CITY OF CAPE TOWN | ISIXEKO SASEKAPA | STAD KAAPSTAD

TRANSPORT, ROADS & STORMWATER DIRECTORATE EXECUTIVE SUMMARY

OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN
2012/2013

Executive Director: MELISSA WHITEHEAD

1. EXECUTIVE SUMMARY

The Directorate Transport, Roads and Stormwater comprises of the following four Departments:

- Transport
- Roads and Stormwater
- Integrated Rapid Transit Implementation
- Integrated Rapid Transit Operations

These Departments are supported by Strategic Support, Finance and Human Resource Management Services. The Directorate's performance objectives are linked to all five Strategic Focus Areas of the IDP.

The total expected revenue (excluding capital and operating transfers and contributions) for 2012/13 financial year is R 56,262,668 the expected total operating expenditure is R 1,646,642,063 and the expected total capital expenditure is R 2,335,653,729 In the context of the overall capital programme of the City of Cape Town, the Directorate's 2012/13 Capital Budget equates to 39,4% of the entire City's 2012/13 Capital Budget. The Directorate is capital intensive, particularly with the provision of Integrated Rapid Transport, Public Transport and Road and Stormwater infrastructure. In addition, maintenance of the infrastructure is a significant part of the business.

2 PURPOSE AND SERVICE MANDATE OF DIRECTORATE

The functions of the four Departments are as follows:

TRANSPORT

To lead and direct

- The implementation of an appropriate institutional framework for transport that will result in coherent, integrated and comprehensive planning, funding, extension and operation of transport functions in Cape Town
- The design and implementation of the City Integrated Transport Plan; Integrated Public Transport Network, Infrastructure and Operations to meet access and mobility needs of all the citizens, visitors, goods and services and maximize use of transport infrastructure to support job creation, social and economic development and minimize environmental impacts
- The transformation and restructuring of the Public Transport system and services in order to promote Public Transport and support economic development
- The management and administration of the Cape Metropolitan Transport Fund (CMTF)

In terms of a Strategic Investment Plan, the aim is to redirect capital and operating investments as follows:

- Direct improvements in services and operations to enable an efficient and safe Public Transport System i.e. promotes Public Transport passenger information and provides management and security at Public Transport Interchanges. Plan, design and maintain Public Transport infrastructure and facilities.
- Ensure improved access and mobility for all citizens, visitors, goods and services through planning, coordination and implementation of a sustainable and equitable transport system, - network and infrastructure. Establish future transport demand forecasts and projections and driving the universal access and Non-Motorized Transport agenda for the City. Responsible for the co-ordination and Approvals of Transport Impact Assessment linked to private and public sector developments.
- Co-ordinate a Transport Capital Investment Management System to enable the development of a sustainable, efficient and equitable transport system, network and infrastructure and support for economic development and social inclusion.
- Co-ordinate all the assets within Transport under a singular and sustained Asset and Risk Management Strategy and ensure that the transport system, network, and infrastructure is well maintained, enhanced and expanded to accommodate increase in demand for access and mobility.

- Enable a safe environment for communities in the provision and implementation of traffic calming measures. Ensure the optimum use of transport technology and the creation of new and maintenance of existing transport systems.

ROADS AND STORMWATER

Roads Division

To plan, design, construct, manage and maintain a sustainable road based transport network that promotes shared economic growth, improves the quality of life, reduces road user costs and provides for improved access and mobility for the people of Cape Town

- To provide formal comment in the approval process of development proposals within Cape Town
- To improve the energy efficiency of road construction and road maintenance activities

The aim is to ensure that the road network is efficiently managed at an optimum condition. This will be achieved by applying best practice principles in assessing the road network and carrying out the required road maintenance interventions timeously and within budget. In addition, there will be focussed interventions to eradicate infrastructure backlogs, optimising access to grants and promoting appropriate labour intensive activities to assist in job creation.

Stormwater Division

To effectively managed stormwater drainage with safe and healthy rivers, wetlands, vleis and coastal bathing areas.

The customers of this service are the citizens of Cape Town, whose expectations are:

- Protection from flood nuisance from the minor, frequently occurring storms;
- Minimum risk of threats to life and safety, as well as of inundation of property, during flooding resulting from the more severe but less frequently occurring storms;
- Low risk to health of coastal and inland recreational waters;
- Reduced impact of urban development on aquatic ecosystems.

INTEGRATED RAPID TRANSIT (IRT) IMPLEMENTATION

The Department: IRT Implementation is responsible for the IRT System Planning, Infrastructure design and implementation as well as the overall co-ordination and Project Management functions of the overall project. The Department's core functional areas include:

- IRT System Planning and Development
- IRT Infrastructure Planning, Design and Implementation
- IRT Project Management and Co-ordination

These are supported by financial functions. The administrative support function resides in a centralised Department under the Executive Director: transport, Roads and Stormwater.

The IRT Implementation Department (together with the IRT Operations Department) is focused on implementing the City's Integrated Rapid Transit System in a phased manner in accordance with grant funding to be received from National Government. This will include the provision of road based public transport facilities (dedicated bus ways, bus stations, stops, depots and other ancillary facilities) and non-motorized transport facilities (cycle and pedestrian facilities).

The Department is responsible for the delivery of Phase 1A of the City's IRT System before the end of 2013. In addition, the Department has already commenced with the system planning and implementation of certain milestones for Phases 1B, 1C, 2(Express) and 2A (Option 2) for the financial year 2012/13.

INTEGRATED RAPID TRANSIT (IRT) OPERATIONS

The IRT Operations Department (together with the IRT Implementation Department) is focused on rolling out the full Phase 1A project of the City's Integrated Rapid Transit System before the end of 2013.

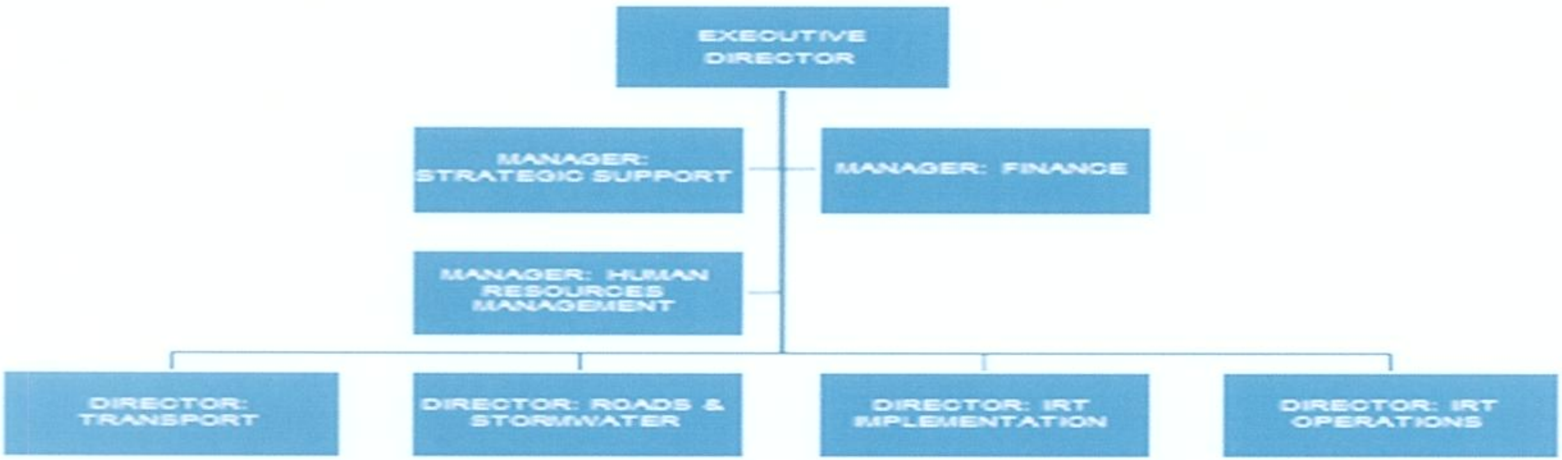
The core functions of the IRT Operations Department are:

- Business development, including service contracts, institutional arrangements
- Input into planning of future phases of IRT, including system planning and infrastructure planning

- IRT / *MyCiti* Operations
- IRT / *MyCiTi* Operational customer relations, marketing and communications
- Public transport industry transition
- Supported by financial, legal and administrative functions

The Department is co-responsible for the delivery of Phase 1A of the City's IRT System before the end of 2013. In addition, the Department has already commenced with the planning for operations in conjunction with the IRT Implementation Department of certain milestones for Phases 1B, 1C, 2(Express) and 2A (Option 2) for the financial year 2012/13.

3. SENIOR MANAGEMENT ORGANOGRAM



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

The Directorate's performance objectives are linked to all five Strategic Focus Areas of the IDP.

The performance objectives for Transport contribute mainly to ensure mobility through the implementation of effective public transport systems. Roads and Stormwater's objective to provide and maintain economic and social infrastructure to ensure growth-led infrastructure development and the conservation of natural resources through the management of inland and coastal water quality along the bathing beaches. The primary performance objectives for the Integrated Rapid Transit Departments will contribute to the improvement of public transport systems and services. In general, the provision of transport systems and services, roads and related infrastructure and the provision of stormwater infrastructure contributes to the economic growth and development of the city and the conservation of natural resources.

5. PERFORMANCE PROGRESS AND IMPACT

The provision and maintenance of infrastructure is the core focus of the Transport, Roads & Stormwater Directorate and some of the measures of performance relates to the percentage of the Capital and Operating budget spent.

The improvement in public transport systems and services focuses primarily on the provision of an IRT system, providing the required transport infrastructure and institutional and operating mechanisms and arrangements for an integrated public transport system and service.

The conservation of natural resources through the management of inland and coastal water quality is influenced by various factors and is measured against compliance of the standards set by the Department Water Affairs and Environment.

6 FINANCIAL INFORMATION

6.1 Summary of revenue by source:

Description (Rands)	Transport , Roads & Stormwater
Revenue By Source	
Service charges – other	39,697,260
Rental of facilities and equipment	
Interest earned - outstanding debtors	20,000
Licenses and permits	1,089,800
Other revenue	15,435,608
Transfers recognised – operational	20,000
Total Revenue (excluding capital transfers and contributions)	**56,262,668**

6.2 Summary of **Controllable** Operating Expenditure by type:

Description (Rands)	Transport , Roads & Stormwater
Expenditure By Type	
Employee related costs	499,560,279
General Expenses	521,810,805
Contracted services	274,794,890
Repairs and Maintenance	350,476,089
Expected total operating expenditure	**1,646,642,063**

6.3 Summary of capital expenditure by Department:

Description	Budget / Amount (in Rands)
Transport , Roads & Stormwater	**2,335,653,729**
Roads and Stormwater	415,038,532
Transport	96,387,162
Strategic Support	81,534
Office Support	43,121
IRT Implementation	1,068,590,329
IRT Operations	755,433,051
Finance	50,000
HR Business Partner	30,000

6.4 A description of discretionary and non-discretionary expenditure.

- All funds are linked to projects, programmes and respective approved Departmental Business Plans and SDBIPs.
- Major maintenance backlogs regarding road maintenance and stormwater maintenance exists mainly due to insufficient budgetary provisions.

6.5 Any risks to achieving revenue projections, any expected major shifts in revenue patterns and planned alternative sources of revenue

- The Transport Department is not a revenue generating department and therefore the risks of not collecting planned revenue are not applicable.

- The Roads & Stormwater Department is in general not a revenue generating department. The revenues that are generated are mostly from rental agreements, which are concluded beforehand, and filming related fees. The revenue generated is insignificant compared to the cost of providing this function.
- IRT does not generate revenue for the City directly. The revenue generated will accrue to the operator directly or indirectly depending on the model adopted.

6.6 The Directorate capital programme in the context of the overall capital programme of the municipality

- TR&S 2012/13 Capital Budget equates to ±33% of the City's 2012/13 Capital Budget.
- TR&S is capital intensive, and will be so until the conclusion of all the phases of the entire IRT system.

7. ASSUMPTIONS AND RISKS

7.1 Management, with the assistance of the Integrated Risk Management (IRM) Department, has taken reasonable care to identify risks that could impact negatively on the achievement of the City's identified 5 Strategic Focus Areas. In accordance with the City's approved IRM Policy, Framework and Implementation Plan, risks are constantly updated, reviewed and managed.

Risk registers are utilised as a management tool and are discussed on a monthly basis with the Executive Director and the Mayoral Committee Member to assess current status, changing risk profiles and any new interventions required. Risks equal to or above the Council approved appetite level are reported to the Executive Management Team (EMT) as well as Mayco.

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

The objectives and indicators of the Directorate are detailed in the attached Service Delivery and Budget Implementation Plan (SDBIP).

9. AUTHORISATION

The undersigned hereby agree with the contents of this document.

	NAME	SIGNATURE	DATE
EXECUTIVE DIRECTOR	**Melissa Whitehead**	Whitehead	25/5/2012
MAYCO MEMBER	**Cllr Brett Herron**		25/5/2012

10. APPENDICES:

Appendix 1: 2012/13 TR&S Directorate SDBIP