



DIRECTORATE EXECUTIVE SUMMARIES AND SCORECARDS FOR 2018-2019

- **Assets and Facilities Management**
- **Area Based Service Delivery**
- **Corporate Services**
- **Energy**
- **Finance**
- **Informal Settlements, Water and Waste**
- **Probity**
- **Safety and Security**
- **Social Services**
- **Transport and Urban Authority**



**CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD**

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This volume comprises of the following:

- ASSETS AND FACILITIES MANAGEMENT
- AREA BASED SERVICE DELIVERY
- CORPORATE SERVICES
- ENERGY
- FINANCE
- INFORMAL SETTLEMENTS, WATER AND WASTE
- PROBITY
- SAFETY AND SECURITY
- SOCIAL SERVICES
- TRANSPORT AND URBAN AUTHORITY

☒ **CONSIDERED BY THE EXECUTIVE MAYOR**

P. de Lille.
EXECUTIVE MAYOR

☐ **NOT APPROVED**

DATE

19 June 2018

COMMENT:



**CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD**

DIRECTORATE ASSETS AND FACILITIES MANAGEMENT



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

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Website: (for detailed SDBIP):

www.capetown.gov.za/en/idp/pages/implementingtheidp.aspx



**CITY OF CAPE TOWN
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VISION OF THE CITY:

- To be an opportunity city that creates an enabling environment for economic growth and job creation, and to provide assistance to those who need it most.
- To deliver quality services to all residents in line with the City's citizen centricity focus as one of the key principles in delivering its services.
- To serve the citizens of Cape Town as a well-governed and corruption free administration.

In pursuit of this vision the City's mission is as follows:

- To contribute actively to the development of its environment, human and social capital
- To offer high-quality services to all who live in, do business in or visit Cape Town as a tourist
- To be known for its efficient, effective and caring governance.

This document sets out the strategies in quantifiable outcomes that will be implemented over the 2018/2019 financial year. It considers what is set out in the IDP 2017-2022, the Economic Growth Strategy (EGS), the Social Development Strategy (SDS), City Development Strategy (CDS), Transversal Management System (TMS) and Organisational Transformation Plan (ODTP). The Directorate Executive Summary indicates what the Directorate needs to do to deliver on the IDP objectives, how this will be done, what the outcomes will be, what processes it will follow and what inputs will be used.

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Annexure A: 2018/2019 Directorate SDBIP

1. EXECUTIVE SUMMARY

Local Governments in South Africa are custodians of substantial numbers of assets worth billions of Rands including land, buildings, infrastructure, plant and equipment. On a daily basis assets are being acquired, built, maintained and disposed of in the course of providing community services. Local Governments manage, control and use municipal immovable property assets in terms of the Local Government Municipal Finance Management Act, 2003 and are guided by the Municipal Asset Transfer Regulations (No 878) gazetted on 22 August 2008. Municipal Administrations are further guided by Policy directives adopted by their presiding Councils.

The municipal asset base is built-up through processes of decentralisation, devolution, nationalisation, donation, purchase, development (built/constructed), acquisitions, transfers or reversion of properties to the local government as part of legal processes and settlements of land disputes and revenue generating activities such as rates collection. Immovable property assets can also be transformed in value and use as a result of sales, leases, rentals and investment in improvements.

Assets are generally segregated into 3 classes:

- ❑ Intangible Assets which comprises of software, licences, rights, copy rights, intellectual property, etc.
- ❑ Movable Assets comprises of fleet, machinery, equipment, information systems, equipment, furniture, inventory, etc
- ❑ Immovable Assets comprising of Immovable Property such as land, buildings and real rights in property, Infrastructure consisting of service reticulation and plant including water, sanitation, electricity, solid waste, transport, IT networks, etc with the last sub-category Plant and Equipment which consists of processing plants.

Through the Organisational Development Transformation Plan (ODTP) process the City was rethinking the way it intends managing its assets into the future in terms of its Movable Assets and Immovable Property Assets.

As a result of the ODTP process Council approved a new Macro Organisation Structure at its Council Meeting on 24 August 2016. A new Directorate Assets and Facilities Management was thus created in order to address the current fragmented approach, lack of clarity around roles, responsibility and accountability to name but a few challenges experienced to date.

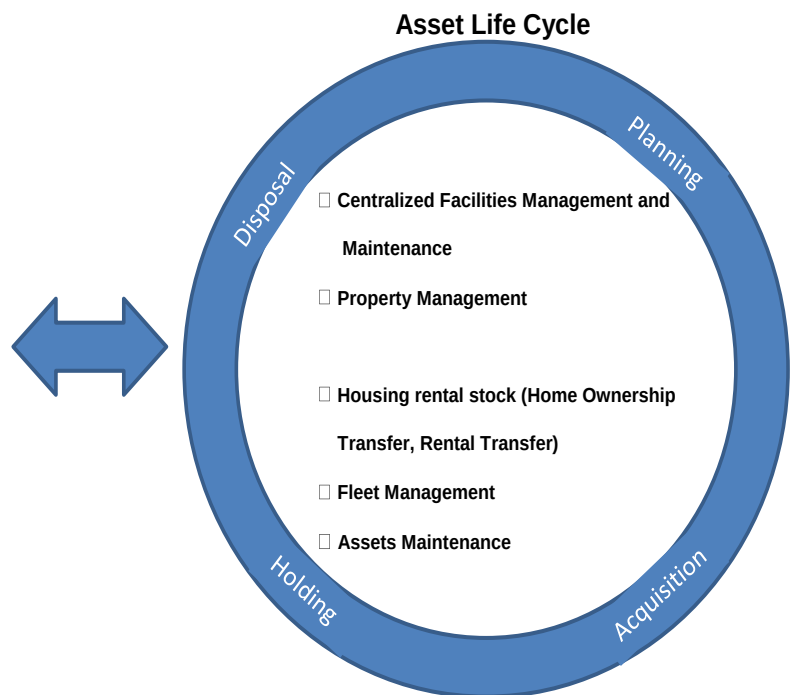
The Assets and Facilities Management Directorate functionality will serve a diverse spectrum of customers and stakeholders in the execution of its mandate. The customer and stakeholder base ranges from internal Service Departments, the Political leadership, the Private and Public sector and the general community at large.

The key principles to be addressed and service offering by the Directorate can be illustrated as follows:

Assets and Facilities Management Directorate

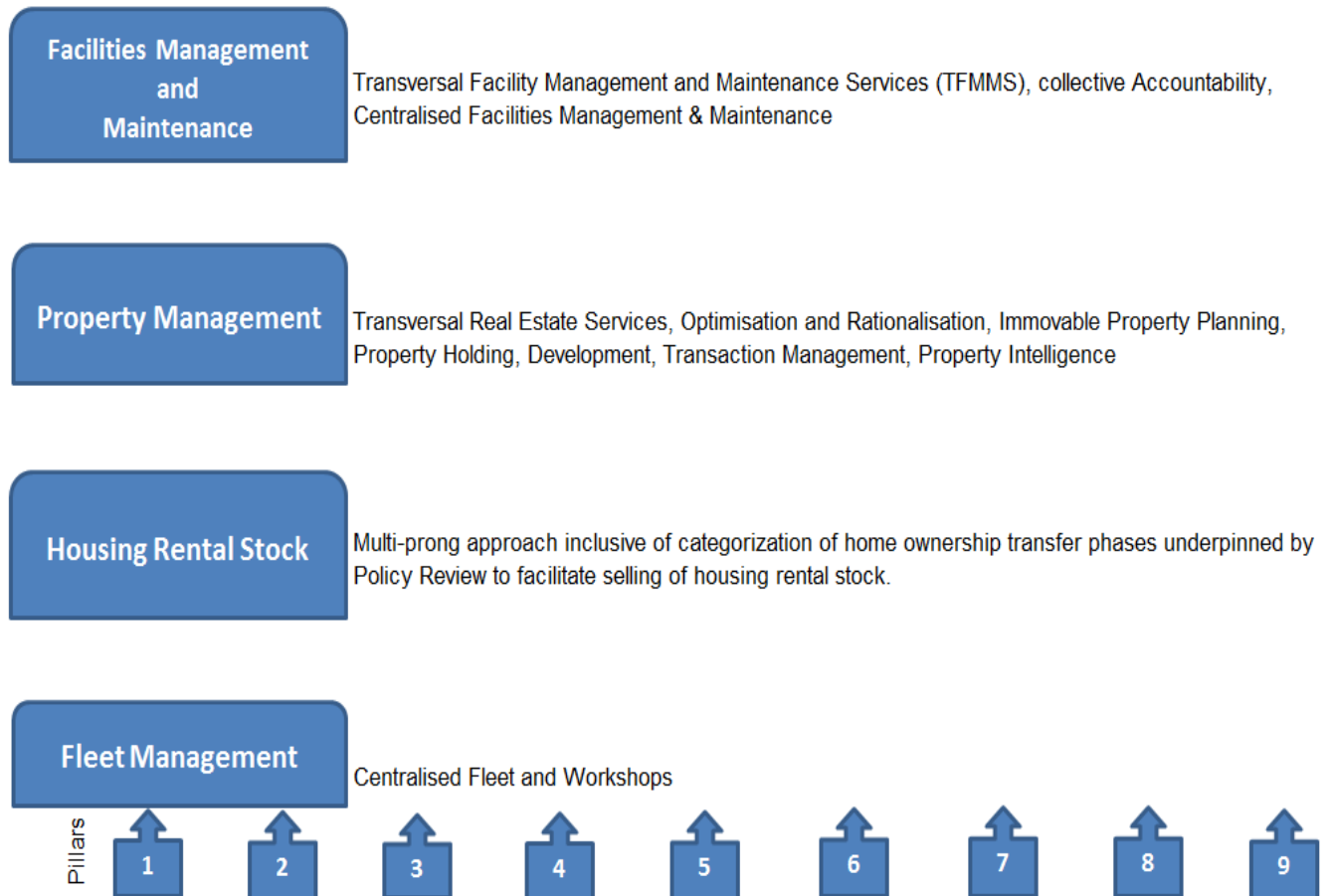
Pillars

- 1 Customer centricity
2. Custodial oversight
3. Portfoliorisation
4. Asset Accountability
5. Combination of centralized and developed functionality
6. Transversal Services
7. Information Systems and data
8. Business Support Systems solutions
9. Optimisation and Rationalisation



The focus areas going forward for the Directorate is depicted below:

Recommendations - Focus Areas



2. PURPOSE AND SERVICE MANDATE OF THE DIRECTORATE

The City has a substantial portfolio of assets. The efficient and effective distribution and management of these assets is critical to the sustained service delivery objectives of the City and the community it serves. In order to achieve these objectives a new Directorate Assets and Facilities management was established which would engage in the complete asset life cycle management which includes the phases:

- ☐ Planning
- ☐ Acquisition
- ☐ Holding
- ☐ Maintenance
- ☐ Disposal

The key role of Assets and Facilities Management will be the leveraging of immovable property assets throughout the asset life cycle by embedding:

- ☐ Custodial oversight
- ☐ Portfoliorisation
- ☐ Transversal Real Estate
- ☐ Centralized Facilities Management & Maintenance
- ☐ Business Systems Solutions
- ☐ Optimization and rationalization of immovable property assets

Assets and Facilities Management will also be responsible for Fleet (moveable assets) which comprises of:

- ☐ Fleet (Vehicles)
- ☐ Plant Equipment

The primary function of Fleet Management is to provide a comprehensive fleet management service to the City's vehicles, plants, and workshops.

The various departments that fall within this directorate and to deliver on its mandate are the following:

- ☐ Property Management
- ☐ Home Ownership Transfer, Tenancy Management and Staff Housing
- ☐ Centralized Facilities Management and Maintenance
- ☐ Fleet Management, and

The Property Management Department is responsible promote and oversee the optimal deployment and utilization of the City of Cape Town's immovable property asset portfolio in alignment with the strategic objectives of the City for the benefit of all of the citizens of the City, and this is achieved through the following objectives:

- ☐ Fostering a culture of fact based performance reporting on all immovable property assets
- ☐ Influencing and directing the reform of property management
- ☐ Promoting and implementing the asset life cycle management of all immovable assets

- ❑ Providing quality, cost effective immovable property services valued by our customers
- ❑ Developing sound customer relationships and becoming customer centric
- ❑ Improving organisational cohesiveness around immovable property asset management

The Home Ownership Transfer, Tenancy Management and Staff Housing Department is responsible to direct, manage and control the operations with regards to the selling and leasing of the City's Public Housing Assets as well as develop and implement maintenance plans in respect of such Public Housing Assets and administer properties envisaged to be retained as operational staff housing and this is achieved through the following objectives:

- ❑ Developing and managing business processes linked to tenancy management and the provision of a customer-focused service at Housing Estate Offices
- ❑ Managing reactive and planned maintenance in line with Health and Safety regulations at City owned rental dwellings and hostels
- ❑ Sale and transfer of saleable rental dwellings and the administration of delayed homeownership dwellings.

The Facilities Management and Maintenance Department is responsible for the development and implementation of Facility Management and Maintenance Services (FMMS) to service both centralised and transversal operating methodologies. It will also be responsible for procuring multi-disciplinary building services, Building Enterprise Systems and setting the norms and standards for facility management and maintenance and play a quality assurance role on all City of Cape Town facilities. In addition it will also be responsible for statutory compliance of corporate buildings.

The Fleet Management Department will essentially focus on providing a comprehensive fleet management service to the City's directorates (users). Fleet management services (or functions) include the purchase and allocation of vehicles and plants to users, management of the vehicle assets and utilisation, internal

pool management services and responsibility for the upkeep, maintenance, licensing and disposal of these fleet assets.

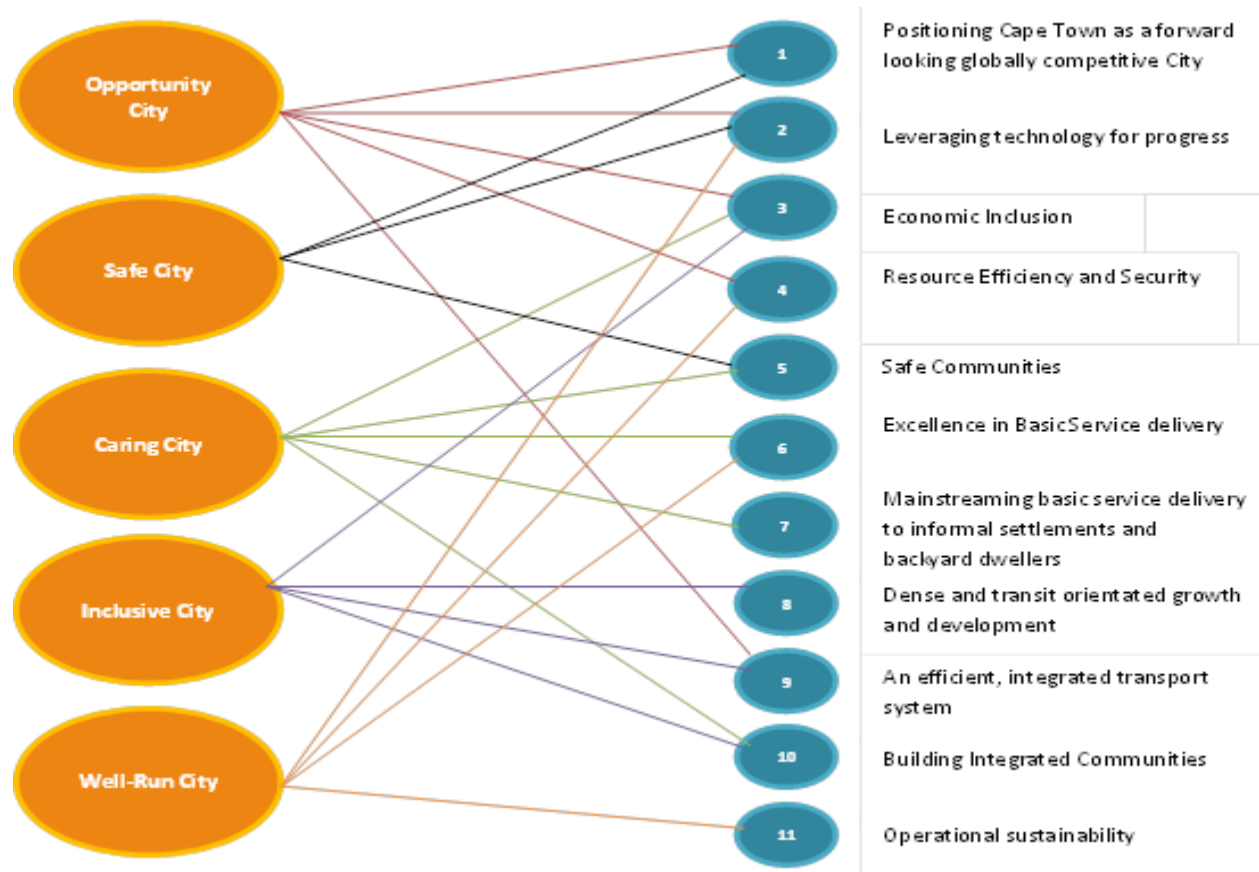
3. STRATEGIC ALIGNMENT TO THE INTEGRATED DEVELOPMENT PLAN (IDP) 2017-2022

The City's 5 Strategic Focus Areas (SFA) provides a solid foundation for service delivery and enables the Organisation to build on the success it achieved from the previous IDP. The City has also identified 11 Transformational Priorities that span over and are integrated to the 5 SFA's. These priorities have clear interdependencies which will ensure a more sustainable and transversal approach in the City in order to discourage silo-based approaches to initiatives, projects and programmes.

The AFM Directorate is contributing to all 5 SFA's to which its mandate and functions are linked. The Departments Property Management, Facilities Management, Fleet Management and Home Ownership Transfer, Tenancy Management and Staff Housing (known as HOTTS) are collectively contributing to the five SFA's and eight priorities to which their key projects are being linked.

The 11 Transformational Priorities are intended to be cross-cutting and systemic, meaning that attention to a single priority is capable of dynamically influencing another.

The figure below describes the relationship between the five Strategic Focus Areas and the 11 Transformational Priorities.



The following table describes AFM's relationship between the five Strategic Focus Areas and the relevant IDP Programmes.

Strategic Focus Area	Objectives	IDP Programme
SFA3: Caring City	3.1 Excellence in basic service delivery	3.1a Excellence in service delivery
	3.2 Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.2 b Human settlements programme
SFA2: Safe City	2.1 Safe Communities	2.1a Safety technology programme
SFA1: Opportunity City	1.2 Leveraging technology for progress	1.2 a Digital City programme

	1.1 Positioning Cape Town as a forward-looking, globally competitive city	1.1g Leveraging the City's assets
	1.4 Resource efficiency and security	1.4a Energy-efficiency and supply programme
SFA 4: Inclusive City	4.1 Dense and transit-oriented growth and development	4.1a Spatial integration and transformation programme
	4.2 An efficient, integrated transport system	4.2 b Travel Demand management programme
	4.3 Building integrated communities	4.3 b Citizen value programme
SFA1; Opportunity City	1.3 Economic inclusion	1.3 a Skills investment programme 1.3 b EPWP
SFA5: Well-Run City	5.1 Operational sustainability	5.1a Efficient, responsible and sustainable City services programme 5.1f Service delivery improvement programme

Over the next term of office the following major strategies/projects will be rolled out:

IDP Programme	Strategy/Projects
1.1g Leveraging the City's assets	Property Optimisation and Rationalisation Framework
3.1a Excellence in service delivery 5.1f Service delivery improvement programme	Continuation of the implementation of the Immovable Property Asset Management Framework
1.1g Leveraging the City's assets 1.2 a Digital City programme	AFM Fleet Management Strategy
1.1g Leveraging the City's assets 5.1a Efficient, responsible and sustainable City	AFM Facilities Management Strategy

services programme 5.1f Service delivery improvement programme	
1.3 b EPWP 2.1a Safety technology programme 3.2 b Human settlements programme 4.3 b Citizen value programme 5.1a Efficient, responsible and sustainable City services programme 5.1f Service delivery improvement programme	Continue with the implementation of the Asset Management Plan for rental stock

Linkages to leveraging the City's assets

The Directorate is spearheading the following initiatives in relation to leveraging City's assets:

- Optimisation of utilization of office space in City corporate facilities by developing and implementation Space Allocation Guidelines and Standard Operating Procedures (SOP).
- Termination of leases in private buildings and relocating staff in City owned facilities.
- Development of shared working spaces, hot desking and shared boardrooms
- Development of office accommodation in City buildings outside the City.
- Replacement of Aged Fleet (The Provision of reliable and readily available Fleet to Safety and Security & other Departments)
- Upgrade of all Fleet Management Facilities including the four (4) workshops within each of the 4 Area Based Service Delivery Area.
- Implementation of the approved City's Asset Management Improvement Plan continues to provide human habitable living environment for the benefit of the tenants and extension of life span of the rental stock.
- Optimisation and Rationalisation of City-owned immovable property assets through selling and leasing of property no longer required for municipal purposes.

- Reduction of lease-in portfolio to promote repurposing and reservation of City assets for office accommodation.

Initiatives the Directorate envisaged to contribute to the Water Resilient Programme

- Implementation of water leak detection programme in all City corporate buildings.
- Installation of water meters
- Water Consumption monitoring
- Implementation of the water saving initiatives programme
- All our Fleet Management Facilities ablution upgrades will be fitted out with water savings fittings and points.
- All our Fleet Management Facilities will be fitted and converted to grey water systems
- All our Fleet Management Wash-bays will be fitted with water tanks and recycled water systems, which will harvest rainwater as its main water source and to be complemented by non-potable water from the City's waste-water treatment plants.
- The Homeownership Transfer, Tenancy Management & Staff Housing (HOTS) have embarked on the rolling out of the installation of individual water meters and efficient plumbing to the multi-storey rental flats city wide. These flats currently have a bulk water meter supplying each block, prohibiting the City from detecting leaks for individual units or establishing the tenants water consumption.
- Leaks will be repaired for all units as well as the retrofitting of efficient plumbing interventions to ensure that water is used sparingly.
- The positioning of the domestic water main and the positioning of the existing plumbing reticulation will also be established.
- Athlone Stadium
Phase 2 will be link to all the ablutions at the facility to the effluent water chamber in order to supply all the flushable toilets and urinals with an effluent supply and to solely use potable water for the hand basins and drinking purposes.
- City Hall

The future plan of the City Hall is to install the same water management system throughout the facility and therefore reduce water wastage in the event of a pipe burst or water leak and achieve similar results as at Athlone.

4. PERFORMANCE PROGRESS AND OUTCOMES

4.1 2016/17 Financial Year's performance

Key highlights of Assets and Facilities' overall success during 2016/17 financial year include inter alia:

Programme 1.2 (d): Expanded Public Works Programmes (EPWP)

Number of Expanded Public Works programmes (EPWP) mainstreaming opportunities created by AFM Directorate was 3276 against a target set of 2561.

Programme 1.5 (a): Investigate all the City's strategic assets

The optimal utilisation of strategic (priority) assets e.g. the Cape Town City Hall, Athlone Stadium and Grand Parade within the City was 358 events against a target set of 120.

The number of events held was 89 and the rand value yielded through the optimal utilization of the Cape Town Stadium, Green Point Athletics Track and Green Point Park was R16,4 m.

Programme 3.2 (f): Rental Stock Upgrade Programme

The progress on milestones towards the development and implementation of an Asset Management Plan was that for the 2016/17 financial year, the Department achieved 100% spent of its Maintenance Budget.

Programme 3.3 (b): Rental Stock Disposal Programme

The aim of this programme is to transfer City-owned rental properties (classified as saleable) to eligible tenants in order to promote homeownership. During 2016/17 financial year, 760 rental units were sold to housing beneficiaries. This has reduced the remaining saleable rental units to 10 111 as at 30 June 2017. Efforts are ongoing and

have been intensified to create more awareness of this benefit to potential homeowners.

Programme 5.1(a): Efficient, Responsible and Sustainable Programme

Further roll-out of the Immovable Property Asset Management Framework (IPAMF) incorporating elements of inventory (Immovable Property Asset Register Advanced – IPARA) PAR), performance measurement (Immovable Property Asset Management System - IPAMS) and compliance with regulatory context (Immovable Property Asset Management Policy).

Progress in development of IPARA by capture of a further 17811 spatial objects with attribute data depicting immovable property assets. Performance measurement of all immovable property assets used for Fire, Traffic, Law Enforcement, Metro Police and Disaster Risk Management purposes – including analysis and results reporting. Finalisation of Remediation Strategy and initiation of execution and monitoring of the Remediation Plan for immovable property assets used for Community Halls and Sports Facilities.

Programme 5.2 (a) Human resources, talent management and skills development programme

Under the ODTP we achieved the following:

- Conclusion of ODTP [Phase 2] -100% finalised. New structure was approved.
- Finalisation of Service Level Agreements in terms of resources and personnel allocation for Area Based Service Delivery for the four areas - 100% finalised. Service level agreement (SLAs) for all 4 Areas were finalised and signed.
- Restructuring -100% finalised. Finished populating of the new structure with existing staff. Vacancies and new positions were advertised.
- Filling of vacancies applicable to ODTP [Phase 1] - 100% completed. All nine (9) ODTP positions were filled

Programme 5.3 (a) Financial Management programme

- Percentage spend of Capital Budget – AFM Directorate achieved 92.3% of the 90% target.
- Percentage spend on Repairs and Maintenance – AFM Directorate achieved 96% of the 95% target.
- Percentage of Operating Budget spent – AFM Directorate achieved 95% of the 95% target.
- Percentage of assets verified – AFM Directorate achieved 99.7% of the 100% target.

4.2 Main challenges

Due to the current drought crises being experienced in the Western Cape including Cape Town, severe budget cuts had to be effected to fund the City's Water Resilience Programmes. These budget cuts will no doubt impact negatively on the individual departments' ability to deliver services as per their service delivery mandates.

Some of the main challenges include inter alia ring fencing of vacancies older than one year, security services, cleaning services, fuel costs, license fees, indigent relief, subsidy on homeowners' redemption, repairs and maintenance and rental income.

In addition some of challenges that the directorate is experiencing are the following:

- ❑ Aged Fleet, Facilities and Equipment
- ❑ Lack of capital funding to support the Fleet replacement programme
- ❑ Financial constraints
- ❑ The role of Property Management of custodian, which involves oversight of all immovable property assets and its users, needs to be embedded in the day to day operational demands of departments.
- ❑ Reluctance by User Departments to accept accountability of immovable property assets due to austerity measures/budget cuts; lack of capacity to manage properties and lack of accountability as well as the unclear roles and responsibilities is an area of concern that has been highlighted in the Departmental Risk Register.

- ❑ Further to this, the lack of separation of roles in the System of Delegations is undermining execution of Custodial role resulting in non-compliance with regulatory framework (MFMA/MATR)
- ❑ Rental Disposal Programme in terms of -
 - ✓ Tenancy issues and dispute resolutions
 - ✓ Financial contributions
 - ✓ Maintenance
 - ✓ Sales Process

4.3. Business Improvement Areas

Below are some of the key initiatives the Directorate will embark upon to improve its business to their clients:

- ❑ Improved customer care programmes across all functional areas
- ❑ Leveraging and driving technology
- ❑ Fleet Replacement Programme
- ❑ Develop and Implement a Fleet Management Information System
- ❑ E-Booking
 - The Project Initiation Document and Project Charter have been signed off.
 - The project is estimate to go live 1 June 2018 and is on track.
- ❑ The developers have commenced work on parts of the landing page namely, Availability Calendar and Booking form.
- ❑ Property Transaction Management System
 - Phase 1a comprised of Leasing, tenanting of Improved Property for the Property Holding Branch went live March 2017.
 - Phase 1b comprised of Conveyancing and Reservations for the Property Holding Branch went live March 2018.
 - Phase 1c currently in Design development , will include the Disposal, Acquisition and Optimisation and Rationalisation Units of the Property Disposal and Acquisition Branch with a planned go Live date set for 1 March 2019
- ❑ Increase use of technological systems (CCTV, Access control, Alarms etc.) to Security Harden Corporate Buildings
- ❑ Reduction of Physical guarding at City facilities due to the Security Hardening

- ❑ Optimized usage of council owned facilities in order to reduce Private leased accommodation
- ❑ New asset verification software implemented by Corporate Finance that will enhance the exercise but it will have a negative impact in the first year due to the learning curve whilst scanning
- ❑ Business support system solutions: both operating and capital funding. Any technology or system must be maintained and continuously advanced and will require continuous funding.

5. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

The Assets and Facilities Management Directorate will serve a diverse spectrum of customers and stakeholders in the execution of its mandate. The customers and stakeholders' base will consist of internal service departments, the City's political leadership as well as the private and public sector to the general community at large.

Partners/ Stakeholders	Roles and Responsibilities
<u>Internal</u>	
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 All Departments that utilise fleet services
Immovable Property Asset User Departments	Key partners in the execution of immovable property assets performance measurement, remedial strategy development and remedial plan execution
Executive Mayor	Decision making, Political Leadership
<u>External</u>	
Trade Unions	Industrial relations
National, Provincial & Local Government entities	Information sharing; users of information
Citizens of Cape Town	Recipients of Services

6. RESOURCES

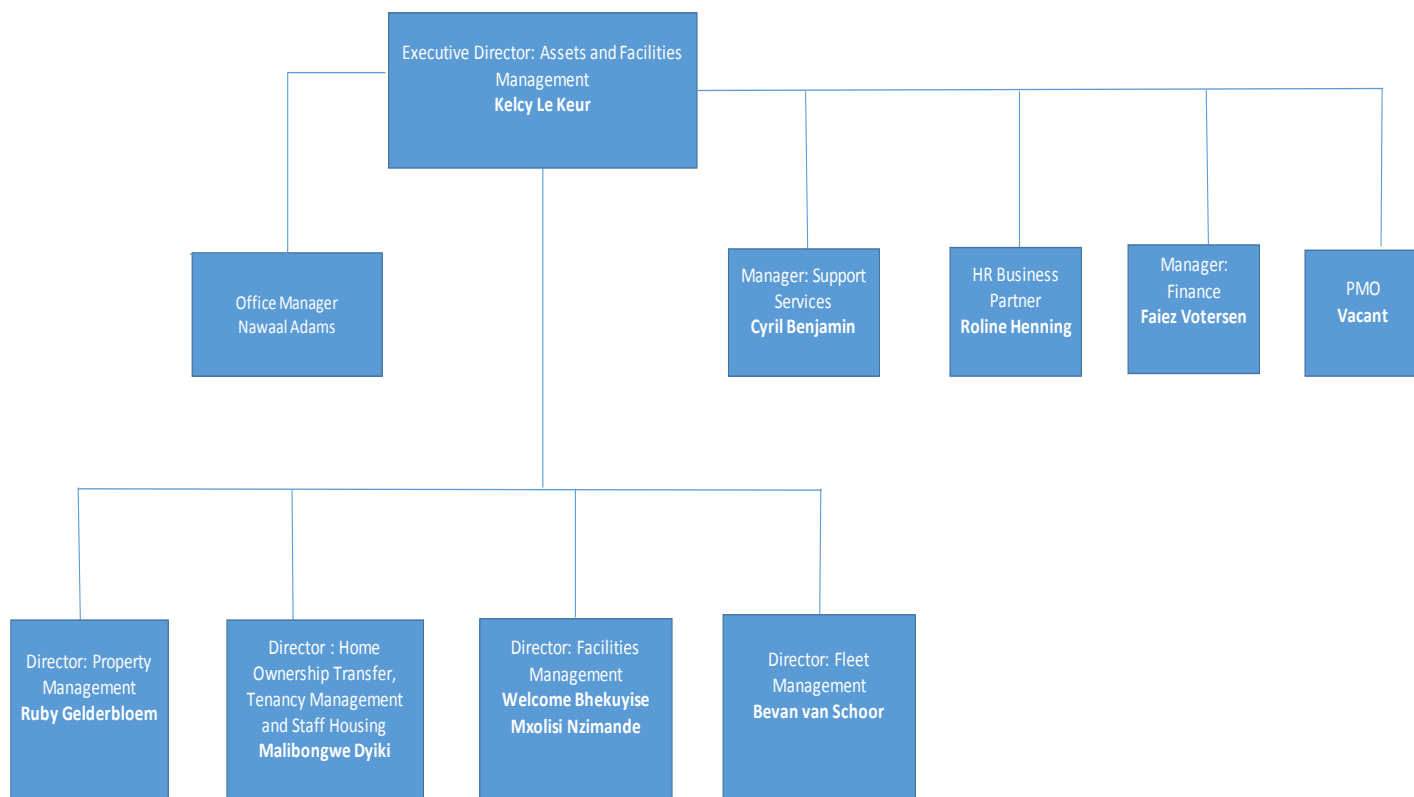
6.1 Senior management capability and structure.

All Senior Management positions are filled except for the Manager: Project Management Office. The position has been ring-fenced and the funding for the post has been allocated towards the Water Resilience Programme.

6.1.1 Directorate organogram

The current Directorate's senior management structure is depicted as follows:

ASSETS AND FACILITIES MANAGEMENT



6.2 Financial Information

The financial information represents the final budget figures that have been approved in May by Council for the financial year 2018/19.

Directorate: Assets & Facilities Management									
Budgeted Financial Performance (revenue and expenditure)									
Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Operating Revenue By Source									
Property rates	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	-	-	-	-	-	-	-	-	-
Service charges - water revenue	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	-	2	-	-	-	-	-	-	-
Service charges - other	-	-	524	532	532	532	532	695	848
Rental of facilities and equipment	343.369	331.672	338.944	388.531	346.710	346.710	350.315	369.582	390.109
Interest earned - external investments	232	-	121	95	95	95	100	105	111
Interest earned - outstanding debtors	10.575	8.007	6.612	9.606	9.606	9.606	10.135	10.692	11.286
Dividends received	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	3	1.039	455	-	-	-	-	-	-
Licences and permits	52	91	7	-	-	-	-	-	-
Agency services	-	-	-	-	-	-	-	-	-
Transfers and subsidies	27	-	-	1.000	9.673	9.673	3.000	16.500	39.673
Other revenue	21.421	23.283	31.079	19.823	19.823	19.823	20.566	21.697	22.902
Gains on disposal of PPE	62.530	114.441	25.687	34.000	34.000	34.000	35.870	37.843	39.943
Total Operating Revenue (excluding capital transfers and contributions)	438.210	478.535	403.429	453.587	420.440	420.440	420.518	457.115	504.872
Expenditure By Type									
Employee related costs	428.562	467.010	504.474	660.219	614.539	614.661	661.574	724.361	784.810
Remuneration of councillors	-	-	-	-	-	-	-	-	-
Debt impairment	170.317	124.317	104.843	159.259	159.259	159.259	152.024	148.716	153.863
Depreciation & asset impairment	310.756	325.716	320.862	372.706	370.610	370.610	201.125	215.763	227.647
Finance charges	2	1	5	30.959	-	-	-	-	-
Bulk purchases	-	-	-	-	-	-	-	-	-
Other materials	31.057	28.222	73.720	41.976	43.516	43.516	44.111	60.935	62.556
Contracted services	226.506	272.349	272.825	389.922	399.140	398.525	481.131	498.456	544.360
Transfers and subsidies	5.311	2.505	256	1.500	1.500	1.500	-	-	-
Other expenditure	266.564	263.973	282.122	194.940	121.175	121.668	117.553	161.156	171.089
Loss on disposal of PPE	1.666	3.137	5.408	28	28	28	29	31	33
Total Operating Expenditure	1.440.741	1.487.231	1.564.514	1.851.509	1.709.767	1.709.767	1.657.547	1.809.419	1.944.357
Surplus/(Deficit)	(1.002.532)	(1.008.695)	(1.161.086)	(1.397.922)	(1.289.327)	(1.289.327)	(1.237.029)	(1.352.305)	(1.439.485)
Transfers & subsidies capital NT & PT	269.339	93.576	95	-	-	-	-	-	-
Transfers & subsidies capital agency, oth	-	-	10.526	-	-	-	-	-	-
Transfers & subsidies capital in-kind	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	(733.192)	(915.120)	(1.150.465)	(1.397.922)	(1.289.327)	(1.289.327)	(1.237.029)	(1.352.305)	(1.439.485)
Taxation									
Surplus/(Deficit) after taxation	(733.192)	(915.120)	(1.150.465)	(1.397.922)	(1.289.327)	(1.289.327)	(1.237.029)	(1.352.305)	(1.439.485)
Attributable to minorities									
Surplus/(Deficit) attributable to municipality	(733.192)	(915.120)	(1.150.465)	(1.397.922)	(1.289.327)	(1.289.327)	(1.237.029)	(1.352.305)	(1.439.485)
Share of surplus/ (deficit) of associate									
Surplus/(Deficit) for the year	(733.192)	(915.120)	(1.150.465)	(1.397.922)	(1.289.327)	(1.289.327)	(1.237.029)	(1.352.305)	(1.439.485)
Capital Expenditure	505.910	289.059	358.089	394.119	430.422	424.688	413.287	301.701	91.372

7. RISK ASSESSMENT

Senior 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 AFM's objectives are identified, addressed and managed on a day to day basis in accordance with the City's approved IRM Policy and IRM Framework.

Risk Registers are utilised as a management tool in order to manage all risks of the Directorate. The risks identified and rated, equal or above the Council approved rating (appetite) will be reported to the Executive Management Team (EMT), as well as to the relevant Mayoral Committee member on a six monthly basis.

8. OBJECTIVES AND INDICATORS OF THE DIRECTORATE SDBIP

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

9. AUTHORISATION

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

	Name	Signature	Date
Acting Executive Director	Bevan Van Schoor		18/04/18
Mayco Member	Cllr Stuart Diamond		21/04/2018

10. APPENDICES:

See attached Directorate's SDBIP and KOIs 2018/2019

DIRECTORATE 2018-2019 KEY OPERATIONAL INDICATORS (KOIs)														
Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/2017	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets					Contact Person
No.	Pillar & Corporate Objective	CSC Indicator no.							30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019	Draft Opex/Capex Budget	
1	SFA 5 Well-Run City	5.C	Finance	5.1 Operational sustainability	Percentage spend of capital budget	92.30%	90%	90%	As per Directorate projected cash flow	As per Directorate projected cash flow	As per Directorate projected cash flow	90%	R 650 572 281	Directorate Finance Manager Faiez Votersen 021 400 2142
2	SFA 5 Well-Run City	5.D	Finance	5.1 Operational sustainability	Percentage spend on repairs and maintenance	95.8%	95%	95%	As per Directorate projected spending patterns	As per Directorate projected spending patterns	As per Directorate projected spending patterns	95%	R 456 126 750	Directorate Finance Manager Faiez Votersen 021 400 2142
3	SFA 1 Opportunity City	1.F	Social Services	1.3 Economic inclusion	Number of Expanded Public Works Programme (EPWP) work opportunities created	3 276	1681	1280	Annual Target	Annual Target	Annual Target	1280	N/A	Executive Director: Social Services Contact Person - Salome Sekgonyana : 021 400 9402 Contact Person - Grant Stephens: 021 417 4084 / 084 225 2028
4	SFA 1 Opportunity City	-	Social Services	1.3 Economic inclusion	Number of Full Time Equivalent (FTE) work opportunities created	New	278	366	Annual Target	Annual Target	Annual Target	366	N/A	Executive Director: Social Services Contact Person - Salome Sekgonyana : 021 400 9402 Contact Person - Grant Stephens: 021 417 4084 / 084 225 2028
5	SFA 1 Opportunity City	-	Corporate Services	1.3 Economic inclusion	Number of unemployed trainees and unemployed bursary opportunities (excluding apprentices)	53	'38	44	26	27	32	44	N/A	Director HR: Lele Sithole Contact Person - Nonzuzo Ntubane: 021 400 4056 / 083 6948 344
6	SFA 1 Opportunity City	-	Corporate Services	1.3 Economic inclusion	Number of unemployed apprentices	88	65	65	7	20	28	65	N/A	Director HR: Lele Sithole Contact Person - Nonzuzo Ntubane: 021 400 4056 / 083 6948 345
7	SFA 3 Caring City	3.F	Corporate Services	3.1 Excellence in basic services	Percentage adherence to Citywide service requests	73.90%	100% (based on a 80% threshold) Indicator is being updated	90%	90%	90%	90%	90%	N/A	Contact Person - Nomvuyo Mnyaka Contact Person - Ingrid Mansell: 021 400 3462 / 084 905 0556
8	SFA 4Inclusive City	-	Corporate Services	4.3 Building Integrated Communities	Percentage adherence to EE target in all appointments (internal & external)	97.47%	85%	85%	85%	85%	85%	85%	N/A	Director: Zukiswa Mandlana Contact Person - Sabelo Hlanganisa: 021 444 1338 / 083 346 5240
9	SFA 4Inclusive City	-	Corporate Services	4.3 Building Integrated Communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	2.90%	2%	2%	2%	2%	2%	2%	N/A	Director: Zukiswa Mandlana Contact Person - Sabelo Hlanganisa: 021 444 1338 / 083 346 5240

DIRECTORATE 2018-2019 KEY OPERATIONAL INDICATORS (KOIs)														
Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/2017	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets					Contact Person
No.	Pillar & Corporate Objective	CSC Indicator no.							30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019	Draft Opex/Capex Budget	
10	SFA 5 Well-Run City	-	Corporate Services	5.1 Operational sustainability	Percentage of absenteeism	4.35%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	N/A	Director HR: Lele Sithole Contact Person - Charl Prinsloo: 021 400 9150 / 060 997 3622
11	SFA 5 Well-Run City	-	Corporate Services	5.1 Operational sustainability	Percentage OHS investigations completed	100%	100%	100%	100%	100%	100%	100%	N/A	Jerry Henn Manager: Occupational Health & Safety Contact: 021 400 9312
12	SFA 5 Well-Run City	-	Corporate Services	5.1 Operational sustainability	Percentage vacancy rate	13.90%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	N/A	Director HR: Lele Sithole Contact Person - Yolanda Scholtz: 021 400 9249 / 084 235 1276
13	SFA 1 Opportunity City	1.G	Corporate Services	1.3 Economic inclusion	Percentage budget spent on implementation of WSP	104.16%	95%	95%	10%	30%	70%	95%	R 5 827 702	Director HR: Lele Sithole Contact Person- Nonzuzo Ntubane : 021 400 4056 / 083 6948 344
14	SFA 5 Well-Run City	-	Finance	5.1 Operational sustainability	Percentage of operating budget spent	94.68%	95%	95%	As per Directorate projected cash flow	As per Directorate projected cash flow	As per Directorate projected cash flow	95%	R 1 633 703 787	Directorate Finance Manager Faiez Votersen 021 400 2142
15	SFA 5 Well-Run City	-	Finance	5.1 Operational sustainability	Percentage of assets verified	99.65%	100% asset register verified	100% asset register verified	N/A=ALL directorates 25%=Finance Directorate	N/A=ALL directorates 50%=Finance Directorate	60%	100%	N/A	Directorate Finance Manager Contact Person - Patrick Lekay : 021 400 2371
16	SFA 5 Well-Run City	-	Directorate of the Mayor	5.1 Operational sustainability	Percentage Internal Audit findings resolved	71%	75%	75%	75%	75%	75%	75%	N/A	Contact Person - Mpumelelo Liberty Manjati: 021 400 9384 / 084 200 2545 Contact Person - Harry Van Wyk: 021 400 9301

DIRECTORATE 2018-2019 KEY OPERATIONAL INDICATORS (KOIs)														
Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/2017	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets					Contact Person
No.	Pillar & Corporate Objective	CSC Indicator no.							30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019	Draft Opex/Capex Budget	
17	SFA 5 Well-Run City	-	Directorate of the Mayor	5.1 Operational sustainability	Percentage of Declarations of Interest completed	96% • Management level 1- 4: 100% • Number of SCM conflicted employees outstanding = 0	100%	100%	25%	50%	75%	100%	N/A	Contact Person - Lisa Anne Coltman : 021 400 9296 / 083 562 1688



Acting Executive Director: Assets and Facilities Management
Bevan Van Schoor

18/04/18

Date

2018-2019 KEY OPERATIONAL INDICATORS (KOIs)	
Key Performance Indicator	Definition
Number of Expanded Public Works Programme (EPWP) work opportunities created	Refers to paid work created for an individual on an EPWP project for any period of time, within the employment conditions of the Code of Good Practice for the Expanded Public Works Programmes.
Percentage budget spent on implementation of WSP for the City	A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions which will address the needs arising out of Local Government's Skills Sector Plan, the City's strategic requirements as contained in the IDP and the individual departmental staffing strategies and individual employees' PDPs. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan. Formula: Measured against training budget.
Number of Full Time Equivalent (FTE) work opportunities created	Refers to one person-year of employment. One person year is equivalent to 230 person days of work. The 230 days are effective days of work after subtracting provision for non-productive days in a year (e.g. leave, holidays, etc.). 1 FTE = person days divided by 230.
Number of external trainee and bursary opportunities (excluding apprentices)	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative and provision of real world of work exposure to trainees and graduates. This includes, external bursaries awarded, in-service student training opportunities, graduate internships and learnerships. This is an accumulative quarterly measure. The target refers to the 4th quarter final total.
Number of apprentices	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative. This indicator is limited to apprenticeships. This is an accumulative quarterly measures. The target refers to the 4th quarter final total.
Percentage adherence to Citywide service requests	Measure the percentage adherence to Citywide service standard based on all external notifications.

2018-2019 KEY OPERATIONAL INDICATORS (KOIs)	
Key Performance Indicator	Definition
Percentage adherence to EE target for all levels of staff employed (internal & external)	Formula: Number of EE appointments (external, internal and disabled appointments) / Total number of posts filled (external, internal and disabled) This indicator measures: <u>1. External appointments –</u> The number of external appointments across all directorates over the preceding 12 month period. The following job categories are excluded from this measurement: Councillors, students, apprentices, contractors and non-employees. This will be calculated as a percentage based on the general EE target. <u>2. Internal appointments –</u> The number of internal appointments, promotions and advancements over the preceding 12 month period. This will be calculated as a percentage based on the general EE target. <u>3. Disabled appointments –</u> The number of people with disabilities employed at a point in time. This excludes foreigners, but includes SA White males with disabilities. Note: If no appointments were made in the period preceding 12 months, the target will be 0%.
Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	This indicator measures: The disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%. This category forms part of the 'Percentage adherence to EE target', but is indicated separately for focused EE purpose. This indicator measures the percentage of people with disabilities employed at a point in time against the staff complement e.g staff complement of 100 target is 2% which equals to 2
Percentage of absenteeism	A: Actual number of days absent due to sick and unpaid/unauthorised leave in the directorate or department. B: ((number of working days for month) * number of staff members))*100%. Formula: $C = (A1 + A2/B) * 100$ A1: Sick Leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / Time Management / All Absences) and enter the total number of absent days for sick leave. Enter the number of employees who took sick leave in the comments column A2: Unpaid/ Unauthorised leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / All Absences) and enter the total number of absent days as per the "Unpaid" column of the report (authorised and unauthorised is separated). Enter the number of employees who took "unpaid" leave in the comments column B: Total number of staff X Total number of working days for the month The Target will be 5% or less for the rolling 12 month period.
Percentage spend of capital budget	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.

2018-2019 KEY OPERATIONAL INDICATORS (KOIs)

Key Performance Indicator	Definition
Percentage spend on repairs and maintenance	Percentage reflecting year to date spend (including secondary cost) / total repairs and maintenance budget Note that the in-year reporting during the financial year will be indicated as a trend (year to date spend).Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned Maintenance includes asset inspection and measures to prevent known failure modes and can be time or condition-based. Repairs are actions undertaken to restore an asset to its previous condition after failure or damage. Expenses on maintenance and repairs are considered operational expenditure. Primary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour and materials paid to outside suppliers. Secondary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour provided In-house / internally.
Percentage OHS incidents reported	Incidents measures the number of injuries on duty (includes all categories) reported expressed as a percentage of the total number of employees for the directorate and/or department for the specific quarter. The average number of employees over the 3 month period will be used to accomodate the movement of employees. <u>Formula:</u> $\frac{\text{Incidents reported (A)}}{\text{(C) Total number of employees (an average over the 3month period)}} \times 100 = \%$
Percentage OHS investigations completed	Investigations measures the completed number of incidents investigated within a 30 day period, expressed as a percentage. "Completed" will be measured as incident data captured and uploaded on SAP. There will be a one month lag for both the numerator and denominator for reporting purposes. <u>Formula:</u> $\frac{\text{Investigations completed (D)}}{\text{(E) No. of incidents investigations completed within 30 days}} \times \text{(F) No. of incidents} \times 100 = \%$Refers to the number of incidents on the denominator for investigations that was completed within 30 days at reporting date.
Percentage vacancy rate	This is measured as a percentage of positions vacant against the total positions on structure. This indicator will be measured at a specific point in time to calculate the vacancy rate. The target is a vacancy rate of 7% or less.
Percentage of operating budget spent	<u>Formula:</u> Total actual to date as a percentage of the total budget including secondary expenditure.

2018-2019 KEY OPERATIONAL INDICATORS (KOIs)	
Key Performance Indicator	Definition
Percentage of assets verified	The indicator reflects the percentage of assets verified annually for audit assurance. Quarter one will be the review of the Asset Policy, In Quarter two, the timetable in terms of commencing and finishing times for the process is to be communicated, and will be completed. Both Quarters will only be performed by Corporate Finance. The asset register is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data is downloaded at specific times and is the bases for the assessment of progress. Q1=N/A for ALL other department, except Corporate Finance (responsible) Q1= 25% Corporate Finance Q2= N/A for ALL other department, except Corporate Finance (responsible) Q2= 50% Corporate Finance Q3= 75% represent that 60% of the assets have been verified by the directorate/ department Q4= 100% represents All assets have been verified.
Percentage Internal Audit findings resolved	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.
Percentage of Declarations of Interest completed"	This indicator will measure: "The total number of completed declarations of interest as a % of the total number of staff as required by legislation and applicable city policies.

AREA-BASED SERVICE DELIVERY DIRECTORATE



EXECUTIVE SUMMARY 2018/2019

**EXECUTIVE DIRECTOR: DR. LOUIS SCHEEPERS
CONTACT PERSON: ASHLEY ARENDSE**

Website: (for detailed SDBIP):

www.capetown.gov.za/en/idp/pages/implementingtheidp.aspx



**CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD**

Making progress possible. Together.

VISION OF THE CITY:

To be an opportunity city that creates an enabling environment for economic growth and job creation, and to provide assistance to those who need it most. To deliver quality services to all residents. To serve the citizens of Cape Town as a well-governed and corruption free administration.

In pursuit of this vision the City's mission is as follows:

- To contribute actively to the development of its environment, human and social capital
- To offer high-quality services to all who live in, do business in or visit Cape Town as a tourist
- To be known for its efficient, effective and caring government

This is a one year plan giving effect to the IDP and the budget. It sets out the strategies in quantifiable outcomes that will be implemented over the 2017/2018 financial year. It considers what was set out in the IDP and the Directorate Executive Summary It indicates what the Department needs to do to deliver on the IDP objectives, how this will be done, what the outcomes will be, what processes it will follow and what inputs will be used.

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1. EXECUTIVE SUMMARY

The Directorate: Area Based Service Delivery was established on 1 January 2017 through the Organisational Development and Transformation Programme (ODTP).

The Directorate aims to embed a customer-centred service delivery improvement programme focused on:

- Improving service delivery at a local level through an integrated customer-centric service delivery model; and
- Improving area coordination and management of service delivery in a specified area with agreed upon area boundaries.

Departments/Functions include:

- Customer Relations
- Public Participation
- City Improvement Districts
- Mayoral Urban Regeneration Programme
- Four Area Directors
 - Sub-councils
 - Local Area Economic Development

The Business Plan for 2018/19 is the key planning instrument informing the Directorate's core business focus and allocation of resources during the period 1 July 2018 to 30 June 2019. It is an information resource about the objectives, nature of and approach to the Directorate's work.

The content of this Business Plan is aligned with the Strategic Focus Areas and underlying objectives of the City's Five –Year Integrated Development Plan, other primary strategies as well as the 2017/2018 budget.

Amongst others, a brief outline of the Directorate and Departments' / units focus areas for 2018/2019 is provided.

2. PURPOSE AND SERVICE MANDATE OF THE DIRECTORATE

Chapter 7 of the Constitution of the Republic of South Africa sets out the service delivery mandate of Local Government. In particular, Section 152 (1)(b) puts an obligation on Local Government “ to ensure the provision of services to communities in a sustainable manner.”

All other legislative imperatives of the Departments are listed in their Business Plans.

The Directorate's operational service delivery objectives include, but not limited to the following:

Operational
To Implement Service Level agreements with clear roles and responsibilities to be signed formally / agreed between service departments and area managers.
To monitor customer service requests with applicable line departments in line with service standards
To monitor identified backlogs on customer service requests (C3 notifications) and ensure that appropriate resources from line departments are assigned accordingly
To be responsible for regular reports on service delivery performance data and coordinate activities within the Citizen Interface Facilities in the service areas
To ensure execution and oversight for operational sustainability in terms of efficient, responsible and sustainable programmes, value-awareness programmes and other key service delivery-related improvement programmes.
To Develop an overarching strategy or framework for Public Participation and Community Engagement
Develop Public Participation supporting materials and methodological guides that enable differentiated approaches (choosing the appropriate methodology for the required activity)
To facilitate development of monitoring and evaluation tools and mechanisms for public engagement throughout the organisation.
To implement Mayoral Urban Regeneration Programmes which are aligned with the new Area Based approach to specifically mainstream the Violence Prevention through Urban Upgrading (VPUU) methodology. The aim is to reduce violence through partnerships with the relevant safety and security agencies and to design neighbourhood upgrading programmes to facilitate improved safety and living conditions within these identified programme areas.
To facilitate informal trading plans and local tourism at the area level based on high level strategic planning of the areas
To ensure that transversal projects/ and or cross cutting projects are rolled out across 4 service areas and to establish standard operating procedures to ensure co-ordination and participation of projects at service area level

To provide administrative and logistical support to the Subcouncils, Chairpersons, four Area Representatives and 116 Ward Committees within their respective areas

To manage and ensure that CIDs are compliant, affordable and sustainable by advising, guiding and monitoring external processes including finance, facilitating the inter-department aspects within the City structures and to record and report on related financial matters.

3. OVERVIEW OF INDIVIDUAL DEPARTMENTS'/UNITS FUNCTIONS AND KEY DELIVERABLES:

3.1 Customer Relations :

The Customer Relations (CR) unit 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.

The goal of the unit is to provide a contact centre service to the City's residents and businesses that will ensure a speedy and effective response to customer enquiries and service requests relating to accounts enquiries, general enquiries and service delivery, thereby supporting a customer centric organisation. This is in line with Strategic Focus Area (SFA) 4 of the IDP - "An inclusive City". The focus is to improve the overall customer experience while engaging with the City.

In 2018/19 the departmental focus will be mainly, but not limited to the following:

- Further a customer centric culture in the City through training, communication and customer feedback
- Promoting the customer self-service option for customers to log and follow up on their service requests.
- Expanding on social media as an additional communication channel
- Installing additional FreeCall lines for residents living in outlying areas
- Expanding the range of services available via the contact centre towards creating one call centre number for non-emergencies.
- Expand face to face contact via Mobile Helpdesks in the four geographic areas

Improve the overall customer experience by:

- Adopting a Customer Relations Strategy and Customer Experience Policy
- Providing training in customer care and business knowledge to staff at touch points in order to improve consistency of service and improve the use of SAP as CRM for recording all customer contacts and service requests.
- Requesting customer feedback after calls/emails to improve customer experience
- Improving first call resolution to reduce call/email volumes
- Promoting the Body of Knowledge to City representatives and front-of-house staff.

All planned projects of the Department for this period are outlined in the Departmental Business Plan and Service Delivery Budget implementation plan (SDBIP).

3.2 Public Participation:

This unit is responsible for co-ordinating, advising and executing public participation across the City. The functions has been included within the Area Based Service Delivery Directorate in order to allow for improved interactions with the local community in respect of matters such as organising, advising , coordination , communication and distribution of information as Public Participation focus on involvement of the local community in the affairs of the City.

The Departmental focus for 2017/2018 will be mainly, but not limited to the following:

- Develop an overarching strategy or framework for Public Participation and Community Engagement within the City of Cape Town through in-depth consultations and dialogues within the City;
- Develop supporting materials and methodological guides that enable a differentiated approach (choosing the appropriate methodology for the required activity);
- Facilitate the development of monitoring and evaluation tools and mechanisms for public engagement throughout the organisation
- Provide knowledge management services in supporting a coordinated approach to public enagement (basic guidelines for Public Participation)

- Undertake public engagements and provide advice in support of line departments, sub-councils and portfolio/transversals committees and Area Based committees
- Provide training and development services to line department officials
- Development of a database to identify trends in relation to service delivery protests in order to develop appropriate responses to these protests
- Provide training and development services to Ward Committee members regarding public participation processes

All planned projects of the unit for this period are outlined in the Departmental Business Plan and Service Delivery Budget implementation plan (SDBIP).

3.3 Local Area Economic Development

3.3.1 Informal Trading

Key projects includes:-

- Informal Trading Management:
 - Creating New Trading Opportunities
 - Implementation of Markets Management Framework in 2 pilot areas
 - Business Improvement process to enhance the ease of doing business
- Business Precinct Management:
 - Implementation of Business Precinct Management model piloted in 2 areas
- Facilitating Access to Affordable and Viable Business Support Infrastructure:
 - Informal Trading Infrastructure Norms and Standards
 - Informal Trading Infrastructure Investment Plan
- Trader Support and Development Functions:
 - Facilitate Access affordable and Viable Business Support Infrastructure
 - Micro Enterprise Support and Development Workshops
 - Leadership Development programme
 - Induction Manual for New Entrants to the Informal Sector (Blended platform)

- Informal Trading Summit
- Cape Town Summer Market

All planned projects of the department for this period are outlined in the Departmental Business Plan and Service Delivery Budget implementation plan (SDBIP).

3.3.2 Local Tourism Development

Key projects includes: -

- Drive the implementation of a tourism development plan for the 4 Areas through Local Area Tourism Development
- Implement (World Tourism Market WTM Africa)Tourism Sector Support Programme by the Increase of the participation of local tourism businesses and entrepreneurs at World Tourism Market Africa.
- Develop a Smart Living Home Stay Audit Toolkit
- Identify Homestays in all four areas and roll-out Smart Living programme in the four (4) Areas.
- Rolling out coastal / marine tourism awareness workshops in identified communities (2 workshops)
- Engaging with targeted schools in coastal areas (4 High Schools)
- Drive the implementation of the Tourism Development Framework through the development of local area tourism by Increasing the participation of Local Communities in Tourism Day / Month Celebrations
- Tourism Infrastructure Interventions by Strand Pavilion etc
- Destination Khayelitha: Continue to drive the activation of the Look out Hill facility as a sought after venue for events that appeal to both locals and visitors alike.

All planned projects of the Department for this period are outlined in the Departmental Business Plan and Service Delivery Budget implementation plan (SDBIP).

3.4 Area –Departments

3.4.1 Sub-councils :

The Department renders strategic, operational and specialist support to the decision-making structures within the City. It establishes institutes and manages the activities of Sub Councils and Ward Participatory Mechanisms. It undertakes transversal management through the Area Based Service Delivery Model implemented across the four areas.

In 2018/19 the Departmental focus will be mainly, but not limited to the following:

- To provide administrative and logistical support to the Subcouncils, Chairpersons, four Area Mayoral Representatives and 116 Ward Committees within their respective areas;
- To manage the Liquor Licence application process;
- To manage the Implementation Protocol of the Community Development Workers (CDW's) Programme;
- To manage Community Organisation Database.
- The management & execution of transversal projects
- Increase the number of vendors registered on the Community Based Vendor Registration programme

All planned projects of the Department for this period are outlined in the Departmental Business Plan and Service Delivery Budget implementation plan (SDBIP).

3.5 Mayors Urban Regeneration Programme (MURP) :

Mayoral Urban Regeneration Programmes is tasked to facilitate, co-ordinate and support interventions aimed at addressing nodal priorities as identified by communities and directed by strategic intents of the City of Cape Town. The main purpose of the function is to uplift former neglected, dysfunctional CBDs, Town Centres and Community Nodes by improving safety, quality of life and socio-economic situation, with a focus on the public and shared environment. It also seeks to introduce sustainable integrated urban management of public infrastructure in partnership with communities, public and private sector stakeholders.

The Department focuses on Geographic areas of the City which are aligned with the new Area Based approach with a view to the institutionalisation of the methodology of the MURP Programme through the introduction of integrated urban management, the coordination of planning, community engagement and investment with a strategic focus.

In 2017/18 the departmental focus will be mainly, but not limited to the following:

Safety and violence prevention: -

- A general increase in the safety of the beneficiary communities;
- Introduction of alternative conflict resolution mechanism to support the peaceful coexistence of the communities;
- Mainstreaming of MURP methodology into planning procedures of the state institutions.

Upgrading of neighbourhood facilities:

- Upgrading of built environment at a local level
- Better provision and integration of public and private social and commercial services to the beneficiary communities

Economic development:

- Increase the potential of the communities to become self-sustaining through a range of economic and income generation activities;
- Integrated approach to Planning, Budgeting, and Implementation.

Community development and area based operation and management :

- Strengthening the capacities and competencies of representative community structures;
- Support sustainable community based management of local service nodes
- The programme has developed five fully integrated work-streams to achieve these goals:
 - Community participation;
 - Social crime prevention;
 - Situational crime prevention (built environment);
 - Integrated operations, management and maintenance;
 - Knowledge management.

All planned projects of the Department for this period are outlined in the Departmental Business Plan and Service Delivery Budget Implementation Plan (SDBIP).

3.6 City Improvement Districts:

The City Improvement Districts model is aimed at turning around / preventing degeneration of areas by facilitating upliftment, economic growth and sustainable development through urban management, cleaning of crime and grime and improving service delivery in an affordable and sustainable manner.

It is a co-operative partnership with the communities and CIDs compliment the City's service delivery by providing additional services which they fund. The CID Unit facilitates relationships between CIDs and City Departments to improve service delivery.

The CID Unit manages and is the point of entry to deal with all aspects relating to CIDs to ensure that they are compliant, affordable and sustainable by advising, guiding and monitoring external processes including finance, facilitating the inter-department aspects within the City structures and to record and report on related financial matters.

There are currently 39 CIDs with 2 pending and some 20 other areas in various stages of pursuing establishment. Cumulatively CIDs have spent in excess of R1.5bn to improve and upgrade their specific areas

4. STRATEGIC ALIGNMENT TO THE IDP

4.1 LINKAGES TO THE IDP

The Directorate is Transversal in nature, and thus spans across all 5 IDP Strategic Focus Areas(SFA's) together with the interdependencies of the 11 Strategic Priorities which are all relevant to the areas based approach in the organisation namely:

- **Opportunity City** - focuses on the creation of an environment that stimulates sustainable economic growth, investment and job creation.
- **Safe City** - aims to create an environment where citizens feel safe. It goes beyond policing and includes aspects such as disaster and risk management, rescue services, and traffic and by-law enforcement in order to address safety as a well-rounded concept while considering social factors in our approach.

- **Caring City** - concentrates on looking after the people of Cape Town and especially those who are most in need of assistance.
- **Inclusive City** - incorporates the aspect of all three of the previous strategic focus areas in that true inclusivity can only be achieved through an environment where there is access to economic opportunities to ensure economic inclusivity, where citizens feel safe and cared for and where communities are truly integrated.
- **Well-run City** - aspires to do this through focusing on financial and operational sustainability, human resource development and organisational re-structuring to ensure that the City delivers its services in an efficient and effective manner.

The 11 priorities are as follows:

- Positioning Cape Town as a forward-looking globally competitive business City
- Leveraging technology for progress
- Economic inclusion
- Resource efficiency and security
- Safe communities
- Excellence in basic service delivery
- Mainstreaming basic service delivery to informal settlements and backyard dwellers
- Dense and transit orientated urban growth and development
- An efficient, integrated transport system
- Building integrated communities
- Operational Sustainability

In addition to the City's strategies and frameworks, the Directorate derives its objectives and work programme from the IDP. The following IDP programmes and linkages are addressed in the individual Departments' SDBIPs, namely:

Objectives/Programmes	Directorate projects / initiatives / linkages
OPPORTUNITY CITY	
1.1 Positioning Cape Town as a forward looking globally competitive city	To leverage tourism successes and grow investment offerings etc ; Informal trading Implementing area -based service delivery model
1.3- Economic inclusion	EPWP , Informal trading
SAFE CITY	
2.1 – Holistic Crime Prevention Programme	Safety and security through partnerships which includes the MURP Community upgrades and action plans. Reducing violence through Ceasefire programme e.g. Hanover Park , Manenberg and Bishop Lavis
CARING CITY	
3.1 – Excellence in basic services - The focus is to improve the overall customer experience while engaging with the City.	All departments in a variety of projects at various levels at different levels working towards an improved customer experience.
INCLUSIVE CITY	
4.3.c - Public Participation programme	Public engagement projects
	All departments in a variety of projects at various levels; Customer Relations create an environment where customers can engage with the City.
WELL-RUN CITY	
Human resource development	All departments involved
5.1.f Service Delivery improvement programme	All departments involved
Annual Community Satisfaction Survey	All departments participates
Financial and operational sustainability	All departments involved

5. LINKAGES TO OTHER SUPPORTING STRATEGY

5.1 Economic Growth Strategy (EGS):

The Directorate is gearing up its implementation of City Strategies and is setting goals to achieve this.

The EGS provides the strategic direction for the economic goals of the City and its partners over the short to medium term. The principal objective of the EGS is to grow the economy and create jobs - the overarching objective of the Opportunity City. It is now realised that a 'whole organisation' effort is required and all line departments must contribute to unlocking potential economic activity in the City. The informal sector is a significant contributor to job creation and economic growth, particularly in township areas. The informal sector is the only source of income for many families in the City of Cape Town.

It is therefore imperative that the various transversal city policies, planning and regulatory frameworks take cognizance of, and incorporate principles to deal with informality. The department therefore has an important advocacy role to ensure that planning frameworks such as the IDP, the City's Spatial Development Framework, Transport Planning Frameworks include strategies to deal with informality in general and informal trading in particular. This will enable the City to develop effective policies and strategies to deal with the informal economy. The Directorate fully subscribes to and plays an active role in this.

5.2 Social Development Strategy (SDS)

The SDS 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 and articulates where external stakeholders, such as contracted service providers and organisations receiving City grants, must contribute to creating an opportunity, safe, caring, inclusive and well-run city that allows people to reach their potential.

In this light, the Directorate is involved in crime prevention through environmental design (CPTED), which is widely regarded as an important strategy in the fight against crime and disorder. CPTED principles are already embedded in the Directorate's MURP programme, and guidelines for the implementation of these principles throughout the rest of the organisation have been developed. The Directorate will also partner with Social Development into community food gardens etc.

6. PERFORMANCE PROGRESS AND OUTCOMES

Achievements

Note: This Directorate experienced its first financial year after its establishment , and thus the Directorate's achievements are highlighted as mentioned below:-

- The City's Public Participation Unit received the award for 'Best Contribution to the Standardisation and/or Public Awareness of Geographical Names' for the work it did in effectively and efficiently coordinating and facilitating renaming processes in Cape Town.
- The Public Participation Unit also managed a very successful public engagement process for the budget and IDP processes related to the administration's new term of office.

Achievements cont.

- The City's Corporate Contact Centre answered 1 021 618 calls during the 2015/2016 financial year. The calls were answered in the customers' preferred language (English, Afrikaans or Xhosa), and the majority related to accounts, water technical enquiries, motor vehicle registration and traffic fines and other service enquiries and requests.
- The Customer Relations Department continued to install FreeCall lines in municipal buildings, such as clinics, housing offices, libraries and community centres in outlying areas. By 30 June 2017, a total of 154 FreeCall lines had been installed with the aim of improving access to service delivery through the City's call centre. Residents can use the FreeCall lines to report faults, register complaints and make enquiries at no personal cost.
- The Customer Relations Department also embarked on another call centre support learnership for unemployed job seekers, in cooperation with an external service provider. As a result, 17 learners have received call centre knowledge and practical working experience within the municipal working environment.
- The Customer Relations Department also made a concerted effort to improve its response times in order to further improve customer satisfaction levels.
- Mayor's Market provided 320 opportunities for entrepreneurs
- Ward Allocations achieved 92% project completion
- Culture and Heritage promotion: Culture and Heritage tourism action plan implemented i.e. tourism routes and experiences developed; and niche plans developed
- Cease Fire Programme under way in both Hanover Park and Manenberg (baseline)
- Hosted 12 round table sessions with a total of 1 400 informal traders to discuss the challenges traders face, law enforcement issues, and policies and by-laws affecting informal trading;
- Collaborated with support agencies to host four micro-enterprise support and development workshops with 200 enterprises;
- Approved informal trading plans that created approximately 3 700 trading opportunities;

- Supported the fifth annual Cape Town Summer Market at the Company Gardens; creating 180 informal trading opportunities.
- The City's informal trading e-permitting system went live in the year under review. The system offers online reservations, e-trading plan process automation, automatic permit soft revoking, geographic information systems (GIS) spatial integration, and more.

7. Areas of business improvement

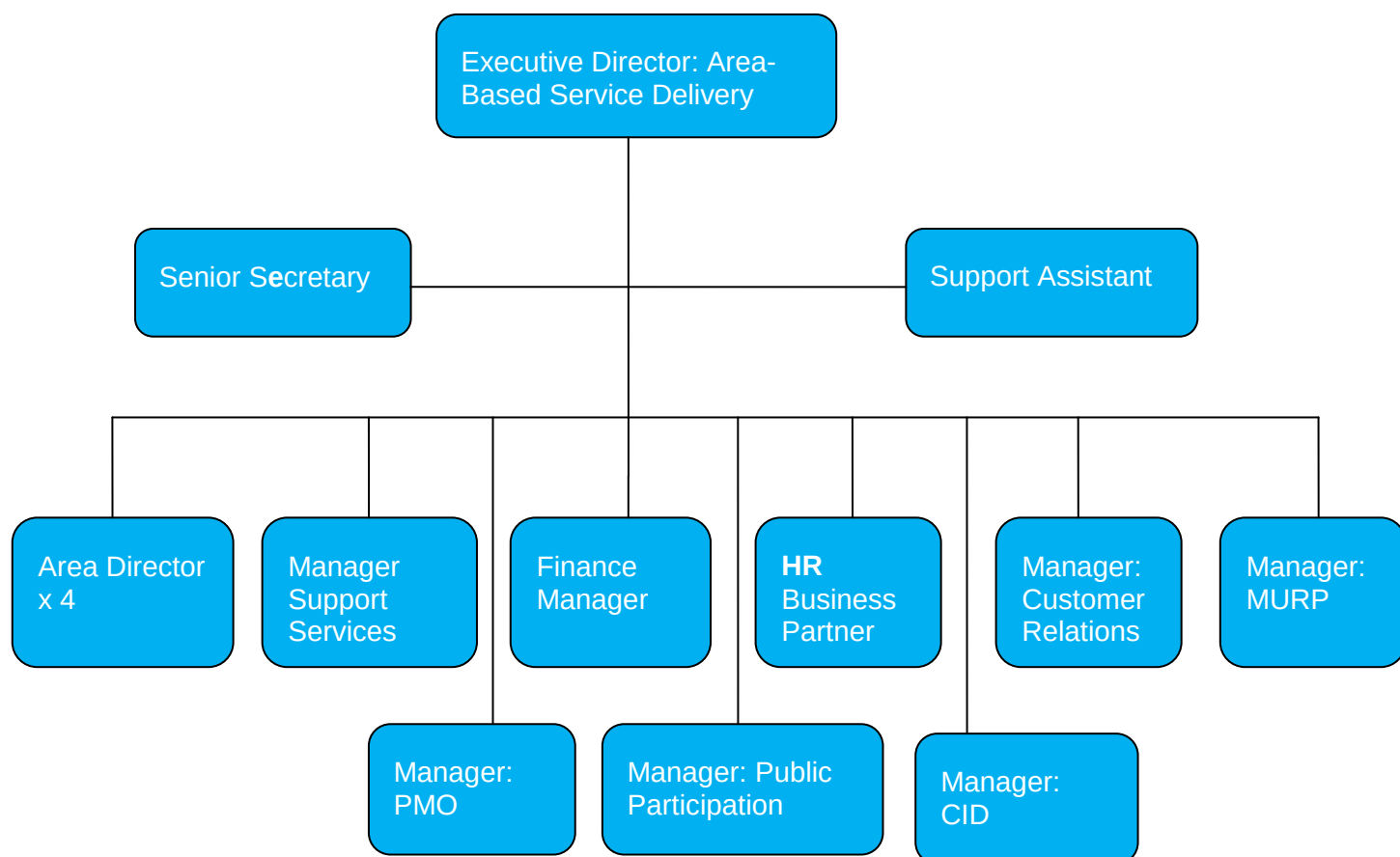
The following is a selection of the most important initiatives by the Directorate:

- Consolidation and refinement of the Mayoral Urban Regeneration Programme, including appropriate resourcing thereof and capacitation of staff to run a coherent, well planned and innovative programme
- Review and Implement Service level Agreements (SLA's) between Area Based Service Delivery and Line Directorates
- Improve and embed monitoring and evaluation systems in respect of Public Participation;
- Improving direct customer support in the four geographic areas
- Promoting the customer self-service option for customers to log and follow up on their service requests.
- Expanding on social media as an additional communication channel
- Implementing the Area Development Tourism Plans in the four geographic areas
- Working on Business Precinct Management (BPM) as a plan to respond to the deterioration of acceptable standards of service delivery in BPM pilot areas as well as any other circumstances compromising business development. The goal is to create proactive strategic area economic management partnerships, driven by the private sector in partnership with the City.

8. RESOURCES

8.1 Senior Management Organogram

An organogram of the Directorate's Departments and Senior Management Structure is illustrated below:-



9. DIRECTORATE FINANCIAL INFORMATION

Directorate: Area-Based Service Delivery									
Budgeted Financial Performance (revenue and expenditure)									
Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Operating Revenue By Source									
Property rates	134 172	150 645	169 260	198 921	198 921	198 921	215 691	227 554	240 183
Service charges - electricity revenue	-	-	-	-	-	-	-	-	-
Service charges - water revenue	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	-	0	-	-	-	-	-	-	-
Service charges - refuse revenue	-	-	-	-	-	-	-	-	-
Service charges - other	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	228	-	-	-	-	-	-	-	-
Interest earned - external investments	-	-	-	-	-	-	-	-	-
Interest earned - outstanding debtors	843	756	927	0	0	0	0	0	0
Dividends received	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	-	621	-	-	-	-	-	-	-
Licences and permits	1	(48)	(31)	-	-	-	-	-	-
Agency services	-	-	-	-	-	-	-	-	-
Transfers and subsidies	4 341	2 727	469	886	1 354	1 354	886	886	886
Other revenue	2 931	3 613	3 760	2 224	2 224	2 224	2 346	2 475	2 612
Gains on disposal of PPE	18	10	19	-	-	-	-	-	-
Total Operating Revenue (excluding capital transfers and contributions)	142 534	158 323	174 404	202 031	202 499	202 499	218 923	230 915	243 681
Operating Expenditure By Type									
Employee related costs	149 639	159 205	174 446	230 656	226 405	226 405	254 005	267 586	289 949
Remuneration of councillors	-	-	-	-	-	-	-	-	-
Debt impairment	4 025	4 519	5 078	5 968	5 968	5 968	6 471	6 471	6 471
Depreciation & asset impairment	6 754	7 186	(4 872)	10 314	9 054	9 054	10 604	10 432	11 622
Finance charges	-	-	-	1 074	-	-	-	-	-
Bulk purchases	-	-	-	-	-	-	-	-	-
Other materials	195	280	805	8 583	5 478	5 478	5 050	5 061	5 072
Contracted services	18 941	21 199	22 763	72 192	58 019	58 038	60 563	80 126	83 408
Transfers and subsidies	19 835	24 414	16 518	5 312	6 487	6 487	8 450	7 158	7 555
Other expenditure	158 999	176 620	197 513	212 911	213 254	213 235	231 353	244 262	258 004
Loss on disposal of PPE	3	11	8	-	3	3	3	3	4
Total Operating Expenditure	358 391	393 434	412 259	547 009	524 668	524 668	576 498	621 100	662 085
Surplus/(Deficit)	(215 857)	(235 111)	(237 854)	(344 978)	(322 169)	(322 169)	(357 575)	(390 185)	(418 403)
Transfers & subsidies capital NT & PT	3 490	356	2 344	2 259	2 259	2 259	150	35 350	35 350
Transfers & subsidies capital agency, oth	-	-	-	-	-	-	-	-	-
Transfers & subsidies capital in-kind	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	(212 367)	(234 755)	(235 510)	(342 719)	(319 910)	(319 910)	(357 425)	(354 835)	(383 053)
Taxation									
Surplus/(Deficit) after taxation	(212 367)	(234 755)	(235 510)	(342 719)	(319 910)	(319 910)	(357 425)	(354 835)	(383 053)
Attributable to minorities									
Surplus/(Deficit) attributable to municipality	(212 367)	(234 755)	(235 510)	(342 719)	(319 910)	(319 910)	(357 425)	(354 835)	(383 053)
Share of surplus/ (deficit) of associate									
Surplus/(Deficit) for the year	(212 367)	(234 755)	(235 510)	(342 719)	(319 910)	(319 910)	(357 425)	(354 835)	(383 053)
Capital Expenditure	6 981	11 287	12 384	39 430	19 648	19 576	13 110	82 870	74 870
Check									
Capital	-	-	-	-	-	-	-	-	-
	63 758 648	67 040 777	15 661 262	84 567 715	96 680 820	96 680 820	75 820 195		
Difference between Diir / Dept = Transfers recognised Capital	-78 775 624	-91 282 302	-158 743 229	-117 463 141	-105 818 057	-105 818 057	-143 102 476	-230 914 688	-243 681 280
	-82 265 619	-91 638 621	-161 086 905	-119 722 141	-108 077 057	-108 077 057	-143 252 476	-266 264 688	-279 031 280
Sum of all Departments	142 534	158 323	174 404	202 031	202 499	202 499	218 923	230 915	243 681
Total Directorate	142 534	158 323	174 404	202 031	202 499	202 499	218 923	230 915	243 681
Rev Check	-	-	-	-	-	-	-	-	-
Sum of all Departments	358 391 445	393 434 157	412 258 598	547 008 621	524 667 940	524 667 940	576 497 966	621 099 697	662 084 669
Total Directorate	358 391 445	393 434 157	412 258 598	547 008 621	524 667 940	524 667 940	576 497 966	621 099 697	662 084 669
Exp Check	-	-	-	-	-	-	-	-	-
Exp Workbook	2 280 821 999	1 944 147 533	2 022 060 421	2 376 442 650	2 410 852 248	2 410 852 248	2 563 424 846		
	1 922 430 554	1 550 713 376	1 609 801 823	1 829 434 029	1 886 184 307	1 886 184 307	1 986 926 880	-621 099 697	-662 084 669
Rev Workbook	63 758 648	67 040 777	72 121 807	84 567 715	96 680 820	96 680 820	77 336 195		
	-82 265 619	-91 638 621	-104 626 361	-119 722 141	-108 077 057	-108 077 057	-141 736 476	-266 264 688	-279 031 280

10. RISK ASSESSMENT

Management, with the assistance of the Integrated Risk Management (IRM) Department, has considered and taken due care to ensure risks which could impact on achieving objectives are identified, addressed and managed on a day-to-day basis in accordance with the City's approved IRM policy and framework. Risk registers are utilised as a tool to manage risks of the various departments. Risks identified and rated equal or above Council's approved (appetite) rating gets reported to EMT, as well as the MayCo member on a six monthly basis.

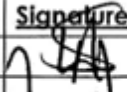
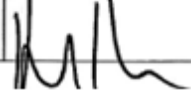
11. DIRECTORATE SDBIP 18/19 OBJECTIVES AND INDICATORS

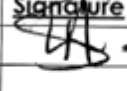
Refer to attached detailed SDBIP (**Addendum C**).

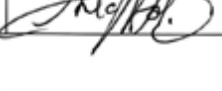
12. AUTHORISATION

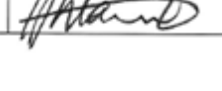
The undersigned do hereby indicate their agreement with the contents of and outcomes stated in this document.

ACTING

<u>Name</u>	<u>Designation</u>	<u>Signature</u>	<u>Date</u>
Dr. Louis Scheepers	Executive Director		28.3.2018
~~Cllr Suzette Little~~ Cllr Brett Herron	Area Representative: North		10/06/2018

<u>Name</u>	<u>Designation</u>	<u>Signature</u>	<u>Date</u>
Dr. Louis Scheepers	Executive Director		28.3.2018
Cllr Eddie Andrews	Area Representative: South		

<u>Name</u>	<u>Designation</u>	<u>Signature</u>	<u>Date</u>
Dr. Louis Scheepers	Executive Director		28.3.2018
Cllr Albert Ntsodo	Area Representative: East		04/04/2018

<u>Name</u>	<u>Designation</u>	<u>Signature</u>	<u>Date</u>
Dr. Louis Scheepers	Executive Director		28.3.2018
Cllr Siyabulela Mamkeli	Area Representative: Central		20/04/18

13. APPENDICES

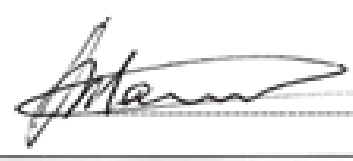
Appendix 1 :- Directorate 2018/2019 SDBIP

DIRECTORATE: AREA BASED SERVICE DELIVERY 2018/2019 SCORECARD															
ALIGNMENT TO IDP		Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2016 / 2017	Annual Target 2018	Annual Target 30 June 2019	Frequency	TARGETS				Opex Budget	Capex Budget	Responsible Person
SFA & Corporate Objective	CSC Indicator no.								30 Sept 2018	31 Dec 2018	31 Mar 2019	30 Jun 2019			
SFA 4 - Inclusive City Programme: 4.3 c.2	-	Area Based Service Delivery Directorate	<u>Objective 4.3</u> Building Integrated Communities	Percentage of calls answered within 7 minutes	80% calls answered	80% calls answered within 10 minutes	70% of calls answered within 7 minutes	Quarterly	70% of calls answered within 7 minutes	70% of calls answered within 7 minutes	70% of calls answered within 7 minutes	70% of calls answered within 7 minutes	-	-	Pat Lockwood
SFA 4 - Inclusive City Programme: 4.3 c.2	-		<u>Objective 4.3</u> Building Integrated Communities	Customer Satisfaction Survey for the Corporate Contact Centre (Annual Measure) (Likert Scale 1-5)	≥ 4 on Likert scale	2 out of 3 on Likert scale	≥ 3.5 on Likert scale	Quarterly	N/A	N/A	N/A	≥ 3.5 on Likert scale	-	-	Pat Lockwood
SFA 4 - Inclusive City Programme: 4.3 c.2	-		<u>Objective 4.3</u> Building Integrated Communities	Percentage increase Community Based Vendors Registration Programme	New	25%	10%	Quarterly	3%	5%	7%	10%	-	-	Area Directors 1 - 4
SFA 1 - Opportunity City Programme: 1.1 a Ease of Business Programme	-		<u>Objective 1.1</u> Positioning Cape Town as forward looking globally competitive City	Progress on milestones towards the development of an Informal Economy Strategy	New	New	Draft Informal Economy Strategy submitted to ABSD Oversight Committees	Quarterly	Determine scope of work and consult all stakeholders	Submit a Progress Report to the Area Directors and the Executive Director	Draft Informal Economy Strategy completed	Draft Informal Economy Strategy submitted to ABSD Oversight Committees	-	-	Mtetheleli Hugo Zolile Siswana Zimlo Lalendle

DIRECTORATE: AREA BASED SERVICE DELIVERY 2018/2019 SCORECARD															
ALIGNMENT TO IDP		Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2016 / 2017	Annual Target 2018	Annual Target 30 June 2019	Frequency	TARGETS				Opex Budget	Capex Budget	Responsible Person
SFA & Corporate Objective	CSC Indicator no.								30 Sept 2018	31 Dec 2018	31 Mar 2019	30 Jun 2019			
SFA 1 - Opportunity City	-	Area Based Service Delivery Directorate	<u>Objective 1.1</u> Positioning Cape Town as forward looking globally competitive City	Progress on milestones towards the implementation of Local Area Tourism Development Plans for Areas 1-4	New	Final Draft completed for submission to Sub-councils	Tourism Development Priority Programmes Implemented in Areas 1-4	Quarterly	Tourism Programmes and Projects Scoping and costing	Progress Report Summited	Progress Report Summited	Tourism Development Priority Programmes Implemented in Areas 1-4	-	-	Mtetheleli Hugo Zolile Siswana Zimlo Lalendle
SFA 1 - Opportunity City	-		<u>Objective 1.1</u> Positioning Cape Town as forward looking globally competitive City	Percentage progress on Ward Allocation Projects implemented within Area Based Service Delivery Areas 1 - 4	93%	93%	95%	Annual	12%	35%	60%	95%	-	-	Area Directors 1 - 4
SFA 5 - Well-Run City	-	Area Based Service Delivery Directorate	<u>Objective 5.1</u> Operational sustainability	Percentage of Ward Committees that are functional (meet four times a year, are quorate, and have an action plan)	100%	100%	100%	Quarterly	75%	75%	75%	100%	-	-	Catherine Overmeyer
SFA 4 - Inclusive City Programme: 4.3 c.1	-		<u>Objective 4.3</u> Building Integrated Communities	Percentage of Public Participation processess in compliance with the PPU Standard Operating Procedures (SOP) within Line Departments evaluated.	New	New	100%	Quarterly	100%	100%	100%	100%	-	-	Irwin Robson
SFA 4 - Inclusive City Programme: 4.3 c.1	-		<u>Objective 4.3</u> Building Integrated Communities	Progress on milestones towards the completion and approval of a Monitoring and Evaluation Strategy for Public Participation	New	New	Submit draft Monitoring and Evaluation Tools and mechanisms to Oversight Committees	Quarterly	Submit draft Terms of Reference for Community of Practice to EMT	Establish Community of Practice	Compile draft Monitoring and Evaluation tools and mechanisms	Submit draft Monitoring and Evaluation Tools and mechanisms to Oversight Committees	-	-	Irwin Robson

DIRECTORATE: AREA BASED SERVICE DELIVERY 2018/2019 SCORECARD															
ALIGNMENT TO IDP		Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2016 / 2017	Annual Target 2018	Annual Target 30 June 2019	Frequency	TARGETS				Opex Budget	Capex Budget	Responsible Person
SFA & Corporate Objective	CSC Indicator no.								30 Sept 2018	31 Dec 2018	31 Mar 2019	30 Jun 2019			
SFA 2 - Safe City	-	Area Based Service Delivery Directorate	<u>Objective 2.5</u> Improve Safety and Security through partnerships	Number of completed and approved Community Action Plans for the designated MURP areas (1 in each subcouncil area including present backlog due to staff shortage)	4	4	5	Quarterly	1	2	3	5	-	-	Alastair Graham Ivan Anthony
SFA 5: The Well-Run City	-		<u>Objective 5.1</u> Operational sustainability	Report on CID payment ratios > 95%	New	CID payment ratios > 95%	Report on CID payment ratios and on the arrears situation per ABOC	Quarterly	Report on CID payment ratios and on the arrears situation per ABOC	Report on CID payment ratios and on the arrears situation per ABOC	Report on CID payment ratios and on the arrears situation per ABOC	Report on CID payment ratios and on the arrears situation per ABOC	-	-	Eddie Scott
SFA 2 - Safe City	-		<u>Objective 2.5</u> Improve Safety and Security through partnerships	Number of completed and approved Safety Plans	3	4	5	Quarterly	Nil target	1	3	5	-	-	Ivan Anthony Alastair Graham
KEY OPERATIONAL INDICATORS (KOI's)															
SFA 1 - Well Run City	5.C	Finance	<u>Objective 5.1</u> - Operational sustainability	Percentage spend of Capital Budget	New	90%	90%	Quarterly	0.70%	7.80%	17.85%	90%	-	R 36 179 617	Directorate Finance Manager - Avril De Klerk
SFA 1 - Opportunity City	1.F	Social Development Services	<u>Objective 1.3</u> Economic inclusion	Number of Expanded Public Works programmes (EPWP) opportunities created	N/A	200	203	Quarterly	10	60	150	203	-	-	Executive Director: Social Services Contact Person: Salome Sekgonyana Contact No: 021 400 9402 Contact Person: Grant Stephens Contact No: 021 417 4084/ 084 225 2028
SFA 1 - Opportunity City	-		<u>Objective 1.3</u> Economic inclusion	Number of Full Time Equivalent (FTE) work opportunities created	N/A	53.04	43	Quarterly	2.78	16.43	39.78	43	-	-	Executive Director: Social Services Contact Person: Salome Sekgonyana Contact No: 021 400 9402 Contact Person: Grant Stephens Contact No: 021 417 4084/ 084 225 2028
SFA 1 - Opportunity City	-	Life Services	<u>Objective 1.3</u> Economic inclusion	Number of unemployed trainee and unemployed bursary opportunities (excluding apprentices)	New	98	60	Quarterly	10	20	40	60	-	-	Director HR: Lele Sithole Contact Person: Nonzuzo Ntubane Contact No: 021 400 4056/ 083 6948 344

DIRECTORATE: AREA BASED SERVICE DELIVERY 2018/2019 SCORECARD															
ALIGNMENT TO IDP		Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2016 / 2017	Annual Target 2018	Annual Target 30 June 2019	Frequency	TARGETS				Opex Budget	Capex Budget	Responsible Person
SFA & Corporate Objective	CSC Indicator no.								30 Sept 2018	31 Dec 2018	31 Mar 2019	30 Jun 2019			
SFA 1 - Opportunity City	-	Corporate Services	<u>Objective 1.3</u> Economic inclusion	Number of unemployed apprentices	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	-	-	Director HR: Lele Sithole Contact Person: Nonzuzo Ntubane Contact No: 021 400 4056/ 083 6948 344
SFA 3. Caring City	3.F		<u>Objective 3.1</u> Excellence in basic services	Percentage adherence to Citywide service requests	100.00%	90%	100% (based on a 80% threshold)	Quarterly	90%	90%	90%	90%	-	-	Contact Person: Nomvuyo Mnyaka Contact Person: Ingrid Mansell Contact No: 021 400 3462/ 084 905 0556
SFA 4 - Inclusive City	-		<u>Objective 4.3</u>	Percentage adherence to EE target in all appointments (internal & external)	N/A	85%	85%	Quarterly	85%	85%	85%	85%	-	-	Director: Zukiswa Mandlana Contact Person: Sabelo Hlanganisa 021 444 1338/ 083 346 5240
	-		Building integrated communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD).	N/A	New	2%	Quarterly	2%	2%	2%	2%	-	-	Director: Zukiswa Mandlana Contact Person: Sabelo Hlanganisa 021 444 1338/ 083 346 5240
SFA 5 - Well Run City	-	Corporate Services	<u>Objective 5.1</u> - Operational sustainability	Percentage vacancy rate	N/A	≤ 7%	≤ 7%	Quarterly	≤ 7%	≤ 7%	≤ 7%	≤ 7%	-	-	Director HR: Lele Sithole Contact Person: Yolanda Scholtz Contact No: 021 400 9249/ 084 235 1276
	-			Percentage OHS investigations completed	N/A	New	100%	Quarterly	100%	100%	100%	100%	-	-	Director HR: Lele Sithole Contact Person: Jerry Henn Contact No: 021 400 9312/ 084 232 9977
	-			Percentage of absenteeism	N/A	New	≤ 5%	Quarterly	≤ 5%	≤ 5%	≤ 5%	≤ 5%	-	-	Director HR: Lele Sithole Contact Person: Charl Prinsloo Contact No: 021 400 9150/ 060 997 3622
	1.G			Percentage budget spent on implementation of WSP	N/A	New	95%	Quarterly	10%	30%	70%	95%	-	-	Director HR: Lele Sithole Contact Person: Nonzuzo Ntubane Contact No: 021 400 4056/ 083 6948 344

DIRECTORATE: AREA BASED SERVICE DELIVERY 2018/2019 SCORECARD															
ALIGNMENT TO IDP		Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2016 / 2017	Annual Target 2018	Annual Target 30 June 2019	Frequency	TARGETS				Opex Budget	Capex Budget	Responsible Person
SFA & Corporate Objective	CSC Indicator no.								30 Sept 2018	31 Dec 2018	31 Mar 2019	30 Jun 2019			
SFA 5 - The Well Run City	-	Finance	Objective 5.1 -	Percentage of Operating Budget spent	N/A	New	95%	Quarterly	21%	32%	61%	95%	R 589 913 116.76	-	Directorate Finance Manager - Avril De Klerk
	-		Operational sustainability	Percentage of assets verified	N/A	100% asset register verified	100% asset register verified	Quarterly	N/A=ALL directorates 25%=Finance directorate	N/A=ALL directorates 50%=Finance directorate	60% = All Directorates 75%=Finance directorate	100%	-	-	Directorate Finance Manager - Avril De Klerk Contact Person: Patrick Lekay Contact No: 021 400 2371 Contact Person: Jannie De Ridder Contact No: 021 400 5441
SFA 5 - The Well Run City	-	Directorate of the Mayor	Objective 5.1 -	Percentage of Declarations of Interest completed	N/A	New	100%	Quarterly	25%	50%	75%	100%	-	-	Contact Person: Lisa-Anne Coltman Contact No: 021 400 9296/ 083 562 1688
	-		Operational sustainability	Percentage Internal Audit findings resolved	N/A	New	75%	Quarterly	75%	75%	75%	75%	-	-	Contact Person: Mpumelelo Liberty Manjati Contact No: 021 400 9384 Contact Person: Harry van Wyk Contact No: 021 400 9301
Approved by Executive Director :  Date 28.2.2018 Approved by Area Representative : North : _____ Date _____ Cllr Suzette Little Approved by Area Representative : South : _____ Date _____ Cllr Eddie Andrews Approved by Area Representative : East :  Date 04/04/2018 Approved by Area Representative : Central :  Date 04/04/2018															

CORPORATE SERVICES



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

EXECUTIVE DIRECTOR: CRAIG KESSON

CONTACT PERSON: YOGINI JIVANJI

Website: (for detailed SDBIP):

<http://www.capetown.gov.za/Family%20and%20home/meet-the-city/our-vision-for-the-city/cape-towns-integrated-development-plan>



**CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD**

Making progress possible. Together.

VISION OF THE CITY:

To be an opportunity city that creates an enabling environment for economic growth and job creation, and to provide assistance to those who need it most. To deliver quality services to all residents. To serve the citizens of Cape Town as a well-governed and corruption free administration.

In pursuit of this vision the City's mission is as follows:

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

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

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Annexure E: 2018/2019 Directorate Scorecards template

1. EXECUTIVE SUMMARY

Council approved the amalgamation of the Corporate Services and Strategic Governance directorates on 31 May 2018 as the respective portfolios were operationally, very closely integrated. A composite directorate now exists, re-designated as Corporate Services.

Corporate Services is responsible for providing strategic leadership and a strategic support service to the business operations of the organisation and its stakeholders. The Directorate supports the organisation to ensure that the programmes of the Integrated Development Plan (IDP), Social Development Strategy (SDS) and Economic Growth Strategy (EGS) are implemented, alongside a number of Council approved transversal strategies.

The directorate's vision is premised on offering cutting-edge solutions that enable a customer-centric culture in the City

Corporate Services will continue to align itself with the ethos of service excellence.

2. PURPOSE AND SERVICE MANDATE OF THE DEPARTMENT

The purpose of the directorate is to provide strategic leadership and a support service to the business operations of the organisation and its stakeholders. The directorate undertakes a process of continuously analysing the needs of the organisation and stakeholders and strives to meet those needs by applying workable solutions that align with leading-practice and innovative approaches.

The Corporate Service directorate's scope of work and service offering includes high-quality, cost-effective and efficient support services to the City of Cape Town. The transversal services rendered within the organisation includes the following:

- Furthering a customer centric culture throughout the organisation through training, communication, the development and implementation of operational efficiency plans, change management and leadership. Embedding a dynamic, progressive and customer-centric culture is regarded as integral to building a culture of excellence in service delivery.
- Leading the development of the strategy and policy processes in the City. It ensures that the City is strategy-led and that decisions are made based on analysed information, research and evidence.
- Co-ordinating strategic alignment of all city-wide policies and strategies, research, major communications, enhancing the City's Capital Programme and improving Project Management Governance within the City.
- Enabling and strengthening organisational effectiveness by offering strategic advice and driving implementation of identified initiatives in the Organisational Development and Transformation Plan (ODTP) which will yield behavioural changes required by the organisation in order to achieve the objectives set by Council.
- Hardwiring innovative, design led approaches and effective engagement with customers and the decisions that affect them.

- Providing direction to the City in terms of its brand identity, communication to various target audiences and media management.
- Driving resilience issues and developing and implementing a resilience strategy in partnership with the 100 Resilient Cities Network.
- Driving a culture of performance management that strategically focuses the organisation toward evidence based decision making, monitoring and evaluation.
- Driving the strategic staffing function and integrated employee relations and engagement services that support the strategic intent of the City.
- Providing the architectural and governance oversight of the City's computing facilities.
- Enabling and strengthening the City by managing the records and the corporate geographical information systems (GIS).
- Strategically supporting stakeholders, including the office of the Executive Mayor, the Mayoral Committee, councillors, the City Manager, the Executive Management Team and the whole organisation.
- Providing support for the Offices of the Executive Mayor, the Executive Deputy Mayor, the Speaker and the Chief Whip and support to the Executive Director (ED) for the efficient and effective running of his office and the directorate

The activities the Directorate align with all five of the IDP Strategic Focus Areas in that it provides enabling functions to support the organisation in achieving the strategic mandate for the IDP. However, the directorate is closely linked to the SFA of the Well Run City, through its suite of service activities,

3. STRATEGIC ALIGNMENT TO THE IDP

STRATEGIC FOCUS AREA	OBJECTIVE	DEPARTMENTAL OUTPUT
SFA 1 Opportunity City	1.1 Positioning Cape Town as a forward looking globally competitive business City	• To create the right conditions for enterprises to start up, grow and expand in Cape Town through the Ease-of-doing business programme. The Business Support Project includes the SME One Stop Shop, Red tape reduction and Doing Business Reform. • To project a compelling narrative about Cape Town as a high quality place to invest, live, work and visit through the Cape Town Business Brand Programme. The business brand project includes Invest Cape Town, Leveraging strategic events and Tourism destination marketing. • To enact City-enabled initiatives or services that will further enhance the attractions of Cape Town as an investment destination through the economic development and growth programme. Projects include the Business Incentive project and Green economy project.

STRATEGIC FOCUS AREA	OBJECTIVE	DEPARTMENTAL OUTPUT
SFA 1 Opportunity City	1.2 Leveraging technology for progress	Using digital technology to transform Cape Town so that Cape Town is recognised as the most digital City in Africa so that: internet speeds are improved, increased access to the internet through reducing cost, greater use of digital platforms can be achieved and Cape Town becomes the preferred destination for technology start-ups in South Africa.
SFA 1 Opportunity City	1.3 Economic Inclusion	- To enhance economic growth in the city economy by working collaboratively with other relevant stakeholders through the partnership development programme. Projects include Trade and development and business engagement. - The City will drive economic inclusion to improve citizens quality of life and levels of self-determination and create an enabling environment for economic growth through the Skills Investment programme which includes the Special-purpose vehicle (SPV) skills development and apprenticeship investment and graduate internship project.
SFA 1 Opportunity City	1.4 Resource Efficiency and Security	Drive resilience issues and develop and implement a resilience strategy in partnership with the 100 Resilient Cities Network.
SFA 3 Caring City	3.1 Excellence in basic service delivery	Excelling in delivering of basic services which include access to the internet so that there is an improvement in living conditions and citizens believe that their needs are being met by pursuing delivering services across interacting systems of public management and excellence in customer service.
SFA 4 Inclusive City	4.3 Building Integrated Communities	- Media liaison and management - Social Media Management - Publication development - Digital Communication systems and processes, - Photography, Videography and Audio-Visual services. - Building integrated communities to increase diversity in communities and improve perceptions of racial harmony as well as improving the diversity of City of Cape Town staff
SFA 5 Inclusive City	5.1 Operational Sustainability	- Compliance and alignment with corporate processes and procedures e.g. Human Resource programmes, finance programmes - Transversal Management - Providing training on the Project & Portfolio Management Tool to the relevant staff in various directorates across the organisation - Organisational Performance Monitoring and Evaluation - Policy and By-law development, research support, IDP drafting and review - Innovation and Operational Effectiveness to drive the City's Government Modernization initiatives in order to prepare the City for future challenges and opportunities. - Improving organisational culture, drive emotional commitment to the Values of the organisation, drive Talent Management strategy and equip the organisation with tools to drive and lead Change. - Financial Management programmes developed and implemented

STRATEGIC FOCUS AREA	OBJECTIVE	DEPARTMENTAL OUTPUT
		• Governance Accountability training module reviewed and continuously updated • Human Resources providing and administering a sustainable, accurate and timely payroll and various basket of personnel service to the organisation • Information Systems and Technology providing architectural and governance oversight of the City's computing facilities. • Information and Knowledge Management to manage geomatics (locational) data for the City in accordance with corporate and legislative requirements and provides geomatics services and products, such as aerial imagery, GPS surveys and 3D modelling to City departments. • Executive Council Support and Executive Office Support Team

4. PERFORMANCE PROGRESS AND OUTCOMES

4.1 Past year's performance

The Corporate Services directorate achieved a clean audit on the 2016/2017 Pre-Determined Objectives (PDO).

The Directorate focused on implementing key projects to achieve a 95,1% capital budget spend. It further succeeded in verifying in excess of 90% of its assets.

Most noteworthy were the strides made to reduce the vacancy rate. 2 977 vacant positions were filled in the financial year with the assistance of the Human Resources Department. This included all recruitment and placement to achieve the finalisation of ODTP Phase 1 and the appointment of the City Manager and 10 Executive Directors for the new five-year term.

In the area of training and skills development, the Directorate assisted the City to exceed its external training opportunity target (set at 850) by creating 257 student opportunities. Furthermore, 412 apprenticeship opportunities were created, exceeding the target of 320.

In the past financial year, the Directorate created 236 EPWP work opportunities. To support the efforts of the City as a whole, the Directorate further assisted with the generation of 38 659 EPWP contracts.

4.2 Areas of Business Improvement

Challenges experienced in the past financial year which will be targeted for improved performance include spend on repairs and maintenance and percentage of operating budget spent. A delay in the awarding of tenders to be utilised for repairs and maintenance resulted in the target spend in this area not being achieved. The management of the Directorate will pay attention to the scheduling of key projects to facilitate repairs and maintenance across the range of infrastructure and assets managed by the Directorate and ensure the maximum spend possible. Although the Directorate achieved a 97,2% operating budget spend, it will implement a programme of continuous assessment to ensure that the target spend of 95% is achieved in future.

5. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

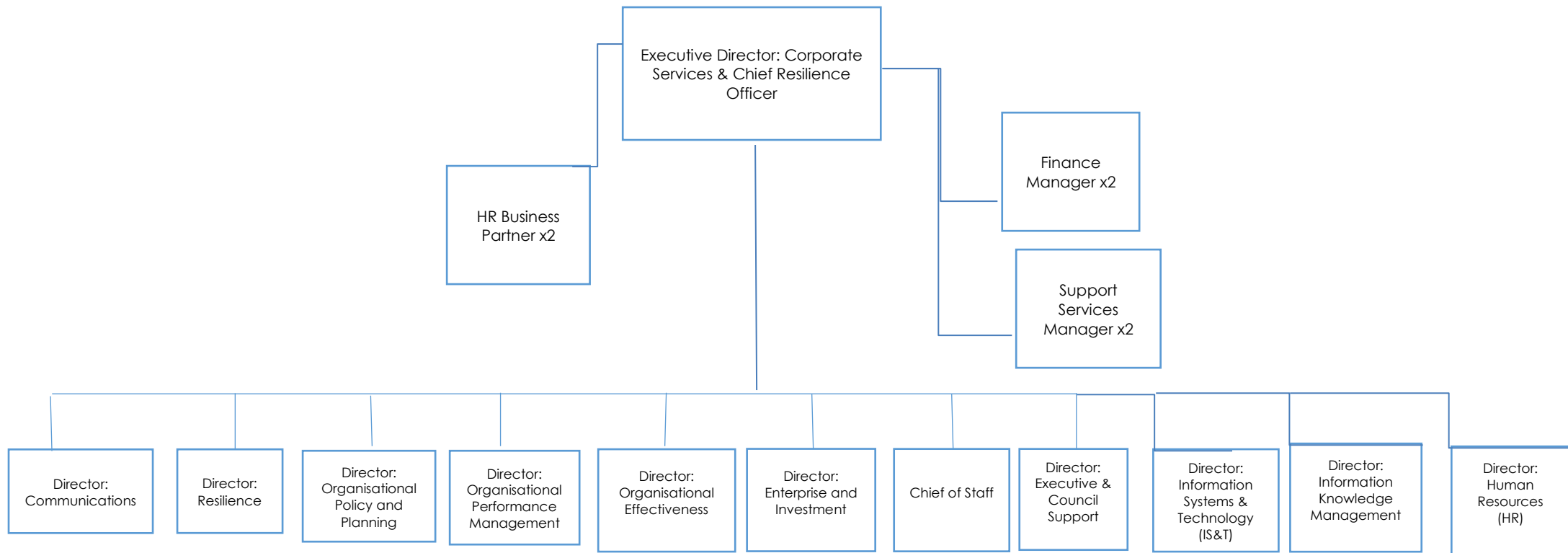
Partners / Stakeholders		Departmental roles and responsibilities
Internal	External	
Executive Mayor	Residents in the Cape Town metro	❖ Assist Mayor in the performance of her statutory and delegated duties. ❖ Research and Communications Support. ❖ Transversal Management Support. ❖ Performance Monitoring and Evaluation Support. ❖ Capital Programme Monitoring
Mayoral Committee	Citizens	❖ Coordinate with MMC in terms of policy and strategy functions, transversal management and coordinate performance assessments.
Speaker	Media	❖ Assist Speaker in the performance of his statutory and delegated duties.
Chief Whip	Businesses and organised organisations and industry associations	❖ Assist Chief Whip in the performance of his statutory and delegated duties.
Council's Committees	Applicants and students	❖ Coordinate in terms of delegated responsibilities for policy and strategy and performance monitoring and evaluation.
Other oversight committees	• Commission for Gender Equality • People living with a disability and their organisations • Constitutional institutions	❖ Coordinate in terms of delegated responsibilities for other oversight committees ❖ Communicate all legislative reporting
City Manager, Executive Management Team and organisation as a whole	Institutions, Department of Labour	❖ Coordinate transversal management ❖ Performance Monitoring and Evaluation of organisation for mayoralty ❖ Advise on support on policy and legislative matters
	Intergovernmental departments	❖ Coordinate with Western Cape Government ❖ Communicate with National government
	The General Auditor	❖ Establish sound relations ❖ Coordinate all legislative reporting

Partners / Stakeholders		Departmental roles and responsibilities
Internal	External	
		❖ Communicate with National government
	International community, including diplomatic corps and international mayors	❖ Establish sound relations with all concerned
	Communities: civic organisations, community-based organisations (CBOs) and non-governmental organisations (charities, pressure groups)	❖ Establish sound relationships with community groups
	City of Cape Town Residents	❖ Investigate service delivery complaints ❖ Liaise with complainants
	100 Resilient Cities Network	❖ Development and implementation of a resilience strategy in partnership with the 100 Resilient Cities Network
Staff members	National and Provincial Government and other governmental bodies or partners	❖ Establish sound relations with all concerned ❖ Coordinate all legislative reporting to National government, Provincial and other governmental partners.

6. RESOURCES

6.1 Senior management capability and structure.

6.1.1 Directorate organogram



6.1.2 Give an indication of possible outsource services

- **Organisational Policy and Planning:**

As the department is relatively small, it contracts out components of its key projects which require specialist inputs e.g. The annual Community Satisfaction Survey and by-law development, as well as certain portfolio management functions.

- **Communications:**

The department outsources the manufacture of communication material – posters, leaflets, merchandise, etc. To manufacture these would require the purchase of specialised machinery and the need to provide for skilled staff to operate this. By outsourcing we avoid the costs of obtaining this equipment and are able to procure the most appropriate production agencies/suppliers as and when they are needed.

The department has also outsourced much of its creative development – graphic design, writing, photography, etc. Communication work is diverse and demand fluctuates in unpredictable ways – it is simply not cost effective to staff up for all the work that could be needed. By having a range of creative service providers available if and when needed, we are able to allocate resources for ad hoc projects and to allocate appropriate talent per project as well.

Web Development has also been outsourced: Reason: this is a new and highly dynamic field. Website developers who are au fait with the latest trends and developments in the field are in short supply and are not needed on a permanent basis by the City. By outsourcing this type of development, we are able to access top expertise as and when required in a dynamic, rapidly evolving field.

- **Organisational Effectiveness and Innovation**

In order to augment internal capacity, the departmental will outsource the following services:

- Most of the training functions
- Some of the coaching functions
- Surveys

Risk to outsourcing relates to consistency of application.

- **Enterprise and Investment**

The department outsources the manufacture and design of certain communication materials for the purposes of destination marketing in general, including investment destination marketing. The department also outsources the investment and film promotion functions to Wesgro, the Western Cape Investment and Trade and Promotion Agency, an entity of the Western Cape Government.

- **Organisational Performance Management**

The department outsources the support provided by CPPM to ensure that the city's level of project management matches internal standards which directly impacts level of quality service delivery, design and layout of the Annual Report, SDBIP and verification of BBBEE.

It also provides strategic support to policy and planning, budget and organisational performance management.

6.1.3 Lead and Contributing Directorate (Link to the City's Transversal Management System)

See attached SDBIP

6.2 Financial Information

6.2.1 Summary of revenue by source

Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand									
Operating Revenue By Source									
Rental of facilities and equipment	36	128	45	74	74	74	78	82	87
Interest earned - external investments	1 332	–	–	–	–	–	–	–	–
Interest earned - outstanding debtors	1	13	19	30	30	30	31	33	35
Fines, penalties and forfeits	1	2	0	1	–	–	–	–	–
Licences and permits	(8)	–	(5)	–	–	–	–	–	–
Transfers and subsidies	7 966	12 986	7 552	12 799	28 220	28 220	27 707	28 019	16 000
Other revenue	45 271	32 560	56 448	57 484	52 485	52 485	55 371	58 417	61 659
Gains on disposal of PPE	195	279	273	–	–	–	–	–	–
Total Operating Revenue (excluding capital transfers and contributions)	54 795	45 967	64 332	70 387	80 809	80 809	83 187	86 551	77 781

6.2.2 Summary of operating expenditure by type

Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<u>Expenditure By Type</u>									
Employee related costs	633 663	694 809	769 813	980 110	909 123	903 907	1 109 459	1 204 344	1 304 993
Remuneration of councillors	128 412	134 637	138 374	155 787	155 565	155 565	169 640	180 666	192 500
Debt impairment	(27)	(67)	31	–	–	–	–	–	–
Depreciation & asset impairment	130 462	145 901	168 605	165 695	177 403	177 403	187 808	203 371	209 174
Other materials	1 615	2 292	3 650	34 159	30 694	30 506	26 693	27 539	28 446
Contracted services	252 377	98 164	112 637	222 874	198 707	204 145	190 735	195 753	204 428
Transfers and subsidies	64 283	53 413	57 130	71 515	83 480	83 480	84 285	88 120	93 632
Other expenditure	358 228	528 545	513 537	540 410	462 083	462 017	415 762	438 952	450 137
Loss on disposal of PPE	84	122	112	77	77	109	81	86	90
Total Operating Expenditure	1 569 098	1 657 814	1 763 888	2 187 517	2 017 132	2 017 132	2 184 462	2 338 830	2 483 400

6.2.3 Summary of capital expenditure by type

Department	Original Budget 2018/19	Approved Budget 2019/20	Approved Budget 2020/21
Management: Corporate Services	1 603 272	1 449 886	1 374 886
Support Services: CS	108 000	108 000	108 000
Legal Services	335 000	335 000	335 000
Finance: CS	55 000	55 000	45 000
Human Resources	4 240 000	2 840 000	2 840 000
Information Systems & Technology	333 504 999	333 504 999	328 039 999
Information & Knowledge Management	1 946 400	1 946 400	1 946 400
Executive & Council Support	1 010 000	1 010 000	1 010 000
Organisational Performance Management	10 141 800	190 000	148 044
Organisational Effectiveness & Innovation	40 000	40 000	40 000
Communications	1 180 000	480 000	480 000
Organisational Policy & Planning	33 600	33 600	0
Enterprise & Investment	320 000	500 000	100 000
Executive Coordination	78 486	78 486	78 486
Grand Total	354 596 557	342 571 371	336 545 815

6.2.4 Major Projects Aligned To PPM (IDP Linkage)

ID	Description	Initiative ID	Initiative Description	Priority
C10.16621	Dark Fibre Broadband Infrastructure	CPX/0000931	Dark Fibre Broadband Infrastructure	City Top Priority
CPX.0002343	Enterprise Monitoring & Managmt Sol FY2017	CPX/0000907	Enterprise monitoring & management solution	City Top Priority
CPX.0002344	Enterprise Monitoring & Managmt Sol FY2018	CPX/0000907	Enterprise monitoring & management solution	City Top Priority
CPX.0002350	ERP Business Systems FY2018	CPX/0000910	ERP Business Systems	City Top Priority
CPX.0003127	Digital Inclusion Project	CPX/0003126	Digital Inclusion Project	City Top Priority
CPX.0007939	High-site upgrades and new infrastructure	CPX/0000931	Dark Fibre Broadband Infrastructure	City Top Priority
CPX.0007934	Commercial client access fibre routes	CPX/0000931	Dark Fibre Broadband Infrastructure	City Top Priority
CPX.0007936	Core and local fibre routes	CPX/0000931	Dark Fibre Broadband Infrastructure	City Top Priority
CPX.0007942	Switching facilities large type	CPX/0000931	Dark Fibre Broadband Infrastructure	City Top Priority
CPX.0007935	City corporate access fibre connections	CPX/0000931	Dark Fibre Broadband Infrastructure	City Top Priority
CPX.0007937	DATA LAN and internet upgrades	CPX/0000931	Dark Fibre Broadband Infrastructure	City Top Priority
CPX.0007941	Core, aggregation and local aggregation	CPX/0000931	Dark Fibre Broadband Infrastructure	City Top Priority
CPX.0007943	Switching facilities medium type	CPX/0000931	Dark Fibre Broadband Infrastructure	City Top Priority

6.2.5 Narrative on Directorate capital programme

The majority of the directorate's capital budget will be spent by the Project Portfolio Management Branch on the PPM system. Overall, the PPM system will assist the organisation in delivering on its capital budget by ensuring a standardised project pipeline that improves the planning and management of capital spending across the City.

The IS&T's capital programme consists of two broad categories, namely IS&T Back-end Infrastructure and Telecommunications Infrastructure under which the Broadband project is housed the capital budget will be spent on this.

The remainder of the capital budget will largely be spent on providing stationery and equipment required to support the directorate in delivering services internally to the organisation.

7. RISK ASSESSMENT

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

Risk Registers are utilised as a management tool in order to manage identified risks of the Directorate. The risks identified and rated equal to or above the Council approved risk acceptance level will be reported to the Executive Management Team (EMT). The Executive Director to inform / discuss the Directorate's risks with the relevant Mayoral Committee member on a six monthly basis.

8. OBJECTIVES AND INDICATORS OF THE DIRECTORATE SCORECARD

See attached Scorecard

9. AUTHORISATION

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

	Name	Signature	Date
Executive Director	Craig Kesson		12 June 2018.

10. APPENDICES:

Annexure A: 2018/2019 Directorate Scorecard template

2018/2019 CORPORATE SERVICES : DIRECTORATE SCORECARD														
Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator	Baseline 2016/ 2017	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Opex Budget	Capex Budget	Responsible Person
Pillar & Corp Objective	CSC Indicator no.							30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019			
SFA 1 Opportunity City		(L) Corporate Services	1.1 Positioning Cape Town as a forward looking globally competitive business city	Approval of the City's first Resilience Strategy	New	New	City's first Resilience Strategy Approved	First draft of Resilience Strategy completed	Resilience strategy approved for public consultation	City's first Resilience Strategy Approved	n/a	N\A	N\A	Director: Resilience
SFA 1 Opportunity City	-	(L) Corporate Services	1.1 Positioning Cape Town as a forward looking globally competitive business city	Number of quarterly reports on the state of the Cape Town economy	4	4	4	1	2	3	4	N\A	N\A	Director: Organisational Policy and Planning
SFA 1 Opportunity City Corp Obj:1.2 Leveraging technology for progress Programme no: 1.2.a Digital City programme	-	(L) Corporate Services	1.2 Leveraging technology for progress	Progress on milestones towards the investigation into the feasibility and cost of the integration of network	New	New	Report to executive director on feasibility, timescales and costs to implement and integrate telecommunications networks of the city	Report on investigation and identification of networks to be integrated	Meetings and workshops with potential departments	First draft report on feasibility of integration of networks to Director	Final report on feasibility, costs and timelines to Executive Director	N\A	N\A	Manager: Telecommunications Thomas Bosman
SFA 3 Caring City	3.A	(L) Strategic Governance	3.1 Excellence in basic services	Community satisfaction survey (Score 1-5) City Wide	2.9	2.9	2.9	n/a	n/a	n/a	2.9	N\A	N\A	Director: Organisational Effectiveness and Innovation
SFA 5 Well-Run City	5.B	(L) Corporate Services	5.1 Operational sustainability	Opinion of the Auditor-General (Pre-determined Objectives)	Unqualified Audit	Clean audit	Clean audit	Submission of Performance report for 2016/2017	Clean audit for 2017/18	N/A	N/A	N\A	N\A	Director: Organisational Performance Management
SFA 5 Well-Run City		(L) Corporate Services	5.1 Operational sustainability	Percentage implementation of the governance committee work plan	New	New	100%	25%	50%	75%	100%	N\A	N\A	Director: Organisational Performance Management
SFA 5 Well-Run City		(L) Corporate Services	5.1 Operational sustainability	Percentage implementation of review for HR Model	New	New	100%	25%	50%	75%	100%	N\A	N\A	Director: Human Resource
SFA 5 Well-Run City		(L) Corporate Services	5.1 Operational sustainability	Percentage implementation of Phase 2 of the Strategy Management Framework (SMF)	New	New	100%	25%	50%	75%	100%	N\A	N\A	Director: Organisational Policy and Planning
SFA 5 Well-Run City	-	(L) Corporate Services	5.1 Operational sustainability	Number of identified processes reviewed, developed and implemented for operational efficiency	New	4	4	1	2	3	4	N\A	N\A	Director: Organisational Effectiveness and Innovation
SFA 5 Well-Run City	-	(L) Corporate Services	5.1 Operational sustainability	Percentage of staff and councillors trained in values integration	New	100%	50%	25%	35%	40%	50%	N\A	N\A	Director: Organisational Effectiveness and Innovation
SFA 5 Well-Run City	-	(L) Corporate Services	5.1 Operational sustainability	Number of Organisational development interventions implemented as a result of the annual organisational culture survey	New	4	4	0	2	3	4	N\A	N\A	Director: Organisational Effectiveness and Innovation
SFA 5 Well-Run City	-	(L) Corporate Services	5.1 Operational sustainability	Percentage Completion of review of the 2018/2019 IDP	100%	100%	100%	25%	50%	75%	100%	N\A	N\A	Director: Organisational Policy and Planning
SFA 5 Well-Run City	-	(L) Corporate Services	5.1 Operational sustainability	Number of issues of digital newsletter sent out	New-look website under development	12	24	6	12	18	24	N\A	N\A	Director: Communications
SFA 5 Well-Run City		(L) Corporate Services	5.1 Operational sustainability	Number of press releases issued over the period	New	360	600	150	300	450	600	N\A	N\A	Director: Communications
SFA 5 Well-Run City	-	(L) Corporate Services	5.1 Operational sustainability	Percentage progress of the Performance Dashboard initiatives completed	New	New	100%	10%	50%	75%	100%	N\A	N\A	Director: Organisational Performance Management
SFA 5 Well-Run City	-	(L) Corporate Services	5.1 Operational sustainability	Percentage of projects tracked on the implementing PPM Benefits Tracking	New	New	10%	0%	1%	2%	10%	N\A	N\A	Director: Organisational Performance Management
SFA 5 Well-Run City	-	(L) Corporate Services	5.1 Operational sustainability	Percentage 2017/2018 Annual Report completed	100%	100%	100%	40%	75%	100%	100%	N\A	N\A	Director: Organisational Performance Management

2018/2019 CORPORATE SERVICES : DIRECTORATE SCORECARD														
Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator	Baseline 2016/ 2017	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Opex Budget	Capex Budget	Responsible Person
Pillar & Corp Objective	CSC Indicator no.							30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019			
SFA 4 Inclusive City Objective 4.3 Programme 4.3.c	-	(L) Corporate Services	4.3 Building Integrated Communities	Public attendance at open meetings of Council and its committees project implemented	New	New	100%	25%	50%	100%	100%	N\A	N\A	Rehana Razack
SFA 5 Well-Run City Objective 5.1 Program No 5.1.a		(L) Corporate Services	5.1. Operational sustainability	Percentage Relationship Building sessions in Directorates on ER content	New	new	100%	25%	50%	75%	100%	N\A	N\A	Director HR: Lele Sithole
SFA 5 Well run City Objective 5.1 Programme 5.1.d	-	(L) Corporate Services	5.1 Operational sustainability	Number of additional datasets added to open data portal	20	20	20	5	10	15	20	N\A	N\A	Director IKM: Keith Smith Contact Person: Neil Hoorn
SFA 5 Well run City Objective 5.1 Programme 5.1.d	-	(L) Corporate Services	5.1 Operational sustainability	Percentage progress against milestones towards the completion and publication of the 2018/19 aerial photography	2016/17 aerial photography completed and published	2017/18 aerial photography completed and published	100%	25%	50%	75%	100%	N\A	N\A	Director IKM: Keith Smith Contact Person: Thomas Reiner
SFA 5 Well-Run City Objective 5.1 Program 5.1.c	-	(L) Corporate Services	5.1 Operational sustainability	Number of engagement sessions to improve customer interaction and satisfaction (Cumulative)	New	4	8	2	4	6	8	N\A	N\A	Glenda Jeffries Contact: 021 400 4019 Cell: 083 324 2906
SFA 5: Well-Run City Corp obj no: 5.1 Operational Sustainability Programme no: 5.1.c compliant service delivery programme		(L) Corporate Services	5.1 Operational sustainability	Percentage of AGSA Audit Findings resolved from the AGSA Finding Management Action Plan	New	100%	Implementation of all controls designed in the AGSA Management Action Plan	Finalisation and approval by the ED of the AGSA Action Plan guided by Section 10: Summary of detailed audit findings of the AGSA Management Report 30th June 2017	Implementation of the controls designed	Implementation of the controls designed	Completion of implementation of all controls designed in the action plan	N\A	N\A	Manager:Corporate Services : Thembelani Mangena, Contact Number : 021 400 5247
KEY OPERATIONAL INDICATORS:														
SFA 1: Opportunity City Corp Obj: 1.3 Economic Inclusion Programme no: 1.3b EPWP job creation programme	1.F	(L) Corporate Services	1.3 Economic inclusion	Number of Expanded Public Works Programme (EPWP) work opportunities created	236	216	203	92	133	186	203	N\A	N\A	Manager:Corporate Services : Thembelani Mangena, Contact Number : 021 400 5247
SFA 1: Opportunity City Corp Obj: 1.3 Programme no: 1.3a Skills Investment Programme	1.G	(L) Corporate Services	1.3 Economic inclusion	Percentage budget spent on implementation of Workplace Skills Plan	102.20%	95%	95%	10%	30%	70%	95%	N\A	N\A	Director HR: Lele Sithole Contact Person: Nonzuzo Ntubane Contact Number : 021 400 4056 Cell Number : 083 6948 344
SFA 1: Opportunity City Corp Obj: 1.3 Programme no: 1.3b EPWP job creation programme	-	(L) Corporate Services	1.3 Economic inclusion	Number of Full Time Equivalent (FTE) work opportunities created	New	42	79.89	42.15	49.34	73.19	79.89	N\A	N\A	Manager:Corporate Services : Thembelani Mangena, Contact Number : 021 400 5247
SFA 1: Opportunity City Corp Obj: 1.3 Programme no: 1.3a Skills Investment Programme	-	(L) Corporate Services	1.3 Economic inclusion	Number of unemployed trainees and unemployed bursary opportunities (excluding apprentices)	257	193	89	32	50	70	89	N\A	N\A	Director HR: Lele Sithole Contact Person: Nonzuzo Ntubane Contact Number : 021 400 4056 Cell Number : 083 6948 344
SFA 1: Opportunity City Corp Obj: 1.3 Programme no: 1.3a Skills Investment Programme	-	(L) Corporate Services	1.3 Economic inclusion	Number of unemployed apprentices	412	320	250	150	250	250	250	N/A	N/A	Director HR: Lele Sithole Contact Person: Nonzuzo Ntubane Contact Number : 021 400 4056 Cell Number : 083 6948 345
SFA 3: Caring City Corp obj no: 3.1 Excellence in basic service delivery Programme no: 3.1a Excellence in basic service delivery	3.F	(L) Corporate Services	3.1 Excellence in basic service delivery	Percentage adherence to citywide service requests	105.10%	100%	90%	90%	90%	90%	90%	N/A	N/A	Contact Person: Omeshnee Naidoo Contact Person: Ingrid Mansell Contact Number: 021 400 3462 Cell Number: 084 905 0557
SFA 4: Inclusive City Corp obj no: 4.3 Programme no:	-	(L) Corporate Services	4.3 Building Integrated Communities	Percentage adherence to EE target in all appointments (internal & external)	96.77%	85%	85%	85%	85%	85%	85%	N/A	N/A	Director HR: Lele Sithole Contact Person: Jerry Henn Contact Number : 021 400 9312 Cell Number : 084 232 9977 Director HR: Lele Sithole
SFA 4: Inclusive City Corp obj no: 4.3 Programme no:	-	(L) Corporate Services	4.3 Building Integrated Communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	2.30%	2%	2%	2%	2%	2%	2%	N/A	N/A	Contact Person: Jerry Henn Contact Number : 021 400 9312 Cell Number : 084 232 9977 Director HR: Lele Sithole
SFA 5: Well-Run City Corp obj no: 5.1 Operational Sustainability Programme no:	-	(L) Corporate Services	5.1 Operational sustainability	Percentage of absenteeism	3.07%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	N\A	N\A	Director HR: Lele Sithole Contact Person: Charl Prinsloo Contact Number : 021 400 9150 Cell Number : 060 997 3622
SFA 5: Well-Run City Corp obj no: 5.1 Operational Sustainability Programme no:	5.C	Finance	5.1 Operational sustainability	Percentage spend of capital budget	95.10%	90%	90%	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	90%	N\A	N\A	Directorate Finance Manager Wallied Taliep Contact number: Cell no: 021 400 9880

2018/2019 Corporate Services Directorate Scorecard

Indicator	Indicator Definition
Approval of the City's first Resilience Strategy	30 Sept - Draft of resilience strategy submitted to Chief Resilience Officer and workshop on draft of strategy with Section 79 committee 31 Dec - Report to Section 79 requesting approval for public participation, and subsequently approved for consultation 31 March - Report to Council and approval by Council
Number of quarterly reports on the state of the Cape Town economy	Q1 - 1 Quarterly 2018 Economic Performance Indicators for Cape Town (EPIC) report completed Q2 - 2 Quarterly 2018 Economic Performance Indicators for Cape Town (EPIC) report completed Q3 - 3 Quarterly 2018 Economic Performance Indicators for Cape Town (EPIC) report completed Q4 - 4 Quarterly 2018 Economic Performance Indicators for Cape Town (EPIC) report completed
Progress on milestones towards the investigation into the feasibility and cost of the integration of network	Report to executive director on feasibility, timescales and costs to implement integration of existing telecommunications networks of the city. Networks to be included in the investigation are Water Scada, Water devices, TCT Networks, SSU camera networks, Corporate network, Electricity networks, FMES, Tetra network, Telecommunications networks, etc.
Community satisfaction survey (Score 1 - 5) - City Wide	A statistically valid, scientifically defensible score from the annual survey of residents of perceptions of the overall performance of the services provided by the City of Cape Town. The measure is given against the non-symmetrical Likert scale ranging from : 1 being poor; 2 being fair; 3 being good; 4 being very good and 5 excellent. The objective is to improve the current customer satisfaction level.

2018/2019 Corporate Services Directorate Scorecard

Indicator	Indicator Definition
Opinion of the Auditor-General (Pre-determined Objectives)	The indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor-General in determining his opinion. An unqualified audit opinion refers to the position where the auditor, having completed his audit, has no reservation as to the fairness of presentation of financial statements and their conformity with General Recognised Accounting Practice. This is referred to as 'clean audit'. Alternatively, in relation to a qualified audit opinion, the auditor would issue this opinion in whole, or in part, over the financial statement if these are not prepared in accordance with General Recognised Accounting Practice, or could not audit one or more areas of the financial statements. Future audit opinions will cover the audit of predetermined objectives. The ED Corporate Services will be measured on the Pre-determined objectives and not the Annual Financial Statements.
Percentage implementation of the governance committee work plan	Q1 - 25% - Q2 - 50% - Q3 - 75% - Q4 - 100% -
Percentage implementation of review for HR Model	Q1 - 25% - Q2 - 50% - Q3 - 75% - Q4 - 100% -
Percentage implementation of Phase 2 of the Strategy Management Framework (SMF)	Q1 - 25% - Q2 - 50% - Q3 - 75% - Q4 - 100% -
Number of identified processes reviewed, developed and implemented for operational efficiency	This indicator measures the number of innovation forums held per year. This will be evidenced by 4 x Business Process improvement reports.
Percentage of staff and councillors trained in values integration	Percentage of staff and councillors to whom opportunities were made available to attend the values integration sessions which include inter alia workshops and programmes as well as industrial theatre interventions.

2018/2019 Corporate Services Directorate Scorecard

Indicator	Indicator Definition
Number of Organisational development interventions implemented as a result of the annual organisational culture survey	Number of Organisational development interventions developed and implemented as touch points identified as an outcome of the 2017/18 annual organisational culture survey.
Percentage Completion of review of the 2018/2019 IDP	Q1 -25% - A Councillor or Committee of Council propose amendments - Notify Section 79 Committees of commencement of amendment process Q2 - 50% - Prepare final memorandum with amendments for submission to the Mayor in January 2019. Q3 - 75% - IDP Amendment tabled for public comment with budget document in Council by end March 2019 Q4 - 100% - IDP Review approved by Council by 31 May 2019
Number of issues of digital newsletter sent out	This indicator will measure the number of digital newsletters sent to a database of readers over the year, informing them of service delivery issues in the city. Initially one per month is planned.
Number of press releases issued over the period	This indicator refers to the number of official press releases issued by the media department over the period. Note that this is a highly dynamic environment and numbers may fluctuate depending on service delivery issues.
Percentage progress of the Performance Dashboard initiatives completed	Definition: To develop a Performance Dashboard to improve decision making and accountability: Q1 - 10% - Staff appointed Q2 - 50% - Assessments completed Q3 - 75% - Dashboard development Q4 - 100% - Dashboard development
Percentage of projects tracked on the implementing PPM Benefits Tracking	Each Programme is undertaken to achieve benefits to different stakeholders. Benefits of each programme can be financial and non-financial. The benefits management is to assist toward achieving the benefits that can be obtained from each programme. The BEPP provided several programmes with different benefits that be achieved. The objective is to utilise SAP PPM to capture and track the various benefits from the respective programmes.

2018/2019 Corporate Services Directorate Scorecard

Indicator	Indicator Definition
Percentage 2017/2018 Annual Report completed	The Annual report is comprehensive report on the performance of the city and the entity for the year under review. Annual reports are intended to give the public and other interested people information about the financial and non-financial information of performance. This is a legislative requirement in terms of Section 121 of the MFMA. The indicator measures the percentage progress to completion by Council approval. Quarterly measurements of this indicator are as follows: Q1 - 40% - Draft 2017/2018 report submitted to AG by end August 2018 Q2 - 75% -- Printers proof -Designed and layout Q3 - 100% - Submission of annual report to Council - Submission of oversight report to Council Q4 - 100% - 2017/2018 Annual Report Completed

2018/2019 Corporate Services Directorate Scorecard

Indicator	Indicator Definition
Public attendance at open meetings of Council and its committees project implemented	Council and its committee meetings are open to attendance by members of public, except in instances where confidential matters are considered. In this financial year, the unit will focus specifically on 3 service delivery Section 79 committee meetings, namely: Utilities and Energy Services PC Safety and Social Services PC Transport and Urban Development PC As these meetings are declared open meetings to the public, the unit has identified a gap in that not many members of public appear to be aware of the open meetings and minimal attendance is experienced, except at Council meetings. In order to contribute to the building of integrated communities, through this project, the aim is to create awareness and foster improved attendance. Quarter 1 = 25% 3 x Engagements with chairpersons of PC meetings mentioned above 1 x Marketing Strategy document developed and signed off by the Director Q2 = 3 x Implementation meetings with the chairpersons 1x Salary Slips drive 1 x Rates bill drive 1 x Bulk SMS drive 1x Intranet drive 1 x Internet drive 1 x Twitter drive 1 x Facebook drive 6 x insert pages on PC agendas 3 x PC presentations Q3 = All signed attendance registers monitored to obtain signatures from members of public in

2018/2019 Corporate Services Directorate Scorecard

Indicator	Indicator Definition
Percentage Relationship Building sessions in Directorates on ER content	Refers to % of sessions held in the organisation. This will be informed by a further breakdown in each Directorate. This will take the form of awareness, training and workshop sessions.
Number of additional datasets added to open data portal	This indicator measures the number of datasets approved by the Open Data Steering Committee and uploaded to the Open Data Portal.
Percentage progress against milestones towards the completion and publication of the 2018/19 aerial photography	The City contracts-out the capturing of the aerial photography to an outside company. Images are taken using a high-resolution digital camera mounted in an aeroplane and the area to be flown is covered by flight lines planned to cover the area of interest. The digital images are merged together using specialised software and processed into a single ortho-rectified image. This process is done once a year to cover the entire municipal area. Aerial photography is a tool used across a range of departments/functions including planning, disaster management, valuations and housing. The photography is used inter alia to monitor changes in certain areas, to quickly locate specific properties or features, estimating counts of dwellings, planning for large events, determining best entry or exit routes for disaster management. This indicator measures the completion percentage of the acquisition and processing for dissemination of the aerial photography for the 2018/19 financial year.
Number of engagement sessions to improve customer interaction and satisfaction (Cumulative)	
Percentage of AGSA Audit Findings resolved from the AGSA Finding Management Action Plan	As per the AGSA Management Report Section 10: Summary of detailed audit findings the management is to draft an Action Plan for the directorate:corporate services to be approved by the ED. Which will have clearly described controls and clear implementation plans of those controls.

2018/2019 Corporate Services Directorate Scorecard

Indicator	Indicator Definition
KEY OPERATIONAL INDICATORS:	
Number of Expanded Public Works Programme (EPWP) work opportunities created	Refers to paid work created for an individual on an EPWP project for any period of time, within the employment conditions of the Code of Good Practice for the Expanded Public Works Programmes.
Percentage budget spent on implementation of Workplace Skills Plan	A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions which will address the needs arising out of Local Government's Skills Sector Plan, the City's strategic requirements as contained in the IDP and the individual departmental staffing strategies and individual employees' PDPs. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan. Formula: Measured against training budget.
Number of Full Time Equivalent (FTE) work opportunities created	Refers to one person-year of employment. One person year is equivalent to 230 person days of work. The 230 days are effective days of work after subtracting provision for non-productive days in a year (e.g. leave, holidays, etc.). 1 FTE = person days divided by 230.
Number of unemployed trainees and unemployed bursary opportunities (excluding apprentices)	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative and provision of real world of work exposure to trainees and graduates. This includes, external bursaries awarded, in-service student training opportunities, graduate internships and learnerships. This is an accumulative quarterly measure. The target refers to the 4th quarter final total.

2018/2019 Corporate Services Directorate Scorecard

Indicator	Indicator Definition
Number of unemployed apprentices	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative. This indicator is limited to apprenticeships. This is an accumulative quarterly measures. The target refers to the 4th quarter final total.
Percentage adherence to citywide service requests	Measure the percentage adherence to Citywide service standard based on all external notifications.
Percentage adherence to EE target in all appointments (internal & external)	Formula: Number of EE appointments (external, internal and disabled appointments) / Total number of posts filled (external, internal and disabled) This indicator measures: 1. External appointments - The number of external appointments across all directorates over the preceding 12 month period. The following job categories are excluded from this measurement: Councillors, students, apprentices, contractors and non-employees. This will be calculated as a percentage based on the general EE target. 2. Internal appointments - The number of internal appointments, promotions and advancements over the preceding 12 month period. This will be calculated as a percentage based on the general EE target. 3. Disabled appointments - The number of people with disabilities employed at a point in time. This excludes foreigners, but includes SA White males with disabilities. Note: If no appointments were made in the period preceding 12 months, the target will be 0%.

2018/2019 Corporate Services Directorate Scorecard

Indicator	Indicator Definition
Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	This indicator measures : The disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%. This category forms part of the 'Percentage adherence to EE target', but is indicated separately for focused EE purpose. This indicator measures the percentage of people with disabilities employed at a point in time against the staff complement e.g staff complement of 100 target is 2% which equals to 2
Percentage of absenteeism	The indicator measures the actual number of days absent due to sick, unpaid/unauthorised leave in the department or directorate expressed as a percentage over the number of working days in relation to the number of staff employed. Sick, unpaid/unauthorised leave will include 4 categories namely normal sick leave, unpaid unauthorised leave, leave in lieu of sick leave and unpaid in lieu of sick leave.
Percentage spend of capital budget	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.
Percentage OHS investigations completed	Investigations measures the completed number of incidents investigated within a 30 day period, expressed as a percentage. "Completed" will be measured as incident data captured and uploaded on SAP. There will be a one month lag for both the numerator and denominator for reporting purposes.
Percentage vacancy rate	This is measured as a percentage of positions vacant against the total positions on structure. This indicator will be measured at a specific point in time to calculate the vacancy rate. The target is a vacancy rate of 7% or less.

2018/2019 Corporate Services Directorate Scorecard

Indicator	Indicator Definition
Percentage of operating budget spent	Formula: Total actual to date as a percentage of the total budget including secondary expenditure.
Percentage of assets verified	The indicator reflects the percentage of assets verified annually for audit assurance. Quarter one will be the review of the Asset Policy, In Quarter two, the timetable in terms of commencing and finishing times for the process is to be communicated, and will be completed. Both Quarters will only be performed by Corporate Finance. The asset register is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data is downloaded at specific times and is the bases for the assessment of progress. Q1+N/A for ALL other department, except Corporate Finance (responsible) Q1= 25% Corporate Finance Q2= N/A for ALL other department, except Corporate Finance Q2= 50% Corporate Finance Q3= 75% represent that 60% of the assets have been verified by the directorate/ department Q4= 100% represents All assets have been verified.
Percentage Internal Audit findings resolved	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.
Percentage of Declarations of Interest completed	The total number of completed declarations of interest as a % of the total number of staff. The target is cumulative over the year. Each employee needs to complete the declaration of interest at least once per year (or when circumstances change), as prescribed by the applicable legislation and City policies / decisions.

ENERGY



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

EXECUTIVE DIRECTOR: Kadri Nassiep
CONTACT PERSON: Gary Ross



CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

Making progress possible. Together.

VISION OF THE CITY:

To be an opportunity city that creates an enabling environment for economic growth and job creation, and to provide assistance to those who need it most. To deliver quality services to all residents. To serve the citizens of Cape Town as a well-governed and corruption free administration.

In pursuit of this vision the City's mission is as follows:

- To contribute actively to the development of its environment, human and social capital
- To offer high-quality services to all who live in, do business in or visit Cape Town as a tourist
- To be known for its efficient, effective and caring governance.'

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

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Annexure: 2018/19 Directorate SDBIP

1. EXECUTIVE SUMMARY

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

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

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

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

2. PURPOSE AND SERVICE MANDATE OF THE DIRECTORATE

Core purpose

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

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

100%

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

Service Mandate

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

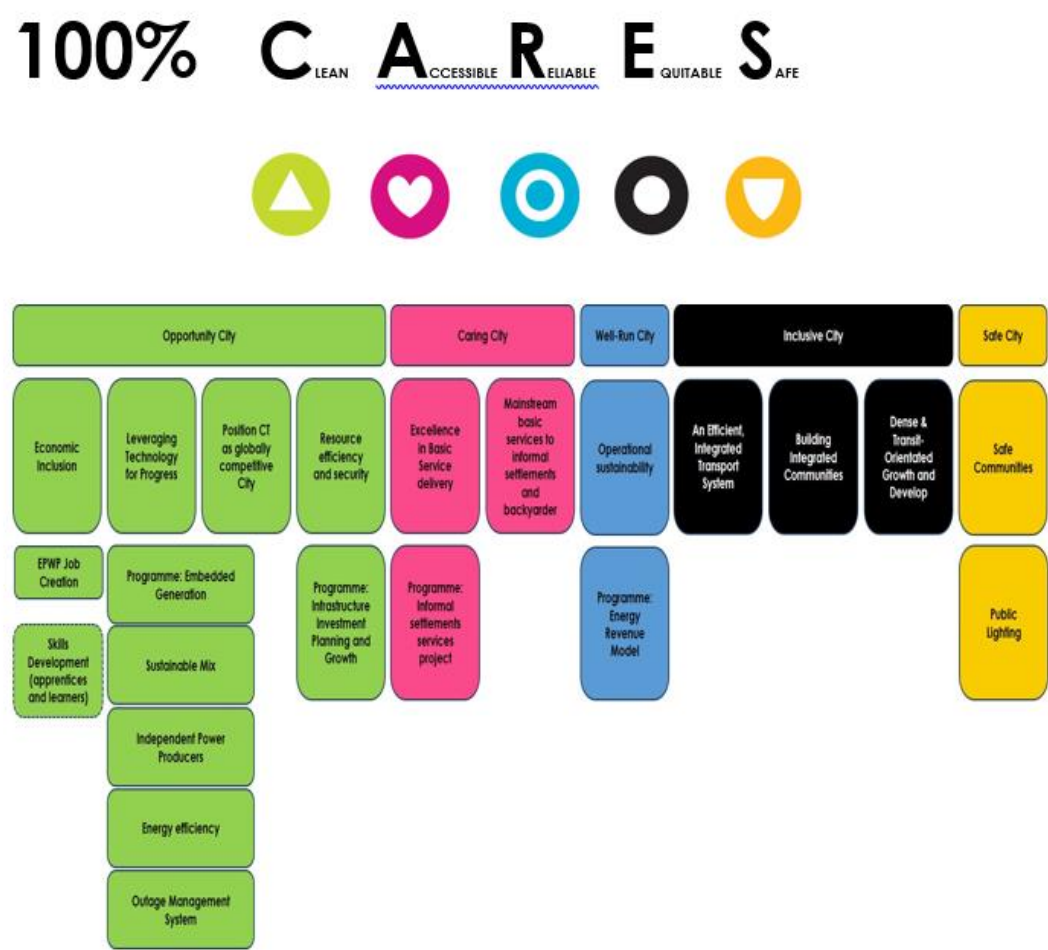
specific functions in these schedules regarding air pollution, building regulations, public transport, and waste disposal are also to be taken into account.

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

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

3. STRATEGIC ALIGNMENT TO THE IDP

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



KEY DIRECTORATE PROGRAMMES IN THE NEW TERM OF OFFICE IDP:

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

Programme 1.1.c Infrastructure Investment Programme:

1.1.c.4 Infrastructure Maintenance Project:

1.1.c.4 Infrastructure Planning for Growth

Electricity Infrastructure

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

The City aims to achieve the following in general:

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

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

1.1.c.2 Infrastructure asset management

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

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

Programme 1.3.a Skills Investment Programme:

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

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

Programme 1.4.a Energy Efficiency and Supply Programme

1.4.a.1 Independent power producers project

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

1.4.a.2 Embedded generation project

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

1.4.a.3 Energy efficiency projects

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

Programme 1.4.b Climate change programme

1.4.b.2 Mitigation climate change project

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

Programme 5.1.a Efficient, responsible and sustainable programme

5.1.a.2 Energy revenue model development

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

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

Programme 3.1.a Excellence in Basic Service delivery:

Quality of Supply

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

Quality of Service

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

Mainstreaming basic service delivery to informal settlements and backyard dwellers

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

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

Electrification Plan for Informal Settlements

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

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

Backyarder Programme

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

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

4. PERFORMANCE PROGRESS AND OUTCOMES

4.1 Past year's performance

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

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

Overall progress on electrification (informal settlements)

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

4.2 Areas of Business Improvement

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

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

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

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

5. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

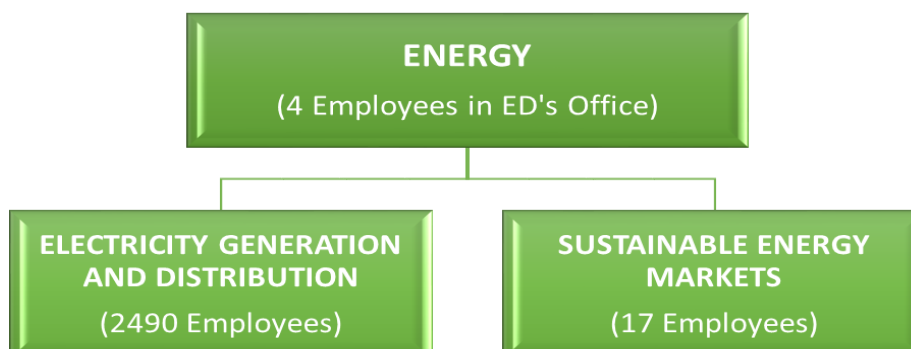
Partner/Stakeholder	Needs/Roles and Responsibilities
- Customers - Communities - Business/industry	Service delivery; electricity distribution, electrification projects, uninterrupted supply; reasonable turnaround time on service requests
Internal Partners - Councillors - External Service Delivery Directorates - Corporate - Unions	Information sharing; communication of directorate requirements and service standards; policy development and implementation; service coordination
External Partners - National and Provincial Government - Parastatals - Community based Organisations - Business Sector - Sector Service Authorities - Institutions for Higher Learning - Non-Governmental Organisations - Funders - City to city partnerships and networks (e.g. C40)	Information and knowledge management, service delivery coordination, implementation, research, compliance with regulatory frameworks, programme and project support, funding (both grant and loan)

Transversal Committee	Working Group Involvement
Economy and Environment Cluster Committee	Green Economy Energy and Climate Change
Energy and Utilities Transversal Committee	
Sustainability and Resilience	

RESOURCES

6.1 Senior management capability and structure.

6.1.1 Directorate organogram



SAP BI as at January 2018

6.1.2 Possible outsource services

- None.

6.1.3 Lead and Contributing Directorate (Energy – Lead)

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

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

6.2 FINANCIAL INFORMATION*

6.2.1 Summary of revenue by source

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

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

6.2.2 Summary of operating expenditure by type

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

6.2.3 Summary of capital expenditure by type

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

6.2.4 Major Projects Aligned To PPM (IDP Linkage)

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

6.2.5 Narrative on Directorate capital programme

Electrification

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

Oakdale switching station upgrade phase 3

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

Paardevlei Development Project

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

Renewable Energy and Energy Efficiency in own operations

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

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

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

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

Street Lighting

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

7. RISK ASSESSMENT

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

Risk Registers are utilised as a management tool in order to manage identified risks of the Directorate. The risks identified and rated equal to or above the Council approved risk acceptance level will be reported to the Executive Management Team (EMT). The Executive Director to inform/discuss the Directorate's risks with the relevant Mayoral Committee member on a six monthly basis.

7.1 Revenue risks

Risks to achieving revenue projections:

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

8. OBJECTIVES AND INDICATORS OF THE DIRECTORATE SDBIP

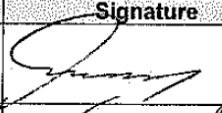
Key objectives and indicators on the Corporate Scorecard where Energy is the lead directorate.

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

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

9. AUTHORISATION

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

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

10. APPENDICES:

Annexure: 2018/2019 Directorate SDBIP template.

2018/2019 ENERGY DIRECTORATE SCORECARD												ANNEXURE B1		
Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2016/17 (30 June 2017)	Annual Target 2017/18 (30 June 2018)	Annual Target 2018/19 (30 June 2019)	Quarterly Targets				OPEX Budget	CAPEX Budget	Responsible Person/s
Pillar, Corp Obj No and Program No/ Statutory/Strategic Plan	CSC Indicator no.							30 Sept 2018 Q1	31 Dec 2018 Q2	31 Mar 2019 Q3	30 June 2019 Q4			
SFA 1 Opportunity City	1.C	Energy	1.1 Positioning cape Town as a forward-looking, globally competitive City	Number of outstanding valid applications for commercial electricity services expressed as a percentage of commercial customers	New	< 0.2%	< 0.2%	< 0.2%	< 0.2%	< 0.2%	< 0.2%			Gary Ross
SFA1 Opportunity city	1.F	Social Services	1.3 Economic inclusion	Number of Expanded Public Works Programme (EPWP) opportunities created	1 183	400	406	101	203	304	406			Maurietta Page
SFA 1 Opportunity City		Social Services	1.3 Economic inclusion	Number of Full Time Equivalent (FTE) work opportunities created	New	83	105	26	52	78	105			Maurietta Page
SFA 1 Opportunity City		Corp Services	1.3 Economic inclusion	Number of unemployed trainees and unemployed bursary opportunities (excluding apprentices)	25	25	25	19	19	25	25			Selwyn Scholtz
SFA 1 Opportunity City		Corp Services	1.3 Economic inclusion	Number of unemployed apprentices	195	195	195	195	195	195	195			Selwyn Scholtz
SFA 1 Opportunity City	1.G	Corp Services	1.3 Economic inclusion	Percentage budget spent on implementation of WSP	95%	95%	95%	10%	30%	70%	95%			Gary Ross
SFA 1 Opportunity City		Energy	1.4 Resource Efficiency and Security	Reduction in energy consumption across municipal operations	New	≥3% annual electricity saving off 2015 baseline	≥15% total electricity saving off 2012 baseline	n/a	n/a	n/a	≥15% total electricity saving off 2012 baseline			Oliver Stotko
SFA 1 Opportunity City		Energy	1.4 Resource Efficiency and Security	Energy and carbon emissions reductions in line with the Energy2040 goal targets	New	≥ -1% CO2e reduction off BAU	≥ -1% CO2e reduction off BAU	n/a	n/a	n/a	≥ -1% CO2e reduction off BAU			Sarah Ward
SFA 1 Opportunity City		Energy	1.4 Resource Efficiency and Security	SSEG Capacity Legally Installed and Grid-Tied	New	New	3.5 MVA	0.45 MVA	1.47 MVA	2.49 MVA	3.5 MVA			Brian Jones
SFA 1 Opportunity City		Energy	1.4 Resource Efficiency and Security	GWh of electricity purchased to meet electricity consumption target	9 926 GWh	9 928 GWh	9 495 GWh	2 537 GWh	4 870 GWh	7 128 GWh	9 495 GWh			Peter Jaeger
SFA 1 Opportunity City		Energy	1.4 Resource Efficiency and Security	Maximum Demand - maximum loading placed on system transmission network	1 844 MW	1 840 MW	1820 MW	1820 MW	1820 MW	1820 MW	1820 MW			Peter Jaeger
SFA 3 Caring City	3.F	Corp Services	3.1 Excellence in basic services	Percentage adherence to Citywide service requests	100%	90%	90%	90%	90%	90%	90%			Gary Ross

2018/2019 ENERGY DIRECTORATE SCORECARD													ANNEXURE B1	
Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2016/17 (30 June 2017)	Annual Target 2017/18 (30 June 2018)	Annual Target 2018/19 (30 June 2019)	Quarterly Targets				OPEX Budget	CAPEX Budget	Responsible Person/s
Pillar, Corp Obj No and Program No/ Statutory/Strategic Plan	CSC Indicator no.							30 Sept 2018 Q1	31 Dec 2018 Q2	31 Mar 2019 Q3	30 June 2019 Q4			
SFA 3 Caring city	3.D	Energy	3.1 Excellence in Basic Service delivery	Number of outstanding valid applications for electricity services expressed as a percentage of total number of billings for the service	< 0.7%	< 0.6%	< 0.6%	< 0.6%	< 0.6%	< 0.6%	< 0.6%			Gary Ross
SFA 3 Caring city		Energy	3.1 Excellence in Basic Service delivery	Adherence to NRS 047-1:2002 service standards – Quotations to customers	New	95%	95%	-	-	-	95%			Christo Steyn
SFA 3 Caring city		Energy	3.1 Excellence in Basic Service delivery	Adherence to NRS 047-1:2002 service standards – Provision of a supply	New	95%	95%	-	-	-	95%			Christo Steyn
SFA 3 Caring City		Energy	3.1 Excellence in Basic Service delivery	SAIFI (Systems Average Interruption Frequency Index)	<1.3hrs	<1.3hrs	<1.3hrs	<1.3hrs	<1.3hrs	<1.3hrs	<1.3hrs			Peter Jaeger
SFA 3 Caring City		Energy	3.1 Excellence in Basic Service delivery	CAIDI (Customer Average Interruption Duration Index)	<2.3hrs	<2.3hrs	<2.3hrs	<2.3hrs	<2.3hrs	<2.3hrs	<2.3hrs			Peter Jaeger
SFA 3 Caring City		Energy	3.1 Excellence in Basic Service delivery	HV + MV SAIDI (System Average Interruption Duration Index):	<3hrs	<3hrs	<3hrs	<3hrs	<3hrs	<3hrs	<3hrs			Peter Jaeger
SFA 3 Caring City		Energy	3.1 Excellence in Basic Service delivery	CAIFI (Customer Average Interruption Frequency Index	New	New	No target	No target	No target	No target	No target			Peter Jaeger
SFA 3 Caring City		Energy	3.1 Excellence in Basic Service delivery	Percentage burning rate of all public and street lights.	90%	90%	90%	90%	90%	90%	90%			Brinley van der Schyff
SFA 3 Caring City		Corp Services	3.2a Excellence in Basic Service Delivery	Community satisfaction survey (score 1-5) for residents - Energy	3.0	3.0	3.0	-	-	-	3.0			Gary Ross
SFA 3 Caring city	3.K	Energy	3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	Number of electricity subsidised connections installed	1 500	1 500	1 500	375	750	1 125	1 500			Maurisha Hammer
SFA 3 Caring city	USDG		3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	Rand value of Street Lighting	New	R18m	R18m	R0m	R0m	R7.2m	R18m		R20m	Roshan Davids
SFA 3 Caring city	USDG		3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	Rand value of electrification connections	New	R90m	R126m	R1.9m	R7.2m	R18.8m	R126m		R140m	Roshan Davids
SFA 4 Inclusive City		Corp Services	4.3 Building integrated communities	Percentage adherence to EE target in all appointments (internal & external)	85%	85%	85%	85%	85%	85%	85%			Gary Ross

ANNEXURE B1

Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator	Baseline 2016/17 (30 June 2017)	Annual Target 2017/18 (30 June 2018)	Annual Target 2018/19 (30 June 2019)	Quarterly Targets				OPEX Budget	CAPEX Budget	Responsible Person/s
Pillar, Corp Obj No and Program No/ Statutory/Strategic Plan	CSC Indicator no.							30 Sept 2018 Q1	31 Dec 2018 Q2	31 Mar 2019 Q3	30 June 2019 Q4			
SFA 4 Inclusive City		Corp Services	4.3 Building integrated communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	2%	2%	2%	2%	2%	2%	2%			Gary Ross
SFA 5 Well-Run City	5.C	Finance	5.1 Operational sustainability	Percentage spend of Capital Budget	90%	90%	90%	14%	32%	50%	90%		R891.8m	Roshan Davids
SFA 5 Well-Run City		Finance	5.1 Operational sustainability	Percentage spend on repairs and maintenance	95%	95%	95%	23%	47%	71%	95%	R576.3m		Roshan Davids
SFA 5 Well-Run City		Finance	5.1 Operational sustainability	Percentage of Operating Budget spent	95%	95%	95%	23%	47%	71%	95%	R13 713.5m		Roshan Davids
SFA 5 Well-Run City		Finance	5.1 Operational sustainability	Percentage of assets verified	100%	100% asset register verified by directorate	100% asset register verified by directorate	-	-	60% asset register verified by directorate	100% asset register verified by directorate			Jason Carelse
SFA 5 Well-Run City		Internal Audit	5.1 Operational sustainability	Percentage Internal Audit findings resolved	70%	75%	75%	75%	75%	75%	75%			Gary Ross
SFA 5 Well-Run City		Corp Services	5.1 Operational sustainability	Percentage OHS investigations completed	100%	100%	100%	100%	100%	100%	100%			Gary Ross
SFA 5 Well-Run City		Corp Services	5.1 Operational sustainability	Percentage of absenteeism	<5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%			Gary Ross
SFA 5 Well-Run City		Corp Services	5.1 Operational sustainability	Percentage vacancy rate	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%			Gary Ross
SFA 5 Well-Run City		DOM	5.1 Operational sustainability	Percentage of Declarations of Interest completed	100%	100%	100%	25%	50%	75%	100%			Gary Ross

Kadri Nassiep

Xanthea Limberg

Key Performance Indicator	Definition
Percentage spend of capital budget	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.C Rand value of capital invested in engineering infrastructure	Investment into engineering infrastructure relates to growth, refurbishment and replacement of water, sanitation, electricity, solid waste (removal and disposal) infrastructure.
Percentage spend on repairs and maintenance	Percentage reflecting year to date spend (including secondary cost) / total repairs and maintenance budget Note that the in-year reporting during the financial year will be indicated as a trend (year to date spend). Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned Maintenance includes asset inspection and measures to prevent known failure modes and can be time or condition-based. Repairs are actions undertaken to restore an asset to its previous condition after failure or damage. Expenses on maintenance and repairs are considered operational expenditure. Primary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour and materials paid to outside suppliers. Secondary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour provided In-house / internally.
1.F Number of outstanding valid applications for water services expressed as a percentage of total number of billings for the service	This indicator reflects the number outstanding valid applications expressed as a percentage of total number of active billings for the service_(where down payment has been received) for water services (where valid applications translate into an active account) for domestic customers as extracted from the City of Cape Town's SAP database. Proxy measure for NKPI.
1.G Number of outstanding valid applications for sewerage services expressed as a percentage of total number of billings for the service	This indicator reflects the number outstanding valid applications (where down payment has been received) for sewerage services (where valid applications translate into an active account) expressed as a percentage of total number of active billings for the service. Billing equates to active contract accounts (sewerage services) for domestic customers as extracted from the City of Cape Town's SAP database. Proxy measure for NKPI.
1.H Number of outstanding valid applications for electricity services expressed as a percentage of total number of billings for the service	This indicator reflects the number outstanding valid applications (where down payment has been received) for electricity services (meter and prepaid) (where valid applications translate into an active account) expressed as a percentage of total number of active billings for the service. Proxy measure for NKPI.
1.I Number of outstanding valid applications for refuse collection service expressed as a percentage of total number of billings for the service	This indicator reflects the number outstanding valid applications (C3 notifications) for a new refuse collection service at the end of a reporting period, expressed as a percentage of total number of active billings for formal residential refuse collection services as at the end of the same reporting period. Billing equates to active contract accounts (formal kerbside refuse collection service) for domestic customers as extracted from the City of Cape Town's SAP database. Proxy measure for NKPI.
Number of Expanded Public Works programmes (EPWP) opportunities created	This indicator measures the number of work opportunities created through the Expanded Public Works Programme (EPWP) • An EPWP work opportunity is paid work created for an individual on an EPWP project for any period of time, within the employment conditions of the Code of Good Practice for Special Public Works Programmes. • In the case of Social Sector projects, learnerships also constitute work opportunities.
1.K Percentage of treated potable water not billed	The percentage of treated potable water not billed pertains to non-revenue water. This is the volume of potable water that is treated but is either lost or not billed for, expressed as a percentage of total potable water treated. It is calculated on a 12-month rolling basis in order to smooth out short-term fluctuations. The aim is to reduce the percentage of treated potable water not billed over the planned period and is reflected in the targets.

Key Performance Indicator	Definition
Number of external trainee and bursary opportunities (excluding apprentices)	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative and provision of real world of work exposure to trainees and graduates. This includes, external bursaries awarded, in-service student training opportunities, graduate internships and learnerships. This is an accumulative quarterly measure. The target refers to the 4th quarter final total.
Number of apprentices	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative. This indicator is limited to apprenticeships. This is an accumulative quarterly measures. The target refers to the 4th quarter final total.
Percentage adherence to Citywide service standard based on all external notifications	The service standard will be based on X% notifications closed within Y number of days. The percentage notifications and the number of days will be determined by each directorate in consultation with the Service Management Project team and will be guided by current performance and available external benchmarks.
3.E Improve basic services	
Number of water services points (taps) provided	This indicator reflects the number of taps provided in informal settlements and for backyarders in City rental stock (pilot) during the period under review. Certain taps may however have been vandalised or removed after provision.
Number of sanitation service points (toilets) provided	This indicator reflects the number of toilets provided in informal settlements and for backyarders in City rental stock (pilot) during the period under review. Certain toilets may however have been vandalised or removed after provision.
Percentage of informal settlements receiving door-to-door refuse collection service	This indicator reflects the percentage of informal settlements receiving a weekly door-to-door refuse removal collection service for the period under review. The collection of domestic refuse in informal settlements is done through contract services, employing local labour. Three-year contracts are awarded to a legitimate main contractor through the procurement tender process.
3.F Number of electricity subsidised connections installed	This indicator reflects the number of subsidised connections installed per annum in informal settlements, rental stock backyarders (pilot) and low cost housing.
3.G Percentage compliance with drinking water quality standards	Measure of potable water sample pass rate according to the SANS 241 standard.
Percentage adherence to EE target	This indicator measures : <u>1. External appointments -</u> The number of external appointments across all directorates over the preceding 12 month period. The following job categories are excluded from this measurement: Councillors, students, apprentices, contractors and non-employees. The general EE target = 80% - i.e. 80% of all appointments should be EE compliant. <u>2. Internal appointments -</u> The number of internal appointments, promotions and advancements over a 12 month period. This will be calculated as a percentage based on the general EE target of 80%. to disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%. <u>Formula:</u> Number of EE (external, internal and disabled) appointments / Total number of posts filled (external, internal and disabled)
Percentage adherence to EE target (disabled)	This indicator measures : The disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%. This category forms part of the 'Percentage adherence to EE target', but is indicated separately for focused EE purpose.

Key Performance Indicator	Definition
Percentage OHS incidents reported	Incidents measures the number of injuries on duty (includes all categories) reported expressed as a percentage of the total number of employees for the directorate and/or department for the specific quarter. The average number of employees over the 3 month period will be used to accomodate the movement of employees. <u>Formula:</u> Incidents reported (A)= $\frac{(B) \text{ Injuries on duty (eg.1 July - 30 Sept)}}{(C) \text{ Total number of employees (an average over the 3month period)}} \times 100$ = %
Percentage OHS investigations completed	Investigations measures the completed number of incidents investigated within a 30 day period, expressed as a percentage. "Completed" will be measured as incident data captured and uploaded on SAP. There will be a one month lag for both the numerator and denominator for reporting purposes. <u>Formula:</u> Investigations completed (D)= $\frac{(E) \text{ No. of incidents investigations completed within 30 days}}{(F) \text{ No. of incidents}} \times 100$ = % <i>*Refers to the number of incidents on the denominator for investigations that was completed within 30 days at reporting date.</i>
Percentage of absenteeism	A: Actual number of days absent due to sick and unpaid/unauthorised leave in the directorate or department. B: ((number of working days for month) * number of staff members))*100%. <u>Formula:</u> C= (A1 + A2/B) * 100 A1: Sick Leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / Time Management / All Absences) and enter the total number of absent days for sick leave. Enter the number of employees who took sick leave in the comments column A2: Unpaid/ Unauthorised leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / All Absences) and enter the total number of absent days as per the "Unpaid" column of the report (authorised and unauthorised is separated). Enter the number of employees who took "unpaid" leave in the comments column B: Total number of staff X Total number of working days for the month
Percentage vacancy rate	This is measured as a percentage of positions vacant against the total positions on structure. This indicator will be measured at a specific point in time to calculate the vacancy rate. A target is max 7% vacancy rate. The measure will be 93% filled positions.
Percentage budget spent on implementation of WSP for the City	A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions which will address the needs arising out of Local Government's Skills Sector Plan, the City's strategic requirements as contained in the IDP and the individual departmental staffing strategies and individual employees' PDPs. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan. <u>Formula:</u> Measured against training budget.

Key Performance Indicator	Definition
5.C Community satisfaction survey (Score 1 -5) - Utility Services	A statistically valid, scientifically defensible score from the annual survey of residents of perceptions of the overall performance of the services provided by the City of Cape Town (Utility Services). The measure is given against the non-symmetrical Likert scale ranging from : 1 being Poor; 2 being Fair; 3 being Good; 4 being Very Good and 5 Excellent
Number of risk registers signed and submitted to IRM timeously	This indicator measures whether the risk owner signed off the risk register pertaining to the responsibilities encapsulated (summarised or captured) in the disclaimer "Council is ultimately responsible and the City Manager is accountable for Risk Management. Risk Management is delegated to Executive Management and Management. IRM's responsibilities are limited to the facilitation of the risk identification, assessment and treatment processes. Risks assessed with a rating below the approved risk appetite remain the responsibility of the risk owner and should not be regarded as "inferior risks". These require management actions but will not be monitored during IRM processes. Sign-off serves as a certification that risks were not manipulated in any manner nor omitted on purpose. Reasonable assurance can be provided that key risks have been identified." The evidence for the measurement is captured by IRM Department on an excel spreadsheet will be made available for SDBIP purposes.
Percentage of Operating Budget spent	<u>Formula:</u> Total actual to date as a percentage of the total budget including secondary expenditure.
Revenue collected as a percentage of billed amount	The calculation of a percentage of payments received on amounts billed.
Percentage of assets verified	The indicator reflects the percentage of assets verified annually for audit assurance. Quarter one will be the review of the Asset Policy, In Quarter two, the timetable in terms of commencing and finishing times for the process is to be communicated, and will be completed. Both Quarters will only be performed by Corporate Finance. The asset register is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data is downloaded at specific times and is the bases for the assessment of progress.
Percentage Internal Audit findings resolved	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.

FINANCE

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

EXECUTIVE DIRECTOR: KEVIN JACOBY
CONTACT PERSON: MARIA HARGRAVE

Website: <http://www.capetown.gov.za/Family%20and%20home/meet-the-city/our-vision-for-the-city/cape-towns-integrated-development-plan>
(for detailed SDBIP)



**CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD**

Making progress possible. Together.

VISION OF THE CITY:

To be an opportunity city that creates an enabling environment for economic growth and job creation, and to provide assistance to those who need it most. To deliver quality services to all residents. To serve the citizens of Cape Town as a well-governed and corruption free administration.

In pursuit of this vision the City's mission is as follows:

- To contribute actively to the development of its environment, human and social capital
- To offer high-quality services to all who live in, do business in or visit Cape Town as a tourist
- To be known for its efficient, effective and caring government

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

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1. EXECUTIVE SUMMARY

The Finance Directorate promotes sound and sustainable management of the City's financial resources, in compliance with the Municipal Finance Management Act, together with other related legislation, policies and procedures.

In general, sustainability is understood as meeting the present generation's needs, without compromising future generations' ability to meet their needs. The City recognizes sustainability as a key factor in continuing to make progress possible towards achieving its vision into the future.

Whilst it is recognised that Cape Town's natural resources are not unlimited and that sustainability should be factored into present and future planning regarding their use, sustainability also entails a focus on operational resources and finance sustainability in order for the City to continue to provide services into the future. To this end, sustainability should be factored into the City's strategic planning and decision-making mechanisms and systems.

The Directorate's core functions are mainly led by Strategic Focus Areas 1 – Opportunity City, 4 – Inclusive City, and 5 – Well-Run City, giving validity to the City's objectives:

- “1.1 Positioning Cape Town as a forward looking Globally Competitive City;
- 4.3 Building integrated communities; and
- 5.1 Operational sustainability”

The Directorate's main priorities include among others the following:

- Providing an enabling environment to optimise the utilisation of financial resources allocated to service delivery of the City
- Clean audit for the City
- Maintaining a good credit rating for the City
- Developing strategies that support the alignment of Grant Funds to City development interventions
- City's Revenue Collection
- Supplementary and General Valuations Projects

The Directorate's strategy on achieving these priorities is contained in the Directorate's Scorecard in line with the City's IDP and Scorecard.

2. PURPOSE AND SERVICE MANDATE OF THE DIRECTORATE

In supporting the City's Priority 11 – Operational Sustainability, the Directorate's intention and purpose is, *inter alia*:

- Provision and maintenance of meaningful, accurate and coherent financial records to facilitate the management and control of expenditure activities against the objectives set by the budget and all forms of financial and statutory accountability finally embraced in the audited financial statements.

- Building a credible standing with the Auditor-General for the promotion of confidence in the financial records of the City.
- Managing the City's banking, investments, borrowings and cash flow (including municipal bond issues) in the most cost effective and efficient manner possible.
- Giving financial effect to the strategic focus of the City in the form of a short, medium and long term financial plan which is credible, viable and sustainable.
- Ensuring timeous and accurate payment of City creditors, councillors and officials.
- Management of all City of Cape Town key strategic development targeted conditional Grant and related funds (including USDG; ICDG; Health; NDPG; Libraries et al)
- Controlling the creation and annual reviewing of all budget related policies, coordinating the annual miscellaneous and consumptive tariff setting processes, evaluation and reporting on the distribution of all billed municipal charges on an affordable and collectable basis
- Providing a sustainable and credible revenue management service, taking into account an affordable and appropriate user-pays strategy, whilst acknowledging the severe economic challenges faced by many of the City's poorer residents.
- Providing on-going support to the City's Directorates and Departments in the acquisition of goods, services and construction works.
- Producing and maintaining Valuation Rolls in terms of prescribed legislation.
- Developing and reviewing financial and finance-related policies.
- Ensuring compliance to legislation, and the implementation and maintenance of good governance.

The Finance Directorate's intention is achieved through each of its seven Departments:

<u>Budgets</u>	To give financial effect to the strategic focus of the City in the form of a short, medium and long term financial plan which is credible, viable and sustainable.
<u>Expenditure</u>	To provide a financially controlled environment, using the limited resources & internal controls by ensuring timeous and accurate payment of City Creditors, Councillors, Officials and Expanded Public Works Programme (EPWP) workers in compliance with relevant legislation. Furthermore, the Department ensures that all Payroll accounts are reconciled and that the City has a well-managed Travel Management system.
<u>Grant Funding</u>	The key imperatives of the Grant Funding Department relate to its mandates in terms of supporting the City's operational and financial sustainability through its structured acquisition, governance and

	reporting roles with respect to the diverse array of conditional grant funds received from National and Provincial government.
<u>Revenue</u>	The Revenue Department is a customer focused Department, comprising competent and dedicated staff, providing accountable revenue management services and informing citizens through council structures as to their responsibility in creating a solvent and prosperous City.
<u>Supply Chain Management</u>	SCM supports and manages procurement policy, systems and processes for the acquisition and disposal of goods, works and services. Promotes compliance to a procurement system which is fair, equitable, transparent, cost-effective and competitive. Promotes black economic empowerment and local economic development and also encourages the promotions of small businesses in order to create sustainability and economic opportunities for the residents of the City.
<u>Treasury</u>	Provision and maintenance of meaningful, accurate and coherent financial records to facilitate the management and control of expenditure activities against the objectives set by the budget and all forms of financial and statutory accountability finally embraced in the audited financial statements. To build a credible standing with the Auditor-General for the promotion of confidence in the financial records of the City. To ensure asset management is pro-active for accountability over an extensive array of assets. To manage the City's banking, investments, borrowings and cash flow (including municipal bond issues) in the most cost effective and efficient manner possible. To ensure the continuous viability of the General Insurance Fund and the City's Exempt Status under the Compensation for Occupational Injuries and Diseases Act (130 of 1993) and management of the Fund's core functions inherent in the provision of a self-insurance concept facility to the City. Increase the city's "resilience" in its service delivery process and targets. Responsible for regulating, managing and monitoring Municipal Entities for maximum shareholding returns, financial performance, legislative and policy compliance. Municipal entities operate openly and transparently and that the community and City receives a return on the service provided.
<u>Valuations</u>	Deliver a high quality and impartial valuation service to customers to sustain a cost effective, just, and accurate valuation roll in the provision of fair and equitable rates for the City by ensuring an effective revenue stream. Enhance the business processes internal and external to the department in preparation for the next General Valuation in 2018/2019, including the following : - Data integrity - Efficient and effective IS&T infrastructure, software and systems - Valuation methodology - Workflow and processes - Rates policy and modelling

Finance Directorate customers are both internal and external, including:

External Customers – Citizens and ratepayers, Different spheres of government (National, Provincial, Local); the Auditor-General; Parastatals; the Business Sector; Municipal Entities; Regulatory and ad hoc stakeholders; financial institutions, commercial banks/investors; private sector; institutions (e.g. CIGFARO, SALGA, NGO's); MPAC; Development and Social Community; Service providers and contractors; Vendors/suppliers; the Audit Committee; Unions; the media.

Internal Customers – City of Cape Town Political and Oversight: Leadership (Mayoral Committee and Members, Council, Councillors, Portfolio Committees, Mayor's Office, Risk Committee, Sub-councils and ward committees, etc.; City's Directorates and Line Departments (officials).

The Finance Directorate aims to ensure that excellent and sustainable financial governance is instilled throughout the organisation, with clear internal controls, policies and standardised procedures that will ensure legislative compliance and minimise fraud and corruption. The Directorate hopes, over time to ensure that the MFMA is fully implemented in every area and that there is true value for money achieved through the use of the public funds entrusted to local government and these funds are always utilised for the provision of service delivery in a way that is fair, equitable and transparent.

3. STRATEGIC ALIGNMENT TO THE IDP

A municipality's financial plan integrates the financial relationships of various revenue and expenditure streams giving effect to the IDP as a whole. The City is funded by public money, and it therefore is expected to exercise the highest levels of corporate governance, promoting The Well-Run City, and ensuring ongoing financial and operational sustainability.

The Finance Directorate supports the City's Integrated Development Plan in its entirety, providing financial resources and services which enable the City to be an efficient, effective and development-oriented public service for Cape Town.

STRATEGIC FOCUS AREA 1 – OPPORTUNITY CITY:

Objective 1.1: Positioning Cape Town as a forward looking Globally Competitive City

Programme 1.1a “Ease of business”

- 1.B Percentage of rates clearance certificates issued within 10 working days

STRATEGIC FOCUS AREA 4 – INCLUSIVE CITY:

Objective 4.3: Building integrated communities

Programme 4.3.h Cross-Subsidisation Programme:

Programme 4.3.h.1 Rebates and Indigent Project

STRATEGIC FOCUS AREA 5 – WELL-RUN CITY:

Objective 5.1: Operational sustainability

Programme 5.1.a “Efficient, responsible and sustainable programme”

- 5.A Opinion of independent rating agency

- 5.B Opinion of the Auditor-General
- 5.C Percentage spend of capital budget (NKPI)
- 5.D Percentage spend on Repairs and Maintenance
- 5.E Cash/Cost coverage ratio (excluding unspent conditional grants) (NKPI)
- 5.F Net Debtors to Annual Income (NKPI)
- 5.G Debt (total borrowings)/Total Operating Revenue (NKPI)

4. PERFORMANCE PROGRESS AND OUTCOMES

4.1 Past year's performance

The Finance Directorate's performance for the past years has been extremely positive, demonstrated by the ongoing high credit ratings received, as well as the achievement of clean audits, bringing credibility and financial sustainability to the City.

4.1.1 The Budget Department has met all its goals and objectives, on both corporate, directorate and departmental indicators over the past years.

4.1.2 Expenditure Department –
 Positive contributions towards the City's Clean Audit.
 Compliance with MFMA in payment of suppliers within 30 days.
 An achievement of 88% of invoices submitted electronically against 12% manual.
 Consistent and accurate payment of salaries to Officials, Councillors, Ward Forum Members and currently including EPWP Workers.
 Management of the City's Travel & Accommodation Section in a cost effective manner.

4.1.3 The Grant Funding Department was newly established on 1 January 2017 flowing from the City of Cape Town's Organisational Development and Transformation Programme (ODTP). It has taken great strides in supporting the City's budget and expanding grant fund opportunities from various external sources with various alternative funding initiatives.

4.1.4 Taking the current economic climate into consideration, the Revenue Department has still managed to reach its high target of 95% for the collection/payment ratio. A further target consistently met was the '95% of Rates Clearance Certificates (RCCs) issued within 10 working days'.

4.1.5 Supply Chain Management - The number B-BBEE service providers who have conducted business with the City over the previous financial year were 2754, equating to 87.04 % of the overall number of service providers used. A total of 216 865 purchase orders were issued to the B-BBEE vendors which equates to 94.49% of the total number of orders with a total value R13 611 302 110 which is equivalent to 92.71% of our total purchase orders for this period.

Compulsory training for approximately 200 bid chairpersons was completed. The training is available to departments upon request. Compliance reporting on Contract Performance was introduced. The Tender Tracking System (TTS) in SharePoint was enhanced to provide for contract monitoring by line management Contract/Project Managers (PMs).

4.1.6 Treasury Department has a number of achievements which should be noted, including:

The continuous, positive contributions to the City's audit outcomes.

Ensuring that the department as well as our Municipal Entities process are in line with that of the City and compliant with the MFMA.

Assisting in creating a positive environment conducive to a high investment rating outcome.

Effective cash management.

Managing a successful CA Academy programme to mitigate any loss of skills.

Inaugural launch of Green Bond

4.1.7 The focus of the Valuation Department in 2017/18 was the introduction of real-time implementation of supplementary valuations together with the LUM interface. This initiative was a significant feat in the efficiency of finalising valuations and securing an immediate and continuous income stream for the City with the exceptional 99.15% success rate of transactions submitted into the LUM interface.

4.2 Areas of Business Improvement

4.2.1 Budgets:

- Progress on successful mSCOA pilot implementation and integration with budget actions
- Specification of user requirements for development of an automated virement process via integrated ERP tool
- Investigative document on seamless costing/ABC support service changes in SAP ERP or alternative integrated system.

4.2.2 Expenditure:

- More frequent payment to accommodate Small Suppliers – weekly payments of all due invoices introduced to ensure compliance, resulted in improvement of statistics on payments of creditors within 30 days.
- Development of a system for electronic submission of invoices.
- Activating a Portal functionality to enable Suppliers and City Departments to track invoices within the payment process (Invoice Tracking System).

4.2.3 Grant Funding:

The enhancement of structured standardised corporate operating procedures addressing conditional grant fund internal application/ governance/ reporting (internal/external) protocols as well as the strengthening of external strategic conditional grant fund national and provincial relationships wherein the City establishes itself as a major contributor to the conditional grant fund legislative development and implementation environment.

Expansion of systems driven and consistent grant fund management information to political leadership, Directorates, and National/Provincial transferring offices, through the analysis of grant fund financial data. This will be supported by aligning budgetary data to non-financial data with particular reference to USDG and Integrated City Development Grant, both of which are primary corporate transversal grants.

Expansion of transversal funding opportunities with the aim of reducing the long term reliance on City funds.

Refining the PPM and BI systems to support automated compliance with the plethora of Grant Fund Frameworks each of which indicates different governance imperatives i.to. utilisation and allocation of grant funds.

4.2.4 Revenue:

The Department is currently implementing, improving and needs to enhance the following business improvement initiatives and projects:

- Ongoing increasing of E-services and E-billing users
- Automated Debt Management Processes
- Automated Rates Clearance Processes
- Automated the Move-in and Move-out process
- Automated Refund process
- Automated Low Bulk Cost Housing process.
- Online Motor Vehicle renewal of license process
- Ongoing and increasing the number of other municipal debts collected via blocking/limiting of pre-paid electricity purchases

4.2.5 Supply Chain Management:

The following are focus areas for improvement:

- Finalisation of recruitment of key positions
- Establishment of the procurement excellence and governance unit
- Revision of the SCM Policy
- E-Procurement and E-Tendering
- Procurement culture change
- Training of staff
- Completeness of the demand plan
- Optimisation of the structure
- Review of certain job functions
- Appointment of SCM Practitioners to support ED's
- Professionalization of SCM Staff

4.2.6 Treasury:

Areas of business improvements are amongst others the following:

- Staff training and development
- Improvement of communication to line departments
- Refinement of business processes to meet full implementation of ODTP process
- Full implementation support of mSCOA

4.2.7 Valuations:

Possible business improvement opportunities include:

- Review of existing workflows in GRM;
- Strengthen data governance procedures and implementation of reconciliations with various other data sources;
- Introduction and linking of new rating categories as envisaged in the MPRA with use codes;
- Automation initiatives with customer interface via e-commerce, including disputes.

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

Partners/ Stakeholders	Roles and Responsibilities
Council directorates, departments and branches	Finance is a support service to the City and its Directorates and Departments
City of Cape Town Political and Oversight Leadership (Mayoral Committee and Members, Council, Councillors, Portfolio Committees, Mayor's Office, Risk Committee, Politicians and Political Leadership, Audit Committee, Sub-councils and ward committees etc.)	Perform an oversight role. Monitor progress of the Directorate in achieving its objectives. Give guidance and support
Other tiers of government	Republic of South Africa (R.S.A) - National government Provincial government of the Western Cape (PAWC) Local Government
Auditor-General	Conduct annual audit and issue audit report
National Department of Cooperative Governance and Traditional Affairs	This department is the custodian of the MPRA and any Bills or proposed amendments are being discussed with them by the IMFO Valuation and Rating Forum to seek consensus prior to it being submitted to Parliament. However, where consensus cannot be reached, the Forum will seek to present its views to the relevant Committee of Parliament.
External Audit Firms	Assist Auditor-General
Counterparty banks / Investors	Facilitate loans, investments and banking transactions
JSE	Facilitate Bond issues
Cluster working groups: Energy and Climate Change committee Broadband Working Group Standard Chart of Accounts (SCOA) NT Working group on review of metros' revenue streams and sources	Representing Finance Department at this committee Plays instrumental role in implementation of mSCOA NT pilot project at the City. Member of national working group to review sustainability and levels of metros' revenue
Credit Rating agencies	Facilitate an credit assessment of the City
CIGFARO This includes the Metro CFO Forum and the Valuation and Rating Forum.	Provide guidance on matters submitted by the City and other municipalities on technical matters affecting municipal finance. This includes requests to seek amendments to legislation which will be allocated to a committee or forum to drive on behalf of IMFO. The Valuation and Rating Forum consults wide on matters affecting valuation and rating.
Payment of municipal accounts via Third Parties, e.g. Pick n Pay, Shoprite, Checkers, SA Post Office, etc.	Responsible for the payments made at all Third Party Stores and paying funds over to the City.
Project developers	Specific linkage relates to financial control and payments
External Providers	Responsible for Development of Staff.
Internal: All departments External: Suppliers vendors/tenderers	To plan their respective departmental future needs with regards to goods and services and to communicate this to SCM An inter-dependant relationship which is mutually beneficial should exist with suppliers
Citizens	The community

	Customers, account holders and property owners Voters Residents
CTICC	The official lines of communication are between the Executive Mayor and the Chairperson of the Board, as outlined in legislation, but facilitate through Shareholding Management within the Finance Directorate. The CTICC complies with the legislative requirements as outlined in local government legislation; the majority of these are contained in the Municipal Finance Management Act. All roles and responsibilities are outlined in the Service Delivery Agreement between the City and the CTICC.
Internal fora e.g. BSC/BSM/BOC, Finance Managers Forum (FMF), GPRC	Sundry financial / budgetary direction, support and guidance
MPAC	Investigate matters referred by Council
Budget Committee	Provide guidance for amendments to budget related policies, By-laws and tariffs as well as reviewing the TMA modelling results to determine whether the TMA would be affordable to all the residents.
Revenue Management Task Team (RMTT) (Previously known as Multi-Disciplinary Debt Management Task Team (MDDMTT))	Responsible to streamline Debt Collection.
Budget Committee	Responsible to finalise tariffs and amendments to Credit Control and Debt Collection Policy
Audit Committee	Responsible to perform an oversight role to monitor organization wide activities
ERP	Provision of reliable and efficient systems

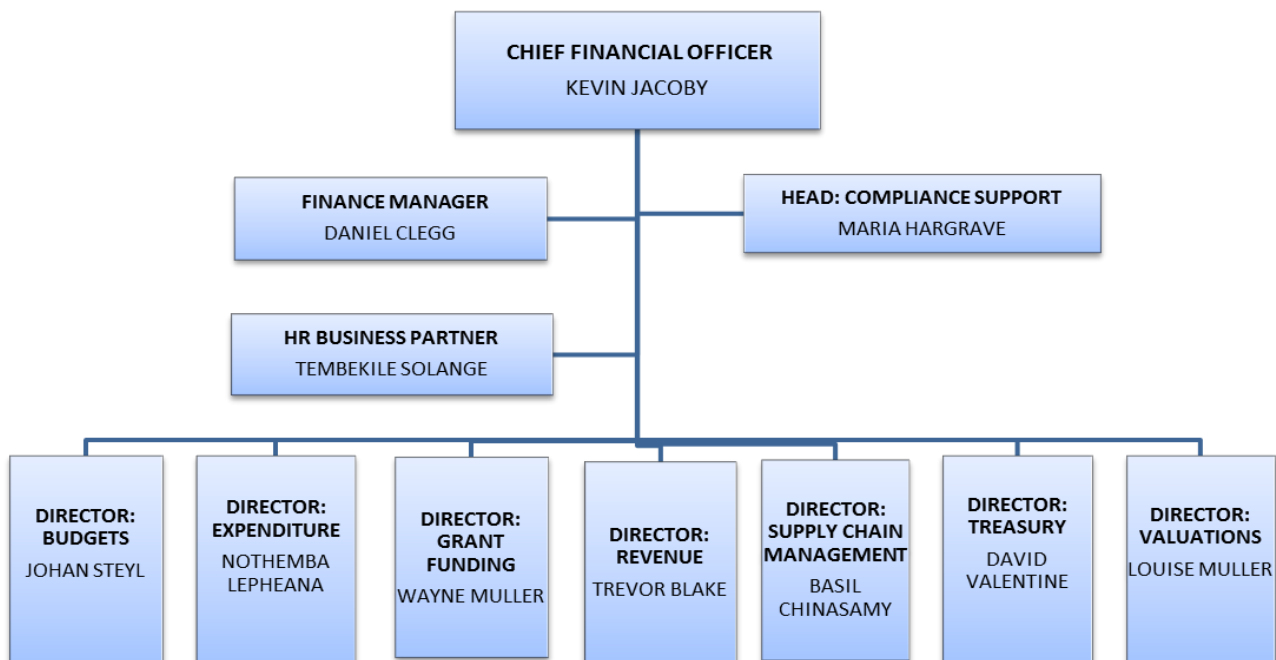
6. RESOURCES

6.1 Senior management capability and structure

Finance Directorate's senior management team consists of the Chief Finance Officer and seven Directors.

Legislated Competency Levels: The Executive Director (CFO) and all the Directors have been through the MFMA Minimum Competency Training and have completed the course.

6.1.1 Finance Directorate organogram:



6.1.2 Give an indication of possible outsource services

Revenue Department:

- Printing of monthly invoices, notices, payslips
- Electricity vendors
- Third parties for payment of municipal accounts, e.g. Pick 'n Pay, SA Post Office, Shoprite Checkers, etc.
- Panel of Attorneys for Legal Actions in Debt Management.
- The Consumer Protection Bureau (Pty) Ltd – provision of electronic function for tracing, adverse credit listing and related services.
- Armed-Carrier Services for the collection of all monies taken in at all the City's offices.
- Outsourced Services: Housing door to door collections from Trace on Line.

The above services complement the City's collection ratio and various methods of payments.

Valuation Department:

Income producing non-residential properties will be valued during GV2018 using CAMA techniques that are based on market data. The research required to establish the required market data is a specialist function that cannot be undertaken internally. This function is to be outsourced to a suitably qualified and specialist professional valuation company, conversant with market research of this nature.

A range of special properties needs to be valued during GV2018, e.g. large retail complexes, hospitals, sports complexes, power stations, hotels, service stations, airport, cable car and refineries. Given the limited internal resources, the valuation of these properties will be outsourced via public tender to external service providers.

6.1.3 Lead and Contributing Directorate (Link to the City's Transversal Management System)

1.1.g Leveraging the City's assets Programme:

1.1g.1 Private sponsors project – CSI and Collaboration Work Group:

The City has established an internal private sponsors working group to consider how best to harness Cape Town residents, businesses and philanthropic organisations' goodwill and intent to make the City a better place in which to live, work and play. This group will continue to identify opportunities and facilitate officers of support for the duration of the five-year term of office.

Further, the Finance Directorate is the lead directorate for the City pertaining to all finance management related deliverables.

6.2 Financial Information

Directorate: Finance									
Budgeted Financial Performance (revenue and expenditure)									
Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Operating Revenue By Source									
Property rates	6 018 735	6 745 047	8 105 126	8 463 429	8 496 010	8 496 010	9 146 261	10 020 733	10 891 530
Service charges - electricity revenue	–	–	–	–	–	–	–	–	–
Service charges - water revenue	–	–	–	–	(386 492)	(386 492)	–	–	–
Service charges - sanitation revenue	–	(8)	–	–	–	–	–	–	–
Service charges - refuse revenue	–	(0)	–	–	(276 709)	(276 709)	(280 000)	(305 200)	(332 668)
Service charges - other	–	–	–	–	–	–	–	–	–
Rental of facilities and equipment	12	13	1	2	2	2	2	2	2
Interest earned - external investments	528 811	634 910	761 471	773 468	893 468	893 468	936 313	989 623	1 019 854
Interest earned - outstanding debtors	65 826	69 621	81 292	98 344	98 344	98 344	113 773	122 518	132 069
Dividends received	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits	158	679	738	444	444	444	469	494	522
Licences and permits	21	(0)	134	–	–	–	–	–	–
Agency services	156 007	171 430	175 296	151 151	151 151	151 151	189 464	199 885	210 978
Transfers and subsidies	3 597 519	4 024 225	4 392 031	4 783 642	4 783 506	4 783 506	5 184 897	5 499 697	5 883 071
Other revenue	21 184	42 976	47 235	36 722	36 722	36 722	60 506	63 834	67 367
Gains on disposal of PPE	120	142	37	–	–	–	–	–	–
Total Operating Revenue (excluding capital transfers and contributions)	10 388 391	11 689 035	13 563 360	14 307 200	13 796 445	13 796 445	15 351 686	16 591 587	17 872 725
Expenditure By Type									
Employee related costs	522 775	970 615	668 913	896 376	859 358	859 358	953 526	1 029 151	1 109 423
Remuneration of councillors	–	–	–	–	–	–	–	–	–
Debt impairment	83 404	48 666	105 223	342 843	342 843	342 843	370 028	397 726	425 422
Depreciation & asset impairment	8 860	9 725	10 355	14 626	13 440	13 440	208 051	208 776	206 313
Finance charges	751 056	718 520	691 000	992 773	950 768	950 768	1 046 917	1 522 411	1 843 009
Bulk purchases	–	–	–	–	–	–	–	–	–

Other materials	446	519	806	16 026	13 444	15 400	14 403	14 426	14 449
Contracted services	19 075	15 621	21 747	75 484	76 274	76 261	77 404	80 583	83 729
Transfers and subsidies	4 373	4 254	923	2 114	2 029	2 029	70 160	70 954	69 546
Other expenditure	710 447	795 290	918 374	1 030 353	374 884	372 941	406 406	432 400	460 296
Loss on disposal of PPE	36	48	114	–	–	–	–	–	–
Total Operating Expenditure	2 100 471	2 563 258	2 417 454	3 370 596	2 633 040	2 633 040	3 146 896	3 756 426	4 212 187
Surplus/(Deficit)	8 287 919	9 125 777	11 145 906	10 936 604	11 163 405	11 163 405	12 204 790	12 835 161	13 660 538
Transfers & subsidies capital NT & PT	598	100	–	50	128	128	600	–	–
Transfers & subsidies capital agency,oth	–	–	–	–	–	–	–	–	–
Transfers & subsidies capital in-kind	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	8 288 518	9 125 877	11 145 906	10 936 654	11 163 533	11 163 533	12 205 390	12 835 161	13 660 538
Taxation									
Surplus/(Deficit) after taxation	8 288 518	9 125 877	11 145 906	10 936 654	11 163 533	11 163 533	12 205 390	12 835 161	13 660 538
Attributable to minorities									
Surplus/(Deficit) attributable to municipality	8 288 518	9 125 877	11 145 906	10 936 654	11 163 533	11 163 533	12 205 390	12 835 161	13 660 538
Share of surplus/ (deficit) of associate									
Surplus/(Deficit) for the year	8 288 518	9 125 877	11 145 906	10 936 654	11 163 533	11 163 533	12 205 390	12 835 161	13 660 538
Capital Expenditure	43 231	38 133	23 989	18 036	14 610	14 444	20 549	65 419	35 411

6.3 Major Projects Aligned To PPM (IDP Linkage)

IDP Extract: Paragraph 4.3.h Cross-subsidisation Programme:

"4.3.h.1 Rebates and Indigent Project

Cross-Subsidisation: As part of the City's role in caring for the vulnerable and poor, the Cross-Subsidisation initiative serves to enhance cross subsidization of the poor, and buttress the sustainability of the system, the Rebates and Indigent Projects which have been identified. The project will include modelling as part of the City's Budget Process, tariffs and rebates based on the current policies to determine the impact of proposed tariff increases on residential clients, with specific reference to the poor and vulnerable to maximize such relief and ensuring tariffs are affordable and sustainable. The cost and extent of providing relief to the indigent, vulnerable and rebates to the elderly will be determined during the annual budget process."

IDP Extract: 5.1.a Efficient, responsible and sustainable Programme:

"5.1.a.1 Efficient services Project

In addition to the ongoing assessment of service delivery efficiency at all levels of the City, a unit will be created in the Directorate of the Mayor to help develop and implement operational efficiency plans. Where appropriate, this unit will also facilitate systems accreditation according to international standards."

7. RISK ASSESSMENT

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

Risk Registers are utilised as a management tool in order to manage identified risks of the Directorate. The risks identified and rated equal to or above the Council approved risk acceptance level will be reported to the Executive Management Team (EMT). The Executive Director to inform / discuss the Directorate's risks with the relevant Mayoral Committee member on a six monthly basis.

7.1 Revenue risks

Any risks to achieving revenue projections, any expected major shifts in revenue patterns and planned alternative sources of revenue, are available in the Finance Directorate Risk Register.

8. OBJECTIVES AND INDICATORS OF THE DIRECTORATE SCORECARD

The Finance Directorate's objectives and indicators are contained on the Finance Directorate 2018/2019 Scorecard which is attached as ANNEXURE A.

9. AUTHORISATION

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

	Name	Signature	Date
CHIEF FINANCIAL OFFICER	KEVIN JACOBY		19.04.2018
MAYCO MEMBER FOR FINANCE:	JOHANNES VAN DER MERWE		25/04/2018

10. APPENDICES:

Annexure A: 2018/2019 Directorate Scorecard

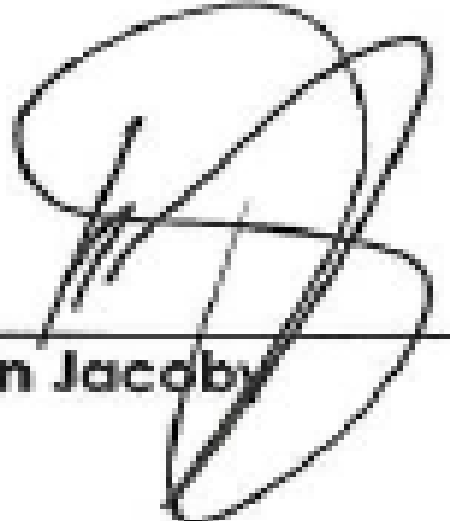
ANNEXURE A														
2018/2019 FINANCE DIRECTORATE SCORECARD														
Alignment to IDP	CSC Indicator No.	Lead (L)/ Contributing (C) Directorate	Corporate Objective	Indicator (Include unit of measure)	Baseline 2016/2017	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Cpex Budget	Opex Budget	Responsible Person
Pillar,Corp Obj No and Program No /Statutory/Strategic Plan								30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019			
SFA 1: Opportunity City 1.1. Positioning Cape Town as a forward looking Globally Competitive City			1.1. Positioning Cape Town as a forward looking Globally Competitive City	Percentage of projects screened in SAP PPM	Not available yet for 2018 - New indicator	95%	95%	N/A	95%	N/A	95%	N/A	N/A	Chief Financial Officer and Directors
SFA 1: Opportunity City 1.1. Positioning Cape Town as a forward looking Globally Competitive City			1.1. Positioning Cape Town as a forward looking Globally Competitive City	Percentage of PM comments completed in SAP PPM	Not available yet for 2018 - New indicator	95%	95%	95%	95%	95%	95%	N/A	N/A	Chief Financial Officer and Directors
SFA 1: Opportunity City 1.1. Positioning Cape Town as a forward looking Globally Competitive City	1.B		1.1. Positioning Cape Town as a forward looking Globally Competitive City	1.B Percentage of rates clearance certificates issued within 10 working days	New	95%	96%	96%	96%	96%	96%	N/A	N/A	Director: Revenue, Trevor Blake
SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	5.A		5.1 Operational sustainability (ODTP 11)	5.A Opinion of independent rating agency	High investment rating (Aaa.za)	High investment rating	High investment rating	High investment rating	High investment rating	High investment rating	High investment rating	N/A	N/A	Director: Treasury, David Valentine
SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	5.B		5.1 Operational sustainability (ODTP 11)	5.B Opinion of the Auditor-General	Unqualified Audit received for 2016/2017	Clean Audit	Clean Audit	Submission of Annual Financial Statements and Consolidated Financial Statements for 2017/2018	Clean Audit for 2017/2018	Resolve 60% of audit management issues	Clean Audit	N/A	N/A	Director: Teasury, David Valentine
SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	5.C		5.1 Operational sustainability (ODTP 11)	5.C Percentage spend of capital budget (City) - NKPI	92.85%	90%	90%	7.1%	17.0%	30.5%	90%	N/A	N/A	Director: Budgets, Johan Steyl
SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	5.D		5.1 Operational sustainability (ODTP 11)	5.D Percentage spend on repairs and maintenance (City)	99.52%	95%	95%	17.5%	41.8%	64.3%	95%	N/A	N/A	Director: Budgets, Johan Steyl
SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	5.E		5.1 Operational sustainability (ODTP 11)	5.E Cash/cost coverage ratio (excluding unspent conditional grants) - (City) - NKPI	1,88:1	2:1	2:1	1.8:1	2.2:1	2.3:1	2:1	N/A	N/A	Director: Treasury, David Valentine
SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	5.F		5.1 Operational sustainability (ODTP 11)	5.F Net Debtors to annual income (City) - NKPI	21.15%	21.50%	21.50%	17.12%	16.98%	22.15%	21.50%	N/A	N/A	Director: Treasury, David Valentine
SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)	5.G		5.1 Operational sustainability (ODTP 11)	5.G Debt (total borrowings) to total operating revenue (City) - NKPI	20.37%	27%	30%	25.75%	25.75%	27%	30%	N/A	N/A	Director: Treasury, David Valentine
SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)			5.1 Operational sustainability (ODTP 11)	Progress against major milestones of budget cycle plan to ensure the submission of the 2019/2020 Budget to Council for adoption	2017/2018 Budget adopted by Council - May 2017	Adherence to major milestones of budget cycle plan - Submission of 2018/2019 Budget to Council for adoption by 31 May 2018	Submission of 2019/2020 Budget to Council for adoption by 31/05/2019	Initial budget engagement to relevant for a (e.g. BSC)	Modelled determination of major budget assumptions eg. Tariff increases, growth parameters	Tabled budget at Council by 31/03/2019	Submission of 2019/2020 Budget to Council for adoption by 31/05/2019	N/A	N/A	Director: Budgets Johan Steyl

2018/2019 Finance Directorate Scorecard														
Alignment to IDP	CSC Indicator No.	Lead (U/ Contributing (C) Directorate	Corporate Objective	Indicator (include unit of measure)	Baseline 2016/2017	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Cpex Budget	Opex Budget	Responsible Person
Pillar, Corp Obj No and Program No /Statutory/Strategic Plan								30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019			
SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)			5.1 Operational sustainability (ODTP 11)	Number of reports submitted indicating regular monitoring, assessment and reporting of relevant in-year financial results	12 reports	12 reports	12 reports	3 reports	3 reports	3 reports	12 reports	N/A	N/A	Director: Budgets Johan Steyl
SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)			5.1 Operational sustainability (ODTP 11)	Percentage enhancement and subsequent implementation of Division of Revenue Act/Gazette reporting management and compliance systems for supporting corporate transversal visibility and tracking of financial/non-financial reports by City Directorates/Departments to funders.	New	New	90%	20%	50%	70%	90%	N/A	N/A	Director: Grant Funding Wayne Muller
SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)			5.1 Operational sustainability (ODTP 11)	Percentage enhancement and subsequent implementation of technology based information and reporting databases/systems for Internal management reporting on primary national/provincial conditional grant funds.	New	New	95%	20%	50%	70%	95%	N/A	N/A	Director: Grant Funding Wayne Muller
SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)			5.1 Operational sustainability (ODTP 11)	Percentage development of reporting database for management reporting on primary National/Provincial Grants	New	New	100%	25%	50%	75%	100%	N/A	N/A	Director: Grant Funding Wayne Muller
SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)			5.1 Operational sustainability (ODTP 11)	Revenue collected as a percentage of billed amount	95%	95%	95%	95%	95%	95%	95%	N/A	N/A	Director: Revenue, Trevor Blake
SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)			5.1 Operational sustainability (ODTP 11)	A1.3.1 A Treasury-approved credible and measurable financial management improvement strategy to achieve and/or sustain an unqualified audit opinion within a maximum of two financial years	100%	Attended to the Action Plan in accordance with the set time frames	Resolved 100% of audit management issues within targeted dates, including emerging risks	Submission of Annual Financial Statements and Consolidated Financial Statements	Prepare a comprehensive Audit Action Plan based on the year audit outcomes	Resolved 60% of audit management issues within targeted dates including emerging risks	Resolved 100% of audit management issues within targeted dates, including emerging risks	N/A	N/A	Director: Treasury, David Valentine
SFA 1: The Opportunity City 1.3 Economic Inclusion			1.3 Economic Inclusion (ODTP 3)	Percentage of the Rand value of Purchase orders allocated to B-BBEE Suppliers/service providers	92%	60%	60%	60%	60%	60%	60%	N/A	N/A	Director: Supply Chain Management, Basil Chinasamy
SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)			5.1 Operational sustainability (ODTP 11)	Average turnaround time (weeks) of regular tender processes in accordance with demand plan	Revised Indicator	16 weeks	16 weeks	16 weeks	16 weeks	16 weeks	16 weeks	N/A	N/A	Director: Supply Chain Management Basil Chinasamy
SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)			5.1 Operational sustainability (ODTP 11)	Average turnaround time (weeks) of complex tender processes in accordance with procurement plan	Revised Indicator	20 weeks	20 weeks	20 weeks	20 weeks	20 weeks	20 weeks	N/A	N/A	Director: Supply Chain Management Basil Chinasamy

2018/2019 FINANCE DIRECTORATE SCORECARD														
Alignment to IDP	CSC Indicator No.	Lead (U/ Contributing (C) Directorate	Corporate Objective	Indicator (include unit of measure)	Baseline 2016/2017	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Cpex Budget	Opex Budget	Responsible Person
Pillar, Corp Obj No and Program No /Statutory/Strategic Plan								30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019			
SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)			5.1 Operational sustainability (ODTP II)	Percentage of timeous and accurate payment of Suppliers paid in compliance with relevant legislation, policies and procedures	97%	97%	97%	97%	97%	97%	97%	N/A	N/A	Director: Expenditure, Nothemba Lepheana
SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)		Finance (L)	5.1 Operational sustainability (ODTP 11)	Legal Compliance wrt the implementation of a General Valuation.	New	New	Submission of certified GV2018 Roll to City Manager and 100% of GV2018 objections captured on workflow. Public notice of GV2018 Roll.	GV2018 CAMA models applied.	Value review of all relevant properties completed.	Submission of certified GV2018 Roll to City Manager. Public notice of GV2018 Roll.	100% of GV2018 objections captured in workflow.	N/A	N/A	Director: Valuations Louise Muller
SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)			5.1 Operational sustainability (ODTP 11)	Legal Compliance wrt the implementation of a Supplementary Valuation.	100% for Annual Supplementary Valuation	Supplementary Valuation Roll SV02 to GV2015 certified by the Municipal Valuer by 30 June 2018.	Supplementary Valuation Roll SV03 to GV2015 certified by the Municipal Valuer by 30 June 2019.	Processing of SV02/GV2015 as required by legislation and capturing of the objections on SV02/GV2015 into workflow and management thereof in accordance with Section 50 (5) of the MPRA.	SV03/GV2015 batch 1 successfully transmitted to LUM.	SV03/GV2015 batch 2 successfully transmitted to LUM.	SV03/GV2015 batch 3 successfully transmitted to LUM. Supplementary Valuation Roll SV03 to GV2015 certified by the Municipal Valuer.	N/A	N/A	Director: Valuations Louise Muller
SFA 1: The Opportunity City 1.1 Positioning Cape Town as forward looking globally competitive City (ODTP 1)			1.1 Positioning Cape Town as forward looking globally competitive City (ODTP 1)	1.1.g.1 Private Sponsors Project - CSI and Collaboration Work Group: Percentage development of Activity Plan and monitoring of milestones delivered	Not yet available	90%	Ongoing monitoring	Activity Plan Developed	Ongoing monitoring	Ongoing monitoring	Ongoing monitoring	N/A	N/A	Chief Financial Officer
SFA 1: The Opportunity City 1.1 Positioning Cape Town as forward looking globally competitive City (ODTP 1)			1.1 Positioning Cape Town as forward looking globally competitive City (ODTP 1)	1.1.g.1 Private Sponsors Project - CSI and Collaboration Work Group: Ongoing internal communication campaign on process to facilitate compliance	Not yet available	New Indicator	Directives on process published on CityWeb	N/A	Directives on process published on CityWeb	N/A	Directives on process published on CityWeb	N/A	N/A	Chief Financial Officer
SFA 1: The Opportunity City 1.1 Positioning Cape Town as forward looking globally competitive City (ODTP 1)			1.1 Positioning Cape Town as forward looking globally competitive City (ODTP 1)	1.1.g.1 Private Sponsors Project - CSI and Collaboration Work Group: Register of contributions maintained	Not yet available	New Indicator	Maintained register as prescribed by Policy and MFMA	Maintained register as prescribed by Policy and MFMA	Maintained register as prescribed by Policy and MFMA	Maintained register as prescribed by Policy and MFMA	Maintained register as prescribed by Policy and MFMA	N/A	N/A	Chief Financial Officer
SFA 5: Well-Run City 5.1 Operational Sustainability (ODTP 11)			5.1 Operational sustainability (ODTP 11)	Percentage implementation and incorporation of approved policies, by-laws and corporate SOPs	New Indicator	100% adherence to identified quarterly work plan milestones	100% adherence to identified quarterly work plan milestones	100% adherence to identified quarterly work plan milestones	100% adherence to identified quarterly work plan milestones	100% adherence to identified quarterly work plan milestones	100% adherence to identified quarterly work plan milestones	N/A	N/A	Chief Financial Officer
Contact Person														
KEY OPERATIONAL INDICATORS (KOIs):														
SFA 1: Opportunity City	1.F	Social Services	1.3 Economic inclusion	Number of Expanded Public Works Programme (EPWP) work opportunities created	122	Total 150: Direct opportunities 138 Indirect opportunities 12	Annual Target of 150 (Direct and Indirect opportunities) for Directorate	Annual Target of 150 (Direct and Indirect opportunities) for Directorate	Annual Target of 150 (Direct and Indirect opportunities) for Directorate	Annual Target of 150 (Direct and Indirect opportunities) for Directorate	Annual Target of 150 (Direct and Indirect opportunities) for Directorate	N/A	N/A	Executive Director: Social Services Contact Person - Salome Sekgonyana : 021 400 9402 Contact Person - Grant Stephens: 021 417 4084 / 084 225 2028
SFA 1: Opportunity City	1.G	Corporate Services	1.3 Economic inclusion	Percentage budget spent on implementation of Workplace Skills Plan	Not available yet	95%	95%	10%	30%	70%	95%	N/A	N/A	Director HR: Lele Sithole Contact Person- Nonzuzo Ntubane : 021 400 4056 / 083 6948 344
SFA 1: Opportunity City	-	Social Services	1.3 Economic inclusion	Number of Full Time Equivalent (FTE) work opportunities created	New	New	39	Annual Target 39	Annual Target 39	Annual Target 39	Annual Target 39	N/A	N/A	Executive Director: Social Services Contact Person - Salome Sekgonyana : 021 400 9402 Contact Person - Grant Stephens: 021 417 4084 / 084 225 2028
2018-2019 FINANCE SCORECARD 14 JUNE 2018														

2018/2019 Finance Directorate Scorecard														
Alignment to IDP	CSC Indicator No.	Lead (U/Contributing (C) Directorate	Corporate Objective	Indicator (include unit of measure)	Baseline 2016/2017	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Cpex Budget	Opex Budget	Responsible Person
Pillar, Corp Obj No and Program No /Statutory/Strategic Plan								30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019			
SFA 1: Opportunity City	-	Corporate Services	1.3 Economic inclusion	Number of unemployed trainees and unemployed bursary opportunities (excluding apprentices)	53	30	35	10	22	30	35	N/A	N/A	Director HR: Lele Sithole Contact Person - Nonzuzo Ntubane: 021 400 4056 / 083 6948 344
SFA 1: Opportunity City	-	Corporate Services	1.3 Economic inclusion	Number of unemployed apprentices	n/a	Not applicable	n/a	n/a	n/a	n/a	n/a	N/A	N/A	Director HR: Lele Sithole Contact Person - Nonzuzo Ntubane: 021 400 4056 / 083 6948 344
SFA 3: Caring City	3.F	Corporate Services	3.1 Excellence in basic service delivery	Percentage adherence to citywide service requests	124%	90%	100% (based on a 80% threshold) Indicator is being updated	90%	90%	90%	90%	N/A	N/A	Contact Person - Nomvuyo Mnyaka Contact Person - Ingrid Mansell: 021 400 3462 / 084 905 0556
SFA 4: Inclusive City	-	Corporate Services	4.3 Building Integrated Communities	Percentage adherence to EE target in all appointments (internal & external)	94.44%	85%	85%	85%	85%	85%	85%	N/A	N/A	Director: Zukiswa Mandlana Contact Person - Sabelo Hlanganisa: 021 444 1338 / 083 346 5240
SFA 4: Inclusive City	-	Corporate Services	4.3 Building Integrated Communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	4.04%	2%	2%	2%	2%	2%	2%	N/A	N/A	Director: Zukiswa Mandlana Contact Person - Sabelo Hlanganisa: 021 444 1338 / 083 346 5240
SFA 5: Well-Run City	-	Corporate Services	5.1 Operational sustainability	Percentage of absenteeism	4.26%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	N/A	N/A	Director HR: Lele Sithole Contact Person - Charl Prinsloo: 021 400 9150 / 060 997 3622
SFA 5: Well-Run City	5.C	Finance	5.1 Operational sustainability	Percentage spend of capital budget	99%	90%	90%	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	90%	N/A	N/A	Directorate Finance Manager
SFA 5: Well-Run City	-	Corporate Services	5.1 Operational sustainability	Percentage OHS investigations completed	100%	100%	100%	100%	100%	100%	100%	N/A	N/A	Director HR: Lele Sithole Contact Person - Jerry Henn : 021 400 9312 / 084 232 9977
SFA 5: Well-Run City	-	Corporate Services	5.1 Operational sustainability	Percentage vacancy rate	8.32%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	N/A	N/A	Director HR: Lele Sithole Contact Person - Yolanda Scholtz: 021 400 9249 / 084 235 1276
SFA 5: Well-Run City	-	Finance	5.1 Operational sustainability	Percentage of operating budget spent	99%	95%	95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%	N/A	N/A	Directorate Finance Manager
SFA 5: Well-Run City	-	Directorate of the Mayor	5.1 Operational sustainability	Percentage of assets verified	100%	100%	100% asset register verified	N/A=ALL directorates 25%=Finance Directorate	N/A=ALL directorates 50%=Finance Directorate	60% = ALL Directorates 75% = Finance Directorate	100%	N/A	N/A	Directorate Finance Manager Contact Person - Patrick Lekay 021 400 2371

2018/2019 FINANCE DIRECTORATE SCORECARD														
Alignment to IDP	CSC Indicator No.	Lead (L)/ Contributing (C) Directorate	Corporate Objective	Indicator (include unit of measure)	Baseline 2016/2017	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Cpex Budget	Opex Budget	Responsible Person
Pillar,Corp Obj No and Program No /Statutory/Strategic Plan								30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019			
SFA 5: Well-Run City	-	Directorate of the Mayor	5.1 Operational sustainability	Percentage Internal Audit findings resolved	97%	75%	75%	75%	75%	75%	75%	N/A	N/A	Contact Person - Mpumelelo Liberty Manjati: 021 400 9384 / 084 200 2545 Contact Person - Harry Van Wyk: 021 400 9301
SFA 5: Well-Run City	-	Directorate of the Mayor	5.1 Operational sustainability	Percentage of Declarations of Interest completed	100%	100%	100%	25%	50%	75%	100%	N/A	N/A	Contact Person - Lisa Anne Coltman : 021 400 9296 / 083 562 1688


Executive Director: Kevin Jacoby


Mayco Member: Johan van der Merwe

19.04.2018
Date:

25/04/2018
Date:

2018/2019 FINANCE DIRECTORATE SCORECARD DEFINITIONS

INDICATOR	INDICATOR DEFINITION
Key Performance Indicator	Definition
Percentage of projects screened in SAP PPM	Projects Screened in SAP PPM for the budget (95%) – per budget cycle for the current fiscal year and next fiscal year, measured at adjustment budget stage and at draft budget stages. Measurement: Metrics extracted from SAP PPM from budget submissions. Screening includes: - Screening Questionnaire - Implementation Complexity Questionnaire - Strategic Themes Questionnaire - GIS Location Mapping
Percentage of PM comments completed in SAP PPM	Monthly PM Comments completion (95%) – aggregated quarterly and quarterly values averaged for the yearly statistic. Measurement: Metrics extracted from SAP PPM on a monthly basis.
1.B Percentage of rates clearance certificates issued within 10 working days	This indicator measures the percentage of rates clearance certificates issued within 10 working days, only once the correct payments and required documentation have been received and verified as correct.
5.A Opinion of independent rating agency	A report which reflects credit worthiness of an institution to repay long-term and short-term liabilities. Credit rating is an analysis of the City's key financial data performed by an independent agency to assess its ability to meet short- and long-term financial obligations. Indicator standard/Norm/Benchmark The highest rating possible for local government which is also subject to the Country's sovereign rating.
5.B Opinion of the Auditor-General	This indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor General in determining his opinion. An unqualified audit opinion refers to the position where the auditor, having completed his audit, has no reservation as to the fairness of presentation of financial statements and their conformity with General Recognised Accounting Practices. This is referred to as "clean opinion". Alternatively, in relation to a qualified audit opinion, the auditor would issue this opinion in whole, or in part over the financial statement if these are not prepared in accordance with General Recognised Accounting Practice or could not audit one or more areas of the financial statements. Future audit opinions will cover the audit of predetermined objectives.
5.C Percentage spend of capital budget (City) - NKPI	Percentage reflecting year-to-date spend/total budget, less any contingent liabilities relating 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. Proxy measure for NKPI.

2018/2019 FINANCE DIRECTORATE SCORECARD DEFINITIONS

INDICATOR	INDICATOR DEFINITION
Key Performance Indicator	Definition
5.D Percentage spend on repairs and maintenance (City)	Percentage reflecting year-to-date spend (including second cost)/total repairs and maintenance budget. Note that the 'in year reporting' during the financial year will be indicated as a trend (year-to-date spend). Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned maintenance includes assets inspection and measures to prevent known failure modes, and can be time or condition based. Repairs are actions undertaken to restore an asset to its previous condition after failure or damage. Expenses on repairs and maintenance are considered operational expenditure. Primary repairs and maintenance cost refer to repairs and maintenance expenditure incurred for labour and materials paid to outside suppliers. Second repairs and maintenance cost refer to repairs and maintenance incurred for labour provided in house/internally.
5.E Cash/cost coverage ratio (excluding unspent conditional grants) - (City) - NKPI	The Ratio indicates the ability to meet at least its monthly fixed operating commitments from cash and short-term investment without collecting any additional revenue, during that month. Proxy measure for NKPI.
5.F Net Debtors to annual revenue (City) - NKPI	Net current debtors are a measurement of the net amounts due to the City for which the anticipation of the recovery is realistic. Proxy measure for NKPI.
5.G Debt (total borrowings) to total operating revenue (City) - NKPI	The purpose of the ratio is to provide assurance that sufficient revenue will be generated to repay liabilities. Proxy measure for NKPI.
Progress against major milestones of budget cycle plan to ensure the submission of the 2019/2020 Budget to Council for adoption	Submission of affordable, sustainable and balanced Operating and Capital Budget (MTREF) aligned to the IDP to Council for consideration. Managing the drafting and coordination of Operating and Capital Budget for the City, ensuring alignment to the IDP.
Number of reports submitted indicating regular monitoring, assessment and reporting of relevant in-year financial results	Regular monitoring, assessment and reporting of all relevant financial data sets, advice on corrective action and proposals in respect of variances between budget and progressive actuals. Compliance to relevant legislative frameworks w.r.t. other tiers of government. Under-spending or -recovery of budgetary provisions impacts negatively on municipalities' ability to deliver on its projects and services. Continuous and pro-active steps in monitoring progressive results could address this aspect timeously. In this regard internal procedures managed by the Budget Department (eg. FMR and PCER) is key to highlight variances and propose and implement remedial action towards optimum budget implementation and realisation. Ultimate format and mechanism must be in accordance with municipal budget-related legislation and directives.

2018/2019 FINANCE DIRECTORATE SCORECARD DEFINITIONS

INDICATOR	INDICATOR DEFINITION
Key Performance Indicator	Definition
Percentage enhancement and subsequent implementation of Division of Revenue Act/Gazette reporting management and compliance systems for supporting corporate transversal visibility and tracking of financial/non-financial reports by City Directorates/Departments to funders.	The enhancement and down stream systems implementation of Division of Revenue Act/Gazette reporting management and compliance systems for tracking of financial/non-financial legislative reports submissions by City Directorates/Departments which additionally focusses on the establishment of visibility driven reporting to senior management in terms of monitoring and directing against both the grants for which their individual directorate is accountable as well as all other City grant funds that may influence the City as a whole.
Percentage enhancement and subsequent implementation of technology based information and reporting databases/systems for internal management reporting on primary national/provincial conditional grant funds.	The enhancement and subsequent development of analytic and financial reports allowing for internal high level tracking and corporate oversight of conditional grant fund related performance by City Directorates/Departments thereby ensuring visibility in terms of grant fund expenditure and directorate related expenditure performance. System supports the reduction of risks wrt the reduction of conditional grant fund allocations. This reporting functionality includes additional high level political grant expenditure oversight with expenditure trends exposure.
Percentage development of reporting database for management reporting on primary National/Provincial Grants	The establishment and development of reporting database/s to provide for the transversal corporate oversight of all conditional grant funds. This system will include sites related to governance processes (eg GFTRC); legislative reports submissions; DoRA/Gazette's issued; Grant Fund Frameworks etc.
Revenue collected as a percentage of billed amount	To measure the receipts as a percentage of billing covering the immediate 12 months period.
All.3.1 A Treasury-approved credible and measurable financial management improvement strategy to achieve and/or sustain an unqualified audit opinion within a maximum of two financial years	This indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor General to determine whether the City addressed all the potential weaknesses identified in the previous year.
Percentage of the Rand value of Purchase orders allocated to B-BBEE Suppliers/service providers	Ratio of the total rand value of purchase orders allocated to B-BBEE suppliers/service providers to the total overall rand value of purchase orders allocated to suppliers/service providers by the City of Cape Town
Average turnaround time (weeks) of regular tender processes in accordance with demand plan	To increase the through-put of tenders from advertising to award of tenders (with fewer than 500 line items) above R200 000.
Average turnaround time (weeks) of complex tender processes in accordance with procurement plan	To increase the through-put of tenders from advertising to award of tenders (with more than 500 line items) above R200 000.
Percentage of timeous and accurate payment of Suppliers paid in compliance with relevant legislation, policies and procedures	This indicator is in compliance with section 65 (e) of the MFMA, which requires that all money owing by the municipality be paid within 30 days of receiving the relevant invoice or statement, unless prescribed otherwise for certain categories of expenditure.

2018/2019 FINANCE DIRECTORATE SCORECARD DEFINITIONS

INDICATOR	INDICATOR DEFINITION
Key Performance Indicator	Definition
Legal Compliance wrt the implementation of a General Valuation.	Quarter 1: GV2018 CAMA models applied to all neighbourhoods by end September 2018. Quarter 2: Value review of all properties identified by the Municipal Valuer as requiring review to have been completed. Quarter 3: Submission of certified GV2018 Roll to City Manager. Public notice of GV2018 Roll. Quarter 4: 100% of GV2018 objections captured in workflow.
Legal Compliance wrt the implementation of a Supplementary Valuation.	Quarterly targets to ensure legislative compliance due to the changes in legislation implemented: Quarter 1: SV to be advertised in the Press and all SV notifications to have been posted; All SV objections to be captured into workflow in accordance with section 50 (5) of the MPRA. Quarter 2: SV03/GV2015 batch 1 successfully transmitted to LUM. Quarter 3: SV03/GV2015 batch 2 successfully transmitted to LUM. Quarter 4: SV03/GV2015 batch 3 successfully transmitted to LUM and Supplementary Valuation Roll SV03 to GV2015 certified by the Municipal Valuer
1.1.g.1 Private Sponsors Project - CSI and Collaboration Work Group: Percentage development of Activity Plan and monitoring of milestones delivered	Percentage of transversal work group activities delivered
1.1.g.1 Private Sponsors Project - CSI and Collaboration Work Group: Ongoing internal communication campaign on process to facilitate compliance	Internal communication campaign taking place mid-year and at year-end
1.1.g.1 Private Sponsors Project - CSI and Collaboration Work Group: Register of contributions maintained	Maintain a register containing all contributions received
Percentage implementation and incorporation of approved policies, by-laws and corporate SOPs	On approval, policies, by-laws and corporate SOPs are assessed to determine if they are applicable to directorate business, and implemented and incorporated into departmental operations and business processes
Key Operational Indicator Definitions:	
Number of Expanded Public Works Programme (EPWP) work opportunities created	Refers to paid work created for an individual on an EPWP project for any period of time, within the employment conditions of the Code of Good Practice for the Expanded Public Works Programmes.

2018/2019 FINANCE DIRECTORATE SCORECARD DEFINITIONS

INDICATOR	INDICATOR DEFINITION
Key Performance Indicator	Definition
Percentage budget spent on implementation of Workplace Skills Plan	A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions which will address the needs arising out of Local Government's Skills Sector Plan, the City's strategic requirements as contained in the IDP and the individual departmental staffing strategies and individual employees' PDPs. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan. Formula: Measured against training budget.
Number of Full Time Equivalent (FTE) work opportunities created	Refers to one person-year of employment. One person year is equivalent to 230 person days of work. The 230 days are effective days of work after subtracting provision for non-productive days in a year (e.g. leave, holidays, etc.). 1 FTE = person days divided by 230.
Number of unemployed trainees and unemployed bursary opportunities (excluding apprentices)	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative and provision of real world of work exposure to trainees and graduates. This includes, external bursaries awarded, in-service student training opportunities, graduate internships and learnerships. This is an accumulative quarterly measure. The target refers to the 4th quarter final total.
Percentage adherence to citywide service requests	Measure the percentage adherence to Citywide service standard based on all external notifications.
Percentage adherence to EE target in all appointments (internal & external)	Formula: Number of EE appointments (external, internal and disabled appointments) / Total number of posts filled (external, internal and disabled) This indicator measures: 1. External appointments - The number of external appointments across all directorates over the preceding 12 month period. The following job categories are excluded from this measurement: Councillors, students, apprentices, contractors and non-employees. This will be calculated as a percentage based on the general EE target. 2. Internal appointments - The number of internal appointments, promotions and advancements over the preceding 12 month period. This will be calculated as a percentage based on the general EE target. 3. Disabled appointments - The number of people with disabilities employed at a point in time. This excludes foreigners, but includes SA White males with disabilities. Note: If no appointments were made in the period preceding 12 months, the target will be 0%.

2018/2019 FINANCE DIRECTORATE SCORECARD DEFINITIONS

INDICATOR	INDICATOR DEFINITION
Key Performance Indicator	Definition
Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	This indicator measures : The disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%. This category forms part of the 'Percentage adherence to EE target', but is indicated separately for focused EE purpose. This indicator measures the percentage of people with disabilities employed at a point in time against the staff complement e.g staff complement of 100 target is 2% which equals to 2
Percentage of absenteeism	The indicator measures the actual number of days absent due to sick, unpaid/unauthorised leave in the department or directorate expressed as a percentage over the number of working days in relation to the number of staff employed. Sick, unpaid/unauthorised leave will include 4 categories namely normal sick leave, unpaid unauthorised leave, leave in lieu of sick leave and unpaid in lieu of sick leave.
Percentage spend of capital budget	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.
Percentage OHS investigations completed	Investigations measures the completed number of incidents investigated within a 30 day period, expressed as a percentage. "Completed" will be measured as incident data captured and uploaded on SAP. There will be a one month lag for both the numerator and denominator for reporting purposes.
Percentage vacancy rate	This is measured as a percentage of positions vacant against the total positions on structure. This indicator will be measured at a specific point in time to calculate the vacancy rate. The target is a vacancy rate of 7% or less.
Percentage of operating budget spent	Formula: Total actual to date as a percentage of the total budget including secondary expenditure.
Percentage of assets verified	The indicator reflects the percentage of assets verified annually for audit assurance. Quarter one will be the review of the Asset Policy, In Quarter two, the timetable in terms of commencing and finishing times for the process is to be communicated, and will be completed. Both Quarters will only be performed by Corporate Finance. The asset register is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data is downloaded at specific times and is the bases for the assessment of progress. Q1+N/A for ALL other department, except Corporate Finance (responsible) Q1= 25% Corporate Finance Q2= N/A for ALL other department, except Corporate Finance Q2= 50% Corporate Finance Q3= 75% represent that 60% of the assets have been verified by the directorate/ department Q4= 100% represents All assets have been verified.

2018/2019 FINANCE DIRECTORATE SCORECARD DEFINITIONS

INDICATOR	INDICATOR DEFINITION
Key Performance Indicator	Definition
Percentage Internal Audit findings resolved	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.
Percentage of Declarations of Interest completed	The total number of completed declarations of interest as a % of the total number of staff. The target is cumulative over the year. Each employee needs to complete the declaration of interest at least once per year (or when circumstances change), as prescribed by the applicable legislation and City policies / decisions.

INFORMAL SETTLEMENTS, WATER & WASTE SERVICES



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

EXECUTIVE DIRECTOR: Gisela Kaiser
CONTACT PERSON: David Paulse

Website: (for detailed SDBIP):
www.capetown.gov.za/en/idp/pages/implementingtheidp.aspx



**CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD**

Making progress possible. Together.

VISION OF THE CITY:

To be an opportunity city that creates an enabling environment for economic growth and job creation, and to provide assistance to those who need it most. To deliver quality services to all residents. To serve the citizens of Cape Town as a well-governed and corruption free administration.

In pursuit of this vision the City's mission is as follows:

- To contribute actively to the development of its environment, human and social capital
- To offer high-quality services to all who live in, do business in or visit Cape Town as a tourist
- To be known for its efficient, effective and caring governance.'

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

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1. EXECUTIVE SUMMARY

The executive summary of the Informal Settlements, Water & Waste Services Directorate's Service Delivery and Budget Implementation Plan 2018/2019 provides an overview of delivery by the core departments of the directorate; namely Water & Sanitation, Solid Waste Management and Informal Settlements & Backyarders.

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

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

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

Increasing urbanisation, climate change, ageing infrastructure and reduced revenue are key challenges to meeting the social and economic needs of the City. Within this context, the Directorate has achieved the national standards for provision of basic services and has made significant progress in achieving its own improved higher standards to informal settlements and backyard residences.

2. PURPOSE AND SERVICE MANDATE OF THE DIRECTORATE

Core purpose

- To ensure sustainable municipal infrastructure and services (water, sanitation and solid waste management) that will enable economic development
- To provide equitable access to basic services for all the citizens of Cape Town
- Implementation of upgrading projects for informal settlements
- The provision of basic services to backyarders on Council owned land as a priority across the City of Cape Town

Service Mandate

The Constitution stipulates that the municipality has a responsibility to ensure that citizens of Cape Town have access to basic services. Municipal powers and functions are dealt with in Section 156 (Schedules 4B and 5B) of the Constitution. Specific functions are contained in Schedule 4B pertaining to electricity reticulation, water and sanitation and schedule 5B pertaining to cleansing, refuse removal, refuse dumps and solid waste disposal.

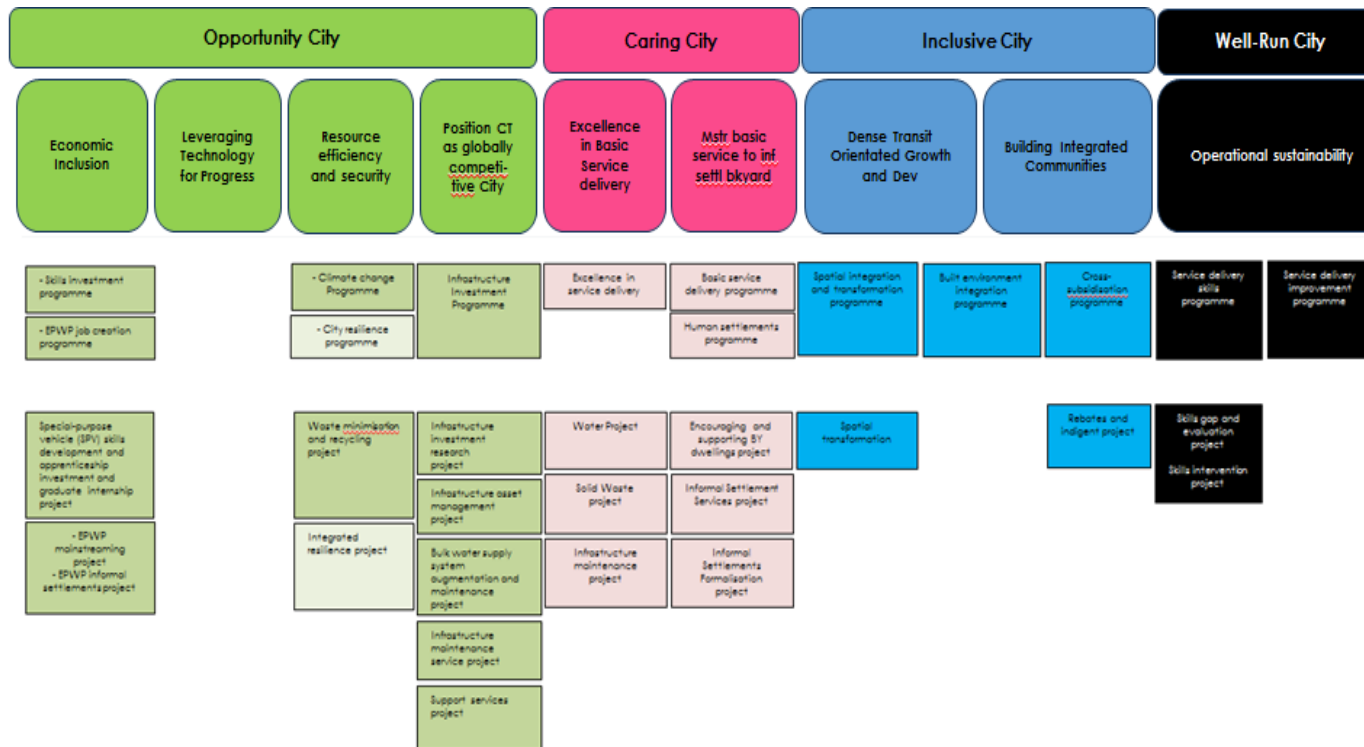
To meet this responsibility Informal Settlements, Water & Waste Services must ensure the provision of effective and reliable water, sanitation and solid waste management services through effective management of natural resources and service delivery infrastructure. The

provision of electricity to backyard residences and informal settlements is in collaboration with the Energy Directorate.

It is also recognized that a transversal approach is necessary in addressing Informal Settlements and Backyarders where cross-cutting challenges prevail that touch on issues of poverty, social, economic, health, policing, engineering and many other functions.

Moreover, the management of water and sanitation services and infrastructure through the current drought as well as interventions to ensure service continuity are key components of the City's overall Resilience strategy.

3. STRATEGIC ALIGNMENT TO THE IDP



KEY DIRECTORATE PROGRAMMES IN THE NEW TERM OF OFFICE IDP:

SFA 1 – Opportunity City: Objective 1.1 Positioning Cape Town as a forward looking, globally competitive City Programme – Infrastructure Investment Programme:	• Bulk Water Supply System Augmentation and Maintenance Project • Infrastructure Maintenance Service Project • Support Services Project
SFA 1 – Opportunity City: Objective 1.3 – Economic Inclusion Programme – Skills Investment Programme:	• SPV Skills Development and Apprenticeship Investment and Graduate Internship Project
SFA 1 – Opportunity City: Objective 1.3 – Economic Inclusion Programme – EPWP Job Creation Programme:	• EPWP Mainstreaming Project • EPWP Informal Settlements Project
SFA 1 – Opportunity City Objective 1.4 Resource Efficiency and Security Programme – Climate Change Programme:	• Waste Minimisation and recycling Project
SFA 1 – Opportunity City Objective 1.4 Resource Efficiency and Security Programme – City resilience programme	• Integrated resilience project - Water Demand Management
SFA 3 – Caring City: Objective 3.1 Excellence in Basic Service Delivery Programme – Excellence in Service delivery:	• Water Project • Solid Waste Project • Infrastructure Maintenance Project • Additional Infrastructure Investment

SFA 3 – Caring City: Objective 3.2 Mainstreaming basic service delivery to informal settlements and backyard dwellers Programme 3.2.a Basic Service Delivery Programme:	• Encouraging and supporting backyard dwellings Project
SFA 3 – Caring City: Objective 3.2 Mainstreaming basic service delivery to informal settlements and backyard dwellers Programme 3.2.b Human Settlements Programme:	• Informal settlements Services Project • Informal settlement formalisation Project

IDP Programme 1.1.c Infrastructure Investment Programme: Infrastructure Maintenance Project:

Infrastructure Planning for Growth

Integrated Master Planning of Water and Sanitation Infrastructure

To ensure long term sustainability, Water and Sanitation Services had by 2010 developed an Integrated Master Plan. The objectives of the master planning process are:

- To balance demand and capacity, all water and sanitation branches will use the same base data, assumptions and design parameters to ensure consistency;
- Infrastructure plans within Water and Sanitation Services are fully aligned;
- Alignment with the City's Spatial planning and IDP strategies are achieved;
- To provide sound information on which capital budgets for future years can be improved
- The plan is kept up to date annually to ensure reliable planning based on it.

In line with the IDP Focus Area of infrastructure led development and economic growth the Water Services Development Plan (WSDP) will:

- Focus on maintaining and replacing aging existing infrastructure;
- Improve delivery of services to informal areas, and
- Promote efforts to densify the city by reviewing and upgrading infrastructure to accommodate higher residential density.

The Master Planning Process rests on an evidence-based and deterministic model, using existing property information, accurate aerial photography and topography, as well as measured water supplied-, water consumption- and sewage treatment

volumes to determine unit demands, which can be imposed on future planning scenarios to predict spatial water demands and sanitation discharge. This is incorporated into SAP PPM as the long-term project plan of identified new projects required for new development.

i. Bulk Water Maintenance

A continuing maintenance programme will be implemented City-wide to ensure that distribution pipelines, water treatment works and reservoirs are either refurbished or replaced as required.

ii. Bulk Sewer Replacement and Rehabilitation

The city has an extensive sewer network in place that requires constant maintenance. In an effort to progressively achieve a more compact City with densification and a Transit Orientated Development (TOD) approach, the bulk sewers of the city will come under increasing pressure. The most recent of such critical sewers rehabilitated are the Langa interceptor and the Northern Areas Sewer.

iii. Wastewater Treatment Maintenance

The Water and Sanitation Department in addition to the master planning which covers with the development and upgrading of infrastructure including wastewater treatment works, is also focusing on growing its 'asset management maturity' with the implementation of a Strategic Municipal Asset Management (SMAM) programme

iv. Water Demand Management Interventions

Water demand management is an essential core requirement for sustainability of water supply to the City. The efficient use of scarce water resources for the City of Cape Town's growing needs and the aim to maximize on the use of existing infrastructure are critical factors that drive the Water Demand Management and Water Conservation Strategy (WC/WDM Strategy). The Water & Sanitation Department is applying the resources required to implement water demand management interventions, including: (a) reduction of high pressure, minimum night flow for residential consumers, (b) education programmes, (c) plumbing leak and meter repair programmes, (d) pipe replacement, treated effluent re-use, water restrictions and stepped tariffs. In the context of the current drought these interventions are critical.

Water Demand Management primarily aims to obtain an overall reduction in the water demand across the City and does this by a proactive investment in infrastructure to achieve real loss reduction. The projects are required to minimise losses in the Bulk and Reticulation system but also save on infrastructure, chemicals and energy for required treatment. At lower pressures, the life of the reticulation system is extended. These interventions postpone the need for expensive infrastructure upgrades.

v. Sewer Blockage, Storm-water Ingress and Pollution Control

Sewer interventions include the sewer blockage programme, the storm-water ingress programme as well as an Industrial Effluent Catchment profiling programme. These projects are being rolled out City-wide and aim to reduce overload in the sewer system, thereby prolonging infrastructure integrity and protecting the environment. An important element is raising awareness with the public on preventing and reporting sewer blockages and overflows.

The following key programmes have been earmarked for the five year term:

- Pressure management
- Treated Effluent – Reuse
- Expansion the treated effluent network

vi. Solid Waste

Various infrastructure projects will be undertaken in the next five years to address ongoing rehabilitation of old landfill sites, Landfill Gas Infrastructure for Flaring, Materials Recovery Facility in Bellville, an Integrated Waste Management Facility in Helderberg, various drop-offs and fleet replacement.

The City also carries out a number of waste minimization activities to reach continually increasing waste minimization targets. These include ongoing, as well as new waste minimization and related activities in response to the focus areas above, as well as other National and Provincial targets and requirements.

Invest in a proactive service infrastructure maintenance response system

Due to the aging of the meters in the city, a meter replacement programme is in place. Accurate water metering ensures that actual consumed water quantities are charged for, as water meters have been found to increasingly under-measure with age. Accurate metering also assists in obtaining a more accurate estimation of the City's water balance, which in its simplest terms is the measurement of the difference between the amount of water supplied into the system and that which is consumed.

Bulk Water Supply System Augmentation and Maintenance

It is critical to augment, refurbish and maintain the City's bulk water supply system, to ensure a safe, reliable and sustainable supply of water to Cape Town and its surrounding region. Many parts of South Africa, including the Western Cape, have experienced drought in 2015, 2016 and 2017. After successive winters with below average rainfall, the combined storage of the major dams of the Western Cape Water Supply System (WCWSS), at the end of the 2017 winter rainfall season, was at 39%. The City will continue to ensure the protection of the region's water resources and water supply to consumers by implementing appropriate water restrictions over the coming hydrological year. This will ensure that over the short term drought event, consumers will receive an ongoing, if restricted, supply of water and that the dams do not run empty over the next few hydrological years.

It is projected that the bulk water supply system in the north eastern and north western corridors of the City will come under increasing stress in the future due to the growth of these areas. Augmentation of the bulk water system will be required to ensure that supply capacity can meet the future demand for water. The proposed Bulk Water Augmentation Scheme, comprising a 500 MI/day water treatment works, two 300 MI bulk reservoirs, two 100 MI reservoirs and bulk water conveyance pipelines, will increase the overall capacity of the bulk water supply system, as well as increased supply capacity to the northern areas of the city.

Development of Reticulation infrastructure

Approximately R230m over the 5 year term has been provided to ensure that the necessary upgrade and replacement of various infrastructure components be implemented. These infrastructure upgrades include various replacement projects in Gugulethu, Manenberg, Hanover Park and Brackenfell as well as water infrastructure upgrades across the City.

Wastewater Treatment Capacity

Investment in Wastewater Treatment Works (WWTW) Infrastructure in various parts of the city is critical in improving or maintaining a healthy physical environment particularly in downstream rivers around the city. Whilst there is ongoing maintenance on all WWTWs around the city there will major upgrades in 4 of the 24 plants. It should be noted that the Borchards Quarry, Zandvliet , Wesfleur, Mitchells Plain, Athlone and Bellville plants are serving a mix of middle- and lower income areas.

Infrastructure Maintenance Service

Water and Sanitation services are essential Municipal services and very susceptible to generating public complaints and can impact on the health of users and the environment.

A high-level process flow has been identified, necessary to achieve affective data acquisition and management systems to support service delivery.

Support Services Project

Scientific Services: Scientific Services verifies that the department complies with the water quality checks and standards as set out by the National Department of Water and Sanitation (DWS) and serve others requiring laboratory sampling tests. Labs for experimental research activities, lab infrastructure expansion is required. This will allow for the addition of air quality monitoring stations, equipment to formulate a climate change predictive model, as well as the development of molecular biology techniques to assist in monitoring of emerging pollutants such as Legionella in various water types. Over the five year term state-of-the-art technology for testing solid waste samples as per licence requirements will be acquired.

Engineering and Assets Management (EAM): The EAM branch of Water and Sanitation will have 4 major areas of work during the IDP period, namely Fleet Management, Telemetry and SCADA, Workshop upgrades and Integrated Asset Management.

Fleet Management: A short-term 2 year objective has been set to centralise fleet management and the workshop facility. The EAM branch will be implementing a fleet management strategy to improve service delivery, rationalise the use of vehicles, limit standing time and over time, reduce reliance on the large number of hired vehicles without compromising response times. Procurement of fleet and plant equipment required to service additional growth will cost approximately R20 Million /annum over the 5 year term.

Integrated Asset management: The Project is aimed at enabling efficient maintenance delivery via a mobile solution. The project will be managed in two distinct phases of Improving Asset Data, Maintenance Planning and its Scheduling on SAP, followed by the addition of a Mobility component to receive and complete record of work in the field. It will deliver end-to-end processes focussed on plant maintenance and more efficient management of enterprise assets, resulting in reduced operating costs, better managed capital expenditures, improved environmental, health and safety performance and asset utilization.

IDP Programme 1.3.a Skills Investment Programme:

SPV Skills Development and Apprenticeship Investment and Graduate Internship Project

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

IDP Programme 1.3.b EPWP Job Creation Programme:

EPWP Public Works Project

The Informal Settlements, Water & Waste Services Directorate is a major contributor to the City's Expanded Public Works Programme and continues to integrate EPWP into meaningful interventions to support the City's objectives such as the sanitation and maintenance project in informal settlements.

IDP Programme 1.4.b Climate Change Programme:

Waste Minimisation and recycling project

The City will aim to further enable the re-use or recycling of waste materials into economic resources, at the same time reducing waste to landfill, and contributing to a resource-efficient economy by continuing to implement various waste minimisation and recycling projects across the city. These include the construction and implementation of additional integrated waste management facilities, material recovery facilities and/or drop-off sites, expansion of the City's "Think Twice" kerbside recycling collection (separation at source) programme, chipping of garden waste at over 12 facilities within the city (including drop-offs and landfill sites) for composting offsite, the continued distribution of home composting containers to residents in the City and facilitating the crushing and re-use of construction and demolition waste or builders rubble at selected city waste management facilities

IDP Programme 3.1.a Excellence in Basic Service delivery:

Water Project

Water reusing initiative

This will involve the treatment and re-use of water which is piped via a separate network of pipes to clients for irrigation. Given the current success of this service, the City is looking to expand the treated effluent reticulation network to other areas of the city, with the Athlone, Bellville and Macassar areas being most likely to benefit as there is a larger demand in these areas as well as, in most cases, fewer infrastructure requirements.

Springs and streams

The City is working to make use of the significant excess flow that some of these streams offer. Certain high-yielding springs can be used for irrigation of sports fields, parks and other larger-scale gardens.

Solid Waste Project

New refuse bin tagging system

The City has begun a project to fit all 240-litre wheelie bins with identification tags to ensure more efficient service provision and revenue accuracy. The tags will allow the City to monitor each bin serviced and to identify bins that are lost, stolen, or illegally serviced without being City property

IDP Programme 3.2.a Basic Service Delivery Programme:

Encouraging and supporting backyard/informal dwellings

Informal settlements and backyard rentals are an essential part of the housing supply process whereby households are investing in their own houses and generating additional income through rentals. While it is recognised that informal settlements provide sub-optimal

housing, they serve a critical function in the urban environment where households have secured access at extremely low financial cost and have started to piece together various livelihood strategies.

Most of the existing informal settlements in Cape Town have been in existence for a considerable number of years and the households living in them have made significant investments (in terms of their low incomes) both in terms of funds into their structures and their social capital into the community.

Backyard dwellings is a growing phenomenon in the country and is becoming more prominent in areas such as Dunoon, Doornbach, Khayelitsha and numerous low cost housing projects as well as public rental stock. This will raise a challenge to provide adequate services to backyarders and will require infrastructure upgrades in some areas unable to cope. The targeted households for this intervention are households living in backyard dwellings, as well as households in the R0 to R3 200 and R3 201 to R6 400 income categories in new family formation and in overcrowded conditions.

IDP Programme 3.2.b Human Settlements Programme:

Informal Settlements Services Project

Upgrading: One of the strategic developments of the Integrated Human Settlements Framework (IHSF) is the regularisation and the progressive upgrade of all informal settlements. The aim is therefore to move from a pipeline of comprehensive upgrade project to broad-based and ongoing improvement to services, public space as well as tenure to settlements while households formalise their top structures. The City will ensure the provision of and access to basic municipal services (water, sanitation, electricity and refuse removal) to households in informal settlements and at the same time empower these households by transferring ownership of the plot (where possible) so that those citizens who have the necessary means can construct their own informal, modular or brick-and-mortar structures.

General Services: City is committed to providing and maintaining services to informal settlement areas in line with the national guideline levels, which include one tap per 25 families within 200 m, a minimum of one toilet per five families, and weekly refuse removal. Individual electricity connections are also provided where possible and subject to the applicable legislation.

Re-blocking: The City has also embraced an innovative model (re-blocking) to improve service delivery in settlements which cannot be formalised to full township standards. Re-blocking can however only be done on CoCT property. Re-blocking can be defined as a community-driven process to reconfigure and reposition shelters that are densely located within an informal settlement according to a plan prepared and agreed in the community. The implementation of this initiative is in partnership with recognised NGOs working with the City.

The re-clustering of the shelters results in better utilisation of space; improved living environment of households living in informal settlements; courtyards and space for shared services; an appropriate distance between structures to prevent spread of fires; access and exit roads for emergency, service vehicles and community use;

access to basic services (1:1 where possible); safer, healthier settlements; basis for formal upgrading (after future de-densification). Re-blocking initiatives is dependent of the self-mobilisation of communities, with community members and the NGOs responsible for improved informal top structures and the Human Settlements Department responsible for the services and access tracks/roads.

Water and Sanitation: The current standard of service as described below is what the programme strives to continually deliver to all of the many informal settlements.

- i. **Water & Sanitation technology solutions:** The water supply to informal settlements is provided in the form of standpipes while for sanitation there is a range of sanitation technology solutions implemented, based on the specific conditions of the settlement.
- ii. **Waterless technology solutions:** Due to the current drought imperative, other waterless technologies will be explored in the 5 year term. Partnerships with reputable institutions e.g. Tertiary institutions, the Water Research Commission and others will to be included in agreements to ensure that the City remains the "beacon in Africa for the provision of Water and Sanitation services".
- iii. **Repairs and maintenance:** The ever-present harsh conditions in informal settlements remain a challenging environment to work in. As a result, the ongoing maintenance and repairs to the existing infrastructure in Informal Settlements dictate that realistic performance indicators be utilised.
- iv. The city plans to deliver across the city over the next 5 years
 - Water supply via standpipes 2017- 2023 at an estimated R 24 Million
 - Sanitation installations 2017- 2023 at an estimated R 118 Million
- v. **Capacity enhancement:** Additional resources will be made available to the Informal Settlement Unit to enhance its capacity, of which the Expanded Public Works Programme (EPWP) is key. It is being embraced throughout the Department to improve service delivery while also creating jobs and hence alleviating poverty.

Settlement Establishment Project:

Backyard rental units: An additional focus is to improve service delivery to existing backyard dwellings at City rental units by providing households with access to basic municipal services. These services include the provision and maintenance of water, sanitation, electricity and refuse removal. These facilities are provided in the form of a precast structure containing a flush toilet, a tap with a washing trough attached to it, electricity connections for up to three structures, as well as a 240 litre refuse bin per backyard.

Backyarder services: The initiative of providing basic services to backyarder dwellers in City rental units will be rolled out across the City where such installations are possible.

Further areas for service installation will be identified. Progress on this programme will be measured against the number of households benefiting from access to basic services.

Informal Settlement Formalisation Project

Upgrading of informal settlements

The future growth of the Cape Town population will place continued and increasing strain on City resources and infrastructure. To this end the City of Cape Town will focus on households living in informal settlements. The following interventions are components of this project.

Categorisation and prioritisation of informal settlements: The Informal Settlements and Backyarders Department had developed the Informal Settlements Development Matrix to categorise and prioritise all informal settlements in the city. This provides a high level development plan for the informal settlements.

Informal settlement upgrading framework: An investment and upgrading framework for informal settlements is created whereby the City provides an increased level of services as well as security of tenure.

The emphasis is on higher densities and layouts that support incremental completion over an indefinite period. Where individual sites could not be developed in an formal upgrading project the City will prioritise the development of 'super-blocks' which is an incremental development approach for the upgrading of informal settlements in manageable portions. This approach clusters pockets of informality within the greater informal settlement which allows for the provision of higher quality of services such as primary roads and installation of service connection to these pockets until the whole settlements could be serviced with one on one services. This is a systematic approach to ultimately formalise an informal settlement.

Informal Settlement and Backyarders Department : The City has a dedicated **Informal Settlement and Backyarders Department** that is responsible for the **categorisation and prioritisation** of all settlements the development of high level plans for each settlement , the provision of basic and essential services, the upgrading of informal settlements, and the undertaking of relocations to install and manage services as required.

Relocation: Substantial relocation could be required of households as part of the upgrading process. Relocation is undertaken on the basis that relocating households receive a housing opportunity that is the same as for those remaining in the settlement.

4. PERFORMANCE PROGRESS AND OUTCOMES

4.1 Past year's performance

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

Overall progress on water & sanitation

The City of Cape Town provides access to water and sanitation services for all residents in the city, in line with the national government policy.

Formal properties receive services through a metered connection and Informal settlement households receive free and unrestricted services via communal water points. Furthermore, services within informal settlements and backyards continue to be improved in line with the City's own higher internal standards.

i. Water

All households within the City of Cape Town have an adequate supply of water at the required National Norms and Service standards (basic water supply facilities within 200 m). Intermittently some settlements or dwellings temporarily fall outside the national service standard where e.g. settlements as a whole are being upgraded, or as in the case of some new settlements or dwellings, where it takes time to put in the required infrastructure to be able to provide water services. There are also a small number of settlements on private property where it is not possible to bring water services within the required 200 m. Where feasible, the City investigates the possibility of acquiring such property or relocating the households.

The City will always endeavour to provide a 100 % service rate according to the prescribed norms and standards (where legally serviceable). On top of that, the City aims for its own internal higher service standard of a minimum 1 tap per 25 households within a maximum of 100 m.

ii. Sanitation

The City of Cape Town fully complies in terms of meeting the national guidelines of adequate sanitation as described in the Strategic Framework for Water Services (2003). The City managed to provide adequate access to sanitation services in informal settlements by 2011/12, as confirmed in the Department of Water Affairs (now called the Department of Water and Sanitation) Report on the Status of Sanitation Services in South Africa (2012).

The City continues to aim for its own internal higher service standard, which is to top the national standard with a minimum of 1 toilet per 5 households. Where the national guidelines talks about the ventilated pit toilet as the minimum service technology, this configuration represents less than 0.5% of the sanitation technologies offered by the City, while close to 50% of informal settlement households is estimated to have access to full flush toilets at the ratio of maximum five households to one toilet.

Overall progress on refuse removal

The City of Cape Town's Waste Management provides access to basic services for residents to as close to 100% as possible within the constraints of available funds and unplanned growth.

All formal households receive the basic refuse removal service of weekly kerbside refuse collection using the wheelie bin system.

99.74% of informal settlements have access to refuse removal services through a door-to-door refuse collection and ongoing area-cleaning services. The remainder, 0.26%, are those areas not accessible to deliver the service. (Example: Haasendal)

Overall progress on electrification (informal settlements)

Access to electricity – A backlog still exists in informal settlements in the Cape Metro Area, mainly in the Eskom area of supply. Some households in this category have the added challenge of being located on Encumbered Land (informal dwellings located either on private land, below the 1:50 year flood line, under power lines, road or rail reserves, storm water retention or detention ponds, unstable land and any other health or safety hazard). To alleviate the backlog, registration of servitudes on privately owned properties are considered, relocation of structures from land that is not suitable for the provision of electricity to more suitable land and electrification on road or rail reserves upon permission from the respective Business Authority. Moreover, the majority of service requests for the provision of informal settlement connections are as a result of infills/new connections resulting from burnt area infills within an existing informal settlement and new pockets.

Progress on the roll-out of improved services to backyard residences

The City has improved the services to backyarders in Council rental stock or on City land. Going forward the directorate will:

- continue the provision of electricity, water, sanitation and refuse services to backyard dwellers residing in council rental stock or on city land;
- determine the possibility of sustainable services to backyard residents on private land.

4.2 Areas of Business Improvement

The Directorate will continue working on implementing the improved standards for services in informal settlement and backyarders. Operational processes will be reviewed to facilitate alignment with the area based model and achieving a turn-around time on service requests in alignment with standards as contained in the service departments' customer charters.

5. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

Partner/Stakeholder	Needs/Roles and Responsibilities
• Customers • Communities • Business/industry	Service delivery; water, sanitation, electrification and the provision of solid waste removal, uninterrupted supply; reasonable turnaround time on service requests
Internal Partners • Councillors	Information sharing; communication of

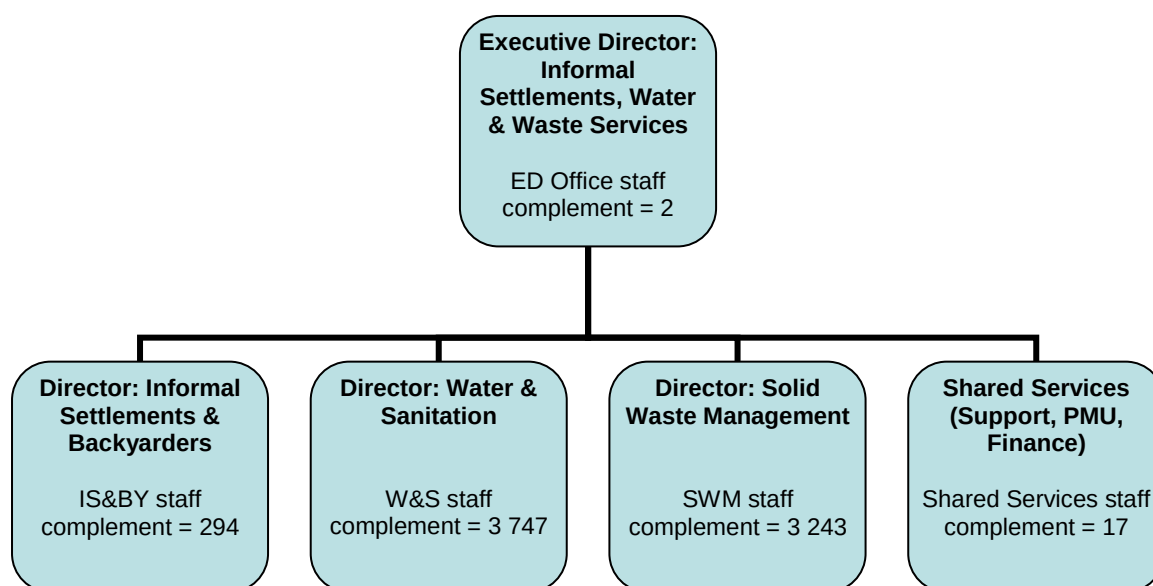
• External Service Delivery Directorates • Corporate • Unions	directorate requirements and service standards; policy development and implementation; service coordination
External Partners • National and Provincial Government • Parastatals • Community based Organisations • Business Sector • Sector Service Authorities • Institutions for Higher Learning	Information and knowledge management, service delivery coordination, implementation, research, compliance with regulatory frameworks

Transversal Committees	Working Group Involvement
	Sustainable Communities

6. RESOURCES

6.1 Senior management capability and structure.

6.1.1 Directorate organogram



Current establishment (Filled Posts) – Vacancy Analysis as at 30 November 2017

6.1.2 Outsourced services

- Solid Waste Management secured a range of external service providers through the Supply Chain process for a maximum of 3 years for the provision and enhancement of services.
- Zandvliet Waste Water Treatment Works (WWTW) – more cost effective to outsource the running of WWTW which has resulted in lower operational costs.

6.1.3 Lead and Contributing Directorate

Programme	Project	Lead Directorate	Contributing Directorates
Infrastructure Investment Programme:	Bulk water supply system augmentation and maintenance Project Infrastructure Maintenance Service Project Support Services Project	Informal Settlements, Water & Waste Services	
Climate Change Programme:	Waste Minimisation and recycling project	Informal Settlements, Water & Waste Services	
City Resilience programme	Integrated resilience project – Water Demand Management	Directorate of the Mayor	Informal Settlements, Water & Waste Services
Excellence in Basic Service delivery:	Water Project Solid Waste Project Infrastructure Maintenance Project Additional Infrastructure Investment	Informal Settlements, Water & Waste Services	
Basic Service Delivery Programme:	Encouraging and supporting backyard dwellings Project	Informal Settlements, Water & Waste Services	Energy
Human Settlements Programme:	Informal settlements Services Project Informal settlement formalisation Project	Informal Settlements, Water & Waste Services	Transport & Urban Development Authority, Energy

6.2 FINANCIAL INFORMATION

6.2.1 Summary of revenue by source

Description R thousand	2018/19 Medium Term Revenue & Expenditure Framework		
	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21

<u>Operating Revenue By Source</u>			
Service charges - water revenue	3,574,755	5,037,616	5,904,860
Service charges - sanitation revenue	1,811,048	2,524,979	2,947,422
Service charges - refuse revenue	1,482,059	1,637,097	1,818,719
Rental of facilities and equipment	137	144	152
Interest earned - outstanding debtors	190,017	200,666	211,991
Fines, penalties and forfeits	195	206	217
Licences and permits	610	984	1,039
Transfers recognised – operational	40,424	63,273	67,547
Other revenue	53,013	56,403	59,535
Gains on disposal of PPE	3,000	3,165	3,341
Total Operating Revenue (excluding capital transfers and contributions)	7,155,257	9,524,533	11,014,822

6.2.2 Summary of operating expenditure by type

Description R thousand	2018/19 Medium Term Revenue & Expenditure Framework		
	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
<u>Operating Expenditure By Type</u>			
Employee related costs	3,084,125	3,131,856	3,351,159
Debt impairment	1,395,174	1,573,695	1,766,504
Depreciation & asset impairment	827,690	983,550	1,106,407
Finance charges	41,219	41,222	41,225
Bulk purchases	1,145,732	1,905,898	2,047,235
Other materials	521,351	603,663	619,364
Contracted services	2,084,831	2,304,448	2,593,845
Other Expenditure	421,524	492,602	535,080
Loss on Disposal of PPE	119	125	132
Total Operating Expenditure	9,521,764	11,037,059	12,060,950
Operating Surplus/(Deficit)	(2,233,507)	(1,512,527)	(1,046,128)
Transfers & Subsidies capital NT & PT	738,207	679,331	631,059
Transfers & Subsidies capital agency, Other	12,000	12,000	12,000
Operating Surplus/(Deficit) after	(1,616,300)	(821,196)	(403,068)

capital transfers & contributions			

6.2.3 Summary of capital expenditure by type

Department R thousand	2018/19 Medium Term Revenue & Expenditure Framework		
	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Informal Settlements and Backyarders	201,414	222,793	289,118
Water & Sanitation*	3,546,693	4,800,599	5,043,295
Solid Waste Management	458,334	657,494	635,483
ISWWS Support Services	140	140	140
Total Capital Expenditure	4,206,581	5,681,026	5,968,036

*Includes New Water Plan projects.

6.2.4 Major Projects Aligned To PPM (IDP Linkage)

Dept	Initiative Description	Item Description	Financial Status	IDP SFA	IDP Programme
SWM	Plant & Vehicles: Replacement	Plant & Vehicles: Replacement FY2018	Approved	An Opportunity City	Investment in Infrastructure
		Plant & Vehicles: Replacement FY2019			
		Plant & Vehicles: Replacement FY2020			
SWM	New Drop-off Facilities	New Prince George Drop-off	Approved	An Opportunity City	Investment in Infrastructure
SWM	Development of Transfer Station	Coastal Park: Design & Develop a Material Recovery Facility	Approved	An Opportunity City	Investment in Infrastructure
		Helderberg: design & Develop a Drop-off			
		Athlone Transfer Station: material Recovery Facility New			
SWM	Development of Landfill Site Infrastructure	Bellville Landfill Site: Landfill Gas Infrastructure to Flaring	Approved	Opportunity City	Investment in Infrastructure
		Coastal Park Landfill Site: Landfill Gas Infrastructure to Flaring			
		Vissershok North Landfill Site: Landfill Gas Infrastructure to Flaring			
		Vissershok South Landfill Site: Landfill Gas Infrastructure to Flaring			
		Coastal Park Landfill Site:			

6.2.5			Development of Airspace			
			Visser'shok North Landfill Site: Development of Airspace			
			Development of the Regional Landfill Site			
			Purchase of the Land for the Regional landfill Site			
6.2.5	W&S	New Water Plan	Table Mountain Group Aquifer Desalination Cape Flats Aquifer Water Reclamation from Waste Water	Approved	An Opportunity City	City Resilience Programme
	W&S	Contermanskloof Reservoir	Contermanskloof Reservoir	Approved	An Opportunity City	Investment in Infrastructure
	W&S	Zandvliet WWTW-Extension	Zandvliet WWTW: Prim Treatment & Sludge	Approved	An Opportunity City	Investment in Infrastructure
	W&S	Borchards Quarry WWTW	Borchards Quarry WWTW	Approved	An Opportunity City	Investment in Infrastructure
	W&S	Meter Replacement Programme	Meter Replacement Programme	Approved	An Opportunity City	Maintenance of Infrastructure
	W&S	Phillipi Collective Sewer	Phillipi Collective Sewer	Approved	An Opportunity City	Maintenance of Infrastructure
6.2.5	W&S	Bulk Reticulation Sewers in Milnerton rehabilitation	Bulk Retic sewers in Milnerton rehab	Approved	An Opportunity City	Maintenance of Infrastructure
	IS&BY	Urbanisation: Backyards/ Informal Settlement Upgrade	IDA/UISP Sweetthomes-Philippi	Approved	A Caring City	Service delivery in informal settlements

6.2.5 Narrative on Directorate capital programme (2018/19 – 2020/21)

☐ Water & Sanitation

New Water Plan

Program for additional water resources.

Contermanskloof Reservoir

Design and construction of a new 100 mega litre bulk storage reservoir due to the growth in the Blaauwburg/De Noon catchment area.

Zandvliet WWTW-Extension

Upgrade of the Waste Water Treatment works to increase the capacity due to capacity constraints. It will cater for new Housing developments in the catchment.

Borchards Quarry WWTW

Upgrade of the Waste Water Treatment works to increase the capacity due to capacity constraints. Upgrade of the Stercus facility to mechanized system to cater for all informal settlement night soil. Odor control and inlet works improvement.

Meter Replacement Programme

Meter Replacement Program to ensure accuracy of meters, and to implement the water leaks project.

Bellville WWTW

Contraction of Primary settling tanks and replacement of aeration blowers. This will result in an increase in capacity.

Water Supply at Baden Powell Drive to Khayelitsha

The construction of a 1200mm diameter pipe from the Faure Bulk supply along Baden Powell road towards the Enkanini development area Khayelitsha.

Phillipi Collective Sewer

The refurbishment and upgrading of the Phillipi Sewer to ensure service to the greater Phillipi Community.

Bulk Reticulation Sewers in Milnerton rehabilitation

A number of Bulk Sewers were identified in the Milnerton area which has reached it's serviceable life. An Upgrade to increase the capacity is also required due to More growth in the surrounding area & densification in the area. The Local Human settlement catchment will also benefit from a reliable sewer system.

❑ Solid Waste Management

Replacement of Plant & Vehicles in accordance with our 7 Year Vehicle Replacement Plan in order to address the challenges associated with ageing fleet such as frequency in breakdowns and the negative consequences thereof on service delivery and to keep maintenance costs at affordable levels.

The construction of Material Recovery Facilities at the following facilities (Athlone Transfer Station, Coastal Park Landfill Site and The future Helderberg Transfer Station Site to allow for the increase in the Waste Minimisation targets.

Investment in landfill gas management technology at all landfill sites in an effort to contain the harmful effects of these potent gases on human health as well as the environment (Gas Management Systems at Bellville, Coastal Park, Vissershok-North & South landfill sites).

Development and the upgrade of waste drop-off facilities, which serve as an important element in the network of infrastructure required to incrementally achieve effective and integrated approaches to the overall management of waste.

The Development of additional Air-space at Vissershok (North and South) & Coastal Park Landfill Site.

The purchase of the Land and Development of the Regional Landfill Site.

❑ **Informal Settlements and Backyarders**

Urbanisation: Backyarders/Informal Settlements Upgrade – IDA Sweethomes – Philippi

Construct civil and electrical infrastructure for the establishment of an informal settlements programme.

Urbanisation: Backyarders/Informal Settlements Upgrade – IDA Kalkfontein Informal Settlement

Construct civil and electrical infrastructure for the establishment of an informal settlements programme.

Water Dispensing & Management Devices – City Rental

The installation of water dispensing and management devices in City Rental stock units as part of the Backyarders Programme.

Informal Settlements Sanitation Installation

Depending on site conditions, full-flush toilets may be installed, where possible, otherwise a portable flush toilet or container toilet is provided.

EHP: Wallacedene

Emergency relocation for dwellers illegally occupying privately owned land

Informal Settlement Upgrade: Driftsands

Upgrade of informal settlement, providing 2400 housing opportunities for Driftsands Informal Settlement Community

Informal Settlement Upgrade: Enkanini

The project has been initiated to appoint a suitably qualified service provider to oversee the design and the construction for the upgrading of the Enkanini Informal settlement.

Informal Settlements Water Installation

Depending on site Infrastructure Developments water installations may be installed, where possible.

Urbanisation: Backyarders/Informal Settlements Upgrade

The purpose of this budget is for the implementation of small, emergency and Engineering Design projects in Informal Settlements.

Upgrading Informal Settlement Programme (UISP) – 8ste Laan Valhalla Park

The 8ste Laan UISP Project is an Upgrading Informal Settlement Programme project. The project consists of the construction consists of site clearing and the construction of a bulk earthworks platform to accommodate roads, serviced sites and overland stormwater drainage routes. The construction of the earthworks platform will require some importation of clean fill material

7. RISK ASSESSMENT

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

Risk Registers are utilised as a management tool in order to manage identified risks of the Directorate. The risks identified and rated equal to or above the Council approved risk acceptance level will be reported to the Executive Management Team (EMT). The Executive Director to inform/discuss the Directorate's risks with the relevant Mayoral Committee member on a six monthly basis.

7.1 Revenue risks

Risks to achieving revenue projections:

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

8. OBJECTIVES AND INDICATORS OF THE DIRECTORATE SDBIP

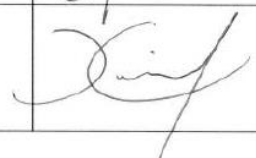
Key objectives and indicators on the Corporate Scorecard where ISWWS is the lead directorate.

Alignment to IDP		Link to Lead Directorate	Corporate Objective	Indicator (to include unit of measure)	Annual Target 2017/18 (30 Jun 2018)	2018/19 (Quarterly Targets)			
Pillar	CSC Indicator no.					30 Sept 2018 Q1	31 Dec 2018 Q2	31 Mar 2019 Q3	30 Jun 2019 Q4
SFA1 - Opportunity city	1.H	ISWWS	1.4. Resource efficiency and security	1.H Percentage compliance with drinking water quality standards	98%	98%	98%	98%	98%
SFA 3 - Caring city	3.B	ISWWS	3.1 Excellence in Basic Service delivery	3.B Number of outstanding valid applications for water services expressed as a percentage of total number of billings for the service (NKPI)	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%
	3.C	ISWWS		3.C Number of outstanding valid applications for sewerage services expressed as a percentage of total number of billings for the service (NKPI)	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%
	3.E	ISWWS		3.E Number of outstanding valid applications for refuse collection service expressed as a percentage of total number of billings for the service (NKPI)	< 0.6%	< 0.5%	< 0.5%	< 0.5%	< 0.5%
SFA 3 - Caring city	3.G	ISWWS	3.2. Mainstreaming of basic service delivery to informal settlements and backyard dwellers so that there is an improvement in living conditions, a focus on creating tenure and a reduced dissatisfaction with the level and quality of City services.	3.G Number of water services points (taps) provided to informal settlements (NKPI)	600	100	300	450	700
	3.H			3.H Number of sanitation service points (toilets) provided to informal settlements (NKPI)	2 800	500	1 100	1 800	2 600
	3.I			3.I Percentage of informal settlements receiving a door-to-door refuse collection service (NKPI)	99%	99%	99%	99%	99%
	3.J			3.J Number of service points (toilet and tap with hand basin) provided to backyarders	1 000	0	300	800	1 200
	3.O			3.O Number of sites serviced in informal settlements	2 000	0	500	500	2 000

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

9. AUTHORISATION

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

	Name	Signature	Date
Executive Director: Informal Settlements, Water & Waste Services	Gisela Kaiser		19/02/2018
Mayco Member: Informal Settlements, Water and Waste Services; Energy	Xanthea Limberg		19/2/2018

10. APPENDICES:

Annexure: 2018/2019 Directorate SDBIP template.

2018/2019 INFORMAL SETTLEMENTS, WATER & WASTE SERVICES (ISWWS) DIRECTORATE SCORECARD													ANNEXURE A	
Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/17	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Capex Budget	Opex Budget	Responsible Person
Pillar & Corporate Objective	CSC Indicator no.							30 Sept 2018 Q1	31 Dec 2018 Q2	31 Mar 2019 Q3	30 June 2019 Q4			
SFA1 Opportunity city	1.F	DOM	1.3 Economic inclusion	Number of Expanded Public Works Programme (EPWP) opportunities created	15 363	SWM = 7 000 IS = 4 100 W&S = 2 000 Total = 13 100 (Target was revised due Corporate Mid-year amendment)	SWM = 7 000 IS = 4 100 W&S = 2 000 Total = 13 100	SWM = 1 750 IS = 800 W&S = 300 Total = 2 850	SWM =3 500 IS = 2 000 W&S = 600 Total = 6 100	SWM = 5 250 IS = 3 000 W&S = 1 200 Total = 9 450	SWM = 7 000 IS = 4 100 W&S = 2 000 Total = 13 100			Executive Director: Social Services Contact Person - Salome Sekgonyana : 021 400 9402 Contact Person - Grant Stephens: 021 417 4084 / 084 225 2028
	1.G	Corp Services		Percentage budget spent on implementation of WSP	97.34%	95%	95%	10%	30%	70%	95%			Director HR: Lele Sithole Contact Person- Nonzuzo Ntubane : 021 400 4056 / 083 6948 344
		DOM		Number of Full Time Equivalent (FTE) work opportunities created	New	SWM =1 620 IS = 672 W&S = 340 Total =2 632	SWM =1 620 IS = 672 W&S = 340 Total =2 632	SWM =405 IS = 70 W&S = 45 Total = 520	SWM =810 IS = 172 W&S = 95 Total = 1 077	SWM = 1 215 IS = 422 W&S = 195 Total = 1 832	SWM =1 620 IS = 672 W&S = 340 Total =2 632			Executive Director: Social Services Contact Person - Salome Sekgonyana : 021 400 9402 Contact Person - Grant Stephens: 021 417 4084 / 084 225 2028
SFA1 Opportunity city		Corp Services	1.3 Economic inclusion	Number of unemployed trainees and unemployed bursary opportunities (excluding apprentices)	215	SWM = 30 IS = 7 W&S = 95 Total = 132	SWM = 30 IS = 15 W&S =95 Total = 140	SWM = 10 IS = 6 W&S =40 Total = 56	SWM =15 IS = 6 W&S =60 Total = 81	SWM = 20 IS = 6 W&S = 70 Total = 96	SWM = 30 IS = 15 W&S =95 Total = 140			Director HR: Lele Sithole Contact Person - Nonzuzo Ntubane: 021 400 4056 / 083 6948 344
				Number of unemployed apprentices	46	SWM = 10 IS = 0 W&S = 20 Total = 30	SWM =10 IS = 0 W&S = 20 Total = 30	SWM = 0 IS = 0 W&S = 10 Total = 10	SWM =5 IS = 0 W&S = 15 Total = 20	SWM = 6 IS = 0 W&S = 18 Total = 24	SWM =10 IS = 0 W&S = 20 Total = 30			Director HR: Lele Sithole Contact Person - Nonzuzo Ntubane: 021 400 4056 / 083 6948 344
SFA1 Opportunity city	1.H	ISWWS	1.4. Resource efficiency and security	1.H Percentage compliance with drinking water quality standards	99.65%	98%	98%	98%	98%	98%	98%			Peter Flower Contact person: Willem van der Merwe
SFA 3 Caring city	3.B	ISWWS	3.1 Excellence in Basic Service delivery	3.B Number of outstanding valid applications for water services expressed as a percentage of total number of billings for the service	0.33%	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%			Peter Flower Contact person: Willem van der Merwe
	3.C	ISWWS		3.C Number of outstanding valid applications for sewerage services expressed as a percentage of total number of billings for the service	0.37%	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%	< 0.7%			Peter Flower Contact person: Willem van der Merwe
	3.E	ISWWS		3.E Number of outstanding valid applications for refuse collection service expressed as a percentage of total number of billings for the service	0.01%	< 0.6%	< 0.5%	< 0.5%	< 0.5%	< 0.5%	< 0.5%			Rustim Keraan Contact person: Othelie Muller

2018/2019 INFORMAL SETTLEMENTS, WATER & WASTE SERVICES (ISWWS) DIRECTORATE SCORECARD													ANNEXURE A	
Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/17	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Capex Budget	Opex Budget	Responsible Person
Pillar & Corporate Objective	CSC Indicator no.							30 Sept 2018 Q1	31 Dec 2018 Q2	31 Mar 2019 Q3	30 June 2019 Q4			
SFA 3 Caring city	3.F	Corp Services	3.1 Excellence in basic service delivery	Percentage adherence to Citywide service requests	New	90%	90%	90%	90%	90%	90%			Peter Flower Riana Pretorius Rustim Keraan
SFA 3 Caring city	3.G	ISWWS	3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.G Number of water services points (taps) provided to informal settlements	676	600	700	100	300	450	700			Riana Pretorius
SFA 3 Caring city	3.H	ISWWS	3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.H Number of sanitation service points (toilets) provided to informal settlements	2 085	2 800	2 600	500	1 100	1 800	2 600			Riana Pretorius
	3.I	ISWWS		3.I Percentage of informal settlements receiving a door-to-door refuse collection service	99.74%	99%	99%	99%	99%	99%	99%			Rustim Keraan
	3.J	ISWWS		3.J Number of service points (toilet and tap with hand basin) provided to backyarders	New	600	1 000	175	300	525	1 000			Riana Pretorius
	3.O	ISWWS		3.O Number of sites serviced in the informal settlements (incremental housing & reblocking)	New	1 200	2 000	325	650	975	2 000			Riana Pretorius
SFA 3 – Caring City		Corp Services	3.1 Excellence in basic service delivery	Community satisfaction survey (score 1-5) - ISWWS	New	2.9	2.9	Annual	Annual	Annual	2.9			Peter Flower Riana Pretorius Rustim Keraan Contact persons: David Paulse Karen Small
SFA 4 Inclusive City		Corp Services	4.3 Building Integrated Communities	Percentage adherence to EE target in all appointments (internal & external)	98.79%	85%	85%	85%	85%	85%	85%			Director: Zukiswa Mandlana Contact Person - Sabelo Hlanganisa: 021 444 1338 / 083 346 5240
		Corp Services		Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	2.18%	≥2%	2%	2%	2%	2%	2%			Director: Zukiswa Mandlana Contact Person - Sabelo Hlanganisa: 021 444 1338 / 083 346 5240

2018/2019 INFORMAL SETTLEMENTS, WATER & WASTE SERVICES (ISWWS) DIRECTORATE SCORECARD													ANNEXURE A	
Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/17	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Capex Budget	Opex Budget	Responsible Person
Pillar & Corporate Objective	CSC Indicator no.							30 Sept 2018 Q1	31 Dec 2018 Q2	31 Mar 2019 Q3	30 June 2019 Q4			
SFA 5 Well-Run City		Corp Services	5.1 Operational sustainability	Percentage of absenteeism	5.93%	≤ 5%	≤5%	≤5%	≤5%	≤5%	≤5%			Director HR: Lele Sithole Contact Person - Charl Prinsloo: 021 400 9150 / 060 997 3622
		Finance		Percentage spend of capital budget	93.50%	90%	90%	ISWWS projected cash flow/Total Budget	ISWWS projected cash flow/Total Budget	ISWWS projected cash flow/Total Budget	90%			Peter Flower Riana Pretorius Rustim Keraan Nqobile Damane Contact person: Amina Kariem
		Corp Services		Percentage OHS investigations completed	-	100%	100%	100%	100%	100%	100%			Director HR: Lele Sithole Contact Person - Jerry Henn : 021 400 9312 /: 084 232 9977
		Corp Services		Percentage vacancy rate	9.30%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%			Director HR: Lele Sithole Contact Person - Yolanda Scholtz: 021 400 9249 / 084 235 1276
		Finance		Percentage spend on repairs and maintenance	111.50%	95%	95%	ISWWS projected cash flow/Total Budget	ISWWS projected cash flow/Total Budget	ISWWS projected cash flow/Total Budget	95%			Peter Flower Riana Pretorius Rustim Keraan Contact person: Amina Kariem
		Finance		Percentage of operating budget spent	100.60%	95%	95%	ISWWS projected cash flow/Total Budget	ISWWS projected cash flow/Total Budget	ISWWS projected cash flow/Total Budget	95%			Peter Flower Riana Pretorius Rustim Keraan Nqobile Damane Contact person: Amina Kariem

2018/2019 INFORMAL SETTLEMENTS, WATER & WASTE SERVICES (ISWWS) DIRECTORATE SCORECARD													ANNEXURE A	
Alignment to IDP		Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/17	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Capex Budget	Opex Budget	Responsible Person
Pillar & Corporate Objective	CSC Indicator no.							30 Sept 2018 Q1	31 Dec 2018 Q2	31 Mar 2019 Q3	30 June 2019 Q4			
SFA 5 Well-Run City		Finance	5.1 Operational sustainability	Percentage of assets verified	98.85%	100%	100%	-	-	60%	100%			Directorate Finance Manager Contact Person - Patrick Lekay : 021 400 2371 Contact Person - Jannie De Ridder: 021 400 5441
		Internal Audit		Percentage Internal Audit findings resolved	60%	75%	75%	75%	75%	75%	75%			Contact Person - Mpumelelo Liberty Manjati: 021 400 9384 / 084 200 2545 Contact Person - Harry Van Wyk: 021 400 9301
		DOM		Percentage of Declarations of Interest completed	100%	100%	100%	25%	50%	75%	100%			Contact Person - Lisa Anne Coltman : 021 400 9296 / 083 562 1688
Approved by Executive Director: Informal Settlements, Water & Waste Services Gisela Kaiser  Approved by Mayco Member: Informal Settlements, Water and Waste Services; Energy Cllr Xanthea Limberg  Date: 19/2/2018 Date: 19/2/2018 Targets are subject to final approval of the 2018/19 IDP & budget. ISWWS 2018/19 SDBIP_28 - DEC - 2017_V1														

Key Performance Indicator	Definition
1.H Percentage compliance with drinking water quality standards	Measures the potable water sample pass rate according to the SANS 241 standard.
Number of Expanded Public Works programmes (EPWP) opportunities created	Refers to paid work created for an individual on an EPWP project for any period of time, within the employment conditions of the Code of Good Practice for the Expanded Public Works Programmes.
Percentage budget spent on implementation of WSP for the City	A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions which will address the needs arising out of Local Government's Skills Sector Plan, the City's strategic requirements as contained in the IDP and the individual departmental staffing strategies and individual employees' PDPs. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan. Formula: Measured against training budget.
Number of Full Time Equivalent (FTE) work opportunities created	Refers to one person-year of employment. One person year is equivalent to 230 person days of work. The 230 days are effective days of work after subtracting provision for non-productive days in a year (e.g. leave, holidays, etc.). 1 FTE = person days divided by 230.
Number of unemployed trainees and unemployed bursary opportunities (excluding apprentices)	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative and provision of real world of work exposure to trainees and graduates. This includes, external bursaries awarded, in-service student training opportunities, graduate internships and learnerships. This is an accumulative quarterly measure. The target refers to the 4th quarter final total.
Number of unemployed apprentices	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative. This indicator is limited to apprenticeships. This is an accumulative quarterly measures. The target refers to the 4th quarter final total.

Key Performance Indicator	Definition
3.B Number of outstanding valid applications for water services expressed as a percentage of total number of billings for the service	This indicator reflects the number of outstanding valid applications (down-payments received) for water services (where valid applications translate into an active account), expressed as a percentage of total number of active billings for the service. Billing equates to active contract accounts (water services) for domestic customers, as extracted from the City of Cape Town's SAP database. Proxy measure for NKPI.
3.C Number of outstanding valid applications for sewerage services expressed as a percentage of total number of billings for the service	This indicator reflects the number of outstanding valid applications (down-payments received) for sewerage services (where valid applications translate into an active account), expressed as a percentage of total number of active billings for the service. Billing equates to active contract accounts (sewerage services) for domestic customers, as extracted from the City of Cape Town's SAP database. Proxy measure for NKPI.
3.E Number of outstanding valid applications for refuse collection service expressed as a percentage of total number of billings for the service	This indicator reflects the number of outstanding valid applications (External Service Request) for new refuse collection services at the end of a reporting period, expressed as a percentage of total number of active billings for formal residential refuse collection services as at the end of the same reporting period. Billing equates to active contract accounts (formal kerb-side refuse collection service) for domestic customers, as extracted from the City of Cape Town's SAP database. Proxy measure for NKPI.
Percentage adherence to Citywide service standard based on all external notifications	Measure the percentage adherence to Citywide service standard based on all external notifications.
3.G Number of water services points (taps) provided to informal settlements	The indicator reflects the number of taps provided in informal settlements during the period under review. Some taps may however have been vandalised or removed after provision. Proxy measure for NKPI.
3.H Number of sanitation service points (toilets) provided to informal settlements	This indicator reflects the number of toilets provided in informal settlements during the period under review. Some toilets may however have been vandalised or removed after provision. Proxy measure for NKPI.

Key Performance Indicator	Definition
3.I Percentage of informal settlements receiving a door-to-door refuse collection service	This indicator reflects the percentage of informal settlements receiving a weekly door-to-door refuse removal collection service for the period under review. The collection of domestic refuse in informal settlements is done through contract services, employing local labour. Three-year contracts are awarded to a legitimate main contractor through the procurement tender process. Proxy measure for NKPI.
3.J Number of service points (toilet and tap with hand basin) provided to backyarders	This indicator reflects the number of service points (complete unit comprising of a toilet and tap with hand basin) provided to backyarders during the period under review. Certain service points (toilet and tap with hand basin) may however have been vandalised or removed after provision.
3.O Number of sites serviced in the informal settlements (incremental housing & reblocking)	Number of sites serviced in the informal settlements upgraded will measure incremental access to the following Housing products: • Incremental Housing, which provides a serviced site with or without tenure and • Re-blocking of Informal Settlements is the reconfiguration of the lay-out of the settlements and to allow improved access and levels of services.

Key Performance Indicator	Definition
Percentage adherence to EE target	Formula: Number of EE appointments (external, internal and disabled appointments) / Total number of posts filled (external, internal and disabled) This indicator measures: 1. External appointments - The number of external appointments across all directorates over the preceding 12 month period. The following job categories are excluded from this measurement: Councillors, students, apprentices, contractors and non-employees. This will be calculated as a percentage based on the general EE target. 2. Internal appointments - The number of internal appointments, promotions and advancements over the preceding 12 month period. This will be calculated as a percentage based on the general EE target. 3. Disabled appointments - The number of people with disabilities employed at a point in time. This excludes foreigners, but includes SA White males with disabilities. Note: If no appointments were made in the period preceding 12 months, the target will be 0%.
Percentage adherence to EE target (disabled)	This indicator measures : The disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%. This category forms part of the 'Percentage adherence to EE target', but is indicated separately for focused EE purpose. This indicator measures the percentage of people with disabilities employed at a point in time against the staff complement e.g staff complement of 100 target is 2% which equals to 2
Percentage of absenteeism	The indicator measures the actual number of days absent due to sick, unpaid/unauthorised leave in the department or directorate expressed as a percentage over the number of working days in relation to the number of staff employed. Sick, unpaid/unauthorised leave will include 4 categories namely normal sick leave, unpaid unauthorised leave, leave in lieu of sick leave and unpaid in lieu of sick leave.

Key Performance Indicator	Definition
Percentage spend of capital budget	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.
Percentage OHS investigations completed	Investigations measures the completed number of incidents investigated within a 30 day period, expressed as a percentage. "Completed" will be measured as incident data captured and uploaded on SAP. There will be a one month lag for both the numerator and denominator for reporting purposes.
Percentage vacancy rate	This is measured as a percentage of positions vacant against the total positions on structure. This indicator will be measured at a specific point in time to calculate the vacancy rate. The target is a vacancy rate of 7% or less.
Percentage spend on repairs and maintenance	Percentage reflecting year to date spend (including secondary cost) / total repairs and maintenance budget Note that the in-year reporting during the financial year will be indicated as a trend (year to date spend). Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned Maintenance includes asset inspection and measures to prevent known failure modes and can be time or condition-based. Repairs are actions undertaken to restore an asset to its previous condition after failure or damage. Expenses on maintenance and repairs are considered operational expenditure. Primary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour and materials paid to outside suppliers. Secondary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour provided In-house / internally.
Percentage of Operating Budget spent	Formula: Total actual to date as a percentage of the total budget including secondary expenditure.

Key Performance Indicator	Definition
Percentage of assets verified	The indicator reflects the percentage of assets verified annually for audit assurance. Quarter one will be the review of the Asset Policy, In Quarter two, the timetable in terms of commencing and finishing times for the process is to be communicated, and will be completed. Both Quarters will only be performed by Corporate Finance. The asset register is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data is downloaded at specific times and is the bases for the assessment of progress.
Percentage Internal Audit findings resolved	Q1+N/A for ALL other department, except Corporate Finance (responsible) Q1= 25% Corporate Finance Q2= N/A for ALL other department, except Corporate Finance Q2= 50% Corporate Finance Q3= 75% represent that 60% of the assets have been verified by the directorate/ department Q4= 100% represents All assets have been verified. 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.
Percentage of Declarations of Interest completed	The total number of completed declarations of interest as a % of the total number of staff. The target is cumulative over the year. Each employee needs to complete the declaration of interest at least once per year (or when circumstances change), as prescribed by the applicable legislation and City policies / decisions.

OFFICE OF THE CITY MANAGER

DIRECTORATE: PROBITY



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

PORTFOLIO MANAGER - PROBITY: LINDIWE NDABA
CONTACT PERSON: MPUMELELO LIBERTY MANJATI



CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

Lindiwe

Values of the City

To be an opportunity city that creates an enabling environment for economic growth and job creation, and to provide assistance to those who need it most. To deliver quality services to all residents. To serve the citizens of Cape Town as a well-governed and corruption free administration.

In pursuit of this vision the organisational mission is to:

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

This is a one-year plan giving effect to the IDP and the Departmental budget. It sets out the strategies in quantifiable outcomes that will be implemented over the 2018/2019 financial year by taking into account the details in the IDP and the Directorate Executive Summary. This business plan indicates what the Probity Department needs to do in order to deliver on the objectives of the IDP, how this will be done, what the outcomes will be, what processes it will follow, and what inputs will be required.

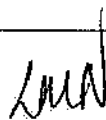
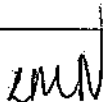


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1. Executive summary

The Probity Directorate provides independent, objective, reliable assurance and advisory services which is designed to add value and improve the City's operations. It assists the City to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of combined assurance, risk management; control and governance processes; consequence management; fraud investigation, prevention and detection, ethics, integrity, investigations, and alternative dispute resolutions.

2. Purpose and service mandate of the Probity Directorate

The **vision** of Probity is to be a trusted advisor, 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 (IDP). At the helm of the functions of Probity is the duty to render quality, efficient and professional services aimed at promoting Good Governance operational sustainability.

Probity function is to advise the City Manager with all Governance related matters in the City. The City intends to enhance Combined Assurance, Ethics and Consequence Management within Probity Governance to support the integrity of information used for decision making, improve governance and promote ethical leadership and culture within the City.

The **mission** of Probity is to enhance and protect organisational value by providing risk-based and objective assurance, advice, and insight.

The new organisational macro-structure which came into effect on 1 January 2017, revised in 1 July 2017 includes, within the Office of the City Manager, the Probity Directorate comprises of the following Departments:

- Internal Audit (IA);
- Risk, Ethics and Governance (REG);
- Office of the City Ombudsman (OCO); and
- Forensics Services (FS).

For the synergistic, effective, and efficient functioning of the Probity Department, key processes and reporting mechanisms should be integrated and standardised across the



Branches, including but not limited to, terminology, performance metrics, quality assurance, data analytics, and as well as the use and adoption of leading practices. All of which will enhance the quality and timeliness of services provided to the City. Existing processes should be expanded across the Probity Directorate to leverage on specialised skills, knowledge, experience, and systems.

Departments

Internal Audit

An Internal Audit activity is seen as a cornerstone of good governance in an organisation. Internal auditing is defined in the Institute of Internal Auditors' (IIA) International Standards for the Professional Practice of Internal Auditing (ISPPIA) as, "an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes."

Within the City of Cape Town, the mission of IA is to enhance and protect organisational value by providing risk-based and objective assurance, advice, and insight.

Internal Audit's mandate is defined in section 165 of Municipal Finance Management Act No 56 of 2003 (MFMA), the Institute of Internal Auditors' (IIA) International Standards for the Professional Practice of Internal Auditing (Standards), the National Treasury Internal Audit Framework, approved Internal Audit Charter, King IV Report, and other best practises.

In response to its mandate, IA performs the following services in the City:

- Prepare a 3-year strategic risk-based audit plan;
- Develop an annual risk-based audit plan;
- Reports functionally to the Audit and Performance Audit Committee and advise the City Manager on the implementation of the audit plan and matters relating to:
 - Internal audit;
 - internal controls;
 - Accounting procedures and practices;
 - Risk and risk management;
 - Performance management;



- o Loss control; and
- o Compliance to the MFMA, the annual Division of Revenue Act and any other applicable legislation; and
- Perform other duties as may be assigned by the City Manager.

Forensic Services (FS)

Forensic Services plays an important role in ensuring that the City, in combatting fraud and corruption, contributes to the culture of combined assurance and good governance.

Forensic Services provides:

- a re-active forensics function relating to significant fraud, corruption or other criminal activity, maladministration and/or negligence committed on the part of City employees and/or certain external parties including service providers and suppliers to the City; and
- a pro-active forensics function aimed at implementing and/or ensuring the implementation of appropriate prevention and detection programmes, awareness information and/or education programmes in the City relating to the above matters.

Risk, Ethics and Governance (REG)

Ethics and Integrity have been moved from FS branch and consolidated with the IRM Department into the REG Branch to ensure that the proactive (ethics management) and reactive (forensic investigations) elements of establishing ethical organisational cultures are divorced. The move became effective from 1 July 2017.

The overall purpose of REG is to deliver an effective and efficient integrated risk management, ethics function, combined assurance and a robust business continuity management (BCM) function to the City.

The purpose and service mandate of REG intends to contribute towards:

- the optimal use of scarce resources;
- increased efficiency and effectiveness by prompting & facilitating the development and monitoring of action plans or strategies which are specific, measureable, achievable, relevant, time-bound, accountable, supported with systems and sustainable;
- the improvement of effective, efficient and sustainable governance processes;

hmn

- increased collaboration and cross-cutting coordination addressing 'silo' thinking;
- following industry leading practices by means of continuous research;
- institutionalising a risk management "culture" where "everyone is responsible for risk management";
- optimising assurance efforts;
- building resilience to safeguard the interest of the City's brand, reputation, and value-creating processes; and
- taking overall responsibility for the facilitation of implementation of the City of Cape Town ethics strategy, programmes and practices, in order to embed ethical behaviour in the City as part of employees' daily performance of their functions.

Office of the City Ombudsman (OCO)

The aim of the Office of the City Ombudsman is to seek and promote good governance, that ensures fairness, openness, accountability and propriety within the City Administration.

The OCO investigates and facilitates the resolution of complaints lodged by residents of Cape Town about alleged maladministration, injustice, and poor service by the administration. The OCO renders a free, neutral, impartial, independent, and professional ombud service to residents, which includes alternative dispute resolution, in conjunction with advocacy, relationship management, and communication functions. The OCO is not the entry point for complaints, but this Office should be approached as a last resort for resolving complaints. The City Ombudsman can institute, with the consent of all parties, informal mediation or other facilitative processes aimed at addressing a complaint. After completing an investigation or mediation or other form of facilitation, the Ombudsman can recommend corrective action to the relevant Executive Director.

3. Legislative imperatives

Internal Audit

The legislative and policy frameworks which underpin the establishment and operation of Internal Audit within the municipal sphere are:

- The Constitution of the Republic of South Africa;
- Local Government Municipal Finance Management Act No 56 of 2003;
- Municipal Systems Act No 32 of 2000;

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- National Treasury Internal Audit Framework;
- National Treasury Risk Management Framework;
- The Institute of Internal Auditors (IIA) International Standards for the Professional Practice of Internal Auditing (ISPPIA);
- King IV Report on Corporate Governance for South Africa 2016;
- The COSO framework on internal control, and
- City of Cape Town's Council approved delegations and policies.

Forensic Services

There are a number of legislative, legal and policy imperatives which underpin the establishment and operation of the Forensic Services branch within the municipal sphere (the list below is not exhaustive):

- Local Government 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 takes all reasonable steps in preventing and investigating fraud, corruption, favouritism and unfair and irregular practices;
- Regulations made in terms of Local Government Municipal Finance Management Act No 56 of 2013 including the Municipal Supply Chain Management Regulations which inter alia provide for combating abuse of the supply chain management system;
- 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;
- Public Administration Management Act 11 of 2014 – Section 9 Disclosure of financial interests;
- Prevention and Combating of Corrupt Activities Act No 12 of 2004;
- Criminal Procedure Act No 51 of 1977;
- Protected Disclosures Act No 26 of 2000;
- City of Cape Town's Fraud Prevention Policy and Fraud Response Plan;
- City of Cape Town's Whistle Blowing Policy; and
- Council System of Delegations.

Risk, Ethics and Governance

Section 62(1)(c)(i) of the MFMA states that the accounting officer of a municipality must ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control.

The following is also applicable to REG:

- 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;
- MSA, Schedule 2 Code of Conduct for employees;
- Local Government Municipal Finance Management Act No 56 of 2003 - Sections which require, inter alia, that the municipality to take all reasonable steps in preventing and investigating favouritism and unfair and irregular practices;
- Council System of Delegations;
- Public Administration Management Act 11 of 2014 – Section 9 Disclosure of financial interests;
- City of Cape Town Ethics Code; and
- King IV.

Office of the City Ombudsman

Several legal imperatives impact on the operational parameters of the OCO branch in varying degrees.

Broadly, all legislation (national, provincial and local) relating to local government; including the following Acts (including amendments to acts, rules, and regulations), and other legal imperatives, are applicable:

- Batho Pele Principles;
- City of Cape Town: City Ombudsman Amendment By-law, 2016;
- City of Cape Town: City Ombudsman By-Law 2015;
- City of Cape Town: City Ombudsman Policy 2014;
- Consumer Protection Act 68 of 2008;
- International Code of Ethics and Standards of Practice for the Ombudsman profession;
- King IV report;



- Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998);
- Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000);
- Municipal Finance Management Act, 2003 (Act No. 56 of 2003);
- Promotion of Access to Information Act (Act No. 2 of 2000);
- Promotion of Administrative Justice Act, (Act No. 3 of 2000);
- Promotion of Equality and Prevention of Unfair Discrimination Act (Act No. 4 of 2000);
- Protected Disclosures Act, 2000 (Act No. 26 of 2000);
- Protection of Personal Information Act, (Act No. 4 of 2013);
- Public Protector Act, 1994 (Act No. 23 of 1994);
- System of Delegations approved by Council vis-à-vis Powers, Duties and Functions; and
- The Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996).

4. Strategic alignment to the IDP

4.1 Identify and describe the linkages to the Strategic Focus Areas and Objectives in the IDP

The Probity Department contributes to the Strategic Focus Area 5: "*A Well-run City*" and is specially aligned to Objective 5.1 "Operational sustainability".

The Probity Department is established within the Strategic Governance to promote governance and operational sustainability, aiding in management decision-making, and legal compliance requirements in relation to meeting our objectives of progressive and sustainable service delivery.

4.2 Link to Programmes

The Probity Department is linked to Programme 5.1(c) "Compliant Service Delivery Programme".

Strategic Focus Area	Directorate Objective	Departmental role
SFA 5: The Well-run City	Objective 5.1. "Operational sustainability"	Probity is responsible for the following initiatives/programmes: • Quality Assurance Programs for all the functions • Standardisation of Reporting to the Delegated Authorities • Formalisation of reporting to Audit and Performance Audit Committee of all Probity branches • Integrated Governance Quarterly Report • Integrated Annual Report on Internal Controls of the City • Early Warning Systems and Client Account Management Program • QAIP to ensure that the quality and improvement of IA processes, systems, products, and services are in line with the IIA definition of Internal Auditing, International Standards for the Professional Practice of Internal Auditing, and the Code of Ethics. • Ensures a collaborative approach to all assurance activities and optimal assurance to senior management, the Audit and Performance Audit Committee, and to Council. • Communication strategy and plan to build and maintain stakeholder relations. • Staff performance, training, and development strategy and plans to ensure the appointment, development, and retention of the right skills. • Risk Based Internal Audit Assurance and Advisory services • Integrated Risk Management services aligned to the organisational Governance Framework. • Roll-out of Business Continuity Management within the City. • Consolidated assurance provided by first, second, and third line assurance providers on an integrated dashboard. • Leading the development and institutionalisation of ethics in Local Government by driving the process of protecting, nurturing, and enhancing the ethical culture of the City. • Respond to ethics and integrity transgressions of the organisational Code of Conduct. • Provision of an off-site independent hotline service provider. The provision of the hotline must cater for the three official languages in the Western Cape and be available on a daily basis. • Provision of 8 hotline promotions in terms of SDBIP deliverables, and anti-corruption training. • Forensic investigations re-active and preventative investigations • Corporate Fraud risk register • Corporate IT Risk Framework

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4.3 Link to the budget

SFA	Objectives	Programme	Initiatives	Budget allocation
SFA 5 – Well-run City	Objective 5.1. "Operational sustainability"	5.1.c "Compliant Service Delivery Programme"	Probity Quality Assurance Programs for all the functions Standardisation of Reporting to the Delegated Authorities Formalisation of reporting to Audit and Performance Audit Committee of all Probity branches Integrated Governance Quarterly Report Integrated Annual Report on Internal Controls of the City Early Warning Systems and Client Account Management Program QAIP to ensure that the quality and improvement of IA processes, systems, products, and services are in line with the IIA definition of Internal Auditing, International Standards for the Professional Practice of Internal Auditing, and the Code of Ethics. Ensure a collaborative approach to all assurance activities and optimal assurance to senior management, the Audit and Performance Audit Committee, and to Council. Communication strategy and plan to	• Opex: R134 392 921 including - Personnel costs - General expenses - Repairs and Maintenance • Capex: R3 142 400 - Furniture - Computer equipment

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SFA	Objectives	Programme	Initiatives	Budget allocation
			build and maintain stakeholder relations. Staff performance, training, and development strategy and plans to ensure the appointment, development, and retention of the right skills. Risk Based Internal Audit Assurance and Advisory services Integrated Risk Management services aligned to the organisational Governance Framework. Roll-out of Business Continuity Management within the City. Consolidated assurance provided by first, second, and third line assurance providers on an integrated dashboard. Be a leader in the development and institutionalisation of ethics in Local Government by driving the process of protecting, nurturing, and enhancing the ethical culture of the City. Respond to ethics and integrity transgressions of the organisational Code of Conduct. Provision of an off-site independent hotline service provider. The provision of the hotline must cater for the three official languages in the Western Cape and be available on a daily basis. Provision of 8 hotline promotions in terms of SDBIP deliverables, and anti-	

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SFA	Objectives	Programme	Initiatives	Budget allocation
			corruption training. Forensic investigations re-active and preventative investigations Corporate Fraud risk register Corporate IT Risk Framework	

5. Performance progress and outcomes

5.1 Historic performance

Performance i.e. Service Delivery & Budget Implementation Plan (SDBIP)

Probity's performance is measured against its SDBIP with its approved targets and indicators.

Internal Audit

Execution of the Annual Audit Plan

In terms of the MFMA and IIA Standards, IA developed and executed its risk-based IA plans.

A strategic three year rolling risk-based audit plan was defined, and a detailed operational audit plan for 1 July 2018 to 30 June 2019 was prepared. The status of the audit plan and any barriers to achieving the audit plan, together with the corrective action to be taken, is reported to the Audit and Performance Audit Committee (APAC) on a quarterly basis.

Monitoring of Resolution of Audit Findings as per Follow-up Audits Performed

IA assists management by providing independent reviews on the governance, risk and control environment and helps determine compliance to legislation.

The target for this indicator was included as a generic indicator in all SDBIPs as well as in the performance scorecards of the Executive Directors.

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IA monitored and reported on the indicator to EMT and the Audit and Performance Audit Committee on a quarterly basis with regard to the status of recurring findings, to ensure that risk areas identified in audit reports are adequately addressed and mitigated by management.

Internal Control Environment (ICE) Report

In the past 3-year cycle, as an IA governance deliverable, the IA activity has provided an annual written assessment on internal controls based on the IA reports issued for the financial year and this process will continue to evolve. The IA report on annual control will be compiled by IA and signed by the CAE for submission to the APAC.

Forensic Services

The branch performed on its mandate during the 2016/2017 financial year and the indicators of targets were achieved in some and exceeded in other cases:

Some of the highlights experienced during the 2016/2017 financial year are:

- Exceeding the percentage completion of authorised forensic and ethics investigations.
- Exceeding the number of hotline promotions, ethics awareness initiatives and anti-corruption training interventions by a significant margin.

FS Partners and stakeholders

The Forensic Services branch has a number of partners and stakeholders that strengthen the fight against fraud and corruption. These partners and stakeholders are both internal and external to the CCT including the Council, the Executive Mayor, the City Manager, the Executive Director: Strategic Governance, and the other Executive Management Team members, City staff, the Audit and Performance Audit Committee, the South African Police Services, Public Protector, National Prosecuting Authority, Auditor General, citizens, ratepayers, and civic organisations.

Risk, Ethics and Governance

- Completed the annual risk register updates throughout the City.
- Completed monitor and review sessions of the identified action plans throughout the City;
- Obtained approval for the Governance Framework, which is an overarching framework for Probity functions, and developed standard operating procedures for the various functions within the Risk, Ethics and Governance branch to accompany the Governance Framework;
- Nodal points for ethics were identified and trained in line directorates;
- The service delivery objectives of the Ethics function for the Pro-active, Advisory and Reactive (ethics investigations) components were achieved during 2016/2017;
- Identified assurance providers were trained;
- Appointed BCM and CA staff on the newly established BCM/CA organogram and commenced with on-the-job training; and
- Appointed additional staff within the Ethics function.

Office of the City Ombudsman

Increase in complaints

The OCO noted an increase in complaints registered with the Office which is attributed to an increase in awareness by residents of their right to complain, the services rendered by the OCO, and the buy-in of administrative staff to resolve disputes.

Annual survey

The OCO has consistently achieved the target set on the customer satisfaction / experience (survey). The survey questions are designed to measure customer service / experience whilst handling the complaint, and the improvements in service as a result of the intervention by the office.

Awareness campaigns

The OCO has consistently achieved or exceeded the target set for conducting awareness sessions in communities. The focus for the past year was specifically on educating the public and staff on instances when to lodge a complaint with the office.

Professional linkages

Due to our office being the first established Ombuds office within Local Government, the office has become an information hub for municipalities that intend to establish an office of a similar nature. Various linkages have been forged with municipalities as well as Ombudsing offices in other spheres of government.

5.2 Areas of business improvement

The following areas of improvements are relevant to all Probity branches:

Areas of business improvement	Relevant action plans
Improve investigations and audit cycle time to enhance quality of audit results.	Investigate possible standardisation and structured investigation methodology that will improve the time of completing the investigations Review of the investigation life cycle to streamline and improve the efficacy of same (Calling logging, Investigation methodology, Quality Control Reviewing, Monitoring and Reporting). Continue streamlining the audit planning processes to improve cycle times.
Continue to build relationships with clients and stakeholders to improve the control environment.	Continue with the success of the Client Account Manager process and roll it out to all Probity branches. Balancing City administration expectations

Areas of business improvement	Relevant action plans
	with available resources. Formalise a stakeholder relationship management strategy and framework for Probity and all branches.
Develop and retain the <i>"Right people with the Right skills"</i>.	Develop a Probity talent management strategy including the Succession Plan and Staffing Strategy. Implementation of IIA learnership accreditation and program and similar projects for other professional bodies within Probity. Investigate partnerships with other professional bodies i.e. OCO, FS, and REG to have similar programs. In-house & on-the-job training. Continue with internal advancements in line with policy and availability of positions and budget. Knowledge-sharing forum as organised by the Body of Knowledge, and attend technical updates. Identify and develop IS audit and IS investigative skills and competencies within Probity. Enhance utilisation of data analytics within Probity.
Investigate and implement innovative investigative techniques, including use of data analytics to improve quality of investigations. Continue to move towards innovative IA techniques, including the use of data analytics.	Research and implementation of analytics and other innovative techniques available to effectively perform investigations. Continued application of Continuous

Areas of business improvement	Relevant action plans
	Monitoring and Continuous Auditing and CSA techniques. Facilitate the development of the Corporate Fraud Risk Register Facilitate the development of the Corporate IT Risk Register
Integrated and coordinated services within Probity to be formalised.	Develop a Standard Operating Procedure on the integrated and co-ordinated services to be provided by Probity to the organisation, including reporting on strategic issues and recommendations.
Governance reporting to the Audit Committee, Deputy Mayor / Mayor and City Manager on strategic functions to be formalised.	Monitor the governance reporting initiative and expand it to all the relevant stakeholders. Continuous improvement to appropriate reporting templates, setting out criteria for reporting and confirming content to be reported and the frequency of reporting.
Effective co-ordination with combined assurance role players.	Provide inputs to combined assurance providers with regards to process and plans.

There is an exercise currently requested by the City Manager to review the enhancement and the positioning of Ethics and Combined Assurance to improve the governance and promote ethical leadership and culture within the organisation.

As mentioned, the new organisational macro-structure came into effect on 1 January 2017. For the synergistic, effective, and efficient functioning of the Probity Department, key processes and reporting mechanisms should be integrated and standardised across the Branches, including but not limited to, terminology, performance metrics, quality assurance, data analytics, and the use and adoption of leading practices. All of which will enhance the quality and timeliness of services provided to the City. Existing processes should be expanded across the Probity Department to leverage on specialised skills, knowledge, experience, and systems.

Posts were reorganised and defined to reflect responsibilities, reporting lines, and span of control. Specialist posts were identified and, where additional capacity was required, new posts were created to further support the Probity Department. The impact of changes relating to the ODTP and IA staffing requirements were considered during the Probity and IA planning process.

During the ODTP, 8 positions in Internal Audit were created for Probity functions, as well as for Internal Audit functions, to leverage on existing skills. The Probity hours were removed from the Internal Audit plan. The Internal Audit plan and service offering to the organisation was amended accordingly, communicated, and reflected in the mid-year Internal Audit plan submission. During the period, the staff members will be included as full-time equivalents in the Probity structure and the organogram amended to indicate reporting lines and span of control. Assistant Manager: Finance position created in Internal Audit during ODTP which is not replaced within Probity. The table below indicates the staffing arrangement in this regard:

Name	Position	Comment
Abduragmaan Karriem	Assistant Manager: Probity Planning and Quality Assurance	New post created during ODTP
Moedrick Hendricks	Assistant Manager: Continuous Audit	New post created during ODTP Continue on 60/40 split of available time to IA/ Probity functions respectively
Denise Flack	Specialist: Probity Technical and Client Support	Conversion Senior Auditor and similar post created in Internal Audit and in the process of being filled
Somaya Du Toit	Specialist: Probity Advisory and Other	Conversion Senior Auditor post created in Internal Audit
Vacant	Specialist: Probity Investigative Data Analytics	Conversion Assistant Manager: Continuous Audit created and shared with Internal

		Audit
Zaheer Titus	Specialist: Probity IS Risk	New post created during ODP

Focus areas for improvement which have been identified in the Probity Business Plan, and which are addressed in the Probity Operational Plan, includes the following:

- Improve investigations and audit cycle-time to enhance the quality of audit results;
- Continue to build relationships with clients and stakeholders to improve the control environment;
- Develop and retain the "Right people with the right skills";
- Investigate and implement innovative investigative techniques, including the use of data analytics to improve the quality of investigations;
- Continue to move towards innovative IA techniques, including the use of data analytics;
- Integrated and coordinated services within Probity to be formalised;
- Effective coordination with the combined assurance role-players; and
- Governance reporting to APAC, Executive Mayor/ Deputy Mayor and the City Manager is formalised. Improvements will be effected during the financial year.

An indicator which measures the resolution of Probity recommendations have been included in the personal scorecards of Executive Directors for 2017/18. The technical descriptor has been reviewed and is currently applicable to IA, FS, and Ethics recommendations.

It is envisaged that a generic indicator relating to IA recommendations will be included on Directorate level for 2018/19, and that the ED scorecards will be expanded on to include OCO recommendations and line acceptance of REG research/ prompts. In the following financial year i.e. 2019/20, this indicator will also be included at Directorate level.

The Probity Annual Internal Control Report will, commencing from the 2018/19 financial year, include within their specific areas of responsibility the individual opinion of the Chiefs' on the overall system of internal control. This will be signed-off by the respective Branch Chiefs, with an overall summary and input by the Portfolio Manager: Probity.

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Additional areas of improvement that are branch specific are the following:

Internal Audit

Areas of business improvement	Relevant action plans
Effective implementation of performance auditing (EEEE) and Advisory services.	Continued roll out of performance auditing (EEEE) and advisory services.
Achieve the optimum rating in terms of the Internal Audit Capability Model and QAIP outcomes.	Continuous improvement interventions identified from QARs of the IA.
Implement Early Warning Process for audit findings tracking / action implementation.	Enhance and report on the application of the early warning process, through automation.
Provide specialist services to the Probity department.	Develop and implement a service plan to provide specialist services to the Probity department (Internal Audit, Integrated Risk Management, Forensics, Ethics and Integrity, Ombudsman).
Report financial misconduct and fruitless, unauthorised and wasteful expenditure to the Office of the City Manager	To amend the methodology to facilitate the additional reporting of possible financial misconduct and fruitless, unauthorised and wasteful expenditure to the Office of the City Manager.
Consequence Management process	• To re-define the consequence management process. • To ensure proper monitoring of recommendations accepted by the line departments. • To enhance the reporting functionality of the office to the Administration. • To assist in identifying proposed policy changes to the Administration.

Areas of business improvement	Relevant action plans
Fraud prevention mechanisms in the City to improve the control environment and good governance	Enhance current initiatives in place to improve the fraud prevention and instil ethical behaviour within the City by: • optimising Combined Assurance Reporting to strengthen the organisational control environment; • improving the process to identify and mitigate risks in an investigation and reporting these risks to the correct assurance providers; • implementing an electronic case management system to ensure the improvement of investigation turnaround times as well as the development of a forensic manual to document investigation methodologies; • streamlining the records management system for completed investigations and enabling the offsite storage of same; • improving stakeholder management by considering the legitimate and reasonable needs, interests and expectation of stakeholders; • development of a Forensic Services Charter; • annual review of the whistle blowing policy, the fraud prevention policy and the fraud response plan; and • Forensics, in line with best practice, to progressively increase its proactive capacity so as to provide dedicated staff to both proactive and reactive functions.
Develop a Corporate Risk Register with the assistance of REG	Develop a mechanism of developing the Corporate Fraud Risk Register
Report financial misconduct and fruitless, unauthorised and wasteful expenditure to the Office of the City Manager	To amend the methodology to facilitate the additional reporting of possible financial misconduct and fruitless, unauthorised and wasteful expenditure to the Office of the City Manager.

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Areas of business improvement	Relevant action plans
Consequence Management process (Phased)	• To re-define the consequence management process. • To ensure proper monitoring of recommendations accepted by the line departments. • To enhance the reporting functionality of the office to the Administration. • To assist in identifying proposed policy changes to the Administration.

Risk, Ethics and Governance

Areas of business improvement	Relevant action plans
Improvement of the quality of the risk database which is used to generate risk registers.	Improvement of quality of risk database from where risk registers are generated will include pre-determined tests by streamleads following each risk intervention in order to ensure source data complies with the methodology for the generation of quality risk registers.
▪ BarnOwl utilisation enhanced	IRM intends to test utilising Barnowl for Combined Assurance.
Once rolled out, benchmark BCM against best practices	Review driver documents post-rollout to incorporate best practices.
Key Performance Indicators for Business Continuity • Recovery Time Objective • Recovery Point Objective • Service Level Agreements • Frequency of BCM exercises	Performance indicators to be developed once BCM matured in the City.
Initiate the development of an electronic database for Private Work for monitoring purposes.	It is the intention to have the application for private work automated to allow for qualitative management monitoring. A Budget request has been made for this initiative for 2018/2019.

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Areas of business improvement	Relevant action plans
Enhanced SAP reporting functionality for line management to monitor qualitative aspects of employee declarations and related conflicts.	A SAP business change request has been logged with SAP IT for reporting enhancements and information access for line management.
Develop a Corporate Risk Register with the assistance of REG	Develop a mechanism of developing the Corporate Fraud Risk Register
Report financial misconduct and fruitless, unauthorised and wasteful expenditure to the Office of the City Manager	To amend the methodology to facilitate the additional reporting of possible financial misconduct and fruitless, unauthorised and wasteful expenditure to the Office of the City Manager.
Consequence Management process	• To re-define the consequence management process. • To ensure proper monitoring of recommendations accepted by the line departments. • To enhance the reporting functionality of the office to the Administration. • To assist in identifying proposed policy changes to the Administration.

Office of the City Ombudsman

Areas of business improvement	Relevant action plans
New proposed organogram	• To implement the new proposed organogram with effect from 1 July 2018. • To request the renaming of the current designations of the positions to be in line with the new work-stream of the proposed organogram. • To improve the turnaround time of the finalisation of complaints. • To improve caseload per investigating officer.
Training and development	• To apply for the utilisation of graduate interns and skills programme students. • To provide on-the-job training of 24 months to

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Areas of business improvement	Relevant action plans
	the interns. • To attend training initiatives provided by other Probity Branches. • To attend Customer Relations Management training as provided by the Call Centre. • To deploy interns into the 4 district areas. • To ensure easy access to the services provided.
Complaints System enhancements (Phased Approach)	• Implementing the web-based application to the residents. • To provide a streamlined complaints capturing process, and to establish a consolidated complaints tracking solution. • Ensuring effective complaints resolution management to increase the quality of service provided. • To explore the utilisation of Team-mate as a case management system.
Advocacy initiatives	• To enhance advocacy and communication initiatives relating to the Ombud services (awareness and education) within different target markets. • Engaging with local, national, and international associations for organisational and statutory ombudsman institutions. • Liaising and forging linkages, and managing long-term relationships with local, national, and international institutions/stakeholders.
Consequence Management process (Phased)	• To re-define the consequence management process. • To ensure proper monitoring of recommendations accepted by the line departments. • To enhance the reporting functionality of the office to the Administration. • To assist in identifying proposed policy changes to the Administration.



Areas of business improvement	Relevant action plans
Satellite Offices	To deploy staff into Sub-council areas to enhance accessibility to the services provided by the Office with minimal financial impact to the Administration.
Report financial misconduct and fruitless, unauthorised and wasteful expenditure to the Office of the City Manager	To amend the methodology to facilitate the additional reporting of possible financial misconduct and fruitless, unauthorised and wasteful expenditure to the Office of the City Manager.

6. Partners and stakeholders (key stakeholders)

Key stakeholders and partners

Probity is in the process of formalising the stakeholder relationship management strategy and framework for the Department and branches.

The key stakeholders and partners are listed below:

- Council and Councillors;
- The Mayor together with the Mayoral Committee (MayCo);
- City Manager;
- Executive Management Team (EMT) and Executive Directors;
- Audit and Performance Audit Committee (APAC);
- Executive Governance Committee (EGC)
- Risk Committee (RiskCo)
- Municipal Public Accounts Committee (MPAC);
- Municipal Standard Chart of Accounts Committee (MSCOA);
- Auditor General of South Africa (AGSA);
- Probity Department branches (IA, FS, REG, OCO);
- Executive Support Department;
- Legal Services;
- Internal clients – City Staff, Line Departments and Directorates;
- External customers – General Public, rate-payers related to Forensics, Ethics and Integrity and Ombudsman;
- Portfolio Committees (when requesting specific information relating to their relevant Directorates);
- Public Protector – Partner: related to MPAC, FS, Ombudsman;

- The South African Human Rights Commission (SAHRC);
- The Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities (CRL Rights Commission);
- The Commission for Gender Equality (CGE);
- The Independent Electoral Commission (IEC);
- The Independent Authority to Regulate Broadcasting;
- The Independent Communications Authority of South Africa (Icasa); and
- South African Police Force / DPP / SIU / – Partner related to FS.

7. Resources (Financial and Human capital)

7.1 Staff

Probity staff and occupational category



Purpose: To provide independent, objective assurance and improve the City's operation. It helps the City accomplish objectives by bringing a systematic, disciplined approach to evaluate and improve the	Purpose: To deliver an effective integrated Risk Management and Ethics function to the City Functions: • The provision and Co-ordination of an	Purpose: To fight against fraud, and serious economic crimes and entrench ethics principles in the organisation Functions: • To investigate significant fraud,	Purpose: To investigate and facilitate the resolution of complaints about maladministration, injustice and poor service lodged by residents of Cape Town in an impartial /neutral manner

effectiveness of governance, risk management and control processes. Functions: • The provision of quality assurance services • The provision of Governance and Risk services • The reviewing of financial information (accounting procedures and practices) • The reviewing of the performance (value for money) of specific business functions through root cause analysis • The provision of Information system services	Integrated Risk Management Framework for the City • The establishment and roll-out of Combined Assurance City Wide • The establishment and roll-out of Integrated Business Continuity • To respond to ethics and integrity transgressions of the City's Code of Conduct Be a leader in the development and institutionalisation of ethics in Local Government by driving the process of protecting, nurturing and enhancing the ethical culture of the City.	corruption, maladministration and negligence • To establish preventive measures against fraud, corruption, ethics and integrity breaches	Functions: • The provision of a safe and confidential forum for individuals to surface problems • The consideration of issues while remaining neutral and impartial • To provide alternative dispute resolution to the residents and the Administration by informal mediation or other facilitative processes • To recommend corrective action to the relevant line department The referral of individuals to appropriate resolution resources • To provide reports on complaints against the Administration and perform a trends analysis.

The staff establishment is attached below:

Current establishment as at 28 February 2018				
	Filled posts (Permanent)	Filled posts (Temporary)	Vacant posts	Total posts

Department	Occupation levels	No	Cost	No	Cost	No	Cost	No	Cost
Probity	Professionally Qualified and Experienced Specialists and Mid Management	59	55 774 277	0	0	18	12 317 063	77	68 091 340,00
	Semi-Skilled and Discretionary Decision Making	8	2 562 111	0	0	1	205 114	9	2 767 225,00
	Senior Management	4	6 160 836	0	0	3	2 236 051	7	8 396 887,00
	Skilled Technical and Academically qualified workers, Junior Management, Supervisors, Foremen and Super-intendants	46	21 183 217	0	0	5	1 469 994	51	22 653 211,00
	Total	117	85 680 441	0	0	27	16 228 222	144	101 908 663

7.2 Lead and contributing Directorate/Department (Link to the organisational transversal management system)

Customer centric and transversal management principles will be further incorporated in Probity to ensure that Probity objectives are aligned to the City's vision.

Internal Audit implemented a Client Account Management (CAM) initiative to build and maintain relationships with its clients. A stakeholder relationship management strategy is being formalised to further enhance other stakeholder relationships.

7.3 Possible outsourced/ co-sourced services

As part of the strategic re-focus of IA and in ensuring value for money, coupled with optimal utilisation of resources IA is looking to partner with industry leaders to assist the City. Foreseen benefits include possible access to current and industry expert knowledge, independent reviews, focused training outcomes, methodology updates, etc. which will enhance IA services.

Outsourcing of investigations may be required in cases where resources or expertise are not available in-house. Benefits derived from outsourcing investigations include obtaining skills sets not readily available in-house (e.g. Forensic IT Specialist) and leveraging off of those specialized skill-sets during the outsourced investigation/ review. The organisation has no control over the amount of complaints or matters requiring investigation and as a consequence thereof, investigations may be outsourced depending on the number reported on.

7.4 Financial Information

7.4.1 Capital expenditure (CAPEX)

Approval object description	Approved budget 2017/18 (R)	Proposed budget 2018/19 (R)
Computer & Equipment: Replacement FY18	78 556	0
Computer Hardware Additional & Replacement	1 638 485	900 000
Furniture & Equipment Additional & Replacement	613 339	366 000
Design & Develop: Electronic Private	0	1 826 400
Total	2 330 380	3 142 400

7.4.2 Operating expenditure (OPEX): Controllable expenditure

OPEX	Approved budget 2017/18 (R)	Proposed budget 2018/19 (R)
Controllable expenditure	96 982 072	128 824 559

7.4.3 Summary of operating expenditure by type

Description	Probity	
	Approved Budget 2017/18 (R)	Proposed Budget 2018/19 (R)
<u>Expenditure by type</u>	(R)	(R)
Employee related costs	95 297 666	127 022 896
Depreciation & asset impairment	829 750	1043 986
Repairs & Maintenance	52 776	56 207

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Contracted services	20 194	12 864
General expenses	781 686	688 606
Total	96 982 072	128 824 559

7.5 Major projects aligned to PPM (IDP linkage)

Probity is a service directorate and thus there are no major projects aligned to PPM.

8. Risk assessment

Probity management, with the assistance of the REG branch, has applied their minds and taken due care by signing-off as risk owners to ensure that risks which could impact on them not achieving the departmental objectives are identified, addressed, and managed on a daily basis in accordance with the approved organisational Governance Framework. Risk Registers are utilised as a management tool in order to manage the identified risks of the department. The risks identified and rated equal to or above the approved risk acceptance level will be discussed with the Executive Director, who holds the prerogative to absorb it into the executive risk register. The Executive Director will inform / discuss the Directorate risks with the relevant Mayoral Committee member on a six-monthly basis.

8.1 Revenue risks

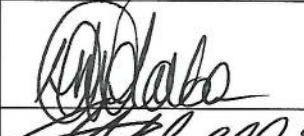
None

9. Departmental Objectives and Indicators

As per Annexure A (2018/19 Probity SDBIP)

10. Authorisation

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

Designation	Name	Signature	Date
Portfolio Manager: Probity	Lindiwe Ndaba		13/6/2018
City Manager	Lungelo Mbandazayo		15-06-2018

11. Annexures

Annexure A: 2018/2019 Directorate SDBIP template.



PRIORITY: OFFICE OF THE CITY MANAGER 2018/19 DIRECTORATE SCORECARD												
Alignment to IDP		Lead (L)/ Contributing (C) Directorate	Corporate Objective	Indicator	Targets						Responsible Person	
Pillar, Corp Obj No and Program No /Statutory/Strategic Plan	Actual				Planned	Proposed	30-Sep-18		31-Dec-18			31-Mar-19
SFA 5 Well Run City 5.1 (a)	(L) Strategic Governance		5.1 Operational sustainability	Number of integrated governance interventions / projects undertaken and reported to Delegated Authorities	NEW	8	8	2	4	6	8	Lindiwe Ndaba 400 1337
SFA 5 Well Run City 5.1 (a)	(L) Strategic Governance		5.1 Operational sustainability	Percentage of approved audit engagement / investigations / risk registers completed Number per activity:- Forensic Investigations : 100 Ethics Investigations : 10 Internal Audit: 60 Risk, Ethics & Governance: 150 Ombudsman: 300	NEW	100%	100%	15%	40%	70%	100%	Lindiwe Ndaba 400 1337
SFA 5 Well Run City 5.1 (a)	(L) Strategic Governance		5.1 Operational sustainability	Percentage participation in workgroups and sub-committees in support of transversal management	100%	100%	100%	100%	100%	100%	100%	Lindiwe Ndaba 400 1337
SFA 1 Opportunity City 1.3	(L) Corporate Services		1.3 Economic Inclusion	Percentage budget spent on implementation of WSP	100%	95%	95%	10%	30%	70%	95%	Lindiwe Ndaba 400 1337
SFA 1 Opportunity City 1.6 (a)	(L) Corporate Services		1.3 Economic Inclusion	Number of external trainee and bursary opportunities (excluding apprentices)	New	5	5	N/A	5	N/A	N/A	
SFA 4 Inclusive City 4.3	(L) Corporate Services		4.3 Building Integrated Communities	Percentage adherence to EE target in all appointments (internal and external)	NEW	85%	85%	85%	85%	85%	85%	Lindiwe Ndaba 400 1337
SFA 4 Inclusive City 4.3	(L) Corporate Services		4.3 Building Integrated Communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	3.4%	2%	2%	2%	2%	2%	2%	Lindiwe Ndaba 400 1337
SFA 5 Well Run City 5.1 (a)	(L) Corporate Services		5.1 Operational sustainability	Percentage of absenteeism	New	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	Lindiwe Ndaba 400 1337
SFA 5 Well Run City 1.2 (b)	(L) Finance		5.1 Operational sustainability	Percentage spend of Capital Budget	99%	90%	90%	19%	40%	57%	90%	Lindiwe Ndaba 400 1337
SFA 5 Well Run City 5.1 (a)	(L) Corporate Services		5.1 Operational sustainability	Percentage OHS investigations completed	NEW	100%	100%	100%	100%	100%	100%	Lindiwe Ndaba 400 1337
SFA 5 Well Run City 5.1 (a)	(L) Corporate Services		5.1 Operational sustainability	Percentage vacancy rate	NEW	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	Lindiwe Ndaba 400 1337
SFA 5 Well Run City 5.1 (a)	(L) Finance		5.1 Operational sustainability	Percentage of Operating Budget spent	93%	95%	95%	18%	44%	72%	95%	Lindiwe Ndaba 400 1337

PRBT343/18

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PROBITY: OFFICE OF THE CITY MANAGER 2018/19 DIRECTORATE SCORECARD											
Alignment to IDP Pillar, Corp Obj No and Program No /Strategy/Strategic Plan	Lead (L)/ Contributing (C) Directorate	Corporate Objective	Indicator	Actual	Planned	Proposed	Targets				Responsible Person
				Baseline 2016/17	Annual Target 2017/18	Annual Target 2018/19	30-Sep-18	31-Dec-18	31-Mar-19	30-Jun-19	
SFA 5 Well Run City 5.1 (a)	(L) Finance	5.1 Operational sustainability	Percentage of assets verified	99.7%	100% asset register verified	100% asset register verified	N/A	N/A	60%	100%	Lindiwe Nddaba 400 1337
SFA 5 Well Run City 5.1	(L) Office of the City Manager	5.1 Operational sustainability	Percentage Internal Audit findings resolved	New	75%	75%	75%	75%	75%	75%	Lindiwe Nddaba 400 1337
SFA 5 Well Run City 5.1 (a)	(L) Strategic Governance	5.1 Operational sustainability	Percentage of Declarations of interest completed	100%	100%	100%	100%	100%	100%	100%	Lindiwe Nddaba 400 1337
Portfolio Manager: Probity Lindiwe Nddaba								DATE: 13/6/2018			
City Manager: Lungelo Mbandazayo								DATE: 15-06-2018			

DRAFT 2018-2019 PROBITY DEPARTMENT SCORECARD DEFINITIONS

KEY PERFORMANCE INDICATOR	DEFINITION
Percentage 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 (EE) (NKPI)	The indicator measures the percentage 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. Each directorate contributes to the corporate achievement of targets and goals by implementing its own objectives of quantitative and qualitative goal setting. Level 1 – Executive Directors Level 2 – Portfolio managers and Directors Level 3 - Managers Proxy measure for NKPI.
Percentage participation in workgroups and sub-committees in support of transversal management	A key purpose of the Transversal Management System is to improve integration and coordination of service delivery and planning by creating structures in which political leadership, senior managers and officials can work together and communicate. To this end, Senior Management must be involved in a work group/subcommittee which is established around specific issues requiring a transversal approach. Management will be required to perform one or a combination of the following roles within a workgroup; • Chairperson • Stream Lead / Project Lead • Workgroup member • Project member This indicator will measure: "The total number of relevant transversal management workgroups/subcommittees meetings attended by departmental nominated representative expressed as a % over the total number of relevant workgroup/subcommittee meetings scheduled per quarter." Relevant meetings refer to meetings where members are required to attend or participate in. Formula: Percentage participation = $\frac{\text{relevant workgroup meetings attended per quarter}}{\text{Relevant workgroup meetings scheduled}}$

DRAFT 2018-2019 PROBITY DEPARTMENT SCORECARD DEFINITIONS

KEY PERFORMANCE INDICATOR	DEFINITION
No of cross-functional information / training interventions held (e.g. cross branch information / training	This indicator measures the number of cross-functional information and training interventions held across the four branches within Probity. The objective is ; - to enable information and knowledge sharing amongst the Probity branches, - to improve the understanding of the different roles and responsibilities of each branch, - to enhance integration and effective coordination amongst branches in order to service the organisation better. - Four (4) cross-functional information/training interventions in total (One intervention per branch to be championed in each quarter)
No of intergrated governance interventions / projects undertaken and reported to ED:DOM and City Manager	This indicator measures the number of intergrated governance interventions/projects that require collaberated effort from the various Probity branches and are reported to the ED:DOM and City Manager. This will include issues, findings, risk and relevent information encountered during the execution and finalisation of the work performed by the different functions. The indicator will furthermore enable integrated reporting and recommendations to be submitted to ED:DOM and City Manager flowing from different branches.
Client Relationship Management Feedback (Forensic, Ethics and Integrity, Internal Audit,Ombudsman and Integrated Risk Management) (score 1 - 5)	This indicator measures the customer feedback satisfaction from Directorates in terms of Client Account Manager Services rendered by Internal Audit, Forensics, Ethics and Integrity, Ombudsman and Integrated Risk Management. The objective is to improve the actual customer satisfaction level as well as customer perception of the overall performance of the services rendered. This will enable Probity to service their clients more efficiently and effectively to align to City objective of a customer centric approach to service delivery through effective engagement with customers on the information and decisions that affect them.

DRAFT 2018-2019 PROBITY DEPARTMENT SCORECARD DEFINITIONS

KEY PERFORMANCE INDICATOR	DEFINITION
% of approved audit engagement / investigations / risk registers and completed lodged cases Forensics Ethics Integrity: 173 Internal Audit: 80 Integrated Risk Management: 210 Ombudsman: 500	This indicator measures the percentage per quarter of the completed number of audit engagements, investigations, risk registers, completed lodged cases / (divide) annual target of the completed number of audit engagements, investigations, risk registers, completed lodged cases for the year. (173+80+210+500=963) - authorised forensic and ethics cases investigated and reported on by Forensic, Ethics and Integrity (Cumulative) - actual final reports issued as completed (on a cumulative basis) as per the approved risk based Internal Audit plan. - risk registers completed (signed off) on level 1, 2 and 3 of the organization structure for which Integrated Risk Management did workshops. - cases lodged with the Ombudsman completed This will be an annual target which will be monitored on a quarterly basis; Q1- 25% Q2 - 55% Q3 - 75% Q4 - 100%
No of governance awareness / training sessions provided to the organisations (FEI,IA,Omb,IRM)	This indicator measures the number of governance awareness, interventions and training sessions presented to Directorates within the City as well as other stakeholders to enhance and promote good governance principles. The indicator will assist the organisation to improve the effectiveness of risk management, control and governance processes in support of the Well-run City objective. The training interventions are covering the 10 Directorates in the City. Each branch will have to have one intervention which covers all 10 Directorates.
Number of Expanded Public Works Programme (EPWP) work opportunities created	Refers to paid work created for an individual on an EPWP project for any period of time, within the employment conditions of the Code of Good Practice for the Expanded Public Works Programmes.

DRAFT 2018-2019 PROBITY DEPARTMENT SCORECARD DEFINITIONS	
KEY PERFORMANCE INDICATOR	DEFINITION
Percentage budget spent on implementation of Workplace Skills Plan	A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions which will address the needs arising out of Local Government's Skills Sector Plan, the City's strategic requirements as contained in the IDP and the individual departmental staffing strategies and individual employees' PDPs. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan. Formula: Measured against training budget.
Number of Full Time Equivalent (FTE) work opportunities created	Refers to one person-year of employment. One person year is equivalent to 230 person days of work. The 230 days are effective days of work after subtracting provision for non-productive days in a year (e.g. leave, holidays, etc.). 1 FTE = person days divided by 230.

DRAFT 2018-2019 PROBITY DEPARTMENT SCORECARD DEFINITIONS	
KEY PERFORMANCE INDICATOR	DEFINITION
Number of unemployed trainees and unemployed bursary opportunities (excluding apprentices)	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative and provision of real world of work exposure to trainees and graduates. This includes, external bursaries awarded, in-service student training opportunities, graduate internships and learnerships.
Number of unemployed apprentices	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative. This indicator is limited to apprenticeships. This is an accumulative quarterly measures. The target refers to the 4th quarter final total.
Percentage adherence to citywide service requests	Measure the percentage adherence to Citywide service standard based on all external notifications.
Percentage adherence to EE target in all appointments (internal & external)	Formula: Number of EE appointments (external, internal and disabled appointments) / Total number of posts filled (external, internal and disabled) This indicator measures: 1. External appointments - The number of external appointments across all directorates over the preceding 12 month period. The following job categories are excluded from this measurement: Councillors, students, apprentices, contractors and non-employees. This will be calculated as a percentage based on the general EE target. 2. Internal appointments - The number of internal appointments, promotions and advancements over the preceding 12 month period. This will be calculated as a percentage based on the general EE target. 3. Disabled appointments - The number of people with disabilities employed at a point in time. This excludes foreigners, but includes SA White males with disabilities. Note: If no appointments were made in the period preceding 12 months, the target will be 0%.

DRAFT 2018-2019 PROBITY DEPARTMENT SCORECARD DEFINITIONS

KEY PERFORMANCE INDICATOR	DEFINITION
Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	This indicator measures : The disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%. This category forms part of the 'Percentage adherence to EE target', but is indicated separately for focused EE purpose. This indicator measures the percentage of people with disabilities employed at a point in time against the staff complement e.g staff complement of 100 target is 2% which equals to 2
Percentage of absenteeism	The indicator measures the actual number of days absent due to sick, unpaid/unauthorised leave in the department or directorate expressed as a percentage over the number of working days in relation to the number of staff employed. Sick, unpaid/unauthorised leave will include 4 categories namely normal sick leave, unpaid unauthorised leave, leave in lieu of sick leave and unpaid in lieu of sick leave.
Percentage spend of capital budget	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.
Percentage OHS investigations completed	Investigations measures the completed number of incidents investigated within a 30 day period, expressed as a percentage. "Completed" will be measured as incident data captured and uploaded on SAP. There will be a one month lag for both the numerator and denominator for reporting purposes.
Percentage vacancy rate	This is measured as a percentage of positions vacant against the total positions on structure. This indicator will be measured at a specific point in time to calculate the vacancy rate. The target is a vacancy rate of 7% or less.
Percentage of operating budget spent	Formula: Total actual to date as a percentage of the total budget including secondary expenditure.

DRAFT 2018-2019 PROBITY DEPARTMENT SCORECARD DEFINITIONS

KEY PERFORMANCE INDICATOR	DEFINITION
Percentage of assets verified	The indicator reflects the percentage of assets verified annually for audit assurance. Quarter one will be the review of the Asset Policy, In Quarter two, the timetable in terms of commencing and finishing times for the process is to be communicated, and will be completed. Both Quarters will only be performed by Corporate Finance. The asset register is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data is downloaded at specific times and is the bases for the assessment of progress. Q1+N/A for ALL other department, except Corporate Finance (responsible) Q1= 25% Corporate Finance Q2= N/A for ALL other department, except Corporate Finance Q2= 50% Corporate Finance Q3= 75% represent that 60% of the assets have been verified by the directorate/ department Q4= 100% represents All assets have been verified.
Percentage Internal Audit findings resolved	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.
Percentage of Declarations of Interest completed	The total number of completed declarations of interest as a % of the total number of staff. The target is cumulative over the year. Each employee needs to complete the declaration of interest at least once per year (or when circumstances change), as prescribed by the applicable legislation and City policies / decisions.

SAFETY & SECURITY DIRECTORATE



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

EXECUTIVE DIRECTOR: RICHARD BOSMAN

CONTACT PERSON: ANDRE MAXWELL

Website:

<http://www.capetown.gov.za/Family%20and%20home/meet-the-city/our-vision-for-the-city/cape-towns-integrated-development-plan>

(For detailed SDBIP)



**CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD**

VISION OF THE CITY:

- To be an opportunity city that creates an enabling environment for economic growth and job creation, and to provide assistance to those who need it most.
- To deliver quality services to all residents.
- To serve the citizens of Cape Town as a well-governed and corruption free administration.

In pursuit of this vision the City's mission is as follows:

To contribute actively to the development of its environment, human and social capital

To offer high-quality services to all who live in, do business in or visit Cape Town as a tourist

To be known for its efficient, effective and caring governance.

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

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1. EXECUTIVE SUMMARY

During the new financial year, the Directorate will aim to improve on its current high level of service delivery in line with the IDP objectives. Particular emphasis will be placed on developing existing resources which will include the introduction of specialised training initiatives, securing specialist guidance from partner agencies in the international arena, focussing on the implementation and expansion of innovative crime and disorder prevention programmes and keeping up with innovative technological advancements in policing and emergency services fields.

The Directorate will continue to dedicate resources and programmes to ensure the maximum effectiveness of the various components of safety provision through fostering of partnerships to build capacity.

2. PURPOSE AND SERVICE MANDATE OF THE DIRECTORATE

The Safety and Security Directorate provides a wide range of services that aims to improve the general safety and therefore the quality of life of all residents and visitors to Cape Town. The Directorate's areas of responsibility include the functions of crime prevention, traffic enforcement, by-law enforcement, disaster risk management, fire-fighting, emergency rescue as well as an emergency call centre function. The Directorate is also responsible for the effective management of major events.

In terms of policing, the primary mandate belongs to the South African Police Service (SAPS), which is directed by National Government. The City's Metro Police, Traffic Services and Law Enforcement Departments are, however, efficient policing services with a proven capacity to improve the safety of residents.

However, safety also goes beyond policing. A truly safe city manages disasters and risks, enforces traffic regulations, and provides fire and rescue services. Safety is essential to the public enjoyment of open spaces, city beaches and nature reserves. The Safety & Security Directorate will continue to dedicate resources and programmes to ensure the maximum effectiveness of the various components of safety provision. This will entail the fostering of partnerships to build capacity. These partnerships come in various forms. International partnerships will allow for training and models of best practice to be applied to improve efficacy. Local partnerships will foster community relationships, which are critical to building a safer city.

To this end, the directorate aims to establish dedicated neighbourhood safety teams to extend the roll-out of the neighbourhood watch programme and continue with the practice of civilian oversight. To build local responsiveness and capacity, it will increase public awareness and participation at a broader level, primarily through initiatives such as the Disaster Risk Awareness and By-law awareness programmes.

To build internal capacity, the directorate will align its staffing models with national and international best practice. Further to this, it will also invest in staff training and capacity building while, at the same time, expand its volunteer programmes for Law Enforcement, Fire Services and Disaster Risk Management. Environmental compliance and enforcement will be promoted through staff training and other programmes to ensure compliance with the City's bylaws and other relevant legislation. This capacity will also extend to innovative safety policies.

The directorate will continue to invest in specialised units and programmes like the Emergency and Policing Incident Command program (EPIC). Furthermore, its strategies will be directed through a policy of information and technology-led processes to align with international best practice, while also adopting new technologies to increase its effectiveness.

Safety innovation will extend to meeting the need for greater capacity and designing more effective solutions for safety. This includes influencing urban design to prevent social disorder and disruption, modelled on the success of the Violence Prevention through Urban Upgrading (VPUU) programme. By continuously aligning itself with international best practice and proven safety strategies, while working with the limited resources available, the Directorate will continue to build a safe city in which residents feel secure and that responds to their needs.

The City utilises its 'regulatory' and 'service delivery' functions in order to maintain personal safety and public health as well as manage risks and disasters. Services are provided to all people residing in the metro. People with low incomes often live in high densities on the periphery of the City in areas which are vulnerable to flooding, fire and disease. These areas are often crime-ridden and, hence, more resources need to be allocated to these areas to make them safer, cleaner and prevent fires, flooding and disasters. This reorientation of service delivery requires a careful balancing of resources that ensures all people in the City receive the necessary services, but those that are more vulnerable receive services that enable them to live in a clean, healthy and safe environment.

This balancing of resources and priority areas will be guided by the Safety and Security Directorate's Strategic Information Management Service and the analytical capacity that EPIC will bring. It is for instance known that informal settlements and rental stock will demand more attention and re-sources than other areas.

All departments will be proactive in providing services that maintain a safe and healthy environment in a manner that promotes social development and supports the livelihood strategies of communities.

High levels of crime and violence constitute a key challenge for Cape Town. The rates of murder and drug-related crimes are much higher than the national averages. Crime and the fear of crime have a damaging effect on the quality of life of people. It negatively impacts victims but also adversely affects households by restricting access to services and employment. The causes of crime are complex and multifaceted. Traditional policing and law enforcement cannot solve these problems alone. The City therefore follows a whole-of-society approach which demands a transversal methodology. This includes the Violence Prevention through Urban Upgrading (VPUU) projects which is based on international best practice and includes situational and social crime prevention and community involvement.

It also includes the surveillance of streets, equipment and public spaces which is an aspect of situational crime prevention. Surveillance through formal mechanisms such as CCTV and visible policing or through informal mechanisms such as the support of neighbourhood watch and other community organisations, acts to create and maintain safe communities. In addition, such an approach provides for visible policing and specialised law enforcement.

The City supports programmes to strengthen community safety initiatives. This includes capacitating neighbourhood watches and deploying Neighbourhood Safety Officers and School Resource Officers in areas with high crime levels. These programmes will be strengthened with the establishment of dedicated neighbourhood safety teams.

3. STRATEGIC ALIGNMENT TO THE IDP

Key Performance Indicator 2.1: Overall crime rate in Cape Town as it pertains to contact crimes, as measured by the Annual SAP's Official Crime Statistics. This KPI is linked to the IDP Objective 2.1 and IDP Program 2.1.c that calls for a 24 hour integrated law enforcement model which will see the services of the Metro Police, Traffic and Law Enforcement Departments being accessible to the public on a 24-hour basis.

This is a long term indicator which the directorate will endeavour to achieve over the 5-year IDP term.

Key Performance Indicator 2.2: Perceptions of violent crime in Cape Town as measured by means of the Victims of Crime Survey (VOCS). This KPI is linked to the IDP Objective 2.1 and IDP Program 2.1.c that calls for a 24 hour integrated law enforcement model which will see the services of the Metro Police, Traffic and Law Enforcement Departments being accessible to the public on a 24-hour basis.

This is a long term indicator which the directorate will endeavour to achieve over the 5-year IDP term.

Key Performance Indicator 2.A: Number of new areas equipped with CCTV surveillance cameras. This KPI is linked to the IDP Objective 2.1 and IDP Program 2.1.a which calls for the expansion of the City's CCTV surveillance capacity.

Key Performance Indicator 2.B: Community satisfaction survey. This indicator measures community perception in respect of the prevailing levels of general disorder in the City. The City's Community Satisfaction Survey measures public perception around a number of these issues i.e.

- By-laws being enforced by the City of Cape Town;
- There being a visible presence of traffic enforcement on roads;
- Complaints about noise and other disturbances being acted on;
- Action being taken against illegal land settlement; and
- The City intervenes effectively regarding 'street people' (the homeless on the streets/in public areas).

This Indicator will be influenced directly by the expansion of resources, improved efficiency and partnerships and therefore links directly to all four Objectives of the IDP Strategic Focus Area of a Safe City and is linked to the IDP Objective 2.1 and IDP Program 2.1.a (Safety Technology Programme), 2.1.b (Holistic Crime Prevention Programme) and 2.1.d (Neighbourhood Safety Programme)

Key Performance Indicator 2.4: Number of auxiliary/volunteer staff members trained, appointed and deployed relates directly to the IDP Program 2.1.e (Safety Volunteer Program), under the IDP Objective 2.1 which calls for the expansion of staff and capital resources in the policing departments and emergency services. It will measure performance made with the implementation of main initiatives of this IDP Objective.

Key Performance Indicator 2.5: Percentage response times for fire emergency incidents within 14 minutes from call receipt up to arrival. Performance in respect of

this indicator is directly dependant on achievements in support of IDP program 2.1.c.2 (Staff Capacity Project) under the IDP Objective 2.1.

Key Performance Indicator 2.6: Number of Metro Police Youth Cadets recruited, relates directly to the initiative under IDP Objective 2.1, programme 2.1.b.5 - which requires the Safety and Security Directorate to expand its Metro Police Youth Cadet Programme to allow for 75 learners to be accommodated per year over the five year period.

Key Performance Indicator 2.7: Percentage Budget Spent on the integrated information management system (EPIC) which relates directly to IDP Objective 2.1, programme 2.1.a.1: Spatial Crime Mapping Project. The Directorate's new technology initiative namely, Programme EPIC (Emergency and Policing Incident Command) will provide an integrated system for incident management, including call logging, dispatch and real-time situational awareness and reporting. This Indicator was used in the Directorate SDBIP in the previous year and is relevant to all Departments of the Directorate.

Key Performance Indicator 2.8: The inspection of premises for compliance to liquor and business licenses relates to IDP SFA 3, Program 3.3.a.3 which requires the efficient policing of substance abuse. This indicator is of significant importance as the illegal liquor trade impacts negatively on all communities.

Key Performance Indicator 2.9: Number of neighbourhood watch members trained or retrained. This indicator relates to IDP Program 2.1.d.1 which calls for the strengthening of the City neighbourhood policing capacity.

Key Performance Indicator 2.10: Number of Neighbourhood Safety Teams established. This indicator relates to IDP Program 2.1.d.1 Neighbourhood Policing Project. This indicator relates to the Directorate's Neighbourhood Safety Teams (NST) project which will be aimed at strengthening its neighbourhood policing capacity and to ensure that Neighbourhood Safety Officers (NSOs) are able to deliver a quality service that is on par with that delivered by neighbourhood policing officers in major cities the world over.

4 PERFORMANCE PROGRESS AND OUTCOMES

4.1 Past year's performance

In order to position the City of Cape Town as a safe city, five key objectives - each with its own underpinning programmes - were identified in the 2016/17 review of the City's IDP.

OBJECTIVE	PROGRAMME
2.1: Expand staff and capital resources in policing departments and emergency services to provide improved services to all, especially the most vulnerable communities.	2.1 (a): Increase in operational staff complement.
2.2: Resource departments in pursuit of optimum operational functionality.	
2.3: Enhance information-driven policing with improved information-gathering capacity and functional specialisation.	2.3(a): Improved efficiency through information and technology-driven policing.
	2.3(b): Intelligent crime prevention.
2.4: Improve efficiency of policing and emergency staff through effective training.	2.4(a): Training and human resources development.
2.5: Improve safety and security through partnerships.	2.5(a): Strengthen community capacity to prevent crime and disorder.
	2.5(b): Strengthen community capacity to respond to emergency situations.

- The City's CCTV network is the largest public area surveillance agency in Africa, and the only agency in Southern Africa that covers residential areas, informal settlements and City centres;
- Effective combatting of major fires in Cape Town and providing valuable assistance to other municipalities;

- Maintained high arrest rate for drug related crime;
- 77, 79% of emergency incidents responded to within 14 minutes from initial call;
- Scored 100% in neighbourhood watch satisfaction survey;
- The City's CCTV footprint now stands at 586 cameras.

Programme 2.1(a): Increase the operational staff complements - Externally funded law enforcement programme.

The City's externally funded law enforcement programme allows for the appointment of law enforcement and traffic officers who are funded by the private sector and other institutions outside the Safety and Security Directorate. The Law Enforcement Department continues to strengthen its capacity through this programme, and currently has 224 externally funded members deployed.

Externally funded traffic officers, Traffic Services has entered into a number of joint ventures, in terms of the City's policy to allow for external role players to pay for services by staff. External partners and funders now provide for seven traffic officers, ten traffic wardens and three part-time attendants.

The Stabilisation Unit helps deliver safer communities Law Enforcement's Stabilisation Unit comprises 90 EPWP workers who have received extensive training to perform saturation policing (where large numbers of officers are concentrated in small areas) in violence hotspots. The Unit has been deployed in gang-ridden suburbs such as Manenberg, Bishop Lavis, Ottery and Hanover Park. The Unit also forms part of a greater Manenberg upgrade strategy, for which 32 members are deployed to support ongoing enforcement operations by the South African Police Service (SAPS) as well as the City's Metro Police and Law Enforcement departments in Manenberg.

Training of fishery control officers

The training of law enforcement officers and City officials as fishery control officers (FCOs) continues. The City is currently enrolling officials in the National Department of Agriculture, Forests and Fisheries' FCO training course offered by Nelson Mandela University and funded by the Norwegian government. The course equips officials to serve as FCOs enforcing the Marine Living Resources Act.

During 2016/17, members of the City's Marine and Environmental Law Enforcement Unit continued their work in marine and coastal law enforcement. The Unit responds regularly to marine and coastal transgressions reported along the coastline. They have also had success in following up on information received from members of the public regarding illegal harvesting and trade of marine resources.

OBJECTIVE 2.2: RESOURCE DEPARTMENTS IN PURSUIT OF OPTIMUM OPERATIONAL FUNCTIONALITY

Strengthening the City's Public Emergency Communication Centre

The City's 107 Public Emergency Communication Centre (PECC) is staffed by 69 highly trained emergency communicators and is available to receive calls 24 hours a day, 365 days a year. Consultants can communicate in English, Afrikaans and Xhosa, and more than 80% of calls are answered within 10 seconds. The staff members are also specifically trained to deal with callers who are often in a state of panic when dialling into the service. Most have level-3 first-aid training and some are qualified basic ambulance assistants.

The PECC continued to expand over the past financial year, and now also takes calls relating to Table Mountain National Park and the Metal Theft Unit. In total, the centre serves 12 internal and external departments. Most calls relate to medical assistance, followed by assistance with law enforcement and fires.

EPIC provides integrated emergency call response

Project EPIC (emergency policing and incident command) is an integrated communication platform designed to ensure that all Safety and Security departments function optimally and are able to provide improved services to Cape Town's residents and visitors. While the PECC has used various technological platforms over the years, EPIC is the first to provide a single, integrated platform for call-taking and response across all of the City's emergency services.

This revolutionary system helps call-takers identify the location and status of available responders, and then dispatch those closest to the emergency, along the best route. EPIC provides real-time feedback on the status of an emergency, helps the City improve service delivery, and assists with effective resource management. This is a first for South Africa and attests to the City's commitment to, through its ODTP, build a safer city for all.

Meeting firefighting challenges

The summer and festive season period is always challenging for the emergency response services, and the end of 2016 was no exception. The first two weeks of January 2017 were particularly challenging, as the City's firefighters faced a number of major fires simultaneously.

These occurred in the Helderberg basin, Simon's Town and on Devil's Peak. The fires were enormous; yet there was no loss of life, and relatively little structural damage.

EPIC proved highly successful in coordinating efforts and ensuring that the fires were brought under control much quicker than would otherwise have been the case.

The City's Fire and Rescue Service also sent a 55-person team to assist with the devastating fires in Knysna during June 2017, providing valuable assistance to their Knysna counterparts.

Training of seasonal and learner firefighters

A total of 120 seasonal firefighters were employed for six months from November 2016. These firefighters performed duties at all of the major fires in and around Cape Town. Moreover, November also marked the start of 36 learner firefighters' eight-month training period.

These training initiatives significantly bolstered the Fire and Rescue Service's firefighting capacity, and its ability to address its operational challenges.

Strengthening the Fire and Rescue fleet

The Fire and Rescue Service acquired 29 new firefighting, rescue and auxiliary vehicles during the reporting period. These were procured to replace ageing vehicles in the fleet.

Workplace trauma and substance abuse management

Due to the nature of their work, Safety and Security employees have a higher risk of workplace trauma. This could result in impaired performance, a sense of being unsafe, and significant distress. This not only affects their personal well-being, but could be detrimental to service delivery also.

For this reason, the City has introduced a trauma response service specifically for staff who are exposed to traumatic incidents in the workplace. The workplace trauma and substance abuse management service prevents or reduces post-traumatic stress and helps staff steer clear of substance abuse.

The service includes:

- 24-hour trauma response;
- Access to 24-hour alcohol and drug testing;
- Employment drug testing;
- A prevention service designed to increase employees' resilience to extreme stressors and ensure an appropriate response to traumatic events;
- Education and training on stress management and coping techniques; and
- Relationship-building with line management and external service providers to ensure effective trauma and substance abuse interventions.

OBJECTIVE 2.3: ENHANCE INFORMATION-DRIVEN POLICING WITH IMPROVED INFORMATION-GATHERING CAPACITY AND FUNCTIONAL SPECIALISATION

Programme 2.3(a): Improved efficiency through information and technology-driven policing

Gunshot detection technology helps fight against gun violence and gangsterism. The City's first deployment of the ShotSpotter gunfire detection system has resulted in a marked decrease in gunshots recorded in the areas monitored in Manenberg and Hanover Park.

The system has detected 2 205 incidents since installation in these areas. Gunshot incidents increased in August and October 2016, and again in March and April 2017, with a concomitant rise in gang violence. However, security services' efforts have recently resulted in an overall decline in the average number of incidents per month.

The ShotSpotter technology provides real-time gunshot detection, also specifying the exact location where the shot was fired. This is then conveyed to law enforcement agencies and emergency services for immediate response. It also reveals details such as the number of shooters and the number of shots fired, which can be used as evidence when prosecuting offenders.

Fire & Rescue Service: Committed to quicker responses and better communication

The City's emergency response time target is set at no more than 14 minutes from call receipt to arrival on the scene in at least 80% of emergencies.

In 2016/17, the Fire and Rescue Service responded to 77, 79% of the 21 610 emergency incidents within 14 minutes or less. The main reasons for just missing the 80% target were the number and extent of the vegetation and mountain fires the City had to attend to, and the vast travel distances to reach emergency incidents with the six rescue/medical units available.

Programme 2.3(b): Intelligent crime prevention Security camera network helps minimise crime

The City's closed-circuit television (CCTV) network is the largest public-area surveillance agency in Africa, and the only in Southern Africa that covers residential areas, informal settlements as well as city centres. The City continues to expand its CCTV network through funding from the Safety and Security Directorate's budget, but also funds allocated from the budgets of ward councillors.

Network expansion occurs according to a pre-approved CCTV master plan. In the year under review, expansion efforts were mainly focused on the areas of Kewton, Gatesville, Goodwood and Parow, although various smaller installations were also undertaken with ward funding. The City's CCTV footprint now stands at 586 cameras.

Smart SMS technology makes fine payment quick and easy

Operations at the City's Traffic Services Department have advanced even further with the roll-out of smart SMS technology that allows motorists to pay fines via their cell phones, tablets or personal computers.

The SMS service sends a message to drivers who have committed traffic offences. The message contains a link to a secure webpage, where they can securely view the fine, download or e-mail the fine, or even pay it directly from the link.

Roadblock Unit

The City has established an integrated Roadblock Unit, which comprises 18 members from various departments, including the Traffic Services, Metro Police and Law Enforcement. The Unit executes roadblocks across Cape Town, with a specific focus on screening drivers for drunk driving.

The Unit is also effective in retrieving stolen vehicles, illegal firearms and drugs.

The Metal Theft Unit

In 2016/17, the Metal Theft Unit (or Copperheads, as they are more commonly known) conducted 1 513 inspections at scrap-metal dealers and so-called 'bucket shops' (informal scrapyards run illegally from residential premises).

Combating drug and alcohol abuse

Drug use typically fuels gang violence and other serious crimes. It poses a significant challenge to the City's capacity to deliver policing, social and health services and continues to be a major focus for the Safety and Security Directorate. The City's Metro Police continued to clamp down on drug dealers in the 2016/17 financial year and made a total of 1 466 arrests for drug-related crimes – well in excess of its annual target.

In addition, the Metro Police and Traffic Services made a total of 4 882 arrests for offences related to driving under the influence of alcohol.

Promoting road use compliance

Traffic Services issued 2 767 011 traffic fines and other notices, such as for the impoundment of public transport vehicles, cell phones and warrant executions. A total of 91 245 arrests were

made, including for warrants due to contempt of court, driving under the influence (2 744) and reckless or negligent driving (927). Further arrests related to the possession of illegal firearms, drugs, endangering the lives of minors, drag-racing, assault and murder.

The 370 officers in Traffic Services' Operations Section continue to undertake specialised and general enforcement activities, operate a communication centre, provide road safety education at schools, and manage traffic at all events affecting Cape Town's roads. In 2016/17, it also provided monitoring services at five main intersections in Cape Town that typically have the highest collision statistics.

Law Enforcement Department's facility protection initiative

Through the City's facility protection initiative, neighbourhood watch members are empowered by means of an EPWP project and teaming them up with auxiliary law enforcement officers. The ultimate aim is to prevent vandalism at City facilities and make communities generally safer.

A pilot with 50 EPWP neighbourhood watch members and eight auxiliary law enforcement officers at ten facilities in Nyanga and Gugulethu delivered good results. It managed to reduce the value of damage to property and vandalism from R778 000 in 2015/16 to just R73 800 over the same period in 2016/17. The group also ensured staff safety at facilities, were first responders to protest action incidents, escorted councillors, supported awareness programmes, and participated in numerous joint operations with SAPS and other agencies to make the community safer.

They made 13 arrests, issued 304 written notices to appear in court, as well as another 175 section-341 spot-fines. They also seized and impounded 2 200 counterfeit DVDs and CDs, 825 bottles of liquor, six wheelie bins and one truck involved in dumping, conducted 1 553 inspections of premises, and searched 140 persons. The project will be expanded to other areas in Cape Town.

Anti-dumping strategy

The promulgation of the amended Integrated Waste Management Bylaw allows for the impoundment of vehicles involved in illegal dumping. City Law Enforcement pioneered this initiative and has thus far issued 170 dumping fines to the value of R723 700 and impounded 79 wheelie bins and 99 vehicles involved in dumping. Offenders have to settle their cases and pay both a R5 000 admission-of-guilt fine and a R7 500 impounding fee to have their vehicles returned to them. These fees escalate to R10 000 for the second offence, and R15 000 for third and subsequent offences.

OBJECTIVE 2.4: IMPROVE EFFICIENCY OF POLICING AND EMERGENCY STAFF THROUGH EFFECTIVE TRAINING

Programme 2.4(a): Training and human resources development - Training for sustainable excellence

The City values and continues to strengthen its partnerships with international law enforcement and emergency service agencies. This has resulted in various specialised training interventions for City policing and emergency service personnel.

These included:

- Three specialised crime scene investigation courses presented at the United States-administrated International Law Enforcement Academy in Botswana;
- A homeland defence course presented by the United States Naval Force Protection Detachment;
- Training in international seaport interdiction (intercepting and stopping the movement of a prohibited item or person), presented by the United States Customs and Border Protection Agency;
- Training in crime scene management relating to weapons of mass destruction, presented by United States government agencies; and
- Crime analysis training sponsored by the United Kingdom government.

OBJECTIVE 2.5: IMPROVE SAFETY AND SECURITY THROUGH PARTNERSHIPS

Programme 2.5(a): Strengthen community capacity to prevent crime and disorder

Neighbourhood watch support programme

The City's neighbourhood watch support programme strengthens neighbourhood watch organisations by providing community-based crime prevention training, issuing patrol equipment, and offering guidance to neighbourhood watches.

The administration also invested in the establishment of a radio communications network for neighbourhood watches. This included the installation of radio repeaters and base stations at certain neighbourhood watch control rooms, along with 450 hand-held radios. Staff members have been deployed at the Metro Police control room, to maintain direct communication between the City and the neighbourhood watches. The network will be gradually expanded over the next five years so as to include all accredited neighbourhood watches in Cape Town.

Programme 2.5(b): Strengthen community capacity to respond to emergency situations

While the Disaster Risk Management Act requires the City to establish a minimum number of volunteer units, the administration has exceeded expectations by enlisting the highest number of registered volunteers of any metro in the country. The 450 volunteers, some with 15 to 30 years' service, provide additional human resources for the City's essential services, help with risk reduction education and awareness, and are present at most large-scale events, such as concerts or sporting events.

Cooperation helps reduce informal-settlement fire risk The City has a range of engineering solutions to minimise the risk of extensive fire damage in informal settlements. One key initiative is the re-blocking of informal settlements. Re-blocking involves the grouping and reconfiguration of structures in informal settlements to optimise space, enhance security and improve access for fire prevention and service delivery. The City also continues to engage with suppliers of fire prevention solutions, from retardant paints and safer shack designs to less risky lighting units.

5 PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

Partners/ Stakeholders	Roles and Responsibilities
WCED	Partnering with the City in respect of the School Resource

	Officer (SRO) project
DEA (US)	The provision of various drug enforcement related training
FBI (US)	The provision of leadership related training
US State Department	The coordination of various organisational building initiatives
DOCS	Partnering with the City in respect of the neighbourhood watch support programme.

6 RESOURCES

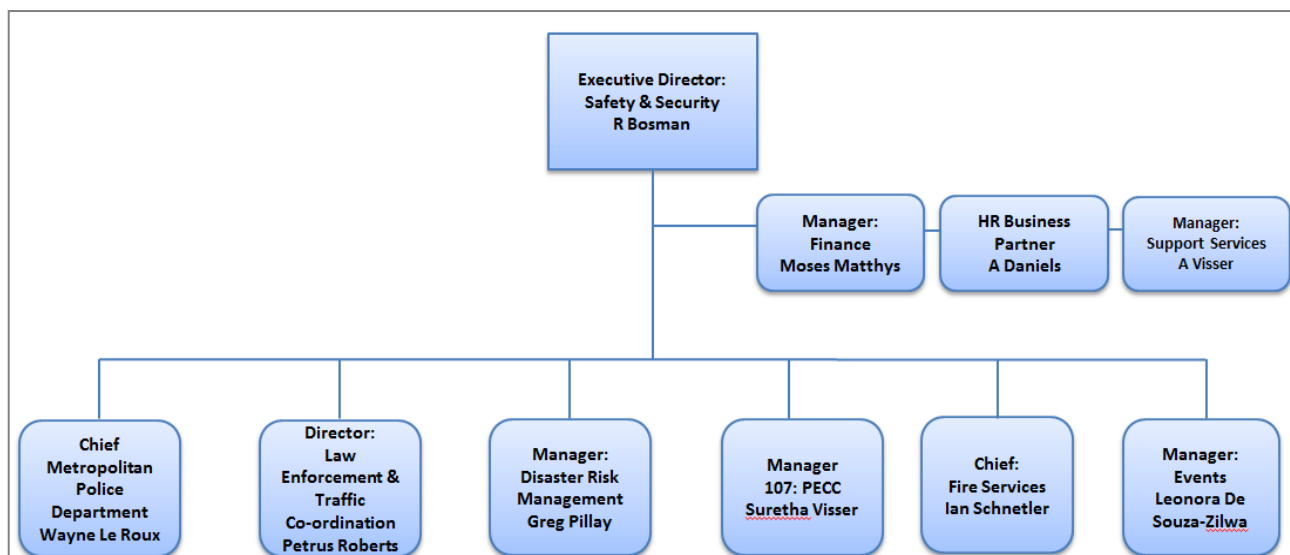
Various resources are subject to change each year. Business plans should reflect which changes need to occur and how these changes will be implemented. The business plans should be used to evaluate what needs to be included in the budget submission for the financial year.

6.1 Senior management capability and structure.

The Executive Management Team (EMT) leads the City's drive to achieve its strategic objectives as outlined in the Integrated Development Plan (IDP) each year.

On 24 August 2016, Council aligned the City of Cape Town's senior administrative structure to give effect to the newly adopted Organisational Development and Transformation Plan (ODTP), i.e. the City Manager and the Executive Directors.

6.1.1 Directorate organogram



6.1.2 Give an indication of possible outsource services

- *Reason for outsourcing*
- *Derived benefits from the outsourcing of the specified services*
- *Risk and challenges associated with the execution of the work from internal and/or external resources.*

6.1.3 Lead and Contributing Directorate (Link to the City's Transversal Management System)

Identify whether you are the Lead or Contributing Directorate and list the responsible person's name and title.

The Lead Directorate is responsible for ensuring that the strategies are achieved. It is the Lead Directorate's responsibility to inform Contributing Directorates of the deliverables.

6.2 Financial Information

Directorate: Safety & Security									
Budgeted Financial Performance (revenue and expenditure)									
Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Operating Revenue By Source									
Property rates	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	-	-	-	-	-	-	-	-	-
Service charges - water revenue	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	-	-	-	-	-	-	-	-	-
Service charges - other	(7)	4	187	-	-	-	-	-	-
Rental of facilities and equipment	418	376	583	268	268	268	283	298	315
Interest earned - external investments	0	-	-	-	-	-	-	-	-
Interest earned - outstanding debtors	1 044	1 255	1 716	1 130	1 130	1 130	1 192	1 258	1 327
Dividends received	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	997 658	1 098 967	1 251 561	1 140 262	1 140 262	1 140 262	1 273 476	1 343 518	1 418 083
Licences and permits	40 144	37 161	38 287	29 962	29 962	29 962	31 060	32 769	34 587
Agency services	12 513	11 838	12 942	11 620	11 620	11 620	12 259	12 933	13 651
Transfers and subsidies	37 594	40 867	46 373	47 931	58 971	58 971	27 678	20 054	9 265
Other revenue	20 584	23 825	22 819	11 754	11 754	11 754	12 950	13 663	14 421
Gains on disposal of PPE	145	54	124	-	-	-	-	-	-
Total Operating Revenue (excluding capital transfers and contributions)	1 110 094	1 214 347	1 374 591	1 242 927	1 253 967	1 253 967	1 358 899	1 424 492	1 491 649
Expenditure By Type									
Employee related costs	1 375 142	1 474 879	1 595 384	1 832 594	1 811 760	1 813 403	1 924 938	2 058 158	2 212 140
Remuneration of councillors	-	-	-	-	-	-	-	-	-
Debt impairment	605 795	764 300	828 823	854 602	854 602	854 602	936 732	1 030 453	1 087 643
Depreciation & asset impairment	33 861	42 416	52 659	66 630	70 397	70 397	88 931	99 063	96 860
Finance charges	-	-	-	4 999	-	-	-	-	-
Bulk purchases	-	-	-	-	-	-	-	-	-
Other materials	5 246	4 254	11 547	79 814	62 656	63 765	56 027	56 467	55 963
Contracted services	46 879	51 381	52 324	105 757	84 415	82 927	103 655	109 201	115 117
Transfers and subsidies	36 333	54 423	33 902	38 805	34 408	35 081	42 015	44 326	46 786
Other expenditure	220 280	275 921	264 212	165 276	154 990	153 054	164 385	172 439	181 857
Loss on disposal of PPE	432	199	258	34	45	45	47	50	52
Total Operating Expenditure	2 323 967	2 667 773	2 839 108	3 148 512	3 073 273	3 073 273	3 316 731	3 570 156	3 796 417
Surplus/(Deficit)	(1 213 873)	(1 453 426)	(1 464 517)	(1 905 585)	(1 819 306)	(1 819 306)	(1 957 832)	(2 145 664)	(2 304 769)
Transfers & subsidies capital NT & PT	13 910	22 394	27 630	24 700	25 660	25 660	-	-	-
Transfers & subsidies capital agency, oth	-	-	-	-	146	146	-	-	-
Transfers & subsidies capital in-kind	35	-	306	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	(1 199 928)	(1 431 032)	(1 436 581)	(1 880 885)	(1 793 500)	(1 793 500)	(1 957 832)	(2 145 664)	(2 304 769)
Taxation									
Surplus/(Deficit) after taxation	(1 199 928)	(1 431 032)	(1 436 581)	(1 880 885)	(1 793 500)	(1 793 500)	(1 957 832)	(2 145 664)	(2 304 769)
Attributable to minorities									
Surplus/(Deficit) attributable to municipality	(1 199 928)	(1 431 032)	(1 436 581)	(1 880 885)	(1 793 500)	(1 793 500)	(1 957 832)	(2 145 664)	(2 304 769)
Share of surplus/ (deficit) of associate									
Surplus/(Deficit) for the year	(1 199 928)	(1 431 032)	(1 436 581)	(1 880 885)	(1 793 500)	(1 793 500)	(1 957 832)	(2 145 664)	(2 304 769)
Capital Expenditure	83 097	152 051	114 835	191 120	160 128	160 040	196 078	79 515	42 115

6.2.1 Major Projects Aligned To PPM (IDP Linkage)

See Item 2 (Page 4) Purpose and Service mandate of directorate.

6.2.2 Narrative on Directorate capital programme

See Item 2 (Page 4) Purpose and Service mandate of directorate.

7. RISK ASSESSMENT

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

Risk Registers are utilised as a management tool in order to manage identified risks of the Directorate. The risks identified and rated equal to or above the Council approved risk acceptance level will be reported to the Executive Management Team (EMT). The Executive Director to inform / discuss the Directorate's risks with the relevant Mayoral Committee member on a six monthly basis.

7.1 Revenue risks

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

7 OBJECTIVES AND INDICATORS OF THE DIRECTORATE SCORECARD

Attached as Annexure A

9. AUTHORISATION

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

	Name	Signature	Date
Executive Director	R Bosman		23/4/2018
Mayco Member	JP Smith		23-04-2018

10. APPENDICES:

Annexure A: 2018/2019 Directorate Scorecard template

2018/2019 SAFETY AND SECURITY: DIRECTORATE SCORECARD														
ANNEXURE D														
Alignment to IDP		Lead (L) / Contributing(C)	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/2017	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Opex Budget	Capex Budget	Responsible Person
Pillar, Corporate Objective No and Program No	CSC Indicator no.							30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019			
SFA 2 - Safe City	2.A	Safety & Security	2.1 Safe Communities	2.A Number of new areas with CCTV Surveillance camera	new	3	3	0	0	0	3	N/A	N/A	Director: Barry Schuller Metropolitan Police Department 021 444 0324
SFA 2 - Safe City	2. B	Safety & Security	2.1 Safe Communities	2.B Community satisfaction survey (Score 1 -5) - safety and security	2.8	2.9	2.9	Annual Target	Annual Target	Annual Target	2.9	N/A	N/A	All Departments
SFA 2 - Safe City	2.1. D	Safety & Security	2.1 Safe Communities	Number of Neighbourhood Safety Teams established	new	1	1	Annual Target	Annual Target	Annual Target	1	N/A	N/A	Wayne Le Roux (Chief: Metro Police) Rudolf Wiltshire (Chief: Law Enforcement)
SFA 2 - Safe City	2.1 C	Safety & Security	2.1 Safe Communities	Number of manual speed checks conducted	4778	4400	4800	1200	2400	3600	4800	N/A	N/A	Traffic: Andre Nel 021 444 0114
SFA 2 - Safe City SFA 4 - Inclusive City	2.1 C 4.3.D	Safety & Security	2.1 Safe Communities	Number of drivers screened for driving under the influence	49348	60000	66000	16500	33000	49500	66000	N/A	N/A	Traffic: Andre Nel 021 444 0114
SFA 2 - Safe City	2.1	Safety & Security	2.1 Safe Communities	Number of fire related deaths per 1000 population	New	New	<5 per 1000	<1.25 per 1000	<2.5 per 1000	<3.75 per 1000	<5 per 1000	N/A	N/A	Chief Fire Officer: Ian Schnetler 021 590 1738
SFA 2 - Safe City	2.1	Safety & Security	2.1 Safe Communities	Percentage calls answered within 10 seconds	81%	80%	80%	80%	80%	80%	80%	N/A	N/A	Manager:Public Emergency:Suretha Visser 021 480 7743
SFA 2 - Safe City	2.1	Safety & Security	2.1 Safe Communities	Number of Fire Safety Inspections	5884	6000	6000	1500	3000	4500	6000	N/A	N/A	Chief Fire Officer: Ian Schnetler 021 590 1738
SFA 2 - Safe City	1.1. b	Safety & Security	2.1 Safe Communities	Number of Events supported as recommended by the Special Events Committee and decided by the Executive Mayor	198	100	100	15	50	85	100	N/A	N/A	Manager Events
SFA 2 - Safe City		Safety & Security	2.1 Safe Communities	Initiation of Phase 2 of the on-line events permitting system.	new	new	100%	25%	50%	75%	100%	N/A	N/A	Manager Events
SFA 2 - Safe City	2.1. a	Safety & Security	2.1 Safe Communities	Percentage Budget Spent on integrated information management system (EPIC 2)	95.93%	100%	100%	Annual Target	Annual Target	Annual Target	100%	N/A	N/A	Executive Director Richard Bosman 021 400 3355

2018/2019 SAFETY AND SECURITY: DIRECTORATE SCORECARD								ANNEXURE D						
Alignment to IDP		Lead (L) / Contributing(C)	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/2017	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Opex Budget	Capex Budget	Responsible Person
Pillar, Corporate Objective No and Program No	CSC Indicator no.							30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019			
SFA 2 - Safe City	2.1. a	Safety & Security	2.1 Safe Communities	Percentage of Members issued with an EPIC device .	New	New	90%	90%	90%	90%	90%	N/A	N/A	Wayne Le Roux (Chief: Metro Police) Chief Fire Officer: Ian Schnetler Rudolf Wiltshire (Chief: Law Enforcement) Traffic: Andre Nel
SFA 2 - Safe City	2.1. a	Safety & Security	2.1 Safe Communities	Percentage of Members using the EPIC device .	New	New	90%	90%	90%	90%	90%	N/A	N/A	Wayne Le Roux (Chief: Metro Police) Chief Fire Officer: Ian Schnetler Rudolf Wiltshire (Chief: Law Enforcement) Traffic: Andre Nel
SFA 2 - Safe City	2.1. a	Safety & Security	2.1 Safe Communities	Perform and present weekly analysis of gun shots identified by means of gunshot location technology in order to inform management decision making	new	Maintain weekly review analysis	Maintain weekly review analysis	Maintain weekly review analysis	Maintain weekly review analysis	Maintain weekly review analysis	Maintain weekly review analysis	N/A	N/A	Director: Barry Schuller Metropolitan Police Department
SFA 2 - Safe City	2.1. a	Safety & Security	2.1 Safe Communities	Percentage of identified Safety and Security requirements being met by available Remotely Piloted Aircraft Systems (RPAS) technology	new	20%	20%	0%	0%	10%	20%	N/A	N/A	Wayne Le Roux (Chief: Metro Police) Anton Visser (Manager: Support)
SFA 2 - Safe City		Safety & Security	2.1 Safe Communities	Number of emergency planning and preparedness courses conducted	29	16	16	4	8	12	16	N/A	N/A	Manager : Disaster Management Greg Pillay 021 597 5012
SFA 2 - Safe City		Safety & Security	2.1 Safe Communities	Number of Emergency preparedness exercises/drills conducted	9	4	4	1	2	3	4	N/A	N/A	Manager : Disaster Management Greg Pillay 021 597 5012
SFA 2 - Safe City	2.1 c 2 &3	Safety & Security	2.1 Safe Communities	Percentage response times for fire and other emergency incidents within 14 minutes from call receipt up to arrival	77.79%	80%	80%	80%	80%	80%	80%	N/A	N/A	Chief Fire Officer: Ian Schnetler 021 590 1738
SFA 2 - Safe City	2.1.b	Safety & Security	2.1 Safe Communities	Number of Inspections at Scrap Metal Dealers	2286	1785	1785	446	800	1338	1785	N/A	N/A	Rudolf Wiltshire (Chief: Law Enforcement)
SFA 2 - Safe City		Safety & Security	2.1 Safe Communities	Number of liquor premises inspected for compliance in terms of City By-laws and Provincial Legislation	3208	2788	2788	697	1250	2091	2788	N/A	N/A	Rudolf Wiltshire (Chief: Law Enforcement)
SFA 2 - Safe City	2.1.c	Safety & Security	2.1 Safe Communities	Number of training interventions with National and International partners	9	6	6	0	2	4	6	N/A	N/A	Executive Director Richard Bosman 021 400 3355
SFA 2 - Safe City	2.1.b.5	Safety & Security	2.1 Safe Communities	Number of learners attending Metro Police Youth Camps	new	480	480	120	240	360	480	N/A	N/A	Wayne Le Roux Chief: Metro Police 021 427 5160

2018/2019 SAFETY AND SECURITY: DIRECTORATE SCORECARD														
ANNEXURE D														
Alignment to IDP		Lead (L) / Contributing(C)	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/2017	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Opex Budget	Capex Budget	Responsible Person
Pillar, Corporate Objective No and Program No	CSC Indicator no.							30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019			
SFA 2 - Safe City	2.1.b.5	Safety & Security	2.1 Safe Communities	Number of Metro Police Youth Cadets recruited	40	40	40	0	0	0	40	N/A	N/A	Wayne Le Roux Chief: Metro Police 021 427 5160
SFA 2 - Safe City	2.1 C	Safety & Security	2.1 Safe Communities	Percentage of operational staff successfully completing specific legislative training interventions (firearms training)	99.78%	95%	95%	95%	95%	95%	95%	N/A	N/A	Wayne Le Roux Chief: Metro Police 021 427 5160
SFA 5 Well-Run City	5.C	Safety & Security	5.1 Operational sustainability	Percentage operational staff undergoing by-law refresher training	35%	35%	35%	5%	15%	25%	35%	N/A	N/A	Wayne Le Roux (Chief Metro Police) Rudolf Wiltshire (Chief: Law Enforcement) Heathcliff Thomas (Chief: Traffic Services)
SFA 5 Well-Run City	5.C	Safety & Security	5.1 Operational sustainability	Percentage satisfaction achieved by means of the Neighbourhood Watch satisfaction survey	New	New	80%	80%	80%	80%	80%	N/A	N/A	Anton Visser Manager: Support 021 400 1170
SFA 1 Opportunity City		Safety & Security	1.3 Economic inclusion	Percentage compliance to the Auxiliary Law Enforcement recruitment and training plan	New	80%	80%	20%	40%	60%	80%	N/A	N/A	Rudolf Wiltshire (Chief: Law Enforcement)
SFA 1 Opportunity City		Safety & Security	1.3 Economic inclusion	Number of by-law education and awareness sessions held	New	24	24	6	12	18	24	N/A	N/A	Rudolf Wiltshire (Chief: Law Enforcement)
SFA 5 Well-Run City	5.C	Finance	5.1 Operational sustainability	Percentage spend of Capital Budget	95.88%	90%	90%	10%	20%	55%	90%	N/A	N/A	Directorate Finance Manager: Moses Matthys 021 400 2234
SFA 1 Opportunity City	1.F	Social Services	1.3 Economic inclusion	Number of Expanded Public Works programmes (EPWP) opportunities created	642	1000	812	203	406	609	812	N/A	N/A	Grant Stephens Contact: 021 417 4084 Cell: 084 2252 028
SFA 1 Opportunity City	CSC#	Corporate Services	1.3 Economic inclusion	Number of unemployed trainees and unemployed bursary opportunities (excluding apprentices)	N/A	30	30	11	22	30	0	N/A	N/A	Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344
SFA 1 Opportunity City	CSC#	Corporate Services	1.3 Economic inclusion	Number of unemployed apprentices	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344
SFA 3 Caring City	3.F	Corporate Services	3.1 Excellence in basic services	Percentage adherence to Citywide service requests		90%	90%	90%	90%	90%	90%	N/A	N/A	Shaun Van Der Merwe Contact: 021 400 2117 Cell: 084 235 3316
SFA 4 - Inclusive City	CSC#	Corporate Services	4.3 Building Integrated Communities	Percentage adherence to EE target in all appointments (internal & external)	100%	85%	85%	85%	85%	85%	85%	N/A	N/A	Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609
SFA 4 - Inclusive City	CSC#	Corporate Services	4.3 Building Integrated Communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	2.06%	2%	2%	2%	2%	2%	2%	N/A	N/A	Michael Siyolo Contact: 021 400 9840 Cell: 084 300 0609

2018/2019 SAFETY AND SECURITY: DIRECTORATE SCORECARD								ANNEXURE D						
Alignment to IDP		Lead (L) / Contributing(C)	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/2017	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Opex Budget	Capex Budget	Responsible Person
Pillar, Corporate Objective No and Program No	CSC Indicator no.							30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019			
SFA 5 Well-Run City	CSC#	Corporate Services	5.1 Operational sustainability	Percentage of absenteeism	4.10%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	N/A	N/A	Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344
SFA 5 Well-Run City	CSC#	Corporate Services	5.1 Operational sustainability	Percentage OHS investigations completed	63.41%	100%	100%	100%	100%	100%	100%	N/A	N/A	Dikeledi Tsukudu Contact: 021 400 5261 Cell: 082 4412 894
SFA 5 Well-Run City	CSC#	Corporate Services	5.1 Operational sustainability	Percentage vacancy rate	9.20%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	N/A	N/A	Fritz Le Roes Contact: 021 400 9106 Cell: 082 8232 430
SFA 1 Opportunity City	CSC#	Corporate Services	1.3 Economic inclusion	Percentage budget spent on implementation of WSP	98%	95%	95%	10%	30%	70%	95%	N/A	N/A	Nonzuzo Ntubane Contact: 021 400 4056 Cell: 083 6948 344
SFA 1 Opportunity City	-	Social Services	1.3 Economic inclusion	Number of Full Time Equivalent (FTE) work opportunities created	new	232	209	52.25	104.5	156.75	209	N/A	N/A	Executive Director: Social Services
SFA 5 Well-Run City	CSC#	Finance	5.1 Operational sustainability	Percentage of Operating Budget spent	99%	95%	95%	20%	50%	75%	95%	N/A	N/A	Directorate Finance Manager: Moses Matthys 021 400 2234
SFA 5 Well-Run City	CSC#	Finance	5.1 Operational sustainability	Percentage of assets verified	95.21%	100%	100%	N/A	N/A	75%	100%	N/A	N/A	Directorate Finance Manager: Moses Matthys 021 400 2234
SFA 5 Well-Run City	CSC#	Directorate of the Mayor	5.1 Operational sustainability	Percentage Internal Audit findings resolved	33%	75%	75%	75%	75%	75%	75%	N/A	N/A	Riaan Vosloo Contact: 021 400 3879 Cell: 082 559 9959
SFA 5 Well-Run City	CSC#	Directorate of the Mayor	5.1 Operational sustainability	Percentage of Declarations of Interest completed	100%	100%	100%	25%	50%	75%	100%	N/A	N/A	Sonja Thomas Contact: 021 487 2517 Cell: 083 4125 449
Executive Director Safety and Security: Richard Bosman  Mayoral Committee Member Safety and Security Alderman J.P Smith 														

2018/2019: SAFETY AND SECURITY SDBIP (DEFINITIONS)

Key Performance Indicator	Definition
Percentage spend of capital budget	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.
Number of Expanded Public Works Programme (EPWP) work opportunities created	Refers to paid work created for an individual on an EPWP project for any period of time, within the employment conditions of the Code of Good Practice for the Expanded Public Works Programmes.
Number of unemployed trainees and unemployed bursary opportunities (excluding apprentices)	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative and provision of real world of work exposure to trainees and graduates. This includes, external bursaries awarded, in-service student training opportunities, graduate internships and learnerships. This is an accumulative quarterly measure. The target refers to the 4th quarter final total.
Number of unemployed apprentices	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative. This indicator is limited to apprenticeships. This is an accumulative quarterly measures. The target refers to the 4th quarter final total.
Percentage adherence to Citywide service requests	Measure the percentage adherence to Citywide service standard based on all external notifications.

2018/2019: SAFETY AND SECURITY SDBIP (DEFINITIONS)

Key Performance Indicator	Definition
Percentage adherence to EE target for all levels of staff employed (internal & external)	Formula: Number of EE appointments (external, internal and disabled appointments) / Total number of posts filled (external, internal and disabled) This indicator measures: <u>1. External appointments -</u> The number of external appointments across all directorates over the preceding 12 month period. The following job categories are excluded from this measurement: Councillors, students, apprentices, contractors and non-employees. This will be calculated as a percentage based on the general EE target. <u>2. Internal appointments -</u> The number of internal appointments, promotions and advancements over the preceding 12 month period. This will be calculated as a percentage based on the general EE target. <u>3. Disabled appointments -</u> The number of people with disabilities employed at a point in time. This excludes foreigners, but includes SA White males with disabilities. <u>Note:</u> If no appointments were made in the period preceding 12 months, the target will be 0%.
Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	This indicator measures : The disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%. This category forms part of the 'Percentage adherence to EE target', but is indicated separately for focused EE purpose. This indicator measures the percentage of people with disabilities employed at a point in time against the staff complement e.g staff complement of 100 target is 2% which equals to 2
Percentage of absenteeism	The indicator measures the actual number of days absent due to sick,unpaid/unauthorised leave in the department or directorate expressed as a percentage over the number of working days in relation to the number of the number of staff employed.Sick,unpaid/unauthorised leave will include 4 categories namely normal sick leave,unpaid unauthorised leave,leave in lieu of sick leave and unpaid in lieu of sick leave.
Number of Full Time Equivalent (FTE) work opportunities created.	Refers to one person-year of employment.One person year is equivalent to 230 person days of work.The 230 days are effective days of work after subtracting provision for non-productive days in a year (e.g.Leave,holidays,etc.). 1 FTE= person days divided by 230

2018/2019: SAFETY AND SECURITY SDBIP (DEFINITIONS)

Key Performance Indicator	Definition
Percentage OHS investigations completed	Investigations measures the completed number of incidents investigated within a 30 day period, expressed as a percentage. "Completed" will be measured as incident data captured and uploaded on SAP. There will be a one month lag for both the numerator and denominator for reporting purposes.
Percentage vacancy rate	This is measured as a percentage of positions vacant against the total positions on structure. This indicator will be measured at a specific point in time to calculate the vacancy rate. The target is a vacancy rate of 7% or less.
Percentage budget spent on implementation of Workplace Skills Plan	A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions which will address the needs arising out of Local Government's Skills Sector Plan, the City's strategic requirements as contained in the IDP and the individual departmental staffing strategies and individual employees' PDPs. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan. Formula: Measured against training budget.
Percentage of Operating Budget spent	<u>Formula:</u> Total actual to date as a percentage of the total budget including secondary expenditure.

2018/2019: SAFETY AND SECURITY SDBIP (DEFINITIONS)

Key Performance Indicator	Definition
Percentage of assets verified	The indicator reflects the percentage of assets verified annually for audit assurance. Quarter one will be the review of the Asset Policy, In Quarter two, the timetable in terms of commencing and finishing times for the process is to be communicated, and will be completed. Both Quarters will only be performed by Corporate Finance. The asset register is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data is downloaded at specific times and is the bases for the assessment of progress. Q1=N/A for ALL other department, except Corporate Finance (responsible) Q1= 25% Corporate Finance Q2= N/A for ALL other department, except Corporate Finance (responsible) Q2= 50% Corporate Finance Q3= 75% represent that 60% of the assets have been verified by the directorate/ department Q4= 100% represents All assets have been verified.
Percentage Internal Audit findings resolved	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.
Percentage of Declarations of Interest completed	The total number of completed declarations of interest as a % of the total number of staff. The target is cumulative over the year. Each employee needs to complete the declaration of interest at least once per year (or when circumstances change), as prescribed by the applicable legislation and City policies/ decisions.

SOCIAL SERVICES DIRECTORATE



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

EXECUTIVE DIRECTOR: ERNEST SASS

CONTACT PERSON: GLEN PHYFER

Website (for detailed SDBIP):

<http://www.capetown.gov.za/Family%20and%20home/meet-the-city/our-vision-for-the-city/cape-towns-integrated-development-plan>

Annexure A



**CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD**

Making progress possible. Together.

VISION OF THE CITY:

To be an opportunity city that creates an enabling environment for economic growth and job creation, and to provide assistance to those who need it most. To deliver quality services to all residents. To serve the citizens of Cape Town as a well-governed and corruption free administration.

In pursuit of this vision the City's mission is as follows:

- To contribute actively to the development of its environment, human and social capital
- To offer high-quality services to all who live in, do business in or visit Cape Town as a tourist
- To be known for its efficient, effective and caring government

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

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Annexure A1: Social Service 2018/2019 Directorate Scorecard

1. EXECUTIVE SUMMARY

Social Services continues to provide community facilities, spaces and services, as well as developmental programmes in support of building communities and individuals' capabilities towards improved social well-being of all the citizens of Cape Town. In so doing, the Directorate directly supports "The Opportunity City", "The Caring City" and "The Inclusive City", as well as contributes to "The Safe City" and "The Well-Run City".

The Directorate is the lead coordinator of the Social Development Strategy (SDS), and as such ensures coordination of same across all Directorates. As the key driver of the City's Expanded Public Works Programme (EPWP), the Directorate is a contributor towards giving life to the Economic Growth Strategy (EGS).

Service delivery is achieved through six Line Departments, namely:

- City Health;
- Library and Information Services;
- Recreation and Parks;
- Social Development and Early Childhood Development;
- Expanded Public Works Programme; and
- Planning, Development and Project Management Office.

As well as three Shared Services Departments, namely:

- Finance;
- Human Resources business partner; and
- Support Services.

This Service Delivery and Budget Implementation Plan (SDBIP) has therefore been developed to ensure delivery on the City's strategies, priorities and objectives as set out in the IDP, SDS and EGS as well as to ensure that mandated core social service business is provided in an efficient, effective and sustainable manner.

2. PURPOSE AND SERVICE MANDATE OF THE DIRECTORATE

The purpose of Social Services is to improve the health and well-being of the citizens of Cape Town by delivering on specific City priorities set out in the IDP whilst continuing to provide and maintain a range of core social services relating to Social Service Facilities, Services and Developmental Programmes.

Legislative Imperatives: The Constitution of the Republic of South Africa, Act 108 of 1996; Sections 4(2)(j), 16(1)(b)(1) and 51(a) of the Municipal Systems Act, No 32 of 2000; Section 152 of the Constitution of the Republic of South Africa: “the objects of local government”...

(c) to promote social and economic development

(d) to promote a safe and healthy environment

(e) encourage involvement of communities/ organisations in local government”

Opportunity City: (EPWP Job Creation Programme), the City's priority is to invest in EPWP to support skills development in order to boost employability of participants and create the skills base required for a growing economy. The Directorate is responsible for driving out and mainstreaming the City's EPWP Programme within the City.

Caring City: (Social Services facility provision), the key focus is to improve the living conditions, health and well-being of the City's communities and individuals through the provision of a range of social facilities, services and developmental programmes.

Inclusive City: (Substance Abuse; Primary Healthcare; Homelessness), it is recognised that there are deep social challenges in Cape Town linked to the country's historical roots, including substance abuse and homelessness, with the youth being the most at risk of falling into the vicious cycle of social ills. Furthermore, criminal activity appears to occur more often in areas of social deprivation and poverty.

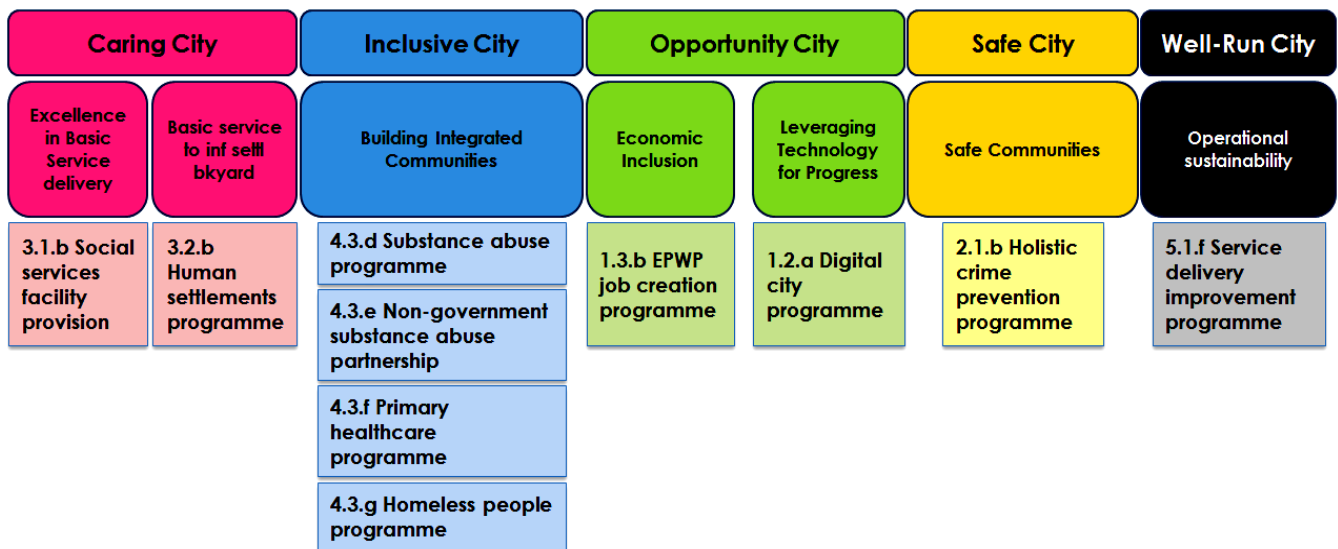
Within the Transversal Safe Communities Working Group, Social Services drives the following Transversal Work Streams through its SD&ECD Department:

- Integrated Youth Development Strategy with its implementation Plan;
- Social & Situational Crime Prevention Strategy with its implementation Plan; and
- Alcohol & Other Drug Harm Minimisation Strategy with its implementation Plan.

Through the directorate's departments, the broad social challenges and needs are addressed by providing and maintaining a holistic and integrated range of mandated social facilities, services and developmental programmes and functions, including, but not limited to, those mentioned below.

- Delivering a Comprehensive Primary Health Care Service, including Personal and Specialized Primary Health Care (commonly referred to as clinic services) as well as Municipal Health Care (also referred to as Environmental Health Services);
- Providing access to the services and resources required for informational, educational, cultural and recreational needs through a free public library service that includes spaces and programmes for social development;
- Providing attractive, safe, accessible and sustainable social facilities and spaces where the citizens of Cape Town can engage in active and passive recreation.
- Providing cemeteries and crematoria, which are an integral part of a dignified and efficient interment service;
- Horticultural Services at City of Cape Town facilities;
- Community Engagements and Social Preparation;
- Providing a number of targeted social services programmes focusing on substance abuse, homelessness, youth development, early childhood development, poverty alleviation and vulnerable groups;
- Developing, implementing and maintaining community orientated arts, culture and heritage programmes, services, infrastructure and partnerships; and
- Providing new Social Service facilities that are planned and developed in a joint, integrated, clustered and multifunctional manner in areas that maximise community use, ownership and pride. Protective measures will also be put in place to ensure that these facilities are safe and secure.

3. STRATEGIC ALIGNMENT TO THE IDP



Social Services is the lead Directorate for the Objectives and Programmes within the SFA's of the IDP as presented below.

SFA 1: Opportunity City

- **Objective 1.3: Economic Inclusion.**
 - **Programme 1.3.b: EPWP Job Creation:** The EPWP is a national government programme that aims to provide social protection through the creation of jobs. The programme's mandate is to contribute to development by providing work opportunities to poor and unemployed people in the labour-intensive delivery of public and community assets and services

SFA 3: Caring City

- **Objective 3.1: Excellence in Basic Service delivery**
 - **Programme 3.1.b: Social Services facility provision:** The City endeavours to plan and deliver services across the various systems of public management that also includes a range of social services and programmes so as to represent a holistic commitment to improving the living conditions and health of residents and to promote individual and community welfare.

SFA 4: Inclusive City

- **Objective 4.3: Building Integrated Communities**

- **Programme 4.3.d: Substance Abuse:** Substance abuse is a priority area, given the high incidence of abuse. This programme is aligned to the "Prevention & Early Intervention of Alcohol & Other Drug Use" Policy, and the "Alcohol & Other Drug Harm Minimization & Mitigation" Strategy. The City continues to collaborate to offer initiatives that promote awareness of and provide support.
- **Programme 4.3.e: Non-Government Substance Abuse Partnership:** Only a fraction of NGOs/NPOs that run substance abuse related programmes receive funding assistance from CCT. Many NGOs lack information on the process of engaging with, or the strategies guiding substance abuse interventions within the City. A framework document will be compiled which will provide guiding information. Upon approval, the framework will be communicated and an implementation plan will be developed in collaboration with stakeholders.
- **Programme 4.3.f: Primary Healthcare:** Although the National Health Act, No. 61 of 2003, allocates the responsibility of provision of personal Primary Health Care Services to the Provincial Health Department, schedule 4A of the Constitution allows those services to be assigned to Local Government via mutual agreement. The City is committed to working collaboratively with the province through the Service Level Agreement to ensure seamless delivery of health services to the vulnerable and poor. Furthermore, the National Department of Health has introduced the "Ideal Clinic" which is aimed at improving quality of care and customer centricity approach to health service provision. These transformational national priorities are aimed at transforming health service provision to the citizens. The city commits to developing and implementing plans that will eventually result in clinics being declared ideal and compliant against these compulsory standards.
- **Programme 4.3.g: Homeless People:** The programme is aligned to the approved "Street People" Policy. The aim is to reduce the number of people living/sleeping/surviving on the streets, and ensure that street people are given the necessary development assistance to achieve reintegration, accommodation and employment.

4. PERFORMANCE PROGRESS AND OUTCOMES

4.1. Past year's performance

The Directorate was formed on 1 January 2017, and includes the previous City Health, Community Services, and Social Development & ECD. All seven Corporate Scorecard indicators for which these directorates were responsible, were either met or exceeded at the end of the previous financial year.

The directorate is currently responsible for 3 Corporate Scorecard indicators, namely:

- 1.F: Number of Mayor's Job Creation (MJCP) opportunities created;
- 3.P: Number of community services facilities within informal settlements; and
- 4.F: Number of strengthening families programmes implemented.

The complete report on the past year's performance is available at:

<http://www.capetown.gov.za/en/IDP/Pages/default.aspx>

4.2. Areas of Business Improvement

The Directorate continues to strive towards inculcating a culture of excellence and performance. In addition to the normal reporting tools and indicators, the Directorate will also focus on the following in the coming financial year:

- Finalize Service Level Agreement with Provincial Health;
- Develop an Agreement with the Provincial Department of Arts & Culture;
- Review the City's Social Development Strategy;
- Repurpose certain facilities within Social Services;
- Explore additional Revenue Generation streams;
- Improve availability of cemeteries and crematoria, which are an integral part of a dignified and efficient interment service;
- Finalization of outstanding leases; and
- Modernization of IT systems.

5. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

Partners/ Stakeholders	Roles and Responsibilities
National Departments	• Policy Direction • Monitoring and Evaluation • Reporting to National Treasury
Provincial Departments	• Funding & Service Level Agreements • Protocol Agreements • Policy Direction • Monitoring and Evaluation
NGOs, CBOs, Sector based institutions, Friends based Groups, Volunteers	Extensive partnerships with a large number of organizations who augment our resources in terms of service delivery
Other Partners	Academic and research institutions make substantial donations and service inputs
Other Directorates	Social Services departments interact with a number of other Directorates / Departments in various forums

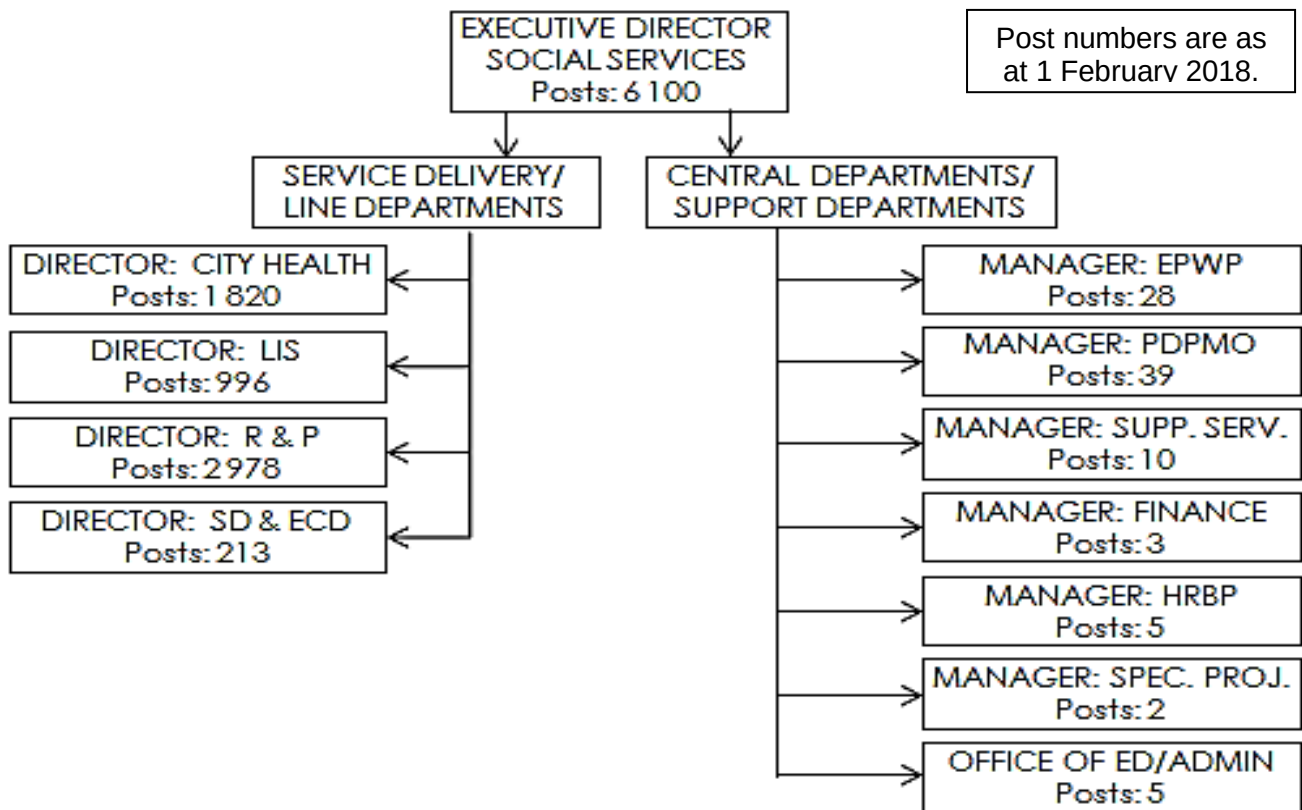
6. RESOURCES

6.1. Senior management capability and structure

The Directorate is headed by an Executive Director, with its management committee structure is as follows:

- Director: City Health;
- Director: Library & Information Services;
- Director: Recreation and Parks;
- Director: Social Development and Early Childhood Development;
- Manager: Expanded Public Works Programme;
- Manager: Planning, Development and Project Management Office; and
- Shared Services' Managers: Support Services; Finance; Projects; HR.

6.1.1 Directorate organogram



6.1.2 Possible outsource services

The Directorate regularly reviews its approach on utilising a combination of own and contracted resources to deliver the services. This has proven to be the most cost effective resourcing strategy and provides a level of flexibility to respond to organisational needs more speedily than would be the case if these services were exclusively outsourced or performed internally.

6.1.3 Lead and Contributing Directorate

Social Services is the lead Directorate for the following IDP programmes:

- Programme: EPWP Job Creation;
- Programme: Substance Abuse;
- Programme: Non-Government Substance Abuse Partnership;
- Programme: Primary Healthcare; and
- Programme: Homeless People.

Social Services is the lead implementer of the Social Development Strategy (SDS), and as such ensures coordination of same across all Directorates. As

the key driver of the City's Expanded Public Works Programme (EPWP), the Directorate is also a primary contributor towards giving life to the Economic Growth Strategy (EGS).

Within the Transversal Safe Communities Working Group Social Services (SD&ECD) drives the following Transversal Work Streams:

- Integrated Youth Development Strategy with its implementation Plan;
- Social & Situational Crime Prevention Strategy with its implementation Plan; and
- Alcohol & Other Drug Harm Minimisation Strategy with implementation Plan.

6.2. Financial Information

Please take note that the outcome of the final 2018/19 budget, including any additional requests to BSC for 2018/19 is still unknown. The Directorate will only be in a position to indicate a more accurate 2018/19 budget after March 2018. Figures used below are to be considered as draft until such time.

6.2.1 Summary of Revenue by Source

Description	Vote 10 - Social Services (R Thousand)
Revenue By Source	
Sales of Goods and Rendering of Services	(42 650)
Rental of facilities and equipment	(22 336)
Fines	(3 703)
Other revenue	(13 287)
Total Revenue (excluding capital transfers and contributions)	(81 976)

6.2.2 Summary of Operating Expenditure by Type

Description	Vote 10 - Social Services (R Thousand)
Expenditure By Type	
Employee related costs	2 207 265
Finance Charges	13 612
Depreciation & asset impairment	139 841
Other materials	318 094
Contracted services	661 016
Transfers and subsidies	15 568
Other expenditure	80 116
Total Primary Expenditure	3 117 418

6.2.3 Summary of Capital Expenditure by Type

Municipal Vote/ Capital Project R thousand	- Programme/ Project description - Project number - Asset Class 4. - Asset Sub-Class 4.	Total Project Estimate	Prior year outcomes		2018/19 Medium term revenue & Expenditure Framework			Project Information	
			Audited Outcome 2016/17	Audited Outcome 2017/18	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Ward location	New or renewal
Social Services	Various	New	243 918	279 560	294 208	204 431	206 644	Multi	Various
Total Capital Expenditure			243 918	279 560	294 208	204 431	206 644	Multi	Various

6.2.4 Major Projects Aligned To PPM

- IT Modernisation: Sports Field & Swimming Pool SAP Booking System; Library Halls/Meeting Room SAP Booking System; X-Ray System; Integrated Facility Booking Mobile Field Services App;
- New Pelican Park and Fisantekraal Clinics;
- Manenberg Integrated Project;
- Sport and Recreation Facilities Upgrade: Will be prioritized as per Water Resilience Plan as well as major upgrade requirements identified;
- Du Noon Library Construction;
- Zakhele Clinic – Replacement; and
- Vaalfontein Cemetery Development.

6.2.5 Narrative on Directorate Capital Programme

The core function is to provide Social Facilities (Libraries, ECD's, Clinics and Recreational facilities), linked to SFA (Caring City), Objective (Excellence in Basic Service delivery), Programme (Social Services facility provision). The capital programme in the context of the overall capital programme of the City of Cape Town as per approved 2017/18 Budget Book:

Directorate	% of Total Budget	Approved 2018/19 Budget R'000
Area Based Service Delivery		Awaiting
Assets and Facilities Management		Approval
City Manager		Of
Corporate Services		2018/19
Directorate of the Mayor		Budget
Energy		
Finance		
Informal Settlements, Water and Waste Services		
Safety and Security		
Social Services (2017/18)	3.2%	294 208
Transport and Urban Development Authority		
TOTAL: CITY OF CAPETOWN	100%	9 056 302

7. RISK ASSESSMENT

Management, with the assistance of Integrated Risk Management (IRM), have applied their minds, and due care is taken to ensure that risks which could impact on The Directorate not achieving its objectives, are identified, addressed and managed in accordance with the City's approved IRM Policy and Framework.

Risk Registers are utilised as a management tool in order to manage identified risks of the Directorate. The risks identified and rated equal to or above the Council approved risk acceptance level will be reported to the Executive Management Team (EMT). The Executive Director to inform/ discuss the Directorate's risks with the relevant Mayoral Committee member on a six monthly basis.

7.1. Revenue risks

Due care is taken to ensure that revenue risks which could impact on not achieving the Directorate's objectives are identified, addressed and managed in accordance with the City's approved IRM Policy and IRM Framework.

8. OBJECTIVES AND INDICATORS OF THE DIRECTORATE SCORECARD

The Social Service 2018/19 Directorate Scorecard is attached as Annexure A1. The Directorate also reports on Corporate Scorecard indicators as presented below:

Alignment to IDP	Indicator	Baseline (June 2018 target)	Target Sep 2018	Target Dec 2018	Target Mar 2019	Target Jun 2019
SFA 1: Opportunity City Objective 1.3: Economic inclusion Programme 1.3.b: EPWP Job Creation Programme	1.F: Number of Mayor's Job Creation (MJCP) opportunities created	34 500	8 875	17 750	26 625	35 500
SFA 4: Inclusive City Objective 4.3: Building Integrated Communities Programme 4.3.d: Substance Abuse Programme	4.F: Number of strengthening families programmes implemented.	18	2	8	10	18

9. AUTHORISATION

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

	NAME	SIGNATURE	DATE
Executive Director: Social Services	Mr Ernest Sass		16/04/18
Mayoral Committee Member: Safety and Social Services	Alderman JP Smith		16-04-18

10. APPENDICES:

Annexure A1: Social Service 2018/2019 Directorate Scorecard

2018/2019 SOCIAL SERVICES DIRECTORATE SCORECARD													ANNEXURE A.1
Alignment to IDP		Lead Dir.	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/17	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Capex Budget	Responsible Person
Pillar, Objective and Prog. No.	CSC Ind.							30 Sep 2018	31 Dec 2018	31 Mar 2019	30 Jun 2019		
SFA 1: Opportunity City Prog. 1.3.b	1.F	SOC SERV	1.3 Economic inclusion	City Wide: Number of Mayoral Job Creation Programme (MJCP) work opportunities created	45 484	34 500	35 500	8 875	17 750	26 625	35 500		Manager: EPWP
SFA 1: Opportunity City Prog. 1.3.b		SOC SERV	1.3 Economic inclusion	City Wide: Number of Full Time Equivalent (FTE) work opportunities created	New indicator	8 389	9 029	1 007	2 936	5 453	9 029		Manager: EPWP
SFA 1: Opportunity City Prog. 1.3.b		SOC SERV	1.3 Economic inclusion	Number of MJCP training projects implemented	New indicator	New indicator	2	0	0	1	2		Manager: EPWP
SFA 4: Inclusive City Prog. 4.3.d		SOC SERV	4.3 Building Integrated Communities	Number of clients screened at the Substance Abuse Outpatient Treatment Centres.	1 753	1 687	1 912	478	956	1 434	1 912		Director: City Health
SFA 4: Inclusive City Prog. 4.3.d		SOC SERV	4.3 Building Integrated Communities	% of clean drug tests of clients within the programme	84%	≥65%	≥70%	≥70%	≥70%	≥70%	≥70%		Director: City Health
SFA 2: Safe City SFA 3: Caring City		SOC SERV	2.1 Safe Communities 3.2 Mainstreaming basic service delivery to informal settlements and backyard dwellers	Number of Health & Hygiene Projects related to informal settlements completed	1 082	900	900	225	450	675	900		Director: City Health

2018/2019 SOCIAL SERVICES DIRECTORATE SCORECARD													ANNEXURE A.1
Alignment to IDP		Lead Dir.	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/17	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Capex Budget	Responsible Person
Pillar, Objective and Prog. No.	CSC Ind.							30 Sep 2018	31 Dec 2018	31 Mar 2019	30 Jun 2019		
SFA 2: Safe City SFA 3: Caring City		SOC SERV	2.1 Safe Communities 3.2 Mainstreaming basic service delivery to informal settlements and backyard dwellers	Number of monitoring visits to informal settlements to identify potential Health Hazards	23 941	22 500	19 708	5 625	11 250	16 875	19 708		Director: City Health
SFA 3: Caring City		SOC SERV	3.1 Excellence in basic service delivery	Average number of library visits per library	New indicator	New indicator	25 500	25 500	25 500	25 500	25 500		Director: LIS
SFA 3: Caring City SFA 4: Inclusive City		SOC SERV	3.2 Mainstreaming basic service delivery to informal settlements and backyard dwellers 4.3 Building Integrated Communities	Number of informal settlements receiving LIS services and programmes	New indicator	New indicator	40	40	40	40	40		Director: LIS
SFA 1: Opportunity City Prog. 1.3.b		SOC SERV	1.3 Economic inclusion	Number of identified areas where trained EPWP Facility Protection Officers have been deployed	New indicator	New indicator	10	1	4	7	10		Director: Recreation & Parks
SFA 3: Caring City 3.1.b		SOC SERV	3.1 Excellence in basic service delivery	Percentage budget spent on cemetery development/ upgrading	90%	90%	90%	15%	35%	55%	90%		Director: Recreation & Parks

2018/2019 SOCIAL SERVICES DIRECTORATE SCORECARD													ANNEXURE A.1
Alignment to IDP		Lead Dir.	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/17	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Capex Budget	Responsible Person
Pillar, Objective and Prog. No.	CSC Ind.							30 Sep 2018	31 Dec 2018	31 Mar 2019	30 Jun 2019		
SFA 3: Caring City SFA 4: Inclusive City		SOC SERV	3.2 Mainstreaming basic service delivery to informal settlements and backyard dwellers 4.3 Building Integrated Communities	Number of Recreation & Parks programmes implemented in targeted informal settlements	New indicator	New indicator	12	3	6	9	12		Director: Recreation & Parks
SFA 4: Inclusive City Prog. 4.3.d	4.F	SOC SERV	4.3 Building Integrated Communities	Number of strengthening families programmes implemented	18	18	18	2	8	10	18		Director: SD&ECD
SFA 4: Inclusive City Prog. 4.3.d		SOC SERV	4.3 Building Integrated Communities	Transversal: Alcohol & other Drugs Strategy: Number of projects, programmes and initiatives implemented to effect the AOD Strategy in Support of the National Drug Master plan	New indicator	Baseline established	85 153	14 540	35 210	60 291	85 153		Director: SD&ECD
SFA 4: Inclusive City Prog. 4.3.g		SOC SERV	4.3 Building Integrated Communities	Signed roles & responsibilities agreements with identified stakeholders to enhance service delivery at safe space	New indicator	Implemented	Signed agreements	Finalize stakeholders	Consultation with stakeholders	Draft agreements developed	Signed agreements		Director: SD&ECD
SFA 4: Inclusive City		SOC SERV	4.3 Building Integrated Communities	Transversal: Youth Dev Strategy: Number of youth development programmes/ projects/ interventions implemented	New indicator	Baseline established	292	85	150	219	292		Director: SD&ECD
SFA 4: Inclusive City		SOC SERV	4.3 Building Integrated Communities	Transversal: Youth Dev Strategy: Number of youth participating in youth development programmes/ projects/interventions	New indicator	Baseline established	10 129	3 365	4 990	7 664	10 129		Director: SD&ECD

2018/2019 SOCIAL SERVICES DIRECTORATE SCORECARD													ANNEXURE A.1
Alignment to IDP		Lead Dir.	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/17	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Capex Budget	Responsible Person
Pillar, Objective and Prog. No.	CSC Ind.							30 Sep 2018	31 Dec 2018	31 Mar 2019	30 Jun 2019		
SFA 4: Inclusive City		SOC SERV	4.3 Building Integrated Communities	Number of #YouthStartCT entrepreneurial challenges hosted	New indicator	1	1	Project plan approved.	Engaging possible partners	MOA signed	1		Director: SD&ECD
SFA 4: Inclusive City Prog. 4.3.g		SOC SERV	4.3 Building Integrated Communities	Transversal: Social & Situational Crime Prevention Strategy: Number of programmes/ projects/ interventions to reduce crime in 4 targeted areas in support of the overarching SSCP Strategy	New indicator	Baseline established	2	0	0	0	2		Director: SD&ECD
SFA 3: Caring City SFA 4: Inclusive City		SOC SERV	3.2 Mainstreaming basic service delivery to informal settlements and backyard dwellers 4.3 Building Integrated Communities	Number of SD&ECD programmes implemented in targeted informal settlements	New indicator	New indicator	36	8	16	24	36		Director: SD&ECD
SFA 3: Caring City Prog. 3.1.b	3.P	SOC SERV	3.1 Excellence in basic service delivery; and 3.2 Mainstreaming basic service delivery to informal settlements and backyard dwellers	Number of Social Services Facilities developed in informal settlements	New indicator	1	1	0	0	0	1		Manager: PD&PMO
SFA 1: Opportunity City 1.2.a Digital city programme		Dir. of Mayor	1.2 Leveraging Technology for Progress	Number of IT Modernization initiatives to improve the ease of doing business identified and scoped	New indicator	3	3	0	0	0	4		Manager: PD&PMO
SFA 5 Well-Run City		SOC SERV	5.1 Operational sustainability	Percentage of projects screened in SAP PPM	New indicator	95%	95%	95%	95%	95%	95%		Manager: PD&PMO

2018/2019 SOCIAL SERVICES DIRECTORATE SCORECARD													ANNEXURE A.1
Alignment to IDP		Lead Dir.	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/17	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Capex Budget	Responsible Person
Pillar, Objective and Prog. No.	CSC Ind.							30 Sep 2018	31 Dec 2018	31 Mar 2019	30 Jun 2019		
SFA 5 Well-Run City		SOC SERV	5.1 Operational sustainability	Percentage of 2017/18 Project Managers comments completed in SAP PPM	New indicator	95%	95%	95%	95%	95%	95%		Manager: PD&PMO
SFA 5 Well-Run City		SOC SERV	5.1 Operational sustainability	Number of Social Services facilities developed/upgraded with National Grant funding	New indicator	New indicator	7	1	1	1	7		Manager: PD&PMO
SFA 5 Well-Run City		SOC SERV	5.1 Operational sustainability	Percentage spend of National Grant funding	New indicator	New indicator	100%	10%	25%	40%	100%		Manager: PD&PMO
SFA 3: Caring City Prog. 3.1.b		SOC SERV	3.1 Excellence in basic service delivery	Customer Satisfaction: Access and maintaining of Social Services Facilities (Score 1 - 5 Likert scale)	New indicator	3.1	3.1	N/A	N/A	N/A	3.1		Manager: PD&PMO
SFA 3: Caring City 3.1.b		SOC SERV	3.1 Excellence in basic service delivery	Customer Satisfaction: Recreation programmes being held at a minimum of 5-days/ week (Score 1 - 5 Likert scale)	New indicator	3.1	3.1	N/A	N/A	N/A	3.1		Director: Recreation & Parks
SFA 3: Caring City 3.1.b		SOC SERV	3.1 Excellence in basic service delivery	Customer Satisfaction: Access to Public Libraries (Score 1 - 5 Likert scale)	New indicator	3.3	3.3	N/A	N/A	N/A	3.3		Director: LIS
SFA 1: Opportunity City Prog. 1.3.b	1.F	SOC SERV	1.3 Economic Inclusion	Social Services: Number of Expanded Public Works Programme (EPWP) work opportunities created	10 952	10 515	11 000	2 397	4 794	7 191	11 000		Manager: EPWP

2018/2019 SOCIAL SERVICES DIRECTORATE SCORECARD													ANNEXURE A.1
Alignment to IDP		Lead Dir.	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/17	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Capex Budget	Responsible Person
Pillar, Objective and Prog. No.	CSC Ind.							30 Sep 2018	31 Dec 2018	31 Mar 2019	30 Jun 2019		
SFA 1 Opportunity City	1.G	Corp. Serv.	1.3 Economic inclusion	Percentage budget spent on implementation of Workplace Skills Plan	100%	95%	95%	10%	30%	70%	95%		Director: HR
SFA 1: Opportunity City Prog. 1.3.b		SOC SERV	1.3 Economic Inclusion	Social Services: Number of Full Time Equivalent (FTE) work opportunities created	New indicator	2 237	2 251	563	1 126	1 689	2 251		Manager: EPWP
SFA 1 Opportunity City	-	Corp. Serv.	1.3 Economic inclusion	Number of unemployed trainees and unemployed bursary opportunities (excluding apprentices)	213	126	148	48	68	108	148		Director: HR
SFA 1 Opportunity City	-	Corp. Serv.	1.3 Economic inclusion	Number of unemployed apprentices	0	0	0	0	0	0	0		Director: HR
SFA 3 Caring City	3.F	Corp. Serv.	3.1 Excellence in basic service delivery	Percentage adherence to citywide service requests	100%	90%	90%	90%	90%	90%	90%		Head at IS&T: Nomvuyo Mnyaka
SFA 4 Inclusive City	-	Corp. Serv.	4.3 Building Integrated Communities	Percentage adherence to EE target in all appointments (internal & external)	98.8%	85%	85%	85%	85%	85%	85%		Director: Organizational Effectiveness & Innovation
SFA 4 Inclusive City	-	Corp. Serv.	4.3 Building Integrated Communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	2.7%	2%	2%	2%	2%	2%	2%		Director: Organizational Effectiveness &
SFA 5 Well-Run City	-	Corp. Serv.	5.1 Operational sustainability	Percentage of absenteeism	4.8%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%		Director: HR
SFA 5 Well-Run City	5.C	Finance	5.1 Operational sustainability	Percentage spend of capital budget	92.0%	90.0%	90.0%	15.2%	29.4%	48.9%	90.0%		Manager: Finance
SFA 5 Well-Run City	-	Corp. Serv.	5.1 Operational sustainability	Percentage OHS investigations completed	100.0%	100%	100%	100%	100%	100%	100%		Director: HR

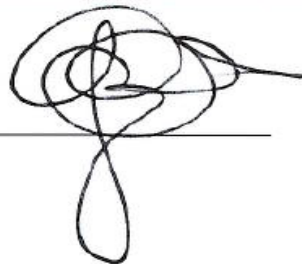
2018/2019 SOCIAL SERVICES DIRECTORATE SCORECARD

ANNEXURE A.1

Alignment to IDP		Lead Dir.	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/17	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Capex Budget	Responsible Person
Pillar, Objective and Prog. No.	CSC Ind.							30 Sep 2018	31 Dec 2018	31 Mar 2019	30 Jun 2019		
SFA 5 Well-Run City	-	Corp. Serv.	5.1 Operational sustainability	Percentage vacancy rate	7.4%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%		Director: HR
SFA 5 Well-Run City	-	Finance	5.1 Operational sustainability	Percentage of operating budget spend	97.0%	95.0%	95.0%	22.1%	47.4%	71.0%	95.0%		Manager: Finance
SFA 5 Well-Run City	-	Finance	5.1 Operational sustainability	Percentage of assets verified	98.6%	100%	100%	N/A	N/A	60%	100%		Manager: Finance
SFA 5 Well-Run City	-	Dir. of Mayor	5.1 Operational sustainability	Percentage Internal Audit findings resolved	89.0%	70%	75%	75%	75%	75%	75%		Support Services Manager: Probity
SFA 5 Well-Run City	-	Dir. of Mayor	5.1 Operational sustainability	Percentage of Declarations of Interest completed	100.0%	100%	100%	25%	50%	75%	100%		Manager: Ethics

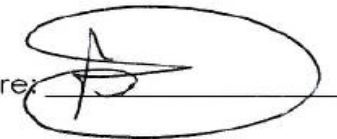
Executive Director Signature:
Ernest Sass

Date: 16/04/18



MAYCO Member Signature:
Alderman JP Smith

Date: 16-04-2018



2018/2019 SOCIAL SERVICES DIRECTORATE SCORECARD DEFINITIONS

Indicator	Indicator Definition/ Comments
City Wide: Number of Mayoral Job Creation Programme (MJCP) work opportunities created	Integrated Development Plan; Corporate Scorecard; Cities Support Programme: An MJCP opportunity is a paid work opportunity for an individual on an EPWP project for any period of time, within the employment conditions of the Code of Good Practice for Special Public Works Programmes.
City Wide: Number of Full Time Equivalent (FTE) work opportunities created	Integrated Development Plan; Legislation: Refers to 1 person-year of employment (equivalent to 230 person days of work). The 230 days are effective days of work after subtracting provision for non-productive days in a year (e.g. leave, holidays, etc.): 1 FTE = total person days divided by 230
Number of EPWP training projects implemented	Integrated Development Plan: Refers to projects that have been identified for training and skills development linked to the demands of the labour market through key industry sectors in which CCT operates. Aims to create longer term employment and skills development opportunities by building partnerships with internal departments and the private sectors. Projects are planned in conjunction with the Corporate EPWP Office and implemented by line departments.
Number of clients screened at the Substance Abuse Outpatient Treatment Centres.	This indicator measures the number of clients, seeking help for substance abuse, being screened in a first interview at the City's outpatient treatment sites.
% of clean drug tests of clients within the programme	This indicator measures the percentage of tests done of clients on the programme which were reported and clean.
Number of Health & Hygiene Projects related to informal settlements completed	Number H&H Projects related to informal settlements, including rodent control, waste management, hand washing, diarrheal disease prevention & awareness, proper use of sanitation, clean-up campaigns, food hygiene for informal food traders, community health risk awareness, pollution control awareness, door-door awareness, etc.
Number of monitoring visits to informal settlements to identify potential Health Hazards	Target set at Number of informal settlements visited once per week, multiply by 12 for the year. Cumulative target.
Average number of library visits per library	Utilisation rate is indicative of the supply and demand for community facilities such as libraries. It can be used to inform planning and performance of facilities. The number of visits is a direct measure of utilisation, whether to access books or to use the space for one of its other community functions.
Number of informal settlements receiving LIS services and programmes	Measurement is a continuous average. Service/ programme must take place in the informal settlement.
Number of identified areas where trained EPWP Facility Protection Officers have been deployed	Integrated Development Plan: * EPWP skills development: facility protection initiative. FPO's trained at Safety & Security directorate. Deployment to: Q1 – Gugulethu; Q2 – Nyanga, Langa, Muizenberg; Q3 – Manenberg, Atlantis, Khayelitsha; Q4 – Uitsig, Wallacedene, Bonteheuwel

2018/2019 SOCIAL SERVICES DIRECTORATE SCORECARD DEFINITIONS

Indicator	Indicator Definition/ Comments
Percentage budget spent on cemetery development/ upgrading	Providing cemeteries and crematoria which are an integral part of a dignified and efficient interment service. Capital funds, including grant funding and own funding.
Number of Recreation & Parks programmes implemented in targeted informal settlements	Service/ programme must take place in the informal settlement.
Number of strengthening families programmes implemented	Integrated Development Plan; Corporate Scorecard: Patented and structured 8-week (10 sessions) evidence based prevention prog. accommodating up to 15 families. Includes facilitated (trained facilitators sticking to fidelity) sessions with Parents, Youth and the family as a unit in order to prevent alcohol and substance abuse.
Transversal: Alcohol & other Drugs Strategy: Number of projects, programmes and initiatives implemented to effect the AOD Strategy in Support of the National Drug Master plan	Measures total projects, programmes and initiatives City Wide (Transversal): Intervention=2 546 Suppression=82 215 Prevention=392
Signed roles & responsibilities agreements with identified stakeholders to enhance service delivery at safe space	Integrated Development Plan: "Safe Space" is intended to be a temporary containment measure to address and alleviate the increasing number of by-law infringements currently requiring intervention in the street people population, whilst working towards reintegration back into society. Implemented at Culemborg by June 2018; Agreements signed by June 2019; assessment concluded by June 2020.
Transversal: Youth Dev Strategy: Number of youth development programmes/ projects/ interventions implemented	Measures the number of transversal youth development programmes/projects/interventions implemented by various City depts. specifically targeting youth (14 – 35 years old). Intended outcomes: To create a database of the numbers and names of specific projects aimed at the development of the City's youth – both internally and externally; To measure the amount and percentage of total budget allocated by departments to implement youth projects; To contribute towards the development of a sustainable online database for departments to be able to utilize or to add information on City youth development interventions. Youth programmes/ projects/ interventions which are assessed via transversal M&E plans: 3 pilot projects: Girls Who Code; Career Expo's; Accredited Training
Transversal: Youth Dev Strategy: Number of youth participating in youth development programmes/ projects/interventions	Measures the number of youth participating in transversal youth development programmes/projects/ interventions implemented by various City departments specifically targeting youth aged 14 - 35 years old. Intended outcomes: • To gauge the number of young people undergoing training and development under the auspices of the City. • To understand the number of youth participating in formulation of the City's IDP. • To contribute towards the development of a centralised database allowed for tracking on an individual level as well as transversally. Youth regularly participating in City initiated youth development programmes. Girls who Code = 80; Career Expo's = 320; Accredited Training: 24

2018/2019 SOCIAL SERVICES DIRECTORATE SCORECARD DEFINITIONS

Indicator	Indicator Definition/ Comments
Number of #YouthStartCT entrepreneurial challenges hosted	A competition targeting young entrepreneurs (18 – 35 years old) that either have a business idea or existing start-up business in lieu of creating employment opportunities for youth. Applicants must be from within the Metro. Proposals should focus on creating sustainable employment opportunities for youth. The challenge will be run in partnership with internal and external partners. Intended outcomes: Contribution to skills development, innovation and development of entrepreneurship in CCT; The competition is an accelerator programme for start-up entrepreneurs. Overarching aim is to contribute to skills development, innovation and development of entrepreneurship in CCT. Delivered in support of youth capacity development and job creation; provides an opportunity for individuals to highlight a specific problem and develop innovative ideas that will benefit customers and ultimately their communities; provides a further benefit by offering support to the entrepreneurs in commercialising, expanding and monetising their solutions/businesses; The level of support will vary, but will be focussed on developing both the entrepreneur and the idea through a robust training and mentorship programme.
Transversal: Social & Situational Crime Prevention Strategy: Number of programmes/ projects/ interventions to reduce crime in 4 targeted areas in support of the overarching SSCP Strategy	1. Women for Change: Outcomes: • Women's economic position has improved - Job Creation through EPWP employment. • Women are active citizens and participate in all spheres of community life and contribute to violence reduction and prevention initiatives. • Through the programme women improve their Leadership Skills and their capacity to play more meaningful roles in their local areas. 2. Men & Masculinity: Outcomes: • Formation of partnerships between women and men. • Reduction of high levels of violence against women and children. • Greater involvement by men in parenting their children. • Positive role models for younger men and boys.
Number of SD&ECD programmes implemented in targeted informal settlements	Service/ programme must take place in the informal settlement.
Number of Social Services Facilities developed in informal settlements	Corporate Scorecard (Community Services Facilities); Integrated Development Plan Social services facilities includes sport, recreational, park, library, ECD and clinic facilities. The indicator reports on such facilities that have been newly developed within informal settlements.
Number of IT Modernization initiatives to improve the ease of doing business identified and scoped	• Sports Field & Swimming Pool SAP Booking System • Library Halls/Meeting Room SAP Booking System • X-Ray System • Integrated Facility Booking Mobile Field Services App
Percentage of projects screened in SAP PPM	Metrics extracted from SAP PPM from budget submissions. Screening includes: • Screening Questionnaire. • Implementa. Complexity Questionnaire. • Strategic Themes Questionnaire. • GIS Location Mapping.
Percentage of 2017/18 Project Managers comments completed in SAP PPM	Aggregated quarterly. Quarterly values averaged for the yearly statistic. Measurement: Metrics extracted from SAP PPM on a monthly basis.

2018/2019 SOCIAL SERVICES DIRECTORATE SCORECARD DEFINITIONS

Indicator	Indicator Definition/ Comments
Number of Social Services facilities developed/upgraded with National Grant funding	Composite: National Treasury * Metro South East Cemetery; * Pelican Park Clinic; * Elizabeth Park; * Manenberg Marico Integrated Park; * Du Noon Library; * Seawinds Synthetic Pitch; * Ocean View Synthetic
% spend of National Grant funding	Composite of all USDG funded projects: National Treasury
Customer Satisfaction: Access and maintaining of Social Services Facilities (Score 1 - 5 Likert scale)	Annual CCT Customer Satisfaction Survey. Measures client satisfaction related to service delivery.
Customer Satisfaction: Recreation programmes being held at a minimum of 5-days/ week (Score 1 - 5 Likert scale)	Annual CCT Customer Satisfaction Survey. Measures client satisfaction related to service delivery.
Customer Satisfaction: Access to Public Libraries (Score 1 - 5 Likert scale)	Annual CCT Customer Satisfaction Survey. Measures client satisfaction related to service delivery.
Social Services: Number of Expanded Public Works Programme (EPWP) work opportunities created	Key Operational Indicator: Refers to paid work created for an individual on an EPWP project for any period of time, within the employment conditions of the Code of Good Practice for the Expanded Public Works Programmes. City Health: 800; LIS: 200; R&P: 5000; SD&ECD: 5000
Percentage budget spent on implementation of Workplace Skills Plan	Key Operational Indicator: A WSP is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions which will address the needs arising out of Local Government's Skills Sector Plan, the City's strategic requirements as contained in the IDP and the individual departmental staffing strategies and individual employees' PDPs. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan. Formula: Measured against training budget.
Social Services: Number of Full Time Equivalent (FTE) work opportunities created	Key Operational Indicator: Refers to one person-year of employment. One person year is equivalent to 230 person days of work. The 230 days are effective days of work after subtracting provision for non-productive days in a year (e.g. leave, holidays, etc.). 1 FTE = person days divided by 230. City Health: 214; LIS: 53; R&P: 1072; SD&ECD: 1136
Number of unemployed trainees and unemployed bursary opportunities (excluding apprentices)	Key Operational Indicator: This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative and provision of real world of work exposure to trainees and graduates. This includes, external bursaries awarded, in-service student training opportunities, graduate internships and learnerships. This is an accumulative quarterly measure. The target refers to the 4th quarter final total.

2018/2019 SOCIAL SERVICES DIRECTORATE SCORECARD DEFINITIONS

Indicator	Indicator Definition/ Comments
Number of unemployed apprentices	Key Operational Indicator: This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative. This indicator is limited to apprenticeships. This is an accumulative quarterly measures. The target refers to the 4th quarter final total.
Percentage adherence to citywide service requests	Key Operational Indicator: Measure the percentage adherence to Citywide service standards based on all external notifications.
Percentage adherence to EE target in all appointments (internal & external)	Key Operational Indicator: Number of EE appointments (ext, int & dis)/Total number of posts filled. 1. & 2. Number of external/internal appointments across all directorates over the preceding 12 month period (excluding councillors, students, apprentices, contractors and non-employees), calculated as a percentage based on the general EE target. 3. Number of people with disabilities employed at a point in time.
Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	Key Operational Indicator: Measures the percentage of disabled staff (of the staff complement) employed at a point in time against the target of 2%.
Percentage of absenteeism	Key Operational Indicator: Measures percentage of staff absent due to sick and unpaid/ unauthorised leave. The Target will be 5% or less for the rolling 12 month period.
Percentage spend of capital budget	Key Operational Indicator: 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.
Percentage OHS investigations completed	Key Operational Indicator: Investigations measures the completed number of incidents investigated within a 30 day period, expressed as a percentage. "Completed" will be measured as incident data captured and uploaded on SAP. There will be a one month lag for both the numerator and denominator for reporting purposes.
Percentage vacancy rate	Key Operational Indicator: This is measured as a percentage of positions vacant against the total positions on structure. This indicator will be measured at a specific point in time to calculate the vacancy rate. The target is a vacancy rate of 7% or less.
Percentage of operating budget spend	Key Operational Indicator: Formula: Total actual to date as a percentage of the total budget including secondary expenditure. (This includes Repairs and Maintenance)
Percentage of assets verified	Key Operational Indicator: Percentage of assets verified annually for audit assurance. Q1 will be the review of the Asset Policy, In Q2, the timetable in terms of commencing and finishing times for the process is to be communicated, and will be completed. Q1 & Q2 Performed by Corporate Finance. The asset register is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data is downloaded at specific times and is the bases for the assessment of progress. Q3=75% represents that 60% of the assets have been verified by directorate/ department. Q4=100% represents all assets have been verified.

2018/2019 SOCIAL SERVICES DIRECTORATE SCORECARD DEFINITIONS

Indicator	Indicator Definition/ Comments
Percentage Internal Audit findings resolved	Key Operational Indicator: Reporting & monitoring of reduction (%) of findings of audit follow-ups performed in Q. Timing for corrective action implementation is normally provided by line. Audits/ follow-ups only take place after agreed implementation dates of corrective action. It will either be 'Not Applicable' 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.
Percentage of Declarations of Interest completed	Key Operational Indicator: The total number of completed declarations of interest as a % of the total number of staff. The target is cumulative over the year. Each employee needs to complete the declaration of interest at least once per year (or when circumstances change), as prescribed by the applicable legislation and City policies / decisions.

TRANSPORT AND URBAN DEVELOPMENT AUTHORITY: TDA CAPE TOWN



TDA
CAPE TOWN

The City of Cape Town's Transport
and Urban Development Authority



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

ACTING COMMISSIONER TDA:

GERSHWIN FORTUNE

CONTACT PERSON: JODY VAN WYK

www.capetown.gov.za/idp

(for detailed SDBIP)



CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

Making progress possible. Together.

VISION:

The City of Cape Town's transport and urban development authority (TDA) was established in January 2017 with its focus to give effect to spatial transformation in the City of Cape Town. During the 2017/18 year, the focus was to ensure that strategic and regulatory alignment to ensure integration and change the development approach to enable this transformation. In 18/19 these tools need to be strengthened and implementation enabled to ensure excellence in service delivery. The vision of TDA primarily focuses on four of the 11 Transformational Priorities that emanate out of the Organisational Development and Transformation Plan (ODTP), namely:

- Excellence in Basic Service Delivery
- Dense and Transit-Oriented Urban Growth and Development
- Building Integrated Communities
- An Efficient, Integrated Transport System

This is a one-year plan giving effect to the IDP and the budget. It sets out the strategies in quantifiable outcomes that will be implemented over the 2018/2019 financial year under the auspices of TDA Cape Town. It considers what was set out in the IDP, the Economic Growth Strategy, the Social Development Strategy, the TOD Strategic Framework and the Comprehensive Integrated Transport Plan, Metropolitan Spatial Development Framework (MSDF), Built Environment Performance Plan (BEPP) and indicates what TDA needs to do to deliver, how this will be done, what the outcomes will be, what processes it will follow and what inputs will be used.

TDA Mandate

By-law No. 7716

Strategy of Together to be developed and implemented through the following TDA functions:

- Transport Planning Authority
- Contracting Authority
- Municipal Regulatory Entity
- TDA Business Management
- Investment Management
- Enforcement
- Liaison, Communication, Stakeholder Management
- Infrastructure Management
- Network Operations Management
- Urban Planning
- Human Settlements
- Urban Sustainability

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1. EXECUTIVE SUMMARY

Last year (2017) the City took a bold step to establish the Transport and Urban Development Authority, known as TDA Cape Town, by combining the functions of transport, urban development and elements of human settlements into one sphere of control, with the overarching aim of socially, economically and spatially transforming the City and reversing the effects of apartheid. TDA Cape Town will be one of the most exciting spaces in the City of Cape Town. It will be responsible for implementing our Transit Oriented Development (TOD) Strategic Framework thereby curbing urban sprawl and allowing for densification and intensification and reducing the cost of access.

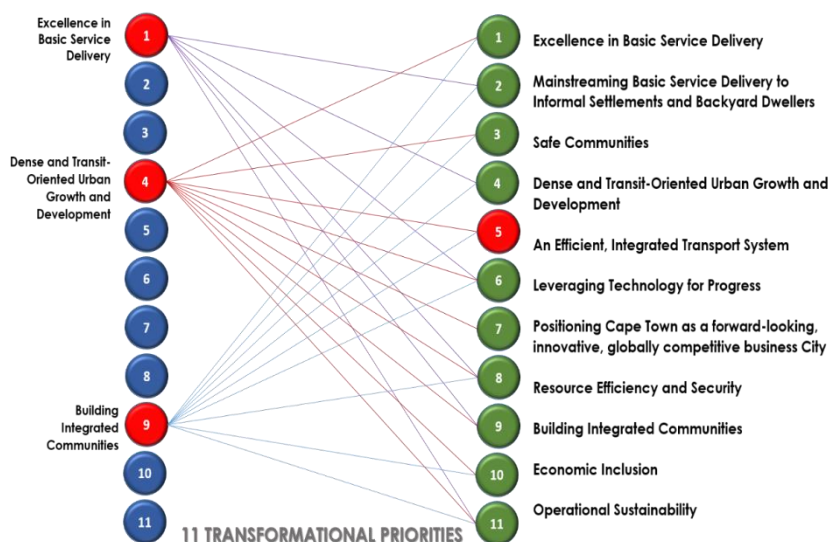
By combining the functions of transport, urban development and elements of human settlements into one sphere of control, TDA has the sole aim of reversing the effects of apartheid through performance-oriented and investment-led service delivery we will unlock the door to social, economic and spatial transformation in Cape Town using business-oriented principles. There are accordingly a number of strategic planning documents that will drive the service delivery and investment agenda of TDA. Some of the positioning strategy will be developed over the course of the 2018/19 financial year and some will be reviewed:

1. The City of Cape Town's focus is on spatial transformation and the TDA Bylaw No 7716 of 2017 has put forward the need for the development of the strategy of together which will, amongst others, enable the implementation of the TOD Strategic Framework.

2. The Built Environment Performance Plan 2018/19 is also part of the responsibility of TDA to compile. After consultation with National Treasury and the Executive Mayor it has been agreed that a third Integration Zone be added so as to move towards a more comprehensive approach to spatial transformation and service delivery within the urban quadrant. The three Integration Zones are therefore:

- Voortrekker Road Corridor Integration Zone
- Metro South East Integration Zone
- Blue Downs Rail Corridor Integration Zone

3. The Cape Town Spatial Development Framework Review: The third strategic component that is under review is the MSDF. It is critical that this review takes into account the 11 Transformational Priorities of the IDP as well as the



parameters in the BEPP that need to be taken forward in the medium to Long Term.

Like many other cities in the world we continue to experience rapid urbanisation as more and more people move to Cape Town in search of opportunities and with it comes numerous challenges. Further, apartheid spatial planning created a fragmented city which not only saw people put far from economic opportunities but lack of investment to bring economic activity into those areas. These challenges need a fresh, innovative approach as we can no longer do the same things and expect different results. We have an opportunity to use the challenges to our advantage by *RE-IMAGINING OUR CITY* and responding to growth in a responsible and innovative way which ensures that our city works more efficiently and effectively.

4. The Comprehensive Integrated Transport Plan is a 5-year statutory plan prepared in term of requirements of the National Land Transport Act (NLTA) No. 5 of 2009. The CIP has been aligned with the New Term of Office Integrated Development Plan (IDP) 2017- 2022 and with the review of the Metropolitan Spatial Development Framework (MSDF). As a 5 year statutory plan and as a sector plan of the IDP, the CIP 2018 – 2023 has been approved by Council and has been submitted to the MEC and the Minister of Transport for approval. The CIP elaborates on how TDA will set about the delivery of an Integrated Transport vision and its related road, stormwater, bridges, rail network, etc in Cape Town and across the Functional Region. The CIP furthermore incorporates and builds on the policies, strategies, plans, principles and programmes that have been approved in the past five years and elaborates on the mandates and targets for TDA to delivery of an Integrated Transport System for All.
5. To support in the creation of a safe and secure environment for the optimal functioning of rail services within the City, a Memorandum of Agreement (MOA) on a Rail Safety Plan has been developed and signed between TDA, PRASA and the Department of Transport and Public Works: Province. The key objective of this plan is to deliver an effective and efficient enforcement on rail infrastructure which is suffering from increasing thefts and vandalism. The initiative will involve the deployment of law enforcement officers to supplement the SAPS Rail Police
6. To enable spatial transformation and to ensure the development of integrated communities, the delivery of housing opportunities are a key component of addressing past imbalances. With the development of a 10 point intervention plan and new pipeline of projects, the physical structure of the city may be addressed as well as social integration to contribute to a caring city that responds adequately to the needs of its residents.

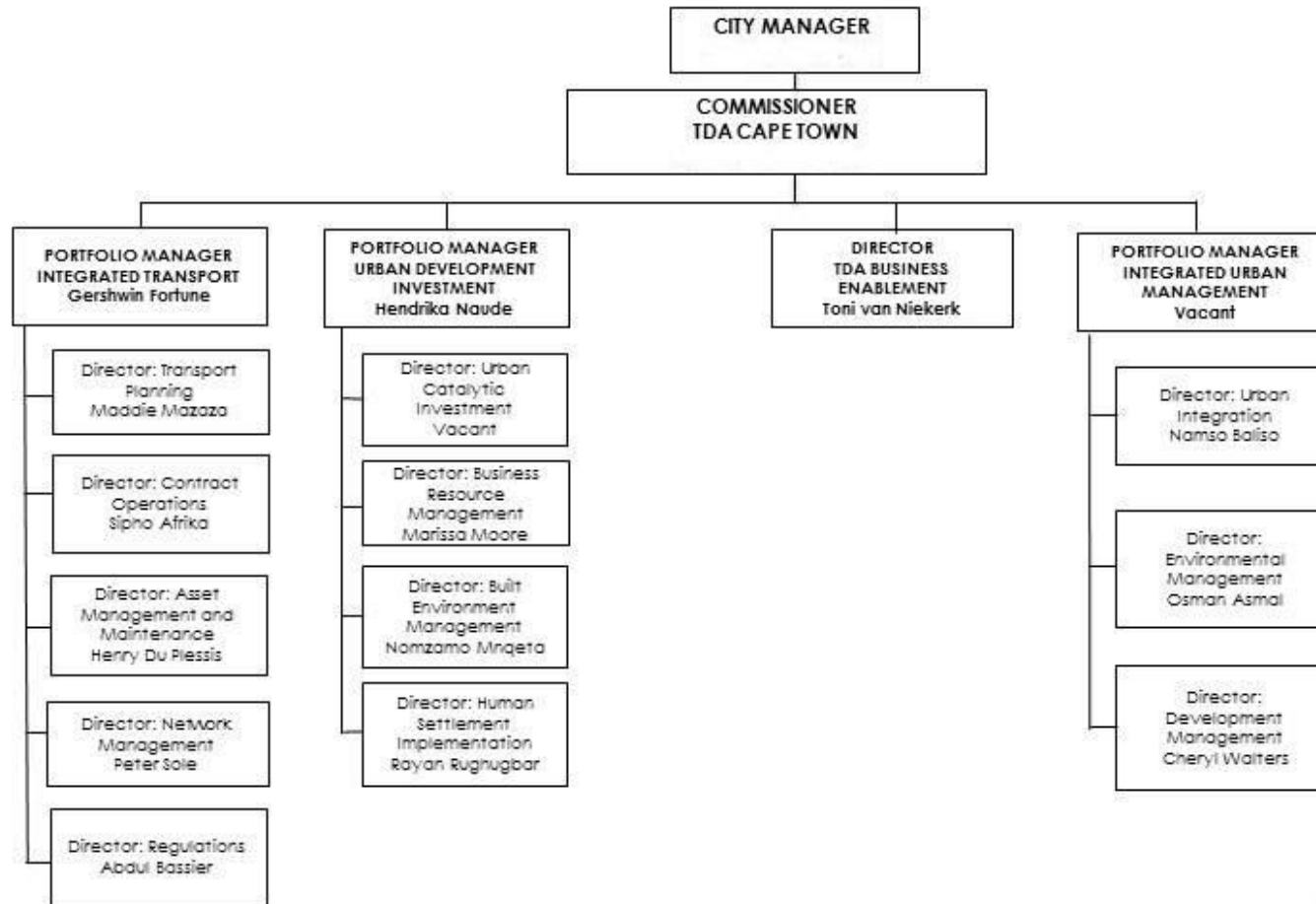
7. The City of Cape Town has a housing database that is static and does not function optimally in that it can be used as the baseline from which an informed housing delivery pipeline can be built. With the new investment methodology of TDA, the aim is for the current housing database to morph into a Housing Needs Register that will be structured and positioned geographically according to the 21 TAZ's in the City of Cape Town so as to enable informed, performance-oriented and data-driven housing delivery."

2. ORGANOGRAM, PURPOSE AND SERVICE MANDATE OF TDA CAPE TOWN

The twelve (12) Functions contained in the Constitution of the Transport and Urban Development Authority for Cape Town Amendment By-law,2017 have been translated into a management structure with thirteen departments, each of which have two key objectives namely performance-orientated service delivery and focused, integrated investment. To further improve service delivery, enhancements and improvement to this structure will be investigated. However functions listed as follows:

- ✚ The TDA Business Enablement Department is the transversal department focusing on coordinating, monitoring and enabling the business principles of the Authority so as to facilitate the achievement of the mandate of TDA. The focus being on internal transformation cutting across people, process and technology to ensure public value to the community of Cape Town. This is in alignment with, amongst others, the City's move towards intelligent service delivery through data management and analysis, customer-centricity and integrated communities.

TDA ORGANOGRAM

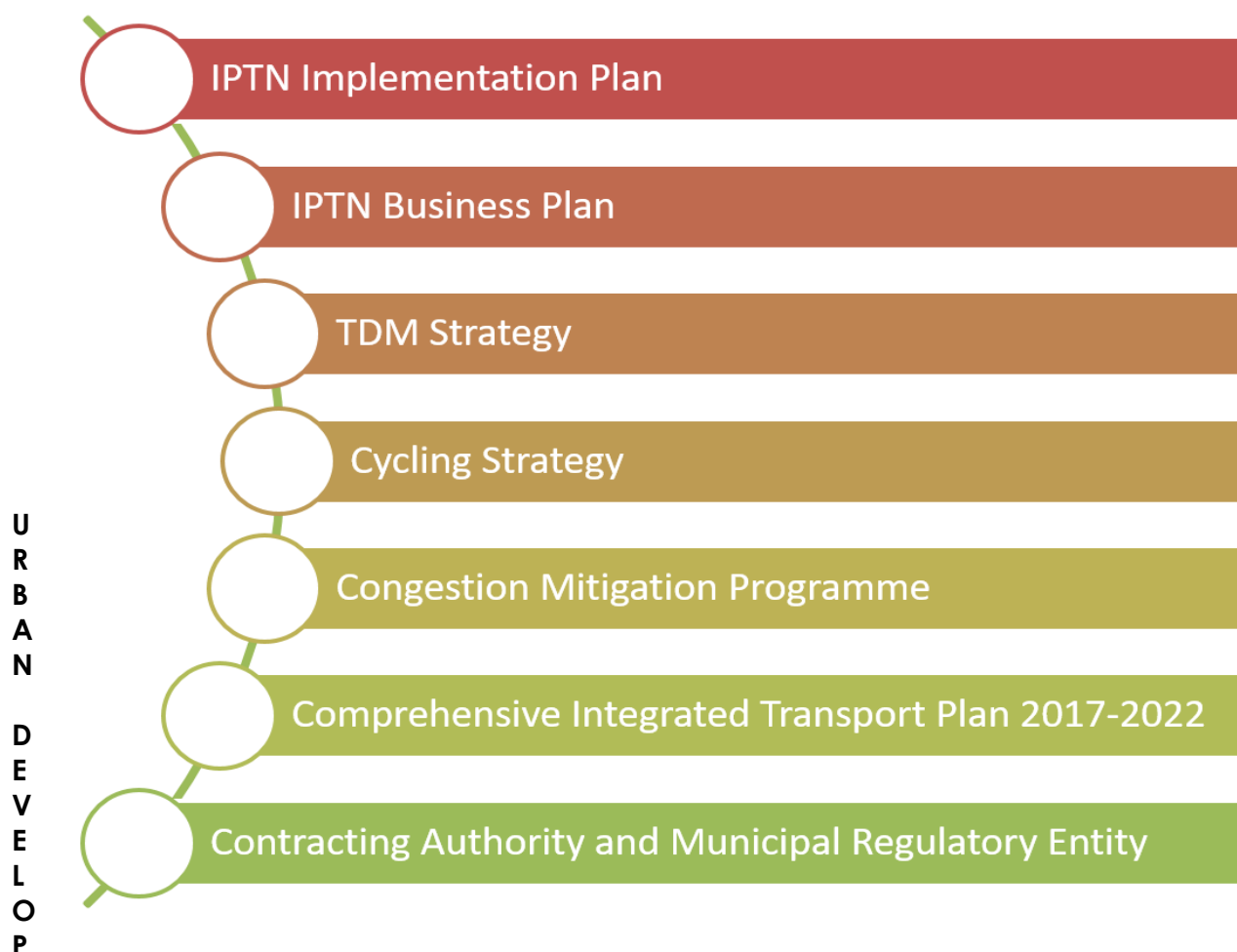


INTEGRATED TRANSPORT PORTFOLIO:

- ✚ The Transport Planning Department essentially focuses on the key core components in the integrated transport management process, namely the medium to long term plan (CITP) and related policies, sector plans and strategies. Transport Planning also includes long term strategic planning and public transport planning and management.
- ✚ The Contract Operations Department focuses on contractual and operational management of the IRT contracts and MyCiti service, in order to make up the composite whole of scheduled road-based public transport services. The focus in 2017/18 will also relate to the management of public transport facilities.
- ✚ The Asset Management and Maintenance Department is responsible for the overall management and maintenance of all road and stormwater assets falling under the auspices of TDA. It also manages the districts and depots under 4 Area Managers as well as including the registration and management of all plant for the rollout of the management and maintenance of the infrastructure. It has also recently started to focus on the informal track and stormwater network.
- ✚ The Network Management Department is considered essential to deal with the added functions in terms of the road and rail network management. Further it deals with the traffic related systems as well as the traffic management and public transport enforcement. This Department is also responsible for network and related modal integration.
- ✚ The Regulations Department is necessary as the City is to be assigned the Municipal Regulatory Entity function, as determined in the NLTA. It is essential that all related functions in terms of regulation are consolidated in one department so that there can be synergy and the efficient management of regulation. This includes industry management and transition as well as managing operating licences.

SHORT TERM PRIORITIES

TDA CAPE TOWN: INTEGRATED TRANSPORT



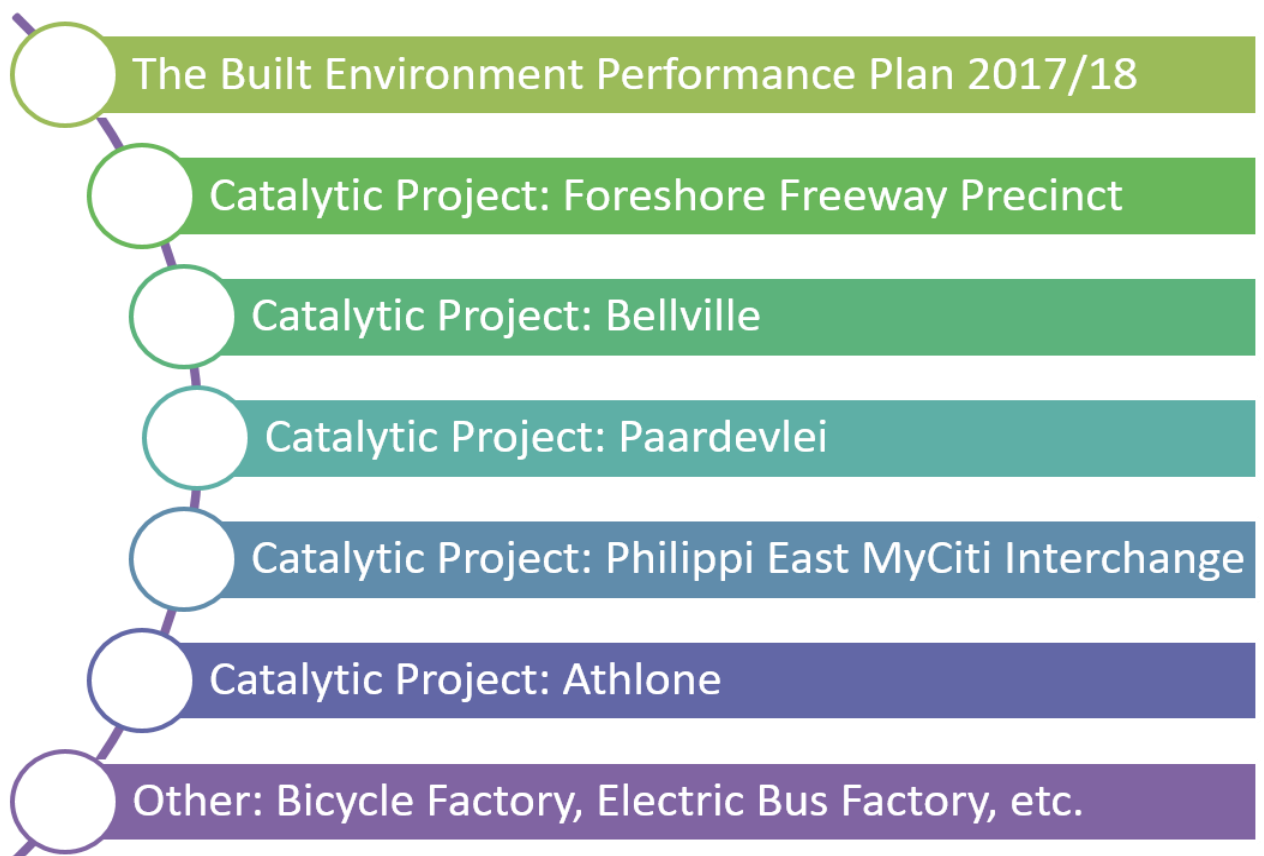
URBAN DEVELOPMENT INVESTMENT PORTFOLIO:

- ✚ The Business Resource Management Department responsible for all the financial management functions under one umbrella in TDA which includes budgeting, revenue management and investment as well as the management of the MLTF and the AFC. This allows for the “costing” of the entire business and the long term financial management of an integrated transport and urban development system for the City of Cape Town, as well as for long term financial and fiscal sustainability of the City. This function is also responsible for the management of the various grants that TDA uses to deliver on its mandate, ensuring financial management and good governance.
- ✚ The Built Environment Management Department is responsible for all construction and capital investment related to public transport, NMT, roads and related local stormwater, and facilities as well as capital investment in the urban management functions. This Department is to be founded on the PPM principles and will be refocused on the programme approach so as to ensure focused service delivery across TDA Cape Town's service delivery requirements.

- ✚ The Urban Catalytic Investments Department will undertake investment planning, the sourcing of alternative funding sourcing, for major catalytic projects that are transversal in nature. It will also be responsible for the formulation, costing and tactical management of the City's Built Environment Performance Plan as well as the City-wide Spatial Development Framework (MSDF) and the tools that need to be developed to enable evidence based planning and policy formulation. The function also includes Innovation and research to keep abreast of innovation in terms of infrastructure, services, technology, systems, financial opportunities and governance structures in the built environment.
- ✚ The Human Settlements Implementation Department. This Department uses an integrated project-based approach to develop, direct the implementation of and manage human settlement projects and programmes, within the context TDA Cape Town's urban governance agenda. The focus will be on the end user and to enable the improvement of the quality of life for citizens of the City of Cape Town, whether through growth or urbanization. This Department has been recently restructured within Human Settlements.

SHORT TERM PRIORITIES

TDA CAPE TOWN: URBAN INVESTMENT



- ✚ The Urban Integration Department has been established with the primary aim to perform the transversal management functions that manifest themselves in the urban environment. The National Development Plan and the Integrated Urban Development Framework (IUDF) are the guides to the City's refocus on customer centricity and focused service delivery. Within this context, this Department will knit together the key foundational aspects that will make up the core of the Urban Development functions of TDA, including human settlements, urban planning, environmental management and land use management, as well as be the interface between the 12 Functions of the TDA as well as the other service delivery directorates of the City.

- ✚ The Environmental Management Department for the development, design, implementation and management of environmental policy and strategy and related future planning on at least climate change, resource conservation and efficiency management as well as sustainable communities. It is also responsible for the development, management and overseeing the City's Biodiversity Strategy from planning to policy development and for action planning and the development, design, implementation and management of coastal management policy and strategy and related future planning.

- ✚ The Development Management Department is responsible for development, implementation and management of land development procedures, processes, systems and controls related to key functional areas embodied in Land Use Management, in accordance with the Municipal Planning By-law and SPLUMA. Analysis of the adequacy, functionality and sustainability of land use management procedures, recommendations and improving controls and processes. Evaluation of the performance of the LUMS in order to influence the strategic planning. Property development trend analysis. This is to include heritage application management.

SHORT TERM PRIORITIES

TDA CAPE TOWN: URBAN DEVELOPMENT



3. STRATEGIC ALIGNMENT TO THE IDP SFA 1 (Opportunity City) and SFA 4 (Inclusive City)

In May 2016 the City of Cape Town adopted the Transit Oriented Development (TOD) Strategic Framework, which sets a transit-led development agenda at all levels of the built environment. Transit Oriented Development (TOD) is a data-driven strategic founding strategy that underpins all development for the City of Cape Town, whether in response to growth or urbanisation. Transformational Priorities 4, 7, 9, 10 and 11 take their lead from this Transformational Priority. TOD must be manifested at all levels of intervention whether at a metropolitan, corridor, precinct, programme or land parcel level. The intent over the next five years is to give effect to the TOD Strategic Framework through the implementation of an array of projects where either the City is the catalyst to the service delivery and investment or where the City sets the development agenda and the private sector takes up the market demand.

TOD is also to be the spatial transformation strategy for the City of Cape Town. It is transit-led and can be manifested through densification, intensification, upgrading and infill within the urban fabric, so as to consolidate the urban fabric in the right places and make it more efficient, for the benefit of the citizens of Cape Town. TOD brings a new approach to integrated spatial and transportation planning and will guide us to realise:

- A city where the urban space is compact and well connected
- A city where developments are conducive to economic and social efficiency
- A city where residents have easy access to efficient, sustainable and affordable public transport
- A city where living and breathing is easy as shorter travelling distances will reduce the number of carbon emissions from transport.

South African cities, and in this instance, Cape Town, are very inefficient and costly, due to spatial disparities, segregated land uses and access constraints. The question is how to implement this vision for the benefit of those that live, work and play in the City. The aim is to elaborate on a sequential developmental logic of the built environment and the ramping up of TOD at each level as identified in the TOD Strategic Framework, 2016. Some of the priorities include:

- Re-orientation and redesign of the City's Built Environment Performance Plan and ensure that it is data-driven and costed
- Development of a new Metropolitan Spatial Development Framework
- Package and commence the project management for the 5 TOD Priority Projects that have been identified, where the City will be the responsible catalytic investor
- Development of the TOD Toolkit and implementation manual that needs to give effect to re-engineered land use management
- TOD Action Plan relating to development and investment within a 500m radius of BRT and Rail Stations. There is a need to reimagine the investment into the Voortrekker Road Investment Corridor by redefining the two key nodes, namely the CBD on the one side of the Corridor and Bellville on the other. Both have been identified as City TOD catalytic investment priorities. Two of the City's TOD catalytic projects are the Foreshore Freeway Precinct with a component of social housing within the CBD, and the Bellville Precinct, inclusive of the multimodal PTI and Paint City.
- In the same vain as in the MSE, there is a need to link the rollout and phasing of the PRASA modernisation with the upgrading and imagination of Bellville and of the related public transport interchange. This will include investment into inclusionary housing, social housing and the overall stimulation of the market in accordance with the TOD principles of liveable communities. The City's investment in Bellville needs to be undertaken in cooperation with PRASA.
- It is also considered critical that the human settlement agenda be redirected so as to be consolidated within the urban core, as bounded by intervention zones and ensuring that there is a densification and intensification of development so as to support the transit led investment. Bellville is a key precinct, as defined in the TOD Strategic Framework where the City aims to invest so as to not only demonstrate TOD but also ensure that the city becomes more compact and efficient. This will also include developments that are tenure-blind and change the design of social, transitional and low income housing alternatives.

- The City of Cape Town has a housing database that is static and does not function optimally in that it can be used as the baseline from which an informed housing delivery pipeline can be built. With the new investment methodology of TDA, the aim is for the current housing database to morph into a Housing Needs Register that will be structured and positioned geographically according to the 21 TAZ's in the City of Cape Town so as to enable informed, performance-oriented and data-driven housing delivery

4. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

TDA STAKEHOLDERS	ROLE OF THE CITP
Community in Cape Town	Local government's focus is on targeted service delivery. This CITP, SDF and BEPP all derive from the five strategic pillars ("the Five Pillars") of the City's Integrated Development Plan ("the IDP") and provides a short, medium and long term plan for the delivery of transport and related services to all identified communities.
National Government	National Department of Transport (NDOT), National Treasury, National Department of Human Settlements, COGTA, Environment and Land Reform provide policy, legislation and financial direction to the various departments of TDA and provides the strategic and legislative context.
Provincial Government	The City has a strong relationship with Western Cape Province and over the next five years will develop a new relationship as functions are assigned to the City by Province and Province takes up a stronger coordinating role.
State Owned Enterprises (SOEs)	There are numerous transport related SOEs that the City has a relationship with. These need to be developed further over the next five years for the benefit of sustainable service delivery. The key SOEs include PRASA, SANRAL, TRANSNET, ACSA, SHRA and the HDA.
Transport Stakeholders	Transport Stakeholders include all operators whether scheduled or on demand. TDA will broker and consolidate new relationships with them. This CITP maps out the various processes that will be embarked on by TDA in the next five years and beyond. The aim is to enter into working partnerships with the key stakeholders in the next 6 months through the establishment of working MOAs. The focus is on three MOA's: • TDA and the Minibus Taxi Industry • TDA and PRASA • TDA, Province and GABS

TDA STAKEHOLDERS	ROLE OF THE CITP
Functional Area	As has been agreed in the Western Cape Growth and Development Strategy and Western Cape Land Transport Framework, this CITP covers Cape Town's Functional Area.
Educational Institutions	Over the next five years and beyond, TDA aims, through this CITP, to forge relationships with key educational institutions so as to facilitate innovation in service delivery.
Business	TDA has been established with a strong investment perspective. Service delivery will be costed and there will, with the assistance of the business community, be a move towards a socio-economic approach to integrated, intermodal and interoperable transport as well as TOD development
Transport Industry	There are many facets to the transport industry from an Intelligent Transport System to non-motorised transport, from construction to public transport systems, and from road to rail. This CITP addresses all these different dimensions.
International Investment Community	TDA has taken service delivery to the next level by identifying its governance responsibilities and investment opportunities within the international context for the benefit of Cape Town's citizens, businesses and visitors.
Internal	In terms of TDA's Implementation Plan and Long Term Strategy and in terms of the relationship between policy directives and the priority programmes and projects described in identified strategies, this SDBIP Strategy will ensure that all services delivered and budget expenditure are not only in accordance with the City's IDP but also ensure the delivery of an integrated, sustainable urban environment. Internal refers to the 13 TDA Departments as well as the relationship between TDA and its sister directorates, with specific reference to: Corporate Finance, Safety and Security, Corporate Services, Informal Settlements Water and Waste; Assets and Facilities Management, Directorate of the Mayor, Social Services and Area Based Service Delivery Directorates.

5. RESOURCES

Resources are subject to change each year. TDA Cape Town is a result of combining the functions of transport, urban development and elements of human settlements into one sphere of control. TDA Cape Town has the overarching aim of reversing the effects of apartheid through performance-oriented and investment-led service delivery. ODTP I has created the initial structure and ODTP II has begun to refine the structure of the authority so as to ensure the efficient and effective execution of the identified 12 Functions that have been allocated to TDA.

5.1 Senior management capability and structure.

With the new interdependent matrix structure of TDA the Authority will be able to achieve much more. 2018/19 is being used as the year to consolidate the structure that emanated out of ODTP I and ODTP II, set in place the various projects and programmes, and ensure that the performance and investment-based methodology is ingrained. See Page 8 where structure is depicted.

5.2 Financial Information

This section to be updated once final financial information becomes available.

5.3 Major Features of Expenditure

The majority of the capital funding for TDA is sourced from grant funding, with the focus being on PTNG, USDG, ICDG and CMTF funding sources and it also has the HSDG operating grant to manage and will be getting the PTOG on assignment of the Contracting Authority function. The focus of expenditure is on the rollout of the MyCiti services, the rehabilitation of concrete roads in disadvantaged communities, the provision of Dial-a-Ride services to persons with disability and the review of the Comprehensive Integrated Transport Plan on the one hand and the delivery of infrastructure and top structures for the human settlement function as well as social housing and GAP housing.

1. INTEGRATED TRANSPORT PRIORITIES

- Development and rollout of an integrated ticket and integrated timetable across scheduled road and rail transport
- Reduction in public transport, private car, non-motorized transport and freight user groups priority costs, as identified in the TDI, through various interventions
- Congestion mitigation strategy and action plan that includes infrastructure, operational and behavioural interventions such as travel demand management (TDM)
- Finalisation of the status of rail in Cape Town and the development and actioning of a comprehensive rail masterplan for the City of Cape Town
- Upgrading and rehabilitation of the road network, especially focusing on those roads that have been categorised as very poor or poor quality
- Further rollout of the IPTN, focusing on Phase 2A, Blue Downs Rail Link, Klipfontein Corridor and the restructuring of the GABS services upon assignment as the feeder services. Construction and rollout of Phase 2A of the BRT as well as construction of the missing infrastructure related to the T17 Corridor
- The linkage of the above investment with the rollout and phasing of the PRASA modernisation to link with the upgrading of related public transport interchanges along the corridor.
- The design, tendering and rollout of a unified system of bus shelters and stops across the City of Cape Town
- The design, tendering and rollout of a bike-share system for Cape Town
- PRASA must take the developmental lead in this Intervention Zone with the design and development of the Blue Downs Rail Link. The City will, as a secondary intervention also reprioritise the Blue Downs feeders, the restructuring of the bus network upon assignment of the Contracting Authority function and the development of the BRT corridor along Symphony Way.

2. INTEGRATED URBAN DEVELOPMENT AND TRANSIT-LED DEVELOPMENT PRIORITIES

- The human settlement investment along the corridor needs to be within 500m of a rail and BRT station and the TOD-related tool are to be employed. This will also

include a major hostel redevelopment programme as well as the initiation of the Inner Cities housing initiative, starting in the Woodstock and surrounds area.

- Two of the major integrated human settlement investment potentials (dense and intense developments on greenfield sites) are Paardevlei, which is the proposed node in the eastern segment of the City, and Ottery, which is a recently identified opportunity that is in the southern segment of the City.
- Other major investments where the City is to be the catalyst is the Philippi BRT interchange. This is where, once the City has rolled out the full extent of the IPTN, at least 6 of the 9 corridors with interchange at. There is a major opportunity therefore for the City to invest in this hub and stimulate economic investment within the interchange hub as well as facilitate TOD investment in the immediate surroundings.
- The Nolungile Precinct is a further investment area. This broader precinct includes:
 - The Public Transport Interchange upgrade along with the upgrade of the rail station and the development of the BRT station. This includes the rollout of the new maintenance and management methodology as determined by the Minibus Taxi Transformation Model
 - Initiation of a new precinct upgrading in relation to the ORIO funding, including the upgrading of the surrounding residential development and the identification of new residential opportunities
 - A partnership with ACSA in relation to the Swartklip land that has just been purchased. There are major opportunities for mixed use development as well as commercial development opportunities on this site.

- The Vuyani PTI and Precinct, which is also within the MSE integration zone also provides economic opportunities using TOD principles so as to stimulate further the viability and sustainability of the investment into the transportation network.
- The Khayelitsha CBD, which is linked to a rail station as well as a planned BRT service, as well as the Mitchells Plain Town Centre both have major developmental potential, especially investment that will stimulate the economic land uses. The City of Cape Town is to investigate opportunities and the use of TOD mechanisms that will stimulate the market in these two second order zones.
- Restructuring service delivery interventions as well as private sector development where budgets are aligned to implementation strategies (local, provincial, national and State Owned Enterprises) and that are directed towards the developmental priorities of the City
- Within the context of the Strategy of Together, the development and rollout of a Poverty Alleviation Strategy for the City of Cape Town, and Service Delivery Sector Plans that all enable the building of integrated, sustainable, efficient and accountable communities.

SHORT TERM PRIORITIES

BEGIN FORMULATING THE STRATEGY OF TOGETHER



6. 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 Authority's objectives are identified, addressed and managed on a day to day basis in accordance with the City's approved IRM Policy and IRM Framework. Risk Registers are utilised as a management tool in order to manage all risks of the Authority. The risks identified and rated, equal or above the Council approved rating (appetite) will be reported to the Executive Management Team (EMT), as well as to the relevant Mayoral Committee member on a six monthly basis.

7. OBJECTIVES AND INDICATORS OF THE TDA SCORECARD

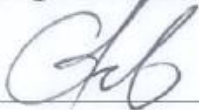
The objectives and indicators of TDA Cape Town are detailed in the attached Service Delivery and Budget Implementation Plan (SDBIP). The draft SDBIP and draft Budget will be submitted to the March Council Meeting before it goes for Public Participation. It must be highlighted that this is the first Integrated SDBIP of its kind for TDA Cape Town which is supported by the IDP Department who was also involved during the process to verify and check that this Executive Summary and the final SDBIP is compliant before the Executive Mayor signs off on these documents.

8. AUTHORISATION

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

9. APPENDICES: Annexure A: 2018/2019 TDA Directorate Scorecard

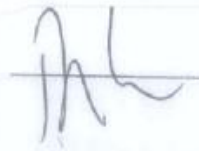
Acting Commissioner: G. Fortune



Date: 19/04/18

22

Mayco Member: B. Herron



Date: 3/05/2018

**FIVE-YEAR CORPORATE SCORECARD, 2017 TO 2022
(2017/18)**

INDICATOR	IDP Objective	INDICATOR DEFINITION
1.A Percentage of building plans approved within 30-60 days	1.1	Percentage of applications approved within statutory timeframes (30–60 days). The objective is to improve approval times. This improvement will be in the trend over the course of the five-year term of the Integrated Development Plan, but will be targeted annually as the weighted average percentage achieved for the specific year. The approval of building plans is measured within the statutory timeframes of 30 days for structures of <500 m ² and 60 days for structures of >500 m ² . See section A7 of the National Building Regulations Act 103 of 1977.
3.L Percentage progress made in establishing a verifiable database that determines housing needs	3.2	The indicator aims to verify and quantify the housing-opportunity database to determine whether all beneficiaries who are eligible for a housing opportunity have been identified.
3.M Percentage of allocated housing-opportunity budget spent	3.2	This indicator measures the percentage of the allocated housing budget that has been spent (capital and operating).
4.A Number of passenger journeys per kilometre operated (MyCiTi)	4.2	The aim is to have more passengers travelling per kilometre scheduled on the MyCiTi transport system. The purpose of the indicator is to measure efficiency improvements in the usage of MyCiTi buses.
4.B Percentage of identified priority projects moved from preliminary to inception phase	4.2	This indicator measures the percentage of progress made with identified priority projects that were moved from preliminary to inception phase. The identified priority projects are: *the Foreshore Freeway precinct; *Bellville; *Paardevelei; *Philippi East MyCiTi interchange and precinct; *Athlone power station; *Two Rivers Urban Park (TRUP); and * the Conradie project.

**FIVE-YEAR CORPORATE SCORECARD, 2017 TO 2022
(2017/18)**

INDICATOR	IDP Objective	INDICATOR DEFINITION
4.C Percentage of identified priority projects moved from inception to implementation phase	4.2	This indicator measures the percentage of progress made with identified priority projects that were moved from inception to implementation phase. The identified priority projects are: *the Foreshore Freeway precinct; *Bellville; *Paardevelei; *Philippi East MyCiTi interchange and precinct; *Athlone power station; *Two Rivers Urban Park (TRUP); and *the Conradie project.
4.D Total number of passenger journeys on MyCiTi	4.2	An efficient, integrated transport system is measured in part through the increase in passenger journeys undertaken. A passenger journey is calculated from the first boarding of a bus at a feeder stop or main station to the last exit from a bus at a feeder stop or main station, including any transfers between buses (single journey).

TDA : 2018/2019 KEY OPERATIONAL INDICATORS (KOIs)													
Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/2017	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Responsible Person/s: Corporate /Commissioner/ lead Director/s
No.	Pillar & Corporate Objective	CSC Indicator no.							30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019	
1	SFA 1 Opportunity City	1.F	Social Services	1.3 Economic inclusion	Number of Expanded Public Works Programme (EPWP) work opportunities created	11 002	8400	8522	Quarterly targets must be developed for each Directorate and Department in consultation with EPWP office	Quarterly targets must be developed for each Directorate and Department in consultation with EPWP office	Quarterly targets must be developed for each Directorate and Department in consultation with EPWP office	8522	Executive Director: Social Services Commissioner TDA
2	SFA 1 Opportunity City	1.G	Corporate Services	1.3 Economic inclusion	Percentage budget spent on implementation of WSP	56.07%	95%	95%	10	30	70	95%	Toni van Niekerk Eben Botha Nonzuzo Ntubane
3	SFA 1 Opportunity City	-	Social Services	1.3 Economic inclusion	Number of Full Time Equivalent (FTE) work opportunities created	New	2750	2750	Quarterly targets must be developed for each Directorate and Department in consultation with EPWP office	Quarterly targets must be developed for each Directorate and Department in consultation with EPWP office	Quarterly targets must be developed for each Directorate and Department in consultation with EPWP office	2750	Executive Director: Social Services Commissioner TDA
4	SFA 1 Opportunity City	-	Corporate Services	1.3 Economic inclusion	Number of unemployed trainees and unemployed bursary opportunities (excluding apprentices)	80	50	150	15	24	32	150	Toni van Niekerk Eben Botha Nonzuzo Ntubane
5	SFA 1 Opportunity City	-	Corporate Services	1.3 Economic inclusion	Number of unemployed apprentices	37	40	40	0	20	30	40	Toni van Niekerk Eben Botha Nonzuzo Ntubane
6	SFA 3 Caring City	3.F	Corporate Services	3.1 Excellence in basic services	Percentage adherence to Citywide service requests	99%	90%	90%	90%	90%	90%	90%	Toni van Niekerk Kobus Swanepoel Shaun Van Der Merwe
7	SFA 4 Inclusive City	-	Corporate Services	4.3 Building Integrated Communities	Percentage adherence to EE target in all appointments (internal & external)	95.73%	85%	85%	85%	85%	85%	85%	Commissioner : TDA Michael Siyolo

TDA : 2018/2019 KEY OPERATIONAL INDICATORS (KOIs)													
Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/2017	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Responsible Person/s: Corporate /Commissioner/ lead Director/s
No.	Pillar & Corporate Objective	CSC Indicator no.							30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019	
8	SFA 4 Inclusive City	-	Corporate Services	4.3 Building Integrated Communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	3.09%	2%	2%	2%	2%	2%	2%	Commissioner : TDA Michael Siyolo
9	SFA 5 Well-Run City	-	Corporate Services	5.1 Operational sustainability	Percentage of absenteeism	5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	Toni van Niekerk Eben Botha Nonzuzo Ntubane
10	SFA 5 Well-Run City	5.C	Finance	5.1 Operational sustainability	Percentage spend of capital budget	93%	90%	90%	As per project cash flow	As per project cash flow	As per project cash flow	90%	Director: Business Resource Management Director: HS Implementation Director: Build Environment Management PM: Integrated Transport
11	SFA 5 Well-Run City	5.D	Finance	5.1 Operational sustainability	Percentage spend on repairs and maintenance	102.0%	95%	95%	As per project cash flow	As per project cash flow	As per project cash flow	95%	Director: Business Resource Management Director: Asset Management and Maintenance Director: Network Management
12	SFA 5 Well-Run City	-	Corporate Services	5.1 Operational sustainability	Percentage OHS investigations completed	44%	100%	100%	100%	100%	100%	100%	All Directors Dikeledi Tsukudu
13	SFA 5 Well-Run City	-	Corporate Services	5.1 Operational sustainability	Percentage vacancy rate	10.40%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	Commissioner TDA: PMs and All Directors Fritz Le Roes

TDA : 2018/2019 KEY OPERATIONAL INDICATORS (KOIs)

Alignment to IDP			Measuring Directorate	Corporate Objective	Indicator (to include unit of measure)	Baseline 2016/2017	Annual Target 30 June 2018	Annual Target 30 June 2019	Targets				Responsible Person/s: Corporate /Commissioner/ lead Director/s
No.	Pillar & Corporate Objective	CSC Indicator no.							30 Sept 2018	31 Dec 2018	31 Mar 2019	30 June 2019	
14	SFA 5 Well-Run City	-	Finance	5.1 Operational sustainability	Percentage of operating budget spent	95%	95%	95%	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	Dir/Dept. projected cash flow	95%	PM Urban Development Investment and Director HS Impelmentation
15	SFA 5 Well-Run City	-	Finance	5.1 Operational sustainability	Percentage of assets verified	98.51% assets verified with 1.49% unverified and request for write-off.	100% asset register verified	100%	N/A=ALL directorates 25%=Finance Directorate	N/A=ALL directorates 50%=Finance Directorate	60% = ALL Directorates 75% = Finance Directorate	100%	Director: Business Enablement Corporate Finance
16	SFA 5 Well-Run City	-	Directorate of the Mayor	5.1 Operational sustainability	Percentage Internal Audit findings resolved	100% reduction in recurring findings in March 2017 (3rd quarter)The Directorate was not audited in the Fourth Quarter	75%	75%	75%	75%	75%	75%	Director: Business Enablement Riaan Vosloo Director: Business Enablement
17	SFA 5 Well-Run City	-	Directorate of the Mayor	5.1 Operational sustainability	Percentage of Declarations of Interest completed	Direct./ Dept. achievement as at 30 June 2016/17	100%	100%	25%	50%	75%	100%	Director: Business Enablement Lisa Anne Coltman

Acting Commissioner
Gershwin Fortune

Mayco Member
Brett Herron

Date

Date

2018/2019 KEY OPERATIONAL INDICATORS (KOIs)

No.	Key Performance Indicator	Definition
1	Number of Expanded Public Works Programme (EPWP) work opportunities created	Refers to paid work created for an individual on an EPWP project for any period of time, within the employment conditions of the Code of Good Practice for the Expanded Public Works Programmes.
2	Percentage budget spent on implementation of WSP for the City	A Workplace Skills Plan is a document that outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions which will address the needs arising out of Local Government's Skills Sector Plan, the City's strategic requirements as contained in the IDP and the individual departmental staffing strategies and individual employees' PDPs. The WSP shall also take into account the Employment Equity Plan, ensuring incorporation of relevant developmental equity interventions into the plan. Formula: Measured against training budget.
3	Number of Full Time Equivalent (FTE) work opportunities created	Refers to one person-year of employment. One person year is equivalent to 230 person days of work. The 230 days are effective days of work after subtracting provision for non-productive days in a year (e.g. leave, holidays, etc.). 1 FTE = person days divided by 230.
4	Number of unemployed trainee and unemployed bursary opportunities (excluding apprentices)	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative and provision of real world of work exposure to trainees and graduates. This includes, external bursaries awarded, in-service student training opportunities, graduate internships and learnerships. This is an accumulative quarterly measure. The target refers to the 4th quarter final total.

2018/2019 KEY OPERATIONAL INDICATORS (KOIs)

No.	Key Performance Indicator	Definition
5	Number of unemployed apprentices	This measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative. This indicator is limited to apprenticeships. This is an accumulative quarterly measures. The target refers to the 4th quarter final total.
6	Percentage adherence to Citywide service requests	Measure the percentage adherence to Citywide service standard based on all external notifications.
7	Percentage adherence to EE target for all levels of staff employed (internal & external)	Formula: Number of EE appointments (external, internal and disabled appointments) / Total number of posts filled (external, internal and disabled) This indicator measures: <u>1. External appointments -</u> The number of external appointments across all directorates over the preceding 12 month period. The following job categories are excluded from this measurement: Councillors, students, apprentices, contractors and non-employees. This will be calculated as a percentage based on the general EE target. <u>2. Internal appointments -</u> The number of internal appointments, promotions and advancements over the preceding 12 month period. This will be calculated as a percentage based on the general EE target. <u>3. Disabled appointments -</u> The number of people with disabilities employed at a point in time. This excludes foreigners, but includes SA White males with disabilities. <u>Note:</u> If no appointments were made in the period preceding 12 months, the target will be 0%.

2018/2019 KEY OPERATIONAL INDICATORS (KOIs)

No.	Key Performance Indicator	Definition
8	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	This indicator measures : The disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%. This category forms part of the 'Percentage adherence to EE target', but is indicated separately for focused EE purpose. This indicator measures the percentage of people with disabilities employed at a point in time against the staff complement e.g staff complement of 100 target is 2% which equals to 2
9	Percentage of absenteeism	The indicator measures the actual number of days absent due to sick, unpaid/unauthorised leave in the department or directorate expressed as a percentage over the number of working days in relation to the number of staff employed. Sick, unpaid/unauthorised leave will include 4 categories namely normal sick leave, unpaid unauthorised leave, leave in lieu of sick leave and unpaid in lieu of sick leave.
10	Percentage spend of capital budget	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.

2018/2019 KEY OPERATIONAL INDICATORS (KOIs)

No.	Key Performance Indicator	Definition
11	Percentage spend on repairs and maintenance	Percentage reflecting year to date spend (including secondary cost) / total repairs and maintenance budget Note that the in-year reporting during the financial year will be indicated as a trend (year to date spend). Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned Maintenance includes asset inspection and measures to prevent known failure modes and can be time or condition-based. Repairs are actions undertaken to restore an asset to its previous condition after failure or damage. Expenses on maintenance and repairs are considered operational expenditure. Primary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour and materials paid to outside suppliers. Secondary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour provided In-house / internally.
12	Percentage OHS incidents reported	Incidents measures the number of injuries on duty (includes all categories) reported expressed as a percentage of the total number of employees for the directorate and/or department for the specific quarter. The average number of employees over the 3 month period will be used to accomodate the movement of employees. <u>Formula:</u> Incidents reported (A)= $\frac{(B) \text{ Injuries on duty (eg.1 July - 30 Sept)}}{(C) \text{ Total number of employees (an average over the 3month period)}} \times 100 = \%$
13	Percentage OHS investigations completed	Investigations measures the completed number of incidents investigated within a 30 day period, expressed as a percentage. "Completed" will be measured as incident data captured and uploaded on SAP. There will be a one month lag for both the numerator and denominator for reporting purposes.

2018/2019 KEY OPERATIONAL INDICATORS (KOIs)

No.	Key Performance Indicator	Definition
14	Percentage vacancy rate	This is measured as a percentage of positions vacant against the total positions on structure. This indicator will be measured at a specific point in time to calculate the vacancy rate. The target is a vacancy rate of 7% or less.
15	Percentage of operating budget spent	<u>Formula:</u> Total actual to date as a percentage of the total budget including secondary expenditure.
16	Percentage of assets verified	The indicator reflects the percentage of assets verified annually for audit assurance. Quarter one will be the review of the Asset Policy, In Quarter two, the timetable in terms of commencing and finishing times for the process is to be communicated, and will be completed. Both Quarters will only be performed by Corporate Finance. The asset register is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data is downloaded at specific times and is the bases for the assessment of progress. Q1=N/A for ALL other department, except Corporate Finance (responsible) Q1= 25% Corporate Finance Q2= N/A for ALL other department, except Corporate Finance (responsible) Q2= 50% Corporate Finance Q3= 75% represent that 60% of the assets have been verified by the directorate/ department Q4= 100% represents All assets have been verified.
17	Percentage Internal Audit findings resolved	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.

2018/2019 KEY OPERATIONAL INDICATORS (KOIs)

No.	Key Performance Indicator	Definition
18	Percentage of Declarations of Interest completed"	The total number of completed declarations of interest as a % of the total number of staff. The target is cumulative over the year. Each employee needs to complete the declaration of interest at least once per year (or when circumstances change), as prescribed by the applicable legislation and City policies / decisions.

2018/2019 TRANSPORT & URBAN DEVELOPMENT AUTHORITY DIRECTORATE SCORECARD															
ALIGNMENT TO IDP		Link to the TDA Functions	Corporate Objective	Indicator	Baseline 2016 / 2017	Program / Statutory or Strategic Plan	Annual Target 2018	Annual Target 30 June 2019	TARGETS				Capex	Opex	Responsible Person: Portfolio Managers with lead respective Director /s below-
SFA & Corporate Objective	CSC Indicator no.								30 Sept 2018	31 Dec 2018	31 Mar 2019	30 Jun 2019			
SFA 4 Inclusive City		Transport Planning	4.2: An efficient, integrated transport system	Comprehensive Integrated Tranport Plan 2018 -2023 Programme	Approved CITP 2018-2023	4.2.a Integrated Public Transport Network 2032 programme	Approved CITP 2018-2023	2019 Annual review of the CITP 2018-2023	Approved CITP 2018-2023 submitted to the MEC and Minister of Transport for approval	Annual Review of Process Plan 2019 approved	Draft 2019 Annual Review circulated for comments	2019 Annual Review of the CITP 2018-2023	N/A	N/A	Portfolio Manager & Maddie Mazaza
SFA Inclusive City		Asset Management & Maintenance	4.3. Building integrated communities	Roads Rehabilitation (NT requirement - USDG)	12.2km	USDG	10 km	25km	5km	12km	17km	25km	Final update in May 2018 after Council approval	N/A	Portfolio Manager & Henry Du Plessis
				Rand Value of Roads Rehabilitation (This is a NT requirement/ USDG	New	USDG	N/A	131 200 000	30 100 000	63 550 000	95 050 000	131 200 000	Final update in May 2018 after Council approval	N/A	
				Rand Value of Storm water Rehabilitation / improvements	New	USDG	N/A	13 000 000	2 000 000	4 500 000	6 000 000	13 000 000	Final update in May 2018 after Council approval	N/A	
				Percentage completion of Storm water rehabilitation / improvements (This is a NT requirement/ USDG	96%	USDG	N/A	100% (Lining and enclosing 0.5km SW channel, reconstruction of culvert to accom. 100yr flood.)	16%	37%	50%	100%	Final update in May 2018 after Council approval	N/A	
SFA 4. Inclusive City		Human Settlements Implementation	4.3 Building integrated communities	Rand value of Roads : Bulk housing projects	New	USDG	N/A	66 000 000	12 100 000	28 100 000	47 900 000	66 000 000	Final update in May 2018 after Council approval	N/A	Portfolio Manager and Rayan Rughubar
				Percentage completion of Roads: Bulk Housing projects completed	New	USDG	N/A	100%	18%	42%	72%	100%	Final update in May 2018 after Council approval	N/A	

2018/2019 TRANSPORT & URBAN DEVELOPMENT AUTHORITY DIRECTORATE SCORECARD															
ALIGNMENT TO IDP		Link to the TDA Functions	Corporate Objective	Indicator	Baseline 2016 / 2017	Program / Statutory or Strategic Plan	Annual Target 2018	Annual Target 30 June 2019	TARGETS				Capex	Opex	Responsible Person: Portfolio Managers with lead respective Director /s below-
SFA & Corporate Objective	CSC Indicator no.								30 Sept 2018	31 Dec 2018	31 Mar 2019	30 Jun 2019			
SFA 4. Inclusive City		Asset Management & Maintenance	4.3. Building integrated communities	Informal settlements upgrade	New	USDG	N/A	200m	35m	95m	150m	200m	Final update in May 2018 after Council approval	N/A	Portfolio Manager & Henry Du Plessis
				Rand value of Informal settlements upgrade	New	USDG	n/a	2 000 000	350 000	950 000	1 500 000	2 000 000	Final update in May 2018 after Council approval	N/A	
				Kilometres of roads gravelled	1.2 km	National Treasury	2 km	2 km	Annual target	Annual target	Annual target	2 km	Final update in May 2018 after Council approval	N/A	Portfolio Manager & Henry Du Plessis
		Asset Management & Maintenance		Kilometres of stormwater drainage installed	1.4km	National Treasury	1 km	1 km	Annual target	Annual target	Annual target	1 km	Final update in May 2018 after Council approval	N/A	
				Kilometres of surfaced roads resealed	169km	National Treasury	n/a	60 km	Annual target	Annual target	Annual target	60 km	Final update in May 2018 after Council approval	N/A	
		Build Environment Management		Number of public transport interchanges (incl IRT bus stations, taxi ranks) constructed or upgraded.	3	National Treasury	3	1 completed and 3 continue construction	3 commence construction	4 at construction stage	4 at construction stage	1 completed and 3 continue construction	Final update in May 2018 after Council approval	N/A	Portfolio Manager & Nomzamo Mqeta & Maddie Mazaza
SFA Inclusive City			4.2 An efficient, integrated transport system	Number of bus stops (excl taxis) constructed	60	National Treasury	50 bus stops	50 bus stops	Annual target	Annual target	Annual target	50 bus stops	Final update in May 2018 after Council approval	N/A	

2018/2019 TRANSPORT & URBAN DEVELOPMENT AUTHORITY DIRECTORATE SCORECARD															
ALIGNMENT TO IDP		Link to the TDA Functions	Corporate Objective	Indicator	Baseline 2016 / 2017	Program / Statutory or Strategic Plan	Annual Target 2018	Annual Target 30 June 2019	TARGETS				Capex	Opex	Responsible Person: Portfolio Managers with lead respective Director /s below-
SFA & Corporate Objective	CSC Indicator no.								30 Sept 2018	31 Dec 2018	31 Mar 2019	30 Jun 2019			
		Build Environment Management	4.3 Building integrated communities	Number of Non-Motorised Transport km constructed	10km	National Treasury	10 km	15km	Annual target	Annual target	Annual target	15km	Final update in May 2018 after Council approval	N/A	
SFA 4 Inclusive City		Urban Catalytic Investment	4.3 Building integrated communities	Annual revision of BEPP	Approved BEPP 2017/18	4.3.a Built environment integration programme	Approved BEPP 2018/19	BEPP 2018/19 submitted to political structures and approved	Completion of Review assessment and re-establishment of BEPP Tech committee	Submission of Draft BEPP (November) / Internal departmental engagement concluded and schedule of external meetings provided	Alignment of BEPP content with Budget / IDP review and Intergovernmental review (IGR) complete	BEPP 2019/20 submitted to political structures and approved	N/A	N/A	Portfolio Manager & Director Urban Catalytic Investment
		Urban Integration		New subsidised units developed in Brownfields developments as a percentage of all new subsidised units city-wide	New	BEPP	New	38%	N/A	N/A	N/A	38%	N/A	N/A	Portfolio Manager / Director: Urban Catalytic Investment & Namso Baliso
		Urban Integration	4.3 Building integrated communities	Percentage households accessing subsidy units in integration zones that come from informal settlements(including backyards, overcrowding)	New	BEPP	New	60%	N/A	N/A	N/A	60%	N/A	N/A	Portfolio Manager / Director: Urban Catalytic Investment & Namso Baliso
		Urban Integration		Number of all dwelling units within Integration Zones that are within 800 metres of access points to the integrated public transport system as a percentage of all dwelling units within Integration Zones	New	BEPP	New	61.00%	N/A	N/A	N/A	61.00%	N/A	N/A	Portfolio Manager / Director: Urban Catalytic Investment & Namso Baliso
SFA 1 Opportunity City	1.A	Development Management	1.1 Positioning Cape Town as forward looking globally competative City	Percentage of building plans approved within 30 - 60 days (Quarterly target)	97.3%	1.1.a Ease-of-business programme	90%	92%	92%	92%	92%	92%	N/A	N/A	Portfolio Manager & Cheryl Walters
	3.L	Business Enablement	3.2 Mainstreaming Basic Service Delivery to Informal Settlements and Backyard Dwellers	3.L Percentage progress made in establishing a verifiable database that determines housing needs (Annual Target]	New	3.2.a Basic service delivery programme	50%	100%	N/A	N/A	N/A	100%	Final update in May 2018 after Council approval (USDG)	Final update in May 2018 after Council approval (HSDG)	Portfolio Manager & Toni van Niekerk

ALIGNMENT TO IDP		Link to the IDA Functions	Corporate Objective	Indicator	Baseline 2016 / 2017	Program / Statutory or Strategic Plan	Annual Target 2018	Annual Target 30 June 2019	TARGETS				Capex	Opex	Responsible Person: Portfolio Managers with lead respective Director /s below-
SFA & Corporate Objective	CSC Indicator no.								30 Sept 2018	31 Dec 2018	31 Mar 2019	30 Jun 2019			
SFA 3: Caring City	3.M	Business Resource Management & Human Settlements Implementation	3.2 Mainstreaming Basic Service Delivery to Informal Settlements and Backyard Dwellers	3.M Percentage of allocated housing opportunity budget spent (Quarterly target)	New	3.2.a Basic service delivery programme	90%	90%	8.5%	14.15%	22.31%	90%	Final update in May 2018 after Council approval	Final update in May 2018 after Council approval	Portfolio Manager & Mapule Moore/ Rayan Rughubar
SFA 4 Inclusive City	4.A	Contract Operations	4.1 Dense and transit- oriented growth and development	4.A Number of passenger journeys per kilometre operated (Annual target)	New	4.1.a Spatial integration and transformation programme	1.07	1.09	N/A	N/A	N/A	1.09	N/A	N/A	Portfolio Manager & Sipho Afrika
	4.B	Urban Catalytic Investment †		4.B Percentage identified priority projects moved from preliminary to inception phase (Bi- annual target)	New		10%	N/A	N/A	N/A	N/A	N/A	N/A	Portfolio Manager & Director: Urban Catalytic Investment	
	4.C			4.C Percentage identified priority projects moved from inception to implementation phase Note: This indicator will be reported on in 2021/2022 financial yr. (5 year target)	New		New	N/A	N/A	N/A	N/A	N/A	Portfolio Manager & Director: Urban Catalytic Investment		
	4.D	Contract Operations	4.2 An efficient, integrated transport system	4.D Total number of passenger journeys on MyCiti (Quarterly target)	19.9 million	4.2.f Efficient, integrated public transport programme	19.1 million	19.5 million	4.9 million	9.6 million	14.1 million	19.5 million	N/A	N/A	Portfolio Manager & Sipho Afrika
SFA 5 Well-Run City	–	Build Environment Management : Business Resource Management	5.1 Operational sustainability	Progress against milestones towards the implementation of Portfolio Project Management	New	5.1.a Efficient, responsible and sustainable City services programme	All projects on the draft capital budget loaded for screening	80% of all projects on the draft capital budget loaded for screening	Nil	Nil	80% of all projects on the draft capital budget loaded for screening	80% of all projects on the draft capital budget loaded for screening	N/A	N/A	Portfolio Manager & Marissa Moore Nomzamo Mngqeta

3/05/2018

**FIVE-YEAR CORPORATE SCORECARD, 2017 TO 2022
(2017/18)**

INDICATOR	IDP Objective	INDICATOR DEFINITION
1.A Percentage of building plans approved within 30-60 days	1.1	Percentage of applications approved within statutory timeframes (30–60 days). The objective is to improve approval times. This improvement will be in the trend over the course of the five-year term of the Integrated Development Plan, but will be targeted annually as the weighted average percentage achieved for the specific year. The approval of building plans is measured within the statutory timeframes of 30 days for structures of <500 m ² and 60 days for structures of >500 m ² . See section A7 of the National Building Regulations Act 103 of 1977.
3.L Percentage progress made in establishing a verifiable database that determines housing needs	3.2	The indicator aims to verify and quantify the housing-opportunity database to determine whether all beneficiaries who are eligible for a housing opportunity have been identified.
3.M Percentage of allocated housing-opportunity budget spent	3.2	This indicator measures the percentage of the allocated housing budget that has been spent (capital and operating).
4.A Number of passenger journeys per kilometre operated (MyCiTi)	4.2	The aim is to have more passengers travelling per kilometre scheduled on the MyCiTi transport system. The purpose of the indicator is to measure efficiency improvements in the usage of MyCiTi buses.
4.B Percentage of identified priority projects moved from preliminary to inception phase	4.2	This indicator measures the percentage of progress made with identified priority projects that were moved from preliminary to inception phase. The identified priority projects are: *the Foreshore Freeway precinct; *Bellville; *Paardevelei; *Philippi East MyCiTi interchange and precinct; *Athlone power station; *Two Rivers Urban Park (TRUP); and * the Conradie project.

**FIVE-YEAR CORPORATE SCORECARD, 2017 TO 2022
(2017/18)**

INDICATOR	IDP Objective	INDICATOR DEFINITION
4.C Percentage of identified priority projects moved from inception to implementation phase	4.2	This indicator measures the percentage of progress made with identified priority projects that were moved from inception to implementation phase. The identified priority projects are: *the Foreshore Freeway precinct; *Bellville; *Paardevelei; *Philippi East MyCiTi interchange and precinct; *Athlone power station; *Two Rivers Urban Park (TRUP); and *the Conradie project.
4.D Total number of passenger journeys on MyCiTi	4.2	An efficient, integrated transport system is measured in part through the increase in passenger journeys undertaken. A passenger journey is calculated from the first boarding of a bus at a feeder stop or main station to the last exit from a bus at a feeder stop or main station, including any transfers between buses (single journey).