the City Manager and the Executive Mayor focusing on integrated and co-ordinated approach to major Corporate Programmes and Projects and the attainment of Corporate objectives within the framework of the City's Transversal Management System.

This includes developing and introducing a new system of Programme and Project Management to ensure the Capital Budget can be effectively and efficiently implemented, the effective implementation of the Urban Regeneration programme and the Expanded Public Works Programme and the monitoring of the Capital and Operating Budget to ensure implementation that matches agreed corporate targets.

2.4 Expectation

The DCM Directorate is expected to be a centre of excellence, employing best practice and attaining corporate targets

2.5 Legal requirements

The DCM Directorate implements its functions in line with the pillars and objectives of the Integrated Development Plan and in accordance with the Delegations, Rules and Policies of Council. The most significant legislation includes the following:

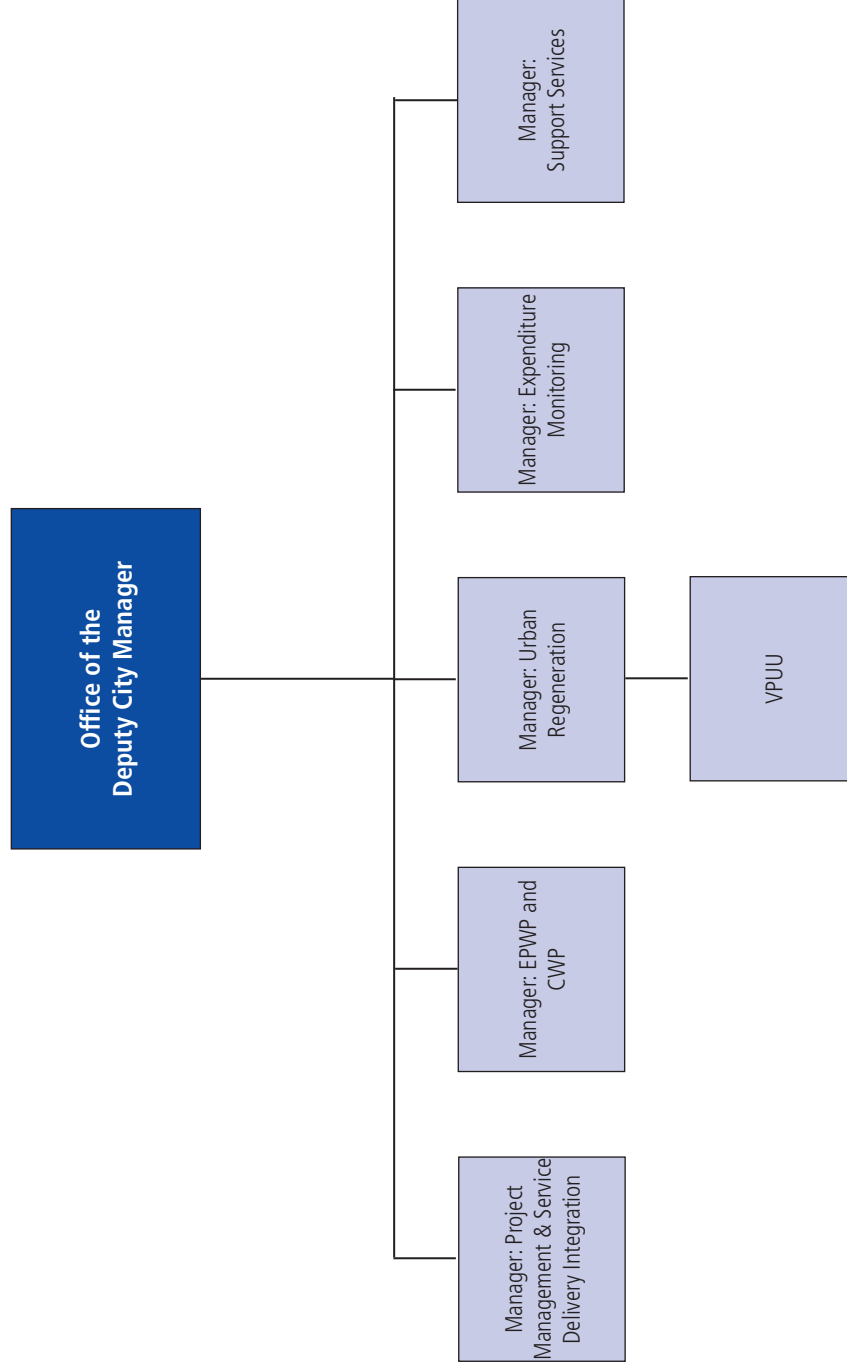
- The Constitution of the Republic of South Africa Act (No 108 of 1996)
- Local Government: Municipal Structures Act (No 117 of 1998)
- Local Government: Municipal Systems Act (No 32 of 2000)
- Local Government Municipal Finance Management Act (No 56 of 2003)

3. PARTNERS & STAKEHOLDERS IN THE STRATEGY PLAN

Partners / Stakeholders		Roles and Responsibilities
Internal	External	
Executive Mayor		Political Direction and Oversight: Overall
Deputy Executive Mayor		Political Direction and Oversight: Chair Economic Cluster
Mayoral Committee Member: Safety & Security		Political Direction and Oversight: Urban Renewal Programme
Mayoral Committee Member: Community Services & Special Projects		Political Direction and Oversight: Special Projects
Mayoral Committee		Participation and Political Oversight
All Councillors		Participation and Political Oversight
City Manager		Direction, Direct Report and Chief Accounting Officer
Executive Management Team		- Participation - Joint Deliberation at Executive Management Team - Business Partners in Corporate Programmes and Projects - Deliverers of Corporate Targets
Directors, Managers and Staff		- Participation - Deliverers of Corporate Targets
Strategic Planning Unit		Engagement on the City's Cluster System
	Public / Community	Participation
	Other Spheres of Government	- Roles and Responsibilities in line with Powers Functions and Duties - Collaboration on specific programmes and projects - Grant Funding
	International Partners	- Collaboration on specific programmes and projects - Donor Funding

4. ORGANOGRAM

Current staff establishment is 46.



5. ALIGNMENT TO THE IDP

The Programmes and Output of the Deputy City Manager's Directorate is aligned to the IDP as follows:

SFA	OBJECTIVE	PROGRAMME AND PROJECTS	OUTPUT AND OUTCOME
SFA 1 The Opportunity City	1.2(c) Provide and maintain economic and social infrastructure to ensure infrastructure-led growth.	Improved selection, planning and implementation of the projects on the Capital and Operating Budget with enhanced planning methodology, enhancing capacity and training of Project Managers, more intense monitoring and activating the SAP Programme and Project Module to ensure enhanced corporate management of the process.	- Enhanced spend on the Budget - Increased investment in infrastructure and facilities - Enhanced service delivery - Supporting economic and social development
SFA 1 The Opportunity City	1.2(d) Provide and maintain economic and social infrastructure to ensure infrastructure-led growth.	Implementing the Expanded Public Works Programme which is a temporary job creation programme with labour intensive opportunities under a national Programme. The Expanded Public Works Programme has been mainstreamed into both line Directorates direct employment opportunities as well as indirectly through contractors.	- Create 37 500 job opportunities through the Expanded Public Works Programme (EPWP) in the 2013/14 Financial Year - Enhance service delivery - Bring a measure of social relief to unemployed people during an economic recession - Ensure social stability by addressing desperate need for employment opportunities
SFA 1 The Opportunity City	1.2(d) Provide and maintain economic and social infrastructure to ensure infrastructure-led growth.	Engage with Communities, Stakeholders, other spheres of Government and Ward Councillors together with relevant Departments of the Administration, to develop Community Action Plans, to improve services, maintenance, safety, develop infrastructure and investment in 10 identified Nodes and adjacent corridors.	- Community engagement - Community Action Plans - Enhanced and Secure built environments - Increased investment - Encourage economic growth, job creation and social development - Sustainable City
SFA 2 The Safe City	2.5 Improve safety and security through partnerships	Engage with vulnerable communities through the Violence Prevention through Urban Upgrade programme to address violence and address issues related to unlawful behaviour.	- Build community trust and cohesion - Reduce violence - Upgrade communities - Encourage social and economic development
SFA 5 The Well Run City	5.2 Establish an efficient and productive administration that prioritises delivery.	Establish EMT Sub Committees as part of the City's Transversal Management System. Feedback to the Executive Management Team and the Social and Economic Cluster. Close engagement with the Strategic Planning Unit.	- Integrated Transversal Management System - Strategically aligned process under senior management and political oversight - Prioritised resource allocation - Prioritised interventions - Improved outcomes on key programmes and projects - Achievement of strategic objectives - Improved service delivery

6. FINANCIAL INFORMATION

6.1 Summary of revenue by source:

Directorate: Deputy City Manager										
Budgeted Financial Performance (revenue and expenditure)										
Description	2009/10	2010/11	2011/12	2012/13	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16	
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget						
Operating Revenue By Source										
Property rates	–	–	–	–	–	–	–	–	–	
Property rates - penalties & collection charges	–	–	–	–	–	–	–	–	–	
Service charges - electricity revenue	–	–	–	–	–	–	–	–	–	
Service charges - water revenue	–	–	–	–	–	–	–	–	–	
Service charges - sanitation revenue	–	–	–	–	–	–	–	–	–	
Service charges - refuse revenue	–	–	–	–	–	–	–	–	–	
Service charges - other	–	–	–	–	–	–	–	–	–	
Rental of facilities and equipment	–	–	–	–	–	–	–	–	–	
Interest earned - external investments	–	–	–	–	–	–	–	–	–	
Interest earned - outstanding debtors	–	–	–	–	–	–	–	–	–	
Dividends received	–	–	–	–	–	–	–	–	–	
Fines	–	–	–	–	–	–	–	–	–	
Licences and permits	–	–	–	–	–	–	–	–	–	
Agency services	–	–	–	–	–	–	–	–	–	
Transfers recognised - operational	4 767	7 406	7 952	28 793	8 588	8 588	6 959	–	–	
Other revenue	49	0	6	–	–	–	–	–	–	
Gains on disposal of PPE	3	6	2	–	–	–	–	–	–	
Total Operating Revenue (excluding capital transfers and contributions)	4 818	7 412	7 960	28 793	8 588	8 588	6 959	–	–	

6.2 Summary of operating expenditure by type:

Directorate: Deputy City Manager										
Budgeted Financial Performance (revenue and expenditure)										
Description	2009/10	2010/11	2011/12	2012/13	2013/14 Medium Term Revenue & Expenditure Framework					
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16	
Operating Expenditure By Type										
Employee related costs	17 211	17 954	27 882	42 559	31 632	29 842	41 272	44 980	52 383	
Remuneration of councillors	–	–	–	–	–	–	–	–	–	
Debt impairment	–	–	–	–	–	–	–	–	–	
Depreciation & asset impairment	369	364	406	403	834	834	1 091	1 167	1 249	
Finance charges	–	–	–	–	–	–	–	–	–	
Bulk purchases	–	–	–	–	–	–	–	–	–	
Other materials	298	6	9	73	73	73	77	81	86	
Contracted services	169	1 519	16 213	23 215	26 010	26 010	37 269	31 639	33 475	
Transfers and grants	–	–	–	–	–	–	–	–	–	
Other expenditure	2 725	4 184	4 102	22 184	34 362	32 231	36 153	37 544	39 721	
Loss on disposal of PPE	1	10	–	–	–	–	–	–	–	
Total Operating Expenditure	20 774	24 036	48 612	88 433	92 911	88 990	115 861	115 410	126 913	

6.3 Summary of capital expenditure by type:

CPT Cape Town - Supporting Table SA36 Detailed capital budget				
Municipal Vote/Capital project		Program/Project description	2013/14 Medium Term Revenue & Expenditure Framework	
R thousand			Budget Year 2013/14	Budget Year +1 2014/15
Office of the Deputy City Manager	Various		40 450	356

7. ASSUMPTIONS AND RISKS

The newly formed DCM's Directorate's ability to carry out its role effectively is dependent on a number of underlying assumptions which contribute to the Risk of achieving the DCM's Directorate's objectives. The assumptions and the associated risks are as follows:

7.1 Project Management and Service Delivery Integration

The functional area of Project Management and Service Delivery Integration is required to inculcate a new way of working in the Administration to more effectively plan and manage projects that would lead to better spend of the budget and improved service delivery. Corporate programmes of this nature leading to change in the Administration are complex and require high levels of skill of both a technical, inter personal and management type in the unit. The formation of the unit that deals with this matter needs to be appropriately designed and capacitated. Currently there are limited internal resources and the functionality of this unit is dependent on the award of an appropriate service provider to support this change management programme.

The appropriate design and capacitation of the unit and the appointment of an appropriate service provider are key to managing the risk and achieving the objective.

7.2 Expanded Public Works and Community Work Programme (EPWP and CWP)

The separation of EPWP and CWP unit from the old Governance and Interface Department in the reorganisation that lead to the formation of the DCM Directorate, has led to the loss of logistical support for the EPWP and CWP unit. This loss of logistical support was to be filled by way of a support services tender which unfortunately had to be cancelled. The logistical support required is now dependent on an alternative draft plan which will need corporate support and approval by the City Manager.

Finalisation of the alternative plan is underway and will be submitted for approval shortly.

7.3 Urban Regeneration and Violence Prevention through Urban Upgrades (VPUU)

The integration of the Urban Renewal Unit with the Urban Regeneration Unit and the mainstreaming of the VPUU methodology is key to the success of the Urban Renewal Programme. A significant degree of maturity and commitment by all concerned will be required to ensure that an effective integrated unit with committed and skilled staff is formed out of the distinctly different and separate units that currently exist as the success of the programme and the achievement of objectives is dependent on such an effective unit coming into being.

A process in which all are involved is being implemented to ensure the appropriate transformation takes place as fairly and as inclusively as possible in line with Council's policy for Reorganisation.

8. AREAS OF BUSINESS IMPROVEMENT

The performance of the new DCM Directorate will need to be carefully monitored in the initial phases of its existence to determine where there are inadequacies and what the appropriate interventions should be.

8.1 Scarce Skills and Resources

The reorganisation of the DCM Directorate is not yet complete. The placement and recruitment of Staff is still underway. Key to the attainment of the objectives will be to have the right people in the right positions. The assumption that this will be achieved given existing constraints drives a risk that will arise if such skills that are required cannot be sourced.

While every effort has been made to correctly assess the financial requirements for the DCM Directorate and to place these requirements on the budget, it may well be with experience of running the new DCM Directorate that these resources prove inadequate and will need to be revisited. This assessment can only take place once the new DCM Directorate has been operating for at least one Financial Year.

9. AUTHORISATION

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

	Name	Signature	Date
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Deputy City Manager M. Marsden



2013-06-14

10: APPENDICES:

Appendix 1: Final 2013/14 Directorate DCM SDBIP

2013-2014 OFFICE OF THE DEPUTY CITY MANAGER - SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN											
Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Contact Person
Pillar & Corp Obj	CSC Indicator no.						30 Sept 2013	31 Dec 2013	31 Mar 2014	30 June 2014	
All		City Manager	All	City Manager's assessment of Deputy City Manager in Deputy role on 5 point Likert scale		≥4	≥4	≥4	≥4	≥4	Achmat Ebrahim
SFA 1 The Opportunity City		Deputy City Manager	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure led economic growth and development	Monthly EMT Subcommittee Meetings for Service Delivery Integration to drive major cross cutting projects		12 Meetings	3 Meetings	6 Meeting	9 Meeting	12 Meetings	Mike Marsden
SFA 5 A Well run City		Deputy City Manager	5.2 Establish an efficient and productive administration that maintains delivery	Quarterly feedback to the Executive Management Team from EMT Subcommittees supporting there Transversal Management System		Quarterly feedback to EMT	1 feedback session	2 feedback sessions	3 feedback sessions	4 feedback sessions	Mike Marsden
SFA 2 The Safe City	Mayoral Urban Regeneration programme	Office of the Deputy City Manager	2.5 - Improve Safety and security through partnerships	Mitchells Plain Town Centre Integrated Operations and Maintenance Regime	2.5(a)	100%	40%	60%	80%	100%	George Penxa / Alastair Graham
				Kuyasa Station Precinct Integrated Operations and Maintenance Regime	2.5(a)	100%	100%				George Penxa / Alastair Graham
				Harare Civic Precinct Integrated Operations and Maintenance Regime	2.5(a)	100%	100%				George Penxa / Alastair Graham
				Kuyasa Station Precinct: Construction of Regional Library and Sub Council Offices	2.5(a)	65%	37%	46%	56%	65%	George Penxa / Alastair Graham
				Kuyasa Station Precinct: Re-alignment of Walter Sisulu Drive	2.5(a)	100%	40%	50%	80%	100%	George Penxa / Alastair Graham
				Kuyasa Station Precinct: Alterations and Additions to Solomon Mhlangu Hall	2.5(a)	100%	60%	80%	100%		George Penxa / Alastair Graham
				Re-Development of Khayelitsha Station Forecourt, (Ntlatzane Road).	2.5(a)	40%	15%	20%	30%	40%	George Penxa / Alastair Graham
				Finalisation and approval of Community Action Plan, CAP in Nyanga / Gugulethu.	2.5(a)	100%	100%				George Penxa / Alastair Graham
				Finalisation and approval of Community Action Plan, CAP in Hanover Park.	2.5(a)	100%	40%	70%	100%		George Penxa / Alastair Graham
				Finalisation and approval of Community Action Plan, CAP in Manenberg.	2.5(a)	100%	30%	40%	70%	100%	George Penxa / Alastair Graham
			Number of Action Plans developed for MURP areas	2.5(a)	100%	50%	66%	83%	100%	George Penxa / Alastair Graham	

2013-2014 OFFICE OF THE DEPUTY CITY MANAGER - SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN											
Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Contact Person
Pillar & Corp Obj	CSC Indicator no.						30 Sept 2013	31 Dec 2013	31 Mar 2014	30 June 2014	
SFA 1 The Opportunity City	EPWP	Office of the Deputy City Manager	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Facilitate the creation of the agreed EPWP opportunities as per Departmental Project Plans	1.2 (d)	37500	8504	14686	24957	37500	REGAN MELODY
				Quarterly report on the administration of EPWP Special Projects	1.2(d)	4 quarterly reports to Sub councils,	Report on Projects approved, Expenditure and work opportunities achieved, to sub councils	Report on Projects approved, Expenditure achieved and work opportunities	Report on Projects approved, Expenditure achieved and work opportunities	Report on Projects approved, Expenditure achieved and work opportunities	REGAN MELODY
				Evaluate and facilitate improved compliance to EPWP and audit requirements by departments, through pre-audit reviews	1.2(d)	5% of Indirectly employed workers, and 3% of Directly employed workers per quarter	5% of Indirectly employed workers, and 3% of Directly employed workers per quarter	5% of Indirectly employed workers, and 3% of Directly employed workers per quarter	5% of Indirectly employed workers, and 3% of Directly employed workers per quarter	5% of Indirectly employed workers, and 3% of Directly employed workers per quarter	REGAN MELODY
SFA 5 A WELL RUN CITY	Expenditure Monitoring	Office of the Deputy City Manager	5.2 Establish an efficient and productive administration that prioritizes delivery	At least quarterly meetings with each Executive Director and his/her management team to track progress on the annual Capital Budget Spend of each Directorate		Quarterly meetings with 11 Executive Directors (11 * 4) = 44 meetings	Quarterly meetings with 11 Executive Directors (11 * 1) = 11 meetings	Quarterly meetings with 11 Executive Directors (11 * 2) = 22 meetings	Quarterly meetings with 11 Executive Directors (11 * 3) = 33 meetings	Quarterly meetings with 11 Executive Directors (11 * 4) = 44 meetings	W TALIEP
				Monthly forecasting of projected Capital Spend, Council-wide, based on prior year trends and current "stumbling blocks" which might impede an overall 90% spend of annual Capital Budget		Monthly forecasting of projected Capital Spend = 12 projections per Directorate	Monthly forecasting of projected Capital Spend = 3 projections per Directorate	Monthly forecasting of projected Capital Spend = 6 projections per Directorate	Monthly forecasting of projected Capital Spend = 9 projections per Directorate	Monthly forecasting of projected Capital Spend = 12 projections per Directorate	W TALIEP

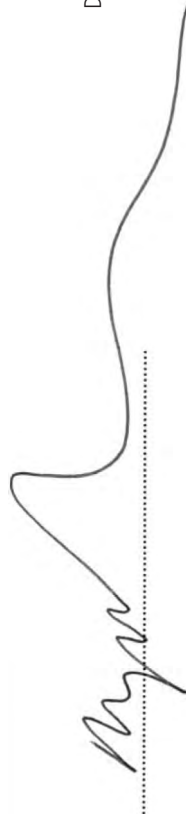
2013-2014 OFFICE OF THE DEPUTY CITY MANAGER - SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN

Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Contact Person
Pillar & Corp Obj	CSC Indicator no.						30 Sept 2013	31 Dec 2013	31 Mar 2014	30 June 2014	
SFA 1 The Opportunity City		Corporate Services	Enhancing the City's Capital Programme Planning and Delivery Capability	Percentage Implementation of SAP Programme & Project Management Module aligned to the Phased deliverables		Completion of Phase 3	100 % Completion of Phase 2 (Functionality for Planning in SAP PPM)	40 % Completion of Phase 3	80% Completion of Phase 3	100% Completion of Phase 3 (Full Functionality)	
		Office of the Deputy City Manager		Award of Transformation Change Management Tender for Programme & Project Management		30-Sep-13	30-Sep-13				
	1B	Finance	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Development of an accredited Project Management Training Programme aligned to City Programme & Project Management processes		Training Programme submitted for accreditation	Tender for Service Provider advertised	Tender for Service Provider awarded	Draft Training Programme Developed	Training Programme submitted for accreditation	
				Facilitate the creation of the agreed EPWP opportunities as per Departmental Project Plans	1.2 (d)	37500	8504	14686	24957	37500	REGAN MELODY
	1E	Finance	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Monthly reporting of the expenditure of the EPWP Grant funding.	1.2 (d)	12 monthly reports	3 monthly reports	6 monthly reports	9 monthly reports	12 monthly reports	REGAN MELODY
				Percentage spend of Capital Budget	1.2 (b)	91%	10%	25%	60%	91%	MIKE MARSDEN
	1H (a)	Corporate Services	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend on repairs and maintenance	1.2 (b)	95%	21.5%	45.5%	70.2%	95%	
				Number of Expanded Public Works programmes (EPWP) opportunities created	1.2 (d)	486	122	243	365	486	REGAN MELODY
	1H (b)	Office Of The Deputy City Manager	1.6 Maximise the use of available funding and programmes for training and skills development	Number of external trainee and bursary opportunities (excluding apprentices)	1.6 (a)	4	0	0	4	4	MIKE MARSDEN
				Number of apprentices	1.6 (a)	Not applicable to this Directorate	Not applicable to this Directorate	Not applicable to this Directorate	Not applicable to this Directorate	Not applicable to this Directorate	-
SFA 2. A SAFE CITY	-		2.5 Improve safety and security through partnerships	Percentage of Sustainable Communities / VPUU 12/13 projects budget spent	Approved Business Plans	95%	Dir. / Dept. projected cash flow	Dir. / Dept. projected cash flow	Dir. / Dept. projected cash flow	95%	ALASTAIR GRAHAM

2013-2014 OFFICE OF THE DEPUTY CITY MANAGER - SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN											
Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Contact Person
Pillar & Corp Obj	CSC Indicator no.						30 Sept 2013	31 Dec 2013	31 Mar 2014	30 June 2014	
SFA 4 An Inclusive City	4A	Corporate Services	4.1 Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	Percentage adherence to Citywide service standard based on all external notifications	4.1 (a)	100%	100%	100%	100%	100%	MIKE MARSDEN
SFA 5 A Well run City		Corporate Services		Percentage adherence to EE target (composite Indicator)	5.2(b)	100%	100%	100%	100%	100%	
				Percentage adherence to Employee Utilisation target (composite Indicator)	5.2(b)	100%	100%	100%	100%		
				Percentage adherence to Employee Talent target (composite indicator)	5.2(b)	100%	100%	100%	100%		
				Percentage of Operating Budget spent	-	95%	10%	30%	60%	95%	MIKE MARSDEN
		FINANCE	5.3 Ensure financial prudence with clean audits by the Auditor-General	Percentage of assets verified		100% of asset list verified	25% of annual target achieved Investigations of assets not verified conducted	50% of annual target achieved Mid year verification and disposal conducted	75% of annual target achieved Pre verification lists compiled and updated	100% asset register verified	
SFA 4 An Inclusive City	4A	INTERNAL AUDIT		Percentage Internal Audit findings resolved		70%	70%	70%	70%		
		Corporate Services	4.1 Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	Percentage adherence to Citywide service standard based on all external notifications	4.1 (a)	100%	100%	100%	100%	100%	MIKE MARSDEN

2013-2014 OFFICE OF THE DEPUTY CITY MANAGER - SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN											
Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Contact Person
Pillar & Corp Obj	CSC Indicator no.						30 Sept 2013	31 Dec 2013	31 Mar 2014	30 June 2014	
SFA 5 A Well run City		Corporate Services		Percentage adherence to EE target (composite Indicator)	5.2(b)	100%	100%	100%	100%	100%	
				Percentage adherence to Employee Utilisation target (composite Indicator)	5.2(b)	100%	100%	100%	100%	100%	
				Percentage adherence to Employee Talent target (composite indicator)	5.2(b)	100%	100%	100%	100%	100%	
		FINANCE	5.3 Ensure financial prudence with clean audits by the Auditor-General	Percentage of Operating Budget spent	-	95%	10%	30%	60%	95%	MIKE MARSDEN
					Percentage of assets verified		100% of asset list verified	25% of annual target achieved	50% of annual target achieved	75% of annual target achieved	100% asset register verified
		INTERNAL AUDIT		Percentage Internal Audit findings resolved		70%	70%	70%	70%	70%	

DEPUTY CITY MANAGER:



DATE:

2013-06-06

**DEPARTMENT: CAPITAL EXPENDITURE
MONITORING & FINANCE**

**DRAFT DEPARTMENTAL BUSINESS PLAN
2013/2014**

**INTERIM MANAGER: WALLIED TALIEP
CONTACT PERSON: W. TALIEP**

1. EXECUTIVE SUMMARY

The Capital Expenditure Monitoring & Finance Department resorts within the Directorate of the Office of the Deputy City Manager and provides a twofold function i.e. corporate capital expenditure monitoring and directorate financial management to ensure full compliance to the Municipal Financial Management Act and Regulations.

The services provided include the provision of financial advise to the Deputy City Manager and his management team. Support is offered to the whole of Council on capital expenditure monitoring, unblocking of complex legal and administrative processes.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

2.1 Purpose:

Vision: To provide the most efficient, effective and organised, support to the **Governance Model** of the City.

Mission: To ensure the efficient and effective functioning of the Deputy City Manager's Directorate and the rendering of strategic, operational, administrative and specialist support to decision-making structures.

2.2 Overarching aims, objectives and core functions of the Department

The Department renders strategic, operational, administrative and specialist support to senior management within the Deputy City Manager's Directorate. This support comprises the following:

- Strategic financial advise to the Deputy City Manager and his management team.
- Planning, management and support of designated projects & programmes.
- Management, coordination, drive and facilitation of the Directorate's budgetary, asset verification, annual financial statements and external audit processes,
- Monitoring and reporting of Council's progress on the implementation rate of capital expenditure.
- Ensuring efficient and effective management of internal financial processes.

2.3 Brief description of the Department's direction and intention

The Capital Expenditure Monitoring & Finance Department provides strategic, operational and specialist support to:

- Deputy City Manager.
- DCM Management Team.
- Political Office bearers
- Council Structures.
- Executive Directors
- Internal Council Departments.

2.4 Expectations:

All Capital Expenditure Monitoring & Finance customers expect timeous delivery of quality outputs in terms of their requirements.

2.5 Legal and intergovernmental imperatives impacting on the plan

- The Constitution
- Local Government: Municipal Structures Act (No. 117 of 1998)
- Local Government: Municipal Systems Act (No. 32 of 2000)
- Municipal Finance Management Act (No 56 of 2003) & subsequent Regulations

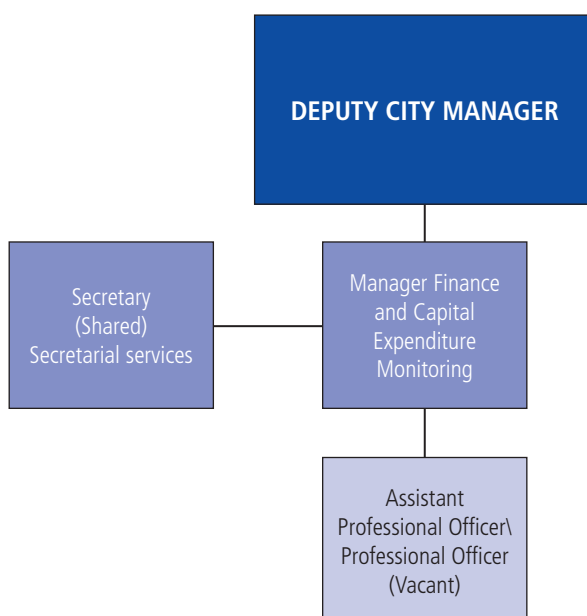
- Subcouncil By-Laws
- Council Delegations, Rules, Policies etc.

3. PARTNERS & STAKEHOLDERS IN THE STRATEGY PLAN (key stakeholders of the plan)

PARTNERS / STAKEHOLDERS		ROLES AND RESPONSIBILITIES
INTERNAL	EXTERNAL	
All Councillors		• Participation and oversight
All Directorates		• Maximise efforts to ensure implementation of capital budget • ED's to avail themselves monthly • Directorates to highlight possible stumbling blocks
DCM Management Team		• Drive the implementation of their capital budget • Manage their finances
Finance Directorate		• Provide monthly expenditure reports

4. ORGANOGRAM

Staff Establishment = 2 + shared secretary



5. RESOURCES (Financial)

Department CAPEX: R: 0.00
 Department OPEX: R: 54,461.48

6. RESOURCE CONSTRAINTS

Accommodation
 Financial and Human Resource constraints.

7. ASSUMPTIONS AND RISKS

7.1 Assumptions

That i.r.o. the 2013/2014 financial year the Department Governance & Interface will continue to experience financial constraints.

7.2 Risks

As this is a new function, the risk register for this department must still be developed with the assistance of the City's Integrated and in accordance with the City's approved IRM Policy, Framework and Implementation Plan.

Risk registers are utilized as a management tool and are discussed on a six monthly basis with the Executive Director and the Mayoral Committee Member to assess current status, changing risk profiles and any new interventions required.

8. STRATEGIC ALIGNMENT TO THE IDP

The Capital Expenditure Monitoring & Finance Department is internally focussed aligning itself to the following Strategic Focus Area:

STRATEGIC FOCUS AREA	DIRECTORATE OBJECTIVE	DEPARTMENTAL OUTPUT
SFA 5 - Well-Run City	Establish an efficient and productive administration that prioritises delivery	Human Resources, Talent Management, Skills Development programme (Integrated Talent Management approach)
		Human Resource Strategy
	Ensure financial prudence with clean, unqualified audits by the Auditor General	Financial Management programmes
		Internal Management processes programmes

9. OBJECTIVES AND INDICATORS OF THE STRATEGY / OPERATIONAL PLAN

See attached SDBIP

10. AUTHORISATION

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

	NAME	SIGNATURE	DATE
Director	I. Robson (acting)		
Executive Director	M. Marsden		

11. APPENDICES:

Appendix 1: Governance & Interface SDBIP.

2013–2014 OFFICE OF THE DEPUTY CITY MANAGER – EXPENDITURE MONITORING - SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN												
Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Contact Person
Pillar & Corp Obj	CSC Indicator no.	30 Sept 2013						31 Dec 2013	31 Mar 2014	30 June 2014		
SFA 5 A WELL RUN CITY	-	Office Of The Deputy City Manager	5.2 Establish an efficient and productive administration that prioritizes delivery	At least quarterly meetings with each Executive Director and his/her management team to track progress on the annual Capital Budget Spend of each Directorate		Quarterly meetings with 11 Executive Directors (11 * 4) = 44 meetings	Quarterly meetings with 11 Executive Directors (11 * 1) = 11 meetings	Quarterly meetings with 11 Executive Directors (11 * 2) = 22 meetings	Quarterly meetings with 11 Executive Directors (11 * 3) = 33 meetings	Quarterly meetings with 11 Executive Directors (11 * 4) = 44 meetings	W TALIEP	
				Number of interventions facilitated or alternatives proposed to ensure maximum spend of the annual Capital Budget.		Ad Hoc, only where required	Ad Hoc, only where required	Ad Hoc, only where required	Ad Hoc, only where required			
				Monthly forecasting of projected Capital Spend, Council-wide, based on prior year trends and current “stumbling blocks” which might impede an overall 90% spend of annual Capital Budget		Monthly forecasting of projected Capital Spend = 12 projections per Directorate	Monthly forecasting of projected Capital Spend = 3 projections per Directorate	Monthly forecasting of projected Capital Spend = 6 projections per Directorate	Monthly forecasting of projected Capital Spend = 9 projections per Directorate	Monthly forecasting of projected Capital Spend = 12 projections per Directorate		
				Regular reporting to MayCo\EMT on progress of current spend and projected expenditure as at 30 June		Monthly reporting to MayCo and EMT (2 * 12) = 24 reports	Monthly reporting to MayCo and EMT (2 * 3) = 6 reports	Monthly reporting to MayCo and EMT (2 * 6) = 12 reports	Monthly reporting to MayCo and EMT (2 * 9) = 18 reports	Monthly reporting to MayCo and EMT (2 * 12) = 24 reports		
SFA 1 The Opportunity City	1B	Finance	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend of Capital Budget	1.2 (b)	90%	Dir./Dept. projected cash flow/ total budget	Dir./Dept. projected cash flow/ total budget	Dir./Dept. projected cash flow/ total budget	91%	Directorate Finance Manager	

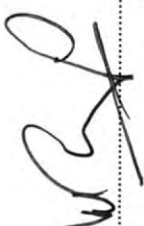
2013–2014 OFFICE OF THE DEPUTY CITY MANAGER – EXPENDITURE MONITORING - SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN											
Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Contact Person
Pillar & Corp Obj	CSC Indicator no.						30 Sept 2013	31 Dec 2013	31 Mar 2014	30 June 2014	
SFA 1 The Opportunity City	1E	Finance	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend on repairs and maintenance	1.2 (b)	95%	25%	50%	75%	100%	Directorate Finance Manager
SFA 1 The Opportunity City	1F	Office Of The Deputy City Manager	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Number of Expanded Public Works programmes (EPWP) opportunities created	1.2 (d)	To be determined by Directorate in conjunction with the Corporate office	To be determined by Directorate in conjunction with the Corporate office	To be determined by Directorate in conjunction with the Corporate office	To be determined by Directorate in conjunction with the Corporate office	To be determined by Directorate in conjunction with the Corporate office	Regan Melody Contact: 021 400 9360 Cell: 079 445 3376
SFA 1 The Opportunity City	1H (a)	Corporate Services	1.6 Maximise the use of available funding and programmes for training and skills development	Number of external trainee and bursary opportunities (excluding apprentices)	1.6 (a)	To be set by Directorate (Nil target if not applicable to the Directorate)	Quarterly targets must be determine by each Directorate and Department	Quarterly targets must be determine by each Directorate and Department	Quarterly targets must be determine by each Directorate and Department	Annual Targets for each Directorate and Department will be developed by line departments in consultation with Corporate Services.	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401 Chad Aimes (Quarterly BI report) Contact: 021 400 3828 Cell: 071 850 3383

2013–2014 OFFICE OF THE DEPUTY CITY MANAGER – EXPENDITURE MONITORING - SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN											
Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Contact Person
Pillar & Corp Obj	CSC Indicator no.						30 Sept 2013	31 Dec 2013	31 Mar 2014	30 June 2014	
						To be set by Directorate	To be set by Directorate	To be set by Directorate	To be set by Directorate	To be set by Directorate	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401
	1H (b)			Number of apprentices	1.6 (a)	(Must be included but N/A to be stated - if not applicable to the Directorate)	(Must be included but N/A to be stated - if not applicable to the Directorate)	(Must be included but N/A to be stated - if not applicable to the Directorate)	(Must be included but N/A to be stated - if not applicable to the Directorate)	(Must be included but N/A to be stated - if not applicable to the Directorate)	Chad Aimes (Quarterly BI report) Contact: 021 400 3828 Cell: 071 850 3383
SFA 4 An Inclusive City	4A	Corporate Services	4.1Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	Percentage adherence to Citywide service standard based on all external notifications	4.1 (a)	100%	100%	100%	100%	100%	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401
SFA 5 A Well Run City	–	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to EE target (composite Indicator)	5.2(b)	100%	100%	100%	100%	100%	Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609
SFA 5 A Well Run City	–	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to Employee Utilisation target (composite Indicator)	5.2(b)	100%	100%	100%	100%	100%	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401

2013–2014 OFFICE OF THE DEPUTY CITY MANAGER – EXPENDITURE MONITORING - SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN											
Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Contact Person
Pillar & Corp Obj	CSC Indicator no.						30 Sept 2013	31 Dec 2013	31 Mar 2014	30 June 2014	
SFA 5 A Well Run City	–	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to employee talent target (composite indicator)	5.2(b)	100%	100%	100%	100%	100%	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401
SFA 5 A Well Run City	–	FINANCE	5.3 Ensure financial prudence with clean audit by the Auditor General	Percentage of Operating Budget spent		95%	Dir./Dept. projected cash flow	Dir./Dept. projected cash flow	Dir./Dept. projected cash flow	95%	Directorate Finance Manager
SFA 5 A Well Run City	–			Percentage of assets verified		100% asset register verified	Review of Asset Policy by Corporate Finance	Finalisation of Asset verification timetable by Corporate Finance	60% asset register verified by directorate/ department	100% asset register verified by directorate/ department	Directorate Finance Manager
SFA 5 A Well Run City	–	INTERNAL AUDIT		Percentage Internal Audit findings resolved		70%	70%	70%	70%	70%	Riaan Vosloo Contact: 021 400 3879 Cell: 082 559 9959

MANAGER: CAPITAL EXPENDITURE MONITORING

DEPUTY CITY MANAGER:




DATE: 2013/06/06
 DATE: 2013-06-06

**DEPARTMENT: EXPANDED
PUBLIC WORKS PROGRAMME (EPWP)**

**DRAFT DEPARTMENTAL BUSINESS PLAN
2013 / 2014**

**MANAGER: REGAN MELODY
CONTACT PERSON: REGAN MELODY**

1. EXECUTIVE SUMMARY

The Expanded Public Works Programme was implemented as a short to medium term intervention by the National Government to assist in the alleviation of poverty and unemployment, through providing short term work opportunities and training to unemployed people. Opportunities have traditionally been identified for low and semi-skilled persons in the infrastructure, environmental, social and economic sectors. National Government has called on all departments, State owned entities and municipalities to align their budgets in order to increase the work opportunities available to unemployed persons.

The City has an EPWP office which is responsible for the coordination of EPWP projects, as well as monitoring and evaluation of performance, in line with the national guidelines and policies. EPWP work opportunities are implemented in the various service delivery projects through the relevant line departments, and additional support is provided by the corporate support departments, particularly Human Resources, Payroll, Legal and others.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

2.1 Purpose:

Vision: The City of Cape Town's Efficient Corporate EPWP Office which leverages its resources, programmes and projects to:

- enhance/improve/escalate the social and economic status of its citizens, and
- provide support, leadership and opportunities to communities to drive back the scourge of poverty and unemployment;
- be a thought leader in developmental solutions.

Mission: To enhance the city's engagement with its beneficiary communities through developing and designing sustainable programmes and projects:

- Which are geared to meeting and improving the community's socio-economic and service delivery needs, in particular, providing work opportunities for the unemployed low and semi-skilled worker as contemplated in the EPWP;
- Which can be measured through its impact on the beneficiary communities, the city and against provincial, national and international policy imperatives;
- Which leverages, integrates and develops all the resources of the City, whether intellectual, financial or any other, as well as those of provincial, national government and donor organisations to provide and improve the levels of service to its beneficiary communities;
- Which exhibit innovative developmental and organizational policies, practices and mechanisms, to improve the levels of and the efficiency with which services and projects are designed and delivered.

2.2 Overarching aims, objectives and core functions of the Department

a. Strategic Objectives

- Increase the number of work opportunities created for employment of unemployed job seekers.
- Enhance collaboration and integration of activities and projects across the city, through planning and target setting, management, research and advocacy, and monitoring.
- Ensure compliance with the monitoring and evaluation requirements of the EPWP
- Advocate for policy, systems and procedural enhancement at a national level to facilitate effective and efficient administration of EPWP
- Implementation of systems and mechanisms for the improved poverty alleviation programmes, including
- Community Work Programmes, Co-operatives, Learnerships and Community Development Programmes.

b.

c. Core Functions

- Quarterly reporting on the number of EPWP opportunities, created and provided by departments
- Verify and quality test data reported by Line Departments
- Facilitate the creation of the agreed EPWP opportunities as per Departmental Project Plans
- Monthly reporting of the expenditure of the EPWP Grant funding
- Quarterly report on the administration of EPWP Special Projects
- Evaluate and facilitate improved compliance to EPWP and audit requirements by departments, through pre-audit reviews
- Reporting on implementation of Community Works Programme

2.3 Brief description of the Department's direction and intention

In the medium term, the EPWP Department sought to identify governance and process deficiencies, and design improvements, provide stability to EPWP processes. The intent is to ensure programmes and projects align to the provision of the City of Cape Town's EPWP Policy and relevant development strategies including the City's Social Development Strategy (SDS) and Economic Growth Strategy (EGS).

2.4 Expectations:

All EPWP customers expect timeous delivery of quality outputs in terms of their requirements.

2.5 Legal and intergovernmental imperatives impacting on the plan

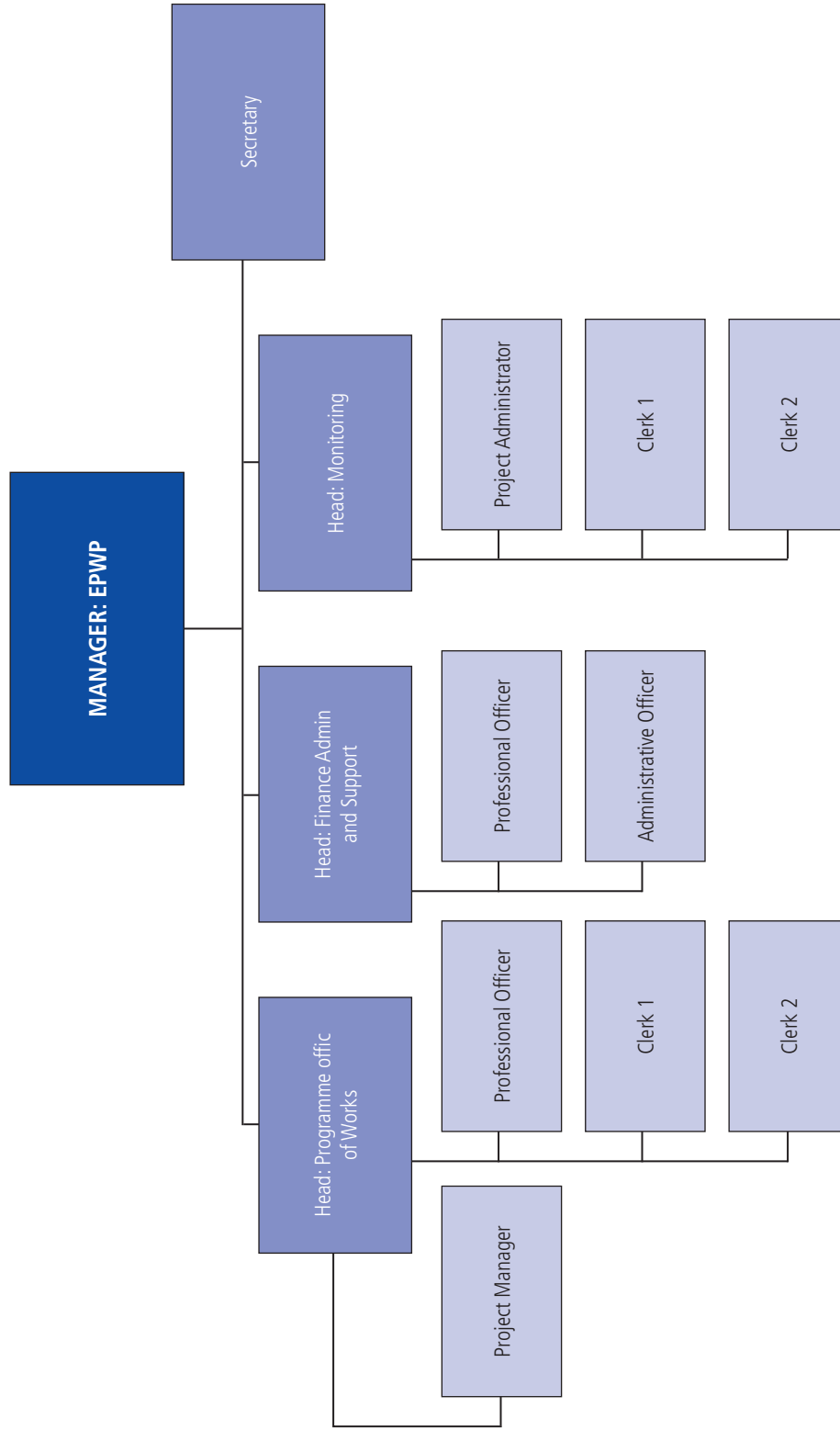
- The Constitution
- Local Government: Municipal Systems Act (No. 32 of 2000)
- Local Government Municipal Finance Management Act (No 56 of 2003)
- Ministerial Determination: Expanded Public Works Programme
- Code of Good Practice for Special Public Works Programmes
- Intergovernmental Governmental Relations (IGR) Framework Act, 2005 (Act 13 of 2005);

3. PARTNERS & STAKEHOLDERS IN THE STRATEGY PLAN (KEY STAKEHOLDERS OF THE PLAN)

PARTNERS / STAKEHOLDERS		ROLES AND RESPONSIBILITIES
INTERNAL	EXTERNAL	
Line Departments		• Implementation of designated projects • Report EPWP Performance
Subcouncils		• Manage the implementation of the Policy on the Recruitment and Selection of workers from the Community (Jobseekers Policy)
Human Resources and Payroll		• Policy and oversight support • Administer employment contracting and payment of EPWP workers
	Other Spheres of Government	• Grant Funding • Oversight and reporting

4. ORGANOGRAM

Staff Establishment = 14



5. RESOURCES (Financial)

Department CAPEX: R: 100 000.00
Donor Funding (CAPEX): R: 0
Department OPEX: R: 43 430 688.69

6. RESOURCE CONSTRAINTS

Accommodation for staff compliment and EPWP reports submitted by Line Departments
Effective monitoring and reporting system (IS&T)
Sufficient staffing to effectively implement compliance monitoring requirement

7. ASSUMPTIONS AND RISKS

7.1 Assumptions

That the EPWP Office will continue to work with and rely on the cooperation of line departments and support departments to achieve the EPWP Corporate Job Creation Target

7.2 Risks

Management, with the assistance of the Integrated Risk Management (IRM) Department, has taken reasonable care to identify risks that could impact negatively on the achievement of the City's identified 5 Strategic Focus Areas. In accordance with the City's approved IRM Policy, Framework and Implementation Plan, risks are constantly updated, reviewed and managed.

Risk registers are utilized as a management tool and are discussed on a six monthly basis with the Executive Director and the Mayoral Committee Member to assess current status, changing risk profiles and any new interventions required.

8. STRATEGIC ALIGNMENT TO THE IDP

The EPWP Department is both internally and externally focussed on aligning itself to the following Strategic Focus Area(s):

STRATEGIC FOCUS AREA	DIRECTORATE OBJECTIVE	DEPARTMENTAL OUTPUT
SFA 1 - Opportunity City	Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development.	Departmental oversight of the City's Expanded Public Works programmes (EPWP)

9. OBJECTIVES AND INDICATORS OF THE STRATEGY / OPERATIONAL PLAN

See attached SDBIP

10. AUTHORISATION

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

	NAME	SIGNATURE	DATE
Manager	R Melody		
Deputy City Manager	M. Marsden		

11. APPENDICES:

Appendix 1: EPWP SDBIP.

2013-2014 OFFICE OF THE DEPUTY CITY MANAGER - EPWP AND CWP - SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN												
Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Contact Person
Pillar & Corp Obj	CSC Indicator no.	30 Sept 2013						31 Dec 2013	31 Mar 2014	30 June 2014		
SFA 1 The Opportunity City				Quarterly reporting on the number of EPWP opportunities, created and provided by departments	1.2 (d)	4 quarterly reports uploaded to National Reporting System	Quarterly report uploaded to National Reporting System	Quarterly report uploaded to National Reporting System	Quarterly report uploaded to National Reporting System	Quarterly report uploaded to National Reporting System	Regan Melody	
							5%	5%	5%	5%		
				Percentage of reported data verified and quality tested by the EPWP Office.	1.2 (d)	5%	5%	5%	5%	5%	Regan Melody	
				Facilitate the creation of the agreed EPWP opportunities as per Departmental Project Plans	1.2 (d)	37500	8504	14686	24957	37500	Regan Melody	
				Monthly reporting of the expenditure of the EPWP Grant funding.	1.2 (d)	12 monthly reports	3 monthly reports	6 monthly reports	9 monthly reports	12 monthly reports	Regan Melody	
			1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Quarterly report on the administration of EPWP Special Projects	1.2(d)	4 quarterly reports to Sub councils,	Report on Projects approved, Expenditure and work opportunities achieved, to sub councils	Report on Projects approved, Expenditure achieved and work opportunities	Report on Projects approved, Expenditure achieved and work opportunities	Report on Projects approved, Expenditure achieved and work opportunities	Regan Melody	
				Evaluate and facilitate improved compliance to EPWP and audit requirements by departments, through pre-audit reviews	1.2(d)	5% of Indirectly employed workers, and 3% of Directly employed workers	5% of Indirectly employed workers, and 3% of Directly employed workers per quarter	5% of Indirectly employed workers, and 3% of Directly employed workers per quarter	5% of Indirectly employed workers, and 3% of Directly employed workers per quarter	5% of Indirectly employed workers, and 3% of Directly employed workers per quarter	Regan Melody	
			Reporting on implementation of Community Works Programme	1.2 (d)	CWP implemented as per plan to be agreed	Develop CWP plan	Facilitate the consultation and agreement on the implementation plan	Establish policy and institutional framework	Implement CWP as per agreed plans	Regan Melody		

2013-2014 OFFICE OF THE DEPUTY CITY MANAGER - EPWP AND CWP - SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN												
Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Contact Person
Pillar & Corp Obj	CSC Indicator no.	30 Sept 2013						31 Dec 2013	31 Mar 2014	30 June 2014		
SFA 1 The Opportunity City	1B	Finance	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend of Capital Budget	1.2 (b)	90%	Dir./Dept. projected cash flow/ total budget	Dir./Dept. projected cash flow/ total budget	Dir./Dept. projected cash flow/ total budget	91%	Directorate Finance Manager	
SFA 1 The Opportunity City	1E	Finance	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend on repairs and maintenance	1.2 (b)	95%	25%	50%	75%	100%	Directorate Finance Manager	
SFA 1 The Opportunity City	1F	Office Of The Deputy City Manager	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Number of Expanded Public Works programmes (EPWP) opportunities created	1.2 (d)	To be determined by Directorate in conjunction with the Corporate office	To be determined by Directorate in conjunction with the Corporate office	To be determined by Directorate in conjunction with the Corporate office	To be determined by Directorate in conjunction with the Corporate office	To be determined by Directorate in conjunction with the Corporate office	Regan Melody Contact: 021 400 9360 Cell: 079 445 3376	
SFA 1 The Opportunity City	1H (a)	Corporate Services	1.6 Maximise the use of available funding and programmes for training and skills development	Number of external trainee and bursary opportunities (excluding apprentices)	1.6 (a)	To be set by Directorate (Nil target if not applicable to the Directorate)	Quarterly targets must be determine by each Directorate and Department	Quarterly targets must be determine by each Directorate and Department	Quarterly targets must be determine by each Directorate and Department	Annual Targets for each Directorate and Department will be developed by line departments in consultation with Corporate Services.	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401 Chad Aimes (Quarterly BI report) Contact: 021 400 3828 Cell: 071 850 3383	

2013-2014 OFFICE OF THE DEPUTY CITY MANAGER - EPWP AND CWP - SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN												
Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Contact Person
Pillar & Corp Obj	CSC Indicator no.	30 Sept 2013						31 Dec 2013	31 Mar 2014	30 June 2014		
SFA 4 An Inclusive City	1H (b)			Number of apprentices	1.6 (a)		To be set by Directorate (Must be included but N/A to be stated - if not applicable to the Directorate)	To be set by Directorate (Must be included but N/A to be stated - if not applicable to the Directorate)	To be set by Directorate (Must be included but N/A to be stated - if not applicable to the Directorate)	To be set by Directorate (Must be included but N/A to be stated - if not applicable to the Directorate)	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401 Chad Aimes (Quarterly BI report) Contact: 021 400 3828 Cell: 071 850 3383	
							To be set by Directorate (Must be included but N/A to be stated - if not applicable to the Directorate)	To be set by Directorate (Must be included but N/A to be stated - if not applicable to the Directorate)	To be set by Directorate (Must be included but N/A to be stated - if not applicable to the Directorate)	To be set by Directorate (Must be included but N/A to be stated - if not applicable to the Directorate)	(Targets against which the % adherence is measured are to be determined by Directorates, in consultation with Corporate Services, and based on Directorate & departmental baselines)	
SFA 5 A Well Run City	-	Corporate Services	4.1 Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	Percentage adherence to Citywide service standard based on all external notifications	4.1 (a)	100%	100%	100%	100%	100%	Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609	
SFA 5 A Well Run City	-	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to Employee Utilisation target (composite Indicator)	5.2(b)	100%	100%	100%	100%	100%	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401	

2013-2014 OFFICE OF THE DEPUTY CITY MANAGER - EPWP AND CWP - SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN												
Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Contact Person
Pillar & Corp Obj	CSC Indicator no.							30 Sept 2013	31 Dec 2013	31 Mar 2014	30 June 2014	
SFA 5 A Well Run City	–		Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to employee talent target (composite indicator)	5.2(b)	100%	100%	100%	100%	100%	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401
SFA 5 A Well Run City	–		Finance	5.3 Ensure financial prudence with clean audit by the Auditor General	Percentage of Operating Budget spent		95%	Dir./Dept. projected cash flow	Dir./Dept. projected cash flow	Dir./Dept. projected cash flow	95%	Directorate Finance Manager
SFA 5 A Well Run City	–				Percentage of assets verified		100% asset register verified	Review of Asset Policy by Corporate Finance	Finalisation of Asset verification timetable by Corporate Finance	60% asset register verified by directorate/ department	100% asset register verified by directorate/ department	Directorate Finance Manager
SFA 5 A Well Run City	–		Internal Audit		Percentage Internal Audit findings resolved		70%	70%	70%	70%	70%	Riaan Vosloo Contact: 021 400 3879 Cell: 082 559 9959

MANAGER: EPWP AND CWP

DATE: 2013-06-06

DEPUTY CITY MANAGER

DATE: 2013-06-06

**DEPARTMENT:
PROJECT MANAGEMENT
AND SERVICE DELIVERY INTEGRATION**

**DEPARTMENTAL BUSINESS PLAN
2013 / 2014**

**MANAGER: NOAHMAAN HENDRICKS (ACTING)
CONTACT PERSON: N HENDRICKS**

1. EXECUTIVE SUMMARY

The Project Management and Service Delivery Integration Unit resorts within the Directorate of the Office of the Deputy City Manager.

The Key focus of the unit is to enhance the City's Capital Programme Planning and Delivery by improving planning, enhancing the Project Management capability and capacity and improving Project Management Governance by;

- Improved Capex planning focused on better upfront planning and screening of projects.
- Shifting the focus from budgeting to planning Capital projects over a longer horizon (+5Yrs)
- Facilitating improved project governance in terms of planning, execution and monitoring
- Supporting Directorates requirements, yet deliver corporate standards and methodologies
- Developing a single platform for managing and execution of projects
- Standardising and rationalising Project reporting
- Improving the skills and capacitate project implementers
- Supporting Directorates with the development of their Multi-year Capital Project Pipeline

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

2.1 Purpose:

Vision: To continuous drive the maturing of the Organisational Project Management capability.

Mission: Enhancing the Organisational ability to successfully implement its City's Capital Programme by driving the Organisational Project Management Maturity through the development and implementation of standardised Project Management methodologies and processes, systems, training and capacity building whilst ensuring Project Management Governance.

2.2 Strategy, objectives and core functions of the Department

The vision is to successfully implement standard Project Portfolio Management practices, processes and supporting technology within the City of Cape Town to:

- Enable better upfront planning and screening of Capital projects to ensure that the most feasible and implementable projects are submitted for funding in the Budget Cycle,
- Shift the focus from 'budgeting' to planning Capital projects over a longer horizon,
- Support the alignment of projects with strategy and objectives,
- Drive the Project Management Business Improvement and Change Management initiatives.
- Improve the successful delivery and tracking of Capital projects.
- Create an enabling and supporting environment for the planning and delivery of capital projects.

2.3 Key deliverables and focus areas include:

- Process improvements and standardisation of business processes.
- Assess and build the required capacity and capabilities.
- Implement supporting systems

2.4 The targeted outcomes include the following:

- Improved Capital expenditure.
- Reduced project overlaps and yearly carryover.
- Centralised visibility of Capital projects and project progress.
- Improved project delivery.

2.5 Legal and intergovernmental imperatives impacting on the plan

- The Constitution
- Local Government: Municipal Structures Act (No. 117 of 1998)
- Local Government: Municipal Systems Act (No. 32 of 2000)
- Local Government Municipal Finance Management Act (No 56 of 2003)
- Project and Construction Management Act (Act No 48 of 2000).
- Council Delegations, Rules, Policies etc.

3. PARTNERS & STAKEHOLDERS IN THE STRATEGY PLAN (KEY STAKEHOLDERS OF THE PLAN)

PARTNERS / STAKEHOLDERS		ROLES AND RESPONSIBILITIES
INTERNAL	EXTERNAL	
EMT SDI Sub-Committee		Provide direction and oversight
PM Working Group		The Project Management Working group is required to drive the implementation of the strategy, development of processed, capacitating of people and development of technology
Line Departments		Provide direction with respect of process development Development of on-going solutions Implementation of initiatives within their service delivery mandate
	PMI and SACPCMP	Industry standards

4. ORGANOGRAM

To be developed

5. RESOURCES (Financial)

Department CAPEX: R: 12 900 000

Department OPEX: R: 2 005 116

6. RESOURCE CONSTRAINTS

Competing initiatives within Line Directorates
Operating budget for long term Capex Planning within Directorates
Financial and Human Resource constraints.

7. ASSUMPTIONS AND RISKS

7.1 Assumptions

Organisational maturity ready to embrace the new approach
The business unit will be effectively be resourced and funded

7.2 Risks

Management, with the assistance of the Integrated Risk Management (IRM) Department, will take reasonable care to identify risks that could impact negatively on the achievement of the City's identified 5 Strategic Focus Areas. In accordance with the City's approved IRM Policy, Framework and Implementation Plan, risks are constantly updated, reviewed and managed.

8. STRATEGIC ALIGNMENT TO THE IDP

STRATEGIC FOCUS AREA	DIRECTORATE OBJECTIVE	DEPARTMENTAL OUTPUT
SFA 5 - Well-Run City	Enhancing the City's Capital Programme Planning and Delivery Capability	Implementation of SAP PPM Module aligned to the Phased deliverables
		Appointment of Service Provider to implement Business Improvement and Change Management Plan
		Implementation of PPM Business Improvement and Change Management Plan
		Human Resources, Talent Management, Skills Development programme (Integrated Talent Management approach)
		Project Management Skills Audit
		Development and implementation of an accredited Project Management Training Programme aligned to City PPM processes through an appointed Service Provider

9. OBJECTIVES AND INDICATORS OF THE STRATEGY / OPERATIONAL PLAN

See attached SDBIP

10. AUTHORISATION

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

	NAME	SIGNATURE	DATE
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Manager Noahmaan Hendricks (acting)

Executive Director M. Marsden

11. APPENDICES:

Appendix 1: Project Management and Service Delivery Integration SDBIP.

2013-2014 - OFFICE OF THE DEPUTY CITY MANAGER - PROJECT MANAGEMENT AND SERVICE DELIVERY INTEGRATION - SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN											
Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Contact Person
Pillar & Corp Obj	CSC Indicator no.						30 Sept 2013	31 Dec 2013	31 Mar 2014	30 June 2014	
SFA 5 The Well-Run City		Corporate Services		Percentage Implementation of SAP Programme & Project Management Module aligned to the Phased deliverables		Completion of Phase 3	100 % Completion of Phase 2 (Functionality for Planning in SAP PPM)	40 % Completion of Phase 3	80% Completion of Phase 3	100% Completion of Phase 3 (Full Functionality)	Noahmaan Hendricks (Blommie)
		DCM		Award of Transformation Change Management Tender for Programme & Project Management		30-Sep-13	30-Sep-13				
		DCM	Enhancing the City's Capital Programme Planning and Delivery Capability	Implementation Plan of Programme & Project Management module Business Improvement Programme (BI)		<10% variance on Plan	BI Implementation Plan aligned to SAP PPM functionality completed and approved	< 10% variance of Plan for BI programme aligned to SAP PPM functionality			
		DCM		Project Management Skills Audit		30-Sep-13	30-Sep-13				
		DCM		Development of an accredited Project Management Training Programme aligned to City Programme & Project Management processes		Training Programme submitted for accreditation	Tender for Service Provider advertised	Tender for Service Provider awarded	Draft Training Programme Developed	Training Programme submitted for accreditation	
SFA 1 The Opportunity City	1B	Finance	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend of Capital Budget	1.2 (b)	91%	Dir./Dept. projected cash flow/ total budget	Dir./Dept. projected cash flow/ total budget	Dir./Dept. projected cash flow/ total budget	91%	Directorate Finance Manager
SFA 1 The Opportunity City	1E	Finance	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend on repairs and maintenance	1.2 (b)	95%	25%	50%	75%	100%	Directorate Finance Manager

2013-2014 - OFFICE OF THE DEPUTY CITY MANAGER - PROJECT MANAGEMENT AND SERVICE DELIVERY INTEGRATION - SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN											
Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Contact Person
Pillar & Corp Obj	CSC Indicator no.						30 Sept 2013	31 Dec 2013	31 Mar 2014	30 June 2014	
SFA 1 The Opportunity City	1F	Office Of The Deputy City Manager	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Number of Expanded Public Works programmes (EPWP) opportunities created	1.2 (d)	0	0	0	0	0	Regan Melody Contact: 021 400 9360 Cell: 079 445 3376
SFA 1 The Opportunity City	1H (a)	Corporate Services	1.6 Maximise the use of available funding and programmes for training and skills development	Number of external trainee and bursary opportunities (excluding apprentices)	1.6 (a)	0	0	0	0	0	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401 Chad Aimes (Quarterly BI report) Contact: 021 400 3828 Cell: 071 850 3383
	1H (b)										N/A

2013-2014 - OFFICE OF THE DEPUTY CITY MANAGER - PROJECT MANAGEMENT AND SERVICE DELIVERY INTEGRATION - SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN												
Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Contact Person
Pillar & Corp Obj	CSC Indicator no.	30 Sept 2013						31 Dec 2013	31 Mar 2014	30 June 2014		
SFA 4 An Inclusive City		4A	Corporate Services	4.1Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	Percentage adherence to Citywide service standard based on all external notifications	4.1 (a)	0	0	0	0	0	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401 (Targets against which the % adherence is measured are to be determined by Directorates, in consultation with Corporate Services, and based on Directorate & departmental baselines)
SFA 5 A Well Run City		–	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to EE target (composite Indicator)	5.2(b)	100%	100%	100%	100%	100%	Michael Silo Contact: 021 400 9840 Cell: 084 300 0609
SFA 5 A Well Run City		–	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to Employee Utilisation target (composite Indicator)	5.2(b)	100%	100%	100%	100%	100%	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401
SFA 5 A Well Run City		–	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to employee talent target (composite indicator)	5.2(b)	N/A	N/A	N/A	N/A	N/A	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401

2013-2014 - OFFICE OF THE DEPUTY CITY MANAGER - PROJECT MANAGEMENT AND SERVICE DELIVERY INTEGRATION - SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN												
Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Contact Person	
Pillar & Corp Obj	CSC Indicator no.						30 Sept 2013	31 Dec 2013	31 Mar 2014	30 June 2014		
SFA 5 A Well Run City	–	FINANCE	5.3 Ensure financial prudence with clean audit by the Auditor General	Percentage of Operating Budget spent		95%	Dir./Dept. projected cash flow	Dir./Dept. projected cash flow	Dir./Dept. projected cash flow	95%	Directorate Finance Manager	
SFA 5 A Well Run City	–			Percentage of assets verified		100% asset register verified	Review of Asset Policy by Corporate Finance	Finalisation of Asset verification timetable by Corporate Finance	60% asset register verified by directorate/ department	100% asset register verified by directorate/ department	Directorate Finance Manager	
SFA 5 A Well Run City	–	INTERNAL AUDIT		Percentage Internal Audit findings resolved		70%	70%	70%	70%	70%	Riaan Vosloo Contact: 021 400 3879 Cell: 082 559 9959	

MANAGER: PROJECT MANAGEMENT
AND SERVICE DELIVERY INTEGRATION


DATE: 06/06/2013

DEPUTY CITY MANAGER


DATE: 2013-06-06

**DEPARTMENT:
URBAN RENEWAL PROGRAMME**

**DEPARTMENTAL
BUSINESS PLAN 2013/2014**

**DIRECTOR: GEORGE PENXA
CONTACT PERSON: MONWABISI BOOI**

1. EXECUTIVE SUMMARY

The Urban Renewal Programme (URP) and Integrated Rural Sustainable Programme (ISRDP) were launched by the former President Thabo Mbeki during his State of the Nation Address in 2001. The intention of the government of South Africa was to “conduct a sustained campaign against rural and urban poverty and underdevelopment, by bringing in resources of all three spheres of government in a coordinated manner” (State of the Nation Address, 2001).

The URP embodies the key principles, outcomes and objectives of local government transformation as defined in various legislative frameworks, policies and programmes in the post-apartheid era. The URP is based on the recognition that poverty is on the rise as a result of an increasing urbanization fuelled by natural growth, rural-urban migration and circular migration of people between different categories of cities and towns.

The work of the URP is to achieve the following substantive (key) outcomes, namely:

- Integration of the nodal areas into the City of Cape Town, focusing on socio-economic integration as well as spatial integration.
- Enhancing the autonomy of these areas by improving intra areas access to services, infrastructure and information.
- Enhancing human and social capital, focusing on crime and violence, education and skills development, local economies and capacity of local institutions.
- Greater connectivity including enhanced intra-area circulation of purchasing power, increased generation and capture of savings. Connectivity also relates to increased access to governmental services, and intra area mobility.

The overarching outcome of the urban renewal is to “...ensure that the majority of South African citizens who are residents of townships are enabled to move from the lock-in of the second economy into the opportunities of the first economy”

(State of the Nation Address, 2001).

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

To enable systematic and sustained interventions by all organs of State to alleviate poverty and significantly address underdevelopment, and the exclusion of Khayelitsha and Mitchell’s Plain from the broader economy of the Metropole.

The service mandate of the Urban Renewal Programme includes the following:

- Initiate and facilitate alignment of strategies, priorities and budgets of the three spheres of government including State Owned Enterprises and the Private sector in order to achieve the objectives and outcomes of the URP.
- Coordination and Integration (horizontal and vertical) of development efforts of the three spheres of government to alleviate poverty and address underdevelopment in the nodes.
- Mobilisation of resource support (financial and non-financial) to realize the strategic objectives and outcomes of the URP.
- Provide support to sector departments in terms of fast-tracking the implementation of projects.
- Facilitate and fast-track URP projects implementation by removing blockages.
- Facilitate and coordinate stakeholder engagement, participation involvement and management.
- Communication on the URP implementation with stakeholders and strategic partners.

Who are your customers?

- Communities of Mitchell's Plain and Khayelitsha Nodes.
- Government Sector Departments and State Owned Enterprises
- Civil Society Organisations
- Private Sector

What are their demands/expectations?

- Effective and efficient service delivery
- Adequate and decent houses
- Improved health services
- Improved environment
- Efficient and convenient public transport system
- Safety and Security
- Employment opportunities

3. LEGISLATIVE IMPERATIVES:

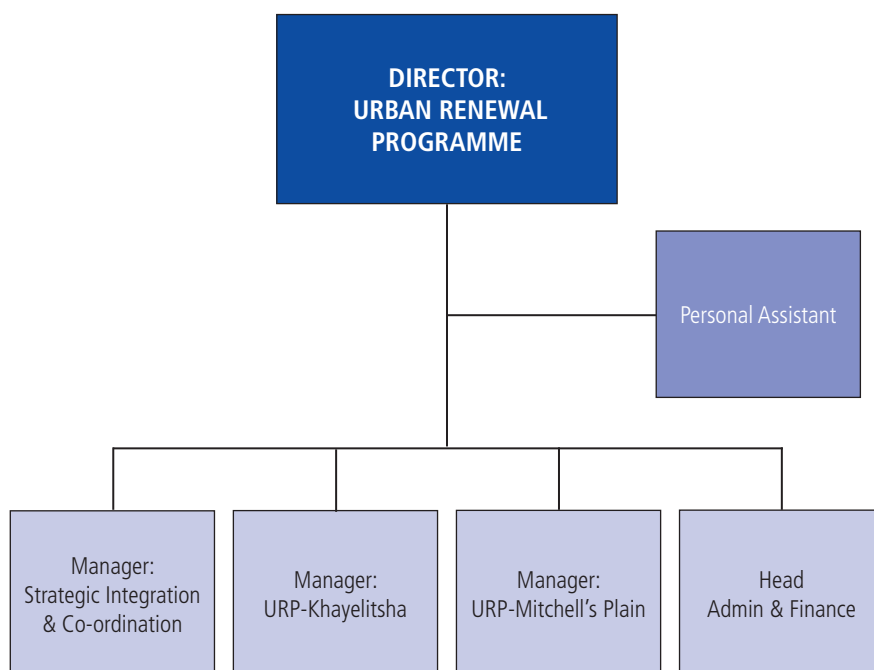
- URP complies with the Intergovernmental Relations Framework, because of the nature of the programme.
- URP also complies with MFMA and policies of the City of Cape Town.

4. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN:

PARTNERS/ STAKEHOLDERS	ROLES AND RESPONSIBILITIES
City of Cape Town	Initiation, planning, implementation, integration, coordination and monitoring.
Provincial Government	Oversight, support, resource mobilisation and unblocking of blockages.
National Government	Overall coordination, support, resource mobilisation and overall monitoring.
State owned enterprises	Resource support (Financial and non- financial) and implementation.
Private sector	Resource support, Investment and implementation.
Political Champions	Political support and oversight.
Communities	Identification of needs/ priorities, active participation and ownership.

5. RESOURCES:

5.1 Senior Management Organogram



Staff Complement: Approved posts: 23

Current filled posts:-

- Fourteen (13) professionals (inclusive of the Director).
- Three (3) secretaries.
- One (1) admin clerk

Current vacant posts six (6)

5.2 Financial information

The types of funding leveraged and coordinated via the Urban Renewal Programme for the Khayelitsha and Mitchell's Plain Nodes are:-

Neighbourhood Partnership Development Grant

Equitable Share Fund

DEA Social Responsibility Programme

Urban Settlements Development Grant

6. BACKLOGS AND RESOURCE CONSTRAINTS

6.1 Filling of 6 vacant posts.

6.2 The lack of budget to fund operational costs beyond 2013.

6.3 The proposed restructuring of the URP department.

7. ASSUMPTIONS AND RISKS

7.1 Assumptions

NO	RISKS	ACTION	RESPONSIBLE
1	Change of priority needs within communities	Manage community expectation through consultation and awareness	Councillors and Officials (URP)
2	Lack of dedicated funding for the programme	To ensure the mobilisation of adequate resources (financial and non- financial)	All spheres of government (URP coordinating)
3	High (short and medium term) expectations from communities and other stakeholders	Manage community and stakeholders expectations	All spheres of government
4	URP is seen as the sole responsibility of the local sphere	Ongoing communication on the role of URP	URP department and Councillors
5	High concentration of poverty and other socio-economic pathologies	Fast-tracking service delivery	All spheres of government, state owned enterprises
6	The City has not geared up itself with respect to the potentials of the programme	Active and sustained involvement of senior officials in the programme.	Political and Administrative leadership (Mayco/EMT)

7.2 Risk Assessment

NO	RISKS	ACTION	RESPONSIBLE
1	Uncertainty on the mainstreaming of the URP	Manage community expectations Pronouncement on the future of the URP	City of Cape Town
2	Political and administrative leadership commitment	To seek active participation and commitment of Political and administrative leadership	Presidency, Premier, Executive Mayor, Mayco, Councillors and EMT

8. STRATEGIC ALIGNMENT TO THE IDP

IDP STRATEGIC FOCUS AREA	CORPORATE OBJECTIVE	URP STRATEGIC OBJECTIVES
1. Opportunity City	Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Promoting Local Economic Development to reduce poverty and unemployment Creation of jobs through labour intensive methods of work.
3. Caring City	Ensure innovative human settlements for increased access to those that need them.	Creating a quality urban environment where people can live with dignity and pride Supporting education, training and skills development.
5. Well run City	Establish an efficient and productive administration that prioritizes delivery. Ensure financial prudence with clean audit by the Auditor General	Effective Governance (Quick response to service delivery queries, good and effective governance machinery)

9. LINK TO PROGRAMMES

	PROGRAMME NAME	PROGRAMME DESCRIPTION	LINKS TO URP
1.	Integrated Sustainable Rural Development Programme (ISRDP)	It is a national programme aimed at developing identified rural areas of severe neglect, where poverty is endemic. The aim of the ISRDP is to achieve integrated sustainable development in rural areas.	Sister programme to the URP programme which was announced in 2001 by the former State President, Mr. Thabo Mbeki. A forum has been established to share information, experiences and best practices on developmental challenges.
2.	Expanded Public Works Programme (EPWP)	The EPWP is one of government's initiatives to bridge the gap between the growing economy and the large numbers of unskilled and unemployed people. It involves creating temporary work opportunities for the unemployed, using public sector expenditure.	Implementation of projects that conforms to the EPWP principles. It links to the strategic focus of URP relating to job creation through labour intensive methods.
3.	Mayoral Urban Regeneration Programme	The objective is to uplift areas that have been identified as neglected and dysfunctional and are seen to be degenerating rapidly. This programme will help to improve the safety, quality of life and socio-economic situation in these areas, with a particular focus on the public spaces.	The MUR programme links to the overall objective of URP, which is to enable a systematic and sustained intervention to reduce poverty and significantly address underdevelopment in the nodes.
4.	National Development Plan	The National Development Plan is a plan for the country to eliminate poverty and reduce inequality by 2030 through uniting South Africans, unleashing the energies of its citizens, growing an inclusive economy, building capabilities, enhancing the capability of the state and leaders working together to solve complex problems.	The NDP links to the overall objective of the URP, which is to enable a systematic and sustained intervention to reduce poverty.
5.	Millennium Development Goals (MDG's)	The MDGs strategic focus areas encompass the following: Eradicate extreme poverty and hunger Achieve universal primary education Promote gender equality and empower women Reduce child mortality Improve maternal health Combat HIV/AIDS, malaria, and other diseases Ensure environmental sustainability Develop a global partnership for development	MDG's links to all URP strategic focus areas.
6.	Department of Environmental Affairs' Social Responsibility Programme	The Social Responsibility Programme addresses the Department of Environmental Affairs core responsibilities in a manner that ensures it contributes to job creation, skills development and SMME development.	The link is the resourcing of the URP and project funding.
7.	National Youth Development Agency (NYDA)	The National Youth Service was initiated to address high levels of youth unemployment by creating opportunities for voluntary service and skills development for unemployed young people.	NYDA supports the strategic objectives of URP and it encourages community volunteerism and job creation.

10. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

OBJECTIVES	INDICATOR(S) OF THIS OBJECTIVE	TARGET (BY SEPT 2013)	TARGET (BY DEC 2013)	TARGET (BY MARCH 2014)	TARGET (BY JUNE 2014)
Completion of Vuyani meat market facilities	70 % Completion of the Upgrading of the Vuyani Meat Market Facility. The project milestones are the following; - Final project specifications to appoint the contractor. - Appointment of the contractor. - Relocation of traders. - Completion of the Vuyani meat market facility upgrade.	Completion of the draft project specifications to appoint the contractor. Convene the BSC meeting to confirm the project specifications.	Advertisement of the tender. Evaluation of the tender. Report to BAC.	Appointment of the contractor. Site establishment. Relocation of the tenants to the temporary trading area.	70% Completion of the upgrading of Vuyani Meat Market Facility.
Completion of the Upgrade of the Lookout Hill Tourism Facility.	50% Completion of the Upgrade of the Lookout Hill Tourism Facility. The project milestones are the following; - Final project specifications to appoint the contractor. - Appointment of the contractor. - Completion of the Lookout Hill Tourism Facility upgrade. - Hand-over and launch of the Lookout Hill Tourism Facility upgrade	Completion of the draft project specifications to appoint the contractor. Convene the BSC meeting to confirm the project specifications.	Advertisement of the tender. Evaluation of the tender. Report to BAC.	Appointment of the contractor. Site establishment.	Completion of the Lookout Hill Tourism Facility upgrade. Hand-over and launch of the Lookout Hill Tourism Facility upgrade
Completion of the upgrade of the Blue-waters Resort Chalets	15 % Completion of the following project components: Construction of a swimming pool. Upgrading of the ablution facilities. Development of a new camping site. Construction of the conference facility. Landscaping of the Blue-waters' Resort Chalets. Hand-over and the launch of the project.	Construction of the swimming pool completed. Upgrading of the ablution facilities completed.	New camping site completed. Landscaping completed.	Construction of the conference facility.	Completion of the Upgrade of Blue-waters Resort Chalets. Hand-over and the launch of the project.
Completion of the construction of the Khayelitsha Training Centre-Phase 2	50% Completion of the construction of the following project components; - New Offices - Auditorium - Fencing and landscaping. Hand-over and launch of Khayelitsha Training Centre Phase 2.	Completion of the new offices and auditorium building super-structure.	Completion of shop fronts and the roof structure. Completion of fencing and landscaping.	Completion of the construction and site hand-over. Launch of Khayelitsha Training Centre Phase 2.	Project completed.
Completion of the Langa area-based Development Conceptual Development Framework	100% Completion of the Langa area-based Development Conceptual Development Framework. The project components are the following: Civil Society Database. Langa needs assessment and prioritisation report. Langa socio-economic profile. Community Participation and Stakeholders' Management Framework. Monitoring and Evaluation Framework.	Database of CBOs active in the area. Langa needs assessment and prioritisation report. Langa socio-economic profile.	Identification of development opportunities in the area. Identification of short, medium to long term projects. Community Participation and Stakeholders' Management Framework. Draft Langa Conceptual Development Framework	Monitoring and Evaluation Framework. Final Langa Conceptual Development Framework.	Project Close-out Report.

11. AUTHORISATION

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

	NAME	SIGNATURE	DATE
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Director

Executive Director

2013 / 2014 OFFICE OF THE DEPUTY CITY MANAGER - MAYORAL URBAN REGENERATION PROGRAMME - SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN												
Pillar & Corporate Objective No.	Link to Directorate	Departmental Objective	Indicator (To include unit of measure)	Baseline 12/13 (Target in brackets)	Program/ Statutory or Strategic Plan	Annual Target June 2014	Frequency	Target for 30 Sept 2013	Target for 31 Dec 2013	Target for 31 March 2014	Target for 30 June 2014	Responsible Person
1 Opportunity City Objective 1.2	Mayoral Urban Regeneration Programme	Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	% Completion of the upgrade of the Vuyani market facilities (MURP department is funding and managing the implementation of the project)	30% completion of upgrading	1.2(b)	70% Completion of the upgrading of Vuyani Meat Market Facility.	Quarterly	40% Completion (draft project specifications to appoint the contractor).	45% Completion (Advertisement of the tender).	55% Completion (Appointment of the contractor).	70% Completion (Construction of Vuyani Meat Market Facility 30% complete).	George Penxa / Alastair Graham
			% Completion of the upgrade of the Look-out hill tourism facility (URP department is funding and implementing the project on behalf of Tourism department)	Completion of 50% of construction	1.2(b)	Completion of the Lookout Hill Tourism Facility upgrade.	Quarterly	Completion of the draft project specifications to appoint the contractor.	Advertisement of the tender.	Appointment of the contractor.	Completion of the Lookout Hill Tourism Facility upgrade.	Siyanda Makula Contact: 021 487 2179 Cell: 082 507 5100
			% Completion of the upgrade of the Blue-waters Resort chalets (MURP department is facilitating and monitoring the project implementation)	70% Completion of the upgrade	1.2(b)	100% Completion of the Upgrade of Blue-waters Resort Chalets.	Quarterly	80% Completion of the Upgrade (New caravan camping site infrastructure completed).	85% Completion of the Upgrade (Camping ablation facilities).	90% Completion of the Upgrade (Conference facility).	100% Completion of the Upgrade (All elements of the Blue-waters complex)	George Penxa / Alastair Graham
			% Completion of the Upgrade of the Khayelitsha Training Centre- Phase 2 (MURP department is funding and managing the implementation of the project)	50% completion of the construction	1.2(b)	100% Completion of the construction.	Quarterly	65% Completion of the construction	75% Completion of the construction	85% Completion of the construction	100% Completion of the construction	George Penxa / Alastair Graham
			% Completion of the Lentegeur Public Space and Civic Office Upgrade.	70%	1.2(b)	100%	Quarterly	100%	100%			George Penxa / Alastair Graham

2013 / 2014 OFFICE OF THE DEPUTY CITY MANAGER - MAYORAL URBAN REGENERATION PROGRAMME - SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN												
Pillar & Corporate Objective No.	Link to Directorate	Departmental Objective	Indicator (To include unit of measure)	Baseline 12/13 (Target in brackets)	Program/ Statutory or Strategic Plan	Annual Target June 2014	Frequency	Target for 30 Sept 2013	Target for 31 Dec 2013	Target for 31 March 2014	Target for 30 June 2014	Responsible Person
SFA 2 The Safe City	Mayoral Urban Regeneration Programme	2.5 - Improve Safety and security through partnerships	Mitchells Plain Town Centre Integrated Operations and Maintenance Regime	10%	2.5(a)	100%	Quarterly	40%	60%	80%	100%	George Penxa / Alastair Graham
			Kuyasa Station Precinct Integrated Operations and Maintenance Regime	90%	2.5(a)	100%	Quarterly	100%				George Penxa / Alastair Graham
			Harare Civic Precinct Integrated Operations and Maintenance Regime	90%	2.5(a)	100%	Quarterly	100%				George Penxa / Alastair Graham
			Kuyasa Station Precinct: Construction of Regional Library and Sub Council Offices	30%	2.5(a)	65%	Quarterly	37%	46%	56%	65%	George Penxa / Alastair Graham
			Kuyasa Station Precinct: Re-alignment of Walter Sisulu Drive	30%	2.5(a)	100%	Quarterly	40%	50%	80%	100%	George Penxa / Alastair Graham
			Kuyasa Station Precinct: Alterations and Additions to Solomon Mhlangu Hall	40%	2.5(a)	100%	Quarterly	60%	80%	100%		George Penxa / Alastair Graham
			Re-Development of Khayelitsha Station Forecourt, (Ntlatzane Road).	10%	2.5(a)	40%	Quarterly	15%	20%	30%	40%	George Penxa / Alastair Graham
			Finalisation and approval of Community Action Plan, CAP in Nyanga / Gugulethu.	50%	2.5(a)	100%	Quarterly	100%				George Penxa / Alastair Graham
			Finalisation and approval of Community Action Plan, CAP in Hanover Park.	20%	2.5(a)	100%	Quarterly	40%	70%	100%		George Penxa / Alastair Graham

2013 / 2014 OFFICE OF THE DEPUTY CITY MANAGER - MAYORAL URBAN REGENERATION PROGRAMME - SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN												
Pillar & Corporate Objective No.	Link to Directorate	Departmental Objective	Indicator (To include unit of measure)	Baseline 12/13 (Target in brackets)	Program/ Statutory or Strategic Plan	Annual Target June 2014	Frequency	Target for 30 Sept 2013	Target for 31 Dec 2013	Target for 31 March 2014	Target for 30 June 2014	Responsible Person
SFA 2 The Safe City	Mayoral Urban Regeneration Programme	2.5 - Improve Safety and security through partnerships	Finalisation and approval of Community Action Plan, CAP in Manenberg.	20%	2.5(a)	100%	Quarterly	30%	40%	70%	100%	George Penxa / Alastair Graham
			Number of Action Plans developed for MURP areas	33%	2.5(a)	100%	Quarterly	50%	66%	83%	100%	George Penxa / Alastair Graham
			Ceasefire Programme, Hanover Park, % reduction in the number of gang related murders.	2012/13 40 murders	2.5(a)	50% reduction	Monthly	50% reduction	50% reduction	50% reduction	50% reduction	George Penxa / Alastair Graham
			Ceasefire Programme, Hanover Park, % reduction in the number of gang related attempted murders.	2012/13 56 attempted murders	2.5(a)	50% reduction	Monthly	50% reduction	50% reduction	50% reduction	50% reduction	George Penxa / Alastair Graham
			% Completion of the Langa area-based Strategic Development Plan (MURP department is managing the implementation of the project)	New	2.5(a)	100% completion of the Langa Strategic Development Plan	Quarterly	20% Completion (Project specifications, database of CBOs active in the area and approach with respect to consultation agreed to).	40% Completion (Appointment of service provider and commencement of the project)	75% Completion (Identification of development opportunities including short, medium and long term projects. - Monitoring and Evaluation Framework).	100% Completion (Langa Strategic Development Framework).	George Penxa / Alastair Graham

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Pillar & Corporate Objective No.	Link to Directorate	Departmental Objective	Indicator (To include unit of measure)	Baseline 12/13 (Target in brackets)	Program/ Statutory or Strategic Plan	Annual Target June 2014	Frequency	Target for 30 Sept 2013	Target for 31 Dec 2013	Target for 31 March 2014	Target for 30 June 2014	Responsible Person
SFA 1 The Opportunity City	Finance	1.2 Provision and maintenance of economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend of Capital Budget	90%	1.2 (d)	90%	Quarterly	10%	30%	60%	91%	George Penxa / Alastair Graham
SFA 1 The Opportunity City	Finance	1.2 Provision and maintenance of economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend on repairs and maintenance	100%	1.2 (b)	95%	Quarterly	21.5%	45.5%	70.2%	95%	George Penxa / Alastair Graham
SFA 1 The Opportunity City	Office of the Deputy City Manager		Co-ordinate the number of job opportunities created through the Expanded Public Works Programme (EPWP)	0	1.2 (d)	600	Quarterly	80	240	440	600	George Penxa / Alastair Graham
SFA 1 The Opportunity City	Corporate Services	1.5 - Maximise the use of available funding and programmes for training and skills development	1.1.(a) Number of external trainee and bursary opportunities (excluding apprentices	0	1.6 (a)	12	Quarterly	2	3	3	4	George Penxa / Alastair Graham
			1.1.(b) Number of apprentices	Nil	1.6 (a)	Nil	Quarterly	Nil	Nil	Nil	Nil	George Penxa / Alastair Graham

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Pillar & Corporate Objective No.	Link to Directorate	Departmental Objective	Indicator (To include unit of measure)	Baseline 12/13 (Target in brackets)	Program/ Statutory or Strategic Plan	Annual Target June 2014	Frequency	Target for 30 Sept 2013	Target for 31 Dec 2013	Target for 31 March 2014	Target for 30 June 2014	Responsible Person
SFA 4 An Inclusive City	Corporate Services	4.1Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	Percentage adherence to Citywide service standard based on all external notifications	100%	4.1 (a)	100%	Quarterly	100%	100%	100%	100%	George Penxa / Alastair Graham
SFA 5 A Well Run City	Corporate Services	5.2 - Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to EE target (composite Indicator)	100%	5.2(b)	100%	Quarterly	100%	100%	100%	100%	George Penxa / Alastair Graham
SFA 5 A Well Run City	Corporate Services	5.2 - Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to Utilisation target (composite Indicator)	100%	5.2(b)	100%	Quarterly	100%	100%	100%	100%	George Penxa / Alastair Graham
SFA 5 A Well Run City	Corporate Services	5.2 - Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to employee talent target (composite Indicator)	100%	5.2(b)	100%	Quarterly	100%	100%	100%	100%	George Penxa / Alastair Graham

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Pillar & Corporate Objective No.	Link to Directorate	Departmental Objective	Indicator (To include unit of measure)	Baseline 12/13 (Target in brackets)	Program/ Statutory or Strategic Plan	Annual Target June 2014	Frequency	Target for 30 Sept 2013	Target for 31 Dec 2013	Target for 31 March 2014	Target for 30 June 2014	Responsible Person
SFA 5 A Well Run City	Finance	5.3 - Ensure financial prudence with clean audit by the Auditor General	Percentage of Operating Budget spent	100%	-	95%	Quarterly	10%	30%	60%	95%	George Penxa / Alastair Graham
			Percentage of assets verified	100% completed by 30 June	-	100% asset register verified	Quarterly	50% inventory list verified	100% inventory list verified	60% asset register verified	100% asset register verified	George Penxa / Alastair Graham
			Percentage Internal Audit findings resolved	100%	-	70%	Quarterly	70%	70%	70%	70%	George Penxa / Alastair Graham

MANAGER: MAYORAL URBAN REGENERATION PROGRAMME:



DATE: 06/06/2013

DEPUTY CITY MANAGER:



DATE: 2013-06-06