

OFFICE OF THE DEPUTY CITY MANAGER

DIRECTORATE EXECUTIVE SUMMARY

OF THE SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN

2012/2013

EXECUTIVE DIRECTOR: MIKE MARSDEN

1. EXECUTIVE SUMMARY

The Council has established the Office of the Deputy City Manager to drive the strategic and operational programmes projects and processes for Directorate: Office of the City Manager. The newly appointed Deputy City Manager (DCM) has been tasked with a responsibility of ensuring that the organisation is operationalized, functional and compliant to all the Local Government legislation. The directorate comprises of diverse but aligned departments in terms of the City's service delivery model. The Directorate seeks to align itself with the ethos of "Service Excellence".

The Executive Support and Governance & Interface departments are responsible with, inter alia, driving the service delivery to the Council's governance structures as well as to the Administration and external stakeholders. The Integrated Development Planning & Organisational Performance Management (IDP&OPM) department drives the Integrated Development Planning and Organisational Management System programmes, processes and procedures, and is responsible to ensure that the City is compliant to the legislative requirements.

The Forensics and Ombudsman departments drive the reactive investigative processes intended to deal with fraud, corruption, maladministration and negligence on the part of any City employee, agent, contractor, supplier, service provider and/or any municipal entity as defined in the Municipal Systems Act. These departments also conduct advocacy and awareness programmes to capacitate all internal and external stakeholders with the intention of reducing fraud, corruption, maladministration and poor service by any of the City's employees and stakeholders.

The Legal Services and Integrated Risk Management departments provide legal and risk management services, and are responsible for guiding the administration's decision-making processes in order to limit or eliminate litigation and enterprise risks.

The Internal Audit department is responsible for providing independent, objective assurance and consulting services designed to add value and improve the City's operations.

The Expanded Public Works Programme (EPWP) department is responsible for mainstreaming this National Government Programme within the City and ensuring the creation of maximum job opportunities as set out in the Corporate Scorecard.

The Service Delivery Integration (SDI) is a new department which has not yet been operationalized. Its mandate is the integration of services across the City.

Generally, the departments are responsible for providing a proactive service through advocacy sessions in order to promote their functions and to raise the service delivery awareness across the City.

2. PURPOSE AND SERVICE MANDATES

2.1 Vision

As this is a newly aligned directorate, it still has to define its vision and shared-goals

2.2 Overarching aims, objectives and core functions of the Department

As it has been articulated in the Department Business Plans, it is evident that this Directorate is responsible for providing strategic and operational leadership and direction to the City in order to capacitate and enable the Service Delivery Directorate to deliver on their mandates. This directorate is still refining its overarching as underpinned by the Strategic Focus Area no 1:- An Opportunity City, and no 5: -A Well-Run City.

2.3 Brief description of direction and intention of the Department

The directorate's strategic intent will be defined during and included in the final version of the Business Plan.

2.4 Customers

The directorate's customers are diverse and include, inter alia:

- Members of Council and its committees,
- the Executive Mayor,
- the Speaker,
- the Mayoral Committee,
- the City Manager,
- the Deputy City Manager and
- the Executive Management Team
- Executive Support and eight other Departments within the Directorate: Office of the City Manager namely, Expanded Public Works Programme (EPWP), Forensic Services, Governance and Interface, Internal Audit, Integrated Development Plan & Organisational Performance Management (IDP&OPM), Integrated Risk Management, Legal Services and Ombudsman Office.
- Organisation as a whole, and
- Members of the public
- Audit Committee
- South African Police Services
- Independent Electoral Commission
- MPAC (SCOPA)
- Auditor General
- Assurance Providers
- EMT Sub-Committees
- Western Cape Risk Management Forum
- National Treasury
- RISKCO and Risk Champions & Coordinators
- Municipal Entities
- Department of Provincial Local Government
- Chapter 9 Institutions (Ombudsman)
- International Ombudsman Community
- Department of Co-operative Governance and Traditional Affairs

Expectations

All customers expect the Directorate: Office of the Deputy City Manager to be reliable and responsive to their needs by continuously providing excellent service.

2.5 Legal and intergovernmental imperatives impacting on the plan

The City Manager is appointed by Council as the Head of the Administration in terms of the Structures Act. The Deputy City Manager has been appointed by Council to drive the City's strategic programmes. It is expected for the directorate to be familiar with Council's policies, processes and procedures, its System of Delegations, Rules of Order for Council and its Committees, and a number of legislative requirements, inter alia, the Structures Act, Systems Act and the MFMA.

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

Partners/ Stakeholders	Departmental Roles and Responsibilities
Executive Mayor Mayoral Committee Chief Whip Speaker Councillors Chairpersons of Council's Committees Subcouncils and Ward Committees City Manager Deputy City Manager EDs, Directors, General Management General Public Audit Committee South African Police Services Independent Electoral Commission MPAC (SCOPA) Auditor General Assurance Providers EMT Sub-Committees Western Cape Risk Management Forum National Treasury RISKCO and Risk Champions & Coordinators Municipal Entities Department of Provincial Local Government Chapter 9 Institutions (Ombudsman) International Ombudsman Community Department of Co-operative Governance and Traditional Affairs	As informed by the relevant Departments' role and responsibilities, this Directorate assumes the following roles and responsibilities and services all its partners/stakeholders, internally and externally to the organisation:- <ul style="list-style-type: none"> • Strategic, legal and operational support role to Council's decision-making structures • Driving the Expanded Public Works Programme across the city to create job opportunities • Championing the anti-corruption programmes including proactive and reactive forensic services • Strategic and operational support to Council's decision-making structures including Subcouncils and Ward Committees • Facilitating the resolution of complaints about the alleged mal-administration, poor service or gross negligence by any of the City's employees • In-house service providing legal assistance through the internal functional units with the aim of enabling the Organisation to deliver on its Constitutional Mandate. Also responsible for ensuring compliance to all legislative requirements of Council and in doing so, manages to limit the City's legal risks • Championing the institutionalisation of Risk Management methodologies, implementing the Risk Management strategies and operational plans • Guide, direct, facilitate and drive the development and implementation, monitoring of and reporting on the City's Integrated Development Plan and Organisational Performance Management System

4. ORGANOGRAM

Staff compliment – The Directorate staff complement currently is 524.

5. RESOURCES (Financials)

OFFICE OF THE DEPUTY CITY MANAGER – DRAFT CAPITAL BUDGET

Directorate	Department	Sum of Approved CAPEX Provision 2012/13	Sum of Proposed CAPEX Provision 2012/13
Office of the City Manager	Office of the City Manager	222 360	222 360
	Executive Support	524 000	524 000
	Governance & Interface	44 757 621	41 757 621
	Ombudsperson	152 868	207 868
	Forensic Services	300 000	300 000
	IDP/OPM	77 158	77 158
Office of the City Manager Total 46 034 007	43 089 007		
Internal Audit	Internal Audit	121 444	121 444
Internal Audit Total		121 444	121 444
Finance Services	Risk Management	30 000	30 000
Finance Services Total		30 000	30 000
Corporate Services	Legal Services	435 000	435 000
Corporate Services Total		435 000	435 000
		46 620 451	43 675 451

DIRECTORATE: DEPUTY CITY MANAGER - OPEX

BUDGETED FINANCIAL PERFORMANCE (REVENUE AND EXPENDITURE)			
	2012-2013 Medium Term Revenue & Expenditure Framework		
DESCRIPTION	BUDGET YEAR	BUDGET YEAR + 1	BUDGET YEAR + 2
OPERATING EXPENDITURE BY TYPE			
Employee related costs	214 151	231099	253056
Remuneration of Councillors	122384	130217	138811
Debt Impairment			
Depreciation & asset impairment	6551	7009	7500
Finance Charges			
Bulk purchases			
Other materials	439	467	496
Contracted Services	39728	20636	21811
Transfers and grants	238	251	265
Other expenditure	127206	131048	138398
Loss on Disposal of PPE			
Total Operating Expenditure	510697	520726	560336

6. RESOURCE CONSTRAINTS

It is imperative to understand that the Directorate: Office of the City Manager has from the outset operated with a very streamlined structure. As a result of this rationalised structure the Directorate is obliged to ensure that it has the right people with the right skills. Acquiring staff with the right skills, knowledge and competencies has posed challenges, especially within Forensics, Internal Audit and IDP departments as these fields have been labelled as scarce resources. Also, due to the global economic climate meltdown, the city has in the previous financial years embarked on budget cuts process, and that has put financial strain on the Directorate's strategic objective and implementation plans. As the space is a scarce commodity, the issue of staff accommodation has been identified as one of the key constraints due to the fact that the service delivery landscape is constantly growing, contrary to the City's facilities.

ASSUMPTIONS AND RISKS

6.1 Assumptions

The environment within which the Directorate operates is one of continual change. The Directors are charged with a responsibility of routinely monitoring and reviewing the risk status of risks to determine whether mitigating actions are required. The use of risk indicators assist in diagnosing the risk status.

6.2 Risk Assessment

Management, with the assistance of the Integrated Risk Management (IRM) Department, has applied their minds and due care taken to ensure that risks which could impact on them not achieving the Department's objectives are identified, addressed and managed on a day to day basis in accordance with the City's approved IRM Policy and IRM Framework. Risk Registers are thus utilised as a management tool in order to manage all risks of the Department. The risks identified and rated, equal or above the Council approved rating (appetite) will be reported to the EMT, as well as to the relevant Mayco member on a six monthly basis.

STRATEGIC ALIGNMENT TO THE IDP

SFA 1. AN OPPORTUNITY CITY	SFA 4. AN INCLUSIVE CITY	SFA 5 A WELL-RUN CITY		
Objective 1.1 Create an enabling environment to attract investment to generate economic growth and job creation	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	Objective 5.1 Ensure a transparent and corruption-free government	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	Objective 5.3 Ensure financial prudence with clean audits by the Auditor-General

Outputs - See attached Directorate SDBIP

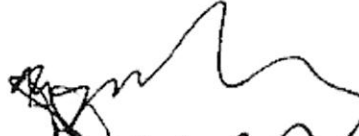

- Key projects and initiatives
 - Expanded Public Works Programmes project
 - Electronic Agenda Optimisation project
 - Sustainable Communities (Violence Prevention through Urban Upgrade) project
 - Public Participation processes
 - Capital Budget Implementation project
- Resources linked to the project
 - The Department's human and financial resources as indicated in point 4&5 will be assessed to drive the identified initiatives.

10. OBJECTIVES AND INDICATORS OF THE STRATEGY / OPERATIONAL PLAN

See attached SDBIP Appendix 1

AUTHORISATION

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

	NAME	SIGNATURE	DATE
Deputy City Manager	Mike Marsden		2012-05-28
Mayco Member	Ald Qually		28/5/2012

11. APPENDICES

Appendix 1: 2012-2013 Draft Directorate Service Delivery Budget Implementation Plan (SDBIP)

LEGEND

SLAs – Service Level Agreements
i.t.o. – in terms of
EMT – Executive Management Team
EDs – Executive Directors

KOI – Key Operational Indicator (previously referred to as Generic)
SDBIPs – Service Delivery and Budget Implementation Plans
PDRs – Plan–Do–Review sessions
VPUU – Violence Prevention through Urban Upgrade

2012-2013 OFFICE OF THE DEPUTY CITY MANAGER - DRAFT SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN												
Alignment to IDP		Measuring D	Corporate Objective	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2013	Targets				Contact Person
Pillar & Corp Obj	CSC Indicator no.							30 Sept 2012	31 Dec 2012	31 Mar 2013	30 June 2013	
SFA 1 The Opportunity City	1B	Finance	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend of Capital Budget	Direct./ Dept. achievement as at 30 June 2012	1.2 (b)	90%	15%	25%	55%	90%	G KENHARDT
	1E	Finance		Percentage spend on repairs and maintenance	100%	1.2 (b)	100%	25%	50%	75%	100%	
	1F	Office Of The Deputy City Manager		Number of Expanded Public Works programmes (EPWP) opportunities created	Direct./ Dept. achievement as at 30 June 2012	1.2 (d)	453	25% Of 453	50% Of 453	75% Of 453	100% Of 453	Noahmaan Hendricks
	1H (a)	Corporate Services	1.6 Maximise the use of available funding and programmes for training and skills development	Number of external trainee and bursary opportunities (excluding apprentices)	Direct./ Dept. achievement as at 30 June 2013	1.6 (a)	35	5	15	25	35	G KENHARDT

2012-2013 OFFICE OF THE DEPUTY CITY MANAGER - DRAFT SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN													
Pillar & Corp Obj	Alignment to IDP		Measuring D	Corporate Objective	Indicator (to include unit of measure)	Baseline 2011/ 2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2013	Targets				Contact Person
	CSC Indicator no.								30 Sept 2012	31 Dec 2012	31 Mar 2013	30 June 2013	
					% Public Participation Processes successfully executed in terms of the implementation plan	90%		90%	90%	90%	90%	90%	
SFA 4	An Inclusive City	4A	Corporate Services	4.1 Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	Percentage adherence to Citywide service standard based on all external notifications	New - to be based on Direct./ Dept. achievement as at 30 June 2012	4.1 (a)	100%	100%	100%	100%	100%	G KENHARDT
SFA 5	A WELL-RUN CITY		Office Of The Deputy City Manager	5.1 Ensure a transparent and corruption-free government	Number of cases investigated and reported on by the Forensics Services Department	60	Approved Business Plans	60	15	30	45	60	V BOTTO
					Number of Hotline promotions conducted	1		1	N/A	1	N/A		

2012-2013 OFFICE OF THE DEPUTY CITY MANAGER - DRAFT SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN													
Alignment to IDP			Measuring D	Corporate Objective	Indicator (to include unit of measure)	Baseline 2011/ 2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2013	Targets				Contact Person
Pillar & Comp Obj.	CSC Indicator no.	30 Sept 2012							31 Dec 2012	31 Mar 2013	30 June 2013		
					% satisfaction as measured by questionnaire for all councillors, Chief Whip, Mayco members and the Speaker (Governance & Interface)	80%		80%	N/a	N/a	N/a	80%	
					% of Tender Appeals that have become litigious (taken to Court)	Less than 10% of Tender Appeal matters taken to Court		Less than 10%	Less 2.5%	Less than 5%	Less 7.5%	Less than 10%	L MBANDAZAYO
					Submission of quarterly report to Executive Mayor on High Court and Municipal Court Statistics to gauge the success of litigation in the High Court and finalisation of matters in the Municipal Courts.	New Indicator		4	1	1	1	1	
					% Completion of the approved audit plan	Departmental achievement as at 30 June 2012		90%	10%	30%	60%	90%	Z ABRAMS

2012-2013 OFFICE OF THE DEPUTY CITY MANAGER - DRAFT SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN													
Alignment to IDP		Measuring D	Corporate Objective	Indicator (to include unit of measure)	Baseline 2011/ 2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2013	Targets				Contact Person	
Pillar & Corp Obj	CSC Indicator no.							30 Sept 2012	31 Dec 2012	31 Mar 2013	30 June 2013		
				% Governance and oversight structure satisfaction rating for overall audit service delivery (Audit Committee and SCOPA)	Departmental achievement as at 30 June 2012		70%	N/A	N/A	N/A	70%		
				% Customer feedback satisfaction rating for audit service provided	Departmental achievement as at 30 June 2012		65%	65%	65%	65%	65%		
SFA 5 A WELL RUN CITY		Office Of The Deputy City Manager	5.2 Establish an efficient and productive administration that prioritizes delivery	A score on a likert scale of 1-5 on the provision of Executive Support Services to: *Office of the Executive Mayor * Office of the Speaker *Office of the Chief Whip * Councilors *Office of the City Manager *Office of the Deputy City Manager *Inter-directorate Language Forum	Approved 2012-2013 Business Plan		A score of 3+ on a likert scale of 1-5 on the provision of Executive Support Services	N/A	A score of 3+ on a likert scale of 1-5 on the provision of Executive Support Services	N/A	A score of 3+ on a likert scale of 1-5 on the provision of Executive Support Services		G KENHARDT
				Timeous compilation of hard copy agendas for delivery in terms of Council Calender of meetings		Approved Business Plans	90% of agendas compiled 7 working days before a meeting	90% of agendas compiled 7 working days before a meeting	90% of agendas compiled 7 working days before a meeting	90% of agendas compiled 7 working days before a meeting	90% of agendas compiled 7 working days before a meeting		G KENHARDT

2012-2013 OFFICE OF THE DEPUTY CITY MANAGER - DRAFT SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN													
Alignment to IDP			Measuring D	Corporate Objective	Indicator (to include unit of measure)	Baseline 2011/2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2013	Targets				Contact Person
Pillar & Corp Obj	CSC Indicator no.	30 Sept 2012							31 Dec 2012	31 Mar 2013	30 June 2013		
					Completion of approved 2013/2014 SDBIP book	Final 2013/2014 SDBIP book completed and signed off by the Mayor		Final 2013/2014 SDBIP Book completed and signed off by the Mayor	Organisation capacitated to complete Draft 13/14 - Five Year Corporate Scorecard - Capex Budget Alignment	2013/2014 Draft Five Year Corporate Scorecard completed	2013/2014 Draft - One Year Corporate Scorecard completed - Draft 2013/2014 SDBIP Book	Final 2013/2014 SDBIP Book completed and signed off by the Mayor	
SFA 5. A WELL-RUN CITY		Office Of The Deputy City Manager	5.2 Establish an efficient and productive administration that prioritizes delivery	Number of Quarterly Reports approved	4	Approved Business Plans	4		2011/2012 Fourth quarter report completed and submitted to PC's within 30 days from the end of the quarter	12/13 First quarter report completed and approved	12/13 Second quarter report completed and approved	2012/2013 Third quarter report completed and submitted to PC's within 30 days from the end of the quarter	M VAN DER MERWE
				Completion of 2011/2012 Annual Report	2010/2011 Annual Report		2011/2012 Annual Report		First draft 2011/2012 report compiled	Finalisation of 11/12 Annual Report	• Submission of annual report to Council • Comments received submitted to SCOPA	N/A	
				PGWC Treasury rating of the Risk Management Plan (With regards to the embedding of Risk Management in the City by 2014)	≥4		≥4		N/a	≥4	N/a	N/a	L GELDENHUYS

2012-2013 OFFICE OF THE DEPUTY CITY MANAGER - DRAFT SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN													
Alignment to IDP		Measuring D	Corporate Objective	Indicator (to include unit of measure)	Baseline 2011/ 2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2013	Targets				Contact Person	
Pillar & Corp Obj	CSC Indicator no.							30 Sept 2012	31 Dec 2012	31 Mar 2013	30 June 2013		
				% of Recommendations Accepted			70%	65%	65%	70%	70%		
				% of satisfied complainants (who have seen Improvements in Service Delivery as a result of Ombudsman's intervention Recommendations)		Approved Business Plans	60%	N/A	N/A	N/A	60%		M BABA
			Corporate Services	Percentage adherence to EE target (composite Indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2(b)	100%	100%	100%	100%	100%		G KENHARDT
				Percentage adherence to Employee Utilisation target (composite Indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2(b)	100%	100%	100%	100%	100%		
				Percentage adherence to Employee Talent target (composite indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2(b)	100%	100%	100%	100%	100%		

2012-2013 OFFICE OF THE DEPUTY CITY MANAGER - DRAFT SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN													
Pillar & Obj	Alignment to IDP		Measuring D	Corporate Objective	Indicator (to include unit of measure)	Baseline 2011/ 2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2013	Targets				Contact Person
	CSC Indicator no.	Obj							30 Sept 2012	31 Dec 2012	31 Mar 2013	30 June 2013	
					Percentage of assets verified	Direct./ Dept. achievement as at 30 June 2012		100% completed by 30 June	0%	0%	0%	100% completed by 30 June	
			INTERNAL AUDIT		Percentage Internal Audit findings resolved	Direct./ Dept. achievement as at 30 June 2012		70%	70%	70%	70%	70%	

SIGNED BY THE
DEPUTY CITY MANAGER:
Mike Marsden



DATE:

27/2-05-28

SIGNED BY THE CS:
MAYCD MEMBER:
Ald Qually



DATE:

28/5/2012