

ENERGY



DIRECTORATE EXECUTIVE SUMMARY OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2018/2019

EXECUTIVE DIRECTOR: Kadri Nassiep
CONTACT PERSON: Gary Ross



**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 as a tourist
- To be known for its efficient, effective and caring governance.¹

This is a one year plan giving effect to the Integrated Development Plan (IDP) and the budget. It sets out the strategies in quantifiable outcomes that will be implemented over the 2018/2019 financial year. It considers what was set out in the IDP and indicates what the Energy Directorate needs to do to deliver on the IDP objectives, how this will be done, what the outcomes will be, what processes it will follow and what inputs will be used.

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Annexure: 2018/19 Directorate SDBIP

1. EXECUTIVE SUMMARY

The executive summary of the Energy Directorate's Service Delivery and Budget Implementation Plan 2018/2019 provides an overview of delivery by the core departments of the directorate; namely Electricity Generation & Distribution and Sustainable Energy Markets.

The directorate's service delivery and budget implementation plan (SDBIP) is developed in alignment with the City's Term of Office Integrated Development Plan (IDP) and further unpacked in the line department's business plans and SDBIPs to ensure effective and efficient service delivery.

Key priorities of the Directorate in relation to the new Term of Office IDP are.

- Excellence in basic service delivery
- Mainstreaming basic service delivery to informal settlements and backyard dwellers
- Resource efficiency and security
- Operational Sustainability

2. PURPOSE AND SERVICE MANDATE OF THE DIRECTORATE

Core purpose

- To build a more resilient, low carbon and resource efficient future for Cape Town
- To ensure sustainable municipal infrastructure and services (energy) that will enable economic development
- To provide/support equitable access to basic energy services for all the citizens of Cape Town
- The provision of basic energy services to backyarders on Council owned land as a priority across Cape Town

The newly formed Energy Directorate has as part of its business strategy identified a need to develop a Directorate vision aligned to the City's vision and the IDP pillars.

100%

C	-	Clean	-	Opportunity City
A	-	Accessible	-	Caring City
R	-	Reliable	-	Well-Run City
E	-	Equitable	-	Inclusive City
S	-	Safe	-	Safe City

Service Mandate

The Constitution stipulates that the municipality has a responsibility to support the right of citizens of Cape Town to have access to basic services and to a well-managed, clean and healthy environment. Municipal powers and functions are dealt with in Section 156 (Schedules 4B and 5B) of the Constitution. Specific functions are contained in Schedule 4B pertaining to electricity reticulation, and schedule 5B pertaining to street lighting. The

specific functions in these schedules regarding air pollution, building regulations, public transport, and waste disposal are also to be taken into account.

To meet this responsibility, Energy must ensure the provision of effective and reliable energy services through the sustainable management of resources and service delivery infrastructure. The Sustainable Energy Markets (SEM) department aims to build a more efficient, affordable and sustainable mix of energy services for all Cape Town citizens. A primary task of SEM is to drive the overall reduction in Cape Town's carbon emissions.

Electricity Generation & Distribution (EGD) department distributes electricity to residential and commercial/industrial customers in the CCTES supply area. The department is licensed by the National Energy Regulator of South Africa (NERSA) to undertake this function. Under the NERSA licence, the standard of services provided must meet the requirements as set out in the national standards NRS047 and NRS048.

3. STRATEGIC ALIGNMENT TO THE IDP

The alignment of the business plan with the Integrated Development Plan (IDP) Pillars, Organisational Design and Transformation Programme (ODTP) priorities and programmes is shown below.



KEY DIRECTORATE PROGRAMMES IN THE NEW TERM OF OFFICE IDP:

Programme 1.1.c Infrastructure Investment Programme:	1.1.c.4 Infrastructure Maintenance Project: 1.1.c.4 Infrastructure Planning for Growth
	1.1.c.2 Infrastructure Investment Research Project
Programme 1.3.a Skills Investment Programme:	1.3.a.1 SPV Skills Development and Apprenticeship Investment and Graduate Internship Project
1.4.a Energy Efficiency and Supply Programme:	1.4.a.1 Independent power producers project
	1.4.a.2 Embedded Generation project
	1.4.a.3 Energy Efficiency Project
1.4.b Climate Change Programme	1.4.b 2 Mitigation Climate Change Project
Programme 3.1.a Excellence in Basic Service delivery:	Quality of Supply
	Quality of Service
Programme 3.2.a Basic Service Delivery Programme:	3.2.a.1 Encouraging and supporting backyard dwellings/Informal Settlements
	- Electrification Plan for Informal Settlements - Backyarder Programme
5.1.a Efficient, responsible and sustainable programme	5.1.a.2 Energy revenue model development and reducing energy poverty for the poorest households, while improving energy efficiency

Programme 1.1.c Infrastructure Investment Programme:

1.1.c.4 Infrastructure Maintenance Project:

1.1.c.4 Infrastructure Planning for Growth

Electricity Infrastructure

Management of legacy medium-voltage switchgear: The City faces serious challenges in the management and maintenance of equipment on the medium-voltage distribution system, mainly due to ageing infrastructure. This applies to all types of medium-voltage switchgear on the system.

The City aims to achieve the following in general:

- Networks: Develop the high voltage and medium voltage networks to ensure reliable electricity supply.
- Informal Settlements: Provide services and upgrades to un-serviced informal settlements.
- Network upgrades: Provision to informal and backyarder services will require upgrade or replacement of many networks which are old and inefficient. Refurbishment and replacement of existing assets to achieve balance, cost-efficiency and long-term viability of infrastructure.
- Identify infrastructure hotspots where enhancement of development rights may need to be limited in the short to medium term, and establish monitoring mechanisms to review their status.

- Electrification of Low Cost Housing Developments, IS and BY: Electrification in the city in terms of City and Western Cape Government (WCG)'s Human Settlement Plans. Facilitate prioritisation of electrical connection backlogs in informal areas serviced by Eskom.
- A 30-year programme has been initiated, through which all obsolescent medium-voltage switchgear will be replaced with equipment complying with modern best-practice specifications, thereby improving safety and security of supply as well as reducing maintenance requirements.
- Low-voltage and medium-voltage distribution network infrastructure: Investment in the medium-voltage distribution network is required, and a new voltage level is being considered to improve efficiencies. Over the next five years, existing substations, underground cables and overhead power lines across the metropolitan area will be upgraded and refurbished as part of a 15-year network development programme.

1.1.c.2 Infrastructure asset management

In 2006 NERSA conducted technical audits of major electricity distributors including EGD in which maintenance was highlighted as a major area of concern. Subsequent to this EGD has embarked on a multi-year programme to implement enterprise asset management (EAM) using the SAP platform and conforming to PAS55 standards. Through the systematization, standardization and centralization of functions asset management will form an integral part of day to day activities to create an efficient, predictable operational environment.

With the transfer of assets from the legacy systems to SAP, not enough time was spent on implementing a comprehensive AMP. The main focus was on financial systems which resulted in a lack of operational focus. Physical asset master data was extremely limited and of poor quality. This led to the need for a total rebuild of SAP EAM (SAP PM – Plant Maintenance Module – and related modules) and to collect and populate asset master data. This work is in progress, with a new master data design and data collection having been completed for distribution MV and LV, but will take some time yet before it is completed for all EGD physical assets, including Facilities, Generation and secondary functions. The current focus is on the HV master data design. Full operationalization will take place in the medium term.

Programme 1.3.a Skills Investment Programme:

1.3.a.1 SPV Skills Development and Apprenticeship Investment and Graduate Internship Project

Skills development and training is vital to address critical shortages in Cape Town to meet the needs of the organisation and the local economy. Apprenticeship investment in Electricity Generation & Distribution Department will meet the demand side of the labour market, using the training the City provides to either become skilled technicians employed by government or to move as newly qualified people into the private sector.

Programme 1.4.a Energy Efficiency and Supply Programme

1.4.a.1 Independent power producers project

- Promote and facilitate the implementation of renewable energy generation To keep abreast of national and provincial developments regarding renewable energy and facilitate the incorporation thereof into City processes.
- To investigate the possibility of entering into long term Power Purchase Agreements (PPAs) with Independent Power Producers (IPPs)

1.4.a.2 Embedded generation project

- Manage the City's small scale embedded generation (SSEG) program which enables consumers to connect SSEG to the electrical grid.
 - Promote the finalization of national technical specifications for the connection of SSEG to utility electrical grids.
 - Establish a PV installer accreditation programme in the absence of a national initiative.

1.4.a.3 Energy efficiency projects

The Directorate aims to continue to promote and implement its energy efficiency programme.

Programme 1.4.b Climate change programme

1.4.b.2 Mitigation climate change project

The City will aim to reduce Cape Town's carbon footprint in order to contribute to the global reduction of greenhouse gas emissions and make the local economy more competitive. This will be done through the implementation of a range of carbon emission reduction projects in line with the aims of the Energy2040 goals

Programme 5.1.a Efficient, responsible and sustainable programme

5.1.a.2 Energy revenue model development

The aim is to implement a revenue model that reduces the City's reliance on electricity sales to sustain its operations. As consumers become more energy-efficient and adopt more small-scale embedded generation, the electricity distribution business model needs to change to keep the City's rates account affordable, as well as financially sustainable. The City's electricity tariffs will also need to be constantly reviewed to be increasingly cost-reflective while remaining affordable.

In addition, the opportunities presented by new technologies and renewable energy will be explored to reduce energy poverty for the poorest households, while improving energy efficiency. This will include further investigations into solar geysers and demand side management, with a special emphasis on informal settlements and backyarders.

Programme 3.1.a Excellence in Basic Service delivery:

Quality of Supply

The EGD core business is to provide reliable electricity supply to customers in the EGD supply area. To ensure that the quality of electricity supply meets the required regulatory standards, EGD monitors its performance in terms of NERSA guidelines as set out in the NRS 048 part 1 and part 2 documents.

Quality of Service

The minimum standards and reporting lines for the quality of service to Electricity to customers is set out in the NRS 047 part 1 and part 2 documents. These specifications cover a number of services including customer driven complaints, enquiries, requests, quotations and forums. The standard response times and satisfaction indices for counter services, telephonic replies and written replies are stipulated in these documents.

Mainstreaming basic service delivery to informal settlements and backyard dwellers

The widespread occurrence of informal settlements and informal dwellings in the yards of houses in formal townships in South Africa is an urban reality. EGD is responsible for the electrification of informal settlements and backyard dwellings within the City of Cape Town supply area in order that the City meets its constitutional and statutory obligations to provide basic municipal services, and to afford occupiers of backyard dwellings direct access to the supply of electricity.

Access is undertaken in terms of the City's electrification policy and as part of the EGD electrification plan and backyarder programme which are funded through the Integrated National Electrification Programme (INEP) and the Urban Settlement Development Grant (USDG). Once access to the service has been provided, there is no distinction between the quality of supply and service levels to informal, back-yarder and formal residential areas.

Electrification Plan for Informal Settlements

A lack of service connections still exists in the electrification of informal settlements in some areas. At this stage the bulk of these are found in the portion of the Metro which is in the Eskom supply area. With a change in DoE policy, Eskom have embarked on the electrification of informal areas which comply in terms of the City's electrification policy utilizing INEP grant funding. The City has also allocated USDG funds sourced internally by the EGD to fund electrification in informal settlements in the Eskom supply area. Certain informal areas in both supply areas are excluded in terms of the electrification policies as dwellings are below the 50-year flood line, are in road, rail and power line reserves and servitudes or on privately owned land.

Electrification is an on-going process as informal settlements grow and will therefore continue over the medium to long-term. The electrification plan budget is shown below. It is combined for both informal settlement and formal housing electrification to movement of funds to match the dynamic environment of informal and subsidized housing provision.

Backyarder Programme

Backyarder is a term used to describe where the occupier (owner or tenant) of formal housing has allowed others to establish informal dwellings in the yard of a property. These dwellings do not have direct access to services from the City and are reliant on obtaining these services via the occupier of the formal dwelling.

This project supports the key pillar of the caring city by assisting in alleviating poverty through the provision of subsidised electricity supplies to backyard dwellings and is guided by considerations of equity, affordability and sustainability. It also supports the shift toward embracing informality and semi-formality. Currently the programme is restricted to backyard dwellings on City Rental Units within the metro and the future provision these services will require major focus and investment with pressure on financial sustainability as many of the networks are very old, inefficient and often require extensive replacement.

4. PERFORMANCE PROGRESS AND OUTCOMES

4.1 Past year's performance

The past year's information is available in the Annual Reports located on the site:
<http://www.capetown.gov.za/en/IDP/Pages/default.aspx>

Performance of the past year for the projects/programmes previously coordinated by the Energy and Climate Unit (now in SEM department) can be found in the Annual Report of the Environmental Resource Management department (post-ODTIP Environmental Management).

Overall progress on electrification (informal settlements)

Access to electricity – A backlog still exists in informal settlements in the Cape Metro Area, mainly in the Eskom area of supply. Some households in this category have the added challenge of being located on Encumbered Land (informal dwellings located either on private land, below the 50-year flood line, under power lines, road or rail reserves, storm water retention or detention ponds, unstable land and any other health or safety hazard). To alleviate the backlog, registration of servitudes on privately owned properties are considered, relocation of structures from land that is not suitable for the provision of electricity to more suitable land and electrification on road or rail reserves upon permission from the respective Business Authority. Moreover, the majority of service requests for the provision of informal settlement connections are as a result of infills/new connections resulting from burnt area infills within an existing informal settlement and new pockets.

4.2 Areas of Business Improvement

There are a number of Service Improvement initiatives that will be rolled out over the business plan period. These will include customer campaigns to educate and create awareness amongst electricity consumers regarding various projects including rationalised electricity tariffs, the cost of the theft of electricity and of vandalism of electricity infrastructure.

The Solar Water Heater, Electricity Savings and Small-Scale Embedded Generation information and behaviour change programmes will be further developed and implemented in order to build a more resource efficient and lower carbon future for Cape Town.

The legal position of the City of Cape Town being able to own/purchase green power will be established and the City's way forward mapped.

The sustainable electrification/low income energy services plan will be developed as a significant contribution to ensuring better services for low income citizens and to the revision of the electricity revenue model.

5. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

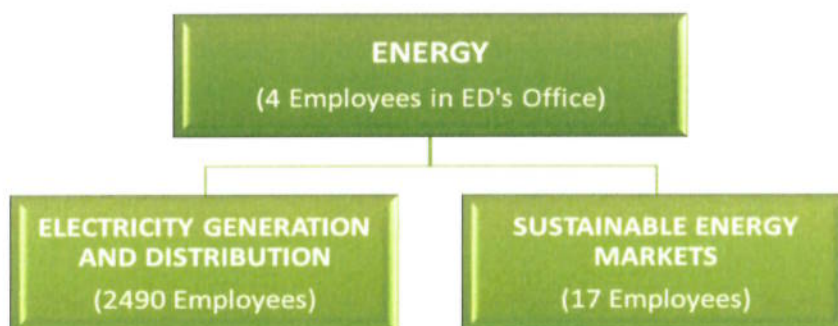
Partner/Stakeholder	Needs/Roles and Responsibilities
<ul style="list-style-type: none"> Customers Communities Business/industry 	Service delivery; electricity distribution; electrification projects; uninterrupted supply; reasonable turnaround time on service requests
Internal Partners <ul style="list-style-type: none"> Councillors External Service Delivery Directorates Corporate Unions 	Information sharing; communication of directorate requirements and service standards; policy development and implementation; service coordination
External Partners <ul style="list-style-type: none"> National and Provincial Government Parastatals Community based Organisations Business Sector Sector Service Authorities Institutions for Higher Learning Non-Governmental Organisations Funders City to city partnerships and networks (e.g. C40) 	Information and knowledge management; service delivery coordination; implementation; research; compliance with regulatory frameworks; programme and project support; funding (both grant and loan)

Transversal Committee	Working Group Involvement
<ul style="list-style-type: none"> Economy and Environment Cluster Committee 	<ul style="list-style-type: none"> Green Economy Energy and Climate Change
<ul style="list-style-type: none"> Energy and Utilities Transversal Committee 	
<ul style="list-style-type: none"> Sustainability and Resilience 	

RESOURCES

6.1 Senior management capability and structure.

6.1.1 Directorate organogram



SAP BI as at January 2018

6.1.2 Possible outsource services

- None.

6.1.3 Lead and Contributing Directorate (Energy – Lead)

Programme	Project	Lead Directorate	Contributing Directorates
1.4.a Energy Efficiency and Supply Programme	1.4.a.1 Independent Power Producers Project:	Energy	Directorate of the Mayor (Enterprise and Investment)
	1.4.a.2 Embedded Generation Project:	Energy	Informal Settlements, Water & Waste Services
	1.4.a.3 Energy Efficiency Project	Energy	Transport & Urban Development Authority Assets and Facilities Management Informal Settlements, Water & Waste Services

1.4.b Climate Change Programme	1.4.2 Mitigation Climate Change Project Project; achieving energy and carbon targets	Energy	Transport & Urban Development Authority, Informal Settlements, Water & Waste Services
5.1.a Efficient, responsible and sustainable programme	5.1.a.2 Energy revenue model development and reducing energy poverty for the poorest households, while improving energy efficiency	Energy	Finance

6.2 FINANCIAL INFORMATION*

6.2.1 Summary of revenue by source

REVENUE	R
<u>Sales: External</u>	<u>(12 744 362 687)</u>
Credit Meters	(8 676 100 866)
Prepaid Meters	(3 907 158 450)
Free Basic Electricity	(160 637 805)
Public Lighting	(465 566)
<u>Sales: Internal</u>	<u>(573 514 487)</u>
Municipal	(343 241 620)
Street Lighting	(227 316 565)
Traffic Lights	(2 956 302)
Total Sales	(13 317 877 174)
Miscellaneous Income	(44 437 403)
	(13 362 314 577)
OTHER	
Interest Earned - Outstanding Debtors	(22 000 000)
Grants and Donations (Capital Outlay)	(219 949 197)
Conditional Grant - USDG	(1 055 000)
Developers Contribution (BICL)	(74 192 940)
Profit on Sale of Assets	(2 500 000)
Total Other	(319 697 137)
Total Revenue	(13 682 011 714)

Savings from energy efficiency interventions across municipal operations amount to R50 000 000 per annum

6.2.2 Summary of operating expenditure by type

EXPENDITURE	
CONTROLLABLE	
Employee Related Costs	1 180 439 968
General Expenses	172 733 463
Fuel	24 992 290
Connection Fees	24 867 000
Contracted Services	44 881 656
<u>Repairs & Maintenance (Total)</u>	<u>584 961 003</u>
Repairs & Maintenance (Primary)	301 318 610
Repairs & Maintenance (Secondary)	283 642 393
Total Controllable	2 032 875 380
OTHER	
Bulk Purchases	8 341 400 000
Collection Costs (Vendors Commission)	70 630 000
Capital Charges	745 223 231
Conditional Grant - USDG	1 055 000
<u>Contributions</u>	
Bad Debts Provision/Working Capital Reserve	128 522 017
Housing Fund	220 828
Medical Aid - Post Retirement	25 240 713
Grants and Donations	219 949 197
<u>Contribution to CRR</u>	<u>387 280 021</u>
CRR - Capital projects funding	310 587 081
Sale of Assets	2 500 000
Developers Contributions (BICL)	74 192 940
Total Other	9 919 521 007
INTERNAL	
Contribution to Rates	1 479 807 618
Support Services	255 492 042
Internal Utilities	263 603 662
Insurance Department Premiums	16 529 732
Activity Based Costs	(286 504 483)
Total Internal	1 728 928 571
Total Expenditure	13 681 324 958

6.2.3 Summary of capital expenditure by type

	2018/19
External Financing Fund (EFF)	483,739,051
Capital Replacement Reserve (CRR)	467,807,685
Grants & Donations (CGD)	236,249,197
Revenue	1,050,000
	1,188,845,933

6.2.4 Major Projects Aligned To PPM (IDP Linkage)

Project	Strategic Focus Area	Directorate Objective	IDP Programme
Electrification	SFA 3 – Caring City	Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.2.a Basic Service Delivery Programme
MV Switchgear Replacement	SFA 1 – Opportunity City	Positioning Cape Town as a forward looking globally competitive City	1.1.e Economic Development and Growth Programme
Meter Replacement Project	SFA 3 – Caring City	Excellence in Basic Service Delivery	3.1.a Excellence in Basic Service Delivery
Paardevlei Development	SFA 1 – Opportunity City	Positioning Cape Town as a forward looking globally competitive City	1.1.e Economic Development and Growth Programme
Electricity Demand Side Management	SFA 1 – Opportunity City	Resource Efficiency and Security	1.4.a Energy Efficiency and Supply Programme
Street Lighting	SFA 1 – Opportunity City	Positioning Cape Town as a forward looking globally competitive City	1.1.c Infrastructure Investment Programme

6.2.5 Narrative on Directorate capital programme

Electrification

The provision of subsidised connections to Informal Settlements and Subsidised Housing Developments. Benefits include increased safety at night, reduces risk of fires through the installation of safe and legal connections, it improves quality of life for beneficiaries and restores human dignity. Approximately R150.5m will be allocated annually to future Electrification projects.

Oakdale switching station upgrade phase 3

Implementation in 2018/19 with a total project cost of R360m - this will consist of building a 132kV switching station at the Triangle Substation location. Changing the electricity network from 66kV to 132kV for this area of supply.

Paardevlei Development Project

EGD to establish a new HV supply point as well as MV & LV network to the new Paardevlei development. This development will mainly benefit low income groups. Estimated implementation is 2019/20 at a total estimated cost of R334.4m.

Renewable Energy and Energy Efficiency in own operations

The City of Cape Town is leading by example by implementing energy efficiency retrofit programmes within municipal operations since 2009. This includes traffic lights, street lights, buildings and wastewater treatment plant retrofits. The buildings energy efficiency programme is further complemented with rooftop solar photovoltaic systems. This is accompanied by energy management training for facilities staff, smart driver training for fleet and behaviour change programmes for building users. The City has also developed an Internal Resource Management protocol for implementation across municipal operations and a resource data management system to track, monitor and report savings and consumption. These interventions have resulted into significant carbon and financial savings and forms part of the City's Energy 2040 Goal.

Implementation in 2018/19 will include continued extensive energy efficiency retrofits of municipal buildings. Continued research and analysis of PV supply for own use – either on municipal buildings or larger scale ground-mounted systems – will be completed by the end of 2017/18, for implementation in 2018/19.

The Resource Efficiency programme aims to ensure that municipal buildings are equipped with renewable energy, such as photovoltaic (PV's) installations, which will save the money as the cost of solar is less than Eskom supplied electricity. Energy security is ensured as solar is a reliable form of energy. The environmental benefit is that the sustainable supply of energy reduces the buildings overall carbon emissions. This programme forms part of the City's Energy 2040 goals.

The aim of the Energy Efficiency programme is to upgrade municipal buildings with energy efficient technology. This will enable reduced electricity consumption which saves the City money. Reduce maintenance as the technology last longer. The environmental benefit is that there a reduction in carbon emissions from the reduced electricity consumption. The improved technology enables the City to upgrade ageing and obsolete technology. This programme forms part of the City's Energy 2040 goals.

Street Lighting

Street Lighting is required across the Metro to provide for the safe movement of both vehicular and pedestrian traffic throughout The City. We aim to ensure that the most effective technology is utilised to provide every area of The City with adequate lighting. The department plans to add R65.6m of lighting infrastructure to the network on average.

7. 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.

7.1 Revenue risks

Risks to achieving revenue projections:

- Security and quality of supply
- Certain aspects of the economic slowdown are still evident
- The increase in the indigent register

8. OBJECTIVES AND INDICATORS OF THE DIRECTORATE SDBIP

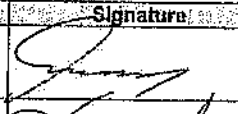

Key objectives and indicators on the Corporate Scorecard where Energy is the lead directorate.

Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator (to include unit of measure)	Annual Target 2017/18 (30 Jun 2018)	2018/19 (Quarterly Targets)			
Pillar	CSC Indicator no.					30 Sept 2018 Q1	31 Dec 2018 Q2	31 Mar 2019 Q3	30 Jun 2019 Q4
SFA 1 - Opportunity city	1.C	Energy	1.1 Positioning Cape Town as a forward-looking, globally competitive city	Number of outstanding valid applications for commercial electricity services expressed as a percentage of commercial customers	<0.2%	<0.2%	<0.2%	<0.2%	<0.2%
SFA 1 - Opportunity city	1.J	Energy	1.4 Resource efficiency and security	Megawatts of new small scale embedded generation	3.2 MVA	0.45 MVA	1.47 MVA	2.49 MVA	3.50 MVA
SFA 3 - Caring city	3.D	Energy	3.1 Excellence in Basic Service delivery	Number of outstanding valid applications for electricity services expressed as a percentage of total number of billings for the service	< 0.7%	< 0.6%	< 0.6%	< 0.6%	< 0.6%
SFA 3 - Caring city	3.K	Energy	3.2. Mainstreaming of basic service delivery to informal settlements and backyard dwellers	Number of electricity subsidised connections installed	1,500	375	750	1,125	1,500

The full Energy Directorate SDBIP is attached as annexure to the executive summary.

9. AUTHORISATION

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

	Name	Signature	Date
Executive Director	Kadri Nassiep		19 MAR 2018
Mayco Member	Glor Xanthea Limberg		22/3/2018