



CITY OF CAPE TOWN  
ISIXEKO SASEKAPA  
STAD KAAPSTAD

**2018/19**  
IN REVIEW

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# VISION AND MISSION OF THE CITY OF CAPE TOWN

## THE CITY OF CAPE TOWN'S VISION IS THREEFOLD:

- ✓ To be an opportunity city that creates an enabling environment for economic growth and job creation, and to provide help 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 STRIVING TO ACHIEVE THIS VISION, THE CITY'S MISSION IS TO:

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

Spearheading this resolve is a focus on infrastructure investment and maintenance to provide a sustainable drive for economic growth and development, greater economic freedom, and increased opportunities for investment and job creation.



In pursuit of its aforementioned vision and mission, the City is building on the strategic focus areas (SFAs) it has identified as the cornerstones of a successful and thriving city. These SFAs also form the foundation of its five-year Integrated Development Plan (IDP).

### THESE ARE AS FOLLOWS:



# VISION AND MISSION

## STRATEGIC FOCUS AREAS

THE FIVE STRATEGIC FOCUS AREAS INFORM ALL OF THE CITY'S SHORT- AND LONG-TERM PLANS



## STRATEGIC OBJECTIVES

THE CITY'S STRATEGIC FOCUS AREAS ARE BROKEN DOWN INTO STRATEGIC OBJECTIVES TO ENSURE IMPROVED ALIGNMENT

## PERFORMANCE TARGETS

THE CITY'S PROGRESS IS MONITORED AGAINST THE IDENTIFIED PERFORMANCE TARGETS

## PROGRAMMES

THE OPERATIONAL PROGRAMMES AND PROJECTS THAT DRIVE THE CITY'S STRATEGIC DEVELOPMENTS

## MATERIAL ISSUES

THESE ARE THE ISSUES THAT THE CITY MUST CONSISTENTLY KEEP IN MIND IN ORDER TO CARRY OUT OPERATIONS IN ALIGNMENT WITH THE FIVE STRATEGIC FOCUS AREAS. THESE ISSUES MUST BE INTEGRATED INTO ALL PLANNING IN A TRANSVERSAL MANNER

### SOME OF THE CITY'S MATERIAL ISSUES INCLUDE THE FOLLOWING:

Addressing **climate change** and improving **resource efficiency** and **urban resilience**

Efficient **water supply, use and management**

Efficient **energy supply, use and management**

Effective, **integrated waste management**

**Sustainable, integrated** human settlement efficiencies

Social sustainability with a focus on **poverty alleviation**

Economic sustainability through **financial prudence**

**Effective and transparent** governance and management of risk

Achieving **environmental sustainability** and biodiversity objectives

**Sustainable land use** and development

**Customer communication** and satisfaction measurement

**Sustainable procurement** with preference and support of SMEs

**Infrastructure maintenance** and development

**Transformation, diversity** and talent management

**Efficient and effective corporate administration**

# ABOUT THIS ANNUAL REPORT

This 2018/19 integrated annual report builds on the City's integrated reporting in previous years, and aligns as far as possible with the recommendations of the 2016 King Report on Corporate Governance for South Africa (or King IV), as well as internationally accepted standards for integrated reporting.

This report provides information about the City of Cape Town administration's financial, operational, social and environmental performance for the 12 months in review, namely the period from 1 July 2018 to 30 June 2019. It also reflects the City's progress against the objectives of its IDP, a new version of which was produced for the five-year period from 2017 to 2022, with a specific focus on achievements against the IDP amendments for the 2018/19 period.

In addition to the IDP, the report is informed by a number of other plans and documents produced by various City directorates and business areas. These include, but are not limited to, the following:

- ✓ The City's 2018/19-2020/21 Budget
- ✓ The Integrated Public Transport Network (IPTN) 2032
- ✓ The Transit-Oriented Development (TOD) Strategic Framework
- ✓ The Built Environment Performance Plan (BEPP)
- ✓ The Cape Town Spatial Development Framework
- ✓ The City of Cape Town Economic Growth Strategy
- ✓ The City of Cape Town Social Development Strategy

The content of this annual report is structured around the five strategic focus areas (pillars) and their underlying objectives, as contained in the City's five-year IDP. The objectives are supported by a forward-looking plan with clear performance targets. Each of the City's programmes have been initiated with the intention to contribute to the objectives and the five strategic focus areas.

Moreover, the content of this report is linked to various material issues in the City's IDP and other sector plans. These are issues that the City intends to address as part of delivering its service mandate in the context of its five strategic focus areas and long-term vision.

## MESSAGE FROM THE EXECUTIVE MAYOR



The 2018/19 financial year was a challenging period for the City of Cape Town administration, with leadership changes requiring a particular focus on reconstituting many of the structures and committees. This resulted in a measure of uncertainty for City employees, yet is a testament to the professionalism and dedication of all the City's staff members who never allowed the changes taking place to distract them from their responsibilities, or diminish their determination, to serve the people of Cape Town.

The Cape Town drought conditions created very challenging operating conditions with many directorates and departments being asked to expand their focus from their core functions, and also stretch their budgets to deal with the water crisis and limit its impact on Capetonians.

Employment remains a key component of this opportunity-creation focus by the City.

We continue to lead the way for the rest of South Africa: quarterly labour force surveys reveal that the province's concerted focus on attracting investment is paying dividends in the form of job creation.

In the past financial year, the City's collaborative efforts with its Strategic Business Partners and various Special Purpose Vehicle (SPV) companies facilitated R2,7 billion worth of investment in Cape Town. This bolsters our local economy, unlocks skills development and creates thousands of jobs.

The Western Cape is the only province to see a decline in unemployment, but we acknowledge that there is still much work to be done in the area of youth unemployment. We remain focused on creating more work opportunities and ensuring that our urban planning and transport infrastructure make it easy and affordable for all Capetonians to access those opportunities.

Another key focus area is driving the use of the resources at our disposal for effective redress and the assistance of the most vulnerable members of Cape Town society. We have committed a Social Package of nearly R3 billion to provide essential free basic services, rates rebates, indigent relief, and we are expanding the qualifying criteria to ensure that we help as many people as possible during these difficult economic times.

Housing: our ongoing efforts and investment into the creation and maintenance of integrated, well-functioning human settlements is a key way in which we are working to strengthen Cape Town's communities and undo the legacy of apartheid spatial design.

During my time as Executive Mayor over the past financial year, I have been hugely impressed by the way in which, not only the City's employees, but also the vast majority of Cape Town residents, have embraced our motto of Making Progress Possible. Together.

Thank you to all the citizens of Cape Town, as well as its investors and visitors, for embracing that vision and continuing to support me, and the entire administration, in the work we are doing to achieve it.

I have every confidence that, together, we will continue to make steady progress towards a city in which every person has the opportunity to thrive.

**ALDERMAN DAN PLATO**  
*Executive Mayor*

## ABOUT CAPE TOWN

### POPULATION

**4 322 031**

estimated **population** in 2018

**68,5%**

of population in **economically active** age bracket (aged 15 to 64)

**25,5%**

**children** aged 0 to 14

**6,0%**

**senior citizens** (aged 65 and up)

Source: 2018 mid-year estimates, Stats SA.

### HEALTH

**68**

years average **life expectancy** in the Western Cape (highest in South Africa)

**22,1**

**infant mortality rate** per 1 000 live births (down from 25,2 in 2003)

Source: Mid-year population estimates 2019 (provincial level).

**Consistent decrease**

in number of **tuberculosis** cases since 2010

Source: City of Cape Town Health Department.

### HOUSING

**1 350 635**

**households** (2018)

**3,2**

**members** in average household

## EDUCATION

**8,5%**

adult **illiteracy** rate in 2016  
(down from 16,0% in 2001)

**2,0%**

of adult population with **no schooling**  
in 2016 (well down from 4,2% in 2001)



**34,0%**

of adult population with **matric** as highest level of education

**758**

ordinary **public** schools

**161**

ordinary **independent** schools

Source: 2016 Community Survey, Stats SA; Western Cape Education Department.

## CRIME

**7 590**

per 100 000 population overall crime

**2 996**

per 100 000 property-related crime



**1 975**

per 100 000 drug-related crime

Source: SAPS 2018.

## HIV/AIDS



**13,5%**

HIV prevalence rate in **SA**

**17,1%**

HIV prevalence rate in **Western Cape** (down from 17,3% in 2010)

Source: Mid-year population estimates, 2019.

## POVERTY AND FOOD SECURITY

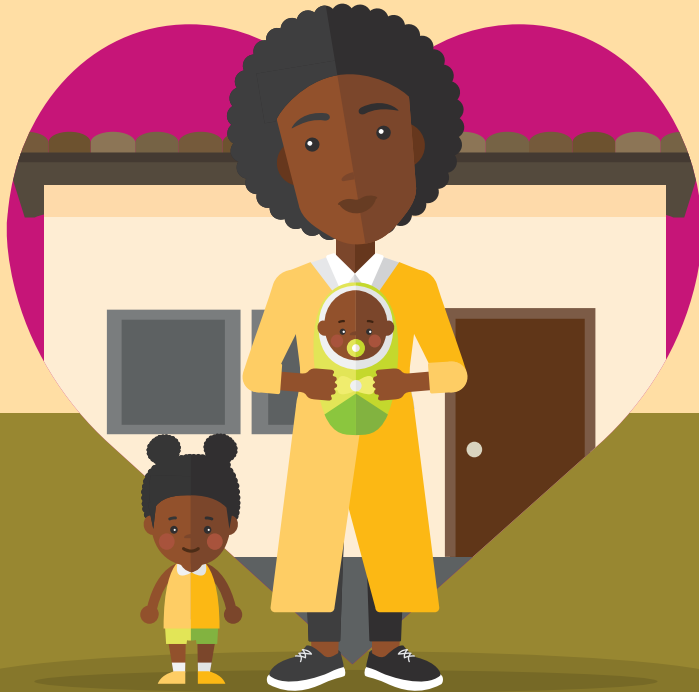
**R3 500**

household income per month  
- Cape Town poverty line (2018)

**187 027**

households below poverty line

Source: 2018 General Household Survey.



**225 271**

indigent households in 2018

**0,74**

Human Development Index (HDI) score  
- higher than national average (0,65)

Source: IHS Markit Regional eXplorer, accessed 3 September 2019.

## ECONOMIC PERFORMANCE

**1,7%**

average economic growth  
rate between 2013 and  
2018 (compared to 1,4%  
nationally)

**79,6%**

in the tertiary sector

**19,3%**

in the secondary sector



**188 050**

more jobs created  
between 2013  
and 2018

**1,1%**

in the primary  
sector

**2nd-highest**

contributor to total  
employment in South  
Africa in 2018

Source: 2019 Quarterly Labour Force Survey, Stats SA.



## ENVIRONMENTAL CHALLENGES

Prolonged  
drought  
and related  
environmental  
changes

Climate  
change and  
the risk of  
rising sea  
levels

Changing  
rainfall  
patterns and  
temperature  
extremes

More frequent  
and intense  
extreme  
weather  
events



Continued  
reliance on  
fossil fuels,  
with electricity  
still 95% coal-  
derived

Environmental  
degradation  
due to  
urbanisation

Loss of  
globally  
important  
and critically  
endangered  
biodiversity

Invasive  
biological  
species

Source: IHS Markit Regional eXplorer, 2018.

## WATER



**Over 99%**  
compliance with prescribed national  
water quality standards  
**Dramatic increase**  
in water-use efficiency

Source: City of Cape Town Water and Sanitation Department.

## ACCESS TO SERVICES

Access to piped **water** up  
from 97,8% to  
**99,8%**

Access to **electricity** (for  
lighting) up from 86,8% to  
**97,3%**



Access to **refuse** removal  
up from 93,3% to  
**98,4%**

Access to adequate  
**sanitation** (flush or  
chemical) up from 89,3% to  
**94,3%**

Access to **telephony**  
(landlines and/or  
cellphones) up from  
61,24% to  
**93,5%**

Sources: 1996 Census and 2016 Community Survey, Stats SA.

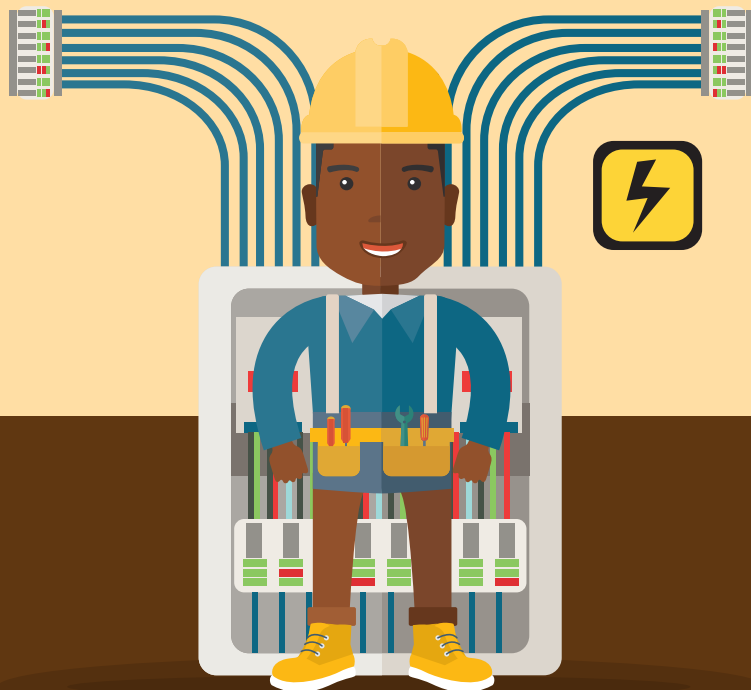
## ENERGY

**165 132**

million gigajoules **total annual energy use** in 2015\*

**5,1**

tonnes **CO<sub>2</sub> emissions** per capita in 2015 (energy only, all fuels – latest available data)



**Smaller**

CO<sub>2</sub> footprint than the national average

**Absolute decline**

in electricity consumption since 2007 – consistently 20% below the business-as-usual baseline

\*Based on interim high-level data update of the 2015 published Cape Town State of Energy report. Source: City of Cape Town Finance Department.

**THE CITY HAS  
RETROFITTED 44**

**MUNICIPAL BUILDINGS  
WITH ENERGY-SAVING  
MECHANISMS AND  
INSTALLED OVER 700  
SMART ELECTRICITY  
METERS TO HELP  
REDUCE COSTS.**





## STRATEGIC FOCUS AREA 1: OPPORTUNITY CITY

**R38 billion**

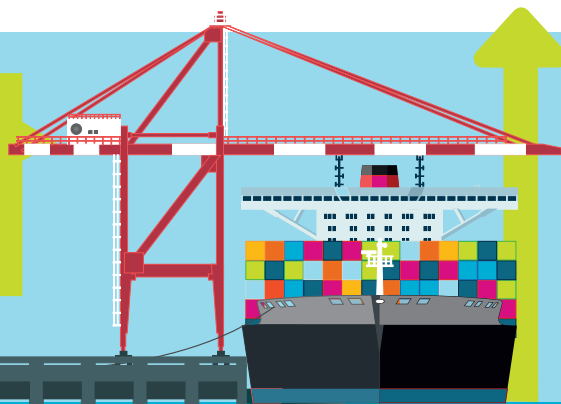
spent on **infrastructure investment**

(up from R33 billion in 2017/18)



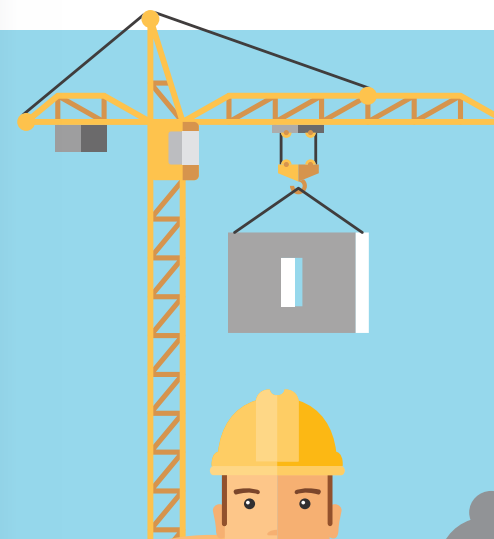
**52%**

increase in  
**international cargo volumes**



**R20 billion**

spent on **infrastructure refurbishment**



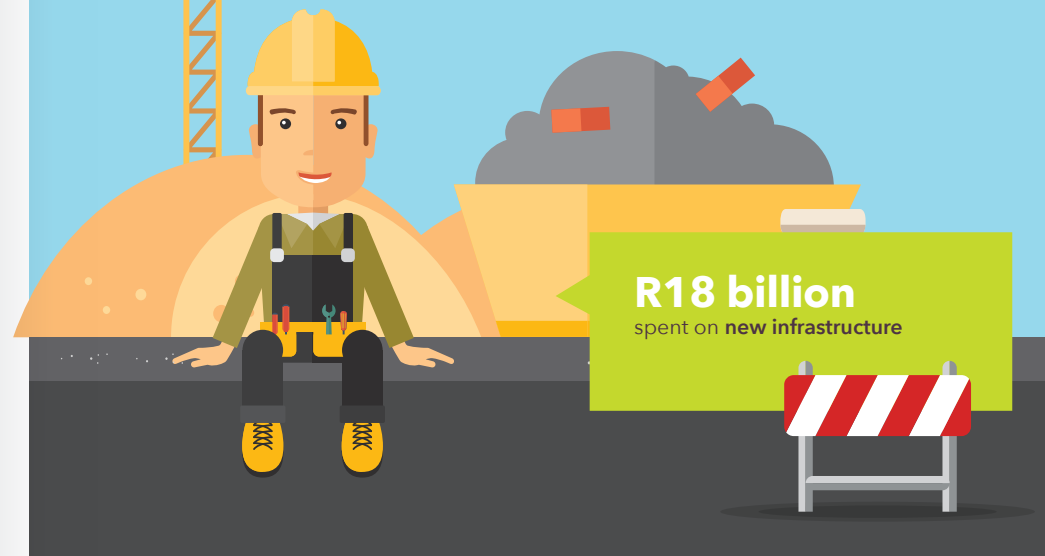
**20%**

of Cape Town's  
**streetlights** have been  
retrofitted with **LED lamps**



**R18 billion**

spent on **new infrastructure**





**R2,73 million**

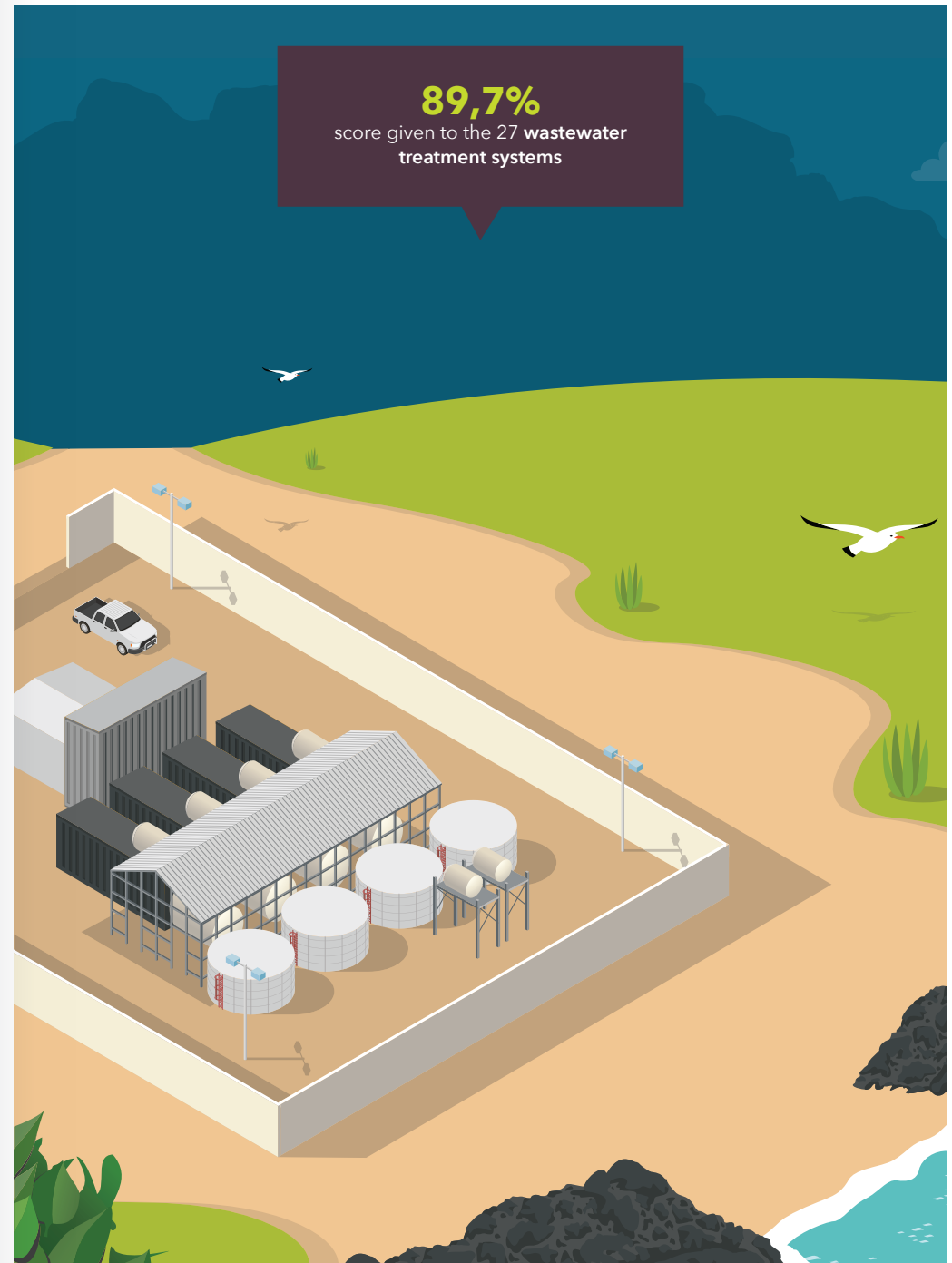
spent on **repairs and maintenance**

(up from R2,46 million in 2017/18)



**15**

**new routes** to Cape Town International Airport

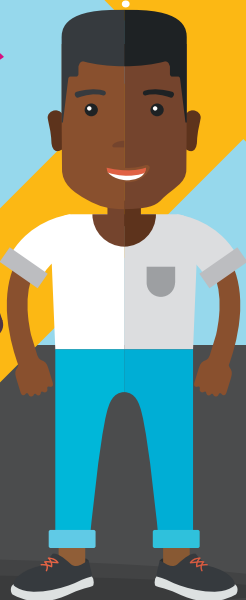


**89,7%**

score given to the 27 **wastewater treatment systems**

**36 910**

jobs created between  
2016/17 and 2018/19



**1 095 km**  
of optic fibre installed



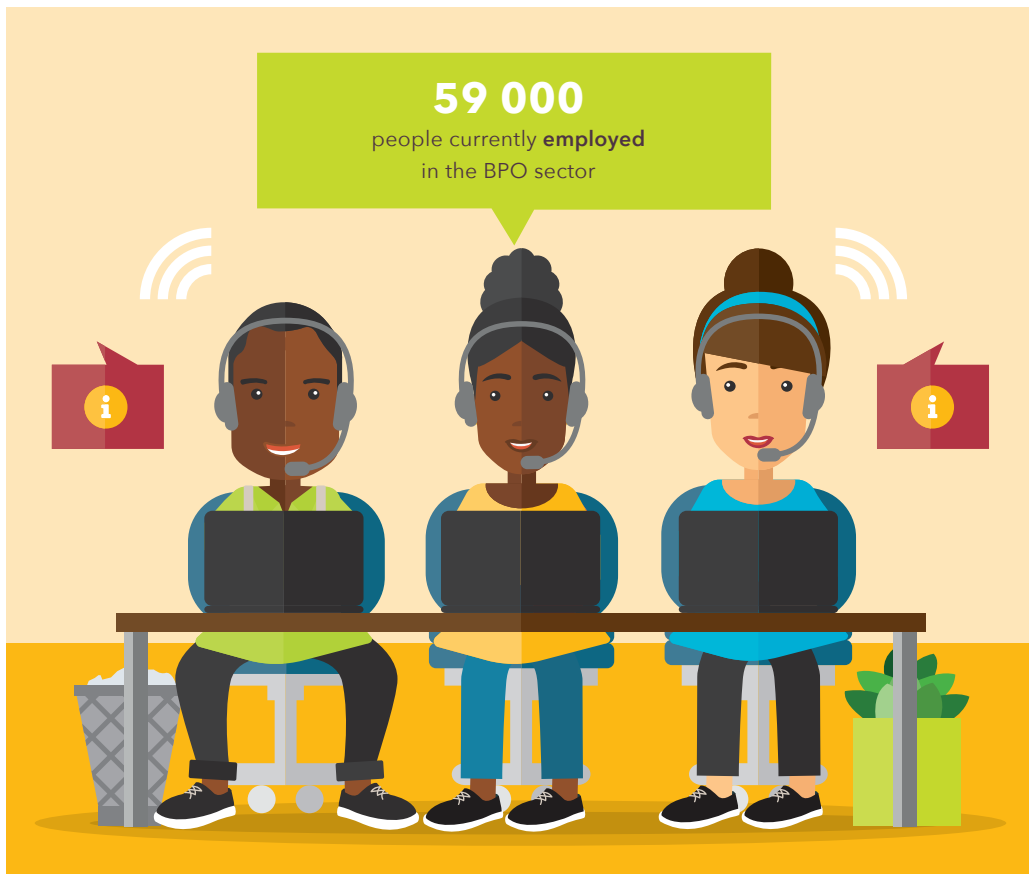
**12:34:56**



**Over 700**

smart electricity meters have  
been installed to monitor  
and manage the City's  
electricity consumption





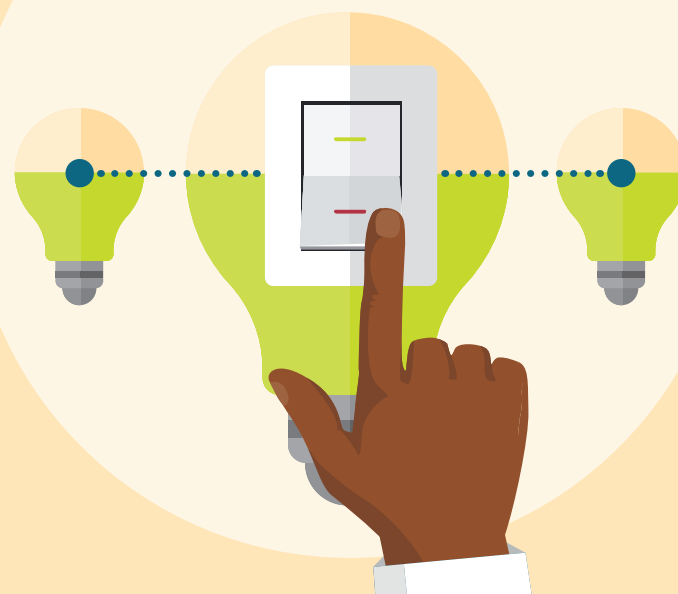
**64,97%**  
(55 222 ha)  
of the BioNet protected to date



**20**  
City-protected areas  
(increased from 16)

**193 GWh**  
of electricity saved  
through municipal  
energy-use improvements

**167 810 tonnes**  
of CO<sub>2</sub> emissions avoided  
through saving electricity





17

new public Wi-Fi  
locations installed

64

new public Wi-Fi access  
points installed



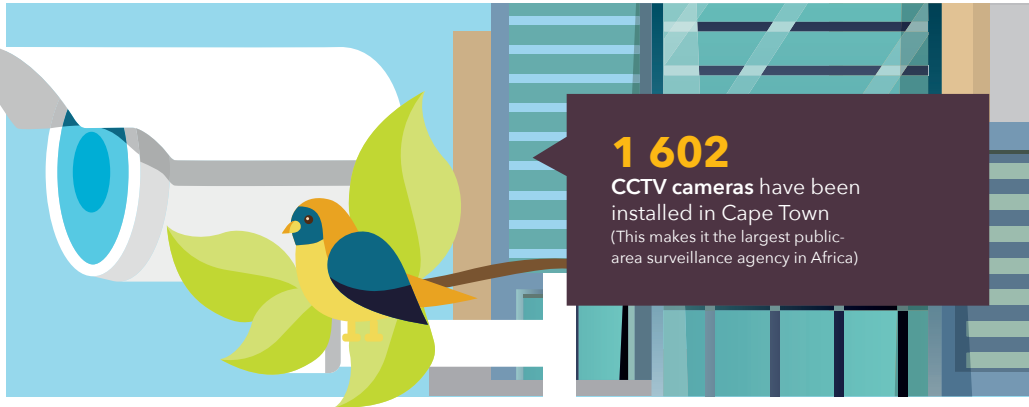
THE CITY PROVIDES PUBLIC  
WI-FI ZONES IN OVER **100 PUBLIC  
BUILDINGS** ACROSS CAPE TOWN,  
SO THAT YOU CAN CONNECT  
WHILE YOU'RE WAITING YOUR  
TURN TO BE SERVICED. THE CITY  
ALSO PROVIDES WI-FI HOTSPOTS  
IN SEVERAL PUBLIC SPACES, SUCH  
AS THE COMPANY'S GARDEN.

THE PUBLIC WI-FI SERVICES  
PROVIDE YOU WITH **50 MB  
OF FREE DATA** PER DAY.





## STRATEGIC FOCUS AREA 2: SAFE CITY



**17**  
additional **traffic**  
officers deployed

**198**  
additional **law**  
**enforcement** officers



136

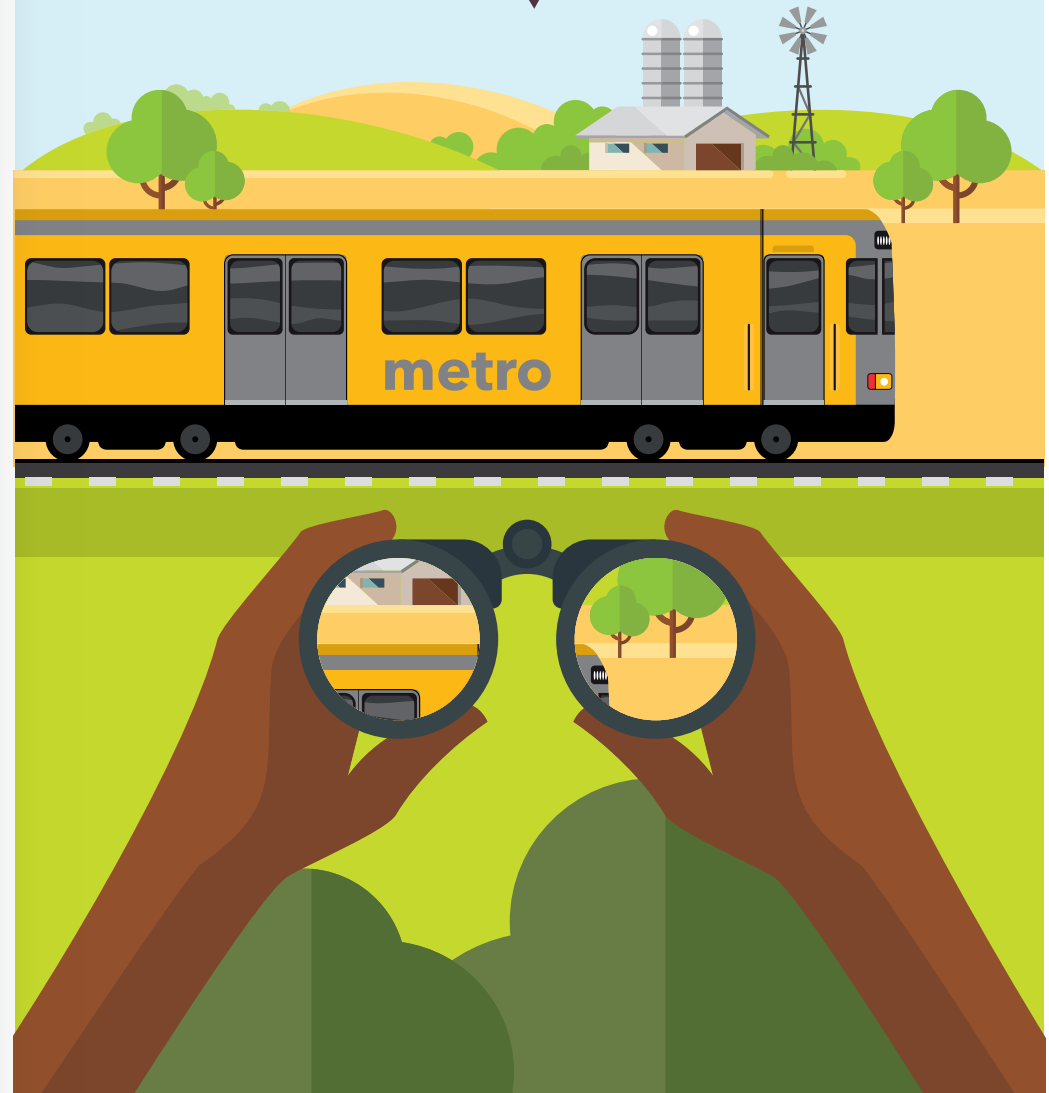
school resource officers  
deployed to date as part of  
the Safe Schools project

SCHOOL



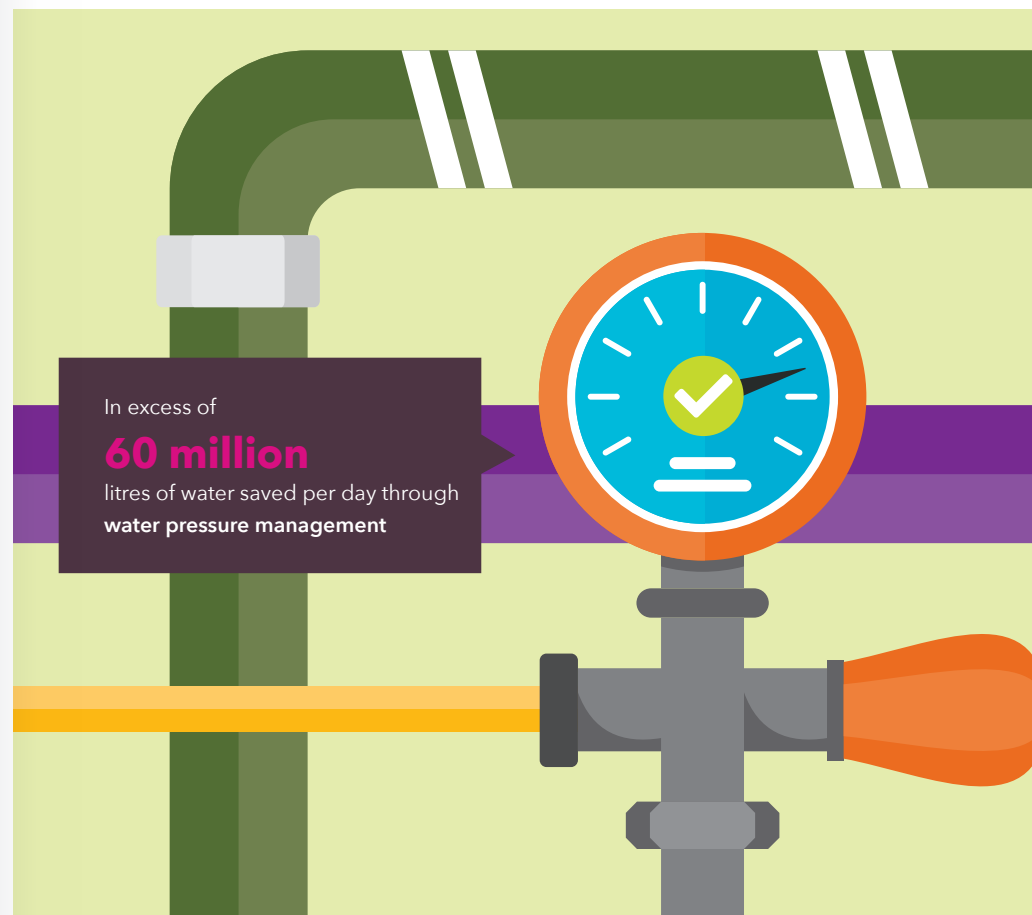
1

dedicated **Rail Enforcement  
Unit (REU)** to tackle criminal  
activity for the railway network

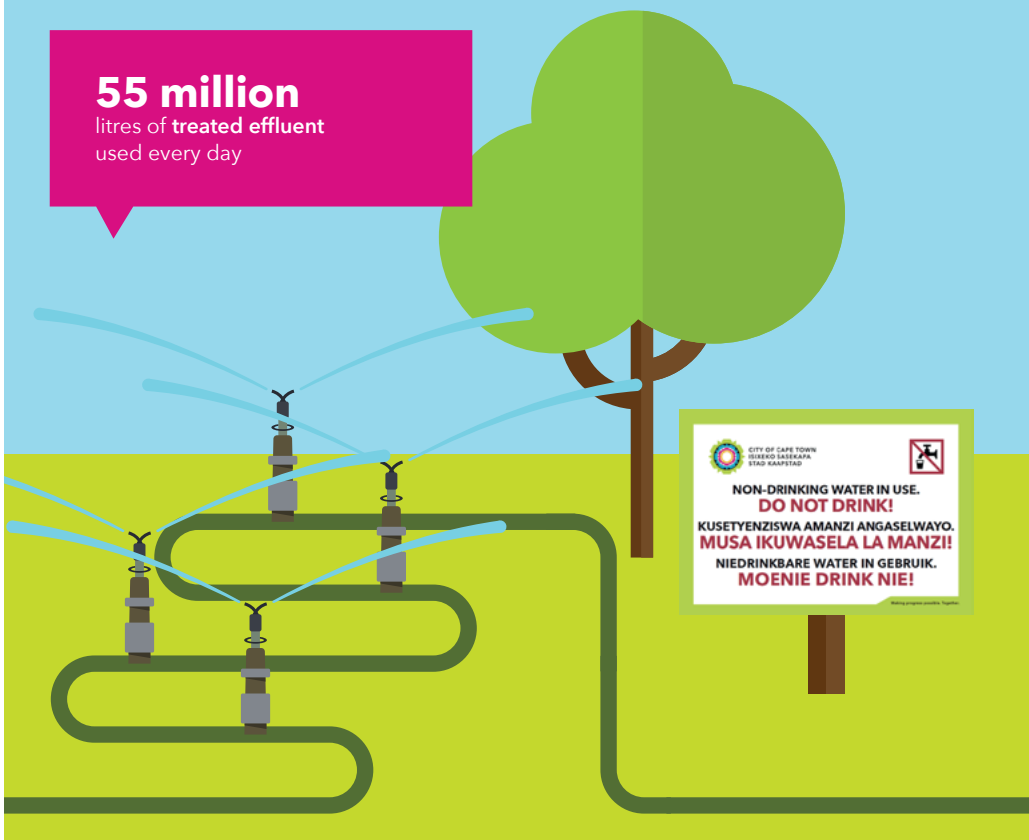




## STRATEGIC FOCUS AREA 3: CARING CITY



**55 million**  
litres of treated effluent  
used every day



CITY OF CAPE TOWN  
HOORO GASEKATA  
STAD KAPSTAD

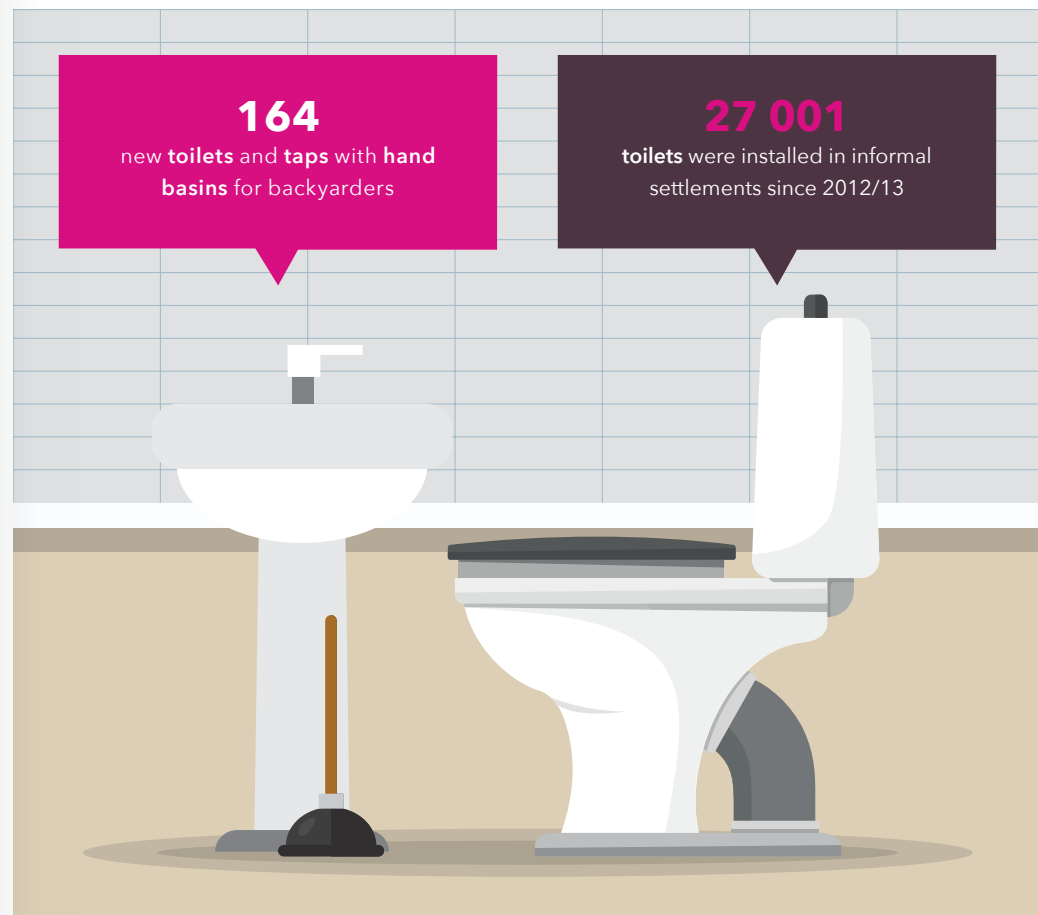
**NON-DRINKING WATER IN USE.  
DO NOT DRINK!**  
KUSETYENZISWA AMANZI ANGASELWAYO.  
**MUSA IKUWASELA LA MANZI!!**  
NIEDRINKBARE WATER IN GEBRUIK.  
**MOENIE DRINK NIE!**

**15 964 m**  
of water mains replaced



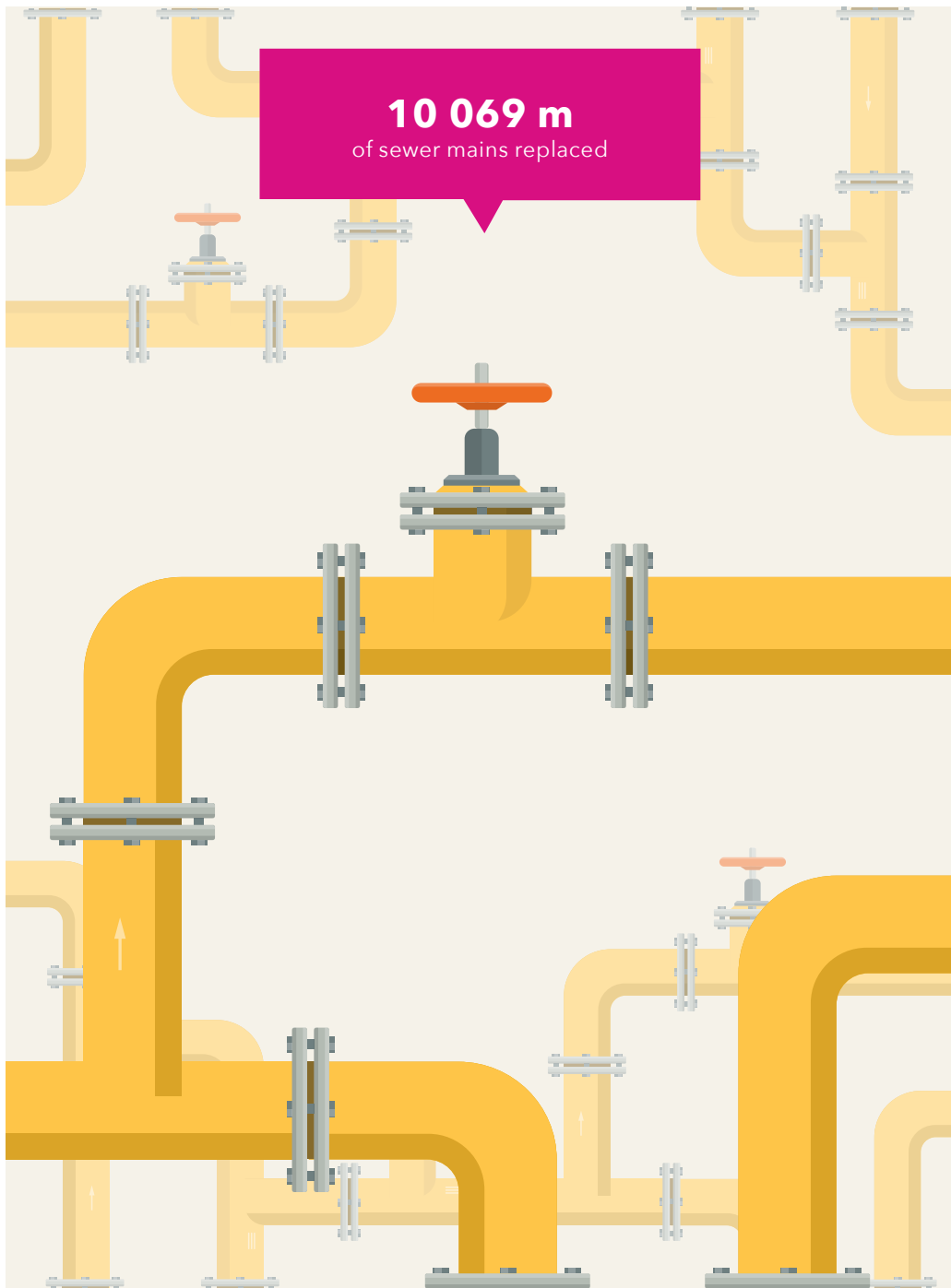
**164**  
new toilets and taps with hand  
basins for backyarders

**27 001**  
toilets were installed in informal  
settlements since 2012/13



**4,75 million**  
litres of water saved per day due  
to the leak repair programme  
(Approximation)







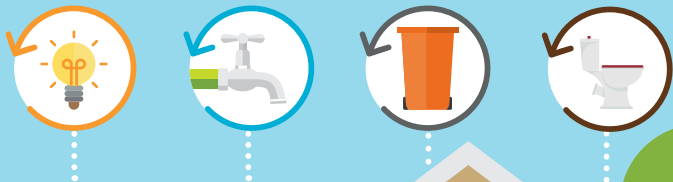
## STRATEGIC FOCUS AREA 4: INCLUSIVE CITY

**R2,97 billion**

in the provision of  
rates assistance

**R1 691 billion**

in rates assistance towards  
indigent relief



**2,1 million**

calls answered by the  
City's corporate call centre

**616**

people provided with shelter as  
part of the Safe Spaces initiative

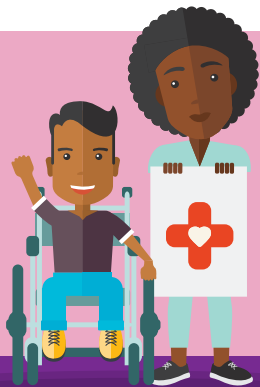


**SHELTER**

**230**

homeless people offered access  
to beds, ablution facilities, water  
and storage spaces beneath  
Culemborg bridge





**5 114**

social care interventions

**202**  
people **successfully**  
**reintegrated** with their families/  
communities of origin



**2 258**

clients assisted through  
the Matrix programme for  
**alcohol and drug treatment**  
- achieving a rate of **83%**  
clean drug tests for those  
in the programme







## STRATEGIC FOCUS AREA 5: WELL-RUN CITY

### Aaa.za and Prime-1

national scale rating; the  
highest possible credit quality  
rating in the national context



**R5,39 billion**

recorded **capital  
expenditure** – amounting  
to 80,11% of capital spend



**THE CITY CONTINUES  
TO ASSESS ITS SERVICE  
DELIVERY EFFICIENCY  
AT ALL LEVELS, AND  
IS CREATING A UNIT  
IN THE DIRECTORATE  
OF THE MAYOR  
TO HELP DEVELOP  
AND IMPLEMENT  
OPERATIONAL  
EFFICIENCY PLANS.**



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