

**Annexure E**

# **WATER AND SANITATION DEPARTMENT**



## **DEPARTMENTAL BUSINESS PLAN 2019/2020**

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

**Making progress possible. Together.**

## **VISION OF THE CITY:**

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

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

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

## **PURPOSE OF THE SDBIP**

This is a one-year plan giving effect to the IDP and the budget. It sets out the strategies in quantifiable outcomes that will be implemented over the 2019/2020 financial year. It considers what was set out in the IDP as well as the Directorate Executive Summary.

It indicates what the Department needs to do to deliver on the IDP objectives, how this will be done, what the outcomes will be, what processes it will be followed and what inputs will be used.

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## **1 EXECUTIVE SUMMARY**

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

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

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

The Water and Sanitation SDBIP 2019 provides a departmental overview of service delivery by its core branches. Detail is contained within the Business Plans. The SDBIP is developed in alignment with the City's Integrated Development Plan (IDP).

To ensure and measure rate of progress, CCT internal service level targets (which exceed the national standards) are being used. The aim is to achieve the improved service levels and to encourage the need for the City's residents to adopt a paradigm shift in how they view the availability of the water resource and their use thereof, in line with the Department's implementation of its Vision and Mission.

## **Water Resilience**

The ongoing drought in the Western Cape has given rise to a number of initiatives focused on averting a crisis in the short term but also incrementally diversifying water sources away from the reliance on surface water. These include ground water as a major thrust, but also wastewater reuse and to a lesser extent desalination. The recovery from the drought and improved dam levels is expected to take a minimum of three years.

To reduce demand on the system, a number of demand management interventions have been implemented which includes aggressive pressure management, leak detection on public and private water infrastructure and the use of treated effluent. All these interventions will receive substantially more funding over the next 3-year period. During the drought, an accelerated installation of water management devices was also used to quickly limit consumption.

The development of expertise to manage the city infrastructure under drought has been a by-product of the crisis. Many of the Department's resources had to be redirected to managing the impact of the drought with major thrust on diversifying the City's water resource base.

## **Cape Town Water Strategy**

The New Water Strategy (to be tabled for Council adoption in April/May 2019) sets out a refocussed approach for at least the next ten years to secure the City of Cape Town's water future by increasing the available water supply by more than 300 million litres per day in the next 10 years at an approximate cost of R5.7 billion. The aim is to reduce the likelihood of severe water restrictions by increasing the reliability standard of supply from 98% to 99.5% in the future. The strategy explores investment into alternative water sources, including groundwater, wastewater reuse and desalination, to supplement its water supply.

The strategy is based on five commitments:

1. Safe access to water and sanitation
  - a. Focus on improving access to water and sanitation in informal settlements
2. Wise use
  - a. Promoting water conservation through pricing incentives, regulatory incentives, active citizenship and network management
3. Sufficient, reliable water from diverse source
  - a. Surface, groundwater, water reuse and desalinated water. Build new capacity of approximately 300 million litres per day over the next ten years
4. Shared benefits from regional water resources

- a. Optimise the economic, social and ecological benefits of regional water resources; reduce the risks; through collaborative processes.
- 5. A water sensitive city
  - a. Optimal use of stormwater and urban waterways for the purposes of flood control, aquifer recharge, water reuse and recreation, based on sound ecological principles. Through new incentives and regulatory mechanisms as well as through the way the City invests in new infrastructure.

Ten principles inform the strategy:

1. (Place) value on water
2. Grow inclusivity and trust
3. Build capacity (of staff and stakeholders)
4. Work together and across boundaries
5. Design for adaptation
6. Live with water (multiple uses of waterways)
7. Work with nature
8. When it rains, slow (down), store and repurpose (water)
9. Ready for shocks
10. Stimulate the green economy

The Department is on a trajectory to become a modern professional water service provider, consistent with international best practice. A new Customer Service branch will be developed and implemented in 2019 to raise the bar on putting customers first, improving water and sanitation outcomes in informal settlements, investing in people, improving cash collection operational efficiency and the modernisation and management of metering technology. The New Strategy also addresses the effectiveness of network management, expanding and managing bulk water and wastewater infrastructure, maximising benefits, supporting the transition to a water sensitive city and reducing the risk associated with having to share regional resources.

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

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

## WATER AND SANITATION DEPARTMENT'S VISION STATEMENT

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

## WATER AND SANITATION DEPARTMENT'S MISSION STATEMENT

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

The Strategic Focus Areas to achieve our Mission and Vision:

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

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

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



**Table 1: Strategic Intention**

Business Focus Area	Strategic Goal	Strategic Intention
Customer Satisfaction	To provide the Department's core service	To sustainably provide basic sanitation services to all residents in the city
	To provide the Department's core service	To sustainably provide basic water services to all residents in the city
	To satisfy the users of the service as much as possible	To achieve a high customer satisfaction levels in all our services
Quality, Operational Optimisation	To implement an accredited Quality Management System for the Department	To implement and maintain ISO 9001 for all our services within budgetary constraints
Quality, Environment	To achieve the best possible effluent discharge quality	To achieve 88% waste water effluent quality to National Standard
	To reduce sewage overflows from spillages, blockages and infrastructure failure as much as possible	To minimise river systems pollution by reducing sewage overflows
Water Resource and Demand Management	To reduce water losses as far as possible	To reduce Non-Revenue Water for the CCT Reticulation System to less than 18.5% in the next five years
	To ensure security of Water Supply for the City into the future, as the lifeblood for sustaining the community and enabling City Economic growth	To improve assurance of supply to 99.5% from the current 98%
	To increase effluent re-use for all possible purposes, thereby reducing total surface water demand	To increase total treated effluent re-used to 30% available volume
	To diversify water sources in order to mitigate the impact reduced surface water as result of drought and changing weather patterns.	To incrementally increase the volume of ground water extraction, introducing wastewater reuse as an additional water source and in a limited way introduce desalination as an emergency supply.
Infrastructure Stability	To operate and maintain the infrastructure for the service sustainably	To refine the implementation of Asset Management Plans for the Department
Operational Optimisation	To consolidate and rationalize all office and depot accommodation to be less dispersed and in the best location, for closer contact with other parts of the organization and with the customer	A new Head office has been established in 2018, Further programmes to rationalize and improve all depots and regional offices must be concluded
	To automate, monitor and control infrastructure as efficiently as possible	To roll out automation, remote monitoring and control systems on treatment works, pump stations and other infrastructure
Financial Sustainability	To ensure income covers expenditure	To improve revenue collection to 95% within 3 years
Employee Development	To train all staff to discharge their functions to high standard of excellence	To develop and enhance Process Engineers and Process Controllers through the Training Centre

### 3 LEGISLATIVE IMPERATIVES

The Department needs to comply with the following legislation:

- Constitution of the Republic of South Africa
- National Water Act No. 36 of 1998
- National Sanitation Policy; October 1996
- Water Services Act 108 of 1997
- Municipal Structures Act
- Municipal Systems Act
- Municipal Finance Management Act
- National Water Policy, 2016
- Water By-Law
- Treated Effluent By-Law
- Wastewater & Industrial Effluent bylaw
- EPWP Policy 12421; 29 May 2013
- Stormwater Management By-Law, 2005
- National Environmental Management Act, 1998
- Criminal Procedure Act 51 of 1977
- Occupational Health and Safety Act 85 of 1993
- Skills Development Act 97 of 1998

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

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

Another important guiding document is the Water Services Development Plan (WSDP), which is aligned with the City's IDP and its 5-year planning cycle. Performance against the WSDP has to be, reviewed and reported on annually as per legislation.

## 4 STRATEGIC ALIGNMENT TO THE IDP

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

Table 2: Water Services Development Plan Elements linkage to the Integrated Development Plan

Strategic Focus Area (SFA)	IDP Objective	IDP Programme	Water Services Development Plan Elements									
			Socio - Economic Profile	Service Level Profile	Water Resource Profile	Water Conservation / Demand Management	Water Services Infrastructure Profile	Water Balance	Water Services Institutional Arrangements Profile	Customer Service Profile	Financial Profile	List of Projects
1.THE OPPORTUNITY CITY	Objective 1.1 - Positioning Cape Town as forward looking globally competitive City	1.1. (c) Infrastructure Investment	X	X	X	X	X				X	
	Objective 1.2 – Leveraging technology for progress	1.2. (a) Digital city programme				X	X			X		X
	Objective1.3 – Economic Inclusion	1.3.(a) Skills Investment	X						X			
		1.3.(b) EPWP Job Creation	X	X		X	X					
	Objective 1.4 – Resource Efficiency and Security	1.4.(a) Energy-Efficiency and Supply Program										
		1.4.(b) Climate Change	X		X	X		X			X	X
		1.4.(c) City Resilience Program	X	X	X	X	X	X	X	X	X	X
2.THE SAFE CITY	No Direct Link to Water Services Objectives - The Department supports this SFA	Water Safety Plan, Incident Management plan, Business Continuity, Emergency Management Plan, Disaster Risk Management Plan										

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

## 4.2 Link to Programmes

**Table 3: Table showing the linkages to the IDP Programmes**

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

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

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

## **SFA: THE OPPORTUNITY CITY**

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

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

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

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

For Water and Sanitation these include:

- Integrated Master Planning of Water and Sanitation Infrastructure where planning for a 20-year period occurs which allows for the development and capacity upgrades to be achieved.
- Bulk Water Maintenance will be conducted City-wide so as to ensure that all bulk water infrastructure will either be refurbished or replaced.
- Bulk Sewer Replacement and Rehabilitation of the City's sewer network to accommodate City densification and its Spatial Development Framework (SDF).
- Wastewater Treatment Plant maintenance and upgrades will be implemented to allow for development and capacity upgrades.
- Water Demand Management Interventions including Pressure Management and Treated Effluent re-use, of utmost importance to reduce the water demand as well as to limit usage of potable water to extend the limited water that is available for as long as is required.
- Stormwater system needs protection by various initiatives like stormwater ingress and pollution control. This will assist in the possible alternative use of this scarce resource.
- Security / Law enforcement for Protection of Water and Sanitation Resources and staff, budget has been made available and an interdepartmental Service Level Agreement (SLA) has been adopted to address this issue.
- Invest in a proactive service infrastructure maintenance response system
- An extensive meter technology replacement programme is being considered to ensure accurate water metering and billing and achieve a more accurate and localised water balance for reduction of losses.

Infrastructure Investment research projects include:

- Bulk Water Supply System Augmentation and Maintenance – Further engagement with the national Department of Water & Sanitation (DWS) is necessary to review the water allocations assigned to the City. To successfully augment our water supply, transversal

water management, water demand planning and construction of additional bulk water supply schemes will be required.

- Wastewater Treatment Capacity needs to be increased across most of the treatment works across the City. Numerous wastewater plants are scheduled for upgrades.
- Various rehabilitation projects including Vlakteplaas bulk Flood alleviation in Lourens River and Sir Lowry's Pass river upgrade.
- New Water plan where additional resources will be allocated to provide medium- to long-term water resource security.

Support service projects include:

- Scientific Services - the laboratories will be upgraded and new equipment acquired, especially for solid waste samples testing.
- Engineering and Assets Management branch: main areas of focus will be Fleet Management, Telemetry, SCADA, integrated asset management and instrumentation.

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

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

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

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

- Desalination plants to produce potable water.
- Drilling, monitoring and extraction of deep lying aquifers.
- Advanced metering and logging of the bulk water networks.
- The latest methods of pipeline construction with advanced materials providing improved performance or having the ability to withstand adverse conditions.
- The rehabilitation or lining of sewers with new methods with the increased use of trenchless technology where possible
- Remote recording, logging and software analysis tools for improved network management
- The latest software for planning, analysis and costing for infrastructure development.
- The latest technology for pressure management, monitoring and controlling with increased remote control.
- Smart metering technologies under consideration.
- The increased use of membrane technology for wastewater treatment allowing improved capacity and more compact plants.
- The increased use and accessibility of electronic billing, resulting in improved tracking and analysis for targeted collection.



- Infrastructure fieldwork: Effective portable data acquisition and management systems.
- The maintenance of a digital as-built drawing database
- The expansion and maintenance of spatial information and asset mapping layers (GIS) to improve planning and management.
- The expansion of electronic submission and processing of various types of customer applications to the City.

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

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

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

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

The EPWP has been embraced by the City, with the department regularly exceeding job opportunity targets set by the programme.

A Sanitation and Maintenance Project in informal settlement communities will be initiated:

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

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

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

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

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

The ongoing challenges at Eskom and resulted intermitted supply has had limited negative effect on the department's ability to deliver a service, thanks to the tough choice of going ahead with the generator programme. An energy inefficient solution but desperately needed one.

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

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

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

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

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

- Sir Lowry's Pass River initiative:

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

- Lourens River initiative:

The purpose of this project is to alleviate the risk of flooding in the Somerset West CBD and other built up areas adjacent to the river from Vergelegen Farm in the upper catchment down to the False Bay coast in Strand. This will be done by increasing the capacity of the river by widening, so that the river can accommodate a 1:8-year flood event.

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

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

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

## **SFA: THE CARING CITY**

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

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

As part of the ODTP process, due to its specialized and challenging nature Informal Settlements has been setup as a department on its own, with the aim of providing focused attention. However, the Basic Services Branch will form part of the Water and Sanitation Department as of 01 April 2019. The city as a water authority is however still responsible for the bulk water supply, the reticulation of water and sewer as well as the treatment of wastewater. Currently there are no backlogs service delivery in terms of minimum standard. The City is continuing to look at innovative measure to improve delivery such as the portable flush toilet (PFT) automated emptying and washing facility which has been successfully implemented at the Borchers Quarry WWTW.

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

The City's wastewater treatment facilities are coming under increasing pressure and over the next 5 years five WWTW will undergo major upgrades namely Zandvliet, Macassar, Potsdam, Athlone and Borchers Quarry WWTWs. Approximately 3 of these facilities is expected to be completed by 2024 allowing substantial increase in WWT capacity in various catchments of the city.

Additional water sources:

- Water reusing initiative

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

- Springs and streams

The City is working to make use of the significant excess flow that some of these streams offer. Certain high-yielding springs can be used for irrigation of sports fields, parks and other larger-scale gardens. Currently the known use in the CBD is the irrigation at the Cape Town Stadium and surrounding area, and irrigation in sections of the Company's Garden. The main springs are accumulating about 3ML of water to the Molteno reservoir. The Waterhof

Spring has a yield of 0.8ml/d which is utilised for irrigation in Green Point. The City has just concluded a study regarding how this water can be used more extensively in a sustainable manner. The City is engaging with the Department of Water and Sanitation and other stakeholders and submitted an amendment application for to use of the water. The amendment includes more coordinates as the current license is limited to specific areas.

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

This will be in the form of a services project that includes densification in targeted areas in Cape Town. The Water and Sanitation Department provides a support by ensuring bulk infrastructure is in place in the areas identified for densification. The infrastructure investment projects will form part of the support projects for the housing program. Over the next three years there will be an average allocation R88M for link services and possible infrastructure upgrades related to low income housing projects. This is a minimal budget and will augment USDG funding.

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

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

Will be in the form of Informal Settlements Services Project that will ensure that people has access to the basic services i.e. water and sanitation services. There is a new Informal Settlements and Back Yarders Department that was developed as per the new ODTP that will take the lead on projects pertaining to Informal Settlements and Back Yarders. Basic Services of Informal Settlements will move back to the Water and Sanitation Department as of 01 April 2019. As above an average of R88M has been allocated for the provision of link services and possible infrastructure upgrades to informal settlements and backyard residences.

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

- Sanitation technology solutions: The water supply to informal settlements is provided in the form of standpipes while for sanitation there is a range of sanitation technology solutions implemented, based on the specific conditions of the settlement.
- Waterless technology solutions: Due to the severe three-year-drought, other waterless technologies will be explored in the five-year term. Partnerships with reputable institutions e.g. Tertiary institutions, the Water Research Commission and others will to be included in agreements to ensure that the City remains the “beacon in Africa for the provision of Water and Sanitation services”.
- Repairs and maintenance: The ever-present harsh conditions in informal settlements remain a challenging environment to work in. As a result, the ongoing maintenance and repairs to

the existing infrastructure in Informal Settlements dictate that realistic performance indicators be utilised.

- Installations: The city plan to deliver across the city over the next 5 years
  - Water supply via standpipes 2017- 2023 at an estimated R 24 Million
  - Sanitation installations 2017- 2023 at an estimated R 118 Million
- Capacity enhancement: Additional resources will be made available to the Informal Settlement Unit to enhance its capacity, of which the Expanded Public Works Programme (EPWP) is key. It is being embraced throughout the Department of Water and Sanitation to improve service delivery while also creating jobs and hence alleviating poverty.

## **SFA: THE INCLUSIVE CITY**

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

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

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

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

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

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

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

##### Customer engagement project:

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

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

The City has a significant number of people living in informal settlements, backyarders and those who fall into the income category as indigent. All settlements have been provided with water and sanitation services that at least satisfies the minimum standards. In line with embracing water as a right it is accepted that there is the paying and non-paying customers. The city is therefore faced with the challenge of achieving a balance in allowing development to occur and achieve mix of income groups that will help cross subsidisation of the cost of installation and operation of water and sanitation infrastructure. The planning of water and sanitation infrastructure is led by the land use planning which is a Transport Orientated Development approach that aims to make efficient use a corridors and zones determining areas where crowding of investment will allow for cross subsidisation to occur.

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

### **Objective 5.1 Operational Sustainability**

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

The completion of the Water and Sanitation Head Office to centralise splinter units into one office complex, thus eliminating office space rental and long term cost savings for the department is an example of this programme. Several smaller initiatives form part of this program as support services to the department.

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

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

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

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

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

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

Initiatives that perform a supportive function to the department in delivering services to efficiently to its customers. The simplified 4 region operational areas have been in place to consolidate resources to improve delivery.

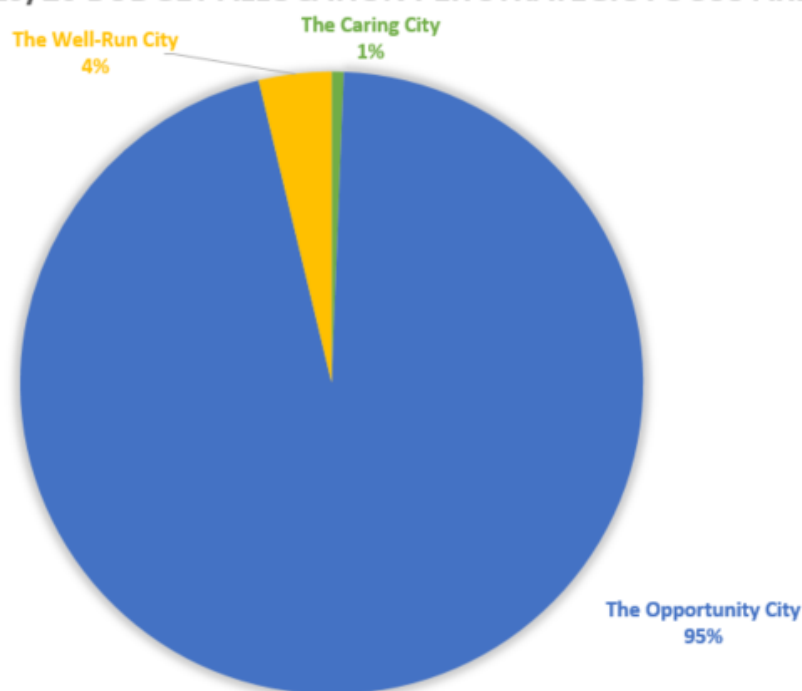


**Figure 1: Aerial view of various suburbs in the City of Cape Town**



### 4.3 Link to Budget

#### PROPOSED 2019/20 BUDGET ALLOCATION PER STRATEGIC FOCUS AREA



**Figure 2: Proposed 2019/20 Budget Split per SFA**

The pie chart above indicates the Water and Sanitation Department budget split as per focus area. It is however often a subjective choice and there are many cases that bridge Focus Areas. It is useful to note that attempts to estimate the pro-poor budget component of water and sanitation over past 3 years has approximated 40% compared to servicing informal settlements and backyarder which was estimated at 12%.

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

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

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

## **5 PERFORMANCE PROGRESS AND OUTCOMES**

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

The past year's information is available in the Annual Reports located on the City's website

### **5.2 Areas of Business Improvement**

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

The Quality Management System has been successfully developed throughout the department according to the requirements of ISO 9001 and other specific standards applicable to each function, as listed below:

UNIT	ISO 9001	OTHER	OTHER	COMMENT
Technical Operating Centre (TOC)	✓	SANS 990		The first Call Centre in Africa to be certified
Bulk Water branch	✓			All its 23 sites
Water Demand Management & Strategy branch	✓			All sections and workplaces
Water and Sanitation Training Centre	...	SETA		Implementing ISO 9001
Reticulation Branch	✓			
Finance and Commercial Branch (Administration)	✓			
Support Services branch	✓			
Engineering and Asset Management branch	✓	OSHAS 18001	ISO 14001	
Department's HR Business Partner	✓			
Director's Office	✓			
Catchment, Stormwater & River Management branch	✓			
Scientific Services Branch		ISO 17025		
Bellville Wastewater Treatment works	✓			Remainder of branch in progress

The following business improvements initiatives are receiving focused attention:

- The Informal Settlements Water and Sanitation Services branch returned to the Water and Sanitation Department on 1 April 2019.
- There is a new Customer Services branch that is being developed and implemented in 2019, to focus on putting its customers first and improve metering and billing effectiveness.
- Arising from the severe drought experienced during 2015 to 2017, alternative water resources are being explored to greater priority, including groundwater, desalination and wastewater reuse.

- With the focus on drought-related interventions, accelerated design and implementation of new pressure management zones (PMZ) and District Metered Areas (DMA) became highly effective in reducing the water demand.
- A new City of Cape Town draft Water Strategy has been circulated for public comment, to be considered for adoption soon. It aims to increase available supply by more than 300 million litres per day in the next 10 years at an approximate cost of R5.7 billion.
- A need has been identified for internal staff with experience and expertise in the development and maintenance of alternative sanitation technologies. This is to further fast track and efficient service delivery and to sustain technology lifecycle maintenance.
- The increasing number of indigent people due to the high rate of urbanisation, coupled with the need to maintain ageing infrastructure, will put stress on the tariffs and subsidies.
- An asset performance and monitoring system, making use of technology in order to improve asset operations and performance, is being investigated.
- A service provider has been employed to assist in developing coaching and mentoring skills of line managers to inter alia support shift workers to cope with a changing environment.
- A communication protocol which addresses the needs of both internal and external customers has been developed and is currently at implementation stage.
- Scientific Services branch has developed productivity standards for its Sampling Laboratory, leading to the Business Development section setting an objective for determining productivity standards across the entire department.

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

**Table 4: Table showing the relevant stakeholders**

<b>Partners/Stakeholders</b>	<b>Roles and Responsibilities of Department</b>	<b>Roles and Responsibilities of Stakeholder</b>
Consumers; Communities; Business/Industry; Developers	Service delivery; water and sanitation; Uninterrupted Supply; Reasonable turnaround time on service request; Assessing Development Applications Efficiently; Implementing the DC Policy equitably	Payment for services rendered; Feedback on service problems; Wise water use; Treating public infrastructure with respect for other consumers; Developments that support the City's Spatial Framework
<b>Internal Partners</b> Councillors; External Service Delivery Directorates; Branches of the department	Information sharing; Commitment to transversal functions; Communication of directorate requirements and service standards	Responsible governance; Reciprocal roles
<b>External Partners</b> Institutions of higher learning; National and Provincial Government; National Department of Water and Sanitation; National Treasury	Enable research and partnerships therein; Execute the Water Services Provider function for the City; Information and reporting; Legal and policy compliance;	Regional water resource management and municipal support; Monitoring the Water Service Authority; and provide technical support to the Water Service Authority when required; Monitor City planning via the Build Environment Performance Plan (BEPP).

## 7 RESOURCES (STAFF AND FINANCIAL)

### 7.1 Staff

#### 7.1.1 Staff Complement Category by Branch

Table 5: Staff Complement Category by Branch as at February 2019

Categories	TOTAL	Bulk Water	Catchment and Stormwater Management	Director's Office	Engineering and Asset Management	Finance and Commercial	HR Business Partner	Reticulation	Scientific Services	Support Services	Wastewater	Water Demand Management	Water Resilience Project
Clerks	676	60	4	2	57	284	12	182	9	27	25	14	0
Craft and related trades workers	653	114	1	0	179	76	0	240	0	0	42	1	0
Elementary Occupations	865	129	0	0	31	129	0	546	9	1	19	1	0
Plant and machine operators & assemblers	1041	354	0	0	28	51	0	368	10	1	219	10	0
Professionals	232	25	17	0	48	21	7	37	22	15	22	18	0
Technicians and associate professionals	266	8	5	0	57	16	6	65	33	10	8	58	0
Service and Sales Workers	1	1	0	0	0	0	0	0	0	0	0	0	0
Legislators, senior officials & managers	5	0	1	1	0	1	1	0	0	1	0	0	0
<b>Total Permanent filled posts</b>	<b>3739</b>	<b>691</b>	<b>28</b>	<b>3</b>	<b>400</b>	<b>578</b>	<b>26</b>	<b>1438</b>	<b>83</b>	<b>55</b>	<b>335</b>	<b>102</b>	<b>0</b>
Total filled fixed term Contracts	126	0	0	0	11	9	70	8	10	1	2	15	0
Vacant Post	682	89	5	0	70	50	19	325	11	14	55	34	10
<b>Total No. Posts</b>	<b>4547</b>	<b>780</b>	<b>33</b>	<b>3</b>	<b>481</b>	<b>637</b>	<b>115</b>	<b>1771</b>	<b>104</b>	<b>70</b>	<b>392</b>	<b>151</b>	<b>10</b>

Note: Informal Settlement Water & Sanitation branch is not included in the table, added at April 2019.

The Staff stats dramatically reflects the vacant posts with Reticulation topping at 325 posts followed by Bulk Water, EAM, Wastewater Treatment, Finance and Commercial and WDM.

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

See SDBIP Annexure A

## **7.3 Indication of possible outsource services**

The city has 2 significant long standing outsourcing services for the delivery of water services, namely the operation and maintenance of Zandvliet and Fisantekraal Wastewater Treatment Works (WWTW). The two plants have different historical contractual arrangements. Both sets of assets are city-owned.

Reasons for outsourcing:

Zandvliet WWTW was the first Membrane plant in the country, developed as a Design, Build, Operate and Maintain contract. It was found that the company ran the plant very well and after a prescribed investigation, a business decision was made to award a long-term Operation and Maintenance Contract that continues.

Fisantekraal WWTW is a relatively new plant and conventional in process design. the Operation and Maintenance was outsourced from its initiation.

These long-term outsourcing models will give the city important data on which to benchmark the effectiveness of this mechanism.

## 7.4 Financial Information

### 7.4.1 CAPEX

Below is the summary of the Capex since 2016/17 till 2020/21. For detailed breakdown of the project items please see Appendix B1.

(R '000)

**Table 6: Capex summary 2016\_2017 till 2020\_2021 (subject to change upon budget approval by council)**

Programme/Project Description	Branch	Prior Year Outcomes (R '000)			Medium Term Revenue & Expenditure (R '000)	
					Framework	
		2016_2017	2017_2018	2018_2019	Proposed Budget	Proposed Budget
					2019_2020	2020_2021
Various Programmes (See Appendix B1)	Bulk Water	R 193 200	R 542 319	R 1 076 302	R 1 405 700	R 1 764 550
	Wastewater	R 506 210	R 372 747	R 433 363	R 1 289 800	R 1 724 455
	Reticulation	R 389 774	R 241 053	R 270 373	R 568 445	R 758 216
	WDM&P	R 45 000	R 37 000	R 80 009	R 40 000	R 40 000
	EAM	R 183 470	R 156 619	R 84 096	R 89 500	R 90 500
	Finance & Commercial, Scientific Services and Support Services	R 213 380	R 327 200	R 358 392	R 337 100	R 321 850
	Catchment & Stormwater Management	-	-	R 42 198	R 105 700	R 182 300
	Management: Water & Sanitation	-	R 129 907	R 3 471	R 20 100	R 20 100
		<b>R 1 531 034</b>	<b>R 1 806 846</b>	<b>R 2 348 204</b>	<b>R 3 856 344</b>	<b>R 4 901 971</b>

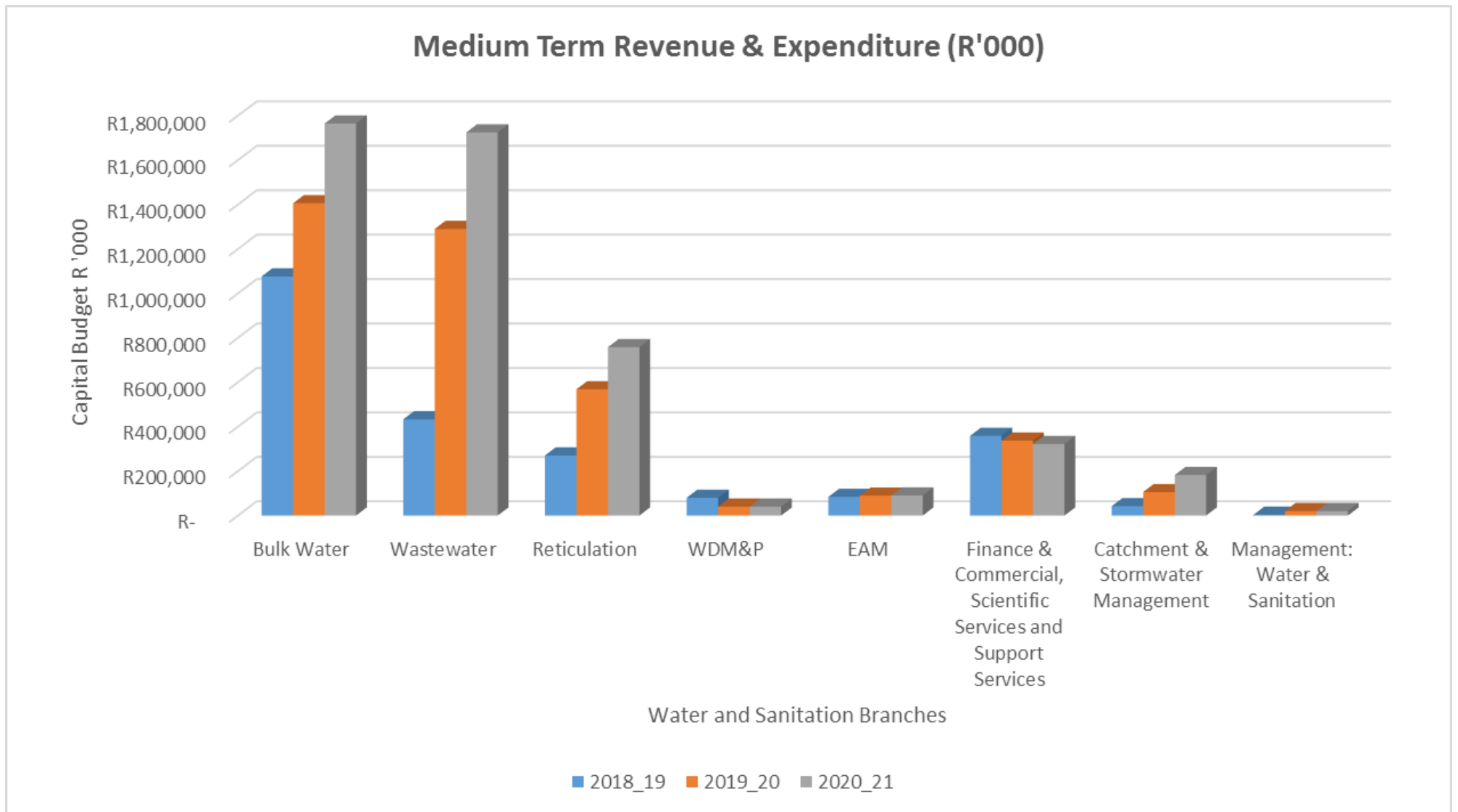
\*Source: Proposed Draft Budget Extract 31/01/2019

\*\* Excludes the Informal Settlements branch

Capital expenditure is financed from:

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





**Figure 3: Visual representation of the Capital Budget from 2018/19 to 2020/21 (subject to change upon budget approval by council)**

The budget allocation in the 2018/19 financial year was driven by the response to the drought for additional emergency sources of water and the need to speed up the upgrade of 5 Wastewater Treatment Plants, with the most marked increase needed in the Bulk Water branch, to diversify water resource in the form of ground water extraction from various aquifers, wastewater reuse and desalination plants.

The proposed expenditure plan is nevertheless taking a guarded view to avoid expenditure on expensive short-term new water production.

The Wastewater Branch has acknowledged that over the next 5 years they will be under tremendous pressure to make reliable progress on all the upgrades required. To ensure this, four additional project managers are in the process of being appointed. Care is also being taken to make full use of the most experienced project management and technical staff over the upgrade period with plenty of built-in opportunity to transfer skills and deepen human resource capacity. The number of staff retirements over the next 5 years has been factored into the appointments.

The high cost WWT infrastructure upgrades requires EFF funding so the city opted for the most affordable loans, which has been referenced in the media as the KFW loans or “German Money”.

## 7.4.2 OPEX

**Table 7: Summary of Operating Expenditure for the period 2016/17 till 2019/20 (subject to change upon approval by council)**

	Prior Year Outcomes (R'000)				Medium Term Expenditure	
					Framework (R'000)	
	Budget 2016_2017	Actual Expenditure 2016_2017	Budget 2017_2018	Actual Expenditure 2017_2018	Approved Budget 2018/19	Approved Budget 2019/20
Operating Expenditure	R 7 951 844	R 8 210 104	R 9 732 510	R 7 793 121	R 11 088 718	R 11 157 971
% Spent	103.25%		80.07%			
% Increased			22.39%		13.93%	0.62%

\*Source: 2019/20 Proposed Draft Budget

Significantly in the figures above is the 22.4 % and 13.9 % growth in the 2017-18 and 2018-19 budget respectively, this has been as a result of particular branch request for providing an extended/expanded or additional service.

The standard increase is CPIX and will occur if no special request is made.

There was a corporate decision to limit the 2019/20 budget to R 11.2 billion (0.62% increase) because of the high cost of the New Water Plan.

**Table 8: Breakdown of Operating Budget for the 2018/19 and 2019/20 financial years (subject to change upon approval by council)**

<b>COST ELEMENT</b>	<b>2018/19 Budget R'000</b>	<b>2019/20 Draft Budget R'000</b>	<b>% Increase</b>
Employee Related Cost	R 1 892 050	R 1 901 546	0.50%
Debt Impairment	R 733 581	R 756 025	3.06%
Collection Costs	R 1 948	R 2 029	4.16%
Depreciation & asset impairment	R 636 983	R 669 142	5.05%
Finance Charges	R 0	R 0	n/a
Bulk Purchases	R 645 916	R 637 101	-1.36%
Contracted Services	R 693 347	R 693 993	0.09%
Transfers and Subsidies	R500	R 10 521	2004.20%
Other Expenditure	R 484 970	R 649 662	33.96%
Loss on disposal of PPE	R 0	R 0	n/a
Repairs and Maintenance	R 1 114 943	R 1 023 027	-8.24%
Operational Grants & Donation Projects	R 16 578	R 2 553	-84.60%
Insurance Fund	R 35	R 37	5.71%
Appropriations	R 1 159 302	R 500 064	-56.87%
Internal Utilities Expenditure	R 199 143	R 246 322	23.69%
Bulk Charges Expenditure	R 2 488 146	R 2 828 095	13.66%
Interest Internal Borrowings	R 454 952	R 452 927	-0.45%
Internal Cross Subsidisation Expenditure	R 362 475	R 378 096	4.31%
Insurance Departmental Premiums Expense	R 23 736	R 25 351	6.80%
Activity Based Costs	-R 448 614	-R 278 846	-37.84%
Support Services	R 628 729	R 660 326	5.03%
<b>Total</b>	<b>R 11 088 718</b>	<b>R 11 157 971</b>	<b>0.62%</b>

In summary the budget reflects a negligible increase as per corporate decision. This is also reflected in Employment Related Cost. The most significant growth has been in Bulk Chargers Expenditure to the value of R 339.95 mil (13.66%). Appropriations has been the largest reduction which has been R 659.24 mil (-56.87%) which was attributed to the drought interventions such is pressure management.

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

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

## 8 RISK ASSESSMENT

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

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

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

- Departmental and Branch risk registers are in place, with reviews at least twice annually.
- A Hazard Identification and Risk Assessment Programme (HIRA) is in place for hazard/risk identification purposes and to assess the effectiveness of control measures in place to counter exposures.
- A Disaster Risk Management Plan is in place, supported by individual site emergency management plans and response protocols for possible scenarios. Emergency simulation exercises are held on a regular basis for readiness and improvement purposes.
- Required legislative Workplace Health and Safety Committees are in place who report to their respective Branch Risk and Safety Committee (x 8), who in turn reports to the W&S Departmental Risk and Safety Committee and who ultimately reports to the City's Central Health & Safety Committee.
- A Risk and Safety Performance Statistics System is in place where injury, vehicle, crime and public liability incidents/accidents are monitored on a monthly basis. This system also

includes the monitoring of compliance in terms of H&S Committees, required legislative appointees, training required, PPE and hazards identified.

- Due to the specialised nature of operational activities, over and above required statutory Section 16(2) Appointees, additional Assistant Section 16(2) Appointments were made in order to give more effective execution to employer management responsibilities in terms of the OHS Act.
- For machinery safety supervision purposes a formal GMR 2(1) and 2(7) (a) Competent Person Appointment system has been put in place in order to ensure consistency and compliance with the OHS Act and its regulations.
- For compliance and improvement purposes, all departmental sites are at least once annually assessed in terms of Machinery Safety and General Health & Safety requirements.
- Protocols are in place to pro-actively manage the safety and security of staff when operating within high risk areas.
- Risk and safety management system procedures are reviewed annually.
- In order to strengthen risk and safety related systems and to complement quality objectives, the department is currently in the process of implementing OHSAS 18001 (health and safety standards) throughout the department, with ISO 14001 (environmental standards) where appropriate.

Table 9: Departmental Risk Register Report – 06 December 2018

## City of Cape Town Risk Register

## Risk Register Report

Parent Unit: Informal Settlements, Water and Waste Services  
 Unit: Water & Sanitation Services  
 Date: 06 December 2018

Risk Number	Risk Title	Linked Objectives	Consequence	Contributing Factor Title	Enabling Condition Title	Control Effectiveness	Residual Rating			Action Plan Title	Due Date	% Complete	Progress Notes	Action Plan Owners
							S1	S2	S3					
1	Constraints to providing the department's core services and satisfying the users as much as possible	The Caring City: Excellence in Basic Service delivery	<ul style="list-style-type: none"> <li>• Long running city</li> <li>• Inability to meet service demand</li> <li>• Potential litigation and service protests</li> <li>• Outdated Sanitation services cause health and environmental risk to communities</li> <li>• Sewerage overflow results in Health and Environmental Hazards</li> <li>• Impact on Informal settlements</li> <li>• Reputational Risk</li> <li>• Ineffective and inefficient service delivery</li> <li>• Delayed response</li> <li>• Poor customer satisfaction (consumer service requests not resolved)</li> <li>• Drop in service levels to match available resources</li> </ul>	1.1	Human resource capacity and funding (operational) constraints	Input into the budget process	70%	9	10					
		The Opportunity City: Resource Efficiency and Security		1.2	Increased regional competition for limited surface water supply	Carry out W&S Master Planning	70%			Engagement with DW&S to discuss the licensing and allocation of raw water.	2019/12/31	40%	[Nicola Jane Anderson - 2018/09/14 2:34 PM] Currently busy with DW&S regarding licenses. The potential of variable allocation has been turned down. This is ongoing.	Michael Webster
		The Opportunity City: Positioning Cape Town as a forward looking globally competitive City			Ensure implementation of planned schemes in accordance with integrated water resource plan for the WCWSS		60%							
		The Well-run City: Operational sustainability			Future water demand predictions		70%							
					Raw water agreement and abstraction licensing with DW&S		70%							
				1.3	Increasing demand for services / urbanisation	Operate in line with and give effect to the Informal Settlement Development Plan	70%			Implementation of contingency measures and planned acceleration of new water program.	2019/12/31	25%	[Nicola Jane Anderson - 2018/11/02 2:05 PM] Current water restrictions are level 5. Continued communication and campaigns taking place as well as the rolling out of pressure management. Fast-track augmentation: currently groundwater projects (African, Cape Flats and TWS Aquifer) have been prioritised; aquifer recharge projects from treated wastewater under development; long term permanent re-use project under development and long-term permanent desalination under evaluation in terms of siting, optimum yield & procurement method. Manage financial impacts through appropriate adjustments to the tariff structure and level, there is a high degree of uncertainty related to future tariff revenues as a result of significant shifts in demand patterns and a steeply inclining black-jail... (Nicola Jane Anderson - 2018/11/05 08:31 AM)	Gieta Ester Peter Flower Nesibie Domane
				1.4	Political Climate (Internal & External)	Guidance, monitoring and review by the Portfolio Committee & MayCo Member	70%			Accept the CF; this is out of the scope of control of the Department	2018/12/31	100%	[Nicola Jane Anderson - 2018/11/05 08:31 AM] the action plan is marked completed as the CF is being managed within the existing controls	
				1.5	Power outages affecting water and sewer reticulation pumping	Utilisation of mobile generators	60%			Implementing standby generation at plants as part of the emergency preparedness plan	2019/06/30	95%	[Nicola Jane Anderson - 2018/11/13 11:49 AM] Installation is completed. There are 6 units that still require commissioning. This is as a result of delay by ABB. This is the reason for the 95%. These units are scheduled for commissioning from 05/11/2018 onwards.	Floris Mostert
					Utilisation of standby generators (limited to where possible)		60%							

CITY OF CAPE TOWN  
Integrated Risk Management

13 DEC 2018

Tower Block, 9th Floor

Risk Number	Risk Title	Linked Objectives	Consequence	Contributing Factor Title	Existing Control Title	Control Effectiveness	Residual Rating			Action Plan Title	Due Date	% Complete	Progress Notes	Action Plan Owner
							R	L	SL					
				1.6	Service interruptions	Action Audit findings	70%			Accept the CF: the existing controls are maintained	2016/11/02	100%	[Nicola Anderson - 2016/06/10 9:36 AM] The action plan is marked completed as the CF is being managed within the existing controls and the controls are maintained.	
					Carry out annual customer satisfaction surveys	70%								
					Carry out W&S Master Planning	70%								
					Operate in line with approved rates and responsibilities	60%								
				1.7	Significant weather variations affecting the volume of stored water	Carry out W&S Master Planning	70%			Implementation of contingency measures and planned acceleration of new water program	2019/12/31	25%	[Nicola Jane Anderson - 2018/11/02 2:55 PM] Current water restrictions are level 5. Continued communication and campaigns taking place as well as the rolling out of pressure management, fast-track augmentation: currently groundwater projects (Atlanta, Cape Riss and IMQ Aquifers) have been prioritized, aquifer recharge projects from treated wastewater under development; long term permanent re-use project under development and long-term permanent desalination under evaluation in terms of siting, optimum yield & procurement method. Manage financial impacts through appropriate adjustments to the tariff structure and level, there is a high degree of uncertainty related to future tariff revenues as a result of significant shifts in demand patterns and a steeply inclining block tariff. <a href="#">https://www.info.gov.za/files/2018/11/13/12:51%20PM</a>	Geela Foster Peter Flower Ngobele Damane
					Ensure implementation of planned schemes in accordance with integrated water resource plan for the WCWSS	60%				Implementation of the accelerated pressure management project and leak repairs	2019/06/30	25%	[Nicola Jane Anderson - 2018/11/13 12:51 PM] This is currently being rolled out. Also the roll out of repair of leaks on indigent properties.	Pierre Maritz Zolile Ikashala
					Future water demand predictions	70%				Engagement with DW&S to discuss the licensing and allocation of raw water	2019/12/31	40%	[Nicola Jane Anderson - 2018/09/14 2:34 PM] Currently busy with DW&S regarding licenses. Rawwaterstock variable allocation has been turned down. This is ongoing.	Michael Webster
					Raw water agreement and abstraction licensing with DW&S	60%								
				1.8	The aging infrastructure	Guidance, monitoring and review by AMSCO	60%			Investigate alternative funding sources for large capital projects	2018/12/31	100%	[Nicola Jane Anderson - 2018/11/13 11:51 AM] The NWP focus has changed and is on the best yield (including cost effective option) and not necessarily on full spend. Where possible grant funding that will not be spent has been surrendered to other Directorates that have shortfalls.	Alberus Saayman
					Operate in line with approved rates and responsibilities	60%								
					Operate in line with the Asset Management Policy	60%								
				1.9	The downward pressure on tariff (restriction on tariff increase resulting in tariff becoming non cost reflective)	Ensure sufficient funding to give effect to the 3 Year Budget	60%			Investigate alternative funding sources for large capital projects	2018/12/31	100%	[Nicola Jane Anderson - 2018/11/13 11:51 AM] The NWP focus has changed and is on the best yield (including cost effective option) and not necessarily on full spend. Where possible grant funding that will not be spent has been surrendered to other Directorates that have shortfalls.	Alberus Saayman



Risk Number	Risk Title	Linked Objectives	Consequences	Contributing Factor Title	Existing Control Title	Control Effectiveness	Residual Rating			Action Plan Title	Due Date	% Complete	Progress Notes	Action Plan Owner
							R1	R2	R3					
					Input into the budget process	100%				The water and sanitation tariff structure and % tariff increases be reassessed and restructured with due cognizance of the interim cross-subsidisation from the Rates Account.	2017/06/30	100%	(Maureen Shikwey Ntshoni - 2018-06-07 8:48 AM) The water and sanitation tariff structure and % tariff increases have been reassessed and restructured, including the implementation of a fixed charge. Refinement to take place as more certainty is obtained from new volumetric trends. This will be done with due cognizance of the interim cross-subsidisation from the Rates Account.	Maureen Shikwey Ntshoni Albertus Sooyman Gisela Kaiser
				1.10 Urbanisation & densification is causing accessibility restrictions as well as emerging Informal Settlements not forming part of City's spatial planning	Give effect to the Integrated Housing Strategy Framework and take part in the Sustainability Work Group	100%				Looking at further / alternate technological options	2018/12/31	100%	(Nicola Jane Anderson - 2018/11/13 12:54 PM) This will be dealt with by the creation of new branches and the implementation of the new water strategy	Michael Webster
					Operate in line with and give effect to the Informal Settlement Development Plan	100%								
					Use of appropriate technology	100%								
2	Equipment/machinery failure in field due to delays in repairs (inability to implement)	The Well-run City: Operational sustainability	<ul style="list-style-type: none"> <li>Multiple simultaneous failures disrupting W&amp;S service delivery</li> <li>Extra additional costs due to due diligence to be carried by line (specialist technical expertise required will increase this further)</li> <li>Overburdening of current resources by extra expectations</li> <li>Reduce the amount of maintenance work done to fit reduced budget available</li> <li>Possible environmental impacts/lines/health risks</li> <li>Reputational</li> </ul>	2.1 Current term tender only covers	Current term tender	100%	8	9	10	Accept the CF: This is out of the span of control of the Department	2018/12/31	100%	(Nicki Anderson - 2015/11/05 08:31 AM) The action plan is marked completed as the CF is being managed within the existing controls	
				2.2 Difficulty in sourcing BEC and BSC committee members due to lack of protection / environment of distrust						Accept the CF: This is out of the span of control of the Department	2018/12/31	100%	(Nicki Anderson - 2015/11/05 08:31 AM) The action plan is marked completed as the CF is being managed within the existing controls	
				2.3 Insufficient resources available to meet requirements with regards to no deviation	Current staff complement (justified vacancies)	100%				Accept the CF: This is out of the span of control of the Department	2018/12/31	100%	(Nicki Anderson - 2015/11/05 08:31 AM) The action plan is marked completed as the CF is being managed within the existing controls	
				2.4 Long lead times on critical infrastructure - further delayed by full tender process						Accept the CF: This is out of the span of control of the Department	2018/12/31	100%	(Nicki Anderson - 2015/11/05 08:31 AM) The action plan is marked completed as the CF is being managed within the existing controls	
				2.5 Responsibility will be transferred by due diligence exercise (making it difficult to keep anyone accountable) including the cost being allocated to branches that has not been budgeted for						Accept the CF: This is out of the span of control of the Department	2018/12/31	100%	(Nicki Anderson - 2015/11/05 08:31 AM) The action plan is marked completed as the CF is being managed within the existing controls	
				2.6 Sheer magnitude and complex nature of all machinery and equipment will require 80 - 100 tenders						Accept the CF: This is out of the span of control of the Department	2018/12/31	100%	(Nicki Anderson - 2015/11/05 08:31 AM) The action plan is marked completed as the CF is being managed within the existing controls	
				2.7 Specialist technical knowledge required to be able to give assurance on technical specifications (scarce skills)						Accept the CF: This is out of the span of control of the Department	2018/12/31	100%	(Nicki Anderson - 2015/11/05 08:31 AM) The action plan is marked completed as the CF is being managed within the existing controls	
				2.8 The time delay due to implementation of the full tender process						Accept the CF: This is out of the span of control of the Department	2018/12/31	100%	(Nicki Anderson - 2015/11/05 08:31 AM) The action plan is marked completed as the CF is being managed within the existing controls	

Strat. Number	Strat. Title	Linked Objectives	Consequence	Contributing factor Title	Isolating Control Title	Control Effectiveness	Residual Rating			Action Plan Title	Due Date	% Complete	Progress Notes	Action Plan Owners			
							R	EL	ER								
3	Financial viability of the Department	The Caring City: Excellence in Basic Service delivery	<ul style="list-style-type: none"><li>Increased backlogs in the provision of services and lack of service sustainability</li><li>Failure to provide additional services</li><li>Service levels adjusted to compensate for decreased revenue</li><li>City credit rating jeopardised</li><li>Potential litigation</li><li>Liquidity / Cash flow</li><li>Non compliance with legislation</li></ul>	3.1	Challenges in implementation of City debt action (no go areas, high risk areas, increased refusals linked to negative publicity surrounding WMD's, increased workload due to drought)	Installation of Water Management Devices	60%	5	9	18	Allocating high risk areas with teams escorted by teams from security company to maximum of 180/day. Submit report / requests to Safety & Security for protection when entering no-go areas.	2019/06/30	0%	[Nicola Jane Anderson - 2018/09/12 1:00 PM] The teams are up and running. The high risk areas have been identified. Currently taking with Law Enforcement/Metro Police - but there are very late cancellations due to capacity constraints from Safety & Security.	Nqobile Damane Albertus Sooyman Gisela Kaiser		
					Performance of Debt Actions (pesticides / disconnections)	60%											
					20M31 Report (Identifying the reasons for no actions and allocating responsibility) generated	60%											
						3.2	Changes in usage patterns (due to	Updated Algorithm	70%				Maintenance and monitoring of the investigation to optimise readings.	2018/04/21	100%	[Nicola Jane Anderson - 2018/04/21 1:00 PM]	Albertus Sooyman
				Clearing of repeated estimate readings (data clearing, inaccessibility of meters, high risk areas etc.)	Utilisation of dedicated estimates team, as well as the utilisation of automatic meter reading (AMR) in high risk / no go areas		60%				2019/03/31	20%		[Nicola Jane Anderson - 2018/09/12 1:00 PM] Workshop was held on 1st August, and action plans have been put in place and implementation has started on the initiatives identified.	Gisela Kaiser Albertus Sooyman Nqobile Damane		
						3.4	Increase in indigent households/misalignment with amounts received from equitable share/difficulty in metro securing funding	Compliance with the Tariff Policy (cross subsidisation)	70%				Investigate alternative funding sources for large capital projects	2018/12/31	100%	[Nicola Jane Anderson - 2018/11/13 11:51 AM] The MWP focus has changed and is on the best yield (including cost effective option) and not necessarily on full spend. Where possible grant funding that will not be spent has been surrendered to other Discretaries that have shortfalls.	Albertus Sooyman
							Input into the budget process		60%					2019/06/30	10%	[Moureen Shirley Noonan - 2018-06-07 8:48 AM] The water and sanitation tariff structure and % tariff increases have been reassessed and restructured, including the implementation of a fixed charge. Refinement to take place as more certainty is obtained from new volumetric bands. This will be done with due cognizance of the interim cross-subsidisation from the Rates Account.	Nqobile Damane Albertus Sooyman Gisela Kaiser
							Operate in line with and give effect to the Indigent Policy (levels of service, min stat)		70%								
							Utilisation of the indigent grant / equitable share		70%								
						3.5	Insufficient capacity to increase the installation of WMD's, effect disconnections and address increased queries in response to drought as well as the maintenance thereof	Utilisation of contractors on standby and internal teams / Prioritisation of large users	60%				Enhancement of the capacity to increase the numbers of staff.	2019/06/30	0%	[Nicola Jane Anderson - 2018/08/15 12:13 PM] Addition of staff largely performed via outsourced resourcing. Requests for additional limited operational as well as administrative staff to perform contract and administrative management have been submitted for approval.	Gisela Kaiser Albertus Sooyman Nqobile Damane
			3.6	Negative publicity surrounding Water Management Devices (WMD's)	ISO certification on Water Management Devices (WMD's)	70%				React to the analysis of trends - increase in % number.	2019/06/30	10%	[Nicola Jane Anderson - 2018/09/12 1:05 PM] Continued analysis takes place, non conformance's and containment measures have been identified and submitted to supplier/contractor.	Nqobile Damane Gisela Kaiser Albertus Sooyman			

Risk Number	Risk Title	Strategic Objectives	Consequence	Contributing Factor Title	Existing Control Title	Control Effectiveness	Residual Rating			Action Plan Title	Due Date	% Complete	Progress Notes	Action Plan Owners
							SE	SL	SO					
					Monitoring of trends	100%				Increase the quality checks performed.	2019/06/30	25%	(Nicola Jane Anderson - 2018/08/13 12:54 PM) From a service quality perspective, quality awareness sessions were held with contractors to ensure quality culture/contribution towards customer satisfaction, a Process-Failure Mode and Effect Analysis was conducted, an inspection plan developed which includes acceptable levels (AQL) for workmanship and the reaction plan, and inspection checklists have been revised to cover additional aspects of the installation process. From a product quality perspective, the Process-Failure Mode and Effect Analysis was conducted to eliminate and reduce product failure with the output being supplier refinement on device and supplier refinement of manufacturing system. The process control plan developed includes sampling plans, reaction plans, acceptable quality levels (AQL) and frequency of testing.	Gwelo Koser Nqobile Damane Albertus Sooyman
					Quality management system implemented	100%								
					3.7 Non revenue water	Carry out meter audits	70%			Implementation of the accelerated pressure management project and leak repairs	2019/06/30	25%	(Nicola Jane Anderson - 2018/11/13 12:51 PM) This is currently be rolled out. Also the roll out of repair of leaks on indigent properties.	Pierre Moritz Zolile Bashele
					Utilisation of PEV's	100%								
					3.8 Refusal of installations of Water Management Device (WMD) impacting on the numbers of WMD being installed.	Properly refusal added back to standard debt action list	100%			Submit report / requests to Safety & Security for protection when installing no-go areas.	2019/06/30	25%	(Nicola Jane Anderson - 2018/09/12 1:07 PM) The high risk areas have been identified. Currently liaising with Law Enforcement/Metro Police - but there are very late cancellations due to capacity constraints from Safety & Security.	Albertus Sooyman Gwelo Koser Nqobile Damane
					3.9 The financial model as relating to the tariff structure is under pressure and high consumer sensitivity to price hikes (price elasticity)/ impact of progressive nature of restriction tariffs	Compliance with the Tariff Policy (cross subsidisation)	70%			The water and sanitation tariff structure and S. tariff increases be reassessed and restructured with due cognizance of the interim cross-subsidisation from the Rates Account.	2019/06/30	10%	(Hawesha Shirley Nkomo - 2018-06-07 8:48 AM) The water and sanitation tariff structure and S. tariff increases have been reassessed and restructured, including the implementation of a fixed charge. Refinement to take place as more certainty is obtained from new volumetric trends. This will be done with due cognizance of the interim cross-subsidisation from the Rates Account.	Nqobile Damane Albertus Sooyman Gwelo Koser
					Submit budget request to the relevant budget approving body	60%								
						100%								
4	Human resource capacity constraints and instability	The Caring City: Excellence in Basic Service delivery  The Opportunity City: Resource Efficiency and Security  The Opportunity City: Positioning Cape Town as a forward looking globally competitive City	<ul style="list-style-type: none"> <li>Poor service delivery quality</li> <li>Increased public complaints</li> <li>Lack of required skills and competencies (including contract and project management skills)</li> <li>Lack of institutional knowledge/memory</li> <li>Excess overtime</li> <li>Increased absenteeism</li> <li>Cutting of positions due to slow process of filling vacancies</li> </ul>	4.1 Challenges in achieving a balanced staff age profile.	Operate in line with the Staffing Strategy	70%	8	9	10	Implementation of the staffing strategy	2019/06/30	25%	(Nicola Jane Anderson - 2018/11/29 11:18 AM) Request for funding submitted, but dependencies exist.	Michael Webster
					Roll out of talent management (W&S City Pilot)	60%								
				4.2 Lack of adequate and relevant training for water and sanitation specific skills	Implementation of the Work Place Skills Plan (WSP)	100%				Accept the CP: the existing controls are maintained	2014/11/02	100%	(Nick Anderson - 2016/06/10 9:36 AM) The action plan is marked completed as the CP is being managed within the existing controls and the controls are maintained.	



Risk Number	Risk Title	Linked Objectives	Consequences	Contributing Factor Title	Existing Control Title	Control Effectiveness	Residual Rating			Action Plan Title	Due Date	% Complete	Progress Notes	Action Plan Owner
							R	EL	ES					
		The Well-run City: Operational sustainability			Training and Dev interventions, ie apprenticeship programme, learnership, WSP graduate training	70%								
		The Opportunity City: Economic Inclusion		4.3 Limited skilled labour	Training and Dev interventions, ie	70%				Accept the CF: The existing controls	2016/11/02	100%	[Nicki Anderson - 2016/06/10 9:36 AM]	
				4.4 Misaligned structures, processes and systems	Creation of job families	70%				Implementation of the staffing strategy	2019/06/30	25%	[Nicola Jane Anderson - 2018/11/29 11:18 AM] Request for funding submitted, but dependencies exist.	Michael Webster
					Implementation of the shift system	70%								
					Right sizing exercise	70%								
5	Potential insufficient operational optimisation / resilience	The Caring City: Excellence in Basic Service delivery	<ul style="list-style-type: none"> <li>• Taps running dry</li> <li>• Inability to meet service demand</li> <li>• Potential litigation and service protests</li> <li>• Outdated Sanitation services cause health and environmental risk to communities</li> <li>• Sewerage overflow results in Health and Environmental Hazards</li> <li>• Impact on informal settlements</li> <li>• Reputational risk</li> <li>• Ineffective and inefficient service delivery</li> <li>• Delayed response</li> <li>• Poor customer satisfaction</li> <li>• Drop in service levels to match available resources</li> </ul>	5.1 Aging and / or deteriorating infrastructure / effects of advance pressure management	Create high levels of infrastructure redundancy	60%	4	9	8	Investigate alternative funding sources for large capital projects	2018/12/31	100%	[Nicola Jane Anderson - 2018/11/13 11:51 AM] The NWP focus has changed and is on the best yield (including cost effective option) and not necessarily on full spend. Where possible grant funding that will not be spent has been surrendered to other Directorates that have shortfall.	Albertus Sooyman
		The Opportunity City: Resource Efficiency and Security			Operate in line with and ensure compliance to the Quality Management System	70%								
		The Opportunity City: Positioning Cape Town as a forward looking globally competitive City			Operate in line with and maintain ISO Certification	60%								
		The Well-run City: Operational sustainability			Operate in line with the Asset	60%								
				5.2 Current infrastructure network capacity inadequate to deal with future expansion	Carry out W&S Master Planning	70%				Accept the CF: The existing controls are maintained	2016/11/02	100%	[Nicki Anderson - 2016/06/10 9:56 AM] The action plan is marked completed as the CF is being managed within the existing controls and the controls are maintained.	
					Guidance, monitoring and review by AMSCO	60%								
					Operate in line with the Asset Management Policy	60%								
				5.3 Insufficient budget allocation for increasing refurbishment and maintenance	Operate in line with the Asset Management Policy	60%				Accept the CF: The existing controls are maintained	2016/11/02	100%	[Nicki Anderson - 2016/06/10 9:56 AM] The action plan is marked completed as the CF is being managed within the existing controls and the controls are maintained.	
				5.4 Lack of suitable sludge disposal routes / options	Enter into contract with service provider	60%				Accept the CF: The existing controls are maintained	2016/11/02	100%	[Nicki Anderson - 2016/06/10 9:56 AM] The action plan is marked completed as the CF is being managed within the existing controls and the controls are maintained.	
					Increased preventative measures	60%								
				5.5 Re-prioritisation of planned projects and delaying of projects to divert funds to the Water Resilience Program	Create high levels of infrastructure redundancy	60%				Accept the CF: The existing controls are maintained	2016/11/02	100%	[Nicki Anderson - 2016/06/10 9:56 AM] The action plan is marked completed as the CF is being managed within the existing controls and the controls are maintained.	
					Operate in line with and ensure compliance to the Quality Management System	70%								
					Operate in line with and maintain ISO Certification	60%								
					Operate in line with the Asset Management Policy	60%								

Risk Number	Risk Title	Linked Objectives	Consequence		Contributing Factor Title	Existing Control Title	Control Effectiveness	Residual Rating			Action Plan Title	Due Date	IS Complete	Progress Notes	Action Plan Owner			
								R1	R2	R3								
				5.6	Stormwater ingress into the sewer system	Program to identify cross connections between the stormwater and sewer systems	100%				Accept the CF: the existing controls are maintained	2016/11/02	100%	[Nick Anderson - 2016/06/10 9:56 AM] The action plan is marked completed as the CF is being managed within the existing controls and the controls are maintained.				
				5.7	Vandalism of water infrastructure, servitude encroachment, land invasions, inappropriate materials disposed of into sewers	Reliance on Loss Control	100%				Accept the CF: the existing controls are maintained	2016/11/02	100%	[Nick Anderson - 2016/06/10 9:56 AM] The action plan is marked completed as the CF is being managed within the existing controls and the controls are maintained.				
				5.8	Vulnerability to natural disasters, climate change (which can influence the frequency and intensity of droughts and floods) or human induced events	Reliance on the Copper Heads theft task team	100%				Accept the CF: the existing controls are maintained	2016/11/02	100%	[Nick Anderson - 2016/06/10 9:56 AM] The action plan is marked completed as the CF is being managed within the existing controls and the controls are maintained.				
						Carry out Catchment Management	100%											
						Draw up Emergency Response Plan	100%											
					Give input into/ensure implementation of Disaster Risk Management Plan	100%												
					Implementation of the Water Demand Management Strategy	100%												
6	Safety and security of staff and infrastructure	The Caring City: Excellence in Basic Service delivery	• Financial impact • Poor service delivery • Possible water supply interruptions • Staff and / or public injuries / fatalities • Adverse effect on the environment • Reputational risk	6.1	OH&S non compliance - substance abuse	Ensure adherence to the current substance abuse policy	100%	6	9	10	Accept the CF: the existing controls are maintained	2016/11/02	100%	[Nick Anderson - 2016/06/10 9:56 AM] The action plan is marked completed as the CF is being managed within the existing controls and the controls are maintained.				
		The Opportunity City: Resource Efficiency and Security		6.2	Operation in high risk areas (including transporting staff)	Reporting of hijacking and vehicle theft	100%				Escalate concerns to Executive Director	2018/12/31	100%	[Nicola Jane Anderson - 2018/11/30 9:55 AM] This has been discussed with the ED.	Michael Webster			
						Utilisation of the contingency plan flow chart	100%											
		The Opportunity City: Positioning Cape Town as a forward looking globally competitive City				Utilisation of the Hot Spot Area	100%				Accept the CF: This is out of the span of control of the Department	2018/12/31	100%	[Nick Anderson - 2015/11/05 08:31 AM] The action plan is marked completed as the CF is being managed within the existing controls				
		The Well-run City: Operational sustainability		6.3	Personal safety of staff at work sites (criminal element)	Application of OH&S Procedures	100%											
						Reporting of hijacking and vehicle theft	100%											
						Utilisation of the contingency plan flow chart	100%											
						Utilisation of the Hot Spot Area Protocol	100%											
						6.4	Vandalism of water infrastructure and servitude encroachment	Reliance on Loss Control	100%				Accept the CF: This is out of the span of control of the Department	2018/12/31	100%	[Nick Anderson - 2015/11/05 08:31 AM] The action plan is marked completed as the CF is being managed within the existing controls		
								Reliance on the Copper Heads theft task team	100%									
								Submission of reports to Mayoral Committee on losses	100%									

Risk Number	Risk Title	Linked Objectives	Consequence	Contributing Factor Title	Existing Control Title	Control Effectiveness	Residual Rating				Action Plan Title	Due Date	% Complete	Progress Notes	Action Plan Owner
							R	L	EL	SL					
7	Not meeting of quality / compliance / legislative requirements	The Caring City: Excellence in Basic Service delivery	<ul style="list-style-type: none"><li>• bad publicity / Reputational Loss</li><li>• Non compliance with laws</li><li>• Pollution of environment</li><li>• Health hazards</li><li>• Increase cost of cleaning</li><li>• Penalties and fines</li><li>• Potential litigation</li><li>• Loss of Blue Drop, Green Drop and No Drop status</li><li>• Sewer overflows/spills into rivers/ponds/landfilling - no pumping</li></ul>	7.1	Degradation of raw water quality leading to increase in costs of purifying water	Carry out Catchment Management	Nil	Nil	Nil	Nil	Accept the CF: This is out of the span of control of the Department	2018/12/31	100%	[Nicki Anderson - 2015/11/05 08:31 AM] The action plan is marked completed as the CF is being managed within the existing controls	
					Operate in line with and ensure compliance to National Water Act	Nil									
		The Opportunity City: Positioning Cape Town as a forward looking globally competitive City		7.2	Delayed infrastructure development due to stringent BIA compliance requirements	Proactive planning such as informal settlement master plan	Nil				Accept the CF: This is out of the span of control of the Department	2018/12/31	100%	[Nicki Anderson - 2015/11/05 08:31 AM] The action plan is marked completed as the CF is being managed within the existing controls	
		The Well-run City: Operational sustainability		7.3	Governance/control failures in respect to the AG focus on water spend and the current increased workload w/ the drought (MFA compliance)	Operate in line with and maintain Operate in line with approved roles and responsibilities Operate in line with the Asset Management Policy	Nil Nil Nil				Accept the CF: This will be dealt with at branch level	2018/03/27	100%	[Nicola Jane Anderson - 2018/03/27 11:19 AM] The action plan is marked completed as the CF is being managed at branch level.	
				7.4	Lack of adequate maintenance due to budgetary constraints	Input into the budget process	Nil				Investigate alternative funding sources for large capital projects	2018/12/31	100%	[Nicola Jane Anderson - 2018/11/13 11:51 AM] The MWP focus has changed and is on the best yield (including cost effective options) and not necessarily on full spend. Where possible grant funding that will not be spent has been surrendered to other Directorates that have shortfalls.	Alberius Scayman
						Operate in line with approved roles and responsibilities	Nil				The water and sanitation tariff structure and % tariff increases be reassessed and restructured with due cognizance of the interim cross-subsidisation from the Rates Account.	2019/06/30	10%	[Mawene Shirley Noonan - 2018-06-27 8:48 AM] The water and sanitation tariff structure and % tariff increases have been reassessed and restructured, including the implementation of a fixed charge. Refinement to take place as more certainty is obtained from new volumetric trends. This will be done with due cognizance of the interim cross-subsidisation from the Rates Account.	Hqabala Damane Alberius Scayman Gisela Kaiser
						Operate in line with the Asset Management Policy	Nil								
		7.5		New licensing conditions will have negative effect on the City's ability to comply	Engagement with DWS to reduce licensing requirements  Review and update wastewater risk abatement plan	Nil  Nil				Re negotiating with Department of Water and Sanitation for more practical license conditions (including the CWDP)	2019/12/31	20%	[Nicola Jane Anderson - 2018/11/15 3:14 PM] We received the draft licence from DEA for comment and have submitted the comments. Awaiting DEA response.	Kevin Samson	
		7.6		Non compliant effluent / by products released into natural environment by W&S services (including sewer pipe burst)	Ensure sufficient funding to give effect to the 10 yr. plan for wastewater plant upgrades  Reliance on WPC Inspectors / enforcement Roll out education and awareness programmes	Nil  Nil Nil				Accept the CF: This is out of the span of control of the Department	2018/12/31	100%	[Nicki Anderson - 2015/11/05 08:31 AM] The action plan is marked completed as the CF is being managed within the existing controls		
		7.7		Non compliant industry and residential wastewater	Operate in line with the Industrial Effluent By-law	Nil				Accept the CF: Not cost effective to develop any further action plans	2018/12/31	100%	[Nicki Anderson - 2015/10/01 12:50 PM] The action plan is marked completed as the CF is being managed.		



Risk Number	Risk Title	United Objective	Consequence	Contributing Factor Title	Existing Control Title	Control Effectiveness	Residual Rating			Action Plan Title	Due Date	% Complete	Progress Notes	Action Plan Owner
							R	S	R					
					Reliance on WPC inspectors / enforcement	70%								
				7.8 Power outages affecting water and sewer reticulation pumping	Utilisation of mobile generators	40%				Implementing standby generation of plants as part of the emergency preparedness plan	2019/06/30	95%	[Nicola Jane Anderson - 2018/11/13 11:49 AM] Installation is completed. There are 6 units that still require commissioning. This is as a result of delay by ABB. This is the reason for the 95%. These units are scheduled for commissioning from 05/11/2018 onwards.	Floris Moser
					Utilisation of standby generators (limited to where possible)	40%								
				7.9 The quality of the water impacted as a result of the difficulty in accessing dam water when levels of very low (sediment, algal blooms and other contaminants)	Issue of boil notices if necessary	40%				Accept the CF: The existing controls are maintained	2016/11/02	100%	[Nicki Anderson - 2016/06/10 9:56 AM] The action plan is marked completed as the CF is being managed within the existing controls and the controls are maintained.	
					Protozoan (parasite) monitoring	40%								
					Regular monitoring and water analysis conducted	40%								
					Utilisation of specialised treatment chemicals	40%								
8	Not communicating required/intended message and/or adequately/right message at wrong time	The Caring City: Excellence in Basic Service delivery	<ul style="list-style-type: none"> <li>Reputational damage</li> <li>Not capitalising on customer relations</li> <li>Clients broken sense of trust</li> <li>Uninformed public</li> <li>Confusion with regards to message being disseminated</li> </ul>	8.1 Current org structure not fitted/sufficient to fulfil requirements for communication and	Current approved organogram Utilisation of interns (non permanent)	40%	5	8	40	Implementation of the staffing strategy	2019/06/30	25%	[Nicola Jane Anderson - 2018/11/29 11:16 AM] Request for funding submitted, but	Michael Webster
				8.2 Engagement with public/recipient taking place without raising/communicating with SE&C	Adherence to brand and media protocols	40%				Highlight communication risks to managers	2019/06/30	25%	[Nicola Jane Anderson - 2018/11/26 8:08 AM] This is done as and when requested.	Sarah Rushmore
				8.3 Sheer volume and competing priorities	Prioritise responses	40%				Highlight communication risks to managers	2019/06/30	25%	[Nicola Jane Anderson - 2018/11/26 8:08 AM] This is done as and when requested.	Sarah Rushmore
				8.4 Size and technical nature of department (dependent on branches)	Listen with relevant branches	40%				Highlight communication risks to managers	2019/06/30	25%	[Nicola Jane Anderson - 2018/11/26 8:08 AM] This is done as and when requested.	Sarah Rushmore
9	Loss of critical records/data	The Caring City: Excellence in Basic Service delivery	<ul style="list-style-type: none"> <li>Non compliance with Legislation - Archives Act</li> <li>Corporate frustrations</li> <li>Tarnished Corporate Image</li> <li>Potential litigation</li> <li>Non compliance with records classification system</li> <li>Loss of records</li> <li>Financial impacts</li> <li>Compromised record security controls</li> <li>Governance failure</li> </ul>	9.1 Dependency on S&T Infrastructure	Electronic storage of paper	40%	5	6	40	Accept the CF: The existing controls are maintained	2016/11/02	100%	[Nicki Anderson - 2016/06/10 9:56 AM] The action plan is marked completed as the CF is being managed within the existing controls and the controls are maintained.	
					Implementation of / utilisation of	40%								
					Reliance on S&T	40%								
					Reliance on / utilisation of an Electronic Data Management System	40%								
				9.2 Fragmented manual systems & geographical spread of operations	Combined Courier, Messenger and Registry system	(none)				Awareness sessions with branches and training around compliance with Records Management policy and procedures (Structured plan and ad hoc requests)	2019/06/30	30%	[Nicola Jane Anderson - 2018/06/12 2:26 PM] A head position has been advertised - will fulfil this role.	Lee Ann Van Zyl Lucretia Adams Yoran Adams
					Current manual systems in place	40%				Assessment and disposal	2019/06/30	25%	[Nicola Jane Anderson - 2018/11/27 3:08 PM] Assessments still to be done, but dependency on Corporate Records Management.	Lucretia Adams Lee Ann Van Zyl Yoran Adams
					File indexes in place	40%								
					Utilisation of Sharepoint and networks	40%								

Risk Number	Risk Title	Linked Objectives	Consequence		Contributing Factor Title	Existing Control Title	Control Effectiveness	Residual Rating			Action Plan Title	Due Date	% Complete	Progress Notes	Action Plan Owners
								R1	R2	R3					
				9.3	Lack of implementation of records management policy and non alignment of ISO processes with records management policy	Implementation of and operation in line with the quality management system	40%				Discussions with branch management around roles and responsibilities and information sharing session with all stakeholders in Water and Sanitation	2019/06/30	35%	(Nicola Jane Anderson - 2018/11/27 3:13 PM) This is still being rolled out, ERP - Records Management system on SAP.	Taran Adams Lucretia Adams Lee Ann Van Zyl
						Implementation of and operation in line with the records management policy	40%								
						Risk assessments on records management	40%								
				9.4	Limited resources i.e. filing infrastructure, staff capacity; Space management; Training of Corporate records management	Disposals taking place of what has been identified	40%				Assessment and disposal	2019/06/30	25%	(Nicola Jane Anderson - 2018/11/27 3:08 PM) Assessments still to be done, but dependency on Corporate Records Management.	Lucretia Adams Lee Ann Van Zyl Taran Adams
				9.5	Unreliability of network resulting in usage of flash drives / external hard drives	Operate in line with corporate IS&T policy	40%				Accept the CF. The existing controls are maintained	2016/11/02	100%	(Nick Anderson - 2016/06/10 9:56 AM) The action plan is marked completed as the CF is being managed within the existing controls and the controls are maintained.	
						Utilisation of Sharepoint and networks	40%								

Disclaimer: Council is ultimately responsible and the City Manager is accountable for Risk Management. Risk Management is delegated to Executive Management and Management. IRM's responsibilities are limited to the facilitation of the risk identification, assessment and treatment processes. Risks assessed with a rating below the approved risk acceptance level remain the responsibility of the risk owner and should not be regarded as "inferior risks". These require management actions but will not be monitored during IRM processes.

Sign-off serves as a certification that inter alia:

- Contributing factors which are accepted implies that the existing controls will be maintained;
- Risks were not manipulated in any manner and / or omitted on purpose;
- Reasonable assurance can be provided that key risks have been identified;
- "SMART" actions were developed taking into consideration accountability, sustainability and systems to facilitate action implementation;
- Sufficient resources are available to implement actions developed.

Risk Owner:

M. WESSER

Signature:

M. WESSER

Date:

6-12-2018



## 8.1 Revenue risks

Risks to achieving Water and Waste Directorate's revenue projections:

- Security and quality of supply
- Certain aspects of the economic slowdown are still evident
- The increase in the indigent register
- The possibility City of down-grading to "Junk Status" will have an adverse effect on the economy and earning potential of individuals.

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

Achieving "Junk Status" will make loan money more expensive, on the other hand low interest rates in Europe has made such a source competitive in the market. It will be important for the City to continue to take advantage of such market opportunities. Large budget items will always require EFF money that needs to be obtained at the most competitive rates with the least owner risk conditions.

During the drought recovery period, the new water plan will continue to be implemented although in a guarded way. The New Cape Town Water Strategy further articulates Capital Budget priorities for the next 10 years.

The capital budget for the 2019/20 financial year includes the Catchment and Stormwater Branch, Servicing of Informal Settlements and a new Customer Services Branch as part of the Water and Sanitation Department.

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

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

The drought crisis has underlined the value of experienced staff and the need for investment in young innovative "tech savvy" engineers with the ability to break down barriers between branches and between field- and office staff. This learning will continue to help build relationships between the Core engineering branches as the Department enters a 5 year highly-pressured period of delivery.

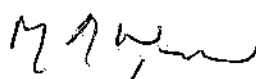
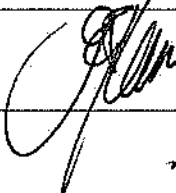
The pressure on the operating budget needs to be addressed via possible above-inflation tariff increases and initiatives to ensure that money due to the City is collected. There is a benefit envisaged from the current debt action and projects related to metering efficiency gains and data purification.

## 9 OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SDBIP

Refer to SDBIP Annexure A.

## 10 AUTHORISATION

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


	Name	Signature	Date
Director	Mr Michael John Webster		17/5/2019
Executive Director	Dr Gisela Kaiser		21/05/2019

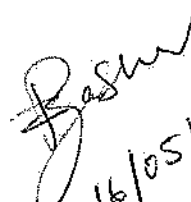
## 11 ANNEXURES:

Annexure A: 2019/2020 Department SDBIP

## 12 APPENDICES:

Appendix B1: Comprehensive List of Capital Projects

 16/5/2019  
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**Annexure A:**  
**2019/2020 Department SDBIP**

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2019/2020 SDBIP Water and Waste Directorate Water and Sanitation Department																	ANNEXURE A			
Alignment to the IDP				Measuring Directorate	Corporate Objective	Indicator	Baseline 2017/2018	Annual Target 30 June 2018	Annual Target 30 June 2020	Targets				Opex Budget	Actual to date	Capex Budget	Actual to date	Responsible Person	Key Operational Indicators (KOI) Definitions	
No.	Pillar & Corporate Objective	CSC Indicator Reference No.	Programme No.							30 Sept 2019	31 Dec 2019	31 Mar 2020	30 Jun 2020							
1	SFA 1 Opportunity City			Corporate Services	1.3 Economic inclusion	Number of unemployed trainees and unemployed bursary opportunities (excluding apprentices)	95	95	95	40	60	70	95				Mangaliso Sofisa Tel: 021 400 6810 Email: mangaliso.sofisa@capetown.gov.za	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.		
2	SFA 1 Opportunity City		1.3 a		1.3 Economic inclusion	Number of unemployed apprentices	20	20	20	10	15	18	20				Mangaliso Sofisa Tel: 021 400 6810 Email: mangaliso.sofisa@capetown.gov.za	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative. This indicator is limited to apprenticeships.  This is an accumulative quarterly measures. The target refers to the 4th quarter final total.		
3	SFA 1 Opportunity City		1.3 b		1.3 Economic inclusion	Number of Expanded Public Works Programme (EPWP) work opportunities created	2 000	2 000	2 000	300	600	1 200	2 000				Director: Water and Sanitation Michael Webster Contact person: Lucrecia Adams Tel: 021 400 2935 Email: lucrecia.adams@capetown.gov.za	Refers to paid work created for an individual on an EPWP project for any period of time, within the employment conditions of the Code of Good Practice for the Expanded Public Works Programmes.		
4	SFA 1 Opportunity City	(1.G)	1.3 a		1.3 Economic inclusion	Percentage budget spent on implementation of Workplace Skills Plan	95%	95%	95%	10%	30%	70%	95%				Mangaliso Sofisa Tel: 021 400 6810 Email: mangaliso.sofisa@capetown.gov.za	A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions which will address the needs arising out of Local Government's Skills Sector Plan, the IDP, the individual departmental staffing strategies, individual employee personal development plans and the employment equity plan.  Formula: Measured against training budget		
5	SFA 1 Opportunity City		1.3 a		1.3 Economic inclusion	Number of Full Time Equivalent (FTE) work opportunities created	340	340	340	45	95	195	340				Lucrecia Adams Tel: 021 400 2935 Email: lucrecia.adams@capetown.gov.za	Refers to one person-year of employment. One person year is equivalent to 230 person days of work. The 230 days are effective days of work after subtracting provision for non-productive days in a year (e.g. leave, holidays, etc.)  1 FTE = person days divided by 230.		
6	SFA 1 Opportunity City	1.H		Water and Waste	1.4 Resource Efficiency and Security	1.H Percentage compliance with drinking water quality standards	98%	98%	98%	98%	98%	98%	98%				Barry Wood Tel: 021 400 6316 Email: barry.wood@capetown.gov.za			
7	SFA 1 Opportunity City				1.4 Resource Efficiency and Security	Percentage non-revenue water	25%	≤ 25%	≤ 25%	≤ 25%	≤ 25%	≤ 25%	≤ 25%				Director: Water and Sanitation Michael Webster Contact person: Zolile Basholo Tel: 021 400 2840 Email: zolile.basholo@capetown.gov.za			
8	SFA 1 Opportunity City			Corporate Services	1.4 Resource Efficiency and Security	Gross per capita water consumption (in litres per day)	≤ 215	≤ 190	≤ 190	≤ 190	≤ 190	≤ 190	≤ 190				Director: Water and Sanitation Michael Webster Contact person: Zolile Basholo Tel: 021 400 2840 Email: zolile.basholo@capetown.gov.za	Gross per capita water consumption represents all water supplied to the city network divided by city population. It includes water used for commerce, industry and domestic use as well as water losses from the City's water network.		
9	SFA 1 Opportunity City				1.4 Resource Efficiency and Security	Percentage combined annual average stormwater samples falling within quality management levels 1, 2 and 3	new	new	new	42%	42%	42%	42%				Conrad Friese Tel: 021 400 2973 Email: conrad.friese@capetown.gov.za	Stormwater quality management levels 1, 2 and 3 are an indication of low stormwater quality. A reduction in the percentage of samples falling within levels 1, 2 and 3 represents an improvement.		
10	SFA 3 Caring City	(3.A)			Water and Waste	3.1 Excellence in Basic Service delivery	Community satisfaction survey (Score 1 - 5) - Water and Sanitation	2.9	2.9	2.9	Annual	Annual	Annual	2.9				Director: Water and Sanitation Michael Webster Tel: 021 400 4843 Email: michael.webster@capetown.gov.za		
11	SFA 3 Caring City	3.B				3.1 Excellence in Basic Service delivery	3.B Number of outstanding valid applications for water services expressed as a percentage of total number of billings for the service	0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%				Bertus Saayman Tel: 021 400 2188 Email: albertus.saayman@capetown.gov.za	
12	SFA 3 Caring City	3.C				3.1 Excellence in Basic Service delivery	3.C Number of outstanding valid applications for sewerage services expressed as a percentage of total number of billings for the service	0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%				Bertus Saayman Tel: 021 400 2188 Email: albertus.saayman@capetown.gov.za	
13	SFA 3 Caring City	(3.F)	3.1 a	3.1 Excellence in Basic Service delivery		Percentage adherence to Citywide service requests	90%	90%	90%	90%	90%	90%	90%	90%				Pierre Maritz Tel: 021 400 5391 Email: pierre.maritz@capetown.gov.za	Measure the percentage adherence to Citywide service standard based on all external notifications.	
14	SFA 3 Caring City			3.1 Excellence in Basic Service delivery		Percentage of potable water reused as treated effluent	5%	6%	6%	6%	6%	6%	6%	6%				Zolile Basholo Tel: 021 400 2840 Email: zolile.basholo@capetown.gov.za		
15	SFA 3 Caring City			Corporate Services	3.1 Excellence in Basic Service delivery	Metres of water reticulation mains replaced this year	33 000	45 000	45 000	4 000	17 000	36 000	45 000			R79.5m	Pierre Maritz Tel: 021 400 5391 Email: pierre.maritz@capetown.gov.za			
16	SFA 3 Caring City				3.1 Excellence in Basic Service delivery	Metres of sewer reticulation mains replaced this year	20 000	28 000	28 000	5 000	11 000	19 000	28 000			R65.5m	Pierre Maritz Tel: 021 400 5391 Email: pierre.maritz@capetown.gov.za			

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17	SFA 3 Caring City				3.1 Excellence in Basic Service delivery	Percentage of water meters read on a monthly basis	85%	85%	85%	85%	85%	85%	85%	Bertus Saayman Tel: 021 400 2188 Email: albertus.saayman@capetown.gov.za
18	SFA 3 Caring City				3.1 Excellence in Basic Service delivery	Wastewater treatment facilities overall percentage compliance with the Department of Water and Sanitation's water quality requirements in terms of Regulations 991	12	80%	80%	80%	80%	80%	80%	Kevin Samson Tel: 021 400 2489 Email: kevin.samson@capetown.gov.za
19	SFA 3 Caring City				3.1 Excellence in Basic Service delivery	Blue Drop score for the municipality	95%	95%	95%	Annual	Annual	Annual	95%	Director: Water and Sanitation Michael Webster Tel: 021 400 4843 Email: michael.webster@capetown.gov.za
20	SFA 3 Caring City	3 G	3.2 a	Water and Waste	3.2 Mainstreaming Basic Service Delivery to Informal Settlements and Backyard Dwellers	3 G Number of water services points (taps) provided to informal settlements	600	700	700	100	300	450	700	Llail Mudondo Tel: 021 444 5380 Email: taka.mudondo@capetown.gov.za
21	SFA 3 Caring City	3 H	3.2 a		3.2 Mainstreaming Basic Service Delivery to Informal Settlements and Backyard Dwellers	3 H Number of sanitation service points (toilets) provided to informal settlements	2 800	2 500	2 600	500	1 100	1 700	2 500	Llail Mudondo Tel: 021 444 5380 Email: taka.mudondo@capetown.gov.za
22	SFA 4 Inclusive City				4.3 Building Integrated Communities	Percentage adherence to EE target in all appointments (internal & external)	85%	85%	85%	90%	90%	90%	90%	Mangaliso Sofisa Tel: 021 400 6810 Email: mangaliso.sofisa@capetown.gov.za
23	SFA 4 Inclusive City				4.3 Building Integrated Communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	2%	2%	2%	2%	2%	2%	2%	Mangaliso Sofisa Tel: 021 400 6810 Email: mangaliso.sofisa@capetown.gov.za
24	SFA 4 Inclusive City				4.3 Building Integrated Communities	% adherence to EE target in Management Level 1-3	71.1%	73%	New	74%	74%	74%	74%	Mangaliso Sofisa Tel: 021 400 6810 Email: mangaliso.sofisa@capetown.gov.za
25	SFA 4 Inclusive City				4.3 Building Integrated Communities	% adherence to equal or more than 45.2% representation by women	New	New	New	45%	45%	45%	45%	Mangaliso Sofisa Tel: 021 400 6810 Email: mangaliso.sofisa@capetown.gov.za
26	SFA 5 Well-Run City				5.1 Operational sustainability	Percentage of absenteeism	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	Mangaliso Sofisa Tel: 021 400 6810 Email: mangaliso.sofisa@capetown.gov.za
27	SFA 5 Well-Run City	(5 C)		Finance	5.1 Operational sustainability	Percentage spend of capital budget	90%	90%	90%	5%	17%	35%	90%	Director: Water and Sanitation Michael Webster  Contact person: Bertus Saayman Tel: 021 400 2188 Email: albertus.saayman@capetown.gov.za
28	SFA 5 Well-Run City	(5 D)		Finance	5.1 Operational sustainability	Percentage spend on repairs and maintenance	95%	95%	95%	18%	43%	68%	95%	Director: Water and Sanitation Michael Webster
29	SFA 5 Well-Run City				5.1 Operational sustainability	Percentage OHS investigations completed	100%	100%	100%	100%	100%	100%	100%	Floris Mostert Tel: 021 400 3300 Email: floris.mostert@capetown.gov.za
30	SFA 5 Well-Run City				5.1 Operational sustainability	Percentage vacancy rate	≤ 7%	≤ 7 + percentage turnover rate	≤ 7 + percentage turnover rate	≤ 7 + percentage turnover rate	≤ 7 + percentage turnover rate	≤ 7 + percentage turnover rate	≤ 7 + percentage turnover rate	Mangaliso Sofisa Tel: 021 400 6810 Email: mangaliso.sofisa@capetown.gov.za
31	SFA 5 Well-Run City				5.1 Operational sustainability	Percentage of operating budget spent	95%	95%	95%	20%	42%	65%	95%	Director: Water and Sanitation Michael Webster  Contact person: Bertus Saayman Tel: 021 400 2188 Email: albertus.saayman@capetown.gov.za
32	SFA 5 Well-Run City				5.1 Operational sustainability	Revenue collected as a percentage of billed amount (Water)	82%	73%	73%	73%	73%	73%	73%	Bertus Saayman Tel: 021 400 2188 Email: albertus.saayman@capetown.gov.za
33	SFA 5 Well-Run City				5.1 Operational sustainability	Revenue collected as a percentage of billed amount (Sewerage)	86%	86%	86%	86%	86%	86%	86%	Bertus Saayman Tel: 021 400 2188 Email: albertus.saayman@capetown.gov.za



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34	SFA 5 Well-Run City			5.1 Operational sustainability	Percentage of assets verified	100%	100% asset register verified by Department	100% asset register verified by Department	-	-	60% asset register verified by Department	100% asset register verified by Department					<p>Bertus Saayman Tel: 021 420 2188 Email: abertus.saayman@capetown.gov.za</p> <p>The indicator reflects the percentage of assets verified annually for audit assurance.</p> <p>Quarter one will be the review of the Asset Policy. In Quarter two, the timetable in terms of commencing and finishing times for the process is to be communicated, and will be completed. Both Quarters will only be performed by Corporate Finance.</p> <p>The asset register is an internal data source being the Quix system scanning all assets and uploading there against the SAP data files. Data is downloaded at specific times and is the bases for the assessment of progress.</p>
35	SFA 5 Well-Run City			5.1 Operational sustainability	Percentage Internal Audit findings resolved	75%	75%	75%	75%	75%	75%	75%					<p>Applicable manager</p> <p>It is the reporting and monitoring of the reduction (in percentage) of the findings of follow-up audits performed in the quarter.</p> <p>The timing for corrective action implementation is normally provided by line. Follow-up audits will always only take place after agreed implementation dates of corrective action. This KPI will either be 'not applicable' to Management if a follow-up audit hasn't taken place at the time of reporting or there will be a percentage change / status quo if a follow-up audit has taken place and there has been improvement / no change respectively in the situation since the last audit.</p>
36	SFA 5 Well-Run City			5.1 Operational sustainability	Percentage of Declarations of interest completed	100%	100%	100%	25%	50%	75%	100%					<p>Director: Water and Sanitation Michael Webster</p> <p>Contact person: Applicable manager</p> <p>The total number of completed declarations of interest as a % of the total number of staff. The target is cumulative over the year. Each employee needs to complete the declaration of interest at least once per year (or when circumstances change), as prescribed by the applicable legislation and City policies / decisions.</p>

Director: Water and Sanitation  
Michael Webster

Date:

Executive Director: Water and Waste  
Dr Gisela Kalser

Date:

129 Wm 3 MAY 2019  
9 MAY 2019

WATER & WASTE DIRECTORATE  
WATER & SANITATION DEPARTMENT  
10MP 2019/20 W1

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# Annexure B: 2019/2020 Department SDBIP Circular 88 Indicators

WOS | 2625 (B)

WS2019/1462

## ANNEXURE B

### 2019/2020 SDBIP Water and Waste Directorate Water and Sanitation Department

#### ADDITIONAL REPORTING INDICATORS LINKED TO CIRCULAR 88:

Circular 88 No.	Indicator	Indicator definition	Water and Sanitation Department's capacity to report on Circular 88 indicator elements
WS 1.11	Number of new sewer connections meeting minimum standards	The total number of new sewer connections (defined as connections to a flush toilet connected to the sewerage system or a septic tank or a VIP toilet) made as part of state-subsidised human settlements development. This is inclusive of new sewer connections to communal facilities that meet basic sanitation standards.	<ul style="list-style-type: none"> <li>Water and Sanitation can report on the number of new toilets (meeting standards) in informal settlements.</li> <li>The number of new sewer connections made as part of a state-subsidised or Temporary Relocation Area project should be sourced from Human Settlements Directorate. Overall reporting for this indicator should be a corporate responsibility as it includes elements from two City Directorates.</li> </ul>
WS 2.11	Number of new water connections meeting minimum	Total number of new water connections meeting minimum standards (supply of water is Piped (tap) water inside dwelling/institution, Piped (tap) water inside yard, and/or Community stand: <200 m) as part of state-subsidised human settlements development. This is inclusive of new water connections to communal facilities that meet minimum standards.	<ul style="list-style-type: none"> <li>Water and Sanitation can report on the number of new taps (meeting standards) in informal settlements.</li> <li>The number of new water connections made as part of a state-subsidised or Temporary Relocation Area project should be sourced from Human Settlements Directorate. Overall reporting for this indicator should be a corporate responsibility as it includes elements from two City Directorates.</li> </ul>
WS 3.11	Percentage of Complaints/Callouts responded to within 24 hours (sanitation/wastewater)	Percentage complaints/callouts (outages logged with the municipality) responded to within 24 hours (sanitation/wastewater). Responded to means that someone is on site and has initiated a process of resolving the matter within 24 hours. This does not mean the complaint/callout was resolved, only that the matter was logged, appraised and responded to within 24 hours of notification.	<ul style="list-style-type: none"> <li>The City currently does not have systems in place to report on this indicator in a cost effective and auditable manner.</li> <li>Information systems are being developed in partnership with the Information Systems and Technology Department to enable reporting on this indicator.</li> </ul>
WS 3.2	Frequency of mains failures	Number of water mains failures per 100km of mains pipe per year. "Mains" refers to all transmission and distribution pipes for water, the ownership of which is vested in the metro for the purpose of conveying water to consumers.	<ul style="list-style-type: none"> <li>Water and Sanitation is able to report on this indicator.</li> </ul>

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WS 3.2	Total water losses	Total (apparent and real) losses, expressed in terms of annual volume lost per service connection per day.	<p>According to the International Water Association (IWA) apparent and real losses consist of the following components:</p> <ul style="list-style-type: none"> <li>• Apparent losses (unauthorised) – i.e. water theft.</li> <li>• Apparent losses (meter inaccuracies)</li> <li>• Real losses (leaks from mains)</li> <li>• Real losses (leaks from connections)</li> <li>• Real losses (leaks from storage)</li> </ul> <p>These indicator elements are difficult or even impossible to measure in practice and the City does not have systems in place to measure in a cost effective and auditable manner. The Department proposes that these component be estimated and derived by deducting more measureable water balance components.</p>
WS 5.31	Water connections metered as a percentage of total connections	The number of metered water connections as a percentage of the total number of connections in the metro.	<ul style="list-style-type: none"> <li>• The City's policy is to meter all formal water connections. However, it is noted that connections without meters may exist (for example illegal connections). Systems are in place to ensure that a new water meter is installed and new meter details are loaded on to the City's computer system as soon as an unmetered formal connection is discovered. However, the City does not have systems in place to report on formal connections without meters in a cost effective and auditable manner.</li> <li>• Communal standpipes in informal settlements and Temporary Relocation Areas are metered via a bulk meter and are not metered individually.</li> </ul>

**Director: Water and Sanitation**  
**Michael Webster**

**Date:**

*M 9 Webster*

*3 MAY 2019*

**Executive Director: Water and Waste**  
**Dr Gisela Kaiser**

**Date:** 9/5/2019

*[Signature]*

*[Signature]*



## Appendix B1: Comprehensive List of Capital Projects (R'000) (subject to change upon approval by council)

### SFA 1: The Opportunity City

Branch	WBS Element	WBS Element Description	Proposed Budget 2019/20	Proposed Budget 2020/21	Proposed Budget 2021/22	Major Fund	IDP SFA Description
Bulk Water	C11.86077-F4	Bulk Water Augmentation Scheme	4,200	1,700	1,700	CGD	The Opportunity City
Bulk Water	C15.86043-F1	Additional Resources Desalination Reclai	0	0	0	EFF	The Opportunity City
Bulk Water	CPX.0003851-F1	Contermanskloof Reservoir	70,000	24,000	2,200	EFF	The Opportunity City
Bulk Water	CPX.0003851-F3	Contermanskloof Reservoir	32,000	0	0	EFF	The Opportunity City
Bulk Water	CPX.0003893-F1	OSEC (Electrolytic Chlorination Infr)	1,000	5,000	20,000	EFF	The Opportunity City
Bulk Water	CPX.0003895-F1	Steenbras Reservoir	500	4,600	10,000	EFF	The Opportunity City
Bulk Water	CPX.0004931-F1	Development of Add Infrastructure FY20	60,000	0	0	EFF	The Opportunity City
Bulk Water	CPX.0004942-F1	BW Infrastructure Replacement FY20	60,000	0	0	EFF	The Opportunity City
Bulk Water	CPX.0006468-F1	BW Infrastructure Replacement FY21	0	80,000	0	EFF	The Opportunity City
Bulk Water	CPX.0007476-F1	Development of Add Infrastructure FY21	0	60,000	0	EFF	The Opportunity City
Bulk Water	CPX.0007972-F1	BWAS:Muldersvlei Reservoir & Pipeline	0	0	0	CGD	The Opportunity City
Bulk Water	CPX.0007972-F2	BWAS:Muldersvlei Reservoir & Pipeline	0	295,000	295,000	EFF	The Opportunity City
Bulk Water	CPX.0007973-F1	BWAS:Muldersvlei WTP 500MI/day C3-D&CS	0	0	0	CGD	The Opportunity City
Bulk Water	CPX.0007973-F2	BWAS:Muldersvlei WTP 500MI/day C3-D&CS	0	2,000	4,500	EFF	The Opportunity City
Bulk Water	CPX.0007973-F3	BWAS:Muldersvlei WTP 500MI/day C3-D&CS	0	0	0	CRR	The Opportunity City
Bulk Water	CPX.0007974-F2	BWAS-C3-C-Muldersvlei WTP (500MI/day)	0	0	0	EFF	The Opportunity City
Bulk Water	CPX.0007975-F1	BWAS:Raw Water P/line-M'vlei WTP C2-D&CS	500	0	0	CGD	The Opportunity City
Bulk Water	CPX.0007975-F2	BWAS:Raw Water P/line-M'vlei WTP C2-D&CS	0	1,000	1,000	EFF	The Opportunity City
Bulk Water	CPX.0007976-F2	BWAS-C2-C-Raw Water P/line-M'vlei WTP	0	0	0	EFF	The Opportunity

Branch	WBS Element	WBS Element Description	Proposed Budget 2019/20	Proposed Budget 2020/21	Proposed Budget 2021/22	Major Fund	IDP SFA Description
							City
Bulk Water	CPX.0007977-F2	BWAS:M'vlei WTP-SBR P/Line-13km C4-D&CS	500	2,000	1,200	EFF	The Opportunity City
Bulk Water	CPX.0007979-F2	BWAS:M'vlei WTP-SBR P/Line-13km C4-C	0	5,000	70,800	EFF	The Opportunity City
Bulk Water	CPX.0007980-F1	BWAS:Ph2:SpesBonaRes(300MI)C6-D&CS-VV-GG	0	0	0	CGD	The Opportunity City
Bulk Water	CPX.0007980-F2	BWAS:Ph2:SpesBonaRes(300MI)C6-D&CS-VV-GG	500	5,000	5,500	EFF	The Opportunity City
Bulk Water	CPX.0007981-F2	BWAS:Ph2:SpesBonaRes(300MI)C6-C-VV-GG	0	0	30,000	EFF	The Opportunity City
Bulk Water	CPX.0007982-F1	BWAS:Ph3:SBR-GG P/Line-13km C7-EIA-VV-GG	500	500	400	CGD	The Opportunity City
Bulk Water	CPX.0007983-F1	BWAS:Ph3:SBR-GG P/Line-13kmC7-D&CS-VV-GG	0	0	0	CGD	The Opportunity City
Bulk Water	CPX.0007983-F2	BWAS:Ph3:SBR-GG P/Line-13kmC7-D&CS-VV-GG	0	0	800	EFF	The Opportunity City
Bulk Water	CPX.0007984-F2	BWAS-C7-C-VV-GGPh3:SBR-GG P/Line-13.3km	0	0	0	EFF	The Opportunity City
Bulk Water	CPX.0007989-F1	BWAS: Servitudes(C2&C4)	0	0	1,800	CGD	The Opportunity City
Bulk Water	CPX.0007989-F2	BWAS: Servitudes(C2&C4)	0	0	3,200	EFF	The Opportunity City
Bulk Water	CPX.0009376-F1	BW Infrastructure Replacement FY22	0	0	120,000	EFF	The Opportunity City
Bulk Water	CPX.0009377-F1	Development of Add Infrastructure FY22	0	0	60,000	EFF	The Opportunity City
Bulk Water	CPX.0009469-F1	Helderberg/Faure Scheme	500	500	1,000	EFF	The Opportunity City
Bulk Water	CPX.0010518-F1	Table Mountain Group Aquifer	156,755	265,000	170,000	EFF	The Opportunity City
Bulk Water	CPX.0010518-F3	Table Mountain Group Aquifer	193,245	0	0	EFF	The Opportunity City
Bulk Water	CPX.0010519-F1	Desalination	14,000	12,000	10,000	EFF	The Opportunity City
Bulk Water	CPX.0010520-F4	Cape Flats Aquifer	25,150	150,000	1,000	EFF	The Opportunity City
Bulk Water	CPX.0010520-F8	Cape Flats Aquifer	444,850	0	0	EFF	The Opportunity City
Bulk Water	CPX.0011032-F3	Atlantis Aquifer	160,000	40,000	1,000	EFF	The Opportunity

Branch	WBS Element	WBS Element Description	Proposed Budget 2019/20	Proposed Budget 2020/21	Proposed Budget 2021/22	Major Fund	IDP SFA Description
							City
Bulk Water	CPX.0013724-F1	Cape Flats Aquifer Recharge	150,000	400,000	50,000	EFF	The Opportunity City
Bulk Water	CPX.0013725-F1	Desalination Location 1	0	0	0	EFF	The Opportunity City
Bulk Water	CPX.0014006-F1	Desalination Location 2	0	0	0	EFF	The Opportunity City
Bulk Water	CPX.0014007-F1	Zandvliet Plant Re-use (50ML)	30,000	410,000	623,000	EFF	The Opportunity City
Bulk Water	CPX.0014706-F1	BW Infrastructure Replacement FY23	0	0	0	EFF	The Opportunity City
Bulk Water	CPX.0014707-F1	BW Infrastructure Replacement FY24	0	0	0	EFF	The Opportunity City
Bulk Water	CPX.0014708-F1	Development of Add Infrastructure FY23	0	0	0	EFF	The Opportunity City
Bulk Water	CPX.0014709-F1	Development of Add Infrastructure FY24	0	0	0	EFF	The Opportunity City
Catchment and Stormwater Management	CPX.0012948-F1	Sir Lowry's Pass River Upgrade	12,000	26,000	26,000	CGD	The Opportunity City
Catchment and Stormwater Management	CPX.0012948-F2	Sir Lowry's Pass River Upgrade	50,000	110,000	115,000	EFF	The Opportunity City
Catchment and Stormwater Management	CPX.0012962-F1	Paardevlei Project - Stormwater	0	0	0	CGD	The Opportunity City
Catchment and Stormwater Management	CPX.0012962-F2	Paardevlei Project - Stormwater	11,000	0	0	EFF	The Opportunity City
Catchment and Stormwater Management	CPX.0013019-F1	Flood Alleviation - Lourens River	26,300	21,300	15,000	EFF	The Opportunity City
Catchment and Stormwater Management	CPX.0013019-F2	Flood Alleviation - Lourens River	0	0	0	EFF	The Opportunity City
Catchment and Stormwater Management	CPX.0013021-F1	Vlakteplaas Bulk Stormwater	0	0	0	CGD	The Opportunity City
Catchment and Stormwater Management	CPX.0013465-F1	GSM General Stormwater Projects FY20	900	0	0	EFF	The Opportunity City

Branch	WBS Element	WBS Element Description	Proposed Budget 2019/20	Proposed Budget 2020/21	Proposed Budget 2021/22	Major Fund	IDP SFA Description
Catchment and Stormwater Management	CPX.0013465-F2	GSM General Stormwater Projects FY20	0	0	0	EFF	The Opportunity City
Catchment and Stormwater Management	CPX.0013506-F1	GSM General Stormwater Projects FY21	0	10,000	0	EFF	The Opportunity City
Catchment and Stormwater Management	CPX.0013507-F1	GSM General Stormwater Projects FY22	0	0	10,000	EFF	The Opportunity City
Catchment and Stormwater Management	CPX.0013509-F1	Stormwater Rehabilitation/Improvement FY20	5,500	0	0	CGD	The Opportunity City
Catchment and Stormwater Management	CPX.0014775-F1	GSM General Stormwater Projects FY23	0	0	0	EFF	The Opportunity City
Catchment and Stormwater Management	CPX.0014776-F1	Stormwater Rehabilitation/Improvement FY21	0	15,000	0	CGD	The Opportunity City
Catchment and Stormwater Management	CPX.0014777-F1	Stormwater Rehabilitation/Improvement FY22	0	0	15,000	CGD	The Opportunity City
Catchment and Stormwater Management	CPX.0014778-F1	Stormwater Rehabilitation/Improvement FY23	0	0	0	CGD	The Opportunity City
Catchment and Stormwater Management	CPX.0014779-F1	Stormwater Rehabilitation/Improvement FY24	0	0	0	CGD	The Opportunity City
Finance & Commercial Water & Sanitation	CPX.0004933-F1	Meter Replacement Programme FY20	270,000	0	0	EFF	The Opportunity City
Finance & Commercial Water & Sanitation	CPX.0004934-F1	Water Meters New Connections FY20	12,000	0	0	CGD	The Opportunity City
Finance & Commercial Water & Sanitation	CPX.0004934-F3	Water Meters New Connections FY20	25,000	0	0	CGD	The Opportunity City
Finance & Commercial Water & Sanitation	CPX.0004935-F2	Water Meters New Connections FY21	0	12,000	0	CGD	The Opportunity City
Finance & Commercial Water & Sanitation	CPX.0004935-F3	Water Meters New Connections FY21	0	15,000	0	CGD	The Opportunity City
Finance & Commercial Water & Sanitation	CPX.0006473-F1	Meter Replacement Programme FY21	0	280,000	0	EFF	The Opportunity City
Finance & Commercial Water & Sanitation	CPX.0009317-F1	Meter Replacement Programme FY22	0	0	280,000	EFF	The Opportunity City

Branch	WBS Element	WBS Element Description	Proposed Budget 2019/20	Proposed Budget 2020/21	Proposed Budget 2021/22	Major Fund	IDP SFA Description
Finance & Commercial Water & Sanitation	CPX.0009318-F2	Water Meters New Connections FY22	0	0	15,000	CGD	The Opportunity City
Finance & Commercial Water & Sanitation	CPX.0009318-F3	Water Meters New Connections FY22	0	0	15,000	CGD	The Opportunity City
Finance & Commercial Water & Sanitation	CPX.0014663-F1	Water Meters New Connections FY23	0	0	0	CRR	The Opportunity City
Finance & Commercial Water & Sanitation	CPX.0014663-F2	Water Meters New Connections FY23	0	0	0	CGD	The Opportunity City
Finance & Commercial Water & Sanitation	CPX.0014663-F3	Water Meters New Connections FY23	0	0	0	CGD	The Opportunity City
Finance & Commercial Water & Sanitation	CPX.0014664-F2	Water Meters New Connections FY24	0	0	0	CGD	The Opportunity City
Finance & Commercial Water & Sanitation	CPX.0014664-F3	Water Meters New Connections FY24	0	0	0	CGD	The Opportunity City
Finance & Commercial Water & Sanitation	CPX.0014748-F1	Meter Replacement Programme FY23	0	0	0	EFF	The Opportunity City
Finance & Commercial Water & Sanitation	CPX.0014749-F1	Meter Replacement Programme FY24	0	0	0	EFF	The Opportunity City
Management: Water & Sanitation	CPX.0007468-F1	Acquisition & Registr & servitude FY20	100	0	0	EFF	The Opportunity City
Management: Water & Sanitation	CPX.0007526-F1	Acquisition & Registr & servitude FY21	0	100	0	EFF	The Opportunity City
Management: Water & Sanitation	CPX.0007783-F1	Acquisition & Registr & servitude FY22	0	0	150	EFF	The Opportunity City
Management: Water & Sanitation	CPX.0014773-F1	Acquisition & Registr & servitude FY23	0	0	0	EFF	The Opportunity City
Management: Water & Sanitation	CPX.0014774-F1	Acquisition & Registr & servitude FY24	0	0	0	EFF	The Opportunity City
Reticulation	C11.86060-F1	Philippi Collector Sewer	172	46,376	32,447	EFF	The Opportunity City
Reticulation	C11.86060-F3	Philippi Collector Sewer	0	69,567	48,670	CGD	The Opportunity City
Reticulation	C12.86082-F1	Water Supply at Baden Powell Dr to Khaye	56,000	83,438	0	CGD	The Opportunity City
Reticulation	C12.86082-F2	Water Supply at Baden Powell Dr to Khaye	0	10,000	0	EFF	The Opportunity City
Reticulation	C14.86001-F1	Penhill Sewer Installation	16,500	0	0	EFF	The Opportunity City
Reticulation	C14.86059-F1	Zevenwacht Reservoir and Network	3,000	3,000	5,000	EFF	The Opportunity City

Branch	WBS Element	WBS Element Description	Proposed Budget 2019/20	Proposed Budget 2020/21	Proposed Budget 2021/22	Major Fund	IDP SFA Description
Reticulation	C14.86059-F2	Zevenwacht Reservoir and Network	6,000	6,000	6,000	CRR	The Opportunity City
Reticulation	CPX.0003896-F1	Replace Water Network (City Wide) FY23	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0003896-F2	Replace Water Network (City Wide) FY23	0	0	0	CGD	The Opportunity City
Reticulation	CPX.0003984-F1	TOC Infrastructure Development FY20	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0005615-F1	Cape Flats Rehabilitation	30,000	25,000	26,000	EFF	The Opportunity City
Reticulation	CPX.0005615-F2	Cape Flats Rehabilitation	70,000	40,000	49,000	CGD	The Opportunity City
Reticulation	CPX.0005618-F1	Repl & Upgr Sew Pump Station FY20	8,000	0	0	EFF	The Opportunity City
Reticulation	CPX.0005618-F2	Repl & Upgr Sew Pump Station FY20	3,000	0	0	CGD	The Opportunity City
Reticulation	CPX.0005619-F1	Water Projects as per Master Plan FY20	5,000	0	0	EFF	The Opportunity City
Reticulation	CPX.0005620-F1	Sewer Projects as per Master Plan FY20	5,000	0	0	EFF	The Opportunity City
Reticulation	CPX.0007376-F1	Diversion Dunoon Sewer	2,500	0	0	EFF	The Opportunity City
Reticulation	CPX.0007405-F1	Main Rd Clovelly Simonstown	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0007407-F1	New Brakkloof Reservoir	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0007409-F1	Peligrini Sewer Pumpstation Diversion	2,400	0	0	EFF	The Opportunity City
Reticulation	CPX.0007409-F2	Peligrini Sewer Pumpstation Diversion	600	0	0	EFF	The Opportunity City
Reticulation	CPX.0007411-F1	Gordons Bay Beach Front Sewer	5,323	0	0	EFF	The Opportunity City
Reticulation	CPX.0007423-F1	Upgrade Andrag Supply System	850	0	0	EFF	The Opportunity City
Reticulation	CPX.0007774-F1	Replace Sewer Network (Citywide) FY20	100,000	0	0	EFF	The Opportunity City
Reticulation	CPX.0007774-F2	Replace Sewer Network (Citywide) FY20	2,000	0	0	CGD	The Opportunity City
Reticulation	CPX.0007775-F1	Upgrade Reservoirs City Wide FY20	4,000	0	0	EFF	The Opportunity City

Branch	WBS Element	WBS Element Description	Proposed Budget 2019/20	Proposed Budget 2020/21	Proposed Budget 2021/22	Major Fund	IDP SFA Description
Reticulation	CPX.0008876-F2	Retreat Low Lift Pump station	60,000	0	0	EFF	The Opportunity City
Reticulation	CPX.0008976-F1	Replace Water Network (City Wide) FY21	0	6,000	0	CGD	The Opportunity City
Reticulation	CPX.0008976-F2	Replace Water Network (City Wide) FY21	0	175,000	0	EFF	The Opportunity City
Reticulation	CPX.0008977-F1	Delft Sewer Upgrading	7,100	14,335	0	CGD	The Opportunity City
Reticulation	CPX.0008979-F1	Sandvlei: Macassar Provision of Services	0	0	0	CGD	The Opportunity City
Reticulation	CPX.0008979-F2	Sandvlei: Macassar Provision of Services	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0009389-F1	Digtebij sewer Installation	1,600	0	0	EFF	The Opportunity City
Reticulation	CPX.0009390-F1	Gordon's Bay Firlands Sewerage Services	0	5,500	6,000	EFF	The Opportunity City
Reticulation	CPX.0009432-F1	Gordon's Bay Sewer Rising Main	500	15,000	0	EFF	The Opportunity City
Reticulation	CPX.0009433-F1	Sir Lowry's Pass parallel sewer	500	4,500	0	EFF	The Opportunity City
Reticulation	CPX.0009434-F1	Doordekraal Sewer Pumpstation	0	5,000	35,000	EFF	The Opportunity City
Reticulation	CPX.0009435-F1	Strand Seawall sewer and pumping station	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0009436-F1	Network Repl:Gordon's Bay Firlands Retic	0	5,500	16,000	EFF	The Opportunity City
Reticulation	CPX.0009438-F1	Gordon's Bay Sewers Upgrade	12,000	0	0	EFF	The Opportunity City
Reticulation	CPX.0009700-F2	Paardevlei Development - Bulk Water	0	0	0	CGD	The Opportunity City
Reticulation	CPX.0009700-F3	Paardevlei Development - Bulk Water	0	0	0	CRR	The Opportunity City
Reticulation	CPX.0009823-F1	Paardevlei Development - Bulk Sewer	0	0	0	CGD	The Opportunity City
Reticulation	CPX.0009823-F3	Paardevlei Development - Bulk Sewer	0	0	0	CRR	The Opportunity City
Reticulation	CPX.0010234-F1	Replace Water Network (City Wide) FY20	129,500	0	0	EFF	The Opportunity City
Reticulation	CPX.0010234-F2	Replace Water Network (City Wide) FY20	4,900	0	0	CGD	The Opportunity City

Branch	WBS Element	WBS Element Description	Proposed Budget 2019/20	Proposed Budget 2020/21	Proposed Budget 2021/22	Major Fund	IDP SFA Description
Reticulation	CPX.0010419-F1	Replace Sewer Network (Citywide) FY22	0	0	224,000	EFF	The Opportunity City
Reticulation	CPX.0010419-F2	Replace Sewer Network (Citywide) FY22	0	0	10,000	CGD	The Opportunity City
Reticulation	CPX.0010420-F1	Replace Sewer Network (Citywide) FY23	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0010420-F2	Replace Sewer Network (Citywide) FY23	0	0	0	CGD	The Opportunity City
Reticulation	CPX.0010421-F1	Replace Sewer Network (Citywide) FY21	0	150,000	0	EFF	The Opportunity City
Reticulation	CPX.0010421-F2	Replace Sewer Network (Citywide) FY21	0	5,000	0	CGD	The Opportunity City
Reticulation	CPX.0010452-F1	Repl & Upgr Sew Pump Station FY21	0	20,000	0	EFF	The Opportunity City
Reticulation	CPX.0010452-F2	Repl & Upgr Sew Pump Station FY21	0	5,000	0	CGD	The Opportunity City
Reticulation	CPX.0010453-F1	Repl & Upgr Sew Pump Station FY22	0	0	15,000	EFF	The Opportunity City
Reticulation	CPX.0010453-F2	Repl & Upgr Sew Pump Station FY22	0	0	10,000	CGD	The Opportunity City
Reticulation	CPX.0010454-F1	Sewer Projects as per Master Plan FY21	0	15,000	0	EFF	The Opportunity City
Reticulation	CPX.0010455-F1	Sewer Projects as per Master Plan FY22	0	0	20,000	EFF	The Opportunity City
Reticulation	CPX.0010459-F1	TOC Infrastructure Development FY21	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0010461-F1	Upgrade Reservoirs City Wide FY21	0	5,000	0	EFF	The Opportunity City
Reticulation	CPX.0010462-F1	Upgrade Reservoirs City Wide FY22	0	0	5,000	EFF	The Opportunity City
Reticulation	CPX.0010463-F1	Water Projects as per Master Plan FY21	0	15,000	0	EFF	The Opportunity City
Reticulation	CPX.0010464-F1	Water Projects as per Master Plan FY22	0	0	30,000	EFF	The Opportunity City
Reticulation	CPX.0010472-F1	Replace Water Network (City Wide) FY22	0	0	6,000	CGD	The Opportunity City
Reticulation	CPX.0010472-F2	Replace Water Network (City Wide) FY22	0	0	209,000	EFF	The Opportunity City
Reticulation	CPX.0010542-F1	Telemetry Automation (Retic) FY20	3,000	0	0	EFF	The Opportunity City



Branch	WBS Element	WBS Element Description	Proposed Budget 2019/20	Proposed Budget 2020/21	Proposed Budget 2021/22	Major Fund	IDP SFA Description
Reticulation	CPX.0010543-F1	Telemetry Automation (Retic) FY21	0	3,000	0	EFF	The Opportunity City
Reticulation	CPX.0011318-F1	Bulk Retic Sewers in Milnerton Rehab	1,000	2,000	99,000	EFF	The Opportunity City
Reticulation	CPX.0013462-F1	Telemetry Automation (Retic) FY22	0	0	4,500	EFF	The Opportunity City
Reticulation	CPX.0014665-F1	Water Projects as per Master Plan FY24	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0014701-F1	TOC Infrastructure Development FY23	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0014716-F1	Telemetry Automation (Retic) FY23	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0014717-F1	Telemetry Automation (Retic) FY24	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0014755-F1	Sewer Projects as per Master Plan FY23	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0014756-F1	Sewer Projects as per Master Plan FY24	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0014765-F1	Repl & Upgr Sew Pump Station FY23	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0014766-F1	Repl & Upgr Sew Pump Station FY24	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0014766-F2	Repl & Upgr Sew Pump Station FY24	0	0	0	CGD	The Opportunity City
Reticulation	CPX.0014769-F1	Replace Sewer Network (Citywide) FY24	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0014769-F2	Replace Sewer Network (Citywide) FY24	0	0	0	CGD	The Opportunity City
Reticulation	CPX.0014770-F1	Replace Water Network (City Wide) FY24	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0014770-F2	Replace Water Network (City Wide) FY24	0	0	0	CGD	The Opportunity City
Reticulation	CPX.0014771-F1	Upgrade Reservoirs City Wide FY23	0	0	0	EFF	The Opportunity City
Reticulation	CPX.0014772-F1	Upgrade Reservoirs City Wide FY24	0	0	0	EFF	The Opportunity City
Scientific Services	CPX.0007773-F1	Refurbishment of Labs FY21	0	300	0	EFF	The Opportunity City
Scientific Services	CPX.0014761-F1	Refurbishment of Labs FY23	0	0	0	EFF	The Opportunity City

Branch	WBS Element	WBS Element Description	Proposed Budget 2019/20	Proposed Budget 2020/21	Proposed Budget 2021/22	Major Fund	IDP SFA Description
Scientific Services	CPX.0014762-F1	Refurbishment of Labs FY24	0	0	0	EFF	The Opportunity City
Wastewater	C10.86033-F1	Zandvliet WWTW-Extension	0	162,400	217,500	EFF	The Opportunity City
Wastewater	C10.86033-F3	Zandvliet WWTW-Extension	0	73,000	0	CGD	The Opportunity City
Wastewater	C11.86063-F1	Potsdam WWTW - Extension	36,000	180,000	300,000	EFF	The Opportunity City
Wastewater	C11.86063-F3	Potsdam WWTW - Extension	0	0	0	CGD	The Opportunity City
Wastewater	C12.86059-F1	Macassar WWTW Extension	0	30,000	10,000	EFF	The Opportunity City
Wastewater	C12.86059-F2	Macassar WWTW Extension	10,000	10,000	20,000	CGD	The Opportunity City
Wastewater	C12.86075-F1	Northern Regional Sludge Facility	15,000	20,000	54,800	EFF	The Opportunity City
Wastewater	C12.86075-F2	Northern Regional Sludge Facility	7,000	30,000	4,800	CGD	The Opportunity City
Wastewater	C12.86091-F1	Borchards Quarry WWTW	43,000	20,000	0	CGD	The Opportunity City
Wastewater	C12.86094-F1	Scottsdale WWTW	18,150	0	0	CGD	The Opportunity City
Wastewater	C13.86002-F1	Upgrade clarifiers - Bellville WWTW	0	0	0	EFF	The Opportunity City
Wastewater	C13.86005-F1	Cape Flats WWTW-Refurbish various struct	116,550	287,450	120,000	EFF	The Opportunity City
Wastewater	C13.86005-F2	Cape Flats WWTW-Refurbish various struct	153,000	0	0	CGD	The Opportunity City
Wastewater	C13.86010-F1	Mitchells Plain WWTW-Improvements Phase2	21,000	40,000	5,100	EFF	The Opportunity City
Wastewater	C13.86010-F2	Mitchells Plain WWTW-Improvements Phase2	1,000	75,000	100	CGD	The Opportunity City
Wastewater	C13.86081-F1	Athlone WWTW-Capacity Extension-phase 1	39,000	167,000	195,000	EFF	The Opportunity City
Wastewater	C13.86081-F2	Athlone WWTW-Capacity Extension-phase 1	30,000	54,700	150,000	CGD	The Opportunity City
Wastewater	C14.86043-F1	Melkbos WWTW-Effluent Disinfection	30,000	0	0	EFF	The Opportunity City
Wastewater	C14.86044-F1	Wesfleur WWTW-Capacity Extension	90,000	91,400	13,600	EFF	The Opportunity City

Branch	WBS Element	WBS Element Description	Proposed Budget 2019/20	Proposed Budget 2020/21	Proposed Budget 2021/22	Major Fund	IDP SFA Description
Wastewater	CPX.0006615-F1	Infrastructure Replacements - WWTW FY21	0	80,000	0	EFF	The Opportunity City
Wastewater	CPX.0006615-F2	Infrastructure Replacements - WWTW FY21	0	5,000	0	CGD	The Opportunity City
Wastewater	CPX.0007929-F1	Zandvliet WWTW: Prim Treatment & Sludge	425,500	265,400	20,000	EFF	The Opportunity City
Wastewater	CPX.0007929-F2	Zandvliet WWTW: Prim Treatment & Sludge	137,300	40,000	0	CGD	The Opportunity City
Wastewater	CPX.0008041-F1	Bellville WWTW Extension	60,000	41,000	0	EFF	The Opportunity City
Wastewater	CPX.0008041-F2	Bellville WWTW Extension	0	43,805	0	CGD	The Opportunity City
Wastewater	CPX.0009633-F1	Fisantekraal WWTW	0	0	0	EFF	The Opportunity City
Wastewater	CPX.0009633-F2	Fisantekraal WWTW	0	0	0	CGD	The Opportunity City
Wastewater	CPX.0010426-F1	Wildevleivlei WWTW-Upgrade dewatering	2,000	5,000	5,000	EFF	The Opportunity City
Wastewater	CPX.0010428-F1	Expansion of WWTW FY21	0	3,000	0	EFF	The Opportunity City
Wastewater	CPX.0010429-F1	Expansion of WWTW FY22	0	0	10,000	EFF	The Opportunity City
Wastewater	CPX.0011021-F1	Mitchells Plain WWTW-reuse PS extension	0	0	0	EFF	The Opportunity City
Wastewater	CPX.0013434-F1	Infrastructure Replacements - WWTW FY22	0	0	120,000	EFF	The Opportunity City
Wastewater	CPX.0013434-F2	Infrastructure Replacements - WWTW FY22	0	0	40,000	CGD	The Opportunity City
Wastewater	CPX.0014008-F1	Infrastructure Replacements - WWTW FY20	45,000	0	0	EFF	The Opportunity City
Wastewater	CPX.0014008-F2	Infrastructure Replacements - WWTW FY20	10,000	0	0	CGD	The Opportunity City
Wastewater	CPX.0014614-F1	Infrastructure Replacements - WWTW FY23	0	0	0	EFF	The Opportunity City
Wastewater	CPX.0014614-F2	Infrastructure Replacements - WWTW FY23	0	0	0	CGD	The Opportunity City
Wastewater	CPX.0014615-F1	Infrastructure Replacements - WWTW FY24	0	0	0	EFF	The Opportunity City
Wastewater	CPX.0014615-F2	Infrastructure Replacements - WWTW FY24	0	0	0	CGD	The Opportunity City

Branch	WBS Element	WBS Element Description	Proposed Budget 2019/20	Proposed Budget 2020/21	Proposed Budget 2021/22	Major Fund	IDP SFA Description
Wastewater	CPX.0014752-F1	Expansion of WWTW FY23	0	0	0	EFF	The Opportunity City
Wastewater	CPX.0015247-F1	Expansion of WWTW FY24	0	0	0	EFF	The Opportunity City
Wastewater	CPX.0015800-F1	Upgrade clarifiers - Bellville WWTW PH2	0	0	0	EFF	The Opportunity City
Water Demand Management	CPX.0004867-F1	Pressure Management: COCT FY20	15,000	0	0	EFF	The Opportunity City
Water Demand Management	CPX.0004868-F1	Treated Effluent: Reuse & Inf Upgr FY20	25,000	0	0	EFF	The Opportunity City
Water Demand Management	CPX.0004868-F2	Treated Effluent: Reuse & Inf Upgr FY20	0	0	0	EFF	The Opportunity City
Water Demand Management	CPX.0006453-F1	Pressure Management: COCT FY21	0	15,000	0	EFF	The Opportunity City
Water Demand Management	CPX.0006454-F1	Treated Effluent: Reuse & Inf Upgr FY21	0	25,000	0	EFF	The Opportunity City
Water Demand Management	CPX.0010427-F1	Pressure Management: COCT FY22	0	0	15,000	EFF	The Opportunity City
Water Demand Management	CPX.0010431-F1	Treated Effluent: Reuse & Inf Upgr FY22	0	0	25,000	EFF	The Opportunity City
Water Demand Management	CPX.0011112-F1	Treated Effluent: Reuse & Inf Upgr FY24	0	0	0	EFF	The Opportunity City
Water Demand Management	CPX.0014705-F1	Treated Effluent: Reuse & Inf Upgr FY23	0	0	0	EFF	The Opportunity City
Water Demand Management	CPX.0014759-F1	Pressure Management: COCT FY23	0	0	0	EFF	The Opportunity City
Water Demand Management	CPX.0014760-F1	Pressure Management: COCT FY24	0	0	0	EFF	The Opportunity City
			3686945	4751371	4157767		

### SFA 3: The Caring City

Branch	WBS Element	WBS Element Description	Proposed Budget 2019/20	Proposed Budget 2020/21	Proposed Budget 2021/22	Major Fund	IDP SFA Description
Housing Department (Reticulation)	CPX.0007761-F1	Bulk Sewer (Housing Projects) FY20	20,000	0	0	CGD	The Caring City
Housing Department (Reticulation)	CPX.0007772-F1	Bulk Water (Housing Projects) FY20	4,000	0	0	CGD	The Caring City
Housing Department (Reticulation)	CPX.0010522-F1	Bulk Sewer (Housing Projects) FY21	0	15,000	0	CGD	The Caring City
Housing Department (Reticulation)	CPX.0010523-F1	Bulk Water (Housing Projects) FY22	0	0	15,000	CGD	The Caring City
Housing Department (Reticulation)	CPX.0010957-F1	Bulk Water IY Emergency Project	0	0	0	CGD	The Caring City
Housing Department (Reticulation)	CPX.0013431-F1	Bulk Water (Housing Projects) FY21	0	4,000	0	CGD	The Caring City
Housing Department (Reticulation)	CPX.0013432-F1	Bulk Water (Housing Projects) FY23	0	0	0	CGD	The Caring City
Housing Department (Reticulation)	CPX.0013433-F1	Bulk Sewer (Housing Projects) FY23	0	0	0	CGD	The Caring City
Housing Department (Reticulation)	CPX.0014710-F1	Bulk Sewer (Housing Projects) FY22	0	0	30,000	CGD	The Caring City
Housing Department (Reticulation)	CPX.0014711-F1	Bulk Sewer (Housing Projects) FY24	0	0	0	CGD	The Caring City
Housing Department (Reticulation)	CPX.0014712-F1	Bulk Water (Housing Projects) FY24	0	0	0	CGD	The Caring City
			24000	19000	45000		

## SFA 5: The Well-Run City

Branch	WBS Element	WBS Element Description	Proposed Budget 2019/20	Proposed Budget 2020/21	Proposed Budget 2021/22	Major Fund	IDP SFA Description
Bulk Water	CPX.0004928-F1	Plant & Equipment: Replacement FY20	750	0	0	EFF	The Well-Run City
Bulk Water	CPX.0004943-F1	Plant & Equipment Additional FY20	750	0	0	EFF	The Well-Run City
Bulk Water	CPX.0006466-F1	Plant & Equipment Additional FY21	0	750	0	EFF	The Well-Run City
Bulk Water	CPX.0006467-F1	Plant & Equipment: Replacement FY21	0	500	0	EFF	The Well-Run City
Bulk Water	CPX.0009466-F1	Plant & Equipment: Replacement FY22	0	0	750	EFF	The Well-Run City
Bulk Water	CPX.0009467-F1	Plant & Equipment Additional FY22	0	0	750	EFF	The Well-Run City
Bulk Water	CPX.0014746-F1	Plant & Equipment Additional FY23	0	0	0	EFF	The Well-Run City
Bulk Water	CPX.0014747-F1	Plant & Equipment Additional FY24	0	0	0	EFF	The Well-Run City
Bulk Water	CPX.0014767-F1	Plant & Equipment: Replacement FY23	0	0	0	EFF	The Well-Run City
Bulk Water	CPX.0014768-F1	Plant & Equipment: Replacement FY24	0	0	0	EFF	The Well-Run City
Engineering & Asset Management	CPX.0004520-F1	Specialised Equipment: Additional FY20	3,500	0	0	EFF	The Well-Run City
Engineering & Asset Management	CPX.0004932-F1	Vehicles, Plant Equip: Additional FY20	30,000	0	0	EFF	The Well-Run City
Engineering & Asset Management	CPX.0006503-F1	Specialised Equipment: Additional FY21	0	4,500	0	EFF	The Well-Run City
Engineering & Asset Management	CPX.0006504-F1	Vehicles, Plant Equip: Additional FY21	0	30,000	0	EFF	The Well-Run City
Engineering & Asset Management	CPX.0009473-F1	Vehicles: Replacement FY20	10,000	0	0	EFF	The Well-Run City
Engineering & Asset Management	CPX.0009475-F1	Vehicles: Replacement FY21	0	10,000	0	EFF	The Well-Run City
Engineering & Asset Management	CPX.0009483-F1	Vehicles, Plant Equip: Additional FY22	0	0	30,000	EFF	The Well-Run City
Engineering & Asset Management	CPX.0009484-F1	Specialised Equipment: Additional FY22	0	0	4,500	EFF	The Well-Run City
Engineering & Asset Management	CPX.0009536-F1	EAM Depot Realignment: 5 Nodal Syst FY20	46,000	0	0	EFF	The Well-Run City
Engineering & Asset Management	CPX.0009537-F1	EAM Depot Realignment: 5 Nodal Syst FY21	0	46,000	0	EFF	The Well-Run City
Engineering & Asset Management	CPX.0009538-F1	EAM Depot Realignment: 5 Nodal Syst FY22	0	0	46,000	EFF	The Well-Run City
Engineering & Asset Management	CPX.0009657-F1	Vehicles: Replacement FY22	0	0	10,000	EFF	The Well-Run City
Engineering & Asset Management	CPX.0012970-F1	Vehicles, Plant Equip: Additional FY23	0	0	0	EFF	The Well-Run City
Engineering & Asset Management	CPX.0012971-F1	EAM Depot Realignment: 5 Nodal Syst FY23	0	0	0	EFF	The Well-Run City

Branch	WBS Element	WBS Element Description	Proposed Budget 2019/20	Proposed Budget 2020/21	Proposed Budget 2021/22	Major Fund	IDP SFA Description
Engineering & Asset Management	CPX.0012972-F1	Vehicles: Replacement FY23	0	0	0	EFF	The Well-Run City
Engineering & Asset Management	CPX.0012973-F1	Specialised Equipment: Additional FY23	0	0	0	EFF	The Well-Run City
Engineering & Asset Management	CPX.0014736-F1	Vehicles, Plant Equip: Additional FY24	0	0	0	EFF	The Well-Run City
Engineering & Asset Management	CPX.0014754-F1	Vehicles: Replacement FY24	0	0	0	EFF	The Well-Run City
Engineering & Asset Management	CPX.0015246-F1	Specialised Equipment: Additional FY24	0	0	0	EFF	The Well-Run City
Engineering & Asset Management	CPX.0015296-F1	EAM Depot Realignment: 5 Nodal Syst FY24	0	0	0	EFF	The Well-Run City
Finance & Commercial Water & Sanitation	CPX.0004936-F1	WS Contingency prov - Insurance FY20	1,000	0	0	REVENUE	The Well-Run City
Finance & Commercial Water & Sanitation	CPX.0006472-F1	WS Contingency prov - Insurance FY21	0	1,000	0	REVENUE	The Well-Run City
Finance & Commercial Water & Sanitation	CPX.0009320-F1	WS Contingency prov - Insurance FY22	0	0	1,000	REVENUE	The Well-Run City
Finance & Commercial Water & Sanitation	CPX.0014714-F1	WS Contingency prov - Insurance FY23	0	0	0	REVENUE	The Well-Run City
Finance & Commercial Water & Sanitation	CPX.0014715-F1	WS Contingency prov - Insurance FY24	0	0	0	REVENUE	The Well-Run City
Finance & Commercial Water & Sanitation	CPX.0015744-F1	WS Contingency prov - Insurance FY20	50	0	0	REVENUE	The Well-Run City
Finance & Commercial Water & Sanitation	CPX.0015745-F1	WS Contingency prov - Insurance FY21	0	50	0	REVENUE	The Well-Run City
Finance & Commercial Water & Sanitation	CPX.0015796-F1	WS Contingency prov - Insurance FY22	0	0	50	REVENUE	The Well-Run City
Finance & Commercial Water & Sanitation	CPX.0015797-F1	WS Contingency prov - Insurance FY23	0	0	0	REVENUE	The Well-Run City
Finance & Commercial Water & Sanitation	CPX.0015798-F1	WS Contingency prov - Insurance FY24	0	0	0	REVENUE	The Well-Run City
Management: Water & Sanitation	CPX.0015108-F1	Depot Upgrading FY20	20,000	0	0	EFF	The Well-Run City
Management: Water & Sanitation	CPX.0015109-F1	Depot Upgrading FY21	0	20,000	0	EFF	The Well-Run City
Reticulation	CPX.0007373-F1	Small Plant & Equip: Add (Retic) FY20	2,000	0	0	EFF	The Well-Run City
Reticulation	CPX.0007374-F1	Small Plant & Equip: Add (Retic) FY21	0	2,000	0	EFF	The Well-Run City
Reticulation	CPX.0007502-F1	Regional resources development FY20	2,000	0	0	EFF	The Well-Run City
Reticulation	CPX.0007503-F1	Regional resources development FY21	0	3,000	0	EFF	The Well-Run City

Branch	WBS Element	WBS Element Description	Proposed Budget 2019/20	Proposed Budget 2020/21	Proposed Budget 2021/22	Major Fund	IDP SFA Description
Reticulation	CPX.0009241-F1	Furniture & Equipment: Additional FY23	0	0	0	EFF	The Well-Run City
Reticulation	CPX.0010451-F1	Regional resources development FY22	0	0	4,000	EFF	The Well-Run City
Reticulation	CPX.0010456-F1	Small Plant & Equip: Add (Retic) FY22	0	0	3,000	EFF	The Well-Run City
Reticulation	CPX.0013435-F1	Furniture & Equipment: Additional FY22	0	0	1,800	EFF	The Well-Run City
Reticulation	CPX.0013491-F1	Water Projects as per Master Plan FY23	0	0	0	EFF	The Well-Run City
Reticulation	CPX.0014713-F1	IT: System, Infrastr Equipment: Add FY24	0	0	0	EFF	The Well-Run City
Reticulation	CPX.0014757-F1	Small Plant & Equip: Add (Retic) FY23	0	0	0	EFF	The Well-Run City
Reticulation	CPX.0014758-F1	Small Plant & Equip: Add (Retic) FY24	0	0	0	EFF	The Well-Run City
Reticulation	CPX.0014763-F1	Regional resources development FY23	0	0	0	EFF	The Well-Run City
Reticulation	CPX.0014764-F1	Regional resources development FY24	0	0	0	EFF	The Well-Run City
Scientific Services	CPX.0004895-F1	Laboratory Equipment: Additional FY20	4,000	0	0	EFF	The Well-Run City
Scientific Services	CPX.0004898-F1	Refurbishment of Labs FY20	300	0	0	EFF	The Well-Run City
Scientific Services	CPX.0009291-F1	Laboratory Equipment: Additional FY22	0	0	4,000	EFF	The Well-Run City
Scientific Services	CPX.0009375-F1	Refurbishment of Labs FY22	0	0	300	EFF	The Well-Run City
Scientific Services	CPX.0010387-F1	Laboratory Equipment: Additional FY21	0	4,000	0	EFF	The Well-Run City
Scientific Services	CPX.0014703-F1	Laboratory Equipment: Additional FY23	0	0	0	EFF	The Well-Run City
Scientific Services	CPX.0014704-F1	Laboratory Equipment: Additional FY24	0	0	0	EFF	The Well-Run City
Support Services (Water & Sanitation)	CPX.0010430-F1	IT: System, Infrastr Equipment: Add FY22	0	0	7,000	EFF	The Well-Run City
Support Services (Water & Sanitation)	CPX.0011224-F1	IT: System, Infrastr Equipment: Add FY20	24,000	0	0	EFF	The Well-Run City
Support Services (Water & Sanitation)	CPX.0011225-F1	IT: System, Infrastr Equipment: Add FY21	0	8,000	0	EFF	The Well-Run City
Support Services (Water & Sanitation)	CPX.0011227-F1	Furniture & Equipment: Additional FY20	750	0	0	EFF	The Well-Run City
Support Services (Water & Sanitation)	CPX.0011228-F1	Furniture & Equipment: Additional FY21	0	1,500	0	EFF	The Well-Run City
Support Services (Water & Sanitation)	CPX.0011337-F1	IT: System, Infrastr Equipment: Add FY23	0	0	0	EFF	The Well-Run City
Support Services (Water & Sanitation)	CPX.0011338-F1	Furniture & Equipment: Additional FY24	0	0	0	EFF	The Well-Run City
Wastewater	CPX.0004962-F1	Admin,storage and mess upgrading	0	0	0	EFF	The Well-Run City
Wastewater	CPX.0006616-F1	Sundry Equipment: Additional FY21	0	300	0	EFF	The Well-Run City
Wastewater	CPX.0013463-F1	Sundry Equipment: Additional FY22	0	0	300	EFF	The Well-Run City
Wastewater	CPX.0014750-F1	Sundry Equipment: Additional FY23	0	0	0	EFF	The Well-Run City
Wastewater	CPX.0014751-F1	Sundry Equipment: Additional FY24	0	0	0	EFF	The Well-Run City
Wastewater	CPX.0015801-F1	Sundry Equipment: Additional FY20	300	0	0	EFF	The Well-Run City
			145400	113450	4316		