

DIRECTORATE EXECUTIVE SUMMARY, DIRECTORATE SDBIP, DEPARTMENT BUSINESS PLANS AND DEPARTMENT SDBIPS FOR 2013/2014



VOLUME 1

City Manager
Community Services
Compliance & Auxiliary Services
Corporate Services
Economic, Environment & Spatial Planning (EESP)



CITY OF CAPE TOWN | ISIXEKO SASEKAPA | STAD KAAPSTAD

THIS CITY WORKS FOR YOU

This volume comprises of the following:

City Manager
Community Services
Compliance & Auxiliary Services
Corporate Services
Economic, Environment & Spatial Planning (EESP)

☒ CONSIDERED BY THE EXECUTIVE MAYOR

P. de Lille
EXECUTIVE MAYOR

☐ NOT-APPROVED

DATE 26 June 2013

COMMENT



CITY OF CAPE TOWN | ISIXEKO SASEKAPA | STAD KAAPSTAD

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DEPARTMENT: STRATEGIC POLICY UNIT

**DEPARTMENTAL BUSINESS PLAN
2013/2014**

DIRECTOR: CRAIG KESSON

CONTACT PERSON: BABALWA MOTHIBI

1. EXECUTIVE SUMMARY

- The SPU is organisationally situated within the Office of the City Manager.
- The Department is primarily concerned with assisting the Executive Mayor in executing her statutory function and providing a platform for the interface between the political, democratic agenda and the political office-bearers responsible for it and the administration.
- The Department is responsible for coordinating the City's Transversal Management System, the Mayoral Dashboard System for performance monitoring and evaluation, co-ordinating strategic alignment of all city-wide policies and strategies and mayoral research and major communications.
- The Department's core customers include the Executive Mayor, members of the Mayoral Committee, committees of Council, the City Manager and the Executive Management Team.

2. PURPOSE AND SERVICE MANDATES

2.1 Vision

To ensure the strategic alignment of the organisation at the level of policy and strategy in terms of the electoral mandate and the coordination of that mandate transversally through the economic and social clusters while monitoring and evaluating the performance of the administration in its execution.

2.2 Overarching aims, objectives and core functions of the Department

The Department develops and coordinates systems, policies and strategies at the corporate-level.

2.3 Brief description of the Department's direction and intention

The SPU provides specialised consulting to:

- the Executive Mayor
- the Mayoral Committee
- Committees of Council
- the City Manager
- the Executive Management Team
- the Administration
- It facilitates the execution of strategy according to the five pillars across all functions and bodies of Council while assessing performance. It is a centre of excellence that assists the Executive Mayor in ensuring that the organisation is aligned to the democratic mandate.

2.4 Expectations

All customers expect the SPU to be a centre of excellence with a high-level of internal consulting expertise.

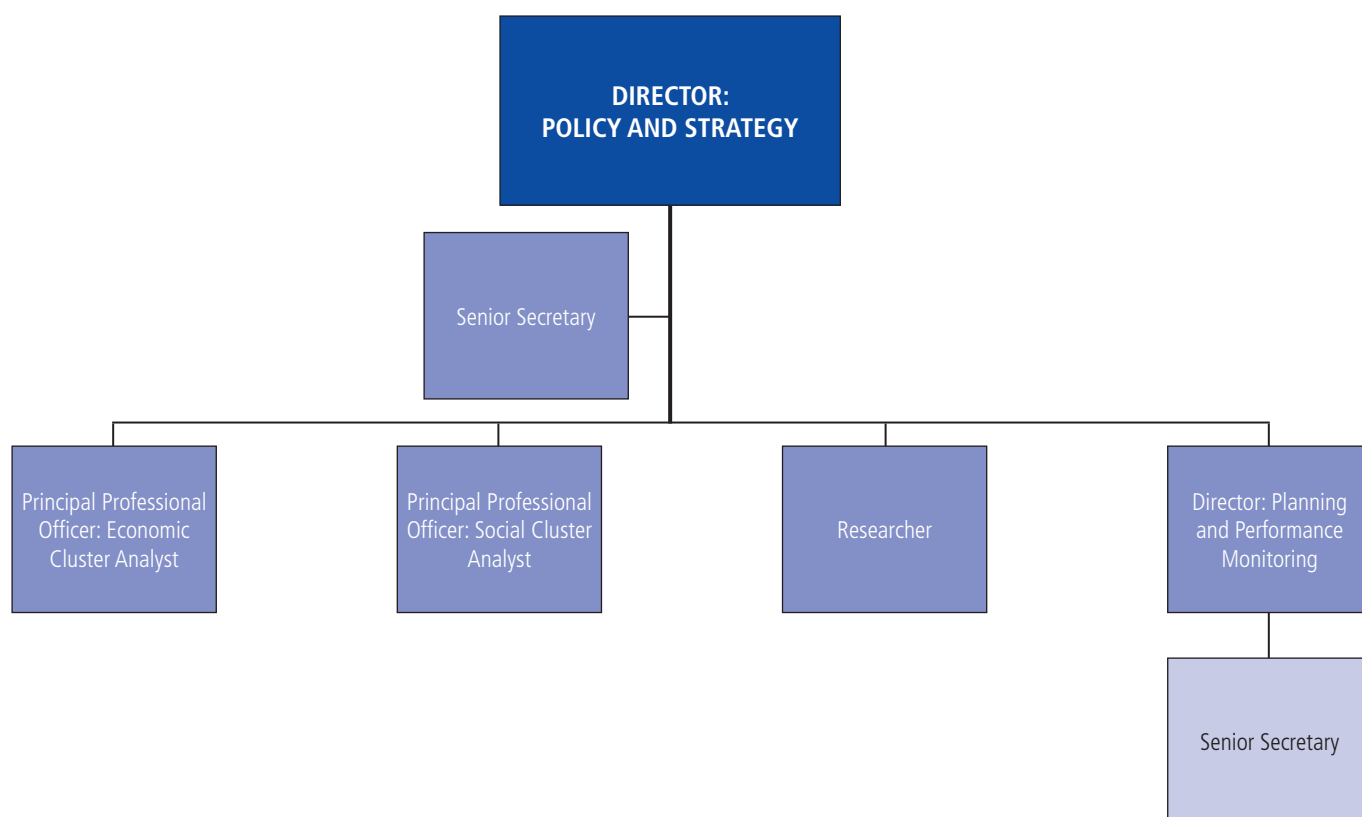
2.5 Legal and intergovernmental imperatives impacting on the plan

The Executive Mayor has statutory functions in terms of the suite of local government legislation in South Africa. The SPU assists the Executive Mayor in terms of those functions after the Council elects the Mayor. As such, the SPU is deeply involved in the drafting and assessing of the Integrated Development Plan (IDP), policies and strategies processed through Council and the Mayor's statutory and delegated functions in terms of assessing the organisation.

3. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN (key stakeholders of the plan)

PARTNERS / STAKEHOLDERS		DEPARTMENTAL ROLES AND RESPONSIBILITIES
INTERNAL	EXTERNAL	
Executive Mayor		- Assist Mayor in the performance of her statutory and delegated duties. - Research and Communications Support. - Transversal Management Support. - Performance Monitoring and Evaluation Support.
Mayoral Committee		Coordinate with MMC in terms of the sub-delegated policy and strategy functions and coordinate performance assessments.
Council's Committees		Coordinate in terms of delegated responsibilities for policy and strategy and performance monitoring.
City Manager, Executive Management Team and organisation as a whole		- Coordinate transversal management - Performance Monitoring and Evaluation of organisation for mayoralty

4. ORGANOGRAM - Staff complement = 5 filled posts, 2 vacancies



5. RESOURCES (Financials)

DRAFT 2013-2014 CAPEX			
Department	Plan	Additional	Proposed 2013/2014
Office of the City Manager	222 360	0	222 360
SPU	474 000	0	474 000
DRAFT 2013-2014 OPEX			
Department	Plan	Additional Opex	Proposed 2013/2014
Office of the City Manager	61 421 564	0	61 421 564

6. RESOURCE CONSTRAINTS AND AREAS OF BUSINESS IMPROVEMENT

6.1 Constraints

The City's governance model was redesigned to accommodate transversal management to ensure that the five priorities of the City, or a combination of some of them, are always met. Clusters and intergovernmental cooperation forums were established to support this purpose. The macro structure was altered to align it with the City's Governance Model. The consultancy services that the SPU renders are in shortage in terms of level of expertise within the City. As such, with a very small team, resources in terms of HR capacity are somewhat strained at times, leading to a stretching of resources.

6.2 Business Improvements And Action Plans

Not Applicable

7. ASSUMPTIONS AND RISKS

7.1 Assumptions

The environment within which the Department operates is one of continual change. The director must routinely monitor and review the status of risks to determine whether mitigating actions are required.

7.2 Risk Assessment

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 utilized as a management tool under the guidance of the City Manager and the Executive Mayor.

8. ALIGNMENT TO THE IDP

The SPU is internally focused and aligns itself with the following Strategic Focus Areas:

STRATEGIC FOCUS AREA	DIRECTORATE OBJECTIVE	DEPARTMENTAL OUTPUT
SFA 5 - Well-Run City	5.1 Ensure a transparent and corruption free government	Risk register, internal financial controls, performance management, compliance with legislative requirements etc.
	5.2 Establish an efficient and productive administration that prioritises delivery	• Compliance and alignment with corporate processes and procedures e.g. Human Resource programmes, finance programmes • Transversal Management • Performance Monitoring and Evaluation
	5.3 Ensure financial prudence with clean, unqualified audits by the Auditor General	Financial Management programmes developed and implemented Governance Accountability training module reviewed and continuously updated

9. OBJECTIVES AND INDICATORS OF THE STRATEGY / OPERATIONAL PLAN

For outputs – See attached SDBIP

10. AUTHORISATION

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

	NAME	SIGNATURE	DATE
(ACTING) City Manager	MIKE MARSDEN		2013-06-11
Director	Mr Achmat Ebrahim		10 June 2013.

11. APPENDICES

Appendix 1: Draft Departmental Service Delivery Budget Implementation Plan

12. LEGEND

EDs – Executive Directors

EMT – Executive Management Team

IDP – Integrated Development Plan

IGC- intergovernmental cooperation

IRM – Integrated Risk Management

SDBIPs – Service Delivery and Budget Implementation Plans

SFA – Strategic Focus Area

EXECUTIVE SUPPORT 2013-2014 SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN													
Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2011/ 2012	Program no & name/ Statutory or Strategic Plan	Annual Target 30 June 2013	Targets				Responsible Person
Pillar & Corp Obj	CSC Indicator no.	30-Sep-13							31-Dec-13	31-Mar-14	30-Jun-14		
SFA 1. AN OPPORTUNITY CITY	1B	Finance	Objective 1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	% Spend of Capital Budget	97%	1.2(b)	91%	15%	25%	55%	91%	BM Mothibi	
	1E			% Spend on repairs and maintenance	New		95%	22%	46%	70%	95%		
	1J	Office of the Deputy City Manager		Number of Expanded Public Works programmes (EPWP) jobs created	Not applicable to this department	-	N/A	N/A	N/A	N/A	N/A	-	
	1F			Direct./ Dept. achievement as at 30 June 2012	Actual as per 30th June 2013								
	1 N (a)	Corporate Services		Objective 1.6 Maximise the use of available funding and programmes for training and skills development	Number of external trainee and bursary opportunities (excluding apprentices)	Not applicable to this department	1.6(a)	N/A	N/A	N/A	N/A		
	1 N (b)			Number of apprentices		N/A		N/A	N/A	N/A			
SFA 4 AN INCLUSIVE CITY	4A		Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	% adherence to Citywide service standard based on all external notifications	Not applicable to this department	4.1(a)	N/A	N/A	N/A	N/A	N/A		

EXECUTIVE SUPPORT 2013-2014 SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN												
Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2011/ 2012	Program no & name/ Statutory or Strategic Plan	Annual Target 30 June 2013	Targets				Responsible Person
Pillar & Corp Obj	CSC Indicator no.							30-Sep-13	31-Dec-13	31-Mar-14	30-Jun-14	
SFA 5 A WELL-RUN CITY	-	Strategic Policy Unit	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	Operate Transversal Management System *Quarterly Cluster Meetings- Economic and Social Cluster *Quarterly Management Committee Meetings *Quarterly Work Group Meetings	New	Combined Cluster and Governance Framework Document Approved Mayoral Dashboard Guidelines and City Manager's and Executive Mayor's Approved Policy Process	100%	100%	100%	100%	Craig Kesson	
				Mayoral Dashboard Meetings held on a quarterly Basis	New		100%	100%	100%	100%		
			Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	Development/ Coordination of Policies and Strategies for the City	New	100%	100%	100%	100%	Craig Kesson		

EXECUTIVE SUPPORT 2013-2014 SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN

Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2011/2012	Program no & name/ Statutory or Strategic Plan	Annual Target 30 June 2013	Targets				Responsible Person
Pillar & Corp Obj	CSC Indicator no.							30-Sep-13	31-Dec-13	31-Mar-14	30-Jun-14	
SFA 5. A WELL-RUN CITY	-	Corporate Services		% adherence to EE targets (composite indicator)	New	5.2(b)	72%	78%	78%	78%	78%	BM Mothibi
				% adherence to Employee Utilisation target (composite Indicator)			100%	100%	100%	100%	100%	
				% adherence to Employee Talent target (composite indicator)		5.3(a)	100%	100%	100%	100%	100%	
				% of Operating Budget spent	78%		95%	10%	30%	60%	95%	
SFA 5. A WELL-RUN CITY	-	Finance	Objective 5.3 Ensure financial prudence with clean audits by the Auditor General	% annual asset register verified*	100%		100%	25%	50%	75%	100%	
		Internal Audit		% Internal Audit findings resolved	New	Approved 2012-2013 Business Plan	70%	70%	70%	70%	70%	

Narrative for the *		100% assets list verified	25% = Departmental Inventory lists verified Review of Asset Review Policy by Corporate Finance	50% = Departmental inventory list verified and completed Finalisation of Asset verification timetable by Corporate Finance	75% = Departmental asset register verified by directorate/ department	100% = Departmental annual asset register verified

SIGNED BY THE DIRECTOR:

SIGNED BY THE EXECUTIVE DIRECTOR:

SIGNED BY THE CS:MAYCO MEMBER:

DATE:

DATE:

DATE:

10 June 2013
2013-06-11
Director: Policy & Strategy
Acting City Manager

COMMUNITY SERVICES

DIRECTORATE EXECUTIVE SUMMARY, DIRECTORATE SDBIP, DEPARTMENT BUSINESS PLANS AND DEPARTMENT SDBIPS FOR 2013/2014

EXECUTIVE DIRECTOR: LOKIWE MTWAZI

1. INTRODUCTION

Community Services main function is to provide community facilities, services and programmes to the citizens of the City and it's visitors. This directly contributes to two of the City's strategic focus areas contained in the IDP as highlighted in paragraph 4 of this document.

The directorate's service delivery and budget implementation plan (SDBIP) is developed to align to the IDP and is then cascaded to the three line departments.

- Sport, Recreation & Amenities
- City Parks
- Library and Information Services

to ensure effective and efficient service delivery.

2. PURPOSE AND SERVICE MANDATE OF DIRECTORATE

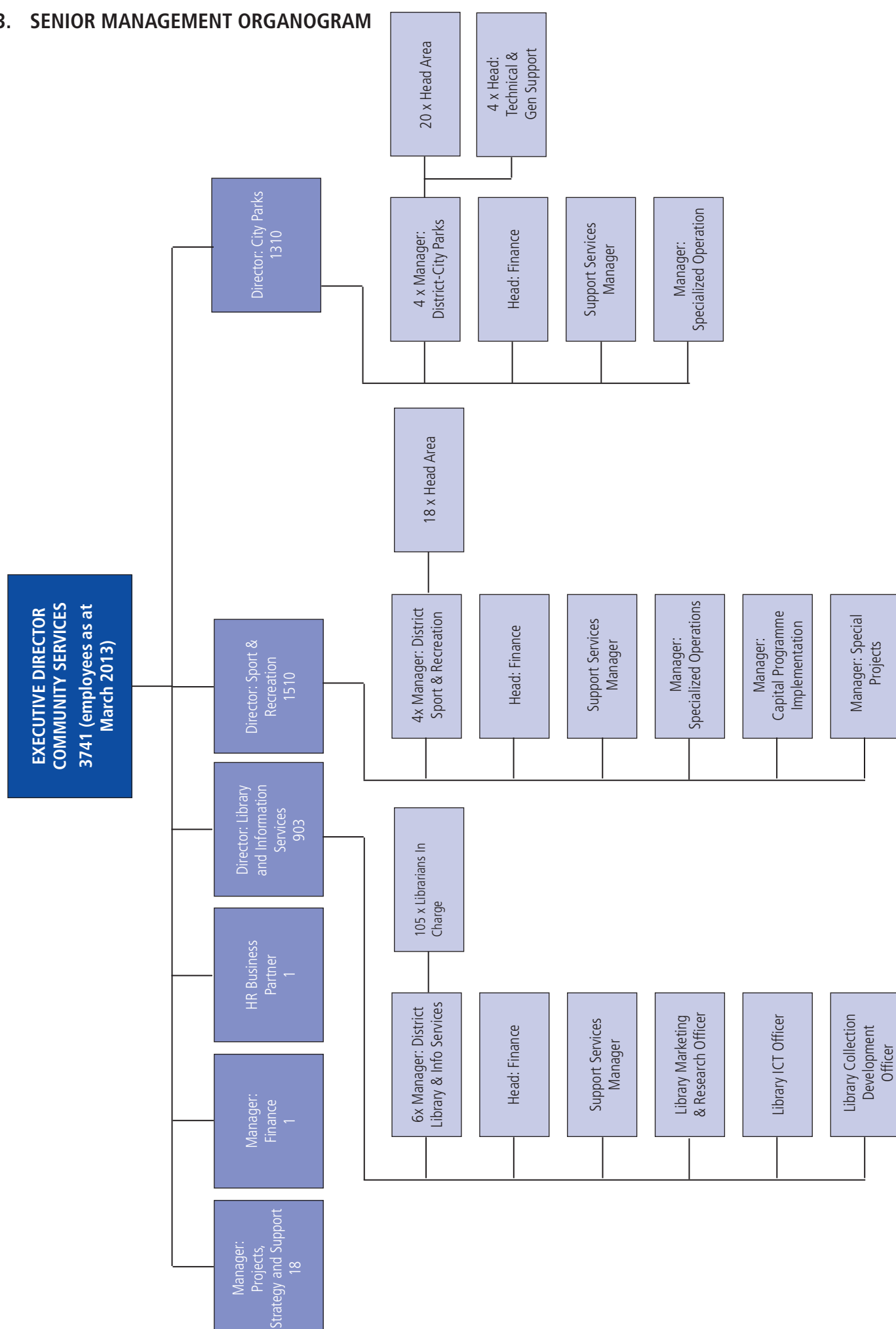
The purpose of the Directorate: Community Services is to:

Provide developmental programmes and value added services in support of meeting the community's informal and formal educational needs, cultural, recreational, basic sport development and life skills needs as well as the need for information.

Provide an equitable distribution of community facilities by continuously exploring and maximising external funding and partnership opportunities to provide community facilities aligned to the CSIR study outcomes. Internal funding will be used as co-funding and be allocated in the most productive way possible. In future Community Services will strive to plan, implement and manage new community facilities in a joint, integrated, clustered, multi-functional manner with internal and external partners. The intention is to minimise capital development and operational cost and maximise community usage, ownership and pride.

Maintain all community facilities to at least the set minimum level whilst some selected flagship facilities will be earmarked to be maintained to national and international benchmarked standards.

3. SENIOR MANAGEMENT ORGANOGRAM



4. LINKAGE TO THE IDP

Community Services has a primary link to two of the IDP's Strategic Focus Areas (SFAs).

4.1 SFA 3: A Caring City

IDP Objective: Providing access to social services to those that need them.

Initiative: Community Development Programmes

Given the clear social-economic challenges, especially in previous disadvantaged areas there is a critical need for developmental services and programmes to be rendered. These services and programmes could play a significant role regarding the physical, mental, health, social development and wellbeing of communities and residents.

Community Services will ensure access and usage of community facilities manned by skilled and suitable trained staff, which provide relevant and adequate library collections in both printed and electronic format, developmental projects and programmes and value added services in support of meeting the community's informal and formal educational needs, cultural, recreational, basic sport development and life skills needs as well as the need for information.

4.2 SFA 4: An Inclusive City

IDP Objective: Provide facilities where citizens can feel at home

Initiative: Community Facilities Provision

To begin to address the inequitable distribution and standards of community facilities the city has initiated a project with the CSIR (Council for Scientific and Industrial Research). The studies have taken the current community facilities, standards for the provisioning, accessibility, projected population growth and the envisaged city expansion until 2016 into account in order to identify the areas of greatest need / backlog regarding the provisioning of facilities and to establish the selection of facilities that would make the most impact in these areas of greatest need. These prioritised facilities could be used to prioritise budgeting and spending but do not address the total need in the metro.

Subsequent to this study, a Recreation Study was undertaken, which identifies inter-alia resident's needs and preferences for community facilities. The CSIR study, the Recreational Study and other qualitative and quantitative commissioned research are used to determine new facility needs and best location for new facilities to be provided.

The Community Services Inter-Departmental Facility Planning Team and the Spatial Planning and Urban Design departments ensure that Community facility planning align to other planning projects in the City in a proactive and integrated manner.

The Directorate will continuously explore and maximise external funding and partnership opportunities to provide such community facilities. In future, Community Services will strive to plan, implement and manage new community facilities in a joint, integrated, clustered and multi-functional manner with internal and external partners. The intention is to minimise capital development and operational cost and maximise community usage, ownership and pride. The development of new community facilities would be determined by the availability of operational funding to ensure that these facilities will be used and effectively be managed and maintained.

All community facilities will be maintained according to pre-determined minimum maintenance standards while selected facilities would be developed and maintained at higher standards which will meet national and international benchmarks standards.

Initiative: Minimum service and maintenance standards of community facilities

Well managed, maintained and used community facilities are important to facilitate and enable community development and therefore enhance quality of life. Whilst all community facilities will be maintained at minimum service levels, some selected flagship facilities will be earmarked to be maintained at national and international benchmarked standards.

5. PERFORMANCE PROGRESS AND IMPACT

The past years performance information is available in the Annual Reports located on the site below.
<http://www.capetown.gov.za/en/IDP/Pages/ManagingPerformance.aspx>

6. FINANCIAL INFORMATION

6.1 Summary of revenue by source:

DESCRIPTION	COMMUNITY SERVICES
Revenue By Source	
Service charges - refuse revenue	5
Service charges - other	17 323
Rental of facilities and equipment	27 883
Fines	3 173
Licenses and permits	1 248
Other revenue	591
Transfers recognised - operational	25 667
TOTAL REVENUE (EXCLUDING CAPITAL TRANSFERS AND CONTRIBUTIONS)	75 889

6.2 Summary of operating expenditure by type:

DESCRIPTION	COMMUNITY SERVICES
Expenditure By Type	
Employee related costs	831 689
Depreciation & asset impairment	87 089
Other materials	10 857
Contracted services	314 002
Other expenditure	148 833
Total Expenditure	1 392 541
Surplus/(Deficit)	1 316 652
Transfers recognised - capital	139 798
Contributions recognised - capital	3 000
SURPLUS/(DEFICIT) AFTER CAPITAL TRANSFERS & CONTRIBUTIONS	1 173 853

6.3 SUMMARY OF CAPITAL EXPENDITURE BY TYPE:

MUNICIPAL VOTE/ CAPITAL PROJECT	PROGRAM/ PROJECT DESCRIPTION	PROJECT NUMBER	ASSET CLASS 4.	ASSET SUB-CLASS 4.	2013/14 MEDIUM TERM REVENUE & EXPENDITURE FRAMEWORK			PROJECT INFORMATION	
					Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16	Ward location	New or renewal
R thousand									
Community Services	Various	Various	Various	Various	222 026 931	191 734 081	154 670 076	Multi	Various
Total Capital expenditure					222 026 931	191 734 081	154 670 076	Multi	Various

6.4 A DESCRIPTION OF DISCRETIONARY AND NON-DISCRETIONARY EXPENDITURE.

Community Services have a direct operating expenditure budget of **R1 389,9** million as per table 6.2 above. Of this amount 60% relates to staff expenditure, 22% to repairs and maintenance and the balance to general expenses and depreciation. The staff budget is considered to be fairly fixed and not discretionary although the utilisation and deployment of the ±4000 staff members are done in terms of community and service delivery imperatives.

Expenditure on repairs and maintenance such as the upkeep of facilities and the mowing of parks can to an extent be termed discretionary, because line managers determine the maintenance programmes and allocation of funds in terms of pro-active maintenance plans. Expenditure on general expenses is also discretionary as these funds are spent on items such as community programmes, cleaning costs, fuel, communication, etc. In addition to the direct budget of R1,3 billion Community Services will incur internal charges for the following services:

- Activity Based Costs and Support Services Recharges
- Internal utilities
- Interest
- Self-insurance premiums
- Internal repairs

The directorate includes the Library and Information Services department, the function of which is not the constitutional responsibility of local government. Expenditure on this function is estimated at R277 million for the 2013/14 financial year. In December 2010 the Council resolved to request the Provincial Government of the Western Cape to formally assign the library service to the City of Cape Town and it is expected that a service level agreement in this regard will be finalised in due course.

6.5 RISKS

- Management, with the assistance of the Integrated Risk Management (IRM) Department, has applied their minds and due care is 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.
- Community Services have a very limited revenue budget since most of its direct income is related to socially required services such as entrance fees at swimming pools and other facilities, burial fees, library fees, etc. which are being subsidised to keep them at affordable levels. Revenue for the 2013/14 financial year has been based on actual income for the current and previous financial years. The risk of not achieving the revenue targets is therefore considered to be low.

6.6 The City of Cape Town has a draft capital budget of R5,4 billion for the 2013/14 financial year while the draft capital budget for Community Services amounts to R223,1 million or only 4,1% of the City Budget. This is because the directorate renders its services to the community via its staff members and the capital budget is only intended to provide the enabling infrastructure such as cemeteries, parks, libraries, halls, swimming pools, sport fields and stadiums. The draft capital budget for 2013/14 is funded as follows:

• External financing fund (EFF) –	R46,08 million (20.7%)
• Revenue –	R7,62 million (3.4%)
• Ward allocations (via Asset financing fund) –	R25,52 million (11.5%)
• Capital Grants and Donations -	R142,80 million (64.4%)
• TOTAL	R222,02 million (100,0%)

The directorate is hugely dependent on external grants and donations for its capital programme with 68% of the budget being funded from government (mostly USDG) and private sector grants. A growing concern is however the lack of operating funding for newly completed infrastructure and the directorate will have to carefully review future projects in the light of limited resources.

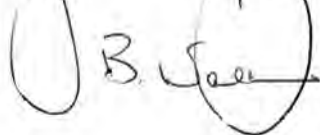
7. OBJECTIVES AND KEY INDICATORS OF THE DIRECTORATE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) LINKED TO THE IDP's CORPORATE SCORECARD

IDP OBJECTIVE	INDICATOR(S) OF THIS OBJECTIVE	TARGET: SEPT 2013	TARGET: DEC 2013	TARGET: MARCH 2014	TARGET: JUNE 2014
Objective 3.1 Providing access to social services to those that need them.	Number of recreational hubs where activities are held on a minimum of 5 days a week.	≥ 35	≥ 35	≥ 40	≥ 40
Objective 4.2 Provide facilities where citizens can feel at home	Customer satisfaction survey for community facilities	–	–	–	3.2

The complete Directorate 2013/2014 SDBIP presenting all objectives, indicators and targets and their linkage to the City's IDP is attached as **Appendix 1**.

8. AUTHORISATION

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

	NAME	SIGNATURE	DATE
Executive Director: Community Services	Lokiwe Mtwazi		<u>21/5/2013</u>
Mayco Member: Community Services	Belinda Walker		8.5.2013 Signed unread

9. APPENDICES:

Appendix 1: Community Services Final 2013/2014 SDBIP

<http://sspci01.capetown.gov.za:50100/strategy/pilotworks/start.jsp?PilotWorksDB=Community%20Services>

COMMUNITY SERVICES 2013/2014 SDBIP											
Alignment to IDP											
Pillar, Corp. Obj. & Progr.	CSC Ind no.	Lead Dir/ Dept.	Corporate Objective	Indicator	Baseline June 2012 target	Annual Target June 2013	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Supporting Detail
5.3(b)	n/a	SR&A and Parks	Ensure financial prudence, with clean audits by Auditor-General	# of policies developed/reviewed according to planned milestones.	new	9	9	9	9	9	Quarterly milestones per policy still to be determined. Parks: 3 LIS: 2 SR&A: 4
5.2	n/a	SR&A, LIS, Parks	Establish an efficient and productive administration that prioritizes delivery	# of partnerships contributing to operational efficiency, signed	new	40	Annual Target for June 2014	Annual Target for June 2014	Annual Target for June 2014	40	Indicator contributes to an outcome of savings through operational efficiencies. Parks: 2 Partnerships LIS: 2 Partnerships SR&A: 36
5.2	n/a	SR&A, LIS, Parks	Establish an efficient and productive administration that prioritizes delivery	# of operational business improvement initiatives completed	new	3	Annual Target for June 2014	Annual Target for June 2014	Annual Target for June 2014	3	Indicator contributes to an outcome of savings through operational efficiencies. 1 initiative per Department.
3.1 (a)	n/a		Provide Access to Social services for those who need it	# of programmes & events held in parks.	500	≥ 500 cumulative	≥ 100	≥ 320	≥ 430	≥ 500	Programmes & events are any activities or organised events taking place in POS in the City. Includes programmes run by Sport & Recreation on POS. Parks: Cumulative target. Target adapted according to season. Only recording initiatives where bookings are made and permits issued
3.1 (a)	n/a		SR&A, LIS, Parks	# of community gardens with a signed contract	12	>22 cumulative	≥ 14	≥ 16	≥ 18	≥ 22	ED: Lokiwe Mtwazi Dir.Parks: Chantal Hanslo

COMMUNITY SERVICES 2013/2014 SDBIP												
Alignment to IDP												
Pillar, Corp. Obj. & Progr.	CSC Ind no.	Lead Dir/ Dept.	Corporate Objective	Indicator	Baseline June 2012 target	Annual Target June 2013	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Responsible Person	Supporting Detail
3.1 (a)	3.B		Provide Access to Social services for those who need it	# of Recreation Hubs where activities are held on a minimum of 3hrs./day for at least 5 days a week.	25	≥ 40	≥35	≥35	≥40	≥40	ED: Lokiwe Mtwazi Dir.SR&A: Gert Bam	List of Hubs as per 2012/13 financial year plus additional 12 District 1: 7 Recreation Hubs District 2: 5 Recreation Hubs District 3: 8 Recreation Hubs District 4: 9 Recreation Hubs District 5: 11 Recreation Hubs
3.1 (a)	n/a		SR&A, LIS, Parks	# of Community Halls utilised for a minimum of 15 hours per week	108	≥ 130	≥ 130	≥ 130	≥ > 130	≥ 130	ED: Lokiwe Mtwazi Dir.SR&A: Gert Bam	Indicator excludes Recreation Hubs
3.1	n/a	SRA	Provide Access to Social services for those who need it	# of Sport & Recreation Developmental Partnerships identified and signed.	>24	≥ 30	≥12	≥24	≥30	≥30	ED: Lokiwe Mtwazi Dir.SR&A: Gert Bam	
3.1 (a)	n/a	LIS	Provide Access to Social services for those who need it	# of Library materials Circulated	>12 mil	> 12 mil	≥ 3 mil	≥ 6 mil	≥ 9 mil	≥ 12 mil	ED: Lokiwe Mtwazi Dir.LIS: Ninnie Steyn	

COMMUNITY SERVICES 2013/2014 SDBIP												
Alignment to IDP												
Pillar, Corp. Obj. & Progr.	CSC Ind no.	Lead Dir/ Dept.	Corporate Objective	Indicator	Baseline June 2012 target	Annual Target June 2013	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Responsible Person	Supporting Detail
3.1 (a)	n/a	LIS	Provide Access to Social services for those who need it	# of reading programmes held	265	≥ 260	≥76	≥126	≥171	≥260	ED: Lokiwe Mtwazi Dir.LIS: Ninnie Steyn	A reading programme is defined as a programme that must consist of a minimum of 5 sessions with the same audience (majority of audience) and at the end it is counted as 1 programme. Reading programmes target young learners and aim to improve their reading skills as well as to develop a culture of reading. Reading programmes are counted at the conclusion of the programme and not per session
3.1 (a)	n/a		Provide Access to Social services for those who need it	# of story telling sessions (internal & external)	4341	≥ 4831	≥1314	≥2414	≥3550	≥4831	ED: Lokiwe Mtwazi Dir.LIS: Ninnie Steyn	A story-telling session is defined as an event during which stories are read to a group of children at the library or other venues e.g. schools and crèches. Story-telling sessions are held for pre-schoolers and foundation phase i.e. Grades 1 to 3 learners and aim to foster a love for reading in children and also to improve listening skills as well as the use of their imagination. Each story-telling occurrence is counted as 1 session.
4	4.B		Corporate	Provide facilities that make citizens feel at home	Customer satisfaction survey for community facilities	3.2	3.2	N/A	N/A	N/A	3.2	ED: Lokiwe Mtwazi Dirs.SR&A: Gert Barn; Parks: Chantal Hanslo LIS: Ninnie Steyn

COMMUNITY SERVICES 2013/2014 SDBIP											
Alignment to IDP											
Pillar, Corp. Obj. & Progr.	CSC Ind no.	Lead Dir/ Dept.	Corporate Objective	Indicator	Baseline June 2012 target	Annual Target June 2013	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Supporting Detail
4.2 (a)	n/a		Provide facilities that make citizens feel at home	% of Community Parks mowed according to quarterly plan with a minimum of 9 cuts per annum.	3135 of 3335 = 94 %	3172 ≥ of 3339 ≥ 95%	≥85%	≥87%	≥89%	≥95%	Selective standards refer to the length of grass and litter picking as per the Maintenance document.
4.2 (a)	n/a	Parks	Provide facilities that make citizens feel at home	# of Cemeteries mowed according to quarterly plan with a minimum of 12 cuts per annum.	38	38	38	38	38	38	Selective service standards as per the Maintenance document
4.2 (a)	n/a		Provide facilities that make citizens feel at home	# of District Parks maintained according to quarterly plan with a minimum of 26 cuts per annum.	11 of 11	11 of 11	11	11	11	11	Selective service standards as per the Maintenance document
4.2 (a)	n/a		Provide facilities that make citizens feel at home	# of formal Sport Fields compliant with the defined level grass cover standard as per defined quarterly standards influenced by user patterns.	≥350	≥350	≥150	≥320	≥450	≥350	Q 1 : latter half of the soccer season ≤40 m2 loss Q 2: rehabilitation period ≤40 m2 loss Q 3: peak of rehabilitation period ≤10 m2 loss Q 4: first half of the soccer season ≤30 m2
4.2 (a)	n/a	SRA	Provide facilities that make citizens feel at home	# of open swimming pools that meet water quality standards, i.e. (i) the chlorine reading at the outlet must be at least 0.1 (ii) the ph reading must be between 7.1 and 7.4	36 of 36	38 = Q3 4 = Q4	4	38	38	4	Total: 38 number of swimming pools per district: D1: 7 D2: 5 D3: 6 D4: 8 D5: 12

COMMUNITY SERVICES 2013/2014 SDBIP												
Alignment to IDP												
Pillar, Corp. Obj. & Progr.	CSC Ind no.	Lead Dir/ Dept.	Corporate Objective	Indicator	Baseline June 2012 target	Annual Target June 2013	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Responsible Person	Supporting Detail
4.2 (a)	n/a	SRA	Provide facilities that make citizens feel at home	# of beaches awarded Blue Flag status	8	8	N/A	8	8	8	ED: Lokiwe Mtwazi Dir.SR&A; Gert Bam;	1. Camps Bay Beach 2. Clifton 4th Bach 3. Muizenberg Bach 4. Mmandi Beach 5. Strandfontein Beach 6. Bikini Beach 7. Silwerstroom Beach 8. Llandudno Beach
4.2 (a)	n/a	LIS	Provide facilities that make citizens feel at home	# Libraries open according to min planned open hrs including ad hoc Unforeseen Closing Hours	≥ 75	≥ 85	≥ 85	≥ 85	≥ 85	≥ 85	ED: Lokiwe Mtwazi Dir.LIS; Ninnie Steyn	Open hour standards: Community libraries: 35 hrs/wk Regional libraries: 45 hrs/wk City wide libraries: 63 hrs/wk
4.2 (a)	n/a	SR&A, LIS, Parks	Provide facilities that make citizens feel at home	# of new community facilities developed according to planned capital budget milestones	8	5	LIS = 1 Parks =4 Total = 5	LIS = 1 Parks =4 Total = 5	LIS = 1 Parks =4 Total = 5	LIS = 1 Parks =4 Total = 5	ED: Lokiwe Mtwazi Dir.LIS; Ninnie Steyn Parks: Chantal Hanslo	LIS = 1 1. Kuyasa Library R6 000 000 PARKS = 4 1. Metro South East Cemetery R5 542 240 2 Welmoed Cemetery R2 400 000 3 Vaalfontein Cemetery R6 000 000 4. Delft Cemetery R7 500 000

COMMUNITY SERVICES 2013/2014 SDBIP												
Pillar, Corp. Obj. & Progr.	CSC Ind no.	Lead Dir/ Dept.	Corporate Objective	Indicator	Baseline June 2012 target	Annual Target June 2013	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Responsible Person	Supporting Detail
4.2 (a)	n/a	SR&A, LIS, Parks	Provide facilities that make citizens feel at home	# of major community facility upgrades (>R500 000) progressing according to planned capital budget milestones	16	31	Parks = 23 SR&A = 7 LIS=1	Parks = 23 SR&A = 7 LIS=1	Parks = 23 SR&A = 7 LIS=1	Parks = 23 SR&A = 7 LIS=1	ED: Lokiwe Mtwazi Dirs.SR&A: Gert Bam; Parks: Chantal Hanslo LIS: Ninnie Steyn	Parks = 23 1. Maitland Cemetery R2 500 000 2. Sir Lowry's Pass Cemetery R750 000 3.. Khayelitsha Wetlands Park R1,5m 4. Rusthof Cemetery R1 000 000 5. Atlantis Cemetery R3 500 000 6. Gugulethu Cemetery R1 000 000 7. Kuils River Cemetery R900 000 8. Klip Road Cemetery R1 500 000 9. Macassar Open Space R1 000 000 10. Valhalla Park irrigation R1,5m 11. Jack Muller district park R500 000 12. Camps Bay beach front R500 000 13. Company's Garden R 500 000 14. Hout Bay common upgrade R1,24m 15. Depot upgrades R831 447 16. Park upgrades - Manenberg R1m 17. Welmoed Cemetery dev R1,4m 18. Modderdam Cemetery R500 000 19. Vaalfontein Cemetery R6m 20. Delft Cemetery R1,5m 21. Cemetery Upgrades (Bulk) R4,65m 22. Park Upgrades (Bulk) R13,742m 23. Play equipment installations R1.5m SR&A = 7 4 Synthetic pitches 1. Steenberg: R5000 000 2. Heideveld; R5000 000 3. Cross Roads: R5000 000 4. Kewtown: R5000 000 5. Resort: Blue Waters: R2 000 000 6. Coastal node: Monwabisi: R7 500 000 7. Spectator stand: Lwandle; R1 000 0001. LIS = 1 Crossroads Library: A multiple year project commencing in 2013/2014
							Total = 31	Total = 31	Total = 31	Total = 31		

COMMUNITY SERVICES 2013/2014 SDBIP											
Alignment to IDP											
Pillar, Corp. Obj. & Progr.	CSC Ind no.	Lead Dir/ Dept.	Corporate Objective	Indicator	Baseline June 2012 target	Annual Target June 2013	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Supporting Detail
1.2 (b)	1.B	Finance	Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	% spend of Capital Budget	90%	91%	10%	35%	60%	91%	ED: Lokiwe Mtwazi Dirs.SR&A: Gert Bam; Parks: Chantal Hanslo LIS: Ninnie Steyn Percentage reflecting year to date spend / Total budget less any contingent liabilities relating to the capital budget. The total budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.
1.2	n/a	Finance	Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	% Expenditure on ward allocation projects	95%	95%	10%	35%	65%	95%	ED: Lokiwe Mtwazi Dirs.SR&A: Gert Bam; Parks: Chantal Hanslo LIS: Ninnie Steyn
5.3	n/a	Finance	Ensure financial prudence with clean audit by the Auditor General	% of Operating Budget spent	95%	95%	20%	43%	70%	95%	ED: Lokiwe Mtwazi Dirs.SR&A: Gert Bam; Parks: Chantal Hanslo LIS: Ninnie Steyn Formula: Total actual to date as a percentage of the total budget including secondary expenditure.

COMMUNITY SERVICES 2013/2014 SDBIP												
Alignment to IDP												
Pillar, Corp. Obj. & Progr.	CSC Ind no.	Lead Dir/ Dept.	Corporate Objective	Indicator	Baseline June 2012 target	Annual Target June 2013	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Responsible Person	Supporting Detail
1.2 (b)	1.E	Finance	Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	% spend on repairs and maintenance	100%	100%	21.5%	45.5%	70.2%	100%	ED: Lokiwe Mtwazi Dirs.SR&A; Gert Bam; Parks: Chantal Hanslo LIS: Ninnie Steyn	Formula: Percentage reflecting Actual spend / Planned Spend.
5.3	n/a	Finance	Ensure financial prudence with clean audit by the Auditor General	% of assets verified	100%	100% asset register verified	Review of Asset Policy by Corporate Finance	Finalisation of asset verification timetable by Corporate Finance	60% asset register verified by directorate	100% asset register verified by directorate	ED: Lokiwe Mtwazi Dirs.SR&A; Gert Bam; Parks: Chantal Hanslo LIS: Ninnie Steyn	The indicator reflects the percentage of assets verified annually for audit assurance.
5.3	n/a	Internal Audit	Ensure financial prudence with clean audit by the Auditor General	% Internal Audit findings resolved	67%	70%	70%	70%	70%	70%	ED: Lokiwe Mtwazi Dirs.SR&A; Gert Bam; Parks: Chantal Hanslo LIS: Ninnie Steyn	It is the reporting and monitoring of the reduction (in percentage) of the findings of audit follow-ups performed in the quarter. The timing for corrective action implementation is normally provided by line. Audits / follow-ups will always only take place after agreed implementation dates of corrective action. It will either be 'Not Applicable' to Management if an audit or follow-up hasn't taken place at the time of reporting or there will be a percentage change / status quo if an audit has taken place and there has been improvement / no change respectively in the situation since the last audit.

COMMUNITY SERVICES 2013/2014 SDBIP												
Alignment to IDP												
Pillar, Corp. Obj. & Progr.	CSC Ind no.	Lead Dir/ Dept.	Corporate Objective	Indicator	Baseline June 2012 target	Annual Target June 2013	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Responsible Person	Supporting Detail
4.1 (a)	4.A	Corporate Services	Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	% adherence to Citywide service standard based on all external notifications	100%	100%	100%	100%	100%	100%	ED: Lokiwe Mtwazi Dirs.SR&A: Gert Bam; Parks: Chantal Hanslo LIS: Ninnie Steyn	The service standard will be based on X% notifications closed within Y number of days.
1.2 (d)	1.F	Office of the Deputy City Manager: EPWP	Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	# of EPWP opportunities created	2343	3529	SR&A: 200 Parks: 25 LIS: 18 Total=243	SR&A: 580 Parks: 575 LIS: 34 Total=1189	SR&A: 1280 Parks: 1300 LIS: 51 Total=2631	SR&A: 1714 Parks: 1750 LIS: 65 Total= 3529	ED: Lokiwe Mtwazi Dirs.SR&A: Gert Bam; Parks: Chantal Hanslo LIS: Ninnie Steyn	This indicator measures the number of work opportunities created through the expanded Public Works Programme (EPWP)
1.6 (a)	1.H (a)	Corporate Services	Maximise the use of available funding and programmes for training and skills development	# of external trainee and bursary opportunities (excluding apprentices)	New	124	LIS =0 SR&A=88 Parks=3 Total =91	LIS =4 SR&A=89 Parks= 10 Total =103	LIS =8 SR&A=89 Parks=15 Total =112	LIS =12 SR&A=89 Parks =23 Total =124	ED: Lokiwe Mtwazi Dirs.SR&A: Gert Bam; Parks: Chantal Hanslo LIS: Ninnie Steyn	This measure includes external bursars, in-service student trainees, graduate interns and learner (Learnership beneficiary).

COMMUNITY SERVICES 2013/2014 SDBIP											
Alignment to IDP											
Pillar, Corp. Obj. & Progr.	CSC Ind no.	Lead Dir/ Dept.	Corporate Objective	Indicator	Baseline June 2012 target	Annual Target June 2013	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Supporting Detail
1.6 (a)	1.H (b)	Corporate Services	Maximise the use of available funding and programmes for training and skills development	# of apprentices	New	N/A	N/A	N/A	N/A	N/A	ED: Lokiwe Mtwazi Dirs.SR&A; Gert Bam; Parks: Chantal Hanslo LIS: Ninnie Steyn Measures apprentices only
5.2 (b)	n/a	Corporate Services	Establish an efficient and productive administration that prioritizes delivery	% adherence to Employee Utilisation target (composite Indicator)	New	100%	100%	100%	100%	100%	Composite Labour Utilisation Indicator made up of three weighted components: 1. staff availability: The benchmark is 95% 2. vacancy rate: The target is 7% 3. OH&S incident rate. The target is 5 incidents per 100 FTE.
5.2 (b)	n/a	Corporate Services	Establish an efficient and productive administration that prioritizes delivery	% adherence to employee Talent target (composite indicator)	New	100%	100%	100%	100%	100%	"Composite Talent indicator made up of four weighted components: 1. Increase in skills level. 2. Budget spend on workplace skills plan (NKPI). 3. Retention of scarce skills 4. Overall retention of skills" "Composite Talent indicator made up of four

COMMUNITY SERVICES 13/14 FINAL SDBIP APPENDIX 1

Alignment to IDP												
Pillar, Corp. Obj. & Progr.	CSC Ind no.	Lead Dir/ Dept.	Corporate Objective	Indicator	Baseline June 2012 target	Annual Target June 2013	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Responsible Person	Supporting Detail
5.2 (b)	n/a	Corporate Services	Establish an efficient and productive administration that prioritizes delivery	% Adherence to EE target (composite indicator	97%	100%	100%	100%	100%	100%	ED: Lokiwe Mtwazi Dirs. SR&A: Gert Bam; Parks: Chantal Hanslo LIS: Ninnie Steyn	Composite EE Indicator made up of three weighted components: 1. compliance to EE plan for new appointments; 2. compliance to disability plan target; 3. number of internal appointments, promotions and advancements per EE "

Executive Director:
Lokiwe Mtwazi

Date:

[Signature]
21/5/2013

MAYCO Member:
Belinda Walker

Date:

B. Walker

8.05.2013

Signed on read

DEPARTMENT: CITY PARKS

**DEPARTMENTAL BUSINESS PLAN
2013/2014**

DIRECTOR: CHANTAL HANSLO

1. INTRODUCTION

City Parks develops and manages most of Cape Town's public open spaces, including its parks, cemeteries, natural areas, recreation areas on water bodies, informal sports fields and landscaped road reserves. It aims to protect the City's wealth of biodiversity and further 'green' it via various tree planting initiatives. The Department plays an important role in job creation by initiating community partnerships and in raising public environmental awareness to ensure the continued protection of our natural surroundings.

This document is intended to set out the Departmental Business Plan for City Parks. An overview of the Department is given below as well as an explanation of the IDP Objectives and what Strategic deliverables this department will implement during the coming year.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

Purpose

Vision

To be recognised as a leading provider of quality parks and dignified cemeteries thereby contributing towards a better life for all.

Aims/Objectives

- To provide quality and accessible zoned public open spaces and thereby contributing to the development of more great people places for the City of Cape Town.
- To create and manage biodiversity and greening projects in a sustainable manner thereby ensuring that value is added to the natural and rural environment for the people of Cape Town.
- To provide a dignified and efficient burial service.
- To foster effective community consultation and engagement.

Customers

- Communities

Customer Demands/Expectations

- Efficient and effective service delivery

Aim of the Department

- To contribute to the social development and quality of life of communities by providing quality zoned public open spaces and dignified cemeteries

3. LEGISLATIVE IMPERATIVES

Legal Requirements/Regulatory Environment impacting on the Department include:

- The National Environmental Management Biodiversity Act (NEMBA) Act 10 of 2004
- The Constitution of SA (Act 108 of 1996)
- Section 24 of the Bill of Rights and Schedule 4 and 5 which indicate that everyone has the right to an environment that is not harmful to their health and wellbeing and their right to have the environment protected through reasonable legislative and other measures.

- National Water Act of 1998.
- White Paper on Batho Pele
- City of Cape Town Parks By-Law
- City of Cape Town Cemetery By-Law

4. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

Partners/ Stakeholders	Roles and Responsibilities
Partners: Individual community members Friends Groups & Volunteers Non- Governmental Organisations Private Sector	Community Buy-in, partnerships, oversight role Volunteers, mobilise communities, marketing, etc Partnerships, financial support, oversight role. Involvement, support, inputs Sponsorships, financial support
Internal stakeholders: Facility staff Ward Forums Sub-councils Other Departments internal to the City	Implementation, maintenance and support Integrated projects, consultation and collaboration Logistical support, collaboration
External stakeholders:	
Provincial Government General Public	Partnerships and involvement Usage of POS and parks

5. RESOURCES

- EFF Capital Budget: R6,601,447
- USDG Funding: R54 800 000 million
- Operating Budget: R696 881 819 million
- Staff Compliment: 1328

6. BACKLOGS AND RESOURCE CONSTRAINTS

Constraints:

A lack of human and capital resources inhibits the implementation of the prescribed minimum maintenance standard as determined by the Department. City Parks also have a serious problem with the maintenance and replacement of its current fleet. This hampers service delivery due to long delays with repairs to aged vehicles. Vacancy cuts of 108 facilities amounting to more than R12.54m also makes it more difficult to deliver on our core mandate. City Parks R6,6m Capital EFF based also limits development of new facilities.

The communities in Cape Town are further faced with socio-economic challenges such as:

- Unemployment and poverty
- Substance abuse
- Gangsterism and crime
- Teenage pregnancy

Strategy to address Constraints:

- Introduce Business Improvement measures to implement current work load more effectively.
- Training and development of staff to ensure maximum productivity
- Utilise Expanded Public Works Programme (EPWP) to harness additional resources
- Appointment of Community Parks Maintenance (CPM) workers in our local parks

- Do our annual review of Budget for areas on a zero based approach and align budgets accordingly.
- Apply for USDG funding to supplement current capital funding

7. ASSUMPTIONS AND RISKS

7.1 Assumptions

That City Parks will continue to be resourced at adequate levels to meet service delivery standards Risk Assessment.

7.2 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 Departments objectives are identified, addressed and managed on a day to day basis in accordance with the City's approved IRM Policy and IRM Framework. The Department has a comprehensive Risk Register in place. Of most concern are the risks mentioned beneath:

No	Risks	Action	Responsibility	Strategic focus area alignment
1	Escalation of the maintenance of 2010, BRT and IRT landscaping infrastructure throughout the City to the responsibility of City Parks.	To motivate for additional R&M funding to sustain these areas as it is not accommodated in our budget currently	Director / ED / Mayco Member. Portfolio Committee	Inclusive city
2	Greater emphasis on densification as a strategic focus area will require upgrade of POS in targeted areas.	Prioritisation of funds towards targeted areas.	Director and Management Team	Inclusive city
3	Competition for scarce Metropolitan land for cemetery development	To identify suitable land for burial sites to cater for future urban development.	Planning Section in City Parks	A caring city
4	Impact of climate change on the environment. The City's current water use is almost 27 % below constrained demand.	Manage changes in weather patterns affecting maintenance cycles. Do water-wise landscaping	All District Managers	A well run city
5	Capacity to manage increasing decentralisation of Corporate HR functions.	Escalate the impact of this to ED level.	Director with Management Team	A caring city
6	Loss of institutional memory	Implement a mentorship program by identifying mentors and coaches in the Department	All, with Support Manager to manage	An opportunity city
7	Lack of critical skills to perform specialised areas e.g. tree climbing, horticulturists, landscaping	Recruit and select suitably skilled personnel.	Support Manager and Recruitment & Selection	An opportunity city
8	Talent management	On-going Supervisory training	Support Manager	An opportunity city

8. STRATEGIC ALIGNMENT TO THE IDP

8.1

Strategic Focus Area	Objectives in the IDP	Programmes linked to Directorate Objective
1. Opportunity City	1.1 Create an enabling environment to attract investment to generate economic growth and job creation	Number of Expanded Public Works Programme (EPWP) opportunities created
3. A caring City	3.1 Providing access to social services to those that need them	Provide community development programs
4. An Inclusive City	4.2 Provide facilities that make citizens feel at home	Provide and maintain community facilities

8.2. LINKAGES TO IDP

City Parks has a primary link to two of the IDP's Strategic Focus Areas (SFA's):

8.3. SFA 3: A Caring City

City Parks Programmes

City Parks will facilitate the development of community gardens in Community Parks. Four pilot projects have already been initiated and future roll-out to establish formal agreements will be pursued. City Parks will also promote community initiatives within our parks across the City. The aim is to have 200 initiatives across the City that is recorded via a formal booking system. To host community activities within Parks and POS across the City.

These initiatives are critical to enhance the aesthetical value of neighbourhoods, but more importantly, to contribute to the overall wellbeing and social development of communities by providing outdoor social and recreational areas.

8.4. SFA 4: An inclusive City

IDP objective 4.3: Provide facilities where citizens can feel at home.

Community Facility Provision

To begin to address the inequitable distribution and standards of community facilities, the City has initiated a project with the Council of Science and Industrial Research (CSIR). The studies have taken the current community facilities, standards for provision, accessibility, projected population growth and the envisaged City expansion until 2016 into account. Thereby the Department could identify the areas of greatest need/backlog regarding the provision of facilities.

Parks provision

City Parks will develop and upgrade major District Parks and identify sites, informed by the CSIR report and then work with communities and funding partners to design and construct Community and District Parks that are sustainable and meet the needs of the community.

Community and District Parks will be provided, which meets the needs and aspirations of communities and which are of a high standard and, where possible, integrated with other community facilities.

The City Parks Department will develop and upgrade two major District Parks (Jack Muller and Khayelitsha Wetlands) and three major Community Parks (Mandela Peace Park, Section E Park, Khayelitsha and Westridge Park) among other small park developments, over the next five years.

Cemetery provision

To address the escalating city burial demand resulting from population growth and earlier death occurrences due to infectious diseases, an approximate total of 117 Ha of land, (40Ha) for new cemeteries and (77Ha) for existing extensions is required.

The risk of not meeting demand for burial space is that bereaved families may not have the option of in-ground burial available when family members die. The challenge is to identify portions of land that are suitable as burial grounds: the land should ideally be owned by the City, be correctly zoned, be free of any land use restrictions, meet the requirements of geo-hydrological performance and the requirements of a mandatory environmental impact assessment. Current planning is not always done on an integrated basis and it is essential that going forward planning authorities factor the need for burial space into their long term planning.

The City will build five new cemeteries (Wallacedene, Metro South East, Welmoed extension, Vaalfontein, Delft extension) and will do five major cemetery upgrades (Maitland, Gugulethu, Rusthof, Atlantis and Klip Road extension – subject to approval processes) during the next five years. It is envisaged that additional external funding will be sourced on an on-going basis for external cemetery development in the next five to ten years.

To address the escalating city burial demand, City Parks has commenced a process to identify suitable land and in due course develop new burial areas to cater for future urban development within the city's urban edge (i.e. 10-15 years scenario).

Strong competition for scarce metropolitan land and the poor environmental performance of certain cemeteries, given the high winter water-table characteristic of the Cape Flats, has prompted the city to pursue several other interment options to supplement or compliment traditional in-ground burial, including:

- Cremation and corpse reduction technologies;
- Above-ground interment options (e.g. mausoleum and modular crypts); and
- Lengthen the life-span of existing cemeteries by encouraging families to consider second burials in their ancestor's graves.

While pilot programmes and projects are being put in place to introduce and facilitate the abovementioned interment options, the favouring of in-ground burial given cultural and faith practices, necessitates strategic cemetery development interventions in the short to medium term (i.e. next 15 years).

Minimum service and maintenance standards of Community facilities

Well managed, maintained and used community facilities are important to facilitate and enable community development and therefore enhance quality of life. Whilst all community facilities will be maintained at minimum service levels, some selected flagship facilities will be earmarked to be maintained at national and international benchmarked standards.

Parks and Cemetery: Maintenance

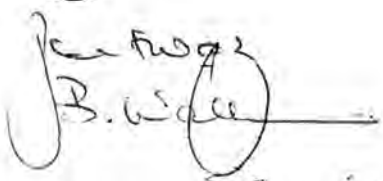
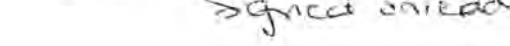
Backlogs in repairs and maintenance (reactive maintenance) and pro-active maintenance programmes for aging infrastructure (community facilities, cemeteries, park equipment and depots) fleet and small plant and machinery will be investigated and implemented in order to meet the minimum maintenance standards for parks and cemeteries. The City aims to maintain all Community Parks (3335) and District Parks (11) to the standards as set out in the City Parks Maintenance Standards Document. (94% target). The City will also develop maintenance programmes to be responsive to the effects of climate change.

8.5. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

Attached the 2013/2014 City Parks SDBIP.

9. AUTHORISATION

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

	NAME	SIGNATURE	DATE
Director	Chantal Hanslo		26 April 2013
Executive Director	Lokiwe Mtwazi		21/5/2013
Mayco Member	Belinda Walker	 Signed on read	8.5.2013

CITY PARKS 2013/2014 SDBIP													
Alignment to IDP			Dept.	Corporate Objective	Indicator	Base-line June 2013 Target	Annual Target June 2014 Target	Targets				Responsible Person	Support Detail
Pillar & Corp. Obj.	CSC Ind no.	1st Quarter Target						2nd Quarter Target	3rd Quarter Target	4th Quarter Target			
5.3(b)	n/a	SR&A	Ensure financial prudence, with clean audits by Auditor-General	# of policies developed/ reviewed according to planned milestones.	new	3	3	3	3	3	Director - Chantal Hanslo	Quarterly milestones per policy still to be determined. New (1): Interment Policy Review (2): Tree Policy & Parks Dev. Policy	
5.2	n/a	and	Establish an efficient and productive administration that prioritizes delivery	# of partnerships contributing to operational efficiency, signed	new	2	Annual Target for June 2014	Annual Target for June 2014	Annual Target for June 2014	2	Director - Chantal Hanslo	1. Cape Town Jewish Cemeteries Maintenance Board Partnership (CTJMB) 2. Muslim Judicial Council Partnership (MJC)	
5.2	n/a	Parks	Establish an efficient and productive administration that prioritizes delivery	# of operational business improvement initiatives completed	new	1	Annual target for June 2014	Annual target for June 2014	Annual target for June 2014	1	Director - Chantal Hanslo	Roll out of Outsourcing vs Internal Operational Model to an area within City Parks	

CITY PARKS 2013/2014 SDBIP												
Alignment to IDP		Dept.	Corporate Objective	Indicator	Base-line June 2013 Target	Annual Target June 2014 Target	Targets				Responsible Person	Support Detail
Pillar & Corp. Obj.	CSC Ind no.						1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target		
3.1 (a)	n/a	Parks	Provide Access to Social services for those who need it	# of programs & events held in Parks	200	500 cumulative	> = 100	> = 320	> = 430	> = 500	Operations Managers: Desiree Galant, Dave Curran, Gideon Slabbert, Phumla Mrubata	Programmes & events are any activity or organised event taking place in POS of City. Includes programmes run by Sport & Recreation on POS.
3.1 (a)	n/a		Provide Access to Social services for those who need it	# of community gardens with a signed contract	12	22 cumulative	> = 14	> = 16	> = 18	> = 22	Operations Managers: Desiree Galant, Dave Curran, Gideon Slabbert, Phumla Mrubata	
3.1(a)	n/a		Provide Access to Social services for those who need it	# of key Departmental Service Delivery strategies implemented according to planned milestones	8	8	8	8	8	8	Greening Strategy - Phumla Mrubata Finance - tbc / Director Facility Man & Business Improvement - Desiree Galant Interment, Knowledge Management, Capital Investment Framework - John Bennett Human Capital- Nosipho Mbuku Greening, Finance, Business Improvement, Facility Management, Interment, Knowledge Management, Capital Investment Framework, Human Capital	

CITY PARKS 2013/2014 SDBIP												
Alignment to IDP		Dept.	Corporate Objective	Indicator	Base-line June 2013 Target	Annual Target June 2014 Target	Targets				Responsible Person	Support Detail
Pillar & Corp. Obj.	CSC Ind no.						1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target		
3.1 (a)	n/a	Parks	Provide Access to Social services for those who need it	Development of an appropriate Tree Management System for City Parks	New	Approved Tree Management System	Present different information on systems	Workshop different systems with relevant stakeholders and role-players	Decide on system to be used. Internal SAP or external via Tender	Approved Tree Management System	John Bennett - Specialised Operations Manager	Dependency on Corporate SAP and Corporate IT regarding indicator
4	4B	Corporate	Provide facilities that make citizens feel at home	Customer Satisfaction Survey for community facilities	2.7	2.8	N/A	N/A	N/A	2,8	Director - Chantal Hanslo	
4.2 (a)	n/a	Parks	Provide facilities that make citizens feel at home	% of Community Parks mowed according to quarterly plan with a minimum of 9 cuts per annum	3135 of 3335 = 94 %	3172 or > of 3339 > = 95%	> = 85%	> = 87%	> = 89%	> = 95%	Operations Managers: Desiree Galant, Dave Curran, Gideon Slabbert, Phumla Mrubata	
4.2.(a)	n/a	Parks	Provide facilities that make citizens feel at home	# of Cemeteries mowed according to a quarterly plan with a minimum of 12 cuts per annum	38	38	38	38	38	38	Operations Managers: Desiree Galant, Dave Curran, Gideon Slabbert, Phumla Mrubata	
4.2 (a)	n/a	Parks	Provide facilities that make citizens feel at home	# of District Parks maintained according to a quarterly plan with a minimum of 26 cuts per annum	11	11 of 11	11	11	11	11	Operations Managers: Desiree Galant, Dave Curran, Gideon Slabbert, Phumla Mrubata	

CITY PARKS 2013/2014 SDBIP													
Alignment to IDP			Dept.	Corporate Objective	Indicator	Base-line June 2013 Target	Annual Target June 2014 Target	Targets				Responsible Person	Support Detail
Pillar & Corp. Obj.	CSC Ind no.	1st Quarter Target						2nd Quarter Target	3rd Quarter Target	4th Quarter Target			
4.2 (a)	n/a	Parks	Provide and maintain community facilities that make citizens feel at home	# of new community facilities developed according to planned capital budget milestones	8 developed	4 Cemeteries	4	4	4	4	John Bennett - Specialised Operations Manager	4 Cemeteries: 1. Metro South East 2. Welmoed 3. Vaalfontein 4. Delft	
4.2 (a)	n/a	Parks	Provide and maintain community facilities that make citizens feel at home	# of major facilities upgraded (>R500 000) progressing according to planned capital budget milestones	12	23	23	23	23	23 cumulative	Director - Chantal Hanslo Operations Managers: Desiree Galant, Dave Curran, Gideon Slabbert, Phumla Mrubata Specialised Ops Manager: John Bennett Finance Manager - TBC / Director	Parks Department = 23 1. Maitland Cemetery R2 500 000 2. Sir Lowry's Pass Cemetery R750 000 3. Khayelitsha Wetlands Park R1,5m 4. Rusthof Cemetery R1 000 000 5. Atlantis Cemetery R3 500 000 6. Gugulethu Cemetery R1 000 000 7. Kulis River Cemetery R900 000 8. Klip Road Cemetery R1 500 000 9. Macassar Open Space R1 000 000 10. Valhalla Park irrigation R1,5m 11. Jack Muller district park R500 000 12. Camps Bay beach front R500 000 13. Company's garden R500 000	

CITY PARKS 2013/2014 SDBIP												
Alignment to IDP		Dept.	Corporate Objective	Indicator	Base-line June 2013 Target	Annual Target June 2014 Target	Targets				Responsible Person	Support Detail
Pillar & Corp. Obj.	CSC Ind no.						1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target		
4.2 (a)	n/a	Parks	Provide and maintain community facilities that make citizens feel at home	# of major facilities upgraded (>R500 000) progressing according to planned capital budget milestones	12	23	23	23	23	23 cumulative	Director - Chantal Hanslo Operations Managers: Desiree Galant, Dave Curran, Gideon Slabbert, Phumla Mrubata Specialised Ops Manager: John Bennett Finance Manager - TBC / Director Parks Department = 23 14. Hout Bay common upgrade R1,24m 15. Depot upgrades R831 447 16. Park upgrades - Manenberg R1m 17. Welmoed Cemetery dev R1,4m 18. Modderdam Cemetery R500 000 19. Vaalfontein Cemetery R6m 20. Delft Cemetery R1,5m 21. Cemetery Upgrades (Bulk) R4,65m 22. Park Upgrades (Bulk) R13,742m 23. Play equipment installations	1. Khayelitsha Wetland Park 2. Maitland Cemetery 3. Gugulethu Cemetery 4. Durbanville Rose Garden Company's Garden only flagship facility
4.2 (a)	n/a	Parks	Provide and maintain community facilities that make citizens feel at home	# of Community Flagship facilities to be developed according to planned milestones for the year	4 Proposed flagship facilities	4 Proposed flagship facilities	4	4	4	4	Dave Curran - North Ops Manager Desiree Galant - East Ops Manager Gideon Slabbert - Central Ops Manager 1. Khayelitsha Wetland Park 2. Maitland Cemetery 3. Gugulethu Cemetery 4. Durbanville Rose Garden	Company's Garden only flagship facility
4.2 (a)	n/a	Parks	Provide and maintain community facilities that make citizens feel at home	# of Community Flagship facilities to be maintained to agreed standards	1 Flagship facility	Company's Garden facility	1	1	1	1	Dave Curran - North Ops Manager Company's Garden only flagship facility	Company's Garden only flagship facility

CITY PARKS 2013/2014 SDBIP													
Alignment to IDP		Dept.	Corporate Objective	Indicator	Base-line June 2013 Target	Annual Target June 2014 Target	Targets				Responsible Person	Support Detail	
Pillar & Corp. Obj	CSC Ind no.						1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target			
4.2 (a)	n/a	Parks	Provide and maintain community facilities that make citizens feel at home	Implementation of initiatives of management plans for biodiversity agreement sites	Draft implementation Plan for 2013/14 with proposed milestones	Implementation of all milestones as per the 2013/14 implementation plan	Draw up an APO . Implement plan for 2013/14	Identify initiatives out of Management Plan for implementation	Implement initiatives	Implementation of all milestones as per the 2013/14 implementation plan	Operations Managers: Desiree Galant, Dave Curran, Gideon Slabbert, Phumla Mrubata		
4.2 (a)	n/a	Parks	Provide and maintain community facilities that make citizens feel at home	# of alien vegetation initiatives and hectares cleared	35 initiatives. 240 ha cleared	40 initiatives. 250 ha cleared	5 initiatives. 20 ha cleared	20 initiatives. 100 ha cleared	30 initiatives. 180 ha cleared	40 initiatives. 250 ha cleared	Operations Managers: Desiree Galant, Dave Curran, Gideon Slabbert, Phumla Mrubata		
1.2 (b)	1.B	Finance	Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	% spend on Capital Budget	96%	91%	10%	35%	60%	91%	Director - Chantal Hanslo Operations Managers: Desiree Galant, Dave Curran, Gideon Slabbert, Phumla Mrubata Specialised Ops Manager: John Bennett Finance Manager - TBC / Director	Formula: Percentage reflecting Actual spend / Planned Spend	

CITY PARKS 2013/2014 SDBIP												
Alignment to IDP		Dept.	Corporate Objective	Indicator	Base-line June 2013 Target	Annual Target June 2014 Target	Targets				Responsible Person	Support Detail
Pillar & Corp. Obj.	CSC Ind no.						1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target		
1.2	n/a	Finance	Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	% expenditure on ward allocation projects	95%	95%	10%	35%	65%	95%	Director - Chantal Hanslo Operations Managers: Desiree Galant, Dave Curran, Gideon Slabbert, Phumla Mrubata Specialised Ops Manager: John Bennett Finance Manager - TBC / Director	KOI
5.3	n/a	Finance	Ensure financial prudence with clean audit by the Auditor General	% of Operating Budget spend	100%	100%	21,5%	45,5%	70,2%	100%	Director - Chantal Hanslo Operations Managers: Desiree Galant, Dave Curran, Gideon Slabbert, Phumla Mrubata Specialised Ops Manager: John Bennett Support Manager - Nosipho Mbuku Finance Manager - TBC / Director	Formula: Total actual to date as a percentage of the total budget including secondary expenditure.

CITY PARKS 2013/2014 SDBIP													
Alignment to IDP		Dept.	Corporate Objective	Indicator	Base-line June 2013 Target	Annual Target June 2014 Target	Targets				Responsible Person	Support Detail	
Pillar & Corp. Obj.	CSC Ind no.						1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target			
1.2 (b)	1.E	Finance	Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	% spend on Repairs & Maintenance	NEW	95%	20%	40%	70%	95%	Director - Chantal Hanslo Operations Managers: Desiree Galant, Dave Curran, Gideon Slabbert, Phumla Mrubata Specialised Ops Manager: John Bennett Support Manager - Nosipho Mbuku Finance Manager - TBC / Director	Percentage reflecting year to date spend (including secondary cost) / total repairs and maintenance budget)	
5.3	n/a	Finance	Ensure financial prudence with clean audit by the Auditor General	% assets verified	100 % Asset Register verified	100 % Asset Register verified by Department	Review of Asset Policy by Corporate Finance	Finalisation of Assets verification timetable by Corporate Finance	60% asset register verified by Department	100 % asset register verified by Department	Finance Manager - TBC / Director	The indicator reflects the percentage of assets verified annually for audit assurance.	

CITY PARKS 2013/2014 SDBIP												
Alignment to IDP		Dept.	Corporate Objective	Indicator	Base-line June 2013 Target	Annual Target June 2014 Target	Targets				Responsible Person	Support Detail
Pillar & Obj	CSC Ind no.						1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target		
5	n/a	Internal Audit	Ensure financial prudence with clean audit by the Auditor General	% Internal Audit findings resolved	67%	70%	70%	70%	70%	Director - Chantal Hanslo Operations Managers: Desiree Galant, Dave Curran, Gideon Slabbert, Phumla Mrubata Specialised Ops Manager: John Bennett Support Manager - Nosipho Mbuku Finance Manager - TBC / Director	It is the reporting and monitoring of the reduction (in percentage) of the findings of audit follow-ups performed in the quarter. The timing for corrective action implementation is normally provided by line. Audits / follow-ups will always only take place after agreed implementation dates of corrective action. It will either be 'Not Applicable' to Management if an audit or follow-up hasn't taken place at the time of reporting or there will be a percentage change / status quo if an audit has taken place and there has been improvement / no change respectively in the situation since the last audit.	

CITY PARKS 2013/2014 SDBIP												
Alignment to IDP		Dept.	Corporate Objective	Indicator	Base-line June 2013 Target	Annual Target June 2014 Target	Targets				Responsible Person	Support Detail
Pillar & Corp. Obj	CSC Ind no.						1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target		
4.1 (a)	4.A	Corporate Services	Ensure responsiveness by creating an environment where citizens can be communicated to	% adherence to city-wide service standards based on all external notifications	100%	100%	100%	100%	100%	100%	Support Manager - Nosipho Mbuku	The service standard will be based on X% notifications closed within Y number of days.
1.2 (d)	1.F	Office of Deputy City Manager	Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	# of EPWP beneficiaries created through job opportunities	1144	1750	25	575	1300	1750 (Cumulative)	Director - Chantal Hanslo Operations Managers: Desiree Galant, Dave Curran, Gideon Slabbert, Phumla Mrubata Specialised Ops Manager: John Bennett Support Manager - Nosipho Mbuku Finance Manager - TBC / Director	This indicator measures the number of work opportunities created through the expanded Public Works Programme (EPWP)
1.6 (a)	1.H (a)	Corporate Services	Maximise the use of available funding and programmes for training and skills development	# of external trainee & bursary opportunities (excluding apprentices)	20	23	3	10	15	23	Support Manager - Nosipho Mbuku	This measure includes external bursars, in-service student trainees, graduate interns and learner (Learnership beneficiary).

CITY PARKS 2013/2014 SDBIP												
Alignment to IDP		Dept.	Corporate Objective	Indicator	Base-line June 2013 Target	Annual Target June 2014 Target	Targets				Responsible Person	Support Detail
Pillar & Corp. Obj	CSC Ind no.						1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target		
5.2 (b)	n/a	Corporate Services	Establish an efficient and productive administration that prioritizes delivery	% adherence to employee utilisation target (composite indicator)	New	100%	100%	100%	100%	Director - Chantal Hanslo Operations Managers: Desiree Galant, Dave Curran, Gideon Slabbert, Phumla Mrubata Specialised Ops Manager: John Bennett Support Manager - Nosipho Mbuku Finance Manager - TBC / Director	Composite Labour Utilisation Indicator made up of three weighted components: 1. staff availability: The benchmark is 95% 2. vacancy rate: The target is 7% 3. OH&S incident rate. The target is 5 incidents per 100 FTE.	
5.2 (b)	n/a	Corporate Services	Establish an efficient and productive administration that prioritizes delivery	% adherence to employee Talent target (composite indicator)	New	100%	100%	100%	100%	Support Manager - Nosipho Mbuku	Composite Talent indicator made up of four weighted components: 1. Increase in skills level. 2. Budget spend on workplace skills plan (NKPI). 3. Retention of scarce skills 4. Overall retention of skills	

CITY PARKS 2013/2014 SDBIP												
Alignment to IDP		Dept.	Corporate Objective	Indicator	Base-line June 2013 Target	Annual Target June 2014 Target	Targets				Responsible Person	Support Detail
Pillar & Corp. Obj.	CSC Ind no.						1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target		
5.2 (b)	n/a	Corporate Services	Establish an efficient and productive administration that prioritizes delivery	% Adherence to EE target (composite indicator)	97%	100%	100%	100%	100%	100%	Support Manager - Nosipho Mbuku	Composite EE Indicator made up of three weighted components: 1. compliance to EE plan for new appointments; 2. compliance to disability plan target; 3. number of internal appointments, promotions and advancements per EE

NAME	SIGNATURE	DATE
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Director: City Parks 
Date: 29 April 2013.

Executive Director: Community Services

Date: 
25/12/2013

**DEPARTMENT:
LIBRARY & INFORMATION SERVICES**

**DEPARTMENTAL BUSINESS PLAN
2013/2014**

**DIRECTOR: MS N. STEYN
CONTACT PERSON: MS S. VAN DER SCHYFF**

1. EXECUTIVE SUMMARY

The purpose of this report is to report on the Library & Information Services Department's business activities as contained in the 2013/2014 SDBIP.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

The objective of the City Of Cape Town Library and Information Services Department is to empower the citizens of Cape Town through providing access to the services and resources required for their informational, educational, cultural and recreational needs. This objective will be achieved through the provision of a free public library service in line with the UNESCO Public Library Manifesto. The Department aims for excellence in providing a highly professional and cost-effective lending, reference and community information service in support of social development.

3. LEGISLATIVE IMPERATIVES

There is currently no legal requirement to render this service, as the Constitution of the RSA, 1996, Schedule 5A, assigns this function to the Provincial level. The matter of the unfunded mandate remains unresolved to date. In the interim, Council has agreed to support the assignment of this function by the Province to the City of Cape Town. To formalise the current service delivery arrangements between Province and the City of Cape Town an Implementation Protocol was entered into on 19 March 2012.

4. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

Partners/ Stakeholders	Roles and Responsibilities
External stakeholders - PGWC : Library Services	Co-ordinates the procurement and supply of the majority of library materials (books, audio-visual materials, etc.) for the libraries in the City Of Cape Town; Provides promotional materials.
Internal stakeholders - IS & T (SmartCape)	Responsible for the maintenance of the SmartCape facilities/service in public libraries.
External stakeholders – SITA	Responsible for the support and maintenance of the automated library management system databases and backup (SLIMS - Brocade)
External stakeholders - The Community/Public	Benefit from services and programmes offered by the libraries.
Partners - Friends of the libraries	Provides assistance in terms of fundraising, advocacy, services (assisting with mending, shelving of library materials, providing funding for the acquisition of additional library materials, etc.)
Partners - Volunteers	Assist with library tasks, e.g. shelving of library material, mending of library material, assisting with programmes, etc.
Partnerships (MOUs)	The Department also enters into MOUs with partners e.g. the United States of America Consulate General (American Consulate) and Ikamva Youth with a view to supporting, sustaining and enhancing services.

5. RESOURCES

	2013/2014
Capital Budget (Draft Budget)	R60 460 722 (R40 319 587 externally funded)
Salaries, Wages and Allowances (Draft Budget)	R240 285 334
Staff Complement (filled positions) (as at 31 March 2013)	**903
Library Management	12
Librarians-in-Charge	102
Librarians	188 (145 Permanent staff and 43 Contract staff)
Assistant Librarians (full-time & part-time)	408 (349 Permanent staff and 59 Contract staff)
Library Aids	91
Cleaners/Workers	25
Couriers/Drivers	10
Admin/Support/Technical Services Staff	64
	(*102 posts – staff appointed on contract ex external funding)
Operating Budget (less Salaries, Wages and Allowances) (Draft Budget)	R206 337 719
Revenue (Draft Budget)	R70 655 857 (includes R40 319 587 externally funded capital grants and R25 666 580 externally funded contract staff)

6. BACKLOGS AND RESOURCE CONSTRAINTS

Overview

Insufficient funding has an impact on the ability of the Department to achieve minimum service delivery standards in terms of facilities, staffing and collections, as well as to adequately maintain current assets. The continuation of, and increase in, the Provincial Conditional Grant is considered critical to maintain current assets and service levels, as well as to fully achieve minimum service delivery standards.

Staffing

The Department relies on Conditional Grant funding received from the Provincial government in order to maintain minimum service levels at the libraries. In view of this dependency, the Department is at risk of not being able to continue to meet its service obligations due to its inability to appoint and retain professionally qualified staff. If this funding ceases to exist many library facilities would have to reduce their open hours in view of inadequate staffing.

Collection Development

Due to budgetary constraints the Department is unable to fully implement its collection development plan. The Department is at risk of not meeting community needs in respect of maintaining the aging collections as well as providing new and relevant materials. The inability of the Department to adequately maintain its collections hampers the objective to inculcate a reading culture. Inadequate funding furthermore limits the Departments ability to provide e-resources within libraries to meet the informational needs of library users.

Programmes

Due to limited human and financial resources, the Department relies on volunteers and Friends of the Library organisations to assist in presenting programmes that are responsive and relevant to identified community needs. The Department is dependent on the continued co-operation and assistance of external partners to continue the delivery of the current level of services and programmes at the libraries.

Facility Management

Inadequate funding does not enable the Department to build new facilities to meet an increasing demand for services from an ever increasing population and this place an added burden on existing resources.

The Department currently also has an ageing infrastructure in that many of its buildings require major renovations or replacement. Inadequate funding to ensure effective maintenance/replacement of the buildings, infrastructure and assets may increase the risk of not being able to maintain service delivery.

With some libraries being housed in heritage buildings, this adds to the challenge with respect to maintenance/repairs and funding requirements

Services are also being rendered from 3 mobile buses, with two of the buses approximately 20 years old. Replacement is not possible due to a lack of funding and this may result in services being ceased, if the vehicles are no longer roadworthy.

7. ASSUMPTIONS AND RISKS

7.1 Assumptions

- Unfunded mandate unresolved, impacting on the Department's ability to sustain service levels, maintain assets and address additional service demands
- Implementation of minimum service levels (open hours)
- Achieving and Maintaining developed norms and standards for Collections
- Development of a Facilities Development Plan
- Address security needs at all libraries
- Manage/Re-affirm/Increase Partnerships

7.2 Risk Assessment

Management, with the assistance of the Integrated Risk Management (IRM) Department, has applied their minds and due care is 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.

No	Risks	Action	Responsibility
1	Unfunded mandate	Continue to rally with Provincial and City politicians.	ED, Director and MAYCO member.
2	Inadequate budgetary capacity	Continue to rally with Provincial and City politicians.	ED, Director and MAYCO member.
3	Human Resource capacity constraints	Continue with current discussions with PGWC on current and future funding of library service.	ED, Director and MAYCO member.
4	Inadequate collections	Continue Collection Development initiatives with external partners and rally with Provincial and City politicians regarding increased funding allocations for this purpose.	ED, Director and MAYCO member
5	Dependency on Volunteers, including Friends of the Library organisations	The Department is heavily reliant on the assistance of volunteers and Friends of the Library organisations to offer many library services to the public e.g. holiday programmes. The relationship is volunteer based; assisting libraries "in kind" (time donated) and/or via financial contributions (books, small assets, etc.). These relationships are ongoing, with no finite end date, due to the voluntary nature of the relationship. In certain instances Friends organisations provide the resources to pay for the services of volunteers to render particular services at the libraries. Because of the voluntary nature of this relationship, there is a risk that the services being provided by the Department will be impacted negatively should the volunteers be unable to continue rendering their services to the libraries.	ED, Director and MAYCO member
6.	Aging infrastructure in respect of: Heritage buildings: Lengthy processes and inadequate funding may result in safety hazards to patrons Mobile Services: Inadequate funding may lead to cessation of the service	Continue to lobby and motivate for capital budget to be re-distributed to capitalise asset management (replace aging assets). On-going engagements with stakeholders to ensure that infrastructure (specifically heritage buildings comply with requisite regulatory requirements.	ED, Director and MAYCO member

8. STRATEGIC ALIGNMENT TO THE IDP

8.1

Strategic Focus Area	Objectives in the IDP	Programmes linked to Directorate Objective
3. A caring City	3.1 Providing access to relevant social services to those that need them	Provide programmes supporting social development
4. An Inclusive City	4.2 Provide facilities that make citizens feel at home	Provide and maintain community facilities

8.2

IDP Objectives	Strategic Deliverable
3.1 Providing access to relevant social services to those that need them	• Provision of programmes that impact positively on the educational, recreational and social fabric of communities • Partnerships with Friends and other external organisations developed and implemented • Pursuing alternative means to support the resourcing of community programmes to deliver programmes that are mutually beneficial • Marketing and Communication Plan implemented to inter alia ensure that holiday programmes are effectively communicated
4.2 Provide facilities that make citizens feel at home	• Strategic initiative to ensure that library facilities are well maintained viz. Implementation of Departmental 5-Year Pro-active Maintenance Plan • Maintenance of two City-wide libraries in accordance with flagship facilities criteria • Development of one new library facility at Kuyasa

8.3 LINK TO PROGRAMMES

Libraries currently offer 5 programmes, **namely** literacy programmes, holiday programmes, reading programmes, story-telling and library orientation sessions to primarily younger library users. Literacy programmes targeting primarily adult users. Some of the programmes are offered internally i.e. by library staff whereas others are facilitated by volunteers/partners e.g. Ikamva Youth, an NGO providing a free, sustainable education supportive programme.

The Department currently has various partnership agreements with external organisations including. Western Cape Provincial Library Service (WCPLS), Friends of the libraries, Regiments Capital, Corevest: Claremont Library Development Company (Pty) Ltd, Masiphumelele Trust Corporation, Help2Read, Eskom and University of the 3rd Age. These partnership relationships enable the Department to deliver important services to the community, e.g. Masiphumelele Trust Corporation is an NGO working exclusively in Masiphumelele. It runs independent projects of which the library is one and also provides functional and financial support for Masiphumelele Library's community development and outreach programmes.

Library orientation programmes

- The programmes are aimed at introducing to and familiarising library patrons with the utilisation of library materials and library facilities e.g. reference material and internet usage
- The Department has determined an annual target of 1710 library orientation programmes for the 2013/14 financial year
- Internal and external funding is utilised for these programmes, as well as in kind assistance

Reading programmes

- The programmes are aimed at encouraging and creating a culture of reading in the broader community, as well as improving reading skills
- The Department has determined an annual target of 260 reading programmes for the 2013/14 financial year
- Internal and external funding is utilised for these programmes
- Reading programmes strategically target school learners and addresses the educational needs of learners and are developmental in nature
- The programmes are offered in collaboration with volunteers and external partnerships

Story-telling programmes

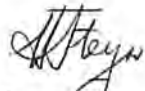
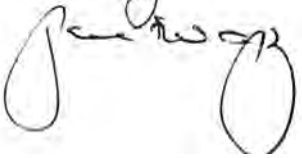
- The programmes are aimed at encouraging and creating a culture of reading, especially amongst children and the youth
- The Department has determined an annual target of 4831 story-telling programmes for the 2013/14 financial year
- Internal and external funding is utilised for these programmes
- Story-telling programmes are both recreational and educational in nature

9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

See attached LIS SDBIP 2013/2014

10. AUTHORISATION

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

	Name	Signature	Date
Director : Library & Information Services	Ms Ninnie Steyn		26.4.2013
Executive Director : Community Services	Ms Lokiwe Mtwazi		21.5.2013

11. APPENDICES:

Appendix 1: Library & Information Services SDBIP 2013/2014

LIBRARY AND INFORMATION SERVICES SDBIP 2013/2014												
Alignment to IDP												
Pillar, Corp. Obj. & Progr	CSC Ind no.	Lead Dir/ Dept.	Corporate Objective	Indicator	Baseline June 2013 target	Annual Target June 2014	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Responsible Person	Supporting Detail
5.3(b)	n/a	SR&A and Parks	Ensure financial prudence, with clean audits by Auditor-General	# of policies developed/ reviewed according to planned milestones.	new	2	2	2	2	2	Director: Ninnie Steyn	Quarterly milestones per policy still to be determined
5,2	n/a	SR&A, LIS, Parks	Establish an efficient and productive administration that prioritizes delivery	# of partnerships contributing to operational efficiency, signed	new	2	Annual Target for June 2014	Annual Target for June 2014	Annual Target for June 2014	2	Director: Ninnie Steyn	Indicator contributes to an outcome of savings through operational efficiencies.
5,2	n/a	SR&A, LIS, Parks	Establish an efficient and productive administration that prioritizes delivery	# of operational business improvement initiatives completed	new	1	Annual Target for June 2014	Annual Target for June 2014	Annual Target for June 2014	1	Director: Ninnie Steyn	Indicator contributes to an outcome of savings through operational efficiencies.
3.1 (a)	n/a	SR&A, LIS, Parks	Provide Access to Social services for those who need it	# of literacy initiatives facilitated	≥54	≥44	≥7	≥24	≥30	≥44	Director: Ninnie Steyn District Managers: Carmen Holtzman Flippie van der Walt June Swartz Dairmaid Wessels Cheryl Heymann Lalie Le Roux	Only initiatives with a duration of at least 6 months are recorded.
3.1 (a)	n/a	SR&A, LIS, Parks	Provide Access to Social services for those who need it	# of holiday programme activities held	≥1228	≥1442	≥484	≥891	≥1084	≥1442	Director: Ninnie Steyn District Managers: Carmen Holtzman Flippie van der Walt June Swartz Dairmaid Wessels Cheryl Heymann Lalie Le Roux	

LIBRARY AND INFORMATION SERVICES SDBIP 2013/2014												
Alignment to IDP												
Pillar, Corp. Obj. & Progr	CSC Ind no.	Lead Dir/ Dept.	Corporate Objective	Indicator	Baseline June 2013 target	Annual Target June 2014 Target	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Responsible Person	Supporting Detail
3.1 (a)	n/a	LIS	Provide Access to Social services for those who need it	# of reading programmes held	≥265	≥260	≥76	≥126	≥171	≥260	Director: Ninnie Steyn District Managers: Carmen Holtzman Flippie van der Walt June Swartz Dairmaid Wessels Cheryl Heymann Lalie Le Roux	A reading programme is defined as a programme that must consist of a minimum of 5 sessions with the same audience (majority of audience) and at the end it is counted as 1 programme. Reading programmes target young learners and aim to improve their reading skills as well as to develop a culture of reading. Reading programmes are counted at the conclusion of the programme and not per session.
3.1 (a)	n/a	LIS	Provide Access to Social services for those who need it	# of story-telling sessions (internal & external to the libraries)	≥4341	≥4831	≥1314	≥2414	≥3550	≥4831	Director: Ninnie Steyn District Managers: Carmen Holtzman Flippie van der Walt June Swartz Dairmaid Wessels Cheryl Heymann Lalie Le Roux	A story-telling session is defined as an event during which stories are read to a group of children at the library or other venues e.g. schools and crèches. Story-telling sessions are held for pre-schoolers and foundation phase i.e. Grades 1 to 3 learners and aim to foster a love for reading in children and also to improve listening skills as well as the use of their imagination. Each story-telling occurrence is counted as 1 session.
3.1 (a)	n/a	LIS	Provide Access to Social services for those who need it	# of Library Orientation sessions	≥1592	≥1710	≥388	≥632	≥1294	≥1710	Director: Ninnie Steyn District Managers: Carmen Holtzman Flippie van der Walt June Swartz Dairmaid Wessels Cheryl Heymann Lalie Le Roux	

LIBRARY AND INFORMATION SERVICES SDBIP 2013/2014												
Alignment to IDP												
Pillar, Corp. Obj. & Progr	CSC Ind no.	Lead Dir/ Dept.	Corporate Objective	Indicator	Baseline June 2013 target	Annual Target June 2014 Target	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Responsible Person	Supporting Detail
3.1 (a)	n/a	SI	Provide Access to Social services for those who need it	# of HIV/AIDS displays	≥472	≥463	≥93	≥251	≥345	≥463	Director: Ninnie Steyn District Managers: Carmen Holtzman Flippie van der Walt June Swartz Dairmaid Wessels Cheryl Heymann Lalie Le Roux	
3.1 (a)	n/a	SI	Provide Access to Social services for those who need it	# of displays at libraries	≥3612	≥3765	≥958	≥1879	≥2806	≥3765	Director: Ninnie Steyn District Managers: Carmen Holtzman Flippie van der Walt June Swartz Dairmaid Wessels Cheryl Heymann Lalie Le Roux	
3.1 (a)	n/a	SI	Provide Access to Social services for those who need it	# of formal book discussion meetings held	≥1036	≥1136	≥306	≥575	≥841	≥1136	Director: Ninnie Steyn District Managers: Carmen Holtzman Flippie van der Walt June Swartz Dairmaid Wessels Cheryl Heymann Lalie Le Roux	
3.1 (a)	n/a	SI	Provide Access to Social services for those who need it	# of Library materials Circulated	≥12 mil	≥12 mil	≥ 3 mil	≥ 6 mil	≥ 9 mil	≥ 12 mil	Director: Ninnie Steyn District Managers: Carmen Holtzman Flippie van der Walt June Swartz Dairmaid Wessels Cheryl Heymann Lalie Le Roux	

LIBRARY AND INFORMATION SERVICES SDBIP 2013/2014												
Alignment to IDP												
Pillar, Corp. Obj. & Progr	CSC Ind no.	Lead Dir/ Dept.	Corporate Objective	Indicator	Baseline June 2013 target	Annual Target June 2014 Target	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Responsible Person	Supporting Detail
4.2 (a)	n/a	LS	Provide facilities that make citizens feel at home	# of Libraries open according to minimum planned open hours, including ad hoc Unforeseen Closing Hours	≥75	≥ 85	≥ 85	≥ 85	≥ 85	≥ 85	Director: Ninnie Steyn District Managers: Carmen Holtzman Flippie van der Walt June Swartz Dairmaid Wessels Cheryl Heymann Lalie Le Roux	Open hour standards: Community libraries: 35 hrs/wk Regional libraries: 45 hrs/wk City wide libraries: 63 hrs/wk
3	n/a	LS	Provide Access to Social services for those who need it	Implementation of Collection Development Service Delivery Strategy as per agreed milestones	4 milestones to be completed	5 milestones to be completed	1 milestone to be completed	1 milestone to be completed	1 milestone to be completed	5 milestones to be completed	Director: Ninnie Steyn Coll Dev Offr: Brenda Kyle District Managers: Carmen Holtzman Flippie van der Walt June Swartz Dairmaid Wessels Cheryl Heymann Lalie Le Roux	Milestones as per Service Delivery Plan for Collection Development
3	n/a	LS	Provide Access to Social services for those who need it	Implementation of Marketing Service Delivery Strategy as per agreed milestones	5 milestones to be completed	9 milestones to be completed	2 milestones to be completed	4 milestones to be completed	6 milestones to be completed	9 milestones to be completed	Director: Ninnie Steyn Mkt & Res Offr: Naziem Hardy District Managers: Carmen Holtzman Flippie van der Walt June Swartz Dairmaid Wessels Cheryl Heymann Lalie Le Roux	Milestones as per Service Delivery Plan for Marketing & Research

LIBRARY AND INFORMATION SERVICES SDBIP 2013/2014												
Alignment to IDP												
Pillar, Corp. Obj. & Progr	CSC Ind no.	Lead Dir/ Dept.	Corporate Objective	Indicator	Baseline June 2013 target	Annual Target June 2014 Target	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Responsible Person	Supporting Detail
3	n/a	LIS	Provide Access to Social services for those who need it	Implementation of ICT Service Delivery Strategy as per agreed milestones	5 milestones to be completed	5 milestones to be completed	0 milestones to be completed	0 milestones to be completed	1 milestone to be completed	5 milestones to be completed	Director: Ninnie Steyn ICT Offr: Emma Bezuidenhout District Managers: Carmen Holtzman Flippie van der Walt June Swartz Dairmaid Wessels Cheryl Heymann Lalie Le Roux	Milestones as per Service Delivery Plan for ICT
4.2 (a)	n/a	LIS	Provide facilities that make citizens feel at home	# of new community facilities developed according to planned capital budget milestones	1 LIS facilities developed according to planned milestones	1	1	1	1	1	Director: Ninnie Steyn HD: Finance Johan Rossouw District Manager June Swartz	Kuyasa Library: A multiple year project continuing in 2013/2014
4.2 (a)	n/a	LIS	Provide facilities that make citizens feel at home	# of major community facility upgrades (>R500 000) progressing according to planned capital budget milestones	1 LIS facilities upgraded according to planned milestones	1	1	1	1	1	Director: Ninnie Steyn HD: Finance Johan Rossouw District Manager Dairmaid Wessels	Crossroads Library: A multiple year project commencing in 2013/2014
4	4.B	Corporate	Provide facilities that make citizens feel at home	Customer satisfaction survey for community facilities	3.4	3.3 for Library component	N/A	N/A	N/A	3.3	Executive Director: Lokiwe Mtwazi Director: Ninnie Steyn	This is part of an overall City customer satisfaction survey. Only measures the community facilities component thereof.

LIBRARY AND INFORMATION SERVICES SDBIP 2013/2014												
Alignment to IDP												
Pillar, Corp. Obj. & Progr	CSC Ind no.	Lead Dir/ Dept.	Corporate Objective	Indicator	Baseline June 2013 target	Annual Target June 2014 Target	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Responsible Person	Supporting Detail
1.2 (b)	1.B	Finance	Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	% spend of Capital Budget	90%	91%	10%	35%	60%	91%	Director: Ninnie Steyn HD: Finance Johan Rossouw LMT: Carmen Holtzman Flippie van der Walt June Swartz Dairmaid Wessels Cheryl Heymann Lalie Le Roux Tania Alcock-Smith Johan Rossouw Emma Bezuidenhout Brenda Kyle Naziem Hardy	
1	n/a	Finance	Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	% Expenditure on ward allocation projects	95%	95%	10%	35%	65%	95%	Director: Ninnie Steyn HD: Finance Johan Rossouw LMT: Carmen Holtzman Flippie van der Walt June Swartz Dairmaid Wessels Cheryl Heymann Lalie Le Roux Tania Alcock-Smith Johan Rossouw Emma Bezuidenhout Brenda Kyle Naziem Hardy	

LIBRARY AND INFORMATION SERVICES SDBIP 2013/2014												
Alignment to IDP												
Pillar, Corp. Obj. & Progr	CSC Ind no.	Lead Dir/ Dept.	Corporate Objective	Indicator	Baseline June 2013 target	Annual Target June 2014 Target	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Responsible Person	Supporting Detail
5.3 (a)	n/a	Finance	Ensure financial prudence with clean audit by the Auditor General	% of Operating Budget spent	95%	95%	20%	43%	70%	95%	Director: Ninnie Steyn HD: Finance Johan Rossouw LMT: Carmen Holtzman Flippie van der Walt June Swartz Dairmaid Wessels Cheryl Heymann Lalie Le Roux Tania Alcock-Smith Johan Rossouw Emma Bezuidenhout Brenda Kyle Naziem Hardy	Formula: Total actual to date as a percentage of the total budget including secondary expenditure.
1.2 (b)	1.E	Finance	Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	% spend on repairs and maintenance	100%	100%	21.5%	45.5%	70.2%	100%	Director: Ninnie Steyn HD: Finance Johan Rossouw LMT: Carmen Holtzman Flippie van der Walt June Swartz Dairmaid Wessels Cheryl Heymann Lalie Le Roux Tania Alcock-Smith Johan Rossouw Emma Bezuidenhout Brenda Kyle Naziem Hardy	Percentage reflecting year to date spend (including secondary cost) / total repairs and maintenance budget
5	n/a	Finance	Ensure financial prudence with clean audit by the Auditor General	% assets verified	100%	100% asset register verified	N/A	N/A	60% asset register verified	100% asset register verified	Director: Ninnie Steyn HD: Finance Johan Rossouw	The indicator reflects the percentage of assets verified annually for audit assurance.

LIBRARY AND INFORMATION SERVICES SDBIP 2013/2014												
Alignment to IDP												
Pillar, Corp. Obj. & Progr	CSC Ind no.	Lead Dir/ Dept.	Corporate Objective	Indicator	Baseline June 2013 target	Annual Target June 2014 Target	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Responsible Person	Supporting Detail
5	n/a	Internal Audit	Ensure financial prudence with clean audit by the Auditor General	% Internal audit findings resolved	70%	70%	70%	70%	70%	70%	Director: Ninnie Steyn	
4.1 (a)	4.A	Corporate Services	Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	% adherence to Citywide service standard based on all external notifications	100%	100%	100%	100%	100%	100%	Director: Ninnie Steyn LMT: Carmen Holtzman Flippie van der Walt June Swartz Dairmaid Wessels Cheryl Heymann Lalie Le Roux Tania Alcock-Smith Johan Rossouw Emma Bezuidenhout Brenda Kyle Naziem Hardy	
1.2 (d)	1.F	Office of the Deputy City Manager: EPWP	Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	# of EPWP opportunities created.	83	65	Capital projects: 11 R&M: 7	Capital projects: 22 R&M: 12	Capital projects: 33 R&M: 18	Capital projects: 47 R&M: 18	Director: Ninnie Steyn District Managers: Carmen Holtzman Flippie van der Walt June Swartz Dairmaid Wessels Cheryl Heymann Lalie Le Roux Coll Dev Offr: Brenda Kyle HD: Finance: Johan Rossouw Manager: Tania Alcock-Smith	This indicator measures the number of work opportunities created through the expanded Public Works Programme (EPWP)

LIBRARY AND INFORMATION SERVICES SDBIP 2013/2014												
Alignment to IDP												
Pillar, Corp. Obj. & Progr	CSC Ind no.	Lead Dir/ Dept.	Corporate Objective	Indicator	Baseline June 2013 target	Annual Target June 2014 Target	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Responsible Person	Supporting Detail
1.6 (a)	1.H (a)	Corporate Services	Maximise the use of available funding and programs for training and skills development	# of external trainee and bursary opportunities (excluding apprentices)	12	12	0	4	8	12	Director: Ninnie Steyn Support Manager: Tania Alcock-Smith	This measure includes external bursars, in-service student trainees, graduate interns and learner (Leamership beneficiary).
1.6 (a)	1.H (b)			# of apprentices	New	N/A	N/A	N/A	N/A	N/A	N/A	Measures apprentices only
5.2 (b)	n/a	Corporate Services	Establish an efficient and productive administration that prioritizess delivery	% adherence to Employee Utilisation target (composite Indicator)	100%	100%	100%	100%	100%	100%	Director: Ninnie Steyn LMT: Carmen Holtzman Flippie van der Walt June Swartz Dairmaid Wessels Cheryl Heymann Lalie Le Roux Tania Alcock-Smith Johan Rossouw Emma Bezuidenhout Brenda Kyle Naziem Hardy	Composite Labour Utilisation Indicator made up of three weighted components: 1. Staff availability: The benchmark is 96% 2. Vacancy rate: The target is 7% 3. OH&S incident rate: The target is 5 incidents per 100 FTE.
5.2 (b)	n/a	Corporate Services	Establish an efficient and productive administration that prioritizess delivery	% adherence to employee Talent target (composite indicator)	100%	100%	100%	100%	100%	100%	Director: Ninnie Steyn LMT: Carmen Holtzman Flippie van der Walt June Swartz Dairmaid Wessels Cheryl Heymann Lalie Le Roux Tania Alcock-Smith Johan Rossouw Emma Bezuidenhout Brenda Kyle Naziem Hardy	Composite Talent indicator made up of four weighted components: 1. Increase in skills level. The target is 4%. 2. Budget spend on workplace skills plan (NKPI). The target is 95%. 3. Retention of scarce skills. The target is ≤ 12%. 4. Overall retention of skills. The target is 90%.

LIBRARY AND INFORMATION SERVICES SDBIP 2013/2014												
Alignment to IDP												
Pillar, Corp. Obj. & Progr	CSC Ind no.	Lead Dir/ Dept.	Corporate Objective	Indicator	Baseline June 2013 target	Annual Target June 2014 Target	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Responsible Person	Supporting Detail
5.2 (b)	n/a	Corporate Services	Establish an efficient and productive administration that prioritizes delivery	% Adherence to EE target (composite indicator)	80%	100%	100%	100%	100%	100%	Director: Ninnie Steyn LMT: Carmen Holtzman Flippie van der Walt June Swartz Dairmaid Wessels Cheryl Heymann Lalie Le Roux Tania Alcock-Smith Johan Rossouw Emma Bezuidenhout Brenda Kyle Naziem Hardy	Composite Talent indicator made up of four weighted components: 1. Increase in skills level. The target is 4%. 2. Budget spend on workplace skills plan (NKPI). The target is 95%. 3. Retention of scarce skills as measured by staff turnover. The target is ≤ 12% 4. Overall retention of skills. The target is 90%.

N Steyn

Director's Signature :

Date:

26.4.2013

ID SIGNATURE:

[Signature]

21/5/2013

DATE:

**DEPARTMENT:
SPORT, RECREATION AND AMENITIES**

**DEPARTMENTAL BUSINESS PLAN
2013/2014**

**DIRECTOR: GERT BAM
CONTACT PERSON: SHARON GOSLING**

1. EXECUTIVE SUMMARY

This document is intended to set out the Departmental Business Plan for Sport, Recreation and Amenities. An overview of the Department is given below as well as the clients that it serves. Lastly there is an explanation of the IDP Objectives and what Strategic Deliverables this department will implement during the coming year.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

The Sport, Recreation and Amenities Department strives to enhance the quality of life of communities through the provision of world-class facilities and programmes, contributing to Cape Town being a recognised sport and recreation destination.

The department provides opportunities for community involvement and shared management of resources. It contributes to building a nation, and strives to have a positive impact on the general fibre of society, through:

- Effective Service Delivery
- Management of facilities
- Enabling and facilitating the communities to move from Community Involvement to Community Ownership
- Creating access to and utilisation of the City's facilities and programmes to encourage an active citizenry
- Capacitating and involving more staff at all levels in programme implementation
- Identifying appropriate partners to support delivery of activity programmes in communities and concluding structured partnership agreements. Potential partners will include:
 - Non-Governmental Organisations (NGO's)
 - Sports Clubs and Federations
 - Private Sector Companies
 - Other City Departments
 - Provincial and National Government Departments
- Partnering with Tertiary Institutions to support an extensive capacity building programme for various role players mentioned above

Core functions

Facilities Management and Maintenance

The span of responsibility includes;

- Water-based amenities (beaches, nodal points and resorts)
- Public Amenities (bath houses and toilets)
- Halls (halls, committee rooms, minor halls, community recreation centres, multi-purpose centres)
- Stadia, Sports Grounds

Developmental Programmes

- Various grass root Sport and Recreation Programmes implemented by:
 - Mobile Recreation Units with core permanent staff, utilising a significant amount of volunteers
 - Permanent staff at Community Recreation Centres and Indoor Sports Centres
- The provision of grassroots community outreach sports development programmes

Partnership Management

- Facilitation of outside service organisations using our facilities e.g. sports federations implementing grassroots development at our facilities.
- Providing financial assistance in accordance with Service Level Agreements (SLAs)

Community Based Events

- Providing support and coordination

Volunteer Programmes

- Developing and deploying volunteers
- Events
- Coordinating and supporting of events

Who are our customers?

- National/ International Sports Federations
- Provincial Sports Federations
- Local Sports Clubs
- Local Community Organisations
- General Public
- Schools

The Department's Service Delivery Strategy

- The facilitation of grassroots sport and recreation developmental programmes
- The application of international best practices, sound relationships and partnerships with role players
- The effective provision and management of facilities
- The maximisation of income opportunities

3. LEGISLATIVE IMPERATIVES

- Constitution of the Republic of South Africa
- White Paper on Batho Pele
- National Sport and Recreation Act
- City of Cape Town Sport and Recreation Policy
- City of Cape Town IDP

4. PARTNERS AND STAKEHOLDERS IN THE STRATEGY

Partners/ Stakeholders	Roles and Responsibilities
Partners National/ International and Provincial Sports Federations	Financial Support Event Sanctioning Marketing Competition Logistics Oversight role
Local Community Organisations	Mobilise communities Implementation Tracking, monitoring and providing feedback Volunteers
Internal stakeholders Corporate Communications Department	Marketing
Facility Staff	Implementation and support
City Services	Provide services and logistics
External stakeholders Local Sports Clubs	Participation Mobilise communities
General Public	Event attendance
Schools	Participation Attendance

5. RESOURCES (Financial and Staff)

Staff

The Department has a total approved staff level complement of 1754 which 1396 are permanent positions and 358 non-permanent positions.

Financial (Draft)

CAPEX 13/14 R87 028 986

OPEX 13/14 R871 910 077.74

6. BACKLOGS AND RESOURCE CONSTRAINTS

Overview

In 2010, the Department commissioned research to investigate community participation levels in sport and recreation as well as motivators and barriers to participation.

According to this research report and other research by organisations like the Human Sciences Research Council, a large percentage of South Africans very rarely, if ever, participate in any kind of organised physical activity. Instead, they prefer spending their leisure time listening to music, watching TV, visiting malls or socialising with friends.

Research also suggests that communities have become increasingly sedentary and face health challenges such as:

- Stress
- Obesity
- Cardio vascular disease
- HIV/ Aids etc.

The communities in Cape Town are further faced with many socio-economic challenges:

- Substance abuse
- Gangsterism and violent crime
- Violence against women and children
- Unemployment and poverty
- Teenage pregnancy
- Low levels of education, school dropout etc

The City of Cape Town has a population of approximately 3.5 million people. There are huge economic and social inequalities resulting in serious challenges of decaying social fibre and anti-social behaviour.

PROGRAMMES

Constraints

With limited human and financial resources, the City has been running numerous programmes together with a dedicated corps of volunteers for many years, e.g. Come and Play, Learn to Swim, Holiday Camps, etc. According to the research results, these programmes have not made a significant impact on sustainable participation, nor has it led to a significant decrease in anti-social behaviour in communities, such as gangsterism and teenage pregnancy.

Strategy

To move from Community Centres to Centres of Community Development, by:

- The establishment of sustainable Sport and Recreation hubs driven by the community for the community with support, guidance and limited resources from the City
- The revival of recreation and community based programmes to deal with social issues.

STAFFING

Constraint

Due to high attrition rate and staff shortages the department is unable to effectively implement sport and recreation programmes at our facilities.

Strategy

- Capacitate existing staff with regard to programme development and implementation skills
- Utilise Expanded Public Works Programme (EPWP) to harness additional resources

FACILITY MANAGEMENT

Constraint

The Department currently has an aging fleet and infrastructure

Strategy

- Implement an effective annual maintenance programme, e.g. pre-season maintenance for swimming pools, sports grounds, etc.
- Allocate a percentage of repairs and maintenance budget for pro-active maintenance
- Redesign aging facilities to meet the current needs of the surrounding communities

SERVICE DELIVERY

Constraint

There is currently imbalances and inequality in service delivery across districts

Strategy

Utilise departmental Functional Groups to develop equitable service standards and procedures

FINANCE

Constraint

Budgets are under constant strain from the increased cost of service delivery and achieving minimum standards while annual budgets are increased incrementally.

Strategy

- Review and realignment of budgets and resources
- Implementation of a revised tariff structure

7. ASSUMPTIONS AND RISKS

7.1 Assumptions

7.2 Risk Assessment

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

8 STRATEGIC ALIGNMENT TO THE IDP

8.1

Strategic Focus Area	Objectives in the IDP	Programmes linked to Directorate Objective
The opportunity city	Provide and maintain economic and social infrastructure to ensure infrastructure-led economic growth and development	1.2(b) Maintenance in infrastructure 1.2(c) Investment in infrastructure 1.2(d) Expanded Public Works Programme (EPWP)
	1.6 Maximise the use of available funding and programmes for training and skills development	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities.
3. The caring city	3.1 Provide access to social services for those who need it	3.1(a) Number of targeted development programmes
4. The inclusive city	4.1 Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	4.1(a) Managing service delivery through the service management programme (C3 notification responsiveness)
	4.2 Provide facilities that make citizens feel at home	4.2(a) Community amenities programme (provide and maintain)
5. The well-run city	5.1 Ensure a transparent and corruption-free government	5.1(a) Transparent government (oversight) programme
	5.2 Establish an efficient and productive administration that prioritises delivery	5.2(b) Human resources strategy
	5.3 Ensure financial prudence, with clean audits by the Auditor-General	5.3(a) Financial management programme

8.2

IDP Objective	Strategic Deliverable
Provide and maintain economic and social infrastructure to ensure infrastructure-led economic growth and development	% spend on repairs and maintenance % spend of capital budget - Number of EPWP job opportunities created
Maximise the use of available funding and programmes for training and skills development	Number of external trainee and bursary opportunities (excluding apprentices)
3.1 Provide access to Social Services for those who need it	- Number of programmes and events held in parks - Number of Recreation Hubs where activities are held on a minimum of 3hrs per day for at least 5 days a week - Number of community halls utilised for a minimum of 15 hours per week - Number of sport and recreation developmental partnerships identified and signed # of Payments to specified partners in support of Service Delivery
4.1 Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	% adherence to Citywide service standard based on all external notifications

IDP Objective	Strategic Deliverable
4.2 Provide facilities that make citizens feel at home	• Customer satisfaction survey for community facilities • Number of formal sports fields compliant with the defined level grass cover standard as per defined quarterly standards influenced by user patterns • Number of open swimming pools that meet water quality standards, i.e. • The chlorine reading at the outlet must be at least 0.1 • The ph reading must be between 7.1 and 7.4 • Number of beaches awarded Blue Flag status • Number of major community facility upgrades (>R500 000) progressing according to planned capital budget milestones
5.1 Ensure a transparent and corruption free government	• % audit findings resolved
5.2 Establish an efficient and productive administration that prioritises delivery	• % adherence to Employee Utilisation target • % adherence to Employee Talent target • % adherence to EE target
5.3 Ensure financial prudence, with clean audits by the Auditor-General	• % expenditure on ward allocation projects • % of operating budget spent • % assets verified

8.3 LINK TO PROGRAMMES

See SDBIP attached

9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

See SDBIP attached

10. AUTHORISATION

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

	NAME	SIGNATURE	DATE
Director: Sport Recreation and Amenities	Mr. Gert Bam		29/4/2013
Executive Director: Community Services	Ms. Lokiwe Mtwazi		21/5/2013

11. APPENDICES:

Appendix 1: Sport, Recreation & Amenities SDBIP 2013/14

SPORT, RECREATION AND AMENITIES 2013/2014 SDBIP												
Alignment to IDP												
Pillar, Corp. Obj & Progr.	CSC Ind. No	Lead Dept/ Dir	Corporate Objective	Indicator	Base-line June 2013 Target	IDP Progr./ Stat or Strat plan.	Annual Target June 2014	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Supporting Detail
5.3(b)	n/a	SR&A and Parks	Ensure financial prudence, with clean audits by Auditor-General	# of policies developed/reviewed according to planned milestones.	new	5.3(b)	4	4	4	4	4	Quarterly milestones per policy still to be determined.
5,2	n/a	SR&A, LIS, Parks	Establish an efficient and productive administration that prioritizes delivery	# of partnerships contributing to operational efficiency, signed	new	5,2	36	Annual Target for June 2014	Annual Target for June 2014	Annual Target for June 2014	36	Indicator contributes to an outcome of savings through operational efficiencies.
5,2	n/a	SR&A, LIS, Parks	Establish an efficient and productive administration that prioritizes delivery	# of operational business improvement initiatives completed	new	5,2	1	Annual Target for June 2014	Annual Target for June 2014	Annual Target for June 2014	1	Indicator contributes to an outcome of savings through operational efficiencies.
3.1 (a)	3.1 (a)	SR&A	Provide Access to Social services for those who need it	# of Recreation Hubs where activities are held on a minimum of 3hrs./day for at least 5 days a week.	25	3.1 (a)	40	35	35	40	40	List of Hubs as per 2012/13 financial year plus additional 12 District 1: 7 Recreation Hubs District 2: 5 Recreation Hubs District 3: 8 Recreation Hubs District 4: 9 Recreation Hubs District 5: 11 Recreation Hubs
3.1 (a)	n/a	SR&A	Provide Access to Social services for those who need it	# of Community Halls utilised for a minimum of 15 hours per week	108	3.1 (a)	≥130	≥130	≥130	≥130	≥130	Utilisation of all Community Halls, Recreation Hubs excluded

SPORT, RECREATION AND AMENITIES 2013/2014 SDBIP													
Alignment to IDP													
Pillar, Corp. Obj & Progr.	CSC Ind. No	Lead Dept/ Dir	Corporate Objective	Indicator	Base-line June 2013 Target	IDP Progr./ Stat or Strat plan.	Annual Target June 2014	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Responsible person	Supporting Detail
3.1 (a)	n/a	SRA	Provide Access to Social services for those who need it	# of Sport & Recreation Developmental Partnerships identified and signed.	>24	3.1 (a)	≥30	12	24	30	30	Director: SRA - Gert Baim Manager: Special Ops - Donny Jurgens	1: Coaching for Hope 2: Gymnastics 3: Waves for Change 4: Sport Stepping Stones 5: Triathlon 6: Athletics 7: Disability Sport 8: Sports Science Institute - Optifit 9: Chess 10: Scrabble 11: Boardgames 12: Ice Hockey 13: Boxing 14: Fancy Pigeons 15: Handball 16: Central Hockey 17: Making an Impact Through Sport 18: Table Tennis 19: Rugby 20: Swimming 21: Netball 22: Badminton 23: Sailing 24: Cycling 25: Softball 26: Basketball 27: Cricket 28: Football 29: Handball 30: Tennis

SPORT, RECREATION AND AMENITIES 2013/2014 SDBIP

Alignment to IDP													
Pillar, Corp. Obj & Progr.	CSC Ind. No	Lead Dept/ Dir	Corporate Objective	Indicator	Base-line June 2013 Target	IDP Progr./ Stat or Strat plan.	Annual Target June 2014	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Responsible person	Supporting Detail
3.1 (a)	n/a	SR&A	Provide Access to Social services for those who need it	# of Payments to specified partners in support of Service Delivery in accordance with signed SLA's and financial policies and procedures	New	3.1 (a)	9	8	9	9	9	Director: SRA - Gert Bam Head: Finance - Renee Pereira	Western Province Life Saving: R3million Cape Higher Education Consortium (CHEC) R180 000 City of Cape Town Sport & Recreation Forum: R80 000 District 1 Sport & Recreation Council: R150 000 District 2 Sport & Recreation Council: R150 000 District 3 Sport & Recreation Council: R150 000 District 4 Sport & Recreation Council: R150 000 District 5 Sport & Recreation Council: R150 000 District 6 Sport & Recreation Council: R150 000 Payments are subject to the submission of Business Plans, Reports and Audited Financial Statements
4	4.B	Corporate	Provide facilities that make citizens feel at home	Customer satisfaction survey for community facilities	3.2	4.B	3.2	N/A	N/A	N/A	3.2	ED: Lokuwe Mtwazi Dir.: SR&A; Gert Bam	This is part of overall City Customer Satisfaction survey. Only measures Community Facilities component thereof.

SPORT, RECREATION AND AMENITIES 2013/2014 SDBIP													
Alignment to IDP													
Pillar, Corp. Obj & Progr.	CSC Ind. No	Lead Dept/ Dir	Corporate Objective	Indicator	Base-line June 2013 Target	IDP Progr./ Stat or Strat plan.	Annual Target June 2014	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Responsible person	Supporting Detail
4.2 (a)	n/a	SR&A	Provide facilities that make citizens feel at home	# of formal Sport Fields compliant with the defined level grass cover standard as per defined quarterly standards influenced by user patterns.	≥350	4.2 (a)	≥ 350	≥150	≥320	≥450	≥350	Director: SRA - Gert Bam Manager: District 1.1 Jan Fourie Manager: District 1.2 Wadiah Bedford Manager: District 1.3 Tongo Sokanyile Manager: District 2: Wadiah Bedford Manager: District 3: Tongo Sokanyile Manager: District 4: Jan Fourie Manager: District 5: Alexander Dykes	Q 1 : latter half of the soccer season ≤40 m2 loss Q 2: rehabilitation period ≤40 m2 loss Q 3: peak of rehabilitation period ≤10 m2 loss Q 4: first half of the soccer season ≤30 m2 loss
4.2 (a)	n/a	SR&A	Provide facilities that make citizens feel at home	# of open swimming pools that meet water quality standards, i.e. (i) the chlorine reading at the outlet must be at least 0.1 (ii) the ph reading must be between 7.1 and 7.4	36 of 36	4.2 (a)	38	4	38	38	4	Director: SRA - Gert Bam Manager: District 1.1 Jan Fourie Manager: District 1.2 Wadiah Bedford Manager: District 1.3 Tongo Sokanyile Manager: District 2: Wadiah Bedford Manager: District 3: Tongo Sokanyile Manager: District 4: Jan Fourie Manager: District 5: Alexander Dykes	Additional pools at Zandvlei and Kuils River Caravan Parks. 38 Swimming Pools open in summer and 4 of 38 Swimming Pools open in winter as well District 1 - 7 District 2 - 5 District 3 - 6 District 4 - 8 District 5 - 12
4.2 (a)	n/a	SR&A	Provide facilities that make citizens feel at home	# of beaches awarded Blue Flag status	8	4.2 (a)	8	N/A	8	8	8	Director: SRA - Gert Bam Manager: District 1.1 Jan Fourie Manager: District 1.2 Wadiah Bedford Manager: District 1.3 Tongo Sokanyile Manager: District 2: Wadiah Bedford Manager: District 3: Tongo Sokanyile Manager: District 4: Jan Fourie Manager: District 5: Alexander Dykes	1. Camps Bay Beach 2. Clifton 4th Bach 3. Muizenberg Bach 4. Mnandi Beach 5. Strandfontein Beach 6. Bikini Beach 7. Silwerstroom Beach 8. Llandudno Beach

SPORT, RECREATION AND AMENITIES 2013/2014 SDBIP													
Alignment to IDP													
Pillar, Corp. Obj & Progr.	CSC Ind. No	Lead Dept/ Dir	Corporate Objective	Indicator	Base-line June 2013 Target	IDP Progr./ Stat or Strat plan.	Annual Target June 2014	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Responsible person	Supporting Detail
4.2 (a)	n/a	SR&A	Provide facilities that make citizens feel at home	# of major community facility upgrades (>R500 000) progressing according to planned capital budget milestones	14	4.2 (a)	7	7	7	7	7	Director: SRA - Gert Bam Manager: CPI - Keith Barron	SR&A: = 7 4 Synthetic pitches - Steenberg: R5000 000 - Heideveld: R5000 000 - Cross Roads: R5000 000 - Kewtown: R5000 000 - Resort: Blue Waters: R2 000 000 - Coastal node: Monwabisi: R7 500 000 - Spectator stand: Lwandle; R1 000 000
1.2 (b)	1.B	Finance	Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	% spend of Capital Budget	90%	1.2	91%	10%	35%	60%	91%	Director: SRA - Gert Bam Head: Finance - Renee Pereira	Formula: Percentage reflecting Actual spend / Planned Spend.
1	n/a	Finance	Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	% Expenditure on ward allocation projects	95%	5.3 (a)	95%	10%	35%	65%	95%	Director: SRA - Gert Bam Head: Finance - Renee Pereira	Split metric sets for: 1. Capital Ward Allocations 2. Operating Ward Allocations in preparation for the development of the 13/14 SSM Tool

SPORT, RECREATION AND AMENITIES 2013/2014 SDBIP

Alignment to IDP													
Pillar, Corp. Obj & Progr.	CSC Ind. No	Lead Dept/ Dir	Corporate Objective	Indicator	Base-line June 2013 Target	IDP Progr./ Stat or Strat plan.	Annual Target June 2014	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Responsible person	Supporting Detail
5	n/a	Finance	Ensure financial prudence with clean audit by the Auditor General	% of Operating Budget spent	95%	5.3 (a)	95%	20%	43%	70%	95%	Director: SRA - Gert Bam Head: Finance - Renee Pereira	Formula: Total actual to date as a percentage of the total budget including secondary expenditure.
1.2 (b)	1.E	Finance	Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	% spend on repairs and maintenance	95%	1	100%	22%	46%	70%	100%	Director: SRA - Gert Bam Head: Finance - Renee Pereira	Percentage reflecting year to date spend (including secondary cost) / total repairs and maintenance budget)
5.3 (a)	n/a	Finance	Ensure financial prudence with clean audit by the Auditor General	% assets verified	100% completed	5.3 (a)	100% Asset Register Verified	n/a	n/a	60% Asset Register Verified	100% Asset Register Verified	Director: SRA - Gert Bam Head: Finance - Renee Pereira	The indicator reflects the percentage of assets verified annually for audit assurance.

SPORT, RECREATION AND AMENITIES 2013/2014 SDBIP													
Alignment to IDP													
Pillar, Corp. Obj & Progr.	CSC Ind. No	Lead Dept/ Dir	Corporate Objective	Indicator	Base-line June 2013 Target	IDP Progr./ Stat or Strat plan.	Annual Target June 2014	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Responsible person	Supporting Detail
5	n/a	Internal Audit	Ensure financial prudence with clean audit by the Auditor General	% internal audit findings resolved	67%	5.1 (a)	70%	70%	70%	70%	70%	Director: SRA - Gert Barn Support Services Manager - Sharon Gosling	It is the reporting and monitoring of the reduction (in percentage) of the findings of audit follow-ups performed in the quarter. The timing for corrective action implementation is normally provided by line. Audits / follow-ups will always only take place after agreed implementation dates of corrective action. It will either be 'Not Applicable' to Management if an audit or follow-up hasn't taken place at the time of reporting or there will be a percentage change / status quo if an audit has taken place and there has been improvement / no change respectively in the situation since the last audit.
4.1 (a)	4.A	Corporate Services	Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	% adherence to Citywide service standard based on all external notifications	100%	4.1 (a)	100%	100%	100%	100%	100%	Director: SRA - Gert Barn Support Services Manager - Sharon Gosling	The service standard will be based on X% notifications closed within Y number of days.

SPORT, RECREATION AND AMENITIES 2013/2014 SDBIP													
Alignment to IDP													
Pillar, Corp. Obj & Progr.	CSC Ind. No	Lead Dept/ Dir	Corporate Objective	Indicator	Base-line June 2013 Target	IDP Progr./ Stat or Strat plan.	Annual Target June 2014	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Responsible person	Supporting Detail
1.2 (d)	1.J	Office of the Deputy City Manager: EPWP	Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	# of Expanded Public Works Programmes (EPWP) opportunities created.	SR&A: 1890	1.2 (d)	1714	200	580	1280	1714	Director: SRA - Gert Bam Support Services Manager - Sharon Gosling	This indicator measures the number of work opportunities created through the expanded Public Works Programme (EPWP) Identify Projects and planned # of job opportunities
1.2	1.H(a)	Corporate Services	Maximise the use of available funding and programmes for training and skills development	# of external trainee and bursary opportunities (excluding apprentices)	SR&A =28	1.6 (a)	89	88	89	89	89	Director: SRA - Gert Bam Support Services Manager - Sharon Gosling	This measure includes external bursars, in-service student trainees, graduate interns and learner (Leamership beneficiary). # to be finalised
1.2	1.H. (b)			# of apprentices	0			N/A	N/A	N/A	N/A	Measures apprentices only	
5.2 (b)	n/a	Corporate Services	Establish an efficient and productive administration that prioritizes delivery	% adherence to Employee Utilisation target (composite Indicator)	100%	5.2 (b)	100%	100%	100%	100%	100%	Director: SRA - Gert Bam Support Services Manager - Sharon Gosling	Composite Labour Utilisation Indicator made up of three weighted components: 1. staff availability: The benchmark is 95% 2. vacancy rate: The target is 7% 3. OH&S incident rate. The target is 5 incidents per 100 FTE.

SPORT, RECREATION AND AMENITIES 2013/2014 SDBIP													
Alignment to IDP													
Pillar, Corp. Obj & Progr.	CSC Ind. No	Lead Dept/ Dir	Corporate Objective	Indicator	Base-line June 2013 Target	IDP Progr./ Stat or Strat plan.	Annual Target June 2014	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Responsible person	Supporting Detail
5.2 (b)	n/a	Corporate Services	Establish an efficient and productive administration that prioritizes delivery	% adherence to employee Talent target (composite indicator)	100%	5.2 (b)	100%	100%	100%	100%	100%	Director: SRA - Gert Bam Support Services Manager - Sharon Gosling	Composite Talent indicator made up of four weighted components: 1. Increase in skills level. 2. Budget spend on workplace skills plan (NKPI). 3. Retention of scarce skills 4. Overall retention of skills

SPORT, RECREATION AND AMENITIES 2013/2014 SDBIP													
Alignment to IDP													
Pillar, Corp. Obj & Progr.	CSC Ind. No	Lead Dept/ Dir	Corporate Objective	Indicator	Base-line June 2013 Target	IDP Progr./ Stat or Strat plan.	Annual Target June 2014	1st Quarter Target	2nd Quarter Target	3rd Quarter Target	4th Quarter Target	Responsible person	Supporting Detail
5.2 (b)	n/a	Corporate Services	Establish an efficient and productive administration that prioritizes delivery	% adherence to EE target (composite indicator)	100%	5.2 (b)	100%	100%	100%	100%	100%	Director: SRA - Gert Bam Support Services Manager - Sharon Gosling	Composite EE Indicator made up of three weighted components: 1. compliance to EE plan for new appointments; 2. compliance to disability plan target; 3. number of internal appointments, promotions and advancements per EE

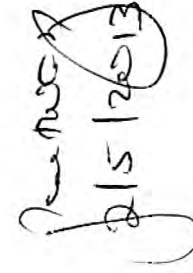
Director:

Date:

Executive Director:

Date:

 29/4/2013

 21/5/2013

COMPLIANCE AND AUXILIARY SERVICES

DIRECTORATE EXECUTIVE SUMMARY OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2013/2014

EXECUTIVE DIRECTOR: GERHARD RAS

WEBSITE (FOR DETAILED SDBIP):

[HTTP://WWW.CAPETOWN.GOV.ZA/EN/IDP/PAGES/IMPLEMENTINGTHEIDP.ASPX](http://www.capetown.gov.za/en/idp/pages/implementingtheidp.aspx)

1. EXECUTIVE SUMMARY

The newly-established Directorate: Compliance & Auxiliary Services was approved by Council at its meeting held on 27 March 2013. The directorate comprises of departments that focuses on statutory compliance of/by and auxiliary services to the entire municipality. The directorate aligns itself with the ethos of service excellence in that it continually endeavours to improve on the quality, effectiveness and efficiency of the services it renders to the municipality. The transversal services rendered within the municipality:

- strengthens governance, risk management and control mechanisms through the risk-based internal audit approach and integrated risk management;
- directs strategic planning within the municipality by guiding and finalising of the Integrated Development Planning process;
- improves service delivery through continuous performance management;
- prevents and restricts corruption, fraud and maladministration by providing a reactive and proactive forensic service;
- render professional legal advice services through the provision of legal opinion, compliance checks for legality requirements in respect of reports, policies and by-laws, drafting of contracts, litigates to protect the municipality's interests in matters challenged in courts of law;
- offers a service to persons whose rights have been negatively affected by actions and/or omissions of administrative staff through the office of the Ombudsman;
- render executive support to council and its committees through professional committee services;
- render support to sub-councils and councillors to ensure efficient functioning of sub-councils and councillors;
- render public participation services to ensure that sufficient community engagement takes place in respect of matters of public interest.

2. PURPOSE AND SERVICE MANDATE OF DIRECTORATE

2.1 Vision

The vision of the directorate is to render quality, efficient and professional services to all line departments within the municipality as effectively as possible to ensure that the municipality complies in respect of statutory and functional requirements.

2.2 Overarching aims, objectives and core functions of the directorate

The directorate aims to continually perform its duties in an unbiased, predicable and professional manner to ensure that the administrative processes within the municipality support the effective discharging of the municipality's functions and responsibilities. The directorate is responsible for both ex ante and ex post facto mechanisms that strengthens internal controls, mitigates various forms of institutional risk, addresses maladministration and generally keeps the municipality's administration functioning to enable that the council fulfils its mandates in respect of policy- and by-law making and governance in terms of appropriate legislation.

The directorate's core functions are aligned to council's strategic focus area 5, i.e. a well-run city, and specifically in that it performs the core functions associated with strategic objective 5.1, which is to ensure a transparent and corruption free government. The public engagement function of the municipality is furthermore managed by the directorate, which is aligned to strategic focus area 4, i.e. an inclusive city, and more specifically strategic objective 4.1, which is to ensure responsiveness by creating an environment where citizens can be communicated with and be responded to.

2.3 Brief description of direction and intention of the directorate

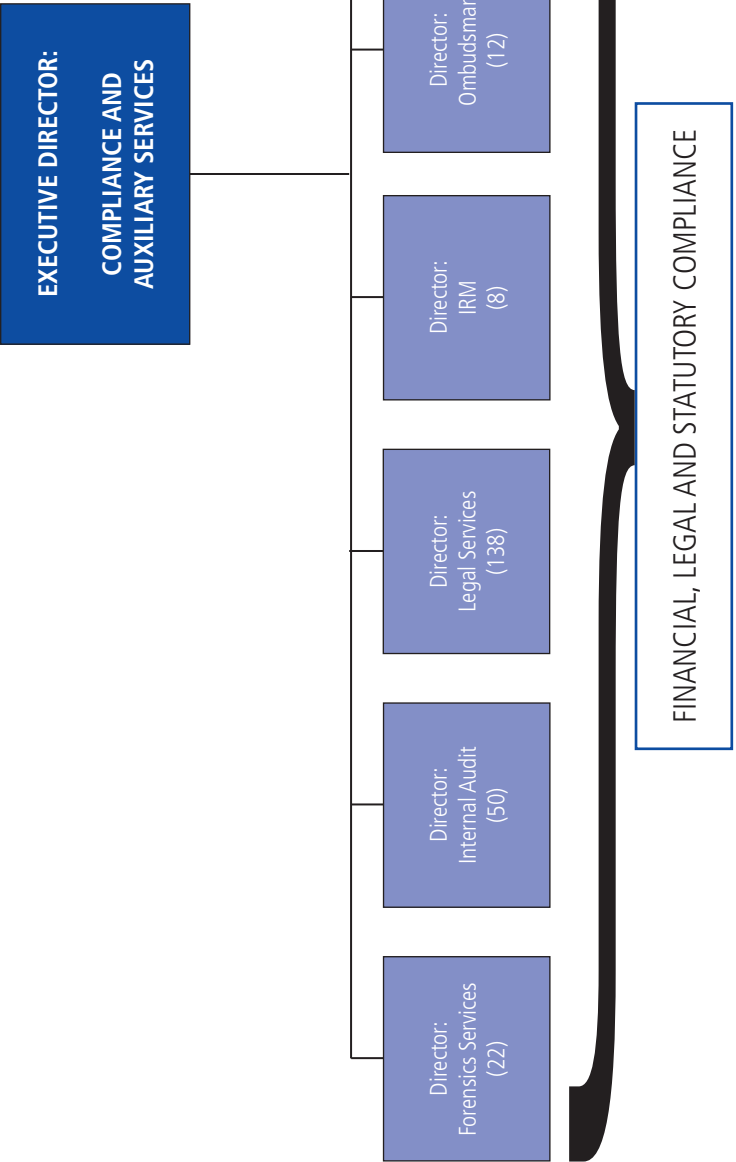
Its mandate includes, inter alia, the:

- Provision of financial and statutory compliance services;
- Provision of committee and secretarial services to council and its committees;
- Provision of specialist legal support to the administration and body politic of the municipality to ensure intra vires conduct by all decision-makers;
- Provision of an unbiased ombudsman service that contributes to maintain customer satisfaction;
- Provision of a proactive and reactive investigative forensic service;
- Implementation of a the risk management policy and framework to improve risk assessment to mitigate risk;
- Provision of internal audit services to ensure that the municipality's risk management, internal control and governance processes, as designed and represented by management, are adequate and functioning;
- Development and monitoring of the municipality's IDP and corporate scorecard to ensure that organisational SDBIPs targets are met and the IDP is being given effect to;
- Provision of strategic and operational specialised support to the governance structures within the municipality, including the City Manager and EMT, the Council, the Executive Mayor, the Speaker, the Chief Whip, the members of the Mayoral Committee, the Chairpersons of Council Committees and Councillors.

2.4 Expectations

Internal Internal and external stakeholders expect the Directorate: Compliance and Auxiliary Services to be consistently responsive to their needs by continuously providing a reliable probity service.

3. SENIOR MANAGEMENT ORGANOGRAM



4. ALIGNMENT TO THE IDP

The 2013/2014 Directorate Compliance and Auxiliary Services relates to the IDP as follows:

SFA/ PILLAR	DIRECTORATE OUTPUT
SFA 1 : AN OPPORTUNITY CITY	Guide, direct and facilitate the development, implementation, monitoring of, and reporting on the City's Integrated Development Plan (IDP)
SFA 2 : A SAFE CITY	The Municipal Courts play vital role in SFA 2 as it provides the platform for the prosecution of traffic offences and by-law contraventions. Guide, direct and facilitate the development, implementation, monitoring of, and reporting on the City's IDP.
SFA 4 : AN INCLUSIVE CITY	Guide, direct and facilitate the development, implementation, monitoring of, and reporting on the City's IDP. Awareness and Information Initiatives and newsletter for the Ombudsman. Well managed Sub-councils, Wards Committees and Public Participation processes.
SFA 4 : AN INCLUSIVE CITY	All departments through internal financial controls, risk register management, performance management, compliance with legislative requirements and human resources management. Guide, direct and facilitate the development, implementation, monitoring of, and reporting on the City's IDP and Performance management system. Support rendered by the Legal department, through the provision of legal advice, litigation support and the legal compliance of reports in order to ensure a transparent and corruption-free government. Cases resolved by the Ombudsman per quarter and annual survey. Completion of the Risk Management Implementation Plan. Sub-Councils and Councillor Support: Fully functional governance model and well run elections. Regularly develop and update the database of tools and information to improve the effectiveness of the decision-making bodies - Electronic Agenda Optimisation project - Corporate Alerts for Report Submission project Governance Accountability training module reviewed and continuously updated.

5. FINANCIAL INFORMATION

5.1 Summary of revenue by source:

DIRECTORATE: COMPLIANCE AND AUXILIARY SERVICES									
BUDGETED FINANCIAL PERFORMANCE (REVENUE AND EXPENDITURE)									
Description	2009/10	2010/11	2011/12	2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Operating Revenue By Source									
Property rates	—	—	—	—	—	—	—	—	—
Property rates - penalties & collection charges	—	—	—	—	—	—	—	—	—
Service charges - electricity revenue	—	—	—	—	—	—	—	—	—
Service charges - water revenue	—	—	—	—	—	—	—	—	—
Service charges - sanitation revenue	—	—	—	—	—	—	—	—	—
Service charges - refuse revenue	—	—	—	—	—	—	—	—	—
Service charges - other	7	4	20	4	4	4	5	5	5
Rental of facilities and equipment	(7)	741	116	—	—	—	—	—	—
Interest earned - external investments	—	—	—	—	—	—	—	—	—
Interest earned - outstanding debtors	—	—	—	—	—	—	—	—	—
Dividends received	—	—	—	—	—	—	—	—	—
Fines	13	(1)	1	—	—	—	—	—	—
Licences and permits	—	—	—	—	—	—	—	—	—
Agency services	—	—	—	—	—	—	—	—	—

DIRECTORATE: COMPLIANCE AND AUXILIARY SERVICES									
BUDGETED FINANCIAL PERFORMANCE (REVENUE AND EXPENDITURE)									
Description	2009/10	2010/11	2011/12	2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Transfers recognised - operational	3 982	–	160	–	3 734	3 734	–	–	–
Other revenue	2 003	4 587	647	2 801	2 801	2 801	2 958	3 124	3 305
Gains on disposal of PPE	104	13	28	–	–	–	–	–	–
Total Operating Revenue (excluding capital transfers and contributions)	6 102	5 344	973	2 806	6 540	6 540	2 963	3 129	3 310

5.2 Summary of operating expenditure by type:

DIRECTORATE: COMPLIANCE AND AUXILIARY SERVICES									
BUDGETED FINANCIAL PERFORMANCE (REVENUE AND EXPENDITURE)									
Description	2009/10	2010/11	2011/12	2012/13			2013/14 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Operating Expenditure By Type									
Employee related costs	152 145	164 332	183 653	230 847	220 096	219 140	258 634	282 402	303 154
Remuneration of councillors	83 525	87 667	96 722	121 203	111 796	111 796	122 502	130 587	139 467
Debt impairment	–	–	–	–	–	–	–	–	–
Depreciation & asset impairment	5 624	5 242	6 650	6 953	6 236	6 236	5 950	6 366	6 812
Finance charges	–	–	–	–	–	–	–	–	–
Bulk purchases	–	–	–	–	–	–	–	–	–
Other materials	125	152	108	340	341	344	371	395	421
Contracted services	7 882	5 440	14 277	5 122	10 849	11 233	9 657	10 220	10 839
Transfers and grants	6 873	5 282	4 186	–	3 118	3 118	281	2 208	2 336
Other expenditure	38 762	31 779	39 436	124 684	98 788	99 166	88 500	99 895	105 690
Loss on disposal of PPE	9	178	21	–	–	–	–	–	–
Total Operating Expenditure	294 945	300 072	345 054	489 149	451 224	451 033	485 895	532 074	568 719

5.3 Summary of capital expenditure by type:

CPT CAPE TOWN - SUPPORTING TABLE SA36 DETAILED CAPITAL BUDGET				
Municipal Vote/Capital project	Program/Project description	2013/14 Medium Term Revenue & Expenditure Framework		
R thousand		Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Compliance and Auxiliary Services	Various	10 465	36 167	36 481

5.4 Assumption and Risks:

5.4.1 Assumption:

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 status of risks associated with their departments to determine whether mitigating actions are required.

5.4.2 Risks:

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.

The primary risk for this directorate is to find itself in non-compliance for various possible reasons, which situation will have a detrimental effect on the legitimacy of the entire compliance function within the municipality. The actions of directorate will have to be consistent, which is a considerable risk given the human factor involved with the discharging of its functions and duties.

6. AREAS OF BUSINESS IMPROVEMENT

6.1 Resource Constraints

Forensic services is facing a backlog of investigations because of the limited number of staff available (the majority of whom are at a junior level), together with a paucity of skilled and experience staff available in the market place.

The Ombudsman is facing a scarcity of skills in the field within Local Government. There is insufficient training programmes locally on offer for the profession and there are various financial and human constraints hampering optimal functioning of the office.

Legal Services the increased issuing of fines has a knock-on-effect on the court rolls of the Municipal Courts, resulting in backlogs.

IDP.OPM requires:

- Two auditors required to assist with the quality review of indicators.
- One administrative officer required to assist with the IDP.OPM department's administrative and financial support functions.

Executive Support has been affected by restructuring, budget and vacancy cuts. The section is under resourced with many of the skills required being scarce.

Sub-council and councillor support faces funding required for office accommodation for Sub-councils 13 and 14, which are currently located outside of their sub-council areas and also require a further 40 offices with furniture and equipment for PR Councillors. An additional 13 staff members are required.

6.2 Areas to improve Business

The areas to improve the business are depicted in the respective departmental business plans.

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

See attached Directorate SDBIP Appendix 1

8. AUTHORISATION

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

	Name	Signature	Date
Executive Director	Gerhard Ras		11/06/2013
Mayco Member	Ian Neilson		12/6/2013

9. APPENDICES:

Appendix 1: Final 2013/2014 Directorate: Compliance and Auxiliary Services SDBIP

2013-2014 SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN - COMPLIANCE AND AUXILIARY SERVICES

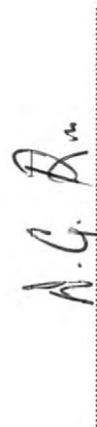
Alignment to IDP		Lead Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2011/ 2012	Program name	Annual Target 30 June 2014	Targets				Responsible Person
Pillar	CSC Indicator no.							30 Sept 2013	31 Dec 2013	31 Mar 2014	30 June 2014	
SFA 1 The Opportunity City	1B	Finance	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend of Capital Budget	30-Jun-12	1.2 (b)	91%	10%	25%	60%	91%	GERHARD RAS
	1J	DCM		Number of Expanded Public Works programmes (EPWP) opportunities created	30-Jun-12	1.2 (d)	N/A	N/A	N/A	N/A	N/A	
	1E	Finance	Percentage spend on repairs and maintenance	100%	1.2 (b)	100%	21.5%	45.5%	70.2%	100%		
	1N (a)	Corporate Services	Number of external trainee and bursary opportunities (excluding apprentices)	New	1.6 (a)	75	48	50	50	75		
	1N(b)		Number of apprentices	N/A	1.6 (a)	N/A	N/A	N/A	N/A	N/A		
SFA 4 An Inclusive City	-	CAS	4.1 Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	Percentage Public Participation Processes executed in terms of the implementation plan	90%	Approved Business Plan	90%	90%	90%	90%	90%	I ROBSON
	4A	Corporate Services		Percentage adherence to Citywide service standard based on all external notifications	New	4.1 (a)	100%	100%	100%	100%	100%	GERHARD RAS
SFA 5 A WELL-RUN CITY	-	CAS	5.1 Ensure a transparent and work towards a corruption-free government	Percentage completion of authorised forensic investigations	New	Approved Business Plans	70%	17%	35%	52%	70%	V BOTTO
	5A	CAS		Number of Municipal meetings open to the public	New	5.1(a)	174	42	79	120	174	GERHARD RAS
	-	CAS		Number of High Court reports to Audit Committee	4	Approved Business Plan	4	1	2	3	4	L MBANDAZAYO
				Number of High Court and Municipal Court reports to Executive Mayor	4		4	1	2	3	4	
						Percentage audit engagements completed	84%	5.1(a)	90%	10%	30%	
		Percentage Management agreement with actions to address audit findings	80%	80%	80%	80%	80%		80%	80%		
			Internal audit Likert scale customer satisfaction score	New			3	3	3	3	3	

2013-2014 SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN - COMPLIANCE AND AUXILIARY SERVICES												
Alignment to IDP		Lead Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2011/ 2012	Program name	Annual Target 30 June 2014	Targets				Responsible Person
Pillar	CSC Indicator no.							30 Sept 2013	31 Dec 2013	31 Mar 2014	30 June 2014	
SFA 5 A WELL-RUN CITY	-	CAS	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage of reports submitted timeously		Approved Business Plans	100%	100%	100%	100%	100%	GILLIAN KENHARDT
				Percentage of minutes completed within 5 working days after meeting	New		90%	90%	90%	90%		
				Percentage approved 2014/2015 -IDP Review	Approved 2013/2014 - 2017/2018 5-Year Plan (IDP)	MSA34	100%	25%	50%	75%	100%	M VAN DER MERWE
				Percentage approved 2014/2015 SDBIP book	Final 2013/2014 SDBIP book completed and signed off by the Mayor	MFMA Sec 53.1 © (ii)	100%	25%	50%	75%	100%	
				Percentage of Quarterly reports approved	4	MFMA Sec 72	100%	25%	50%	75%	100%	
SFA 5. A WELL-RUN CITY	-	CAS	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage completion of 2012/2013 Annual Report	2010/2011 Annual Report	MFMA Sec 127 & 129	100%	40%	100%	100%	L MBANDAZAYO	
				Legal services Likert scale customer satisfaction score	> 3 score on a Likert Scale		≥3	N/A	≥3	N/A		≥3
				Percentage of lodged cases resolved per quarter	New		70%	68%	68%	70%	70%	M BABA
				Average number of days taken to provide a final report to the complainant	80	Approved Business Plans	80	90	85	85	80	
				Number of awareness and information initiatives completed	6		8	2	4	6	8	
				Percentage of annual risk register updates completed			100%	50%	100%	100%	100%	LUDWIG GELDENHUYS
				Percentage of risk register monitor and review sessions completed			100%	N/A	100%	100%	100%	
Number of signed-off risk registers returned			300	50	100	200	300					

2013-2014 SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN - COMPLIANCE AND AUXILIARY SERVICES

Alignment to IDP		Lead Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2011/2012	Program name	Annual Target 30 June 2014	Targets				Responsible Person
Pillar	CSC Indicator no.							30 Sept 2013	31 Dec 2013	31 Mar 2014	30 June 2014	
SFA 5. A WELL-RUN CITY		Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to EE target (composite Indicator)	30-Jun-12	5.2(b)	100%	100%	100%	100%	100%	GERHARD RAS
				Percentage adherence to Employee Utilisation target (composite Indicator)			100%	100%	100%	100%	100%	
				Percentage adherence to Employee Talent target (composite indicator)			100%	100%	100%	100%	100%	
		CAS	5.3 Ensure financial prudence with clean audits by the Auditor-General	Percentage of Functioning Ward Committees - 111 wards	New	Approved Business Plans	100%	70%	80%	90%	100%	I ROBSON
				Percentage of 2013/2014 Ward Allocation budget transferred to line departments.	30-Jun-12		100%	75%	85%	100%	100%	
				Percentage of Operating Budget spent	30-Jun-12		95%	10%	30%	60%	95%	
		FINANCE		Percentage of asset register verified	30-Jun-12		100%	25%	50%	75%	100%	GERHARD RAS
				Percentage Internal Audit findings resolved	30-Jun-12		70%	70%	70%	70%	70%	

SIGNED BY THE EXECUTIVE DIRECTOR:
COMPLIANCE & AUXILIARY SERVICES

.....

7.6.2013.....

SIGNED BY THE MAYCO MEMBER:

.....

12/6/2013.....

DEPARTMENT: EXECUTIVE SUPPORT

**DEPARTMENTAL BUSINESS PLAN
2013/2014**

**DIRECTOR: GILLIAN KENHARDT
CONTACT PERSON : BABALWA MOTHIBI**

1. EXECUTIVE SUMMARY

- The Executive Support Department is organisationally situated in the Directorate: Compliance and Auxiliary Services.
- The Department is aligned with the City's commitment to good corporate governance. It drives the development and maintenance of governance systems, processes and procedures for the City's decision-making structures.
- The Department provides strategic and operational support to the Directorate and plays an interface role with corporate service areas. It also drives the implementation of the City's Language Policy as well as the promotion of multilingualism.
- The Department's customers include members of Council and its committees, the Executive Mayor and the Mayoral Committee, the Offices of the Executive Mayor, Speaker and Chief Whip, the City Manager and the Executive Management Team, the Executive Director: Compliance and Auxiliary Services and the all the departments within the Directorate, and the administration, different spheres of government as well as the members of the public.

(See Appendix 1 – Governance Structure and Appendix 2 - Administrative Structure)

2. PURPOSE AND SERVICE MANDATES

2.1 Vision

To set and maintain service excellence standards for the organisation's decision-making structures by establishing systems, processes and procedures for the administration, ensuring that these are met, that priorities are pursued, and that high-quality services are consistently delivered.

2.2 Overarching aims, objectives and core functions of the Department

The Department develops, manages and maintains sound governance systems, processes and procedures as key components of the professional support given to Council and its committees, the Executive Mayor, the Mayoral Committee, the Speaker, the City Manager and EMT, as well as the Executive Director: Compliance and Auxiliary Services. These systems ensure the following:

- implementation of Council's directives (in consultation with directorates and departments)
- a structured database of tools and information is developed and available to improve the effectiveness of the decision-making bodies
- access to decisions is provided – designing, developing and maintaining processes to facilitate effective decision making
- impromptu, creative and alternative solutions are offered
- strategic and operational support, which includes internal financial, human resource, project management, business improvement and general administrative support to our internal departments, and
- implementation of the City's Language Policy to enable effective internal and external communication.

2.3 Brief description of the Department's direction and intention

The Executive Support Department provides specialised strategic and operational support to:

- the members of Council and its committees
- the Executive Mayor and the Mayoral Committee
- the Offices of the Speaker and Chief Whip
- the Strategic and Policy Unit (SPU)
- the City Manager
- the Executive Director: Compliance and Auxiliary Services and the Executive Management Team
- the Administration

It provides an interface between the executive decision-making structures and the organisation, internal to the directorate as a whole through effective and efficient facilitation of the decision-making processes.

The Department's strategic intent is to pursue the priorities of the City of Cape Town as a well-run city in promoting the principles of good governance to ensure that the City Manager, the Executive Director: Compliance and Auxiliary Services and Council meet the objectives contained in the IDP and as provided for in the annual budget.

2.4 Expectations

All customers expect the Executive Support Department to be reliable and responsive to their needs by continuously providing excellent service.

2.5 Legal and intergovernmental imperatives impacting on the plan

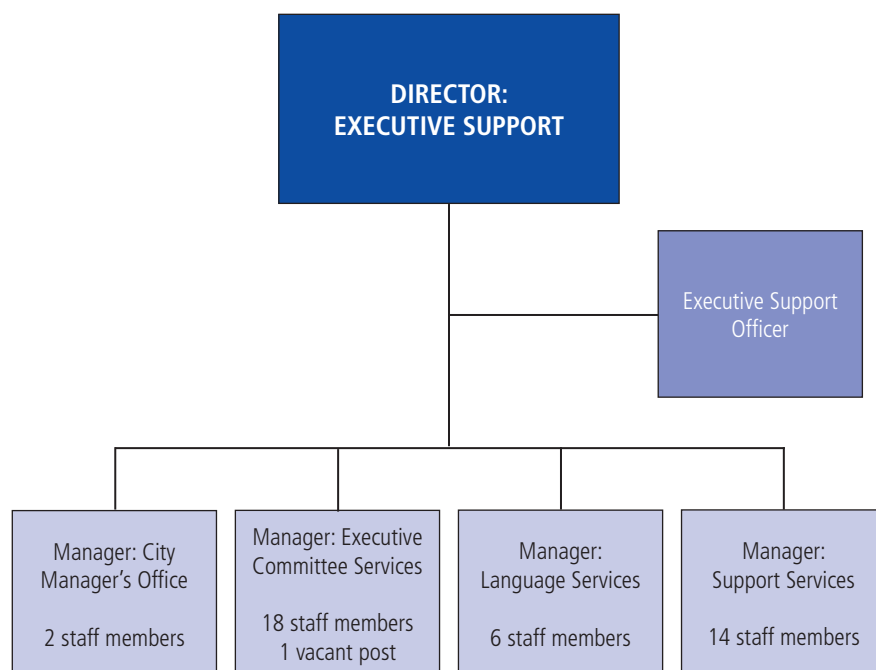
The City Manager and the Executive Director: Compliance and Auxiliary Services are appointed by Council with the City Manager as the Head of the Administration in terms of the Structures Act. The Executive Support Department, Directorate: Compliance and Auxiliary Services was established to, inter alia, assist the City Manager and the Executive Director: Compliance and Auxiliary Services in fulfilling their duties and in order to do so is required to be fully conversant with Council's policies, processes and procedures, its System of Delegations, King II and King III reports, 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
INTERNAL	EXTERNAL	
Executive Mayor and Mayoral Committee	Members of the public where applicable	- Report to the Executive Mayor on decisions taken by the City Manager - Track and monitor reports submitted to the Executive Mayor for consideration in terms of his/her delegated authority - Regularly report all decisions taken by the Executive Mayor in terms of his/her delegated authority to Council - Render committee support to the Mayoral Committee, Strategic Mayco/EMT - Coordinate translation of correspondence, including foreign languages - Edit and translate necessary documentation - Provide interpreting services at meetings with the community - Assist with researching information - Provide transcripts of proceedings of Council and its committees - Provide committee services and other support to structures established to foster intergovernmental cooperation - Provide committee services and administrative support to the Economic and Social clusters established to drive service delivery - Assist the Executive Mayor in facilitating meetings of the Political Delegations Task Team appointed by the Executive Mayor
Chief Whip and Party Whips		- Assist the Chief Whip with compiling and managing the annual calendar of meetings of Council - Provide monthly data to the Chief Whip in respect of councillors' attendance at scheduled meetings and workshops - Provide the Chief Whip with committee support at the Disciplinary Committee - Interact with the Chief Whip pertaining to the logistical and administrative arrangements which include providing guidance and alternative solutions to problems that arise (e.g. implementing the Rules of Order, assisting at presentations, changing membership of committees, etc.) - Assist with researching information - Provide transcripts of proceedings of Council and its committees - Edit and translate necessary documentation - Arrange interpreting services at disciplinary hearings
Speaker and Council	Members of the public where applicable	- Assist the Speaker with preparation for the Council meetings - Assist the Speaker with regard to Council proceedings, processes, Rules of Order and protocols - Interact with the Speaker pertaining the logistical and administrative arrangements in respect of Council meetings and activities which include providing guidance and alternative solutions to problems that arise - Provide the Speaker with committee support at the Rules Committee meeting - Ensure that councillors and members of the public are timeously notified of Council meetings - Assist with researching information - Provide interpreting services for Council meetings - Provide transcripts of proceedings of Council and its committees - Edit and translate necessary documentation
Chairpersons of Council committees, Councillors and committees	Members of the public where applicable	- Ensure that councillors are timeously notified of meetings and workshops and furnished with the relevant agendas and minutes - Assist with researching information - Assist with operational matters relating to Council committees - Provide interpreting services - Provide transcripts of proceedings of Council and its committees - Interact with chairpersons pertaining to the logistical and administrative arrangements in respect of portfolio committee and other committee meetings (e.g. compilation of agenda) and activities (e.g. workshops and tours) which include providing guidance (e.g. Rules of Order and Meeting Procedures) - Engage in regular one-on-one meetings with Chairpersons to establish specific operational and support needs and requirements in order to identify where new systems/procedures need to be introduced to address voids, or to enhance existing committee procedures and mechanisms - Edit and translate necessary documentation, subject headings and recommendations for agendas.

PARTNERS / STAKEHOLDERS		DEPARTMENTAL ROLES AND RESPONSIBILITIES
INTERNAL	EXTERNAL	
City Manager, Executive Management Team and organisation as a whole		• Manage and provide general administrative support to the Office of the City Manager, which includes the managing of telephones and diary management. • Manage correspondence, which includes providing the City Manager with assurance that statutory and policy requirements have been met. • Develop, manage and provide a structured database of tools and strategic information which provide structure, guidance and alternative solutions to problems that arise in the administration • Facilitate and coordinate the City Manager's Senior Management Team meetings (this team comprises approximately 300 Directors and Level 3 Managers in the City) • Coordinate and manage meetings and workshops of EMT by managing and providing support to the individual members and at EMT meetings (i.e. through direct interaction with EDs and their directors) • Develop, manage, facilitate and coordinate the on-going refinement and review of the System of Delegations to ensure that the City Manager's Delegations and sub-delegations are brought in line with any amendments made by Council, and to manage the legislative requirements flowing therefrom • Receive and monitor reports of decisions taken by delegates • Render on-going advice on the principles of 'delegation' and address related queries • Interact with the City Manager regarding the managing of logistical and administrative arrangements for the Office of the City Manager which includes coordinating inputs from the various departments into corporate projects, processes and procedures • Provide transcripts of proceedings of Council and its committees • Provide strategic, operational and financial management support including support for individual and organisational performance management • Manage the City Manager's Risk Register and other corporate ad hoc projects • Manage and provide support to various administrative forums, working groups and subcommittees established by the City Manager
Executive Director: Compliance and Auxiliary Services		• Manage and provide general administrative support to the Executive Director: Compliance and Auxiliary Services, which includes the managing of telephones, correspondence and diary management • Develop, manage and provide a structured database of tools and strategic information which provide structure, guidance and alternative solutions to problems that arise in the administration • Provide strategic, operational and financial management support including support for individual and organisational performance management • Manage the Executive Director: Compliance and Auxiliary Services' Risk Register and other Corporate ad hoc projects • Coordinate and manage meetings and workshops of Executive Director: Compliance and Auxiliary Services' direct reports (directors) by managing and providing support to the individual members and at directors' meetings (i.e. through direct interaction with Director) • Manage and provide support to various administrative forums, working groups and subcommittees established by the Executive Director: Compliance and Auxiliary Services • Interact with the Executive Director: Compliance and Auxiliary Services regarding the managing of logistical and administrative arrangements for the Directorate: Compliance and Auxiliary Services which include coordinating inputs from the various departments into corporate projects, processes and procedures • Provide transcripts of proceedings of Council and its committees
EDs, directors, general management and organisation as a whole		• Interact with EDs, directors and general management to facilitate, coordinate and provide advice on the processes and procedures which impact on decision-making • Provide transcripts of proceedings of Council and its committees • Ensure effective communication with officials by providing interpreting, editing and translation services • Assist in researching information • Edit and translate necessary documentation • Arrange interpreting services
	Members of the public where applicable	• Attend to various queries and complaints from the public domain • Ensure that public requests for information are addressed expeditiously
	Presidential Hotline Office	• Coordinate and finalise service-delivery complaints escalated by members of public to the Presidential Hotline Complaint's Office

4. ORGANOGRAM – Staff complement = 45 filled posts 1 vacant post



5. RESOURCES (FINANCIALS)

DRAFT 2013-2014 CAPEX			
DEPARTMENT	PLAN	ADDITIONAL	PROPOSED 2013/2014
Office of the City Manager	222 360	0	222 360
Executive Support	474 000	0	474 000
Office of the Executive Director: Compliance and Auxiliary Services	To be determined during adjustments budget in August 2013		
DRAFT 2013-2014 OPEX			
DEPARTMENT	PLAN	ADDITIONAL OPEX	PROPOSED 2013/2014
Office of the City Manager	61 421 564	0	61 421 564
Executive Support	34 520 171	0	34 520 171
Office of the Executive Director: Compliance and Auxiliary Services	1 162 663	0	1 162 663

6. RESOURCE CONSTRAINTS AND AREAS OF BUSINESS IMPROVEMENT

6.1 Constraints

The City's governance model was redesigned to accommodate transversal management to ensure that the five priorities of the City, or a combination of some of them, are always met. Clusters and intergovernmental cooperation forums were established to support this purpose. The macro structure was altered to align it with the City's Governance Model. An additional directorate was established and an Executive Director: Compliance and Auxiliary Services was appointed. These changes affected the functions of the department. The following is therefore to be noted:

- Following a lengthy restructuring exercise during the 2012/13 financial year, the Directorate: Compliance and Auxiliary Services was established. The directorate comprises 8 departments which previously reported to the Deputy City Manager. The Directorate is obliged to ensure that it has the right people and in some instances, with specialised skills, to deliver the relevant services.

- The latter exercise, together with previous rationalisation and restructuring processes, as well as numerous budget and vacancy cuts, has resulted in the Executive Support Department being under-resourced but still expected to support additional departments and perform new functions and duties without staff that have the right skills, knowledge and competencies. In addition many of the skills required have become scarce resources and Executive Support Services is severely challenged in delivering on its mandate.

6.2 Business Improvements and Action Plans

BUSINESS AREA FOR IMPROVEMENT		ACTION TAKEN OR REQUIRED
1	Language Services	
1.1	All committees of Council are formally established in terms of Section 79 of the Structures Act however the Language Committee has never been formally established but is an ad hoc working group/committee. In order for this committee to have the necessary influence in assisting and monitoring the implementation of the language policy the committee must be formally established by Council	Compile report to Council to establish the Language Committee
1.2	Driving the use of Plain Language throughout the organisation	Report to be compiled and submitted to EMT motivating for a formal presentation.
2	Executive Committee Services	
2.1	A system is needed which will alert those responsible for the submission of reports that have legislated time-frames, to commence the preparation of such reports 3 months in advance of the approval deadline. This will ensure that the finalised report is considered on time in accordance with legislative time-frames.	- Process to establish a Corporate Alerts System initiated. - Designated departments to be consulted in regard to reports and deadlines. - IS&T to develop the system. - System to be implemented and monitored.
2.2	The report process flow is to be refined to ensure efficiency in the decision-making process.	- Process has commenced and is to be finalised and communicated to organisation. - Process implemented and monitored.
2.3	Governance accountability training module.	- The training implementation plan and use of consultants to be clarified by Corporate Services who is the initiator of this corporate programme. - Ensure that the training manual is continuously updated to ensure alignment with new/amended legislation and administrative processes and procedures.
2.4	Monitoring of Council's approved calendar of meetings to determine whether such calendar is being given effect to. The information gathered can also be utilised to design the future year's calendar.	Compilation of quarterly statistical reports setting out the following: - No. of committees that adhered to the dates scheduled by Council: - No. of meetings rescheduled - No. of additional meetings scheduled - No. of workshops scheduled - No. of site visits

7. ASSUMPTIONS AND RISKS

7.1 Assumptions

The environment within which the Department operates is one of continual change. Managers must routinely monitor and review the status of risks to determine whether mitigating actions are required.

7.2 Risk Assessment

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 utilized as a management tool and are discussed on a six monthly basis with the Executive Director and the Mayoral Committee Member to assess current status, changing risk profiles and any new interventions required.

8. ALIGNMENT TO THE IDP

The Executive Support Department is internally focused and aligns itself with the following Strategic Focus Areas:

STRATEGIC FOCUS AREA	DIRECTORATE OBJECTIVE	DEPARTMENTAL OUTPUT
SFA 5 - Well-Run City	5.1 Ensure a transparent and corruption free government	Risk register, internal financial controls, performance management, compliance with legislative requirements etc.
	5.2 Establish an efficient and productive administration that prioritises delivery	• Compliance and alignment with corporate processes and procedures e.g. Human Resource programmes, finance programmes • Regularly develop and update the database of tools and information to improve the effectiveness of the decision-making bodies • Electronic Agenda Optimisation project • Corporate Alerts for Report Submission project
	5.3 Ensure financial prudence with clean, unqualified audits by the Auditor General	Financial Management programmes developed and implemented Governance Accountability training module reviewed and continuously updated

9. OBJECTIVES AND INDICATORS OF THE STRATEGY / OPERATIONAL PLAN

For outputs – See attached SDBIP

The following additional **KEY PROJECTS AND INITIATIVES** are included in this strategy but not in the SDBIP:

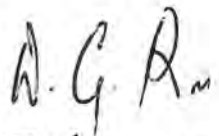
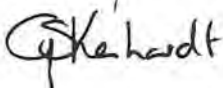
- **Corporate Alerts for Report Submissions (CARS) Project:** Development of a report submission alert system for the organisation. The purpose of this system is to identify specific reports and officials responsible for submission of such to the governance structures on an annual basis, and will alert them well in advance of the expected agenda closing dates, to prepare and submit the reports.
- **Electronic Agenda Optimisation Project (EAOP):** Change management and implementation phase - This is subject to:
 - The approval of the prototype by the EAOP Steering Committee;
 - Appointment of a Change Manager and funding. Timelines can only be determined once the former is finalised.

RESOURCES LINKED TO THE PROJECT – this also sets out the reason why these projects are not included in the SDBIP.

- These projects are **subject to the availability of intellectual capacity from IS&T as well as availability of funds to implement.**

10. AUTHORISATION

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

	NAME	SIGNATURE	DATE
Executive Director: Compliance and Auxiliary Services	Mr Gerhard Ras		10/6/2013
Director	Mrs Gillian Kenh		07/06/2013

11. APPENDICES

Appendix 1: Governance Structure

Appendix 2: Draft Departmental Service Delivery Budget Implementation Plan

12. LEGEND

EDs – Executive Directors

EMT – Executive Management Team

IDP – Integrated Development Plan

IGC- intergovernmental cooperation

IRM – Integrated Risk Management

SDBIPs – Service Delivery and Budget Implementation Plans

SFA – Strategic Focus Area

EXECUTIVE SUPPORT 2013-2014 SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN													
Alignment to IDP		CSC Indicator no.	Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2011/2012	Program no & name/ Statutory or Strategic Plan	Annual Target 30 June 2013	Targets				Responsible Person
Pillar & Corp Obj									30-Sep-13	31-Dec-13	31-Mar-14	30-Jun-14	
SFA 1. AN OPPORTUNITY CITY		1B	Finance	Objective 1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	% Spend of Capital Budget	97%	1.2(b)	91%	15%	25%	55%	91%	BM Mthibi
		1E			% Spend on repairs and maintenance	New		95%	22%	46%	70%	95%	
		1J	Office of the Deputy City Manager	Number of Expanded Public Works programmes (EPWP) jobs created	Not applicable to this department	-	N/A	N/A	N/A	N/A	N/A	.	
		1F			Direct./ Dept. achievement as at 30 June 2012	Actual as per 30th June 2013							
		1 N (a)	Corporate Services	Objective 1.6 Maximise the use of available funding and programmes for training and skills development	Number of external trainee and bursary opportunities (excluding apprentices)	Not applicable to this department	1.6(a)	N/A	N/A	N/A	N/A	N/A	.
	1 N (b)	Number of apprentices				N/A		N/A	N/A	N/A	N/A		
SFA 4 AN INCLUSIVE CITY	4A		Corporate Services	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	% adherence to Citywide service standard based on all external notifications	Not applicable to this department	4.1(a)	N/A	N/A	N/A	N/A	N/A	.

EXECUTIVE SUPPORT 2013-2014 SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN													
Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2011/2012	Program no & name/ Statutory or Strategic Plan	Annual Target 30 June 2013	Targets				Responsible Person	
Pillar & Corp Obj	CSC Indicator no.							30-Sep-13	31-Dec-13	31-Mar-14	30-Jun-14		
SFA 5 AWELL-RUN CITY	-	Compliance and Auxiliary Services	Objective 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 * Councillors * Office of the City Manager * Office of the Deputy City Manager * Inter-directorate Language Forum	New	Approved 2012-2013 Business Plan Approved 2012-2013 Business Plan	3+	3+	N/A	3+	N/A	Gillian Kenhardt	
			Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	% Of reports received by the closing date, approved by the Chairperson compiled into an agenda and submitted to printing 5 days before the meeting % of minutes completed within 5 working days from conclusion of a meeting	New	100%	100%	100%	100%	100%	R Razack		
SFA 5. A WELL-RUN CITY	-	Corporate Services		% adherence to EE targets (composite indicator) % adherence to Employee Utilisation target (composite Indicator)	New New	5.2(b)	90%	90%	90%	78%	78%	100%	R Razack BM Mothibi
				% adherence to Employee Talent target (composite indicator)	72%		78%	100%	100%	100%	100%		
SFA 5. A WELL-RUN CITY	-	Finance	Objective 5.3 Ensure financial prudence with clean audits by the Auditor General	% of Operating Budget spent % annual asset register verified*	78%	5.3(a)	100%	100%	100%	100%	95%	95%	BM Mothibi
				% Internal Audit findings resolved	100%		25%	50%	75%	100%	70%	70%	

EXECUTIVE SUPPORT 2013-2014 SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN														
Alignment to IDP		CSC Indicator no.	Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2011/2012	Program no & name/ Statutory or Strategic Plan	Annual Target 30 June 2013	Targets				Responsible Person	
Pillar & Corp Obj									30-Sep-13	31-Dec-13	31-Mar-14	30-Jun-14		
Narrative for the *							100% assets list verified	25% = Departmental Inventory lists verified Review of Asset Review Policy by Corporate Finance		50% = Departmental inventory list verified and completed Finalisation of Asset verification timetable by Corporate Finance	75% = Departmental asset register verified by directorate/ department	100% = Departmental annual asset register verified		

SIGNED BY THE
EXECUTIVE DIRECTOR:

G. K. K. K.

DATE:

07/06/2013

SIGNED BY THE
DIRECTOR:

N. G. K. K.

DATE:

10/07/2013

DEPARTMENT: FORENSIC SERVICES

**DRAFT DEPARTMENTAL BUSINESS PLAN
2013/2014**

**DIRECTOR: VINCENT BOTTO
CONTACT PERSON: CHRIS MAURER**

1. EXECUTIVE SUMMARY

The City's Forensic Department is charged with:

- Providing a reactive forensic service in respect of issues relating to significant fraud, corruption, maladministration and negligence on the part of any City employee, employee (this does not include managers directly accountable to the City Manager); any agent, contractor, supplier or service provider to the City Of Cape Town.
- Driving, developing and/or ensuring the implementation of proactive anti-fraud/corruption policies and prevention measures on a City-wide basis and to monitor and review same and to develop and implement and/or ensure the implementation of appropriate awareness, information and/or education programmes on a City-wide basis in relation to any of the above matters and to monitor and review same.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

2.1 Vision

Our vision is to continually identify and improve on the skills, quality and efficiency of the Forensic Department in order to provide a world class service to our stakeholders.

2.2 Mission

Our mission is to intensify the fight against fraud, corruption and serious economic crimes through the application of knowledge and experience for the benefit of our ratepayers, staff and the broader community.

2.3 Mission Strategy

The vision will be achieved by:

- Providing a reactive investigative forensic and advisory service;
- Managing the operation of the Fraud Hot Line;
- Reviewing and preparing fraud and anti-corruption policies;
- Conducting departmental fraud reviews;
- Conducting fraud awareness training seminars.

2.4 Values

Our core values clearly define how we manage our work, our relationships and ourselves. We are passionate about maintaining:

-
- high standards of ethics, integrity and good governance; whilst
- continually striving to extend our personal and professional frontiers.

2.5 The Core functions of the Department

- provide a reactive forensic investigatory service at the behest of the Executive Mayor and the City Manager in respect of issues relating to significant fraud, corruption, maladministration and/or negligence on the part of any City employee, agent, contractor, supplier and service provider;
- provide a proactive and awareness service entailing anti-fraud/anti-corruption policies and preventative measures on
- City-wide basis and to monitor and review same together with development and implementation of appropriate awareness,
- information and/or education programmes on a City-wide basis.

3. LEGISLATIVE IMPERATIVES:

There are a number of legislative imperatives which underpin the establishment and operation of a forensic department within the municipal sphere:

- Municipal Systems Act No 32 of 2000 Section 67 (1) (i) requires that a municipality must develop and adopt appropriate systems and procedures for, inter alia, the investigation of allegations of misconduct and complaints against staff
- Local Government Municipal Finance Management Act No 56 of 2003 - Sections 32, 112, 115, 171 and 173 which require, inter alia, that the municipality to take all reasonable steps in preventing and investigating fraud, corruption, favouritism and unfair and irregular practices
- Prevention and Combatting of Corrupt Activities Act No 12 of 2004
- Criminal Procedure Act No 51 of 1977
- Viking Pony Africa Pumps (Pty) Ltd v Hydrotech-Tech Systems (Pty) Ltd & Another [2010] ZA (CC) 21 places an obligation on the City by Constitutional Court to investigate any plausible allegations of fraud in respect of supply chain management

4. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN (key stakeholders of the plan)

PARTNERS/ STAKEHOLDERS	ROLES AND RESPONSIBILITIES
Partners	
South African Police Force / DPP	Key role player and partner in the fight against fraud and corruption
Internal Stakeholders	
Council	Authorises investigations into senior managers (appointed in terms of section 56 of the Systems Act) in terms of the Regulations promulgated on 21 April 2011 in terms of Government Notice 344 and which regulate the disciplinary action against senior managers which local government.
Executive Mayor	Champion of the Anti-corruption Campaign
City Manager	Champion of the " Centre of Excellence " Drives and authorises forensic investigations in terms of the System of Council Delegations as amended - Section 115 (1)
Chief Audit Executive	Interdepartmental liaison and cooperation in order to ensure good governance, processes and procedures are adhered to
The Executive Management Team and Executive Directors	Responsible for the reporting and prevention of fraud, corruption and maladministration and driving anti-corruption processes within their areas of responsibility
ED Corporate Services	Human capital management
City Staff	Responsible for the reporting and prevention of fraud, corruption and maladministration
External Stakeholders	
Citizens, ratepayers and Civic organisations	Reporting of fraud, corruption and maladministration
Audit Committee	Oversight & review

5. RESOURCES (Financial and Staff)

Departmental CAPEX:	R 770 750.00
Departmental OPEX:	R 21 604 854.40 (as at 23 May 2013)
Staff Complement:	22 positions filled and 14 funded vacancies and 3 unfunded vacancies

6. OPERATIONAL STRATEGY

6.1 Backlogs And Resource Constraints

- The focus of the City's Forensic Department has over the past number of years been almost exclusively devoted to a reactive forensic investigative function.
- The reactive forensic investigative and advisory function is also severely understaffed and this is detrimentally affecting the performance of the department, however, there are measures underway to provide for staffing capacity in this regard (See additional funding allocated in the Council approved budget 31 January 2013)
- While it is recognised that a reactive forensic investigative service is an imperative, best practise dictates that a proactive and awareness forensic service helps to both combat fraud and corruption while also giving effect to good governance systems, processes and procedures.
- In order to ensure continued delivery of the proactive and awareness objectives we have considered whether to provide the service in-house with existing staff of the department and augment same with additional staff as and when appointed.
- With a limited number of staff available (the majority of whom are at a junior level) within the department together with a paucity of skilled and experienced staff available in the market place, there exists a backlog of investigations.

6.2 Business Improvements

BUSINESS IMPROVEMENT AREA	ACTION PLAN
Case Management System: The development and implementation of a secure electronic case management system for the centralisation, management and statistical reporting of all forensic cases in the City.	Research both internal and external software applications and determine applicability/suitability of same. Map forensic processes and procedures and reconcile the outcomes to the available software applications. Develop the system in line with current forensic needs / processes, and implement same (Migrate existing data and customise the software application). Conduct user acceptance testing, resolve problems and train the forensic staff.
Forensic Manual: The research and development of a manual that will encapsulate the legal framework for the standardisation of operating procedures to ensure the efficiency and expediency of forensic processes and to enhance forensic skills within the department.	Map forensic processes and procedures and codify the framework / methodology. Draft the manual and obtain sign-off. Implement and train forensic staff.
Cascaded SDBIPs: The development and implementation of unit specific SDBIPs that will underpin and inform the departmental SDBIP. This will ensure individual accountability, crystalise target driven programmes and focus the departments operational efforts and outputs.	Undertake individual unit and staff evaluations. Develop unit specific SDBIPs, (ensuring that same underpins the departmental SDBIP). Align individual performance management targets, unit / departmental SDBIPs and job descriptions to ensure synergy. Implement cascaded SDBIPs and train staff and monitor.

7. ASSUMPTIONS AND RISKS

7.1 Assumptions

There are a number of assumptions that impact on the department's operational efficacy:

- We continue to experience operational investigation backlogs. These are causally linked to limited staff within the department, the paucity of skills within the market place and the availability of funds to appoint new staff. These operational backlogs are impacting on; inter alia, the following service delivery objectives:
 - **proactive and awareness** – fraud awareness and anti-corruption surveys, departmental fraud reviews, fraud awareness training seminars; and
 - **reactive** – a continuous / accumulative requirement for investigations has resulted in backlogs, reprioritisation of cases and retarded turnaround times.
- There are also a number of co-sourced / outsourced forensic investigations which has also placed an additional burden on the staff of the department to project manage these investigations, however, this has been factored into the business/workflow process (Note: best practice dictates that co-sourced / outsourced forensic investigations will always be a reality within the forensic environment but will vary in quantum depending on both availability of skills and the operations expediency);
- A strategic ASSUMPTION made by the department is to, on a continual basis, source/appoint appropriately skilled and experienced staff and/or appointing entry level staff (albeit with limited skills & experience), to vacant entry level positions (with a 5 year developmental plan in mind), and
- The strategic co-sourcing / outsourcing (together with a commensurate budget) of those matters deemed appropriate

7.2 Risk Assessment

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 utilized as a management tool and are discussed on a six monthly basis with the Executive Director and the Mayoral Committee Member to assess current status, changing risk profiles and any new interventions required.

8. STRATEGIC ALIGNMENT TO THE IDP

8.1 Alignment to the Strategic Focus Areas and Objectives in the IDP.

- Focus area: **well-run City** – by ensuring that the department provides services that augment the City's adherence to the principles of Good Corporate Governance by providing a service that will assist with the limiting of fraud and corruption within the Administration.
- Focus area: **inclusive City** – by dealing effectively with corruption and fraud it will make the City even more effective at delivering basic services and promoting economic growth, employment and attracting investment.

8.2 Link To Programmes

- **Focus area:** Well-Run City
- **Objective 5.1:** "Ensure a transparent and work towards a corruption free government"
- **Programme 5.1(a):** "Transparent government (oversight) programme"
- **Prevention:** The City already has a well-established and well-advertised toll-free 24/7 hotline for reporting fraud and corruption. Any allegations of fraud and corruption are reported to the Manager: Forensic Services.

9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

See attached SDBIP for an extrapolation of the objectives and indicators for the department.

10. AUTHORISATION

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

	NAME	SIGNATURE	DATE
Director	V Botto		
Executive Director	G Ras		

11. APPENDICES: (If any)

Draft 2013/14 SDBIP

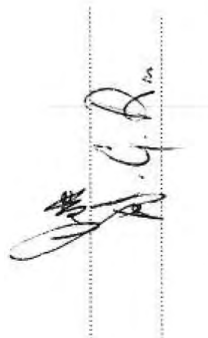
FORENSIC SERVICES 2013-2014 SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN												
Alignment to IDP		Measuring Directorate	Corporate Objective	INDICATOR (to include unit of measure)	Baseline 2011/12	Program no and name/ Statutory or Strategic Plan	ANNUAL TARGET 30 June 2014	Targets				Responsible Person
Pillar & Corp Obj	CSC Indicator no.							30-Sep-13	31-Dec-13	31-Mar-14	30-Jun-14	
SFA 1 The Opportunity City	1B	Finance	Objective 1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	% Spend of Capital Budget	90%	1.2 (b)	90%	20%	45%	70%	90%	Vincent Botto
	1E			% spend on repairs and maintenance	100%		100%	21.5%	46%	70%	100%	Vincent Botto
	1J	Office Of The Deputy City Manager	Objective 1.6 Maximise the use of available funding and programmes for training and skills development	Number of Expanded Public Works programmes (EPWP) opportunities created	To be determined by Directorate based on the Corporate formula	1.2 (d)	N/A	N/A	N/A	N/A	Vincent Botto	
	1N (a)	Corporate Services		Number of external trainee and bursary opportunities (excluding apprentices)	No target	N/A	N/A	N/A	N/A	Vincent Botto		
	1N(b)			Number of apprentices	To be set by Directorate (Nil target if not applicable to the Directorate)	1.6 (a)	N/A	N/A	N/A	N/A	N/A	Vincent Botto
SFA 4. AN INCLUSIVE CITY	4A	Corporate Services	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	% adherence to Citywide service standard based on all external notifications	100%	4.1 (a)	N/A	N/A	N/A	N/A	N/A	Vincent Botto

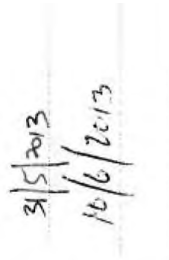
FORENSIC SERVICES 2013-2014 SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN												
Alignment to IDP		Measuring Directorate	Corporate Objective	INDICATOR (to include unit of measure)	Baseline 2011/12	Program no and name/ Statutory or Strategic Plan	ANNUAL TARGET 30 June 2014	Targets				Responsible Person
Pillar & Corp Obj	CSC Indicator no.							30-Sep-13	31-Dec-13	31-Mar-14	30-Jun-14	
SFA 5. A WELL-RUN CITY			Objective 5.1 Ensure a transparent and work towards a corruption free government	Percentage of cases reported to FSD office	100%		100%	100%	100%	100%	Vincent Botto	
				Percentage of cases authorised for investigation by the FSD office	100%	Municipal Systems Act No 32 of 2000 Section 67 (1) (i)	100%	Actual (100%)	Actual (100%)	Actual (100%)	Vincent Botto	
				% completion of authorised forensic investigations	New	• Local Government Municipal Finance Management Act No 56 of 2003 - Sections 32, 112, 115, 171 and 173 which require, inter alia, that the municipality to take all reasonable steps in preventing and investigating fraud, corruption, favouritism and unfair and irregular practices	70%	17%	35%	52%	70%	Vincent Botto
				% of total cases received that warrant no further action	New		100%	Actual (100%)	Actual (100%)	Actual (100%)	Actual (100%)	Vincent Botto
				Number of cases authorised for investigation that are outsourced	4		4	1	1	1	1	Vincent Botto
				% of the total cases referred to line management for their attention and action	100% (Actual)		Actual (100%)	Actual (100%)	Actual (100%)	Actual (100%)	Actual (100%)	Vincent Botto
				Percentage of cases/ matters referred to Line Management which have been finalised	100%	• Viking Pony Africa Pumps (Pty) Ltd v Hydrotech-Tech Systems (Pty) Ltd & Another [2010] ZA (CC) 21 places an obligation on the City by Constitutional Court to investigate any plausible allegations of fraud in respect of supply chain management	80%	80%	80%		Actual (80% *)	Vincent Botto
				Number of Hotline promotions conducted	3		4	1	1	1	1	Vincent Botto
				Number of anti-corruption training interventions conducted	20		20	5	5	5	5	Vincent Botto
				Number of reports/ presentations conducted with Audit Committee	4		4	1	1	1	1	Vincent Botto
		% Compliance of matters referred by MPAC for investigation	100%		Actual (100%)	Actual (100%)	Actual (100%)	Actual (100%)	Actual (100%)	Vincent Botto		

FORENSIC SERVICES 2013-2014 SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN												
Alignment to IDP		Measuring Directorate	Corporate Objective	INDICATOR (to include unit of measure)	Baseline 2011/12	Program no and name/ Statutory or Strategic Plan	ANNUAL TARGET 30 June 2014	Targets				Responsible Person
Pillar & Corp Obj	CSC Indicator no.							30-Sep-13	31-Dec-13	31-Mar-14	30-Jun-14	
SFA 5. A WELL-RUN CITY		Corporate Services	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	% adherence to EE target (composite Indicator)	100%	5.2(b)	100%	100%	100%	100%	Vincent Botto	
				% adherence to Employee Utilisation target (composite Indicator)	100%		100%	100%	100%	Vincent Botto		
				% adherence to Employee Talent target (composite indicator)	100%		100%	100%	100%	Vincent Botto		
		Office Of The Deputy City Manager	Objective 5.3 Ensure financial prudence with clean audits by the Auditor General	% Internal Audit findings resolved	70%	5.1(a)	70%	70%	70%	Vincent Botto		
				% of Operating Budget spent	95%		95%	25%	50%	75%	Vincent Botto	
				% of assets verified	100% completed by 30 June		5.3(a)	100%	25%	50%	75%	100%

SIGNED BY THE DIRECTOR:

SIGNED BY THE EXECUTIVE DIRECTOR:





DEPARTMENT: IDP, OPM

**DEPARTMENTAL BUSINESS PLAN
2013/2014**

**DIRECTOR: DR MARTIN VAN DER MERWE
CONTACT PERSON: MZWAMADODA COTO**

1. EXECUTIVE SUMMARY

- Facilitate the process of developing a 5 Year Plan (IDP) and Annual Review for the City;
- Development and adjustment of the corporate SDBIP;
- Facilitate the development of operational implementation plans (SDBIP) at directorate and departmental level;
- Monitor and report on the implementation of the IDP and SDBIP including the Annual Report;
- Develop and facilitate the implementation of an Organisational Performance Management system;
- Facilitate the drafting of performance plans and the evaluation of Section 57 appointments;
- Execute special projects e.g. BBBEE verification for the City; and
- National and Provincial reporting requirements such as Municipal Economic Review Outlook (MERO), Section 47, Metro report, MGRO, Regional Development profile.

Service delivery Catalogue:

The Service Catalogue which describes the service offerings that should be delivered by the IDP & OPM Department to its customers is illustrated below:

- IDP Formulation
- Organisational Performance Management & SDBIP
- Quarterly and annual reports
- Process Management
- Special Projects
- Reporting requirements

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

2.1 Vision of the Department:

To be the model of excellence for an effective Integrated Development Planning and Organisational Performance Management System in the Country.

2.2 Mission:

The Mission of the City of Cape Town (COCT) IDP Department is:

To guide, direct and facilitate the development, implementation, monitoring of, and reporting on the City's Integrated Development Plan. This is being done in order to meet stakeholder expectations and ensure legislative compliance within available resources to give effect to the City's long term strategy

2.3 Brief description

In response to its mandate, vision and mission, the IDP.OPM Department of the COCT is responsible for the delivery of the following services:

- Facilitate the process of developing a 5 Year Plan (IDP) and Annual Review for the City;
- Development of the corporate SDBIP;
- Facilitate the development of operational implementation plans (SDBIP) at directorate and departmental level;
- Monitor and report on the implementation of the IDP and SDBIP including the Annual Report;
- Develop and facilitate the implementation of an Organisational Performance Management system; and
- Facilitate the drafting of performance plans and the evaluation of Section 57 appointments.

2.4 Expectations

- To produce/deliver an informative 2013/2014 IDP document and Corporate scorecards which meets the expectations of the diverse stakeholder group, within the required legislative timeframe.
- 2013/2014 IDP document is approved by council
- Produce a credible 2012/2013 Annual Report that reflects the performance of the City.
- 2012/2013 Annual Report is tabled by the Executive Mayor in Council within seven months after the end of the 2012/2013 financial year.
- Council considers the annual report and by no later than two months from the date on which the annual report was tabled in Council, adopt an oversight report containing the Council's comments [Section 129 (1)].
- The Executive Mayor approves the 2013/2014 SDBIP

2.5 Legislative Imperatives:

- Constitution of South Africa;
- Municipal Systems Act;
- Municipal Planning and Performance Management Regulations (2001);
- Municipal Finance Management Act and regulations;
- Municipal Structures Act;
- Intergovernmental Relations Act;
- Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal managers (2006) and
- City of Cape Town Delegations

3. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

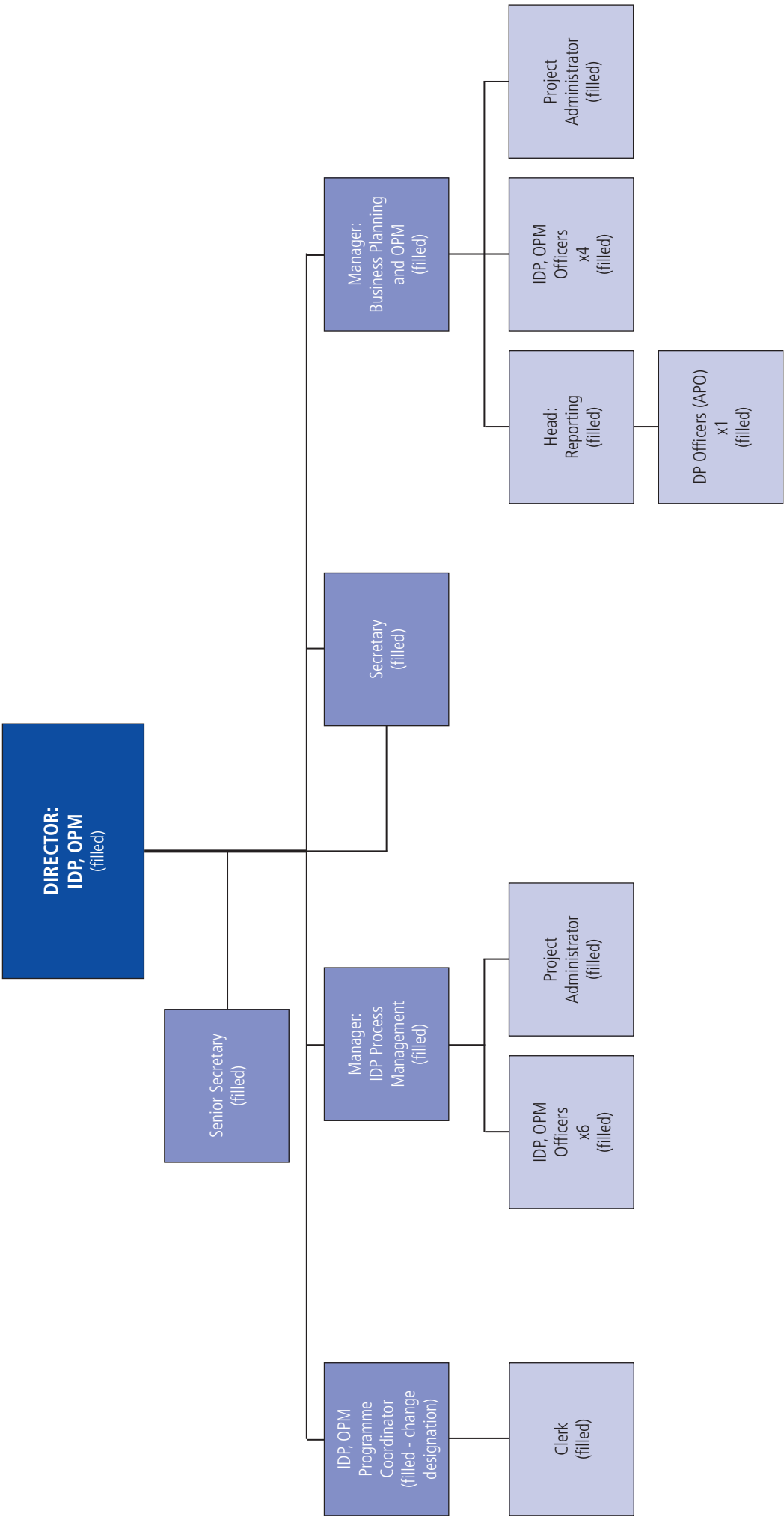
PARTNERS/STAKEHOLDERS	ROLES AND RESPONSIBILITIES
4.1 Internal Stakeholders	
• Council	• Approves the IDP and Corporate scorecard (5 year); • Approves the annual review of the IDP and Corporate scorecard; • Considers as tabled the Annual report; • Adopt the oversight report (Sect 129 MFMA); • Approves OPM system/policy (Sect 39 (c) of the Systems Act); and • Notes and monitors quarterly reports.
• Executive Mayor	• Approves the Process Plan (Delegation7 (2) page 55); • Manages the drafting and annual review of the IDP and recommend to Council; • Table the Annual report to Council; • Approve the SDBIP; • Approves SDBIP changes; • Evaluates progress against the key performance indicators; • Approves the performance agreement and scorecard of the City Manager; • Manages the development of the performance management system; • To report to Council on the evaluation of the performance of the City Manager and managers directly accountable to him/her {in terms of Section 56} in terms of their performance agreements and to recommend the payment of a performance bonus or the consequences of substandard performance, as required in terms of section 57 of the Systems Act; • Submits the proposed system to the municipal council for adoption; • To adopt a mechanism for monitoring and review of the municipality's performance management system, as required in terms of section 40 of the Systems Act; • To consult the community on the development, implementation and review of the municipality's performance management system, as required in terms of section 42 of the Systems Act; and • Approves the Time Schedule of Events.

PARTNERS/STAKEHOLDERS		ROLES AND RESPONSIBILITIES
4.1 Internal Stakeholders		
Mayco	- Participate and give input in the formulation of the IDP; - Consider comments and inputs from all relevant stakeholders; - Recommends to the Executive Mayor the approval of the IDP and Budget; - Recommends to the Executive Mayor the SDBIP changes emanating from the adjustment budget public participation process and other changes; - Considers quarterly corporate performance reports; - Recommends to the Executive Mayor the approval of both the Corporate and SDBIP scorecards; and - Recommends to the Executive Mayor the approval of the Annual report.	
Portfolio Committees	- Comments and recommends on: - Corporate scorecards and Directorate SDBIPs; - Results of the IDP engagement process as part of the corporate budget process - Draft IDP and Budget; - Annual report; - Changes to the Corporate scorecard; and - Executive Mayor on quarterly reports.	
Sub-Councils (24)	- Note and submit comments and input on the IDP processes which include: - IDP (including corporate score cards) and Budget Process Plan; - Adjustments to the IDP and Corporate score card; - Draft IDP and Budget and; - Annual report.	
Ward Committees (Structures Act)	- Identify service delivery priority issues; - Comment and give inputs on the Draft IDP and Budget; - Report to sectors on the IDP process and facilitate sector inputs; and - Communicate IDP and Budget related processes and inputs to the community.	
Directorates and Departments	- Implementation of operational activity plans; - Give inputs to National and Provincial reporting requirements such as MERO, Section 47, Metro report, MGRO, Regional Development profile; and - Provide assistance and evidence on the BBBEE certification process Note: Functions below are applicable to IT department: - Develop special provision to the SSM Tool on behalf of the IDP.OPM department and - Provides training on the application of the tool	
EMT	See - City Manager and Executive Directors	
City Manager	- Give guidance, recommendations and approval on the IDP.OPM products; - Approves the performance agreement and scorecard of executive directors; - Submit the employment contract and performance agreement of the City Manager and managers directly accountable to the City Manager to the MEC and the National Minister in terms of Regulation 4 the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to municipal managers, 2006 (GN 805 of 1 August 2006) (Delegation 78 (2)); and - A written performance agreement for a manager reporting directly to the City Manager (Delegation 88).	
ED: Compliance & Auxiliary Services (CAS)	- Give guidance on following IDP.OPM related matters: - National development Programmes (117B (1)); - Consultation mechanisms (117 B (2)); - Quarterly performance reports (117c (6)) - Performance agreements on Sect 57 appointments (117C (7)); - Compilation of the annual report (117C (8)); - Midyear service delivery performance report (117C (9)); - Midyear report to the Executive Mayor and National Treasury 117C (10); and - Effective management of the IDP, Organisational Performance and Participation function to implement a widely consulted (internal and external stakeholders, public, party politics, etc.) and well-developed IDP, a well-researched Organisational Performance scorecard and performance reporting mechanism and with the required Public Participation mechanisms to support these.	
Executive Directors	- Implement and monitor OPM system; - Advise, guide and recommend to City Manager on all IDP.OPM products; and - Sign- off on correctness (SDBIP, IDP, Quarterly Reports, Surveys and Questionnaires and Annual Report).	

PARTNERS/STAKEHOLDERS		ROLES AND RESPONSIBILITIES	
4.1 Internal Stakeholders			
Finance Department		- Draw up the budget cycle; - Align Budget to IDP; - Aligns budget to objectives and set targets (SDBIP); and - Give inputs, advice and guidance.	
Audit Committee		Oversight Monitoring Role	
MPAC (Municipal Public Accounts Committee)		- Oversight Finance Expenditure Monitoring and Legislative Compliance Functions; - Guides and advises on improvement standards and compliance aspects; and - Submits an oversight report on the annual report	
Budget Committee		- Monitor the development of the Budget; and - Make recommendations on the budget to Council.	
Internal Audit		Compliance & monitoring role on IDP processes and products	
IDP Drafting Sub Committee		- Facilitate the drafting of the IDP (inputs) and - Advice, guide and make recommendations on the IDP.	
OPRG (Organisational Performance Reference Group)		- Represent Directorates and Departments with regard to the OPM and SDBIP processes; and - The link between Directorates and Departments with the IDP.OPM Department.	
The Speaker (OSCOM)		- Design a framework for special IDP related public meetings and workshops. - Forward discussions and inputs to Sub councils	
4.2. External Stakeholders			
- Municipal Entities i.e. - CONVENCO		- Evaluate alignment to CoCT’s IDP and Budget processes; - Align their budget and plans to the IDP; and - Present and submit plans to Council on annual basis.	
- DPLG of the Western Cape (Department of Local Government)		- Provincial authority to comment on the IDP in terms of Section 31 of the MSA; and - Monitor and evaluate performance of the City in terms of the IDP (i.e. Sect 47 of MSA and others). - To support municipalities with institutional compliance - Provide MEC assessment on the IDP	
National Treasury & Provincial Treasury		- Provide guidelines and monitor compliance with regards to: - IDP and Budget; - SDBIP and; - Conduct mid-year assessment on the Budget and SDBIP – Carol to comment	
General Public		- Give input and comments on: - The draft IDP and Corporate Score cards - Priority issues - SDBIP	
Sectorial Organizations		- Give input and comments on: - The draft IDP - Priority issues - SDBIP	
Auditor General		Audit the Annual Report	

4. ORGANOGRAM

The total staff complement of the IDP/OPM department currently stands at: 21



5. RESOURCES (Financial)

5.1 Department's Capital and Operating Budget

Capital Budget: R 77 158
Operating Budget: R 17 469 328.91

6. AREAS OF BUSINESS IMPROVEMENTS

6.1 Resources Constraints

- Two auditors required to assist with the quality review of indicators.
- One administrative officer required to assist with the IDP.OPM department's administrative and financial support functions.

6.2

AREAS OF BUSINESS IMPROVEMENT	RELEVANT ACTION PLANS
IDP Review	Streamline IDP review and public comment process
SDBIP	Cascading from lower to overall departmental SDBIP in the Compliance and Auxiliary Services Directorate (Alignment of Directorate Planning).
	Improve relevance of indicators
	Improve cause and effect linkage
	Review pre-determined Objectives (PDO) review/guide line review
	Input indicator development
Budget alignment with IDP	Effective alignment of operational budget
	Create programme performance
Roles and Responsibilities	Capacity review (revised job descriptions, resources, redeployment etc.
	Role clarification
Annual report	New layout in terms of Circular 63
OPM Policy	Policy review
Reporting requirements	Re-assess streamlining of S47 reporting requirements (MERO, Maturity assessment, MGRO and Regional development profile)

7. ASSUMPTIONS AND RISKS

7.1 Assumptions

Continued efficiency in terms of systems and processes.

7.2 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.

8. STRATEGIC ALIGNMENT TO THE IDP

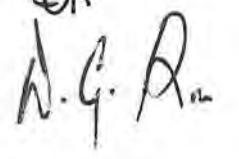
STRATEGIC FOCUS AREA	DIRECTORATE OBJECTIVE	DEPARTMENTAL OUTPUT
SFA 1 - Opportunity City	To guide, direct and facilitate the development, implementation, monitoring of, and reporting on the City's Integrated Development Plan.	
SFA 2 - Safe City		
SFA 3 - Caring City		
SFA 4 - Inclusive City		
SFA 5 - Well-Run City	Establish an efficient and productive administration that prioritises delivery	
	Ensure financial prudence with clean, unqualified audits by the Auditor General	

9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

See Annexure C: SDBIP 2013/2014

10. AUTHORISATION

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

	NAME	SIGNATURE	DATE
Director	Dr Martin van der Merwe		31/05/13
Executive Director: Compliance & Auxiliary Services	Mr Gerhard Ras		10/6/13

11. APPENDICES:

Annexure A: IDP.OPM 13/14 SDBIP

IDP.OPM 2013 - 2014 SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN													
Alignment to IDP		Measuring Directorate	Corporate Objective	INDICATOR (to include unit of measure)	Baseline 2011\2012	Program number and name/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person	
Pillar & Corp Obj	CSC Indicator no.							30 Sept 2013	31 Dec 2013	31 Mar 2014	30 June 2014		
SFA 1 The Opportunity City	1B	Finance	Objective 1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	% spend of Capital Budget	100%	1.2 (b) 1.2 (d)	91%	20%	40%	90%	NA	MARTIN VAN DER MERWE	
	1E			% spend on repairs and maintenance	100%		95%	21.5%	45.5%	70.2%	95%		
	1J	Office of the Deputy City Manager		Number of Expanded Public Works programmes (EPWP) opportunities created	N/A		N/A	N/A	N/A	N/A	N/A		
	1N (a)	Objective 1.6 Maximise the use of available funding and programmes for training and skills development		Number of external trainee and bursary opportunities (excluding apprentices)	N/A	1.6 (a)	N/A	N/A	N/A	N/A	N/A		
SFA 4 Inclusive City	1N(b)	Corporate Services	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	Number of apprentices	N/A	4.1 (a)	N/A	N/A	N/A	N/A	100%		100%
	4.A			% adherence to Citywide service standard based on all external notifications	100%								
—		Compliance & Auxiliary Services	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	% Approval of Annual Time-schedule	Approved Annual Time-Schedule	MFMA Sec 21 (b) & Sec 53 (b)	100%	100%	N/A	N/A	N/A		100%
				% Approval of the 2014\2015 -IDP Review of the 5-Year Plan (IDP)	100%	Approved 2013\2014 -IDP Review of the 5-Year Plan (IDP)	100%	25%	50%	75%	100%		
				% Completion of 2014\2015 SDBIP book	100%	Final 2013\2014 Corporate SDBIP book completed and signed off by the Executive Mayor	100%	25%	50%	75%	100%		
				% Completion of 2014\2015 - Directorate Exec Summary and SDBIP	100%	Final 2013\2014 - Directorate Exec Summary and SDBIP	100%	25%	50%	75%	100%		
—			- Department Business Plan and SDBIP	% Completion of 2014\2015 - Directorate Exec Summary and SDBIP	100%	MSA 26	100%	25%	50%	75%	100%		
				% Completion of 2014\2015 - Department Business Plan and SDBIP	100%	MSA 26	100%	25%	50%	75%	100%		

IDP:OPM 2013 - 2014 SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN												
Alignment to IDP		Measuring Directorate	Corporate Objective	INDICATOR (to include unit of measure)	Baseline 2011\2012	Program number and name/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
Pillar & Corp Obj	CSC Indicator no.							30 Sept 2013	31 Dec 2013	31 Mar 2014	30 June 2014	
SFA 5 A Well Run City	-	Compliance & Auxiliary Services	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	% of Performance Information Measurement Sheets (PIMS) signed off by ED	25		100%	75%	80%	100%	100%	MARTIN VAN DER MERWE
				% of EMT PDRs completed	4		100%	25%	50%	75%	100%	
				% of Quarterly reports approved	4		100%	25%	50%	75%	100%	
				% 2012\2013 Annual Report completed	2011\2012 Annual Report		100%	40%	40%	100%	100%	
		Corporate Services		% adherence to EE target (composite Indicator)	100%	5.2 (b)	100%	100%	100%	100%	100%	
				% adherence to Employee Utilisation target (composite Indicator)	100%	5.3	100%	100%	100%	100%	100%	
				% adherence to Employee Talent target (composite indicator)	100%		100%	100%	100%	100%	100%	
		Compliance & Auxiliary Services	% Progress against milestones to complete BBBEE Annual Rating	BBBEE certification		BBBEE certification	25%	50%	75%	100%		
			% of Operating Budget spent	88%	5.3(a)	95%	20%	42%	70%	95%		
			% of assets verified	100% completed by 30 June		100% asset list verified	50% inventory list verified	100% inventory list verified	60% asset register verified	100% inventory list verified		
	Internal Audit		% Internal Audit findings resolved	70%	Approved Business Plan	70%	70%	70%	70%	70%		

SIGNED BY THE EXECUTIVE DIRECTOR:

SIGNED BY THE DIRECTOR:



W.G. R.

31/5/2013
10/6/13

**DEPARTMENT:
INTEGRATED RISK MANAGEMENT**

**DEPARTMENTAL BUSINESS PLAN
2013/2014**

**DIRECTOR: LUDWIG GELDENHUYS
CONTACT PERSON: AMANDA SWANEPOEL**

1. EXECUTIVE SUMMARY

To maintain an effective and efficient Integrated Risk Management (IRM) Department.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

2.1 Vision

To contribute to the achievement of the City's overall strategic objectives by managing the governance issues and risks that could detract from achieving its strategic objectives.

The **intention** of IRM is to:

- Integrate the management of risks into all business and strategic planning and decision making processes;
- Increase the City's resilience by determining where single points of failure gaps are not adequately identified and addressed.

2.2 Aims and Objectives

To:

- reduce financial losses;
- improve economy, efficiency and effectiveness to ensure optimal use of scarce resources by prompting & facilitating SMART actions;
- assist in governance and regulatory compliance;
- increase accountability and responsibility;
- increase collaboration and coordination addressing 'silo' mentality;
- follow industry leading practices; and
- embed a risk management "culture" of "everyone is responsible for risk management".

2.3 Brief Description

The IRM Department maintain its effectiveness and efficiency by providing the service aligned to the Vision, Mission and Objectives of the IRM Department, including the following **core functions**:

- Align risks with IDP and Departmental objectives;
- Communicate and consult with the risk community and other stakeholders in a consistent manner at all levels in the organisation;
- Implement the Risk Management Policy and Framework to enhance risk assessment, responsiveness and control effectiveness of risks;
- Consider the internal and external environment and risk management context;
- Identify potential threats and opportunities to the achievement of the objectives of the City;
- Monitor risks and action plans
- Incorporate Internal Audit's feedback into the risk process;
- Centrally monitor and coordinate the risk management processes and the outcomes;
- In conjunction with line management, identify the key pieces of legislation which the City does not comply with and advise combined assurance providers of the outcome / result.

2.4 Expectations

All stakeholders expect Integrated Risk Management to deliver a service which informs their decision making.

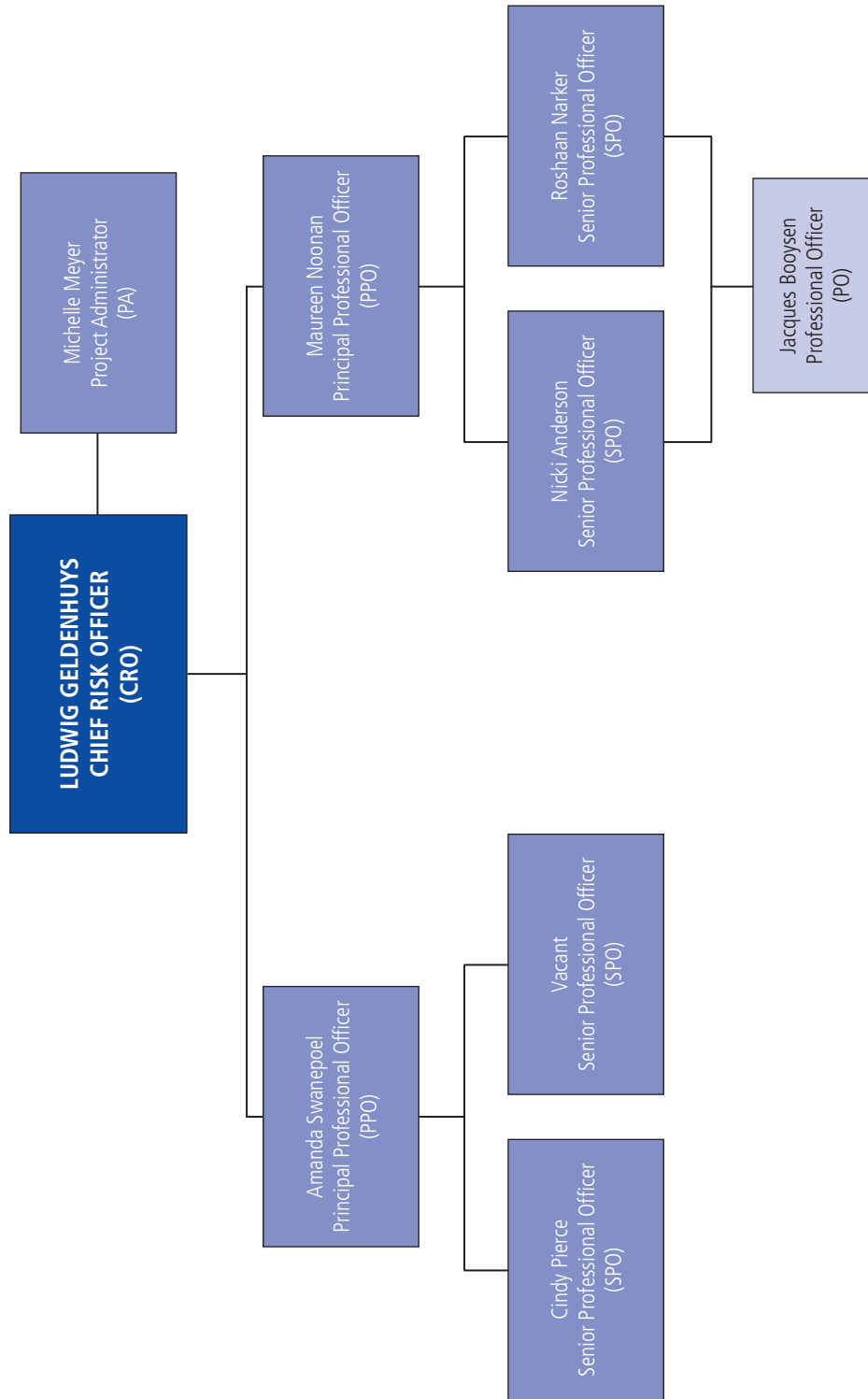
2.5 Legislative Imperatives: (if applicable)

- Local Government: Municipal Finance Management Act, 2003
- King III report on Corporate Governance
- Public Sector Risk Management Framework
- ISO 31000 Standard on Risk Management

3. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN (KEY STAKEHOLDERS OF THE PLAN)

PARTNERS/ STAKEHOLDERS	ROLES AND RESPONSIBILITIES
Council	Responsible for the total process of risk management in terms of the Public Sector Risk Management Framework.
Executive Deputy Mayor	Providing political oversight.
EMT (Executive Management Team)	To evaluate strategic risks and inform Council accordingly.
Accounting Officer (City Manager)	The City Manager is ultimately accountable for the overall management of risk within the City in terms of the Public Sector Risk Management Framework.
Governance EMT Sub Committee	To ensure that good governance is applied in the City, including the Risk Management Department in terms of operational demands and interventions that may be required to ensure the efficiency and effectiveness of the integrated function.
Risk Committee (RiskCo)	To provide the governance structure for the City's Integrated Risk Management process
Executive Director: Compliance and Auxiliary Services	The Executive Director: Compliance and Auxiliary Services oversees the Integrated Risk Management Department administratively.
Risk Owners	Officials responsible for their business unit need to ensure that action is taken to treat risk exposure.
Action Owners	Officials responsible to execute risk treatment action plans to the satisfaction of Risk Owners and could include Risk Owners.
Risk Community (Risk Champions and Coordinators)	Actively prompts Risk Owners to address their risk exposures.
Audit Committee	To provide Assurance Oversight
Chief Audit Executive	To assist with providing assurance that the City's risk management process, controls and governance processes are adequate
Provincial Government Western Cape Risk Management Forum	To assist municipalities in the Western Cape to design and implement a risk management program for their municipality.
National Treasury	To provide guidance via the Risk Management Forum to a municipality on how to maintain a sustainable risk management program.

4. ORGANOGRAM



5. RESOURCES (Financial)

- CAPEX: R30,000
- OPEX: R7.1m approximately

6. AREAS OF BUSINESS IMPROVEMENT

6.1 Resource Constraints

IRM is, within the existing constraints, striving to provide “more with less”.

6.2 Business Improvement

AREAS OF BUSINESS IMPROVEMENT	RELEVANT ACTION PLANS
Development of a Fraud Risk Register for the City with the primary purpose to: • Enable the City to identify areas where incidents of control failures are experienced • To obtain a City-wide view of root causes of these incidents (reasons why controls are failing) • To obtain a City-wide understanding of mitigation actions implemented to prevent / minimise re-occurrence of the control failures • Link high risk areas back to relevant risk registers	• IS&T developed initial Fraud Risk Register on Sharepoint • Initial QA done by IRM; selected user departments involved in QA • Meeting with IS&T to discuss initial QA and required changes • Submission to Mancom following QA finalisation • With Mancom approval, training to users • Roll-out early in new financial year
Determine and attend to proposed improvement areas identified in the external Risk Management Maturity Assessment by KPMG (outcome awaited)	IRM Department will consider the outcome of the report from the Service Provider to enhance service delivery.
EMT risk register – propose draft 2013/2014 EMT Risk Register to include all IDP Strategic Focus Areas and top 10 Global risks for 2013	• Develop draft EMT risk register for 2013/2014 • Submit to ED / Mancom for input • Workshop with EMT

7. ASSUMPTIONS AND RISKS

7.1 Assumptions

The environment within which the Department operates is one of continual change. Managers must routinely monitor and review the status of risks to determine whether mitigating actions are required and/or effective.

7.2 Risk Assessment

- Management, with the assistance of the Integrated Risk Management (IRM) Department, has taken reasonable care to identify key 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 utilized as a management tool and are discussed on a six monthly basis with the Executive Director and the Mayoral Committee Member to assess current status, changing risk profiles and any new interventions required.

8. ALIGNMENT TO THE IDP

8.1 The IRM Department is internally focussed and aligns itself with the following Strategic Focus Area

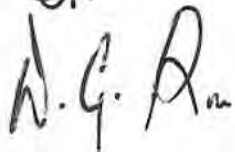
STRATEGIC FOCUS AREA	DIRECTORATE OBJECTIVE	DEPARTMENTAL OUTPUT
SFA 5 - Well-Run City	Establish an efficient and productive administration that prioritises delivery	Completion of the Risk Management Implementation Plan

9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

Refer to 2013/2014 Integrated Risk Management Departmental SDBIP as attached.

10. AUTHORISATION

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

	NAME	SIGNATURE	DATE
Director	Ludwig Geldenhuys		31/05/13
Executive Director	Gerhard Ras		10/6/13

11. APPENDICES: (IF ANY)

Appendix 1: 2013/2014 Integrated Risk Management Departmental SDBIP

INTERGRATED RISK MANAGEMENT 2013-2014 SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN												
Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2012/ 2013	Program name/ Statutory or Strategic Plan	Annual Target 30 June 2013	Targets				Responsible Person
Pillar & Corp Obj	CSC Indicator no.							30-Sep-13	31-Dec-13	31-Mar-14	30-Jun-14	
SFA1 The Opportunity City	1B	Finance	Objective 1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	% spend of Capital Budget	Departmental achievement as at 30 June 2013	1.2 (b)	91 %	0%	0%	45%	91%	Ludwig Geldenhuis
	1E			% spend on repairs and maintenance	Departmental achievement as at 30 June 2013		100%	22%	46%	70%	100%	
	1F	Office of the Deputy City Manager		Number of Expanded Public Works programmes (EPWP) opportunities created	Departmental achievement as at 30 June 2013	1.2 (d)	N/A	N/A	N/A	N/A	N/A	
	1N (a)	Corporate Services		Number of external trainee and bursary opportunities (excluding apprentices)	Departmental achievement as at 30 June 2013	1.6 (a)	N/A	N/A	N/A	N/A	N/A	
	1N (b)			Number of apprentices	Departmental achievement as at 30 June 2013		N/A	N/A	N/A	N/A	N/A	
SFA4 An Inclusive City	4A		Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	% adherence to Citywide service standard based on all external notifications	Departmental achievement as at 30 June 2013	4.1 (a)	N/A	N/A	N/A	N/A	N/A	

INTERGRATED RISK MANAGEMENT 2013-2014 SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN												
Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2012/ 2013	Program name/ Statutory or Strategic Plan	Annual Target 30 June 2013	Targets				Responsible Person
Pillar & Corp Obj	CSC Indicator no.							30-Sep-13	31-Dec-13	31-Mar-14	30-Jun-14	
SFA5 A Well Run City		Corporate Services	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	% of annual risk register updates completed	Departmental achievement as at 30 June 2013	Approved Business Plan	100% (100 registers)	50% (50 registers)	100% (100 registers)	100% (100 registers)	100% (100 registers)	Ludwig Geldenhuis
				% of risk register monitor and review sessions completed	Departmental achievement as at 30 June 2013	Approved Business Plan	100% (200 risk registers)	n/a	n/a	100% (100 registers)	100% (100 registers)	
				Number of signed-off risk registers returned	Departmental achievement as at 30 June 2013	Approved Business Plan	300	50	50	100	100	
				% adherence to EE target (composite Indicator)	Departmental achievement as at 30 June 2013	5.2(b)	100%	100%	100%	100%	100%	
				% adherence to Employee Utilisation target (composite Indicator)	Departmental achievement as at 30 June 2013		100%	100%	100%	100%	100%	
				% adherence to Employee Talent target (composite indicator)	Departmental achievement as at 30 June 2013		100%	100%	100%	100%	100%	

INTERGRATED RISK MANAGEMENT 2013-2014 SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN												
Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2012/ 2013	Program name/ Statutory or Strategic Plan	Annual Target 30 June 2013	Targets				Responsible Person
Pillar & Corp Obj	CSC Indicator no.							30-Sep-13	31-Dec-13	31-Mar-14	30-Jun-14	
SFA5 A Well Run City		Finance	Objective 5.3 Ensure financial prudence with clean audit by the Auditor General	% of Operating Budget spent	Departmental achievement as at 30 June 2013		95%	24%	48%	75%	95%	Ludwig Geldenhuy
				% of assets verified	Departmental achievement as at 30 June 2013	5.3(a)	100%	25%	50%	75%	100%	
		Internal Audit		% Internal Audit findings resolved	Departmental achievement as at 30 June 2013	Approved Business Plan	70%	70%	70%	70%	70%	

SIGNED BY THE DIRECTOR:  DATE: 7/6/2013

SIGNED BY THE EXECUTIVE DIRECTOR:  DATE: 07/6/2013

DEPARTMENT: INTERNAL AUDIT

**DEPARTMENTAL BUSINESS PLAN
2013/2014**

**DIRECTOR: ZULPHA ABRAMS
CONTACT PERSON: RIAAN VOSLOO**

1. EXECUTIVE SUMMARY

Internal Audit's mission is to provide independent, objective assurance and consulting services designed to add value and improve the organisation's operations. It helps the organisation accomplish its objectives by bringing about a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

2.1 Purpose

Internal Audit's vision is to assist the City to become known for its effective and equitable service delivery and to distinguish itself as a well governed and efficiently run administration which would contribute to the achievement of the goals and objectives of the Integrated Development Plan.

Internal audit will adhere to the International Standards for the Professional Practice of Internal Auditing and benchmark with leading practice. This will enable us to be acknowledged by the City as a business partner and trusted advisor, recognised as a driving force behind a culture of corporate governance, accountability, compliance, and execution

The primary objective and scope of work of Internal Audit is to provide assurance that the City's risk management, control, and governance processes, as designed and represented by management, are adequate and functioning in a manner to ensure:

- (a) Risks are appropriately identified and managed.
- (b) Interaction with the various governance groups occurs as needed.
- (c) Significant financial, managerial, and operating information is accurate, reliable, and timely.
- (d) Employee's actions are in compliance with policies, standards, procedures, and applicable laws and regulations.
- (e) Resources are acquired economically, used efficiently and effectively and adequately protected.
- (f) Programs, plans, and objectives are achieved.
- (g) Safeguarding of assets and, as appropriate, the existence of such assets.
- (h) Quality and continuous improvement are fostered in the City's control process and control frameworks.
- (i) Significant legislative or regulatory issues impacting the City are recognised and addressed adequately and timeously.

Opportunities for improving management control, service delivery, sustainability, and the City's image may be identified during audits and are communicated to the appropriate level of management.

2.2 Mandate

Section 165 of the Municipal Finance Management Act No 56 of 2003 (MFMA) requires that each municipality has an internal audit unit.

The purpose, authority, and responsibility of Internal Audit is defined in the Internal Audit Charter, in accordance with the requirements of the MFMA, the King Report on Governance for South Africa 2009 (King III), the Institute of Internal Auditors' (IIA's) International Standards for the Professional Practice of Internal Auditing (Standards) and the National Treasury Internal Audit Framework.

2.3 Customers

CUSTOMERS	SERVICES PROVIDED BY INTERNAL AUDIT
Senior Management	• Financial Auditing • Information System Auditing • Risk Management Auditing • Sustainability Auditing • Audit of predetermined objectives • Governance Auditing • Performance Auditing (value for money)

3. LEGISLATIVE IMPERATIVES: (if applicable)

Section 165 of the MFMA prescribes that an internal audit unit must:

- (a) prepare a risk-based audit plan and an internal audit program for each financial year;
- (b) advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to-
 - (i) internal audit;
 - (ii) internal controls;
 - (iii) accounting procedures and practices;
 - (iv) risk and risk management;
 - (v) performance management;
 - (vi) loss control; and
- (vii) compliance with the MFMA, the Annual Division of Revenue Act and any other applicable legislation; and
- (c) perform such duties as may be assigned to it by the accounting officer.

S62(1)(c)(ii) of the MFMA also states that the accounting officer of a municipality must ensure that the municipality has and maintains effective, efficient and transparent systems of internal audit operating in accordance with any prescribed norms and standards.

The Directorate: Internal Audit operates in terms of and is governed by the International Standards for the Professional Practice of Internal Auditing as defined by the Institute of Internal Auditors (IIA), an international professional body.

4. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN (key stakeholders of the plan)

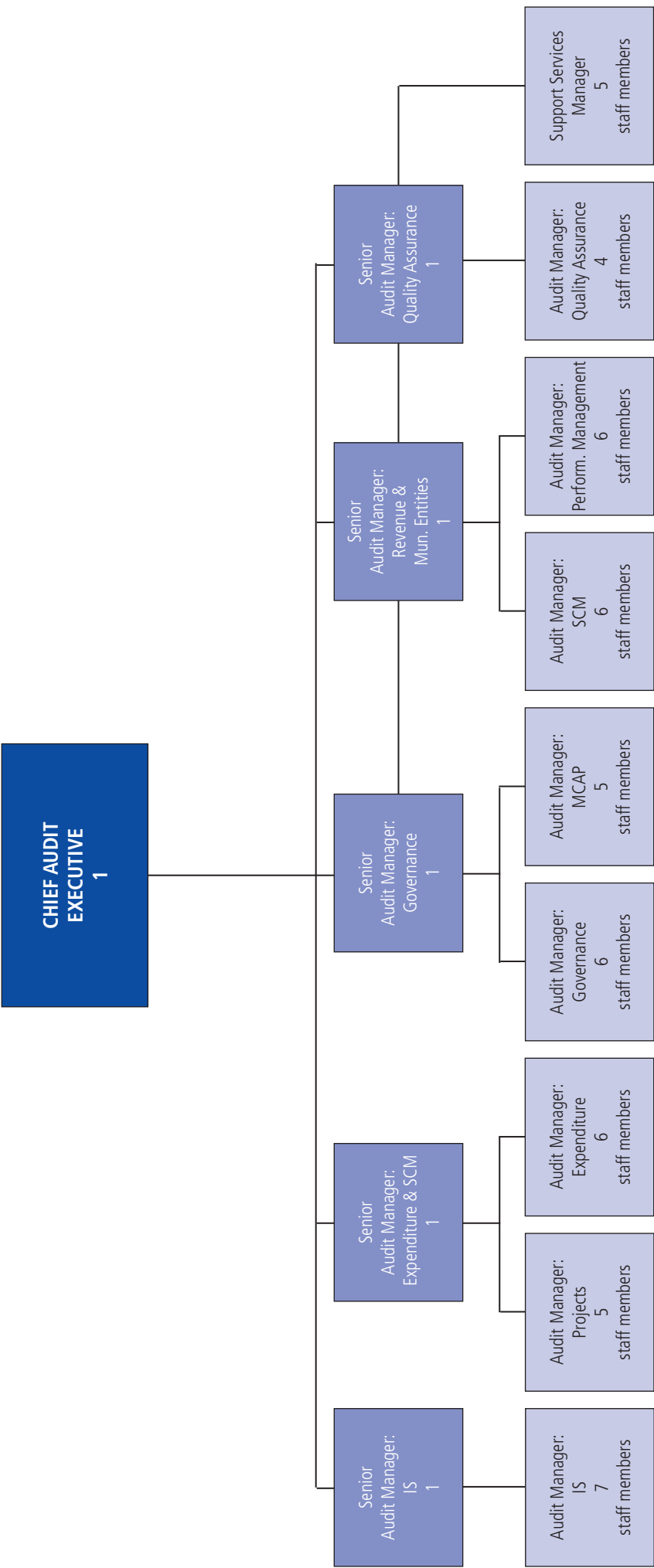
PARTNERS/ STAKEHOLDERS	ROLES AND RESPONSIBILITIES
Political (a) Executive Mayor (b) Council (c) Mayoral Committee (MayCo)	Provide governance oversight, including aspects such as the appointment and reporting of the audit committee
Governance (a) Audit Committee (b) The Municipal Public Accounts Committee (MPAC) (c) Civilian Oversight Committee (CIVOC)	a) The Audit Committee is an independent advisory body to the municipal Council, political office bearers, the Accounting Officer and the management and staff of the municipality on, inter alia, matters relating to governance, risk management, internal control, compliance with laws and regulations, performance management, internal audit, external audit, combined assurance, accounting policies, as well as the adequacy, reliability and accuracy of financial reporting and information. b) The Municipal Public Accounts Committee (MPAC), ensures that the City's oversight report, as envisaged in section 129 of the MFMA, is prepared for adoption by Council, and investigates and advises Council in respect of unauthorised, irregular or fruitless and wasteful expenditure in terms of section 32(2) of the MFMA. The committee is currently assisted by internal audit to enable it to effectively exercise its oversight responsibility in terms of its Charter. c) The Civilian Oversight Committee (CIVOC) ensures civilian oversight of the municipal (metro) police service. Internal Audit reviews the committee's reports, as one its sources, in identifying high risk areas for consideration in annual internal audit plan.
Executive Management (a) City Manager (b) Executive Directors	Responsible for establishing, maintaining and ensuring proper governance, risk management and internal control processes. Responsibilities include providing Internal Audit with information, documentation and support as requested during internal audits, as well as implementing corrective actions to address Internal Audit findings.
Other Assurance Providers (a) Auditor General (b) Integrated Risk Management (c) Forensics (d) Legal Services (e) Occupational Health and Safety (f) Environmental Resource Management (g) City Ombudsman	Provide assurance to City stakeholders on a range of issues within the City. A combined assurance model is applied to provide a co-ordinated approach to all assurance activities, thereby ensuring proper coverage and minimising duplication of efforts.

5. RESOURCES (Financial and Staff)

CAPEX – R 121 444

OPEX – not available yet

STAFF COMPLEMENT as per Organogram: 56



6. BACKLOGS AND RESOURCE CONSTRAINTS (if applicable)

Limited resources to ensure adequate coverage of high risk areas, including

- (a) Information Systems
- (b) Audit of Predetermined Objectives
- (c) Performance audit (value for money)
- (d) Consulting
- (e) Continuous Audit

7 ASSUMPTIONS AND RISKS

7.1 Assumptions

Plans are based on:

- (a) Mandate aligned to requirements of applicable legislation, policies, standards and frameworks
- (b) The availability of budgeted internal audit resources
- (c) The City's risk profile
- (d) Client Availability

7.2 Risk Assessment

Management, with the assistance of the Integrated Risk Management (IRM) Department, has applied their minds and due care has been 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 are 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.

8. STRATEGIC ALIGNMENT TO THE IDP

8.1 Strategic Focus Area 5: A Well-Run City.

Internal Audit contributes to Strategic Focus Area 5 "A Well-Run City" and is specially aligned to Objective 5.1 "Ensure a transparent and corruption-free government".

8.2 LINK TO PROGRAMMES

Internal Audit is linked to Programme 5.1(a): Transparent Government (Oversight) Programme.

In line with the MFMA and King III, Internal Audit is a key element of governance in the City. Its responsibilities include evaluating and recommending improvements to governance, risk management and control processes. Internal Audit also assists the Audit Committee and MPAC (SCOPA) to enable these committees to effectively exercise its oversight responsibilities in terms of its charters.

Internal Audit achieves its objectives through:

- (a) Risk-Based Strategic and Operational Audit Plans, to ensure alignment with the City's strategy and most pertinent risks.
- (b) Quality Assurance and Improvement Programme to ensure the quality and improvement of internal audit processes, systems, products and services.

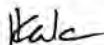
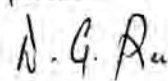
- (c) Combined Assurance Framework to ensure a co-ordinated approach to all assurance activities and optimal assurance to senior management, the Audit Committee and Council.
- (d) Continuous Audit Strategy to enable line management to obtain on-going assurance regarding the accuracy and validity of large volumes of data flowing through their systems, through the isolation and containment of control failures on a timely basis.
- (e) Control Self-Assessments (CSA) to empower line management with a process to participate in a structured manner for the purpose of identifying risk exposures of selected activities, assessing the control processes that mitigate or manage those risks, as well as identifying and developing action plans to reduce risks to acceptable levels.
- (f) Communication Strategy and Plan to build and maintain its stakeholder relations.
- (g) Staff performance, training and development strategy and plans to ensure the appointment, development and retention of the right skills.

9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

Attached as Annexure "B"

10. AUTHORISATION

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

	NAME	SIGNATURE	DATE
Chief Audit Executive	Kulsum Kalam (acting)		7/6/13
ED: Compliance & Auxiliary Services	Gerhard Ras		10/6/2013

11. APPENDICES:

Annexure "A" - Internal Audit Risk Register

Annexure "B" - Objectives and Indicators of the Departmental Service Delivery and Budget Implementation Plan (SDBIP)

INTERNAL AUDIT- 2013/2014 - SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN													
Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2011/ 2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2013	Targets				Responsible person
Pillar & Corp Obj	CSC Indicator no.	30 Sept 2013							31 Dec 2013	31 Mar 2014	30 June 2014		
SFA 1 The Opportunity City	1B	Finance	Objective 1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	% spend of Capital Budget	99%	1.2 (b)	91%	10%	20%	60%	91%	Zulpha Abrams	
	1E	Office Of The Deputy City Manager		% spend on repairs and maintenance	New		100%	22%	46%	70%	100%	Zulpha Abrams	
	1J	Corporate Services		Number of Expanded Public Works programmes (EPWP) opportunities created	New	1.2 (d)	N/A	N/A	N/A	N/A	N/A	N/A	
	1N (a)	Corporate Services	Objective 1.6 Maximise the use of available funding and programmes for training and skills development	Number of external trainee and bursary opportunities (excluding apprentices)	New	1.6 (a)	2	Nil	2	Nil	Nil	Zulpha Abrams	
	1N (b)			Number of apprentices	New		N/A	N/A	N/A	N/A	N/A	N/A	Zulpha Abrams
SFA 4 An Inclusive City	4A	Office Of The Deputy City Manager	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	% adherence to Citywide service standard based on all external notifications	Nil	4.1 (a)	N/A	N/A	N/A	N/A	N/A	Zulpha Abrams	
SFA 5 A Well Run City			Objective 5.1 Ensure a transparent and corruption-free government	% audit engagements completed of the approved audit plan	84%	5.1(a) Ensure a transparent and work towards a corruption-free government	90%	10%	30%	60%	90%	Zulpha Abrams	
		Achieve the highest rating quality assessment based on the International Institute of Internal Auditors.		Nil	Generally Conformed rating		N/A	N/A	N/A	Generally Conformed rating	Zulpha Abrams		

INTERNAL AUDIT- 2013/2014 - SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN												
Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2011/ 2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2013	Targets				Responsible person
Pillar & Corp Obj	CSC Indicator no.							30 Sept 2013	31 Dec 2013	31 Mar 2014	30 June 2014	
SFA 5 A Well Run City				Internal Audit likert scale Audit Committee and MPAC satisfaction score	New		A score of 3+ on a likert scale of 1-5	A score of 3+ on a likert scale of 1-5	A score of 3+ on a likert scale of 1-5	A score of 3+ on a likert scale of 1-5	A score of 3+ on a likert scale of 1-5	Zulpha Abrams
				Internal Audit likert scale customer satisfaction score	New		A score of 3+ on a likert scale of 1-5	A score of 3+ on a likert scale of 1-5	A score of 3+ on a likert scale of 1-5	A score of 3+ on a likert scale of 1-5	A score of 3+ on a likert scale of 1-5	Zulpha Abrams
				Internal Audit likert scale client account management score	Nil	5.1(a) Ensure a transparent and work towards a corruption-free government	A score of 3+ on a likert scale of 1-5 (measured Bi-Annually - Q2 and Q4)	N/A	A score of 3+ on a likert scale of 1-5	n/a	A score of 3+ on a likert scale of 1-5	Zulpha Abrams
				Approved risk based audit plan.	An approved Audit plan on 20 June 2012		14/15 Audit Plan finalised and approved by Audit Committee on 30 June 2014	N/A	N/A	N/A	N/A	Zulpha Abrams
				% Management agreement with actions to address audit findings	80%		80%	80%	80%	80%	80%	Zulpha Abrams
				Monitoring of resolutions of audit findings as per follow-up audits performed	Reports to EMT and Audit Committee		Report to Accounting Officer and Audit Committee	Report to Accounting Officer and Audit Committee	Report to Accounting Officer and Audit Committee	Report to Accounting Officer and Audit Committee	Report to Accounting Officer and Audit Committee	Report to Accounting Officer and Audit Committee

INTERNAL AUDIT- 2013/2014 - SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN													
Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2011/ 2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2013	Targets				Responsible person
Pillar & Corp Obj	CSC Indicator no.	30 Sept 2013							31 Dec 2013	31 Mar 2014	30 June 2014		
SFA 5 A Well Run City	-	Corporate Services	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	% adherence to EE target (composite Indicator)	100%	5.2(b)	100%	100%	100%	100%	100%	Zulpha Abrams	
	-			% adherence to Employee Utilisation target (composite Indicator)	New		100%	100%	100%	100%	Zulpha Abrams		
	-			% adherence to employee talent target (composite indicator)	New		100%	100%	100%	100%	Zulpha Abrams		
	-	Finance	Objective 5.3 Ensure financial prudence with clean audit by the Auditor General	% of Operating Budget spent	77%	5.3(a)	95%	24%	50%	74%	95%	Zulpha Abrams	
	-			% of assets verified	100%		100% asset list verified	50% inventory list verified	100% inventory list verified	60% asset register verified	100% asset register verified	Zulpha Abrams	

SIGNED BY THE DIRECTOR:



DATE:

7/6/13

SIGNED BY THE EXECUTIVE DIRECTOR:



DATE:

10/6/13

DEPARTMENT: LEGAL SERVICES

**DEPARTMENTAL BUSINESS PLAN
2013/2014**

**DIRECTOR: LUNGELO MBANDAZAYO
CONTACT PERSON: A PARKER**

1. EXECUTIVE SUMMARY

The Legal Services Department is an in-house service providing legal assistance through its seven functional Units to the City of Cape Town's frontline service delivering Departments, as well as its corporate nerve centre. This assistance is rendered with the aim of enabling Council to deliver on its Constitutional Mandate. In addition, the Department also ensures compliance to all legislative requirements of Council and in doing so, manages and limits the legal risks of the City of Cape Town.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

2.1 Vision:

To be recognised as an excellent service provider and a leader in reshaping the Legal Support environment within the local government sphere.

2.2 Overarching aims, objectives and core functions of the Department

The primary purpose for the existence of the Department is to provide effective and efficient legal services to Council to enable it (i.e. the Council) to deliver on its Constitutional Mandate. The objective of the Department is to ensure compliance with all legislative requirements of Council and as such manage and limit the legal risks of the City of Cape Town. The core functions of the Department can be broken down as follows:

PROACTIVE FUNCTION	REACTIVE FUNCTION	SUPPORT
• Analysis of new legislation (i.e. all research is included here), • Review and drafting of by-laws and delegations, • Stakeholder Management • Internal Quality Reviews (e.g. check the quality of legal documents before it gets distributed) • Continuous Monitoring / Analysis of Statistics with the aim of service improvement and proactive intervention • Influence change in policies and procedures as per handed down judgments or changes to current legislation, • Ensuring adherence of the Municipal Code (Applicable By-Laws) • Legal strategic advice.	• This category of activities is the most time-consuming and forms the bulk of the activities of the Department: Legal Services. • Litigation (instituted by or against the City), • Legal advice rendered, • Strategic Legal advice rendered, • Drafting and scrutinising of legal agreements and reports, • Ensure Legal Compliance of all council reports (with applicable legislation and processes) • Legal mediation (requests from customers), • Legal requirements by the public (e.g. access to information which Council is obliged to provide), • Managing of Municipal Courts and Prosecutions, • Managing of section 62 Appeal process. • Verbal legal advice in Council and MAYCO meetings. • Centralised management of all outsourced legal professional services.	• Access to legal resources (Admin / Libraries/ statutory documents), • Meeting Support, • Internal Directorate Support • Legal Services Budget Management (specifically Legal Fees)

2.3 Brief description of the Department's direction and intention

The Legal Services Department provides a specialist legal support service to:

- the Council and its Committees
- the Executive Mayor and the Mayoral Committee
- the City Manager
- the Deputy City Manager
- the Executive Directors
- the Administration

The Department ensures that the legal risk to which the City of Cape Town is exposed to on a daily basis is minimised and in doing so aligns with its strategic intent of promoting good governance and thereby ensuring a well run city.

2.4 Expectations

All the customers / stakeholders expect the Legal Services Department to provide a professional, reliable and responsive service and therefore the Department has placed a premium on feedback from these customers / stakeholders by completing bi-annual customer satisfaction surveys.

2.5 Legal and intergovernmental imperatives impacting on the plan

The Legal Services Department does not have any specific legal or intergovernmental imperatives impacting on it, as the legal aspect is dealt with as part of the normal environment within which it operates. The Municipal Courts unit does however have an important linkage with the Department of Justice and Constitutional Development and the Directorate of Public Prosecutions. The relationship with these national bodies is absolutely crucial for the effective and efficient operation of the various Municipal Courts located within the jurisdiction of the City of Cape Town.

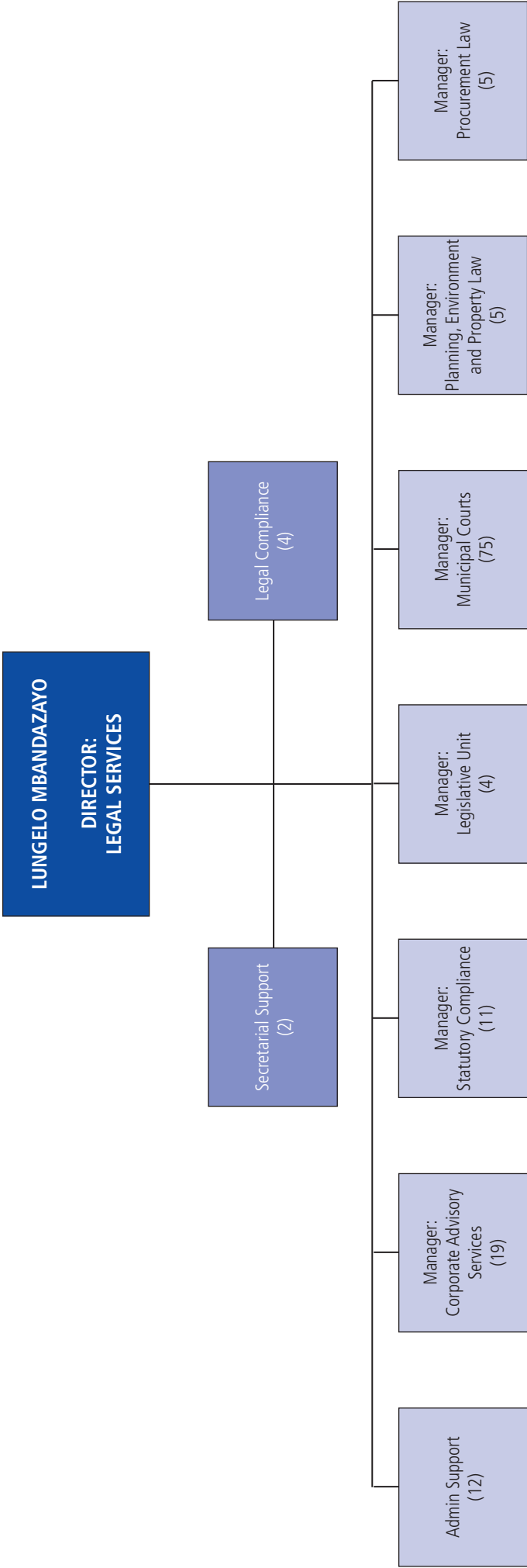
This relationship is an ongoing one which requires constant interaction and development as Municipal Courts are essentially Magistrates Courts which are guided by the same rules and principles applicable to Magistrates Courts. The Municipal Courts are also dependant on the Department of Justice and Constitutional Development for the provision of presiding officers at the various Municipal Courts.

3. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN (KEY STAKEHOLDERS OF THE PLAN)

STAKEHOLDERS	ROLES AND RESPONSIBILITIES
Department of Justice and Constitutional Development South African Police Services Directorate of Public Prosecutions	• Provide effective administrative support service in line with prescribed procedures and guidelines pertaining to the Municipal Courts managed by the Department • Collaboration with the City of Cape Town to ensure effective law enforcement • Provide effective prosecutorial service in line with the guidelines prescribed by the National Prosecutorial Authority pertaining to the Municipal Courts managed by the Department • Provide training, guidelines and educational material in respect of the Promotion of Administrative Justice Act, 3 of 2000 (PAJA)
South African Human Rights Commission & The Open Democracy Advice Centre	• Monitor the City of Cape Town's compliance with PAIA, as they are responsible for the enforcement of the said Act • Provide training on PAIA • Conduct Public education and awareness campaigns on PAIA • Collaboration with the Open Democracy Advice Centre in rating compliance in Public Institutions /Reward top performers with Golden Key Awards/provide feedback on analysis to public bodies; as well as provide training and guidelines to the implementation of PAIA; to provide legal advice to the City of Cape Town on PAIA matters • Receive Section 32 Reports from the City of Cape Town upon request • Submit its Annual Report to National Parliament, including reporting on the City of Cape Town's compliance with PAIA • Collaborate with the City of Cape Town in the following areas; • Sharing of relevant legal resources, legal opinions, Court judgments and court orders • Sharing of relevant expertise and information

INTERNAL CUSTOMERS ROLES AND RESPONSIBILITIES	
All the Executive Directorates within the City Of Cape Town	• Utilise the services of the Department as per the Service Mandate • Provide accurate and timeous information to the Department • Co-operate with the Deputy Information Officers by providing access to records upon request • Preserve and retain all records in accordance with the prescripts and guidelines of the South African National Archive as well as its approved procedures (for example, to suspend any disposal of records upon the request of the Deputy Information Officers, where such records is subject to an Access to Information Request) • Not to undermine the key strategic and operational role of the Department • Adhere to the System of Council Delegations of the City Of Cape Town • Uphold and promote the constitutional values of transparency and accountability throughout their business processes
The City Manager	In addition: to fulfill the obligation as Information Officer in terms of section 17 of the Promotion of Access to Information Act, 2 of 2000: • Designate Deputy Information Officers in order to make the City accessible • Exercise direction and control over every Deputy Information Officer (DIO) • Delegate powers or duties to a Deputy Information Officer • Exercise the Information Officer powers or duties himself/herself at any time • Oversee the Section 62 appeals and resolving disputes, objections, complaints and queries in terms of the Supply Chain Management policy • Ensure the effective implementation of the combating of abuse of Supply Management System
Political Structures of Council (inclusive of all Portfolio Committees, MAYCO, Council, etc.)	• Define their legal requirements clearly • Respect the legislative framework within which Council operates • Respect the key strategic and operational role of the Department as well as its Service Mandate
INTERNAL CUSTOMERS ROLES AND RESPONSIBILITIES	
Office of the Speaker	• Decide on Access to Information Appeals
Office of the Executive Mayor	• Legal Advice to Executive Mayor • Ensure all reports submitted for decision are legally compliant
EXTERNAL CUSTOMERS ROLES AND RESPONSIBILITIES	
Members of Public	• Provide appropriate information/ make representations as and when required

4. ORGANOGRAM: Staff complement = 138



Notes: Each block indicates the number of permanent staff employed in that particular branch (including the branch head)

5. RESOURCES (Note: All financial information are provisional and subject to the following: * Consideration by Mayco and Council in March 2013;
* Final approval by Mayco and Council in May 2013)

DRAFT 2013-2014 CAPEX			
Department	Plan	Additional	Proposed 2013/2014
Legal Services	435 000	0	435 000

DRAFT 2013-2014 CAPEX			
Department	Plan	Additional	Proposed 2013/2014
Legal Services	88 774 464	0	88 774 464

6. AREAS OF BUSINESS IMPROVEMENT

6.1 Resource Constraints

The Municipal Courts Section operates within a highly complex legal system where the actions/activities of the line departments impact on the Municipal Courts. The various law enforcement agencies of the City of Cape Town such as Traffic Services and the Law Enforcement Division as well as the by-law contravention staff of the various line departments, impact on the Municipal Courts when they appoint more staff to enforce the law / by-laws. This results in an increase in the number of cases placed before the various Municipal Courts. Very often line departments will make resources available to issue more fines etc. but the knock-on effect is not anticipated, i.e. the impact on the court rolls of the Municipal Courts, resulting in backlogs.

The Process Office which is situated within Municipal Courts is responsible for producing section 54 summonses (this summons is produced where a person has contravened a City by-law. The prosecutor will vet the docket and approve for prosecutions which will result in a summons being served on the Accused).

6.1 Areas desirous to improve Business

Areas of Business Improvement	Relevant Action Plans
Address staff shortage in municipal courts – administrative and prosecutorial	Appoint of additional staff
Utilisation of the by-law contravention system in the process office which is responsible for producing summonses	Enhance by-law contravention system
Address process flow of documents/dockets received within the process office	Enter into Service Level Agreements with all line departments submitting their matters for court

7. ASSUMPTIONS AND RISKS

7.1 Assumptions

The environment within which the Department operates is dynamic, and therefore Managers are required to routinely monitor and review the status of the risks to determine whether mitigating actions are required.

7.2 Risk Assessment

Management, with the assistance of the Integrated Risk Management 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. ALIGNMENT TO THE IDP

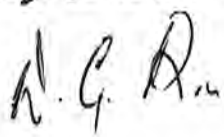
Strategic Focus Area	Departmental Output
SFA 5 –Well-Run City	Though internally focused, the support rendered by the department, through the provision of legal advice, litigation support and the legal compliance of reports is done in order to ensure a transparent and corruption-free government.
SFA 2 – Safe City	In addition, the Municipal Courts play vital role in SFA 2 as it provides the platform for the prosecution of traffic offences and by-law contraventions.

9. OBJECTIVES AND INDICATORS OF STRATEGY / OPERATIONAL PLAN

The Legal Services Department have completed an SDBIP which is accordingly attached hereto.

10. AUTHORISATION

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

	NAME	SIGNATURE	DATE
Director	Lungelo Mbandazayo		7/06/2013
Executive Director : Compliance and Auxillary Services	Gerhard Ras		10/6/13

11. APPENDICES:

Appendix 1: Legal Services Department SDBIP for the 2013/2014 financial year.

LEGAL SERVICES - SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN - 2013/2014												
Pillar & Corp Obj No. Directorate Obj	CSC Indicator No	Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2012/ 2013	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
								30 Sept 2013	31 Dec 2013	31 Mar 2014	30 June 2014	
SFA 1 The Opportunity City	1B	Finance	Objective 1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	% spend of Capital Budget	99%	1.2 (b)	91%	15%	25%	55%	91%	Lungelo Mbandazayo
	1E			% spend on repairs and maintenance	New Indicator		100%	22%	46%	70%	100%	Lungelo Mbandazayo
	1F	Office Of The Deputy City Manager	Number of Expanded Public Works programmes (EPWP) opportunities created	Not applicable to this department	1.2 (d)	N/A	N/A	N/A	N/A	N/A	Lungelo Mbandazayo	
	1H (a)	Corporate Services	Objective 1.6 Maximise the use of available funding and programmes for training and skills development	Number of external trainee and bursary opportunities (excluding apprentices)	Not applicable to this department	1.6 (a)	N/A	N/A	N/A	N/A	N/A	Lungelo Mbandazayo
1H (b)	Number of apprentices			N/A	N/A		N/A	N/A	N/A	Lungelo Mbandazayo		
SFA 4 An Inclusive City	4A		Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	% adherence to Citywide service standard based on all external notifications	Not applicable to this department	4.1 (a)	N/A	N/A	N/A	N/A	N/A	Lungelo Mbandazayo
	–		Objective 5.1 Ensure a transparent and corrupt free government	Number of High Court reports to Audit Committee	4	Refer to Business Plan	4	1	1	1	1	Lungelo Mbandazayo
	–		Objective 5.1 Ensure a transparent and corrupt free government	Number of High Court and Municipal Court reports to Executive Mayor	4	Refer to Business Plan	4	1	1	1	1	Lungelo Mbandazayo
	–		Objective 5.2 Establish an efficient and productive department that prioritizes delivery	A Likert Scale score of 3 or more by the various Customers on the satisfaction of the services rendered by the Legal Services Department	4	Refer to Business Plan	≥3	N/A	≥3	N/A	≥3	Lungelo Mbandazayo

LEGAL SERVICES - SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN - 2013/2014												
Pillar & Corp Obj No. Directorate Obj	CSC Indicator No	Link to Lead Directorate	Department Objective	Indicator	Baseline 2011/ 2012	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
								30 Sept 2013	31 Dec 2013	31 Mar 2014	30 June 2014	
	—	Corporate Services	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	%adherence to EE target (composite Indicator)	New Indicator	5.2(b)	100%	100%	100%	100%	Lungelo Mbandazayo	
	—			% adherence to Employee Utilisation target (composite Indicator)	New Indicator	5.2(b)	100%	100%	100%	100%	Lungelo Mbandazayo	
	—			% adherence to Employee Talent target (composite indicator)	New Indicator	5.2(b)	100%	100%	100%	100%	Lungelo Mbandazayo	
	—	Finance	Objective 5.3 Ensure financial prudence with clean audit by the Auditor General	% of Operating Budget spent (excludes legal fees component of budget)	83%		95%	10%	30%	60%	95%	Lungelo Mbandazayo
	—			% of assets verified	95%	5.3(a)	100% *	25%	50%	75%	100%	Lungelo Mbandazayo
	—	Office Of The Deputy City Manager		% Internal Audit findings resolved	New Indicator	5.1(a)	70%	70%	70%	70%	70%	Lungelo Mbandazayo

SIGNED BY THE DIRECTOR:



DATE:

7/06/2013

SIGNED BY THE EXECUTIVE DIRECTOR:



DATE:

10/6/13

DEPARTMENT: OMBUDSMAN

**DEPARTMENTAL BUSINESS PLAN
2013/2014**

**DIRECTOR: MM BABA
CONTACT PERSON: H COUTINHO/ M MGOGOSHE**

1. EXECUTIVE SUMMARY

The Ombudsman's office investigates and facilitates the resolution of public complaints.

The Office renders an independent, impartial, unbiased, non-prejudicial and apolitical ombudsing service, which mainly entails alternative dispute resolution, alongside advocacy, relationship management and communication.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

2.1 Purpose

Vision: The vision of the Office is to ensure the protection of the values, needs and rights of all beneficiaries against injustice or mal-administrative action.

Mission: The mission of the Office is to ensure that complaints against the administration are effectively and efficiently addressed to ensure the observance of human rights within the City, as enshrined in the Constitution.

2.2 Overarching aims, objectives and core functions of the Department

The City Ombudsman is an impartial / neutral office that investigates and facilitates the resolution of complaints lodged by the residents of Cape Town about alleged:

– maladministration, injustice, poor service by the administration.

The Ombudsman is not an entry point for complaints, but should be approached as a last resort.

The Ombudsman can institute, with the parties' consent, informal mediation or other facilitative processes aimed at addressing a complaint. After having completed an investigation or mediation or other form of facilitation, the Ombudsman can recommend corrective action to the relevant Executive Director.

The department's aim is to seek and promote good governance.

The role of the Ombudsman is in compliance with the Consumer Protection Act and designed to strengthen constitutional democracy that ensures fairness, openness, accountability and propriety within the City Administration.

The Ombudsman also strengthens the effectiveness of the Public Protector and other Chapter 9 institutions.

2.3 Brief description of the Department's direction and intention

The office of the City Ombudsman offers an alternative conflict resolution service by undertaking independent investigations into complaints against the City Administration.

The intention of the office is to facilitate amicable resolutions between the City and the various stakeholders.

2.4 Expectations

An increased public demand for improved service delivery from government, along with expectations based on government's promise of **Batho Pele** – in general terms, service delivery that is customer-focused and responsive to the needs of the residents of Cape Town.

It is typically expected of the department to render an unbiased and professional Ombudsman service, to recommend a workable solution and to reconcile, as far as possible, the opposing sides, with a view to ensuring that in the end the aggrieved party has been provided with a fair service (regardless of whether a complaint is found to be justified, or not).

2.5 Legislative Imperatives:

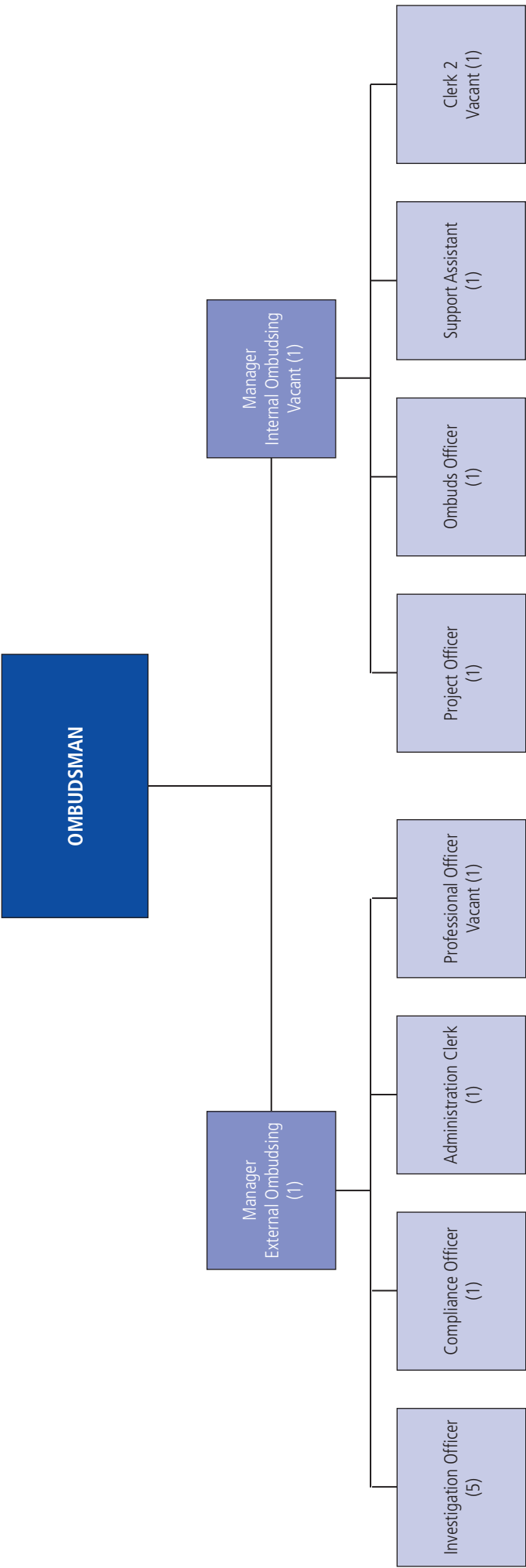
Several legal imperatives impact on the operational parameters of the department in varying degrees. Broadly, all legislation (national, provincial and local) relating or applicable to local government; including the following acts (including amendment acts, rules and regulations), and other legal imperatives:

- The Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996)
- Consumer Protection Act 68 of 2008
- Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998)
- Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)
- Promotion of Administrative Justice Act, (Act No. 3 of 2000)
- Promotion of Access to Information Act (Act No. 2 of 2000)
- Protected Disclosures Act, 2000 (Act No. 26 of 2000)
- Promotion of Equality and Prevention of Unfair Discrimination Act (Act No. 4 of 2000)
- Public Protector Act, 1994 (Act No. 23 of 1994)
- Municipal Finance Management Act, 2003 (Act No. 56 of 2003)
- Batho Pele Principles
- System of Delegations approved by Council vis-à-vis Powers, Duties and Functions
- International Code of Ethics and Standards of Practice for the Ombudsman profession

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

PARTNERS / STAKEHOLDERS	ROLES AND RESPONSIBILITIES
Politicians: • Mayor, Mayco and City Councillors	• High-level policy determination • Monitoring • Referral of relevant complaints to Ombudsman for investigation / dispute resolution
Administration: • City Manager • Top Management • Departmental Officials	• Cooperation in cases that require investigation, informal mediation, conciliation and/or facilitation in order to move towards resolution • Cooperates with, responds to and acts on feedback from the Ombudsman, proactive engaging with departments – e.g. trends in complaints, areas which may require a change in policy / procedure / system / practice, in order to reduce or eliminate recurring problems and ensure continuous improvement – in relation to the relevant portfolio: • Community Services • Transport, Roads and Stormwater • Corporate Services • Safety and Security • Economic, Environment and Spatial Planning • Social and Early Childhood Development • Utility Services • Finance • City Health • Human settlement • Tourism, Events and Marketing
People of Cape Town: • Members of the Public and Staff, who make use of the City's services, incl. special interest groups & organised civil society	• Lodging complaints with the Ombudsman, e.g. when in their view the City administration has not acted properly or fairly or has provided a poor service, or when management/staff has infringed upon his/her right to fair administrative procedures within the organisation • Acts as a source for identifying conflict by proactive involvement by this Office within the community • Cooperates in cases which require investigation, informal mediation, conciliation and/or facilitation in order to move towards resolution
National Institutions: • Local, Provincial & National Government • Chapter 9 Institutions	• Cooperative governance • Supportive roles – entrenching democracy • Interaction and cooperation with local ombudsman professionals (e.g. eThekweni, Breede Valley, Military Ombudsman)
International Ombudsman Community: • International Ombudsman Institutions / Associations	• Benchmarking international best practice • Interaction with other ombudsman professionals: sharing experiences, knowledge and skills to ensure continuous professional development, growth and improvement

4. **ORGANOGRAM:** Current staff complement = 12



5. **RESOURCES** (Financial)

2013/14 Capital Budget: R152 868
2013/14 Operating Budget: R7 607 584

6.1 RESOURCE CONSTRAINTS

- Scarcity of skills in Ombudsing field within Local Government
- Insufficient training programmes locally on offer for the profession
- Various financial and human constraints hampering optimal functioning of the office

6.2 Areas of Business Improvement

AREAS OF BUSINESS IMPROVEMENT	RELEVANT ACTION PLANS
Complaints System Enhancements (Phased Approach) Functional specification • Changes to functionality on the system • Additional Reports • Resolved/ Findings/ Open – Graphical View • Open/ Closed cases per Investigating Officer • Type of complaint linked to Directorate • Complaints older than 90 days, 180 days, 360 days on the system	• Holistic review of system with IS&T • Enhanced reporting to assist management and add value to the department and organisation. • The system and reporting is being adapted to provide better statistical reports that are able to elicit particular trends.
By-Law	• Consultation with the ED and management • Gain input and buy-in from Council

7. ASSUMPTIONS AND RISKS

7.1 Assumptions

- Awareness and recognition of Ombudsman's role (public profile of Ombudsman)
- Authority (governance arrangements, perceived authority, empowerment and identification of the Ombudsman's role in the administrative justice environment)
- Accessibility to all who need to make use of the service (regardless of geographical location, socio-economic background, ethnic origin, gender, special needs, etc)
- Inter-departmental cooperation and responsiveness
- Perceived independence and impartiality
- Effective complaints management
- Adherence to the ethical principles that underlie the practice of the Ombudsman profession
- Resource optimisation (capacity to respond to our customers' needs, extending our influence with others to help improve service delivery)

7.2 Risk Assessment

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 utilized as a management tool and are discussed on a six monthly basis with the Executive Director and the Mayoral Committee Member to assess current status, changing risk profiles and any new interventions required.

8. ALIGNMENT TO THE IDP

8.1 The Ombudsman's strategy plans for 2012/ 2013 are aligned to the following pillars of the IDP:

STRATEGIC FOCUS AREA (SFA)	DIRECTORATE OBJECTIVE	DEPARTMENTAL OUTPUT
SFA 4 – An Inclusive City	Ensure responsiveness by creating an environment where citizens can communicate and be responded to	Awareness and Information Initiatives Newsletter
SFA 5 – A Well-Run City	Establish an efficient and productive administration that prioritises delivery	Cases resolved per quarter Annual Survey
	Ensure financial prudence with unqualified audits by the Auditor General	Operating Budget spent Assets verified Internal Audit findings resolved (If any)

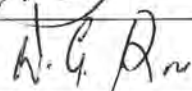
This strategy provides for a more customer-focused and responsive service culture to improve community satisfaction, serves as a guarantee for administrative justice through alternative dispute resolution, and promotes accountable, democratic and transparent governance so as to support sound governance overall.

9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

Outputs – See appendix 1 for SDBIP

10. AUTHORISATION

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

	NAME	SIGNATURE	DATE
Director	MM Baba		29/05/2013
Executive Director	G. Ras		29/05/2013

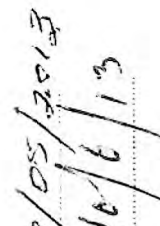
11. APPENDICES:

Appendix 1: Departmental Service Delivery Budget Implementation Plan.

2013/2014 OMBUDSMAN SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN													
Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator	Baseline 2011/ 2012	Program Name/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
Pillar & Corp Obj	CSC Indicator no.	Sept 13 Target							Dec 13 Target	March 14 Target	June 14 Targets		
SFA 1	1B	Finance	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	% spend of Capital Budget	100%	1.2 (b)	91%	10%	30%	70%	91%	H Coutinho	
	1E	Finance	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	% spend on repairs and maintenance	NEW	1.2 (b)	95%	22%	46%	70%	95%	H Coutinho	
	1F	Office of the Deputy City Manager	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Number of Expanded Public Works programmes (EPWP) opportunities created	NEW	1.2 (d)	N/A	N/A	N/A	N/A	N/A	Not applicable to Ombudsman	
	1N (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)	NEW	1.6 (a)	N/A	N/A	N/A	N/A	N/A	Not applicable to Ombudsman	
	1N (b)							N/A	N/A	N/A	N/A	Not applicable to Ombudsman	
		Compliance and Auxiliary Services	1.6 Maximise the use of available funding and programmes for training and skills development	Number of training opportunities attended by Ombudsman staff	NEW	1.6 (a)	2		1		1	H Coutinho	
SFA 4	4A	Corporate Services	4.1 Ensure responsiveness by creating an environment where citizens can be communicated with and to be responded to	% adherence to Citywide service standard based on all external notifications	NEW	4.1 (a)	Nil	N/A	N/A	N/A	N/A	Not applicable to Ombudsman	
	4	Compliance and Auxiliary Services	Improve Advocacy, Relations and Communication	Number of Awareness and Information Initiatives completed (e.g. Community Meetings / Info Sessions / Radio Interviews)	6	Approved Business Plan	8	2	2	2	2	H Coutinho	

2013/2014 OMBUDSMAN SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN													
Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator	Baseline 2011/ 2012	Program Name/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
Pillar & Corp Obj	CSC Indicator no.	Sept 13 Target							Dec 13 Target	March 14 Target	June 14 Targets		
SFA 4 An Inclusive City	4	Compliance and Auxiliary Services	Improve Advocacy, Relations and Communication	Biannual Electronic Newsletter	2	Approved Business Plan	2	1			1	H Coutinho	
	4		Improve Advocacy, Relations and Communication	Number of Marketing Initiatives Completed / Produced	3	Approved Business Plan	3	1			2	H Coutinho	
5	Delivery of an effective Complaints Handling and Conflict Resolution Service (Alternative Dispute Resolution)		% of Lodged Cases Resolved per quarter	70%	Approved Business Plan	72%	68%	68%	70%	72%	H Coutinho		
5	Delivery of an effective Complaints Handling and Conflict Resolution Service (Alternative Dispute Resolution)		Average Number of Days Taken to Provide Final Report to Complainant and the Administration	80	Approved Business Plan	80 days	90	85	85	80	H Coutinho		
5	Improve Advocacy, Relations and Communication		Number of Formal relationships with similar institutions established (National and International Ombudsman Community)	1	Approved Business Plan			1			1	H Coutinho	
	5	Compliance and Auxiliary Services	Improve Community Satisfaction	A score on a Likert scale of 1 - 5 on the services offered by the Ombudsman's Office to the complainants (Satisfied with our Complaint Handling Service).	NEW	Approved Business Plan	3+	3+	3+	3+	3+	H Coutinho	
	5		Provide Upward feedback on areas of concern to Reduce or Eliminate Recurring Problems	Trends Report to Executive Director: Compliance and Auxiliary Services/ Portfolio Committees: Audit, Finance and Corporate Services (Compiled Quarterly)	4	Approved Business Plan	4	1	1	1	1	H Coutinho	
	–	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	% adherence to EE target (composite Indicator)	100%	5.2(b)	100%	100%	100%	100%	100%	M Baba Generic/Key Operational Indicator	

2013/2014 OMBUDSMAN SERVICE DELIVERY BUSINESS IMPLEMENTATION PLAN													
Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator	Baseline 2011/ 2012	Program Name/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
Pillar & Corp Obj	CSC Indicator no.	Sept 13 Target							Dec 13 Target	March 14 Target	June 14 Targets		
SFA 5 A Well Run City	—	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	% adherence to Employee Utilisation target (composite Indicator)	NEW	5.2(b)	100%	100%	100%	100%	100%	M Baba Generic/Key Operational Indicator	
	—	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	% adherence to Employee Talent target (composite indicator)	NEW	5.2(b)	100%	100%	100%	100%	M Baba Generic/Key Operational Indicators		
	—	Finance	5.3 Ensure financial prudence with clean audit by the Auditor General	% of Operating Budget spent	95%	Approved Business Plan	95%	20%	50%	70%	95%	H Coutinho	
	—			% of assets verified	96%	Approved Business Plan	100% asset list verified	25% of annual target achiever	50% of annual target achieved	75% of annual target achieved	100% asset register verified	H Coutinho	
	—	Internal Audit		% Internal Audit findings resolved	0%	Approved Business Plan	70%	70%	70%	70%	70%	H Coutinho	

 Date 30/05/2013
 Date 10/6/13

Director Signature
 Executive Director Signature

DEPARTMENT: SUB-COUNCILS & COUNCILLOR SUPPORT

DEPARTMENTAL BUSINESS PLAN 2013/2014

**DIRECTOR: ADV. IRWIN ROBSON (ACTING)
CONTACT PERSON: D. MARAIS**

1. EXECUTIVE SUMMARY

The Sub-councils & Councillor Support Department resorts within the Directorate Compliance & Auxiliary Services. The services include the provision of administrative support to the Speaker, Chief Whip, Mayco members Chairpersons of Sub-councils and Portfolio Chairs as well as the provision of ad-hoc support to the Offices of the Executive Mayor and Executive Deputy Mayor.

The Sub-councils and Ward Committees branch provides administrative and logistical support to the Sub-councils their Chairpersons and Ward Committees within their respective jurisdictional areas.

The Councillor Support branch provides operational and institutional support to the Speaker, Chief Whip, Mayco members, Portfolio Chairs and the general body of Councillors. It also provides safety and security services for councillors through the VIP Protection Unit.

The Governance & Projects branch undertakes transversal project management and provides HR, finance and administrative support across the department.

The Public Participation branch manages public engagement processes and facilitates public participation processes on a corporate basis.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

2.1 Purpose

Vision: To support the **Governance Model** of the City.

Mission: To ensure optimal support to the decision making structures by providing operational, administrative and specialist services.

2.2 Overarching aims, objectives and core functions of the Department

The Department renders operational, administrative and specialist support to the decision-making structures through:

-
- The management of administrative, logistical and support services including VIP Protection to Political Executive Offices and Councillors.
- The provision of executive, legal and management support including administrative services to the City's 24 Sub-councils and 111 Ward Committees.
- The management & execution of transversal projects.
- The management and coordination of Council's public participation processes including the Regulation of Gatherings Act.
- The facilitation, coordination and promotion of liaison with designated organs of state e.g. Independent Electoral Commission.
- Ensuring efficient and effective management of internal administrative, logistical, financial and HR processes.

2.3 Brief description of the Department's direction and intention

- Councillors.
- Political Office Bearers.
- Council Structures.
- Internal Council Departments.
- Various communities and community based organisations.
- Government Departments, State Institutions (IEC), National, Provincial role-players and partners.

2.4 Expectations:

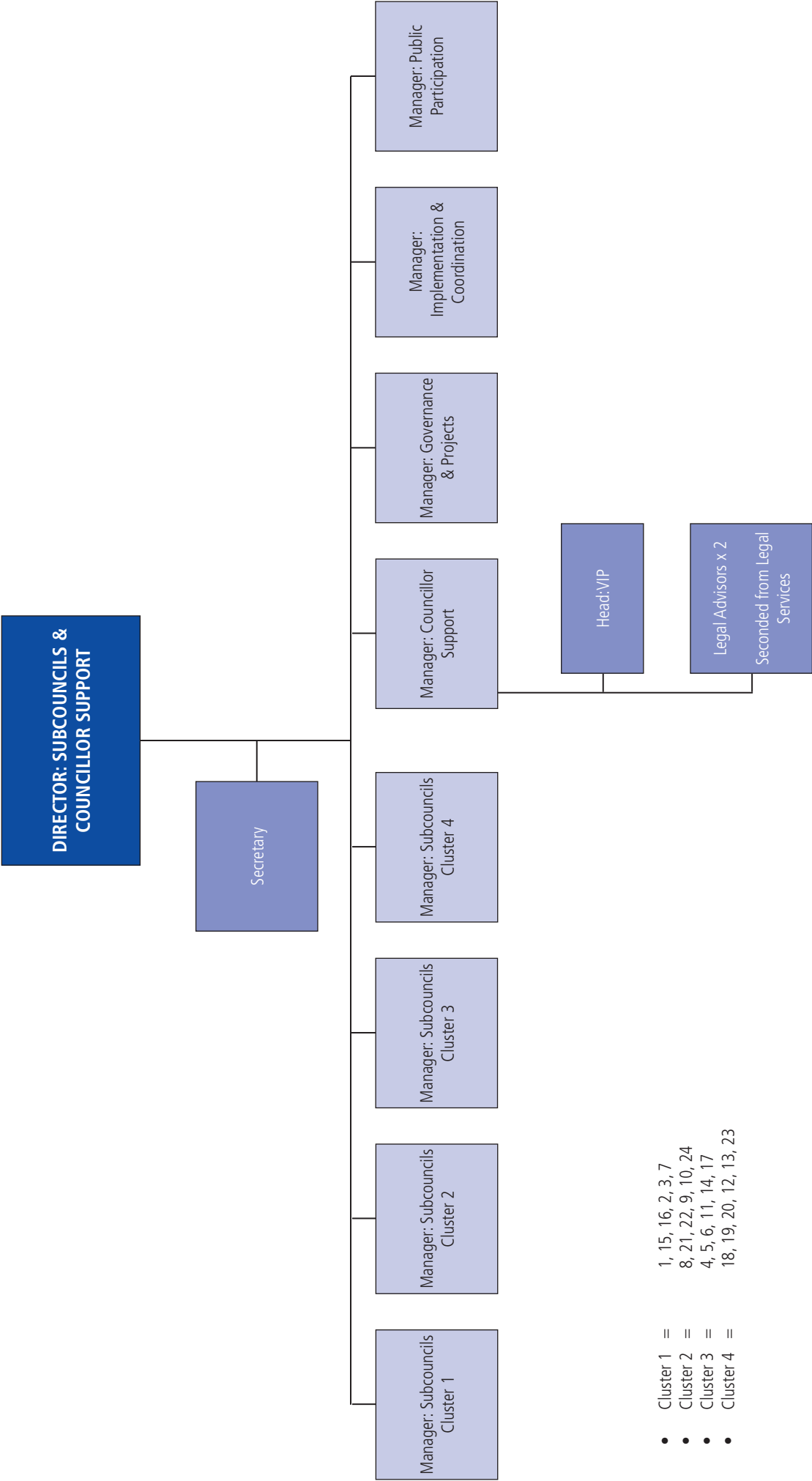
All customers expect timeous delivery of quality outputs in terms of their requirements.

2.5 Legal and intergovernmental imperatives impacting on the plan

- The Constitution
- Local Government: Municipal Structures Act (No. 117 of 1998)
- Local Government: Municipal Systems Act (No. 32 of 2000)
- Local Government: Municipal Electoral Act (No. 27 of 2000)
- Inter-governmental Relations Framework Act (No.13 of 2005)
- Local Government Municipal Finance Management Act (No 56 of 2003)
- Regulation of Gatherings Act No.205 of 1993
- Sub-council By-Laws
- Council Delegations, Rules, Policies etc.

PARTNERS / STAKEHOLDERS		ROLES AND RESPONSIBILITIES
INTERNAL	EXTERNAL	
	Public / Community	• Participation
All Councillors		• Participation and oversight
Line Departments		• Support of Sub-councils and Ward Committees • Establishment and operationalization of Ward Offices for Ward Councillors • Implementation of designated projects • Report EPWP Performance
	SAPS	• Approval / Non Approval of applications submitted in terms of Gatherings Act
	Other Spheres of Government	• Cooperation with regard to functions and duties within mandate.
	IEC	• Liaison and support.

4. ORGANOGRAM: Staff Establishment = 241



5. RESOURCES (Financial)

Department CAPEX 2013/14:	R22 659 123
Department OPEX 2013/14:	R287 341 003

6. AREAS OF BUSINESS IMPROVEMENT

6.1 Resource Constraints

Accommodation of Sub-councils; Funding required for office accommodation for Sub-councils 13 &14, which are currently located outside of their sub-council areas.

40 Offices with furniture and equipment for PR Councillors

Subcouncils

- 2 x Senior Subcouncil Managers

Councillor Support

- 1 x Professional Officer
- 3 x VIP Protectors
- 2 x VIP Chauffeurs
- 1 x Senior Clerk
- 1 x Researcher – Councillor Pascoe
- 1 x Executive PA – Alderman Walker
-

Public Participation

- 1 x Professional Officer
- 1 x Assistant Professional Officer

7. ASSUMPTIONS AND RISKS

7.1 Assumptions

That in respect of the 2013/2014 financial year the Sub-councils and Councillor Support Department will continue to experience financial constraints.

7.2 Risks

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 utilized as a management tool and are discussed on a six monthly basis with the Executive Director and the Mayoral Committee Member to assess current status, changing risk profiles and any new interventions required.

8. ALIGNMENT TO THE IDP

The Sub-councils and Councillor Support Department is both internally and externally focussed aligning itself to the following Strategic Focus Areas:

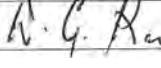
STRATEGIC FOCUS AREA (SFA)	DIRECTORATE OBJECTIVE	DEPARTMENTAL OUTPUT
SFA 4 - Inclusive City	Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	Well managed Sub-councils, Wards Committees and Public Participation processes
SFA 5 – A Well-Run City	Give guidance, direct and provide operational, administrative and specialist support to Political Office Bearers, Councillors, Sub-councils, Ward Committees and Line Departments.	Fully functional governance model
	Establish an efficient and productive administration that prioritises delivery	Timeous delivery of quality outputs in terms of service requirements through effective Talent Management and Skills Development Programmes.
	Ensure financial prudence with clean, unqualified audits by the Auditor General	Financial Management programmes
		Internal Management processes programmes
	Provide operational support to the IEC	Well run elections

9. OBJECTIVES AND INDICATORS OF THE STRATEGY / OPERATIONAL PLAN

Refer attached SDBIP

10. AUTHORISATION

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

	NAME	SIGNATURE	DATE
	Name	Signature	Date
Director	I. Robson (acting)		6/6/13
Executive Director	G. Ras		10/6/13

11. APPENDICES:

Appendix 1: Subcouncils and Councillor Support SDBIP.

SUBCOUNCILS - 2013 / 2014 - SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN												
Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2011/ 2012	Program Name/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
Pillar & Corp Obj	CSC Indicator no.							30 Sept 13	31 Dec 13	31 March 14	30 June 14	
SFA 1 The Opportunity City	1B	Finance	Objective 1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	% of Capital Budget spent	Director-ate/Dept achievement as at 30 June 2012	1.2(b)	91%	15%	25%	55%	91%	Keith Miller
	1E			% spend on repairs and maintenance	100%		95%	22%	46%	70%	100%	Keith Miller
		% Internal Audit Finding Resolved		100%	70%	70%	70%	70%	Keith Miller			
		% of Operating Budget spent		84%	95%	10%	30%	60%	95%	Keith Miller		
		% assets verified		100%	100% assets list verified	25% inventory list verified	50% inventory list verified	75% asset register verified	100% as-set register verified	Keith Miller		
SFA 4 An Inclusive City	1N(a)	Corporate Services		Number of external trainee and bursary opportunities (excluding apprentices)	New	1.6(a)	72	48	48	48	72	Keith Miller
		Corporate Services	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	% Functioning Ward Committees - 111 wards	New		100%	70%	80%	90%	100%	Keith Miller
				Number of PGWC ward committee questionnaires completed	One per quarter		4	1	1	1	1	Keith Miller
				Number of subcouncil agendas & minutes prepared and safeguarded	240		240	48	96	168	240	Keith Miller
				Number of 2-monthly ward allocations progress reports to Speaker, Executive Mayor and Council	New		6	1	2	1	2	Keith Miller

SUBCOUNCILS - 2013 / 2014 - SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN													
Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator	Baseline 2011/ 2012	Program Name/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person	
Pillar & Corp Obj	CSC Indicator no.							30 Sept 13	31 Dec 13	31 March 14	30 June 14		
SFA 4 An Inclusive City		Corporate Services	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	Level of satisfaction as measured by questionnaire for Sub-council Chairpersons	72%		>3	Annual in June 14	Annual in June 14	Annual in June 14	>3	Keith Miller	
				Quarterly delegations report to Mayo, Council and Speaker	4 for the year		4 for the year	1	1	1	1	Keith Miller	
SFA 5 A Well Run City				Retention of Skills as measured by staff turnover	New		≤ 12% (within skilled categories)	≤ 12% (within skilled categories)	≤ 12% (within skilled categories)	≤ 12% (within skilled categories)	≤ 12% (within skilled categories)	≤ 12% (within skilled categories)	Keith Miller
				Overtime Reduction within the Department by 20%	New		100%	25%	50%	75%	100%	Keith Miller	
				Staff availability as measured by % absenteeism	3%		≤ 4% (average for the period)	≤ 4% (average for the period)	≤ 4% (average for the period)	≤ 4% (average for the period)	≤ 4% (average for the period)	Keith Miller	
		Corporate Services		% adherence to EE target (composite Indicator)	New	5.2(b)	100%	100%	100%	100%	100%	Keith Miller	
				% adherence to Employee Utilisation target (composite Indicator)			100%	100%	100%	100%	100%	Keith Miller	
				% adherence to employee talent target (composite indicator)			100%	100%	100%	100%	100%	Keith Miller	
		Compliance and Auxiliary Services	Objective 5.3 Ensure financial prudence with clean audits by the Auditor General	% Ward Allocation Budget transferred to line departments	New	5.3(a)	100%	25%	50%	75%	100%	Keith Miller	
				% Declarations of interest documents received and audited annually by June 2014	New	5.3(b)	100%	-	-	-	100%	Keith Miller	

SUBCOUNCILS AND COUNCILLOR SUPPORT - 2013 / 2014 - SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN													
Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2011/ 2012	Program Name/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
Pillar & Corp Obj	CSC Indicator no.	30 Sept 13							31 Dec 13	31 March 14	30 June 14		
SFA 1 The Opportunity City	1B	Finance	Objective 1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	% of Capital Budget spent	Directorate/ Dept achievement as at 30 June 2012	1.2(b)	91%	15%	25%	55%	91%	Irwin Robson	
	1E			% spend on repairs and maintenance	100%		95%	22%	46%	70%	100%	Irwin Robson	
	1J	Deputy City Manager	Objective 1.6 Maximise the use of available funding and programmes for training and skills development	Number of Expanded Public Works programmes (EPWP) opportunities created	Directorate/ Dept achievement as at 30 June 2012	1.6(a)	N/A	N/A	N/A	N/A	N/A	N/A	
	1N(a)			Number of external trainee and bursary opportunities (excluding apprentices)	New		73	48	48	73	Keith Miller		
SFA 4 An Inclusive City	1N(b)	Corporate Services	Objective 1.6 Maximise the use of available funding and programmes for training and skills development	Number of apprentices	Directorate/ Dept achievement as at 30 June 2012	1.6(a)	N/A	N/A	N/A	N/A	N/A	N/A	
	4A			% adherence to Citywide service standard based on all external notifications	New - to be based on Direct/Dept. achievement as at 30 June 2012		N/A	N/A	N/A	N/A	N/A	N/A	N/A
		Compliance and Auxiliary Services	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	% Approval of applications submitted under the Gatherings Act	97%	4.1(a)	90%	90%	90%	90%	90%	Ruche Daniels	
				% Public Participation Processes successfully executed in terms of the implementation plan	New		90%	90%	90%	90%	90%	Ruche Daniels	
				% of Functioning Ward Committees - (111 wards)	New		100%	70%	80%	90%	100%	Keith Miller	
				Number of 2-monthly ward allocations progress reports to Speaker, Executive Mayor and Council	New		6	1	2	1	2	Keith Miller	

SUBCOUNCILS AND COUNCILLOR SUPPORT - 2013 / 2014 - SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN													
Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator	Baseline 2011/ 2012	Program Name/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
Pillar & Corp Obj	CSC Indicator no.	30 Sept 13							31 Dec 13	31 March 14	30 June 14		
SFA 5 A Well Run City			Compliance and Auxiliary Services	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	Level of satisfaction as measured by questionnaire for Sub-council Chairpersons	72%		>3	Annual in June 14	Annual in June 14	Annual in June 14	>3	Keith Miller
					Level of satisfaction as measured by questionnaire for all councillors, Chief Whip, Mayco members and the Speaker	87%		>3	Annual in June 14	Annual in June 14	Annual in June 14	>3	James van As
					% Of assigned Special Projects successfully completed	New		100%	25%	50%	75%	100%	Dawida Marais
					% budget spent on implementation of WPSP	89%		90%	10%	20%	80%	90%	Dawida Marais
					Retention of Skills as measured by staff turnover	New		≤ 12% (within skilled categories)	≤ 12% (within skilled categories)	≤ 12% (within skilled categories)	≤ 12% (within skilled categories)	≤ 12% (within skilled categories)	Irwin Robson
					Overtime Reduction within the Department by 20%	New		100%	25%	50%	75%	100%	Irwin Robson
					Staff availability as measured by % absenteeism	3%		≤ 4% (average for the period)	≤ 4% (average for the period)	≤ 4% (average for the period)	≤ 4% (average for the period)	≤ 4% (average for the period)	Irwin Robson
					% adherence to EE target (composite Indicator)		5.2(b)	100%	100%	100%	100%	100%	Irwin Robson
					% adherence to Employee Utilisation target (composite Indicator)	New		100%	100%	100%	100%	100%	Irwin Robson
					% adherence to employee talent target (composite indicator)			100%	100%	100%	100%	100%	Irwin Robson

SUBCOUNCILS AND COUNCILLOR SUPPORT - 2013 / 2014 - SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN													
Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator	Baseline 2011/ 2012	Program Name/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
Pillar & Corp Obj	CSC Indicator no.	30 Sept 13							31 Dec 13	31 March 14	30 June 14		
SFA 5 A Well Run City		Compliance and Auxiliary Services	Objective 5.3 Ensure financial prudence with clean audits by the Auditor General	% Ward Allocation Budget transferred to line departments	New	5.3(a)	100%	25%	50%	75%	100%	Keith Miller	
				% Declarations of interest documents received and audited	New	5.3(b)	100%	Annual in June 14	Annual in June 14	Annual in June 14	100%	Irwin Robson	
				% Declarations of interest i.r.o. Councillors returned and audited	New		100%	Annual in June 14	Annual in June 14	Annual in June 14	100%	James van As	
		% of Operating Budget spent		84%		95%	10%	30%	60%	95%	Irwin Robson		
		% assets verified		100%	5.3(a)	100% assets list verified	25% inventory list verified	50% inventory list verified	75% asset register verified	100% as-set register verified	Dawida Marais		
		Internal Audit		% Internal Audit findings resolved	70%	Approved Business Plan	70%	70%	70%	70%	70%	Irwin Robson	

Director

Executive Director



DATE:

6/6/2013

DATE:

10/6/13

CORPORATE SERVICES

DIRECTORATE EXECUTIVE SUMMARY OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2013/2014

EXECUTIVE DIRECTOR: FATIMA HABIB

1. EXECUTIVE SUMMARY

Corporate Services Directorate is a multi-disciplinary, strategic partner to all directorates. It provides value adding policies, strategies, processes, systems, interventions, knowledge and expertise. Corporate Services (CS) is the central pivot around which many of the service delivery departments of the City work.

2. PURPOSE AND SERVICE MANDATE OF DIRECTORATE

i. Vision and Mission

Vision

To “add value to the City by providing high quality internal support to the various Business Units, thereby significantly contributing to the efficiency and effectiveness of the CITY of CAPE TOWN”

Mission

Corporate Services will strive to deliver superior support services with the best of breed practices, procedures and systems thereby enabling the City of Cape Town to achieve its core mandate of service delivery

ii. The Road map

To achieve the above and in order to provide high quality, cost – effective and efficient support services to the CITY OF CAPE TOWN, CS will:

- Be customer and process- focused
- Use leading-edge technologies
- Implement quality service standards and performance measures
- Attract, develop and retain functional expertise

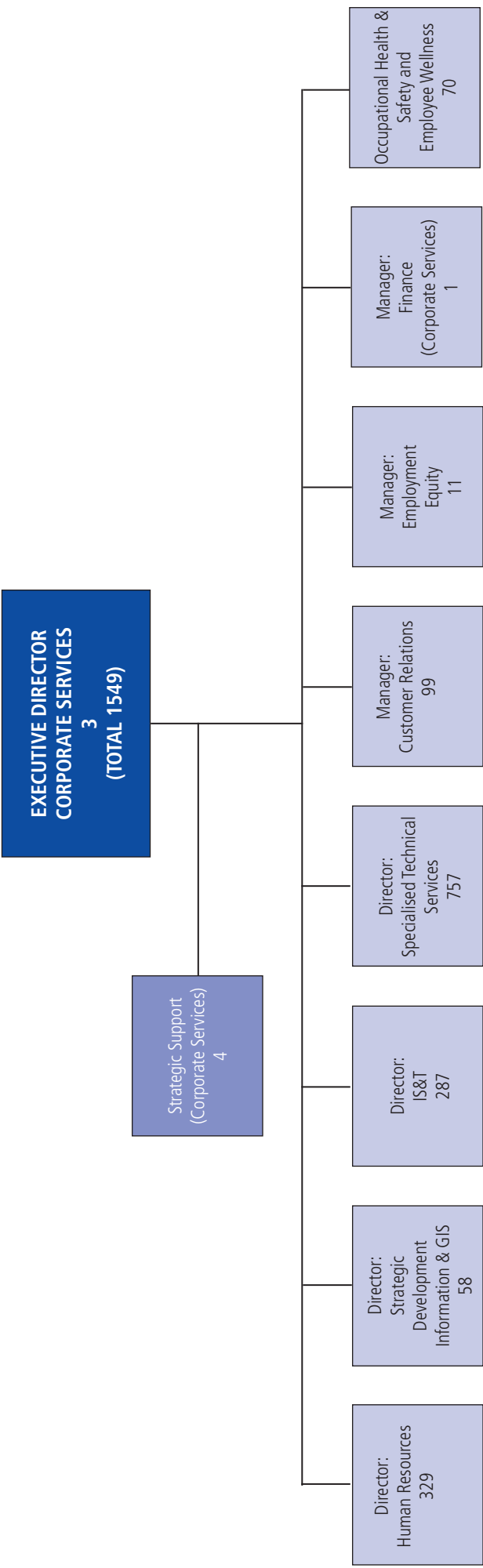
iii. The Core functions of the Directorate

Department	Functions
Customer Relations	The Customer Relations (CR) Department provides an effective and efficient customer relations service to the City's customers to address their requirements in terms of access to municipal service delivery, thereby creating a positive image of the City of Cape Town.
Occupational Health and Safety	To design, advise, facilitate and implement on strategic programmes to improve occupational health and safety management across the City of Cape Town. Employee Wellness aims to design, advise, facilitate and implement on strategic programmes to improve Employee Wellness across the City of CapeTown.
Employment Equity	Provides strategic direction and develop corporate guidelines for (to assist with) the implementation of the City's EE Policy and EE Plan that form the basis of the City's transformation agenda.
Information Systems & Technology	The Information Technology and Systems Department (IS&T) of the City Of Cape Town, deploys a three pronged strategy to maximize the use of information Technology (IT) within the City and thereby improve services to citizens. As a strategic partner to business it aims to be a catalyst for the transformation of public services and it will enable the City of Cape Town to become a more efficient and affective local authority.
Specialized Technical Services	Specialized Technical Services as a department provides a professional and specialist function, technical and administrative to its clients and employees so that available resources are effectively used, business demands are met, operating systems are maintained, and employees receive the information and resources necessary to effectively perform their work.
Strategic Development Information & GIS	The Strategic Development Information & GIS Department is, at a corporate level, responsible for the provision of strategic development information and knowledge, and related support services. The core function of the department is to facilitate and enable the integration of information and knowledge from the various departments of the City to ensure sharing and dissemination of information and knowledge across city departments and to external customers and stakeholders.
Human Resources	The purpose of Human Resources is to develop, drive and implement Human Resources strategies, programmes and intervention across the City in order to ensure the alignment of staff to business needs. The strategies, programmes and interventions are delivered through partnerships with internal and external stakeholders, the primary internal stakeholders being the Employment Equity and line departments. Human Resources provides a corporate centre of excellence in relation to human resources strategies, organisational development services, HR and related policies, talent management, business improvement, quality management, organisational design, change management, collective bargaining, labour relations, general HR & business consultative services and also Corporate Administrative functions, including the Employee Interaction Centre and Personnel Administration, Human Resources is the custodian of human resources policies.

iv. Partners, Stakeholders and Customers

Partners	Roles and Responsibilities
Partners Suppliers	Providers of goods and services
Internal Customers - Executive Mayor - Mayoral Committee - City Manager - Executive Management Team Members - Portfolio Committees - Line departments - Staff - Councillors	- Provide an administrative support and guidance in terms of policy and procedures - Decision making, Political oversight and Monitoring - Information sharing; users of information - Recipients of Services
External Stakeholders - Residents in the Cape Town area - Communities - Media - Businesses in the Cape Town area - Institutions, civic organisations and other specific groupings - Other Government entities - Citizens, - Provincial Government - National Government - Applicants and students and tertiary institutions - National and Provincial Government and other Governmental bodies/partners - Universities and other Educational Entities - Department of Labour - Unions - Commission for Gender Equality - Disabled People of South Africa	- Link between the City and Cape Town-based universities - Primary partner/funder for training - Primary bargaining partners - Recipient of Telecommunications services and other Joint venture's

3. SENIOR MANAGEMENT ORGANOGRAM



4. FINANCIAL INFORMATION (Note: All financial information are provisional and subject to the following: *
Final approval by Mayco and Council in May 2013)

i. Summary of revenue by source:

WC000 Cape Town - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.) CORPORATE SERVICES	
Description R thousand	Vote 01 - Corporate Services
Revenue By Source	
Service charges – other	-R415 991
Rental of facilities and equipment	-R465 150
Other revenue	R25 555 330
Skills Development Levy	
Transfers recognized - operational	
Gains on disposal of PPE	R1 500 000
Total Revenue (excluding capital transfers and contributions)	R27 936 471

ii. Summary of operating expenditure by type:

WC000 Cape Town - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.) CORPORATE SERVICES	
Description R thousand	Vote 01 - Corporate Services
Expenditure By Type	
Employee related costs	R125 188 862
Depreciation & asset impairment	R231 588 301
Other Material	R1 932 712
Contracted services	R129 561 701
Other expenditure	R85 503 725
Total Expenditure	R201 295 704

iii. Summary of capital expenditure by type:

WC000 Cape Town - Supporting Table SA36 Detailed capital budget												
Municipal Vote/Capital project R thousand	Program/ Project description	Project number	Asset Class 4.	Asset Sub- Class 4.	Total Project Estimate	Prior year outcomes		2012/2013 Medium Term Revenue & Expenditure Framework			Project information	
						Audited Outcome 2010/011	Adjusted Budget 20011/12	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16	Ward location	New or renewal
Corporate Services	FM Structural rehabilitation	C11.12501 – F1	Other Assets	Buildings: Offices				R39 481 874	R40 000 000	R65 000 000		
	Dark Fibre Broadband Infrastructure	C10.16621 – F1	Other Assets	Infrastructure: Computer equipment				R72 000 000	R68 000 000	R68 000 000		
	Replacement of vehicles	C14.12510 – F1	Other Assets	Buildings: Offices				R31 440 720	0	0		
	WCG Broadband connectivity	C12.16631 – F1	Other Assets	Infrastructure Buildings: General				R10 000 000	R10 702 000	R11 332 000		
	Aerial Photography for Informal Settlement	C11.18603 – F1	Other Assets	Housing Schemes				R1 400 000	0	0		
Total Capital Expenditure								R263 892 157	R218 262 588	R243 892 588		

iv. A description of discretionary and non-discretionary expenditure

All funds are linked to projects, programmes and respective Departmental Business plans and SDBIP's

v. Risks

- 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. 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.

vi. On the directorate capital programme in the context of the overall capital programme of the municipality

The Corporate Services Directorate's Capital Budget is estimated to be 4% of the total Capital Budget for the City.

5. STRATEGIC ALIGNMENT AND LINK TO THE IDP PROGRAMMES

SFA	OBJECTIVES	PROGRAMMES	INITIATIVES (INPUTS AND OUTPUTS)
SFA 1 - AN OPPORTUNITY CITY	Objective 1.2 – Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	P1.2(a) Fibre-optic network programme	Construct a fibre optic telecommunication network within the Cape Town metro. (BUDGET PROVISION WITHIN CURRENT MTREF BASE)
SFA 1 - AN OPPORTUNITY CITY	Objective 1.3 Ensure mobility through the implementation of an effective public transport system.	P1.3(a) Public Transport programme	Support IRT Technical - to be located within Fleet Services (will cover both current and new rollout)
SFA 1 - AN OPPORTUNITY CITY	Objective 1.5 Leverage the City's assets to drive economic growth and sustainable development	P1.5 (a) Investigate all the City's strategic assets	Investment in strategic corporate buildings to maintain both safety & value (Civic Centre being the City's single most valuable property)
SFA 1 - AN OPPORTUNITY CITY	Objective 1.6 Maximise the use of available funding and programmes for training and skills development	P1.6 (a) Seta & EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city	Apprentices; 200 per year; (100 per year new intake as programme spans 2 years);
SFA 1 - AN OPPORTUNITY CITY	Objective 1.6 Maximise the use of available funding and programmes for training and skills development	P1.6 (a) Seta & EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city	New apprenticeship programme in partnership with FET, with City doing practical, and providing bursaries – aim to build up to start with 20 and build up to 50 in future years
SFA 1 - AN OPPORTUNITY CITY	Objective 1.6 Maximise the use of available funding and programmes for training and skills development	P1.6 (a) Seta & EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city	R6m apprentices R6.3m learnerships R3m graduate internships R2.75 apprenticeship training R2m apprenticeship tools R 4 million dedicated for external bursaries
SFA 1 - AN OPPORTUNITY CITY	Objective 1.6 Maximise the use of available funding and programmes for training and skills development	P1.6 (a) Seta & EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city	Maximising use of available funding sources to expand the programmes Oversight of strategy implementation Management of External Bursaries programme
SFA 1 - AN OPPORTUNITY CITY	Objective 1.6 Maximise the use of available funding and programmes for training and skills development	P1.6 (a) Seta & EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city	In-service training of students requiring work based experience to graduate; 450 opportunities to be expanded to 600 in first year and thereafter according to budget & partnership with EPWP programme; (existing OPEX includes access to EPWP funding in form of savings against staff budget) Current programme of 450
SFA 1 - AN OPPORTUNITY CITY	Objective 1.6 Maximise the use of available funding and programmes for training and skills development	P1.6 (a) Seta & EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city	In-service training of students requiring work based experience to graduate; 450 opportunities to be expanded to 600 in first year and thereafter according to budget & partnership with EPWP programme; (existing OPEX includes access to EPWP funding in form of savings against staff budget) expanded programme with additional 200

SFA	OBJECTIVES	PROGRAMMES	INITIATIVES (INPUTS AND OUTPUTS)
SFA 1 - AN OPPORTUNITY CITY	Objective 1.6 Maximise the use of available funding and programmes for training and skills development	P1.6 (a) Seta & EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city	Graduate internships; to be expanded into all professional areas; currently limited to engineering and environment; subject to budget models and in partnership with the EPWP programme; Graduate internships; to be expanded into all professional areas; currently limited to engineering and environment; subject to budget models and in partnership with the EPWP programme; (existing OPEX, supplemented by grant funding)
SFA 1 - AN OPPORTUNITY CITY	Objective 1.6 Maximise the use of available funding and programmes for training and skills development	P1.6 (a) Seta & EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city	Learnerships; current 9 learnerships focussed primarily on internal; to open up to external with target of 20 learners to be expanded in future years based on internal capacity to develop and mentor partnership with the EPWP programme. Learnerships; current 9 learnerships focussed primarily on internal; to open up to external with target of 20 learners to be expanded in future years based on internal capacity to develop and mentor partnership with the EPWP programme. (existing OPEX supplemented by grant funding)New 20 learnerships included under the "call centre" programme
SFA 2 - A SAFE CITY	OBJECTIVE 2.2: Resource departments in pursuit of optimum operational functionality	P2.2 Development of a vehicle replacement policy	Replacement of Safety & Security fleet
SFA 4 - AN INCLUSIVE CITY	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with, and be responded to.	P4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	Service Management Programme
SFA 4 - AN INCLUSIVE CITY	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with, and be responded to.	P4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	Maintain the customer service improvement programme
SFA 4 - AN INCLUSIVE CITY	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with, and be responded to.	P4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	Providing customers with feedback via SMS on progress
SFA 4 - AN INCLUSIVE CITY	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with, and be responded to.	P4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	Customer Self-service by introducing a citizen's portal and telephone self-service.
SFA 4 - AN INCLUSIVE CITY	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with, and be responded to.	P4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	Improving the quality assurance process to ensure the quality and consistency of calls
SFA 4 - AN INCLUSIVE CITY	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with, and be responded to.	P4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	Improved responsiveness to service requests
SFA 4 - AN INCLUSIVE CITY	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with, and be responded to.	P4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	Installing additional free-call lines in rural and disadvantaged communities
SFA 4 - AN INCLUSIVE CITY	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with, and be responded to.	P4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	Improved productivity and service delivery
SFA 4 - AN INCLUSIVE CITY	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with, and be responded to.	P4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	Improved productivity and service delivery (upgrade to VOIP)
SFA 4 - AN INCLUSIVE CITY	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with, and be responded to.	P4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	A tracking and monitoring system of correspondence responses.

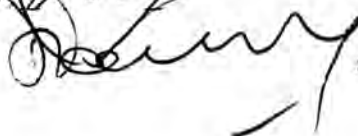
SFA	OBJECTIVES	PROGRAMMES	INITIATIVES (INPUTS AND OUTPUTS)
SFA 5 - A WELL-RUN CITY	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	P5.2 (a) Human Resources, Talent Management, Skills Development programme (Integrated Talent Management approach)	Integrated Talent Management strategy Integrated Talent Management Framework Integrated Talent Management Programme City Staffing Strategy Oversight of Directorate & Departmental Staffing Plans
SFA 5 - A WELL-RUN CITY	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	P5.2 (b) Human Resources Strategy	Maximising the developmental opportunities employees - employment equity capacity
SFA 5 - A WELL-RUN CITY	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	P5.2 (b) Human Resources Strategy	Individual Performance Management Employee Wellness - Matrix programme e-HR programmes - ongoing upgrading of SAP HR e-HR programmes - rollout of T&A devices to small depots; including mobile devices - including ongoing upgrading & replacement of current devices e-HR programmes - Employee Self-service kiosks Culture Climate Survey to measure effectiveness of HR Strategy Culture Climate Survey to measure effectiveness of HR Strategy Increase investment in skills development (SFA1.5(a) & 5.2(a)); and Identify and monitor key measurements that will support the above outcomes.
			Directorate Level Staffing Strategies Annual staffing strategy and plan
SFA 5 - A WELL-RUN CITY	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	P5.2 (b) Human Resources Strategy	Culture Climate Survey to measure effectiveness of HR Strategy
SFA 5 - A WELL-RUN CITY	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	P5.2 (b) Human Resources Strategy	Increase investment in skills development (SFA1.5(a) & 5.2(a)); and
SFA 5 - A WELL-RUN CITY	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	P5.2 (b) Human Resources Strategy	Human Resources Budget and Staff Numbers
SFA 5 - A WELL-RUN CITY	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	P5.2 (b) Human Resources Strategy	Reprioritise a percentage of the staffing budget.
SFA 5 - A WELL-RUN CITY	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	P5.2(c) Annual Community Satisfaction Survey (CSS)	Community survey to measure citizen perceptions of the City's service delivery and used to monitor City's performance
SFA 5 - A WELL-RUN CITY	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	P5.2 (d) Information and Knowledge Management Framework – City Development Information Resource Centre (CDIRC)	Efficient access to consistent sets of information that can inform service delivery, planning and decision making
SFA 5 - A WELL-RUN CITY	Objective 5.3 Ensure financial prudence, with clean audits by the Auditor General	P5.3(b) Internal management processes programme	Training Managers in key identified Core Administrative Business Processes Records management programme

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

Refer to Corporate Services 13/14 SDBIP (Appendix A)

7. AUTHORISATION

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

	Name	Signature	Date
Acting Executive Director	Andre Steltzner		2013/05/09
Mayco Member	Ald. Demetri Qually		24/5/2013

8. APPENDICES:

Appendix A: Corporate Services Directorate 2013/14 SDBIP

2013/2014 CORPORATE SERVICES DIRECTORATE SDBIP											
Pillar & Corporate Objective	Link to Lead Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2012/2013	Program/Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible person
							30 Sept 2013	31 Dec 2013	31 Mar 2014	30 June 2014	
1C	Corporate Services	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	1.C Rand value of capital invested in engineering infrastructure	Direct./ Dept. achievement as at 30 June 2013	1.2 (b) Maintenance of infrastructure	R 1,8 bn	Targets available @ end of February	Targets available @ end of February	Targets available @ end of February	R 1,8 bn	Director: IS&T Andre Steltzner
5B	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	5.B Percentage of employees who are truly motivated and will go above and beyond the call of duty, as measured in a biennial Staff Engagement Survey	Direct./ Dept. achievement as at 30 June 2013	5.2(b)Human resources strategy	39%	Annual Target - measured in the 4th quarter	Annual Target - measured in the 4th quarter	Annual Target - measured in the 4th quarter	39%	Director: HR Justine Quince
5C	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	5.C Community satisfaction survey (Score 1 -5) - city wide	Direct./ Dept. achievement as at 30 June 2013	5.2(c): Annual Community Satisfaction Survey (CSS)	2,8	Annual Target - measured in the 4th quarter	Annual Target - measured in the 4th quarter	Annual Target - measured in the 4th quarter	2,8	Director: SDI&GIS Keith Smith
5E	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	5.E Percentage budget spent on implementation of WSP for the City	Direct./ Dept. achievement as at 30 June 2013	5.2(a): Human resources, talent management and skills development programme	95%	95%	95%	95%	95%	Director: HR Justine Quince
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 2013	1.2 (b) Maintenance of infrastructure	91%	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	91%	Bevan van Schoor Contact: 021 400 2809 Cell: 084 550 1179
1E	Finance	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend on repairs and maintenance	Direct./ Dept. achievement as at 30 June 2013	1.2 (b) Maintenance of infrastructure	95%	21,5%	45,5%	70,2%	95%	Bevan van Schoor Contact: 021 400 2809 Cell: 084 550 1179

2013/2014 CORPORATE SERVICES DIRECTORATE SDBIP											
Pillar & Corporate Objective	Link to Lead Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2012/2013	Program/Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible person
							30 Sept 2013	31 Dec 2013	31 Mar 2014	30 June 2014	
1F	Deputy City Manager	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Number of Expanded Public Works programmes (EPWP) opportunities created	Direct./ Dept. achievement as at 30 June 2013	1.2 (d) Expanded Public Works Programme (EPWP)	2256	351	814	1517	2256	Bevan van Schoor Contact: 021 400 2809 Cell: 084 550 1179
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) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	50	14	25	35	50	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401 Chad Aimes (Quarterly BI report) Contact: 021 400 3828 Cell: 071 850 3383
1H (b)	Corporate Services		Number of apprentices	Direct./ Dept. achievement as at 30 June 2013	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	30	Annual Target - measured in the 4th quarter	Annual Target - measured in the 4th quarter	Annual Target - measured in the 4th quarter	30	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401 Chad Aimes (Quarterly BI report) Contact: 021 400 3828 Cell: 071 850 3383

2013/2014 CORPORATE SERVICES DIRECTORATE SDBIP											
Pillar & Corporate Objective	Link to Lead Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2012/2013	Program/Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible person
							30 Sept 2013	31 Dec 2013	31 Mar 2014	30 June 2014	
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	Direct./ Dept. achievement as at 30 June 2013	4.1 (a)) Managing service delivery through the service management process (C3 notification responsiveness)	100%	100%	100%	100%		Justine Quince Contact: 021 400 9222 Cell: 084 630 7401
		5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to EE target (composite Indicator)	Direct./ Dept. achievement as at 30 June 2013	5.2(b))Human resources strategy	100%	100%	100%	100%		Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609
—	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to Employee Utilisation target (composite Indicator)	Direct./ Dept. achievement as at 30 June 2013	5.2(b))Human resources strategy	100%	100%	100%	100%		Justine Quince Contact: 021 400 9222 Cell: 084 630 7401
—	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to employee talent target (composite indicator)	Direct./ Dept. achievement as at 30 June 2013	5.2(b))Human resources strategy	100%	100%	100%	100%		Justine Quince Contact: 021 400 9222 Cell: 084 630 7401
—	Finance	5.3 Ensure financial prudence with clean audit by the Auditor General	Percentage of Operating Budget spent	Direct./ Dept. achievement as at 30 June 2013		95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%	Bevan van Schoor Contact: 021 400 2809 Cell: 084 550 1179
—	Finance	5.3 Ensure financial prudence with clean audit by the Auditor General	Percentage of assets verified	Direct./ Dept. achievement as at 30 June 2013		100% asset register verified	Review of Asset Policy	Finalisation of Asset verification timetable	60% asset register verified	100% asset register verified	Bevan van Schoor Contact: 021 400 2809 Cell: 084 550 1179

2013/2014 CORPORATE SERVICES DIRECTORATE SDBIP											
Pillar & Corporate Objective	Link to Lead Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2012/2013	Program/Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible person
							30 Sept 2013	31 Dec 2013	31 Mar 2014	30 June 2014	
-	Deputy City Manager	5.3 Ensure financial prudence with clean audit by the Auditor General	Percentage Internal Audit findings resolved	Direct./ Dept. achievement as at 30 June 2013		70%	70%	70%	70%		Riaan Vosloo Contact: 021 400 3879 Cell: 082 559 9959
Information Indicators - National KPI's											
SFA 5 A Well Run City	Corporate Services	5.2 - Establish an efficient and productive administration that prioritizes delivery	5D Number of people from employment equity target groups employed in the three highest levels of management in compliance with the City's approved employment equity plan	Direct./ Dept. achievement as at 30 June 2013	5.2(b)Human resources strategy	78%	Annual Target - measured in the 4th quarter	Annual Target - measured in the 4th quarter	Annual Target - measured in the 4th quarter	78%	Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609

Approved by Acting Executive Director: Corporate Services - Andre Stelner

Approved by Mayco Member: Ald Demetri Qually

Date:

24/5/2013

Date:

24/5/2013

DEPARTMENT: CUSTOMER RELATIONS

**DEPARTMENTAL BUSINESS PLAN
2013/2014**

MANAGER: PAT LOCKWOOD

1. EXECUTIVE SUMMARY

The Customer Relations (CR) Department provides an effective and efficient service to the City's customers to address their requirements in terms of access to municipal service delivery, thereby creating a positive image of the City of Cape Town.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

i. Vision and Mission

Vision

To serve the residents and businesses of Cape Town as a well-governed and effectively run Customer Relations Department

Mission:

- To offer high-quality customer relations services to all who live in, do business in or visit Cape Town
- To contribute to the achievement of the five strategic focus areas and objectives of the City, as outlined in the IDP
- To be known for providing efficient and effective customer relations services
- To delight the City's customers by exceeding their expectations.
- To become the role model in customer relations in Local Government.

Purpose

To provide a customer relations service that ensures the speedy and effective response to customer enquiries and requests relating to accounts and service delivery thereby supporting a customer centric organisation.

Objectives

- To render contact centre services to the City's customers through the following media:
 - Telephone
 - Fax
 - e-Mail
 - FreeCall lines
 - Web
 - Information kiosks
 - Social media
- To instill a customer centric approach to service delivery throughout the City based on international best practice
- To improve access to service delivery for the City's customers
- To improve the quality and consistency of customer relations service throughout the City.
- To promote the use of the City's Corporate Contact Centre.

iv. Values: The following values guide the way in which the Department conducts its business:-

- Professionalism: The way we present ourselves towards our colleagues and customers in terms of behaviour, dress code, language, punctuality and consistency.
- Respect: To respect yourself and other people's feelings, to accept constructive criticism and all forms of diversity.
- Transparency: A responsibility towards our colleagues and customers to behave in a clear, obvious and honest manner.

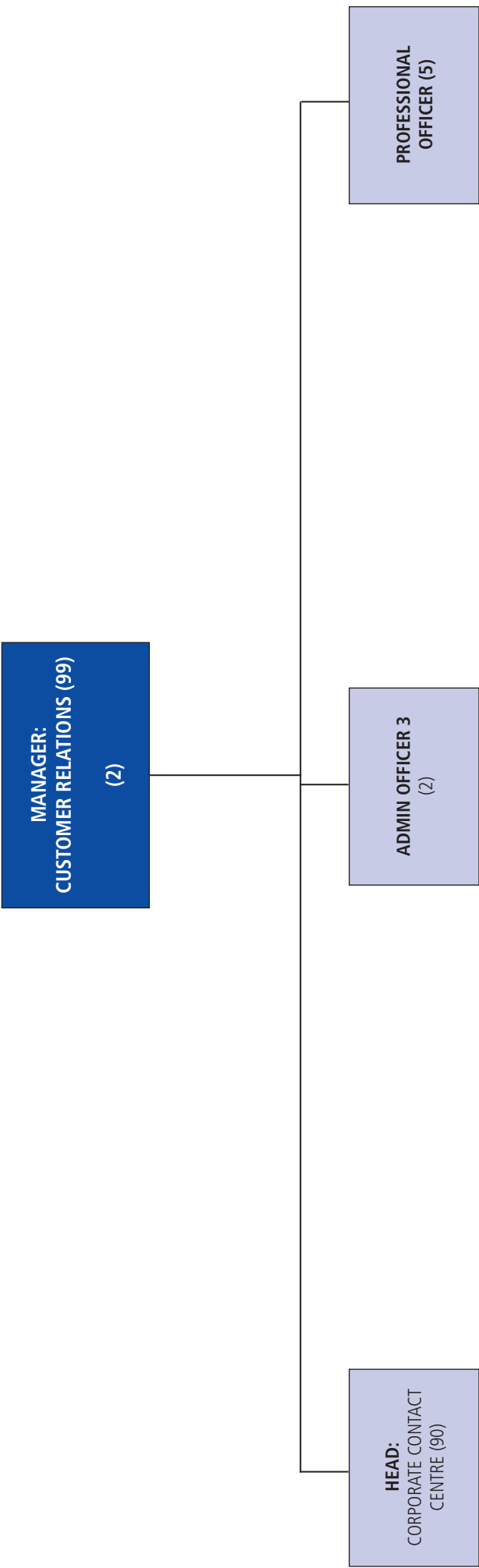
v. Our Core Functions

CUSTOMER RELATIONS					
CONTACT CENTRE SERVICES	WORKFORCE OPTIMISATION	CUSTOMER CENTRICITY	ADMINISTRATION	CUSTOMER RELATIONS (CR) MANAGEMENT	
• Responding to first time customer queries and complaints via telephone: • Responding to customer correspondence via integrated correspondence system, email and social media: • Responding to escalated service requests outside of service level agreement • Responding to compliments and handling complaints from unhappy customers • Liaison with service departments • Monitoring teams to ensure adherence to processes, SOP's and service standards.	• Workforce planning • Forecasting call load • Scheduling staff to match demand • Balancing queues • Multiskilling staff • Agent feedback and coaching • Performance management of agents • Process mapping and process improvement • Updating CR website and sharepoint site • Customer satisfaction surveys • e-Services • SMS/email feedback to customers	• FreeCall lines – Installation, maintenance, marketing and monitoring • Service charter • Standard operating procedures • Reporting on call centre performance • Call centre expansion programme (expand range of services offered) • Workplace skills plan • Learnerships for external work seekers • Source external training service providers • Bursaries • Induction training for new City staff	• HR Admin • Finance Admin • General Admin • Records management • Asset management • Staff motivation and recognition programs • Events programme • Occupational Health and Safety • Wellness programme • Time and attendance	• Business planning and IDP • Research into CR best practice • CR strategies and policies • Staffing strategy • Customer experience management • Call centre expansion programme • Call Centre improvement programme • Customer Relations Forum • External relations, marketing and promotion of CR Department	

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

Partners/ Stakeholders	Roles and Responsibilities
Partners Line Departments Water Technical Operations Centre (TOC) Electricity Technical Operations Centre (TOC) IS&T	- Support the Customer Relations (CR) Department by responding to C3 notifications and escalated calls of a technical or specialist nature, - enter into service level agreements with the CR Department, - approve standard operating procedures, - provide training and/or documentation for new or changed procedures. - Receive and respond to water and sewerage technical complaints - Receive and respond to electricity technical complaints - Provide IT and telephony infrastructure, software, consultancy services, maintenance and support to the Customer Relations Department
Internal Stakeholders - Internal stakeholders who have a formal working relationship with the Customer Relations Dept: - Revenue Services; - Accounts Payable - Valuations; - Motor Vehicle Registration; - Traffic Department; - Solid Waste ; - Water Services; - Electricity Services; - Roads and Stormwater - Parks - Human Settlements - Other internal departments who interface with external customers - City Managers Office - Office of the Ombudsman - Mayors Office - Mayco members and Councillors	- Support the Customer Relations (CR) Department by focusing on service delivery and responding to any escalated calls of a technical or specialist nature that could not be resolved by the call centre, - Enter into service level agreements with the CR Department, - Approve standard operating procedures, - Provide training and/or documentation for new or changed procedures. - Monitor the timeous resolution of customer complaints and service requests by their department - Support the Customer Relations (CR) Department by receiving and responding to escalated complaints and allegations of a serious nature from dissatisfied customers - Refer first time customer queries and complaints to the call centre for response and resolution - Enter into service level agreements with the CR Department, - Support the Customer Relations (CR) Department by responding to escalated complaints of a serious nature from dissatisfied customers, - Identify service faults in the community and log them via the call centre, or e-self service - Monitor the timeous resolution of customer complaints and service requests in their area of jurisdiction
External Stakeholders Customers, including residents and businesses Other spheres of Government	Contact the Customer Relations Department or log onto e-self-service to request or supply information and request municipal service delivery, including: - Financial interactions - Information requests - Service delivery complaints and requests Address community problems/issues relevant to them.. This includes forwarding complaints and requests relating to City business that is received by the Presidential Hotline and other spheres of government and referred to the City for attention.

3. SENIOR MANAGEMENT ORGANOGRAM:



Notes: Each block indicates the number of permanent staff employed in that particular branch (including the branch head)

4. LEGISLATIVE IMPERATIVES

- Constitution
- Structures Act
- Systems Act
- Labour Relations Act
- Basic Conditions of Employment Act
- Occupational Health and Safety Act
- Employment Equity Act
- Skills Development Act
- Promotion of Access to Information Act
- MFMA
- Archives Act
- Consumer Protection Act
- Binding Provincial and National Government directives, proclamations
- Municipal by-laws
- All other acts that may be applicable.

5. RESOURCES (Financial and Staff)

Capital Expenditure (CAPEX)

Provision for 2013/2014 = R 490 000

Provision for 2014/2015 = R 490 000

Provision for 2015/2016 = R 490 000

Operating Expenditure (OPEX)

Controllable Expenditure for 2013/2014: R28 618

Controllable Expenditure for 2014/2015: R30 964

Controllable Expenditure for 2015/2016: R33 566

Total Staff Complement

Permanent	99
Contract /Seasonal	Required to support campaigns
Non-Permanent (external learnerships for 2013)	20

6. BACKLOGS AND RESOURCE CONSTRAINTS

- Additional staff will be required to support campaigns and seasonal peaks in work volumes
- Additional Professional staff are required to deliver on further call centre improvement initiatives.

7. ASSUMPTIONS AND RISKS

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.

8. STRATEGIC ALIGNMENT AND LINK TO THE INTEGRATED DEVELOPMENT PLAN (IDP) AND PROGRAMMES

The Customer Relations Department supports all five pillars of the IDP as follows:

- We support the "Opportunity City" through our job creation initiatives, such as the call centre support learnership for unemployed work seekers, including those who are physically challenged.
- We support the "Safe City" by working in close co-operation with the service departments to report service faults, thereby contributing to the timeous maintenance and repair of the City's infrastructure, and contribute to increased health and physical safety of our residents.
- We support the "Caring City" by providing equitable access to service delivery to all the citizens of the City via the Corporate Contact Centre. We respond to accounts enquiries, general enquiries and service requests.
- We support the "Inclusive City" by "providing facilities to make citizens feel at home" by providing access to service delivery to the most vulnerable communities via the "FreeCall lines".
- We support the "Well-run City" by contributing to customer satisfaction, staff satisfaction and operational efficiency. The city has one contact number, one IT system and one process to serve the citizens. The Customer Relations Department has standard operating procedures and service level agreements that are documented and signed. This is complemented with extensive training and quality assurance checks to ensure compliance. In this way we try to ensure a transparent and corruption-free department.

Alignment to specific SFA's and IDP programmes are illustrated in the table below:

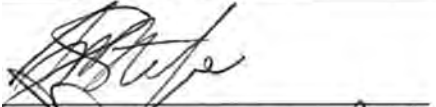
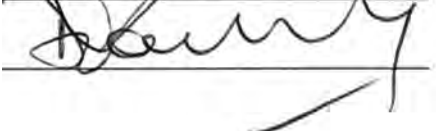
SFA	OBJECTIVES	PROGRAMMES	INITIATIVES
SFA 4 - AN INCLUSIVE CITY	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with, and be responded to.	P4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	Service Management Programme
SFA 4 - AN INCLUSIVE CITY	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with, and be responded to.	P4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	Maintain the customer service improvement programme
SFA 4 - AN INCLUSIVE CITY	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with, and be responded to.	P4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	Providing customers with feedback via SMS on progress
SFA 4 - AN INCLUSIVE CITY	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with, and be responded to.	P4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	Customer Self-service by introducing a citizen's portal that is available via PC's and smart phones.
SFA 4 - AN INCLUSIVE CITY	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with, and be responded to.	P4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	Improving the quality assurance process to ensure the quality and consistency of call handling
SFA 4 - AN INCLUSIVE CITY	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with, and be responded to.	P4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	Improved responsiveness to service requests
SFA 4 - AN INCLUSIVE CITY	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with, and be responded to.	P4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	Installing additional FreeCall lines in remote and disadvantaged communities
SFA 4 - AN INCLUSIVE CITY	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with, and be responded to.	P4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	A call centre expansion programme to increase the range of services to include services offered by a wider range of City departments.
SFA 4 - AN INCLUSIVE CITY	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with, and be responded to.	P4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	A call centre expansion programme to increase the range of services - additional staff and larger office space
SFA 4 - AN INCLUSIVE CITY	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with, and be responded to.	P4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	Improved productivity and enhanced service delivery
SFA 4 - AN INCLUSIVE CITY	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with, and be responded to.	P4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	Skills development and creating job opportunities. (Learnerships for 20)
SFA 4 - AN INCLUSIVE CITY	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with, and be responded to.	P4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	A tracking and monitoring system of correspondence responses.
SFA 4 - AN INCLUSIVE CITY	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with, and be responded to.	P4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	Customer Experience Management programme
SFA 4 - AN INCLUSIVE CITY	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with, and be responded to.	P4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	Monitor customer satisfaction levels via the annual customer satisfaction survey

9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

Attached is Customer Relations Department SDBIP for the 2013/2014 financial year in Appendix A

10. AUTHORISATION

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

	Name	Signature	Date
Manager	Pat Lockwood		8/5/13.
Acting Executive Director	Andre Stelzner		2013/05/09
Mayco Member	Ald. Demetri Qually		24/5/2013

11. APPENDICES:

Appendix A: Customer Relations Department SDBIP for the 2013/2014 financial year.

2013/2014 CUSTOMER RELATIONS DEPARTMENT SDBIP

Pillar & Corporate Objective number Directorate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program/Statutory or Strategic Plan	Annual Target 30 June 2013	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
4,2	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Customer Satisfaction Survey for the Corporate Contact Centre (Likert Scale 1-5)	At least 3 on the Likert Scale (1-5)	5.2(c): Annual Community Satisfaction Survey (CSS)	One customer satisfaction survey completed with an outcome of at least 3 on the Likert Scale	Annual target - 4th quarter	Annual target - 4th quarter	Annual target - 4th quarter	≥3 on Likert scale	Manager: Customer Relations Pat Lockwood
4,2	Corporate Services	4.1 - Ensure responsiveness by creating an environment where citizens can be communicated with and be responded with	Number of additional free-call lines in identified areas	Direct./ Dept. achievement as at 30 June 2013	4.1 (a)) Managing service delivery through the service management process (C3 notification responsiveness)	20 additional free-call lines installed	0	3	5	20	Manager: Customer Relations Pat Lockwood
4,2	Corporate Services	4.1 - Ensure responsiveness by creating an environment where citizens can be communicated with and be responded with	% increase in calls received from free-call lines	Direct./ Dept. achievement as at 30 June 2013	4.1 (a)) Managing service delivery through the service management process (C3 notification responsiveness)	4% increase in calls from free-call lines	Annual target - 4th quarter	Annual target - 4th quarter	Annual target - 4th quarter	4% increase	Manager: Customer Relations Pat Lockwood
		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 2013	1.2 (b) Maintenance of infrastructure	91%	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	91%	Directorate Finance Manager Pat Lockwood
1E		1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend on repairs and maintenance	Direct./ Dept. achievement as at 30 June 2013	1.2 (b) Maintenance of infrastructure	95%	21,5%	45,5%	70,2%	95%	Directorate Finance Manager Pat Lockwood
1F	Finance	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Number of Expanded Public Works programmes (EPWP) opportunities created	Direct./ Dept. achievement as at 30 June 2013	1.2 (d) Expanded Public Works Programme (EPWP)	20	0	10	10	20	Regan Melody Contact: 021 400 9360 Cell: 079 445 3376 Pat Lockwood

2013/2014 CUSTOMER RELATIONS DEPARTMENT SDBIP											
Pillar & Corporate Objective number Directorate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program/Statutory or Strategic Plan	Annual Target 30 June 2013	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
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) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	20	0	10	10	20	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401 Pat Lockwood
1H (b)	Corporate Services		Number of apprentices	Direct./ Dept. achievement as at 30 June 2013	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	not applicable	not applicable	not applicable	not applicable	not applicable	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401 Pat Lockwood
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	Direct./ Dept. achievement as at 30 June 2013	4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	100%	100%	100%	100%	100%	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401 Pat Lockwood
-	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to EE target (composite Indicator)	Direct./ Dept. achievement as at 30 June 2013	5.2(b)Human resources strategy	100%	100%	100%	100%	100%	Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609 Pat Lockwood

2013/2014 CUSTOMER RELATIONS DEPARTMENT SDBIP											
Pillar & Corporate Objective number Directorate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program/Statutory or Strategic Plan	Annual Target 30 June 2013	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
—	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to Employee Utilisation target (composite Indicator)	Direct./ Dept. achievement as at 30 June 2013	5.2(b)Human resources strategy	100%	100%	100%	100%		Justine Quince Contact: 021 400 9222 Cell: 084 630 7401 Pat Lockwood
—	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to employee talent target (composite indicator)	Direct./ Dept. achievement as at 30 June 2013	5.2(b)Human resources strategy	100%	100%	100%	100%		Justine Quince Contact: 021 400 9222 Cell: 084 630 7401 Pat Lockwood
—	Finance		Percentage of Operating Budget spent	Direct./ Dept. achievement as at 30 June 2013		95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%	Directorate Finance Manager Pat Lockwood
—	Finance	5.3 Ensure financial prudence with clean audit by the Auditor General	Percentage of assets verified	Direct./ Dept. achievement as at 30 June 2013		100% asset register verified	Review of Asset Policy	Finalisation of Asset verification timetable	60% asset register verified	100% asset register verified	Directorate Finance Manager Pat Lockwood

2013/2014 CUSTOMER RELATIONS DEPARTMENT SDBIP											
Pillar & Corporate Objective number Directorate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program/Statutory or Strategic Plan	Annual Target 30 June 2013	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
5.3 Ensure financial prudence with clean audit by the Auditor General	Deputy City Manager		Percentage Internal Audit findings resolved	Direct./ Dept. achievement as at 30 June 2013		70%	70%	70%	70%	Riaan Vosloo Contact: 021 400 3879 Cell: 082 559 9959 Pat Lockwood	

Manager: Customer Relations

Executive Director: Corporate Services

Mayco Member: Ald. Demetri Qually


 Date: 8/5/13.


 Date: 20/05/09


 Date: 24/5/2013

DEPARTMENT: EMPLOYMENT EQUITY

**DEPARTMENTAL BUSINESS PLAN
2013/2014**

MANAGER: MICHAEL SIYOLO

1. EXECUTIVE SUMMARY

The Employment Equity department provides guidance and direction to the organisation in order to assist the City of Cape Town to achieve broader workplace representivity of the communities served by the City of Cape Town with a high focus on qualitative development, disability , gender and racial equity.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

i. Vision and Mission

Vision:

To be a department that delivers professional equity services to all its stakeholders, in support of an inclusive and equitable city.

Mission:

To provide consultancy services, on EE policy development and implementation as well as raise awareness on Gender, Race, Disability and Affirmative Action to enable the City of Cape Town to achieve transformation and inclusivity.

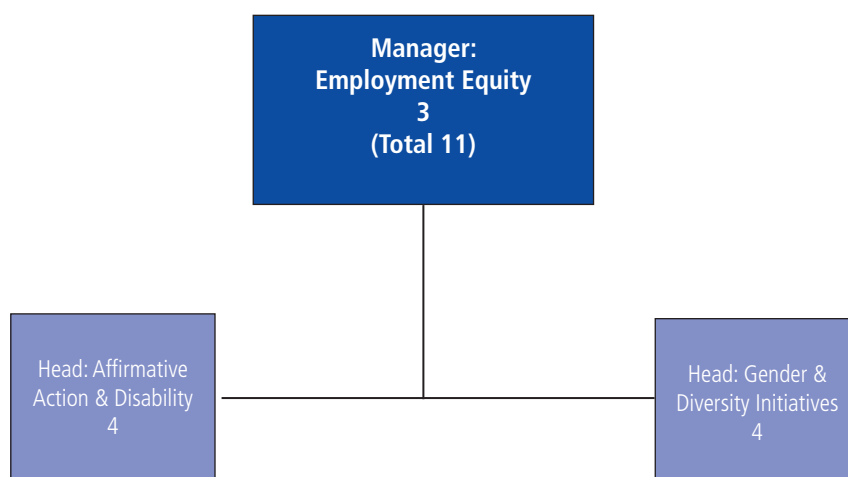
ii. CORE FUNCTIONS:

EMPLOYMENT EQUITY				
DISABILITY	DIVERSITY	GENDER	AFFIRMATIVE ACTION	
• Audit all Council building/Facilities for Universal accessibility • Raise awareness • Drive appointment of People with Disabilities in all directorates • Ensure suitable parking for People with Disabilities • Assist line with reasonable accommodation of People with Disabilities • Research - Policy • Best practices	• Conduct weekly Diversity Workshops • Host awareness sessions • Conduct Department Specific Interventions on request • Facilitate conflict resolution interventions	• Provide direction on gender related matters • Monitor implementation of Women Empowerment Strategy • Facilitate gender training interventions City wide • Establish and maintain structures in support on Gender Equity • Manage Internal communication platforms for staff on gender and diversity related matters	• Provide all directorates with their employment status • Advise line departments on employment targets • Monitor compliance with EE Plan implementation • Monitor training and Development of staff in accordance with EE Plan • Identify developmental training initiatives • Advise Management and staff on EE • Conduct awareness raising presentations • Research - Policy • Legislation • Best practices • Establishment/Facilitate EE/ETD Forum	

iii. Partners and Stakeholders in the Strategy Plan

Partners/ Stakeholders	Roles and Responsibilities of stakeholders
INTERNAL	
EMT (Executive Management Team)	Take decisions in compliance with EE challenges
STAFF	Participate in EE Forums. Inform EE Office of ULP, Discrimination etc
COUNCILLORS	Inform EE Office of EE related issues in their constituencies
UNIONS (IMATU & SAMWU)	Participate in EE Forum, represent constituency in EE matters
MAYCO & MAYOR'S OFFICE	Political oversight and monitoring
EXTERNAL	
CGE (Commission for Gender Equality)	Monitor & oversight role on gender equity issues
Disability Sector (LOFOB, QUADPARA ETC)	advocacy role
DPSA (Disabled People of South Africa)	Monitor & advocacy role
SALGA (South African Local Government Association)	Monitoring and policy directives
Department of Labour	Monitor procedural and substantive compliance with EE

3. ORGANOGRAM



Notes: Each block indicates the number of permanent staff employed in that particular branch (including the branch head)

4. LEGISLATIVE IMPERATIVES:

- The Constitution of the Republic of South Africa, 1996
- Employment Equity Act 55 of 1998
- Skills Development Act, 97 of 1998
- Municipal Finance Management Act 56 of 2003

5. RESOURCES (Financial and Staff)

5.1 Capital Expenditure (CAPEX)

Provision for 2013/2014 = R 40 000

Provision for 2014/2015 = R 40 000

Provision for 2015/2016 = R 40 000

5.2 Operating Expenditure (OPEX)

Controllable Expenditure for 2013/2014: R 5 926

Controllable Expenditure for 2014/2015: R 6 398

Controllable Expenditure for 2015/2016: R 6 927

Total Staff Complement = 11

6. BACKLOGS & RESOURCES CONSTRAINTS

The department is challenged in the drive to achieve representivity especially with the Gender, Disability, National Key Performance Indicator (NKPI) Levels 1-3 of management targets

7. ASSUMPTIONS AND RISKS

7.1 Assumptions

This business plan has been prepared under the assumption that there will be no changes to current funding levels and responsibilities of the EE department

7.2 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.

8. STRATEGIC ALIGNMENT AND LINK TO THE INTEGRATED DEVELOPMENT PLAN (IDP) AND PROGRAMMES

8.1 The EE department aligns its functions to the City's IDP focus areas of an opportunity City, an inclusive City as well as a well-run City as seen in the tables below.

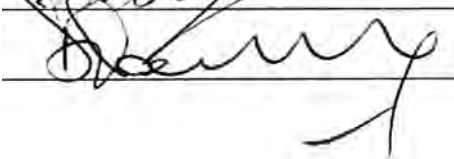
SFA	OBJECTIVES	PROGRAMMES	INITIATIVES (INPUTS AND OUTPUTS)
SFA 1 - AN OPPORTUNITY CITY	Objective 1.6 Maximise the use of available funding and programmes for training and skills development department	P1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	• Monitor training that is focussed on scarce skill categories to realise Employment Equity • Monitor employment equity target implementation during distribution of external bursaries • In-service training of students requiring work based experience to graduates granted to all in relation to EE benchmark targets
SFA 4 - AN INCLUSIVE CITY	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with, and be responded to.	P4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	• Service Management Programme
SFA 5 - A WELL-RUN CITY	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	P5.2 (b) Human Resources Strategy	• Maximising the developmental opportunities for employees to enhance employment equity capacity and implementation • Identify and monitor key measurements that will support employment equity • Support the Departmental Staffing Strategies
SFA 5 - A WELL-RUN CITY	Objective 5.3 Ensure financial prudence, with clean audits by the Auditor General	P5.3(b) Internal management processes programme	• Well trained staff in key identified Core EE Processes

9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

Employment Equity has completed a 13/14 SDBIP – attached as Appendix A.

10. AUTHORISATION

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

	Name	Signature	Date
Manager	Michael Siyolo		07/05/2013
Acting Executive Director	Andre Stelzner		2013/05/09
Mayco Member	Ald. Demetri Qually		24/5/2013

11. APPENDICES:

Appendix A: Employment Equity Department SDBIP for the 2013/2014 financial year.

2013/2014 EMPLOYMENT EQUITY DEPARTMENT SDBIP											
Pillar & Corporate Objective number Directorate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program/Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
5,2	Corporate Services	5.2: Establish an efficient and productive administration that prioritizes delivery	# Additional Directorate EE Forums Established	Direct./ Dept. achievement as at 30 June 2013	5.2(b): Human resources strategy	4	1	2	3	4	HEAD: Affirmative Action & Disability Ann Koen
1,1	Corporate Services	1.1: Create an enabling environment to attract investment to generate economic growth and job creation	# Interventions implemented from the Women's Empowerment Strategy	Direct./ Dept. achievement as at 30 June 2013	5.2(b): Human resources strategy	4	1	2	3	4	HEAD: Gender & Diversity Elize Madella
1,1	Corporate Services	1.1: Create an enabling environment to attract investment to generate economic growth and job creation	# Diversity Management Workshops Conducted	Direct./ Dept. achievement as at 30 June 2013	5.2(b): Human resources strategy	75	20	35	55	75	HEAD: Gender & Diversity Elize Madella
1,1	Corporate Services	1.1: Create an enabling environment to attract investment to generate economic growth and job creation	# Staff attending diversity management workshops	Direct./ Dept. achievement as at 30 June 2013	5.2(b): Human resources strategy	900	250	400	650	900	HEAD: Gender & Diversity Elize Madella
5,2	Corporate Services	5.2: Establish an efficient and productive administration that prioritizes delivery	# of EE presentations conducted and signed off by directorate Senior Management	Direct./ Dept. achievement as at 30 June 2013	5.2(b): Human resources strategy	12	3	6	9	12	HEAD: Affirmative Action & Disability Ann Koen/Michael Siyolo
4,1	Corporate Services	4.1: Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to	# of buildings audited for universal accessibility	Direct./ Dept. achievement as at 30 June 2013	5.2(b): Human resources strategy	60	12	24	48	60	HEAD: Affirmative Action & Disability Ann Koen

2013/2014 EMPLOYMENT EQUITY DEPARTMENT SDBIP											
Pillar & Corporate Objective number Directorate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program/Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
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 2013	1.2 (b) Maintenance of infrastructure	91 %	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	91 %	Boniwe Danister
1E	Finance	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend on repairs and maintenance	Direct./ Dept. achievement as at 30 June 2013	1.2 (b) Maintenance of infrastructure	95%	22%	46%	70%	95%	Directorate Finance Manager
1F	Deputy City Manager	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Number of Expanded Public Works programmes (EPWP) opportunities created	Direct./ Dept. achievement as at 30 June 2013	1.2 (d) Expanded Public Works Programme (EPWP)	2	0	1	2	2	Regan Melody Elize Madell / Ann Koen
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) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	2	1	1	2	2	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401 Boniwe Danister

2013/2014 EMPLOYMENT EQUITY DEPARTMENT SDBIP											
Pillar & Corporate Objective number Directorate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program/Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
1H (b)	Corporate Services		Number of apprentices	Direct./ Dept. achievement as at 30 June 2013	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401 Chad Aimes (Quarterly BI report) Contact: 021 400 3828 Cell: 071 850 3383
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	Direct./ Dept. achievement as at 30 June 2013	4.1 (a)) Managing service delivery through the service management process (C3 notification responsiveness)	100%	100%	100%	100%	100%	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401 Boniwe Danister
–	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to EE target (composite Indicator)	Direct./ Dept. achievement as at 30 June 2013	5.2(b)Human resources strategy	100%	100%	100%	100%	100%	Manager: EE Michael Siyolo
–	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to Employee Utilisation target (composite Indicator)	Direct./ Dept. achievement as at 30 June 2013	5.2(b)Human resources strategy	100%	100%	100%	100%	100%	Justine Quince Manager: EE Michael Siyolo
–	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to employee talent target (composite indicator)	Direct./ Dept. achievement as at 30 June 2013	5.2(b)Human resources strategy	100%	100%	100%	100%	100%	Justine Quince Manager: EE Michael Siyolo

2013/2014 EMPLOYMENT EQUITY DEPARTMENT SDBIP											
Pillar & Corporate Objective number Directorate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program/Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
—	Finance	5.3 Ensure financial prudence with clean audit by the Auditor General	Percentage of Operating Budget spent	Direct./ Dept. achievement as at 30 June 2013	—	95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%	Boniwe Danister
—	Finance	5.3 Ensure financial prudence with clean audit by the Auditor General	Percentage of assets verified	Direct./ Dept. achievement as at 30 June 2013	—	100% asset register verified	Review of Asset Policy	Finalisation of Asset verification timetable	60% asset register verified	100% asset register verified	Boniwe Danister
—	Deputy City Manager	5.3 Ensure financial prudence with clean audit by the Auditor General	Percentage Internal Audit findings resolved	Direct./ Dept. achievement as at 30 June 2013	—	70%	70%	70%	70%	70%	Manager: EE Michael Siyolo

Manager: Employment Equity



Date: 8/5/2013

Executive Director: Corporate Services

Date: 2013/05/09

Mayco Member: Ald. Demetri Qually



Date: 24/5/2013

DEPARTMENT: HUMAN RESOURCES

**DEPARTMENTAL BUSINESS PLAN
2013/2014**

DIRECTOR: JUSTINE QUINCE

1. EXECUTIVE SUMMARY

There are five primary focus areas within the HR Business Plan. These are:

- Maximise training opportunities for both internal & external candidates, thereby contributing to the improvement of the overall skills level of employees within the Western Cape and assisting in lowering the unemployment rate within the region;
- Maximise business improvement opportunities, focusing particularly on areas which will contribute to improved service delivery, protect and increase income and contain costs;
- Improve performance, accountability and ethics within the City;
- Enhance the City's profile as an employer of choice and increase capability to attract and retain scarce skills, via the City's integrated Talent Management strategies and programmes;
- Continue the City's world class programme of technology driven improvement, through ongoing expansion of eHR.
- The OD&T Plan seeks to ensure enhanced service delivery with efficient institutional arrangements through the following strategies:
 - Development and implementation of institutional frameworks and business systems;
 - Implementation of human capital management systems and processes to enhance staff alignment with business needs and improve staff morale and performance;
 - Implementation of efficiency gains interventions through business improvement initiatives;

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

i. Vision and Mission

Vision:

To be recognised as an employer of choice and the HR benchmark within local government in South Africa.

Mission:

Strategic Business Partner to line to:

- Improve cost effectiveness of services;
- Increase return on investment in human capital;
- Retain and attract critical talent;
- Improve the City's rating as employer of choice;
- Continuously enhance service performance

ii. Purpose:

The purpose of Human Resources is to render an efficient and effective service to the staff and management of the City through the multiple roles of strategic partner, administrative expert, employee champion and change agent and across all the HR specialised and administrative functions.

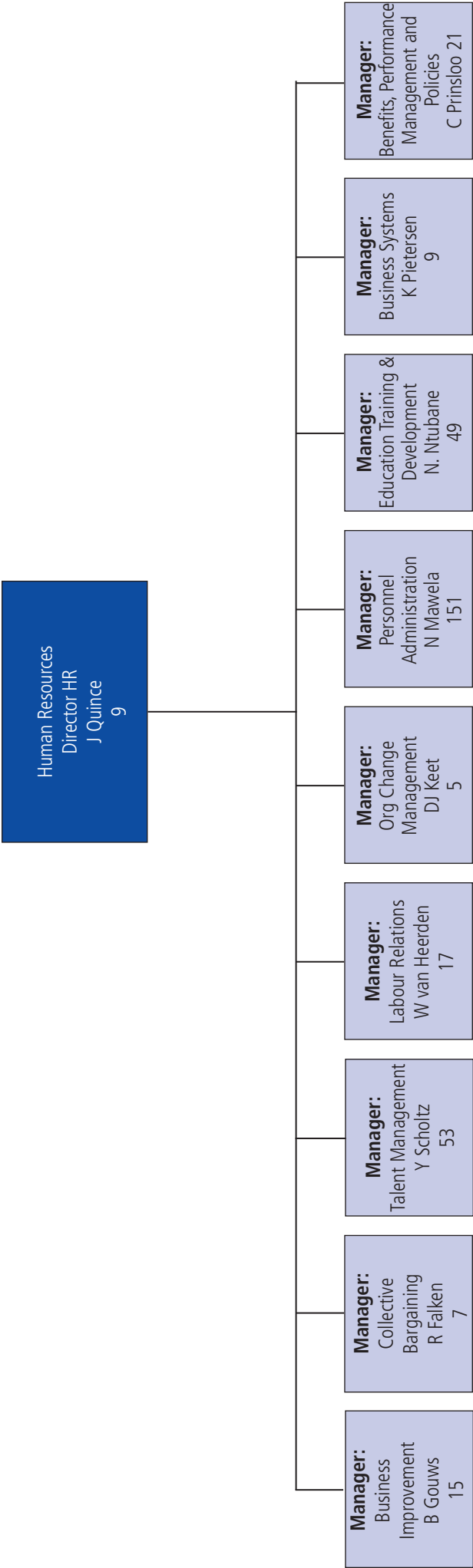
iii. CORE FUNCTIONS:

CORE FUNCTIONS	CUSTOMER EXPECTATIONS
• Lead, drive and direct the alignment of core business processes, structures and people to corporate and business strategies through the provision of corporate wide HR programme and project management; • Provide an overall conflict management resolution and engagement strategy that will support the strategic intent of the City and build productive working relationships; • Provide an integrated labour relations and collective bargaining service, supported by an integrated labour relations and collective bargaining strategy; • Support the Organization's capacity for human capital (financial and skills) sustainability and change; • Provide focussed business improvement interventions to improve organisational efficiency and effectiveness; • Provide an e-HR strategy and develop and rollout the electronic human resources systems; • Increase the Organisation's ability to cope with change (enhancing the agility and flexibility of organisation); • Deliver an integrated Talent Management framework, process and service, including staffing strategy model, methodology and framework; competency development & management; career and succession planning; leadership development model & strategy; attraction & retention, training and development including workplace skills plans and individual performance management; • Deliver Remuneration and Benefits service, including job evaluation, reward and recognition, supported by an integrated Talent Management & Reward strategy; • Deliver efficient and effective personnel administrative services, ensuring highest ethical and governance standards are maintained; • Provide flexible and sustainable Human Resources strategies, systems, policies and procedures; • Maintain internal and external partnerships to ensure the effective and efficient management of strategic initiatives and projects, including an organisational design research, benchmarking and advisory service;	• Provision of right skills, at the right time, in the right place and at an affordable price; • High quality, best practice advice, interventions and programmes; • Provide efficient and effective transactional services, with minimal red tape and time delays; • Programme management of selected HR interventions, including prioritisation of key interventions; • Alignment of HR to IDP and the City's strategic agenda; • HR to become a strategic business partner, enabling service delivery and not blocking; • Provision & regular review of simple, clear, fair policies; • To make a substantial impact on the performance of the organisation; and • Implement organisational change that produces positive results.

iv. Partners and Stakeholders in the Strategy Plan

Internal	Roles and Responsibilities
Executive Mayor & Mayoral Committee	Decision makers; mandating body or recommenders, depending on Council delegations & provisions of the Systems Act
Councillors	Recipients of Councillor Training; oversight role within PCs; decision makers for matters reserved to Council; employer representatives within Local Labour Forums; SALGBC Structures; SALGA and Pension Funds
City Manager & EMT/Executive Directors	Primary business partners/clients/customers; decision makers in terms of Systems Act/ Council/City Manager delegations
HR and Corporate Services Portfolio Committee	Recommenders of HR Policy
Staff	Primary clients/customers
External	Roles and Responsibilities
National and Provincial Government (including DCOG)	Policy & legislation; joint projects on skills development
SETA	Business partner/funder for training
Unions (IMATU & SAMWU)	Bargaining partners

3. SENIOR MANAGEMENT ORGANORAM:



4. LEGISLATIVE IMPERATIVES:

All relevant labour legislation & local government legislation; all SALGBC collective agreements; all policy frameworks.

5. RESOURCES (Financial and Staff)

Operating Expenditure (OPEX)

Controllable Expenditure for 2013\2014: R 184 776

Controllable Expenditure for 2014\2015: R 200 217

Controllable Expenditure for 2015\2016: R 216 155

Capital Expenditure (CAPEX)

Provisional for 2013\2014: R 2 665 000

Provisional for 2014\2015: R 2 665 000

Provisional for 2015\2016: R 2 665 000

Total Staff Complement

Human Resources	Salaried	336
	Temporary	1
Filled & vacant positions	Total	337

6. ASSUMPTIONS AND RISKS:

6.1 Assumptions

This business plan has been prepared under the assumption that there will no significant changes to current funding levels and responsibilities of the HR department and that the City will remain true to its HR Strateg

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.

7. STRATEGIC ALIGNMENT AND LINK TO THE INTEGRATED DEVELOPMENT PLAN (IDP) AND PROGRAMMES:

SFA	Objectives	Programme	Initiatives
SFA 1 - AN OPPORTUNITY CITY	Objective 1.6 Maximise the use of available funding and programmes for training and skills development	P1.6 (a) Facilitate external training opportunities for unemployed	- Development of strategy and implementation plan to expand current external training opportunities, including apprentices, skills programmes, learnerships, graduate internships external bursaries and in-service training opportunities - Maximising use of available funding sources to expand the programmes - Oversight of strategy implementation - Management of External Bursaries programme R24.05 million; part from dedicated R15m (new allocation), part from SETA (new funding), balance from City's 1% allocation. R6m apprentices - R6.3m learnerships - R3m graduate internships - R2.75 apprenticeship training - R2m apprenticeship tools - R 4 million dedicated for external bursaries
SFA 4 - AN INCLUSIVE CITY	Objective 4.1 Ensure responsiveness by creating an environment where citizens can communicate with and be responded to.	P4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness) (5 year project)	- Training of key staff in ensuring an understanding of the link between business and the use of the system to enable proper management of service requests. This will focus skills development to ensure sustainability after project conclusion. - All departments applying a mix of internal, external and maintenance notification types in order for the City to fully benefit from the system. - Developing service standards for service requests and the measurement against it (as opposed to monitoring the average days to close a service request). - Measuring the quality of work delivered for service requests by monitoring the re-occurrence of requests. I.e. reoccurring pothole. - Enable specific system functionality to enhance service delivery, such as activating the SMS service to give members of public feedback on their C3 complaint raised and capability to measure citizen/customer satisfaction. - Develop informative management performance reports to inform relevant decision makers. - Laying a proper foundation to enable proper costing of services. - R 1.7 m training allocation - External service provider on 3 year tender

SFA	Objectives	Programme	Initiatives
SFA 5 - A WELL-RUN CITY	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	P5.2 (a) Human Resources, Talent Management, Skills Development programme (Integrated Talent Management approach)	• Integrated Talent Management strategy • Integrated Talent Management Framework • Integrated Talent Management Programme • City Staffing Strategy • Oversight of Directorate & Departmental Staffing Plans The employment equity plan and related programmes form an integral part of the different components of the Talent Management Framework. To be successful, they must be consciously incorporated into each component. The key programmes include the Employment Equity Plan approved targets for new employments, the disability, gender and diversity programmes Specific projects included in the above initiatives are: • T9 & below skills audit • Coaching & Mentorship training programme to train 40 internal business coaches and mentors • Rollout of Leadership Development Programme on employee driven basis, via bursary programme; based on modular training as offered by University of Stellenbosch School of Public Administration & University of the Western Cape School of Public Management • R900 000 qualification verification & streamlining of advertising & response handling • R2 000 000 (projects) for field workers & assessment materials • R1600 000 (Training) • R2 000 000 (Training)

SFA	Objectives	Programme	Initiatives
SFA 5 - A WELL-RUN CITY	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	P5.2 (b) Human Resources Strategy	Identifying the top areas of intervention that will have the greatest impact on staff engagement and productivity, and ensure business continuity through providing a skills pipeline. The identified areas are: • Maximising the developmental opportunities for the City's 25,500 employees & leveraging City resources to improve the skills pipeline through external and internal training opportunities (SFA 1.6(a) and 5.2(a)) • Individual Performance Management (SFA 5.2(a)) Improving the efficiency and effectiveness of the core HR business processes that impact on human resources management; • Maximising SAP HR Functionality, in particular ESS & MSS (SFA 4.2(b)) and • Enhancing SAP based Disciplinary Case Management System • Developing electronic declaration of interest form • Improving data management on SAP • Implementing e-Record system for PA records • Increasing investment in skills development (SFA1.5(a) & 5.2(a)); with rollout of LSO and • Identifying and monitoring key measurements that will support the above outcomes.(Composite HR Risk KPI & Staff Engagement KPI) – via analysis of Siyamamela 2013 results • HR Customer Survey • Change Management Support • HR Corporate Programs • OHS& Wellness • AET • Induction • Councillor Development • Labor Relations Training • EHR Training • In addition to the programmes listed elsewhere in this business plan, the City allocates R60m to line departments & a further R2m to HR for corporate training programmes. • R 350 000 (projects) • R1.6m efficiency programmes & projects related to core business processes & systems (projects) • R1.8m CAPEX for E-HR programmes • R250 000 relocation of PA into single venue; management of records • R150 000 change programmes • R200 000 • R450 000 change programmes • R2m • R500 000 • R400 000 • R600 000 • R900 000 • R2m

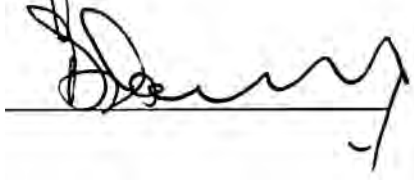
SFA	Objectives	Programme	Initiatives
SFA 5 - A WELL-RUN CITY	Objective 5.1	Ethical programme	- To ensure that the City adheres to the highest ethical standard within its day to day business operations, based on the code of Conduct for municipal employees - This is a multipronged programme, which will include various forms of media& training to increase management's understanding of appropriate ethical conduct and oversight and will also include greatly enhanced systems to ensure the submission and updating of declarations of interest by staff required to declare. - Enhancing HRs reporting and monitoring functions to improve overall governance of key HR functions
SFA 5 - A WELL-RUN CITY	Objective 5.3 Ensure financial prudence with clean unqualified audits by the Auditor General	P5.3(b) Internal management processes programme (Management Accountability Project – 4 year project)	A management resources centre of information on key identified Core Corporate Administrative Business Processes and systems, together with related policies, procedures and delegations. A set of training material for the key identified Core Corporate Administrative Business Processes as defined in the scope of this document. A training programme for line managers - Included under Leadership program - R2 300 00 for training External service provider on three year contract

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

Attached is Human Resources Department SDBIP for the 2013/2014 financial year in Appendix A

9. AUTHORISATION:

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

	Name	Signature	Date
Director	Justine Quince		07/05/2013
Mayco Member	Ald. Demetri Qually		24/5/2013

10. APPENDICES:

Appendix 1: Strategic Human Resources Department SDBIP for the 2013/2014 financial year.

2013/2014 HUMAN RESOURCES DEPARTMENT SDBIP											
Pillar & Corporate Objective number Directorate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program number and name/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
1,6	Corporate Services	1.6 Maximise the use of available funding and programmes for training and skills development	Number of external trainee & bursary training opportunities and apprentices	New measure	Programme 1.6(a): Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	700 external trainee & bursary opportunities	250 apprentices	60 new external bursaries	140 new learnerships & graduate interns and medium - long term (12 - 18 month) in-service training contracts	Ongoing accommodation of short - medium term (3 - 11 month) in-service training opportunities - annual target of 500 opportunities	Director: Human Resources Justine Quince Manager ET&D Nonzuzo Ntubane
						250 apprentices					
1,6	Corporate Services	1.6 Maximise the use of available funding and programmes for training and skills development	% of Training Budget spent on the implementation of Corporate Projects	New measure	Programme 1.6(a): Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	90% of Training budget spent	10% of training budget spend	30% of training budget spend	70% of training budget spend	90% of training budget spend	Director: Human Resources Justine Quince Manager ET&D: Nonzuzo Ntubane
5,2	Corporate Services	5.2: Establish an efficient and productive administration that prioritizes delivery	% of HR (Human Resources) Service Desk queries resolved and closed within SLA	New Service	5.2(a): Human resources, talent management and skills development programme	≥90% of queries received resolved within SLA (Service Level Agreements)	≥90% of queries received resolved within SLA	≥90% of queries received resolved within SLA	≥90% of queries received resolved within SLA	≥90% of queries received resolved within SLA	Director: Human Resources Justine Quince Manager Personnel Administration: Nomusa Mawela

2013/2014 HUMAN RESOURCES DEPARTMENT SDBIP											
Pillar & Corporate Objective number Directorate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program number and name/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
5,2	Corporate Services	5.2: Establish an efficient and productive administration that prioritizes delivery	Graduate ceremony for all internal & external graduates	New project	5.2(a): Human resources, talent management and skills development programme	Graduate ceremony to honour all internal & external learners who have successfully completed their course of study	not applicable	not applicable	not applicable	Holding of graduate ceremony for all internal & external graduates including tertiary, learnerships, apprentices, AET)	Director: Human Resources Justine Quince Manager ET&D Nonzuzo Ntubane
4,1	Corporate Services	4.1: Ensure responsiveness by creating an environment where citizens can get communicated with and be responded to	% of managers in levels 1 - 4 attending training programme	New project	4.1(a) Service Management Programme	45% of target audience trained	Conduct management training for 30% of target audience	Conduct management training for 35% of target audience	Conduct management training for 40% of target audience	Conduct management training for 45% of target audience	Director: Human Resources Justine Quince Manager Business Improvement : Barry Gouws

2013/2014 HUMAN RESOURCES DEPARTMENT SDBIP											
Pillar & Corporate Objective number Directorate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program number and name/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
5,2	Corporate Services	5.2: Establish an efficient and productive administration that prioritizes delivery	Progress against project milestones to drive programme 5.2(a) (Integrated Talent Management Programme)	T14 and above skills audit completed	5.2(a): Human resources, talent management and skills development programme	60% T9 & below Skills Audit completed;	T 9 and below Skills Audit completed in Health.	T9 and below skills audit completed in Community Services	T9 and below skills audit completed in Tourism, Events and Marketing.	T9 and below skills audit 30% completed in Utility Services. Projected total of 60% of project completed.	Director: Human Resources Justine Quince Manager Talent Management: Yolanda Scholtz
						100% Coaching & Mentoring programme completed;	Coaching - 35 staff commence competent training.	Coaching - 35 Staff members completed competent training.	Post training coaching supervisory sessions with 35 coaches completed. Project completed	100% completion of Coaching programs (35 competent coaches trained and supervised)	Director: Human Resources Justine Quince Manager Talent Management: Yolanda Scholtz
						Leadership Development Programme established, implemented, reviewed and ongoing	Leadership Development programme - intake identified for commencement in January 2014.	Leadership programme embedded in WSP. Intake registered for 2014	Leadership Development - ≥40 participants attending class	Leadership Development programme fully established, reviewed and ongoing	Director: Human Resources Justine Quince Manager Talent Management: Yolanda Scholtz

2013/2014 HUMAN RESOURCES DEPARTMENT SDBIP											
Pillar & Corporate Objective number Directorate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program number and name/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
5,2	Corporate Services	5.2: Establish an efficient and productive administration that prioritizes delivery	Progress against project milestones to drive programme 5.2(b) (Human Resources Strategy)	Employee and Management self service rolled out; IPM done on manual system	5.2(b)Human resources strategy	Delivery against project milestones for IPM.	90% completion of 2013/14 scoresheets on SAP for T14 and above - in review stage	Complete e-IPM assessment process for 90% T14 & above employees for the 2012/13 cycle.	Capture 90% T10 – T13 employee scorecards ready for planning phase for the 2014/15 cycle.	90% T14 and above scorecards completed for 2014/15 planning 50% T10 - T13 scorecards completed for 2014/15 planning	Director: Human Resources Justine Quince Manager Remuneration, Benefits, Performance & Policies: Charl Prinsloo
							Completion of new module on SAP	Testing of new module	Rollout of new module	75% of all actions resulting in dismissal, triggered using new case management tool on SAP	Director: Human Resources Justine Quince Manager Labour Relations: Wesley van Heerden
							10% utilisation of SAP LSO based on nominated initiatives & target group for specific initiatives	20% utilisation of SAP LSO based on nominated initiatives & target group for specific initiatives	35% utilisation of SAP LSO based on nominated initiatives & target group for specific initiatives	50% utilisation of SAP LSO based on nominated initiatives & target group for specific initiatives	Director: Human Resources Justine Quince Manager Business Systems & Org Design : Kobus Pieterse

2013/2014 HUMAN RESOURCES DEPARTMENT SDBIP											
Pillar & Corporate Objective number Directorate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program number and name/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
5.1	Corporate Services	5.1 Ensure a transparent and corruption-free government	Conduct training to Level 2-4 Managers on the importance of ethical behaviour in the workplace	New programme	Programme 5.1(a): Transparent government (oversight) programme	≥50% of level 2 - -4 managers exposed to Ethics in the Workplace Programme	Service provider appointed	25% of target group trained on the program	35% of target group exposed to Ethics in the Workplace Programme	≥50% of target group exposed to Ethics in the Workplace Programme	Director: Human Resources Justine Quince Manager Personnel Administration: Nomusa Mawela
						25% supervisors (T10 - T13) exposed to Ethics in the Workplace Programme	Development of Industrial theatre - tender process completed	Development of Industrial theatre - service provider appointed	Development of Industrial theatre - programme completed	25% supervisors (T10 - T13) exposed to Ethics in the Workplace Programme	Director: Human Resources Justine Quince Manager Personnel Administration: Nomusa Mawela
5.3	Corporate Services	5.3: Ensure financial prudence with clean unqualified audits by the Auditor General	Progress against project milestones to drive programme 5.3(b)	New programme	5.3(b): internal management processes programme	100% of learning content for all prioritised modules completed.	81% training material completed	90% training material completed	n/a	100% training material completed	Director: Human Resources Justine Quince Manager Business Improvement : Barry Gouws
						100% pilot training for all prioritised modules completed.	66% pilot training completed	72% pilots completed	90% pilot training completed	100% pilot training completed	Director: Human Resources Justine Quince Manager Business Improvement : Barry Gouws

2013/2014 HUMAN RESOURCES DEPARTMENT SDBIP											
Pillar & Corporate Objective number Directorate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program number and name/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
1B	Finance	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend of Capital Budget	New department	1.2 (b) percentage spend of Capital Budget	91%	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	91%	Director: Human Resources Justine Quince
1E	Finance	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend on repairs and maintenance	New department	1.2 (e) Maintenance of infrastructure	n/a budget is for repairs only and therefore reactive	n/a budget is for repairs only and therefore reactive	n/a budget is for repairs only and therefore reactive	n/a budget is for repairs only and therefore reactive	n/a budget is for repairs only and therefore reactive	Director: Human Resources Justine Quince
1F	Deputy City Manager	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Number of Expanded Public Works programmes (EPWP) opportunities created	0	1.2 (d) Expanded Public Works Programme (EPWP)	200	0	0	0	200	Director: Human Resources Justine Quince

2013/2014 HUMAN RESOURCES DEPARTMENT SDBIP											
Pillar & Corporate Objective number Directorate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program number and name/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
1H (a)	Corporate Services	1.6 Maximise the use of available funding for and programmes for training and skills development	Number of external trainee and bursary opportunities (excluding apprentices)	New measure	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	19 opportunities: - 10 PA Learners - 6 in-service students - 1 post grad intern - 2 external bursars	10 PA Learners 1 post grad intern 2 external bursars	10 PA Learners 1 post grad intern 2 external bursars	19 opportunities: - 10 PA Learners - 6 in-service students - 1 post grad intern - 2 external bursars	Director: Human Resources Justine Quince	
1H (b)	Corporate Services		Number of apprentices	not applicable	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	not applicable	not applicable	not applicable	not applicable	Director: Human Resources Justine Quince	
4A	Corporate Services	4.1Ensure 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 measure	4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	100%	100%	100%	100%	Director: Human Resources Justine Quince	
-	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to EE target (composite Indicator)	New department	5.2(b)Human resources strategy	100%	100%	100%	100%	Director: Human Resources Justine Quince	

2013/2014 HUMAN RESOURCES DEPARTMENT SDBIP											
Pillar & Corporate Objective number Directorate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program number and name/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
—	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to Employee Utilisation target (composite Indicator)	New department	5.2(b)Human resources strategy	100%	100%	100%	100%	100%	Director: Human Resources Justine Quince
—	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to employee talent target (composite indicator)	New department	5.2(b)Human resources strategy	100%	100%	100%	100%	100%	Director: Human Resources Justine Quince
—	Finance	5.3 Ensure financial prudence with clean audit by the Auditor General	Percentage of Operating Budget spent	New department		95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%	Director: Human Resources Justine Quince
—	Finance	5.3 Ensure financial prudence with clean audit by the Auditor General	Percentage of assets verified	New department		100% asset register verified	50% inventory list verified	100% inventory list verified	60% asset register verified	100% asset register verified	Director: Human Resources Justine Quince
—	Deputy City Manager	5.3 Ensure financial prudence with clean audit by the Auditor General	Percentage Internal Audit findings resolved	New department		70%	70%	70%	70%	70%	Director: Human Resources Justine Quince

Director: Human Resources

Date: 07/05/2013

Executive Director: Corporate Services

Date: 20/3/05/09

Mayco Member: Ald. Demetri Quilly

Date: 24/5/2013

DEPARTMENT: INFORMATION SYSTEMS & TECHNOLOGY

DEPARTMENTAL BUSINESS PLAN 2013/2014

DIRECTOR: ANDRE STELZNER

1. EXECUTIVE SUMMARY

The Information Technology and Systems Department (IS&T) of the City Of Cape Town, deploys a three pronged strategy to maximize the use of information Technology (IT) within the City and thereby improve services to citizens. As a strategic partner to business it aims to be a catalyst for the transformation of public services and it will enable the City of Cape Town to become a more efficient and effective local authority.

This strategy, known as the “Smart City Strategy” aims to:

- Improve the efficiency of the Administration
- Improve Services to Citizens and Business
- Contribute to Social and Economic Development

and thereby contributes directly to the City achieving its stated 5 Strategic Focus Areas of being:

- an Opportunity City,
- a Safe City,
- a Caring City,
- an Inclusive City as well as
- a Well-run City.

This will be achieved by using IT (Information Technology) to assist in changing the way that local government operates by transforming the relationship between government, citizens and business. This ambitious objective is to improve the efficiency of local government, completely change the way in which society and local government engages in order to enhance the quality of life and economic opportunities of all citizens. Through more accessible telecommunications, increased use of on-line services, citizen self-help capabilities and social media the service delivery and communication gap between the City and its stakeholders will be bridged.

This vision of an enabling Local Authority which uses IT to bring about these changes can only be realised by an administration which deploys integrated, IT enabled business processes. For this reason the IS&T Department will continue to maintain, enhance and implement new IT systems which improve the efficiency of the administration whilst at the same time enabling line departments to extend their service offering to their stakeholders.

Key initiatives for 2013/14

The IS&T departments SDBIP contains the key programs, projects and plans which will be undertaken during the 2013/2014 financial year (FY). These are all aligned to the City's IDP and include:

- Extending the Broad Band Optic Fibre network.
- Introducing and enhancing systems for health, HR and Finance business processes.
- Extending online service available to citizens and other stakeholders.
- Ensuring high reliance can be placed on ICT systems.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

i. Purpose:

The primary purpose of the Information Systems and Technology Department is the provisioning of Information and Communication Technologies (ICT) services which will enable an efficient and effective city administration.

Purpose 1: Improved efficiency of the Administration

Operational efficiency will be enhanced by automating those business processes which are not currently being performed within a corporate SAP-ERP system, bringing more business units in line with the existing corporate business processes and growing the content of the management information systems to serve decision makers. This strategy will therefore focus on deploying IT systems to ensure that city services are delivered in the most efficient and effective ways; thereby also contributing to increasing city competitiveness. This includes:

- making local government more customer friendly and citizen oriented through the use of ICT (through enhancing the Citizen Portal through which citizens can transact and interact with the City),
- reducing bureaucracy (by re-engineering and automating business processes),
- bringing down transaction costs (through economies of scale and the redeployment of existing IT systems into business units which previously have not had access to these kinds of systems) and;
- providing more cost effective services through cost saving initiatives such as its Broad Band Project and Data Centre Consolidation Programs.

Purpose 2: Improved services to Citizens and Business

The use of ICT to better communicate with and deliver services to citizens and businesses will be achieved by:

- providing information about services
- making services more accessible;
- enabling transactions, and
- fostering democracy through improved citizens – politicians communication

To date the ICT strategy has been focussed on ensuring uniform, automated and efficient back office business process which underpin a sound administration. Having introduced and bedded down these new systems this platform now makes it possible – and in response to citizen and business requests to provide information and transactional capability available on-line. The City will continue to enhance its Customer Relations (CR) capabilities by implementing a state of the art CRM system by providing a platform for timeous interaction and objective performance measures.

This strategy will focus on how IT can make local government politicians and officials more accessible. It will also focus on how IT can be used to make the processes of local government and related performance information more transparent to build accountability. IT can also be used to improve the relationship between local government politicians and officials with the community by providing a platform for timeous interaction and objective performance measures.

Purpose 3: Enable Social and Economic Development

The use of ICT to bring about social and economic development is the third strategic objective of the strategy. This acknowledges the increasing importance that ICT plays in business, employment, and the overall competitiveness of the City. By focussing on this the City will:

- ability to attract investment
- enable job creation
- provide access to the internet

This will be achieved by expanding the sound base which has been established through the Smart Cape Access points and “digital business centres” in support of small businesses

ii. Vision and Mission

Vision:

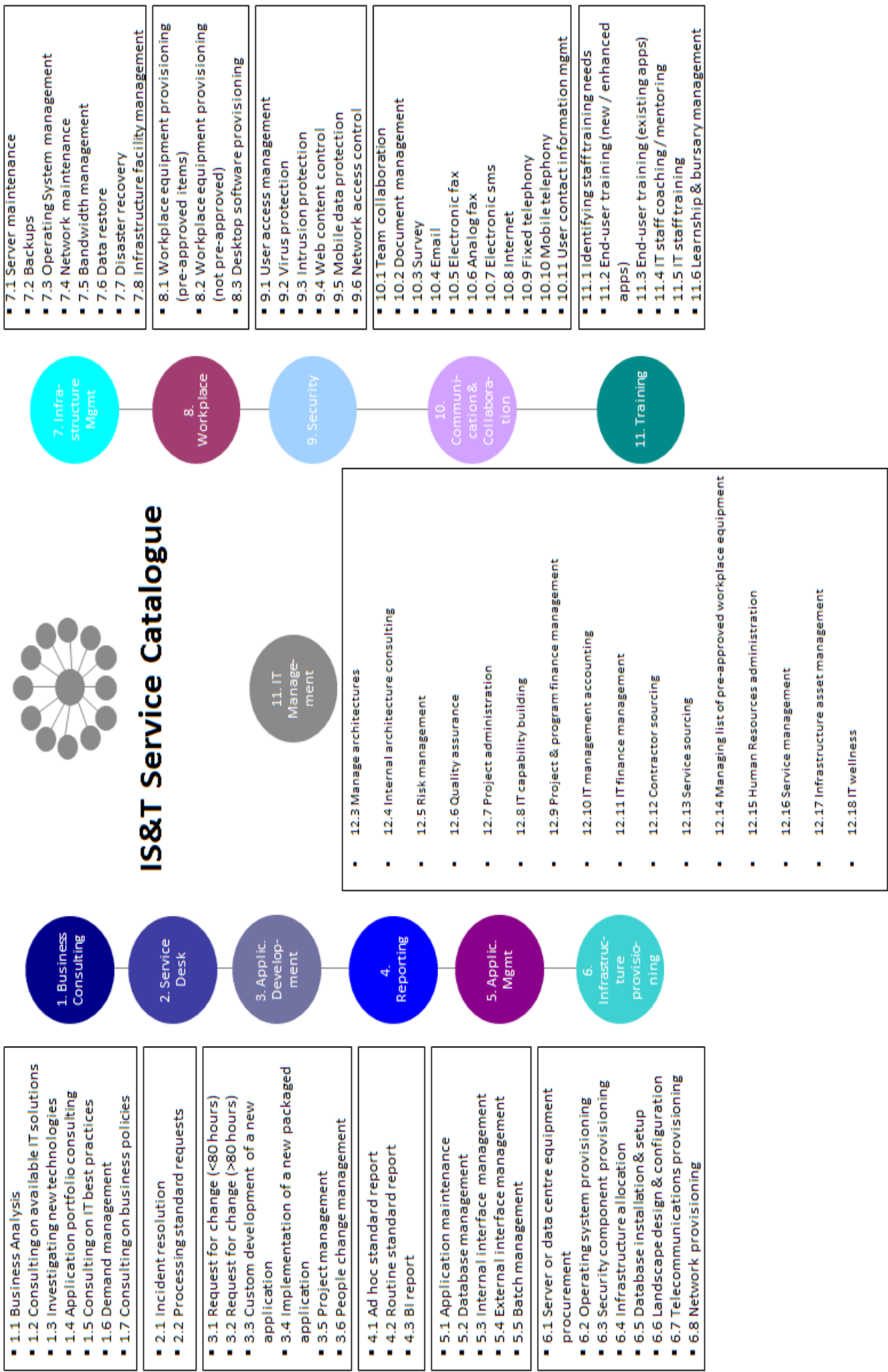
To be a world-leader in the provision of ICT services for Local Government.

Mission:

To exceed users expectations by providing responsive, quality, appropriate and cost-effective information technology solutions and services that enable City departments and other users of our ICT systems to be successful.

iii. Services Mandate:

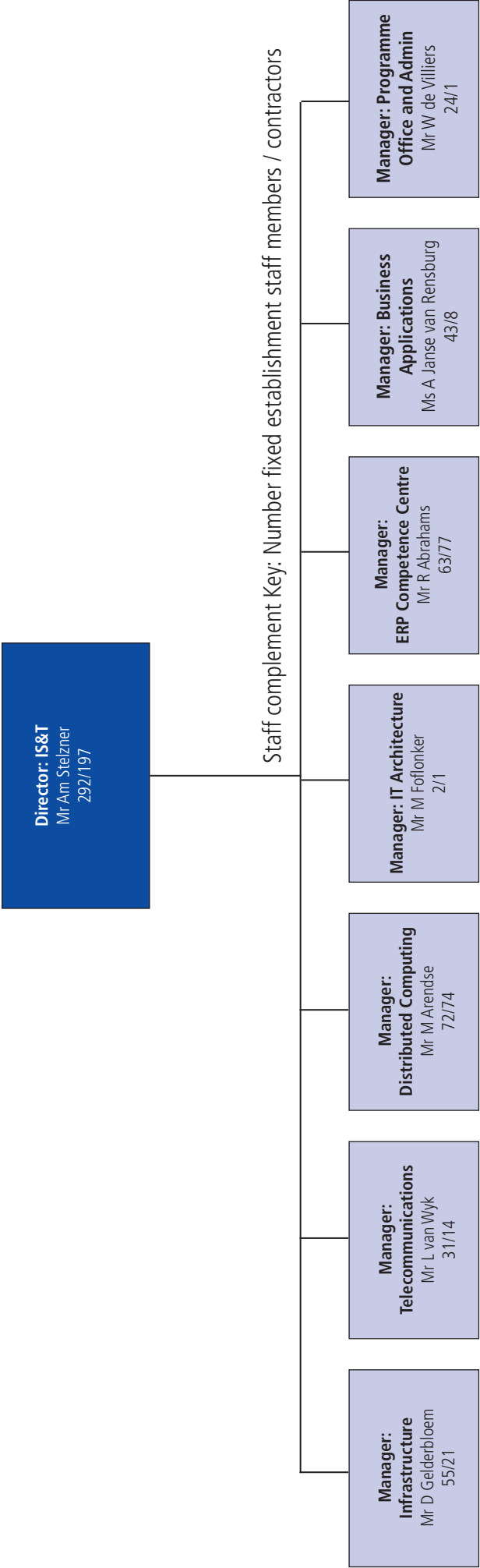
The IS&T department renders 72 unique services across 11 service categories as reflected in the following diagram:



iv. Core Functions:

INFORMATION SYSTEMS AND TECHNOLOGY			
INFRASTRUCTURE SERVICES	TELECOMMUNICATION SERVICES	DISTRIBUTED COMPUTING	
To provide a central IT infrastructure service through the provisioning of corporate data centres and all related enterprise equipment. This includes: - Managing the 2 corporate data centres and associated environmental equipment - Enterprise Servers - Storage - IT Security, Anti-virus and Back-up Services - Business Continuity	To provide a corporate telecommunication network that includes: - Broadband optic fibre network - Wireless network - Wide Area Network services provided by 3rd party telecommunication service providers - Local Area Network - Telephony - Internet infrastructure services	To provide enable the desktop IT services in support of end-users. This includes: - Providing a central IT Service for all service requests - Desktop and remote support technicians to assist users with PC, laptop and Printer Problems - Directory Services - Messaging Services	
IT ARCHITECTURE	ERP SUPPORT COMPETENCE CENTRE	BUSINESS APPLICATIONS COMPETENCE CENTRE	
To provide, maintain and enforce the ICT system and infrastructure standards employed in the City of Cape Town in areas of: - Business Systems and Information Architecture - Infrastructure Architecture - Security Architecture	To continuously update, enhance and extend the City's SAP-ERP system in response to organisational requirements across the following functional streams: - Finance - Human Capital Management and Payroll - Real Estate and Land Use Management - Logistics, SCM and Infrastructure Asset Management - Public Sector Records Management and Case Management - Business Intelligence and reporting - Revenue Services - User Support and Software Development	To continuously update, enhance and develop business applications outside of the ERP system in response to organisational requirements through deploying the following technologies: - Packaged applications - Geographic Information Systems (GIS) - Microsoft Office Productivity Tools including SharePoint - Custom Development which includes Web development and Mobile applications	
PROJECT OFFICE AND ADMINISTRATION			
To provide the program management service and Administrative Support service to the IS&T Department through a: - ICT Programme office - Change Management methodology - IT Contract Management and Sourcing office; and - Financial and Human Capital support			

3. SENIOR MANAGEMENT ORGANOGRAM:



4. LEGISLATIVE IMPERATIVES:

Various pieces of legislation specific to ICT inform the service. The most significant of these being the:

- Electronic Communications Act, 2005
Telecommunications Act, 2000
Promotion of Access to Information Act, 2000
Although not legislation the King III Code of Governance Principles has allocated an entire chapter (Chapter 5) to the importance of IT Governance as a subset discipline of corporate governance. The City has adopted these principles.

5. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN (key stakeholders of the plan)

Partners	Roles and Responsibilities
Suppliers	Providers of ICT equipment and services
Internal Stakeholders	Roles and Responsibilities
Mayoral Committee	Political Leadership and oversight
Corporate Services Portfolio Committee	Political oversight
Executive Management Team	Administrative Leadership
EMT ICT Sub Committee	Administrative oversight and governance
Business Process Owners	Process Owner for every business process contained within the City's transactional systems. Responsible for operational decisions and changes to application in terms of Change Control Process
PC Reps	End-user representative for each Department
External Stakeholders	Roles and Responsibilities
Citizens of Cape Town	Recipients of Services – using e-services
Provincial Government of Western Cape	Recipient of Telecommunications services and other Joint venture's

6. RESOURCES (Financial and Staff)

Financial

Capital Budget (CAPEX)

	Budget 2013/14	Budget 2014/15	Budget 2015/16
Capex	R 171 700 000	R 148 552 000	R 149 182 000

Operating Budget (OPEX)

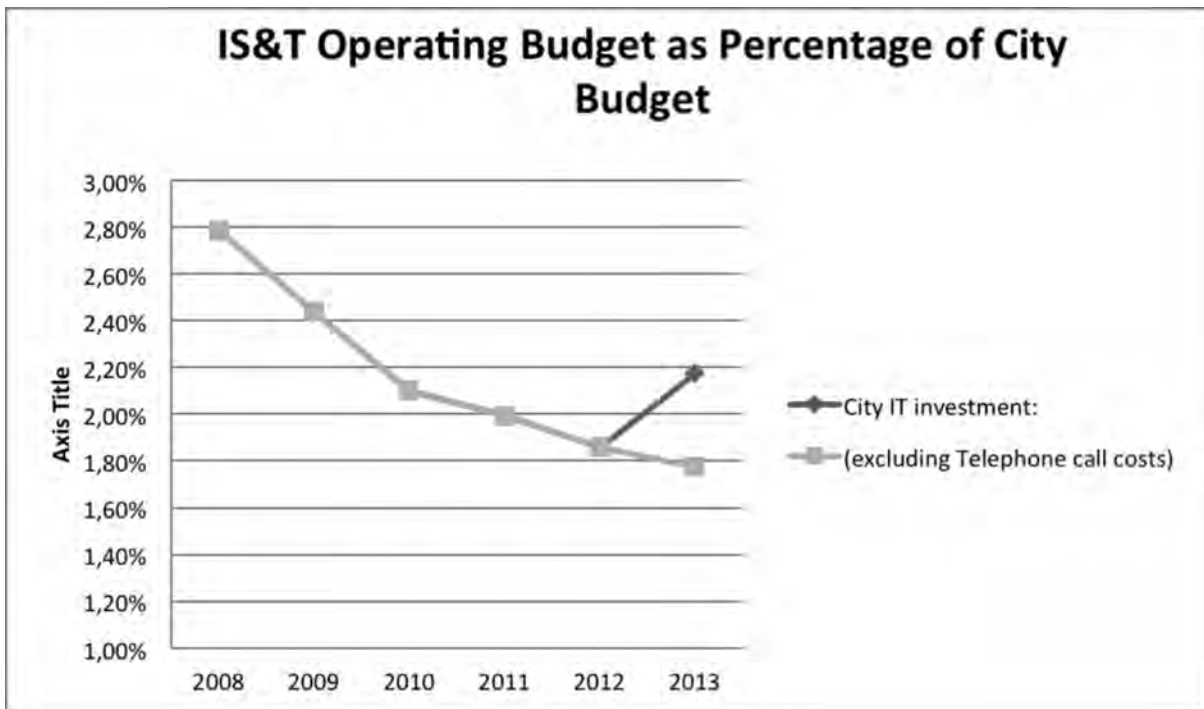
	Budget 2013/14	Budget 2014/15	Budget 2015/16
Controllable Expenditure	R 640 641	R 683 453	R 730 427

Controllable Expenditure: This includes the Corporate Software Licensing provision

Staff Compliment

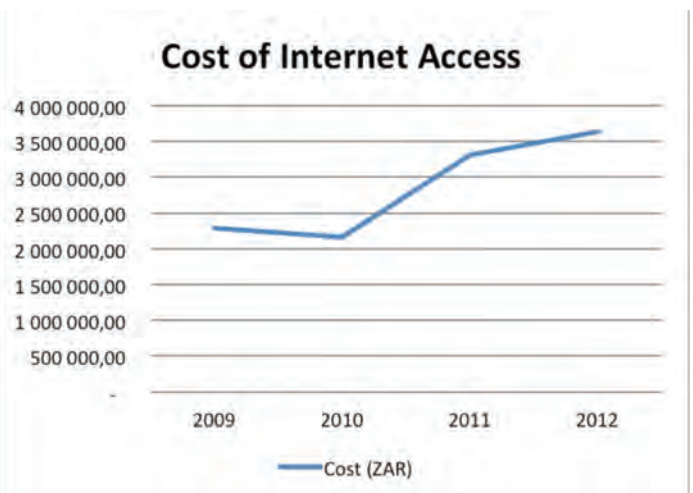
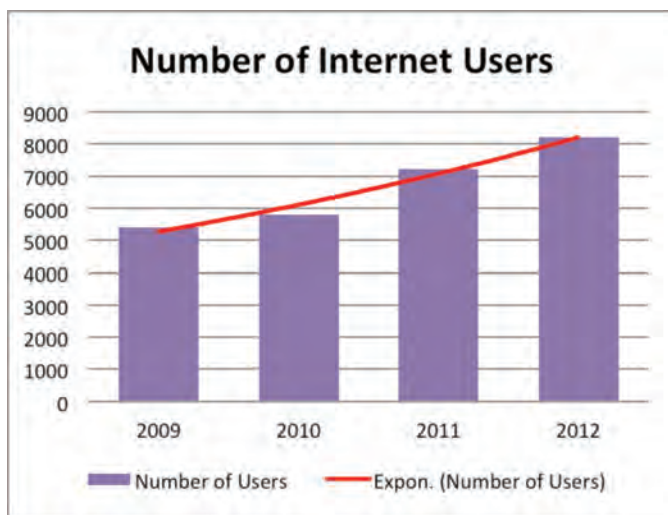
Total staff compliment of 535

7. BACKLOGS AND RESOURCE CONSTRAINTS



Gartner bench marking shows that the average IT spend of all organisations which took part in their international survey was 4.4% of the total operating budget across all industries. For local authorities it was on average 3.6% and in the case of very large municipalities it was 2.6%, yet in the case of the City of Cape Town we only spend about 1.8% of the total City budget on IT.

The graph shows that the relative level of investment has continued to decline year on year. The following two graphs however reflect the increase in demand for IT services and some of the corporate costs which are carried by IS&T.



8. ASSUMPTIONS AND RISKS

8.1 Assumptions

This business plan has been prepared under the assumption that there will no significant changes to current funding levels and responsibilities of the IS&T department and that the City will remain true to its ICT strategy and architectures.

8.2 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.

9 STRATEGIC ALIGNMENT AND LINK TO THE INTEGRATED DEVELOPMENT PLAN (IDP) AND PROGRAMMES

The strategic role that IS&T plays in enabling the City IDP is highlighted through the fact that many of the projects the department is responsible and the systems administered are central to achieving the 5 IDP outcomes commonly referred to as the pillars of the City of Cape Town:

SFA	OBJECTIVES	PROGRAMMES	INITIATIVES (INPUTS AND OUTPUTS)
SFA 1 - AN OPPORTUNITY CITY	Objective 1.2 – Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	P1.2(a) Fibre-optic network programme	Construct a fibre optic telecommunication network within the Cape Town metro. (BUDGET PROVISION WITHIN CURRENT MTREF BASE) Broad band fibre optic project
SFA 2 - A SAFE CITY	OBJECTIVE 2.2: Resource departments in pursuit of optimum operational functionality	P2.2 Resourcing of Departments in Pursuit of Optimum Operational Functionality	Safety and Security Systems Infrastructure
SFA 4 - AN INCLUSIVE CITY	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with, and be responded to.	P4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	Service Management Programme - Citizen e-Services - Mobile Services
SFA 5 - A WELL-RUN CITY	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	P5.2 (a) Human Resources, Talent Management, Skills Development programme (Integrated Talent Management approach)	Internship programme
SFA 5 - A WELL-RUN CITY	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	P5.2 (b) Human Resources Strategy	e-HR programmes - on-going upgrading of SAP HR
SFA 5 - A WELL-RUN CITY	Objective 5.3 Ensure financial prudence, with clean audits by the Auditor General	P5.3(b) Internal management processes programme	- System Control Audit by External Auditors - Business Process Automation and Integration

10. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

Information Systems and Technology SDBIP for the 2013/2014 financial year is attached as Appendix A

11. AUTHORISATION

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

	Name	Signature	Date
Director	Andre Stelzner		2013/05/09
Acting Executive Director	Andre Stelzner		2013/05/09
Mayco Member	Ald D Qually		24/5/2013

12. APPENDICES:

Appendix A: Information Systems and Technology SDBIP for the 2013/2014 financial year.

2013/2014 INFORMATION SYSTEMS & TECHNOLOGY DEPARTMENT SDBIP											
Pillar & Corporate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program/Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
5,2	Corporate Services	Objective 5.2: Establish an efficient and productive administration that prioritizes delivery	Availability of Broadband Fibre Optic Telecommunications Services	99%	P1.2 (a): Fibre-optic network programme (plus Wireless)	99%	99%	99%	99%	99%	Leon van Wyk Tel Number 021 400 9050 Mobile 083 295 7557
1,2	Corporate Services	Objective 1.2: Provision and maintenance of economic and social infrastructure to ensure infrastructure-led growth and development	Provisioning of Broadband Fibre Optic Telecommunications Services to City and Provincial Sites	121 City Sites 22 WCG Sites 6 Switching Facilities	P1.2 (a): Fibre-optic network programme (plus Wireless)	Extend City Telecommunication Service to an total of 152 City sites.	Increase total number of switching facilities to 9	130 City Sites connected Increase total number of switching facilities to 12.	140 City Sites connected	152 City Sites connected	Leon van Wyk Tel Number 021 400 9050 Mobile 083 295 7557
5,2	Corporate Services	Objective 5.2: Establish an efficient and productive administration that prioritizes delivery	Implementation of Employee Folder Management Solution - Establish IT system to replace Paper Based staff file.	New	5.2(a): Human resources, talent management and skills development programme	Implementation of Employee Folder Management Solution on SAP	Confirm Scope and Business Requirements	Sign-off Blueprint	System Build (following business requirements)	Implement Employee Folder Management Solution	Rudy Abrahams Tel Number 021 400 5013 Mobile 074 241 6175
5,2	Corporate Services	Objective 5.2: Establish an efficient and productive administration that prioritizes delivery	Implementation of Business Area Breakdown/ Profit Centre Accounting/ Flex-GL	New	5.2(a): Human resources, talent management and skills development programme	Implementation of Business Area Breakdown/ Profit Centre Accounting/ Flex-GL to comply with National Treasury SCOA requirements	Confirm Scope and Business Requirements	Sign-off Blueprint	Develop roadmap for implementation and obtain sign-off from business.	Implement first deliverable as outlined in the roadmap to migrate to the new accounting system.	Rudy Abrahams Tel Number 021 400 5013 Mobile 074 241 6175
5,2	Corporate Services	Objective 5.2: Establish an efficient and productive administration that prioritizes delivery	Enhancement of the e-Services Solution	60000 registered users	5.2(a): Human resources, talent management and skills development programme	Stabilisation and enhancement of e-Services platform on SAP in order to increase the number of registered users.	Create central user registration repository to provide a single view of the user and eServices registration status	Streamline registration process	Develop eServices activity report	Register a total user base of 150 000 users on the eServices platform.	Rudy Abrahams Tel Number 021 400 5013 Mobile 074 241 6175

2013/2014 INFORMATION SYSTEMS & TECHNOLOGY DEPARTMENT SDBIP											
Pillar & Corporate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program/Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
3.9	Corporate Services	Objective 3.8: Provide substance abuse outpatient treatment and rehabilitation services	Electronic submission process for health researchers	New	3.8(a): Primary health-care programme: Number of substance abuseoutpatients provided with alternative constructive behaviour	An internet based application submission solution for health researchers	Workshop and document high level requirements and get Project Charter signoff by the Health directorate	Detailed design of the solution should be approved by the Health directorate	Develop the solution and get internal testing signoff	Implement the internet solution for health researchers.	Adri Janse Van Rensburg Tel Number 021 400 1516 Mobile 084 620 6001
5.2	Corporate Services	Objective 5.2: Establish an efficient and productive administration that prioritizes delivery	SQL Server upgrade of third party applications and spatial (ISIS) applications	New	5.2(a): Human resources, talent management and skills development programme	To have a total SQL2012 Production and Disaster Recovery environments for all 3rd Party Application Databases and SQL Servers.	Plan and migration strategy will be completed. 50% of 3rd Party Application Database will be tested and migrated into Production.	SQL2012 Disaster Recovery infrastructure will be in Place. To be tested. (mirroring or Always On (AO), testing will decide which option will be used.	A corporate Governance document as well as a SQL Server operational document should be in final draft.	All 3rd Party Applications database to be tested and migrated to SQL 2012. Robust Disaster Recovery environment for SQL 2012 to be in place. All documentation to be completed.	Adri Janse Van Rensburg Tel Number 021 400 1516 Mobile 084 620 6001
5.2	Corporate Services	Objective 5.2: Establish an efficient and productive administration that prioritizes delivery	Replace Silverlight with HTML5 and JavaScript on the external ISIS viewer	New	5.2(a): Human resources, talent management and skills development programme	Replace External ISIS Viewer (Silverlight) with External ISIS Viewer (HTML5 and JavaScript)	Workshop and document high level requirements and get Project Charter signoff, Detailed design of the solution should be approved.	Develop the solution and get internal testing signoff	Implement the new ISIS viewer	Develop a mechanism to quantify the number of hits on the ISIS viewer.	Adri Janse Van Rensburg Tel Number 021 400 1516 Mobile 084 620 6001

2013/2014 INFORMATION SYSTEMS & TECHNOLOGY DEPARTMENT SDBIP											
Pillar & Corporate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program/Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
5.3	Corporate Services	Objective 5.3: Ensure fi financial prudence, with clean audits by the Auditor-General	Successful testing if IT (Information Technology) Continuity Plans for Corporate and Financial Systems	New	Programme 5.3(b): Internal management processes programme	11 Systems successfully restored as part of Mock Disasters Recovery in the past 12 months	Update and obtain sign-off of back-up and restore policy	4 Systems successfully restored as part of Mock Disasters Recovery in the past 12 months	8 Systems successfully restored as part of Mock Disasters Recovery in the past 12 months	11 Systems successfully restored as part of Mock Disasters Recovery in the past 12 months	Douglas Gelderbloem Tel Number 021 400 1624 Mobile 083 297 1707
4.2	Library Services	Objective 4.2: Provide facilities that make citizens feel at home	Migration of Smart Cape Access points to the City's Broadband Network	New	Programme 4.2(a): Community amenities programme (provide and maintain)	Migrate 4 sites	Identify Sites to connect	Design Connections	2 Sites Migrated to City network	4 Sites Migrated to the City network	Douglas Gelderbloem Tel Number 021 400 1624 Mobile 083 297 1707
1B	Finance	1.2 Provide 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) Maintenance of infrastructure	91%	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	91%	Andre Stelzner Tel Number 021 400 1250 Mobile 084 629 7881
1E	Finance	1.2 Provide economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend on repairs and maintenance	Direct./ Dept. achievement as at 30 June 2011	1.2 (b) Maintenance of infrastructure	95%	21,5%	45,5%	70,2%	95%	Andre Stelzner Tel Number 021 400 1250 Mobile 084 629 7881
1F	Deputy City Manager	1.2 Provide economic and social infrastructure to ensure infrastructure-led growth and development	Number of Expanded Public Works programmes (EPWP) opportunities created	Direct./ Dept. achievement as at 30 June 2012	1.2 (d) Expanded Public Works Programme (EPWP)	0	0	0	0	0	Not Applicable

2013/2014 INFORMATION SYSTEMS & TECHNOLOGY DEPARTMENT SDBIP											
Pillar & Corporate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program/Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
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 2012	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	2	0	2	2		Wildre De Villiers Tel Number 021 400 4788 Mobile 0849099315
1H (b)	Corporate Services		Number of apprentices	Direct./ Dept. achievement as at 30 June 2012	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
4A	Corporate Services	4.1Ensure 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	To be based on Direct./ Dept. achievement as at 30 June 2012	4.1 (a)) Managing service delivery through the service management process (C3 notification responsiveness)	100%	100%	100%	100%		Wildre De Villiers Tel Number 021 400 4788 Mobile 0849099315
-	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to EE target (composite Indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2(b)Human resources strategy	100%	100%	100%	100%		Wildre De Villiers Tel Number 021 400 4788 Mobile 0849099315

2013/2014 INFORMATION SYSTEMS & TECHNOLOGY DEPARTMENT SDBIP											
Pillar & Corporate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program/Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
—	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to Employee Utilisation target (composite Indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2(b)Human resources strategy	100%	100%	100%	100%	100%	Wildre De Villiers Tel Number 021 400 4788 Mobile 0849099315
—	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to employee talent target (composite indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2(b)Human resources strategy	100%	100%	100%	100%	100%	Wildre De Villiers Tel Number 021 400 4788 Mobile 0849099315
—	Finance	5.3 Ensure financial prudence with clean audit by the Auditor General	Percentage of Operating Budget spent	Direct./ Dept. achievement as at 30 June 2012		95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%	Andre Stelzner Tel Number 021 400 1250 Mobile 084 629 7881
—	Finance	5.3 Ensure financial prudence with clean audit by the Auditor General	Percentage of assets verified	Direct./ Dept. achievement as at 30 June 2012		100% asset register verified	Review of Asset Policy	Finalisation of Asset verification timetable	60% asset register verified	100% asset register verified	Andre Stelzner Tel Number 021 400 1250 Mobile 084 629 7881

2013/2014 INFORMATION SYSTEMS & TECHNOLOGY DEPARTMENT SDBIP											
Pillar & Corporate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program/Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
	Deputy City Manager	5.3 Ensure financial prudence with clean audit by the Auditor General	Percentage Internal Audit findings resolved	Direct./ Dept. achievement as at 30 June 2012		70%	70%	70%	70%	70%	Andre Stelzner Tel Number 021 400 1250 Mobile 084 629 7881

Director: Information Systems & Technology

Executive Director: Corporate Services

Mayco Member: Ald. Demetri Qually

Date: 2013/05/09

Date: 2013/05/09

Date: 24/5/2013

DEPARTMENT: OCCUPATIONAL HEALTH & SAFETY AND EMPLOYEE WELLNESS

DEPARTMENTAL BUSINESS PLAN 2013/2014

DIRECTOR: DIKELEDI TSUKUDU

1. EXECUTIVE SUMMARY

The Occupational Health and Safety and Employee Wellness Directorate has a pivotal role in creating a work environment that is safe and healthy so as to reduce risks to employees and members of the public who may be exposed to the operations of the City.

The role of the Directorate includes creating a safe environment for employees and all users of the City's facilities, as well as promoting the emotional and physical well-being of employees throughout the City. The purpose of this business plan is thus to establish a solid foundation upon which all the necessary OHS and Employee Wellness initiatives can be built.

The projects in this business plan will ensure compliance with all relevant legislation, including the Occupational Health and Safety Act. Given that employees are the most important asset for any organisation, the projects in this plan demonstrate a desire to make the development and implementation of appropriate Safety, Health and Wellness interventions strategic business priorities throughout the organisation.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

i. Purpose and Vision

a) Our Purpose

To foster and implement strategic programmes to improve occupational health and safety and employee wellness across the City of Cape Town.

b) Our Vision

An adequate Occupational Health and Safety and Employee Wellness programme supported at all levels of management and sustainable enough to ensure that the City has healthy, committed and safe employees able to support the realisation of a caring and productive City.

ii. Our Mission

To offer an integrated Occupational Health and Safety and Employee Wellness service to the City of Cape Town in a timely, consistent and professional manner. This service is provided in liaison with line management and will include amongst others: -

- Building the capacity of line managers, Health and Safety Committee members and Health and Safety Representatives to accept ownership for broad health and safety issues in their areas of responsibility through various initiatives, such as training and awareness campaigns,
- Establishing Wellness, Health and Safety Committees in all directorates.
- Adopting innovative and modern approaches to health and safety management.

The Occupational Health and Safety Management System will be reducing exposure to health and safety risk factors in the work place through:

- Implementing initiatives to identify and manage health and safety risks and incidents promptly and adequately.
- Promoting healthy and safe work practices and lifestyles.
- Elevating health and safety to the level where its importance is accepted as an integral part of operational and service delivery processes.
- Implementing Employee Wellness strategies to minimize the impact of common psycho-social and medical conditions on the workforce;
- Providing Reactive services to support staff members to cope with the challenges and demands of day to day living,

iii. Our Core Values

We believe that the success of any organization ultimately depends on its employees. Every employee is valued and deserves the opportunity to contribute their talent, expertise and enthusiasm. A willingness to do this requires the right culture and a shared set of core values which take into account and balance the needs of employees, customers, vendors, the environment and anyone who may be involved with, or affected by our operations. The Directorate thus adopts the following core values:

- **Customer Service** - we are results-oriented and evidence based in our approach
- **Accountability** - we take ownership of our work and maintain the highest personal standards
- **Team Focus** – we measure our individual success by the success of our overall work group
- **Integrity** – we strive to advance the reputation of the City of Cape Town as the leader in the field
- **Operational excellence** - we seek continuous improvement and always strive for superior performance
- **Mission driven** – we embrace change, and use it to our advantage.
- **Universal organisational acceptance** – employee wellness is for all levels within the organisation
- **Voluntarism** – employee wellness is offered on a voluntary basis to all staff
- **Confidentiality** - confidentiality is applicable to all person related material
- **Employer Responsibility** – Employer has a legal and corporate responsibility for ensuring the health and safety of employees as well as a business reason for supporting employees wellness
- **Employee Responsibility** – employees retain ultimate responsibility for their own wellness, health and safety

iv. Our Culture

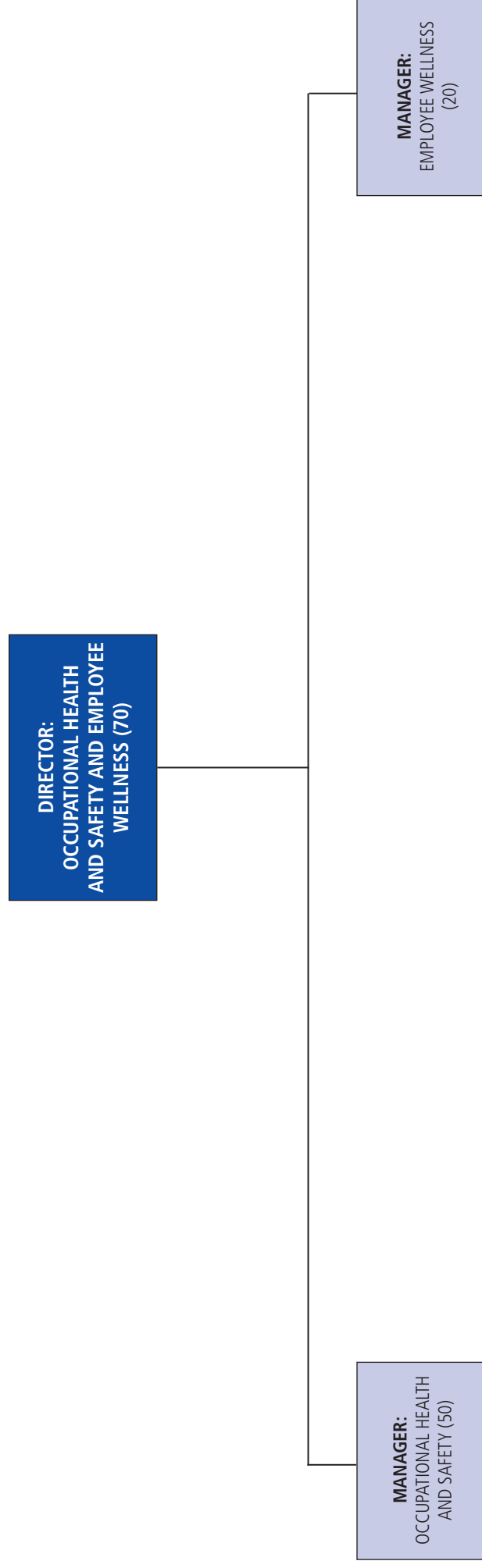
The Occupational Health and Safety and Employee Wellness Directorate has a customer-centric culture that:

- Respects and values the contributions of City employees
- Fosters communication between line managers and employees on wellness, health and safety matters
- Provides continuous learning and development opportunities
- Provides timely and regular performance feedback to line managers regarding health and safety.
- Enables continuous improvement in our work, relationships, and ourselves
- Empowers groups of employees to manage day-to-day responsibilities with minimal direct supervision
- Promotes safe work practices through establishment of SOP, WSWP, HIRA, Audits, Inspections, Investigations, Assessments and awareness campaigns.
- Promotes healthy work practices through provision of curative and developmental services and campaigns

v. Our Core Functions

OCCUPATIONAL HEALTH AND SAFETY AND EMPLOYEE WELLNESS					
ADMINISTRATION	OCCUPATIONAL HEALTH	OCCUPATIONAL HYGIENE	OCCUPATIONAL SAFETY	FLEET RISK CONTROL	VENDOR/ CONTRACT MANAGEMENT
• COIDA admin / processing • Centralised reporting • Uploading of data • Logistical / Admin support to Branch • Monthly reports on incident trends • Maintain OHS policies • R&D in OHS	• Incapacity management • Return to Work • Pre-placement medical • Medical surveillance • Health Risk Assessments	• Hygiene measurements and surveys • Surveillance • Inspections • Investigations • Risk Assessments	• Investigations • Awareness campaigns • Assessments and audits • Facilitations • HASCOMS • Coaching/ Mentoring • Specifications Compliance • Public Safety • Inspections	• Issuing Council authority to drive COCT Vehicles • Fleet incident investigations • Small plant operator training • Specialised vehicle operators training • Risk Assessments	• Construction site monitoring • Audits and Assessments • Vendor compliance
MEDICAL MANAGEMENT		NETWORKING, MARKETING AND PREVENTION		PSYCHO-SOCIAL SERVICES	
• HIV medical management • Developmental Health • Health Risk Assessment		• Management consulting offering to assist managers cope with employees psycho-social problem • Specialist Services, • Marketing and Prevention • Peer education and Education		• Individual Counselling • Group Counselling • Trauma Services • Substance Management Programme	

3. SENIOR MANAGEMENT ORGANOGRAM:



4. LEGISLATIVE IMPERATIVES

- Constitution of the Republic of South Africa, 1996
- Basic Conditions of Employment Act, 1997
- Occupational Health and Safety Act, 1993
- Compensation for Occupational Injuries and Diseases Act, 1993
- National Road Traffic Act, 1996
- Nursing Act, 1978 and 2005
- Medicine and Related Substances Act, 1965
- National Health Act, 2003
- Labour relations Act, 1995
- Atmospheric Pollution Prevention Act, 1965
- Hazardous Substances Act, 1973
- City HR Policy Frameworks and Policies
- Medicine and Related Substances Act, 1965

5. PARTNERS AND STAKEHOLDERS

Partners/ Stakeholders	Roles and Responsibilities
External	
Department of Labour: Occupational Health and Safety Division	Sets national minimum standards, investigate serious incidents and complaints
Department of Labour: Compensation Commissioner	Sets national minimum standards, adjudicates injuries-on-duty and Occupational diseases
Contractors and Vendors	Provides goods and services to the City, comply to City policies, procedures and standards
Training Service Providers	Provide training courses
Internal	
Roles and Responsibilities	
City Manager and Executive Directors	Compliance official and legislative officials provide strategic direction and delegated authority.
Directors	Provide strategic direction at departmental level
Line Managers	Direct communication link between departments and the City's employees. Implement corporate driven programmes
Employees	Personal responsibility for the health and safety and well being Participate in the City's activities e.g. service utilization and self-referral
Political, Corporate Service Portfolio Committee, Mayco Member	Provide political and strategic direction to the programme

6. RESOURCES (Financial and Staff)

6.1 Capital Expenditure (CAPEX)

Provision for 2013/2014 = R 175 000

Provision for 2014/2015 = R 175 000

Provision for 2015/2016 = R 175 000

6.2 Operating Expenditure (OPEX)

Controllable Expenditure for 2013\2014 = R 40 993

Controllable Expenditure for 2014\2015 = R 43 877

Controllable Expenditure for 2015\2016 = R 47 548

7. STRATEGIC ALIGNMENT AND LINK TO THE IDP PROGRAMMES

SFA	OBJECTIVES	PROGRAMMES	INITIATIVES (INPUTS AND OUTPUTS)
SFA 5 - A WELL-RUN CITY	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	P5.2 (b) Human Resources Strategy	Occupational Health & Safety compliance
SFA 5 - A WELL-RUN CITY	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	P5.2 (b) Human Resources Strategy	Employee Wellness - Psycho Social Services
SFA 5 - A WELL-RUN CITY	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	P5.2 (b) Human Resources Strategy	Employee Wellness – Medical Management
SFA 5 - A WELL-RUN CITY	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	P5.2 (b) Human Resources Strategy	Employee Wellness – Marketing and Promotion

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

Occupational Health & Safety and Employee Wellness have completed a 13/14 SDBIP – attached as Appendix A.

9. AUTHORISATION

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

	Name	Signature	Date
Director	Dikeledi Tsukudu		08/05/2013
Acting Executive Director	Andre Stelzner		2013/05/09
Mayco Member	Ald. Demetri Qually		24/5/2013

10. APPENDICES:

Appendix A: Occupational Health & Safety Department SDBIP for the 2013/2014 financial year.

2013/2014 OCCUPATIONAL HEALTH AND SAFETY AND EMPLOYEE WELLNESS SDBIP											
Pillar & Corporate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Program/Statutory or Strategic Plan	Base-line	Annual Target	Targets				Responsible person
							Quarter 1 30 Sept 2013	Quarter 2 31 Dec 2013	Quarter 3 31 March 2014	Quarter 4 30 June 2014	
5	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Number of managers trained in the use of the OHS management toolkit	5.2 (a) Human resources, talent management and skills development programme	New	Train 200 Managers (Level 1-6)	50	100	150	200	Jerry Henn Manager: OHS Contact: 021 400 9312 Cell: 084 232 9977
5	Corporate Services	5.2 Comprehensive Baseline OHS Risk profile for the City	5.2 Develop comprehensive Baseline OHS Risk Profile for the City	5.2 (a) Human resource strategy	New	All (13) of the City's Directorates surveyed	Appoint Service Provider Train HIRA Teams 1 Directorate surveyed	5 Directorates surveyed	9 Directorates surveyed	13 Directorates surveyed	Jerry Henn Manager: OHS Contact: 021 400 9312 Cell: 084 232 9977
5	Corporate Services	5.2 A Comprehensive OHS Legal Compliance Audit	5.2 A Comprehensive OHS Legal Compliance Audit	5.2 (a) Human resource strategy	New	All (13) of the City's Directorates audited for OHS Legal Compliance	Appoint Service Provider Audit conducted in 1 Directorate	Audit conducted in 5 Directorates	Audit conducted in 9 Directorates	Audit conducted in 13 Directorates	Jerry Henn Manager: OHS Contact: 021 400 9312 Cell: 084 232 9977
5	Corporate Services	5.2 A Comprehensive OHSAS 18001 Legal Compliance Plan developed and implemented	5.2 A Comprehensive Legal Compliance Plan developed and implemented	5.2 (a) Human resource strategy	New	OHSAS 18001 Management System Implemented in at least 2 Directorates	Appoint Service provider Conduct Gap Analysis	Develop Implementation Plan	System implemented in 1 Directorate	System implemented in 2 Directorates	Jerry Henn Manager: OHS Contact: 021 400 9312 Cell: 084 232 9977
1B	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Number of Project managers trained in the use of the OHS management toolkit	5.2 (a) Human resources, talent management and skills development programme	New	Train 100 Project Managers	25	50	75	100	Jerry Henn Manager: OHS Contact: 021 400 9312 Cell: 084 232 9977

2013/2014 OCCUPATIONAL HEALTH AND SAFETY AND EMPLOYEE WELLNESS SDBIP

Pillar & Corporate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Program/Statutory or Strategic Plan	Base-line	Annual Target	Targets				Responsible person
							Quarter 1 30 Sept 2013	Quarter 2 31 Dec 2013	Quarter 3 31 March 2014	Quarter 4 30 June 2014	
1E	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	CM's OHS forum established and functional	5.2 (a) Human resource strategy	New	Est. of OHS Forum	Develop and approve terms of reference.	1 quarterly meeting	2 quarterly meetings	3 quarterly meetings	Jerry Henn Manager: OHS Contact: 021 400 9312 Cell: 084 232 9977
						At least 3 Quarterly meetings	Appoint members of Forum				
							Train members of the forum				
1 E	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Number of Wellness Events Conducted	5.2 (a) Human resource strategy	New	40 sessions	10 sessions	20 sessions	30 sessions	40 sessions	Herman Van Der Watt Manager: Employee Wellness Contact: 021 400 2630 Cell: 084 225 1984
1H (a)	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Number of Safe driving awareness campaigns	Educational programmes to raise driver safety awareness	New	6 drivers programmes	1 programme	3 programmes	4 programmes	6 programmes	Jerry Henn Manager: OHS Contact: 021 400 9312 Cell: 084 232 9977
1B	Finance	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend of Capital Budget	1.2 (b) Maintenance of infrastructure	Direct./ Dept. achievement as at 30 June 2013	91 %	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	91%	Director: OHS&EW Dikeledi Tsukudu
1E	Finance	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend on repairs and maintenance	1.2 (b) Maintenance of infrastructure	Direct./ Dept. achievement as at 30 June 2013	95%	22%	46%	70%	100%	Director: OHS&EW Dikeledi Tsukudu

2013/2014 OCCUPATIONAL HEALTH AND SAFETY AND EMPLOYEE WELLNESS SDBIP											
Pillar & Corporate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Program/Statutory or Strategic Plan	Base-line	Annual Target	Targets				Responsible person
							Quarter 1 30 Sept 2013	Quarter 2 31 Dec 2013	Quarter 3 31 March 2014	Quarter 4 30 June 2014	
1F	Deputy City Manager	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Number of Expanded Public Works programmes (EPWP) opportunities created	1.2 (b) Expanded Public Works Programme (EPWP)	Direct./ Dept. achievement as at 30 June 2013	4	0	1	2	4	Director: OHS&EW Dikeledi Tsukudu
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)	1.6 (a)	Direct./ Dept. achievement as at 30 June 2013	0	0	0	1	2	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401 Director: OHS&EW Dikeledi Tsukudu
1H (b)	Corporate Services		Number of apprentices	1.6 (a)	Direct./ Dept. achievement as at 30 June 2013	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401 Director: OHS&EW Dikeledi Tsukudu
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	4.1 (a)	Direct./ Dept. achievement as at 30 June 2013	100%	100%	100%	100%	100%	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401 Director: OHS&EW Dikeledi Tsukudu
–	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to EE target (composite Indicator)	5.2(b)	Direct./ Dept. achievement as at 30 June 2013	100%	100%	100%	100%	100%	Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609 Director: OHS&EW Dikeledi Tsukudu

2013/2014 OCCUPATIONAL HEALTH AND SAFETY AND EMPLOYEE WELLNESS SDBIP											
Pillar & Corporate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Program/Statutory or Strategic Plan	Base-line	Annual Target	Targets				Responsible person
							Quarter 1 30 Sept 2013	Quarter 2 31 Dec 2013	Quarter 3 31 March 2014	Quarter 4 30 June 2014	
—	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to Employee Utilisation target (composite Indicator)	5.2(b)	Direct./ Dept. achievement as at 30 June 2013	100%	100%	100%	100%	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401 Director: OHS&EW Dikeledi Tsukudu	
—	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to employee talent target (composite indicator)	5.2(b)	Direct./ Dept. achievement as at 30 June 2013	100%	100%	100%	100%	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401 Director: OHS&EW Dikeledi Tsukudu	
—	Finance	5.3 Ensure financial prudence with clean audit by the Auditor General	Percentage of Operating Budget spent		Direct./ Dept. achievement as at 30 June 2013	95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Director: OHS&EW Dikeledi Tsukudu	
—	Finance	5.3 Ensure financial prudence with clean audit by the Auditor General	Percentage of assets verified		Direct./ Dept. achievement as at 30 June 2013	100% asset register verified	Review of Asset Policy	Finalisation of Asset verification timetable	60% asset register verified	Director: OHS&EW Dikeledi Tsukudu	

2013/2014 OCCUPATIONAL HEALTH AND SAFETY AND EMPLOYEE WELLNESS SDBIP											
Pillar & Corporate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Program/Statutory or Strategic Plan	Base-line	Annual Target	Targets				Responsible person
							Quarter 1 30 Sept 2013	Quarter 2 31 Dec 2013	Quarter 3 31 March 2014	Quarter 4 30 June 2014	
—	Deputy City Manager	5.3 Ensure financial prudence with clean audit by the Auditor General	Percentage Internal Audit findings resolved		Direct./ Dept. achievement as at 30 June 2013	70%	70%	70%	70%	Director: OHS&EW Dikeledi Tsukudu	

Director: OCCUPATIONAL HEALTH AND SAFETY AND EMPLOYEE WELLNESS

Executive Director: Corporate Services

Mayco Member: Ald. Demetri Qually


 Date: 08/05/2013


 Date: 20/05/2013


 Date: 24/5/2013

**DEPARTMENT: SPECIALIZED TECHNICAL
SERVICES**

**DEPARTMENTAL BUSINESS PLAN
2013/2014**

DIRECTOR: JAMES GROEP

1. EXECUTIVE SUMMARY

Specialised Technical Services is a technical department that renders services to the rest of the City of Cape Town by providing specialized knowledge and expertise in the following environments:

- Facility Management;
- Fleet and Mechanical Workshops Management; and
- Specialised Radio and Electronic Security services.

2 PURPOSE AND SERVICE MANDATE OF DEPARTMENT

Specialized Technical Services as a department provides a professional and specialist function, technical and administrative services to its clients and employees so that available resources are effectively used, business demands are met, operational systems are maintained, and employees receive the information and resources necessary to effectively perform their work.

i. Vision and Mission

Vision:

To be the City Of Cape Town's department that can be relied on to get the job done at all times.

Customers:

All Directorates/Departments of the City of Cape Town are directly or indirectly a customer as the service provided by Specialized Technical Services is so wide and encompassing that no one Directorate/Department is 100% excluded.

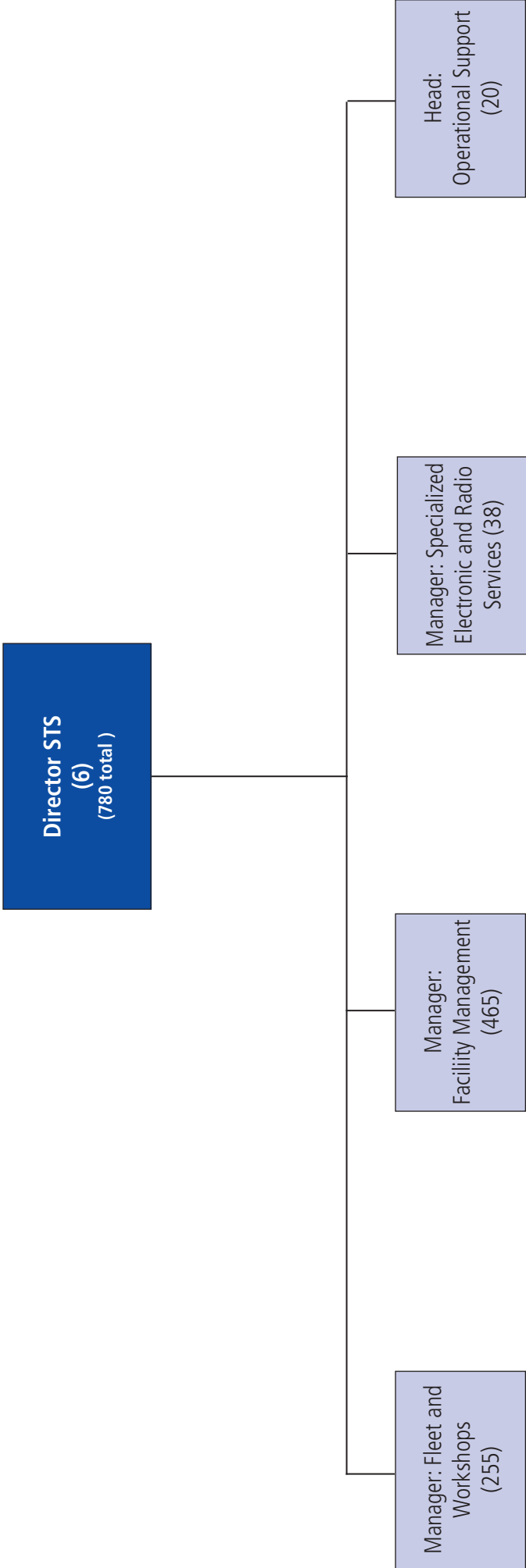
ii. Core Functions:

SPECIALISED TECHNICAL SERVICES		
FLEET & MECHANICAL WORKSHOPS	FACILITIES MANAGEMENT	SPECIALIZED ELECTRONIC RADIO SERVICES
• Provide Vehicle & Plants • Compile Tenders • Technical Support to My-Citi Bus project	• Manage Council Buildings • Office Accommodation & Related Equipment • Maintenance Management • Security	• Provide Radio communication • Access Control • Alarm Systems • CCTV

III. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN (key stakeholders of the plan)

Internal stakeholders:	Roles and Responsibilities
Trade Unions	Industrial relations
Council	Decision making, Political oversight and Monitoring
City Manager	Decision making and Administrative oversight
City Departments	Participate in information/knowledge management forums and corporate projects End-user representative for each Department
Executive Mayor	Decision making, Political Leadership
External stakeholders:	
National, Provincial & Local Government entities	Information sharing; users of information
Citizens of Cape Town	Recipients of Services

3. SENIOR MANAGEMENT ORGANORAM:



4. LEGISLATIVE IMPERATIVES:

- Apply contents of the Constitution in any scenario;
- All relevant rules of Systems Act, MFMA and GRAP standards;
- Implementing of Basic Conditions of Employment Act and the Employment Equity Act
- Promotion of Access to Information Act
- Bound as per Provincial and National Government directives, proclamations and by-laws
- Relevant rulings contained in the Structures Act, Labour Relation Act, Occupational Health and Safety Act
- All other acts that may be applicable
- Road Traffic Act

5. RESOURCES (Financial and Staff)

Staff Complement

Permanent Staff	757
Vacancies	57

Capital Expenditure (CAPEX) (Projected figures – budget to be approved)

- Provision for 2013/2014 = R 82 200 962
- Provision for 2014/2015 = R 62 719 088
- Provision for 2015/2016 = R 87 719 088

Operating Expenditure (OPEX) (Projected figure – budget to be approved)

- Controllable Expenditure for 2013/2014 = R 572 156
- Controllable Expenditure for 2014/2015 = R 619 975
- Controllable Expenditure for 2015/2016 = R 667 611

6 ASSUMPTIONS AND RISKS (Cross-reference to Risk Register)

6.1 Assumptions

This business plan has been prepared under the assumption that there will no significant changes to current funding levels and responsibilities of the STS department and that the City will remain true to STS strategy and architectures.

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.

7. STRATEGIC ALIGNMENT TO THE IDP:

The IDP, Strategic Focus Area 5: The Well Run City aligns to the services provided by Specialized Technical Services. Objective 1.5: leveraging the city's assets to drive economic growth and sustainable development, and programme 1.5(a), investigate all the City's strategic assets conform to:

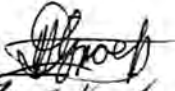
SFA	OBJECTIVES	PROGRAMMES	INITIATIVES (INPUTS AND OUTPUTS)
SFA 1 - AN OPPORTUNITY CITY	Objective 1.3 Ensure mobility through the implementation of an effective public transport system.	P1.3(a) Public Transport programme	Technical support to IRT – MY Citi Buses
SFA 1 - AN OPPORTUNITY CITY	Objective 1.6 Leverage the City's assets to drive economic growth and sustainable development	P1.6 (a) Investigate all the City's strategic assets	Investment in strategic corporate buildings to maintain both safety & value (Civic Centre being the City's single most valuable property) Operationalize strategic radio communications, Access Control, Security Alarm and CCTV infrastructures to serve all emergency and municipal services according to agreed service levels. Management and maintenance of a strategic fleet operation serving all city departments, excluding utilities, by ensuring an acceptable fleet availability for users to achieve their service delivery targets
SFA 1 - AN OPPORTUNITY CITY	Objective 1.6 Maximise the use of available funding and programmes for training and skills development	P1.6 (a) Seta & EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city	Apprenticeships for external citizens and WSP for internal staff
SFA 2 - A SAFE CITY	Objective 2.1 Expand staff and capital resources in policing departments and emergency services to provide improved services to all, especially the most vulnerable communities.	P2.2 Resourcing of Departments in Pursuit of Optimum Operational Functionality	Replacement of Safety & Security fleet
SFA 4 - AN INCLUSIVE CITY	Objective 4.1 Ensure responsiveness by creating an environment where citizens can be communicated with, and be responded to.	P4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	Service Management Programme
SFA 5 - A WELL-RUN CITY	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	P5.2 (b) Human Resources Strategy	Maximising the developmental opportunities employees - employment equity capacity
SFA 5 - A WELL-RUN CITY	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	P5.2 (b) Human Resources Strategy	Individual Performance Management
SFA 5 - A WELL-RUN CITY	Objective 5.2 Establish an efficient and productive administration that prioritizes delivery	P5.2 (b) Human Resources Strategy	Increase investment in skills development (SFA 1.5(a) & 5.2(a)); and

8. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

Specialized Technical Services have completed a 13/14 SDBIP – attached as Appendix A.

9. AUTHORISATION

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

	Name	Signature	Date
Director	James Groep		08/05/2013
Acting Executive Director	Andre Stelzner		2013/05/09
Mayco Member	Ald Demetri Qually		24/5/2013

10. APPENDICES:

Appendix A: Specialized Technical Services Department SDBIP for the 2013/2014 financial year.

2013/2014 SPECIALIZED TECHNICAL SERVICES DEPARTMENT SDBIP											
Pillar & Corporate Objective number Directorate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program/ Statutory or Strategic Plan	Annual Target 30 June 2013	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
1,5	Corporate Services	1.5 Leveraging the city's assets to drive economic growth and sustainable development	Completion of the Structural Rehabilitation of the Cape Town Civic Centre	Direct./ Dept. achievement as at 30 June 2013	Programme 1.5(a): Investigate all the City's strategic assets	Completion of the Structural Rehabilitation oof the Cape Town Civic Centre	Consultants appointed to develop technical specifications for the escalators, lifts, switchgear, Building Management System (BMS) and access control	Contractor/s appointed for escalators, lifts, switchgear, BMS and access control and commencement of project implementation	Equipment and material delivered on site	Projects completed and Commissioning (payment) of projects and handover to Council	Manager: Facilities Management Martin Stander
1,5	Corporate Services	1.5 Leveraging the city's assets to drive economic growth and sustainable development	Completion of the alteration and the Structural Rehabilitation of the Civic Centre mezzanine floor	Direct./ Dept. achievement as at 30 June 2013	Programme 1.5(a): Investigate all the City's strategic assets	Completion of the alteration and the Structural Rehabilitation of mezzanine floor	Consultants appointed to develop technical specifications for the mezzanine floor.	Contractor/s appointed for the mezzanine floor.	Delivery of equipment and commencement of construction on mezzanine floor	Projects completed and Commissioning (payment) of projects and handover to Council the completed projects for mezzanine floor.	Manager: Facilities Management Martin Stander
1,5	Corporate Services	1.5 Leveraging the city's assets to drive economic growth and sustainable development	Availability of the Repeater sites in wide area	Direct./ Dept. achievement as at 30 June 2013	Programme 1.5(a): Investigate all the City's strategic assets	96%	96% up-time availability	96% up-time availability	96% up-time availability	96% up-time availability	Manager: Radio Tommy Bosman
1,5	Corporate Services	1.5 Leveraging the city's assets to drive economic growth and sustainable development	Availability of operational Fleet vehicles	Direct./ Dept. achievement as at 30 June 2013	Programme 1.5(a): Investigate all the City's strategic assets	85%	85% of Centralised Fleet	85% of Centralised Fleet	85% of Centralised Fleet	85% of Centralised Fleet	Director Specialised Technical Services James Groep

2013/2014 SPECIALIZED TECHNICAL SERVICES DEPARTMENT SDBIP											
Pillar & Corporate Objective number Directorate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program/ Statutory or Strategic Plan	Annual Target 30 June 2013	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
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 2013	1.2 (b)	91%	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	91%	Directorate Finance Manager Director Specialised Technical Services James Groep
1E	Finance	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend on repairs and maintenance	Direct./ Dept. achievement as at 30 June 2013	1.2 (b) Maintenance of infrastructure	95%	21,5%	45,5%	70,2%	95%	Directorate Finance Manager
	Deputy City Manager	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Number of Expanded Public Works programmes (EPWP) opportunities created	Direct./ Dept. achievement as at 30 June 2013	1.2 (d) Expanded Public Works Programme (EPWP)	2027	350	800	1500	2027	Director Specialised Technical Services James Groep Msuthu/Johan

2013/2014 SPECIALIZED TECHNICAL SERVICES DEPARTMENT SDBIP											
Pillar & Corporate Objective number Directorate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program/ Statutory or Strategic Plan	Annual Target 30 June 2013	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
1H (a)		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) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	2	0	1	1	2	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401 Director Specialised Technical Services James Groep
1H (b)			Number of apprentices	Direct./ Dept. achievement as at 30 June 2013	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	30	Annual Target - measured in the 4th quarter	Annual Target - measured in the 4th quarter	Annual Target - measured in the 4th quarter	30	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401 Director Specialised Technical Services James Groep
4A	Corporate Services	4.1Ensure 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	Direct./ Dept. achievement as at 30 June 2013	4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	100%	100%	100%	100%	100%	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401 Director Specialised Technical Services James Groep

2013/2014 SPECIALIZED TECHNICAL SERVICES DEPARTMENT SDBIP											
Pillar & Corporate Objective number Directorate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program/ Statutory or Strategic Plan	Annual Target 30 June 2013	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
—	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to EE target (composite Indicator)	Direct./ Dept. achievement as at 30 June 2013	5.2(b)Human resources strategy	100%	100%	100%	100%	Michael Siyolo Contact: 021 400 9840 Cell: 084 300 Director Specialised Technical Services James Groep	
—	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to Employee Utilisation target (composite Indicator)	Direct./ Dept. achievement as at 30 June 2013	5.2(b)Human resources strategy	100%	100%	100%	100%	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401 Director Specialised Technical Services James Groep	
—	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to employee talent target (composite indicator)	Direct./ Dept. achievement as at 30 June 2013	5.2(b)Human resources strategy	100%	100%	100%	100%	Justine Quince Contact: 021 400 9222 Cell: 084 630 7401 Director Specialised Technical Services James Groep	
—	Finance	5.3 Ensure financial prudence with clean audit by the Auditor General	Percentage of Operating Budget spent	Direct./ Dept. achievement as at 30 June 2013		95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Directorate Finance Manager Director Specialised Technical Services James Groep	
—	Finance	5.3 Ensure financial prudence with clean audit by the Auditor General	Percentage of assets verified	Direct./ Dept. achievement as at 30 June 2013		100% asset register verified	Review of Asset Policy	Finalisation of Asset verification timetable	60% asset register verified	Directorate Finance Manager Director Specialised Technical Services James Groep	

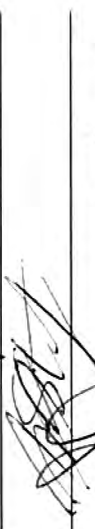
2013/2014 SPECIALIZED TECHNICAL SERVICES DEPARTMENT SDBIP

Pillar & Corporate Objective number Directorate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program/ Statutory or Strategic Plan	Annual Target 30 June 2013	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
—	Deputy City Manager	5.3 Ensure financial prudence with clean audit by the Auditor General	Percentage Internal Audit findings resolved	Direct./ Dept. achievement as at 30 June 2013		70%	70%	70%	70%	70%	Riaan Vosloo Contact: 021 400 3879 Cell: 082 559 9959 Director Specialised Technical Services James Groep

Director: Specialized Technical Services

Executive Director: Corporate Services

Mayco Member: Aid. Demetri Qually


Date: 09/05/2013
Date: 2013/05/09
Date: 24/5/2013

**DEPARTMENT: STRATEGIC DEVELOPMENT
INFORMATION & GIS**

**DEPARTMENTAL BUSINESS PLAN
2013/2014**

DIRECTOR: KEITH SMITH

1. EXECUTIVE SUMMARY

The goal of the Strategic Development Information and Geographic Information Systems (SDI & GIS) Department is to strengthen the use of information and knowledge in contributing to improved service delivery and the future development of Cape Town. We aim to achieve this through:

- Developing systems and processes to promote the sharing of information and knowledge across the organisation.
- Conducting research, relevant analysis and interpretation of information.
- Building partnerships with City departments and external institutions to build the City's information and knowledge base

The department has four branches geared to support the work of our clients and the City's planning and programme of service delivery.

The Information and Knowledge Strategy branch focuses on the development, implementation and monitoring of a city-wide integrated information and knowledge management (IKM) framework, policy and strategy.

The Corporate GIS branch delivers an integrated Geo-Information Science (GIS) service to the City – GIS is a powerful tool in local authority planning as most information has a 'spatial' or geographic component.

The Strategic Information branch provides strategic development information, research and policy support to the City's strategic and urban development processes.

The Knowledge Resources and Support branch provides human resources, financial and administrative support to the department and supports the implementation of knowledge management projects.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

The City has to address a wide range of development needs with limited resources. To ensure that these resources are used efficiently and effectively, policy developers and decision-makers, as well as development-planners and service delivery implementers need to base their decisions on the right information and knowledge.

The Strategic Development Information & GIS Department is, at a corporate level, responsible for the provision of strategic information and knowledge, and related support services, to enable decision-makers to address a wide range of development and services needs within the city with limited resources.

i. Vision:

To become the industry leader and the leading partner to ensure that relevant institutional information and knowledge are managed and retained and shared across the organisation, to inform decision-making regarding service delivery and the future development of Cape Town and surrounding regions.

In terms of this vision the department will:

- distinguish itself as a leader of information provision, relative to other South African public sector agencies.
- partner with other city departments in their efforts to manage, retain and share information and knowledge.
- provide information and knowledge that offers relevant strategic development analysis and insights so that they can be used by decision-makers as a basis for their decisions and planning

Mission:

To ensure that:

- decision makers have ready access to up to date and usable information
- systems and processes are in place to ensure knowledge-sharing
- relevant knowledge is generated through research, analysis and interpretation of information.

ii. Core Functions:

- Integration of Information and knowledge.

Information and knowledge reside in the various departments of the City. This information is needed by other departments as well as external agencies. The department facilitates and enables the integration of this information and knowledge into central repositories to facilitate access to and availability of quality information for service delivery, planning and decision-making.

- Dissemination of Information.

The department facilitates and enables the dissemination of information content through a number of channels, including web-based channels (internet /intranet).

- GIS/spatial data acquisition technical support

Supports the service delivery and planning activities of departments, by providing services to acquire and analyse relevant spatial data; these services include the production of topographical maps, development of digital terrain models, 3-D modelling, aerial photography and GPS surveys.

- Information Analysis.

Monitors, analyses and reports on development and services trends in the City. This includes Cape Town relevant information in a city wide, national and international context, as well as socio-economic, demographic and related information and indicators.

- Consulting.

The department plays an advisory, project management and policy development role in the field of information and knowledge management. This includes research consulting and support, development and monitoring of strategies and policies and capacity building to ensure that information and knowledge are managed as assets of the organisation.

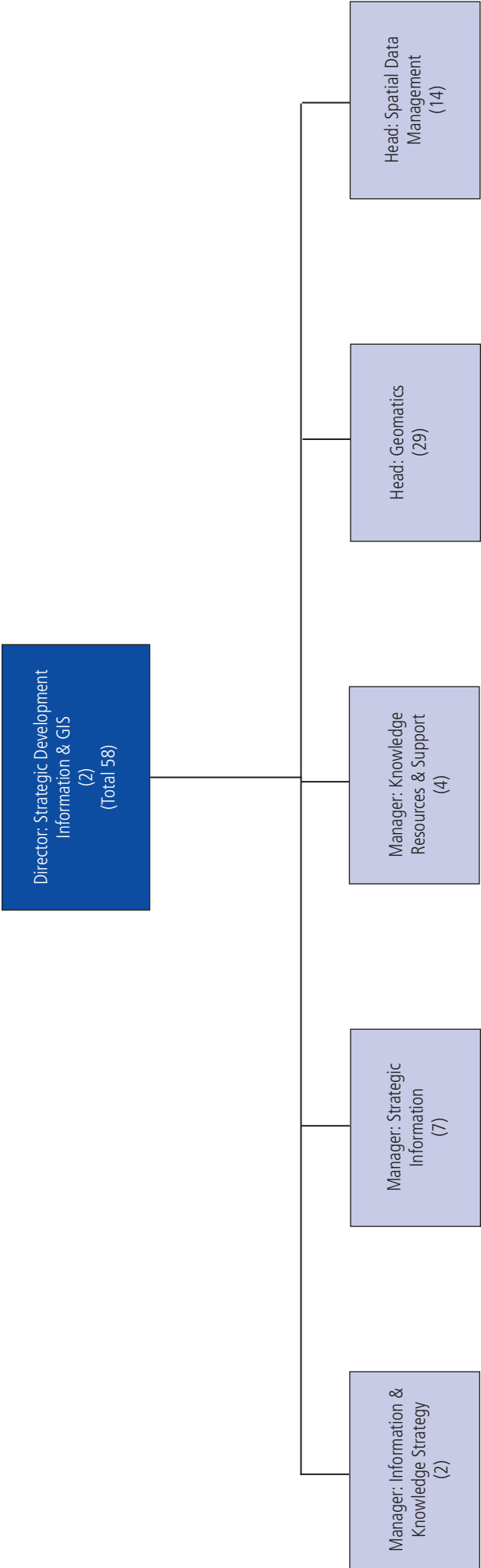
STRATEGIC INFORMATION AND GIS

INTEGRATION OF INFORMATION AND KNOWLEDGE	DISSEMINATION OF INFORMATION	GIS/SPATIAL DATA ACQUISITION TECHNICAL SUPPORT	INFORMATION ANALYSIS.	CONSULTING & SUPPORT
Spatial data management policy and governance IKM strategy, policy and governance	Information Resource Centre (DIRC) CityMaps City Statistics website Spatial Viewers	Aerial Photography 3D Modelling GPS Surveys Town Survey Marks Digital Terrain Models	Demographic and socio-economic analyses Urban Development trends and indicators Urban growth monitoring GIS Mapping and Spatial Analysis Socio-economic monitoring and evaluation	Research consultancy and support Survey research Management GIS/spatial data management support Knowledge management support

iii. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN (key stakeholders of the plan)

Partners/ Stakeholders	Roles and Responsibilities
Partners	
Internal	
Political Structures	Oversight role Users of information
City departments	Manage and share city development and services information, research and policies/ strategies Integrate, interpret and apply strategic development information Participate in information/knowledge management forums and corporate projects Use of corporately agreed source of information Manage, create, maintain, update and share information linked to departmental business processes and service delivery
Business Partners IS&T Communications	Ensure necessary technical infrastructure and application development to support knowledge management Ensure the availability of the Internet and Intranet as a platform for the availability of information and knowledge
External National Government Departments Statistics SA; Western Cape and Cape Metro District Offices; Office of the Presidency, Department of Rural Development and Land Affairs, Deeds Office; Surveyor General's Office	Information sharing Users of information
Provincial Government Office of the Premier; Department of Social Development; Department of Economic Development and Tourism; Treasury Department	Information sharing Users of information
Other municipalities SA Cities Network	Facilitate information and knowledge sharing between the metropolitan municipalities and Cape Town city region
Universities Cape Higher Education Consortium - comprising Cape Peninsula University of Technology (CPUT), Stellenbosch University (SU), University of Cape Town (UCT), the University of the Western Cape (UWC) and University of South Africa (UNISA)	Link between the City and Cape Town-based universities Facilitate information and knowledge sharing
Research Institutes UCT Centre for African Cities Un Stellenbosch Centre for Regional and Urban Innovation and Statistical Exploration (CRUISE) Un Stellenbosch Institute for Future Research (IFR) Un of Western Cape Institute for Social Development Human Sciences Research Council (HSRC) Council for Scientific Research (CSIR)	Create knowledge through research Facilitate information and knowledge sharing and professional and skills development
Professional Bodies Geo-Information Society of South Africa (GISSA)	GIS knowledge sharing Guidance on GIS professional standards

3. SENIOR MANAGEMENT ORGANOGRAM:



Notes: Each block indicates the number of permanent staff employed in that particular branch (including the branch head)

4. LEGISLATIVE IMPERATIVES:

- Constitution of South Africa (1996)
- Municipal Systems Act (MSA) No. 32 of 2000
- Spatial Data Infrastructure (SDI) Act, No 54 of 2003
- Land Survey Act 8 of 1997. Section 42(4)a

The positioning, creation and maintenance of the Town Survey Mark Reference System which provides Land Surveyors with a detailed reference grid to enable the positional fixing of property or engineering services.

- Alignment with key National and Provincial strategies (for example the National and Western Cape Government Strategic Plans)

5. RESOURCES (Financial and Staff)

Capital Expenditure (CAPEX)

Provision for 2013/2014 = R 1 640 000

Provision for 2014/2015 = R 1 640 000

Provision for 2015/2016 = R 1 640 000

Operating Expenditure (OPEX)

Controllable Expenditure for 2013/2014: R 57 449

Controllable Expenditure for 2014/2015: R 62 062

Controllable Expenditure for 2015/2016: R 66 867

Staff complement

Permanent	58
Contract / Seasonal	0
Non-Permanent	0

6. BACKLOGS AND RESOURCE CONSTRAINTS:

Financial constraints have impacted on the human resource component as four posts have been delimited over the past few years and no funding is available for the release of additional positions. The implementation of the Information and Knowledge Framework, which includes projects such as the Development Information Resource Centre and the Spatial Information Portal, are hampered by the lack of human resources. These staffing resource constraints can only partly be addressed through the further development of skills/multi-skilling of staff.

7. ASSUMPTIONS AND RISKS

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.

8. STRATEGIC ALIGNMENT AND LINK TO THE INTEGRATED DEVELOPMENT PLAN (IDP) AND PROGRAMMES

The department is responsible for the following programmes reflected in Strategic Focus Area 5 (Well Run City) of the IDP:

SFA	OBJECTIVES	PROGRAMMES	INITIATIVES (INPUTS AND OUTPUTS)
SFA 4 – AN INCLUSIVE CITY	Objective 5.2 Establish an efficient and productive administration that prioritises delivery	P5.2 (c) Annual community satisfaction survey (CSS)	Manage the completion of a community survey to measure citizen perceptions of the City's service delivery and used to monitor the City's performance
SFA 4 – AN INCLUSIVE CITY	Objective 5.2 Establish an efficient and productive administration that prioritises delivery	P5.2 (d) Information and knowledge framework – City Development Information Resource Centre (DIRC)	Establish a web-based (intranet) system providing access to consistent sets of information that can inform service delivery, planning and decision making
SFA 1 – THE OPPORTUNITY CITY	Objective 1.1: Create an enabling environment to attract investment that generates economic growth and job creation	Programme 1.1 (g): City Development Strategy implementation	Facilitated development of the City Development Strategy and monitoring of city development trends
SFA 3 – THE CARING CITY	Objective 3.2: Ensure increased access to innovative human settlements for those who need it	Programme 3.2 (d): Integrated human settlements programme	Completing annual of aerial photography to monitor growth of informal settlements and support upgrading of informal settlements Development of an informal settlements GIS-based information tool

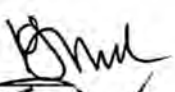
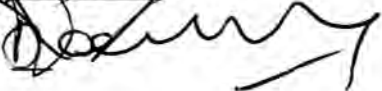
The department also indirectly supports all 5 focus areas of the IDP through the strategic information, knowledge management and GIS support services provided to departments to achieve their business objectives.

9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

The Strategic Development Information & GIS department has completed a SDBIP for 2013/14 – attached as Appendix A

10. AUTHORISATION

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

	Name	Signature	Date
Director	Keith Smith		<u>8 MAY 2013</u>
Acting Executive Director	Andre Steltzner		<u>2013/05/09</u>
Mayco Member	Ald. Demetri Qually		<u>24/5/2013</u>

11. APPENDICES:

Appendix A: Strategic Development Information and GIS Department SDBIP for the 2013/2014 financial year.

2013/2014 STRATEGIC DEVELOPMENT INFORMATION & GIS DEPARTMENT - SDBIP											
Pillar & Corporate Objective number Directorate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 Mar 2014	30 June 2014	
3.4	Corporate Services	3.4 Provide for the needs of informal settlements and backyard residences through improved services	Progress against milestones towards the completion and publication of 2013/14 Informal Settlement Aerial photography	Direct./ Dept. achievement as at 30 June 2013	Programme 3.4(b): Service delivery programme in informal settlements	2013/14 annual photography captured	Flight lines for aerial photography completed	Capture of aerial photography completed	Aerial photography loaded onto GIS production server for Quality Assurance	Aerial photography made available to users by loading onto corporate warehouse server	Thomas Reiner Head: Geomatics
5.2	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Progress against milestones towards the completion of IDP 2013/14 Needs Analysis	Direct./ Dept. achievement as at 30 June 2013	Programme 5.2(d): Information and Knowledge Management (IKM) framework –Development Information Resource Centre	Approved as part of IDP 2013-2014 review	Framework of content for needs analysis report completed	Draft report of needs analysis completed and submitted for internal comment	Revised draft submitted to Council as chapter in draft 2013/14 IDP Review	Approved as part of 2013/14 IDP Review	Carol Wright Manager: Strategic Information
5.2	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Number of additional knowledge assets uploaded	Direct./ Dept. achievement as at 30 June 2013	Programme 5.2(d): Information and Knowledge Management (IKM) framework –Development Information Resource Centre	Upload additional 140 knowledge assets	35	70	100	140	Ronelle Rudman Manager: Knowledge Resources & Support
		5.2 Establish an efficient and productive administration that prioritizes delivery	Number of departments for which Information and Knowledge Management inventories completed and relevant content loaded	Direct./ Dept. achievement as at 30 June 2013	Programme 5.2(d): Information and Knowledge Management (IKM) framework –Development Information Resource Centre	3 additional departments	IKM inventory for one department completed	Content from one additional Partner department completed	IKM inventory for 3 departments completed	Content from 3 Partner departments completed	Kevin Tabisher Manager: Information & Knowledge Strategy

2013/2014 STRATEGIC DEVELOPMENT INFORMATION & GIS DEPARTMENT - SDBIP											
Pillar & Corporate Objective number Directorate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 Mar 2014	30 June 2014	
5.2	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Enhancement of Development Information Resource Centre (DIRC) knowledge hub	Direct./ Dept. achievement as at 30 June 2013	Programme 5.2(d): Information and Knowledge Management (IKM) framework –Development Information Resource Centre	Development of two subsites of DIRC completed	Functional requirements for Statistics Indicators and Trends subsite completed	Functional requirements for Spatial Information subsite completed	Development of Statistics Indicators and Trends subsite completed	Development of Spatial Information Portal subsite completed	Keith Smith Director: Strategic Development Information & GIS
		5.2 Establish an efficient and productive administration that prioritizes delivery	Number of additional spatial datasets available corporately through corporate GIS viewer	Direct./ Dept. achievement as at 30 June 2013	Programme 5.2(d): Information and Knowledge Management (IKM) framework –Development Information Resource Centre	10 additional datasets displayed	2	4	7	10	Mark van der Merwe Head: Spatial Data Management
		Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Progress in assessment of organisational information and knowledge management	Direct./ Dept. achievement as at 30 June 2013	Programme 5.2(d): Information and Knowledge Management (IKM) framework –Development Information Resource Centre	Assessment of organisational information and knowledge management completed	Specifications for assessment completed	Complete data collection	Draft assessment report	Completed assessment report with recommendations
5.2	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Community Satisfaction Survey (CSS)	Direct./ Dept. achievement as at 30 June 2013	5.2(c): Annual Community Satisfaction Survey (CSS)	2013/14 survey completed and findings communicated	CSS 2013/14 questionnaire design completed	CSS 2013/14 fieldwork (interviews) completed	CSS 2013/14 data analysis completed	CSS 2013/14 survey findings submitted to relevant committees	Carol Wright Manager: Strategic Information

2013/2014 STRATEGIC DEVELOPMENT INFORMATION & GIS DEPARTMENT - SDBIP											
Pillar & Corporate Objective number Directorate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 Mar 2014	30 June 2014	
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 2013	1.2 (b) Maintenance of infrastructure	91%	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	91%	Keith Smith Director: Strategic Development Information & GIS
1E	Finance	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend on repairs and maintenance	Direct./ Dept. achievement as at 30 June 2013	1.2 (b) Maintenance of infrastructure	95%	22%	46%	70%	95%	Keith Smith Director: Strategic Development Information & GIS
1F	Deputy City Manager	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Number of Expanded Public Works programmes (EPWP) opportunities created	Direct./ Dept. achievement as at 30 June 2013	1.2 (d) Expanded Public Works Programme (EPWP)	3	0	0	1	3	Keith Smith Director: Strategic Development Information & GIS
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) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	3	0	0	1	3	Keith Smith Director: Strategic Development Information & GIS

2013/2014 STRATEGIC DEVELOPMENT INFORMATION & GIS DEPARTMENT - SDBIP											
Pillar & Corporate Objective number Directorate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 Mar 2014	30 June 2014	
1H (b)	Corporate Services		Number of apprentices	Direct./ Dept. achievement as at 30 June 2013	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city.	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Keith Smith Director: Strategic Development Information & GIS
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	Direct./ Dept. achievement as at 30 June 2013	4.1 (a) Managing service delivery through the service management process (C3 notification responsiveness)	100%	100%	100%	100%	100%	Keith Smith Director: Strategic Development Information & GIS
—	Corporate Services		Percentage adherence to EE target (composite Indicator)	Direct./ Dept. achievement as at 30 June 2013	5.2(b) Human resources strategy	100%	100%	100%	100%	100%	Keith Smith Director: Strategic Development Information & GIS
—	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to Employee Utilisation target (composite Indicator)	Direct./ Dept. achievement as at 30 June 2013	5.2(b) Human resources strategy	100%	100%	100%	100%	100%	Keith Smith Director: Strategic Development Information & GIS
—	Corporate Services	5.2 Establish an efficient and productive administration that prioritizes delivery	Percentage adherence to employee talent target (composite indicator)	Direct./ Dept. achievement as at 30 June 2013	5.2(b) Human resources strategy	100%	100%	100%	100%	100%	Keith Smith Director: Strategic Development Information & GIS

2013/2014 STRATEGIC DEVELOPMENT INFORMATION & GIS DEPARTMENT - SDBIP											
Pillar & Corporate Objective number Directorate Objective	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2012/2013	Program/ Statutory or Strategic Plan	Annual Target 30 June 2014	Targets				Responsible Person
							30 Sept 2013	31 Dec 2013	31 Mar 2014	30 June 2014	
—	Finance	5.3 Ensure financial prudence with clean audit by the Auditor General	Percentage of Operating Budget spent	Direct./ Dept. achievement as at 30 June 2013		95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%	Keith Smith Director: Strategic Development Information & GIS
—	Finance	5.3 Ensure financial prudence with clean audit by the Auditor General	Percentage of assets verified	Direct./ Dept. achievement as at 30 June 2013		100% asset register verified	Review of Asset Policy	Finalisation of Asset verification timetable	60% asset register verified	100% asset register verified	Keith Smith Director: Strategic Development Information & GIS
—	Deputy City Manager	5.3 Ensure financial prudence with clean audit by the Auditor General	Percentage Internal Audit findings resolved	Direct./ Dept. achievement as at 30 June 2013		70%	70%	70%	70%	70%	Keith Smith Director: Strategic Development Information & GIS

Director: Strategic Development Information and GIS

Executive Director: Corporate Services

Mayco Member: Ald. Demetri Quilly





Date: 8 MAY 2013

Date: 20/3/07/09

Date: 24/5/2013

PROPOSED UTILITIES DIRECTORATE SCORECARD DEFINITIONS 2013/14

INDICATOR	INDICATOR DEFINITION
E.G 1.A Percentage of Building plans finalised within statutory timeframes (Improve)	Percentage of applications finalized within statutory timeframes (30 – 60 days). The objective is to improve approval time of the applications. This improvement is in the trend over the cause of the five year term of the Integrated Development Plan but targeted annually as the percentage achieved for the specific year. The approval of Building plans are measured within the statutory time frames of <500m² (30 days) and >500m² (60 days). Refer Section A7 of the National Building Regulations Act, Act 103 of 1977. Date and Time Stamped Data: A cut-off date of 3 days of the next month is allowed for the capturing of the previous month's production (i.e. 30th or 31st day of the month). Statistical data will be extracted on the 4th day, with a date and time stamp and reported accordingly. For reporting purposes the average of the 30-60 days will be reported in line with consolidated average as per Corporate Scorecard

ECONOMIC, ENVIRONMENT & SPATIAL PLANNING (EESP)

DIRECTORATE EXECUTIVE SUMMARY, DIRECTORATE SDBIP, DEPARTMENT BUSINESS PLANS AND DEPARTMENT SDBIPS FOR 2013/2014

EXECUTIVE DIRECTOR: JAPIE HUGO

WEBSITE (FOR DETAILED SDBIP): WWW.CAPETOWN.GOV.ZA/IDP

1. EXECUTIVE SUMMARY

1.1 PURPOSE AND SERVICE MANDATE OF THE DIRECTORATE

The overall purpose and service mandate of the Economic, Environment and Spatial Planning Directorate takes cognisance of the developmental duties of municipalities as derived from Section 152 and 153 of the Constitution which requires local government in its planning processes “to give priority to the basic needs of the community, and to promote the social and economic development of the community; and (b) participate in national and provincial development programmes”.

The Directorate operates within various institutional frameworks and the core functions of the Directorate are regulated by and controlled (but not limited) by the statutes and legislation, attached as **Appendix 1**.

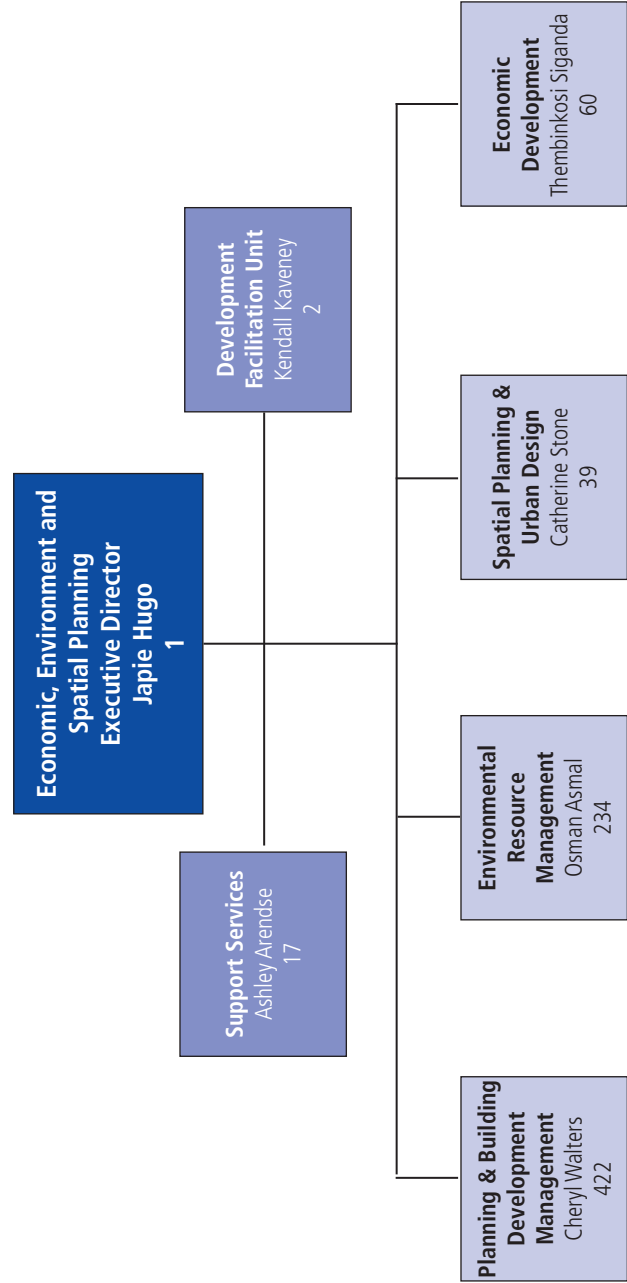
In addition to a number of cross-cutting and support units, the directorate is made up of the following core departments:

- Economic Development
- Spatial Planning and Urban design
- Planning and Building development Management
- Environment and Resource Management

The Directorate’s Strategic and Operational Service Delivery Objectives are:

Strategic
To lead and be dynamic in shaping the City’s sustainable environment by implementing economic growth and development strategies through the Spatial Development plans in a space that realises the requirements of the South African Constitution, Municipal Systems Act and the Integrated Development Plan in order to ensure improved quality of life for all.
To mainstream the City’s Economic Growth Strategy and ensure alignment with the plans of both internal, and external economic development agents and partners.
To develop a Green Economic Policy and Framework to ensure that the City optimises economic growth and job creation.
To ensure that the City’s unique economic and social asset - its natural environment - is managed, protected and integrated into the urban landscape, and optimised for maximum social and economic benefit.
To improve both the quality and affordability of life.
Operational
To provide a service to the developers and property owners of Cape Town which is efficient and effective and continues to reduce the turnaround time of the approval processes for both land use management applications and building development on an administrative fair basis.
To improve the enforcement aspects of the City’s building development and land use regulation functions.
To drive coordinated and integrated environmental enforcement across the City.
To lead the planning law reform processes by implementing and continuously reviewing the new Cape Town Zoning Scheme as well as the drafting of the planning by-law.
To ensure the City’s environmental compliance with relevant environmental legislation by using best practices, environmental technologies and processes.
To formulate a City wide climate change response that addresses issues of climate change mitigation, climate adaptation and resilience, and energy efficiency through the implementation of the Energy and Climate Action Plan (ECAP), Climate Adaptation Plan of Action (CAPA) and the development of a City Climate Change Policy.
To create an environment which is conducive to growth of business in the informal economy?

A diagram of the Directorate's departments and unit of senior management structure is displayed below:



2. Highlights of the Directorate performance in the “ Annual Report 2011/2012”

The Cape Town Spatial Development Framework (CTSDF) was approved by Council on 28th May 2012 in terms of the Municipal Systems Act. This newly updated CTSDF was also adopted by the Western Cape Minister of Environmental Affairs & Development Planning in May 2012 in terms of the Land Use Planning Ordinance. It has replaced the previous CTSDF that was adopted by Council in June 2011. Integrated district-level spatial development plans (SDPs), which include environmental management frameworks (EMFs), have been prepared for Cape Town's eight planning districts. These are in line with, and informed by, the citywide spatial development framework. In early 2012, the City also approved a Densification Policy in support of its IDP objectives and the objectives of the CTSDF. The CTSDF has replaced the out-dated Guide and Structure Plans and, in so doing, has streamlined the policy environment within which city planning decision-making takes place. The CTSDF and the SDPs will also inform the preparation of future annual IDP reviews as well as the development of future five-year IDPs.

The City has adopted a single Cape Town Zoning Scheme (CTZS) and new converted zoning map to replace the previous scheme that was becoming increasingly less effective. The new scheme involves a move from the previous 425 zones contained in 27 schemes, to a total of 35 base zones. This conversion was undertaken according to the principle of 'best fit' between the old and the new zone of a property and in a way that ensures no significant loss of property rights. This unified zoning scheme will introduce new zoning tools and mechanisms to make land use control more effective and to streamline administrative procedures. Mechanisms are also included to link the policy environment (such as SDPs) with the regulatory environment. This single zoning scheme will ensure equal opportunities for all property owners and residents, and will replace the last remnants of apartheid planning legislation.

A new Municipal Planning by-law. During the period under review, the City gave its approval for the process of drafting of a municipal planning by-law to begin. The current planning legislation regulating the use of land - the Land Use Planning Ordinance (no 15 of 1985) (LUPO) - is considered to be partially in conflict with the planning framework as set out in the Constitution. To address this, the new planning by-law will make clear provision for most of the procedural and decision-making powers as set out in the LUPO, and improve on such procedures and decision-making mechanisms. This is also considered to be the ideal opportunity to reconsider the inefficiencies in the current laws, thereby reducing much of the red tape currently encountered in this regard.

A substantial number of policies have been reviewed, and as a result, more than 260 archaic policies have been rescinded, removing unnecessary red tape by simplifying the decision-making environment.

Finalised 83% of land use management applications within statutory timeframes.

Finalised 69.32% of building plans within statutory timeframes.

The Directorate is currently in the process of developing a new electronic Development Application Management System (Workflow and Document Management) for all development applications in order to improve the efficiency within Departments.

Approved Cape Town Activa Initiative - an entrepreneurial eco-system development project to coordinate the enterprise and employment support environment. 75 Enterprise Development and Employment Support organisations are now jointly promoting their resources and events on the online portal www.capetownactiva.com. This has simplified and unified the previously fragmented support environment and offers citizens and small businesses a single point of contact.

Supporting the informal economy. Economic opportunity in any particular location is closely related to the physical state of available space and infrastructure. In order to support Cape Town's important informal economy, the Directorate runs programmes to facilitate productive open spaces for the benefit of emerging entrepreneurs. These also seek to maximise the use of public infrastructure for the purpose sustainable economic production. Through these programmes, trading bays have been made available to informal traders, emerging entrepreneurs have access to affordable trading premises, and a substantial number of permanent and temporary job opportunities have been

created. Furthermore, in partnership with Soil for Life, training and/or income generating opportunities in food gardening have been created.

Enabling the City's energy efficiency. To achieve such energy efficiency improvement, the Directorate's Energy and Climate Change Unit runs a building retrofit programme. As part of this programme, preliminary audits have been conducted on 16 large administration buildings. During the period under review, detailed audits and energy efficiency retrofits of four of these buildings in Plumstead, Ottery, Fezeka and Durbanville were undertaken. These included the installation of efficient lighting and lighting controls, power factor correction units, solar water heaters, and air conditioning thermostat controllers - all coupled with an extensive building occupant behaviour change programme. The project, which was the first municipal energy efficiency performance guaranteed contract implemented by a municipality in South Africa, was undertaken by the energy service company Shared Energy Management (SEM). 44 clinics have been retrofitted with solar water heaters and is currently undertaking a lighting retrofit of 5 000 lights in a further 14 City buildings, including libraries, clinics, workshops and administrative buildings. This has been made possible through funding from the National Department of Energy's 'Energy Efficiency and Demand Side Management' (EEDSM) programme. The savings on this project will likewise be guaranteed by the energy services company, and will see the City save a further 547MWh of lighting energy annually.

The Directorate also remains committed to educating younger citizens on the importance of energy efficiency. During the year under review, the City hosted an energy efficiency educational programme that took the form of a theatre production named "Raiders of the Blackout School Tour". This interactive production took the City's energy efficiency message to learners and teachers at 20 Cape Town schools. The City's Smart Living Handbook continues to deliver positive results. This publication was updated during the year under review and a Smart Buildings Handbook was also produced to promote the sustainable use of resources in the design, construction, renovation, and operation of buildings and developments. These publications were distributed to numerous private companies, government institution and residents.

The Directorate's Energy and Climate Change Unit published two reports in the 2011/12 financial period: the Moving Mountains Report, which covers all the projects in Cape Town's Energy and Climate Action Plan, and the Cape Town State of Energy and Energy Futures Report.

3. The Economic Growth Strategy (EGS)

In the initial stage (2012/2013) of the Economic Environment and Spatial Planning Directorate, cognizance was taken that it was a fairly new directorate with many challenges, in both its internal and external environment. The integration of department activities has also been a gradual process. In 2013/2014, the Directorate will be supporting the City Strategy (that consists of the Economic Growth Strategy and Social Development Strategy aligned with the 5 Strategic Focus areas of the IDP), and set goals to achieve the City Strategy. The Directorate will also take direction from the One Cape 2040 and the City Development Strategy that was developed in partnership between the Provincial Government of the Western Cape, the City of Cape Town and the Economic Development Partnership.

The EGS provides the strategic direction for the economic goals of the organisation and its partners over the short to medium term.

"The principal objective of the Economic Growth Strategy (EGS) is to grow the economy and create jobs - the overarching objective of the Opportunity City.

Previously the emphasis or focus on economic activity has been on the Economic Development Department. The City has now realised that all its departments can contribute to unlock the potential of economic activity, and the Directorate fully support this new ideal." (City Strategy document- Strategic Policy Unit/ Mayor's office).

The Economic Growth Strategy is underpinned by 5 strategic areas (strategies) namely:

- Building a globally competitive city through institutional and regulatory changes- Competitiveness strategies
- Providing the right basic service, transport and ICT infrastructure- Infrastructure Strategies
- Utilising work and skills programmes to promote growth that is inclusive- Inclusion Strategies
- Leveraging trade and sector development functions to maximum advantage- Trade and Sector development strategies
- Ensuring that growth is environmentally sustainable in the long-term- Sustainable growth Strategies
- With this in mind, the Directorate must be able to respond or to gear its activities towards the following objectives amongst others:
 - Review its grant allocations towards addressing Cape Town's economic needs
 - Co-ordinate local development programmes to enhance the informal sector
 - Provide a business advisory service : Activa
 - Revise service level agreements to support growth sectors
 - Investigate options for Energy diversification and promote energy efficiency
 - Protect environmental assets and sustain expanding the eco-tourism sector.

4. Social Development Strategy

The City Development Strategy document also places strong emphasis on addressing poverty, inequality and social ills while providing for the participation of people in their own development. The SDS sets out what the City is doing, plans to do to and articulates where external stakeholders, such as contracted service providers **and organisations receiving Section 67 Grants**, shall contribute to creating an opportunity, safe, caring, inclusive city that allows people to reach their potential.

In this light, the directorate will also play a pivotal role to be an enabler to social development by addressing the problem of "People who are poor often engage in entrepreneurial activities in order to support themselves and their families"

It can address the problem by:

1. Supporting the entrepreneurship activity in the formal and informal sector through programmes such as Activa which will teach new entrepreneurs the skills to aid them in business and planning procedures;
2. Enable people who are poor to utilise informal trading as a livelihood strategy;
3. Provide people who are poor with the relevant skills that they can use to access job opportunities.

5. LINKAGES TO THE IDP

5.1 Western Cape Economic Development Partnership: Strategic focus area 1: Opportunity City: (Programme 1.1(a))

The Directorate will continue to support the Western Cape Economic Development Partnership (WCEDP) as it moves from the establishment phase to operational phase.

"With City support and input, the EDP will play an instrumental role in facilitating the formation of the regional economic partnership so that the growth potential of the city and region can be maximised. It is envisaged that this partnership will include stakeholders from across the Cape Town city region including from Saldanha, Swartland, Drakenstein and Stellenbosch. The aim of the partnership will be to identify catalytic projects that will support and enhance economic development and job creation activities across the region, recognising that economic development does not fall neatly within administrative boundaries. Examples of such projects include investment in broadband infrastructure, area revitalisation (for example the Atlantis revitalisation scheme and the Saldanha IDZ), skills development, improvement of the business environment, and sector development". (Draft IDP document"- 2013/2014 review).

5.2 Growth Management: Strategic focus area 1: Opportunity City: (Programme 1.1(e))

"In May 2012, the Cape Town Spatial Development Framework (CTSDF) was approved as part of the IDP. The CTSDf will guide the spatial form and structure of Cape Town (the way in which the space available is used for urban growth) in the future. "The IDP needs to be supported by a 15-year growth management plan that provides a link between the CTSDf and medium-term sector plans, master plans, and strategic and asset maintenance investment priorities. This growth management plan needs to align investment locations and establish clear targets and programmes for capital expenditure.

It should be reviewed annually when the IDP is reviewed. For the growth management plan to be effective, it needs to be developed in collaboration with all spheres of government, surrounding municipalities, the private sector and communities.

The objectives of the growth management plan will be to:

- Identify and spatially depict sector-linked interventions and investment;
- Harmonise spatial and infrastructure forward planning;
- Determine the preferred phasing of the city's spatial development;
- Identify infrastructure hot spots, where enhancement of development rights may need to be limited in the short to medium term, and establish monitoring mechanisms to review their status;
- Prioritise and align the priority action areas spatially and sectorial;
- Identify the cross-sector programming and project-level planning and budgeting required to support the implementation of the prioritised action areas;
- Identify the policies, the economic, administrative/regulatory and financial measures and/or institutional arrangements that need to be investigated or introduced to support the implementation in the priority action areas;
- Align the City's budget spatially and cross-sectorial; and
- Align the City's capital budget with that of surrounding municipalities and spheres of government.

In the preparation of the CTSDf, a number of short to medium-term priority action areas of metropolitan significance were identified. These need to be supplemented by the priority action areas identified in the district-based Spatial Development Plans (SDPs), aligned with sector-based strategic and asset maintenance investment priorities, and prioritised through the IDP and 15-year growth management plan." ((Draft IDP document" - 2013/2014 review).

5.3 One Cape 2040: City Development Strategy implementation: - Strategic focus area 1: Opportunity City P1.1 (g)

The City has recognised that Cape Town's future development requires a longer-term i.e. 20 – 30 year strategic plan, underpinned by a visionary approach focused on sustainability. Cape Town needs a longer term plan in order to attract investment and provide guidance for development and change by all stakeholders. The Directorate was a key role player in the formulation and facilitation of the preparation of a City Development Strategy (CDS) for the future growth and development of Cape Town – Cape Town 2040. The City Development Strategy (CDS) and implementation plan were approved by Council on 31st October 2012 (C 63/10/12), and is seen as the overarching guiding strategy that will inform, as well as be informed by other City strategies and frameworks including the Spatial Development Strategy, and the Economic Development Strategy (EDS).

From 2013/2014 onwards, One Cape and CDS are being taken forward by the Strategic Policy Unit in the Mayor's Office – as part of the New Way of Working. The CCT CDS implementation plan is aligned to the Economic and Social Clusters (of which the directorate is part of) within the city and has broad timeframes. The implementation of the CDS will be directed, co-ordinated and managed through the CCT cluster, transversal and governance framework.

In terms of the IDP, Programme 1.1 (c) mention is made of the Atlantis green-technology industrial park, its an internal partnership being established between various city departments. The Directorate for 2013/2014 will oversee the development of a green economy framework that provides a means to integrating the green economy into the traditional economy. This will enable the development of approaches to economic development to maintain environmental quality while allowing for sustainable use. The Economic Department will continue to play a role in the establishment of the Green Manufacturing Incubator in Atlantis.

The following linkages/ programmes to the IDP is addressed by the Directorate departments in their Service Delivery Budget implementation plans (SDBIPs) namely:

Service Delivery Budget Implementation plans (SDBIPs) Programmes linked to the IDP : 2013/2014 Review
1.1 (a) Western Cape Economic Development Partnership (EDP)
1.1 (c) Identification and promotion of catalytic sectors such as oil and gas
1.1 (d) Small business centre programme (ACTIVA)
1.1 (e) Planning and regulation programme
1.1 (f) Development of a green economy
1.3 (a) Sustainable utilisation of scarce resources, such as water and energy
1.3 (b) Water conservation and water demand management strategy
3.2 (e) Densification programme
3.4 (d) Energy services programme
4.1 (a) Managing service delivery through the service management programme (C3)
4.1 (b) Building strategic partnerships
4.2 (a) Community amenities programme (provide and maintain)
4.2 (b) Heritage Programme
1.2 (b) Maintenance of infrastructure
1.2 (d) Expanded Works Programme
1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city
5.2 (b) Human resources strategy
5.3 (a) Financial management programme
5.3 (b) Internal management processes programme
5.2 (d) Information and Knowledge Management - Development information resource
5.2 (c) Annual Community Satisfaction survey

6. Performance Impact: An overview of the departments functions and key projects:

6.1 Department Planning & Building Development Management (PBDM):

The City Of Cape Town as a developing city has an obligation, in terms of applicable law and through its urban planning and building development management system, to create a safe and healthy built environment that addresses the needs of its various communities. The primary purpose of the urban planning and building development management system is to create an effective, efficient and functional built environment in Cape Town, which promotes and facilitates sustainable development through equitable and effective service delivery.

Property development have for a number of years been a substantial contributor to the construction sector. The level of property investment has declined substantially since 2006 (in the order of 40%) and is currently in a consolidation and recovery phase. The City of Cape Town, through ongoing business improvement initiatives, has consistently achieved its application turn around targets for the past number of years including the phase of the recession which is being experienced globally.

A key outcome of the department will include "the streamlining of the planning process, so that the City can fully support and assist everyone who wishes to engage in development – from large scale developers to smaller entrepreneurs and individual citizens.

The 3-5 major planned projects for 2013/2014 of the department is outlined in Appendix 2. All other additional projects will be outlined in the Service Delivery Business Implementation Plan (SDBIP) of the department.

6.2 Development Facilitation in the office of the Executive Director (DFU)

Development Facilitation Unit Overview:

Whilst the Development Facilitation Unit (DFU) has a number of strategies to achieve development outcomes, it has two overarching areas of key focus namely:

- a. The addressing of infrastructure incapacity which prevents or retards development, and;
- b. The facilitation of major and strategic development proposals which require the DFUs intervention mainly with regard to the removal of application bottlenecks.

6.3 Spatial Planning Urban Design Department

The Cape Town Spatial Development Framework (CTSDF) and 8 District Spatial Development Plans (SDPs) are now approved. These in addition to the Urban Design Policy (once approved) lay the foundations of a coherent, policy driven decision making framework within the arena of spatial planning & urban design.

In the year ahead the Department will continue to focus on addressing information and policy gaps such as the City's understanding of the space economy of Cape Town and development opportunities, trends and infrastructure capacities and triggers that need to inform the modelling needed for the development of the City's growth management strategy. The Department will play a key facilitation role in preparing a growth management strategy for Cape Town. It will also undertake detailed planning and design work for local areas prioritized in the CTSDF, District SDPs and supportive of strategic corporate programmes, specifically preparing development opportunities for affordable housing on well-located land and investigating optimum mechanisms to promote transit-oriented development.

In terms of SPUD's traditional role in driving a capital programme the department is shifting to use this programme to leverage inter-departmental partnerships from project inception to ensure a more sustainable investment programme aligned to that of the Sports & Recreation, City Parks and City's Integrated Rapid Transit (IRT) and non-motorised transport (NMT) investment programmes. Capital programme implementation resources and support will continue to be provided to all Departments within the Directorate. The department will also track its Mayor's Special Job creation as well as EPWP targeted commitments.

The 3-5 major planned projects for 2013/2014 of the department is outlined in Appendix 2. All other additional projects will be outlined in the Service Delivery Business Implementation Plan (SDBIP) of the department.

6.4 Environmental Resource Management Department

It is important to note that the natural environment is one of Cape Town's most important economic assets. Specifically, in the 2013/2014 Financial Year the main focus of Environmental Resource Management Department will be, amongst others, the review and revision of the City's Integrated Metropolitan Environmental Policy.

In 2009 the Council approved the City's Integrated Metropolitan Environmental Policy (IMEP) Environmental Agenda for 2009-2014, which sets seventeen defined goals, responsibilities and performance targets in order to ensure increased environmental performance by making environmental management an integral part of all the City's operational functions. In 2013/2014, the department endeavour to finalise and meet the IMEP target of conserving 60% of the Biodiversity Network by 2014 and towards publishing the Biodiversity Network as a Bioregional Plan. The Department will also continue to manage the nature reserves in such a way that they provide benefits to the local community, including increased marketing as local and international tourist destinations.

ERM continues to strive for excellence in the management of the City's exceptional natural and heritage assets, and in so doing, will finalise negotiations with Heritage Western Cape to receive additional heritage management competencies in 2013/2014. The department will continue with the implementation of the energy efficiency programmes in Council operations and intend to roll- out a ceilings retrofit programme in existing RDP houses. In order to better streamline and mainstream environmental management in Cape Town, ERMD works with a variety of partner organisations, including other spheres of government, NGOs and the academic and private sectors. ERMD also works closely with other relevant line functions in an advisory role. The department will also track its Mayor's Special Job creation as well as EPWP targeted commitments.

The 3-5 Major planned projects for 2013/2014 of the department is outlined in Appendix 2. All other additional projects will be outlined in the Service Delivery Business Implementation Plan (SDBIP) of the department.

6.5 Economic Development Department

The Economic Development department aims to build an economy that contributes to improving the quality of life of individuals/communities. The department has a network of 7 offices that enables it to work within districts of the metropolitan area on local economic development challenges that require smart partnerships and local input.

For 2013/ 2014 the major focus of the department will be towards the integrated public markets programme which will identify and develop new markets and other informal trading spaces and will involve the creation of viable economic hubs for the informal economy through utilising public space. Through Cape Town Activa (CTA) the department aims to facilitate entrepreneurship and business activity in the local economy through the development of an entrepreneurship and employment support ecosystem that co-ordinates a multi-stakeholder network and provides a single point of contact that will facilitate entrepreneurs and individuals looking for employment support. The department also aims to develop a green economy framework that provides a means to integrating the green economy into the traditional economy.

The 3-5 Major planned projects for 2013/2014 of the department is outlined in Appendix 2. All other additional projects will be outlined in the Service Delivery Business Implementation Plan (SDBIP) of the department.

7. FINANCIAL INFORMATION:

7.1 Risks:

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."

7.2 The Directorate Capital programme amounting to R 57.5m consist of the following:

Directorate: Economic, Environment & Spatial Planning											
Budgeted Financial Performance (revenue and expenditure)											
Description	2009/10	2010/11	2011/12	2012/13			2013/14 Medium Term Revenue & Expenditure Framework				
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16		
Operating Revenue By Source											
Property rates	–	–	–	–	–	–	–	–	–		
Property rates - penalties & collection charges	–	–	–	–	–	–	–	–	–		
Service charges - electricity revenue	–	–	–	–	–	–	–	–	–		
Service charges - water revenue	–	–	–	–	–	–	–	–	–		
Service charges - sanitation revenue	–	–	–	–	–	–	–	–	–		
Service charges - refuse revenue	–	1	0	–	–	–	–	–	–		
Service charges - other	59 119	67 135	72 265	75 929	79 929	79 929	84 534	89 268	94 446		
Rental of facilities and equipment	19	21	23	451	451	451	28	29	31		
Interest earned - external investments	7	7	2	–	–	–	–	–	–		
Interest earned - outstanding debtors	1 365	176	116	83	83	83	83	88	93		
Dividends received	–	–	–	–	–	–	–	–	–		
Fines	488	731	1 148	1 193	1 193	1 193	1 269	1 340	1 418		
Licences and permits	880	269	1 067	1 122	1 122	1 122	1 092	1 153	1 220		
Agency services	(2)	–	–	–	–	–	–	–	–		
Transfers recognised - operational	12 906	14 772	4 123	7 768	17 395	17 395	2 345	433	400		
Other revenue	485	940	1 374	710	710	710	750	792	838		
Gains on disposal of PPE	107	20	85	–	–	–	–	–	–		
Total Operating Revenue (excluding capital transfers and contributions)	75 373	84 071	80 205	87 256	100 883	100 883	90 101	93 104	98 445		
Operating Expenditure By Type											
Employee related costs	251 822	273 429	295 485	330 566	337 637	332 637	368 219	397 623	431 820		
Remuneration of councillors	–	–	–	–	–	–	–	–	–		
Debt impairment	–	–	–	–	–	–	–	–	–		
Depreciation & asset impairment	16 827	17 805	18 821	20 385	16 652	16 652	19 492	20 856	22 316		
Finance charges	–	–	–	–	–	–	–	–	–		
Bulk purchases	–	–	–	–	–	–	–	–	–		

Directorate: Economic, Environment & Spatial Planning										
Budgeted Financial Performance (revenue and expenditure)										
Description R thousand	2009/10 Audited Outcome	2010/11 Audited Outcome	2011/12 Audited Outcome	2012/13			2013/14 Medium Term Revenue & Expenditure Framework			
				Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16	
Other materials	582	2 679	1 152	688	703	703	684	722	764	
Contracted services	17 034	23 853	30 346	27 966	67 555	73 655	61 591	51 988	55 066	
Transfers and grants	27 167	29 122	39 254	34 673	27 173	26 973	26 655	28 151	34 253	
Other expenditure	55 079	48 269	40 755	31 555	35 703	34 803	39 905	30 963	32 778	
Loss on disposal of PPE	74	66	9	–	–	–	–	–	–	
Total Operating Expenditure	368 586	395 223	425 822	445 834	485 424	485 424	516 546	530 303	576 997	
Operating Surplus/(Deficit)	(293 212)	(311 153)	(345 617)	(358 578)	(384 541)	(384 541)	(426 444)	(437 199)	(478 552)	
Transfers recognised - capital	6 126	3 160	132	1 000	5 970	5 970	10 560	14 982	19 600	
Contributions recognised - capital	–	14	22	–	–	–	–	–	–	
Contributed assets	–	–	166	–	–	–	–	–	–	
Operating Surplus/(Deficit) after capital transfers & contributions	(287 086)	(307 979)	(345 296)	(357 578)	(378 571)	(378 571)	(415 884)	(422 217)	(458 952)	
Taxation										
Operating Surplus/(Deficit) after taxation	(287 086)	(307 979)	(345 296)	(357 578)	(378 571)	(378 571)	(415 884)	(422 217)	(458 952)	
Attributable to minorities										
Operating Surplus/(Deficit) attributable to municipality	(287 086)	(307 979)	(345 296)	(357 578)	(378 571)	(378 571)	(415 884)	(422 217)	(458 952)	
Share of surplus/ (deficit) of associate										
Operating Surplus/(Deficit) for the year	(287 086)	(307 979)	(345 296)	(357 578)	(378 571)	(378 571)	(415 884)	(422 217)	(458 952)	
Capital Expenditure	53 453	36 332	36 570	52 457	43 667	43 480	58 459	67 169	62 527	
Check										
Rev	–	–	–	–	–	–	–	–	–	
Exp	–	–	–	–	–	–	–	–	–	
Capital	–	–	–	–	–	–	–	–	–	

8. LINK TO DIRECTORATE OBJECTIVES (Refer to attached SDBIP).

9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

The Department's 2013_2014 Service Delivery Business Implementation Plan (SDBIP) has been attached to this Business Plan.

10. AUTHORISATION

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

	Name	Signature	Date
Executive Director	J Hugo		08.05.2013
Mayco Member	G Bloor		08.05.2013

APPENDIX 1

1.1 INSTITUTIONAL FRAMEWORKS THAT AFFECT THE OPERATIONS OF THE DIRECTORATE

- Land Use Planning Ordinance, No 15 of 1985 (LUPO) & LUPO Scheme Regulations
- National Environment Management Act, No 107 of 1998 and Regulations (NEMA)
- National Heritage Resources Act, No 25 of 1999 (NHRA)
- National Building Regulations and Buildings Standards Act, No 103 of 1977
- Scheme Regulations promulgated into Black Communities Development Act, No 4 of 1984
- Less Formal Townships Establishment Act, No 113 of 1991 (LEFTEA)
- Removal of Restrictions Act, No 84 of 1967
- Physical Planning Act, No 125 of 1991
- Outdoor Advertising and Signage By-law, No 5801 of 2001
- Promotion of Administrative Justice Act, No 3 of 2000 (PAJA)
- Municipal Systems Act, No 32 of 2000
- Local Government Municipal Planning & Performance Management Regulations 2001
- Spatial Data Infrastructure Act, No 54 of 2003 (SDI)
- Land Survey Act, No 8 of 1997
- National Environmental Management: Integrated Coastal Management Act
- National Environmental Management: Biodiversity Act
- National Environmental Management: Protected Areas Act
- Conservation of Agricultural Resources Act
- Business Act, 71 of 1991 National LED framework

APPENDIX 2

The following table below will indicate the major projects (cross-cutting) in some instances that departments will prioritise in 2013/2014:

Major / and or Cross-cutting Projects	Impact in CITY	Requires support from EESP depts./ and or other directorates	Assist or support provided to projects with key cross-cutting and partnership:	Lead Department
Customer segmentation survey (New)	✓			PBDM) (SFA.5)
Draft a Planning by-law (New) Programme 1.1 (e) - Planning and regulation programme				PBDM (SFA 1& SFA.5)
Assist in the development of local area development plans to stimulate economic development			✓	PBDM (SFA.1)
Internal system enhancements of the Integrated Planning Operational System (IPOS) (3 year project) Programme 1.1 (e) Planning and regulation programme		✓		PBDM (SFA.1& 5)
Draft Economic Areas Management Plan: trends, roles and optimization report prepared		✓		SPUD (SFA.1)
Draft 1 Kapteinsklop Station precinct (contextual analysis complete by June 2013) and Mbandi Coastal Node Framework prepared Programme 1.1 (e) - Planning and regulation programme		✓		SPUD (SFA.1)
Salt River Market Revitalisation project		✓		SPUD (SFA.1)
Traders plan for the Nyanga Urban Node Upgrade complete		✓		SPUD (SFA.1)
Mass roll-out of Solar Water Heaters across the city, in line with strategy currently under development	✓	✓	✓	ERM (SFA.3)
P3.4(d) Energy services programme Working with CapeNature and other partners on the development of the Dassenberg coastal catchment nature reserve (final name is still to be determined)			✓	ERM
Development of a single Green Sustainability Brand for the City across all line functions		✓		ERM
Preparation and publication of environmental overlay zones aligned with the Cape Town Zoning Scheme for priority biodiversity, heritage and coastal overlay management areas Programme 1.1 (e) - Planning and regulation programme		✓		ERM (SFA.1)

Major / and or Cross-cutting Projects	Impact in CITY	Requires support from EESP depts./ and or other directorates	Assist or support provided to projects with key cross-cutting and partnership:	Lead Department
The integrated public markets programme will identify and develop new markets and other informal trading spaces and will involve the creation of viable economic hubs for the informal economy through utilising public space. Planning and implementation will be based on principles of local economic development, social inclusivity factors, environmental concerns and financial sustainability.	✓	✓		EDD (SFA.1)
Development of a green economy framework that provides a means to integrating the green economy into the traditional economy. This will enable the development of approaches to economic development maintains environmental quality while allowing for sustainable use. P1.1(c) Identify and promote catalytic sectors,		✓		EDD (SFA.1)
Cape Town Activa (CTA) aims to stimulate entrepreneurship and business activity in the local economy through the development of an entrepreneurship and employment support ecosystem that co-ordinates a multi-stakeholder network and provides a single point of contact that will facilitate entrepreneurs and individuals looking for employment support to navigate and make use of the services, resources and opportunities of support organisations. P1.1(d) Small Business Centre Programme (Activa)	✓	✓		EDD (SFA.1)
The Business Process Outsourcing Support Programme will work with industry partners to establish a virtual academy for the training and skills development of 600 call centre agents and 50 team leaders. The curriculum will cover technical and communication skills and will be SAQA accredited P1.1(c) Identify and promote catalytic sectors,	✓		✓	EDD (SFA.1)
Operationalization of DFU Function P1.1 (a) Western Cape Economic Development Partnership P1.1 (c) Identify and promote catalytic sectors,		✓		DFU

DIRECTORATE SDBIP 2013 / 2014: ECONOMIC, ENVIRONMENT AND SPATIAL PLANNING

ALIGNMENT TO IDP		Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 2011/2012	Program name and number	Annual Target 30 June 2014	Frequency	TARGETS				Responsible Person
SFA & Corporate Objective	CSC Indicator no.								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 1 - An opportunity city	-	EESP (with Corporate Services supporting)	Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Progress against Business Plan deliverables	11/12 S67 MoA & business plans in place	1.1(a) Western Cape Economic Partnership (EDP) programme	1. Review & Submit Q3 s 67 report to delegated authority	Review 12/13 Annual performance & submit report to Council	1. Review & Submit Quarter 1 s 67 report to delegated authority (via s67 Comm)	1. Review & Submit Quarter 2 s 67 report to delegated authority	1. Review & Submit Q3 s 67 report to delegated authority	1. Review & Submit Q3 s 67 report to delegated authority	Thembinikosi Siganda
			Objective 1.5 - Maximise the use of available funding and programmes for training and skills development	% Spend committed on SAP	11/12 S67 Reports	1.1(c) Identification and promotion of catalytic sectors, such as oil and gas	2. Finalise MoA		2. Determine Strategic Priorities for 14/15 Budget process and submit for sign off by delegated authority	2. Review & Submit Final Draft 2014/15 Business plan to delegated authority	2. Finalise MoA	3. Ensure 100% commitment is raised on SAP	
SFA 1 - An opportunity city	-	Econ Dev.	Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Progress against milestones of the Review of Informal Trading Policy	New	1.1(d) Small business centre programme	Submit Final Draft Informal Trading Policy to delegated authority	Quarterly	As-is Situational Analysis completed	1st Draft Informal Trading Policy review completed & circulated to Sub Councils	Final Draft Informal Trading Policy Circulated to all Sub Councils	Submit Final Draft Informal Trading Policy to delegated authority	Thembinikosi Siganda
			Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	% of Land Use Applications finalised within statutory timeframes (Approved - Declined) within the 4 month processing period	90%	P 1.1 (e) - Planning and regulation programme	85%		1. 85%	2. Update on blockages to the approval process reported to EESP PC	1. 85%	2. Update on blockages to the approval process reported to EESP PC	Cheryl Walters

DIRECTORATE SDBIP 2013 / 2014: ECONOMIC, ENVIRONMENT AND SPATIAL PLANNING

ALIGNMENT TO IDP		Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 2011/2012	Program name and number	Annual Target 30 June 2014	Frequency	TARGETS				Responsible Person
SFA & Corporate Objective	CSC Indicator no.								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 1 - An opportunity city	–	Economic, Environment & Spatial Planning	Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	% of Land Use Applications finalised within statutory timeframes (Approved - Declined) within the 7 month processing period	42%	P 1.1 (e) - Planning and regulation programme	40%	Quarterly	1. 40% 2. 1st Quarter report on application performance to EESP PC.	1. 40% 2. Update on blockages to the approval process reported to EESP PC	1. 40% 2. 3rd Quarter report on application performance to EESP PC.	1. 40% 2. Update on blockages to the approval process reported to EESP PC 3. 4th Quarter report on application performance to EESP PC.	Cheryl Walters
SFA 1 - An opportunity city	1A	EESP	Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	% of Building plans approved within statutory timeframes (30 - 60 days)	69,30%	1.1 (e) - Planning and regulation programme	82%	Quarterly	82%	82%	82%	82%	Cheryl Walters
				Progress against milestones of Drafting the Planning By-law for the city. Participate in the National and Provincial Planning law reform process	New Target dates adjusted to take account of external factors such as National and Provincial legislation which guides the formulation of the By-law		Report on the by-law to be submitted to council for consideration	Quarterly	Draft by-law to be amended - alignment to the SPLUMB and LUPA	Draft by-law to be advertised	Add comments and prepare report to Council	Approval of Planning By-law by Council	Cheryl Walters

DIRECTORATE SDBIP 2013 / 2014: ECONOMIC, ENVIRONMENT AND SPATIAL PLANNING

ALIGNMENT TO IDP		Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 2011/2012	Program name and number	Annual Target 30 June 2014	Frequency	TARGETS				Responsible Person
SFA & Corporate Objective	CSC Indicator no.								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 3 - A caring city		EESP	Objective 3.4 - Provide for the needs of informal settlements and backyard residences through improved services	Progress against milestones of project: Solar water heater and heat-pump rollout to replace existing conventional electric geysers	New	P3.4(d) Energy services programme	Successful service provider(s) appointed	Quarterly	TBD	TBD	TBD	TBD	Osman Asmal
SFA 1 - An opportunity city			Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Progress against milestones of a Single overarching green sustainability sub-brand for the City of Cape Town	New	P 1.1 (f) - Development of a green economy	Overarching City Environmental Communications Strategy and associated visual identifier rolled out in relevant environmentally-related education and communication campaigns across the City	Quarterly	Report submitted to Mayco on results of visual identifier testing	Visual identifier approved and guidelines for use finalised	Overarching City Environmental Communications Strategy and associated visual identifier rolled out in relevant environmentally-related education and communication campaigns across the City	Overarching City Environmental Communications Strategy and associated visual identifier rolled out in relevant environmentally-related education and communication campaigns across the City	Osman Asmal
		EESP	Objective 3.2 - Ensure innovative human settlements for those who need it.	Progress according to project plan for Salt River Market Revitalisation Project	New	P 3.2 (e) - Densification Programme	Final site development guidelines and land release plan complete	Quarterly	All relevant site information obtained	Site information collated and analysed - status quo report complete	Draft site development guidelines complete	Final site development guidelines and land release plan complete	Catherine Stone
SFA 1 - An opportunity city			Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Progress against milestones of Kapteinsklop Station Precinct and Mnandi Coastal Node: Development Framework	Consultants appointment underway	P 1.1 (e) - Planning and regulation programme	NEMA NID & Scoping complete. Formulation of draft development alternatives.	Quarterly	Project inception report finalised. Review of existing studies undertaken.	Legislative application processes confirmed and initiated where appropriate.	Baseline analysis report circulated for comment.	NEMA NID & Scoping complete. Formulation of draft development alternatives.	Catherine Stone

DIRECTORATE SDBIP 2013 / 2014: ECONOMIC, ENVIRONMENT AND SPATIAL PLANNING														
ALIGNMENT TO IDP			Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 2011/2012	Program name and number	Annual Target 30 June 2014	Frequency	TARGETS				Responsible Person
SFA & Corporate Objective	CSC Indicator no.	30 Sept 2013								31 Dec 2013	31 March 2014	30 June 2014		
SFA 1 - An opportunity city		EEFP	Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Progress against milestones of Economic Areas Management Plan prepared	Draft economic areas spatial study	P 1.1 (e) - Planning and regulation programme	ECAMP platform design and information upload complete	Quarterly	Nil	Draft 1 Economic Areas Management Plan	Nil	ECAMP platform design and information upload complete	Catherine Stone	
SFA 1 - An opportunity city		EEFP	Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Progress against milestones of Operationalisation of the Development Facilitation Unit	New	P1.1 (c) - Identify and promote catalytic sectors P1.1 (a)- Western Cape Economic Development Partnership	Operationalisation of the Development Facilitation Function	Quarterly	Revisit the Strategy and obtain approval from the Executive Director (ED)	Implementation plan with clear deliverables	Operationalisation of the Development Facilitation Function	Operationalisation of the Development Facilitation Function	Kendall Kaveney	
SFA 1 - An opportunity city	1B	FINANCE	Objective 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) -Maintenance of infrastructure	91%	Quarterly	Dir./Dept. projected cash flow	Dir./Dept. projected cash flow	Dir./Dept. projected cash flow	91%	Directorate Finance Manager (Edwina Daniels)	
	1E			Percentage spend on repairs and maintenance	Direct. / Dept. achievement as at 30 June 2012	1.2 (b) -Maintenance of infrastructure	100%	Quarterly	21,5%	45,5%	70,2%	100%	Directorate Finance Manager (Edwina Daniels)	

DIRECTORATE SDBIP 2013 / 2014: ECONOMIC, ENVIRONMENT AND SPATIAL PLANNING													
ALIGNMENT TO IDP		Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 2011/2012	Program name and number	Annual Target 30 June 2014	Frequency	TARGETS				Responsible Person
SFA & Corporate Objective	CSC Indicator no.								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 1 - An opportunity city	1J	Office of the Deputy City Manager	Objective 1.2 - Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Number of Expanded Public Works programmes (EPWP) opportunities created	302	1.2 (d)- Expanded Works Programme	576	Quarterly	120	250	450	576	Catherine Stone, Osman Asmal
SFA 1 - An opportunity city	1N(a)	Corporate Services	Objective 1.6 - Maximise the use of available funding and programmes for training and skills development	Number of external trainee and bursary opportunities (excluding apprentices)	New	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city	65 External trainee and bursary opportunities (excluding apprentices)	Quarterly	Annual target	Annual target	Annual target	65	Nonzuzo Ntubane
	1N(b)								N/A	N/A	N/A	N/A	Nonzuzo Ntubane

DIRECTORATE SDBIP 2013 / 2014: ECONOMIC, ENVIRONMENT AND SPATIAL PLANNING													
ALIGNMENT TO IDP		Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 2011/2012	Program name and number	Annual Target 30 June 2014	Frequency	TARGETS				Responsible Person
SFA & Corporate Objective	CSC Indicator no.								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 4 - An inclusive city	4A	Corporate Services	Objective 4.1 - Ensure responsiveness by creating an environment where citizens can be communicated with and 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) Managing service delivery through the service management programme	100%	Quarterly	100%	100%	100%	100%	Sunnet Kloppers Gavin van Schaikwyk
SFA 5 - A well run city	—		Objective 5.2 -Establish an efficient and productive administration that prioritizes delivery	% adherence to EE target (composite indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2 (b) Human resources strategy	100%	Quarterly	100%	100%	100%	100%	Michael Siyolo
SFA 5 - A well run city	—	Corporate Services	Objective 5.2 -Establish an efficient and productive administration that prioritizes delivery	% adherence to Employee Utilisation target (composite Indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2 (b) Human resources strategy	100%	Quarterly	100%	100%	100%	100%	Rudolph Pollard
	—			% adherence to Employee Talent target (composite indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2 (b) Human resources strategy	100%	Quarterly	100%	100%	100%	100%	Rudolph Pollard Nonzuzo Ntubabe

DIRECTORATE SDBIP 2013 / 2014: ECONOMIC, ENVIRONMENT AND SPATIAL PLANNING

ALIGNMENT TO IDP		Link to Lead Directorate	Corporate Objective	Indicator (To include unit of measure)	Baseline 2011/2012	Program name and number	Annual Target 30 June 2014	Frequency	TARGETS				Responsible Person
SFA & Corporate Objective	CSC Indicator no.								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 5 - A well run city	-	Finance	Objective 5.3 - Ensure financial prudence with clean audits by the Auditor General	Percentage of Operating Budget spent	Direct./ Dept. achievement as at 30 June 2012	5.3 (a) Financial management programme	95%	Quarterly	Dir./Dept. projected cash flow	Dir./Dept. projected cash flow	Dir./Dept. projected cash flow	95%	Directorate Finance Manager (Edwina Daniels)
	-		Objective 5.3 - Ensure financial prudence with clean audits by the Auditor General	Percentage of assets verified	Direct./ Dept. achievement as at 30 June 2012	5.3 (b) Internal management processes programme	100% asset register verified	Quarterly	Review of Asset Policy by Corporate Finance	Finalisation of Asset verification timetable by Corporate Finance	60% asset register verified	100% asset register verified	Directorate Finance Manager (Edwina Daniels)
	-	Internal Audit	Objective 5.3 - Ensure financial prudence with clean audits by the Auditor General	Percentage Internal Audit findings resolved	Direct./ Dept. achievement as at 30 June 2012	5.3 (b) Internal management processes programme	70%	Quarterly	70%	70%	70%	70%	Riaan Vosloo

Name	Signature	Date
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Approved by Executive Director: **J Hugo**

Executive Director Signature: _____

Date: 08.05.2013

Approved by Mayco Member: **G Bloor**

Mayco Member Signature: _____

Date: 13.05.2013

ECONOMIC DEVELOPMENT

DEPARTMENTAL BUSINESS PLAN 2013/2014

DIRECTOR: THEMBINKOSI SIGANDA
CONTACT PERSON:THEMBINKOSI SIGANDA

1. EXECUTIVE SUMMARY

Cape Town is home to 3,6 million residents and contributes 89% of the city region's Gross Domestic Product (OECD:2010). The city has a competitive advantage in tourism, a high concentration of tertiary institutions, well positioned to offer logistical support to the oil and gas industry, ship repair and maintenance and offshore drilling platforms and lastly has a strong creative core. The city region is home to 87% of provincial population and approximately 92% of provincial GDP.

The Economic Development Department (EDD) aligns its agenda with the City of Cape Town's Integrated Development Plan (with its five strategic focus areas: creating a well-run city, an opportunity city, a caring city, a safe city, and an inclusive city). This provides a framework within which to prioritise key interventions in the next five year period 2011/12 – 2015/16. The City's primary focus is the provision of high quality services, infrastructure and the management of the City's natural resource heritage and positioning Cape Town as a globally competitive destination. All of these areas are core mandates of local government.

While recognising the importance of all five strategic focus areas, the EDD focusses most of its efforts and attention on the two areas: the opportunity city; and the inclusive city. In particular, the EDD focusses on the opportunity city which includes a strategic sector growth and development as one of the key programmes to contribute to city regional economic development.

Direction and intention of the Department:

The Economic Development Department (EDD) leads and supports Council's mandate to facilitate economic development in the Cape Town metro and region. The EDD was formed to identify bottlenecks in the economy that impede inclusive economic growth, and to implement programmes that create a resilient economy where people are provided with opportunities to access and share the benefits of economic growth, and subsequently thrive.

The Department's work is guided by the City's Economic Growth Strategy (EGS) and the Integrated Development Plan 2011/2012 – 2015/2016. The EDD is positioned to guide Council to utilise its budget, resources, and influence to maximise economic benefits for the citizens of Cape Town metro. Specifically, the EDD is tasked with the responsibility of promoting and unlocking economic growth, job and business opportunities; the reduction of poverty; and monitoring inequalities in the city of Cape Town.

The Department has four distinct but interrelated business units which are:

1.1 Enterprise Development

Lead the development of an entrepreneurial & employment support ecosystem in Cape Town metro which is aimed at setting up a mechanism to ensure coordination amongst the many role players, who already undertake a range of initiatives within the city. Facilitate the creation of an "enabling environment" that improves the links and cooperation between all key functions needed by entrepreneurs, such as research and innovation, business information, venture capital financing, consulting and export support.

1.2 Economic Development Facilitation

Facilitate the growth and development of the City's economy by supporting priority sectors such as: Oil and Gas, Business Process Outsourcing, etc. Facilitate programmes that promote investment, trade and sector specific training and business development.. Facilitate investment in strategic infrastructure and previously disadvantaged areas.

1.3 Local Area Economic Development

Lead and deliver policies and strategies aimed at growing the 2nd economy and integrating it into the mainstream economy. Provide assistance and guidance to Council on how to address poverty and inequality and the City's commitment to the poor through economic and human development. Management and co-ordination of business areas; including the effective management and control of informal trading, CIDS, etc.

1.4 Economic Information & Research

Provide strategic economic information for the City (incl. GGP, employment, labour force). Undertake and/or facilitate economic development research and information to support the City's economic development initiatives. Monitor inequalities and the human development index of the city.

2. PURPOSE AND SERVICE MANDATE

To be the strategic lead department that provides economic direction to City initiatives and to contribute in positioning Cape Town metro as an economic destination and opportunity city through professional services that are based on sound analytical research & expertise knowledge of economic development. To contribute to the City's core business by leading, advising, advocating, and facilitating programmes and partnerships to support the city's socio-economic development.

The economic development function is unique among local government mandates in that it is a function that cannot be undertaken by the municipality alone. Successful and effective economic development requires a partnership approach that brings together the skills and capability of the public sector, the private sector and civil society. In order to fulfil its mandate, local government has a key role to play in facilitating these partnerships. Furthermore, it has to look inward and identify internal partnerships between local government departments that can initiate and catalyse economic development.

In seeking to understand EDD functions and mandates more clearly it is helpful to place them in an objective framework as follows:

PRIMARY OBJECTIVE		
Creating an enabling environment for investment, job creation and poverty alleviation		
SECONDARY LEVEL OBJECTIVES		
Enhance job creation and economic growth within the city.	Facilitate economic inclusivity in the City	Mainstream economic development across City departments through a focus on developing partnerships.

This framework is based on discussions on the Departments objectives at the EDD Business Planning Workshop.

Table 1 on the following page provides a more detailed overview of the EDD's key functions, goals and approach.

The EDD has internal, transactional and external customers. Table 1 on the next page contains more detail on the nature and requirements of these customers. In general, customer needs include the following:

- Advice and guidance on investment and strategic economic opportunities in the City
- Business support including facilitating training in business management skills, life skills, job related skills, and entrepreneurship.
- Request for information on where to find and access business opportunities, meeting basic needs for survival, assessing business incentives, formalising businesses
- Referrals to relevant officials / Departments within Council regarding planning issues, development proposals and service delivery
- Lobbying for revitalising markets and the business environment in local areas.
- Leveraging and channelling opportunities from areas of high economic opportunities for the purpose of initiating employment and creating business development projects in less privileged areas
- Request for economic and business data, information and analysis

Table 1: Overview of the Economic Development Department

Key functions:	Partners/ Stakeholders	Roles and Responsibilities	Demands/ Expectations
- Promoting economic growth, job creation, poverty reduction and monitoring inequality. - Facilitate the growth and development of the City's economy by supporting priority sectors such as: Oil and Gas, Advanced Manufacturing, Business Process Outsourcing, Agri Business, ICT, Creative Industries (Craft, etc.). - Lead and deliver policies and strategies aimed at growing the 2nd economy and integrating it into the mainstream economy. - Undertake and/or facilitate economic development research and information to support the City's economic development initiatives. - Promote entrepreneurship, innovation and employment support. Goals: - Improve the business environment. - Facilitating access to land and space for businesses. - Increase the economic participation of marginalized communities. - Facilitate an increase the quantity and quality of economic infrastructure on City owned land. - To strengthen the competitiveness of the city's priority sectors and trade promotion. Approach: - Council-led, private sector driven and community based partnerships.	Internal Spatial Planning, Building Management, Sports & Recreation, Environmental Resource Management, Roads & Storm-water, Transport, Tourism, Social Development, Property Management, SCM, IS & T.		
	Transactional Special Purpose Vehicles: CITI, CBTI, CFC, etc. The Cape Town Partnership, The Business Place eKapa & Phillipi, Wesgro, NGO's, etc.	Collaborator, provide support and advice	Request for economic data & information, joint planning, collaboration, alignment, etc.
	External Non-governmental organisations, civil society State Owned Enterprises (Transnet, National Ports Authority, etc.), PGWC, DTI, Chamber of Commerce, NDED, other National Departments.	Implementer, partner, service delivery	Funding, etc.
		Partner, facilitator and partner	Policy alignment, etc.

2.1 A Note on Inclusiveness

Indicators such as the Gini co-efficient that measure income distribution strongly suggest that South Africa is an unequal society. It is therefore important that the growth is pursued at the expense of all other considerations. In light of these high levels of inequality, growth has to be inclusive. This basically means that the benefits from economic growth have to accrue to the entire society and not only to narrow elite groups i.e. growth needs to be broad-based and pro-poor. In addition to creating a wide range of jobs for all skills levels that are productive, deliver a fair income, provide a safe working environment, inclusive growth suggests the creation of an environment of equal opportunities in all provide a platform for people who are poor to access good standard of living.

2.2 Economic Development Programmes

The EDD runs a number of programmatic interventions that seek to build economic delivery systems, and the organisations and institutions required to ensure optimum economic outcomes for the City and its people.

These programmes have been developed around the following themes:

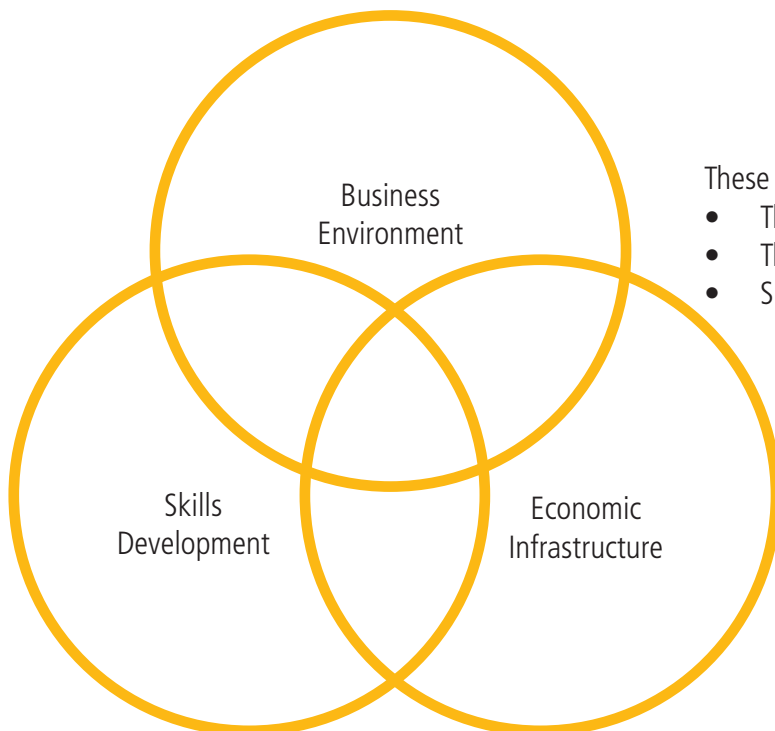
- Entrepreneurship, employment support and innovation
- Sector development and trade promotion
- Promotion of inclusive economies
- The green economy

3. LEGISLATIVE IMPERATIVES:

- 3.1 The Constitution of South Africa (1996)
- 3.2 The Business Act, 71 of 1991
- 3.3 Municipal Finance Management Act (2003)
- 3.4 Broad Based Black Economic Empowerment (2003)

4. STRATEGIC OBJECTIVES

The ED Department has identified three activity areas for attention on the basis that they are not being adequately addressed by other spheres of government, and are key blockages to inclusive economic growth and empowerment.



These areas are:

- The creation of an enabling business environment
- The development of economic infrastructure
- Skills development for the economy

4.1 Creating an enabling business environment

Economic development is not, nor can it be, the responsibility of local government alone but requires multi-stakeholder partnerships with each partner have a distinct role. The contribution of local government centres on creating an enabling environment for the economy to grow and for this growth to be shared. This involves playing a role as facilitator, co-ordinator/ manager, investor in infrastructure, regulator, and representative.

Mechanisms to facilitate the interaction and dialogue between investors and businesses and the City are key to developing these partnerships. Mechanisms to facilitate the interaction and dialogue between investors and businesses and the City are key to developing these partnerships.

The ED Department provides an economic development facilitation service through its support to sector bodies and its geographically based area teams. In addition, regular business briefings with the City Manager, the Executive Mayor, and Mayoral Committee are planned.

Regular assessment and review of the business and investment climate is also important. The EDD, through its research unit and in collaboration with the Western Cape Economic Development Partnership, will develop a City Region Economic Performance Index that will allow the City of Cape Town to benchmark itself against other regions in South Africa and globally. Another priority is ensuring that there is good information on economic trends and the investment climate. Wesgro and the various sector bodies play a role in collecting and disseminating investment information and guiding investors on behalf of the City, and the ED Department produces information relevant to the City's strategic objectives and supplementary sector information.

93% of Cape Town's formal businesses are small and the informal economy accounts for 18% of the economy. This trend is likely to continue in a service-based economy, making business support a critical part of facilitating growth. In order to grow and develop, these businesses need knowledge about business opportunities, capacity to run their businesses, access to services, access to markets, information about all the regulatory requirements they must comply with and finances.

The EDD is supporting Cape Town ACTIVA, the City's long-term comprehensive employment and entrepreneurial support strategy. CTA seeks to ensure that employment support (job training, placements services, etc.) and entrepreneurship centres such as incubators and business support institutions are located within economic zones, urban renewal nodes, and other targeted areas across the city. It will enable the creation of an independent support network for citizens, prospective and existing businesses, and entrepreneurs etc. through developing a platform for cooperation amongst public (Local, Provincial and National), private (business development service providers, associations, financiers, etc.) and academia (universities, colleges, etc.) to deliver an integrated set of business creation, growth, and employment/career skills development services.

EDD will continue to develop sector strategies and to facilitate investment and to promote trade. This is achieved by partnering & supporting Wesgro and Special Purpose Vehicles (SPVs) such as the Cape Craft & Design Institute, Cape Film Commission, Cape IT Initiative, etc. (see section h below).

4.2 The Development of Economic Infrastructure

Economic development does not take place in a vacuum. It requires the leveraging of existing assets and the development of new assets, usually in the form of public goods such as markets, roads, ports, and other transport infrastructure. The EDD is actively engaged with other departments within the City to ensure that over and above their utility value to individual citizens, the City's infrastructure assets are used to catalyse, direct and enhance economic growth.

4.3 Skills Development

Skills development is not a core mandate of local government. However, the City acknowledges the importance of attraction, development, and retention of skilled persons for the growth of our economy. Moreover, skills development has been identified in both the National Development Plan and in the provincial micro economic development strategies as one of the keys to unlocking inclusive growth. Economic growth will not benefit our unemployed residents if they do not have the requisite skills and investors will not expand their investments if there is no supply of skilled local labour. Targeted skills development is one of the most effective interventions in the short-term to address the needs of the unemployed.

The City's role is primarily that of facilitation between the various educational institutions, participates in the Premier's Skills Council, the Department of Labour, support organisations and the private sector and SPV's. In particular, the City will prioritise interventions around: job placements and readiness programmes, sector specific artisan training, entrepreneurship development, e-skills, employment readiness and related life skills training and continuous education (especially early childhood development).

4.4 Catalytic Projects

A catalytic project is an intervention that has a strong leverage and/or multiplier effect and often addresses a critical market failure. Catalytic projects addresses the root cause of obstacles to development, rather than symptoms. It unlocks resources and business opportunities.

In line with the City of Cape Town's introduction of Catalytic Projects across Directorates and Departments, the EDD focuses on the following four catalytic initiatives in the 2013/2014 year:

- The integrated **Public Markets Programme** will identify and develop new markets and other informal trading spaces and will involve the creation of viable economic hubs for the informal economy through utilising public space. Planning and implementation will be based on principles of local economic development, social inclusivity factors, environmental concerns and financial sustainability.
- The **Small Business Centre Programme** will aim to stimulate entrepreneurship and business activity in the local economy through the development of an entrepreneurship and employment support ecosystem that coordinates a multi-stakeholder network and provides a single point of contact that will facilitate entrepreneurs and individuals looking for employment support to navigate and make use of the services, resources and opportunities of support organisations.
- The **Green Economy Programme** will oversee the development of a green economy framework that provides a means to integrating the green economy into the traditional economy. This will enable the development of approaches to economic development maintains environmental quality while allowing for sustainable use. The Department will continue to play a role in the establishment of the Green Manufacturing Incubator in Atlantis.
- The **Business Process Outsourcing Support Programme** will work with industry partners to establish a virtual academy for the training and skills development of 600 call centre agents and 50 team leaders. The curriculum will cover technical and communication skills and will be SAQA accredited.
- The Department has played a key role in the conceptualisation and establishment of the **Western Cape Economic Development Partnership**. The Department will continue to be involved in its activities, particularly with respect to the development of a regional development partnership for the Cape Town Functional Region.

5. ASSUMPTIONS AND RISKS

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

6. CHALLENGES

In view of our limited resources and acknowledgement of the enormous benefits that can be realised through leveraging meaningful partnerships, the biggest challenge is to enhance our relationship with other spheres of government, state owned enterprises, the private sector and civil society. This involves planning together in areas of common interest relevance and service delivery in order to ensure role congruency and alignment of interventions.

Periodic review of our delivery system will be undertaken in order to ensure better utilisation of resources. Additional staff will be sourced and or partners to supplement the current staff complement in the branches of the department (Economic Development Facilitation, Economic Information & Research branches, LAED/BAM, Business Support).

7. RESOURCES

CAPEX : The Department's Draft Capex budget is (R1 850 000).

OPEX – The Controllable Operating Expenditure: R 48 440 282 and the Controllable Revenue: R 955 017 525 ;

Grants (Section 67 Payments) amounts to R R31 504 473 for the financial year 2013/2014.

Staff complement – 60 staff members

Department: Economic Development										
Budgeted Financial Performance (revenue and expenditure)										
Description	2009/10	2010/11	2011/12	2012/13	2013/14 Medium Term Revenue & Expenditure Framework					
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16	
Operating Revenue By Source										
Property rates	–	–	–	–	–	–	–	–	–	–
Property rates - penalties & collection charges	–	–	–	–	–	–	–	–	–	–
Service charges - electricity revenue	–	–	–	–	–	–	–	–	–	–
Service charges - water revenue	–	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	–	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue	–	–	–	–	–	–	–	–	–	–
Service charges - other	834	2 113	(685)	389	389	389	955	1 008	1 067	
Rental of facilities and equipment	1	0	1	429	429	429	–	–	–	–
Interest earned - external investments	2	–	–	–	–	–	–	–	–	–
Interest earned - outstanding debtors	286	153	96	65	65	65	65	69	73	
Dividends received	–	–	–	–	–	–	–	–	–	–
Fines	–	–	–	–	–	–	–	–	–	–
Licences and permits	–	–	–	88	88	88	–	–	–	–
Agency services	–	–	–	–	–	–	–	–	–	–
Transfers recognised - operational	–	149	–	150	–	–	150	–	–	–
Other revenue	4	105	443	–	–	–	–	–	–	–
Gains on disposal of PPE	2	1	12	–	–	–	–	–	–	–
Total Operating Revenue (excluding capital transfers and contributions)	1 127	2 522	(134)	1 122	972	972	1 170	1 077	1 140	
Operating Expenditure By Type										
Employee related costs	23 037	25 273	26 354	27 040	26 982	26 982	28 613	30 559	33 187	
Remuneration of councillors	–	–	–	–	–	–	–	–	–	–
Debt impairment	–	–	–	–	–	–	–	–	–	–
Depreciation & asset impairment	5 519	6 752	6 577	7 108	5 430	5 430	6 160	6 591	7 053	
Finance charges	–	–	–	–	–	–	–	–	–	–
Bulk purchases	–	–	–	–	–	–	–	–	–	–
Other materials	52	59	93	14	14	14	–	–	–	–
Contracted services	3 377	5 388	2 951	1 874	15 301	17 451	23 637	22 147	23 441	
Transfers and grants	26 264	24 163	38 229	34 673	27 173	26 973	26 655	28 151	34 253	
Other expenditure	7 522	8 925	8 027	5 019	5 439	4 739	3 712	3 920	4 148	
Loss on disposal of PPE	59	2	8	–	–	–	–	–	–	–
Total Operating Expenditure	65 830	70 561	82 239	75 728	80 339	81 589	88 778	91 369	102 082	

Department: Economic Development										
Budgeted Financial Performance (revenue and expenditure)										
Description	2009/10	2010/11	2011/12	2012/13	2013/14 Medium Term Revenue & Expenditure Framework			Budget Year		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	+1 2014/15	Budget Year +2 2015/16	Budget Year +2 2015/16
Operating Surplus/(Deficit)	(64 702)	(68 039)	(82 373)	(74 606)	(79 368)	(80 618)	(87 608)	(90 292)	(100 942)	(100 942)
Transfers recognised - capital	-	-	-	-	500	500	740	-	-	-
Contributions recognised - capital	-	-	-	-	-	-	-	-	-	-
Contributed assets	-	-	-	-	-	-	-	-	-	-
Operating Surplus/(Deficit) after capital transfers & contributions	(64 702)	(68 039)	(82 373)	(74 606)	(78 868)	(80 118)	(86 868)	(90 292)	(100 942)	(100 942)
Taxation										
Operating Surplus/(Deficit) after taxation	(64 702)	(68 039)	(82 373)	(74 606)	(78 868)	(80 118)	(86 868)	(90 292)	(100 942)	(100 942)
Attributable to minorities										
Operating Surplus/(Deficit) attributable to municipality	(64 702)	(68 039)	(82 373)	(74 606)	(78 868)	(80 118)	(86 868)	(90 292)	(100 942)	(100 942)
Share of surplus/ (deficit) of associate										
Operating Surplus/(Deficit) for the year	(64 702)	(68 039)	(82 373)	(74 606)	(78 868)	(80 118)	(86 868)	(90 292)	(100 942)	(100 942)
Capital Expenditure	7 438	5 425	7 676	280	2 459	2 457	2 762	1 350	3 550	3 550

8. LINK TO DIRECTORATE OBJECTIVES (Refer to attached SDBIP)

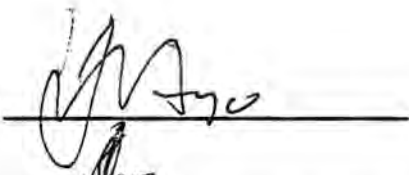
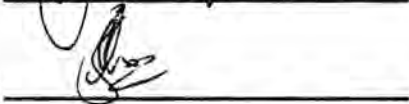
9. OBJECTIVES AND INDICATORS OF THE DRAFT DIRECTORATE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP):

The Department's 2013_2014 Service Delivery Business Implementation Plan (SDBIP) has been attached to this Business Plan.

Annexure 1 contains impact chains relating to the operational indicators contain in the summary of the SDBIP above. The purpose of these impact chains is to provide a logical basis for thinking through issues related to KPI activities in terms of the problem statement, resource requirements, activities, outputs, use of outputs and outcomes; and given the inevitability of the attribution gap the desired impact. The use of impact chains to give further flesh to the SDBIP is a new innovation by EDD and is being used for the first time for the 2013/2014 financial year. This approach will be reviewed and refined in future financial years.

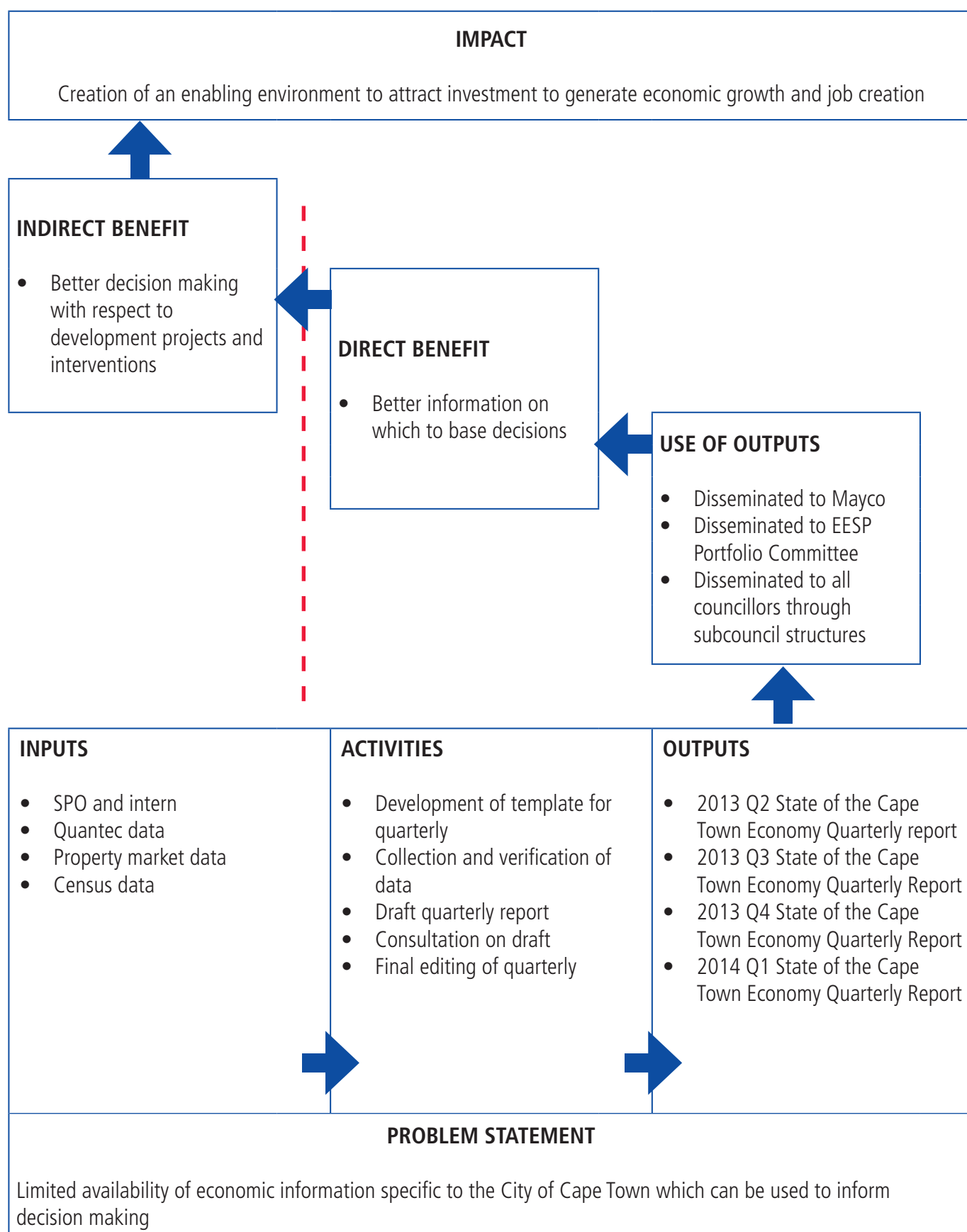
10. AUTHORISATION

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

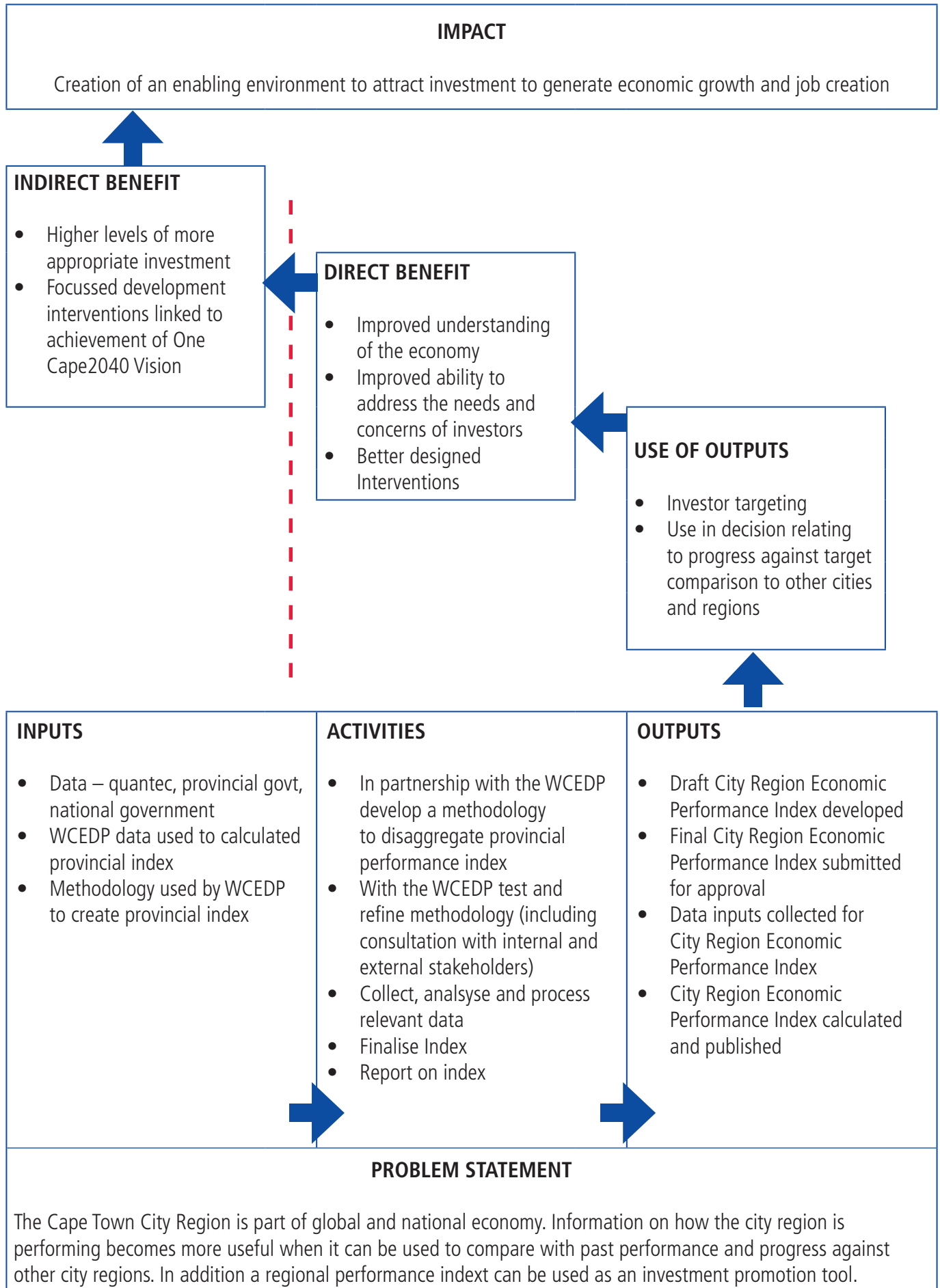
	Name	Signature	Date
J Hugo	Executive Director Signature:		Date: 08.05.2018
G Bloor	Mayco Member Signature:		Date: 13.05 2018.

ANNEXURE – IMPACT CHAINS

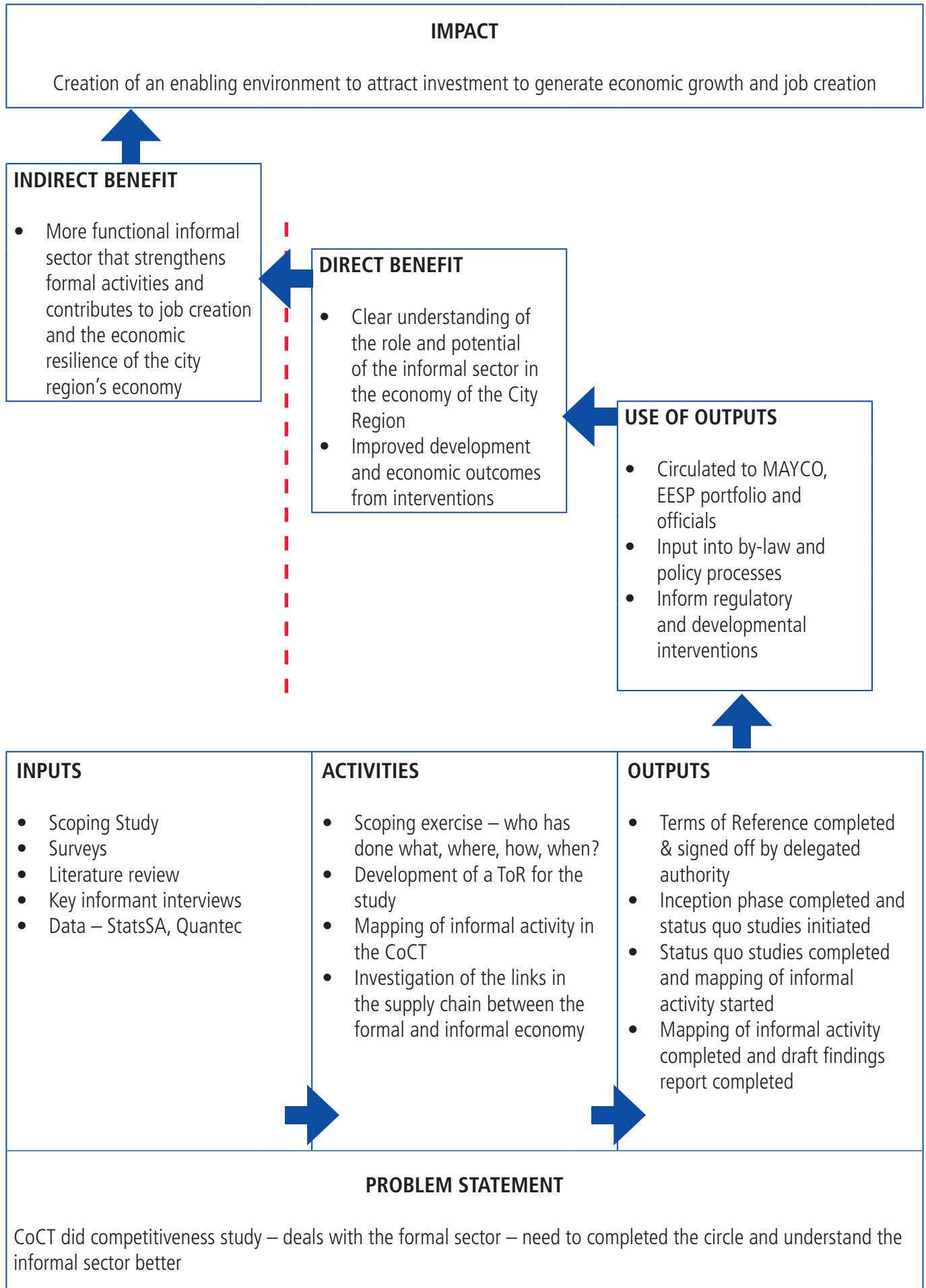
Impact Chain: Quarterly Report on the State of the City Region's Economy



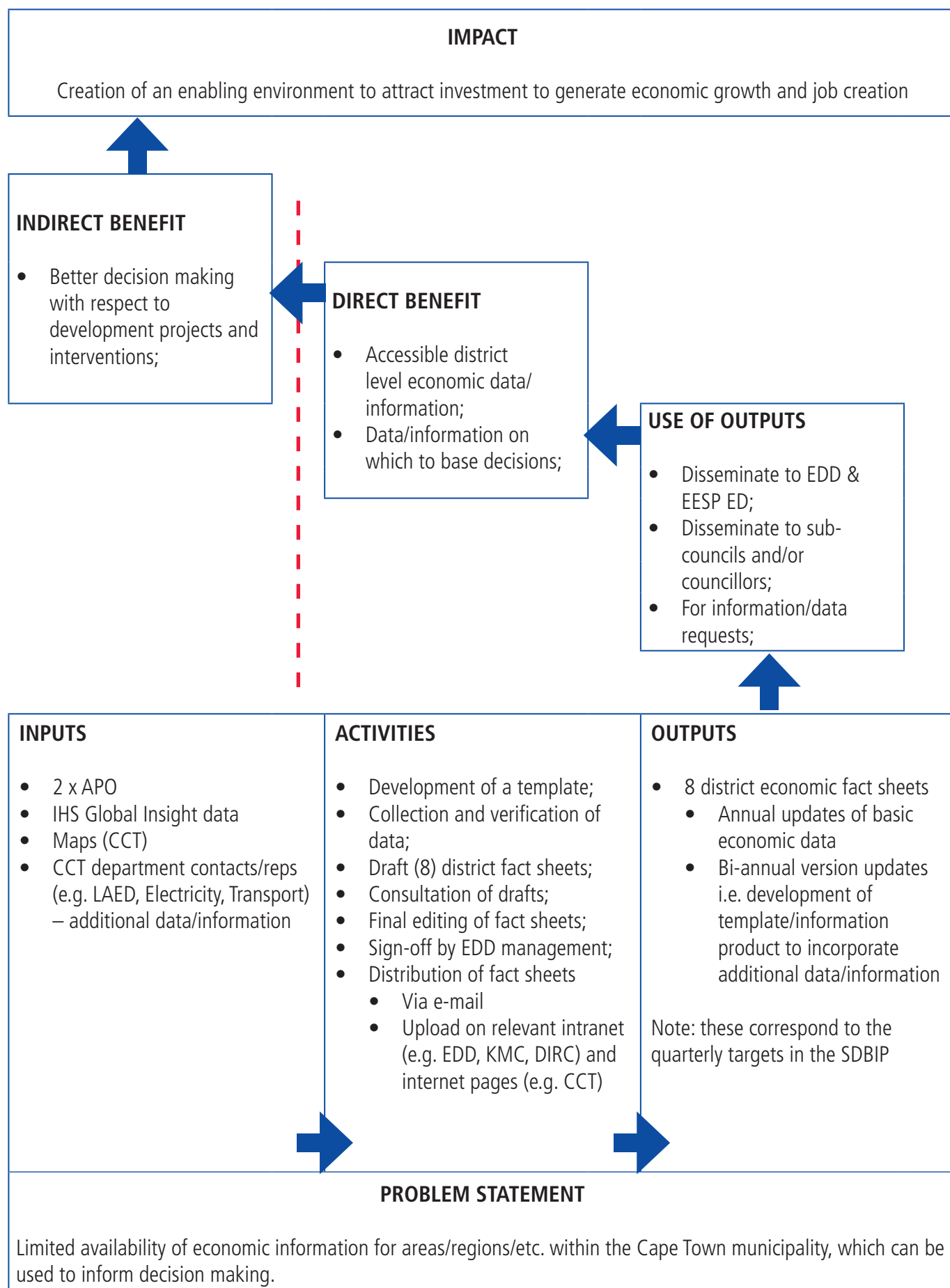
Impact Chain: City Region Economic Performance Index



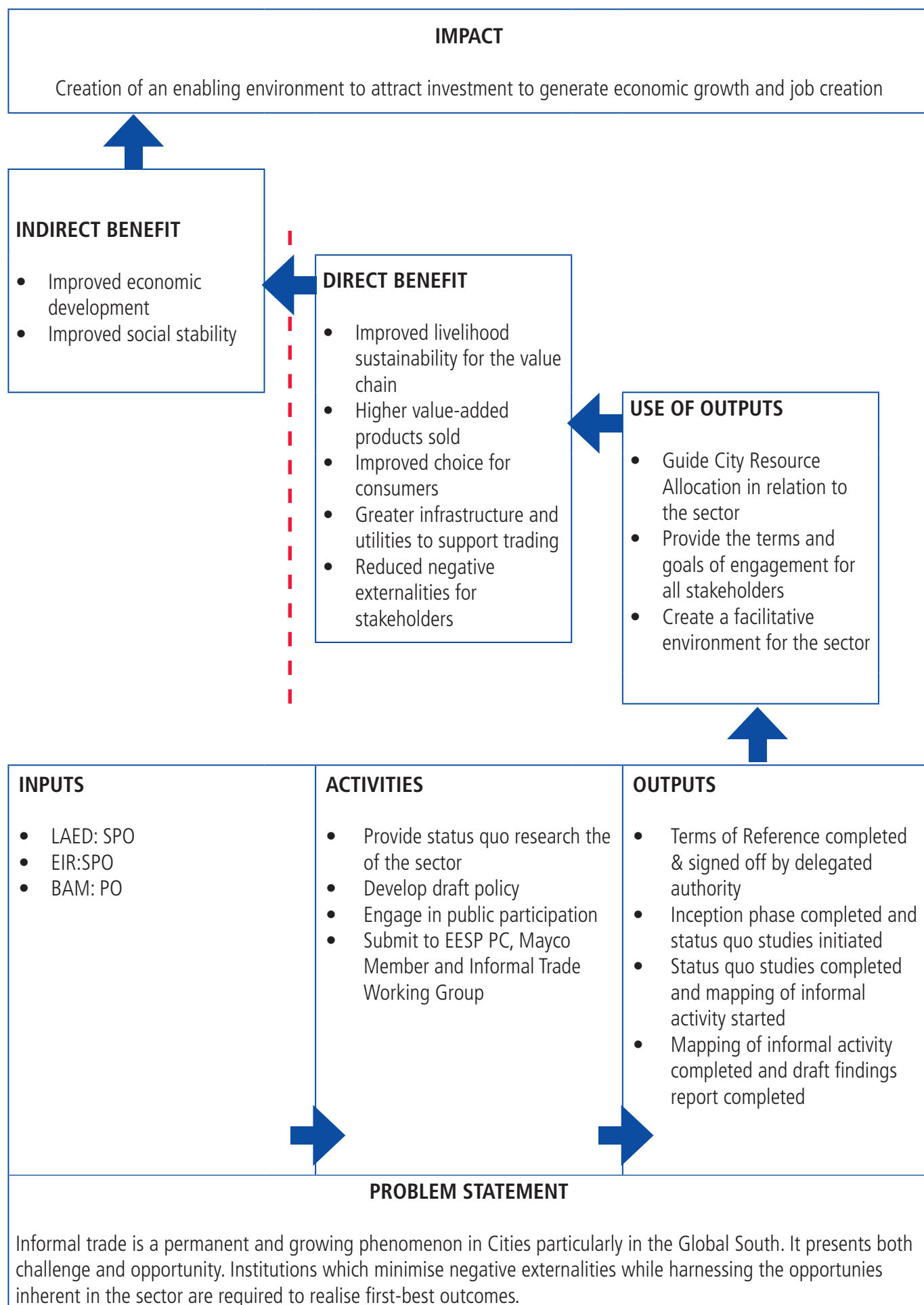
Impact Chain: Informal Sector Research



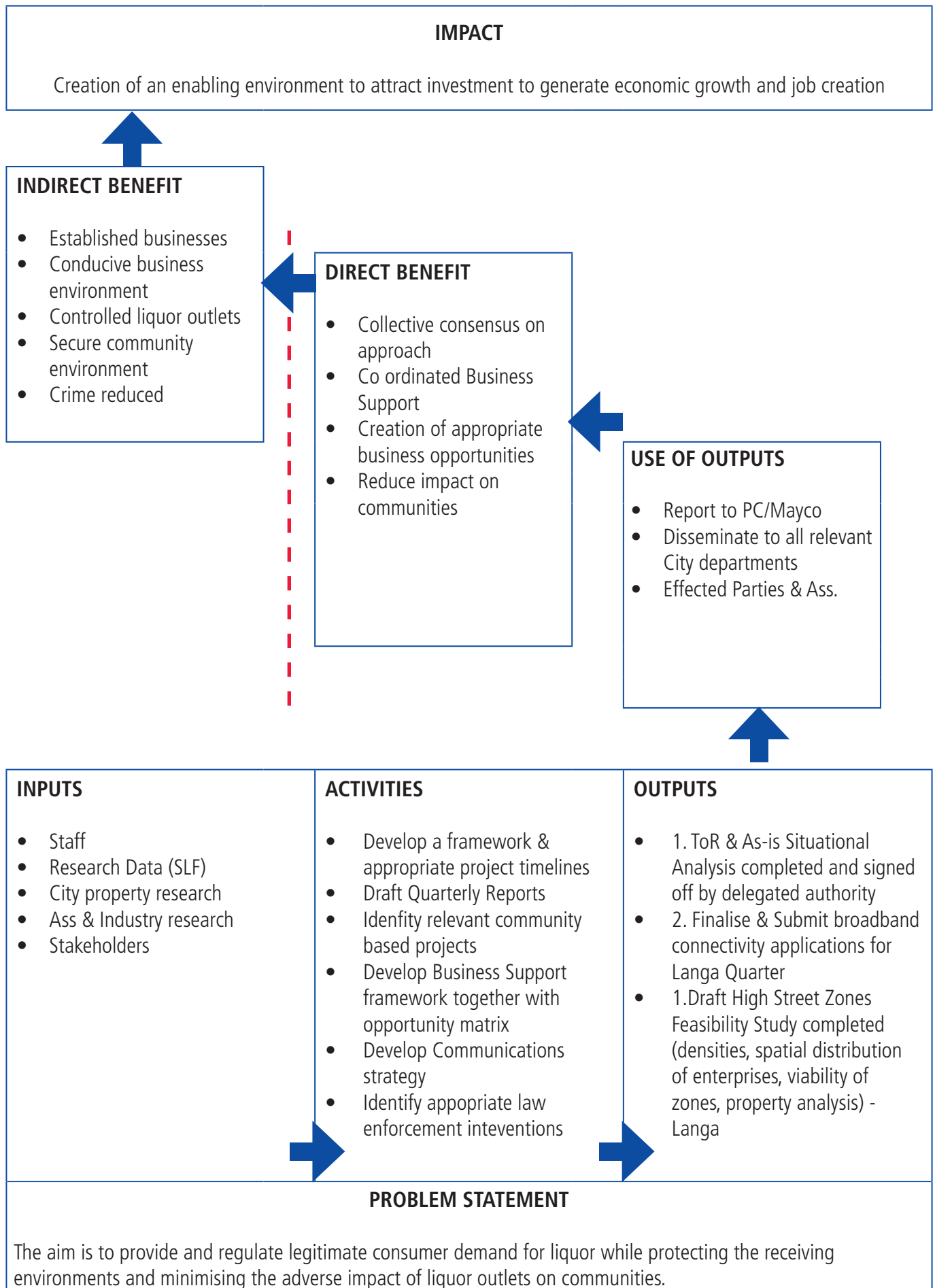
Impact Chain: District Economic Fact Sheets



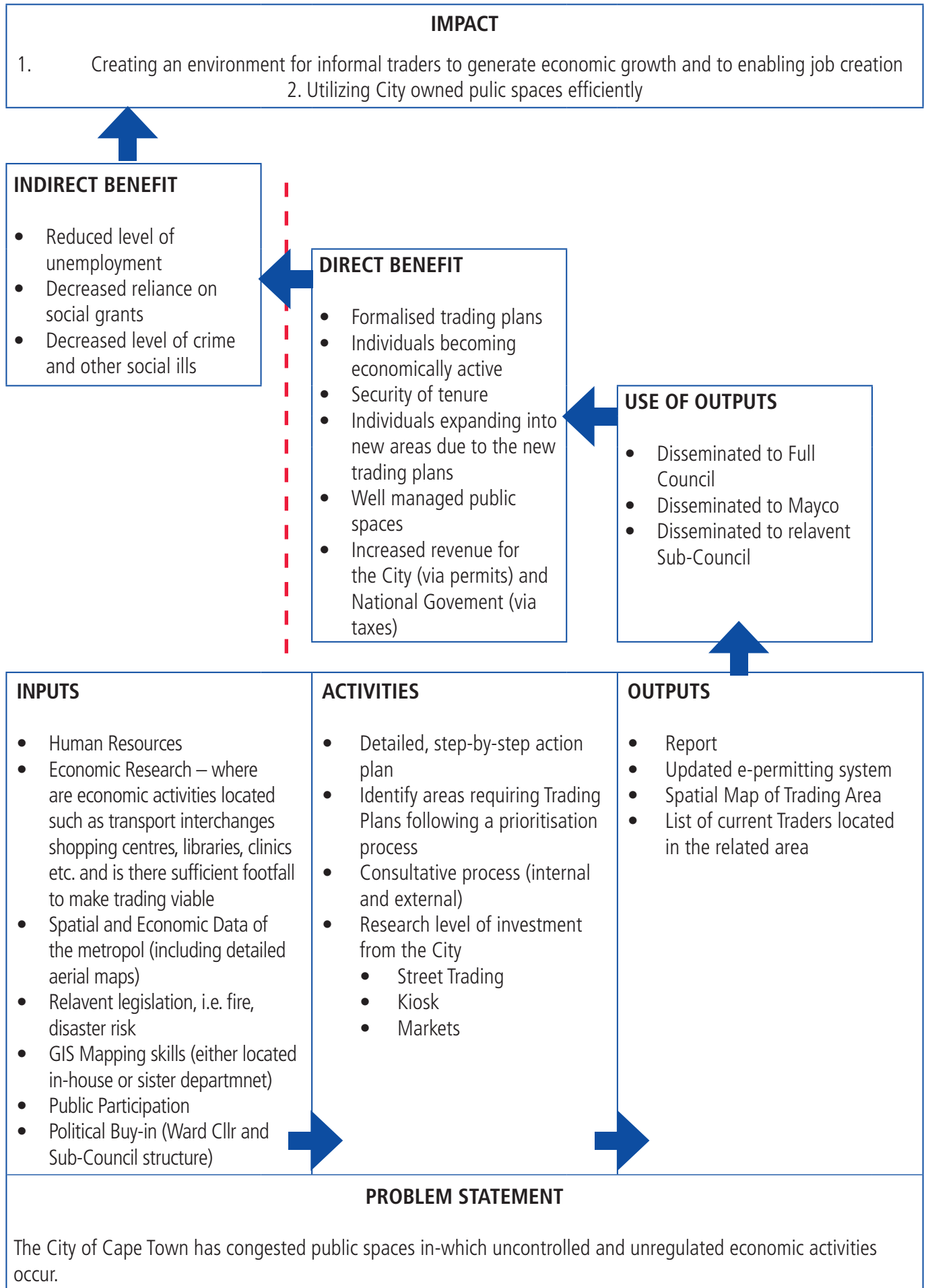
Impact Chain: Informal Trading Bylaw and Policy



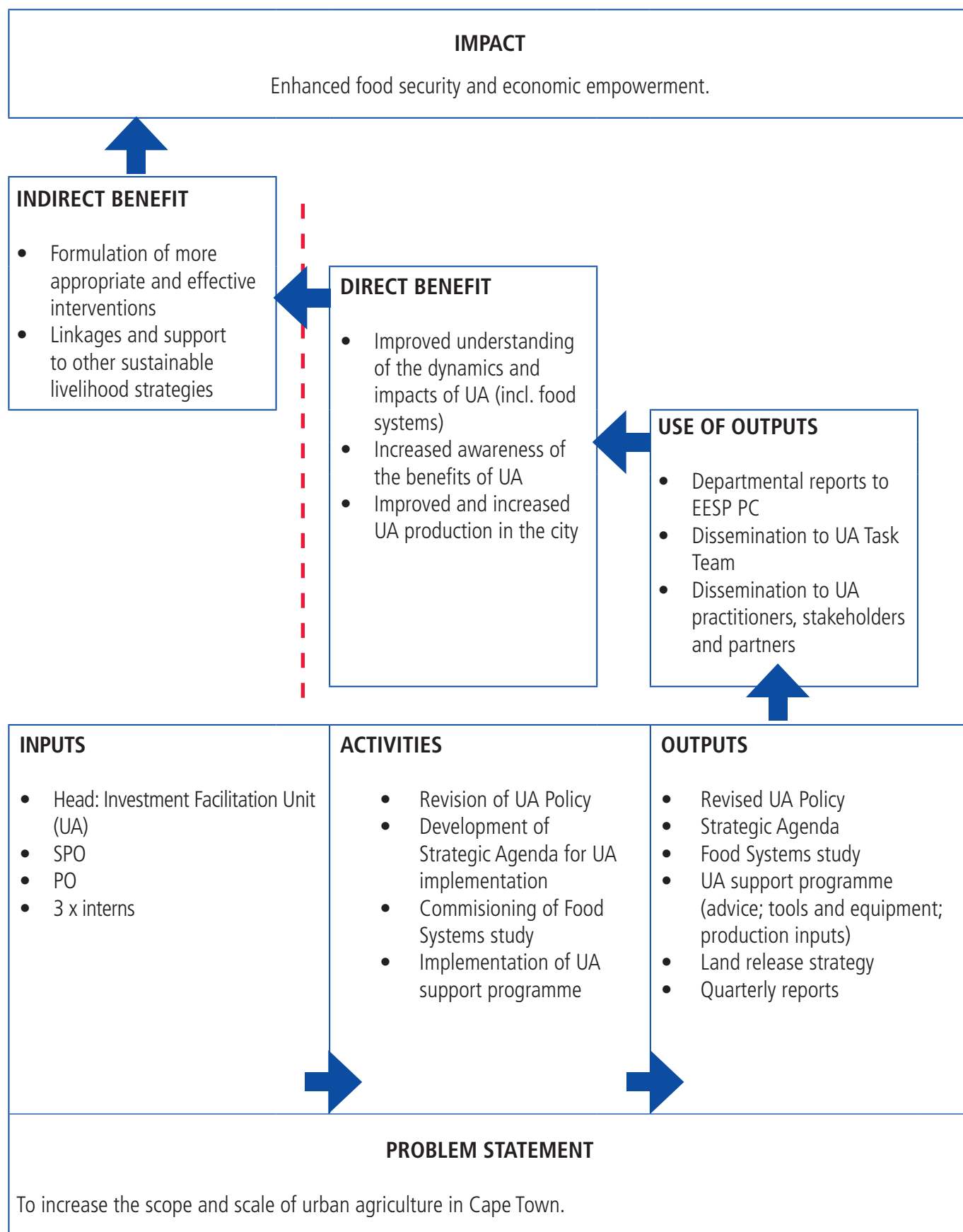
Impact Chain: Development of High Street Model



Impact Chain: Informal Trading Plans (Business Improvement Project)



Impact Chain: Revised of Urban Agriculture Policy



DEPARTMENT SDBIP 2013 / 2014: ECONOMIC DEVELOPMENT												
Pillar & Corp Obj No. Directorate Objective No.	MEASURING DIRECTORATE	Corporate Objective	Indicator	Baseline 2011-2012	Program name and number	Annual Target 30 June 2014	Frequency	TARGETS				Responsible Person
								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 1 - An opportunity city	Economic, Environment and Spatial Planning	Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Progress against Business Plan deliverables	11/12 S67 MoA & business plans in place	1.1(a) Western Cape Economic Development Partnership (EDP) programme	Business plan (S67 Grant) approved by Council	Quarterly	Review and report on 12/13 Annual performance	Review & Submit Quarter 1 s 67 report to delegated authority	Review & Submit Quarter 2 s 67 report to delegated authority	Review & Submit Q3 s 67 report to delegated authority	Z. Lalendle, K Modise, Tim Hadingham & C. Vizzi
		Objective 1.5 - Maximise the use of available funding and programmes for training and skills development	% Spend committed on SAP	11/12 S67 Reports	1.1(c) Identification and promotion of catalytic sectors, such as oil and gas	Section 67 Operating Grants Implementation Report(s) Submitted to Council			Determine Strategic Priorities for 14/15 Budget process and submit for sign off by delegated authority	Review & Submit Final Draft 2014/15 Business plan to delegated authority	Finalise MoA Ensure 100% commitment is raised on SAP	
		Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Number of quarterly reports on the state of the city region economy	New	1.1(a) Western Cape Economic Development Partnership (EDP) programme	4 quarterly reports on the state of the city region's economy by June 2014	Quarterly	2013 Q2 State of the Cape Town Economy Quarterly report completed	2013 Q3 State of the Cape Town Economy Quarterly Report completed	2013 Q4 State of the Cape Town Economy Report completed and launched	2014 Q1 State of the Economy Report completed	Tim Hadingham
		Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Progress against milestones of City Region Economic Performance Index	New	1.1(a) Western Cape Economic Development Partnership (EDP) programme	Business Investment/ Competitiveness Index (in collaboration with EDP)		Quarterly	Draft City Region Economic Performance Index developed	Final City Region Economic Performance Index submitted for approval	Data inputs collected for City Region Economic Performance Index	City Region Economic Performance Index calculated and published

DEPARTMENT SDBIP 2013 / 2014: ECONOMIC DEVELOPMENT

Pillar & Corp Obj No. Directorate Objective No.	MEASURING	Corporate Objective	Indicator	Baseline 2011-2012	Program name and number	Annual Target 30 June 2014	Frequency	TARGETS				Responsible Person
								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 1 - An opportunity city	Economic, Environment and Spatial Planning	Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Progress against milestones in Informal Economy Research Plan	New	1.1(a) Western Cape Economic Development Partnership (EDP) programme	Research activities initiated and draft findings completed	Quarterly	Terms of Reference completed & signed off by delegated authority	Inception phase completed and status quo studies initiated	Status quo studies completed and mapping of informal activity started	Mapping of informal activity completed and draft findings report completed	Tim Hadingham
		Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Number of district economic fact sheets produced	New	1.1(a) Western Cape Economic Development Partnership (EDP) programme	Cape Town Economic Fact (Districts) x 8 District Economic Fact Sheets	Quarterly	Draft ToR for and concept note for District Economic Fact Sheets completed	Steering Committee established; Data collection and analysis started	4 District Economic Fact Sheets completed and launched	4 District Economic Fact Sheets completed and launched	Tim Hadingham
SFA 1 - An opportunity city	EESP (with Corporate Services supporting)	Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Progress against milestones of the Review of Informal Trading Policy	New	1.1(d) Small business centre programme	Revised Final Draft Informal Trading Policy completed and submitted to delegated authority	Quarterly	As-is Situational Analysis completed	1st Draft Informal Trading Policy review completed & circulated to Sub Councils	Final Draft Informal Trading Policy Circulated to all Sub Councils	Submit Final Draft Informal Trading Policy to delegated authority	Z Lalende
		Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Progress against the milestones of the Economic Analysis on High Street Economic Zones	New	1.1(d) Small business centre programme	Complete the High Street Economic Zones Feasibility Report & Implementation Plan (Langa)	Quarterly	1. ToR & As-is Situational Analysis completed and signed off by delegated authority 2. Finalise & Submit broadband connectivity applications for Langa Quarter	1. Draft High Street Zones Feasibility Study completed (densities, spatial distribution of enterprises, viability of zones, property analysis) - Langa 2. Finalise & submit the Blanket Zoning application for Langa Quarter (dependent on completion of feasibility study)	1. Finalise Mapping & Infrastructure Gap Analysis for the Langa economic zone 2. Facilitate opening of Langa Enterprise Development Centre in support Langa High Street Zone	1. High Street Liquor Zones Feasibility and Implementation Report completed. 2. Implement launch event for the Langa High Street Zone	C Vizzi

DEPARTMENT SDBIP 2013 / 2014: ECONOMIC DEVELOPMENT												
Pillar & Corp Obj No. Directorate Objective No.	MEASURING DIRECTORATE	Corporate Objective	Indicator	Baseline 2011-2012	Program name and number	Annual Target 30 June 2014	Frequency	TARGETS				Responsible Person
								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 1 - An opportunity city	Economic, Environment and Spatial Planning	Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Progress against milestones of the Informal Trading Plans Business Improvement Project	New	1.1(d) Small business centre programme	Report on the Progress and Impact of the Business Process Improvement Project: Informal Trading Plans	Quarterly	Revised Informal Trading Plan approval business process launched	Informal Trading Infrastructure Minimum standards developed	Completion of the identification and mapping of all trading sites (markets, bays, free trading areas)	Informal Trading Standard Operating Procedures completed	Z Lalendle
		Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Progress against the milestones of the BID Business Plan	New	1.1(e) Planning and regulation programme	Conceptual Framework and Business Plan for the Business Improvement Districts	Quarterly	Situational Analysis completed	Conceptual Framework developed	Draft BID Business Plan developed	Business Plan submitted for Funding (external and internal funders)	Z Lalendle
SFA 1 - An opportunity city	Economic, Environment and Spatial Planning	Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Progress against the milestones of the integrated framework for establishing productive precincts in Retreat and Blackheath.	New	1.1(d) Small business centre programme	Framework completed	Quarterly	Finalise project scoping	Establishment of project steering committees for the 2 study areas.	Draft progress reports completed	Finalise proposed interventions (short/medium term) for each of the study areas.	Z Lalendle

DEPARTMENT SDBIP 2013 / 2014: ECONOMIC DEVELOPMENT												
Pillar & Corp Obj No. Directorate Objective No.	MEASURING DIRECTORATE	Corporate Objective	Indicator	Baseline 2011-2012	Program name and number	Annual Target 30 June 2014	Frequency	TARGETS				Responsible Person
								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 1 - An opportunity city 1B	Economic, Environment and Spatial Planning	Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Progress against milestones of the BR&E Business Plan	New	1.1(d) Small business centre programme	Business Retention and Expansion Business Plan developed & submitted to potential funders	Quarterly	Conceptual Framework developed & signed off by delegated authority	1st Draft BR&E Business Plan developed	Final BR&E Business Plan signed off by delegated authority	Business Plan submitted for Funding (external and internal funders)	Z Lalendle
		Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Progress against the milestones of the Urban Agriculture Policy and Framework	New	1.1 (c) Identification and promotion of catalytic sectors, such as oil and gas	Strategic Framework and Policy for Urban Agriculture	Quarterly	Tender advertised and appeal process completed and service provider appointed.	Food Systems Study Theoretical Framework and Stakeholder Analysis completed	Draft Food Systems, Study completed	Food Systems Study completed	Kwanda Modise
	Finance	Objective 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) -Maintenance of infrastructure	91%	Quarterly	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	91%	Directorate Finance Manager (Edwina Daniels)
		Objective 1.2 - Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend on repairs and maintenance	Direct./ Dept. achievement as at 30 June 2012	1.2 (b) -Maintenance of infrastructure	100%	Quarterly	21,5%	45,5%	70,2%	100%	Directorate Finance Manager (Edwina Daniels)
1E												

DEPARTMENT SDBIP 2013 / 2014: ECONOMIC DEVELOPMENT

Pillar & Corp Obj No. Directorate Objective No.	MEASURING DIRECTORATE	Corporate Objective	Indicator	Baseline 2011-2012	Program name and number	Annual Target 30 June 2014	Frequency	TARGETS				Responsible Person
								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 1 - An opportunity city 1J	Office of the Deputy City Manager	Objective 1.2 - Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Number of Expanded Public Works programmes (EPWP) opportunities created	Direct./ Dept. achievement as at 30 June 2012	1.2 (d) - Expanded Works Programme	Nil target as it is not applicable to this department	N/A	Nil target as it is not applicable to this department	Nil target as it is not applicable to this department	Nil target as it is not applicable to this department	Nil target as it is not applicable to this department	Office of the Deputy City Manager (R. Melody)
4.A SFA 4 - An Inclusive City	Corporate Services	Objective 4.1 - Ensure responsiveness by creating an environment where citizens can be communicated with and 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) Managing service delivery through the service management programme	100%	Quarterly	100%	100%	100%	100%	Sunnet Kloppers ; Gavin van Schaikwyk
1N (a) SFA 1 - An opportunity city	Corporate Services	Objective 1.6 - Maximise the use of available funding and programmes for training and skills development	Number of external trainee and bursary opportunities (excluding apprentices) Note: EESP Departments will contribute towards the targets as determined by Corporate HR.	Direct./ Dept. achievement as at 30 June 2012	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city	Contribution to Annual Directorate target of 65	Quarterly	Contribution to annual target of 65	Contribution to annual target of 65	Contribution to annual target of 65	Contribution to Annual Directorate target of 65	Nonzuzo Ntubane
1N (b)			Number of apprentices	Direct./ Dept. achievement as at 30 June 2012		Nil target as it is not applicable to this department	N/A	Nil target as it is not applicable to this department	Nil target as it is not applicable to this department	Nil target as it is not applicable to this department	Nil target as it is not applicable to this department	Nonzuzo Ntubane

DEPARTMENT SDBIP 2013 / 2014: ECONOMIC DEVELOPMENT												
Pillar & Corp Obj No. Directorate Objective No.	MEASURING DIRECTORATE	Corporate Objective	Indicator	Baseline 2011-2012	Program name and number	Annual Target 30 June 2014	Frequency	TARGETS				Responsible Person
								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 5 - A well run city	Corporate Services	Objective 5.2 - Establish an efficient and productive administration that prioritizes delivery	% adherence to EE target (composite indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2 (b) Human resources strategy	100%	Quarterly	100%	100%	100%	100%	Michael Siyolo
			% adherence to Employee Utilisation target (composite Indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2 (b) Human resources strategy	100%	Quarterly	100%	100%	100%	Rudolph Pollard	
			% adherence to Employee Talent target (composite indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2 (b) Human resources strategy	100%	Quarterly	100%	100%	100%	Rudolph Pollard Nonzuzo Ntubane	

DEPARTMENT SDBIP 2013 / 2014: ECONOMIC DEVELOPMENT

Pillar & Corp Obj No. Directorate Objective No.	MEASURING DIRECTORATE	Corporate Objective	Indicator	Baseline 2011-2012	Program name and number	Annual Target 30 June 2014	Frequency	TARGETS				Responsible Person
								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 5 - A well run city	Finance	Objective 5.3 - Ensure financial prudence with clean audits by the Auditor General	Percentage of Operating Budget spent	Direct./ Dept. achievement as at 30 June 2012	5.3 (a) Financial management programme	95%	Quarterly	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%	Directorate Finance Manager (Edwina Daniels)
			Percentage annual asset verification process completed	Direct./ Dept. achievement as at 30 June 2012	5.3 (b) Internal management processes programme	100% asset register verified	Quarterly	Review of Asset Policy by Corporate Finance	Finalisation of Asset verification timetable by Corporate Finance	60% asset register verified	100% asset register verified	Directorate Finance Manager (Edwina Daniels)
	Internal Audit		Percentage Internal Audit findings resolved	Direct./ Dept. achievement as at 30 June 2012	5.3 (b) Internal management processes programme	70%	Quarterly	70%	70%	70%	70%	Riaan Vosloo

Name	Signature	Date
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Approved by Executive Director: J Hugo Executive Director Signature:  Date: 08.05.2013

Approved by Mayco Member: G Bloor Mayco Member Signature:  Date: 13.05.2013

DEPARTMENT: ENVIRONMENTAL RESOURCE MANAGEMENT

DEPARTMENTAL BUSINESS PLAN 2013/2014

**DIRECTOR: OSMAN ASMAL
CONTACT PERSON: OSMAN ASMAL**

1. EXECUTIVE SUMMARY

The natural environment is Cape Town's most important economic asset. Not only is Cape Town an internationally recognised and sought after tourist destination, but the environmentally related lifestyle benefits of Cape Town provide a strong incentive for people and businesses to locate themselves here. The natural environment is also a crucial social asset for residents of Cape Town, and provides communities with important recreational opportunities.

The economic value of the City's natural environment has been estimated as between R2 and R6 billion a year. The ecosystem goods and services that are provided by the natural environment include clean air and water, food, climate regulation, and protection from natural disasters like floods, fires and coastal erosion. In order to ensure the long term sustainability of this asset, the Environmental Resource Management Department works towards optimising the use of this asset as an economic and social benefit, whilst ensuring its long term protection.

In 2009 the Council approved the City's Integrated Metropolitan Environmental Policy (IMEP) Environmental Agenda for 2009-2014, which sets seventeen defined goals, responsibilities and performance targets in order to ensure increased environmental performance by making environmental management an integral part of all the City's operational functions. In 2010, a business planning process took place in which implementation plans were developed in order to promote the ability of managers to reach their 2014 targets.

ERMD continues to strive for excellence in the management of the City's exceptional natural and heritage assets. In order to better streamline and mainstream environmental management in Cape Town, ERMD works with a variety of partner organisations, including other spheres of government, NGOs and the academic and private sectors. ERMD also works closely with other relevant line functions in an advisory role.

The following actions form the basis of ERMD's goal of achieving long term sustainability in the city:

- Ensuring that an appropriate and progressive vision of a sustainable future is embedded at the highest level within and across the City, including the development, implementation and monitoring of a City Environmental Policy.
- Driving, coordinating and promoting strategic environmental programmes and interventions at the political and corporate level, as well as across all City line functions that will give effect to that vision.
- Driving, co-ordinating and promoting environmental fiscal reform, growing the green economy, and creating green jobs.
- Ensuring compliance by the City with relevant environmental legislation using best practice environmental technologies and processes, and conducting enforcement where there is non-compliance with environmental legislation.
- Increasing investment in flagship environmental projects and ecosystems.
- Developing key partnerships with external organisations that leverage funding, capacity and resources for the management and improvement of the city's environment.
- Developing and capacitating partner organisations for the implementation of environmental service delivery across the metro.
- Promoting environmental awareness and knowledge to Cape Town's leaders, officials and citizens to ensure responsible decision-making, environmental accountability and individual responsibility.
- Ensuring ongoing monitoring of the city's environment and its progress in becoming an environmentally sustainable city.
- Profiling Cape Town as a global leader in sustainability practice.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

2.1 Service Mandate

The City of Cape Town has committed itself to ensuring that a healthy, sustainable, and accessible environment is assured for both current and future generations. Further, the City has recognised that its environment underpins and is central to its economic and social prosperity and development. These commitments were made through

the adoption of the Integrated Metropolitan Environmental Policy (IMEP) in 2001, the acceptance by Council of the IMEP Review in 2008, and the IMEP Environmental Agenda in 2009 which operationalizes environmental management and responsibility across all City line functions. The Integrated Metropolitan Environmental Policy forms the framework for the implementation of a series of strategic environmental programmes while the Environmental Agenda sets measurable and accountable environmental targets across City line functions on four key principles:

- The need for the City to move away from “business as usual” and commit to implementing and driving sustainability at all levels within the organisation.
- The adoption of 17 specific environmental targets and goals for building a more sustainable city.
- The need for increased financial investment in natural capital and green infrastructure, and the development and management thereof.
- The need for environmental accountability across and within all line functions and departments.
- Reducing environmental loss, risk and vulnerability for Cape Town and its communities.
- Increasing social and economic access and benefits to and from Cape Town’s rich natural and heritage environment.

The Environmental Resource Management Department (ERMD) is tasked with leading both the implementation of IMEP and its Environmental Agenda (thereby ensuring that the City’s environment is protected and sustainably utilised for its communities), as well as with the global responsibility on Cape Town to ensure that the unique, diverse and endemic biodiversity, coastal landscapes and ecosystems, and the exceptional heritage and cultural resources within its boundaries are protected, managed and integrated into the City’s urban landscape and social fabric.

In meeting these local and global responsibilities, ERMD leads a number of strategic environmental programmes focusing on its core business, namely:

- Biodiversity and terrestrial ecosystem management
- Integrated coastal management
- Climate change adaptation and resilience
- Energy efficiency and low carbon economy
- Heritage and landscape conservation

These key strategic programmes are implemented through and underpinned by:

- Environmental legislative compliance and enforcement
- Environmental education, awareness and skills development
- Environmental communication
- Development and implementation of environmental policy and strategy
- Development of sustainable livelihoods and green job creation
- Local, national and international partnership development
- Environmental fiscal reform
- Environmental information, research and knowledge
- Investment in major programmes and projects that develop environmental opportunities

2.2 STRATEGIC OBJECTIVES

1. The provision and management of safe, high quality, natural, coastal and heritage environments, that are publically accessible, provide recreational, social and economic opportunities across communities and for the common good, and retain biodiversity and ecosystem value and services.
 - 1.1 The effective conservation, protection and management of the full representative set of the city’s biodiversity
 - 1.2 The effective management, protection and conservation of the City’s coastline, natural coastal processes and coastal ecosystems.
 - 1.3 The effective protection and management of the City’s cultural and natural heritage environment.

2. A city which is building the green economy as a means of economic growth, job creation and the protection and maintenance of green infrastructure and ecosystems.
3. An energy efficient, low carbon city that is adapting well to climate change and is resilient to the impacts of a changing climate.
4. A city that both enforces and is compliant with environmental legislation.
5. An environmentally informed, empowered, educated and skilled city.

Specifically, in the 2013/2014 Financial Year the main focus of Environmental Resource Management Department will be to include, but not be limited to, the following key projects and programme areas:

- Review and revision of the City's Integrated Metropolitan Environmental Policy
- Finalise and meet the IMEP target of conserving 60% of the Biodiversity Network by 2014 and towards publishing the Biodiversity Network as a Bioregional Plan.
- Continue to develop the Dassenberg Coastal Catchment Partnership to deliver on biodiversity targets, economic development and green jobs.
- Ongoing development and implementation of the Blaauwberg and False Bay Nature Reserves, including increased marketing of these and the other reserves as local and international tourist destinations. .
- Finalise and meet the IMEP Invasive Alien Species targets by 2014, which focuses on the reserve network, rivers, early detection and other faunal invasive species such as the house crows, and to ensure that this programme delivers green jobs.
- Continued management of the nature reserves in such a way that they provide benefits to the local community and create green jobs.
- Completion and implementation of the City's Coastal Management Programme in terms of the Integrated Coastal Management Act, finalisation and adoption of the City's Coastal Policy and the assigning of roles and responsibilities for Integrated Coastal Management within the City's line functions
- Development of a city-wide environmental risk register and Environmental Management System (EMS) as required by the findings of the 2011 IMEP audit against the King III Code of Corporate Governance Gap Analysis
- Finalising negotiations with Heritage Western Cape for the City of Cape Town to receive additional heritage management competencies
- Implementation of the Environmental Compliance Strategy and associated environmental compliance and enforcement tools including the appointment of a dedicated City EIA Projects Officer using USDG grant funding
- Implementation of the City's Marine and Environmental Law Enforcement Strategy
- Preparation and publication of environmental overlay zones aligned with the Cape Town Zoning Scheme for priority biodiversity, heritage and coastal overlay management areas
- Continued implementation of the Youth Environmental School (YES) programme with an aim to reach 45 000 learners across the city.
- On-going implementation of the successful graduate internship and co-op student programme
- Development of a single overarching green sustainability sub-brand for the City of Cape Town
- The development and preparation of a Green Economic Policy and Framework with associated Environmental Fiscal Reform Policy for the City of Cape Town
- Continued implementation and expansion of the Mistra Urban Futures Knowledge Transfer Project
- Work towards achieving Optimum Energy Future (OEF) Goals, including the development of new goals for post-2012
- Mass roll-out of Solar Water Heaters across the city, in line with strategy currently under development
- Continued implementation of energy efficiency programmes in Council operations
- Continued implementation of the Electricity Savings Campaign targeting residential and commercial users
- Management of the Energy Efficiency Demand Side Management (DoRA funded) Programme
- Large scale roll out of a ceilings retrofit programme in existing RDP houses
- Review Heads of Agreement between SANParks and CCT
- Ongoing implementation of the city-wide Baboon Management Strategy.
- Development of a 15 year Capital Infrastructure Development Plan that will realise and leverage a range of social and economic opportunities for Cape Town's communities, contribute to the economy and create employment opportunities
- Significant expansion of the department's green job creation interventions.

2.3 Legal Mandates

The Constitution, together with local government and environmental legislation, provide a significant mandate to the City to deliver services sustainably and protect the natural and heritage resources that underpin much of the city's economy. Key environmental legislation is listed below. These Acts and regulations, together with applicable national and international policies and treatise, create a number of administrative responsibilities for the City, including environmental authorisation of housing and utilities capital projects, environmental monitoring, biodiversity planning, integrated coastal management, performance management, land management and environmental reporting.

2.4 Constitutional Mandate

Of the three spheres of government created by the Constitution, local government is best placed to ensure that services are delivered in an environmentally responsible and sustainable manner. The City is required to align its service delivery functions with the Bill of Rights and other mandates contained in the Constitution:

Section 24 of the Constitution states that:

Everyone has the right

1. to an environment that is not harmful to their health and wellbeing; and
2. to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that
 - a. prevent pollution
 - b. promote conservation; and
 - c. secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development

Section 152 states that: the objects of local government are- ...

3. To promote a safe and healthy environment

In addition, section 156 of the Constitution makes provision that:

A municipality has the right to exercise any power concerning a matter reasonably necessary for, or incidental to, the effective performance of its functions.'

3.1 LEGISLATIVE IMPERATIVES:

Environmental legislation is extensive and complex. The City of Cape Town must both enforce legislation within its mandate and promote sustainable economic growth and job creation for the benefit of all residents. Key environmental legislation includes -

- The National Environmental Management Act (NEMA) (No 107 of 1998) and regulations for EIA
- The National Environmental Management: Protected Areas Act (No 57 of 2003)
- The National Environmental Management: Integrated Coastal Management Act (No 24 of 2008)
- The National Environmental Management: Air Quality Act (No 39 of 2004)
- Conservation of Agricultural Resources Act (Act 43 of 1983)
- The National Environmental Management: Waste Act (No 59 of 2008)
- National Heritage Resources Act (No 25 of 1999)
- Environmental Conservation Act (No 73 of 1989) enforcement of S31A
- National Water Act (No 36 of 1998)
- National Forests Act (No 30 of 1998)
- City of Cape Town Outdoor Advertising and Signage By-Law (No 5801 of 2001)

- Heritage Protection Overlay Zone, Scenic Drives Overlay Zone and Environmental Overlay Zones under the Cape Town Zoning Scheme
- Urban Conservation Areas, Scenic Drives, and Special Areas legislation under the Integrated Zoning Scheme

In addition, a range of international conventions, national policies, directives and programmes apply to the City of Cape Town. Formal agreements exist with a range of partners including the Table Mountain National Park (SANParks), Provincial DEA&DP, SAHRA, HWC, the V&A Waterfront, the Cape Town Heritage Trust, CapeNature, C.A.P.E, ICLEI, National DEAT, and others.

3.2 Core functions of the operational plan to ensure compliance with these responsibilities

- Working towards the mainstreaming of environmental management into the City's operations and corporate processes, including the Integrated Development Plan, as well as a range of City policies
- Developing and implementing an appropriate City-wide environmental policy, and ensuring the regular review and updating thereof.
- Conserving, protecting and managing the city's biodiversity and ecosystems through the establishment and implementation of the City of Cape Town's Biodiversity Network.
- Implementing and effectively managing a city-wide integrated coastal management programme.
- Conserving, protecting and managing the city's cultural heritage assets and landscapes.
- Co-ordinating invasive alien species management operations across the city through the City of Cape Town's Invasive Alien Species Strategy and ensuring the prevention, management and eradication of invasive alien species.
- Implementing Integrated Environmental Management (Environmental Management Systems, Environmental Audits, Environmental Impact Assessments and Environmental Management Frameworks) for capital and operating projects across City line functions, and ensuring legislative compliance through the City's Environmental Compliance and Enforcement Strategies
- Ensuring effective environmental information management, including spatial information, and State of Environment reporting in order to guide and support decision-making while monitoring the city's environment.
- Implementing integrated environmental education, capacity and skills development, training and communication programmes.
- Implementing environmentally-focused sustainable livelihood programmes in order to support poverty reduction programmes across the city.
- Ensuring effective development control and approval at district level.
- Undertaking strategic projects and programmes to meet the commitments made in formal agreements with a range of partners. These partnership agreements are aimed at increasing co-operation between different levels of government, and between local government and the NGO and private sectors, on issues of mutual benefit and with the goal of securing funding where available.
- Ensuring Environmental and Heritage Impact Assessments of development applications.
- Providing economic opportunities through outdoor advertising whilst ensuring the protection of the city's environmental, cultural and visual resources.
- Facilitating the implementation of energy efficiency programmes and sustainable energy technologies.
- Developing a city-wide understanding of climate change while promoting appropriate adaptation and resilience planning and implementation.
- Engaging with national and international organisations and events in order to raise the profile of Cape Town's environmental work, and promote the development of partnerships.

4. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN (key stakeholders of the plan)

ERMD works with a number of partners in exercising its roles and responsibilities. In many cases, partners provide key funding, without which much of ERMD's work would not be possible.

Partners / Stakeholders	Nature of Partnership
Baboon Liaison Group	Community Involvement in baboon Management
Birdlife SA and Cape Bird Club	Conservation of Birding Areas
Botanical Society	Education and Conservation
CAPE	Bioregional partnership programme of which the City as well as other conservation groups in the Fynbos Region are part of.
Cape Leopard Trust	Leopard Conservation
Cape Town Heritage Trust	Manage Prestwich Memorial trust fund and partnership with CoCT to find tenants for vacant city-owned heritage buildings
Cape West Coast Biosphere Reserve	West Coast Biosphere
CapeNature	Provincial Conservation Authority; Biodiversity Network; Stewardship Programmes and Baboon Management
Partners / Stakeholders	Nature of Partnership
City of Aachen	Contribute to the Local Agenda 21 Partnership; Facilitate interaction between partnering Civil Society Organisations in the two cities; Promote sustainable development and LA 21 principles through facilitating partnerships and projects focusing on resource efficiency and poverty eradication.
Centre for Conservation Education (WCED)	Environmental Education
CoCT: Electricity Services	Environmental Education
CoCT: Human Resources	Training and Capacity Building
CoCT: Legal Services	Property Planning and Environmental Law Unit provides environmental legal support and expertise.
CoCT: Sports & Recreation	Education
CoCT: Tourism	Education
CoCT: Ward Allocations	Environmental Education
CREW	Endangered wild flowers
CTEET	Education trust and also assists with operational needs on the reserves.
DEA	
DEA&DP Directorate of Pollution Management	Pollution and environmental degradation management, including emergency incidents (NEMA S30) within the City
DEA&DP: Climate Change and Biodiversity Directorate	Liaison and partnerships regarding climate change and biodiversity issues. Education
DEA&DP: Directorate of Environmental Compliance & Enforcement	Enforcement of NEMA and the SEMA's; Designation of EMLs; Enviro Crime Rapid Response Unit
DEA&DP: Directorate of Land management	Administration of NEMA EIA Regulations, Compliance monitoring of EIA conditions of approval.
DEA&DP: Directorate Sustainability	1. Blue Flag Marina programme coordination 2. Education
DEA, DAFF, WWF, Province	All Marine and coastal issues
Partners / Stakeholders	Nature of Partnership
Department of Water Affairs	Administration and enforcement of National Water Act
Eskom	Partner in energy efficiency work
GreenCape	Partner in energy efficiency work
ICLEI - Local Gvts for Sustainability	Coordinate the ICLEI Africa and Cities and Biodiversity Centre offices; facilitate sustainability programmes and interventions for municipalities in Africa LAB CEPA
Kogelberg Biosphere Reserve	Kogelberg Biosphere
Local Friends and Community Groups	Community Involvement in Reserves
SANBI	Biodiversity GIS; Biodiversity Mainstreaming and bioregional planning 1. Groen Sebenza (Jobs Fund) Programme 2. Environmental Education 3. Care Takers programme (use of films in education and training) (SANBI & Steps)
SANParks	Manage the Table Mountain National Park, liaise on biodiversity network and baboon management Environmental Education
Soetwater Environmental Education Centre	Environmental Education
Shark Spotters	Manage the Shark Spotting Programme
Table Mountain Fund	Biodiversity Planning; Conservation and Management
UCT's ACC	Climate change research and policy; Mistra Urban Futures Knowledge Transfer Project
UCT's Baboon Research Unit	Baboon Research
WESSA	- Education - ShareNet and other Resources - Youth Environmental Services Project
Partners / Stakeholders	Nature of Partnership
Wilderness Foundation	
WWF	Biodiversity Management and Protected Area Expansion, Mentoring programme for interns/students, Coastal management facilitation and stakeholder engagement eg. False Bay.

5. CITY RESOURCES

Capital Budget: approved Capex budget is (R21 884 000).
Operational Budget – Total Controllable Expenditure: R137 881 315.
Total Controllable Revenue: R13 662 247

Department: Environmental Resource Management										
Budgeted Financial Performance (revenue and expenditure)										
Description	2009/10	2010/11	2011/12	2012/13			2013/14 Medium Term Revenue & Expenditure Framework			
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16	
Operating Revenue By Source										
Property rates	–	–	–	–	–	–	–	–	–	
Property rates - penalties & collection charges	–	–	–	–	–	–	–	–	–	
Service charges - electricity revenue	–	–	–	–	–	–	–	–	–	
Service charges - water revenue	–	–	–	–	–	–	–	–	–	
Service charges - sanitation revenue	–	–	–	–	–	–	–	–	–	
Service charges - refuse revenue	–	–	–	–	–	–	–	–	–	
Service charges - other	5 796	9 366	11 050	13 295	13 295	13 295	13 625	14 387	15 222	
Rental of facilities and equipment	41	20	23	22	22	22	28	29	31	
Interest earned - external investments	0	4	1	–	–	–	–	–	–	
Interest earned - outstanding debtors	1 079	23	20	18	18	18	18	19	20	
Dividends received	–	–	–	–	–	–	–	–	–	
Fines	–	9	9	–	–	–	10	11	11	
Licences and permits	–	0	11	–	–	–	–	–	–	
Agency services	–	–	–	–	–	–	–	–	–	
Transfers recognised - operational	10 733	14 206	4 123	7 618	17 395	17 395	2 195	433	400	
Other revenue	168	300	837	–	–	–	–	–	–	
Gains on disposal of PPE	23	4	27	–	–	–	–	–	–	
Total Operating Revenue (excluding capital transfers and contributions)	17 840	23 932	16 102	20 953	30 729	30 729	15 875	14 879	15 684	

Department: Environmental Resource Management									
Budgeted Financial Performance (revenue and expenditure)									
Description	2009/10	2010/11	2011/12	2012/13		2013/14 Medium Term Revenue & Expenditure Framework			
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
Operating Expenditure By Type									
Employee related costs	63 360	73 547	83 028	95 330	99 630	99 630	107 557	115 989	125 965
Remuneration of councillors	–	–	–	–	–	–	–	–	–
Debt impairment	–	–	–	–	–	–	–	–	–
Depreciation & asset impairment	4 480	4 119	4 594	4 705	4 556	4 556	5 247	5 614	6 007
Finance charges	–	–	–	–	–	–	–	–	–
Bulk purchases	–	–	–	–	–	–	–	–	–
Other materials	499	2 595	1 036	597	612	612	641	677	716
Contracted services	12 091	17 729	23 707	24 683	48 666	48 666	34 591	26 274	27 833
Transfers and grants	902	4 960	1 025	–	–	–	–	–	–
Other expenditure	22 854	22 174	16 400	11 032	14 440	14 440	11 173	11 354	12 032
Loss on disposal of PPE	–	22	0	–	–	–	–	–	–
Total Operating Expenditure	104 187	125 146	129 791	136 347	167 903	167 903	159 209	159 908	172 552
Operating Surplus/(Deficit)	(86 347)	(101 214)	(113 689)	(115 395)	(137 174)	(137 174)	(143 333)	(145 029)	(156 868)
Transfers recognised - capital	57	6	132	1 000	5 470	5 470	6 820	4 982	9 600
Contributions recognised - capital	–	14	22	–	–	–	–	–	–
Contributed assets	–	–	166	–	–	–	–	–	–
Operating Surplus/(Deficit) after capital transfers & contributions	(86 290)	(101 194)	(113 368)	(114 395)	(131 704)	(131 704)	(136 513)	(140 047)	(147 268)
Taxation									
Operating Surplus/(Deficit) after taxation	(86 290)	(101 194)	(113 368)	(114 395)	(131 704)	(131 704)	(136 513)	(140 047)	(147 268)
Attributable to minorities									
Operating Surplus/(Deficit) attributable to municipality	(86 290)	(101 194)	(113 368)	(114 395)	(131 704)	(131 704)	(136 513)	(140 047)	(147 268)
Share of surplus/ (deficit) of associate									
Operating Surplus/(Deficit) for the year	(86 290)	(101 194)	(113 368)	(114 395)	(131 704)	(131 704)	(136 513)	(140 047)	(147 268)
Capital Expenditure	7 935	7 463	11 376	27 405	15 282	15 147	21 884	21 247	22 875

5.1 Financial Resources

Opportunities do exist to attract and leverage significant resources through additional income generation through environmental fiscal reform as well as outdoor signage tariffs, partnerships, funding organisations and donor funding through the development and implementation of strategic environmental projects and programmes.

At present the co-ordinated Cape Action for People and Environment (C.A.P.E.) programme holds the key to ensuring the City and its conservation partners meet the National Biodiversity Targets which have also been approved by Council. The 2014 target of securing of 60% biodiversity network will require a massive and innovative effort based on the Council approved policies and action plans especially the Local Biodiversity Strategy and Action Plan (LBSAP). Local and International funding is key to unlocking and securing the Biodiversity Network. The challenge, however, will be the restoration and maintenance of the City's conservation areas. This has resulted in an opportunity to upgrade and restore areas while at the same time attracting EPWP grants to create green jobs.

A small amount of revenue is generated by entry fees at City nature reserves. There is an opportunity to increase revenue received from nature reserves through increased marketing of the City's reserves as local and tourist destinations. However, entry fees should remain relatively low so as to encourage local communities to make use of these spaces.

A resource economics study completed by ERMD in 2009 found that the annual flow of goods and services from Cape Town's natural assets are estimated to be R4 billion per year. Further the study estimated that for every R1 of expenditure by the municipality on the environment, approximately R8.30 of ecosystem goods and services were generated, providing 1.2 to 2 time's greater return on investment than on any other expenditure by the City. This highlights the significant opportunity and benefit to initiate environmental fiscal reform within the City, in line with both international trends and national initiatives, to generate environmental funding through a range of environmental and green taxes and financial offsets. This aspect of environmental funding is under-developed and untapped within the City and now forms a core component of the ERMD's strategic intent in 2012/2013.

Additionally, the district Environmental and Heritage function which includes Outdoor Advertising Control, is an area of development delivery which contributes to the City's rates base and is of both income generating potential and of community benefit through tariffs, charges, penalties and concessions.

The energy efficiency programmes in Council operations are already delivering significant savings to the City – these returns need to be maintained and need to be expanded across all City operations in order to establish sustainable and cost-effective resource management. Allocation of resources (staff and CAPEX) to ensure that this happens needs to be resolved.

5.2 Human Resources

The Department is actively finding ways to implement its Business Improvement Model, which includes:

- The integration of strategic programmes at the corporate level
- A four district model to align with the City approved eight district model
- Increased capacity development and expansion at the district level
- Reducing numbers of staff employed at top management level
- Implementing creative work mechanisms to ensure better communication between different branches and sections in ERMD and to promote cross disciplinary work.

A key management position (Manager: Corporate Environmental Governance) is expected to be advertised in the 1st quarter of 2013, and filled by the end of the 2nd quarter. The Department continues to supplement its staff resources through its highly successful local and international internship as well as co-operative student programmes.

6. BACKLOGS AND RESOURCE CONSTRAINTS

6.1 Environmental and social challenges facing the city

- A rapidly expanding urban environment that is fuelling current trends of environmental degradation, erosion and depletion
- Significant social and economic inequities
- Continued urban migration from rural areas in the face of finite natural resources
- Biodiversity of international significance found nowhere else in the world.
- Unprecedented transformation of unique biodiversity (this is reflected on the City's Risk Register)
- International responsibility to secure biodiversity of global importance in the context of a developing urban environment with significant social challenges
- High carbon footprint, very low energy efficiency (all resource efficiency is poor); complete dependence on Eskom for electricity supply; vulnerability to energy price volatility
- Climate change affecting both the natural environment and human livelihoods
- Low environmental awareness and compliance with legislation
- Growing consumption trends across all resource bases.
- Little coordination of environmental risk management across City departments

6.2 Challenges for the implementation of this business plan

- Lack of adequate financial investment in environmental management and sustainability programmes
- Budget cuts and lack of funding for environmental management
- Lack of departmental financial and human resources, especially in terms of scarce skills and specialised fields
- Lack of environmental enforcement capacity and capability
- Continued focus on short term gains as opposed to long term benefits couched within a context of economic growth needs
- Poor City line function integration in planning, development, management and execution; making innovative solutions to environmental problems extremely difficult to implement
- Challenges around the environmental legal mandates which leads to risks and difficulty motivating for additional resources for environmental management
- Dependency on other spheres of government as well as other stakeholders to achieve certain service delivery objectives of the City
- Human resources (EMS & Environmental Legal Adviser)

7. ASSUMPTIONS AND RISKS

"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. STRATEGIC ALIGNMENT TO THE IDP

ERMD aligns with a number of key focus areas in the IDP.

8.1 The Opportunity City

This Strategic Focus Area (SFA) is aligned to the Objective of the Provincial Government of the Western Cape which is aimed at creating opportunities to growth and jobs. It is also aligned with the National Government Outcomes of decent employment through inclusive economic growth; a skilled and capable workforce to support an inclusive growth path; and an efficient, competitive and responsive economic infrastructure network.

ERMD strives to promote training, skills development and employment through its sustainable livelihoods and biodiversity management functions. During 2011 almost 47 000 person days of work were created through ERMD's biodiversity management, alien clearing, coastal management and baboon management programmes. Additionally, ERMD is working in conjunction with the Economic Development department to develop a Green Economy policy and strategy.

8.2 The Safe City

This Strategic Focus Area (SFA) is aligned to the Objective of the Provincial Government of the Western Cape which is aimed at increasing safety in the Province and making the Province a safe place in which to live, work, learn, relax and move about. It is also aligned with the National Government Outcomes of all people in South Africa are and feel safe; and create a better South Africa and contribute to a better safer Africa and World.

Through the environmental compliance and enforcement strategy, ERMD is working to improve compliance of both the City and the public with relevant environmental legislation. This will reduce the number of pollution incidents in which members of the public and the environment are exposed to harmful pollutants. The strategies also aim to tackle the problem of environmental crimes (e.g. illegal harvesting) in the city's natural areas.

8.3 The Inclusive City

This Strategic Focus Area (SFA) is aligned to the objectives of the Provincial Government of the Western Cape which is aimed at social cohesion to achieve a society which is coherent, united and functional, providing an environment in which its citizens can prosper.

ERMD's heritage management programme falls under this focus area. Some of the main aims of this programme are the protection of the city's unique heritage resources, celebrating the diversity of the city's society and history, commemorating important historical events that have shaped the city, and promoting a sense of social cohesion and pride.

8.4 A well-run City

This Strategic Focus Area (SFA) is aligned to the objective of the Provincial Government of the Western Cape which is aimed at building the best-run regional government in the world. It is also aligned with the National Government Outcome: an efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

By working closely with the Directorate Support Services team, ERMD ensures that it complies with the relevant financial and supply chain legislation. Additionally, ERMD works to ensure that its budget is spent effectively and within the time frames required. Additionally, ERMD strives to provide excellent customer service in its district based customer-facing functions.

9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP):

The Department's 2013_2014 Service Delivery Business Implementation Plan (SDBIP) has been attached to this Business Plan.

10. AUTHORISATION

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

	Name	Signature	Date
Director	O Asmal		8/5/2013
Executive Director	J Hugo		8.05.2013
Mayco Member	G Bloor		Date 8.05.2013

DEPARTMENT SDBIP 2013 / 2014: ENVIRONMENTAL RESOURCE MANAGEMENT

Pillar & Corp Obj No. Directorate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011 / 2012	Program name and number	Annual Target 30 June 2014	Frequency	TARGETS				Responsible Person
								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 1 - An opportunity city	Economic, Environment and Spatial Planning	Objective 1.3 Promote a sustainable environment through the efficient utilisation of resources	Progress against milestones on the review and revision of the City's Environmental Policy (IMEP)	New	1.3 (a) Sustainable utilisation of scarce resources, such as water and energy	Public participation process advertised and underway	Quarterly	Draft policy completed for internal review	Draft policy finalised	Draft policy submitted to EESPCO for approval as draft for public comment	Public participation process advertised and underway	Gregg Oelofse / Amy Davison
SFA 1 - An opportunity city		Objective 1.3 Promote a sustainable environment through the efficient utilisation of resources	Progress against milestones to secure and Restore Papekuil Outspan as a key pilot area in the Dassenberg Coastal Corridor Partnership	New	1.3 (a) Sustainable utilisation of scarce resources, such as water and energy	At least 100ha cleared of alien vegetation.	Quarterly	Land secured and demarcated	Mechanism for obtaining Site Management Capacity finalised	At least 20 green jobs created by upgrading the site.	At least 100ha cleared of alien vegetation.	Julia Wood/ Adele Pretorius
SFA 4 - The inclusive city		Objective 4.1 - Ensure responsiveness by creating an environment where citizens can be communicated with and be responded to.	Progress against milestones towards revision of Heads of Agreement New: Revised Heads of Agreement document signed by both SANParks and the City	New	4.1 (b) Building strategic partnerships	Revised Heads of Agreement document presented to SANParks	Quarterly	Blueprint for bilateral meetings presented to SANParks	Revised Heads of Agreement document presented to SANParks	Nil target ongoing	Nil target ongoing	Stephen Granger
SFA 1 - An opportunity city		Objective 1.3 Promote a sustainable environment through the efficient utilisation of resources	Progress against milestones of City of Cape Town Coastal Management Programme approved and operational	New	1.3 (b) Water conservation and water demand management strategy	CMP approved by Council for implementation	Quarterly	Draft CMP before Portfolio Committees for approval as Draft for public comment	CMP revised based on public comment	Final CMP submitted to Council for approval	CMP approved by Council for implementation	Gregg Oelofse

DEPARTMENT SDBIP 2013 / 2014: ENVIRONMENTAL RESOURCE MANAGEMENT

Pillar & Corp Obj No. Directorate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011 / 2012	Program name and number	Annual Target 30 June 2014	Frequency	TARGETS				Responsible Person
								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 4 - The inclusive city	Economic, Environment and Spatial Planning	Objective 4.2: Provide facilities that make citizens feel at home	Progress against milestones of Phase 2 and 3 of the outdoor signage tracking system completed and implemented	New	4.2 (b) Heritage programme	Project completed	Quarterly	Blueprint and workflow completed for Phase 2	Fees and Reports completed for Phase 2	E-booking system completed for Phase 3	Project completed	Lorraine Gerrans
SFA 1 - An opportunity city	Economic, Environment and Spatial Planning	A city which is building the green economy as a means of economic growth, job creation and the protection and maintenance of green infrastructure and ecosystems Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Progress against milestones of City of Cape Town Environmental Fiscal Reform Policy completed and approved	New	1.1(f) Development of a green economy	Final Green Economic Policy and Framework report submitted to Council.	Quarterly	Draft Green Economic and Environmental Fiscal Reform Position Paper completed	Draft Green Economic Policy and Framework for City for comment by EESPCO	Draft Environmental Fiscal Reform Policy for comment by EESPCO	Final Green Economic Policy and Framework report submitted to Council.	Gregg Oelofse
SFA 3 - A caring city	Health & Human Settlements	An energy efficient, low carbon city that is adapting well to climate change and is resilient to the impacts of a changing climate Objective 3.4 - Provide for the needs of informal settlements and backyard residences through improved services	Progress against milestones on ceilings retrofit programme in low cost housing	New	P 3.4 (d) Energy services programme	Action plan with targets established in conjunction with Human Settlements	Quarterly	Sign -off of Green Fund Contract	Tender documents developed and ready for advertising	Project team established (with housing)	Action plan with targets established in conjunction with Human Settlements	Sarah Ward
SFA 3 - A caring city	Economic, Environment and Spatial Planning		Progress against milestones of project: Solar water heater and heat-pump rollout to replace existing conventional electric geysers	New	3.4 (d) Energy services programme and .1.1 (f) Development of a green economy	TBD (To be determined)	Quarterly	TBD	TBD	TBD	TBD	Sarah Ward / Hilton Trollip

DEPARTMENT SDBIP 2013 / 2014: ENVIRONMENTAL RESOURCE MANAGEMENT												
Pillar & Corp Obj No. Directorate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011 / 2012	Program name and number	Annual Target 30 June 2014	Frequency	TARGETS				Responsible Person
								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 1 - The opportunity city	Economic, Environment and Spatial Planning	A city that both enforces and is compliant with environmental legislation	Environmental compliance and enforcement strategy, implemented including the implementation of the Environmental Compliance Register and city-wide Environmental Management System (EMS)	New	1.3 (a) Sustainable utilisation of scarce resources, such as water and energy	Environmental compliance register updated and reported to City Manager	Quarterly	Environmental compliance register and city-wide Environmental Management System (EMS) drafted.	Draft city-wide EMS and environmental risk register submitted to EMT and Chief Risk Officer	Environmental compliance and enforcement strategies submitted to Council	Environmental compliance register updated and reported to City Manager	Keith Wiseman / Linda Ndlela
		Objective 1.3: Promote a sustainable environment through the efficient utilisation of resources										
SFA 1 - The opportunity city	Economic, Environment and Spatial Planning	Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Progress against milestones of Single overarching green sustainability sub-brand for the City of Cape Town approved and implemented	New	1.1 (f) - Development of a green economy	Overarching City Environmental Communications Strategy and associated visual identifier rolled out in relevant environmentally-related education and communication campaigns across the City	Quarterly	Report submitted to Mayco on results of visual identifier testing	Visual identifier approved and guidelines for use finalised	Overarching City Environmental Communications Strategy and associated visual identifier rolled out in relevant environmentally-related education and communication campaigns across the City	Overarching City Environmental Communications Strategy and associated visual identifier rolled out in relevant environmentally-related education and communication campaigns across the City	Michelle Preen/ Gregg Oelofse
SFA 1 - The opportunity city	Economic, Environment and Spatial Planning	Objective 1.3 - Promote a sustainable environment through the efficient utilisation of resources	25% of schools reached by City's Environmental Education programmes (i.e. 250 out of approx. 1000 schools)	New	1.3 (a) Sustainable utilisation of scarce resources, such as water and energy	25% of schools reached	Quarterly	10% of schools reached	15% of schools reached	20% of schools reached	25% of schools reached	Lindie Buiskil/ Gregg Oelofse
		Objective 1.3 - Promote a sustainable environment through the efficient utilisation of resources	The publication of The Mayor's Portfolio of Urban Sustainability with links to the World Design Capital	New	1.3 (a) Sustainable utilisation of scarce resources, such as water and energy	Report to Council on the outcomes of the project	Quarterly	Completion of first draft	Final draft completed	Mayor's portfolio published	Report to Council on the outcomes of the project	Stephen Granger

DEPARTMENT SDBIP 2013 / 2014: ENVIRONMENTAL RESOURCE MANAGEMENT

Pillar & Corp Obj No. Directorate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011 / 2012	Program name and number	Annual Target 30 June 2014	Frequency	TARGETS				Responsible Person
								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 1 - The opportunity city 1B	Finance	Objective 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) -Maintenance of infrastructure	91%	Quarterly	Dir./Dept. projected cash flow	Dir./Dept. projected cash flow	Dir./Dept. projected cash flow	91%	Directorate Finance Manager (Edwina Daniels)
SFA 1 - The opportunity city 1E	Finance	Objective 1.2 - Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend on repairs and maintenance	Direct./ Dept. achievement as at 30 June 2012	1.2 (b) -Maintenance of infrastructure	100%	Quarterly	21,5%	45,5%	70,2%	100%	Directorate Finance Manager (Edwina Daniels)
SFA 1 - The opportunity city 1N (a)	Corporate Services	Objective 1.6 -Maximise the use of available funding and programmes for training and skills development	Number of external trainee and bursary opportunities (excluding apprentices) Note: EESP Departments will contribute towards the targets as determined by Corporate HR.	Direct./ Dept. achievement as at 30 June 2012	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city	Contribution to Annual Directorate target of 65	Quarterly	Contribution to Annual target of 65	Contribution to Annual target of 65	Contribution to Annual target of 65	Contribution to Annual Directorate target of 65	Nonzuzo Mtubane
SFA 1 - The opportunity city 1N (b)								Nil target as it is not applicable to this department	Nil target as it is not applicable to this department	Nil target as it is not applicable to this department	Nil target as it is not applicable to this department	

DEPARTMENT SDBIP 2013 / 2014: ENVIRONMENTAL RESOURCE MANAGEMENT												
Pillar & Corp Obj No. Directorate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011 / 2012	Program name and number	Annual Target 30 June 2014	Frequency	TARGETS				Responsible Person
								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 1 - The opportunity city 1J	Office of the Deputy City Manager	Objective 1.2 - Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Number of Expanded Public Works programmes (EPWP) opportunities created	266	1.2 (d)- Expanded Works Programme	561	Quarterly	120	250	400	561	Jacques du Toit / Louise Stafford
SFA 4 - An inclusive city 4A	Corporate Services	Objective 4.1 - Ensure responsiveness by creating an environment where citizens can be communicated with and 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) Managing service delivery through the service management programme	100%	Quarterly	100%	100%	100%	100%	Sunnet Kloppers ; Gavin van Schaikwyk
SFA 5 - A well run city	Corporate Services	Objective 5.2 -Establish an efficient and productive administration that prioritizes delivery	% Compliance to EE Plan (composite indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2 (b) Human resources strategy	100%	Quarterly	100%	100%	100%	100%	Michael Siyolo
			% adherence to Employee Utilisation target (composite Indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2 (b) Human resources strategy	100%	Quarterly	100%	100%	100%	Rudolph Pollard	
			% adherence to Employee Talent target (composite indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2 (b) Human resources strategy	100%	Quarterly	100%	100%	100%	Rudolph Pollard Nonzozo Ntubane	

DEPARTMENT SDBIP 2013 / 2014: ENVIRONMENTAL RESOURCE MANAGEMENT

Pillar & Corp Obj No. Directorate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011 / 2012	Program name and number	Annual Target 30 June 2014	Frequency	TARGETS				Responsible Person
								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 5 - A well run city	Finance	Objective 5.3 - Ensure financial prudence with clean audits by the Auditor General	Percentage of Operating Budget spent	Direct./ Dept. achievement as at 30 June 2012	5.3 (a) Financial management programme	95%	Quarterly	Dir./Dept. projected cash flow	Dir./Dept. projected cash flow	Dir./Dept. projected cash flow	95%	Directorate Finance Manager (Edwina Daniels)
			Percentage annual asset verification process completed	Direct./ Dept. achievement as at 30 June 2012	5.3 (b) Internal management processes programme	100% asset register verified	Quarterly	Review of Asset Policy by Corporate Finance	Finalisation of Asset verification timetable by Corporate Finance	60% asset register verified	100% asset register verified	Directorate Finance Manager (Edwina Daniels)
	Internal Audit	Objective 5.3 - Ensure financial prudence with clean audits by the Auditor General	Percentage Internal Audit findings resolved	Direct./ Dept. achievement as at 30 June 2012	5.3 (b) Internal management processes programme	70%	Quarterly	70%	70%	70%	70%	Riaan Vosloo

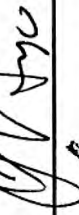
Name	Signature	Date
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Approved by Director: O Asmal

Director Signature: 

Date: 8/5/2013

Approved by Executive Director: J Hugo

Executive Director Signature: 

Date: 8.05.2013

Approved by Mayco Member: G Bloor

Mayco Member Signature: 

Date: 13.05.2013

**DEPARTMENTAL BUSINESS PLAN:
2013/2014**

**DEPARTMENT: PLANNING AND BUILDING
DEVELOPMENT MANAGEMENT**

**DIRECTOR: CHERYL WALTERS
CONTACT PERSON: CHERYL WALTERS**

1. EXECUTIVE SUMMARY

The City of Cape Town, as a developing city, has an obligation to create an orderly and functional urban and built environment that addresses the needs of its communities as expressed in its Integrated Development Plan. The Planning and Building Development Management Department is responsible for delivering the services related to urban planning and building development matters.

The primary purpose of the Department is to create an effective and efficient planning and building development environment in Cape Town, which promotes and facilitates sustainable development through equitable and effective service delivery for all its people.

The operational intensity of the Planning and Building Development Management Department is closely aligned to the construction cycle. The construction industry in South Africa has shown some claw back and improvement since from the global economic crisis which started in 2010. Building confidence was found to be higher in the fourth quarter of 2012 after losing ground over the previous 2 quarters in 2012.

In the City of Cape Town metropolitan region for the period July 2011 to June 2012 the number of building plans submitted increased by 1541. The number of building plans approved for the same period increased by 1776 and the value increased by R595K. The number of building plans completed also increased by 1371 with a value of R 333K which becomes potential rateable income. The non-residential sector however, within the City of Cape Town metropolitan region for the period July 2011 to June 2012 experienced more pronounced growth even though there was improvement in both the residential and non-residential sectors.

The envisioning process of 2011 consisted of two phases, the first articulating the current realities in the operating environment, and the second, defining a desired future and supporting desired outcomes. Linking the two phases entailed the development of specific strategies and related interventions. These interventions, together with the **New Way of Working** as formulated by the Strategic Planning Unit of the Executive Mayor's office, make up the backbone of this business plan.

The department confirms its desired outcome, over the next five year planning horizon, as the following:

By **smartly managing** the development of the City **today**, the Department Planning and Building Development Management **leads** in the **determination** of the desired City of tomorrow.

This is driven by the Vision of the department:

“.to be a dynamic, relevant and leading built environment regulatory authority in South Africa by 2017 (next 5 years). “

The department strategic service delivery objectives are:

- To ensure that the City can attract sustainable development aligned to the City's strategies and policies by unlocking and facilitating the processes of building development and land use management applications.
- To provide a service to developers and property owners of Cape Town which is efficient and effective and continues to reduce the turnaround time of the approval processes.
- To lead the planning law reform processes by implementing and continuously reviewing the new Cape Town Zoning Scheme as well as the drafting of the planning by-law.
- To improve the enforcement aspects of the City's building development and land use regulation functions.
- To improve our service delivery approach by understanding our customer.

The desired outcomes supporting this future over the next 5 years until 2017 are:

1. An optimum and efficient organization structure
2. A dynamic staff compliment
3. The cementing of the 8 District Service Delivery Model
4. An E-system application platform
5. Quality assurance
6. Good governance
7. A reformed regulatory environment – SIMPLE!
8. A communication and marketing strategy
9. A refined Role addressing relevance and development in the City.

For each of these outcomes, a draft specific implementation strategy and plan have been developed with short, medium and long term prioritization and implementation and linked to the budget. These priority items constitute the core of this business plan and is programmed through the SDBIP process for the 5 year period - for financial years 2012/2013 to 2016/2017.

INTRODUCTION

The operational intensity of the Planning and Building Development Management Department is closely aligned to the building cycle of the construction industry in South Africa has shown some claw back and improvement since the global economic crises.

In the City of Cape Town metropolitan region for the period July 2011 to June 2012 the number of building plans submitted increased by 1541. The number of building plans approved for the same period increased by 1776 and the value increased by R595 K. The number of building plans completed also increased by 1371 with a value of R333K which becomes potential rateable income. The **Non-Residential** sector however, the City of Cape Town metropolitan region for the period experienced more pronounced growth even though there was improvement in both the residential and non-residential sectors.

Given the continuous unstable economic conditions, with limited growth and the real challenges facing the City, the Department has tweaked its strategy for the next 5 years to 2017 so as to align itself better to its Vision, the “desired future” statement and the **New Way of Working** of the Strategic Policy Unit.

The foresight for the industry over the next five year horizon is one of stabilisation and gradual incremental recovery from year 3 onwards. This dynamic will define the operational “space” for the department as it enters its five year IDP implementation process.

2. PURPOSE AND SERVICE MANDATE OF DEPARTMENT

The primary purpose of the Department is to create an effective and efficient planning and building development environment in Cape Town, and indeed South Africa, which promotes and facilitates sustainable development through equitable and effective service delivery.

The Vision of the department, “.to be a dynamic, relevant and leading built environment regulatory authority in South Africa by 2017 (next 5 years)”

It intends to achieve the vision by striving to achieve a very specific desired future as articulated below:

By **smartly managing** the development of the City **today**, the Department Planning and Building Development Management **leads** in the **determination** of the desired City of tomorrow.

The desired outcomes supporting this future over the next 5 years until 2017 are:

2.1 An optimum efficient organization structure

It is envisioned that within the next five years the Department's operations will be executed by a well-structured department with the proper utilisation of its human resources according to its developed Staffing strategy. The main feature would be well structured teams that will continuously strive to improve their performance in a planned approach.

2.2 A dynamic staff complement

The implementation of the staffing strategy towards the achievement of a dynamic staff compliment. The continuous development of the staff through its Workplace Skills Plan programme, where appropriate skills are developed. A progressive Recruitment and Selection programme so that we ensure the best skilled person is in the departmental jobs. The focus will be on:

- A strong and effective leadership that can deal with complex, flexible and uncertain operating conditions;
- An understanding and contribution to the Shared purpose and direction
- On-going staff growth through skills development to foster a "culture of learning".

2.3 The cementing of the 8 District Service Delivery Model

The department has rolled out the 8 District Service Delivery Model as adopted by the Executive Management Team. There is still a need for some upgrades and renovations to some of its existing offices. The process of improvement needs to be completed so that the department can deliver an enhanced service. The department needs to ensure that the Integrated Service Centres concept is not lost in the organisation so that true service delivery is brought closer to the people of the City. The department needs to continue with the Service Level Agreement process with departments serving the districts.

2.4 An e-system application platform

The services offered by the department needs to keep abreast of the technological improvements as well as offer a better service to its users. Over the next five years there is the development of the Development Application Management Systems (DAMS) which will allow electronic development application submissions starting with simple Land-Use applications and then simple building plans applications.

2.5 Quality assurance

As an operational department it is important that all the forms, processes, procedures, systems, protocols, etc. are in place and kept at a high standard continuously so that the customer can get a similar experience at all of the 8 district departmental offices. A system of internal audits and quality assurance will ensure that this service offered to the people of the City will be of a high standard. This process together with the "Development Application Management System" (DAMS) will ensure enhanced information and knowledge management.

2.6 Good governance

The functions and duties carried out in the department are done so in a highly regulated environment and therefore the aspect of good governance is an important one to embrace. This is important for both the user and the provider of a service. The department subscribes and aligns itself very closely with the King Commission and it guides its operations. The Code of Conduct for officials and politicians of the City of Cape Town also guides its operations.

2.7 A reformed regulatory environment – SIMPLE!

It is envisioned that within the next five years the Department will have established a modernized, reformed regulatory framework for the Building Development Management, Land Use Development Management and Enforcement functions. The department is already working on a regulatory framework that recognizes both the formal (conventional) and informal (incremental) urban environment and market. The integration of inter-related laws where the Department is mandated or where it can influence such process is a focus area. The department is actively involved in the “Red Tape to Red Carpet” initiative to ensure that procedures are streamlined to ensure a higher level of efficiency. This will be to provide a high level of certainty and clarity to the users, with a similarly high degree of simplicity of use and application.

2.8 A communication and marketing strategy

The department is reviewing its communication and marketing role and developing a strategy to guide this aspect. A major component of this will be its Customer segment survey, as an essential part of our customer service delivery approach. This will feed into the development of an intervention programme to meet our customers’ needs and the gaps within the department’s delivery model, as well as inform any business improvement initiatives.

The department will continue with the development of brochures as an information tool for its users. The departmental web site will be improved and enhanced so as to provide a better service to the customers. The department will also provide an advisory service to the communities and create greater community awareness of the approval process for both Land-Use and Building plan applications; This will be part of the communications plan as well as part of the re-launch of the then “ Better Shelters Manual” programme for the informal and township areas.

2.9 A refined Role addressing relevance and development in the City.

The department over the next 5 years will increase its role in addressing the developmental aspects of the City. It is a widely accepted that Cape Town is a City which is divided - developed and underdeveloped – with large disparities. The department has started to address this with its work in the informal settlements, on backyarders, etc. and will continue to address the relevant issues in the City. A programme will be developed with projects and policies to address these concerns and provide equal opportunities to all its residents. The catalytic projects identified by the City and Province could contribute to the achievement of this.

3. LEGISLATIVE IMPERATIVES:

The service provided by this department is considered a statutory function as most procedures are followed as determined by legislation.

Below are listed some of the relevant laws:

- Land Use Planning Ordinance no 15 of 1985 (C) (LUPO)
- Scheme Regulations promulgated into LUPO
- Scheme Regulations promulgated into the Black Community Development Act (BCDA) no 4 of 1984
- Less Formal Townships Establishment Act no 113 of 1991 (LEFTE)
- Removal of Restrictions Act no 84 of 1967 (RoR)
- Physical Planning Act no 125 of 1991(PPA)
- Outdoor advertising By law no 5801 of 2001
- Promotion of Administrative Justice Act no 3 of 2000 (PAJA)
- National Environment Management Act no 107 of 1998 and regulations (NEMA).
- National Heritage Resources Act no 25 of 1999 (NHRA)
- National Building Regulations and Buildings Standards Act, Act no 103 of 1977

It is therefore accepted that the customer demands an effective and efficient service to be delivered and that is compliant with the procedures and timeframes as stipulated in the applicable legislation.

4. PARTNERS AND STAKEHOLDERS

The operating environment is directly affected by internal and external partners and stakeholders, some of which are clearly defined as part of the statutory functions.

Partners/ Stakeholders	Roles and Responsibilities
National Government Departments	Formulation and review of national legislative frameworks and policy for the built environment and land use development management
Provincial Government Departments	Formulation and review of Provincial legislative frameworks and policy for land use development management A commenting/decision making and appeals authority related to certain planning and built environment applications
City Of Cape Town Departments	Planning and policy formulating role that impacts on land use planning and building development application evaluations Commenting on planning and building development applications Support services Departments for providing operational management support
City Of Cape Town political structures	Decision making body for non-delegated land use planning and building development applications Decision making body on land use planning and policy matters related to planning and building development matters Appeals authority in terms of certain land use planning and building development applications
General public	To participate in policy development and application procedures

5. RESOURCES (FINANCIAL INFORMATION 2013 / 2014)

Total controllable Revenue: R 73 055 974

Total controllable Expenditure: R 205 696 055

Capital Expenditure Budget: approved Capex budget is (R 13 191 000).

Department: Planning and Building Dev. Management												
Budgeted Financial Performance (revenue and expenditure)												
Description	2009/10	2010/11	2011/12	2012/13			2013/14 Medium Term Revenue & Expenditure Framework					
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16			
Operating Revenue By Source												
Property rates	–	–	–	–	–	–	–	–	–			
Property rates - penalties & collection charges	–	–	–	–	–	–	–	–	–			
Service charges - electricity revenue	–	–	–	–	–	–	–	–	–			
Service charges - water revenue	–	–	–	–	–	–	–	–	–			
Service charges - sanitation revenue	–	–	–	–	–	–	–	–	–			
Service charges - refuse revenue	–	1	0	–	–	–	–	–	–			
Service charges - other	52 489	55 655	61 899	62 245	66 245	66 245	69 955	73 872	78 157			
Rental of facilities and equipment	(22)	0	–	–	–	–	–	–	–			
Interest earned - external investments	5	3	1	–	–	–	–	–	–			
Interest earned - outstanding debtors	–	–	–	–	–	–	–	–	–			
Dividends received	–	–	–	–	–	–	–	–	–			
Fines	488	722	1 139	1 193	1 193	1 193	1 259	1 330	1 407			
Licences and permits	880	268	1 056	1 034	1 034	1 034	1 092	1 153	1 220			
Agency services	(2)	–	–	–	–	–	–	–	–			
Transfers recognised - operational	427	–	–	–	–	–	–	–	–			
Other revenue	250	471	93	710	710	710	750	792	838			
Gains on disposal of PPE	83	13	45	–	–	–	–	–	–			
Total Operating Revenue (excluding capital transfers and contributions)	54 596	57 133	64 234	65 182	69 182	69 182	73 056	77 147	81 622			
Operating Expenditure By Type												
Employee related costs	140 413	149 263	161 185	177 417	177 105	173 255	192 191	207 405	225 242			
Remuneration of councillors	–	–	–	–	–	–	–	–	–			
Debt impairment	–	–	–	–	–	–	–	–	–			
Depreciation & asset impairment	4 153	4 265	4 401	4 906	3 623	3 623	3 421	3 661	3 917			
Finance charges	–	–	–	–	–	–	–	–	–			
Bulk purchases	–	–	–	–	–	–	–	–	–			
Other materials	26	20	21	74	74	74	41	43	46			
Contracted services	1 370	512	3 372	807	807	5 807	1 423	1 515	1 617			
Transfers and grants	–	–	–	–	–	–	–	–	–			
Other expenditure	19 264	14 400	13 798	12 910	12 909	12 909	12 048	12 722	13 460			
Loss on disposal of PPE	10	29	–	–	–	–	–	–	–			
Total Operating Expenditure	165 236	168 490	182 777	196 113	194 518	195 668	209 123	225 347	244 283			

Department: Planning and Building Dev. Management										
Budgeted Financial Performance (revenue and expenditure)										
Description	2009/10	2010/11	2011/12	2012/13		2013/14 Medium Term Expenditure Framework			2013/14 Medium Term Revenue & Expenditure Framework	
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16	
Operating Surplus/(Deficit)	(110639)	(111 357)	(118 542)	(130 932)	(125 336)	(126 486)	(136 067)	(148 200)	(162 661)	
Transfers recognised - capital	3 354	3 154	–	–	–	–	–	–	–	
Contributions recognised - capital	–	–	–	–	–	–	–	–	–	
Contributed assets	–	–	–	–	–	–	–	–	–	
Operating Surplus/(Deficit) after capital transfers & contributions	(107 286)	(108 203)	(118 542)	(130 932)	(125 336)	(126 486)	(136 067)	(148 200)	(162 661)	
Taxation										
Operating Surplus/(Deficit) after taxation	(107 286)	(108 203)	(118 542)	(130 932)	(125 336)	(126 486)	(136 067)	(148 200)	(162 661)	
Attributable to minorities										
Operating Surplus/(Deficit) attributable to municipality	(107 286)	(108 203)	(118 542)	(130 932)	(125 336)	(126 486)	(136 067)	(148 200)	(162 661)	
Share of surplus/ (deficit) of associate										
Operating Surplus/(Deficit) for the year	(107 286)	(108 203)	(118 542)	(130 932)	(125 336)	(126 486)	(136 067)	(148 200)	(162 661)	
Capital Expenditure	4 508	4 746	2 550	7 150	8 979	8 979	13 191	16 950	7 950	

6. BACKLOGS, WORK IN PROGRESS AND RESOURCE CONSTRAINTS

The following backlogs and work in progress have been identified and are being worked on:

Data integrity inherited from the previous 17 offices remains a challenge. These include:

- The cleaning up of the LUMS and BDM data
- The issuing of relevant BDM certificates;
- GIS data capturing and updating;
- Building inspections of approved plans
- Outdated local area plans and policies

The following constraints have a significant impact on the operations of the Department:

- Poor level of service from support services, at both a departmental and corporate level;
- Low level of capacity in the technical Departments that need to input into our business processes;
- Staff attrition and the time consuming process in the filling of vacancies. The freezing and cutting of posts, approximately 10% of total staff vacancies is not expected to have a serious impact on operations on the short term given the downturn in planning and construction activity. This will however need to be reviewed once the local economy recovers;

A weak understanding by others of the role and obligations of the Department, both internally and externally. This has been addressed by getting it raised in the IDP and the City's annual report.

The summarized current realities, drivers and trends that the Department faces are the following:

- the economic downturn has resulted in a substantial decline in development applications;
- the skills level and related accountability of senior staff in the Districts is of variable quality;
- the level of resources in the Department is declining due to ongoing budget reprioritizations within the City Of Cape Town driven by the changing economic reality. This in turn presents operational challenges to maintain a basic level of service within the eight district operating model;
- inconsistent levels of service provided by affected/commenting Departments and Agencies to the core business of the Department;
- increased complexity in dealing with technical processes and new requirements from stakeholders that needs to be addressed in the development planning process;
- increased levels of litigation on matters decided upon by the City of Cape Town

The system of delegations before the implementation of the Cape Town Zoning Scheme has been done and will be monitored for additional amendments during the implementation phase.

7. ASSUMPTIONS AND RISKS

"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. STRATEGIC ALIGNMENT TO THE IDP

The following Strategic Focus Areas in the Council's Integrated Development Plan (IDP) are addressed directly by the core business areas of the Department:

- Strategic Focus Area 1: Opportunity City
- Strategic Focus Area 3: Caring City
- Strategic Focus Area 4: Inclusive City
- Strategic Focus Area 5: Well-run City

SFA1: Opportunity City

The Department contributes directly to the focus area through the:

- Facilitation of development applications for both private and public built environment investments ;
- Promoting responsible built environment developments in such a way that the City Of Cape Town becomes more attractive to prospective investors;
- Improving business processes to reduce the time and risk for built environment investors. Department is part of the Red Tape unit;
- Management of the land-use and building activities to ensure an effective functioning of the City Of Cape Town.
- Guide the processing and facilitation of the major projects as identified, including human settlement.

SFA3: Caring City

The Department facilitates the processing built environment applications which ensures a caring City. The department plays a major role in ensuring that the built environment complies with the safety and healthy aspects as stipulated in the relevant statutes.

SFA4: Inclusive City

The department through its processing of development applications supports the SFA of An Inclusive City.

SFA5: Well-run City

Establish an efficient and productive administration that prioritizes delivery.

9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) :

The Department's 2013_2014 Service Delivery Business Implementation Plan (SDBIP) has been attached to this Business Plan.

10. AUTHORISATION

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

	Name	Signature	Date
Acting Director	J van der Westhuizen		3-5-2013
Executive Director	J Hugo		8-05-2013
Mayco Member	G Bloor		8.05.2013

DEPARTMENT SDBIP 2013 / 2014: PLANNING AND BUILDING DEVELOPMENT MANAGEMENT

Pillar & Corp Obj No. Directorate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011-2012	Program name and number	Annual Target 30 June 2014	Frequency	TARGETS				Responsible Person
								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 1 - An opportunity city	Economic, Environment and Spatial Planning	Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	% of Land use applications finalised within a 4 month statutory time frame	90%	1.1 (e) - Planning and regulation programme	85%	Quarterly	1. 85% 2. 1st Quarter report on application performance to EESP PC.	1. 85% 2. Update on blockages to the approval process reported to EESP PC 3. 2nd Quarter report on application performance to EESP PC.	1. 85% 2. 3rd Quarter report on application performance to EESP PC.	1. 85% 2. Update on blockages to the approval process reported to EESP PC 3. 4th Quarter report on application performance to EESP PC.	Pieter Terblanche & Emil Schackenberg
			% of Land use applications finalised within a 7 month statutory time frame	42%	1.1 (e) - Planning and regulation programme	40%	Quarterly	1. 40% 2. 1st Quarter report on application performance to EESP PC.	1. 40% 2. Update on blockages to the approval process reported to EESP PC 3. 2nd Quarter report on application performance to EESP PC.	1. 40% 2. 3rd Quarter report on application performance to EESP PC.	1. 40% 2. Update on blockages to the approval process reported to EESP PC 3. 4th Quarter report on application performance to EESP PC.	Pieter Terblanche & Emil Schackenberg
1A SFA 1 - An opportunity city	Economic, Environment and Spatial Planning	Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	% of Building plans approved within statutory timeframes (30 - 60 days)	69,30%	1.1 (e) - Planning and regulation programme	82%	Quarterly	1. 82% 2. 1st Quarter report on application performance to EESP PC.	1. 82% 2. Update on blockages to the approval process reported to EESP PC 3. 2nd Quarter report on application performance to EESP PC.	1. 82% 2. 3rd Quarter report on application performance to EESP PC.	1. 82% 2. Update on blockages to the approval process reported to EESP PC 3. 4th Quarter report on application performance to EESP PC.	Pieter Terblanche & Emil Schackenberg
			% of building plan applications <500m ² Approved against the benchmark of 30 days turn around time	79%	1.1 (e) - Planning and regulation programme	82%	Quarterly	82%	82%	82%	82%	Pieter Terblanche & Emil Schackenberg

DEPARTMENT SDBIP 2013 / 2014: PLANNING AND BUILDING DEVELOPMENT MANAGEMENT

Pillar & Corp Obj No. Directorate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011-2012	Program name and number	Annual Target 30 June 2014	Frequency	TARGETS				Responsible Person
								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 1 - An opportunity city	Economic, Environment and Spatial Planning	Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	% of building plans >500m ² Approved against the benchmark of 60 days turn around time	69%	1.1 (e) - Planning and regulation programme	82%	Quarterly	82%	82%	82%	82%	Pieter Terblanche & Emil Schnackenberg
		Improve the land use management (LUM) enforcement aspects through high performance district teams Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Enforcement targets in terms of the LUM Enforcement Policy within 20 days as it relates to the responsibility of the Land Use Inspector	80%	1.1 (e) - Planning and regulation programme	Respond to and close 90% of all cases reported to the department ito LUM contraventions	Quarterly	Respond to and close 90% of all cases reported to the department ito LUM contraventions	Respond to and close 90% of all cases reported to the department ito LUM contraventions	Respond to and close 90% of all cases reported to the department ito LUM contraventions	Respond to and close 90% of all cases reported to the department ito LUM contraventions	Emil Schnackenberg/Pieter Terblanche (Marius Crous)
		Draft a Planning by-law Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Progress against milestones of Draft Planning By-law for the city. Participate in the National and Provincial Planning law reform process	Target dates adjusted to take account of external factors such as National and Provincial legislation which guides the formulation of the By-law	1.1 (e) - Planning and regulation programme	Report on the by-law to be submitted to council for consideration	Quarterly	Draft by-law to be amended - alignment to the SPLUMB and LUPA	Draft by-law to be advertised	Add comments and prepare report to Council	Approval of Planning By-law by Council	Fiona Ogile (Jaco vd Westhuizen)
SFA 1 - An opportunity city	Economic, Environment and Spatial Planning	Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Progress against milestones to review the Enforcement Policy and Strategy	New	1.1 (e) - Planning and regulation programme	Approved amended Policy and Strategy	Quarterly	25% amended Policy and Strategy	50% amended Policy and Strategy	75% amended Policy and Strategy	Approved amended Policy and Strategy	Fiona Ogile (Jaco van der Westhuizen)

DEPARTMENT SDBIP 2013 / 2014: PLANNING AND BUILDING DEVELOPMENT MANAGEMENT												
Pillar & Corp Obj No. Directorate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011-2012	Program name and number	Annual Target 30 June 2014	Frequency	TARGETS				Responsible Person
								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
		Cape Town Zoning Scheme (CTZS) approval and roll-out Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Roll-out the capacity building process, both internal and external, on the new CTZS after the MEC has approved the document.	Finalised in Second Quarter	1.1 (e) - Planning and regulation programme	1. First round amendments concluded 2. Report to portfolio comm on performance of implementation of CTZS..	Quarterly	Monitor Implementation of CTZS	1. Implementation of CTZS. 2. Collate data Q1	1. Implementation of CTZS. 2. Collate data Q2..	1. First round amendments concluded 2. Report to EESP Portfolio Committee on performance of implementation of CTZS	Jaco van der Westhuizen
SFA 1 - An opportunity city	Economic, Environment and Spatial Planning	Local area development plans Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Progress against milestones of Annual approval of 3 yr programme for local area plans	New	1.1 (e) - Planning and regulation programme	1. Submit report to EESP on prioritisation list 2. Initiate procurement process	Quarterly	Initiate the review to the districts	Collate all reviews into departmental programme	Prioritisation and adoption of programme by Policy Evaluation Team (PET)	1. Submit report to EESP Portfolio Committee on prioritisation list 2. Initiate procurement process	Jaco van der Westhuizen
		Development Applications Management System (DAMS) Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Progress against milestones of implementation of DAMS as per the Project plan	New	1.1 (e) - Planning and regulation programme	Phase 2: 1. System configuration and development 100% completed 2. Solution in Production 3. End-users Training 100% completed 4. Post-Go Live Support	Quarterly	Phase 1: Post-Go Live Support (structure in place to support system)	Phase 2: 1. 1st Draft of Functional Specifications 80% completed 2. System Configuration and development 20% completed	Phase 2: 1. Final Draft of Functional Specifications 80% completed 2. System Configuration and development 80% completed	Phase 2: 1. System configuration and development 100% completed 2. Post-Go Live Support (structure in place to support system)	Marius Crous

DEPARTMENT SDBIP 2013 / 2014: PLANNING AND BUILDING DEVELOPMENT MANAGEMENT

Pillar & Corp Obj No. Directorate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011-2012	Program name and number	Annual Target 30 June 2014	Frequency	TARGETS				Responsible Person
								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 5 - A well run city	Economic, Environment and Spatial Planning	Objective 5.2 - Ensure an efficient and productive administration that prioritises delivery	Progress against the milestones of Customer segmentation survey completed	New	5.2 (c) Annual Community Satisfaction survey	Final customer satisfaction report submitted	Quarterly	Tender awarded	Survey completed and draft customer satisfaction report submitted	Final customer satisfaction report submitted		Emil Schackenberg
		District records management Objective 5.2 - Ensure an efficient and productive administration that prioritises delivery	Progress against milestones to establish functional and well-run records management in the district offices	New	5.2 (d) Information and Knowledge Management - Development information resource	Fully operational records management system in place.	Quarterly	Tender to be awarded	Installation of Zipple system to be completed.	District re-filing	Fully operational records management system in place.	Pieter Terblanche
SFA 1 - An opportunity city 1B	Finance	Objective 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) -Maintenance of infrastructure	91%	Quarterly	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	91%	Directorate Finance Manager (Edwina Daniels)
1N(a) SFA 1 - An opportunity city	Corporate Services	Objective 1.6 -Maximise the use of available funding and programmes for training and skills development	Number of external trainee and bursary opportunities (excluding apprentices) Note: EESP Departments will contribute towards the targets as determined by Corporate HR.	Direct./ Dept. achievement as at 30 June 2012	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city	Contribution to Annual Directorate target of 65	Quarterly	Contribution to Annual target of 65	Contribution to Annual target of 65	Contribution to Annual Directorate target of 65		Nonzuzo Ntubane
1N(b)			Number of apprentices	Direct./ Dept. achievement as at 30 June 2012		Nil target as it is not applicable to this department	N/A	Nil target as it is not applicable to this department	Nil target as it is not applicable to this department	Nil target as it is not applicable to this department	Nil target as it is not applicable to this department	Nonzuzo Ntubane

DEPARTMENT SDBIP 2013 / 2014: PLANNING AND BUILDING DEVELOPMENT MANAGEMENT												
Pillar & Corp Obj No. Directorate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011-2012	Program name and number	Annual Target 30 June 2014	Frequency	TARGETS				Responsible Person
								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
1E SFA 1 - An opportunity city	Finance	Objective 1.2 - Provide and maintain economic and social infrastructure to ensure infrastructure- led growth and development	Percentage spend on repairs and maintenance	Direct./ Dept. achievement as at 30 June 2012	1.2 (b) -Maintenance of infrastructure	100%	Quarterly	21,5%	45,5%	70,2%	100%	Directorate Finance Manager (Edwina Daniels)
1J SFA 1 - An opportunity city	Office of the Deputy City Manager	Objective 1.2 - Provide and maintain economic and social infrastructure to ensure infrastructure- led growth and development	Number of Expanded Public Works programmes (EPWP) opportunities created	Direct./ Dept. achievement as at 30 June 2012	1.2 (d)- Expanded Works Programme	Nil target as it is not applicable to this department	N/A	Nil target as it is not applicable to this department	Nil target as it is not applicable to this department	Nil target as it is not applicable to this department	Nil target as it is not applicable to this department	Office of the Deputy City Manager (R. Melody)
SFA 4 - An inclusive city 4A	Corporate Services	Objective 4.1 - Ensure responsiveness by creating an environment where citizens can be communicated with and 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) Managing service delivery through the service management programme	100%	Quarterly	100%	100%	100%	100%	Sunnet Kloppers ; Gavin van Schaikwyk

DEPARTMENT SDBIP 2013 / 2014: PLANNING AND BUILDING DEVELOPMENT MANAGEMENT												
Pillar & Corp Obj No. Directorate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011-2012	Program name and number	Annual Target 30 June 2014	Frequency	TARGETS				Responsible Person
								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 5 - A well run city	Corporate Services	Objective 5.2 - Establish an efficient and productive administration that prioritizes delivery	% Compliance to EE Plan (composite indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2 (b) Human resources strategy	100%	Quarterly	100%	100%	100%	Michael Siyolo	
			Employee Utilisation Indicator (composite Indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2 (b) Human resources strategy	100%	Quarterly	100%	100%	Rudolph Pollard		
		Objective 5.2 - Establish an efficient and productive administration that prioritizes delivery	Talent Indicator (composite indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2 (b) Human resources strategy	100%	Quarterly	100%	100%	100%	Rudolph Pollard Nonzuzo Ntubane	

DEPARTMENT SDBIP 2013 / 2014: PLANNING AND BUILDING DEVELOPMENT MANAGEMENT												
Pillar & Corp Obj No. Directorate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011-2012	Program name and number	Annual Target 30 June 2014	Frequency	TARGETS				Responsible Person
								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 5 - A well run city	Finance	Objective 5.3 - Ensure financial prudence with clean audits by the Auditor General	Percentage of Operating Budget spent	Direct./ Dept. achievement as at 30 June 2012	5.3 (a) Financial management programme	95%	Quarterly	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%	Directorate Finance Manager (Edwina Daniels)
			Percentage annual asset verification process completed	Direct./ Dept. achievement as at 30 June 2012	5.3 (b) Internal management processes programme	100% asset register verified	Quarterly	Review of Asset Policy by Corporate Finance	Finalisation of Asset verification timetable by Corporate Finance	60% asset register verified	100% asset register verified	Directorate Finance Manager (Edwina Daniels)
	Internal Audit		Percentage Internal Audit findings resolved	Direct./ Dept. achievement as at 30 June 2012	5.3 (b) Internal management processes programme	70%	Quarterly	70%	70%	70%	70%	Riaan Vosloo

Name	Signature	Date
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Approved by Acting Director: <u>J van der Westhuizen</u>		Acting Director Signature: _____	Date: <u>3-5-2013</u>
Approved by Executive Director: <u>J Hugo</u>		Executive Director Signature: _____	Date: <u>8.05.2013</u>
Approved by Mayco Member: <u>G Bloor</u>		Mayco Member Signature: _____	Date: <u>8.05.2013</u>

DEPARTMENT: SPATIAL PLANNING & URBAN DESIGN

DEPARTMENTAL BUSINESS PLAN: 2013/2014

**DIRECTOR: MRS CATHERINE STONE
CONTACT PERSON: CATHERINE STONE**

1. EXECUTIVE SUMMARY

Spatial Planning and Urban Design is a strategy, policy and planning department that guides the spatial and physical transformation of Cape Town towards a more sustainable, productive and inclusive future. The Department has a unique non-sectoral role to play, tasked with establishing a spatial vision for Cape Town, driving the development of mechanisms to achieve this vision and interactively integrating and balancing the various requirements of different sectors within the City of Cape Town (such as Housing, Transport, Utilities and Economic Development) as well as external stakeholders impacting on and influencing the spatial organisation, growth, form and performance of Cape Town. This mandate is executed through integrated and collaborative work.

Metropolitan, district and local spatial plans; and spatial planning and urban/ landscape design policies are key tools developed by the Department to effectively support the City to:

- Manage the city's growth sustainably
- Influence development to achieve qualitative outcomes (including safety)
- Align capital investments and development (public & private) – to enable integrated and sustainable development
- Support & enable efficient, transparent, predictable and confident decision-making by officials, sub-councils, portfolio committees, Council in the interests of good governance & regulatory reform.

2. PURPOSE AND SERVICE MANDATE OF THE DEPARTMENT

Spatial Planning and Urban Design is a strategy, policy and planning department that aims to lead and guide the spatial and physical transformation of Cape Town towards a more prosperous, effective, efficient, sustainable and equitable future. The Department has a unique non-sectoral role to play, tasked with interactively integrating and balancing the various requirements of different sectors (such as Housing, Transport, Utilities and Economic Development) impacting on and influencing the spatial organisation, growth, form and performance of Cape Town.

The mandate of the Spatial Planning and Urban Design Department is to give short, medium and long term spatial direction to city development through coordinating, developing and monitoring spatial policies, plans and development for the City of Cape Town. The Department is responsible for the requirement of the Municipal Systems Act 32 of 2000 that a spatial development framework, including basic guidelines for a land use management system, be prepared as part of Cape Town's Integrated Development Plan. The Department is required to do so in a developmentally oriented manner as defined in sections 152 and 153 of the Constitution.

On behalf of the City, the Spatial Planning and Urban Design Department must prepare Spatial Development Frameworks that provide short, medium and long term spatial direction to development in the city. Such plans must inform and lead the City's investment and development trajectory. A citywide Spatial Development Framework is a legislative requirement for the City's Integrated Development Plan. The Department must align this framework specifically, and all forward planning, spatial planning & urban design work generally, with the National Spatial Development Initiative and provincial planning policies and frameworks.

Urban design guidance is provided by means of spatial planning and urban design frameworks, policies and guidelines, as well as ongoing strategic advice and monitoring to assist in the implementation of these frameworks, policies and guidelines.

The Department also aims to demonstrate spatial planning and urban and landscape design policy and principles through design, facilitation and implementation of strategic capital programmes and projects and frequent qualitative input into land use and building development applications made to the City.

2.1 Mission of The Spatial Planning & Urban Design Department

We aim to guide the shape and form of Cape Town across scales towards a sustainable, opportunity-rich future. This is achieved through inspired advocacy and action, on the strength of curiosity, partnership and innovation.

2.2 Objectives of This Business Plan

- To establish and demonstrate through planning and policy development a shared spatial vision for the future development and growth of Cape Town in space that realises the requirements of the South African Constitution, Municipal Systems Act and the aim and objectives of Cape Town's City Development Strategy and Integrated Development Plan
- To establish sound spatial planning frameworks and policies that put into effect this vision and form the basis of a robust Land Use Planning & Management System.
- To gather and interpret information and monitor urban development and growth trends in order to guide and manage city growth through facilitating capital investment alignment at metropolitan, district and local scale in line with the City's spatial vision and IDP Strategies.
- To focus on spatial and urban design plans and frameworks for agreed priority local action areas that play an enabling role in implementation of the spatial vision and sectoral strategies and programmes
- To regularly monitor planning decisions and their success in implementing the City's spatial vision and supporting policies
- To embed District Spatial Planning & Urban Design services in the 8 district service delivery model
- To offer spatial planning & urban design leadership and direction to strategic corporate programmes and projects
- To use our commenting role in land matters and development applications to influence outcomes to achieve the desired spatial form and quality envisaged by policies and in so doing implement and enforce these policies.
- To implement spatial planning and urban design policy and principles through design, facilitation and implementation of strategic capital projects
- To forge partnerships with strategic urban planning role-players in the city to improve and extend our work on an ongoing basis.

2.3 Focus of Work 2013/2014 Financial Year

The Cape Town Spatial Development Framework (CTSDF) and 8 District Spatial Development Plans (SDPs) are now approved. These in addition to the Urban Design Policy (once approved) lay the foundations of a coherent, policy driven decision making framework within the arena of spatial planning & urban design.

In the year ahead the Department will continue to focus on addressing information and policy gaps such as the City's understanding of the space economy of Cape Town and development opportunities, trends and infrastructure capacities and triggers that need to inform the modelling needed for the development of the City's growth management strategy. The Department will play a key facilitation role in preparing a growth management strategy for Cape Town. It will also undertake detailed planning and design work for local areas prioritized in the CTSDF, District SDPs and supportive of strategic corporate programmes, specifically preparing development opportunities for affordable housing on well located land and investigating optimum mechanisms to promote transit-oriented development.

In terms of SPUD's traditional role in driving a capital programme the department is shifting to use this programme to leverage inter-departmental partnerships from project inception to ensure a more sustainable investment programme aligned to that of the Sports & Recreation, City Parks and City's Integrated Rapid Transit (IRT) and non-motorised transport (NMT) investment programmes. Capital programme implementation resources and support will continue to be provided to all Departments within the Directorate.

More specifically SPUD will be geared towards the following projects:

Major projects led by SPUD

- Economic Areas Management Plan & platform design and information upload
- Scenic Routes overlay zone
- Spatial planning guidance and facilitation to coastal planning
- A number of local area projects to prepare well located land for integrated human settlement including opportunities for the public sector's affordable housing programmes (including Kapteinskloof, Atlantis, Lentegeur & Salt River)
- A number of local area projects aimed at bringing resolution to planning and land use uncertainty with a view to unlocking opportunities for the release of City land and attracting investment (private and public) (specifically with a focus in Epping Industria, Nyanga Urban Node, Mfuleni and Du Noon).
- Ongoing quality public space investment programme (specifically in Strand, Langa and Hout Bay)
- Alignment of our quality public space programme to informal trading area upgrading and City Parks projects where appropriate

Projects led by other directorates which SPUD will assist / support

- Facilitation of the preparation of a Growth Management Plan and associated information gathering and modeling processes, the update of the Urban Growth Model in particular
- Ongoing spatial planning and urban design support to the Transport Planning and Integrated Rapid Transit Departments with specific focus on the preparation of the ITP, supporting the modeling associated with the preparation of the Integrated Public Transport Network, the work on the Wetton-Lansdowne corridor, routing of the IRT and the identification of opportunities to intensify land uses in support of public transport corridors and especially rail stations.
- Technical support to the Voortrekker Road Corridor & the Greater Tygerberg Partnership
- Sea Point/ Mouille Point Promenade (Roads & Stormwater)
- Du Noon Northern Sporting Precinct & Spray Park and Imizamo Yethu Sporting Precinct (Sports & Recreation)
- City Parks: Smart Parks
- Development of the Project Portfolio Management tool

Significant initiatives where SPUD plays a key role in representing City interests

- SPUD chairs the CoCT - Passenger Rail Agency of SA (PRASA) Joint Planning & Development Committee
- SPUD sits on the Western Cape Government – Transnet Strategic Planning Forum and associated work streams
- SPUD sits on the Fringe Steering Committee
- SPUD participates in a number of initiatives associated with the fishing harbours in CT (Hout Bay, Kalk Bay & Gordon's Bay) and their future planning & management
- SPUD participates in formal bilaterals with ACSA
- SPUD is participating in the Provincial Spatial Development Framework Review

3. LEGISLATIVE IMPERATIVES

- Section 26 of the Municipal Systems Act 32 of 2000
- Section 84 (1) of the Municipal Structures Act 117 of 1998
- Section 4 of Chapter 2 of the Local Government Municipal Planning & Performance Management Regulations
- Chapter 1 of the Development Facilitation Act
- The Western Cape's Land Use Planning Ordinance
- The National Environmental Management Act 107 of 1998
- A wide range of national, provincial, and local policies, directives and programmes

4. Partners and Stakeholders in the BUSINESS PLAN

No.	Services Provided	Client(s) / Partners
1	Strategic Plans and Policy Development: - Local Area Plans / Urban Design Frameworks / Precinct Plans - Policies and Guidelines	- Communication and public engagement strategies via Sub-Councils. - EESP Portfolio Committee task teams (political input and oversight, where required) and EESP Portfolio Committee approval. - Interdisciplinary district level departmental project management teams. - Project level technical engagements (bilateral with key line departments and/or technical working group when required). - Partnering on key planning and policy initiatives with Planning and Building Development Management Department. - Project-wide liaison with City Property Management. - External Review Panel of subject experts drawn from built environment professional institutes
2	Facilitation and Implementation of Strategic Projects	- Interdepartmental Project Teams (comprising relevant City line departments). - Communication and public engagement strategy via Sub-Council. - EESP Portfolio Committee approval (political input and oversight)
3	Spatial Planning, Urban Design and Landscape Architecture Guidance: Public Investment / Initiatives	Interdepartmental Project Teams (comprising relevant City line departments) & Corporate coordination/ oversight committees
	Private Sector Initiatives (development applications and land matters)	- Circulation in terms of SPUD referral framework - Interdepartmental engagement (SPUD/ P&BDM coordination where appropriate)
	Integrated Development Plan (IDP) Programmes (citywide programmes and projects)	- Interdepartmental Project Teams (comprising relevant City line departments). - Communication and public engagement strategy via Sub-Council. - EESP Portfolio Committee approval (political input and oversight) - Various external Steering Committees
4	Spatial Monitoring and Information Gathering / Research	- IKM and P&BDM Departments (contribute information/ data) - Community Services, Utility Services and Transport, Roads and Major Projects Directorates (input into their Master Planning)
5	Demonstrate Policy and Principles through Development, Facilitation and Implementation of Strategic Capital Programmes and Projects. - Quality Public Space Programme - Directorate Coordination and Development	- Comprehensive Communication and Participation Strategy IRO Citywide line approval via Project Management Team (PMT) Approach and Participation with Sub-Council Structures. - Monthly workshops to Monitor Performance, Innovate around unlocking of blockages, Sharing and Development of Capacity and Scarce Skills.

5. RESOURCES

5.1 Staff Component

The Spatial Planning & Urban Design Department has 35 staff members. The ideal staff complement of the Department is 60. Nevertheless, the Department accepts that it must fulfil its mandate and excel in achieving its objectives with the current staff complement, as well as seek innovative ways in which to increase its capacity. The Department therefore continues to explore creative ways of enhancing its capacity. It therefore has secured two additional contract posts through the Urban Settlements Development Grant in support of preparing projects for the Human Settlements Department which demonstrate and implement the intent of the CTSDF and District Plan. The Department also runs a graduate internship programme where 3 annual internship opportunities are offered. An additional internship opportunity is being sought. Ad hoc internships and students working in their holidays are also accommodated when the opportunity arises.

6. BACKLOGS AND RESOURCE CONSTRAINTS

6.1 Staff Component

The Spatial Planning & Urban Design Department's ability to provide quality design advice and services to City Line Departments in the preparation of their projects or execution of their work would be greatly enhanced if it had the ability to employ more landscape architects and urban designers specifically.

6.2 Financial Component

Operating Budget

The Spatial Planning & Urban Design Department's draft operational budget for 2013/2014 is R28 754 187. Grant funding sources are investigated when needed and the Department is a beneficiary of the Urban Settlements Development Grant and Neighbourhood Partnership Development Grant. Partnerships with institutions such as universities to identify common research interests continue to assist, specifically the MISTRA programme currently underway.

Capital Budget

The Spatial Planning & Urban Design Department's draft Capital budget for 2013/2014 is (R20 465 071).

Department: Spatial Planning and Urban Design										
Budgeted Financial Performance (revenue and expenditure)										
Description	2009/10	2010/11	2011/12	2012/13			2013/14 Medium Term Revenue & Expenditure Framework			
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16	
Operating Revenue By Source										
Property rates	-	-	-	-	-	-	-	-	-	-
Property rates - penalties & collection charges	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	-	-	-	-	-	-	-	-	-	-
Service charges - other	1	0	1	-	-	-	-	-	-	-
Rental of facilities and equipment	-	-	-	-	-	-	-	-	-	-
Interest earned - external investments	-	-	-	-	-	-	-	-	-	-
Interest earned - outstanding debtors	-	-	-	-	-	-	-	-	-	-
Dividends received	-	-	-	-	-	-	-	-	-	-
Fines	-	1	-	-	-	-	-	-	-	-
Licences and permits	-	-	-	-	-	-	-	-	-	-
Agency services	-	-	-	-	-	-	-	-	-	-
Transfers recognised - operational	1 747	417	-	-	-	-	-	-	-	-
Other revenue	35	63	-	-	-	-	-	-	-	-
Gains on disposal of PPE	-	2	1	-	-	-	-	-	-	-
Total Operating Revenue (excluding capital transfers and contributions)	1 782	482	2	-	-	-	-	-	-	-

Department: Spatial Planning and Urban Design										
Budgeted Financial Performance (revenue and expenditure)										
Description	2009/10	2010/11	2011/12	2012/13			2013/14 Medium Term Revenue & Expenditure Framework			
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16	
Operating Expenditure By Type										
Employee related costs	16 357	18 985	18 859	23 065	23 413	23 063	26 711	28 841	31 322	
Remuneration of councillors	–	–	–	–	–	–	–	–	–	
Debt impairment	–	–	–	–	–	–	–	–	–	
Depreciation & asset impairment	2 588	2 597	3 119	3 528	2 905	2 905	4 489	4 804	5 140	
Finance charges	–	–	–	–	–	–	–	–	–	
Bulk purchases	–	–	–	–	–	–	–	–	–	
Other materials	3	4	1	1	1	1	1	1	1	
Contracted services	104	142	206	428	428	428	154	165	177	
Transfers and grants	–	–	–	–	–	–	–	–	–	
Other expenditure	4 719	2 323	2 244	2 020	2 020	2 020	12 252	1 994	2 110	
Loss on disposal of PPE	5	2	0	–	–	–	–	–	–	
Total Operating Expenditure	23 777	24 053	24 430	29 042	28 767	28 417	43 608	35 805	38 749	
Operating Surplus/(Deficit)	(21 995)	(23 571)	(24 428)	(29 042)	(28 767)	(28 417)	(43 608)	(35 805)	(38 749)	
Transfers recognised - capital	2 715	–	–	–	–	–	3 000	10 000	10 000	
Contributions recognised - capital	–	–	–	–	–	–	–	–	–	
Contributed assets	–	–	–	–	–	–	–	–	–	
Operating Surplus/(Deficit) after capital transfers & contributions	(19 279)	(23 571)	(24 428)	(29 042)	(28 767)	(28 417)	(40 608)	(25 805)	(28 749)	
Taxation										
Operating Surplus/(Deficit) after taxation	(19 279)	(23 571)	(24 428)	(29 042)	(28 767)	(28 417)	(40 608)	(25 805)	(28 749)	
Attributable to minorities										
Operating Surplus/(Deficit) attributable to municipality	(19 279)	(23 571)	(24 428)	(29 042)	(28 767)	(28 417)	(40 608)	(25 805)	(28 749)	
Share of surplus/ (deficit) of associate										
Operating Surplus/(Deficit) for the year	(19 279)	(23 571)	(24 428)	(29 042)	(28 767)	(28 417)	(40 608)	(25 805)	(28 749)	
Capital Expenditure	33 524	18 291	14 887	17 465	16 840	16 840	20 465	27 465	27 695	

6.3 Constraints/ Challenges

The challenge is to create space to carry out the proactive, forward planning work in a context where the day to day demands of approval processes, ad hoc requests, strategic opportunities for short term intervention and project crises also demand attention.

The department is essentially a professional and strategic unit and its primary resource is its professional staff. Some of the professional streams in the department, or the specialisation within these streams, fall within the scarce skill categories. This presents challenges for staff retention and recruitment. A substantial component of the staff is young women whom have or plan to start families. The City's inflexibility with working hours and place of work has become a significant constraint to retaining young, talented female professionals and finding innovative ways in which to respond to the requests for mothers of infants/ babies to work part-time. The grading of all of our senior professional staff at T14 (losing their dual grade) represents a substantial risk to staff retention, exacerbated by the limited scope within the department for promotion given the limited number of posts at various levels.

7. ASSUMPTIONS AND RISKS

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.

8. STRATEGIC ALIGNMENT TO THE IDP

The approved CTSDf, the 8 District SDPs along with proposed local area priority initiatives, policies and guidelines, provide the platform for co-ordinated delivery in space within and across the following strategic focus areas (SFA) of the IDP:

- An Opportunity City (SFA 1)
- A Safe City (SFA 2)
- A Caring City (SFA 3)
- An Inclusive City (SFA 4)
- A Well Run City (SFA 5)

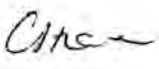
Of specific relevance to the outputs of the Spatial Planning & Urban design Department are SFA 1.1(e) Planning and Regulation; SFA 4.2(a) Community Amenities Programme and SFA 2.5(a) Strengthen community capacity to prevent crime and disorder.

9. OBJECTIVES AND INDICATORS OF THE DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

The Department's 2013_2014 Service Delivery Business Implementation Plan (SDBIP) has been attached to this Business Plan.

10. AUTHORISATION

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

	Name	Signature	Date
Director	C Stone		6/5/2013
Executive Director	J Hugo		6.05.2013
Mayco Member	G Bloor		8.05.2013

DEPARTMENT SDBIP 2013 / 2014: SPATIAL PLANNING AND URBAN DESIGN												
Pillar & Corp Obj No. Directorate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011 / 2012	Program name and number	Annual Target 30 June 2014	FREQUENCY	TARGETS				Responsible Person
								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 1 - An opportunity city	Economic, Environment and Spatial Planning	Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Progress against milestones of Economic Areas Management Plan prepared	Draft economic areas spatial study	1.1 (e) - Planning and regulation programme	ECAMP platform design and information upload complete	Quarterly	Nil	Draft 1 Economic Areas Management Plan	Nil	ECAMP platform design and information upload complete	Norah Walker
		Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Progress against milestones of Scenic Routes overlay zone (Phase 2)	Plan approved by Council but outdated	1.1 (e) - Planning and regulation programme	Overlay zone public participation complete	Quarterly	Phase 2: Scenic Drives Overlay Zone: Terms of reference finalised	Draft ready for legal checking	Report submitted to EESP for initiation of public participation	Public participation complete	Norah Walker
		Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Progress against milestones of Kapteinsklip Station Precinct and Mnandi Coastal Node: Development Framework	Consultants appointment underway	1.1 (e) - Planning and regulation programme	Formulation of draft development alternatives initiated.	Quarterly	Project inception report finalised. Review of existing studies undertaken.	Legislative application processes confirmed and initiated where appropriate.	Baseline analysis report circulated for comment.	NEMA NID & Scoping complete. Formulation of draft development alternatives.	Riaan van Eeden
SFA 1 - An opportunity city	Economic, Environment and Spatial Planning	Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Progress against milestones of concept local area planning tool focussed on (Integrated Public Transport Network) IPTN / transit oriented development.	New	1.1 (e) - Planning and regulation programme	Draft concept local area planning tool complete.	Quarterly	Local area information obtained.	Contextual/ feasibility analysis complete.	Draft concept local area planning tool circulated for comment.	Draft concept local area planning tool complete.	Riaan van Eeden
		Objective 3.2 - Ensure increased access to innovative human settlements for those who need it.	Progress against milestones of planning for Human Settlements project (Atlantis sites)	New	3.2 (e) - Densification Programme	Phase 2: stage 1 planning approvals process initiated.	Quarterly	Phase 1: All relevant site information obtained.	Phase 1 status quo and recommendations report complete. Phase 2 terms of reference complete.	Procurement process initiated as necessary.	Phase 2: stage 1 planning approvals process initiated.	Riaan van Eeden
SFA 3 - A caring city	Economic, Environment and Spatial Planning	Objective 3.2 - Ensure increased access to innovative human settlements for those who need it.	Progress according to project plan for Salt River Market Revitalisation Project	New	3.2 (e) - Densification Programme	Final site development guidelines and land release plan complete	Quarterly	All relevant site information obtained	Site information collated and analysed - status quo report complete	Draft site development guidelines complete	Final site development guidelines and land release plan complete	Antony Marks

DEPARTMENT SDBIP 2013 / 2014: SPATIAL PLANNING AND URBAN DESIGN												
Pillar & Corp Obj No. Directorate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011 / 2012	Program name and number	Annual Target 30 June 2014	FREQUENCY	TARGETS				Responsible Person
								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 3 - A caring city	Economic, Environment and Spatial Planning	Objective 3.2 - Ensure increased access to innovative human settlements for those who need it.	Progress according to project plan for Erf 28071 Lentegeur	New	3.2 (e) - Densification Programme	Final site development guidelines and land release plan complete	Quarterly	All relevant site information obtained	Site information collated and analysed - status quo report complete	Draft site development guidelines complete	Final site development guidelines and land release plan complete	Antony Marks
		Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Progress against milestones of Erf 32511, Gunners Circle, Epping Development Feasibility Study	New	1.1 (e) - Planning and regulation programme	Final development framework completed	Quarterly	Infrastructure assessment & market feasibility study completed	Spatial implications & development alternatives determined	Site packaging & statutory processes (EIA, rezoning, Heritage approval) underway (depending on feasibility)	Final development framework completed	Cedric Daniels
Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation		Progress against milestones of Mfuleni Land Use and Environmental Authorisations applications	EAP consultant appointed	1.1 (e) - Planning and regulation programme	Land use applications approved & business plans completed	Quarterly	Preferred option approved by Project Steering Committee, key capital projects identified and land use application ready for submission.	Land use application and environmental application submitted	Environmental and Land use applications approved & business plans completed	Project completed, capital projects identified	Cedric Daniels	
SFA 1 - An opportunity city		Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Progress against milestones of Nyanga Urban Node Upgrade: Trading Plan	Tender evaluated	1.1 (e) - Planning and regulation programme	Draft final Trading Plan report prepared for submission through the committee system	Quarterly	Trader survey and database underway	Draft Investment & Trader Plans compiled	Draft Market Feasibility and Land Release plan initiated	Draft final Trading Plan report prepared for submission through the committee system	Cedric Daniels
SFA 1 - An opportunity city	Economic, Environment and Spatial Planning	Objective 1.1 - Create an enabling environment to attract investment that generates economic growth and job creation	Progress against milestones of Du Noon Local Area Planning: Land Use Audit, Mapping, Constraints and Opportunities Investigation	EAP consultant appointed	1.1 (e) - Planning and regulation programme	Draft development opportunities report compiled	Quarterly	Status Quo Report compiled	Progress report compiled for submission to EESP	Draft Development Opportunities identified	Draft development opportunities report compiled	Cedric Daniels

DEPARTMENT SDBIP 2013 / 2014: SPATIAL PLANNING AND URBAN DESIGN												
Pillar & Corp Obj No. Directorate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011 / 2012	Program name and number	Annual Target 30 June 2014	FREQUENCY	TARGETS				Responsible Person
								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 4 - An inclusive city		Objective 4.2 - Provide facilities that make citizens feel at home	Local Area Priority Initiatives [LAPI]: Langa Station Southern Precinct	New	4.2 (a) - Community amenities programme (Provide and maintain)	Contractor on site	Quarterly	Detail design approved	Tender ready for advertisement. USDG Request for funding approval submitted.	SCMBAC Report submitted for approval	Contractor on site	Elvea de Wet
SFA 4 - An inclusive city	Economic, Environment and Spatial Planning	Objective 4.2 - Provide facilities that make citizens feel at home	Progress against milestones of Quality Public Spaces Programme: Strand Pavilion	New	4.2 (a) - Community amenities programme (Provide and maintain)	Contractor on site	Quarterly	Tender documentation ready for advertisement	SCMBAC Report submitted for approval	Contractor on site		Elvea de Wet
		Objective 4.2 - Provide facilities that make citizens feel at home	Progress against milestones of Quality Public Spaces Programme: Imizamo Yethu Sporting Precinct	New	4.2 (a) - Community amenities programme (Provide and maintain)	Construction tender documentation ready for advertisement	Quarterly	Tender documentation ready for advertisement	SCMBAC Report submitted for approval	Detail design approved	Tender documentation ready for advertisement	Elvea de Wet
SFA 1 - An opportunity city 1B	Finance	Objective 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) -Maintenance of infrastructure	91%	Quarterly	Dir./Dept. projected cash flow	Dir./Dept. projected cash flow	Dir./Dept. projected cash flow	91%	Directorate Finance Manager (Edwina Daniels)
SFA 1 - An opportunity city 1E		Objective 1.2 - Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Percentage spend on repairs and maintenance	Direct. / Dept. achievement as at 30 June 2012	1.2 (b) -Maintenance of infrastructure	100%	Quarterly	21,5%	45,5%	70,2%	100%	Directorate Finance Manager (Edwina Daniels)

DEPARTMENT SDBIP 2013 / 2014: SPATIAL PLANNING AND URBAN DESIGN												
Pillar & Corp Obj No. Directorate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011 / 2012	Program name and number	Annual Target 30 June 2014	FREQUENCY	TARGETS				Responsible Person
								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
1J	Office of the Deputy City Manager	Objective 1.2 - Provide and maintain economic and social infrastructure to ensure infrastructure-led growth and development	Number of Expanded Public Works programmes (EPWP) opportunities created	36	1.2 (d)- Expanded Works Programme	18	Quarterly	0	0	8	18	Elvea de Wet
SFA 1 - An opportunity city 1N (a)	Corporate Services	Objective 1.6 -Maximise the use of available funding and programmes for training and skills development	Number of external trainee and bursary opportunities (excluding apprentices) Note: EESP Departments will contribute towards the targets as determined by Corporate HR.	Direct./ Dept. achievement as at 30 June 2012	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city	Contribution to Annual directorate target of 65	Quarterly	Contribution to Annual target of 65	Contribution to Annual target of 65	Contribution to Annual target of 65	Contribution to Annual directorate target of 65	Nonzuzo Mtubane
1N (b) SFA 1 - An opportunity city	Corporate Services	Objective 1.6 -Maximise the use of available funding and programmes for training and skills development	Number of apprentices	Direct./ Dept. achievement as at 30 June 2012	1.6 (a) Sectoral education and training authority (SETA) and EPWP funding used to train apprentices and create other external training opportunities. Training apprentices for vacant posts in the administration and the city	Nil target as it is not applicable to this department	N/A	Nil target as it is not applicable to this department	Nil target as it is not applicable to this department	Nil target as it is not applicable to this department	Nil target as it is not applicable to this department	Nonzuzo Mtubane
SFA 4 - An inclusive city 4A		Objective 4.1 - Ensure responsiveness by creating an environment where citizens can be communicated with and 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) Managing service delivery through the service management programme	Nil target as it is not applicable to this department	N/A	Nil target as it is not applicable to this department	Nil target as it is not applicable to this department	Nil target as it is not applicable to this department	Nil target as it is not applicable to this department	Sunnet Kloppers : Gavin van Schaikwyk

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								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 5 - A well run city	Corporate Services	Objective 5.2 -Establish an efficient and productive administration that prioritizes delivery	% adherence to EE target (composite indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2 (b) Human resources strategy	100%	Quarterly	100%	100%	100%	100%	Michael Siyolo
			% adherence to Employee Utilisation target (composite Indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2 (b) Human resources strategy	100%	Quarterly	100%	100%	100%	Rudolph Pollard	
			% adherence to Employee Talent target (composite indicator)	Direct./ Dept. achievement as at 30 June 2012	5.2 (b) Human resources strategy	100%	Quarterly	100%	100%	100%	Rudolph Pollard Nonzozo Ntubabe	
	Finance	Objective 5.3 - Ensure financial prudence with clean audits by the Auditor General	Percentage of Operating Budget spent	Direct./ Dept. achievement as at 30 June 2012	5.3 (a) Financial management programme	95%	Quarterly	Dir./Dept. projected cash flow	Dir./Dept. projected cash flow	Dir./Dept. projected cash flow	95%	Directorate Finance Manager (Edwina Daniels)

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Pillar & Corp Obj No. Directorate Objective No.	Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2011 / 2012	Program name and number	Annual Target 30 June 2014	FREQUENCY	TARGETS				Responsible Person
								30 Sept 2013	31 Dec 2013	31 March 2014	30 June 2014	
SFA 5 - A well run city	Finance	Objective 5.3 - Ensure financial prudence with clean audits by the Auditor General	Percentage of assets verified	Direct./ Dept. achievement as at 30 June 2012	5.3 (b) Internal management processes programme	100% asset register verified	Quarterly	Review of Asset Policy by Corporate Finance	Finalisation of Asset verification timetable by Corporate Finance	60% asset register verified	100% asset register verified	Directorate Finance Manager (Edwina Daniels)
	Internal Audit		Percentage Internal Audit findings resolved	Direct./ Dept. achievement as at 30 June 2012	5.3 (b) Internal management processes programme	70%	Quarterly	70%	70%	70%	Riaan Vosloo	

Name	Signature	Date
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Approved by Director: C Stone  Director Signature:  Date: 6/5/2013
 Approved by Executive Director: J Hugo  Executive Director Signature:  Date: 8.05.2013
 Approved by Mayco Member: G Bloor  Mayco Member Signature:  Date: 13.05.2013