The City of Cape Town
Five-Year Plan for Cape Town 2007 – 2012

Integrated Development Plan (IDP) 2011 – 2012 Review

CITY OF CAPE TOWN | ISIXEKO SASEKAPA | STAD KAAPSTAD

THIS CITY WORKS FOR YOU

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Message from Executive Mayor

Alderman Dan Plato

The year 2011/12 is the final year of the current City of Cape Town Integrated Development Plan (IDP). As its name implies, the IDP serves as a guideline for the administration, development, and budget and resource allocations for the City to ensure that it meets the needs of Cape Town's residents and visitors.

As an integrated plan, the IDP offers these guidelines for every area of the City of Cape Town ('the City'), which means that balancing available resources is key to the effective implementation of this plan. Financial resources, in particular, are always a particular challenge, as the availability of income for the City to use in acting on its IDP objectives can be impacted by an array of issues. In the past two years, the recessionary environment coupled with the requirement to allocate significant resources to infrastructure development ahead of the 2010 FIFA World Cup™ limited the City's available capital. Whilst both of these 'events' are now in the past, the City still had to take the lingering income challenges into account in both its budgeting and IDP processes.

Despite these challenges, the IDP remains focused on eight key strategic areas that serve as the foundation on which the City will be able to realise its vision for Cape Town, help to drive National Government's job creation agenda, expand and enhance its infrastructure, and make sure that all Capetonians have access to the essential services they require.

As always, this year's IDP has been developed through an exhaustive process of engagement with the people of Cape Town and the objectives of many of the strategic focus areas are aimed at addressing the main issues identified by these Capetonians while also guiding the City in meeting its other key infrastructure, services, maintenance and development responsibilities.

The City of Cape Town's primary goal remains the promotion and facilitation of infrastructure-led economic growth that will serve to create employment and attract investment. This forms the basis of the first of the City's eight strategic focus areas and, in many ways, underpins the other seven. As an introduction to this IDP document, I have summarised the key objectives of each of these strategic focus areas below:

SHARED ECONOMIC GROWTH AND DEVELOPMENT

In addition to ensuring that Cape Town remains a world-class tourist and business destination, the City is determined that the benefits of this are felt by all Capetonians. By actively working to attract more businesses and investors to our city, we will stimulate the creation of more job opportunities, promote skills development and encourage sustainable local economic growth.

Urban infrastructure and services

All Capetonians have a right to reliable, consistent and effective basic services. To ensure this the City continues to invest in the provision of the necessary resources and infrastructure to meet the people's service delivery needs, enhance their quality of life and balance all of this with the effective conservation of our natural environment.

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Energy efficiency

The City remains committed to partnering with its various stakeholders to develop and roll out more efficient fuel and energy sources – not only to ensure that the energy needs of Capetonians are adequately met, but also to do so in a way that impacts as little as possible on the environment.

Transport systems

Transport remains a vital element of the City of Cape Town's growth and development strategy. The City is moving ever closer to establishing a single authority for transport in Cape Town, while work on the city's Integrated Rapid Transit (IRT) system continues to progress well. The ultimate aim of this system is to enhance public transport in the city by means of improved accessibility to various forms of reliable and cost effective, and improve efficiencies via dedicated public transport lanes and a better overall road network.

Integrated human settlements

The rapid growth of Cape Town's population continues unabated and the City recognises the urgent need to meet the many housing, employment, transport and lifestyle challenges presented by the ongoing urbanisation trend.

Work on the citywide strategic urbanisation plan continues and it is hoped that, once finalised, this plan will not only facilitate a range of housing opportunities, but also do so in a way that ensures effective collaboration by all stakeholders – from the City to regional and National Government, the private sector, and communities themselves.

Safety and security

Crime remains a key area of concern for the vast majority of Capetonians. As such, ensuring safe environments and roads for residents and visitors to Cape Town remains a primary focus of the City. Close cooperation with the South African Police Service and various other law enforcement and emergency services has resulted in a number of programmes that are proving very effective in fighting crime, raising safety and security awareness and education, and addressing road violations and substance abuse across the city.

Health, social and community development

The sustainable economic growth and development of a city is not possible without healthy and happy individuals and communities. The City of Cape Town continues to invest in health care and social and community development as well as the delivery of effective care at a local level and across all communities.

Good governance and regulatory reform

A growing city depends on a solid foundation. The City of Cape Town is committed to creating such a foundation through good corporate governance, transparent structures and processes, and a staff that is as passionate about the city as the individuals and communities who call it home. Through effective leadership, clearly defined strategies and direction, a shared vision, and absolute integrity, the City of Cape Town is ensuring the achievement of its vision and objectives and helping Cape Town retain its position as a leading South African city.

I have every confidence that, together, we can achieve ever-higher levels of success for our city and its people, and create the future that Capetonians desire and so richly deserve.

Alderman Dan Plato
Executive Mayor of Cape Town

Introduction by Achmat Ebrahim CITY MANAGER

Achmat Ebrahim

Cape Town's successful hosting of the 2010 FIFA World Cup™ came with a bonus of more than R13 billion worth of new and upgraded infrastructure. It also showed what can be achieved by working together with commitment and a single vision.

Over the past five years, we have focused on our primary task, basic service delivery, financial responsibility, and investing in new infastructure and maintaining existing infrastructure to promote economic development. The City has had a facelift with new roads, community and public facilities. There have been major improvements to invisible but essential underground water, electricity, sewage and broadband services, sewage and wastewater treatment works.

Internally, the City completed a huge staff realignment process with a clear organisational structure and functions for 25 000 staff members, serving 3,7 million residents in a metro area of 2 500 km^2 with a R22 billion budget.

The City is guided by a five-year master plan, the Integrated Development Plan. This highlights strategies and actions for eight strategic focus areas and determines budget priorities. This plan, developed in consultation with residents, helps Cape Town to plan ahead, get the basics rights and remain an internationally desirable destination for visitors and investors, and, in the first place, a well-functioning city for our residents. The National Government has recognised Cape Town as the best-performing metro. Cape Town is developing a City Development Strategy to plan ahead until 2040.

Like many other developing metros, Cape Town has problems of poverty, land, resources and urbanisation. There are fires in summer, flooding in winter, informal settlements and service delivery backlogs. Climate change and global warming are a reality. This calls for innovation and action.

Major projects for the next five-year cycle include the Integrated Rapid Transit system with dedicated main route buses and supporting feeder systems including other commuter buses and taxis. The City will be establishing a transport authority to coordinate metro transport. It received housing accreditation from National Government to play a bigger role in the provision of housing and many housing projects are planned or under construction. Tackling urbanisation is a priority and the systematic upgrading of informal settlements will continue.

Our economic development strategy aims to create an enabling environment with public services, spaces, facilities and mobility that contribute to investment and job opportunities. We are seeking mutually beneficial solutions for preserving natural heritage whilst catering for the development pressures of housing and commerce. We continue to work towards a more sustainable city and destination where resources are used wisely whilst reducing our carbon footprint. Financial sustainability, maintaining a track record of successive unqualified audits and zero tolerance to fraud and corruption will remain crucial priorities. Cape Town's success with the hosting of major international events and film productions must continue as this produces significant benefits for the economy.

Making this wonderful, internationally recognised city an even better place to live, work and play is challenging, but inspirational and rewarding work. Its successes encourage us to continue on this path.

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List of Abbreviations

AOD	alcohol and other drugs
AQMP	Air Quality Management Plan
ART	antiretroviral treatment
BNG	Breaking New Ground
BPO&O	Business process outsourcing and off-shoring
BPR	Business process re-engineering
BRT	bus rapid transit
BSC	Budget Steering Committee
BWP	Berg Water Project
CAPA	Climate Change Adaptation Plan of Action
CBD	central business district
CBO	community-based organisation
CCTV	closed-circuit television
CDS	City Development Strategy
CFC	Cape Film Commission
CFR	Cape Floristic Region
CHC	community health centre
CIP	comprehensive infrastructure plan
CITI	Cape Information Technology Initiative
COA	Certificate of acceptability
Convenco	Cape Town Convention Centre Company (Pty) Ltd
CO_2	carbon dioxide
CPI	consumer price index
CPUT	Cape Peninsula University of Technology
CPZ	coastal protection zone
CRM	Customer Relations Management
CRU	Community Residential Unit
CSIR	Council for Scientific and Industrial Research
CSS	Community Satisfaction Survey
CTBi	Cape Town Boatbuilding and Technology Initiative
CTCHC	Cape Town Community Housing Company
CTICC	Cape Town International Convention Centre

List of Abbreviations

CTP	Cape Town Partnership
CTSDF	Cape Town Spatial Development Framework
CTT	Cape Town Tourism
DANIDA	Danish International Development Agency
DMO	destination marketing organisation
DMTN	domestic medium-term note
DORA	Division of Revenue Act
DRMC	Disaster Risk Management Centre
ECAP	Energy and Climate Change Adaptation Plan
ECD	Early childhood development
ED	Executive Director
EDA	Economic Development Agency
EDF	Economic Development Forum
EDIR	Electricity Distribution Industry
EDP	Export Development Programme
EDS	Economic Development Strategy
EFF	External Financing Fund
EHP	Emergency Housing Programme
EMF	Environmental Management Framework
EMT	Executive Management Team
EPWP	Expanded Public Works Programme
ERP	Enterprise Resource Programme
FDI	foreign direct investment
FEDHASA	Federated Hospitality Association of South Africa
FET	further education and training
FTE	full-time equivalent
GDP	gross domestic product
GIS	geographic information system
GVA	gross value add
HDA	Housing Development Agency
HLI	higher learning institution
HR	human resources

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IAMP	infrastructure asset management programme
ICCA	International Congress and Convention Association
ICT	information communications technology
IDP	Integrated Development Plan
IMEP	Integrated Metropolitan Environmental Policy
IMR	infant mortality rate
IRM	integrated risk management
IRPTN	integrated rapid public transport network
IRT	Integrated Rapid Transit
ISERMS	Integrated Spatially Enabled Response Management System
ISIS	Integrated Spatial Information System
ISS	Institute for Security Studies
IT	information technology
ITP	Integrated Transport Plan
IWM	integrated waste management
KAPS	Khayelitsha Air Pollution Strategy
KBD	Khayelitsha business district
KCT	Khayelitsha Community Trust
LAED	local-area economic development
LED (i)	local economic development
LED (ii)	light-emitting diode
LRAD	land reform for agricultural development
LUPO	Land Use Planning Ordinance
MFMA	Municipal Finance Management Act
MFMC	Municipal Facility Management Committee
MIG	Municipal Infrastructure Grant
MOA	memorandum of agreement
MRF	material recovery facility
MSA	Municipal Systems Act
MSAT	Multisectoral action team
MSDF	Metropolitan Spatial Development Framework
MTREF	Medium-term Revenue and Expenditure Framework

List of Abbreviations

NERSA	National Energy Regulator of South Africa
NGO	non-governmental organisation
NO$_2$	nitrogen dioxide
OD&T	Organisational Development and Transformation
OHS	occupational health and safety
OIM	Operations Integration Model
OPMS	Organisational Performance Management System
PABX	Private automatic branch exchange
PDP	Personal Development Plans
PGDS	Provincial Growth Development Strategy
PHC	primary health care
PHP	People's Housing Process
PM$_{10}$	particulate matter smaller than 10 microns in size
PSDF	Provincial Spatial Development Framework
QM	Quality Management
RCS	Regional Services Council
RiskCo	Risk Committee
RT	responsible tourism
RTIP	Responsible Tourism Integrated Plan
SAACI	South African Association for the Conference Industry
SADC	Southern African Development Community
SALGBC	South African Local Government Bargaining Council
SANS	South African National Standards
SAPS	South African Police Service
SATSA	Southern Africa Tourism Services Association
SCM	supply chain management
SCOPA	Standing Committee on Public Accounts
SDF	Spatial Development Framework
SDP	Spatial Development Plan
SETA	sectoral education and training authority
SIFE	Students in Free Enterprise
SLA	Service Legal Agreement

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SMME	small, medium and micro-sized enterprise
SO$_2$	sulphur dioxide
SOHCO	Social Housing Development Company
SPELUM	Spatial Planning, Environment and Land Use Management Committee
SPV	special-purpose vehicle
STI	sexually transmitted infection
SU	Stellenbosch University
SWM	strategic waste management
TB	tuberculosis
TRA	temporary relocation area
TRAP	Transport, Roads and Planning
UCT	University of Cape Town
UISP	Upgrade of Informal Settlements Programme
UN	United Nations
URP	Urban Renewal Programme
UWC	University of the Western Cape
VIOP	Voice-over Internet Protocol
VPUU	Violence Prevention through Urban Upgrading
WCWSS	Western Cape Water Supply Scheme
WDM	water demand management
WHO	World Health Organisation
WMD	water management device
WSDP	Water Services Development Plan

Introduction

The City of Cape Town's Integrated Development Plan (IDP)

Every city needs a principal strategic planning instrument. For the City of Cape Town (hereinafter 'the City'), its Integrated Development Plan (IDP) is such an instrument, guiding the City's ongoing planning, management and development actions.

Essentially, the five-year IDP represents the city administration's commitment to the exercise of its executive authority (except in cases where it is in conflict with national or provincial legislation). In addition, it acts as the local government's blueprint in pursuing its vision for Cape Town in the short, medium and long term.

It also, quite sensibly, takes into account a number of challenges – some of which are known and are outlined later in this document. However, it also makes allowance for other issues that may arise at any time due to any number of local, regional, national and international economic, political or social events.

On 1 July 2007, the City of Cape Town implemented a new five-year IDP to help inform and guide the current elected public representatives in their term of office. This document thus marks the fifth, and final, annual review of the IDP 2007 – 2012 and outlines the City's intent in terms of eight agreed strategic focus areas, which are essential in dealing with Cape Town's challenges, achieving the City's vision, and giving effect to its other strategic considerations.

These eight strategic focus areas (as outlined below) effectively form the framework of the five-year IDP, and function as internal strategic levers to facilitate shared growth and development as well as to enhance urban efficiency and institutional effectiveness.

Visionary goals:	
a)	A prosperous city
b)	Effective and equitable service delivery
c)	A well-governed and efficiently run administration
Strategic focus areas:	
1.	Shared economic growth and development
2.	Sustainable urban infrastructure and services
3.	Energy efficiency for a sustainable future
4.	Public transport systems
5.	Integrated human settlements
6.	Safety and security
7.	Health, social and community development
8.	Good governance and regulatory reform

Urban Efficiency	Institutional Effectiveness

THE IDP AS A STRATEGIC FRAMEWORK

In order to coordinate and align strategies and allocate the City's resources to these eight strategic focus areas most effectively, a number of key objectives have been identified for each, underpinned by a series of sector plans that have been prepared in recent years.

These include:

- the Economic Development Strategy (EDS);
- the Integrated Waste Management (IWM) Plan;
- the Water Services Development Plan (WSDP);
- the Integrated Transport Plan (ITP); and
- the Integrated Metropolitan Environmental Policy (IMEP).

Parts of the IDP that impose duties on, or affect the rights of, citizens and other persons have been passed as bylaws, thereby extending the IDP's scope.

In addition, the five-year plan informs the City's contribution to the work initiated through intergovernmental processes involving the Western Cape Provincial Government (hereinafter 'Province') and National Government.

A project prioritisation process, largely informed by budget parameters, has continually refined the IDP. Its implementation also relies on partnerships with external role-players and institutional improvements within the City.

LOOKING TO THE FUTURE

At the beginning of the City's current term of office in 2007, two key issues lay at the centre of the administration's focus:

- The first was governance, including improving efficiency, stabilising the Council workforce and restoring the administration's credibility.
- The second issue was the heightened investment in infrastructure throughout the city – especially linked to sustainable infrastructure investment for the 2010 FIFA World Cup™.

As the City finds itself in the fifth and final year of the current five-year IDP, and with the 2010 FIFA World Cup™ successfully completed, the emphasis has now shifted to longer-term sustainable growth and development for Cape Town.

This move is shaped quite simply by the realisation that key fundamentals, such as mobility, densification and infrastructure investment along development corridors, are the only way to ensure successful future development.

To achieve this, the City has embarked on a number of processes to create longer-term planning frameworks, including

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The Integrated Metropolitan Environmental Policy is a key objective in the IDP

a Spatial Development Framework (SDF) and an overarching City Development Strategy (CDS) to guide the development of Cape Town over the next two to three decades.

This final IDP review for the current term of office attempts to create a bridge between the City's current five-year plan, and the implementation of longer-term strategies. The bridge hinges around initial thinking with regard to three broad spatial action areas where coordinated planning and budgeting are required.

First spatial action area

Investment in the West Coast corridor in the form of an innovative rapid public transport system, called an Integrated Rapid Transit (IRT) system, to facilitate the easy movement of people around the city will support further development of the Parklands area.

The next three years will focus specifically on the implementation of the Integrated Rapid Transit (IRT) system and its extension to Atlantis and Mamre (see strategic focus area 4). The City will also be promoting the intensification of land uses along this IRT route.

In addition, the purchasing of land for affordable-housing development in this corridor in the medium term will help ensure that there is a better balance between where new low-skills jobs are being created and where low-skills workers live.

Second spatial action area

Here, the focus is on the intensification of land use in the N1–Voortrekker Road corridor, especially the promotion of economic land uses, the upgrade of public infrastructure and the regeneration of the area.

This corridor is the economic core of the city, so there needs to be guarded against service and infrastructure risks due to underinvestment in maintenance and infrastructure.

The City is currently reviewing its priorities in this area, and is considering adjustments to its budget prioritisation process to direct public infrastructure funding towards the targeted areas in the next term of office.

Third spatial action area

This entails a major investment in affordable housing, poverty alleviation, training and education, as well as investment in public and economic infrastructure in areas towards the southeast of the city.

In support of this approach, the City is already investing in the Urban Renewal Programme (URP) and the Violence Prevention through Urban Upgrading (VPUU) Programme in Khayelitsha and Mitchells Plain, and has recently expanded the urban renewal programme to include Athlone, Langa, Bonteheuwel, Atlantis, Mfuleni, Blue Downs, Delft, Gugulethu, Heideveld, Netreg, Bishop Lavis, Manenberg, Lavender Hill, Lwandle (Strand), Philippi and Greater Nyanga, Uitsig and Ravensmead.

The City directorates tasked with economic, social and community development are also investing in a variety of infrastructure and maintenance activities to improve the lives of the people living in these areas.

The City has embarked on a pilot programme in five informal settlements, primarily in the southeast of Cape Town, as part of the Upgrade of Informal Settlements Programme (UISP) (see strategic focus area 5). It is also planning to pilot the provision of infrastructure and services to backyard dwelling units in Hanover Park, Langa and Facreton.

A fourth strategic direction

Also under way is a fourth strategic direction, namely towards the south-southwest of the city. For the most part, this area is well developed and enjoys good infrastructure and services. However, service and maintenance must be kept at current levels to sustain confidence and functioning. The focus of investment will therefore be on ensuring such service upkeep and maintenance.

The City of Cape Town's Integrated Development Plan (IDP)

ATTRACTING INVESTMENT

The impact of the recession still resonates throughout the global economic landscape. Investment trends worldwide are struggling to rebound, and the road to attract future investment in Cape Town will not be an easy one.

Globally, the rate of foreign direct investment (FDI) has decreased dramatically. In January 2010, the United Nations (UN) Conference on Trade and Development reported that global FDI had dropped by 39%, from $1,7 trillion in 2008 to around $1 trillion in 2009.

According to the UN report, FDI inflows into developing countries had fallen by 35%, and in Africa, inflows retreated to 36%. There were, however, signs of economic recovery and a slow increase in FDI in the fourth quarter of 2009.

At a national level, employment dropped from 13,623 million in 2008 to 12,803 million in 2010. All sectors of the economy have been affected, with only the mining sector remaining relatively constant, and an increase in employment in agriculture and transport reported between January and March 2010 (Stats SA Quarterly Labour Force Survey for Quarter 1, 2010).

Global economic changes have also resulted in negative FDI and trade promotion impacts on Cape Town. Cape Town will therefore find it increasingly difficult to attract sustained levels of FDI, given the recent recession as well as competition from other cities.

Put simply, the City needs to adapt to the changing global environment if it wants to attract significant amounts of investment.

INFRASTRUCTURE-LED DEVELOPMENT: THE WAY FORWARD

To assist with the prioritisation of funds and to achieve the best possible return on public infrastructure investment, the City established a budget committee, which is linked to the improvement and maintenance of the City's economic and social infrastructure.

The committee is also tasked with the upgrade of services and service infrastructure in areas of need (see strategic focus areas 2 and 5).

The 2010 FIFA World Cup™ administered a major financial injection to the development of Cape Town's transport and service infrastructure, and there is a strong drive to maintain this initiative over the next decade.

Plans include billions of rands toward further transport infrastructure over the next three years (see strategic focus area 4), as well as the enhancement of the IRT line between Cape Town International Airport and the city centre.

Broadband and optic cables on a par with the best in the world, along with a substantial upgrade of the City's institutional information technology (IT) infrastructure, are also in the pipeline.

The City is currently facing serious infrastructure backlogs, which it is committed to address. This, however, unfortunately inhibits the City's ability to prioritise funds for further development in the short term.

In order to be an attractive investment destination, though, the City must be safe, clean and well governed. Therefore, the City has taken every measure to ensure that effective staff placement, performance management and re-skilling processes are in place to ensure that it has productive people in the right jobs (see strategic focus area 8).

Generally, the City is recognised as being well run. A total overhaul of bylaws and a substantial overhaul of policies and strategies have seen an improvement in service delivery and staff morale, providing an important platform to make it easier for investors to do business with the City, as well as make Cape Town a more pleasant place for residents to stay.

The City has made impressive improvements to its preventative and visible policing. Various programmes targeting drug abuse and traffic offences have proved highly effective (see strategic focus area 6). This approach will continue with the aim of making the city safer for visitors, investors and residents.

This, together with major improvements in the standards of the City's social, health and sports facilities, will contribute to making Cape Town an even more attractive place in which to live, work and invest, and will assist in promoting it as the preferred events and convention destination in Africa (see strategic focus area 7).
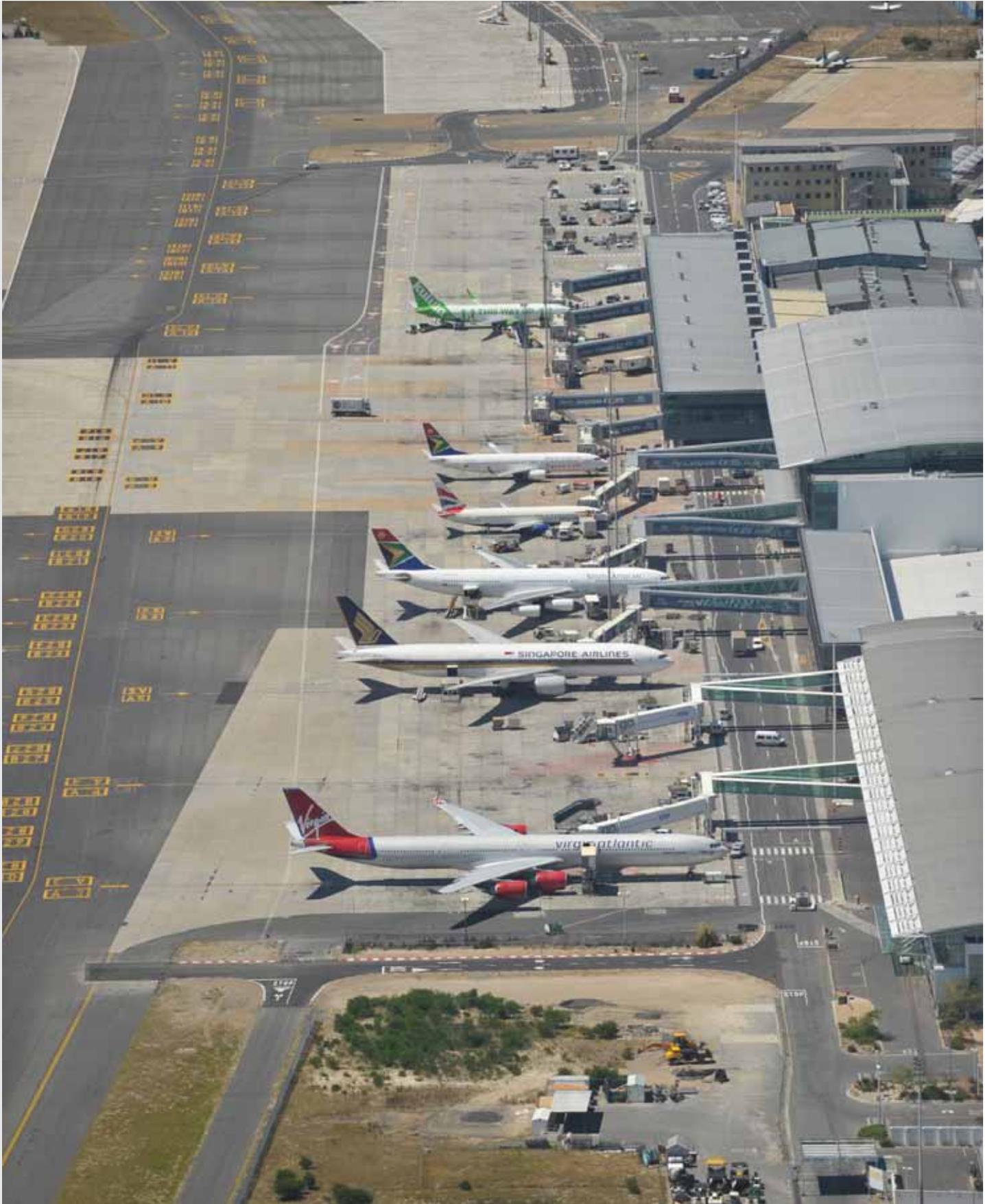
Cape Town is an attractive place in which to live, work and invest

About Cape Town

Sparkling oceans and sprawling majestic mountain ranges make Cape Town unquestionably one of the most beautiful cities in the world today. But, while its vibrancy and splendour serve to aid in attracting tourists, residents and businesses to its shores, its unique topographical factors are also at the heart of many of the challenges Cape Town faces in its efforts to deliver sustainable development at an economic, social and infrastructural level.

A CITY WITHIN A REGION

South Africa's second-largest city both in terms of population and economic gross value add (GVA), Cape Town is similar to most metropolitan cities in its large concentration of people, resources, services and infrastructure. However, it continues to face a number of physical constraints in terms of its spatial development.

Cape Town is home to two-thirds (66%) of the Western Cape's population, generates 74% of the region's gross value add (GVA) (2009), and contributes 11% to national gross domestic product (GDP) (R175 billion), making the city an important driver of regional, provincial and national development.

It is the region's major service centre for health care, education and shopping, and provides employment to people from across the province and beyond. The city is becoming increasingly linked to surrounding towns, resulting in higher levels of interdependence, but also placing greater pressure on the resources and infrastructure of those towns.

Key strategic regional infrastructure is located in Cape Town, including Cape Town Port, which should see a new container stacking system and an upgraded container terminal handling system completed by May 2011. The five-year investment programme by Transnet will be capable of handling nearly double its existing cargo capacity.

A number of projects are in the planning stage, including increasing Saldanha's bulk export capacity, building a renewable-energy plant, exploiting
Cape Town's oil and gas potential, and a large housing project.

The port at Saldanha has the potential to be a catalyst to further large-scale industrial development, and may compete with, or complement, Cape Town Port in the longer term. The National Ports Authority is considering the interdependent roles of both ports, especially with regard to long-term capacities.

Other major regional infrastructure in Cape Town includes Cape Town International Airport, which is strategically located in the centre of the metropolitan area. As the airport becomes busier, its traffic and environmental health implications may become cause for concern.

The extensive Cape Town International Airport upgrade project, completed in time for the hosting of the World Cup, has significantly enhanced the airport's capacity. The longer-term development of a system of airports, and the ongoing servicing of increasing air travel needs, are also being discussed, and the feasibility of alternative sites is being investigated.

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AFRICA

CAPE TOWN

The R408 million transformation of Cape Town Station has served to enhance customer experiences on this important mode of public transport, which provides a link between the central city and outlying areas and metropolitan areas.

A number of upgrades to railway lines are planned, including Khayelitsha, Mitchells Plain, MonteVista–Kraaifontein and the Cape Flats, with Athlone, Heideveld and Langa Stations also planned to receive attention.

Another initiative planned and being promoted by Cape Town Partnership in order to serve a wider area is a design hub stretching from the East City to Woodstock.

For these and other reasons, the City's sustainable development plans must give due consideration to Cape Town's position as a regional city as well as the strategic plans for the rest of the region.

A CITY WITHIN A COUNTRY

Whether Cape Town's strategic plans will prove to be effective or not depends largely on the City's ability to align these plans with provincial and national initiatives. Currently, there are six critical elements of the national and provincial development strategy that inform and influence the City's IDP. These include the following:

The Local Government Turnaround Strategy

National Government has expressed concern about the state of local governments, and has identified various initiatives to redress the perilous state in which many municipalities across the country find themselves, including the following:

- Huge service delivery and backlog challenges (e.g. housing, water and sanitation)

- Poor communication and accountability relationships with communities

About Cape Town

The pressure urbanisation puts on natural resources is a source of concern

- Problems with political administrative interfaces

- Corruption and fraud

- Poor financial management (e.g. negative audit reports)

- Many service delivery protests

- Weak civil society formations

- Intra- and inter-political party issues negatively affecting governance and service delivery

- Insufficient municipal capacity due to scarcity of skills

In addition, better spatial and infrastructure planning and more credible public participation and community interface systems are required to accommodate the increased urban growth, new household formation and population growth challenges faced by urban municipalities and the more stable smaller municipalities.

The proliferation of informal settlements in urban areas is beyond the (institutional and fiscal) capabilities of many municipalities to address effectively by themselves.

In November 2009, the Local Government Turnaround Strategy was produced and included the following five strategic objectives:

Municipalities to meet basic needs of communities

Accelerating service delivery for each municipality's needs by creating conducive environments, providing support and building systems to do this.

Clean, responsive and accountable local government

Rooting out corruption and maladministration and ensure better municipal communication with, and accountability to, communities.

Improve functionality, performance and professionalism in municipalities

Ensure that the core administrative and institutional systems are in place and operating in order to improve performance.

Improve national and provincial policy on, support for, and oversight of local government

Strengthen partnerships between local government, communities and civil society

Ensure that communities and other development partners are mobilised to partner with municipalities in service delivery and development.

To this end, some of the immediate implementation priorities of the Local Government Turnaround Strategy are to:

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- address the immediate financial and administrative problems in municipalities;

- tighten and implement a transparent municipal supply chain management (SCM) system; and

- overcome the 'one-size-fits-all' approach by differentiating responsibilities and simplifying IDPs.

The City has already implemented a number of measures to deal with the issues above, including:

- ensuring that the provision of basic services is prioritised (see strategic focus area 2);

- ensuring a clean and responsible government (see strategic focus area 8);

- ensuring financial sustainability; and

- dealing with human resources (see strategic focus area 8).

Having put the basics in place, the most important issues the City still needs to deal with in its turnaround strategy are:

- urbanisation (see various initiatives in the strategic focus areas relating to service delivery, healthy communities, spatial planning and economic development); and

- ensuring meaningful community involvement (such as the City's recently approved Public Participation Policy).

Provincial Growth and Development Strategy (PGDS)

'iKapa Elihlumayo: A Home for All' is the name given to the Provincial Growth and Development Strategy (PGDS), with a mandate from provincial stakeholders to define shared growth and integrated development targets and objectives for 2014.

Strengthening growth sectors, improving resource management and implementing strategies, along with the pillars of growth, equity, empowerment and environmental integrity, are key to the development path proposed in the PGDS.

A ten-point strategy for the Western Cape, outlined below, is closely aligned with the strategies of the City:

1. Increase economic opportunity for all the people of the Western Cape

2. Reduce poverty through promoting opportunities for all

3. Promote rural development

4. Efficient and effective infrastructure

5. Sustainable human settlements

6. Improve individual and household capacity to respond to opportunity

7. Improve efficiency and effectiveness in health, education, well-being and safety

8. Sustainable resource use through greater spatial integration

9. Effective public and non-motorised transport

10. Effective, responsive and responsible governance

Provincial Spatial Development Framework (PSDF)

Urbanisation pressures on natural resources, as well as economic and social divisions within the Province's cities and towns, are a source of concern. As such, the PSDF provides a policy context for urban development and environmental resource protection. The various engagements between the City and the Province in order to finalise the City's SDF have resulted in clearly aligned intent between these two spheres of government.

Intergovernmental Development Agenda

Regular, formal engagements between the City and Provincial and National Government at a political, technical and administrative level aim to ensure maximum benefit for the City through achieving better planning, coordination and accountability among all spheres of government.

This will serve to enhance the City's strategic objectives of infrastructure investment for economic growth, service delivery excellence and institutional efficiency, and will achieve better and more efficient resource utilisation.

A CITY IN AFRICA

The City continues to play an increasingly important role in the development of South and southern Africa. It is a valued contributor to the national economy and, together with the Gauteng Global City Region and eThekwini Municipality, anchors the Southern African Development Community (SADC) regional economy.

This position within Africa places a burden of responsibility on the City to contribute to, and in many ways lead, the development of the African continent. As the international community increasingly recognises the continent as a viable and potentially lucrative investment destination, South Africa is well positioned to lead the charge. As a recognised hub of intellectual, business and creative capital on the African continent, Cape Town has an important role to play as the gateway to Africa.

A CITY IN THE WORLD

Given the increasingly global economy within which the City operates, Cape Town is being called upon to compete internationally to ensure its sustainable economic growth, without losing sight of its local, regional and national development imperatives.

About Cape Town

For this reason, the City's development strategy must be a coherent guide for focused infrastructure investment and the sustainable utilisation and protection of global common goods, including climate, air quality, biodiversity and water.

Cape Town is located in the world's smallest and most diverse floral kingdom. The city is an area of unique biodiversity that is of global conservation value.

Aggressive promotion is also needed to grow Cape Town as an international business and investment destination, despite the current lack of national tax and other incentives to attract investors. The City's Global Competitiveness Study will be finalised in April 2011, with recommendations to improve the global competitiveness of Cape Town's knowledge economy.

A cost-of-doing-business study will be completed and aims to address issues of red tape and minimising bureaucracy in conducting business with and in the City. New forces, such as intellectual capital, transport assets, business costs, technology, innovation and ease of doing business, are seen as important levers to facilitate growth and development.

Cape Town has the potential to become a leader of economic development on the African continent in all of these areas, and the City's strategic plans need to build on the already strong local services sector, and work with business and leisure tourism stakeholders to make Cape Town Africa's events capital.

Of key importance in achieving this vision is the Cape Town International Convention Centre (CTICC), which has played a pivotal role in attracting events and conferences to the city, and aims to be the best long-haul international convention centre by 2020. The Centre is also expanding and refurbishing to accommodate growth in demand for the Centre.

The Centre is also committed to becoming a leading environmentally sustainable convention centre: A server upgrade, for example, is set to result in an 80% reduction in energy consumption. In 2008/9, the CTICC contributed about R2,3 billion to the national economy.

In addition, it is encouraging that despite unfavourable market conditions as a result of the global economic recession, Cape Town is still the top destination for conferences in Africa and the Middle East, after retaining the 35th position in the 2009 ICCA (International Congress and Convention Association) global ranking.

A CITY WITH VISION

Bearing in mind the picture that has been painted in the preceding paragraphs, the City continues to pursue the following vision:

- To be a prosperous city that creates an enabling environment for shared economic growth and development

- To achieve effective and equitable service delivery

- To serve the citizens of Cape Town as a well-governed and effectively run administration

To achieve this vision, the City resolves to:

- contribute actively to the development of its environmental, human and social capital;

- offer high-quality services to all who live in, do business in, or visit Cape Town as tourists; and

- be known for its efficient, effective and caring government.

Spearheading this resolve is a focus on infrastructure investment and maintenance to provide a sustainable drive for economic growth and development.

This, in turn, must be supplemented by a strong focus on safety and security, support for business development, improved support for the poor, and upgrading informal settlements and backyard dwellings to provide for all the citizens currently living in inadequate housing conditions.

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Facing Reality: Cape Town's Challenges

No city is without its challenges, and Cape Town is no exception. One of the major problems facing local administration is a legacy of low social standing within the Cape Flats communities as well as underdevelopment in African township areas. This has resulted in battles for resources, ranging from access to housing to obtaining various basic services. The resultant perceived lack of service delivery in these areas has led to sporadic service delivery protests.

The budget has come under pressure due to sluggish post-recession economic recovery, the lack of growth in the City's rate base, as well as the prospect of an increased indigent budget – a subsidy to those who cannot afford to pay full rates and services.

The maintenance costs of Cape Town Stadium and the development of a sustainable business model for it will also prove challenging in the next three years.

Cape Town's participation and successful hosting of the 2010 FIFA World Cup™ have however resulted in unprecedented public sector investment of R12,8 billion in the city. While this has had the positive effect of creating momentum among private-sector role-players, it has also translated into significant infrastructure provision, capital funding and institutional capacity challenges.

As a result, infrastructure spending in other areas of the city that was deprioritised as the City prepared to host the World Cup, now needs to be reprioritised.

In addition, the IDP must be seen in the context of a number of other challenges, opportunities and realities facing the City at present. These include the following:

ECONOMY AND PRODUCTIVITY

Due to the continuing recessionary global economy, expenditure has been regularly reviewed and, where necessary, non-essential projects have been rephased.

Fiscal risks, such as potential large electricity price increases and growing poor populations, mean that resources need to be utilised even more efficiently while other income streams are pursued.

Generally, the organisation maintains high financial management standards and a good credit rating, and is working to reduce the amount of money owed to the City.

Cape Town generates approximately 76% of the province's GVA, and contributes approximately 11% to the national economy. Over the last few years, Cape Town's economy has grown at an annual average of 4%, on a par with that of

the Province, and slightly higher than the national average annual growth rate for that period. In addition, Cape Town is the largest contributor to the national economy after Johannesburg (see below).

Gross Value Add 2004 – 2009: South Africa, Western Cape and Cape Town
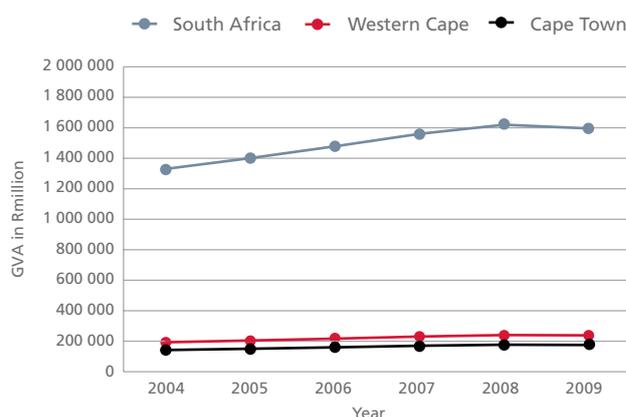
Source: Quantec, 2010

As the Western Cape region's major centre, it is vital that planning for Cape Town is done in conjunction with regional planning. For the past few years, the City's economy has been driven by the financial services, construction, tourism, retail and property sectors. However, both the Province's and the City's growth strategies extend beyond these sectors (Business CPT–Financial Times, FDI Intelligence, 2010)

Cape Town is South Africa's third-largest city and second-largest economy in national terms, and, as can be seen from the table below, an important gateway to regional, provincial and national development.

City of Cape Town and other South African cities: gross value add 2004 – 2009, Rbillion (constant 2005 prices – figures rounded off)						
Year	2004	2005	2006	2007	2008	2009
Geography						
City of Cape Town	142	151	160	170	177	175
Nelson Mandela Bay Metro	40	41	42	43	43	41
eThekwini	118	125	132	138	143	139
Ekurhuleni	118	124	131	138	144	140
City of Johannesburg	171	181	195	208	220	218
City of Tshwane	113	120	128	137	140	144

Source: Quantec, 2010

Facing Reality: Cape Town's Challenges

As a result of its diverse economy, the City may be more resilient to broader economic impacts, and less dependent on resources. Service industries continue to perform well, despite the global financial crisis.

Inward Investment into the City of Cape Town, 2006 – 2010

Legend:
- ICT & Electronics
- Professional Services
- Retail Trade
- Transport Equipment
- Creative Industries
- Tourism
- Transportation, Warehousing
- Environmental Technology
- Financial Services
- Food, Beverages & Tobacco
- Construction
- Energy
- Life Sciences
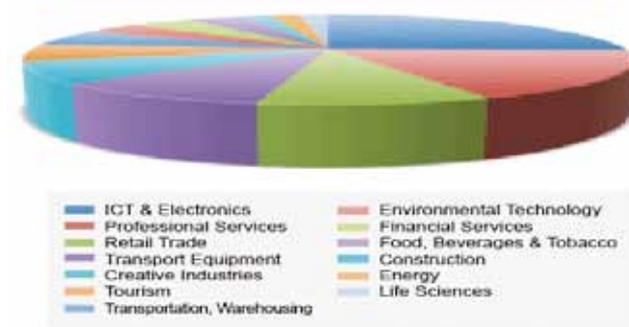
Source: Financial Times, FDI Intelligence, 2010

As the figure above illustrates, the following sectors have made particular progress, and have contributed to the main sources of inward investment in Cape Town over the past five years:

Business process outsourcing and off-shoring (BPO&O)

With a current annual turnover estimated at between R2,5 billion and R3,3 billion (approximately 20% of the national industry), Cape Town and the Western Cape's BPO&O industry is fast becoming a major driver of the local economy.

Equipped with a well-established Information and Communications Technology (ICT) and contact centre industry, Cape Town and the Western Cape are well placed to attract international investors.

According to the 2010 (FEM) analysis, which presents an overview of the BPO&O sector, the bulk of the region's call centres are situated within Cape Town. This relates directly to the large-scale multinational organisations. The reasons for this are as follows:

- Access to labour pools. A 1 400-seater call centre can employ more than 3 500 people working on a 24-hour basis.

- Proximity – to feed into industries and their support centres.

- Infrastructure. Office space is readily available, which means shorter set-up times.

- Transportation networks. Due to the population who lives in the City of Cape Town area, transportation is well developed. This ensures that employees arrive at work on time, which is critical in a business that must liaise with other countries in different time zones.

- Presence of a labour pool equipped with financial skills. Cape Town is seen as one of the financial skills hubs of South Africa. This is primarily due to the fact that many financial houses and life insurers have their headquarters based in the Cape Town area.

According to the analysis, the BPO&O industry is a key driver of Cape Town's local economy due to its high employment potential as well as links with the current ICT and financial sectors.

In 2008, approximately 28 000 people were employed by the provincial industry, 20 000 of whom were full-time equivalent (FTE) agents. Also in 2008, the BPO&O industry constituted 3,1% of total formal employment within the Cape Town metropolitan area – a 25,7% increase from the previous year.[1]

Renewable energy

A leader in the renewable-energy sector, the Western Cape was the first province to have a sustainable-energy strategy. In the City of Cape Town, an Energy and Climate Change Action Plan (ECAP) (including a Solar Water Heaters Policy) is driven and monitored by an Energy Committee.

Currently, the Province's energy consumption is high, at around 3 500 MW a year. To ease this high consumption and general strain on energy demands, the Province has set itself renewable-energy targets of 15% of total energy by 2014.

Via its ECAP, the City has promoted various energy-efficient initiatives, some looking at stimulating demand in the local solar water heater manufacturing sector.

A new sector body called GreenCape was launched by the Provincial Government of the Western Cape and CCT in November 2010 with the aim of unlocking the manufacturing and employment potential in the Green Economy in the Western Cape and coordinating industry development on the renewable-energy subsectors of wind, solar and others.[2]

Creative industries

Activities related to film, crafts, music, performing arts, visual arts and cultural tourism constitute the creative industry

[1] F.E.M. Research, 2010   [2] Green Cape, 2010

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sector, aimed at attracting foreign and local investors, and merging international trends with local creative culture. Cape Town is currently competing to become the World Design Capital in 2014.

Numerous competitive advantages, such as a range of excellent and varied locations, affordable production costs, world-class technology and post-production facilities, experienced technicians and set crews, good telecommunications infrastructure, the biggest visual effects studio in South Africa, and facilities for PAL/NTSC television system conversions and bulk duplication, make Cape Town an ideal destination in this respect.

The injection of R430 million into the building of a world-class film studio in Cape Town has further boosted the Western Cape's capacity to host and produce films and commercials. A location film and television production incentive offers 15% rebate to foreign productions.[3]

Information communications technology (ICT)

Diversity, niche segments and a variety of role-players best characterise the Western Cape ICT industry. With approximately 3 000 companies – most of these being micro and small businesses – it is estimated that the market will grow by 15% – 20% over the next five years.

With quality levels similar to those of Europe and other destinations around the world, Cape Town offers investors a cost-competitive ICT location. The geographic coverage ranges from software developers in the city centre and eastern precinct, to other neighbouring municipalities, such as Stellenbosch, where the Silicon Cape initiative was launched.[4]

Boatbuilding

A wide range of material suppliers for boat construction – such as sail-making, mast builders, naval architecture, outsourced manufacturing of component parts, as well as post-production parts – make the Western Cape ideal for boatbuilding.

It is estimated that the core of the industry contributes up to R2 billion to Cape Town's economy, with exports accounting for R1,2 billion, or 60%, of the sector.[5]

Tourism

When it comes to tourism, Cape Town's economic value has increased in recent years. The 2009 Grant Thornton study reports that an estimated 23 000 permanent employees and around 10 200 temporary employees are employed in the Cape Town tourism industry.[6]

Tourism, construction, wine exports and call centres should be relatively immune to the current economic crisis, although this does not take into account electricity increases implemented during 2010.

Cape Town continues to be a preferred destination for tourists and investors, as well as a competitive choice for international and national events. However, international arrivals at Cape Town International Airport (excluding passengers that disembark in Johannesburg and arrive in Cape Town on domestic flights) have declined recently, and reflect the influence of the world economic downturn on long-haul flights.

The impact of lower interest rates on stronger local currency

Capital inflows into South Africa have been one of the reasons behind the rand's strength experienced in 2010. The strong rand is a somewhat double-edged sword, as, while it benefits locals by contributing to lower fuel prices, it makes local exports uncompetitive in international markets. A strong currency erodes the competitiveness of local exports on global markets, which is worrying, as factory output in South Africa is being encouraged mainly by external demand.

Low interest rates enforced by the South African Reserve Bank are part of an overall currency depreciation strategy. Lower interest rates will naturally help the South African consumer to clear debt, provided it is managed correctly. In addition, lower interest rates lower the cost of capital, which will ease access to credit provision for small and medium enterprises.

However, the 2010 FIFA World Cup™ has provided a strong impetus for infrastructure development, and will provide further opportunity for future events, tourism, City partnerships and niche investment opportunities. The impact of this event on tourist arrivals is, for example, expected to stimulate tourism growth in Cape Town over the next five years, with repeat visitors frequenting the destination.

[3] Business Cape Town/Wesgro, 2009   [4] Business Cape Town/Wesgro, 2009   [5] Wesgro, 2009   [6] Keyser, 2010

Facing Reality: Cape Town's Challenges

Although Cape Town's natural environment and resources are a cornerstone of future economic wealth, sustainable development instead of a 'business-as-usual' approach is what is needed to continue to attract both tourists and investors.

Positioning Cape Town as a global 'green city' is likely to promote tourism and ecotourism even further, as well as make it an attractive foreign investment destination.

In 2009, the City approved a Responsible Tourism (RT) Policy and Action Plan. The City has now entered the implementation phase, and work in preparation for the following has been initiated:

• The incorporation of the 2010 FIFA World Cup™ through the Green Goal 2010 strategy to create awareness of, and implement, initiatives

• The completion and submission of the Responsible Tourism Integrated Plans (RTIPs) and Policy Statements from the four Responsible Tourism Charter signatories, including the major tourism associations of FEDHASA (Federated Hospitality Association of South Africa), SATSA (Southern Africa Tourism Services Association), Cape Town Tourism and the City's Tourism Department

• The development of a management system with association partners to roll out the signing of the RT Charter to the tourism industry, and for the submission of the RTIPs and Policy Statements together with a data system towards the longer-term building of a destination scorecard/barometer

Alongside this, the City will exercise its mandate for local tourism through its sector leadership, facilitating and coordinating role, and the creation of a supportive policy environment and actions based on the economic, environmental and socio-economic RT principles.

The City's ability to provide economic infrastructure that enables and supports a focused investment promotion strategy will remain an important challenge in the medium to long term. Sustainable incentives, an effective public transport system, world-class broadband facilities, relevant skills and an investment-friendly economic infrastructure development plan are therefore non-negotiable aspects of the City's development strategy.

UNEMPLOYMENT

Unemployment has decreased only very slightly in Cape Town since 2001, when 29,2% unemployment was reported in the national census (Stats SA, 2001). During the period 2004 to 2006,

unemployment decreased from 23,4% to 15,1%. However, since 2006, there has been a steady rise in unemployment, with joblessness reaching over 20% from 2008 (Quantec, 2004; Stats SA, 2001 – 2010).

In 2010, 24,2% of the labour force[7] in Cape Town was unemployed. This is an increase from 20,04% in 2009 and 19,89% in 2008. The unemployment rate for Cape Town is currently higher than that for the Western Cape, where unemployment increased from 18,36% in 2009 to 20,34% in 2010. The number of unemployed people in Cape Town increased by just over 56 000, while the number employed declined by 113 000 from 2009 to 2010. In 2010, almost 10 500 people were discouraged work seekers,[8] an increase from 2009 (Stats SA, 2010).

Since 2006, the City's economic development programmes have created over 40 000 job opportunities, with 8 246 direct opportunities provided in the 2009/10 period, mainly within informal markets, small-business support facilities, Wesgro and the Cape Film Commission.

Jobs created by Cape Town's Expanded Public Works Programme (EPWP) have almost tripled since 2006. Although the City continues to be a net importer of migrant labour, the skilled work pool continues to decline with out-migration of skilled workers and reducing graduate numbers. This negatively affects the capacity of local business as well as the City as an organisation.

Cape Town received R1,01 billion in total foreign spend in 2009. Of this amount, R94,2 million was secured by Wesgro (the City of Cape Town's primary direct investment promotion partner) and other sector organisations. The decrease in foreign direct spend in Cape Town has been attributed to the recent recession, which affected global foreign direct spend. Facilitating local economic development (LED) is part of the City's job creation objective, which includes a range of projects and programmes, such as the urban agriculture programme; small, medium and micro-sized enterprise (SMME) business support; and prioritising skills development based on local requirements (Wesgro, 2010; FDI Intelligence, 2010).

The number of employment opportunities could be increased in the longer term through the promotion of entrepreneurship, and incentives for import and export activities. These therefore need to form part of any strategic plans aimed at alleviating unemployment in the city.

[7] The labour force comprises all persons 15 – 64 years of age who are employed, plus all persons who are unemployed
[8] A discouraged work seeker is a person who was not employed during the reference period, wanted to work, was available to work/start a business, but did not take active steps to find work during the last four weeks, provided that the main reason given for not seeking work was any of the following: no jobs available in the area; unable to find work requiring his/her skills; lost hope of finding any kind of work (Stats SA, 2010)

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Skills mismatch in terms of the required qualifications and the limited number of employees with those required technical and academic abilities is an important consideration. This is exacerbated by the growth of the knowledge economy, and requires a coordinated and integrated plan involving the City, the Province and Cape Town-based academic institutions.

If Cape Town is to blaze a trail as a knowledge and innovation centre, the city needs the backing of a workforce that is prepared for an ever-growing services sector and a high-technology workplace.

A seamless strategic partnership between the City and the Province is important to help ensure that workers are properly equipped with appropriate language, technical and managerial skills – from the early childhood development (ECD) system, which is the City's responsibility, to the tertiary education system. Infrastructure, facilities and systems need to be aligned in order to optimise these strategies.

HUMAN SETTLEMENTS AND SERVICES, AND THE CREATION OF HOUSING OPPORTUNITIES

The unpredictable global economic environment, along with continuous urbanisation and a steady inflow of rural and other job seekers into the city has placed pressure on local government to provide the infrastructure and services to support urban growth.

The largely unplanned human influx into Cape Town has led to secondary challenges, mostly with regard to human settlement patterns, access to services and social cohesion. Very little information is available on migration into and out of Cape Town, and sourcing reliable data remains a challenge.

The City's current population estimate of 3,7 million people (according to 2010 figures) exceeds what was anticipated by much earlier projections for 2010. Housing demand in Cape Town currently outstrips the available supply, despite all the City's best efforts. According to the Housing Directorate's housing database, 386 590 households are waiting for a housing opportunity. It is also estimated that a further 187 392 households have not registered their names on the database. This estimate is based on the assumption that 54,1% of Cape Town's total households of 1 060 964 (2010) live on a monthly household income of less than R7 000, which makes them financially reliant on the state for their housing needs.

The City has aligned its housing development strategies and goals with those of the National Department of Human Settlements' comprehensive plan for the development of sustainable human settlements, called Breaking New Ground (BNG), and the Provincial Housing Department's Sustainable

The City provides electricity distribution services to many households

Housing demand in Cape Town currently outstrips available supply

Caption

Human Settlements Strategy ('Isidima'). In this way, the City wants to deliver housing opportunities and a mixture of tenure types for poor households, with adequate access to social and economic opportunities in well-located and safe urban areas. The City seeks to achieve this by implementing the range of national housing programmes available, with funding provided through its annual allocation from the Province in terms of the Division of Revenue Act (DORA).

Facing Reality: Cape Town's Challenges

INFORMAL SETTLEMENTS

An estimated 223 informal settlements in Cape Town currently accommodate 181 498 of the city's households.

The Informal Settlements Master Plan Framework, approved by the City in 2007, aims to integrate informal areas with the broader urban fabric to overcome spatial, social and economic exclusion.

Central to this plan is the provision of in situ essential services, such as water, sanitation and electricity. The services will be delivered in phases, aiming for upgrades to 25% of existing informal settlements by 2012.

Currently, there are also 22 permanent informal settlement management offices in some of the larger settlements to facilitate better governance processes for service delivery through equitable consultation.

As part of the UISP, five pilot sites have been identified. However, the City is faced with the significant challenge of achieving a balance between densification and land banking on the periphery of Cape Town. This results in people living further away from economic zones and employment, and places pressure on transport infrastructure.

Investigations into the viability of high-rise residential buildings along major transport corridors must be seen in this context, as well as the high cost of land and high-rise building construction, not to mention the increasing expectations of residents for own plot/housing provision, especially in the lower-cost housing market.

CREATION OF HOUSING OPPORTUNITIES

Housing demand in Cape Town currently outstrips available supply, despite all the City's best efforts. The City is actively seeking ways of managing this challenge by aiming to improve its mandated town-planning services through improved team performance, technology enhancements, regulatory reform and wider community impact.

SERVICE DELIVERY

Catching up on service backlogs in a sustainable and inclusive manner remains a challenge and a priority for the City. High levels of access to basic services have been attained for water supply, solid waste services and cleaning, and refuse removal. However, the provision of adequate sanitation and electricity still lags behind household target service levels in informal areas. A small percentage of the city's increasing population still does not have access to basic services. This must be addressed amidst the challenges of limited resources, population growth, increasing densities and decreasing land availability.

In particular, Cape Town faces a challenge in dealing with solid waste in the future, as its landfill capacity is not sufficient for likely waste increases in the medium term (five years).

Sources predict current landfill capacity will be depleted by 2012. Although landfill space is available, new landfill sites for additional capacity have not yet been built. A key challenge to waste management is the major impact of any further delay in the issuing of a record of decision for the establishment of a new landfill site to replace existing landfill sites that are nearing capacity.

The existing landfills will not be able to cope with the increasing waste volumes expected over the next five years and beyond. Therefore, the construction and commissioning of a new northern-region landfill site by 2012/13 is a key project for the City.

Various interventions and programmes, some of which are already under way, aim to deal with the waste site issue, such as landfill/dump rehabilitation, new landfill sites, multipurpose transfer stations, the completion of mini-material recovery facilities and waste collection vehicle replacement.

In informal areas, area cleaning and waste collection services through community-based organisations (CBOs) will continue. In addition, education and awareness programmes on waste management and minimisation will also still be implemented in disadvantaged communities.

ENVIRONMENT

Cape Town's environmental and cultural heritage wealth is the foundation of the City's economy, and underpins its future. However, much evidence points to an environment that is under increasing pressure, with a steady decline and erosion in our natural and heritage base.

Rich in natural assets, diverse ecosystems, landscapes, heritage, cultural and social diversity, Cape Town represents the global challenge of the need to find a sustainable balance between environmental protection and the ongoing economic and social development needs of its growing population.

Unless steps are taken to reverse the current environmental decline and resource consumption patterns, the City recognises that the social and economic cost and risk to Cape Town and its citizens will increase dramatically.

Therefore, in recognition of the value and importance of Cape Town's natural and heritage assets, the City aims to enhance, manage, utilise and protect these assets, so as to grow the economy, extend social opportunity, develop its communities and build a more equitable and resilient society.

NATURAL RESOURCE MANAGEMENT

Cape Town is located in the heart of the CFR – an area of unique biodiversity, with one of the highest proportions of endemic species in the world. Over 70% of its approximately 9 600 plant species are found nowhere else.

However, the CFR has officially been identified as a 'global biodiversity hot spot', making it one of the planet's 25 most threatened ecosystems, and placing an international responsibility on Cape Town to ensure its adequate conservation.

Cape Town is perhaps the only city in the world where unique biodiversity must be conserved within the urban fabric and, therefore, the conservation status of natural vegetation within the city is closely monitored. The reality of human development in the city has meant that significant amounts of biodiversity have been lost over the last 50 years. Infestation by invasive alien species is another significant contributing factor to biodiversity losses.

In order to ensure that our unique biodiversity is conserved, and that future generations are able to enjoy its benefits, the City has committed to achieving certain conservation targets. Minimum conservation targets of between 24% and 30% of original (historical) extent have been set for individual vegetation types. High levels of endemism as well as high turnover in composition make species increasingly vulnerable to degradation.

This inspired the development of the Biodiversity Network, a medium-term conservation plan that, if achieved, will ensure the long-term protection of the City's natural environment. Through the recognition of the Biodiversity Network, the City has taken a decisive step towards ensuring that its biodiversity is conserved in the future.

In 2009, this plan was incorporated into the City's SDF, thus mapping out a future in which biodiversity concerns feature prominently in decision-making. The City's Environmental Agenda 2014 target is to see 60% of the Biodiversity Network formally conserved. Currently, 42% is under formal conservation management.

Cape Town is also home to 307 km of coastline, stretching from Silwerstroom Strand in the northwest to Kogel Bay in the southeast. The coast provides an important social and recreational asset, while also supporting a number of sensitive natural environments. The city's coastline is arguably one of its greatest economic assets, and, if protected and harnessed, could play a significant role in Cape Town's economic development and prosperity.

The City is therefore busy implementing provisions of the new Integrated Coastal Management Act, which requires the designation of a coastal protection zone (CPZ). The CPZ is aimed at ensuring that natural coastal processes and environments are protected, and that coastal access remains open to the public. The CPZ also aims to protect current and future infrastructure from the potential damaging effects of sea level rise, by designating development setback lines, and ensuring that natural coastal defences remain intact. This process was initiated in 2009.

Recent years have also seen Cape Town making impressive headway in reducing water use. Water use has remained at fairly stable levels of between 250 and 310 billion litres per year since 1995, rising to a high of 310 billion litres in 1999. Restrictions were first introduced in 2001, and again in 2004, and saw a dramatic decrease in the amount of water used in Cape Town. Water use per capita has decreased significantly since 1996, and is currently at its second-lowest level at 225 ℓ per day, or roughly 6 750 kℓ per month.

The City's current water use is almost 27% below projected unconstrained demand. To maintain this reduction and improve water use efficiency, the City undertakes a number of activities, such as repairing end-user leaks, reusing treated effluent, as well as offering education and awareness programmes.

ENERGY AND CLIMATE CHANGE

Energy in Cape Town is derived from multiple sources, such as burning coal, nuclear power and renewable resources. Liquid fuels (petrol and diesel) are mainly used for transport purposes, while paraffin is commonly used for household cooking and lighting needs.

The 2003 State of Energy Report for Cape Town found electricity to constitute 33% of overall energy consumption. Renewable-power generation sources currently constitute less than 1% of the City's grid-based electricity supply, provided mainly by the Darling wind farm.

Energy use in transport makes up a significant percentage of Cape Town's overall energy use. In order to reduce the impact of transport energy use, the City is implementing a number of transport interventions, the most significant of which is the Integrated Rapid Transit (IRT) system. The aim of this system is to reduce the number of cars used for regular commuting, thus reducing traffic congestion, and significantly lowering fuel use and carbon emissions.

In 2010, the City Council adopted the integrated Energy and Climate Change Action Plan (ECAP), which provides a strategic framework for achieving energy use reduction targets as well as improving the city's resilience to climate change.

Facing Reality: Cape Town's Challenges

A comprehensive education campaign aimed at raising awareness of carbon dioxide (CO_2) has also been initiated to encourage more sustainable energy use, such as the promotion of alternative technologies and green energy. In addition, the City is committed to off-setting significant carbon emissions (for example those resulting from the 2010 FIFA World Cup™). These offset projects should all yield long-term environmental and social benefits for Cape Town.

With climate change placing increased pressure on the environment, global emission agreements require the City to pay more attention to greenhouse gas emissions and other pollutants.

THE MOVE TO A CLEAN AND HEALTHY ENVIRONMENT

The state of the city's inland water systems can only be described as poor and deteriorating. Ten out of 14 rivers (71%) and nine out of 13 vleis (69%) experienced compliance levels below 80% for the past five years, indicating that pollution in these systems is a long-term and serious problem.[9] Although it has improved recently, coastal water quality also remains a challenge for Cape Town.

Primary culprits of natural water contamination include polluted stormwater, raw sewage from informal settlements, and leaking or damaged sewers and pump stations. The state

Graph: Actual vs projected electricity consumption in 2008/9, with 2006/7 as baseline

although this is the graph that was supplied by the client, it is not the same as the one that appears in the client's hardcopy, please advise which is the correct graph
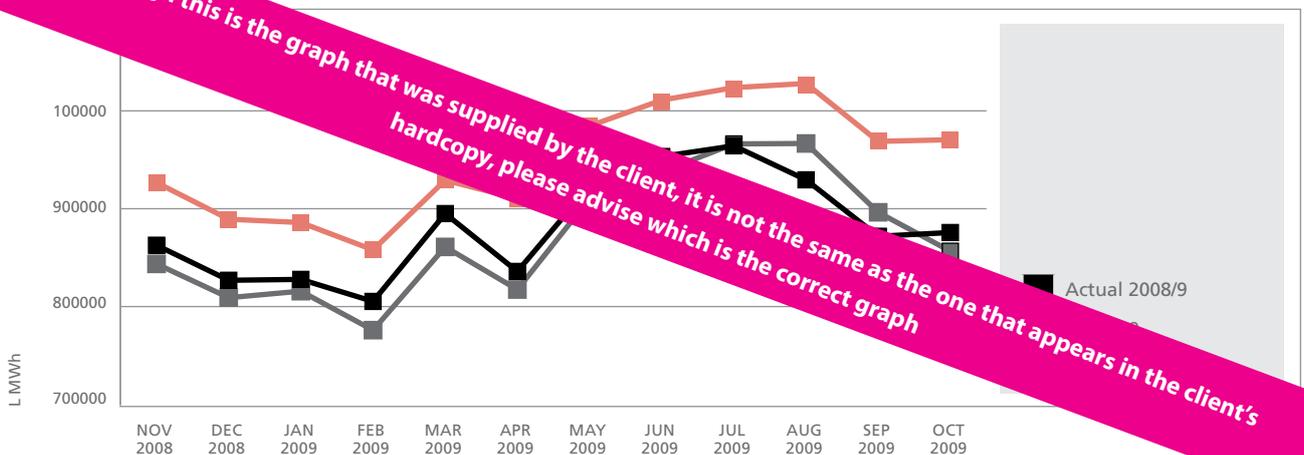
City of Cape Town Electricity Department

Even if all the City's energy reduction targets are met, it is very likely that some degree of climate change will still occur. Therefore, adaptation is another key strategy in ECAP to combat climate change, as preparing for the potential impacts of climate change and associated extreme weather events will enable the City to be proactive in its response to such hazards.

Such preparations will also assist the City in managing emergencies related to Cape Town's large informal areas as well as its extensive biodiversity, which both make the city a high-risk location. Poor communities remain vulnerable to fire, flooding and other uncontrollable hazards, and the impacts of these events place additional strain on all resources.

of Cape Town's fresh water and coastal areas is a serious concern, and rapid urbanisation is adding to environmental pressure on these resources.

Cape Town's air quality is showing overall improvements, and the City aims to achieve and maintain the status of having the cleanest air of all African cities over the next ten to 20 years. According to the 2009 State of the Environment Report, none of the sites measured exceeded the SA National Standards (SANS) amounts for nitrogen dioxide (NO_2), PM_{10} (particulate matter smaller than 10 microns in size) or sulphur dioxide (SO_2). NO_2 levels in Cape Town's central business district (CBD) remain high, but below the guideline amount. PM_{10} levels across the city significantly exceeded the more stringent World Health Organisation's (WHO) recommended guideline and, therefore, reduction of this pollutant has been prioritised. SO_2 levels have dropped consistently in line with the introduction of low-sulphur diesel fuel.

[9] Cape Town State of Environment Report, 2009

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Transport systems are essential to the functioning of smooth-running cities

Cape Town has experienced a 3% increase in traffic volumes over the last ten years

TRANSPORT AND SPATIAL DEVELOPMENT

Transport systems are essential to the functioning of smooth-running cities, and a critical facilitator of the required mobility and access to support a healthy economy. This is particularly true for Cape Town, which has experienced an annual 3% increase in traffic volumes over the last ten years.

Three main objectives comprise the focus of the City's ITP:

- The provision of transportation support, particularly public transport systems, to enable economic growth

- Prioritising people's transport needs

- Minimising transport's impact on the environment

The ITP also reviews a number of sectoral strategies for integrated transport, including safety, public transport operations, transport infrastructure, travel demand management, freight, non-motorised transport, ports, airports, road network operations, coordinated planning, asset management, institutional strategy, funding and public consultation.

South Africans still largely depend on private vehicles for their transport needs, which prompted National Government to introduce the concept of integrated rapid public transport networks (IRPTNs) in 2007. Going forward, this initiative will continue to focus on priority rail corridors and bus rapid transit (BRT) networks, while maintaining the centrality of the existing bus and minibus sector. The first phase of the network focused on the route between Blouberg and the Cape Town city centre, and 15 km of dedicated lanes have been constructed along this corridor.

On any given day, the average ratio of private-vehicle to public transport use is 70:30, although the morning peak reflects a 50:50 split. The ITP aims to reduce private-vehicle use and increase public transport use by 9% by 2020.

Transport modal split targets for Cape Town		
Model splits targets		
Year	% private	% public transport
Existing	52%	48%
2010	50%	50%
2015	47%	53%
2020	43%	57%

Source: ITP 2009, City of Cape Town

This plan must also take cognisance of Cape Town's housing, economic development and natural resource preservation needs when setting out how the city's rapidly growing transport needs will be met.

Facing Reality: Cape Town's Challenges

Rising to the transport challenges

The transport challenges that the City faces are not that different to the challenges faced by other metropolitan areas around the world. They require an integrated, systematic approach to address.

This is the premise of the ITP, which unpacks the annual programmes and action plans, and nests within the long-term vision of the Mobility Strategy, the 2020 vision for transport in Cape Town.

The transport policy options revolve around the following principles:

- Extracting the best out of existing systems and networks through asset renewal, maintenance of infrastructure, upgrades, operational efficiency, and enhancements of services and systems

- Travel demand management

- Adding additional capacity to the current system, networks and infrastructure

Delivery on this vision also involves ongoing cooperation, communication and collaboration with our partners, including the National Department of Transport; National Treasury; Province; transport agencies, including the Passenger Rail Agency of South Africa (PRASA), the South African National Roads Authority Limited (SANRAL), Airports Company South Africa (ACSA), the National Ports Authority and Transnet; the private sector; public transport operators and communities.

Complex supply and demand dictate the management of mobility in cities. On the demand side, people and logistics entities organise their trips according to different choices and travel needs, while, on the supply side, various and different sets of infrastructure and modes of transport are being introduced into the system.

Operators should invariably aim at making sure that mobility is accessible and attractive, while authorities have opted for an approach that incorporates a new definition of mobility, namely extending it to more than a mere transport offer.

When looking at the role of transport in Cape Town, there is a need to rethink the City's urban models in terms of policy and legislative perspectives. Extensive investments in transport are needed, but should be channelled towards a combination of hard infrastructure, technological innovations and user benefits.

The City also needs to embrace the concept of 'green growth', which, in turn, raises the need to understand our city as a network of integrated 'systems', of which transport is one. Institutionally, partnerships between different stakeholders in the city are necessary for effective intervention and to achieve solutions for sustainable mobility. Overall, the new forms of mobility should be less constraining for the users and more responsive to the needs of the entire society (see strategic focus area 4 for more detail).

Therefore mobility within a city can be understood to be how to access a diversity of networks and services that serve to connect various scales of city spaces, suburbs, communities and strategic nodes.

QUALITY OF LIFE

In the broader South African context, sharp differences between socio-economic levels pose further challenges for Cape Town. Crime, gangsterism, drug-related behaviour and poverty remain realities in the city.

A comprehensive anti-poverty strategy is required to address the economic and social needs of Cape Town's poor. This strategy should be drawn up in partnership with the Province, and linked to the forthcoming national strategy aimed at addressing safety, job creation and health care in the country.

Cape Town may have the lowest prevalence of HIV/Aids, sexually transmitted infections (STIs) and tuberculosis (TB) of all South African cities, but it remains a challenge to reduce the spread and impact of these diseases. Such severe health

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issues impede sustainable development. Therefore, the City has prioritised the fight against HIV/Aids, STIs and TB by adopting a multisectoral strategy to contain, reduce and treat these diseases, as well as address the underlying causes of their continued spread.

An encouraging sign, though, is the increase over the last five years in the number of facilities offering antiretroviral treatment (ART), as well as the number of people registered for such treatment.

Cape Town facilities administering antiretroviral treatment, and residents registered for it				
Number of ART facilities and people registered for treatment in the city				
	Dec 2006	**Dec 2007**	**Dec 2008**	**July 2009**	**Dec 2009**
Number of ART-dispensing facilities	28	35	44	48	
Number of people registered of ART	17 646	25 544	37 355	46 460	
Number of facilities providing ART in Cape Town					50
Number of clients on treatment					52 141

Note: *The facilities in the table above include City and Metro District Health Services clinics and community health centres, secondary and tertiary-level hospitals and Correctional Services, but exclude all private facilities*

In partnership with the Provincial Health Department, the City's Health Directorate currently operates according to a service-level agreement, which guides the delivery of shared health services at 82 clinics, four community health centres (CHCs), 24 satellite clinics and four mobile clinics.

These facilities ensure the provision of comprehensive primary health care (PHC) and maternal and child health services, including preventive and promotional programmes. As is evident from the graph alongside, between 2003 and 2009, Cape Town's infant mortality rate (IMR) has declined considerably, which is a good indicator of overall health in the city and improved living and social conditions. However, the 2009 increase in the IMR will need to be closely monitored.


Cape Town's infant mortality rate has declined considerably

The City is in partnership with the Provincial Health Department to deliver health services

Infant mortality rate per 1 000 live births in Cape Town, 2003 – 2009

	2003	2004	2005	2006	2007	2008	2009
IMR	25.16	23.74	22.28	21.40	20.29	19.79	20.76
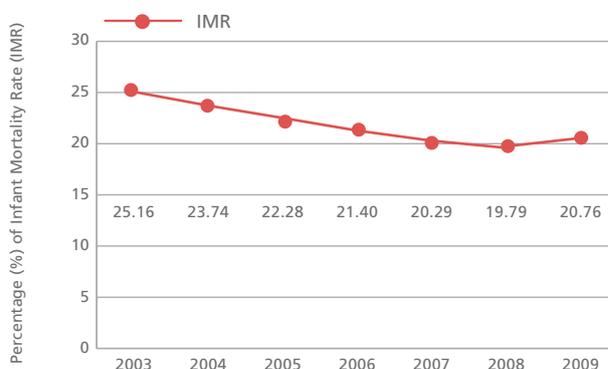
Facing Reality: Cape Town's Challenges

## City of Cape Town Health Department

Poverty and living standard levels have been difficult to track and trend due to the non-availability of household income data. Statistics South Africa's annual General Household Survey, however, does provide an indicator of income levels through its monthly expenditure figures.

The graph below shows expenditure brackets in Cape Town for 2007, 2008 and 2009. It is assumed that the poor spend almost all of their monthly income and their expenditure can

Overall, the crime rates have dropped slightly compared to previous reporting in the IDP, as the population estimates for Cape Town are now believed to be higher than previously estimated.[10]

Cape Town experienced an increase of approximately 26% in drug-related crime (including an average annual increase of 24% in driving under the influence of alcohol or drugs) over the past year. Statistics on drug-related crime (possession and dealing) depend on police action. Therefore, statistics do not reflect 'reported' crimes, but rather cases opened by the police as a result of law enforcement action being taken.

Monthly Household Expenditure Brackets for Cape Town, 2007 – 2009
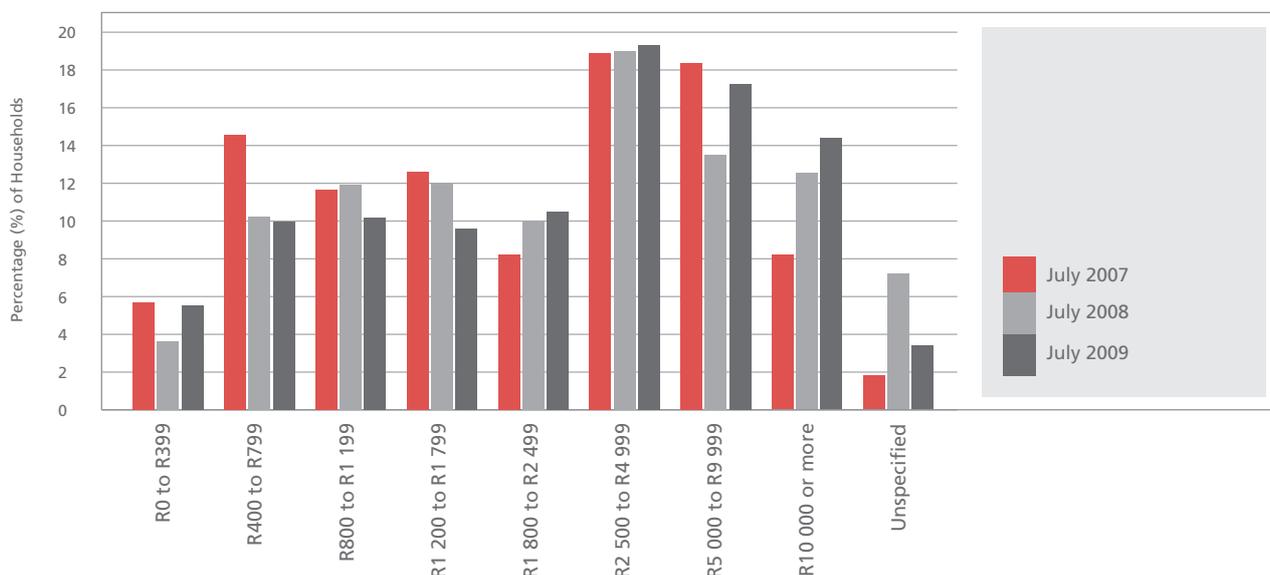
Stats SA, 2007; 2008; 2009; SDI and GIS Department, City of Cape Town 2010

therefore be more closely linked to income levels. If household expenditure of R2 500 per month or less is considered the poverty line (the City defines an indigent household as having a monthly income of R2 880 or less), the proportion of households living below this line in 2009 was approximately 46%. It is encouraging that the percentage of households in this bracket dropped by 2% from 48% in 2008.

SAFETY AND SECURITY

Crime negatively affects Capetonians' quality of life, and poses a threat to Cape Town's future prosperity. Therefore, strategically fostering a safe and secure environment is an important challenge for the City.

Statistics indicate gradually decreasing overall crime levels from 2003 to 2008/9, with an increase of 4% in 2009/10.

The acknowledgement that drug abuse is rife has caused the authorities to tackle it head on. This explains the dramatic increase in statistics: In particular, the arrest rate for Metro Police has drastically increased over the last year as a result of a focused programme as well as an increase in institutional capacity, i.e. the setting up of a specialist dog unit, which improves detection capability.

The 2009/10 period saw a slight reduction in commercial crime. Robberies at business premises (an average annual increase of 63%) have shown a reduction of just over 1%. Residential robberies have shown an annual average increase of 24% in this time. However, it must be noted that increases in certain crime incidences may be a result of improved reporting and law enforcement, and do not necessarily point to higher crime levels.

[10] Dorrington, 1999; City of Cape Town, 2010

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Some Prominent Types of Crimes per 100 000, Cape Town, 2003 – 2010
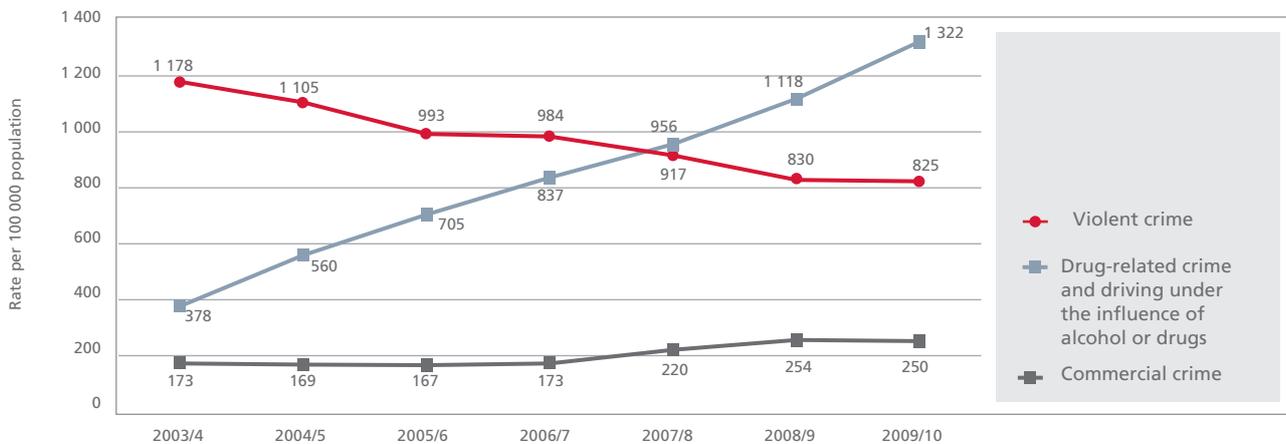
South African Police Service, 2010; Dorrington, 1999; SDI and GIS Department, City of Cape Town 2011

Violent crime, such as murder, sexual crimes, assault with intent to inflict grievous bodily harm, and robbery with aggravating circumstances, has all shown a gradual decrease of 4% per annum since 2003.

Despite the City's best efforts, it is increasingly evident that HIV/Aids, drug-related behaviour, family breakdown, dislocation of communities and other social issues all contribute to crime.

Community activities and facilities, specifically for the youth, have been identified as methods to prevent criminal and gang-related behaviour. Children's parks and multipurpose/sports facilities are in high demand, especially in poorer areas.

A focus on the youth and ECD is a potentially powerful method of reducing criminal behaviour 'at source'. Citizens are eager to use community and sports facilities and activities to engage with young people, and to try and prevent criminal and anti-social behaviour. Cape Town would benefit from investment in the development of holistically integrated, healthy communities from both a spatial and a social perspective.

Integrated Development Plan Public Needs Analysis

In the course of the 2009/10 financial year, the City engaged with the public in a variety of ways in order to capture information that could inform the IDP process and the City as a whole as to the needs and requests of Cape Town's residents.

To interpret the information correctly, the methodological background of the data-gathering process must first be explained.

There are three sources of public feedback:

THE COMMUNITY SATISFACTION SURVEY (CSS)

Undertaken annually by the City since 2007, the Community Satisfaction Survey (CSS) is undertaken among 3 000 respondents across eight health districts (stratified sampling) to reflect Cape Town's diversity, thereby providing data on a citywide and health district level. The respondents are randomly selected and participate in an in-depth 40-minute face-to-face session with trained interviewers. The CSS is scientifically defensible, adhering to the codes of good research practice.

THE IDP PUBLIC ENGAGEMENT PROCESS 2010 – 2011

The IDP public engagement process occurs at subcouncil level. There are 23 subcouncils, comprising 105 wards across the city, thereby providing data at a subcouncil and citywide level. The method of data collection is at the discretion of each individual subcouncil, and varies greatly. Research control methods to eliminate bias and increase representivity of the IDP public engagement process have not been built into the process, thus the data are not scientific and should rather be viewed as a snapshot of useful information, reflecting the opinions of some Cape Town residents.

Some 3 190 inputs were captured during the engagement process, reflecting the opinions of approximately 1 450 residents. The number of projects that have been prioritised as a result of the 'Have your say' forms indicate the proportion of projects that have arisen from residents' requests, as opposed to those projects that have been prioritised as a result of councillors' initiatives (see summary table below).

Outline of IDP public engagement process via 'Have your say' forms						
	'Have your say' forms received	Inputs from 'Have your say' forms	Inputs (including from other sources)	Projects prioritised (P01)	Number of prioritised projects from 'Have your say' forms	
	1 458	3 190	3 478	769	598	
Average inputs per 'Have your say' form						2,19
Percentage of 'Have your say' form inputs prioritised						18,7%
Average inputs per subcouncil ('Have your say' form)						139
Average priorities per subcouncil ('Have your say' form)						26

THE C3 NOTIFICATION SYSTEM

Extracted from telephonic complaints received about City services, C3 data are not of any scientific standard, but provide a useful indication of residents' concerns. During the period 1 July 2009 – 30 June 2010, some 2 262 954 calls were received – a 22% increase from the 1 858 480 calls in the previous financial year.

From the above, it should be clear that all three sources of public needs analysis information are very different. Only the CSS is scientifically sound and the IDP engagement process and C3 notification system feedback should be viewed more as qualitative data, giving colour to the overall picture of Capetonians' expressed needs. As each of the three data sources contains different information, it is necessary to switch between them depending on the particular need in question.

Priority needs for residents according to various sources of information

The Community Satisfaction Survey (CSS)

When collecting data, residents were asked to select the three issues (from the 13 listed) that they believe the City should focus on. The unit of measurement is the percentage of residents who selected a particular issue as a priority.

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From the graph below, it is clear that the top priorities for City residents are job creation, crime prevention, housing provision and the elimination of corruption.

Significant changes from previous surveys are highlighted by either a circle or square in various shades.

Top Priorities for City Residents – CSS

Significant change from 2008/9 ▲▼
Significant change from 2007/8 ■■

| | 2007/8 | 2008/9 | 2009/10 |

Creating jobs — 64 / 70 / 69 ■

Preventing crime — 58 / 62 / 60

Providing housing — 34 / 32 / 36 ▲

Fighting corruption — 35 / 34 / 34

Having primary health care — 19 / 16 / 18 ▲

Growing the economy — 12 / 14 / 13

Encouraging social development — 11 / 9 / 13 ▲

Protecting the environment — 11 / 13 / 12

Having an open and accountable government — 13 / 14 / 11 ▼

Building and maintaining existing infrastructure — 14 / 11 / 11 ■

Enforcing traffic and other bylaws — 11 / 9 / 10

Addressing HIV/Aids — 16 / 13 / 9 ▼

Reducing red tape — 3 / 3 / 2

Job creation, preventing crime, housing and corruption countinue to be key issues to prioritise

What should the City prioritise?

Ranked on 2009/10 City of Cape Town CSS

Integrated Development Plan Public Needs Analysis

The City's environmental education programme is the largest in the country

The City's workforce is prepared to face the challenges of a growing city

IDP PUBLIC ENGAGEMENT

A summary of the IDP public engagement process also provides insight into the most important priorities for residents, which may be outlined as follows:

- Job creation (22,1%)

- Ensuring safety of residents (17,2%)

- Housing (16,7%)

- Delivery of basic services (12,3%)

Top priorities for City residents – IDP public engagement process		
PRIORITY ISSUE	**NUMBER OF RESPONSES**	**REFLECTED AS A PERCENTAGE**
Public transport	273	6,9%
Jobs	879	22,1%
Environment	342	8,6%
Clean government	254	6,4%
Basic services	489	12,3%
Safety	681	17,2%
Clinics	388	9,8%
Housing	664	16,7%
Total	**3 970**	**100,0%**

Apart from the provision of basic services, which was not presented as an option in the CSS, the findings of the IDP public engagement process mirror those of the CSS. Not only are the top three priorities the same, but relative scores (i.e. the percentage of people who selected jobs, safety and housing as priorities) are also similar.

Surprisingly, corruption or 'clean government' was not raised as a major concern in the IDP engagement process. This is in stark contrast with the CSS, where corruption is seen as priority number four.

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The table below contains a summary of residents' expressed level of satisfaction with a range of services that the City provides, across the 23 subcouncils. Considering all responses, 51% of the residents felt happy with the services the City provides, with over a third unhappy.

As can be seen, the subcouncil results show slightly different patterns to the CSS survey and IDP survey results with regard to the main areas of dissatisfaction, namely safety and security (59%), housing (55,4%), road maintenance (52%)and parks and open spaces (50%).

Top priorities for City residents – subcouncils

	Happy	Average	Unhappy	Do not know		Happy	Average	Unhappy	Do not know	
Access to water	857	224	198	31	1 310	65,4%	17,1%	15,1%	2,4%	100%
Electricity supply	630	300	345	34	1 309	48,1%	22,9%	26,4%	2,6%	100%
Sewerage	435	331	422	84	1 272	34,2%	26,0%	33,2%	6,6%	100%
Rubbish removal	651	324	282	41	1 298	50,2%	25,0%	21,7%	3,2%	100%
Preventing flooding	250	342	486	181	1 259	19,9%	27,2%	38,6%	14,4%	100%
Street lighting	339	392	509	52	1 292	26,2%	30,3%	39,4%	4,0%	100%
Road maintenance	168	368	673	86	1 295	13,0%	28,4%	52,0%	6,6%	100%
Libraries	444	324	357	144	1 269	35,0%	25,5%	28,1%	11,3%	100%
Municipal halls	361	374	342	176	1 253	28,8%	29,8%	27,3%	14,0%	100%
Traffic management	200	404	489	177	1 270	15,7%	31,8%	38,5%	13,9%	100%
Parks/open spaces	197	325	646	117	1 285	15,3%	25,3%	50,3%	9,1%	100%
Pools and sportsfields	191	299	591	203	1 284	14,9%	23,3%	46,0%	15,8%	100%
Cemeteries	194	280	435	331	1 240	15,6%	22,6%	35,1%	26,7%	100%
Area cleaning	244	403	578	55	1 280	19,1%	31,5%	45,2%	4,3%	100%
Fire services	423	322	303	214	1 262	33,5%	25,5%	24,0%	17,0%	100%
Municipal clinics	204	327	561	188	1 280	15,9%	25,5%	43,8%	14,7%	100%
Housing	149	238	710	184	1 281	11,6%	18,6%	55,4%	14,4%	100%
Building plan approvals	142	286	508	311	1 247	11,4%	22,9%	40,7%	24,9%	100%
Safety and security	118	305	771	103	1 297	9,1%	23,5%	59,4%	7,9%	100%
Controlling purposes*	6 197	6 168	9 206	2 712	24 283					

Happy	Average	Unhappy	Do not know
25,52%	25,40%	37,91%	11,17%

The C3 notification system

All C3 notification data were analysed. However, to provide a clearer view on public needs in relation to City services and service delivery, those issues that did not relate to City services or public priorities, such as account queries, were removed from the database for analytical purposes.

Integrated Development Plan Public Needs Analysis

The table below lists actual numbers of calls captured in the C3 notification system over the period 2009 – 2010 per department, listed alphabetically, and provides descriptive data as to the nature of these calls.

Over 70% of all the notifications in this period related to electricity, water or sewerage services.

Top priorities for City residents – C3 notification system			
NOTIFICATIONS BY ORGANISATIONAL RESPONSIBILITY DURING THE 2009/10 FINANCIAL YEAR			
C3 complaint	C3 complaint type	Notifications created	Percentage of total calls
107 Public emergency call centre	107 emergency services	43	0,003%
Biodiversity management	Nature reserves, complaints etc.	17	0,001%
City parks	Ablution facilities (unhygienic), dumping, vagrants, mowing and pruning	27 567	1,908%
Disaster management	Fallen/dangerous trees, fire, medical assistance	856	0,059%
District environment and heritage services	Signage – estate agents and illegal boards	20	0,001%
Economic and human development	Business support, events, informal trading, LED, trading permits	80	0,006%
Electricity technical complaints	Cable exposed, equipment damaged, no power, streetlights out	445 134	30,815%
Environmental management	Built environment, environmental impact assessment, flora and fauna, heritage	364	0,025%
Electricity	No power, faulty prepaid meter, tampering	11	0,001%
Fire	Complaints against staff, fire hazards, hydrants, query relating to fire accounts	402	0,028%
Health	Air pollution, animal keeping, noise, unhygienic conditions	3 645	0,252%
Housing – existing	Council-owned property: buildings/pools/stadia/ hall faults, repairs, rentals, land invasion	39 497	2,734%
Insurance	Public liability	74	0,005%
Interservices liaison	City improvement districts and tariffs	22	0,002%
Law enforcement	Backyard repairs, dumping, poaching, noise	1 260	0,087%
Libraries and information services	Access, cleanliness, staff complaints	50	0,003%
Other	Bees, filming, outdoor advertising, traffic lights	21 005	1,454%
Planning and building development	Building development management/land use – staff performance, illegal building, objections, overcrowding	1 251	0,087%
Property management	Acquisition of land, cleaning of land, selling/leasing of land	559	0,039%
Roads and stormwater	Cockroaches, dumping in, gulley blockages, potholes, footpaths, signs in road, unsafe conditions, road markings	84 167	5,827%
Safety and security	Metal theft, substance abuse, vagrants, shebeens, illegal structures	349	0,024%
Sewer	Cockroaches, sewer pump stations, odours	280 976	19,451%
Sewer – informal settlements	Blockages, leaks, toilet structure damaged	3 784	0,262%
Social development	Community building projects, drug rehabilitation, non-governmental organisation query, youth and poverty projects	144	0,010%
Solid waste	Animal carcass removal, beach cleaning, billing discrepancy, bin hire, staff complaints, dumping and recycling requests	94 957	6,574%
Spatial planning and urban design	Other, and requests for information	12	0,001%
Sport and recreation	Anti-social behaviour, bookings, maintenance, complaints	556	0,038%

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| Top priorities for City residents – C3 notification system			
NOTIFICATIONS BY ORGANISATIONAL RESPONSIBILITY DURING THE 2009/10 FINANCIAL YEAR			
Strategic and development information and geographic information system	Requests for information	248	0,017%
Subcouncils	IDP feedback	33	0,002%
Tourism	Inadequate accommodation, Table Mountain, service delivery	8	0,001%
Traffic	Abandoned vehicles, licensing, speeding, roadworthiness	1 091	0,076%
Traffic signals	Damaged etc.	6 630	0,459%
Transport	Buses, speed bumps, sign damage, taxi problems, railway sidings	1 110	0,077%
Trap	Blocked stormwater drain/gully, road flooded	3	0,000%
Valuations	Objections, rates queries, ownership details	6 406	0,443%
Water	Burst pipes, leaks, meters, missing covers, no water	327 776	22,691%
Water – informal settlements	Fire hydrant defective, standpipes, taps and water troughs	3 551	0,246%
Water demand management	Decrease supply, faulty valves, leaks, damaged toilets	90 553	6,269%
Water pollution control		107	0,007%
		1 444 318	

Caption

Integrated Development Plan Public Needs Analysis

It is evident that the most common public requests relate to technical electrical matters, water issues, sewers and solid waste. As there are a range of factors that may affect the notification patterns, it is challenging to make any firm and concluding deductions. However, what is clear is that the public make several million calls to the City annually. The most-mentioned services are represented below.

Most-mentioned services during calls received from public – C3 notification system

City function and volume of calls received on C3 notification system

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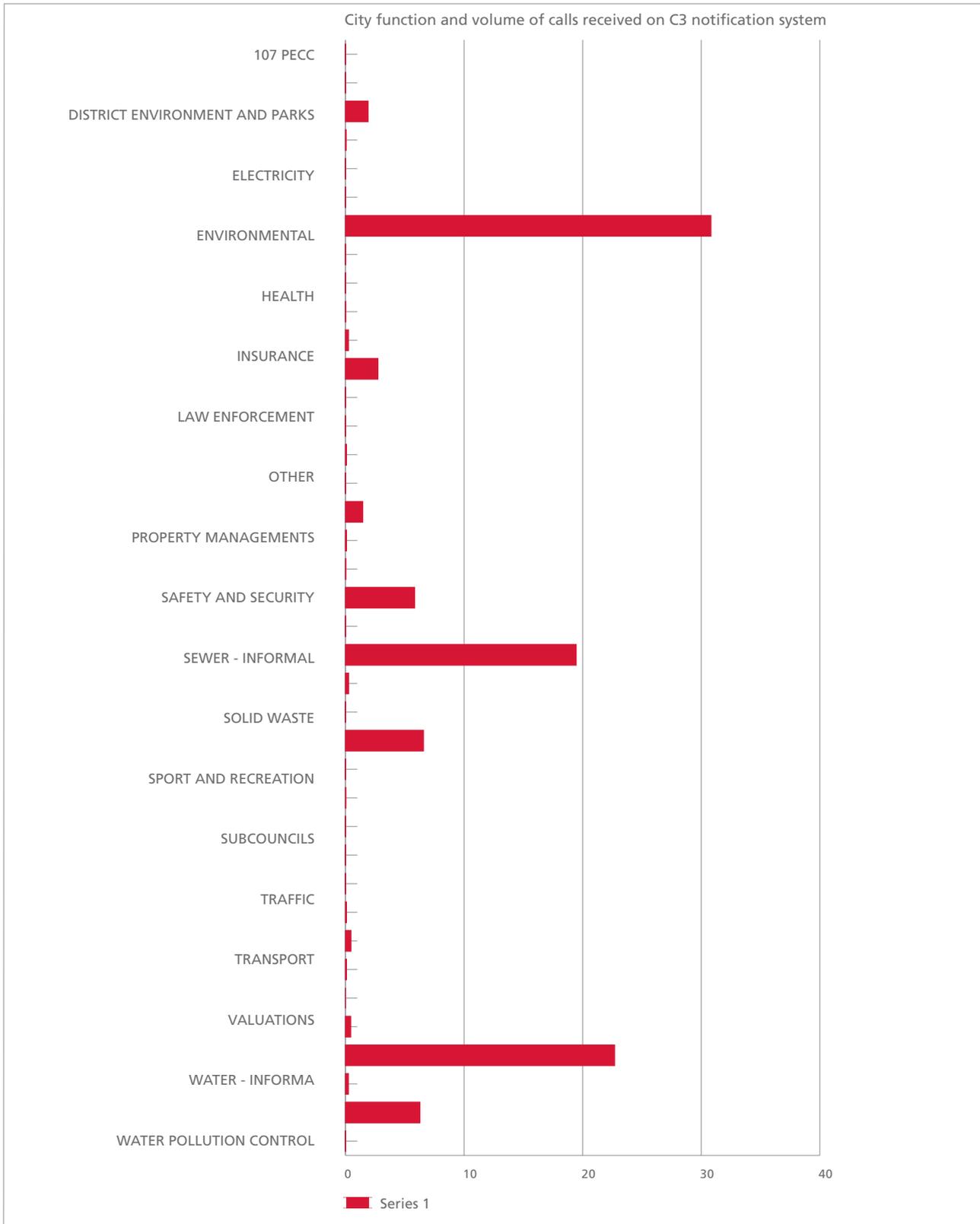
Aligning the Integrated Development Plan with the City's Medium to Long-term Spatial Plan

SPATIAL ALIGNMENT OF PUBLIC AND PRIVATE INVESTMENT

National Government is responsible for creating a framework for market development, while enhancing the required assets for such development and protecting the foundations of sustainable and quality human settlements. Thus, the City's investments need to be aligned with those of other stakeholders, such as state-owned enterprises and the private sector, so as to meet short and medium-term targets.

Capital budgets and projected priorities of various sectors that affect the spatial organisation and operation of Cape Town have been analysed. This analysis has revealed that, in the short to medium term, the vast majority of public funds will have to be focused on maintaining existing infrastructure and catching up on basic infrastructure backlogs. This implies that there will be limited resources to invest in new infrastructure, which will result in continued outward expansion of the city.

Generally speaking, the City's spatial development strategy will be to make efficient use of existing infrastructure and to manage urban growth effectively through the containment of sprawl and the promotion of densification and infill developments. This will require the upgrade of existing infrastructure in areas where densification is considered, which in turn will require budget prioritisation (over and above the funding of repair/replacement backlogs of bulk and reticulation-type infrastructure, which will form part of future asset management plans). Where new growth is accommodated, this must take place along planned growth corridors that are adequately serviced by public transport.

A NEW CITY SPATIAL DEVELOPMENT FRAMEWORK

Adopted in 2001, the City's Metropolitan Spatial Development Framework (MSDF) has undergone a dynamic period of change and development. The year 2006 saw the City propose a set of ideas called Future Cape Town, which focused on the issues and choices facing the City over the next 30 to 40 years. A review of the MSDF and the Future Cape Town initiative established the basis for a new Cape Town Spatial Development Framework (CTSDF), which is intended to guide Cape Town's long-term development.

Managing growth and land use changes in the city, and ensuring that urban growth happens in a sustainable, integrated and equitable manner, will be key focus areas. The framework provides a broad, long-term spatial concept; key

spatial strategies, and supporting policies for issues such as open-space systems, transport, urban growth management, land use integration, sustainable neighbourhoods and the protection of heritage assets.

Integrated, draft, district-level Spatial Development Plans (SDPs) and Environmental Management Frameworks (EMFs) have been prepared for Cape Town's eight planning districts, in line with and informed by the citywide SDF. These plans will replace outdated regional plans, and are due for completion by the end of 2011. On completion, the CTSDF and the SDPs will inform the preparation of the annual IDP review as well as the development of new IDPs.

ALIGNING THE IDP WITH THE LONG-TERM SPATIAL DEVELOPMENT FRAMEWORK

Principles informing the City's Spatial Development Framework

The Cape Town SDF is informed by the understanding that Cape Town should work better for its citizens, while acknowledging the city's inevitable growth as more people visit and settle in it.

Some of the key principles of the SDF are therefore based on good city planning and management practice, and are as follows:

- The prevalence of public good over private good

- Reducing the city's ecological footprint and introducing sustainable disaster risk reduction measures

- Adopting a precautionary approach to the use of resources, switching to sustainable patterns of resource use and mitigating negative development impacts

- Improving urban efficiency and aligning planned growth with infrastructure provision

- Providing maximum access to the city's opportunities, resources and amenities, and redressing spatial imbalances in this regard as far as possible

- Responding to the basic needs of communities by providing a stronger link between regulatory processes (zoning schemes) and spatial plans and policies

- Creating safe, high-quality living environments that accommodate a range of lifestyles and offer a vibrant mix of land uses

- Promoting cross-sectoral planning, budgeting and growth management approaches

Aligning the Integrated Development Plan with the City's Medium to Long-term Spatial Plan

METROPOLITAN SPATIAL STRUCTURE IN THE LONG TERM

The vision of the metropolitan spatial structure is based on a system of interrelated structuring elements or building blocks, which should provide overall direction to the future spatial form, structure and development of the city. Identified building blocks include the following:

Resilience and ability to adapt

Cape Town's ability to respond to challenges and future development trends will determine how prosperous the city's future will be. Cape Town's spatial organisation must therefore be flexible and able to adapt to changes in the development pace as well as to shifts in the demand for industrial, commercial and residential property. Being proactive and pre-cautious will help the City prepare for the impacts of climate change and almost depleted oil reserves and freshwater sources.

A city in a region

Cape Town should not continue to expand uncontrollably, absorbing all the surrounding towns as it grows. The interdependence of Cape Town and its neighbouring towns and rural settlements requires greater coordinated planning, budgeting and management of the region's roads, water supply, electricity network, natural resources and economic and tourism-related assets (such as wine farms).

Cape Town's long-term spatial concept

Natural assets

What helps make Cape Town such a unique and desirable place to be, is its natural resources. It follows, then, that these assets should play an important role in shaping where and how the city grows. Any development must respect the presence, role and function of these natural anchors, and must make the most of the ways in which residents and visitors can benefit from them.

Multidirectional accessibility grid

A movement system that provides all Capetonians with convenient and affordable access to the city's resources and amenities is a must. It should be structured to create a public transport-orientated, equitable pattern of mobility, so that all people can have access to a broadly similar range of opportunities and facilities in the city. The spatial organisation of Cape Town must shift away from the existing radial movement pattern, towards a hierarchical, multidirectional, clear, open-ended 'accessibility grid' system, which facilitates convenient access and multidirectional movement on a citywide basis, between districts as well as locally between suburbs.

Areas of land use intensification

The process of land use intensification refers to achieving a greater spectrum of mixed uses (commercial, industrial and residential) through the increased use of space, both horizontally and vertically, in accessible, high-opportunity locations. Employment-generating activities, retail development, social facilities, public institutions and intensive mixed-use and residential development should be encouraged to locate on and adjacent to the accessibility grid, particularly the primary accessibility grid. This will ensure that opportunities offered by accessibility grids can be accessed by a broader range of people.

Development informants

The development of the urban and coastal edges will assist in managing the spatial growth of the city. The growth direction indicates the location of large-scale, medium and long-term future urban development opportunities.

Destination places

These refer to nodes, landmarks or locations that form significant points or areas of attraction, and are part of the identity of Cape Town. A network of destination places needs to be developed across the city.

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Cape Town boasts a rich diversity of fauna and flora

STRATEGIES, SUBSTRATEGIES AND POLICIES

The strategies and substrategies that underpin the CTSDF are outlined below. They are supported by a set of policies to guide day-to-day decision-making, and provide a framework for more detailed policy formulation in terms of local area development, and, more specifically, spatial planning and land use management.

Summary of Cape Town's Spatial Development Framework strategies and substrategies	
Strategy	**Substrategy**
Plan for employment, and improve access to economic opportunities	• Promote inclusive shared economic growth and development • Address spatial economic imbalances • Establish an integrated citywide public transport system that supports the accessibility grid • Integrate land use, economic and transport planning • Support the rationalisation, upgrade and/or development of economic gateways, and appropriately manage land uses around them
Manage sustainable urban growth, and create a balance between urban development and environmental protection	• Facilitate the development of areas suited to urban development • Appropriately protect the citizens of Cape Town from hazardous areas/activities • Appropriately manage urban development impacts on natural resources, critical biodiversity areas and natural corridors • Contain the development footprint of the city, and protect natural, rural, urban and heritage assets with development edges • Encourage a more compact form of development • Support incremental development processes • Make efficient use of non-renewable resources • Protect and enhance the city's rural environment
Build an inclusive, integrated, vibrant city	• Transform the apartheid city • Proactively support publicly led land reform and new housing delivery • Encourage integrated settlement patterns • Ensure adequate and equitable provision of social facilities, public institutions and recreational spaces • Enhance the quality of the built form of Cape Town • Enhance the value of heritage resources and scenic routes • Promote accessible citywide destination places

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# The Strategic Focus Areas of the IDP

Strategic Focus Areas of the IDP

The diagram below illustrates how the IDP strategic focus areas have been broken down into strategic responses, objectives and programmes for budgeting and operational implementation.

SFA

CORPORATE OBJECTIVES — OBJECTIVES — PROGRAMMES — PROJECTS

CORPORATE KPIs — DIR. KPIs

CORPORATE TARGETS — DIR. TARGETS

RESOURCES (BUDGETS)
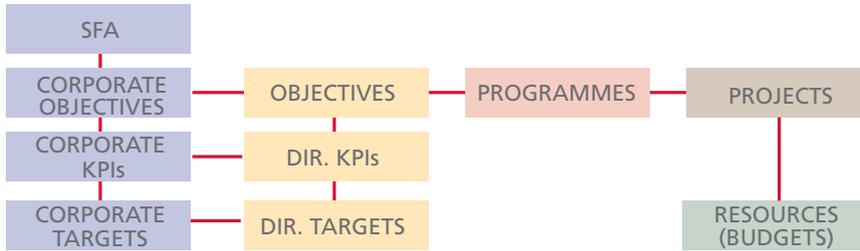
The IDP in action

The diagram above explains how corporate strategy is cascaded towards the lower levels of the organisation, and how this influences and shapes the operating and capital budgets of the various directorates and departments within the City.

client to update copy? please specify?

this year's IDP review for the first time shows this intersection by means of a series of icons that accompany the text on the pages that follow.

Where an icon appears, it reveals that the issue, objective or action under discussion in the accompanying text not only concerns the relevant strategic focus area, but touches on one or more of the City's other strategic focus areas as well.

The table on the opposite page shows the icons used to represent each of the strategic focus areas in this IDP review.

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1	Shared economic growth and development	STRATEGIC FOCUS **AREA ONE**
2	Sustainable urban infrastructure and services	STRATEGIC FOCUS **AREA TWO**
3	Energy efficiency for a sustainable future	STRATEGIC FOCUS **AREA THREE**
4	Public transport systems	STRATEGIC FOCUS **AREA FOUR**
5	Integrated human settlements	STRATEGIC FOCUS **AREA FIVE**
6	Safety and security	STRATEGIC FOCUS **AREA SIX**
7	Health, social and community development	STRATEGIC FOCUS **AREA SEVEN**
8	Good governance and regulatory reform	STRATEGIC FOCUS **AREA EIGHT**

Strategic Focus Area 1

SHARED ECONOMIC GROWTH AND DEVELOPMENT

Over the past decade Cape Town's economy achieved a higher economic growth rate than that of South Africa as a whole.[11] This relatively strong economic performance has made Cape Town the country's second-richest metropolitan region, in terms of GDP per capita.[12] Unfortunately, not all of the city's residents have benefited equally from its strong economic performance.

More than a third of the city's population live in the metropolitan south-east region, yet economic activity in this area is negligible.[13] Based on 2006 data, it is estimated that between 40% and 58% of the south-east's residents are unemployed.[14] In addition, in 2005 the south-east region of Cape Town contributed only 0,5% of the City's total RSC levy payments compared to the City Bowl, which contributed 24,5%.[15]

This limited contribution to Cape Town's economy by the south-east is primarily due to two factors. The first is the nature of the economy's growth path. Generally, the firms that have created the majority of Cape Town's jobs demand skilled and highly skilled labour.[16] The city's economic growth path is capital intensive, which means that firms' investment in capital grew at a faster rate than the number of jobs these firms created. Both these trends imply that, compared to skilled and highly skilled workers, the number of job opportunities for unskilled and semi-skilled workers in Cape Town continues to decline. The second factor concerns Cape Town's spatial economy[17] and the mismatch that exists between the concentration of economic activity in the city and the areas where the majority of Cape Town's residents live[18].

To rectify the above situation, one of the City's most important economic challenges is the creation of a competitive-inclusive economy. This type of economy attracts large-scale investment from large firms and produces innovative technologies in addition to creating opportunities for individuals from different backgrounds to participate in Cape Town's economy.

The City's ability to create a competitive-inclusive economy is affected by the performance of the global and national economy. The credit crunch abruptly ended the global economy's period of buoyant growth and stability. Since the last quarter of 2008, growth has been poor and global markets have been volatile. In response to these challenging market conditions, international and domestic firms cut their costs to remain competitive. These cost-cutting strategies saw many of these businesses shedding jobs, shelving their expansion plans and reducing their capital expenditure. The resultant lower levels of investment flowing into Cape Town have the effect of reducing employment prospects and decreasing the level of innovation and productivity in the city's economy.

The City recognises that a change in global and national economic conditions affects the content of its socio-economic programmes, as well as the manner in which these programmes are implemented. To ensure that its socio-economic programmes remain effective and efficient, the City therefore collaborates with other public-sector bodies, the private sector, civil society and communities. This collaborative approach facilitates access to global expertise, allows for the pooling of Cape Town's resources and ensures that the City's socio-economic programmes are based on the latest global knowledge while benefiting from economies of scale.

Another principle underlying the City's implementation of its socio-economic programmes is to target areas that potentially have the greatest positive effect on Cape Town's socio-economic development and then to focus resources on these areas. However, this targeted approach does not imply exclusivity as the City's programmes do extend beyond these areas as well. The following primary socio-economic development areas are targeted:

- Stimulating the creation of entry level jobs and new enterprise

- Creating a business brand for Cape Town

- Continuing to develop Cape Town's tourism brand

- Addressing the economy's supply-side constraints through training, business advisory services, infrastructure and investment targeting

- Supporting the growth of Cape Town's economic drivers in both the formal and informal economy

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[11] Author's calculation based on Quantec Data

[12] Organisation for Economic Co-operation and Development (OECD), OECD Territorial Reviews: Cape Town, South Africa, 2008, OECD Publications, France, ISBN -978-92-64-04963-5, page 57 and Global Insight Data extracted in January 2011

[13] City of Cape Town, Spatial Development Framework, Technical Report, Final Draft, November 2010

[14] Economic and Human Development (EHD) Strategy, Part 1: Context and Framework Revised: May 2006, page 12

[15] City of Cape Town, Draft Analyisis of the Cape Town Spatial Economy, 3 August 2010, page 5

[16] Author's calculations based on Quantec Data

[17] Author's calculations based on Quantec Data

[18] City of Cape Town, Spatial Development Framework, Technical Report, Final Draft, November 2010

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KEY ISSUES INFLUENCING CAPE TOWN'S SOCIO-ECONOMIC DEVELOPMENT

Formation of the Economic Development Agency

In response to stakeholders' concerns that the Western Cape Province has a proliferation of economic development institutions and stakeholders that offer uneven performance and impact, the Western Cape's Provincial Government is considering establishing an Economic Development Agency (EDA). It is hoped that the proposed EDA might simplify the Province's institutional environment by consolidating the various special purpose vehicles (SPVs) under a single umbrella organisation or a cluster of organisations. Irrespective of the EDA's structure, its overarching mandate will be to support the development of the Province's growth sectors, industries and businesses. In addition, it is envisaged that the EDA will address any weaknesses in the way that economic development is promoted at the sub-national level.

'Although many public bodies and public/private associations pursue what are called "economic development" policies or goals, there is often very limited coherence to the policies and initiatives undertaken. There are a number of rather typical weaknesses or "failures" in the way that economic development is promoted at the sub-national level across both advanced and developing countries.

The ultimate intention [of the proposed EDA] is to strengthen arrangements for economic development in Cape Town and the Western Cape, bringing together insights from current processes, in order to achieve:

- Greater alignment and cooperation between measures undertaken by the City of Cape Town (CCT) and the Provincial Government of the Western Cape (PGWC).

- A clearer overall agenda for "integrated economic development" in the Western Cape in order to broker a more coherent role for National Government input, private-sector roles, and contributions from other bodies, as well as a clearer set of shared or common objectives.

- Clear insights into what kinds of institutional/organisational arrangements will best achieve the shared outcomes.

- Recommendations for changes to be made to enhance the capacity to implement a shared economic development agenda.

Although many public bodies and public/private associations pursue what are called "economic development" policies or goals, there is often very limited coherence to the policies and initiatives undertaken. There are a number of rather typical weaknesses or "failures" in the way that economic development is promoted at the sub-national level across both advanced and developing countries.

For these reasons, and for many others, even relatively successful regions often have sub-optimal arrangements where a relatively diffuse and fragmented set of interventions are made on behalf of economic development, but do not represent a comprehensive or coherent approach.'

Greg Clark and Andrew Boraine, Cape Town and Western Cape Economic Development Agency Planning and Stakeholder Engagement, January 2011

Source: Andrew Boraine, City Partnerships
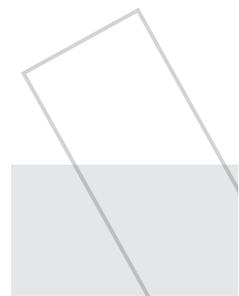
Strategic Focus Area 1 SHARED ECONOMIC GROWTH AND DEVELOPMENT

The concept of an EDA is not unique to Cape Town. Around the world EDAs play a key role in economic development and, although an EDA can take numerous forms, its activities are usually limited to the following four areas:

- **Economic development** – where the EDA uses risk and cost sharing interventions that aim to facilitate investment, build or strengthen assets, build or maintain infrastructure, engage in property development, as well as undertake broader planning, financing and marketing/ promotion activities.

- **Leadership roles** – where the EDA plays a key role in developing and implementing a long-term vision for the region, drawing multiple stakeholders into a common economic development platform.

- **Governance and coordination** – where the EDA facilitates practical coordination of long-term vision and strategy, overcoming limitations of fragmented stakeholders, as well as multiple political and administrative boundaries and responsibilities in the public sector.

- **Implementation roles** – where the EDA draws together dedicated capacity to implement the region's development strategy using complex project management and finance skills, business/investor facing services, and consulting skills to create and roll out solutions that solve problems.

As such the EDA may be a useful vehicle to spur socio-economic development in Cape Town and provide a vehicle by which to encourage city, province and the region stakeholders to think more broadly and engage in strategic partnerships and alliances that bring greater cohesion, vision, and resources to the table in the interests of championing a more competitive and inclusive Cape Town.

The specific detail regarding the Cape Town EDA's mandate, structure, model and responsibilities is still under debate by the EDA Task Team, of which the City of Cape Town is a member. Furthermore, the EDA Task Team has drawn on the City of Cape Town's policies and research to formulate the EDA's value proposition and design its institutional blueprint. These documents include the Draft City Development Strategy (CDS), Cape Town Spatial Development Framework (SDF), Global Competitiveness Study, the Economic Development Strategy (EDS) and the Urbanisation Framework Process.

City of Cape Town policy initiatives

Effective policy decisions are built on sound analytical research. Based on this principle, the City of Cape Town commissioned a comprehensive study to explore the factors that contribute to and detract from Cape Town's global competitiveness. This study explores a range of issues – from the role of SMEs in Cape Town's economy and the factors that attract firms to invest in Cape Town, to the level of skills and technological innovation that exist in the city. The information in this study provides policymakers with the insight required to position Cape Town as a globally competitive City-region promote sustainable and inclusive growth by 2020.

The City of Cape Town is also involved in other studies that will enhance Cape Town's business environment. For example, the Cost of Doing Business study will identify reforms that will make it simpler and faster for firms and entrepreneurs to establish a business in Cape Town.

Another key socio-economic growth strategy is the harnessing of the creative industries and events to attract more tourists to Cape Town and broaden the diversity of this tourist base. To achieve this strategy, the City has approved an Events Policy and an Events Bylaw and established an external advisory committee.

Since the City of Cape Town adopted its Economic Development Strategy in 2006, Cape Town's political, social, technological and financial environment has changed significantly. China's position in Africa has grown, the green economy has become a lucrative sector and the global economy has become more volatile. Of course, changes can also bring opportunity. To ensure that Cape Town can benefit from these changes, the City of Cape Town is creating a new Economic Development Strategy (EDS) that has a bold vision for Cape Town's 2020 economy. The Economic and Human Development Department has drawn on expert advice, commissioned studies and worked with stakeholders to identify six strategies that will create a resilient economy that balances competitiveness with inclusivity. Broadly stated, these strategies are:

- invest in Cape Town
- promote inclusive economies
- foster entrepreneurship
- develop the green economy
- support social cohesion
- build a compact city

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Fostering entrepreneurship is important in creating a resilient economy

FOCUS AREAS AND OBJECTIVES

The way forward in 2011/12

KEY CITY FOCUS AREA 1A: CREATE AN ENABLING ENVIRONMENT FOR THE ECONOMY TO GROW AND BECOME GLOBALLY COMPETITIVE

Objective – Increase number of direct job opportunities

The promotion of skills and the attraction of talent will be prioritised to develop the economy's competitive sectors, support the growth of entrepreneurship and to empower individuals to participate in civil society. Although education does not strictly fall under the City of Cape Town's mandate, the City realises that an educated population provides the foundation on which to build a resilient economy. For this reason, the City of Cape Town uses its networks, wherever possible, to support skills development.

PROGRAMMES

LAED business areas management programme and sustainable livelihoods programme

LAED (Local Area Economic Development) forms the basis of various economic development interventions in local areas by encouraging partnerships with a range of stakeholders from business, civil society and the public sector. The aims of these programmes are, broadly, to:

- develop and implement interventions in response to area-specific challenges in the short, medium and long term;

- support the establishment of business support infrastructure by leveraging available resources;

- support and accelerate alternative livelihood strategies that are compatible with the need for sustainability; and

- support small businesses through economic participation, entrepreneurship and building small-business networks to sustain economic development initiatives.

Area targeting

The objective of area targeting is to improve the competitiveness of local areas by enhancing the business environment for local players in the formal and informal sector. The business environments in these areas are improved by ensuring that services, both private and public, are better coordinated and geared to make them more efficient and user friendly, based on their identified unique needs. Ultimately, these business areas should encourage customers and businesses to live, work and play in harmony, thereby creating synergies for social and economic growth and development.

Urban agriculture programme

The City's Urban Agriculture Policy recognises the important role that urban agriculture plays in terms of food security, economic empowerment, social inclusion and a sustainable natural environment. The sustainable development of subsistence food gardens and emerging commercial urban farmers is therefore promoted.

The policy particularly encourages the cultivation of fast-growing, high-yield vegetables and niche produce such as herbs, traditional medicinal plants and organic food. It also provides for a strategy to support livestock keepers in the city, which includes the development of community kraals and commonages outside of residential areas. The City plays a proactive role in land reform for agricultural development (LRAD) by, among other things, providing secretarial support to the District Assessment Committee for the Cape Town region.

Enterprise development and promotion programme

The City's long-term vision is to position Cape Town as a centre for innovation and entrepreneurship. To achieve this vision, the City has developed a strategy to stimulate entrepreneurship in Cape Town, with a number of initiatives aimed at supporting entrepreneurs – some of which are outlined below:

Strategic Focus Area 1 SHARED ECONOMIC GROWTH AND DEVELOPMENT

Promoting an entrepreneurial environment and ecosystem

Entrepreneurs have access to a multitude of services, however these are housed under various structures and organisations and this has created confusion. In addition, the services these organisations provide are often not compatible. The City of Cape Town realises that creating an environment where entrepreneurs have access to a range of integrated services gives these business owners the foundation they need to start and grow a business. Based on this understanding, the City recognises the need for a new institutional approach that inspires and promotes entrepreneurship by making it simpler and easier for entrepreneurs to access support services.

- **Cape Town Activa** represents this new approach and is focused on developing a networked economy where organisations and entrepreneurs can collaborate and access shared information and tools. This will be achieved by improving cooperation among these entities, which will make it simpler for entrepreneurs to access support, information, research, skills training and venture capital.

  Cape Town Activa draws on the Barcelona Activa model as a source of ideas, tools and learning. Barcelona's high level of entrepreneurial activity is directly attributed to its implementation of the Barcelona Activa model, which has served to create an entrepreneurship ecosystem where entrepreneurs can access a range of services, information, mentorship and support. Cape Town Activa is such an entrepreneurial ecosystem, built on the cornerstones of partnership and collaboration.

  Cape Town Activa is not intended to be a quick fix that will solve the City of Cape Town's unemployment problem. Neither is it a new organisation seeking to deliver direct services and support or duplicate or compete with existing development organisations and agencies. Rather Cape Town Activa is an evolving business process and long-term strategy driven by a smart matrix of organisations, clients and stakeholders where delivery is enhanced through data sharing, effective referrals and business intelligence.

- In 2010, **Cape Town Entrepreneurship Week (CTEW)** and area events replaced Small Business Week. CTEW is a citywide festival of entrepreneurship events, conferences, competitions, workshops, programmes and media, which are designed to inspire, promote, showcase and advance entrepreneurship in Cape Town.

- **The Economic and Human Development Department (EHD)** will support strategic events in the business support space to encourage a culture of entrepreneurship in Cape Town, build a knowledge and support hub for

SMMEs and attract entrepreneurs to Cape Town. Examples of strategic events include the MIT Global Start-Up Workshop, the Disability Workshop Development Enterprise conference in 2009, and the Entrepreneurs Organisation (EO) University in 2010.

Supporting enterprise development skills programmes and access to business advisory services

- The City has created programmes to help SMMEs broaden and deepen their skills and receive practical advice from business consulting experts to improve their business operations. These services are provided to SMMEs through the Business Place Ikapa business advisory and skills training, the Micro MBA programme with Seda, Red Doors etc.

- Individuals' ability to participate in society and also their ability to gain employment requires a basic level of e-literacy. To promote e-literacy in marginalised areas, the City of Cape Town has established digital business centres in Khayelitsha and Mitchells Plain and the City of Cape Town is also involved in the Smart Cape Project.

- It is not currently part of the City of Cape Town's skills development programmes to identify whether individuals need assistance to find a job or to start a business. This weakness in the current system will be addressed under Cape Town Activa. The existing Business Advisory Services programme will be complemented by a new programme called the Employment Self-help Programme, which provides individuals with the skills and information to find a job. The programme also includes a placement service.

Supporting enterprise growth and empowerment

- The support of SMMEs is one of the City's strategies to reduce Cape Town's unemployment rate. In line with this strategy, the City of Cape Town launched its Supplier Development Programme in 2010, which is aimed at making it simpler for SMMEs to do business with the City.

- As part of the City of Cape Town's strategy to position Cape Town globally as an entrepreneur-friendly city, it has partnered with the Bandwidth Barn to host The Cape Town Entrepreneurship Competition (CTEC). Over the past three years, the CTEC online business plan competition has grown from strength to strength.

Objective – Increase direct investment in the local economy

DEVELOPMENT FACILITATION PROGRAMME

The recent global economic recession, which impacted on both local and foreign direct investment, highlighted the need for continuous and proactive interventions on the part of the

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STRATEGIC FOCUS **AREA ONE**

STRATEGIC FOCUS **AREA TWO**

STRATEGIC FOCUS **AREA THREE**

STRATEGIC FOCUS **AREA FOUR**

STRATEGIC FOCUS **AREA FIVE**

STRATEGIC FOCUS **AREA SIX**

STRATEGIC FOCUS **AREA SEVEN**

STRATEGIC FOCUS **AREA EIGHT**

City of Cape in order to ensure that Cape Town remains a favourable investment destination for investors. This requires a concerted effort and the leveraging of key strategic human and financial resources.

In this regard, the Economic and Human Development (EHD) Department drafted and revised its Economic Development Strategy (EDS) that targeted investment creation and facilitation as one of its core strategies. The strategy is formally called 'Invest in Cape Town', and its proposed interventions will profile and market Cape Town as a lucrative investment destination, increase trade and stimulate economic interventions to improve the quality of life of the city's people.

EHD, through the Economic Development Facilitation Unit, will continue facilitating investment into the local economy through the following interventions:

- Creating an environment that will enable the attraction of sustainable local and foreign direct investment (reduction of red tape, implementation of policy and regulatory frameworks that encourage businesses to thrive, and provision of adequate infrastructure through engagements with key stakeholders).

- Facilitating the promotion of investment into priority sectors that have been identified by the City of Cape Town (business process outsourcing, film sector, oil and gas, information communication and technology, creative industries sector, tourism as well as new identified priority sectors – renewable-energy sector).

- Strategically facilitating the promotion of Cape Town as a viable investment and tourism destination.

- Positioning Cape Town as a global, innovative and creative city.

- Creating an environment to stimulate business expansion and retain businesses.

- Increasing trade promotion.

The City of Cape Town will collaborate with key strategic partners from the private and public sector to attract capital and technologically savvy business to Cape Town. This collaborative approach allowed the City of Cape Town to attract large greenfield investment projects, which will enhance the competitiveness of Cape Town's leading economic sectors. Two examples of the success of the City of Cape Town's collaborative investment model are the Cape Town Film Studio (CTFS) project and Cape Health Technology Park.

THE CAPE TOWN FILM STUDIO (CTFS) PROJECT

Attracting capital to build the Cape Town Film Studio (CTFS) will strengthen Cape Town's competitive advantage in the creative industries. Strategic engagements between local
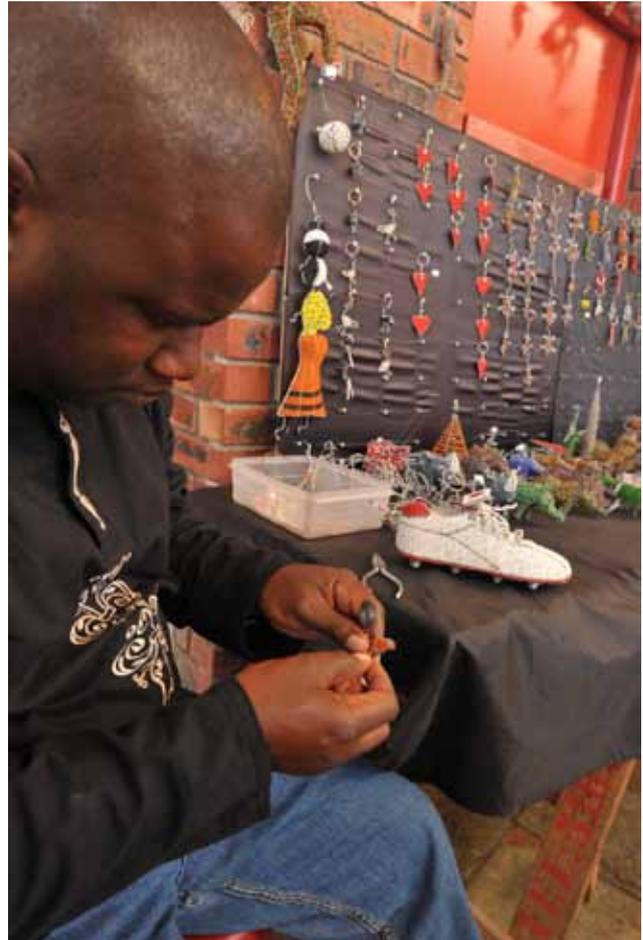
The City recognises the need for a simpler and easier approach to support entrepreneurs

Supporting SSMEs is one of the City's strategies to reduce unemployment

Strategic Focus Area 1 SHARED ECONOMIC GROWTH AND DEVELOPMENT

government and the private sector have resulted in the phased construction of the Cape Town Film Studio (CTFS) in Faure (Blue Downs). It will be the first custom-built Hollywood-style studio complex of its kind in Africa, boasting fully-equipped workshops, art departments, wardrobes, storage and extensive backlogs for exterior set buildings. In addition, the construction of the facility will allow film companies to further reduce their production costs (these production costs are 30% – 50% less than elsewhere in the World[19]). Given the CTFS's facilities and its competitive rates, the studio will serve as a dedicated hub for media, new media, entertainment, film and related industries in South Africa and Africa.

Even though the CTFS is under construction, it is already a sought-after production destination. The facility was used to shoot Judge Dredd, a Hollywood blockbuster movie. The shooting of this movie injected R250 million[20] into Cape Town's economy. Other socio-economic benefits associated with the CTFS include:

- skills transfers to the film crews;

- modern, affordable and available equipment for the film makers;

- production of local films leading to the growth of the film and media-related SMMEs;

- attracting major international film makers;

- job creation (current estimates are that the project has the potential to create over 8 000 jobs[21]);

- creation of linkages in the film industry;

- training opportunities for young people; and

- generating foreign exchange earnings.

CAPE HEALTH TECHNOLOGY PARK PROJECT

The Health Technology Park is a partnership between various public role-players (national and local) that have a vested interest in the growth in biotech and health innovation – across academia and private enterprise. The Park is part of the government's initiative to position South Africa as a world leader in biotechnology and pharmaceuticals. The government tentatively identified the Western Cape as a potential centre for the country's pharmaceutical industry. Given that Cape Town is the Western Cape's business centre and home to the country's premier science research centres, the logical choice was to build the technology park in this city.

The Park will bring the country's top medical companies, government and academics together to promote knowledge

and share services. These actions will increase the industry's level of productivity and encourage the development of new products and services – both of which should reduce the cost of medicine in South Africa. The Park will also generate a host of other direct and indirect benefits for Cape Town, such as increasing economic activity, creating jobs and reducing the country's dependence on imported medicine.

National Government, the Western Cape Provincial Government, the City of Cape Town and other stakeholders are working together to ensure that the vision of the Cape Health Technology Park becomes a reality. Stakeholders are currently in the process of undertaking a pre-feasibility study and initial indications are that there is a high degree of support and interest from the private sector. Principal stakeholders are currently seeking approval, in principle, from the City of Cape Town as a key strategic partner.

Objective – Increase percentage of visitors to Cape Town

Tourism is an important driver of Cape Town's social and economic development. The imperative is to enhance the destination brand beyond leisure tourism and also attract business tourism in the form of conferences, exhibitions and incentive travel. The positive impact of this will not be limited to the direct benefits of visitor expenditure throughout the value chain, but also through an improvement in their quality of life, greater worldwide awareness of the city, an improved city image, more positive decisions relating to investment in Cape Town and more export opportunities.

The City has a tourism vision that, by 2020:

- Cape Town will be celebrated as one of the top 10 iconic tourist destinations in the world;

- responsible tourism development will be a driving factor in establishing Cape Town as one of the world's greatest cities to visit and in which to live, work and invest;

- the tourism industry will be a real driver of the economic and social transformation of Cape Town, and its role will be fully recognised as such by public and private sectors alike;

- through combining and using exceptional design and architectural talent as well as the vibrant creative economy, the tourism industry and the public sector together will play a key role in making sure that Cape Town is known and recognised globally as the creative centre of Africa; and

- through a continuous process of strengthening the City's law enforcement capacity by means of the introduction of specialised training initiatives, expansion of resources and optimum utilisation of available technology, Cape Town will be known as the safest city in Africa.

[19] Videovision Entertainment – Cape Town Film Studio debuts at Cannes, May 2009
[20] Pierre de Villiers – 'Shooting for the Stars' – (Indiwe) Inflight Magazine, January 2010
[21] Nico Dekker, Cape Town Film Studio Presentation to City of Cape Town, October 2009

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Tourism is an important driver of Cape Town's social and economic development

Cape Town is known and recognised globally as the creative centre of Africa

To achieve this vision, the City has a strategic target to double the value of tourism to Cape Town's economy by 2020. This vision and target will be pursued via a number of partnerships aimed at developing, managing and promoting the destination, as well as serving visitors' needs. These partner organisations include, but are not limited to:

- Cape Town Tourism (CTT), the City's principal tourism agency
- Cape Town Routes Unlimited [the provincial destination marketing organisation (DMO)]
- Cape Town Partnership
- Cape Town International Convention Centre (CTICC)
- The Cape Film Commission
- The tourism sector, represented by the Federated Hospitality Association of South Africa (FEDHASA)
- The Southern Africa Tourism Services Association (SATSA)
- The South African Association for the Conference Industry (SAACI)

ABOUT THE CTT PARTNERSHIP

Cape Town Tourism (CTT) is a unique tourism agency, constituted as a voluntary industry association with more than 2 000 members. This structure means that CTT works with the private sector, while remaining in a dynamic partnership with local and provincial government – enabling them to deliver on visitor expectations as well as show a real return on investment to stakeholders. Its strategies, particularly in terms of visitor services, are recognised as cutting edge, with the use of future age technology supported by the City of Cape Town.

An important objective of the CTT partnership is to reduce seasonality so as to ensure year-round, permanent employment, increased benefit to the economy, enhanced profitability, and maximum return on public and private-sector investment.

One of the key objectives of this partnership is to develop an all-year destination by addressing seasonality. This will guarantee sustainable business and, therefore, sustainable employment, increased benefit to the economy, enhanced profitability, and maximum return on public and private-sector investment.

The City's marketing efforts are intended to position Cape Town domestically and internationally as a year-round-destination of choice for leisure, business and events visitors. It aims to achieve exceptional tourism growth in partnership with the private sector and other tourism stakeholders.

Tourism objectives have been set for the next five years, with targets relating to increased visitor numbers and expenditure, and improved regional visitor spread. This must not be seen as an end in itself, but rather a springboard for long-term growth and benefits.

The tourism targets and objectives are as follows:

International markets

- to increase overall visitor numbers by 2% each year;
- to increase the overall number of nights spent by visitors in the Western Cape by 2% each year; and
- to increase visitor numbers during the off-peak period (May – September) by 2% each year.

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STRATEGIC FOCUS **AREA SEVEN**

STRATEGIC FOCUS **AREA EIGHT**

Strategic Focus Area 1 SHARED ECONOMIC GROWTH AND DEVELOPMENT

Cape Town is one of the top 10 iconic tourist destinations in the world

Domestic market

- to increase peak-season trip numbers in line with national growth;

- to increase the overall number of nights spent by visitors in Cape Town by 2% each year; and

- to increase the number of trips during off-peak period (May – September) by 2% each year.

Responsible tourism destination

The City is committed to promoting and enabling responsible tourism as per the Cape Town Declaration of 2002. A Responsible Tourism Policy was adopted by Council in December 2009 after a lengthy stakeholder-driven process that culminated in the Executive Mayor signing a Responsible Tourism Charter. Leaders of the Tourism Associations also committed to Responsible Tourism Improvement Plans and rolling out this commitment to industry members. This programme has gained the City international acclaim and seen it garnering awards, including 'Best Destination' at the Virgin Holidays Responsible Tourism Awards at World Travel Market in November 2009.

The 2010 FIFA World Cup™ presented an opportunity not only to host the world's soccer lovers and be seen by millions of viewers worldwide, but also to host an international event applying responsible tourism principles. The City's 2010 Green Goal programme was awarded the Impumelelo Award that recognises innovation and excellence in government and public/private partnerships.

The strategies supporting the City's tourism development goals can be traced back to Council's strategic themes to realise its commitment to economic development and job creation.

Tourism remains a key economic opportunity for Cape Town, and has been prioritised through local tourism programmes for its potential to improve access, provide infrastructure for visitors and residents, and support the promotion and conservation of the cultural and heritage landscape – ranging from music and theatre to public spaces and attractive urban landscapes. Public spaces where visitors can interact with locals are attractive because they create an opportunity for engagement with the soul of the City through its people. Route development and the upgrade of local facilities have seen the city's offering go beyond its natural beauty to offer unique experiences. The creative industries have also energetically taken their place as providers of unique product offerings to national and international visitors.

The City has combined the key destination development elements of tourism supply, demand and market knowledge to develop its destination development programme. Elements of destination access have been carefully implemented and a

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navigable city has evolved with clear directional and pedestrian signage opening the city up even more to its visitors. Strategic research informs such destination planning and provides valuable intelligence to industry and product development.

Despite these successes, the City of Cape Town is always looking for new market opportunities to attract more tourists to Cape Town. For instance, the value of the cruise liner market is expected to grow. Approximately 15,4 million people took cruises in 2009 and this is expected to increase between 21,3 and 28,1 million passengers by 2025.[22] According to a study conducted by the Department of Tourism, South Africa is well placed to attract a substantial share of the international market. Cruise passenger levels in South Africa are projected to climb to between 200 000 and 1 000 000 throughput passengers by 2025.[23] By positioning Cape Town as one of South Africa's cruise liner hubs, this tourism sector has the potential to improve the performance of Cape Town's overall economy.

Given the market's potential value and also the sector's potential economic benefits, one of the City of Cape Town's Executive Directors is the Chairman of the National Cruise Line Steering Committee. The Committee released a study in 2009 that provides direction for the development path of South Africa's cruise liner industry. The report's strategies provide direction and focus for the industry's future objectives. As a consequence, the strategies can be used to align destination marketing role-players' short-term activities and also to rally support among stakeholders to start planning their long-term investment activities (i.e. funding a multipurpose cruise liner reception infrastructure).

Objective – Develop new partnerships and strengthen existing ones

As part of the City's ongoing partnership with a range of institutions, more attention will be paid to the institutional framework that enables the delivery of economic opportunities. The City will monitor and manage the mandate and service delivery of strategic partners, such as sector bodies that receive funding for sectoral development programmes. In light of financial limitations, short-term funding allocations will need to be reduced. These operating conditions will drive the need for improved efficiency and financial sustainability in the longer term.

Partnerships between the City and its stakeholders that will enhance Cape Town's global competitiveness include:

- The City of Barcelona and City of Cape Town have signed a memorandum of agreement (MOA) to develop an entrepreneurship ecosystem in Cape Town.

- A bilateral agreement between the City and Transnet/National Ports Authority (NPA) regarding the cruise liner strategy and development around the Culemborg site.

- Support by sector bodies and CTP of the development of the local economy. CTP completed its 10-year review that showcased the significant achievements in turning around the fortunes of the inner city.

- Work by the Provincial Government of the Western Cape and the City to accelerate the roll-out of a broadband network across the metropole.

- Work between the City and Cape Town Partnership's Creative Cape Town Programme (CTP) and the Faculty of Informatics and Design at the Cape Peninsula University of Technology (CPUT) to establish a design precinct.

- Collaboration by the EDF with numerous special-purpose vehicles (SPVs) to improve Cape Town's socio-economic development. These SPVs include, but are not limited to, the following examples:

  o The promotion of enterprise development through the Cape Craft & Design Institute's market access programme (trade facilitation). The Cape Information and Technology Initiative (CITI) focuses on growing the size and number of SMMEs in the information and communications technology (ICT) industry.

  o Wesgro offers an Export Development Programme (EDP) to SMMEs that provide them with the knowledge and tools to export their goods/services.

  o Calling the Cape promotes enterprise development in the business processing and outsourcing industry by offering SMMEs capacity-building programmes, such as developing marketing and financial strategies, effective communication and branding.

  o The Cape Film Commission (CFC) works with Animation South Africa and industry partners to develop scarce animation talent and skills, and also to transform the industry.

MUNICIPAL ENTITIES

The City currently has two municipal entities:

The Cape Town Convention Centre Company (Pty) Ltd (Convenco)

Convenco was established to develop and operate the world-class Cape Town International Convention Centre (CTICC). The CTICC's global reputation as one of the world's premier conference centres and its ability to host mega-conferences

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[22] South Africa Cruise Tourism: Prospects, Benefits and Strategies, Final Report, November 2009 Version 5.0, page 4
[23] South Africa Cruise Tourism: Prospects, Benefits and Strategies, Final Report, November 2009 Version 5.0, page 5

Strategic Focus Area 1 SHARED ECONOMIC GROWTH AND DEVELOPMENT

is a testament to Convenco's excellent performance. Based on the results of a study conducted by the City of Cape Town in 2010, the CTICC is one of Cape Town's strategic economic assets. The CTICC attracts more conferences than any other conference venue in Africa.[24] Another report also testifies to the CTICC'S success. Cape Town has already captured 65% of the local convention market and could expand even further as the country as a whole has only captured 1,1% of the international market at this stage.

Furthermore, the CTICC regularly hosts some of the world's most complex and high-prolife conferences that attract over 3 000 delegates.[25] For example, the International Congress of Actuaries in 2010 and the World Congress of Gynaecology in 2009 each attracted 5 000 delegates.[26] In 2009, the CTICC hosted more mega-conferences than Vancouver, Barcelona or Perth.[27]

The CTICC makes a valuable contribution to the city's region's and country's economic growth. According to the CTICC's 2009 annual report, the Centre contributed, on a cumulative basis, R11,8 billion to South Africa's GDP over the past seven years. In addition, in 2008/9 the CTICC contributed R2,3 billion to South Africa's Gross Domestic Product (GDP) and R828 million to the Western Cape's Gross Geographic Product (GGP). The CTICC's strong economic performance is expected to continue. Analysts predict that the CTICC will contribute R29,1 billion to South Africa's GDP by 2014.[28]

The CTICC also plays an important role in creating employment opportunities in South Africa. According to the CTICC's 2009 Annual Report, the CTICC created 3 242 direct jobs in the Western Cape and 4 168 indirect jobs in South Africa (refer to the table below for a comprehensive breakdown of these job opportunities).

Macroeconomic Contribution for the 2009 Financial Year								
Rand million, 2009 prices	GDP	GDP	Indirect taxes	Direct WC jobs	Indirect SA jobs	Indrect household income	Net forex earnings	Delegate and visitor days
Convenco	9,5	2,8	1,1	4	16	4,9		
CTICC capital expenditure	18,5	4,7	2,0	31	32	10,2		
CTICC operational expenditure	44,3	30,0	9,3	51	76	21,9		
Host/organiser expenditure	62,1	14,6	6,7	37	112	33,8		
Exhibitor expenditure	223,4	75,9	21,5	131	348	112,3		
Delegate expenditure	1 308,3	484,4	115,9	2 127	2 470	662,5		
Induced tourism	636,4	215,5	58,8	860	1 114	320,2		
Total contribution	**2 302,6**	**828,0**	**215,3**	**3 242**	**4 168**	**1 165,9**	**492,4**	**1 213 590**

Source: CTICC – 2009 Annual Report

Given the CTICC's contribution to Cape Town's economy, the City has made the expansion of the CTICC a strategic priority.

Khayelitsha Community Trust

The Khayelitsha Community Trust (KCT) was established to facilitate the development of the Khayelitsha Business District (KBD) through the development of commercial, residential and communal facilities. The trust has a strong social and empowerment objective and hopes to achieve an increased sense of ownership through raising equity in the local community. The City funds the KCT, based on an approved three-year business plan. The KCT's key objectives include:

• complying with corporate governance and legislative requirements;

• establishing an effective working environment;

• facilitating the upgrade of bulk electricity supply within Khayelitsha;

• facilitating the development of affordable housing within the KBD;

[24] Lorentzen J, Manamela A, Muller L, Gastrow M, 'A Technology Gap Analysis of Leading Firms in Cape Town', 2nd Draft 15 October 2010, City of Cape Town, page 40
[25] Lorentzen J, Manamela A, Muller L, Gastrow M, 'A Technology Gap Analysis of Leading Firms in Cape Town', 2nd Draft 15 October 2010, City of Cape Town, page 40
[26] Lorentzen J, Manamela A, Muller L, Gastrow M, 'A Technology Gap Analysis of Leading Firms in Cape Town', 2nd Draft 15 October 2010, City of Cape Town, page 41
[27] Lorentzen J, Manamela A, Muller L, Gastrow M, 'A Technology Gap Analysis of Leading Firms in Cape Town', 2nd Draft 15 October 2010, City of Cape Town, page 40
[28] CTICC Annual Financial Report 2009

Skills development based on the needs of the local community is a priority

Public spaces where visitors can interact with locals are attractive

- updating the development plan and operational decision-making framework for the KBD;

- implementing an updated development plan (infrastructural development, additional commercial and business activities, and municipal offices);

- initiating integrated KBD management;

- initiating an empowerment plan and programme;

- improving communication with relevant stakeholders; and

- securing alternative sources of funding.

BUSINESS DEVELOPMENT PROGRAMME

The Business Development Programme aims to proactively support the formal business environment, conduct meetings with organised business and resolve business constraints. An asset management methodology for property management is being implemented and the Property Management Department will be introducing an asset management strategy to ensure optimal utilisation of the City's immovable property assets. This will be achieved via the introduction of a proactive property portfolio performance management system.

The strategy is two-pronged. Firstly, it will ensure that the City's immovable property that is required for municipal purposes is utilised effectively and optimally. Secondly, properties not needed by Council will be used to meet the City's strategic economic and social objectives. This will be achieved through partnerships with the private and/or public sector; the granting of lease, development and other rights; or the disposal of such property assets.

Objective – Prioritise skills development based on the needs of the local economy

In terms of skills development, the City faces two challenges:

1. The inability to retain scarce skills in financial services and among black professionals – the current skills export trend is likely to continue, resulting in acute demand in financial and business services.

2. The in-migration of semi-skilled people from peri-urban and neighbouring provinces in search of employment opportunities – this further compounds the employment challenges and competition for resources.

Higher learning institutions (HLIs) have a vital role to play in addressing these challenges and enhancing the City's delivery mandate. As such, the City provides annual bursaries for economics and business study areas, which will boost the future supply of potential economists.

PROGRAMMES AND PROJECTS

HLI programme

The City will continue to engage with tertiary institutions through CHEC to create a partnership aimed at establishing Cape Town as a global research and development hub. Universities will be engaged in innovation and new technology projects with a 'green' focus.

Based on key deliverables, a formal relationship has been established with the following institutions:

- The University of Cape Town

- The University of the Western Cape

- Stellenbosch University

- The Cape Peninsula University of Technology

The following working groups were established to develop and commission projects:

- Human capital development

- Infrastructure development

- ICT

Other areas of collaboration, such as economic development, promotion of innovation, and campus safety and security, will also be investigated for implementation over the next three years.

Strategic Focus Area 1 SHARED ECONOMIC GROWTH AND DEVELOPMENT

Cape Town Port is a key strategic regional facility

Students in Free Enterprise (SIFE) project

SIFE is an international organisation that strives to create global partnerships between business and higher education to prepare university students to be entrepreneurs. The students are challenged to implement projects that will transform the lives of people facing real social and economic problems.

The SIFE Western Cape region encourages its students to link their projects with the municipal IDPs. This results in continuous engagement and partnerships between the City, SIFE, business, learning institutions and students. Two SIFE competitions are held annually. One is the regional competition, in which various teams within a particular country compete, and the other is the SIFE World Cup, in which each country's top team competes against other countries.

Objective – Develop Cape Town's creativity, knowledge and innovation-based industry

PROGRAMMES

Skills development programmes

- Skills development programmes in strategic sectors – support skills development programmes in ICT, business process outsourcing (BPO), film, and oil and gas artisanship.

- Skills development programmes aligned with 2010 – establish skills development programmes for 2010, in the services, hospitality and film industries.

INVESTMENT BY OTHER SPHERES OF GOVERNMENT AND STATE-OWNED ENTERPRISES

Cape Town International Airport upgrade

Over six million passengers pass through Cape Town International Airport each year, and this figure is expected to double by 2015 according to the City of Cape Town Tourism Department. To accommodate this steady increase in traffic, a new multi-level, 4 000-bay parkade, built at a cost of R400 million, opened at the Cape Town International Airport in December 2009. This is the extension to the existing arrivals terminal and has pedestrian connectivity to the central terminal building.

Terminal 2010 has also been completed at a cost of R1,6 billion. The new international departures terminal can process up to 1 300 passengers in peak hours, or a million passengers a year – three times the capacity of the old terminal. It now boasts a total area of 21 000 m², including 2 360 m² of retail space.

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City rail network upgrade

Metrorail carriage upgrades were completed in time for the 2010 FIFA World Cup™. The South African Rail Commuter Corporation (SARCC) also undertook a number of upgrades to the city's train stations and railways, including:

- the Cape Town Station upgrade
- the Southern Suburbs railway line
- the Cape Flats railway line
- the Khayelitsha railway line
- the Mitchells Plain railway line
- the Cape Town–Monte Vista–Kraaifontein railway line
- The Cape Town, Athlone, Heideveld and Langa Station upgrades

According to PRASA, Cape Station provides an interface between the central city and the outlying metropolitan areas. Given Cape Town station's strategic position, PRASA views Cape Town Station as a catalyst to promote urban renewal in the Cape Town CBD. Based on this point of view, PRASA spent R408 million on upgrading its Cape Town Station. In addition, a new station at Windermere Century City has been operational since the World Cup.

Initiatives under way to address bottlenecks at Cape Town's port

Oil and gas sector

Western Cape companies participate in the oil and gas industry through a vibrant rig and ship repair and maintenance sector that supplies a variety of services and products to the oil fields and acts as a base for logistics providers and global oil field service companies.

The oil and gas sector plays an important role in the development of Cape Town's economy and the contribution it makes to the city's economy is expected to grow. Analysts forecast that the industry will contribute R7,2 billion to Cape Town's economy and employ roughly 11 400 people by 2014.[29] Based on companies' services, the sector's ability to achieve these projections requires a well-managed port with good infrastructure. These conditions do not exist at Cape Town's port. Unless the bottlenecks at Cape Town's harbour are addressed, the sector will not realise its full potential economic value.

The City of Cape Town, together with affected stakeholders, and the Tansnet National Ports Authority (TNPA), is working to

address the port's challenges. The parameters of this working relationship are:

- Effective working relationships between TNPA and industry stakeholders at senior management level in regard to strategic issues related to the industry and port usage.
- Engagements with the South African Revenue Authority to address customs and import challenges.
- Proactive dialogue between the port authorities and industry to develop a transparent and agreed process for various activities in the port that will impact positively on costs and competitiveness of the industry.
- Potential upgrades of the port to accommodate more income generating activities.

Boatbuilding industry

The boatbuilding industry plays an important role in Cape Town's economy. The sector contributes roughly R2 billion to Cape Town's economy and the sector is a strong foreign exchange earner[30]. Approximately 60% of the industry's turnover is generated from exports, which are valued in the region of R1,2 billion.[31] The industry employs more than 3 000 permanent employees and the core industry employs an estimated 500 temporary workers and sub-contractors.[32]

The industry's aggregate employment figures do not reflect the sector's importance. The structural change of Cape Town's economy towards services has affected the type of labour demanded. Jobs for semi-skilled workers have declined in comparison to skilled and low-skilled workers. The boatbuilding sector is important for Cape Town's development because it creates jobs for semi-skilled workers. Approximately 60% of the industry's total jobs are for semi-skilled workers, whereas 15% of the industry's jobs are for unskilled workers.[33]

The industry's growth and development is hampered by structural constraints, the most critical of which are the high cost of launching boats at the harbour and the lack of launching facilities for large yachts. To address the above constraints, the boatbuilding industry was granted a short-term lease of the Eliott Basin by the TNPA. The short-term nature of this lease makes it difficult for the industry to attract or secure long-term capital infrastructure investment, particularly given the TNPA's long-term strategy to convert the Elliott Basin into a container terminal.

The industry's ability to tackle the above challenges requires a more cooperative and integrated long-term strategy that

29 ZLH Projects and Naval Architects – Oil and Industry Review, 2008
30 Cape Town Boatbuilding and Technology Initiative Business Plan 2008 – 2009, December 2008
31 Cape Town Boatbuilding and Technology Initiative Business Plan 2008 – 2009, December 2008
32 Cape Town Boatbuilding and Technology Initiative Business Plan 2008 – 2009, December 2008
33 Cape Town Boatbuilding and Technology Initiative Business Plan 2008 – 2009, December 2008

Strategic Focus Area 1 SHARED ECONOMIC GROWTH AND DEVELOPMENT

considers different parties' perspectives. This strategy needs to focus on:

- Ensuring that the port is internationally competitive through offering efficient services at competitive prices in all port-related activities.

- Building relationships between all stakeholders in the industry including government, SPVs, TNPA and the industry with the aim of improving effectiveness and efficiency of the port infrastructure through the establishment of a provincial forum of engagement.

- Increasing relevant skills in the industry through funding of skills training programmes and aligning training with international standards.

- Ensuring the transformation of the industry by encouraging industry players to embrace BBBEE and reducing barriers to entry and developing monitoring systems to assess the extent of transformation.

- Consultation and inclusion of stakeholders by TNPA in all port-related strategic matters.

Objective – Increase number of Expanded Public Works Programme (ERWP) job opportunities

Key performance indicator 1a.2: Number of EPWP job opportunities created

The Expanded Public Works Programme (EPWP) is a national programme aimed at the reduction of poverty and unemployment. The second five-year phase of the programme spans financial years 2009 to 2014. The main thrust of the EPWP is to increase job creation by increasing the focus on the creation of temporary work opportunities for the unskilled and semi-skilled unemployed target groups.

The mandate of the EPWP in the City of Cape Town is to drive the labour-intensive methodology, and to make sure that it is mainstreamed in the service delivery operations of the organisation. Training and Enterprise development are included at a programme or project level where economically feasible. An EPWP Policy for the City is at an advanced stage and, once approved by Council, will guide the implementation of a sustainable programme by the City. Most importantly, the policy will fast track the mainstreaming of the programme across implementing city departments.

Corporate EPWP targets have been set for the City using an approved EPWP targets development formula and these have been cascaded to all the relevant implementing departments.

The City participates in the EPWP Incentive Grant by way of a memorandum of agreement entered into with Department

of Public Works on an annual basis. The incentive grant is a conditional grant in terms of the Division Of Revenue Act (DORA). The EPWP Incentive Grant is structured to reward public bodies that create EPWP work by reimbursing them a portion of their wage costs. The City has been allotted R25 million for the 2010/11 financial year, for which it must perform beyond a set baseline in order to access the incentive grant. Future allocations under this incentive grant will depend on the City's performance in terms of the EPWP and the Municipal Incentive Grant (MIG) Cities Framework.

Objective – Maintain approval time for building plan, land use and planning applications

Key performance indicator 1a.3: Percentage of land use applications finalised with statutory timeframes

Objective – Maintain approval time for building plan applications

Key performance indicator 1a.4: Percentage of building plans finalised with statutory timeframes

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

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

The City of Cape Town is also considering a range of interventions to assist the sector in its recovery phase. One of these initiatives is the streamlining and modernising of the regulatory framework for urban planning and building development applications, which could include dedicated facilitation services for high impact property developments.

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The City is committed to invest in ongoing improvement of transport infrastructure

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Strategic Focus Area 2
SUSTAINABLE URBAN INFRASTRUCTURE AND SERVICES

One of the key ways in which the City works to enable and encourage Cape Town's economic growth and development is through ongoing investment in the maintenance and expansion of essential utilities and services. Through this type of investment in water and sanitation, electricity, solid waste removal, roads and stormwater infrastructure, supported by effective IT and communications infrastructure, the City aims to position Cape Town for sustainable economic growth and, in time, a reduction in poverty levels and a better life for all its citizens.

To this end, the City is working to ensure that all Capetonians receive adequate basic services, while implementing effective plans and projects to reduce the demand for water, electricity and landfill space, thereby easing the long-term burden on available resources and infrastructure. The City is also committed to protecting and preserving the environment, and ensuring that all people enjoy access to Cape Town's natural heritage in a sustainable and mutually beneficial way.

Ultimately, the City's strategy is to maintain and develop Cape Town's urban infrastructure and the services relating to it, in a way that encourages economic development, while also meeting the needs of all Capetonians. To achieve this, the City remains focused on investing in bulk services delivery, including:

- providing effective and reliable basic services;
- maintaining the City's assets (bulk infrastructure and other);
- upgrading existing infrastructure, or investing in new infrastructure; and
- developing strategies to limit the expansion of the city, while making the best use of existing infrastructure.

The delivery of sustainable services relies on a number of key infrastructure components (as mandated by the Constitution), the most important of which are:

- water, sanitation and wastewater treatment services;
- solid waste services;
- electricity services; and
- roads and stormwater services.

A CLOSER LOOK AT CAPE TOWN'S CURRENT SERVICES AND INFRASTRUCTURE

It is an unfortunate fact that budget and resource constraints make it impossible for the City to meet all infrastructure requirements simultaneously, particularly given the additional challenges of upgrading ageing infrastructure and addressing growing backlogs due to funding limitations.

A number of additional national and local challenges have exacerbated this situation in recent years. These include:

- a scarcity and loss of engineering and technical skills in the organisation;
- the negative effect of the economic slowdown on revenue collection, which is only now beginning to show an upturn;
- increasing operating and capital costs in the form of fuel, bulk service purchases and raw-material price increases;
- a lack of access to land on which to provide the required infrastructure for basic service delivery;
- densities of informal settlements; and
- ongoing vandalism and theft of municipal infrastructure and equipment.

Despite these challenges, the City remains committed to making sure that all Capetonians have access to basic services, conserving natural resources, and managing its infrastructure and resources well.

As a direct result of the City's efforts in this regard, all the formal households in Cape Town have access to basic levels of sanitation, water, electricity and solid waste removal. However, some challenges still remain in the informal settlements. The 2009/10 financial year saw a 26,8% reduction in water demand – well above the Department of Water Affairs' agreed standard of 20% – and 69,4% compliance with pollution-free standards for swimming beaches and inland recreational water bodies.

In terms of basic services, there is now a uniform ratio of one toilet for every 4,9 informal households; one tap for every 12,55 informal households and 3 721 additional subsidised electricity connections installed in informal areas across Cape Town.

Waste services include weekly door-to-door refuse collection in formal areas, and integrated cleaning and weekly bagged refuse collection in informal areas for 100% of known households.

ESTABLISHING PUBLIC NEEDS

The 2010 IDP public participation outreach programme saw residents communicating the following needs with regard to the range of services supplied by the City:

Electricity

Electricity provision and services are generally seen as satisfactory. However, the same cannot be said for the affordability of electricity, and scores in this regard have been dropping year on year.

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Water supply

While access to, and an uninterrupted supply of, clean water are currently areas of strength for the City, those surveyed expressed a need for this good performance to be maintained. The continued affordability of water still receives positive feedback. Through its call centre and various service points, the City dealt with approximately 17 000 queries relating to meter readings in the 2009/10 financial year.

Street lighting

The surveys reveal that Capetonians see street lighting as fair (but with room for improvement), and that they are generally happy with the amount of street lighting in the city, with the exception of certain of the poorer areas and informal settlements. Street lighting is an important security issue for residents, as a lack of lighting could result in increased criminal activities. A lack of lighting can generally be attributed to insufficient streetlight installations or lingering maintenance issues.

Roads

The survey shows that citizens perceive roads to have improved and are happy with the planting of trees along many of them. Feedback regarding road quality depends on areas, and it was found that smaller roads tend to be neglected, while major roads are well serviced. The fixing of potholes and signage is an area that needs to be addressed.

Refuse removal

In 2009/10, the City's Solid Waste Department continued to deliver a well-perceived service and experienced an improvement in the rating of response times. Waste services continue to enjoy some of the highest scores of all the City's services. That said, recycling is the one intervention that can truly assist the City in improving on its landfill space-saving target. As a result, seven areas are currently running pilot recycling projects to determine if increased recycling operations across the city would be feasible.

Cleanliness

Both the public participation processes highlighted the importance of street sweeping to residents, especially in the less wealthy areas of the city. This issue is also closely linked to littering, which is prevalent in such areas. Bin theft remains a challenge for residents and the City alike, and this will need to be addressed, possibly in partnership with law enforcement services.

Illegal dumping

Illegal dumping is an ongoing issue, and residents perceive it as getting worse. However, it is encouraging to note that such illegal dumping activities are frequently reported. Public open spaces, parks and cemeteries are often abused as dumping sites, compounding the challenges of community services, cleansing services and law enforcement. Although there is a bylaw in place that provides for the issuing of spot fines, illegal dumping remains a very common occurrence.

Stormwater drains and sewers

For the most part, residents appear to be happy with these services, with a slight improvement in community perception ratings year on year.
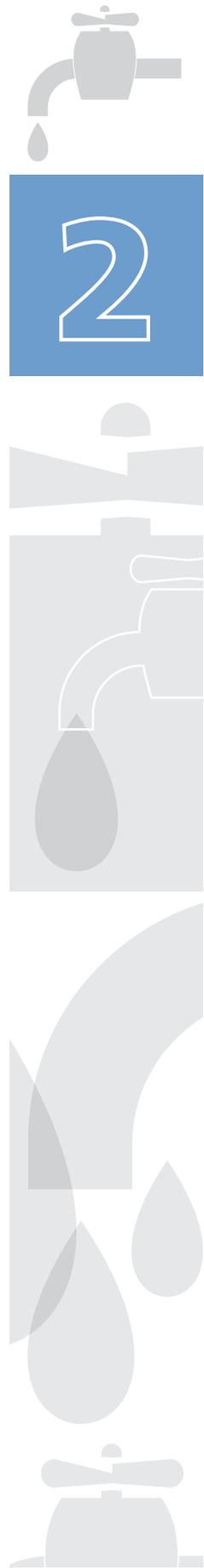
Strategic Focus Area 2 SUSTAINABLE URBAN INFRASTRUCTURE AND SERVICES

FOCUS AREAS AND OBJECTIVES

The way forward in 2011/12

KEY CITY FOCUS AREA 2A: PROVIDE ACCESS TO BASIC SERVICES

Objective – Access to sanitation

Key performance indicator 2A.1:
Number of formal domestic customers receiving sewerage services

All formal properties in the City receive sanitation services in the form of a metered connection. A small number of erven without a piped sewer connection have septic tanks.

Key performance indicator 2A.2:
Number of sanitation service points (toilets) installed for informal settlement customers

Backlogs in basic sanitation are currently only experienced in the informal settlement environment. These are primarily as a result of the current city growth, and it is the City's intention to eliminate all backlogs by the 2015/16 financial year. Given the continued growth of the city's population and a lack of available land to accommodate such growth, coupled with the ongoing problem of vandalism and theft, achieving this objective will be a challenge. However, the injection of further funding and employment of additional manpower resources as staff or as contractors have enabled the City to exceed its previous targets in the area of sanitation and should go some way towards enabling it to continue doing so.

Given that Cape Town is a water-scarce region, dry sanitation solutions are seen as key to enable the expansion and improvement of existing services. In May 2009, Cape Town was the first city in Africa to pilot the MobiSan dehydration toilet unit (manufactured and sponsored by the Dutch Government) in Pook se Bos, an informal settlement in Athlone. The unit comprises 13 toilets and 12 separate urinals, and is operated by two dedicated City-employed janitors. Since its installation, no reports of vandalism or theft have been reported, making the dehydration toilet model a good option for use throughout Cape Town communities.

The Water and Sanitation Department's service level strategy is currently being optimised to ensure appropriate application of the limited range of technologies, thereby ensuring lower operating and replacement costs.

Objective – Access to water

The City subscribes to the 'water ladder' concept, as proposed in the Department of Water Affairs' Strategic Framework for Water Services of September 2003.

Key performance indicator 2A.3:
Number of formal domestic customers receiving water services

All formal properties in the city receive water through a metered connection.

Key performance indicator 2A.4:
Number of water service points (taps) installed for informal settlement customers

Basic water provision is via communal services in the informal settlements. While the priority has been to provide an emergency level of service to all households in all settlements, the City is now extending its basic level coverage and the density of its services.

The City already exceeds the national standard of providing access to potable water within a 200 m radius of any dwelling unit, and has far fewer households sharing a tap than the standard of 25. A reticulated and pressured water supply is generally accessible to most informal settlements. In future, remaining pockets of undersupply will be eradicated, but the City will be careful not to oversupply, which could create a problem with grey water ponds.

Objective – Access to electricity

Key performance indicator 2A.5:
Number of electricity meters serving domestic customers

The City's Electricity Department provides electricity distribution services to approximately 75% of City customers, while some areas in the eastern and northern parts of Cape Town are serviced by Eskom.

Key performance indicator 2A.6:
Number of additional, subsidised electricity connections installed

Electricity service availability and access backlogs are primarily a problem in informal settlements, and these are currently being addressed by the Electricity Department and Eskom electrification programmes.

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Growing waste volumes are directly linked to population expansion

Basic water provision in informal settlements via communal services

Eskom will only electrify housing with funding from the National Department of Minerals and Energy, which, until recently, was allocated to formally proclaimed townships only. After a recent change to the Department's policy, Eskom has now also begun electrifying those informal areas that comply with the City's electrification policy. The electricity supplier has set itself a target to complete 3 370 connections in 2011/12. The City is committed to working closely with the national power provider to ensure the successful provision of electrification programmes. This electrification plan is aligned with the integrated human settlements theme of the City's IDP.

The establishment of new housing developments normally includes the provision of electricity infrastructure. In the case of housing developments that consist of dwellings for which the beneficiaries are eligible for government housing subsidies, the City provides the electricity supplies at a greatly subsidised rate. The Department of Minerals and Energy partly funds the electrification projects through external grant funding, with the remainder of the funds being sourced internally by the City's Electricity Department. In this way, the City achieves a 100% electrification rate for formal housing developments.

Some informal settlements experience service connection backlogs, and there is also an electricity provision backlog to backyard dwellers in formal areas. Certain informal areas are excluded from the electrification programme if the dwellings are situated:

• below the 50-year floodline;

• on unsuitable land, such as landfill sites;

• in road, rail or power line reserves; or

• on private property.

Objective – Access to refuse collection services

Key performance indicator 2A.7: Number of formal domestic household customers receiving kerbside refuse collection services

The City delivers a weekly kerbside refuse collection service to all formal properties within its administrative boundaries.

Key performance indicator 2A.8: Number of informal settlement dwellings receiving a door-to-door refuse collection and area cleaning services

Informal settlements receive integrated area cleaning and refuse removal services, including door-to-door bagged refuse removal. The refuse removal service is a guaranteed service, planned according to a weekly scheduled programme.

Bulk waste management infrastructure requirements, specialised equipment investment needs and growing waste volumes are directly linked to population expansion, industrial development and growth in tourism. Cape Town's population is growing at an average of 3% annually. Without effective waste minimisation solutions, the increase in waste as a result of this population growth is projected to be approximately 2% – 3% per year.

A new replacement landfill and a system of multipurpose transfer stations will be established in the coming years, as the City's existing landfills are fast reaching capacity and will not be able to cope with steadily increasing waste volumes. The rehabilitation of disused, full landfills and dumps throughout the city is also a statutory requirement in terms of

STRATEGIC FOCUS **AREA ONE**

STRATEGIC FOCUS **AREA TWO**

STRATEGIC FOCUS **AREA THREE**

STRATEGIC FOCUS **AREA FOUR**

STRATEGIC FOCUS **AREA FIVE**

STRATEGIC FOCUS **AREA SIX**

STRATEGIC FOCUS **AREA SEVEN**

STRATEGIC FOCUS **AREA EIGHT**

Strategic Focus Area 2 SUSTAINABLE URBAN INFRASTRUCTURE AND SERVICES

Managing the demand for, and wastage of, water is very important to the City

the Municipal Finance Management Act (MFMA) and permit operating conditions.

Compounding this challenge is an ageing waste collection vehicle fleet, which is mostly not deemed reliable enough to sustain effective and efficient service delivery in the years to come.

For these reasons, the City's waste management services need to be expanded and balanced with the introduction of waste minimisation initiatives, including a greater focus on recycling, in partnership with various key industries and City stakeholders.

KEY CITY FOCUS AREA 2B: CONSERVE NATURAL RESOURCES

Objective – Manage water demand

Key performance indicator 2B.1: MegalitreS of water consumed to meet water demand target

Reducing the demand for, and wastage of, water across the city is of paramount strategic importance, as doing so will effectively postpone the need for expensive water

infrastructure projects. Cape Town has already achieved significant water savings over the past decade, and the positive effect of the water conservation and demand management strategy has been substantial. Current water use is measured at 26,8% below projected unconstrained demand. In order to maintain and improve on this level, the City is embarking on the following main programmes and projects:

Water leaks repair programme

This programme includes the integrated water leaks repair project and the 'Fix-it' leaks project, both of which are aimed at reducing water leaks at the end-user point in the supply chain. Fix-it operates across the city, and is prioritised based on high consumption and high debt levels among indigent households.

The integrated water leaks repair project focuses on suburbs that have been identified to have high consumption and has thus far been rolled out in Mfuleni, Protea Park, Saxonsea, Westbank, Delft, Macassar and Kleinvlei, among others. The project has the dual benefit of reducing water lost due to leaks, and ensuring significant cost savings for poorer households. It has been running since 2005 and continues to be successful. To date, actual water savings exceed 2 Mℓ per day. The programme will be extended across the city in 2011/12 and beyond.

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Pressure management

To reduce wastage by end-users, and minimise water losses through leaks in the reticulation network, the City has implemented a pressure management programme. Pressure-reducing valves have been installed in selected areas, resulting in pressure being reduced from around 10 bars to 3 – 4 bars. The design is based on the master planning of supply zones, and ensures that sufficient pressure is available where and when it is needed. Actual water savings so far exceed 2,5 Mℓ per day.

Based on its success, this initiative is being extended to other areas of Cape Town with high levels of consumption and debt, as well as frequent leaks. These targeted areas include Eerste River, Philippi, Delft, Lwandle, Fisantekraal, Brentwood and Westbank. The costs of installing these pressure valves are off-set by the returns generated through water savings in the medium to long term, with the full investment recouped over a period of 5 – 18 months.

Roll-out of water management devices (WMDs)

Water management devices (WMDs) are designed to deliver a predetermined amount of water to households per day, thus ensuring that they do not use more than they can afford. The City has prioritised the roll-out of these devices to households on its indigent register, but is also extending the programme to residents of any income status. The City has installed approximately 30 000 WMDs thus far and it is estimated that around 5 000 may be installed per month in future. Current water savings due to WMDs exceed 0,8 Mℓ per month.

Treated-effluent reuse programme

This programme has been in operation since 2005, and is aimed at offsetting potable water demand by supplying treated effluent to industrial customers, who do not require potable grade water for their operations. It is also being used for the irrigation of selected sports fields and golf courses, thereby significantly reducing the use of potable water for irrigation operations. The City has prepared a master plan for the future development of the treated-effluent programme, with the aim of significantly expanding it across Cape Town. Currently, the City produces a total volume of 5 637,7 Mℓ of treated effluent water annually, with a projected target of 26 422 Mℓ per year once the treated-effluent infrastructure has been expanded. Projects in 2011/12 will focus on extending the infrastructure of the wastewater treatment works at Potsdam, Athlone, Cape Flats, Macassar and Bellville.

Education and awareness programmes

Education and communication are integral to the City's water demand management (WDM) strategy. Wherever possible, an education or awareness programme is undertaken among affected communities or individuals before or during a WDM project. A number of other awareness projects are also run among households, businesses and schools. These focus on reducing water losses, enforcing the water bylaws and integrating water saving with everyday life. In addition, during Water Month in March every year, the City presents exhibitions on water saving, including practical demonstrations and information sharing, in eight different areas of Cape Town.

Improved water balance

The City is working to improve the measurement of real or apparent water losses, so as to achieve systematic reductions in the extent of each factor contributing to the unaccounted-for water levels. This is being achieved through additional zone metering, detailed zone modelling, consumption analysis, and a wide-ranging programme to improve measurements by the replacement of ageing meters and the use of electronic remote logging systems.

MEASURING PERFORMANCE

Performance on this objective will be measured as the percentage reduction below unconstrained water demand, working from the June 2010 baseline of 26,8%. The target is 27%.

An integrated programme to manage urban waters is being pursued to combat the negative impact of urban development on the City's receiving waters, such as rivers, vleis and coastal waters. This programme includes:

- the formulation of regulatory frameworks, policies and guidelines to facilitate control of the impact of new and existing urban development on receiving waters;

- customised water quality indices and reporting tools;

- the implementation of inland and coastal water quality improvement and remedial measures; and

- the development of partnerships with other stakeholders and line functions to pursue the objectives of the programme.

In managing and maintaining the beach nodes, the City is establishing an even geographical spread of Blue Flag beaches on the Atlantic and False Bay coast by seeking additional full Blue Flag status for the beaches at Muizenberg, False Bay and Big Bay. All other beaches and nodal points will be maintained according to set minimum maintenance standards.

Strategic Focus Area 2 SUSTAINABLE URBAN INFRASTRUCTURE AND SERVICES

Maintenance is essential in keeping the City's water infrastructure in a good condition

The City supplies water to thousands of households and businesses

With regards to the operation of the wastewater treatment works, a progressive improvement in effluent quality is being achieved. The overall compliance with chemical and bacteriological parameters in 2009/10 is 82%. The target for compliance is a minimum of 95% by June 2012.

All treated effluent wastewater that is returned to the environment must meet DWA quality standards in terms of the National Water Act of 1997. The City's wastewater treatment plants are not equipped to remove phosphorus from effluent, and significant changes need to be made to most facilities in order to meet the stringent 1mg/ℓ phosphate standard. Phosphorus is a key pollutant in receiving waters as it contributes to eutrophication and the associated prolific growth of problem aquatic plants and potentially harmful algal blooms.

Certain wastewater treatment plants also do not comply with DWA effluent standards due to ageing infrastructure. Where investment has taken place, benefits are notable from the improved works, which in turn improves the reuse potential of wastewater effluent.

The impacts of poor quality effluent on ecosystems and various water bodies can vary greatly, depending on factors such as the volumes and quality of effluent being discharged and the ability of the receiving waterway to dilute and assimilate contaminants. Failure to control the discharges into sensitive or protected areas can damage sensitive species, habitats, water abstractions, fisheries, shellfish production or spoil recreation.

OPERATION OF TREATMENT PLANTS

Local authorities are required to review the operation, maintenance and management of their wastewater treatment plants. Review of the City of Cape Town's plants reveals that many of the components of the existing wastewater treatment works need to be rehabilitated or upgraded and, in many cases, extension is also required as a lack of capacity also influences final effluent quality.

The strategies for ensuring that wastewater treatment capacity in Cape Town is sufficient are:

- Integrated planning for new works and extensions to ensure that additional wastewater treatment capacity is provided, where needed, at the right time.

- Proactive maintenance of all mechanical and electrical equipment as well as civil structures as part of the City's Asset Management Strategy.

- Ongoing process optimisation.

- Improved monitoring and operational control.

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MONITORING

Scientific Services has the responsibility of regularly monitoring the effluent quality in Cape Town. Their analytical laboratory samples and analyses wastewater from a range of sources, one of which is wastewater treatment plants.

As regulations become more demanding, so too does the need for testing the impact of polluted waters (poor-quality effluent) on the environment.

As such, the range of analyses undertaken includes:

- Marine water quality monitoring
- Nutrients
- Metals and organics
- Microbial analysis of dams, rivers, streams, vleis
- Macro invertebrates and algae to determine the health of streams and lakes

WATER POLLUTION CONTROL

The Water Pollution Control (WPC) Inspectorate recently commissioned 15 Water Pollution Control Inspectors within the Water and Sanitation Department. These officials have Peace Officer status, which gives them the authority to issue spot fines to water polluters. Their responsibility is to protect the City's water reticulation systems (sewers and stormwater drainage) and receiving bodies (such as rivers and streams) from pollution that stems from industry and household waste.

The officers work in the field, and actively monitor and enforce compliance with the Wastewater and Industrial Effluent Bylaw, the Stormwater Management Bylaw and the Treated Effluent Bylaw. WPC's previous system of control was limited to contravention notices. Their powers have now been enhanced and the officers have power of access into all premises suspected to have discharged dangerous substances into the sewer or stormwater system.

According to Section 56 of the Criminal Procedure Act 51 of 1977, officers are authorised to issue spot fines of a minimum of R1 000 whenever a bylaw is infringed, with the possibility of additional fines where damage has been caused. The charge for illegal disposal of metals and substances with a low pH value has been increased as these have the most detrimental impact on the municipal infrastructure and the environment. Failure to comply with the Wastewater and Industrial Effluent Bylaw can also result in disconnection from the municipal system, withdrawal of the permit and/or the institution of appropriate legal action.

STRATEGIC GAP ANALYSIS

Containment of chemicals in storage and during transportation presents an area of significant risk to the stormwater system and the environment as a whole. The Water Pollution Control Inspectorate is equipped to monitor industrial effluents and provide assistance with containment during pollution incidents. However, a number of strategic gaps exist that are limiting the WPC's effectiveness in this area. These include:

- The Programme for upgrade and extension of Wastewater Treatment Works has fallen behind due to lack of funding. Overall effluent quality is still not to DWA standards as percentage compliance is
  - 2% for treated effluent quality
  - 37% in rivers
  - 68% in coastal areas
- A lack of proactive solutions to treated effluent quality issues that result from operational problems.
- A lack of community empowerment to ensure that the 'polluter pays' principle is enforced.
- Some treatment plants and sewer pump stations do not have pollution contingency measures.
- Of the 289 industrial properties that are monitored for compliance with Wastewater and Industrial Effluent Bylaw standards, 25% are non-compliant.

IMPLEMENTATION STRATEGIES

To address these gaps, the following strategies have been, or are in the process of being, implemented:

- Provide sufficient capital and human resources for upgrading and extending WWTWs.
- Proactively address operational problems so as to avert treated effluent quality.
- Examine and resolve treated effluent quality monitoring issues.
- CMAs need to be established in the catchment areas and a wastewater charge discharge system needs to be implemented.
- Identify source and non-source points of pollution.
- Establish pollution contingency measures where there are none.
- Roll out water and wastewater bylaws awareness campaigns.
- Increase monitoring of industrial effluent discharging into wastewater treatment plants.
- Identify the worst non-treated effluent offenders, enforce payment of penalties and encourage waste minimisation principles.

Strategic Focus Area 2 SUSTAINABLE URBAN INFRASTRUCTURE AND SERVICES

The City's landfills are fast reaching capacity

Caption

Objective – Minimise waste

Key performance indicator 2B.2: Percentage of waste diverted from Council waste management facilities

The City's Solid Waste Management Department regulates waste management activities at municipal level, and is one of the providers of waste management services to the Cape Town municipal area. The City's services, together with those offered by external service providers, need to be aligned and transformed to include waste minimisation in accordance with the National Waste Management Strategy, which is in turn based on IWM principles. This requires services over and above the present constitutional obligations of municipalities to ensure effective cleansing, collection and disposal services. IWM in Cape Town is guided by the City's policy of the same name and is executed via a statutory, detailed plan.

The overarching IWM policy objectives are aimed at:

- ensuring basic waste management services;
- minimising the amount of waste that is currently directed to landfill sites, or illegally dumped;
- conserving resources and the environment;
- ensuring basic waste management services; and
- reducing human and environmental health and socio-economic impacts.

WASTE MANAGEMENT LEGAL REFORM

To give effect to sustainable IWM services, and regulate such activities, the City's service authority role will in future be regulated by the new bylaw that Council adopted in 2009. This completes the process of municipal waste management law reform, which had been necessitated by municipal restructuring.

KEY STRATEGIC WASTE MANAGEMENT ISSUES AND CHALLENGES

In the short term, waste management and minimisation present the City with the following main issues and challenges:

- Continued efforts to catch up on basic service backlogs (residential waste collection), which are exacerbated by unplanned population growth
- The fact that waste generation outstrips population growth by almost 1%
- Sustainable service delivery to backyard dwellers
- Upsets in the commercial waste management sector due to current economic conditions that may put residential service delivery contracts at risk
- Inadequate waste management infrastructure creation, raising the risk of health and environmental degradation
- Capital requirements for the upgrade and replacement of the City's compactor fleet to improve equipment condition, reliability and availability
- Integration of multiple activities wherever clustered waste management infrastructure is being developed
- Inadequate revenue from rates and tariffs to cover the future replacement of existing infrastructure, or the construction of additional infrastructure
- The major impact of any further delay in the issuing of a record of decision for the establishment of a new landfill to replace almost-full landfills
- Mitigation of landfill gas to reduce climate change and environmental impacts
- Securing external funding to reduce the onerous financial implications of implementing various waste minimisation initiatives as per the IWM Plan
- The development of strategic partnerships, both financial and non-financial, with business, industry and other sectors of society, to commission large-scale waste minimisation initiatives
- Attention to detail regarding conditions of service for new tenders; the timeous, successful completion and adjudication of tenders; and the subsequent management of contracts

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- Remodelling of tariffs to allow for future recycling incentives

- The finalisation of an organisational structure and the appointment of key staff at all levels to reduce skills and capacity shortages

- Streamlining of Council human resource (HR) policies for shift work to allow for effective utilisation of staff and infrastructure where service and private-sector needs so require

- Completion of the Municipal Systems Act (MSA) Section 78 investigation and decisions regarding community partnerships and public/private partnerships as alternative service mechanisms to aid job creation, LED and SMME development as well as poverty alleviation, while improving general cleanliness in the city

Objective – Safeguard human health, protect natural aquatic environments, and improve and maintain recreational water quality

Key performance indicator 2B.3: Percentage compliance with four critical DWA effluent standards (*E.coli* count, ammonia content, oxygen-demanding substances, total suspended solids)

GOALS AND OBJECTIVES OF STRATEGIC WASTE MANAGEMENT (SWM) PROGRAMMES

The City's waste management and minimisation priorities and objectives are influenced by the strategic issues and challenges listed above. The activity details contained in the IWM Plan will therefore be updated for the 2011/12 period to deliver on the objective of ensuring long-term sustainability through effective, efficient, economical and affordable waste management service delivery to Capetonians, and to regulate waste management activities across the waste spectrum in Cape Town. The strategic programmes, projects and initiatives for waste minimisation and service delivery in the short to medium term are adjusted according to the available budget. For the current IDP period, these include the following key objectives:

- Improving access to basic waste management services (cleaning, collection and disposal) and minimising (reduce and divert) waste sent to landfills.

- Implementing the IWM Bylaw.

- Implementing a waste information system.

- Contributing to the achievement of a clean city.

To this end, key projects and initiatives for 2011/12 include the following:

- Construct and commission a new northern-region landfill site by 2012/13.

- Rehabilitate old landfill sites (ongoing permit and MFMA requirements).

- Establish three new IWM facilities:
  - Kraaifontein (previously called Oostenberg) – commissioning started in October 2010
  - Tygerberg – project deferred due to budget constraints; alternative may be considered pending outcome of Section 78 recommendations
  - Helderberg – project deferred due to budget constraints; alternative may be considered pending outcome of Section 78 recommendations

- Completion of two mini-material recovery facilities (MRFs).

- Implement a split-bin waste system in strategic areas.

- Continue with contract services via CBOs for integrated area cleaning and waste collection in informal areas.

- Implement contracts for sandy-area clean-up programmes in disadvantaged communities via CBOs.

- Continue to monitor and evaluate efficacy of a residential split-bag waste collection pilot project in five areas (130 000 households), based on the separation-at-source principle.

- Continue with public education and awareness programmes regarding waste management and minimisation (part of the WasteWise project).

- Institute aggressive management, minimisation and reuse of demolition and construction rubble, by facilitating the establishment of rubble-crushing plants (contract already awarded and implemented at three sites, with more to come).

- Complete a comprehensive MSA Section 78(3) assessment of alternative service delivery mechanisms, focused on changes to Council's waste management system, to incorporate large-scale waste minimisation.

- Establish an alternative-technology disposal facility.

- Implement a landfill gas mitigation project (delayed by statutory processes).

- Implement the IWM Bylaw.

- Realign depots and implement flexible working hours to achieve improved service efficiencies.

- Establish an integrated infrastructure asset management programme (IAMP) for fixed and movable assets, plant, equipment, infrastructure and superstructure, to optimise asset use and service delivery, with priority focus on the waste management fleet.

Strategic Focus Area 2 SUSTAINABLE URBAN INFRASTRUCTURE AND SERVICES

KEY CITY FOCUS AREA 2C: EFFECTIVELY MANAGE THE CITY'S INFRASTRUCTURE AND RESOURCES

Objective – Manage maintenance of City's infrastructure

Key performance indicator 2C.1:
Amount spent on repairs and maintenance

Key performance indicator 2C.2:
System Average Interruption Frequency Index (SAIFI)

The City is developing a public infrastructure plan and has already captured 2,4 million asset units in the financial asset register on its SAP system for this purpose. The City's WSDP, which is updated annually, sets out water infrastructure planning for the next 20 years. The City will embark on a consistent, long-term development path by using public infrastructure investment as a platform and catalyst to invest in infrastructure that enables economic growth.

INFRASTRUCTURE ASSET MANAGEMENT

The City plans to develop and implement a lifecycle management system for infrastructure that is used to provide services in the City's Water and Sanitation, Electricity, Waste Management, and Transport, Roads and Stormwater departments. The IAMP is a corporate project that is aligned with the National Department of Provincial and Local Government's requirement to establish and use a comprehensive infrastructure plan (CIP).

Preventative maintenance and timely upgrades or replacements will save costs in the long term, minimise outages and improve service provision. When maintenance is neglected, infrastructure elements, such as pipes, pumps and substations, eventually require full replacement. When one considers that the replacement value of the City's water and sewer infrastructure is approximately R22,15 billion (as determined in May 2003, and escalated by 6% per year), the importance of effective maintenance is evident.

First-stage IAMPs for the departments in the Utility Services Directorate have been completed, with work continuing to refine and capture data, assess the condition of assets, and improve plans. Implementation has started and plans are being used to inform the annual budget process.

WATER AND SANITATION INFRASTRUCTURE

Medium and long-term planning for the City's water and sanitation infrastructure is critical to ensure that the provision of new infrastructure will support city growth and development, and enable the provision of essential services where they will be required. This infrastructure planning has, for the first time, been combined into a single integrated master plan, which was completed during 2010. This plan will be updated annually, and will guide and inform the capital budget requirements in response to the spatial informants of planning undertaken by the Town Planning and Housing departments, as well as actual service demand patterns. This represents a huge step forward towards fully integrated city planning, as premised by the IDP.

The established city growth areas continue to require capital investment in infrastructure, while densification is a future spatial strategy that must be provided for in the design of long-term capacity upgrades. The City is planning its large bulk-water augmentation scheme, which will increase the potable water treatment, bulk storage and bulk conveyance capacity of Cape Town's water supply system over the next five years, boosting supply to development areas in particular.

Some significant infrastructure has already been provided, such as the Delft sewer system, enabling large areas of housing development along the N2 Gateway area. The first phase of the new Fisantekraal Wastewater Treatment Works is also unlocking development potential in the north-eastern area. Increased investment is being channelled towards the eradication of maintenance backlogs, such as the replacement of failing pipelines or treatment and pumping plants.

ELECTRICITY INFRASTRUCTURE

The City has invested significantly in Cape Town's electricity distribution infrastructure over the last few years to meet the growing demand for electricity and to replace ageing plant. Continued investment is required to ensure that quality, adequacy and reliability of supply, as stipulated by the National Energy Regulator of South Africa (NERSA), are achieved and maintained. Ageing plant poses a significant and increasing risk to the reliability of supply and the safety of staff and the public. While demand-side measures will help slow the rate of growth in demand, such demand growth will inevitably continue as the city develops, and the necessary infrastructure must therefore be available to support development initiatives.

The upgrade of the high-voltage bulk supply to the Cape Town CBD was completed ahead of the 2010 FIFA World Cup™, and will now support future development in the CBD and the Atlantic seaboard. Investment in the medium-voltage distribution network is also required and, because of the increasing load density, the introduction of a new voltage level is being considered to improve efficiencies.

Caption

The City has invested significantly in Cape Town's electricity infrastructure

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. Investigations in conjunction with Eskom indicate that a major new bulk intake point in the vicinity of Mitchells Plain will be required to relieve the load on the Philippi intake point and to meet the demand from extensive prospective developments in the Philippi horticultural area. The lead time for the construction of this point will be a minimum of five years, and the project would also require a commitment from Eskom to invest substantially in upgrading its network.

SOLID WASTE INFRASTRUCTURE

As mentioned earlier, the City's existing landfill capacity is under severe pressure, and the rehabilitation of the City's disused, full landfills and dumps is long overdue. As funding is made available, the ageing waste collection vehicle fleet will be replaced to secure more reliable service delivery. The City's new northern-region landfill site and the new integrated transfer stations in Oostenberg, Tygerberg and Helderberg will assist in alleviating the current waste problem, as will the successful roll-out of mini-MRFs, which formed part of the preparations for the 2010 FIFA World Cup™, in Green Point and the Cape Town CBD.

STORMWATER INFRASTRUCTURE

The City's stormwater infrastructure network requires large capital inputs to deal with existing inadequacies. Formal risk reduction and mitigation programmes focusing on vulnerable communities have been prioritised, given the adverse socio-economic impacts of flooding. The following programmes form part of this focus:

- Stormwater master planning – Metro-wide stormwater master planning (as part of asset management plan formulation) is under way to identify and prioritise capital funding requirements.

- Winter-readiness programme – Winter-readiness measures, such as the effective maintenance of stormwater infrastructure, will reduce the risk of flooding for affected communities.

- Flood risk programme – Proactive flood risk reduction measures are taken in informal settlements. A corporate plan to combat stormwater flooding is currently being developed and is supported by an investigation into the resources necessary to carry out such a plan.

Objective – Sustainable water supply

Key performance indicator 2C.3: Percentage unaccounted for water

Key performance indicator 2C.4: Percentage drinking water compliance to South African National Standard 241

In 2007, the Department of Water Affairs and CCT, in conjunction with other stakeholders in the Province, completed the Western Cape Water Supply Scheme (WCWSS) reconciliation strategy. This strategic planning study sets out how future water supply and demand could be reconciled. A Steering Committee has been established, and is updating and monitoring the implementation success of the strategy.

The most recent infrastructure implementation to strengthen security of water supply is the construction of the Berg River Dam, which is now in full operation. The City's ten-year WDM strategy to reduce the rate of demand growth is also a key element.

Schemes that are being considered for future implementation include river diversion, the raising of existing dam heights, groundwater abstraction, seawater desalination schemes and water reuse for potable use.

Strategic Focus Area 3
ENERGY EFFICIENCY FOR A SUSTAINABLE FUTURE

The primary focus of the objectives of strategic focus area 3 is to manage the city's existing resources effectively, so as to reduce costs and create a more liveable and equitable city, while planning for future scarcity through appropriate infrastructure decisions and actions. Additionally, the City aims to create and maintain a culture of resource saving among its citizens in order to ensure that responsible resource use continues into the future. This is in line with the Province's newly released strategy 'Creating an Open Opportunity Society for All in the Western Cape'. Strategic objective 7 of this strategy is entitled 'Mainstreaming sustainability and optimising resource-use efficiency', which, among other targets, aims to reduce the Province's carbon footprint, and make more sustainable use of natural resources.

Cape Town is one of the most environmentally rich cities in the world. This environmental wealth is the foundation of the city's economy and in many ways underpins its future. The city's natural beauty is central to its attraction as a tourist destination and business and lifestyle location. However, Cape Town also faces significant challenges as a result of resource scarcity, climate change and the cost implications of continuing a 'business-as-usual' approach to city and environmental management. If the environment is damaged or destroyed, the potential loss of natural resources, breakdown of biodiversity, and loss of income and employment would be of extreme concern to the City, as, once lost, this environmental wealth is virtually impossible to recover.

It is in this context that electricity consumption and carbon reduction targets have been identified as key provisions of the City's IMEP Agenda 2009 – 2014, which sets out the planned achievement of a number of environmental goals and objectives over this five-year period. The overall goal of the IMEP Agenda is to ensure that Cape Town is on a strong path of sustainability, along which potential problems are identified and addressed before they reach crisis proportions.

Therefore, the City is committed to reducing its resource use in the future, with a specific focus on energy efficiency as a means of creating a sustainable city. To this end, the City is determined to meet the targets set out in its Energy and Climate Change Strategy, and to update these regularly. The City also aims to implement extensive energy-efficiency programmes and to diversify Cape Town's energy supply by incorporating renewable energy into the overall energy mix. The implementation of the City's Climate Change Adaptation Plan of Action (CAPA) will also help create resilient communities, and prepare Cape Town and its citizens for a more energy-constrained future.

ENERGY USE TRENDS

Energy use in Cape Town has grown as a result of a combination of population growth, economic development and expansion.

The following figure shows energy use by fuel type and reveals that electricity and petrol make up more than two-thirds of total energy consumption by Capetonians. Transport accounts for 54% of the city's energy use, which reflects that Capetonians are still heavily relying on private vehicles for transport. However, while transport accounts for more than half of the city's energy use, electricity use is responsible for two-thirds of the city's total carbon emissions. This is due to the fact that electricity in South Africa is primarily produced by coal-fired power stations, which are heavy polluters, producing up to 2,5 tons of CO_2 for every ton of coal burnt, or 1 kg of carbon for every kWh of electricity used.

Energy use in Cape Town, by fuel type

Energy Demand by Fuel Type (GJ)	
Electricity	38,1%
Petrol	30,9%
Diesel	21,8%
Fuel oil	3,2%
Coal	2,4%
Paraffin	2,2%
LPG	1,4%
Wood	0,04%

| Carbon Dioxide Equivalent Emissions by Fuel Type	
Electricity	66,5%
Petrol	15,7%
Diesel	11,5%
Coal	4,7%
Fuel Oil	1,4%
LPG	0,2%
Paraffin	0,1%
Wood	0,003%
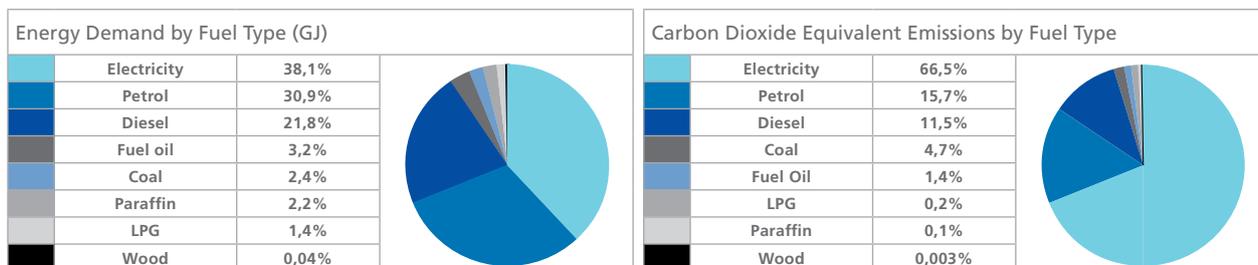
Source: Energy Scenarios for Cape Town: Exploring the implications of different energy futures for the city up to 2050. City of Cape Town, 2011

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As can be seen from the following graph, electricity use in Cape Town has increased steadily as the population expanded and the city enjoyed continued economic growth. However, this growth rate has slowed significantly in recent years and, for the first time, showed a decrease in 2009/10. Electricity use per capita remained at more or less constant levels between 2002 and 2007, with a slight but significant decrease in recent years. This decrease can be attributed to a number of factors, most notably electricity price increases, increased energy-efficiency awareness and education, action taken by consumers to reduce electricity use and the recent global recession.

Electricity use in Cape Town per capita

City of Cape Town Electricity Department
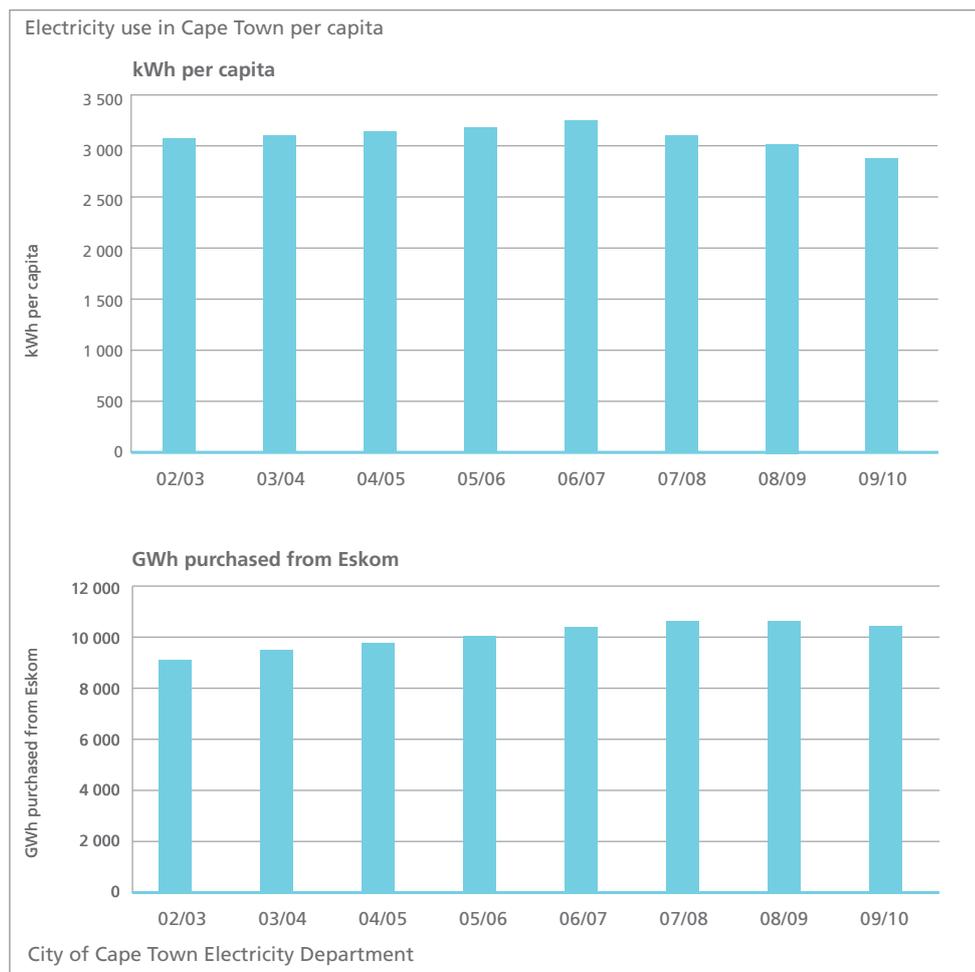
CAPE TOWN'S CURRENT ENERGY SITUATION

The City faces a number of challenges in achieving its goal of smart, effective resource management for a sustainable city. The combination of a shortage of qualified staff and an insufficient budget means that there is a significant risk that the goals and objectives set out in this IDP may not be achieved, particularly if a traditional or 'business-as-usual' approach to managing these risks is adopted. Innovative thinking and swift action are essential if the City is to meet the energy-efficiency and carbon reduction challenges facing Cape Town.

South Africa's own carbon reduction commitments and global agreements on greenhouse gas emissions will require the country to embark on a comprehensive programme of emissions reduction. As cities, including Cape Town, are major areas of energy consumption, they will need to take a leading role in achieving these targets.

What's more, if Cape Town is not seen to be reducing its carbon footprint, this will place the city's international investment competitiveness at risk, which will almost certainly affect the city's

Strategic Focus Area 3 ENERGY EFFICIENCY FOR A SUSTAINABLE FUTURE

value and attraction as a tourist destination. This is particularly relevant considering the increasing emphasis that prospective international investors are placing on RT and environmental sustainability.

CLIMATE CHANGE

There is increasing evidence that climate change is, and will remain, a reality, regardless of the successful implementation of countermeasures and carbon mitigation. Therefore, while the City is focusing on reducing its carbon footprint, it is also working towards implementing adaptation measures to protect Cape Town from the ongoing impacts of climate change. The City's CAPA provides a number of adaptation measures that can be implemented in order to minimise the impact of global warming on Cape Town's infrastructure, economy and citizens, with options ranging from 'no regret' and low-cost steps that can be taken immediately, to long-term, higher-cost interventions.

As a coastal city, Cape Town is particularly vulnerable to the projected impacts of sea-level rise and an increase in extreme weather and storms. Climate change is also a threat to the city's basic resources, including water supply and infrastructure. CAPA provides a number of interventions that can minimise the impacts of climate change.

In order to promote climate adaptation, the City is embarking on the following programmes and projects:

Climate-change impact modelling

The development of a climate-change impact model that clearly outlines the risks climate change poses to the city is of critical importance, as this will provide the basis for determining which adaptation options are most needed and likely to have the greatest impact. Development of this model started in 2008, and it is continuously updated and extended. The model examines the potential impacts of climate change on sea level, water resources, agriculture, biodiversity and infrastructure. It also aims to quantify these risks in order to determine the potential impacts on the local economy and the potential damage in the case of a disaster.

Long-term planning for climate change adaptation

Climate change is a long-term problem, and, as such, cannot be addressed by short-term projects or interventions. Rather, adaptation needs to be integrated with City planning as a key determinant in the decision-making process. In order for

adaptation options to have maximum effect, the City has committed itself to:

- taking a proactive approach to adaptation;
- ensuring that all City activities work towards adaptation;
- actively engaging with national and international partners, and strengthening existing relationships;
- incorporating risk analysis and adaptation strategies into spatial planning and the location of facilities;
- protecting existing infrastructure; and
- prioritising vulnerable communities.

Above all, the City intends to adopt a 'no regrets' approach to future planning, factoring in potential climate change impacts to avoid costly social and economic consequences in the future. It is important to note that many adaptation options are of little or no cost if factored in at the planning stage, but may be very expensive to 'retrofit' onto poorly planned infrastructure.

Promoting resilient communities

Poor communities are likely to bear the brunt of the impacts of climate change due to their reduced ability to make potentially costly adaptations. In order to address this, the City is engaged in a programme aimed at building resilient communities, who are better able to withstand the effects of climate change. This programme is still in its infancy, but has the potential to make significant improvements to the quality of life of many poor citizens. The following interventions form part of the programme, which was initiated in 2009 and is ongoing:

- Provision of ceilings in all new social housing developments to ensure better thermal comfort and reduce temperature extremes. This will also reduce the need for space heating, thus improving indoor air quality and reducing energy use and costs.

- Landscaping of new social housing developments to include lawns, shrubs and other vegetation. This has the significant impact of stabilising the soil in these areas, thus making it less prone to wind erosion and improving air quality by reducing airborne dust.

- Urban agriculture projects, including community food gardens, often based at schools. The aim of these projects is to improve food security and provide the potential to earn some income through the sales of excess vegetables and fruit. This will help ensure that poor communities are less vulnerable to global price shocks and the impact of oil and electricity price increases on the cost of food.

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In Mamre several houses were retrofitted with insulated ceilings

The City has committed to reducing its carbon footprint

FOCUS AREAS AND OBJECTIVES

The way forward in 2011/12

KEY CITY FOCUS AREA 3A: DEVELOP, ADOPT AND IMPLEMENT A COMPREHENSIVE RESPONSE TO CAPE TOWN'S ENERGY AND CLIMATE CHANGE CHALLENGE

Objective – Manage energy consumption

Key performance indicator 3A.1: GWh of electricity purchased to meet electricity consumption target

Globally, climate change has emerged as a significant threat to our way of life. Carbon emissions from coal-fired power generation, vehicles and industry are a primary cause of global warming and climate change. In South Africa, carbon emissions are mainly the result of a more than 90% coal-based electricity supply. As a result, Cape Town has a similar carbon footprint to cities like London and Paris, despite having a significantly smaller GDP. It is vital that Cape Town reduces its carbon footprint to be internationally competitive and to comply with anticipated global emissions reduction targets. In response to this, the City has committed to reducing its carbon footprint from an estimated 6,7 tons per capita annually to 5 tons per capita by 2014.

The national electricity supply shortage is set to continue for the foreseeable future, while international access to oil is likely to remain constrained. Electricity supply security is of particular concern for Cape Town, as it is the South African city that is located furthest from the supply source. This adds a further threat of transmission problems to the challenge of electricity supply constraints. While it is of critical importance that Cape Town has a reliable electricity supply, the City is striving to achieve an economy in which growth and energy consumption are not interlinked. This can only be achieved through the ambitious pursuit of energy-efficiency targets.

The City therefore aims to achieve and maintain a 10% or greater reduction in electricity consumption below the 2007 baseline, through the development and management of plans aimed at the industrial, commercial, residential and construction sectors. This target is also supported by National Government and Eskom. In addition, the City is implementing action plans to address Cape Town's energy security, reduce carbon emissions and develop a low-carbon growth path. These plans include the following:

- Diversification of energy supply through the development of renewable-energy and cleaner-energy sources.

- Reduction of transport energy consumption through the development of public and non-motorised transport and the promotion of energy-efficient and cleaner-fuel vehicles (see strategic focus area 4 for more detail on the City's public transport plan).

- Ensuring energy efficiency and the introduction of renewable-energy supply in Council operations and systems.

- Supporting a more efficient city form and enforcing the urban edge as the ideal future urban development perimeter for Cape Town to reduce urban sprawl and limit long commute distances.

- Supporting the development of a low-carbon economy.

As a result of this commitment, ECAP was developed and adopted by Council in early 2010. This action plan focuses on programme and project-level interventions aimed at reducing the city's overall energy consumption and improving its resilience to climate change.

Strategic Focus Area 3 ENERGY EFFICIENCY FOR A SUSTAINABLE FUTURE

ENERGY SUPPLY SECURITY THROUGH RENEWABLE, CLEANER ENERGY SOURCES

Plans are being developed and implemented to secure adequate supply from all energy sources. Options for electricity generation by the City itself are being pursued, and incentives and regulatory measures will be developed where appropriate. Energy-efficiency and renewable-energy projects are being developed to reduce electricity consumption in Council operations and systems. The City budget will need to take into account the potential for a reduction in revenue from electricity sales, and provide for the inclusion of renewable energy in its supply mix.

RETROFITTING OF CITY INFRASTRUCTURE

In order to reduce both the city's electricity consumption and carbon footprint, elements of Cape Town's infrastructure are being retrofitted with energy-efficient technology. Currently, the focus is on fitting streetlights with energy-efficient technologies, replacing conventional traffic lights with LEDs (light-emitting diodes) as well as the energy-efficient retrofitting of Council office buildings, depots, facilities and utilities. These initiatives have been made possible through grant funding received from the Danish International Development Agency (DANIDA). Energy savings from these projects must feed into a revolving fund, the operational details of which are still to be determined, to provide ongoing funding for the programme.

ROLL-OUT OF ENERGY-EFFICIENT AND SUSTAINABLE TECHNOLOGIES

The Kuyasa energy-efficient retrofitting programme, in which 2 333 low-cost houses were retrofitted with energy-efficient lighting, ceilings and solar water heaters, was completed in 2010. Similar interventions are taking place on a smaller scale as part of an overall 'sustainable livelihoods and greening' programme at selected low-cost housing developments.

In 2009, the pilot Global Change and Green Audit schools programme was completed. Seven participating schools underwent a water, waste, biodiversity and energy audit, and developed comprehensive retrofit plans, and six of these schools completed their retrofits. This programme will realise significant cost savings for these schools, and serves as an excellent educational tool for similar projects to be undertaken at other schools in the future. As part of this project, the Green Audit Toolkit will be made available to other schools that would like to implement the programme.

BYLAW DEVELOPMENT

The City is still developing an energy-efficient water heating bylaw, which will mandate energy-efficient water heating in all new buildings and renovations. The proposed bylaw is currently undergoing an internal consultation phase. The City is also developing green building guidelines, which will provide information and advice on sustainable building methods.

MASS ROLL-OUT OF SOLAR WATER HEATERS

The City has committed itself to engaging with service providers to provide solar water heaters to its residents. These will be funded by way of an affordable monthly repayment plan, at no cost to the City, with revenue collection through the City's existing processes. Tender processes will determine the exact operating mechanism.

EDUCATION AND AWARENESS PROGRAMMES

Education and awareness are key components of any demand-side management programme. The City has launched an electricity-saving campaign aimed at households, commercial buildings and operations, and large industrial users. An energy-efficiency forum for owners and managers of a range of commercial buildings has already been established and a similar forum is planned for industrial customers.

The behaviour-change campaign for residents focuses on reducing household electricity use for water heating, space heating and lighting as the first of many saving options in homes. The Smart Living Handbook is a valuable and much-used resource, which provides information on how to implement sustainable energy, water and waste interventions in daily life effectively and cheaply, as well as how to conserve the city's unique and irreplaceable biodiversity.

In 2010, the City published the Smart Events Handbook, which provides information and advice to event organisers on how make their events more environmentally friendly. Another planned addition to the Smart Living campaign will be the Smart Office Handbook, which will provide office workers and building managers with strategies for greening their workplaces.

The Green Audit Toolkit is a City-published teacher and learner guidebook with audit sheets, providing information on how schools could undertake water, waste, energy and biodiversity audits of their schools. The City is also rolling out the Smart Eating programme, which includes the Smart Eating – Food and Climate Change Toolkit. This toolkit guides school learners in making informed, climate-friendly decisions regarding food consumption and helps them audit their school's tuck shop.

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MEASURING PERFORMANCE

Performance in terms of electricity consumption reduction will be measured as the percentage reduction in unconstrained use of electricity from the July 2007 baseline of 10 278 GWh. The target is 10%. It is intended that all future growth in electricity demand will be met through renewable-energy supply.

Performance in other areas of this objective is measured against key performance targets as outlined in the following table.

Key performance targets		
	Target	**Baseline**
Carbon footprint	Per capita carbon footprint will be reduced to an annual average of 5 tons (a total of 20 million tons) of CO_2 equivalents	Current per capita carbon footprint of 6,21 tons (total of 20 126 952 tons) of CO_2 equivalents
Electricity consumption	Electricity efficiency will be improved to reduce the total electricity consumption in 2014 to 10% of unconstrained demand from a 2007 baseline	Electricity use in 2007: 10 278 GWh
Climate change adaptation	The development and endorsement of a progressive and effective CAPA, which remains up to date with current international information and trends, and fosters and promotes city, community and individual resilience to environmental change	A draft CAPA has been prepared
Social housing	By 2014, 40% of existing pre-2008 social houses will have been retrofitted with ceilings	Retrofit process started in 2009

Extracted from City of Cape Town Environmental Agenda (2009 – 2014)

Carbon emissions from vehicles are a primary cause of global warming and climate change

STRATEGIC FOCUS **AREA ONE**

STRATEGIC FOCUS **AREA TWO**

STRATEGIC FOCUS **AREA THREE**

STRATEGIC FOCUS **AREA FOUR**

STRATEGIC FOCUS **AREA FIVE**

STRATEGIC FOCUS **AREA SIX**

STRATEGIC FOCUS **AREA SEVEN**

STRATEGIC FOCUS **AREA EIGHT**

Strategic Focus Area 4
PUBLIC TRANSPORT SYSTEMS

Mobility in Cape Town takes a variety of forms, including walking, cycling, private vehicles, rail, commuter bus, minibus taxis, and Bus Rapid Transit and more.

The City's 2010 Transport Strategy focused on delivering sustainable mobility for the broader city and its residents and visitors, both during the 2010 FIFA World Cup™ event and beyond. The successful achievement of this objective, from a transport perspective, was ensured by means of years of planning and coordination at both an infrastructure and transport operations level. Significant evidence exists of the effectiveness of this approach, particularly in the form of the legacy of enhanced institutional cooperation, improved public transport systems, infrastructure, networks, operations and services, most of which were achieved via significant investment into improvements and upgrades of the City's transport systems. Over R8,5 billion was invested in transport projects, which included airport, rail, major road and pedestrian facility upgrades.

Going forward, delivery on the vision for transport in Cape Town requires ongoing cooperation, communication and collaboration with the City's partners, including the National Department of Transport, National Treasury, the Province, State-owned Enterprises, transport agencies, the private sector, public transport operators and communities.

The City aims to continually improve the public transport system and services for the benefit of all citizens, both now and in the future, through actively pursuing its long-term vision for transport, which focuses on the provision of safe, reliable, effective and fully integrated transport systems, operations, infrastructure and services to meet the requirements of citizens for access and mobility and ease of movement of goods and services, and provide support for local and regional economic development and the creation of sustainable communities.

LEGISLATIVE FRAMEWORK

Macro transport policies to effect the necessary improvements in public transport systems are largely in place. These include the National Land Transport Framework 2006 – 2011, the Provincial Land Transport Framework (PLTF), which is currently under review, and the Comprehensive Integrated Transport Plan (CITP) 2006 – 2011, a statutory plan gazetted in 2010.

The Strategic Transport Planning Framework, which exists within the national Year 2050 Transport Master Plan, as well as provincial transport frameworks and citywide development objectives and strategies are also in place.

To ensure support for local economic development, land development objectives and the creation of sustainable communities the City's transport frameworks and plans are closely aligned with citywide development objectives and strategic direction, Climate Change objectives, Violence Protection through the Urban Planning Programme (VPU), the City Development Strategy (CDS).

The policies and legislation are also linked to annual performance plans and outcome indicators to ensure coherence between the aims and delivery of the CIty in terms of its transport objectives. This allows for accurate testing and evaluation of the transport efforts and interventions and the implementation of improvements where necessary.

NATIONAL LEGISLATION

- Legislation to implement the transport policies has been approved and transport delivery institutions are also in place. The White Paper on National Land Transport Policy (1996) calls for the delivery of a balanced intermodal transport system through the establishment of integrated transport networks in the key metropolitan areas by 2020.

- The Intentions of the White Paper have furthermore been unpacked in the National Public Transport Action Strategy, plan which gives priority to public transport systems with emphasis on the development and implementation of Integrated Rapid Transport Networks (IRPTN) in the 12 key cities.

- The National Land Transport Act (NLTA) No. 5 of 2009 was promulgated in 2009 with the following key intentions:

  ○ To continue the process of transformation and restructuring of the transport system by clarifying the concurrent roles and responsibilities of the different spheres of government in relation to public transport.

  ○ To consolidate public transport planning, service delivery, regulation and monitoring at the municipal sphere of government.

  ○ To promote the establishment of the national and provincial public transport regulators and enhancement of overall transport regulatory functions.

  ○ To facilitate consolidation of land transport functions and locate them in the appropriate sphere of government.

The implications of the requirements of the NLTA are emphasised in the additional new responsibilities within the planning, regulatory, contracting and monitoring functions.

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PROVINCIAL LAND TRANSPORT FRAMEWORK (PLTF)

- While the intent of the PLTF is to focus on transport at a provincial level, the framework also provides policy guidelines, initiatives and direction for municipalities on addressing transport challenges at local level. The Provincial Government is currently reviewing the framework.

- In terms of constitutional mandates, roles and responsibilities, and the requirements of the NLTA, the City of Cape Town has been categorised as a Category 1 Municipality. All category 1 municipalities are expected to prepare Comprehensive Integrated Transport Plans (CITP), formerly known as Integrated Transport Plans (ITP).

THE INTEGRATED TRANSPORT PLAN (ITP) 2006 – 2011

The City of Cape Town, as the Transport Planning Authority, has already complied with requirements of the NLTA and has obtained approval of its CITP. As a statutory transport sector plan of the IDP, the ITP has been reviewed in terms of the requirements of the National Land Transport Act. This review included key strategies around transport safety, public transport operations, transport infrastructure, travel demand management, freight, non-motorised transport, ports and airports, the road network, asset management, funding, and public consultation.

As a five-year strategic plan with annual reviews, programmes and action plans, the ITP recommends transport policies and investments required to support the City's strategic development objectives. These include support for infrastructure-led economic growth and development; the need for improved public transport systems and services; and other social, economic and environmental objectives.

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

- **Invest to Maintain** – repairs and upgrades to keep the existing system, services and infrastructure in good working order

- **Invest to Enhance** – more, better and faster services without building any major investment.

- **Invest to Expand** (where appropriate) – new infrastructure requiring major investment

The City of Cape Town approved the ITP and the plan was published in the Provincial Gazette No. 6764 in June 2010. The City is in the processing of reviewing the previous ITP, setting the base and preparing a new CITP 2011 – 2015.

Providing safe, reliable, effective and fully integrated transport systems is essential to grow the local and regional economy
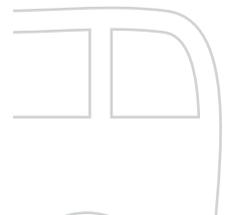
Strategic Focus Area 4 PUBLIC TRANSPORT SYSTEMS

A large proportion of Capetonians rely on public transport for all their mobility needs

CURRENT MOBILITY CHALLENGES AND TRENDS

The improvements and developments in public transport are not keeping up with the growth in demand for access and mobility. In addition, the real costs of transport and the associated growth challenges are not being met. The citizens of Cape Town demand, and deserve, a public transport system that works and is inexpensive, safe, efficient and environmentally friendly.

As of 2007 (and projected to 2030), mobility trends reflect the disparity in the demand for movements from residential areas (productions) to areas of employment (attractions) and the actual provision of transport solutions to meet these demands.

A large proportion of the Cape Town population resides in dense informal settlements located in areas with lower levels of attractions. In terms of access, these people often rely on walking and public transport for all their mobility needs. The key challenge is for public transport to effectively play its role in connecting the neighbourhoods on the fringe of the city with areas where job opportunities exist.

The current transport system is experiencing increasing congestion across its various forms of transport and the resulting imbalance in transport modes stands to cause a loss of economic competitiveness for the city.

From a social perspective the increasing social divide between those that are able to access opportunities because they have access to private vehicles and those that are constrained to use deteriorating Public Transport can be expected to further exacerbate the existing social and employment challenges.

Mobility challenges and attraction patterns (as of 2007 and projected to 2030)
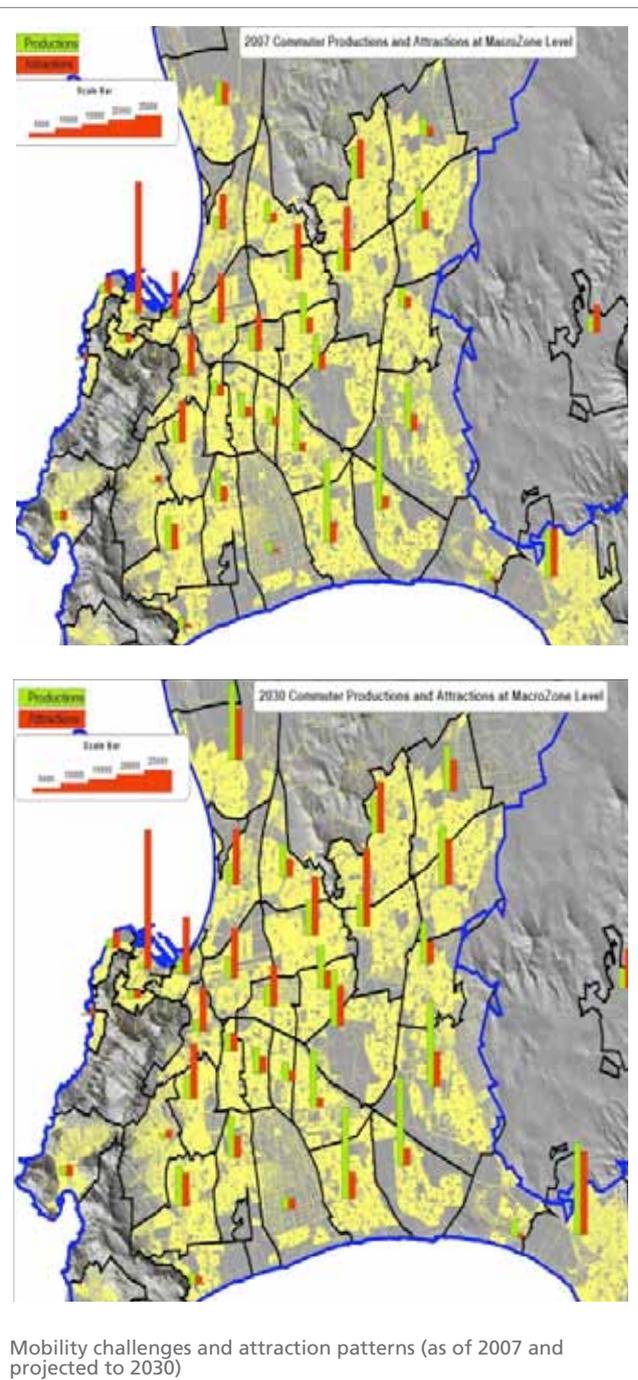
The City aims to continually improve the public transport system and services

The role of public transport

A good transport system is a vital component of any urban area. It enables people to access job opportunities and services, employers to access labour markets, and businesses to reach their customers. Affordable access to opportunities, as provided by public transport, is also a fundamental requirement in the drive to create a more inclusive society.

Public transport also plays an important role in helping to connect socially excluded citizens to the social and economic fabric and structures of society, thereby contributing significantly to the delivery of social inclusion policies by enabling access, in the spatial sense, to jobs, recreation, education, health services and other facilities. In many countries, public transport initiatives have helped to overcome barriers to spatial mobility through a variety of measures such as high-quality public transport information, integrated ticketing and concessionary fares schemes, demand responsive services etc. The public transport sector itself also provides social inclusion by offering job opportunities especially for the informal sector.

ADDRESSING THE ISSUES OF ACCESS, URBANISATION AND SOCIAL EXCLUSION

The term social exclusion describes the progressive prevention of individuals, groups or communities from participation in the labour market and access to services. Very often social exclusion is correlated to a combination of other social challenges, including unemployment, poor skills, low or no income, poor housing, high crime environment, bad health and a breakdown in family units.

Urbanisation needs to be strongly aligned with a social inclusion agenda that is aimed at reconnecting socially excluded individuals to the social and economic fabric of the society in which they exist. Usually, where there is mobility,

there is also social inclusion. But the opposite is also true, and barriers to spatial mobility include problems and challenges around availability, physical accessibility and affordability of transport solutions.

The City of Cape Town faces a number of challenges in meeting these public transport requirements and attracting Capetonians to make greater use of available public transport. These include:

1. **Getting the basics right** – The transport system needs to maximise social inclusion, support economic development and provide sustainable mobility options. This implies that the system should be safe, reliable and convenient, and offer value for money.

2. **Unequal growth in the different modes of transport** – The current transport system shows that some of the modes have adapted better than others to the needs of a changing economy. Also not all external costs have been included in the price of transport and certain social and safety regulations are not being met, especially those relating to road-based transport services.

3. **Poor integration** – A lack of cooperation between various transport operators, minimal integrated ticketing and interoperability, and poor integration with land use developments, poor service levels and security concerns have tarnished the image of the transport sector and impacted negatively on the attractiveness of, and confidence in, the available services.

4. **Ensuring passenger safety** – This is a vital element of the programme and the City's Law Enforcement Department is expected to make a significant contribution to achieving it. More than 100 additional law enforcement and traffic staff members will be deployed for the exclusive purpose of policing public transport modes.

5. **Ensuring a unified approach** – It is essential that the City should assume full responsibility for all aspects of transport in the medium term because fragmented authority leads to a fragmented system.

Strategic Focus Area 4 PUBLIC TRANSPORT SYSTEMS

KEY OUTPUTS

The transport policies and investments needed to support the growth and development of the City, as envisaged in the Integrated Development Plan (IDP) 2007 – 2012, include support for infrastructure-led economic growth and development, and the need for improved public transport systems and services, as well as other social, economic and environmental objectives.

Transport's efforts to support economic development and growth are faced with two interrelated challenges:

1. The need to improve the public transport system to accommodate potential growth and employment, with special emphasis on:

   - getting people to work on reliable, radial links within acceptable levels of crowding;

   - improving access and mobility and accommodating the more dispersed growth in housing, employment and leisure activities – particularly amongst those living on the outskirts of the city; and

   - ensuring that as many commuters as possible use public transport, walking and cycling as primary transport modes.

2. The need to effectively manage the road network, reduce congestion and mitigate negative impacts on the environment, through:

   - a reduction of travel time via the use of dedicated public transport lanes on selected corridors for public transport vehicles and the development of integrated transport corridors;

   - improvements in public transport that will encourage more commuters to use public transport;

   - support for the development of priority rail corridors;

   - improved service delivery through integrated public transport planning, implementation, regulation and monitoring;

   - support for regional and local economic growth and development; and

   - support for the development of sustainable local communities.

TRANSPORT STRATEGIES

Achieving the City's transport aims and objectives requires that the following building blocks be put in place:

- **Institutional reform**

  The fragmentation of responsibility for transport in the Cape Town metropolitan area needs to be addressed and consolidated as provided for in the National Land Transport Act. This Act makes provision for the City's current role as the planning authority to be expanded to cover the licensing, regulatory, contracting and subsidy allocation functions for all modes of public transport in the city including bus, taxi, bus rapid transit and commuter rail.

  A further element of institutional reform that needs to be implemented is the recognition of the City as the planning and regulatory authority for transport in the metropolitan area and provision for an arm's length municipal entity to manage the operational aspects of public transport in the metropole, as provided for in the National Land Transport Act.

- **Effective institutional arrangements**

  The establishment of the Intermodal Planning Committee and the municipal Land Transport Advisory Committee will ensure ongoing engagement and consultation with a wide range of stakeholders and partners.

- **Improved safety and security**

  Enhanced safety and security measures need to be implemented around public transport. The value of this was demonstrated during the 2010 FIFA World Cup™ and similar levels of visible policing, adequate lighting and CCTV cameras need to be deployed permanently at public transport facilities and on public transport vehicles.

- **Integrating the public transport network in the city**

  The following need to be achieved to ensure efficient public transport networks are put in place:

  o Rail should be recapitalised and placed on a sound financial footing so that it remains the backbone of public transport in Cape Town.

  o Bus Rapid Transit should be rolled out in such a way that it complements rail transport rather than being in competition with it.

  o Bus and taxi operators must be incorporated into the vehicle operating companies of Bus Rapid Transit to form the operating companies of the system.

  o Buses and taxis must be enabled to play a vital role in servicing those areas not covered by rail or BRT and provide local feeder services in certain areas.

  o Integration between public transport modes needs to be improved through:

    ❑ increased provision of Park and Ride facilities at rail and Bus Rapid Transit stations;

    ❑ increased provision of Drop and Go facilities at rail and Bus Rapid Transit Stations;

    ❑ the provision of a network of pedestrian and cycling routes to feed rail and Bus Rapid Transit stations;

    ❑ the integration of Bus Rapid Transit stations, where possible, with rail stations and other public transport interchanges; and

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STRATEGIC FOCUS **AREA ONE**

STRATEGIC FOCUS **AREA TWO**

STRATEGIC FOCUS **AREA THREE**

STRATEGIC FOCUS **AREA FOUR**

STRATEGIC FOCUS **AREA FIVE**

STRATEGIC FOCUS **AREA SIX**

STRATEGIC FOCUS **AREA SEVEN**

STRATEGIC FOCUS **AREA EIGHT**

- integrated ticketing, information and control systems.

- **Special transport services**

  The Dial a Ride Service for the disabled needs to be carefully reviewed to see how a greater number of disabled people can be more efficiently served within the context of the City's public transport services.

- **New public transport service design and potential new operating entities**

  To take set service standards and take responsibility for the sustainable delivery of those standards.

- **Travel Demand Management**

  To improve access to the public transport system, reduce reliance on private cars and promote increased usage of public transport. This includes the upgrading of Park and Ride facilities and the implementation of the Large Employer Programme.

- **Integrated public transport development nodes and corridors**

  To coordinate the provision of transport capacity to coincide with, and enable, densification in land use. To promote transit-orientated development in selected corridors, thereby maximising the utilisation of investment in infrastructure and operations.

- **Implementation of non-motorised transport (NMT)**

  To provide walking and cycling facilities that enhance and connect public spaces.

- **Integrated economic development, land use and transport planning**

  There should be an integrated approach between these disciplines to ensure that the public transport corridors and nodes not only service the surrounding catchments but, through appropriate zoning, also provide economic opportunities. This would result in greater density along public transport corridors and result in higher usage of public transport facilities.

The saturation of major transport networks requires large financial investments to satisfy the increasing demand

Strategic Focus Area 4 PUBLIC TRANSPORT SYSTEMS

FUNCTIONAL PRIORITIES

- **Improved public transport**
  - Road based in terms of rapid bus services along dedicated lanes
  - Support improvements along priority rail corridors
  - Better service frequency and reliability for both rail and bus trunk services
  - Enhanced security and safety of feeder services

- **Improved transport operations and safety**
  Transport and traffic safety is key to improving the attractiveness of, and confidence in, the transport network. Pedestrian and cycle safety, public transport safety, and general safety and security are crucial for user and investor confidence.

- **Maintain and enhance existing infrastructure**
  Aligned to the asset management strategy and plan of the City, as well as to ensure that the central role that transport infrastructure plays in economic development and investor confidence is sustained.

- **Travel Demand Management (TDM)**
  Facilitate the ease of shifting to public transport modes amongst transport users with choice, through TDM measures.

- **Improved institutional arrangements**
  Establishment of the Intermodal Planning Committee and Municipal Land Transport Advisory Board.

- **Integrated land use and transport planning**
  Integrate planning between modes and collaboration and alignment amongst sectorial strategies within the City (e.g. land use and environmental planning), as well as with other spheres of government and the surrounding district municipalities.

- **Improved freight movement**
  Formulate policy, strategy and programmes to improve logistical and operational efficiencies along key routes and networks within the City environment.

- **Implementation of the requirements of the NLTA**
  Engage in institutional processes of assessment to test and appropriately implement the operating licensing function, the contracting and service authorities, and the devolution of public transport subsidies, and expand the regulatory application of transport impact assessments and integration of land use and transport.

FOCUS AREAS AND OBJECTIVES

The way forward in 2011/12

While a number of interventions are undertaken at directorate level, below are the key objectives being focused on at strategic level.

Objective – Improve the regulations and service levels of the bus and taxi industry

Key performance indicator 1: Percentage of capital budget spent on Phase 1a of the IRT project

Planning and implementation of the Integrated Public Transport Network (IRPTN)

In recognition of the need for improved public transport systems, National Government approved a National Public Transport Strategy and Action Plan in 2007. This has the specific vision of moving from basic public transport commuter operations to accelerated modal upgrades and the establishment of Integrated Rapid Public Transport Networks (IRPTN) in the major metropolitan areas of South Africa. The critical building blocks for this strategy include:

- An IRPTN and implementation plan
  - Integrated Rapid Transit (IRT) Phase 1A Network covering the Cape Town CBD – airport link; Inner City distribution system and Cape Town CBD – Bayside Link including feeder service in Montague Gardens.

- Municipal control and authority over the integrated network.

- Maximum stake for the existing bus and minibus taxi sector in the IRPTN operations.

The IRPTNs comprise the following elements:

- Rail priority corridors.

- Bus Rapid Transit (BRT) – road-based public transport networks that will imitate rail, by running in exclusive lanes.

- The formalisation and inclusion of current operators and labour, especially from the minibus taxi and bus industries as contracted operators.

- Formulation and implementation of a common fare collection system for trains, buses, taxis, and BRT trunk and feeder routes.

- Rail priority corridors, upgrades and improvements.

- Development of Integrated Public Transport nodes and corridors.

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The MyCiti bus station at Cape Town International Airport

Key performance indicator 2:
Percentage spend of the operating budget on road and infrastructure maintenance

PLANNING AND IMPLEMENTATION PROGRAMMES

- Annual road rehabilitation programme
- Major road upgrades and maintenance requirements:
  - Table Bay Boulevard upgrade
  - Hospital Bend
  - N2/Airport Approach Road including the enforcement of the minibus taxi lane during the morning peak
  - Koeberg interchange upgrade by Provincial Government
  - Rehabilitation of Main Road – Muizenberg to Kalk Bay
  - Airport Approach Road
  - Road upgrades at the airport
- Intelligent Transport System and Services (ITS)
  - Transport Management Centre (TMC) – the establishment of an integrated Transport Management Centre to ensure integrated land transport operations.

- Incident management – rapid response to incidents on major arterials.
- Transport Information Centre (TIC) – the establishment of a transport call centre where the public can lodge complaints and obtain information on trains, buses, parking, Dial a Ride services etc.
- Variable Messaging Signs (VMS) and CCTV cameras:
  - Installation of 48 VMS and 197 CCTV cameras for monitoring and informing the public traffic conditions on the major arterial routes inform the public.
  - Environmentally friendly technology – both wind and solar energy devices.
- Directional Signs – installed along major arterial routes
- Freeway Management System (FMS) – in partnership with the South Africa Roads Agency (SANRAL). Renewable-energy sources in the form of wind and solar energy are already being used in certain areas.
- Conversion of traffic signals to low energy devices (LED) – on the major traffic signal intersections.

Strategic Focus Area 4 PUBLIC TRANSPORT SYSTEMS

Objective – Increase percentage of commuters using public transport in order to respond to the Travel Demand Management Strategy of the Integrated Transport Plan through changing travel behaviour and promoting public transport over private vehicles

PLANNING AND IMPLEMENTATION PROGRAMME

i. Intermodal, multi-agency planning and implementation, including:

  - A Transport Information Centre located in the Transport Management Centre.

  - Cape Town International Airport revamp and upgrade including the provision of a public transport interchange.

  - Rail station upgrades – Cape Town Station, Heideveld Station, Century City Station, Athlone Station, Langa Station.

  - Park and Ride Station upgrades – Kuils River Station, Century City Station, Retreat Station etc.

  - Long distance bus terminal at Cape Town Station.

  - Phase 1a BRT Network and services.

ii. Construction of cycle and pedestrian walkways

  - Bhunga Drive NMT and Inner City NMT, Waterkant Street NMT and Paarden Eiland NMT. Buitengracht pedestrian bridge, Coen Steytler pedestrian bridge, 'Fan walk' from Cape Town Station to the Cape Town Stadium.

  - Expansion of the pedestrian and cycle network along the Klipfontein Corridor.

  - Phased implementation of citywide NMT plan.

iii. BRT projects

  - Establishment of a Transport Hub in the CBD (linked to the BRT construction programme).

  - Construction of BRT interchanges and stations.

  - Construction of 15 km of 'dedicated right of way' lanes for the BRT service.

  - Construction of 15 km of cycleway alongside the BRT route.

Roadworks in Muizenberg

The City is expanding pedestrian and cycle networks throughout Cape Town

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Objective – Supporting institutional structures as mechanisms for establishment of a single point of authority for transport: Intermodal Planning Committee and Land Advisory Committee in terms of the National Land Transport Act (NLTA) of 2009

One of the key purposes of the NLTA is to consolidate land transport functions and locate them under local spheres of government. This presents an opportunity for the City, to create an integrated and efficient transport system through the following institutional processes:

iv. Multi-sphere government processes

In view of the fragmented arrangements and dependencies within the transport institutional framework, it is crucial that the City collaborates with the Provincial Government and the Department of Transport on issues of policy, strategy, funding, regulation, implementation and operations. This is instrumentally and mechanically achieved through the Intergovernmental Relations (IGR) framework and instruments available to the City, including:

- Regular interaction and engagements, through coordination structures, between the City and the Provincial Government and amongst the same parties and the National Government.

  o Further opportunities will unfold, with the establishment of the Intermodal Planning Committee and the Land Transport Advisory Council, as per the National Land Transport Act.

  o At a City corporate level it is essential that the Transport Department interacts, integrates and operationally aligns with corporate Departments in the City to achieve strategic short, medium, and long-term objectives of the City.

v. Improved service delivery

Improved public transport network and design and new public transport contracts – Tendering for new contracts requires a clear legal and regulatory framework as well as a strong planning and procurement framework. While the legal framework is provided through national legislation, the planning and procurement is essentially a local authority responsibility that will largely ensure integration with the City's development plans and objectives.

KEY RISKS

The following key risks have been identified as having the potential to limit the City's ability to achieve its transport objectives:

- The inability to implement the requirements of the National Land Transport Act No. 5 of 2009.

- Institutional fragmentation of public transport services and programmes.

- Low level of ability to maintain and enhance existing infrastructure and insufficient capacity and sustainable funding streams to expand and extend where necessary.

- Constraints in terms of responding to community requests and complaints for improved safety on residential streets, calming traffic, signage, traffic signals and reducing travel time for public transport commuters.

- Limitations to the extent to which service levels and transport infrastructure can be improved in order to support the City's transport and public transport capabilities.

- Long lead times to implement an Integrated Rapid Transit system despite it being prudent from a financial viability, industry transition and public support perspective.

- Challenges of responding effectively to the additional responsibilities created through the National Land Transport Act of 2009.

- Limited growth in the pool of human resource capacity and specialist skills.

- Dated and inadequate transport data and information management.

- Inadequate land transport safety and enforcement.

- Slow transformation and formalisation of the public transport industry.

- Required due process and planning in the assignment of the operating licence function, contracting authority functions and devolution of public transport subsidies.

Strategic Focus Area 4 PUBLIC TRANSPORT SYSTEMS

TRANSPORT AND THE CITY'S INVESTMENT FRAMEWORK

The transport strategy and priorities of the City need to be viewed from a citywide perspective and in the context of the transport operations of neighbouring municipalities and regions. In addition, it is vital that the mobility needs of local communities, suburbs, municipal districts and regions, and the entire metropolitan area are provided for. Against this backdrop, the CIty's transport investments are driven by an investment framework to ensure maximum benefit in the short, medium and long term for the city and its citizens and visitors.

The medium-term expenditure framework for transport is driven by an integrated set of policies and directives to support public transport and strive toward a balance in the transport system. Key influences are the national, provincial and city policy framework and the new legislation that support sustainable transport. With this in mind, the following are the key strategies and objectives for Cape Town's transport in the coming years:

- **Transport safety**
  - Review of the Traffic Calming Policy
  - Update and review of the Road Safety Plan
  - Implementation of traffic calming measures to ensure calmer, safer local residential streets through signage, safe cycling and walking facilities, and support for enhancement of public spaces

- **Public Transport Infrastructure and Facilities Improvement Programme**
  Upgrade of public transport facilities to accommodate growth in demand for mobility and increase in number of public transport vehicles. The programme includes upgrades of the following minibus taxi facilities and interchanges:
  - Du Noon
  - Joe Slovo
  - Imizamo Yethu
  - Somerset West
  - Mamre
  - Masiphumelele
  - Nomzamo

  - Nyanga
  - Retreat
  - Samora Machel
  - Wynberg interchange.

- **Reduction of travel time**
  - Wetton–Lansdowne corridor upgrade
  - Implementation of measures to give priority to public transport vehicles
  - Sustaining the efficiencies and improved travel times for public transport vehicles using the BMT lanes inbound in the morning peak times on the N2.

- **Restructuring and improvement of public transport facilities**
  Through the implementation of BRT Phase 1 and the continued provision of bus and taxi shelters and signage throughout the city.

- **Better transport data and information management**
  A comprehensive data collection process has been implemented for the next three years to facilitate better understanding of mobility trends, characteristics of transport modes, travel behaviour and monitoring of use of the modes and the transport system.

- **Rail-based Park and Ride facilities**
  In support of the rail system commuters will be able to leave their vehicles in a secure parking area at rail stations and transfer to the public transport of their choice for the rest of the trip.

- **Implementation of the requirements of the National Land Transport Act No. 5 of 2009 and associated impacts and processes**
  This includes:
  - Review of the Integrated Public Transport Network (IPTN) including Park and Ride services
  - Assignment of the operating licensing function
  - Assignment of the subsidy function, commuter bus contracts and other contracting authority functions.

- **Work towards a framework of Local Area Transport Plans**
  This needs to be at an appropriate level and scale within the City and include strategies, programmes, plans and projects to enable and promote the development of sustainable communities and mobility, support local economic development and growth, and integrate with spatial planning and land use planning.

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The City needs to protect and improve the existing natural and urban environment that makes the city a unique and desirable place in which to live, work and invest

Strategic Focus Area 5
INTEGRATED HUMAN SETTLEMENTS

Cape Town's fragmented spatial structure means that, despite dramatic political changes, growth and development since 1994, the challenge of providing adequate housing in integrated settlements continues.

The current population of Cape Town is estimated at 3,7 million, comprising approximately 1 060 964 (2010) households – a figure researchers predicted would only be reached by 2015. This stellar growth can largely be attributed to an annual population growth of about 18 000 households due to steady in-migration, predominantly from the rural areas of the Eastern Cape, by people seeking employment and economic opportunities. Approximately 291 826 of these households live in densely occupied informal settlements or in the front- and backyards of public and private formal housing. Obviously, this is not conducive to the physical and psychological well-being of these families.

The scarcity of suitably located and affordable vacant land for low-cost housing development, coupled with limited state funding, mean that housing remains a huge challenge for the City. Currently, the City makes no provision for additional funding or space for the annual in-migration of 18 000 households mentioned earlier. The majority of these households are poor and rely on the state to provide them with subsidised housing opportunities and, as a consequence, most of these families end up having to find living space in already poor and overcrowded suburbs and townships.

In order to address this situation, the City will have to build into its organisational structure some clear functional responsibilities for addressing poverty and urbanisation, together with promoting opportunities for the creation of low-skilled jobs.

The City's available budget allows it to provide approximately 8 400 housing opportunities per annum. Housing opportunities are defined as access to a 'Breaking New Ground' strategy house, gap (affordable) housing, a serviced site, social and rental housing, or land made available through claims settled by the Regional Land Claims Commissioner.

The demand for housing far outstrips what the City is able to supply, making a review of the City's current delivery models essential. In order to meet and overcome most of these challenges, the City needs to promote more integrated settlement patterns in existing and new residential areas. People need to live closer to the amenities and services they require. It is essential that both new and existing living environments provide equitable and adequate recreational and community facilities, which are maintained according to the City's set standards.

Once these standards are adequately met across the city, standards for selected facilities can be raised to compare with international norms in the medium to longer term. The City has developed a planning tool to inform the provision and clustering of these facilities. In addition, the City needs to adopt a pragmatic approach that focuses on:

- creating higher densities (multi-story as well as a greater number of dwellings per hectare);
- taking a planned approached to land banking;
- using the newly established Housing Development Agency (HDA) to unlock unused or underutilised state-owned land;
- petitioning National Government for a greater share of its DORA allocation to the City (R904,8 million for the 2011/2012 financial year); and
- influencing planning legislation to fast-track housing delivery to the poor.

A CLOSER LOOK AT CAPE TOWN'S INTEGRATED SETTLEMENT STATUS

The City regards integrated housing and settlement solutions as a high priority and aims to ensure the delivery of houses or residences to all citizens of Cape Town, as well as to provide good community facilities and services across the city. It is also acknowledged that a viable human settlement is a safe settlement, and the importance of creating a safe and secure environment for all the people of Cape Town is thus vitally important.

In the last year, the City delivered 8 950 houses and continued the work of its Anti-Land Invasion Unit to ensure that City-owned land set aside for housing development is not invaded or occupied illegally. Work also continued with phase one of the renovation of ageing Council rental accommodations that are occupied by 7 665 families, as well as the continued revision of the five-year housing plan.

URBANISATION

Two attributes characterise the history of urbanisation in Cape Town. Firstly, the rate of urbanisation has increased steadily over the years as movement restrictions have fallen away. Secondly, urbanisation has tended to be 'circular' in nature, with migrants retaining strong rural links and committing their earnings to their rural homestead rather than spending it in their urban destination. These two attributes have very strong physical and social manifestations that are all too evident in Cape Town.

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Physically, a rapid rise in the formation and growth of informal settlements has been evident since the early 1990s. It also appears that no settlement 'consolidates' without governmental effort, perhaps because of residents' locational loyalties. More recently, a proliferation in the informal extension of houses has been noted. This phenomenon, loosely known as 'backyarding', is very common in the poorer formal suburbs of Cape Town, where families are growing in number, but their income levels do not allow for their participation in the formal housing market.

Socially, urbanisation in Cape Town has given rise to greater levels of income disparity. New arrivals from small towns, farms and rural areas tend to be job seekers and, therefore, arrive in the city with no income or assets. At a demographic level this means that even though Cape Town has experienced many years of economic growth above the national average, the increase in poverty has outpaced the increase in affluence.

These physical and social trends cannot be 'solved'. However, with constructive policy and investment interventions the worst social and physical consequences could be mitigated. Cape Town has a long and proud history of public housing and the City will continue this tradition, albeit with a change in form. Whereas in the past public sector efforts provided the complete and whole package – i.e. land, houses, infrastructure, facilities and transport – it is now anticipated that the private sector and communities themselves will need to play a far greater role in delivering such solutions. The challenge is to spread the benefits and be less restrictive in what the community, homeowners and developers may do.

This challenge will be operationalised at two levels. At the local level, infill development of all varieties must be permitted, which will capitalise on existing infrastructure capacities. At the city level, large new areas of infrastructure installation must be undertaken to open up growth options for the future. The former will depend on each community initiative, while the latter is premised on private-sector investment. It is anticipated that a 'new town' in Cape Town may be required, which has the power to absorb a next generation of urbanising families, and simultaneously leverage private real estate investment and generate revenues for the municipality.

THE CITY'S URBANISATION STRATEGY

The strategic intent is to establish an Urbanisation Department to harness available resources in a coherent and purposeful manner that will focus on how the City utilises its land holdings with the aim of improving the quality of life of, in particular, the poorer citizens of Cape Town.

Some of the key focus areas of the department will be:

- The coordination and synergising of the Housing Directorate's strategies with key departmental role-players within the City of Cape Town and relevant departments at both provincial and national level.

- Avoiding the mismatch and multiplicity of plans by adopting a common, pre-emptive approach to address concomitant social, economic and environmental challenges.

- Encouraging alignment to provincial and City development strategies, the City's spatial development framework initiatives and integrated development planning.

- Promoting consultation and community involvement as a golden thread running through all its initiatives.

- Enhancement of existing policies, and development of new policies that will support and ensure the realisation of the above objectives.

The vision is that this kind of people-centred approach will knit together the social fabric and encourage economic growth for all of Cape Town's communities, including for the poor.

Strategic Focus Area 5 INTEGRATED HUMAN SETTLEMENTS

LAND

Assuming that future planning for low-cost housing development will continue on the basis of one family per plot and at an average density of 40 units per hectare, approximately 10 000 ha of suitable vacant land will need to be identified to address the current needs of the 400 000 households.

The geology of Cape Town limits its natural spread, contributing to the high cost of land. In 2010, it was not uncommon to pay up to R1 million per hectare for well-located, privately owned vacant land in some of the city's prime residential areas. Therefore, at current prices, an estimated R10 billion would be needed to acquire the aforementioned 10 000 ha of land.

For now, the focus is therefore to acquire and package land parcels that would enable the City to spend its full annual allocation for housing development in the ensuing years.

The Housing Directorate is focusing its land parcel purchasing activities within the identified growth corridors of the city. The West Coast is one such area where the City aims to acquire land for medium- to long-term development despite its biodiversity constraints. In 2009/10 – the City spent R63,7 million on acquiring 165,2 ha of farm land within the urban edge in this region.

To ensure that sufficient funding is available for the acquisition of land for development, the directorate will set aside 10% of its annual Division of Revenue Act (DORA) allocation in the future, as part of the City's land banking strategy.

The City will continue to liaise with the Housing Development Agency (HDA), which has a specific mandate to negotiate the release of land owned by state departments or state-owned entities in order to meet its housing demand over the next six to 15 years. Furthermore, the Housing Directorate is engaged in ongoing negotiations with the Provincial Minister and officials from the Department of Human Settlements to unlock and transfer smaller parcels of land owned by the Provincial Housing Board for infill housing development.

Land parcels in the following areas have been identified for future housing projects and will be packaged accordingly for development over the next three to five years:

- Witsand
- Kalkfontein
- Darwin Road
- Hout Bay
- Wolwerivier
- Strandfontein
- Vissershok
- Penhill
- Various smaller IDA options

COMMUNITY FACILITIES

The City aims to provide community facilities on an equitable basis across the city and to maintain them according to uniform standards. A planning tool has been developed to inform the provision and clustering of these facilities such as parks, libraries, sports fields and community centres. This tool will assist with the identification of areas where an imbalance exists between the existing supply of, and demand for, facilities, and assess whether they are correctly and optimally located. It will also identify suitable locations for the provision of facilities to eradicate backlogs and to accommodate future needs.

Maintenance of these facilities is undertaken according to the City's set minimum standards. Maintenance of key facilities, identified as flagship City facilities, is benchmarked at higher standards, which can then be compared with international norms over the medium to long term.

Current resource and budget constraints are creating a greater demand for the creation of partnerships and sourcing of external funding for the provision and maintenance of community facilities. Increasing levels of vandalism and security issues at facilities are also impacting negatively on the ability to adhere to the standards and this places an additional strain on the budget.

Being an unfunded mandate, the City will continue its efforts to reach a resolution with Provincial Government on the funding of the library services to the citizens of Cape Town.

The N2 Gateway Greening and Beautification project will be undertaken by the Department of Environmental Affairs (DEA), which has offered to green and beautify public open spaces in the Delft Symphony area and will use local labour in this effort to improve the environment and the recreational spaces in that neighbourhood. The project will be implemented according to an agreed business plan and, on completion, responsibility for future maintenance will transfer to the City.

PROGRAMMES AND PROJECTS

The second draft of the Cape Town Spatial Development Framework, district-level Spatial Development Plans and Environmental Management Frameworks is being prepared and the final round of public consultation will take place in 2011. Following this, these documents will be redrafted and submitted to the Province for approval in terms of Section 4 (6) of LUPO (No. 15 of 1985).

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A PLAN FOR BETTER HOUSING DELIVERY

The City continually reviews its five-year integrated housing plan to maximise its potential to meet the growing housing needs of Cape Town's citizens by, among other things, upgrading informal settlements, offering more rental accommodation, redeveloping hostels and building more formal housing.

Recently, the National Department of Human Settlements conducted research that shows that the City of Cape Town is actually leading the rest of the country in terms of service provision to informal settlements.

ESTABLISHING PUBLIC NEEDS

The need for housing is of paramount importance to many residents and accounted for 12% of total public comments received via IDP feedback and Mayor's Roadshows, while 32% of respondents in the annual CSS also believed it was the top City priority. Residents believed that, when assessing all the steps involved in making housing available, the City was performing worse than in previous years, and the CSS therefore shows housing as the lowest-scoring range of services in the City. This feedback is somewhat incongruous given the fact that the City has delivered 4 568 more housing opportunities in the last two years than it did in the preceding two years.

Residents were also concerned regarding the processes followed in deciding who receives housing, with accusations of favouritism made against the City. Residents are demanding greater transparency in this regard.

RENTAL STOCK

Particularly at the Mayor's Roadshows (MRS), residents occupying Council rental stock expressed a need for their units to be repaired. Complaints ranged from leaking ceilings, to the absence of taps and broken windows. The limited number of complaints in this regard on the C3 system leads one to assume that the poorer areas do not make use of the C3 system.

TEMPORARY RELOCATION AREAS (TRAS)

Important issues for TRA residents included the concern that TRAs are located far away from sources of employment, which causes high associated costs that people cannot afford. There were also requests from people with no other accommodation to be relocated to TRAs.

Meeting the growing housing needs in Cape Town is a huge challenge

The City embarked on a programme to repair its rental stock

Strategic Focus Area 5 INTEGRATED HUMAN SETTLEMENTS

The newly-built Harare library

PROTECTING VACANT HOUSING LAND

Squatters can be found throughout the city, and residents were concerned about land that is earmarked for development being illegally occupied. To address this challenge, the City's Anti-Land Invasion Unit was formed to react to 'land invasions'. The unit has achieved a 100% success rate in the prevention of planned land invasions.

PARKS

Residents were satisfied with the access they enjoy to parks. Maintenance was, however, highlighted as an issue requiring attention. Furthermore, residents raised concerns regarding safety, and parks as venues for anti-social behaviour. Generally, respondents wanted parks to be fenced off and well lit. Given the large number of parks and the limited budget, this is not feasible in all instances.

VERGE MAINTENANCE AND TREE TRIMMING

Area mowing and maintenance elicited much public comment. Whether these areas are parks or street verges, residents believe this is a very important service. Tree trimming also commands a high level of resident attention.

LIBRARIES

Libraries are perceived as a vital service – one on which the City scores very well. Libraries are also perceived to be a means of youth upliftment by various sectors of the community. Thus, there were a number of calls for new libraries to be developed. The Council for Scientific and Industrial Research (CSIR) has conducted an in-depth study to calculate and assess the need for various community facilities, including libraries. Unfortunately, the City will not be able to address all new library needs, as it does not receive funds from National Government for this purpose. Therefore, funding needs to come from Capetonians themselves.

CIVIC CENTRES

A number of valuable inputs were captured in the MRS. Residents spoke of the difficulty to book a hall (two-week notice period) and expressed concern that some applicants are turned away even though the hall is not in use. There was a request on behalf of non-governmental organisations (NGOs) to access halls at cheaper rates.

FOCUS AREAS AND OBJECTIVES

The way forward in 2011/12

KEY CITY FOCUS AREA 5A: PROVIDE EQUITABLE COMMUNITY FACILITIES AND SERVICES ACROSS THE CITY

Objective – Maintain community facilities that are open for community use at required standard

The City promotes integrated human settlement patterns that are both sustainable and supports a healthy lifestyle for communities. To achieve this, it is essential that both new and existing living environments offer equitable and adequate community facilities. Residents of Cape Town enjoy access to these types of facilities via:

- 180 community centres (including halls, recreation centres, multipurpose centres, civic centres, youth and family centres)
- 187 sports facilities (consisting of indoor facilities, outdoor facilities and stadia)
- 37 swimming pools
- 28 beaches
- 14 resorts
- 3 133 community parks
- 11 district parks

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STRATEGIC FOCUS **AREA ONE**

STRATEGIC FOCUS **AREA TWO**

STRATEGIC FOCUS **AREA THREE**

STRATEGIC FOCUS **AREA FOUR**

STRATEGIC FOCUS **AREA FIVE**

STRATEGIC FOCUS **AREA SIX**

STRATEGIC FOCUS **AREA SEVEN**

STRATEGIC FOCUS **AREA EIGHT**

Residents were satisfied with the access they enjoy to parks

- 36 cemeteries and a crematorium

- 1862 ha of road reserves as well as a number of greenbelts, undeveloped public open spaces and biodiversity areas

- 98 libraries, a mobile service (consisting of three buses), and four satellite service points. An additional library is currently under construction, with another one planned for 2011/12

A comprehensive set of uniform standards has been implemented for these facilities. This is a significant step in making a commitment to Cape Town's communities regarding what they can expect when they visit or use these facilities.

The following approaches are followed to increase the maintenance and service standards:

- Investigate alternative means to support the recovery of facilities and services. The focus will be on exploring external funding possibilities through naming and advertising rights, sponsorships, grant funding and partnerships.

- Engage with community-based stakeholders to establish mutually beneficial partnerships that will lead to the sharing of responsibilities with regard to the maintenance, management and security of facilities.

- Engage with commercial partners and international donors for the development of community facilities and amenities, making sure the ongoing services are realisable.

- Reach agreement with Provincial Government on the future mechanism for the rendering of library services to the citizens of Cape Town.

Key performance indicator 5A.1: Number of community parks maintained according to selected service standards

To ensure that parks are maintained in an equitable manner across the city, a uniform set of maintenance standards for all maintenance functions have been developed and implemented. The 3 133 community parks are maintained to a standard that ensures they are in a condition for communities to utilise at all times. The selected standards focus on mowing at least nine times per year.

Ongoing challenges to the maintenance of desired standards include high levels of vandalism and anti-social behaviour at public parks. This increases repair costs and places additional capacity constraints on City resources.

Key performance indicator 5A.2: Number of libraries open according to minimum planned open hours, including ad hoc unforeseen closing hours

The minimum opening hours standards set for Cape Town's libraries are:

- City libraries: 63 hours per week

- Regional libraries: 45 hours per week

- Community libraries: 35 hours per week

While libraries are currently an unfunded mandate, the City is continuing its efforts to reach a resolution with Provincial Government on the funding of library services to the citizens of Cape Town.

Properly constituted Friends of the Library organisations and/or volunteers assist at more than 30 City libraries in an effort to ensure that they meet their minimum opening hours requirements. The assistance ranges from donating funding or performing in-kind contributions such as assisting with shelving of library materials etc. Every effort is being made to encourage the establishment of additional Friends of the Library organisations aligned to more CIty libraries.

Implementation of the planned new library automated management system will make library processes more efficient. Given the inadequate staff resources, this implementation will free up critical staff time, which can then be devoted to other professional tasks. Operating under a single system also implies that citizens of Cape Town will only require one

Strategic Focus Area 5 INTEGRATED HUMAN SETTLEMENTS

membership card that will afford them access to any library in Cape Town. Resource sharing between libraries will also be more efficient, thereby enabling library users to get access to materials and information from other libraries much quicker.

Thanks to the receipt of some external funding received, a new library is planned for Khayelitsha in the 2011/12 financial year. Construction of this library should commence late in 2011.

Key performance indicator 5A.3: Number of fenced formal sports fields compliant with defined level of grass cover standard

The provision and maintenance of local sports fields is a key component of the constitutional obligation of local government in terms of sport and recreation. The City manages 144 formal sports field complexes that contain 524 individual sports fields. Overutilisation and extreme weather patterns, especially in winter, present a challenge in the provision of good playing surfaces for both winter and summer sports played on the grass fields.

Athlone Stadium is one of the many sport complexes the City manages

Caption

The City has implemented an institutional framework that has seen the establishment of user-driven Municipal Facility Management Committees (MFMCs) to assist with the management of these facilities. It has been observed that where such MFMCs are fully operational, the associated sports fields tend to be used according to their threshold norms and the standards are maintained on a sustainable basis.

A functional group has also been established to ensure that all sports fields are being maintained and developed to the uniform minimum standards with all fenced sport complexes having grass playing fields and functional basic ablution facilities. The objective of the group is to provide technical guidance, standardisation of practices and processes, establish best practices, develop operational policy and guidelines, determine minimum standards, identify training needs, determine resource levels, evaluate usage and engagement with all stakeholders and role-players.

The City implements the following programmes to ensure that the standards are met:

- Development of an annual maintenance plan per facility.
- Implementation of code-specific seasons with clear maintenance and rehabilitation window periods.
- Controlled usage with advanced fixture submissions.
- Monthly monitoring of condition of facilities and corrective actions determined together with
- Construction of full-sized synthetic pitches in areas most needed and planned for in Atlantis, Lwandle, Hout Bay and Imizamoyethu.

Key performance indicator 5A.4: Number of halls maintained to specified standard

The city's 180 community halls are key examples of areas where Cape Town's citizens and visitors expect excellence in service delivery from the City. Community centres are used by a cross-section of local communities ranging from NGOs to ratepayer associations, youth groups, religious groups and sport and recreation clubs. The cleanliness and maintenance of these halls contribute directly to the community's perception of the City's service delivery.

A functional group has been established to ensure that all halls are maintained to the specified standards, which focus on the cleanliness of the facility and the extent to which repairs and maintenance work is required.

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Key challenges in this area are:

- An increase in vandalism.

- The threat of having to close facilities due to non-compliance with fire safety regulations.

- Halls do not meet requirements in relation to minimum staffing levels.

- Ageing facilities requiring high levels of repairs and maintenance work.

KEY CITY FOCUS AREA 5B: DELIVER HOUSING OPPORTUNITIES IN ACCORDANCE WITH THE FIVE-YEAR HOUSING PLAN (reviewed annually)

Objective – Delivery of housing opportunities in accordance with the five-year housing plan

Key performance indicator 5B.1: Number of housing opportunities provided per year

THE URBAN SETTLEMENTS DEVELOPMENT GRANT

The grant replaces the 'MIG Cities' and the 'service portion' of the Human Settlements Development Grant (HSDG). The intent of the grant is to augment and support grant allocations from provinces to municipalities under the HSDG and it should also support integration of HSDG projects into mainstream City development.

The grant should serve to:

- Improve development planning and intergovernmental coordination (all three spheres) of development.

- Encourage cities to be proactive developers of infrastructure by mobilising domestic capital while at the same time addressing and redressing the location of development.

- Encourage cities to manage their capital expenditures in an integrated manner, across all services in good locations and covering the lifespan of projects.

- Adopt a 'pro-poor' bias and focus on economic growth.

- Address inequality and poverty alleviation and eradication.

- Be biased towards lowering the costs incurred by poorer households in accessing serviced urban land with secure tenure.

The Grant Policy Framework, from which the above information is extracted, is currently a draft document and it is under review. The City compiled a three-year budget, which incorporates the projected allocation in the Division of Revenue Bill.

ACCREDITATION

In 2009, the City submitted the necessary application and supporting documentation for Level 1 and 2 accreditation by the Provincial Department of Human Settlements. The formal announcement of this accreditation by the Provincial Minister is expected early in 2011.

This accreditation will mean that the City can prioritise projects, receive funding directly from the National Department of Human Settlements, have the delegated authority to implement national housing programmes and undertake the administration of subsidy approvals for beneficiaries. This will greatly enhance the delivery of housing projects contained in the five-year housing plan. At the same time, it will see the City embarking on a functional analysis process that will determine the staffing and resource requirements as a fully accredited local authority.

In anticipation of this expanded role, the City has approved the establishment of a National Housing Programmes Department within the Housing Directorate, which will be responsible for the roll-out of the additional functions that will be delegated or assigned to it in terms of the National Accreditation Framework Guidelines. The newly established department will be headed by a dedicated manager, and this position is in the process of being filled.

Strategic Focus Area 5 INTEGRATED HUMAN SETTLEMENTS

BACKYARD DWELLERS

The proliferation of backyard dwellers is linked to the length of time many poor households have to wait before they are awarded a housing opportunity. The City aims to address the plight of the thousands of backyard families, whose needs have historically been overlooked. Many of the families live in appalling conditions and are being exploited by cavalier Council tenants and private landlords, some of whom have become dependent on rental income.

The City's approved Housing Allocation Policy makes provision for backyard dwellers who are on the housing database to be allocated housing opportunities. However many of these families will wait a very long time, and the proposal is to provide basic services and second power connections where they are currently living. The City has established a task team, comprising senior officials from a range of departments, which is driving this process in the three pilot areas of Hanover Park, Langa and Factreton.

SETTING OF TARGETS

The table below indicates the planned number of housing opportunities per category for 2011/12 to 2012/13.

Description	Number of units 2011/12	Number of units 2012/13
New subsidy/project-linked projects	4 500	4 700
Social housing	300	300
Hostel redevelopment	300	300
Upgrading of informal settlements and emergency housing	1 400	1 500
Land restitution claims	200	200
Gap (affordable housing)	500	500
CRU (major upgrading of rental stock)	1 600	1 500
TOTAL	8 800	9 000

PROJECTS

The City is committed to a number of approved projects, and has identified more to achieve the above targets.

New Housing Projects					
No.	**Proposed**	**Units**	**Area**	**Subcouncil**	**Ward**
1	Darwin Road	5 000	Durbanville	7	105
2	Garden Cities housing project	4 000	Durbanville	7	105
3	Green Point – Phase 3	500	Khayelitsha	9, 22	93
4	Hangberg CRU	70	Hangberg	16	74
5	Hostels redevelopment – Nyanga CRU	n/a	Nyanga	14	36, 37, 39
6	Hostels redevelopment – Gugulethu CRU	n/a	Gugulethu	11	42, 44
7	Hostels Redevelopment – Langa CRU	n/a	Langa	15	53, 51, 52
9	Kapteinsklip	1 000	Mitchells Plain	10	82
10	Kensington CRU	180	Kensington	1	56
11	Mfuleni Ext 1 & 2	700	Mfuleni	22	16
12	Mitchells Plain Infill: Westgate	1 000	Mitchells Plain	12, 13	75, 88
13	NonqubelaMakhaza: consolidation	700	Khayelitsha	9, 10	96, 97
14	Nonqubela Site B: consolidation	1 500	Khayelitsha	9	92
15	Nooiensfontein	1 100	Blue Downs	22	19
16	Silvertown consolidation	1 316	Khayelitsha	22	93
17	Sir Lowry's Pass Village (Pinetown and Balestra)	140	Sir Lowry's Pass	8	100
18	Swartklip/Denel land	1 500	Khayelitsha	12	79
19	Vlakteplaas	500	Strand	8	100
20	Wallacedene – Phase 10A	1 617	Kraaifontein	2	6
21	Wallacedene – Phase 10B	256	Kraaifontein	2	6

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New Housing Projects

No.	Planning stage	Units	Area	Subcouncil	Ward
1	Atlantis Kanonkop (Ext.12) – Phase 1	526	Atlantis	7	29
2	Belhar Pentech infill	347	Belhar	23	12
3	Delft – The Hague	1 400	Delft	22, 23	13, 19, 20
4	Dido Valley	600	Simonstown	19	61
6	Edward Street: Ottery sustainable development	100	Ottery	18	66
7	Eureka–Leonsdale	375	Elsies River	4	25, 26, 28
8	Gugulethu infill (Erf 8448/MauMau)	1 054	Gugulethu/ Nyanga	14	38
9	Happy Valley – Phase 2	1 350	Blackheath	21	14
10	Hazendal infill (Bokmakierie)	166	Athlone	17	49
11	Heideveld Duinefontein Road	699	Heideveld	11	44
12	Imizamo Yethu – Phase 3	400	Hout Bay	16	74
13	Joe Slovo Park infill	90	Milnerton	1	4
14	Kleinvlei (Erf 901)	65	Blackheath	21	17
15	Macassar	1 500	Macassar	8	15
16	Mannenberg infill: The Downs	700	Mannenberg	11	46
17	Masiphumelele – Phase 4	252	Kommetjie	19	70
18	Morkel's Cottage	400	Rusthof, Strand	8	86
19	Morningstar	150	Durbanville	7	103
20	Ocean View (Mountain View)	548	Ocean View	19	61
21	Ocean View infill	412	Ocean View	19	61
22	Pelican Park – Phase 1	2 950	Pelican Park	18	67
23	Rondevlei	225	Rondevlei	18	67
24	Scottsdene	850	Scottsdene	2	6
25	Sercor Park – Phase 2	119	Strand	8	100
26	Somerset West 10 ha site	390	Somerset West	8	83
27	Temperence Town: Gordon's Bay	70	Gordon's Bay	8	100
28	Valhalla Park infill	777	Valhalla Park	15	30, 31

No.	Under construction	Units	Area	Subcouncil	Ward
1	Bardale	5 947	Blue Downs	22	18
2	Brown's Farm – Phase 6	678	Brown's Farm	13	34
3	Drommedaris social housing: Communicare	219	Brooklyn	1	4
4	Hostels redevelopment – Ilingelabahlali	326	Nyanga	14	37, 39
5	Kewtown infill (PHP)	236	Athlone	17	49
6	Kuyasa Village 1 – Phase 2	2 399	Khayelitsha	10	95
7	Masiphumelele school site (Private)	352	Noordhoek	19	70
8	Melkbos	100	Melkbosstrand	1	23
9	Mfuleni flood relief PHP consolidation	4 461	Mfuleni	22	18
10	Mitchells Plain infill – Phase 1	1 345	Mitchells Plain	10	82, 99
11	Morgans Village 3: CTCHC	341	Mitchells Plain	12	75
12	Nonqubela – Phase 2	1 250	Khayelitsha	10, 22	93, 96

Strategic Focus Area 5 INTEGRATED HUMAN SETTLEMENTS

New Housing Projects					
No.	**Under construction**	**Units**	**Area**	**Subcouncil**	**Ward**
13	Nyanga upgrading	2 070	Nyanga	14	37, 39
14	Philippi East – Phase 5	405	Philippi	12, 13	76, 35
15	Philippi Park (PHP)	1 100	Philippi	14	37
16	Silvertown – Khayelitsha	1 316	Khayelitsha	22	93
17	Site C: Survey and subdivision (PHDB)	6 265	Khayelitsha	23	87, 89
18	Steenberg social housing: SOHCO	450	Steenberg	19	64
19	Wallacedene – Phase 3	1 108	Kraaifontein	2	6
20	Wallacedene – Phase 4	735	Kraaifontein	2	6
21	Wallacedene – Phase 5	537	Kraaifontein	2	101
22	Wallacedene – Phase 6	1 204	Kraaifontein	2	101
23	Wallacedene – Phase 7	582	Kraaifontein	2	101
24	Wallacedene – Phase 8	573	Kraaifontein	2	101
25	Wallacedene – Phase 9	942	Kraaifontein	2	6
26	Westcape: CTCHC	341	Mitchells Plain	12	75
27	Witsand – Phase 2	1 835	Atlantis	7	32

PROGRAMMES

National policy provides for a range of housing subsidy programmes that the City can utilise in the implementation of the above projects. All of these programmes are funded through the annual DORA allocation from the Provincial Department of Human Settlements.

RANGE OF NATIONAL HOUSING SUBSIDY PROGRAMMES

Integrated Residential Development programme (IRDP)

This programme's aim is to provide at least a 40 m² BNG house (a house built according to the BNG Policy, post-September 2004) to families on the City's waiting list who earn a combined income of no more than R3 500 per month. The subsidy amount is provided by the National Department of Human Settlements. Beneficiaries must be on the City's housing database and must meet the requirements as prescribed in the National Housing Code.

Consolidation Subsidy Programme

This programme is aimed at facilitating improvements to homes where people already own a serviced stand without a top structure, and providing access to a subsidy (R55 706 in the 2010/2011 financial year) for top structures only.

People's Housing Process (PHP)

Aimed at households that wish to maximise their housing subsidy by facilitating the building of their homes themselves, this programme allows beneficiaries to apply for subsidies via:

- the project-linked instrument – where the subsidy is granted to qualifying beneficiaries to enable them to acquire a house as part of an approved project;

- the consolidation instrument – the subsidy is granted to owners of a serviced site for the construction of a house; or

- the institutional instrument – the subsidy is available to institutions to enable them to create affordable housing stock on a deed of sale, rental or rent-to-buy option.

Beneficiaries must comply with prescribed policy criteria and are exempted from contributing the R2 479 normally required towards the product cost.

Emergency Housing Programme

This is aimed at providing temporary assistance to victims of housing-related disasters (such as fire and flood damage), including the provision of TRAs. The programme also provides funding for minimum services and shelter.

Upgrading of Informal Settlements Programme (UISP)

The aim of this programme is to provide basic services (water, standpipes and toilet facilities), permanent services, and houses to existing informal settlement areas, wherever possible (including *in situ* upgrades).

Participants are less restricted than beneficiaries who qualify for individual subsidies. The programme is not temporary in nature, instead focusing on permanent areas that need an upgrade.

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Social Housing Programme

The Social Housing Programme is focused on higher-density, subsidised housing that is implemented, managed and owned by independent, accredited social housing institutions in designated restructuring zones (for rental purposes). Households earning between R3 000 and R7 000 per month can qualify.

The City has an agreement with three partners in the form of Communicare, Cape Town Community Housing Company (CTCHC) and Social Housing Development Company (SOHCO).

Institutional Housing Subsidy Programme

This mechanism targets housing institutions that provide tenure alternatives to immediate ownership (such as rental, with the option to purchase after a certain period).

Community Residential Units (CRUs)

This programme facilitates the building of new rental stock (including hostels) and the upgrade of existing higher-density stock. It caters for families who prefer rental housing, and earn less than R3 500 per month. The City remains the owner of the rental units. This programme also includes the former Hostels Redevelopment Programme.

Gap (affordable) housing

This caters for families earning between R3 500 and R10 000 per month, to be implemented by private developers.

The pioneering Kuyasa housing project provided over 2 000 households with energy-efficient solar water heaters, lighting and ceilings

Strategic Focus Area 5 INTEGRATED HUMAN SETTLEMENTS

The upgrading of informal settlements entails the incremental provision of basic municipal services to individual serviced erven

Objective – Implementation of structured programme for the upgrade of erven in informal settlements

Key performance indicator 5B.2: Number of housing opportunities provided through the informal settlement upgrade programme (UISP)

The City has, in the past, set an annual target of providing 1 000 erven in informal settlements with basic services. However, the need has been recognised for an all-encompassing approach focusing on the incremental improvement of the living environment by ensuring an improvement of quality of life and the built environment. In this regard, the City is focusing on the following major initiatives:

Five Pilot Projects

Five pilot sites have been identified where communities will benefit from this approach. The informal areas are: B M Section in Khayelitsha, Lotus Park in Gugulethu, Monwabisi Park in Khayelitsha, The Heights in Sea Winds and TR Section in Khayelitsha.

The approach will be experimental rather than methodical, which means that methodologies, processes and outcomes will be identified and tested. Communities will also be highly involved as partners, to help establish their respective needs and priorities. Some of the objectives of this initiative are:

- To ensure a sustainable built environment.
- Encouragement of community ownership in order to reduce costs.

- Achieving an integrated management approach.
- Transforming the informal settlements into sustainable neighbourhoods.
- Reducing incidents of adversity (e.g. flooding and fire).
- Introducing tenure by providing an address to foster a sense of ownership, pride and dignity.
- Making communities less dependent on government.

It is anticipated that approximately 11 000 households will benefit from this incremental improvement of the living environments in the five settlements.

INFORMAL SETTLEMENTS UPGRADE PROGRAMME (UISP)

The upgrading of informal settlements entails the incremental provision of basic municipal services to individual serviced erven and the provision of a top structure. In line with both national and provincial objectives, the City will, over the coming years, incrementally upgrade informal settlements to the level where beneficiaries can become the owners of developed and serviced sites. These beneficiaries would then be able to access additional funding (consolidation subsidies) to build their own houses through the People's Housing Process (PHP) – thus also making personal contributions to the building of their own homes.

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The City has identified the following settlements where upgrading is to take place:

	Settlement	Intervention	Possible yield of land @ 70du/ha	Timeframe start planning
1	Freedom Farm, Airport	Relocation	1 000 opportunities On proposed ACSA and NHB land	CURRENT Remainder of Freedom Farm and Malawi Camp to move to proposed ACSA and NHB land
	Malawi	Relocation		
2	Enkanini	*In situ* upgrade	Earmarking 2 000 households from Enkanini	2010
3	Thambo Square	*In situ* upgrade	± 160	2011
4	Phola Park, Gugulethu	*In situ* upgrade and relocation	± 250	2012
5	Kalkfontein/Die Bult/Kirby's Farm	*In situ* upgrade	± 1 400	2011
6	8ste Laan, Valhalla Park	*In situ* upgrade	± 480	2010
7	Doornbach	*In situ* upgrade and relocation	To be planned	2012
8	Skandaalkamp, Rooidakkies, Tafelozono, Spoorkamp	Relocation	± 360	2011
9	Drifsands	*In situ* upgrade	2 500	2011
10	Kalkfontein	*In situ* upgrade	1 000	2011

ANTI-LAND INVASION UNIT

Unfortunately, illegal land invasions by persons who disregard the City's policies and development plans have become a prominent negative feature of urbanisation. For this reason, the City's Anti-Land Invasion Unit provides a 24/7 monitoring and protection service to prevent the City's vacant, unoccupied land from being illegally invaded or occupied.

The City strongly believes that one of the measures to deal proactively with urbanisation is to protect land that has been identified for future housing development, from those who are perceived to be 'jumping the queue'. In this regard, the City follows due legal process by obtaining the necessary court orders and the unit provides assistance to the sheriff, where necessary, in evicting illegal occupiers or preventing illegal occupation.

The unit also fulfils an important task of preventing reoccupation of land that is prone to flooding and from which families have been relocated in the past. This is to prevent repeated relocations and unnecessary expenditure.

The unit has had a 100% success rate in preventing any organised attempts at such land invasions. The City also has an agreement with the Provincial Government to protect strategic provincial-owned land.

INFORMAL SETTLEMENT MANAGEMENT

In order to improve service delivery to communities who live in the 223 informal settlements in the city, the Housing Directorate has embarked on a strategy to have a permanent presence in some of the bigger settlements.

City representatives are stationed in permanent offices at these settlements to foster better relationships with communities and to address issues that directly impact on their lives in a consultative and equitable manner.

To date, permanent offices have been established in 22 areas in which informal settlements are located, the most recent being Kosovo, Fisantekraal and Red Hill. On a daily basis City officials engage with community representatives on issues relating to tenure, maintenance, development partnerships, participative settlement planning and general communication.

TEMPORARY RELOCATION AREAS (TRAS)

The pressure on the City is mounting to find short-term housing relief for poor families who find themselves in emergency situations. These emergencies include flooding, fire and other disasters, as well as cases where the City has been cited as a respondent in private eviction cases and has been ordered by the court to provide alternative accommodation. The first TRA was established in Symphony Avenue in Delft and the City is investigating the possibility of establishing more TRAs across the city.

Strategic Focus Area 6
SAFETY AND SECURITY

Creating a safe and secure environment for Cape Town's residents and visitors is both a key priority and a significant challenge for the City. Continued high levels of crime and disorder in South Africa, including Cape Town, not only affect residents' quality of life, but also harms the country and region's economy by limiting its attraction to tourists. Improved safety and security is crucial for shared and accelerated economic growth. If the City wants to win public and investor confidence, it needs to be proactive in its efforts to address crime and disorder.

A CLOSER LOOK AT CAPE TOWN'S CURRENT SAFETY AND SECURITY STATUS

The most recent official crime statistics, released in September 2010, show a pleasing continued downward trend in a number of violent crime categories in the Western Cape. Incidences of murder, attempted murder and carjacking have decreased steadily over the past four years. However, the increase in often-violent home and business robberies is cause for serious concern. The Institute for Security Studies (ISS) has warned that increases in these types of crimes will intensify anxiety within communities, as they relate to places where people expect to be safe.

Statistics also highlight significant increases in the recording of drug-related crime and driving under the influence of alcohol and drugs in Cape Town. There is, however, a positive side to these statistics, as these are crimes that are generally only reported as a result of direct police action. Therefore, the rise in reported incidents of drug and alcohol-related crime points to heightened and more effective police action in these areas of criminal activity. The Metro Police Department's operations Razor and Choke respectively contributed significantly to these efforts, and the City will continue with its efforts to clamp down on drug dealers and alcohol-related criminal activity.

Despite the success of these operations, however, alcohol and drug abuse continues to damage the lives of many Cape Town residents. Of particular concern is the explosive growth in the use of the highly popular and extremely addictive drug tik (methamphetamine), which continues to spread rapidly throughout many communities, and is reaching pandemic proportions in Cape Town. The battle for market control of tik is believed to be fuelling gang-related violence across the city.

High levels of disorder also remain a persistent problem, with anti-social behaviour being fairly common in many areas. In addition, a culture of non-compliance on the City's roads continues to demand more traffic policing resources and innovative enforcement strategies. The City has therefore focused on expanding its bylaw enforcement and traffic policing capability, and has appointed additional staff. These efforts have resulted in significant success in areas such as illegal land invasion, metal theft, road safety and safety on beaches. These initiatives, in conjunction with actions taken by CTP and other relevant organisations, also contribute to the prevention of capital flight from the CBD. The Civilian Oversight Committee continues to perform its oversight functions over the City's three law enforcement departments with distinction, and is in fact setting the national benchmark as far as the functioning of such bodies is concerned.

Of course, crime and disorder are not the only safety-related threats to Cape Town. Current levels of vulnerability to fire, flooding and other natural or human-induced hazards, and the impact of these on communities and the environment, remain a threat to the city's development, growth and, in some cases, progress towards improved levels of safety.

Against this backdrop, the City is working towards further improving the efficiency and effectiveness of its emergency response. The City Emergency Services Department continues to provide essential services through the Fire and Rescue, and Disaster Risk Management divisions, as well as a public emergency communication centre.

The number of medical and trauma-related calls received for the City's Fire and Rescue Service continues to increase, while fire-related calls have shown a slight decrease over the last four years. The number of fires in informal settlements continues to fluctuate, but has also shown a slight downward trend. The risk of fire still remains high in these areas, though, and interventions with the community to highlight these risks are ongoing.

During the 2009/10 financial year, City Fire and Rescue responded to 41 169 incidents, which equates to an average of 3 431 incidents every month. Of these, fire-related incidents averaged 1 037 per month – a drop of 200 such incidents per month from the previous year.

The Fire and Life Safety Division of the Fire and Rescue Service has also maintained a high rate of fire safety activities and interventions, having carried out, or been involved in, 37 164 interventions (an average of 3 097 activities per month). This Division also carries out regular checks and maintenance on the City's fire hydrants, 30 000 of which were inspected during the 2009/10 period.

The Fire and Rescue Service Training Academy has been re-established as an accredited training centre, and provides a high level of training to the City's fire-fighters. The Fire and

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Rescue Service is geared towards maintaining high operational, fire safety and training levels to ensure that the City remains safe during the coming year.

Four years of detailed planning by the City's Disaster Risk Management Centre for the 2010 FIFA World Cup™, which included risk and hazard identification, wide consultation with numerous role-players, and the implementation of risk-avoidance initiatives, resulted in an optimum state of preparedness for the event.

The value of an effective media communications strategy is acknowledged, and much progress has been made towards the improvement of the City's public image in terms of safety and security.

The main focus of the Safety and Security Directorate for the 2011/12 financial year will be on increasing the effectiveness of all its departments. Operationally, Safety and Security will endeavour to address incidents of disorder and minor crimes effectively, as well as maintain an optimum state of readiness for managing disasters and disaster-related risk. This will contribute to the reduction of current levels of crime and vulnerability, and, therefore, the improvement of safety and security across the City.

ESTABLISHING PUBLIC NEEDS

The City's 2010 CSS revealed specific public needs with regard to safety and security that should be adequately addressed during the new financial year. These include the following:

Bylaw enforcement

Overall, residents are more satisfied with the current levels of City bylaw enforcement. However, residents still feel that more needs to be done in terms of combating general lawlessness. Current trends in law enforcement indicate that those who commit minor crimes are likely to commit larger ones; hence, the importance of stepping up enforcement against minor offenders.

Drug abuse

Almost a quarter of safety and security C3 notifications relate to drug abuse or drug dealing. Members of the public continue to come forward with information on suspected drug-dealing activities in their communities. Drug-related crime continues to be a priority issue for residents, who demand that proper action be taken.

Traffic enforcement

Respondents indicated satisfaction with the higher levels of visible traffic enforcement on the city's roads. However, many respondents indicated that more needed to be done to increase road safety. Perceived threats included speeding in residential areas, dangerous intersections, and traffic violations or reckless driving by minibus taxis.

Vagrants

Vagrancy, with its often-related activities of loitering, harassment and drunkenness, continues to be an important concern for most residents.

Problem areas

Problem areas identified by residents include muggings, drugs, prostitution and environments around bottle stores and shebeens. The community is unhappy that these problem areas remain, and feel powerless to address them.

Emergency services call centre and disaster management

Overall, residents are positive about the emergency call centre, the Disaster Risk Management Division and the staff who man both these areas. The majority of disaster management calls received every year (approximately 60%) relate to fallen trees.

Strategic Focus Area 6 SAFETY AND SECURITY

Fire and Rescue

Residents have indicated that they are satisfied with Fire and Rescue's response to fire-related emergencies and the general level of service they deliver.

Based on the above feedback, the City recognises that it needs to focus its safety and security efforts on:

- strengthening visible law enforcement, especially traffic enforcement;

- strengthening law enforcement;

- strengthening the implementation of the City's specialised-unit plans;

- expanding and developing the City's drug enforcement capacity; and

- developing and communicating a process for public reporting on, and City action against, houses and businesses where illegal activity is taking place.

FOCUS AREAS AND OBJECTIVES

The way forward in 2011/12

KEY CITY FOCUS AREA 6A: FOSTER A SAFE AND SECURE ENVIRONMENT

Objective – Increase the effectiveness of the City's law enforcement services

Effectiveness in law enforcement is the extent to which a law enforcement agency is accomplishing its purpose. The particular challenges facing the City's three law enforcement services, namely Metro Police, Traffic Services, and Law Enforcement and Specialised Services, demand that continuous consideration be given to the strengthening of their capacity to deal with these challenges.

To this end, it will be the Safety and Security Directorate's primary objective to increase the effectiveness of all its departments. This will be achieved by means of the following:

Increase the operational staff complement
The HR levels of the City's Law Enforcement and Specialised Services, Traffic and Metro Police departments have been severely depleted since the establishment of the Unicity and remain a major challenge. The combined staff complement of these departments is 2 158 (as at 4 December 2010), which is approximately the same number as the full staff quota of the Traffic and Law Enforcement Services almost ten years ago.

Residents are satisfied with fire and rescue's response to fire-related emergencies

Residents are concerned about speeding in residential areas

The City's integrated transport centre, a first in South Africa

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This lack of growth in staff numbers is particularly worrying given the steady increase in operational challenges over the same period. The seriousness of the shortage of resources becomes even more apparent when compared to the resources enjoyed by many other major cities. Johannesburg, for instance, has 4 365 members, and eThekwini 3 770.

The importance of intervening at this level is recognised and it is therefore the City's intention to expand and capacitate these departments with the appointment of 200 new staff members per annum to reach a six-year target of 1 200 additional employees.

In addition, the Directorate's capital budget will be expanded to accommodate the intended staff growth as well as the accumulation of specialised equipment and vehicles.

Training and human resources development

The City recognises that HR development within the Safety and Security Directorate is the single most important contributor to the safety of the people of Cape Town. One of the main focus areas for the 2011/12 financial year will therefore be ongoing training and development of personnel, in pursuit of higher efficiency.

To this end, the City is developing appropriate policies with regard to recruitment, promotion, annual criminal-record checks of all members, random substance abuse tests and driver's licence authentication. The policy additions will ensure that the City recruits and promotes the best policing staff, and that appropriate screening takes place. The following will also be prioritised:

- Development of existing training facilities.

- Increase in available training staff.

- Continuous building of relationships with international partners towards the introduction of specialised training interventions.

- Full implementation of the Directorate's Wellness and Fitness Policy.

- Full implementation of the Directorate's Rewards and Incentives Policy.

- Acquisition and retention of accreditation through prescribed sectoral education and training authorities (SETAs).

These interventions are expected to contribute significantly to the morale and effectiveness of the law enforcement departments.

Expansion of the Externally Funded Law Enforcement Programme

The Externally Funded Law Enforcement Programme, which enables the private sector to secure the dedicated services of members of the City's law enforcement departments for specific areas, was launched in December 2008. This venture resulted in 30 additional law enforcement members being deployed with outside funding, and the programme continues to attract interest from prospective sponsors.

The programme has recently been expanded to Traffic Services with the appointment of 20 sponsored traffic wardens. It is expected that the initiative will grow steadily during the new financial year and the following matters will be addressed in support of the programme during the 2011/12 financial year:

- Securing funding for the appointment of Metro Police members in order to expand the Directorate's Neighbourhood Safety Officer initiative.

- Ensuring that all officials deployed in terms of this initiative are trained in the principles of problem-orientated policing.

- Continuous growth of the City's law enforcement capacity.

Introduction of a reserve member system

Reservist members can boost deployment numbers significantly, and the City has adopted a policy that would allow residents to become reserve members of the Law Enforcement Department. It is expected that full implementation of the policy would be achieved during the new financial year, with a number of residents being recruited and deployed in the capacity of reserve law enforcement members across the City.

Full implementation of the Integrated Spatially Enabled Response Management System (ISERMS) in the Metro Police Department

The ISERMS technology project will enable the Metro Police Department to coordinate its activities more efficiently. It is essentially an information management system that will optimise personnel and resource management. The overall objective of this initiative is to create an integrated information management system that can effectively contribute to law enforcement management. The new financial year will see significant progress towards the full implementation of ISERMS in the Metro Police Department.

Strategic Focus Area 6 SAFETY AND SECURITY

MEASURING PERFORMANCE

Performance on this objective will be measured by establishing the percentage of staff that underwent occupation-specific training during the financial year, as well as the percentage growth shown in the operational components of all departments. Progress will be monitored on a quarterly basis.

Objective – Increase Community Satisfaction Survey score in the perception of anti-social behaviour and general disorder

Key performance indicator 6A.1: Survey score on five-point symmetric scale

Anti-social behaviour, such as public drinking and drunkenness, riotous behaviour, urinating in public, gambling, excessive noise, graffiti, drunken driving and abusive language, affects residents' quality of life, contributes to growing fears of crime, and creates an environment for lawlessness and crime to flourish. City initiatives aimed at addressing disorder are as follows:

Intensifying primary operational focus

Taking action against those committing minor crimes and bylaw offences will once again be a central theme throughout the City's law enforcement plan for the 2011/12 financial year. This annual plan sets out the objectives and priorities of the Metro Police, Traffic, Law Enforcement and Specialised Services departments. In addition, the plan will provide for a zero-tolerance approach towards traffic offences. The Metro Police Department's annual police plan, which is a legislative requirement in terms of the South African Police Service Act, forms an integral part of the City's overarching law enforcement plan and will therefore reflect the same operational focus.

Development of the closed-circuit television (CCTV) network to ensure adequate coverage of key economic and transport locations as well as crime hotspots

The City has finalised the development of a draft integrated CCTV master plan, which includes:

- a medium-term roll-out plan up to 2015;
- definite and sustainable funding streams;
- a preferred model of involvement of all disciplines and stakeholders, including the South African Police Service (SAPS), the Province, the National Department of Justice, the Directorate of Public Prosecutions, as well as private individuals or organisations; and
- the preferred design, implementation and operational concepts of the plan.

The City's CCTV network will be managed and developed according to the plan's recommendations, and will focus on the better use of current resources and gradual coverage of currently uncovered key economic and transport locations, as well as recognised hotspots for crime and disorder.

Review existing bylaws, policies and standard operating procedures

The Safety and Security Directorate will embark on a process of reviewing existing City bylaws, policies and standard operating procedures to ensure that these are relevant to the changing environment. Consideration will also be given to accommodating new operational requirements by introducing additional bylaws and policies.

Community-based safety initiatives

Neighbourhood watch assistance project

The City's neighbourhood watch assistance project, a mayoral initiative, was launched in August 2008. Its main objective is to strengthen the crime and disorder prevention capacity of local communities. The project has the following additional objectives:

- Ensuring that all members of targeted neighbourhood watches are trained in the principles of problem-orientated policing
- Ensuring self-sufficiency of the targeted neighbourhood watches
- Ensuring that select neighbourhood watches achieve agreed goals

During the 2011/12 financial year, at least six additional neighbourhood watches will benefit from this initiative.

Neighbourhood safety officer project

The Dutch police concept of neighbourhood coordination provides the ideal implementation model for the philosophy of problem-orientated policing. It provides for a specific police official to be designated as the safety coordinator and problem solver in a particular area (neighbourhood). These officials are encouraged to identify problems that lead to crime and disorder, work closely with communities and other stakeholders to discover the root causes and, ultimately, to develop and implement solutions.

Pilot programmes have been launched in Muizenberg, Nyanga and Gordon's Bay, with the deployment of three local safety officers in these areas. The initiative is conducted in cooperation with the regional police of Amstelland in Amsterdam, and UCT. During the 2011/12 financial year, the City will continue to refine this model and monitor progress.

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Visible traffic enforcement on city roads

MEASURING PERFORMANCE

Performance on this objective will be measured as part of the City's annual CSS, which will measure public perception of the prevalence of anti-social behaviour and general disorder in the City on a five-point symmetric scale. The target is a score of 2,6 or above.

Objective – Reduce the occurrence of vehicle accidents

Key performance indicator 6A.2: Percentage reduction in accident rate at high-frequency locations

The high numbers of vehicle accidents on Cape Town's roads claim countless lives and place a heavy burden on available emergency services resources. Reducing the vehicle accident rate on the City's roads is a key objective of the Traffic Services and Metro Police departments.

The culture of non-compliance with the rules of the road will continue to be aggressively addressed, with a particular focus on identified high-frequency accident locations, where the following actions will be taken:

- Resources will continue to be directed towards national road safety strategies, including the Arrive Alive campaign.

- Partner agencies will be extensively involved to ensure a coordinated approach towards road-casualty reduction measures, such as education and enforcement. This will include pamphlet distribution to pedestrians at high-frequency accident locations.

- A 'no nonsense' approach will be adopted towards the general disregard for traffic rules and regulations, especially by taxis, which will see a continuation of Operation Restore.

- Speed limit enforcement will be expanded, especially in high-frequency accident locations and pedestrian risk areas. The assignment of speed cameras is based on the most problematic accident locations and will contribute to overall accident reduction.

- There will be increased visibility through peak-hour patrols and regular roadblocks across the city to determine both driver and vehicle fitness.

- Ongoing assessment of the need for remarking road signs and tree trimming will take place.

- The successes of the Traffic Services' Ghost Squad will continue to be built upon, with this unit being developed to full capacity.

STRATEGIC FOCUS **AREA ONE**

STRATEGIC FOCUS **AREA TWO**

STRATEGIC FOCUS **AREA THREE**

STRATEGIC FOCUS **AREA FOUR**

STRATEGIC FOCUS **AREA FIVE**

STRATEGIC FOCUS **AREA SIX**

STRATEGIC FOCUS **AREA SEVEN**

STRATEGIC FOCUS **AREA EIGHT**

Strategic Focus Area 6 SAFETY AND SECURITY

MEASURING PERFORMANCE

Performance will be assessed as the percentage decrease or increase in the accident rate at five identified high-frequency accident locations, as compared to the same period the previous year, and will be measured quarterly.

The five locations identified for this purpose are:

- R300, Stock Road and AZ Berman Drive;

- N7 and Potsdam Road;

- Kuils River freeway north and Stellenbosch arterial;

- Stellenbosch arterial and Belhar Drive; and

- Prince George Drive, Wetton Road and Rosmead Avenue.

Objective – Increase in drug-related arrests

Key performance indicator 6A.3: Percentage increase in arrests on drug-related crimes

According to the UN Office on Drugs and Crime, the use of the drug tik (methamphetamine) has reached epidemic proportions in Cape Town. The drug is highly addictive, relatively cheap and easily accessible. It is this combination of factors that has resulted in the explosive growth of tik use in recent years. The tik scourge destroys families, robs people of their potential, and fuels criminality and gangsterism.

In response to the threat posed by tik, other drugs and alcohol, the City adopted its Operational Alcohol and Drug Strategy. This strategy aims to reduce the negative impact and burden of alcohol and illicit drug use on Cape Town and its residents, businesses and visitors. It includes programmes aimed at prevention, treatment and enforcement. The recently released crime statistics highlight the fact that more effective police action is being taken against this form of crime, and the City intends to continue with its successful drug combating efforts. This will be achieved through the following:

Special operations targeting drug dealers

The Metro Police Department will continue clamping down on suspected drug dealers through its specialised operations. The new financial year will see this Department building on successes achieved with Operation Razor and Operation Choke, which netted good results in terms of combating drug-related crime. Operations will be intelligence-driven to ensure optimum results and will be integrated to ensure participation by all relevant stakeholders.

The Substance Abuse Enforcement Unit, which was established towards the end of 2008 to give effect to law enforcement objectives contained in the City's Drug and Alcohol Combating Strategy, will continue to be at the forefront of these efforts. In addition, the Metro Police's highly trained Dog Unit is a valuable contributor to all law enforcement agencies involved in the combating of the illicit drug trade. The Unit comprises 17 handlers as well as 17 dogs, of which 11 are narcotics detection dogs. The Unit will be strengthened during the new financial year.

Cooperation with other agencies

Effective cooperation with other law enforcement agencies is crucial in combating drug dealing, and Safety and Security will therefore continue to strengthen its relationship with SAPS and relevant agencies in other countries.

MEASURING PERFORMANCE

The percentage increase or decrease in the number of drug-related arrests by the Metro Police Department, as compared to the same period in the previous year, will serve as main indicator for this objective. Performance will be assessed on a quarterly basis.

Objective – Improve the response time of the Fire and Rescue Service

Key performance indicator 6A.4: Percentage response times for fire and other emergency incidents within 14 minutes, from call receipt up to arrival

The Fire and Rescue Service responds to, deals with and manages a large number of fire risk and other emergencies across Cape Town on a daily basis. In order to minimise damage to property and the environment, rapid response to such incidents is essential. The ever-expanding population and urban environment require that minimum response times are maintained and improved upon in order to minimise the increasing threat to life and property, particularly in the city's informal sectors.

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The City's Disaster Risk Management Centre performs a coordinating role at incidents and events

The City has to be prepared for every eventually and needs to plan accordingly

Fire and Rescue Service responds to, deals with and manages emergencies across Cape Town

MEASURING PERFORMANCE

Performance will be measured quarterly, using the percentage of fire and other emergency incidents responded to within 14 minutes. This is the industry standard for emergency response times.

Objective – Reduce disaster risk through maintaining optimum preparedness

All communities are vulnerable to disasters, both natural and man-made. Fires, oil spills, flooding and xenophobic violence are all issues that affected the lives of local communities in recent years. Therefore, the City has to be prepared for every eventuality and needs to plan accordingly. To this end, the City's Disaster Risk Management Centre (DRMC) aims to identify, prevent and reduce the occurrence of disasters, and soften the impact of those that cannot be prevented. During major incidents and disasters, the DRMC performs a coordinating role, ensuring that multiple emergency and essential services work in an integrated and efficient manner. After major events, it also ensures that communities and victims are assisted in recovering from the particular crises.

This objective involves the preparation and execution of the City's Disaster Risk Management Plan, as well as the effective coordination, alignment and regular revision of disaster risk management processes. The plan is a legislative requirement in terms of the Disaster Management Act, which also requires that the plan forms an integral part of the City's IDP.

The objective will be achieved by following a process of continuous reviewing of the 35 disaster risk management contingency plans (which all tie in with the City's Disaster Risk Management Plan) to ensure that these are regularly updated and aligned with current requirements, to be ready for immediate implementation should a particular situation arise.

These include contingency plans on:

• nuclear power station emergencies;

• coastal oil spills;

• aircraft incidents;

• flooding and storms;

• sea surges/tsunamis/tidal waves; and

• epidemics/major infectious disease outbreaks etc.

MEASURING PERFORMANCE

Performance on this objective will be measured quarterly by the percentage of plans that have been reviewed and are ready for immediate implementation.

Strategic Focus Area 7
HEALTH, SOCIAL AND COMMUNITY DEVELOPMENT

As is the case with much of South Africa, Cape Town's population shows stark contrasts between the rich and poor, skilled and unskilled, and healthy and ill. Many vulnerable groups also find themselves on the margins of society, including street people, youth, women, the disabled and those affected by extreme poverty.

This lack of adequate social and human development could give rise to a breakdown in the social fabric of the city, which, in the case of Cape Town, has resulted in a high incidence of drug and alcohol abuse, gang affiliation, and crime against people and property. The growing challenges posed by HIV/Aids, STIs and TB exacerbate this challenging situation.

In many instances, however, Cape Town's communities are taking proactive steps to improve their levels of functionality and to become self-sustaining. These initiatives require, and are receiving, the City's support to ensure that the momentum of positive change is maintained and that other communities use the lessons learnt to transform themselves.

Children in particular tend to bear the brunt of poor social conditions. For many of Cape Town's young people from poorer communities, life is characterised by hunger and malnutrition, insecurity, trauma, instability and family breakdown. Clearly, this needs to be addressed, as effective early childhood development (ECD) is vital for the eventual creation of a functional adult society.

Against this backdrop, investment in health, social and community development is a critical cornerstone, not only to enable service delivery, but also the sustainable economic development of Cape Town. That said, it is important to remember that such investment cannot be the responsibility of a single government or non-governmental entity. To ensure that a maximum number of marginalised communities benefit from social development initiatives, the City therefore continues to facilitate programmes for sustainable health, social and community development in partnership with like-minded stakeholders.

CAPE TOWN'S CURRENT HEALTH, SOCIAL AND COMMUNITY DEVELOPMENT STATUS

The service-level agreement between the City and the Province's health departments ensures that the City continues to deliver comprehensive PHC services across its eight health subdistricts. A R240 million subsidy from the Province's Health Department is split between the areas of comprehensive health provision, vaccines, HIV/Aids and nutrition.

Infant mortality rate (IMR)

The IMR for Cape Town in 2009 was 20,76 per 1 000 children below the age of one. After trending downward from 2003 to 2006, IMR projections were included for missing death data

in 2007 and 2008 and missing birth data in 2009. Given the inclusion of these projections over the past three years, it is difficult to assess whether the figure of 20,76 per 1 000 births represents a real increase in IMRs or not. Whether this is the case or not, however, the city's IMR remains less than half the national rate, which currently stands at over 60. This is encouraging, as the IMR is a good overall measure of the state of health in the city.

The positive trend over the past few years points to the effectiveness of the increased focus on education and awareness, as well as improved health care service delivery to expectant mothers and their infant children.

Tuberculosis and HIV/Aids

Cape Town's antenatal HIV/Aids prevalence rate remains the lowest of all South African metropolitan areas. However, the HIV/Aids prevalence rate for the city has increased, particularly in the poorer areas, over the past year. Reducing the spread and impact of HIV/Aids/STIs and TB remains a priority for the City.

A multisectoral strategy to contain, reduce and treat these diseases is in place, and seeks to address the underlying causes of their continued spread. The programme includes facilitating multisectoral action teams in the eight health subdistricts to enable integrated local stakeholder participation and planning. The process is led by a coordinating committee that aims to mainstream HIV/Aids/STIs and TB issues to improve efforts to combat these diseases.

The Province and City will continue to work together to deliver a public Antiretroviral Treatment (ART) programme in 2011 and 2012. Broader public awareness programmes for HIV/Aids/STIs will continue through the citywide Get Tested campaign, but successfully changing sexual behaviour remains a challenge, and targeted prevention projects will therefore be implemented in high-risk areas. The youth, safer sex practices, HIV counselling and testing, and condom distribution will continue to be particular focus areas.

Substance abuse

With regard to substance abuse, the City's Draft Operational Alcohol and Drug Strategy: 2007 – 2010 aims to reduce drug-related crime, limit bad behaviour and accidents, improve access to treatment and information, enhance reporting mechanisms, and increase intergovernmental cooperation.

Air and water quality

Cape Town's Air Quality Management Plan (AQMP) is aimed at helping Cape Town achieve and maintain the status of the 'African city with the cleanest air'. Five working groups currently inform this plan.

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The City continues to facilitate programmes for sustainable health, social and community development

The quality of potable water supplied by the City's Water Services is continuously monitored and any problems identified are resolved so that the public can be assured of clean, healthy drinking water. The same quality controls are applied to water used for recreational purposes, such as vleis, rivers and coastal water, all of which are also monitored. Programmes are regularly implemented to improve and/or maintain high water quality, thereby ensuring public health.

Food control

Food premises around the city are regularly visited by environmental health practitioners as part of the City's optimal hygiene control programme. All food premises require a certificate of acceptability, which certifies compliance with the relevant hygiene and structural requirements. Food quality is monitored by routine testing of food products in the City's laboratory, while chemical analysis is performed at the state forensic chemistry laboratory.

Health surveillance of premises

Environmental health representatives regularly visit and inspect targeted premises, including accommodation establishments, hairdressers and barbers, tattoo and body-piercing shops, child care facilities, and restaurants and food outlets. Notices to rectify any problems or health risks are served on owners.

Waste management

The Solid Waste Department fulfils the function of waste management by collecting waste on a weekly basis throughout the city. Environmental Health monitors the quality of this service. Clean-up campaigns and community awareness programmes, particularly in informal settlements, are developed to assist the Solid Waste Department in improving waste management and reducing waste. Medical waste monitoring, management and disposal are key focus areas.

Surveillance and prevention of communicable diseases

The Health Directorate collates Cape Town's health information and statistics on births, causes of death and notifiable diseases, and implements health and hygiene projects in informal settlements. Communicable disease outbreaks are followed up and intervention programmes are implemented to restrict the spread of disease and prevent further outbreaks.

Strategic Focus Area 7 HEALTH, SOCIAL AND COMMUNITY DEVELOPMENT

Recreational events are offered at many city facilities

Disposal of the dead

The City ensures the safe disposal of bodies (burial or cremation) and supervises the exhumation and reburial of bodies where necessary.

Health clinics

Cape Town currently has the highest number of accredited clinics in the country (22). Feedback from the last round of City surveys reveals that residents' perceptions of clinics have improved in recent years.

Community development through sport, recreation and library programmes

Cape Town's community development programmes are an integral component of the development of the City's social fabric. Programmes are offered at many of the City's facilities, such as its sports fields, community centres, multipurpose centres, libraries and community halls. These are supplemented by the use of non-Council-owned facilities where necessary, and often involve collaboration and partnerships with churches, community organisations, NGOs, the corporate sector, different tiers of government and other stakeholders.

These programmes offer a variety of developmental activities, ranging from storytelling, school holiday programmes, library orientation sessions and reading programmes, to initiatives for peer leadership, sport and recreation, and capacity building.

The City's libraries provide the citizens of Cape Town with access to the services and resources required for their informational, educational, cultural and recreational needs, and have a combined membership in excess of 745 000.

Cape Town is also competitively placed to host major events, which is integral to the continued success of the City's competitiveness strategy. Such events play an important role in modern cities to enhance cultural and social cohesion in communities, support urban rejuvenation, and stimulate economic growth. In this context, the City will continue to partner with various national and international event organisers to host events such as the Pick n Pay *Cape Argus* Cycle Tour, the Volvo Ocean Yacht Race and the Jive Big Walk. As part of these partnerships, the City provides organisers with support via:

- City services, such as traffic control, waste management and disaster management;

- guidance on event permission procedures;

- ensuring compliance with relevant legislation and regulations;

- event hospitality;

- limited support with equipment and financial requirements; and

- assistance with the bidding process.

Children and youth development

In terms of ECD, the City is still not adequately meeting the requirements of the National Children's Act, as there are an inadequate number of safe and conducive environments for children across Cape Town. In order to improve the situation, child care and ECD facilities need to be assisted to comply with the Act, while partnerships with the Province and NGOs within the sector should be formed.

ECD district plans, as well as action-based programmes and projects, need to be formulated. The City remains committed to ECD, and is working towards specific goals to increase the positive impact on children's lives. These aims are ambitious and require the generation of new sources of funds and other resources, as well as the establishment of partnerships to give Cape Town's children the attention they deserve.

Beach safety programmes have a positive impact on children's lives

ESTABLISHING PUBLIC NEEDS

Responses to the City's public surveys indicate the following specific requirements:

Public swimming pools

Swimming pools remain very popular and are well-utilised community facilities. Requests have been made for the construction of more swimming pools.

Sports fields and recreational areas

Residents feel that they have sufficient access to sports and recreational facilities, and perceive staff at these areas to be helpful. However, Capetonians do believe that the facilities could be improved and better maintained. There were also calls for more facilities for the youth, gangster rehabilitation and crime prevention. However, it may be necessary to assess whether an actual need for these exists before acting on these requests.

Facilities

Some residents are frustrated by the fact that City facilities, such as libraries and community centres, are occasionally closed during office hours.

Environmental health

The majority of health queries on the City's C3 system relate to environmental health and bush clearing. It is believed that overgrown erven result in criminal activities and calls for clearing are often the result of safety and security concerns.

This valuable feedback from the residents of Cape Town has identified a number of key issues that the City needs to address in 2011/12. To do so, the City will:

- continue to reduce the spread and impact of HIV/Aids/STIs and TB through a multisectoral programme;

- continue to ramp up programmes to reduce the negative impact and burden of alcohol and illicit drug use on the city;

- complete community facilities research to inform a comprehensive community facilities plan based on community needs;

- establish a proactive education programme to address the challenges with regard to the provision of facilities in certain communities; and

- work in partnership with communities and other stakeholders to maintain parks.

FOCUS AREAS AND OBJECTIVES

The way forward in 2011/12

KEY CITY FOCUS AREA 7A: FACILITATE THE DEVELOPMENT OF A HEALTHY AND SOCIALLY INCLUSIVE SOCIETY

Objective – Provide an effective early childhood development programme, which holistically addresses children's needs

The needs of children are not being met in a number of suburbs across the city. The following is needed to improve this:

- Assistance for child care facilities to become compliant with, and to strive towards achieving, the minimum standards as stipulated in the national guidelines and regulations of the Children's Act.

- A mechanism to guide and assist ECD centres throughout the metropolitan area.

- Improvement in City processes related to the registration of ECD facilities.

- The establishment of centres of excellence in partnership with the Province and NGOs in the ECD sector.

- A development plan for ECD in each district.

- ECD programmes and projects with clear deliverables.

STRATEGIC FOCUS AREA ONE

STRATEGIC FOCUS AREA TWO

STRATEGIC FOCUS AREA THREE

STRATEGIC FOCUS AREA FOUR

STRATEGIC FOCUS AREA FIVE

STRATEGIC FOCUS AREA SIX

STRATEGIC FOCUS AREA SEVEN

STRATEGIC FOCUS AREA EIGHT

Strategic Focus Area 7 HEALTH, SOCIAL AND COMMUNITY DEVELOPMENT

In order to achieve its ECD goals, the City has identified the following four priority areas:

Increasing the impact and effectiveness of working with children

The City will invest in building the skills and capacity of staff to facilitate the provision of quality ECD services, and will continue to ensure that programmes prioritise the most vulnerable and marginalised children and communities through the integration of a rights-based approach. The development of effective monitoring and evaluation systems is a high priority.

Making early childhood development a priority

As the City is convinced of the importance of ECD, it will invest in ECD facilities, programmes and services. This will be a priority area for the City in line with its desire to make Cape Town a truly child-friendly city.

Securing resources and ensuring cost-effectiveness

In order to achieve its ECD aim, the City will work with the non-profit sector and communities to develop, fund and implement ECD programmes.

Enhancing innovation and learning

The City is committed to supporting its staff and communities to work creatively and share learning. To support this, the necessary systems will be developed to encourage, capture, institutionalise and share knowledge.

The realisation of these priorities will be achieved through viable partnerships between the City and:

- communities and service providers;
- the Province and National Government;
- non-profit and faith-based sectors; and
- the business sector through corporate social investment programmes.

Objective – Educate parents, caregivers and early childhood development forums

Key performance indicator 7A.1: Number of targeted development programmes

CREATING PUBLIC AWARENESS ABOUT THE PLIGHT OF CHILDREN AND DEVELOP LEGISLATION TO PROTECT THEM

The protection and promotion of the rights of children is in line with Section 28 of the Constitution of the Republic of South Africa and the UN Convention on the Rights of the Child. The City will launch an awareness drive focused on children's rights and, in particular, the need for early detection of child abuse.

EDUCATING PARENTS AND CAREGIVERS ABOUT ISSUES THAT AFFECT CHILDREN

Issues such as the importance of child wellness and nutrition, effective parenting, HIV/Aids and foetal alcohol syndrome need to be addressed holistically, as they affect the lives of children, their families and the communities in which they live. The City makes specially designed programmes available to ECD forums to build awareness of the importance of these issues and the impact they have on children's quality of life. In the coming year, the City aims to reach ten ECD forums through its awareness programmes.

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CAPACITATING ECD FORUMS, PRINCIPALS AND GOVERNING BODIES TO MANAGE AND RUN ECD CENTRES AND ORGANISATIONS EFFECTIVELY

Roll-out of professional services in support of the ECD strategy which is geared towards increasing the impact and effectiveness of working with children, making ECD a priority, ensuring cost effectiveness, enhancing innovation and learning. These services include organisation and development training and mentoring, entrepreneurship training and development, child safety, foetal alcohol syndrome etc. for ECD operators.

PROMOTING SUSTAINABLE COMMUNITIES AND HEALTHY LIFESTYLES THROUGH COMMUNITY-BASED SPORT AND RECREATION PROGRAMMES

Community development programmes are held in many of the City's facilities, including its sports fields, community centres, multipurpose centres, libraries and community halls. These are supplemented by the use of non-Council-owned facilities where necessary, and often involve collaboration and partnerships with churches, community organisations, NGOs and government departments.

Objective – Reduce air pollution

Key performance indicator 7A.2: Number of days when air pollution exceeds World Health Organisation guidelines

The City's AQMP has been drawn up with a view to ensuring that clean air is achieved and maintained in the city over the next ten to 20 years. Ultimately, the vision of the AQMP is to turn Cape Town into the 'African city with the cleanest air'. In an effort to realise this vision, the plan seeks to reduce the adverse health effects of poor air quality on the citizens of Cape Town, especially during so-called 'brown haze' episodes. Currently, the development and implementation of the plan are informed by the findings of the following five working groups:

- The air quality monitoring and standards working group

- The health working group

- The public awareness and education working group

- The Khayelitsha Air Pollution Strategy (KAPS) working group

- The transport planning and vehicle emissions working group

The Air Quality Bylaw was passed by Council on 31 March 2010 and gazetted in August 2010.

Objective – Reduce the infant mortality rate

As mentioned earlier, the IMR in Cape Town was 20,76 per 1 000 births in 2009. While this is up from the previous year, the increase could be the result of the inclusion of data projections for the past three years.

Even though this figure compares very well with the national IMR average of 60 deaths per 1 000 births, the City remains committed to reducing its IMR even further. Challenges in this regard include:

Cape Town is competitively placed to host major events

Sporting events contribute to social cohesion and economic growth

STRATEGIC FOCUS AREA ONE

STRATEGIC FOCUS AREA TWO

STRATEGIC FOCUS AREA THREE

STRATEGIC FOCUS AREA FOUR

STRATEGIC FOCUS AREA FIVE

STRATEGIC FOCUS AREA SIX

STRATEGIC FOCUS AREA SEVEN

STRATEGIC FOCUS AREA EIGHT

Strategic Focus Area 7 HEALTH, SOCIAL AND COMMUNITY DEVELOPMENT

The City's fight against HIV/Aids, STIs and TB continues at all community health care facilities

The City has specially designed programmes focusing on child wellness

- ensuring adequate immunisation coverage;
- increasing the number of under-18 female clients attending family planning clinics; and
- conducting health and hygiene interventions in informal settlements.

PROVIDING EFFECTIVE PRIMARY HEALTH CARE SERVICES IN COLLABORATION WITH THE PROVINCE, FOCUSING ON MATERNAL AND CHILD HEALTH CARE, HIV/AIDS, SEXUALLY TRANSMITTED INFECTIONS AND TUBERCULOSIS.

The City will continue to deliver clinic services in partnership with the Province's Health Department at its 82 clinics, four community health centres (CHCs), 24 satellite clinics and four mobile clinics. A comprehensive primary health care (PHC) service is delivered at the CHCs and a nurse-based maternal and child health service is available at the clinics. This includes preventive and promotional programmes (such as immunisations, family planning and cervical smears), as well as the treatment of sick children under the age of 13.

HIV/Aids, sexually transmitted infections and tuberculosis

Over the last five years, the City has had the foresight to prioritise the fight against HIV/Aids, STIs and TB, and address the underlying causes of their continued spread. Recognising that these epidemics jeopardise the City's key development priorities, the administration is implementing a concerted multisectoral strategy to contain, reduce and treat the diseases. The strategy includes the following:

- Eight subdistrict multisectoral action teams (MSATs), which bring together all the local stakeholders in the fight against HIV/Aids and TB, including NGOs, CBOs, local business, faith-based organisations, local officials, councillors and

subcouncil managers, to develop and drive a coordinated plan that addresses local needs and challenges.

- The City HIV/Aids and TB Coordinating Committee, chaired by the Mayoral Committee member for Health, coordinates the multisectoral response. Once a quarter, the committee brings together representatives of political parties, relevant directorates and the subdistrict MSATs to encourage the mainstreaming of HIV/Aids and TB.

- In conjunction with the Province, the City will continue to deliver an effective public ART programme, which will include an innovative Council-funded ART programme for City staff and their dependants (not covered by medical aid).

- The citywide Get Tested campaign will continue in the coming year, with outreaches at shopping malls and other public places to encourage citizens to know their HIV status. Daily HIV testing is done free of charge at all City health facilities.

Objective – Slow the rate of increase of the city's tuberculosis incidence

In the 2009/10 year, the rate of increase in TB cases was slowed from a target of 1 090 per 100 000, to an actual figure of 821. The City's TB new-smear positive cure rate has shown a steady improvement from 70% in 2005 to 80% in 2009. This means that the City's TB new-smear positive cure rate is now the best of any metropolitan area in the country. Going forward, challenges include:

- ensuring improved TB management;

- determining how many TB clients are infected with HIV as well (used to monitor the interrelationship between TB and HIV); and

- maintaining and improving the TB control programme.

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The City's clinic staff delivers a comprehensive primary health care service

Daily HIV testing is done free of charge at all City health facilities

Objective – Slow the rate of increase of the city's antenatal HIV prevalence

Key performance indicator 7A.3: The City's antenatal HIV prevalence

Cape Town's antenatal HIV/Aids prevalence rate is still the lowest in South Africa. It has, however, increased over the past year in some areas. One of the biggest difficulties remains changing sexual attitudes and behaviours. Additional targeted prevention projects are to be implemented in high-risk areas, and will focus on educating and encouraging safer sex practices, particularly among the youth. Challenges in achieving this objective include:

- ensuring an ongoing and expanding HIV counselling and testing programme; and

- ensuring that there is an adequate supply and good distribution of condoms.

ADDRESSING SUBSTANCE ABUSE

The City's Draft Operational Alcohol and Drug Strategy: 2007 – 2010 has the following five primary objectives:

- To reduce drug and alcohol-related crime and anti-social behaviour, and minimise accidents and injuries related to alcohol and other drugs (AOD).

- To improve access to a range of evidence-based treatment and prevention interventions to minimise AOD harm among the citizens of Cape Town. As part of this objective:

  o a substance abuse coordinator was appointed on 1 July 2009;

  o the City has opened the following outpatient drug treatment centres over the past two years:

    ❑ Tafelsig CHC – Mitchells Plain health subdistrict in June 2008;

    ❑ Table View Clinic – Western health subdistrict in December 2008;

    ❑ Delft South Clinic – Tygerberg health subdistrict in November 2009; and

    ❑ Stocks and Stocks – Khayelitsha health subdistrict in June 2010 (eventually to be moved to a permanent location at Town 2 Clinic); and

  o a number of clinic staff have been trained in brief intervention and free drug testing is available at eight clinics in total.

- To improve access to information on AOD dangers for city communities and advise them on how they could respond. To this end:

  o the City and its partners are developing credible information, awareness materials and question-and-answer flyers, which are culturally appropriate and accessible via the City's website, through libraries, the media and public meetings;

  o Narcotics Anonymous books are available in all City libraries;

  o a toll-free 0800 helpline has been established, with dedicated and trained operators who are able to refer citizens to available resources (the only toll-free, dedicated helpline in the country, receiving calls from all over South Africa); and

  o reporting on local interventions and their effectiveness will be improved.

- To cooperate with other spheres of government to enhance responses. This includes:

  o the establishment of the Cape Town Alcohol and Drug Action Committee, which held its inaugural meeting on 21 May 2009. This is the strategic operational committee that will ensure that the City's plans are carried out; and

  o regular updating of the database.

Strategic Focus Area 8
GOOD GOVERNANCE AND REGULATORY REFORM

Governance is the set of structures, processes and policies used to direct, guide, administer and control an organisation in achieving its objectives. Key elements of good governance are honesty, integrity, openness, trust, performance orientation, responsibility and accountability, mutual respect, and commitment.

The City recognises effective governance as a critical factor in achieving sustainable success, anticipating needs and goals, and assigning accountability. Therefore, the City is committed to upholding the highest standards of governance and ethical conduct.

In its role as Cape Town's primary governing body, the City of Cape Town provides oversight of the city's affairs and constantly strives to improve and build on its already strong governance practices. Hence, the City of Cape Town has adopted King III as the basis for good governance practices.

The City's processes, structures and policies that help ensure compliance with laws and regulations and provide clear lines of sight for decision-making and accountability, include:

- ethical leadership and corporate citizenship;
- Council and councillors;
- the Audit Committee;
- the Internal Audit Division;
- risk management;
- information technology governance;
- compliance with laws, regulations, rules, codes, policies and standards;
- governing stakeholder relationships; and
- integrated reporting and disclosure.

HUMAN RESOURCES (HR)

An important component in the development of effective and efficient HR is the Organisational Development and Training (OD&T) plan, which seeks to enhance service delivery through efficient institutional arrangements. These arrangements are established within the City by means of the following three strategic thrusts:

- Development and implementation of institutional frameworks and business systems.
- Implementation of human capital management systems and processes to enhance staff alignment with business needs, and improve staff morale and performance.
- Implementation of efficiency-gains interventions through business improvement initiatives.

King III as a City governance standard

King III offers guidance on good-governance principles and practices. It emphasises the importance of an inclusive approach to governance, as stakeholders' legitimate interests and expectations must be taken into account in decision-making and strategies to achieve sustainability.

The philosophy of King III revolves around leadership, sustainability and corporate citizenship:

- Leadership is characterised by the ethical values of responsibility, accountability, fairness and transparency, and is based on moral duties as expressed in the concept of ubuntu. Responsible leaders guide organisational strategies and operations with a view to achieving sustainable economic, social and environmental performance.

- Sustainability requires that the organisation conducts its operations in a manner that meets existing needs, without compromising the ability of future generations to meet theirs. It means having regard for the impact that operations have on the economic life of the surrounding community. Sustainability includes environmental, social and governance issues.

- Corporate citizenship implies an ethical relationship of responsibility between the organisation and the society in which it operates. As a responsible corporate citizen, the organisation should protect, enhance and invest in the well-being of the economy, society and the natural environment.

FINANCIAL MANAGEMENT

The management of key financial and governance areas is achieved by focusing on:

- reducing the levels of outstanding debt owed to the City, to assist with service delivery spending and maintaining a healthy cash flow;
- maintaining an unqualified audit for the City by resolving audit findings as per follow-up audits performed; and
- maintaining a good credit rating to ensure favourable lending rates and terms.

SPENDING BUDGETS TO MAXIMISE DELIVERY

The City's annual budget comprises an operating budget and a capital budget. The operating budget funds City employee salaries, operating costs, purchases and assistance for the poor, such as free basic water and sanitation. The capital budget is set aside for spending on infrastructure and services, such as roads, water and electricity as well as the many other utilities and services that Cape Town needs in order to function, grow and offer opportunities to its residents. The entire budget amount per annum is based on the income that the City expects to derive from rates, service charges, and grants and subsidies. During the 2009/10 financial year, the City managed to spend just under 83% of its capital budget and 97,4% of its operating budget. 95,17% of revenue was collected as a percentage of the total billed amount.

GENERAL GOVERNANCE ISSUES

A closer look at Cape Town's governance and compliance status

The 2009/10 year saw the City receive its seventh consecutive unqualified annual audit from the Auditor-General. The City's credit rating was maintained and a short-term rating of P-1 assigned by Moody's Investors Service, demonstrating to Cape Town's stakeholders that the city administration is both financially sound and well governed.

INTEGRATED RISK MANAGEMENT (IRM)

The City's IRM process is based primarily on a strategy, framework and policy, all of which are defined by the risk appetite as approved by Council. The application of these elements assists City management to prioritise risks, and integrate them with the decision-making process. Risk management is embedded in Council processes through the monitoring of quarterly treatment action plans, annual corporate risk-register updates (including the Mayoral Committee and Executive Management Team [EMT] risk registers), monthly management meetings, as well as regular meetings with the risk management community.

The Risk Committee (RiskCo) and EMT Governance Subcommittee are kept informed on a monthly basis by means of risk dashboards, which summarise the risk profile of directorates and related departments as well as other accountable risk owners. The Audit Committee chairperson is a member of RiskCo and is tasked with relaying information from the committee to Council.

PUBLIC PARTICIPATION

The City has adopted a Public Participation Policy as part of its good-governance standards. This policy is aimed at helping people understand and contribute to the decision-making processes of the City.

Public participation is conducted under the auspices of the Office of the Speaker. The policy makes provision for an annual report on public participation, which is submitted to Council as part of its oversight function and assesses the effectiveness of the public participation processes that Council has conducted.

Strategic Focus Area 8 GOOD GOVERNANCE AND REGULATORY REFORM

The City has many processes and programmes with the aim of improving service delivery

Effective call centres are essential in the interaction between the City and residents

FOCUS AREAS AND OBJECTIVES

The way forward in 2011/12

KEY CITY FOCUS AREA 8A: ENSURE ENHANCED SERVICE DELIVERY WITH EFFICIENT INSTITUTIONAL ARRANGEMENTS

Objective – Improvement of responsiveness to service delivery

Key performance indicator 8A.1: Percentage 'truly loyal' employees as measured by the employee culture/climate survey

The City's OD&T plan provides direction for the implementation of the corporate objective of increasing levels of employee morale and organisational efficiency by identifying and developing internal transformation and institutional strategies and programmes that will enable the City to achieve its strategic goals and objectives. The focus of the City's transformation plan is on changing institutional arrangements, processes, managerial practices and culture, with the ultimate aim of improving service delivery. This will be achieved by focusing on the following areas:

- Improving service delivery standards by aligning staff delivery with business strategies, implementing business improvement initiatives and expanding the use of technology to improve customer access and improve business processes

- Shifting the organisation to a high-performance culture, based on best-practice benchmarking, by aligning people strategies with business strategies

- Measuring the improvement in service delivery and staff productivity against national and international standards

- Identifying and prioritising key projects that will have the greatest impact on service delivery

- Enhancing service delivery through the development and implementation of institutional frameworks and business systems, including alternative service delivery mechanisms

Strategy 1: Development and implementation of institutional frameworks and business systems to support the City's development and service delivery strategies and objectives

To achieve this, the OD&T plan includes the following three programmes:

- The **Operations Integration Model (OIM) framework,** which will include the eight-district model, integrated service centres, customer relations management roll-out, subcouncil participatory mechanisms and EMT subcommittees

- The **ICT programme,** which will enable the OIM, improve the efficiency of the administration, improve services to citizens and business, and enable social and economic development

- The **Organisational Development and Design Framework,** which will enable the City to adapt to internal and external changes

Through these programmes, the City aims to:

- implement its 'eight-district' model that includes eight service centres and the related call centre;

- improve the functionality of the corporate works management process;

- implement its ICT strategy;

- install its broadband fibre optic network;

- develop an integrated spatial information system;

- develop and implement the support services model, including delivery of standard operating procedures for all support functions; and

- transform the IDP into a strategic driver of growth and development.

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Strategy 2: Implement human capital management systems and processes to enhance staff alignment to business needs and to improve staff morale and performance

The Organisational Development and Transformation (OD&T) plan contains the following two programmes through which this objective will be pursued. These projects are guided by the current Human Resources Strategy for the City.

- **Human Capital Management Programme,** which will deliver an integrated talent management framework, with supporting strategies and interventions. The related strategies and interventions include strategic staffing (i.e. staffing strategies and plans), competency frameworks, personal development plans, attraction and retention strategies, career and succession planning, training and development, performance management, and the supporting policies, procedures and tools.

- **An e-HR Programme,** which will deliver the roll-out of e-HR for Talent Management (including individual performance management, and career and succession planning), time management, and Occupational Health and Safety (OHS), and the development and implementation of HR business indicators. The e-HR programme will provide line managers with integrated electronic tools to manage all the individual employee information, as well as provide smooth processing of information and HR actions. There will also be the facility to track HR business processes, so as to easily identify bottlenecks and accountability.

Human Resources Strategy

The City's biggest single budget item is its staff costs. The City's most valuable asset, when optimally utilised, motivated and developed, is its staff. However, this asset becomes its greatest liability when it is not effectively utilised. The City's Human Resource Strategy is aimed at delivering the right people, at the right place, at the right time, with the right skills. It is about ensuring the correct alignment of people to business needs. This will provide a value-added result as it will improve service delivery within budget parameters.

This will be done through:

- identifying the top four areas of intervention that will have the greatest impact on staff loyalty and productivity, and addressing these areas across the organisation;

- improving the efficiency and effectiveness of the core HR business processes that impact on human resources management;

- increasing investment in staff development; and

- identifying and monitoring key measurements that will support the above outcomes.

The main aim will be to achieve:

- improvement in the staff loyalty index as measured annually through the culture/climate survey; and

- improvement in staff productivity as measured by percentage loss of skills and staff availability (absenteeism).

Directorate Level Staffing Strategies

Management of staff is a line management responsibility. Systems, processes, policies and professional advice are provided by Corporate Services. The funding of staff resources lies with line management and is managed within their normal budget. Executive directors are held responsible for effectively managing the allocation and deployment of their resources. To this effect, each directorate is required to prepare an annual staffing strategy and plan that encompasses the following aspects:

- A projection of their staffing needs based on:

  - the projection of their service delivery menu and future strategy, taking into account sustainability, sources of funding and alternative mechanisms and models to meet service delivery demands;

  - the identification of critical vacancies and the formulation of a financial plan to address these;

  - the identification of critical bottlenecks and underutilised resources, and a plan for the better utilisation of current resources; and

  - the identification of areas that require special interventions, such as business process re-engineering (BPR) and quality management (QM).

- A talent management plan, including:

  - staff development plans; and

  - the identification of scarce skills retentions and attraction strategies where required.

Strategic Focus Area 8 GOOD GOVERNANCE AND REGULATORY REFORM

Human Resources Budget and Staff Numbers

Annually the City will consider whether to reprioritise a percentage of the staffing budget to fund growth services and shrink other services. This must, however, be based on proper benchmarking of each department, input on IDP priorities and departmental attrition. Directorates will base their proposals on their staffing strategies.

Strategy 3: Implementation of efficiency gains interventions through business improvement initiatives

This objective will be pursued through the following two components of the OD&T plan:

• A business improvement and quality management (QM) programme aimed at improving operational efficiency and organisational effectiveness.

• An Organisational Performance Management System (OPMS) to institutionalise and formalise performance management at political, organisational and community level.

The desired outcomes of these programmes are:

• business improvement processes conducted for all core City business and other key functional areas impacting on customer satisfaction;

• a decrease in the cost and increase in the income of targeted services;

• organisation-wide individual performance management; and

• Citywide organisational performance management.

Objective – Improvement of responsiveness to service delivery

Key performance indicator 8A.2: Percentage improvement of responsiveness in service delivery

The City has adopted a process in terms of which all service requests received from councillors and citizens are to be recorded and actioned via the SAP-C3 notification process.

This single, integrated system is providing valuable management information, which will be used to gain a better understanding of service demand and the City's capacity to respond to such requests. The C3 notification process is therefore core to improving service delivery in Cape Town.

Approximately 70 000 service requests are received every month through the various communication channels available to citizens, of which the call centre is the primary means of recording service requests.

The City's response to service requests is a key performance indicator of service delivery to citizens. In addition to ensuring that each request is resolved, the time taken to achieve resolution is now also being tracked in order to enhance service delivery.

Caption

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STRATEGIC FOCUS **AREA ONE**

STRATEGIC FOCUS **AREA TWO**

STRATEGIC FOCUS **AREA THREE**

STRATEGIC FOCUS **AREA FOUR**

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STRATEGIC FOCUS **AREA SIX**

STRATEGIC FOCUS **AREA SEVEN**

STRATEGIC FOCUS **AREA EIGHT**
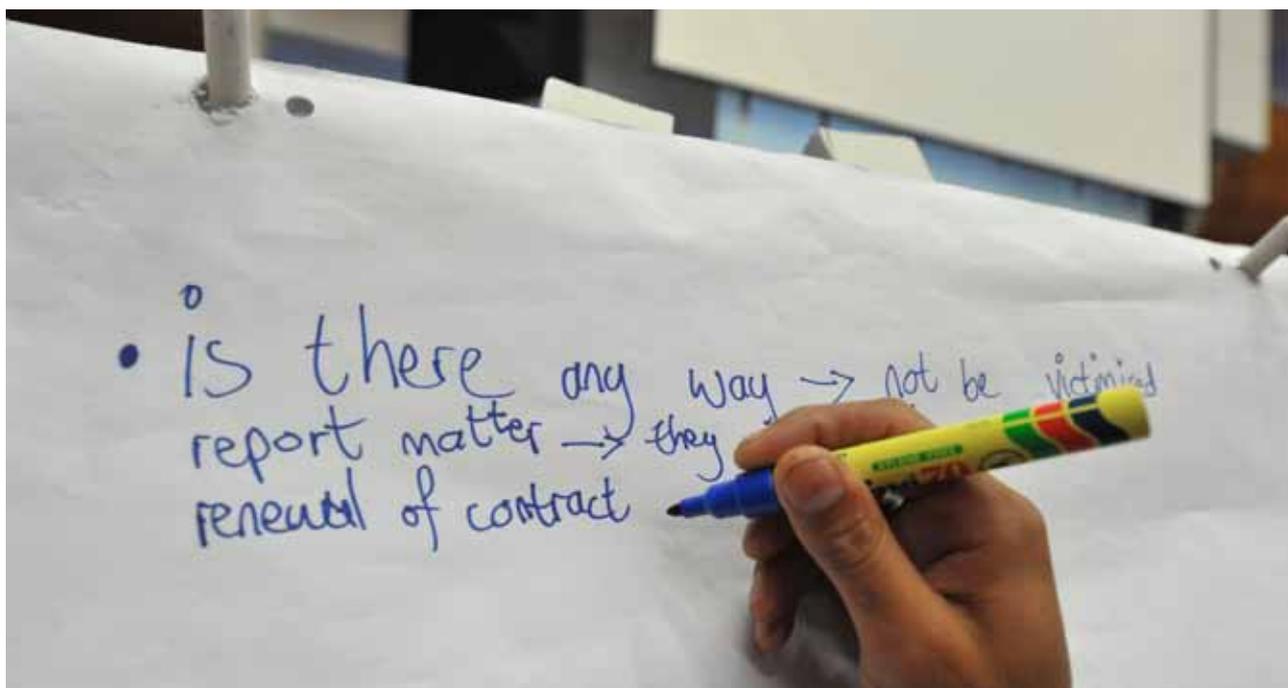
The graph below reflects the total number of service requests received by the City per month since August 2007 with the number of requests that have been resolved by July 2010, and those that still remain open. The line graph reflects a significant improvement in the time taken to respond to service requests.

As the majority of these service requests relate to instances where municipal infrastructure has failed, the notification process is a key input into the City's infrastructure maintenance management system. Information on the frequency and location of failures allows maintenance engineers to implement remedial action in order to ensure that service levels and the condition of municipal infrastructure are sustained. The use of GIS plays a key part in providing a visualisation of service requests and infrastructure failure patterns.

Service requests received

C3 notifications volumes and time to close monthly trend

SPATIAL VIEW

The spatial view alongside of service requests enables the City to determine the location and status of specific service requests. Different municipal services, such as water, electricity, billing etc., are indicated by the associated icon, and the colour of the flag indicates whether the service request has been resolved (green), has not yet been attended to (red), or is in progress (yellow).

Strategic Focus Area 8 GOOD GOVERNANCE AND REGULATORY REFORM

KEY CITY FOCUS AREA 8B: MANAGE KEY FINANCIAL AND GOVERNANCE AREAS, SUCH AS INCOME CONTROL, CASH FLOW, INDIGENT SUPPORT, ALTERNATIVE INCOME OPPORTUNITIES, AND ASSET AND RISK MANAGEMENT

Objective – An unqualified audit

Key performance indicator 8B.1: Opinion of Auditor-General

The City endeavours to maintain sound financial management controls to ensure good governance and an unqualified audit report. The key challenge in achieving this objective includes the City's onerous compliance requirements, with rigorous accounting and disclosure standards in an ever-changing environment. As a result, the City is required constantly to engage with the Accounting Standards Board and National Treasury regarding suggested changes to the accounting standards, as well as directives issued.

The City has allocated adequate training and bursary budget resources for staff to be trained and to attend relevant subject workshops to enable skills enrichment in this area. Forums and discussions are regularly held to exchange ideas on the interpretation of new issues and how best to implement them.

MEASURING PERFORMANCE

The City will measure the achievement of a high standard of financial management by receiving an unqualified audit report as well as through the process of internal audit assurance.

Objective – Maintain the City's credit rating

Key performance indicator 8B.2: Opinion of independent rating agency (high investment rating)

The City of Cape Town endeavours to maintain its current long-term debt rating of Aa2.za (investment grade, high grade) and its short-term debt rating of P-1 (highest quality). The primary challenge facing the City in this regard is the effect of the recessionary environment on its debtor collection ratios, which are required to ensure a sustainable level of long-term borrowings to finance capital programmes.

To overcome this challenge, the City has introduced a multi-disciplinary debt management team and allocated a sufficient budget for the installation of WMDs and prepaid electricity meters to stem the increase in debt levels. Investments are optimised by making use of external asset managers and applying strict payment management systems.

MEASURING PERFORMANCE

The City will measure its success in terms of the credit rating report issued by the external credit rating agency.

Objective – Create assets for public benefit

Key performance indicator 8B.3: Percentage spend of capital budget

The City once again put its available operating and capital budgets to good use in delivering and maintaining infrastructure, delivering services and utilities, and working towards achieving its long-term vision. For the 2009/10 financial year, the City spent 83% of its capital budget and 97,4% of its operating budget.

A small percentage of the city's increasing population does not have access to certain basic services. For the most part, these citizens reside in informal settlements, where sanitation and electricity backlogs are a constant challenge given the growth in the Cape metropolitan area. Such increasing strain on infrastructure is impairing sustainable service delivery, social development and, ultimately, economic growth in Cape Town, and could contribute to environmental decay in the long term.

The unfortunate reality is that budget and resource constraints make it impossible for the City of Cape Town to meet all the city's infrastructure requirements simultaneously. In addition, there is a dire need to address the issues of ageing infrastructure and the growing backlogs due to funding limitations. Effective infrastructure asset management is absolutely dependent on sufficient budget and adequate human resources.

KEY CITY FOCUS AREA 8C: ESTABLISH EFFECTIVE COMMUNITY ENGAGEMENT CHANNELS

Objective – Improved customer satisfaction

Key performance indicator 8C.1: Community satisfaction (Score 1 – 5)

In addition to providing services to the residents of Cape Town, the City is also involved in long-term planning for residential, commercial and industrial growth needs, while protecting the environmental, cultural and heritage elements that make Cape Town a unique and internationally recognised tourist attraction. As such, the City's long-term objectives include offering quality and affordable services to all who live in, transact in, or visit Cape Town. Ultimately, the City of Cape Town wants to be known for its efficiency, effectiveness and good governance.

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To give effect to these objectives, the City must identify and confirm residents' needs to enable it to measure and improve satisfaction levels. In order to evaluate the current level of services provided, to understand future needs of residents and businesses, and to inform the developmental planning agenda for Cape Town, the annual resident's perception/satisfaction survey has become a vital piece of strategic information.

The 2010/11 survey included an assessment of perceptions of, and satisfaction with:

• the City of Cape Town in general;

• basic services (water, sanitation, electricity, waste collection, roads and streetlights);

• community services (fire and ambulance services, clinics, parks, public toilets, halls, traffic licensing, social housing etc.);

• soft services, especially support to business (zoning, plan approval, events etc.);

• communication and customer relations (CityNews, website, pay offices, call centre etc.); and

• public safety and bylaw enforcement.

The results for 2010/11 show that residents' overall satisfaction with the City of Cape Town's service delivery has risen significantly since last year as well as the base year of 2007/8. The mean rating is now 2,7 having risen from 2,4 in the base year.

Over the four surveys, Khayelitsha is the only health district area showing a decline in satisfaction with service delivery since 2007/8, with the rating for 2010/11 being the same as that for 2009/10. (It must be borne in mind that the 2007/8 mean satisfaction score for Khayelitsha, the first year of the survey, was a relatively high score, possibly unusually high due to all the visible infrastructure development in the area at the time.) Western and Klipfontein health districts have not shown significant changes over the four surveys, but both districts showed a small decline from 2009/10 to 2010/11. In 2010/11 Klipfontein was the district least satisfied with service delivery.

All the other districts have shown a significant increase in satisfaction with service delivery both since the base year (2007/8) and 2010/11, with Northern and Eastern districts being the most satisfied.

Essential services continue to be a relative strength of the City, except for perceptions around affordable electricity and water. Health and housing continue to be poor performers, but have shown some improvement since 2009/10.

The fifth annual survey will be conducted in 2011/12 to assess changes in service delivery perceptions.

The City has core administrative systems in place to ensure operational performance

Residents are generally satisified with the City's service delivery

Caption

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Frameworks

City Frameworks

Council is accountable for spending ratepayers' money and its stewardship of public assets

CITY MANAGEMENT AND GOVERNANCE STRUCTURES

This section provides a framework of the institutional management and governance structures through which the City implements its strategies with the appropriate resources.

The governance structure

COUNCIL

SPEAKER

SCHEDULE 1	SECTION 79 COMMITTEES	SECTION 79 PORTFOLIO COMMITTEES	EXECUTIVE MAYOR
DISCIPLINARY COMMITTEE	• SPACIAL PLANNING, ENVIRONMENT AND LAND USE MANAGEMENT	• UTILITY SERVICES	EXECUTIVE MAYORAL COMMITTEE
SUBCOUNCILS	• PUBLIC ACCOUNTS	• CORPORATE SERVICES AND HUMAN RESOURCES	SECTION 80 COMMITTEES
WARD FORUMS	• RULES	• FINANCE	ENERGY
SECTION 62 PLANNING AND GENERAL APPEALS COMMITTEE	• HOMELESS AGENCY	• SAFETY AND SECURITY	AD HOC COMMITTEES, WORKING GROUPS AND TASK TEAMS
	SECTION 166 MFMA	• COMMUNITY SERVICES	
	AUDIT COMMITTEE	• HEALTH	• CITY DEVELOPMENT STRATEGY
		• HOUSING	• DELEGATIONS TASK TEAM
		• ECOMOMIC DEVELOPMENT AND TOURISM	• INFORMAL SETTLEMENTS
		• SOCIAL DEVELOPMENT	
		• PLANNING AND ENVIRONMENT	SOUTH AFRICAN POLICE SERVICE ACT
		• TRANSPORT, ROADS AND MAJOR PROJECTS	• CIVILIAN OVERSIGHT COMMITTEE

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Council

- Executive Mayor

- Executive Mayoral Committee

- Section 80 committees

- Energy

Energy Committee

The functional area of the Energy Committee includes, but is not limited to, non-fossil fuel-generated energy sources, renewable energy and renewable fuels, climate change and global warming, and reduction in carbon emissions and pollution within the city. The committee is responsible for driving the effective integration of, and delivery on, all energy matters in the City.

SAPS Act

Civilian Oversight Committee

In terms of Section 64J of the South African Police Service Act 1995, the Council has appointed the committee to ensure civilian oversight of the municipal police service.

Section 79 portfolio committees

The terms of reference of all Section 79 portfolio committees are policy formulation and implementation monitoring within their specific functional areas. Portfolio committees are chaired by councillors, who are appointed by full Council. These committees include:

- Utility Services

- Corporate Services and Human Resources

- Finance

- Safety and Security

- Community Services

- Health

- Housing

- Economic Development and Tourism

- Social Development

- Planning and Environment

- Transport, Roads and Major Projects

Section 79 committees

Spatial Planning, Environment and Land Use Management Committee (SPELUM)

The terms of reference of this committee relate to spatial planning, town planning, the environment and other related matters.

Standing Committee on Public Accounts (SCOPA)

This is the mechanism through which Council exercises oversight over the expenditure of public money. As far as financial management is concerned, SCOPA enables Council to fulfil its constitutional obligation to scrutinise and oversee executive action, by holding the accounting officer and councillors accountable for their spending of ratepayers' money and their stewardship of public assets, in order to ensure regular, economical, efficient and effective local government spending.

SCOPA conducts its affairs in a non-party political manner so as to maximise the effectiveness of its work. The committee ensures that the City's oversight report, as envisaged in Section 129 of the MFMA, is prepared for adoption by Council, and investigates and advises Council in respect of unauthorised, irregular or fruitless and wasteful expenditure in terms of Section 32(2) of the MFMA.

Rules Committee

The Rules Committee is concerned with the rules of procedure of Council and its committees.

Homeless Agency Committee

The Homeless Agency Committee is the political oversight body that ensures that both new and old issues dealing with street people (street children, adults and street youth) are adequately addressed, and that previous and future programmes undertaken by the City in this regard are properly implemented and stay on track.

Municipal Finance Management Act – Section 166

Audit Committee

Every municipality is obliged to establish an independent audit committee in terms of Section 166 of the MFMA, as amended, to assist Council in discharging its duties relating to the safeguarding of assets, the operation of adequate systems and control processes, and the preparation of accurate financial reporting and statements in compliance with all applicable legal requirements and prescribed accounting standards.

City Frameworks

The Audit Committee does not have executive responsibility and acts primarily in an oversight capacity. The Audit Committee does not perform any management functions or assume any management responsibilities. It provides a forum for discussing business risk and control issues in order to develop relevant recommendations for consideration by the City Manager, Mayoral Committee and Council for their approval or final decision. The membership, resources, responsibilities and authorities (composition, functions and operation) of the Audit Committee to perform its role effectively is stipulated in the Audit Committee terms of reference. The committee is constituted in terms of the requirements of sound corporate governance practices and operates within that framework.

Schedule 1 committees

Disciplinary Committee

This committee is tasked with investigating any alleged breach of the code of conduct for councillors and making appropriate recommendations to Council. It also investigates non-attendance of meetings and imposes fines as determined by the Rules of Order of Council.

Speaker

Subcouncils

A metropolitan subcouncil has such duties and powers as the metro council may delegate to it in terms of Section 32 of the Municipal Structures Act and may make recommendations to the metro council on any matter affecting its area of responsibility. A metropolitan subcouncil may advise the metro council on the duties and powers that should be delegated to it.

Subcouncils' terms of reference are as follows:

(a) To make recommendations to Council on any matter affecting its area of jurisdiction.

(b) To exercise any power, duty or function delegated by Council.

(c) To exercise any power, duty or function conferred upon it in terms of the Subcouncil Bylaw.

Ward forums

By virtue of Section 17 of the MSA and Section 72 of the Municipal Structures Act, Council resolved to establish in all of the City's wards public participatory mechanisms called ward forums. Council further resolved that the nature and type of ward forum are to be determined by subcouncils and, as such, ward forums exist as a public participatory mechanism at subcouncil level. In terms of the system of delegations, the Office of the Speaker is charged with the overall oversight of said ward forums.

As a public participatory mechanism, ward forums serve as a conduit for information into and out of the City. In addition, ward forums make recommendations to relevant ward councillors/subcouncils, and also serve as a tool to measure service delivery in their respective wards.

Municipal Systems Act – Section 62

Planning and General Appeals Committee

This committee considers appeals against decisions taken in terms of delegated or sub-delegated authority by political structures, political office bearers or councillors.

Office of the Speaker

The Office of the Speaker's responsibilities range from coordination of all processes flowing from subcouncil delegations, disciplinary investigations in terms of the code of conduct for councillors, and the code of conduct for municipal employees, rules of meetings of political structures, as well as the Planning and General Appeals Committee.

The City's Spatial Planning Environment and Land Use Management Committee oversees Cape Town's development

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The City's political structures are linked as follows:

Mayoral Committee

The Mayoral Committee exercises the powers, functions and duties designated to it by the municipal council.

These powers, functions and duties are performed and exercised by the Executive Mayor together with the members of the committee, who are as follows:

Cllr D Plato	Executive Mayor
Ald. I Neilson	Executive Deputy Mayor, and Finance
Ald. C Justus	Utility Services
Ald. M Nieuwoudt	Planning and Environment
Cllr G Pascoe	Social Development
Ald. F Purchase	Economic Development and Tourism
Cllr B Herron	Community Services
Cllr S Sims	Housing
Ald. JP Smith	Safety and Security
Cllr E Thompson	Transport, Roads and Major Projects
Ald. B Walker	Corporate Services and HR
Cllr D Ximbi	Health

Portfolio committees and chairpersons

Cllr J Burger	Utility Services
Ald. G Cavanagh	Community Services
Cllr C Jordaan	Social Development
Cllr P Hill	Economic Development and Tourism
Cllr I Iversen	Finance
Cllr B Lee	Transport, Roads and Major Projects
Cllr S Pringle	Corporate Services and HR
Ald. N Ross	Housing
Cllr C Brynard	Safety and Security
Cllr J Vos	Health
Ald. B Watkyns	Planning and Environment

Subcouncils and chairpersons

1	Blaauwberg	Cllr H Brenner
2	Bergdal	Cllr G Twigg
3	De Grendel	Cllr J Vos
4	Tygerberg	Cllr F Kearns
5	Central	Cllr T Thompson
6	Bellville	Cllr B Cortje-Alcock
7	Koeberg	Ald. C Ipser
8	Helderberg	Cllr A Fourie
9	NxeleMakana	Cllr P Kotyi
10	Charlotte Maxeke	Cllr S Pringle
11	Looksmart Solwandle Ngudle	Cllr S Rossouw
12	Mitchells Plain	Cllr N Bent
13	David Mthetho Ntlanganiso	Cllr B Maboee
14	Miranda Ngculu	Cllr S Vuba
15	Pinelands	Ald. B Watkyns
16	Good Hope	Cllr T Amira
17	Athlone and district	Cllr C Clayton
18	Rondevlei	Cllr G March
19	South Peninsula	Cllr D Qually
20	Protea	Ald. O Kinahan
21	Oostenberg	Cllr W Brady
22	LizoNkonki	Cllr E Sonnenberg
23	Adelaide Tambo	Cllr A Robinson

City Frameworks

Executive Management Team (EMT)

The EMT leads the City's drive to achieve its strategic objectives, as outlined in the IDP that is adopted each year.

The macro-organisational design of the administration

CITY MANAGER	OFFICE OF THE CITY MANAGER	
		EXECUTIVE SUPPORT
		FORENSICS
		GOVERNANCE AND INTERFACE
		IDP AND ORGANISATIONAL PERFORMANCE MANAGEMENT
		OMBUDSMAN

EMT			
COMMUNITY SERVICES	HEALTH	SAFETY AND SECURITY	TRANSPORT, ROADS AND MAJOR PROJECTS
CORPORATE SERVICES	HOUSING	STRATEGY AND PLANNING	ECONOMIC, SOCIAL DEVELOPMENT AND TOURISM
FINANCE	INTERNAL AUDIT	UTILITY SERVICES	

City office bearers

Achmat Ebrahim	City Manager
Zulpha Abrams	Chief Audit Executive
David Beretti	Executive Director (ED): Corporate Services
Richard Bosman	ED: Safety and Security
Dr Ivan Bromfield	ED: Health Acting ED: Strategy and Planning
Mike Richardson	Chief Financial Officer
	ED: Economic, Social Development and Tourism
Lungile Dhlamini	ED: Utility Services
Lokiwe Mtwazi	ED: Community Development
Mike Marsden	ED: Transport, Roads and Major Projects
Hans Smit	ED: Housing

The City won the prestigious IOC award for its Host City Cape Town 2010 Green Goal programme

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Medium-term Revenue and Expenditure Framework (MTREF)

The MTREF is the structure within which the City's budget is prepared and compiled. MTREF sets out the economic context and assumptions that inform the compilation of the budget for the next three years. However, it is reviewed annually to ensure that each year's budget is affordable and sustainable over at least the medium term.

FINANCIAL STRATEGIC APPROACH

As in previous years, the Budget Steering Committee (BSC) provided guidance and strategic direction to the MTREF forecasting process. The medium-term fiscal framework was compiled under economic conditions that are slowly recovering from the recession experienced in previous years. For this reason, the BSC adopted the budget theme 'Driving Efficiencies' with a view towards reprioritising existing resources and current allocations. The need to adopt this theme was reinforced by the following:

- The realisation that there is no or limited scope for additional externally or internally funded revenue growth. The National Treasury supported this understanding via its DORA presentation in August 2010, in which it was stated that 'in the midst of a tough economic climate, cost savings are given great attention this year, via in-year reprioritisation, MTREF reprioritisation and reduced focus on adding additional funding to baselines'.

- The National Treasury municipal budget guidelines (Circular 51) further stated that 'over the next few years, government must deliver more services – and deliver them more efficiently – within a tight resource envelope. Achieving this objective requires a new way of working: the budget has been reprioritised so that money is moved from low-priority programmes to high-priority programmes. Municipalities are encouraged to adopt similar stances on these issues. This is particularly important in the run-up to the local government elections. Mayors and councils need to remain focused on the effective delivery of core municipal services.'

The 2010/11 multi-year budget provided for a considerable rates revenue increase of 13,65% for the 2011/12 financial year. This increase was always deemed to be unacceptably high in the context of current economic conditions. In preparing the City's operating budget, this was therefore reduced to a more acceptable level of 5,9%. In addition to the pressure this lowering of prospective income creates, further challenges of a higher-than-consumer-price-index (CPI) increase in staff costs, the declining year-on-year growth in national grants (such as the equitable share and the fuel levy) and a number of other budget realities had to be considered.

These budgetary constraints meant that the City needed to apply a combination of cost-saving interventions and higher-than-CPI revenue increases to ensure an affordable, credible and sustainable budget over the 2011/12 MTREF period. Measures implemented included a reduction in general expenses of R60 million and a R52 million reduction in vacancy provision.

ECONOMIC OUTLOOK

Since the MTREF and City budget are susceptible to changes in the economic climate, it is vital that the projected economic conditions be considered during the budget preparation process. The 2011/12 MTREF is drafted in the context of a reviving economy. However, negative impacts of the multi-year recession persist within both the public and private sectors, and these also need to be considered. The following graph illustrates the economic behaviour (prior and projected) for the period 2004 to 2015, highlighting the market reaction during the height of the recession.

Economic outcome and forecast 2004 – 2015
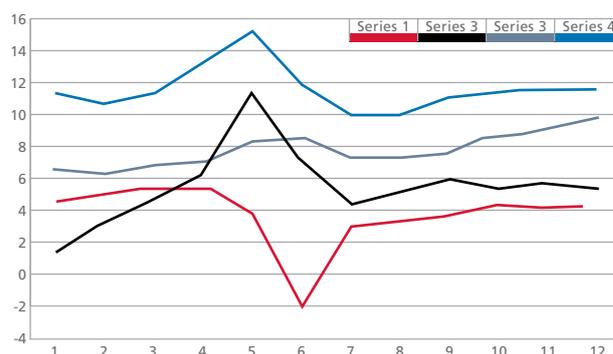
Bureau of Economic Research

In the midst of the recession, GDP was at a deficit of 1,8%; inflation at 11,85%; the R/$ exchange rate averaged R8,50; and interest rate levels averaged around 13,5%. Fortunately, the South African economy is now in recovery mode, in no small part thanks to the fact that monetary and fiscal policy were both adjusted to counteract the impact of the global recession. On the monetary policy side, the reaction involved cutting the repo rate by 600 basis points from December 2008, while on the fiscal side, the deficit before borrowing was allowed to increase sharply in line with international trends.

According to the Bureau of Economic Research, inflation targeting is assumed to remain the preferred monetary policy framework for South Africa and fiscal policies are assumed to provide an eventual restoration of fiscal deficits. The rand exchange rate is expected to remain relatively strong over the next three years, on the back of continued foreign capital inflows that are large enough to fund a growing deficit on the current account of the balance of payments. Inflation is

Medium-term Revenue and Expenditure Framework (MTREF)

expected to increase from its relatively low levels, but not to exceed the annual average 6% upper target level over the next five years. Consumption expenditure, which in combination with changes in inventories is leading the growth recovery, is expected to remain the main growth driver over the next year or two.

FINANCIAL MODELLING

The outcomes of the MTREF modelling relate to the strategic focus areas of the draft IDP at the time, as well as core economic, financial and technical data obtained at local and national level. The following section outlines the parameters and assumptions considered by the BSC in setting out the MTREF:

- Inflation-linked revenue parameters, to the extent that they affect and support Council's operational activities in relevant services

- The assumption of a 100% capital expenditure implementation rate

- Credible collection rates based on collection achievements to date, incorporating improved success anticipated on selected revenue items

- Higher-than-nationally-projected inflation provisions for repairs and maintenance to attain nationally benchmarked levels on this expenditure item, and ensure/enhance the preservation of the City's infrastructure

CONSUMER PRICE INDEX – INFLATION OUTLOOK

According to the Bureau of Economic Research, CPI is forecast at 5,5%, 5,5% and 5,4% for the 2011/12 MTREF period. These levels are within the South African Reserve Bank inflation target range of 3% – 6%. The following graph illustrates the CPI projections adopted by the City over the 2011/12 MTREF period.

The City's CPI projections for 2011/12 MTREF
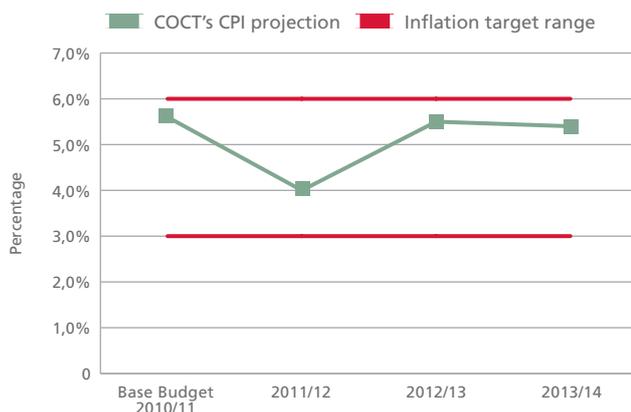
Budgetary allocations for the 2010/11 financial year were based on a CPI level of 5,6%, whereas current projections for this period indicate a materially lower average of 3,7% for the year. The CPI for the current year was therefore overprovided, which facilitated an amended CPI base for 2011/12. The City has thus adopted a CPI of 4% for 2011/12, lower than the projection for the same period by the Bureau of Economic Research and the 5,5% and 5,4% respectively projected for the two outer years.

EXPENDITURE FRAMEWORK

Salaries, wages and related staff costs

The salary increases applied to the staff budget are as follows:

2011/12 MTREF parameters applied to the staff budget				
	BASE BUDGET 2010/11 %	2011/12 %	2012/13 %	2013/14 %
Salary increases	8,40	7,00	7,50	7,40
Increments	2,00	2,40	2,40	2,40

The promulgation of the salary and wage collective agreement by the South African Local Government Bargaining Council (SALGBC) provided the general salary adjustment guidelines for the period 2009/10 – 2011/12. The 2011/12 financial year represents the third year of the SALGBC salary and wage agreement, which provides for an 'across the board' increase based on the average CPI (February 2010 to January 2011), plus 2% for calculating staff cost increases for the 2011/12 financial year.

The projected staff CPI is 4,03%. However, a provision of 5% was made for 2011/12, as the agreement states that 'should the average CPI be lower than 5% or higher than 10% for the period, any party may be entitled to reopen the negotiations', thereby indicating that a lower-than-5% salary CPI might not be accepted. In the absence of an agreement going forward, the 2011/12 increase formula was used to project for the two outer years. A further increment allowance of 2,4% was provided to cover performance and other notch increases.

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Salary increases versus City's consumer price index
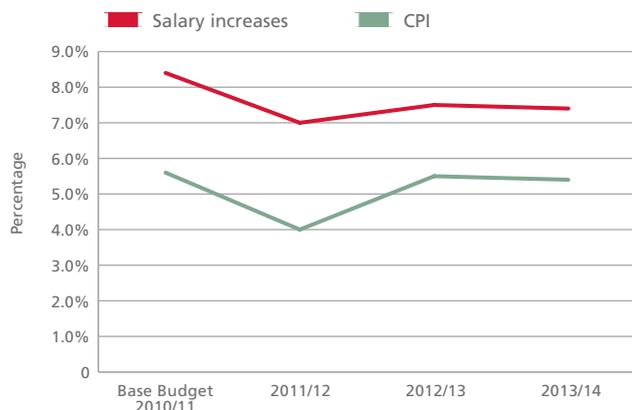
The graph above shows the correlation between CPI and the salary increases over the 2011/12 MTREF period. Salary increases are consistently higher than CPI. The increase in the salary budget was a contributing factor to the cost pressures experienced on the operating budget.

General expenses, and repairs and maintenance

To attain an affordable budget given the income projections, the general expenses base was reduced by R60 million. In addition to this, a 4% increase was applied to the (reduced) budget, which resulted in an overall year-on-year growth of 0,9%.

The National Treasury Municipal Budget Circular 54 for the 2011/12 MTREF stated that municipalities must 'secure the health of their asset base (especially the municipality's revenue-generating assets) by increasing spending on repairs and maintenance'. Over the last three financial years, the City has consistently increased the investment in repairs and maintenance by above CPI. To further address backlogs

in repairs and maintenance, a formula of CPI plus 3% (i.e. 7%) was applied over the 2011/12 MTREF. The year-on-year expenditure growth for this category of expenditure is 8,1%.

Depreciation

Depreciation was calculated on a straight-line method, based on the lifespan and capitalisation date of the asset class. For multi-year projects, it was assumed that capitalisation will only take place when the project is completed and that depreciation will take effect then.

REVENUE FRAMEWORK

Service growth

The current unstable economic climate has restricted any material service growth. A conservative 1% increase was applied as rates service growth for the 2011/12 MTREF.

A similarly moderate approach was adopted by Water and Sanitation Services over the 2011/12 MTREF period. Growth provisions of 0,5% were made for the 2011/12 financial year, and 1% for the MTREF outer years. A further 0,4% revenue intervention growth was made for water and sanitation to cater for specific water infrastructure expansion in the outer years.

No service growth to electricity was provided for with regard to the 2011/12 financial year, but 1% and 2% were applied to the 2012/13 and 2013/14 years respectively. The increase over the two outer years is due to current consumption trends indicating an increase in the medium-term demand for electricity.

A 2% service growth was applied to the three-year MTREF period, resulting from a combination of population and user-base growth in Cape Town.


Cape Town Civic Centre, the City's administrative head office

Medium-term Revenue and Expenditure Framework (MTREF)

Revenue growth parameters: rates and trading services

Ensuring an affordable and sustainable budget required that a higher-than-CPI year-on-year revenue growth had to be applied to the rates and trading services. The following graph depicts the revenue parameters applied for the 2011/12 MTREF period.

Revenue parameters for 2011/12 MTREF period
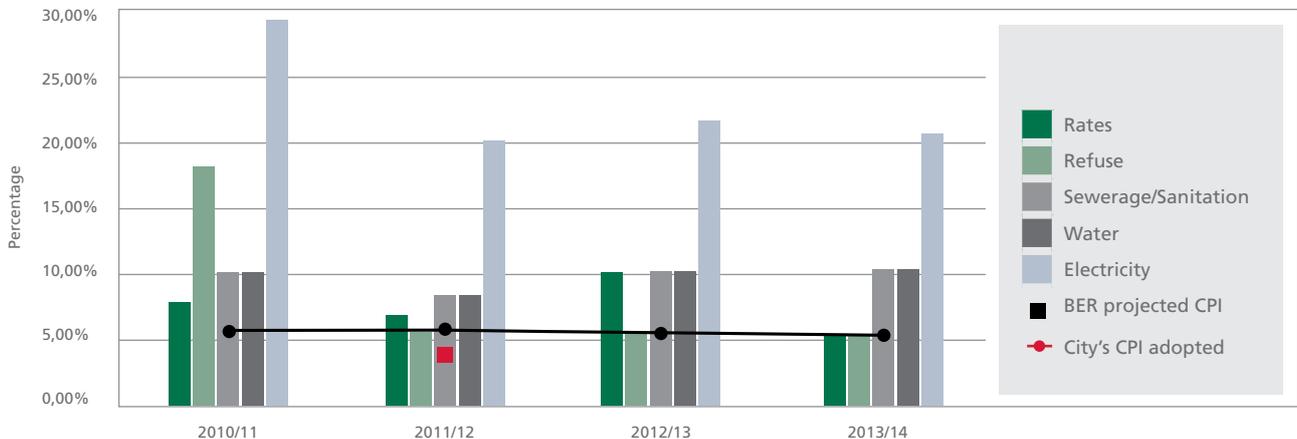
The following revenue parameter increases were applied to the 2011/12 MTREF, which informs the tariff increases reflected in the total municipal account:

Rates: Against the backdrop of the current economic climate and other cost pressures affecting the budget, the rates revenue increase was 5,9%. This above-CPI increase is required to achieve an affordable and balanced rates budget without impeding on service delivery.

Electricity: Electricity tariffs are linked to the Eskom tariffs for bulk electricity purchases, which are proposed by NERSA to be 26,71% for the 2011/12 financial year. In terms of NERSA's guideline on municipal electricity tariff increases dated November 2010, municipalities should not exceed a tariff of 20,38% to their consumers. To ensure affordability to customers, the electricity revenue parameter increase was set at 19,94%, which is 0,44% lower than the proposed Eskom increase.

Water and sanitation: The revenue parameter adjustment for both water and sanitation is 8,28% for the 2011/12 financial year. While the revenue parameter increase is higher than CPI, it affords Water Services the means to ensure that current infrastructure is sufficiently maintained, to invest in new infrastructure and to cater for increased water demand.

Refuse removal: This revenue parameter increase was modelled at 5,5%, which is within the ambit of the Bureau of Economic Research's CPI projection for 2011/12.

In terms of the model, the abovementioned service growth and revenue parameter increases are estimated to generate the following revenue:

2011/12 revenue based on parameter increases

Revenue category	Budget 2010/11 R	Proposed organic growth parameters	Average tariff increase	2011/12 Budgeted revenue R
Rates	4,298bn	1,00%	5,90%	4,598bn
Refuse	762,40m	2,00%	5,50%	820,41m
Electricity	6,775bn	0,00%	19,94%	8,126bn
Water	1,673bn	0,90%	8,28%	1,828bn
Sanitation	907,15m	0,90%	8,28%	991,12m

Collection rate

In accordance with relevant legislation and national directives, the City's projected revenue recovery rates are based on realistic and sustainable trends.

Projected 2011/12 revenue collection ratios

SERVICE	BASE BUDGET 2010/11 %	2011/12 %	2012/13 %	2013/14 %
Property rates	96,00%	95,00%	95,00%	95,00%
Electricity	95,00%	95,00%	95,00%	95,00%
Water	89,50%	91,50%	90,50%	91,00%
Sewerage	90,50%	92,00%	90,50%	91,00%
Refuse	92,00%	94,00%	94,00%	94,00%
Housing	42,00%	42,50%	45,00%	47,50%

The total projected collection rate for 2011/12 averages 93,5% (excluding housing, which has an average collection rate of 42,50%), and is based on a combination of actual

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collection rates achieved to date and the estimated outcomes for the current financial period. The projections for the outer years remained stable.

General fuel levy

In his 2009 budget speech, the Minister of Finance announced that the general fuel levy will be shared with metropolitan municipalities. National Government thus opted for the sharing of a national tax with local government as a primary replacement for the former Regional Services Council (RSC) levies. The sharing of the general fuel levy with metros was introduced from the 2009/10 financial year through the Taxation Laws Amendment Act. The Act proposes that 23% of the revenue raised from the general fuel levy be allocated to metros.

To ensure a smooth transition, the RSC levies replacement grant is being phased out and the sharing of the general fuel levy with metros is phased in over a four-year period, as follows:

- 2009/10 – Allocations were based on a 75% share of the 2009/10 RSC levy replacement grant and 25% of its share of the 2008 overall fuel sales in metros.

- 2010/11 – Allocations are based on a 50% share of the 2009/10 RSC levy replacement grant and 50% of its share of overall fuel sales in metros, based on the latest available information.

- 2011/12 – Allocations will be based on a 25% share of the 2009/10 RSC levy replacement grant and 75% of its share of overall fuel sales in metros, based on the latest available information.

- 2012/13 – Sharing of general fuel levy will be based solely on total fuel sales within the jurisdiction of a metro, based on the latest available information.

The general fuel levy is legislated by the Act, which provides for each metro's share to be announced through the Government Gazette. The fuel levy-sharing amounts for each metro are therefore published annually through a notice in the Gazette. However, to allow municipalities to budget over three years, National Treasury submitted an allocation letter with the following indicative projected amounts, which were included in the model:

- 2011/12 – R1,609 billion

- 2012/13 – R1,681 billion

- 2013/14 – R1,774 billion (forecast based on average year-on-year growth)

National grants

The Constitution provides that each sphere of government is entitled to an equitable share of revenue raised nationally, to enable it to provide basic services and perform the functions allocated to it. The equitable division of revenue takes into account the functions assigned to each sphere under the Constitution and the capacity of each government to pay for these functions through own receipts and revenues.

The local government equitable-share allocations supplement municipalities' own revenue for the provision of the necessary basic level of services to each poor household within their jurisdiction. The equitable share per municipality is calculated using the following equation:

Equation for calculation of equitable share
Grant = **BS + D + I - R ± C**
where
BS is the basic services component
D is the development component
I is the institutional support component
R is the revenue-raising capacity correction
C is a correction and stabilisation factor

Initiatives are currently being pursued to assess the application of the equation, for the City to ensure that the allocation it receives is equitable and fair. The annual DORA publishes the equitable-share allocations. The allocations, as published in the 2011/12 DORA, were provided as follows:

- 2011/12 – R970,47 million

- 2012/13 – R1 091 million

- 2012/13 – R1 164 million

Credit ratings

The City needs a good credit rating to demonstrate its ability to meet its financial obligations. Potential lenders also use it to assess the City's credit risk, which in turn affects the pricing of any subsequent loans taken. Moody's Investors Service has retained the rating and outlook for the City as a double-A credit rating (Aa2.za). The City has achieved this rating for the last three years.

Medium-term Revenue and Expenditure Framework (MTREF)

Interest rates

The following graph depicts the interest rate trends over the MTREF period compared to CPI and reflects above-CPI increases on both interest paid and return on investment, albeit at a lower rate.

2011/12 MTREF interest rates versus City's consumer price index

| Interest rate on investments | Interest paid | CPI trend projection |
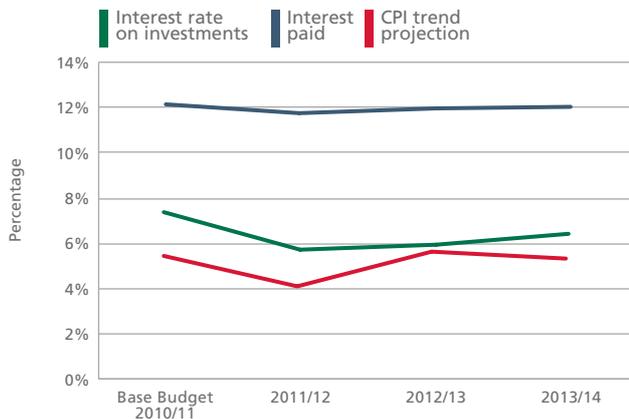
Interest paid is at 11,70%, 11,81% and 11,91% for 2011/12 and the outer two years respectively, while interest earned on investments is at 5,55%, 5,91% and 6,34%.

Capital expenditure (External Financing Fund [EFF] component)

Affordability constitutes the primary basis for determining the level of EFF-funded expenditure. The draft 2011/12 three-year capital budget is based on cash availability in accordance with the domestic medium-term note (DMTN) programme. Proposed EFF quanta for the coming three financial years were set at R1,294 billion, R1,188 billion and R1,484 billion respectively.

Capital investment: consequential operating impact

No additional or consequential operational costs flowing from Council's capital investment programme were provided for. It is assumed that these will be catered for via efficiency gains and the prioritisation of existing operational resources.

Unfunded and underfunded mandates

The City currently provides functions on behalf of other spheres of government utilising its own funds, or receives insufficient funding for the functions being performed. Negotiations with the Province and National Government are ongoing to source funding to provide these services.

Cape Town Civic Centre and the new MyCiti bus station

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Major parameters

The following table summarises the major modelling parameters applied to the operating budget.

Operating budget modelling parameters			
	2011/12 %	2012/13 %	2013/14 %
CONSUMER PRICE INDEX	4,00	5,50	5,40
COLLECTION RATES			
Rates	95,00	95,00	95,00
Electricity	95,00	95,00	95,00
Water	91,50	90,50	91,00
Sanitation	92,00	90,50	91,00
Refuse removal	94,00	94,00	94,00
Refuse disposal	94,00	94,00	94,00
Housing	42,50	45,00	47,50
REVENUE PARAMETERS (excluding organic growth)			
Rates	5,90	10,00	5,40
Electricity	19,94	21,42	20,42
Water	8,28	10,12	10,25
Sanitation	8,28	10,12	10,25
Refuse removal	5,50	5,50	5,40
Refuse disposal	5,50	7,50	9,40
REVENUE PARAMETERS (including organic growth)			
Rates	6,90	11,00	6,40
Electricity	19,94	22,42	22,42
Water	8,78	11,12	11,25
Sanitation	8,78	11,12	11,25
Refuse removal	7,50	7,50	7,40
Refuse disposal	7,50	9,50	11,40
EXPENDITURE PARAMETERS			
Salary increase			
Salary increase (SALGBC agreement)	7,00	7,50	7,40
Increment provision	2,40	2,40	2,40
General expenses	4,00	5,50	5,40
Repairs and maintenance	7,00	8,50	8,40
Interest rates			
Interest paid	11,70	11,81	11,91
Interest on investments	5,55	5,91	6,34
OTHER			
Capital (EFF component) expenditure	R1 294m	R1 188m	R1 484m
Equitable-share allocation	R970,47m	R1 091m	R1 164m
Fuel levy	R1 609bn	R1 681bn	R1 774bn

City of Cape Town Final Three-year Corporate Scorecard (2011/2012) Based on IDP Period (2007 to 2012)

ANNEXURE A

CITY OF CAPE TOWN FINAL THREE-YEAR CORPORATE SCORECARD (2011/2012) BASED ON IDP PERIOD (2007 TO 2012)

STRATEGIC FOCUS AREA	LEGOTLA TOP 20 OBJECTIVE	INDICATOR	BASELINE TO BE UPDATED AFTER 30 JUNE 2010/2011*	PROPOSED TARGET 2011/2012	PROPOSED TARGET 2012/2013	PROPOSED TARGET 2013/2014
1. Shared economic growth and development	**1A. Create an enabling environment for the economy to grow and become globally competitive**					
	Municipal investment into the economy	**1A.1** Capital budget spend		R5 070bn**	R4 795bn**	R5 049bn**
	Increase number of Expanded Public Works Programme (EPWP) job opportunities	**1A.2** Number of EPWP job opportunities created		22 000	22 000	22 000
	Maintain approval time for land use and planning applications	**1A.3** Percentage of land use applications finalised within statutory timeframes		80%	80%	85%
	Maintain approval time for building plan applications	**1A.4** Percentage of building plans finalised within statutory timeframes		75%	80%	85%

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CITY OF CAPE TOWN FINAL THREE-YEAR CORPORATE SCORECARD (2011/2012) BASED ON IDP PERIOD (2007 TO 2012)

2. Sustainable urban infrastructure and services

STRATEGIC FOCUS AREA	LEGOTLA TOP 20 OBJECTIVE	INDICATOR	BASELINE TO BE UPDATED AFTER 30 JUNE 2010/2011*	PROPOSED TARGET 2011/2012	PROPOSED TARGET 2012/2013	PROPOSED TARGET 2013/2014
	2A. Provide access to basic services					
	Access to sanitation	**2A.1** Number of formal domestic customers receiving sewerage services		588 443	591 385	594 327
		2A.2 Number of sanitation service points (toilets) installed for informal settlement customers		32 268	34 268	36 268
	Access to water	**2A.3** Number of formal domestic customers receiving water services		588 007	590 947	593 902
		2A.4 Number of water service points (taps) installed for informal settlement customers		7 000	7 200	7 400
	Access to electricity	**2A.5** Number of electricity meters serving domestic customers		565 311	571 416	577 521
		2A.6 Number of additional electricity-subsidised connections installed		3 000	3 000	3 000
	Access to refuse collection services	**2A.7** Number of formal domestic customers receiving a kerbside refuse collection service		609 495	614 962	620 497
		2A.8 Number of informal settlement dwellings receiving a door-to-door refuse collection and area cleaning service		212 042	224 001	236 635
	2B. Conserve natural resources					
	Manage water demand	**2B.1** Megalitres of water consumed to meet water demand target		349 633Mℓ	360 122Mℓ	368 385Mℓ
	Minimise waste	**2B.2** Percentage of waste diverted from Council Waste Management Facilities		10,95%	11,95%	12,95%
	Safeguard human health, protect natural aquatic environment, and improve and maintain recreational water quality	**2B.3** Percentage compliance with four critical DWA effluent standards (*E. coli* count, ammonia content, oxygen-demanding substances, total suspended solids)		82%	82%	82%
	2C. Effectively manage the City's infrastructure and resources					
	Manage maintenance of City infrastructure	**2C.1** Amount spent on repairs and maintenance		(subject to budget approval)	(subject to budget approval)	(subject to budget approval)
		2C.2 SAIFI (System Average Interruption Frequency Index)		<1,3	<1,3	<1,3
		2C.3 Percentage unaccounted for water		20%	18%	16,5%
	Sustainable water supply	**2C.4** Percentage drinking water compliance to SANS 241		96%	96%	96%

City of Cape Town Final Three-year Corporate Scorecard (2011/2012) Based on IDP Period (2007 to 2012)

CITY OF CAPE TOWN FINAL THREE-YEAR CORPORATE SCORECARD (2011/2012) BASED ON IDP PERIOD (2007 TO 2012)

STRATEGIC FOCUS AREA	LEGOTLA TOP 20 OBJECTIVE	INDICATOR	BASELINE TO BE UPDATED AFTER 30 JUNE 2010/2011*	PROPOSED TARGET 2011/2012	PROPOSED TARGET 2012/2013	PROPOSED TARGET 2013/2014
3A. Develop, adopt and implement a comprehensive response to Cape Town's energy and climate change challenges						
3. Energy efficiency for a sustainable future	Manage energy consumption	**3A.1** GWh of electricity purchased to meet electricity consumption target	10 936 Gwh	–	–	–
4A. Improve public transport system and services (e.g. the implementation of Phase 1a of the Integrated Rapid Transit programme)						
4. Public transport systems	Improve the regulation and service levels of the bus and taxi industry	**4A.1** Percentage of capital budget spent on Phase 1a of the IRT project		95%	95%	95%
		4A.2 Percentage spend of the operating budget on road and infrastructure maintenance	New	95%	95%	95%
5A. Provide equitable community facilities and services across the City						
5. Integrated human settlements	Maintain community facilities open for community use at required standard	**5A.1** Number of community parks maintained according to selected service standards Total = 3 133		2 820	2 820	2 820
		5A.2 Number of libraries open according to minimum planned open hours, including ad hoc unforeseen closing hours Total = 98		68	68	68
		5A.3 Number of fenced formal sports fields compliant with the defined level grass cover standard Total = 524		500	500	500
		5A.4 Number of halls maintained to specified standard Total = 180		180	180	180
5B. Deliver housing opportunities in accordance with the five-year housing plan (reviewed annually)						
	Delivery of housing opportunities in accordance with the five-year housing plan	**5B.1** Number of housing opportunities provided per year		8 800	9 000	9 000
	Implementation of structured programme for the upgrade of erven in informal settlements	**5B.2** Number of housing opportunities provided through the informal settlement upgrade programme		1 400	1 500	1 500

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CITY OF CAPE TOWN FINAL THREE-YEAR CORPORATE SCORECARD (2011/2012) BASED ON IDP PERIOD (2007 TO 2012)

STRATEGIC FOCUS AREA	LEGOTLA TOP 20 OBJECTIVE	INDICATOR	BASELINE TO BE UPDATED AFTER 30 JUNE 2010/2011*	PROPOSED TARGET 2011/2012	PROPOSED TARGET 2012/2013	PROPOSED TARGET 2013/2014
6. Safety and security	**6A. Foster a safe and secure environment**					
	Maintain Community Survey score in the perception of anti-social behaviour and general disorder	6A.1 Survey score on five-point symmetric scale		= 2,7	= 2,7	= 2,7
	Reduce the occurrence of vehicle accidents	6A.2 Percentage reduction in accident rates at high-frequency locations		4% 197	4% 189	3% 183
	Increase in drug-related arrests	6A.3 Percentage increase in arrests in drug-related crimes		5% 1 052	5% 1 104	5% 1 160
	Improve response time of the Fire and Rescue Service	6A.4 Percentage response times for fire and other emergency incidents within 14 minutes from call receipt up to arrival		85%	85%	85%
7. Health, social and community development	**7A. Facilitate the development of a healthy and socially inclusive society**					
	Educate parents, caregivers and early childhood development (ECD) forums	7A.1 Number of targeted development programmes		20	20	20
	Reduce air pollution	7A.2 Number of days when air pollution exceeds WHO guidelines		133	130	130
	Slow the rate of increase of the City's antenatal HIV prevalence	7A.3 The City's antenatal HIV prevalence		19,8%	19,8%	19,8%
8. Good governance and regulatory reform	**8A. Ensure enhanced service delivery with efficient institutional arrangements**					
	Increase levels of employee morale	8A.1 Percentage 'truly loyal' employees as measured by the employee culture/climate survey		– biennial survey	40% biennial survey	– biennial survey
	Improvement of responsiveness to service delivery	8A.2 Percentage improvement of responsiveness in service delivery	New	100%	100%	100%
	8B. Manage key financial and governance areas such as income control, cash flow, indigent support, alternative income opportunities, asset and risk management					
	An unqualified audit	8B.1 Opinion of Auditor-General		Unqualified Audit Report	Unqualified Audit Report	Unqualified Audit Report
	Maintain the City's credit rating	8B.2 Opinion of independent rating agency (high investment rating)		A1+ (short term) AA- (long term)	A1+ (short term) AA- (long term)	A1+ (short term) AA- (long term)
	Create assets for public benefit	8B.3 Percentage spend of capital budget		95%	95%	95%
	8C. Establish effective community engagement channels					
	Improved customer satisfaction	8C.1 Community satisfaction (Score 1 – 5)		2,8	2,8	2,8

Note:

* The baseline figures will be finalised and updated with the actual achievements after 30 June 2011. These figures will be available at www.capetown.gov.za/idp after September 2011.

** Budget figures to be updated after final budget approval by Council in May 2011.

Five-year (IDP 2007 – 2012) Corporate Scorecard and Definitions

FINAL 2011/12 CORPORATE SCORECARD INDICATOR DEFINITIONS

1A.1 Capital budget spend	Capital budget spend as per the SAP report.
1A.2 Rand value of investment	This indicator reflects total committed investments and expansions which relates to rand value of direct investments. Committed investments are classified as those projects where the investor has already incurred substantial expenditure towards the implementation of the investment project in the Western Cape.
	Refers to any fixed direct investment or provision of capital (including working capital) made by industry companies as a result of facilitation by the sector bodies (SPVs).
	NB: Various sector bodies agree to jobs and investment targets in the MOUs signed with COCT annually. The global investment target is then a total of the individual SPV targets. So hence we have control over type of investment which comes into the city. SPVs and Wesgro submit investor declarations which ensures verifiability of the source information relating to jobs and investments.
	Formula: Contribution of rand amounts by Wesgro and SPVs.
	This indicator is currently based on reasonable estimates as the process for measurement is still being concluded to ensure auditability.
1A.3 Percentage increase in foreign visitors	This indicator measures the number of visitors to Cape Town. It is measured through the information obtained from Airports Company South Africa (ACSA), i.e. arrivals at the Cape Town International Airport, SATOURISM, hotel and bed-and-breakfast establishments in Cape Town, as well as tourist attraction facilities. This is managed via the service-level agreement with the destination marketing organisation.
	INDICATOR STANDARD/NORM/BENCHMARK
	Barometer was introduced in 2007 and will be the baseline, performance evaluation that was done in June 2007 by external consultants will form baseline.
1A.4 Number of EPWP job opportunities created	The indicator measures the number of job opportunities created through the Expanded Public Works Programme (EPWP). The objective is to increase the number of EPWP job opportunities measured by the number of jobs. The increase is indicated by the increase trend over the course of the five-year term for the Integrated Development Plan, but targeted annually as the number of planned jobs created for that specific year.

1. An EPWP job opportunity:
   - Job opportunity refers to paid work created for an individual on an EPWP job. The same person can be employed on different projects and each period of employment will be counted.
   - This involves short-term and ongoing work opportunities with an average duration of 100 days.
   - The EPWP specifically targets the creation of employment for the poor unemployed people who are unskilled or poorly skilled. Through this employment opportunity, the programme provides basic income for these people on a temporary basis.

2. Characteristics of EPWP projects and how it differs from a normal job:
   - They are highly labour intensive: a large percentage of the overall project's cost is paid out in wages to the target group.
   - They employ large numbers of EPWP target groups.
   - The EPWP target group is paid wages between R50 and R100 per day.
   - The EPWP target groups are employed under the working conditions of Special Public Works Programme (SPWP).

All EPWP-compliant projects must have or display the elements of employment and EPWP projects should either be labour intensive or labour enhanced (activity based).

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1A.5 Percentage of land use applications finalised within statutory timeframes	Number of applications finalised within legislative framework of four or seven months. The objective is to improve the approval time of the application. This improvement will be in the trend over the course of the five-year term for the Integrated Development Plan, but targeted annually as the percentage achieved for the specific year.
	INDICATOR STANDARD/NORM/BENCHMARK 80%
1A.6 Percentage of building plans finalised within statutory timeframes	Number of applications finalised within statutory timeframes (30 – 60 days) expressed as a percentage to number of new and resubmitted building plan applications received. The objective is to improve the approval time of the application. This improvement is in the trend over the course of the five-year term for the Integrated Development Plan, but targeted annually as the percentage achieved for the specific year.
	INDICATOR STANDARD/NORM/BENCHMARK 96%
2A.1 Number of formal domestic customers receiving sewerage services	This indicator reflects the number of active contract accounts for domestic customers making use of the sewerage reticulation system. This includes the number of sectional title units with active domestic contract accounts. All data is extracted from the SAP system. This is a tracked record as changes to the database is triggered by applications for the service. The targeted figure includes the baseline.
	Proxy measure for NKPI.
2A.2 Number of sanitation service points (toilets) installed for informal settlement customers	This indicator reflects the number of toilets installed in informal settlements. Certain installed toilets may have been vandalised or removed after installation. The targeted figure includes the baseline.
	Proxy measure for NKPI.
2A.3 Number of formal domestic customers receiving water services	This indicator reflects the number of active contract accounts for domestic customers making use of the water reticulation system. This includes the number of sectional title units with active domestic contract accounts.This is a tracked record as changes to the database is triggered by applications for the service. The targeted figure includes the baseline.
	Proxy measure for NKPI.
2A.4 Number of water service points (taps) installed for informal settlement customers	This indicator reflects the number of taps installed in informal settlements. Certain installed taps may, however, have been vandalised or removed after installation.The targeted figure includes the baseline.
	Proxy measure for NKPI.
2A.5 Number of electricity meters serving domestic customers	This indicators reflects the number of active meters (prepaid and credit) as extracted from the City of Cape Town's SAP database, covering the Cape Town supply area. The target is based on subsided additional meters in terms of the electrification plan/budget. The additional subsided connections is reflected separately in the indicator below.
	Proxy measure for NKPI.
	The targeted figure includes the baseline.
2A.6 Number of additional electricity subsidised connections installed	This indicator reflects the additional subsidised connections (for low-cost housing and informal settlements) installed per annum. This has been included in the calculation above. Basic service delivery refers to an electricity connection of at least 1,46kVA.
	Proxy measure for NKPI.
2A.7 Number of formal domestic customers receiving a kerbside refuse collection service	This indicator reflects the number of formal domestic contract accounts with access to a basic refuse collection service. This is based on a SAP listing of domestic user accounts. This is a tracked record as changes to the database is triggered by applications for the service. The targeted figure includes the baseline.
	Proxy measure for NKPI.

Five-year (IDP 2007 – 2012) Corporate Scorecard and Definitions

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2A.8 Number of informal settlement dwellings receiving a door-to-door refuse collection and area cleaning service	This indicator reflects the number of informal dwellings receiving a weekly door-to-door refuse removal collection service and ongoing area cleaning (litter picking and illegal dumping removal).
	The cleaning and 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.
	The main contractor appoints a local labourer for approximately 400 dwellings. For every six labourers, one supervisor is appointed. The local labourers are changed annually to give employment opportunities to more residents in the community. Each dwelling is provided with sufficient black bags. Full bags are collected on a weekly door-to-door basis and are taken to a container at a centralised collection point where after waste is transported for disposal.
	Labourers are also responsible for street sweeping, litter picking and illegal dumping removal within and up to 100 m around their assigned area of responsibility. To ensure that the required cleaning and collections services are efficient, the areas are measured and judged according to predetermined standard of cleanliness. If an area does not comply with the minimum standard of cleanliness, penalties for non-achievement apply.
	The targeted figure includes the baseline.
	Proxy measure for NKPI.
2B.1 Megalitres of water consumed to meet water demand target	This indicator reflects the treated potable water consumed in megalitres measured as the Bulk Water Treated Volume. The upward trend in the targeted figures is indicative of increased consumption due to the population growth. It is estimated that the Actual Demand (measured as the Bulk Water Treated Volume) is 27% below the historically-predicted Unconstrained Water Demand Curve (UWD).
2B.2 Percentage of waste diverted from Council waste management facilities	This indicator reflects the percentage of waste reduced, through the City's own initiatives, by diverting recyclables from the waste stream in relation to the mass of waste disposed at Council waste management facilities.
2B.3 Percentage compliance with four critical DWA effluent standards (*E. coli* count, ammonia content, oxygen-demanding substances, total suspended solids)	The overall average of percentage samples passing tests for four critical parameters at each works: TSS 25mg/ℓ, COD 75mg/ℓ, NH$_3$ 10 mg/ℓ, *E. coli* 1 000/100mℓ. A spreadsheet calculates the average compliance for four parameters at each works and yields the overall average for the quarter.
2C.1 Amount spent on repairs and maintenance	This indicator measures the amount of the operating budget spent on repairs and maintenance. The objective is to improve the maintenance of the city's infrastructure. Spending on repairs and maintenance is assumed to increase the lifespan of the asset.
2C.2 SAIFI (System Average Interruption Frequency Index)	The indicator reflects the number of interruptions that a customer in the City of Cape Town Electricity supply area would typically experience in the year (excluding major events), in other words how often the average customer connected experiences a sustained interruption per annum (ratio). Measured against the Medium Voltage (MV) network and in terms of NERSA standard NRS 048-06.
	SAIFI = System Average Interruption Frequency Index Total number of customer interruptions per annum ÷ Total number of customers served
	Note that major events such as load shedding by Eskom are excluded in the SAIFI indicator as it would distort the Electricity Services performance and it would make it less useful when comparing performance over a number of years.
	An interruption is defined as a loss of supply for more than five minutes.

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2C.3 Percentage unaccounted for water	The percentage of the total volume of water not billed for, as the difference between the total volume treated for the city and the total volume sold on to end-consumers, divided by the total volume treated. It is calculated on a 12-month rolling basis in order to smooth out monthly variations and more clearly show the trend. The growth in total volume treated is estimated forward with the same assumption as used for the water-saving indicator (reduction below unconstrained water demand).
2C.4 Percentage drinking water compliance to SANS 241	Measure of potable water sample pass rate according to the SANS 241 standard.
3A.1 GWh of electricity purchased to meet electricity consumption target	This indicator reflects the amount of electricity purchased in GWh. The upward trend in the targeted figures is indicative of increased consumption due to the population growth. The targeted consumption is 10% below the estimated natural growth rate calculated by Eskom.
4A.1 Percentage of capital budget spent on Phase 1a of the IRT project	This indicator measures progress in the implementation of infrastructure required for Phase 1a of the IRT project. The measurement is the actual capital budget spend expressed as a percentage of capital budget allocated to the project for the financial year.
4A.2 Percentage spend of the operating budget on road and infrastructure maintenance	This indicator measures the primary operating budget spend on maintaining the road infrastructure.
5A.1 Number of community parks maintained according to selected service standards	Selected service standards refer to: Mowing: A minimum of nine cuts per year, at the discretion of the managers planning to accommodate seasonal requirements, to a length of less than 50 mm after mowing. The work will be signed off by the superintendent. The total number of community parks is 3 133. Formula description: Number of community parks maintained according to selected service standards.
5A.2 Number of libraries open according to minimum planned open hours, including ad hoc unforeseen closing hours	Planned open hours The number of libraries that meet the planned minimum open hour standards Library open hours minimum standards per category: Community libraries (74 libraries): 35 hours/per week; Regional libraries (22 libraries): 45 hours/per week; Citywide libraries (two libraries): 63 hours/per week. Total number of libraries = 98 Open hours targets are met in the following instances: 1. Library open for the full scheduled open hours (service hours) on the particular day, Monday – Saturday 2. Library intermittently closed for less than a scheduled working day. 3. Closure for any period due to the migration to a new automated library management system. Points 2 and 3 are defined as ad hoc unforeseen closing hours. Open hours targets are not met when closed for one or more scheduled days. Formula description: The total number of libraries meeting minimum planned open hours recorded for the quarter.
5A.3 Number of fenced formal sports fields compliant with the defined level grass cover standard	The grass cover standard for each sports field is met when the visible sand patches on the field amounts to no more than one square metre. This will be determined by a visual inspection of the sports field conducted on a monthly basis which is recorded and signed off by the relevant manager. Total number of sports fields = 524 Formula description: Number of formal sports fields meeting standard over the quarterly period reviewed.

Five-year (IDP 2007 – 2012) Corporate Scorecard and Definitions

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5A.4 Number of halls maintained to specified standard	Specified standards cover three areas, namely the hall section, the kitchen and the ablution facility. These areas are assessed and rated by the facility officer/senior/principal on a monthly basis and signed off.
	The assessment is done in terms of cleanliness and the extent to which repairs and maintenance work is required. An overall rating of at least 80% is needed for a facility to qualify as meeting the standard.
	Total number of halls = 180 The baseline has been reduced from 181 because the Vangate Hall has been removed as it is not hired out to the public.
	Formula description: Number of halls meeting the specified standard for the quarterly period reviewed out of the total number of halls maintained.
5B.1 Number of housing opportunities per year	The indicator will measure the number of housing opportunities* created which include: A) Subsidy Housing (BNG), B) Incremental Housing, C) Land Restitution, D) Social and Rental Housing, E) Gap Housing
	* Definition of a housing opportunity: A housing opportunity reflects access to and delivery of one of the following housing programmes with a defined product and therefore consists of: (a) Subsidy Housing (BNG), which provides a minimum 40 m² house; (b) Incremental Housing, which provides access to a serviced site with or without tenure option; (c) Land Restitution Claims, approved by Council or Court decisions; (d) Social and Rental Housing (social; institutional and community residential units), by providing new rental stock, as well as the upgrading and redevelopment of existing rental units; (e) Gap Housing, catering for people earning between R3 501 and R10 000.
	Formula: A + B + C + D + E = total
	A) Subsidy Housing (BNG): Provide a minimum 40 m² house to families on the waiting list, earning between R0 and R3 500 per month, with subsidy amount as provided by the National Housing Department.
	B) Incremental Housing: • Provide only a serviced site (roads, water, sewer and electricity); or • Provide only essential services (shared basic services) with the potential of upgrading; or • Provide emergency housing (24 m² temporary structure).
	C) Land Restitution: Resolved land claims as determined by Council or Court decisions.
	D) Social and Rental Housing: • Provide higher-density social rental stock to people earning between R3 501 – R7 000; or • Provide higher-density rental stock to people on the waiting list earning between R0 and R3 500; or • Upgrading of existing rental units; or • Redevelopment of existing rental unit.
	E) Gap Housing: Cater for families earning between R3 501 and R10 000 per month.

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5B.2 Number of housing opportunities provided through the informal settlement upgrade programme (UISP) and Emergency Housing Programme (EHP)	The indicator will be measured by the number of households provided with shelter, municipal services or secure tenure in terms of the Upgrading of Informal Settlements Programme (UISP) and the Emergency Housing Programme (EHP). Attached is the position (description) document regarding UISP and EHP. These are: National Housing Programmes that allow provision of shelter, municipal services and secure tenure. The standards applied for EHP and UISP comprise the provision of gravel or tarred roads, water and waterborne sanitation. These standards are higher than those applied for essential services, which are Council funded. The output (total) for this indicator is included in the total for indicator 5B.1 Formula: A + B = C A) Upgrade of Informal Settlements (UISP): The incremental upgrading of informal settlements after the provision of municipal services working towards security of tenure. (Land, EIA and zoning requirements must be met first.) B) Emergency Housing Programme (EHP): Emergency provision of shelter to residents that are victims of disasters (may be the first step of the UISP).
6A.1 Survey score on five-point symmetric scale	This indicator measures community perception in respect of the prevailing levels of general disorder in the City. 'Anti-social behaviour and disorder' are concepts frequently used in the law enforcement environment to describe the prevailing sense of lawlessness in a particular area and refers to minor crimes, bylaw offences, nuisances and traffic offences which impacts directly on the quality of life of residents. The City's Community Satisfaction Survey measures public perception around a number of these issues i.e. • Visible presence of traffic enforcement • Action taken against illegal land invasions • Action taken against illegal dumping • Acting on complaints relating to noise and other disturbances • Bylaws being enforced. Formula: A Formula component Total score in respect of the section in the survey that relates to anti-social behaviour and general disorder. Questionnaires completed by residents as part of the City's Community Survey which inter alia measures public perception around the following: • Traffic enforcement • Illegal land invasion • Illegal dumping • Noise and disturbances • General enforcement of the City's bylaws.
6A.2 Percentage reduction in accident rate at high-frequency locations	This indicator measures the decrease of vehicle accidents in five identified high-accident frequency locations. These locations are: • R300, Stock Road and AZ Berman Drive • N7 and Potsdam Road • Kuils River Freeway North and Stellenbosch Arterial • Stellenbosch Arterial and Belhar Drive • Prince George Drive, Wetton and Rosemead Avenue Formula: [(B – A) ÷ A] x 100 Formula component: A Component name: Accidents recorded at the five identified high-risk accident locations as reflected in the baseline. Component definition: Represents the sum of the accidents at the five locations. The Road Accident Report represents an accurate account of the occurrence of accidents. It is based on the accident data base kept by the City's Transport and Roads Department. Formula Component: B Component name: Accidents recorded at the five identified high-risk accident locations in the current financial year. Component definition: Represents the sum of the accidents at the five locations for the current financial year. Action schedule in respect of high-accident frequency locations reflects all accidents that occurred at the five identified locations. Action schedules are compiled on a daily basis. In addition, statistics are obtained from the relevant SAPS stations where all accidents have to be reported.

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6A.3 Percentage increase in arrests in drug-related crimes	This indicator measures the increase/decrease in the arrests effected by the Metro Police in respect of drug-related crime. The indicator refers to arrests for both 'possession of drugs' and 'dealing in drugs' with the understanding that: 'Possession' in relation to drugs refers to instances where any drug was found in the immediate vicinity of a suspect. 'Dealing' in relation to drugs refers to performing any act in connection with the transhipment, importation, cultivation, collection, manufacture, supply, prescription, administration, sale, transmission or exportation of the drug. [(A + B 2009/10) – (A + B 2008/09) ÷ (A + B 2008/09)] x 100 Formula component: A Component name: Sum of the arrest reports in respect of arrests for possession of drugs. Component definition: Arrest reports in respect of all types of illegal drugs found in the possession of: • person/s • vehicles • premises (residential and business) • arrest reports are completed on a daily basis Formula component: B Component name: Sum of arrest reports in respect of arrests for dealing in drugs. Component definition: Arrest reports in respect of cases where dealing in all types of illegal drugs is suspected. It mainly relates to the execution of search warrants and the conducting of trap operations. Arrest reports are completed on a daily basis.
6A.4 Percentage response times for fire and other emergency incidents within 14 minutes from call receipt up to arrival	**MEASURE** Percentage response times within targeted range **FORMULA** **Numerator:** Response times within 14 minutes **Denominator:** Total number of calls requiring a response This indicator measures the response times for fire and other emergency incidents within 14 minutes from call receipt up to arrival. The response times are based on the industry norm or standard by which the response times to different types of call-outs are measured, depending on the risk profile of the area in which the incident occurs. This standard is found in SANS 090. It used to be the old SABS 090 community protection against fire. The aim with this indicator is to ensure that we meet the industry norm or standard set for the specific category or type of incident. The indicator measures the efficiency of Fre and Rescue Services.
7A.1 Number of targeted development programmes	The City's ECD Policy requires that training programmes be given to support ECD practitioners, caregivers, parents and ECD governing bodies on the following matters: • children's rights • effective parenting • child safety • health and nutrition • organisational development training for ECD forums • awareness raising and education on foetal alcohol syndrome (FAS) These programmes are provided in accordance to clear specifications which are contained in the tender documentation that provides clear specifications together with clear objectives and outcomes for each programme. Monitoring and evaluation mechanisms will be employed to gauge the effectiveness of each programme. The object of the ECD support programmes are to support children in their formative years (between the ages of one and six years) when it is vital that their needs are adequately met.

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7A.2 Number of days when air pollution exceeds WHO guidelines	Any day when any one of the criteria pollutants at any one of up to a maximum of 13* air quality monitoring stations in the City exceeds WHO guidelines.
	Layman's description: The number of days where one of the identified air pollution particles is above the levels set by the World Health Organisation.
	Formula: A Component name: Any day when any one of the criteria pollutants at any one of up to a maximum of 13* air quality monitoring stations in the City exceeds WHO guidelines (days). Component definition Pollutants measured: • SO_2, NO_2, CO, PM_{10}, O_3, H_2S, VOC
	Air pollution report is compiled every quarter.
	* Only the active quality monitoring stations' records will be used.
7A.3 The City's antenatal HIV prevalence	Prevalence in HIV-tested antenatal women (excluding known HIV+ve women) (used to measure the change on antenatal HIV prevalence over time).
	Layman's description: This measures the number newly HIV-tested pregnant women who are HIV+ve. It is calculated to give the number of HIV+ve pregnant women in every 100 pregnant women in the community. This indicator excludes the already known HIV+ve women.
	Formula: A ÷ B x 100
	Component name: A – Number of antenatal women tested HIV+ve (number). Component definition: Number of newly HIV-tested women attending public health services.
	Component name: B – Total number of antenatal women tested (number). Component definition: Total number of women attending public health services who have an HIV test.
8A.1 Percentage 'truly loyal' employees as measured by the employee culture/climate survey	This indicator reflects the percentage of staff determined to be truly loyal to the City of Cape Town. They are 'employees who are truly motivated and will go above and beyond the call of duty to delight your customers' – Ipsos-Markinor.
	The unit of measure is the percentage as determined in a staff satisfaction survey. The frequency of measurement is two-yearly.
	Formula: The formula is the proprietary copyright of the Independent Service Provider, Ipsos-Markinor. It is based on the responses to the survey which they have undertaken.
8A.2 Percentage improvement of responsiveness in service delivery	The notification system is an electronic recording system to capture service requests received from customers (internal and external).
	The indicator measures the percentage achievement against a set improvement target, as an average of the following two components: • the time to close notifications • the closure rate of notifications
	The indicator is calculated as follows: 1. A baseline is determined for each of the components using a rolling average. The source of information for this is the SAP Notification system.
	2. The target for improvement is calculated based on the baseline. The targets for improvement are as follows: Target Q1 = 3% improvement against baseline Target Q2 = 6% improvement against baseline Target Q3 = 9% improvement against baseline Target Q4 = 12% improvement against baseline
	3. Measure the actual performance against the improvement target using the following formula: Percentage of achievement = [(actual – target) ÷ target] x 100
	4. Calculate the performance against the target of 100% as follows: (Percentage of achievement for average days to close) + (Percentage of achievement for closure rate) ÷ 2 = %.
	Data source is SAP Business Intelligence (BI).

Five-year (IDP 2007 – 2012) Corporate Scorecard and Definitions

FINAL 2011/12 CORPORATE SCORECARD INDICATOR DEFINITIONS

8B.1 Opinion of 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 Generally Recognised Accounting Practices. This is referred to as a 'clean opinion'.
	Alternatively, in relation to a qualified audit opinion, the auditor would issue this opinion in whole, or in part, over the financial statements if these are not prepared in accordance with Generally Recognised Accounting Practices or could not audit one or more areas of the financial statements.
	INDICATOR STANDARD/NORM/BENCHMARK Benchmark: 2007 Unqualified audit report for City
8B.2 Opinion of independent rating agency	A report which reflects creditworthiness 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-term and long-term financial obligations.
	INDICATOR STANDARD/NORM/BENCHMARK Benchmark: 2007 A1+ (short term) AA- (long term)
8B.3 Percentage spend of capital budget	Percentage reflecting year to date spend ÷ Total budget (SAP Report)
8C.1 Community satisfaction (Score 1 – 5)	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. This is measured by responses to the survey question, 'Thinking about all the different services provided by the City of Cape Town municipality, how would you rate the overall performance of 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 measured through a community satisfaction survey (Score 1 – 5) from the 2,4 baseline set for 2008, to a 2,8 in 2012/13. The improvement is calculated by taking the difference between the different financial years.
	INDICATOR STANDARD/NORM/BENCHMARK The only other comparative would be the City of Johannesburg: 60% – 70% (or 3 – 3,5 on the Likert Scale).
	The current baseline lies at 2,6 on the Likert Scale of 1 – 5.

T4IB03236_COCT IDP 5 Year Review_27 May 2011_**Proof 3**_Pamela de Bruyn _021 440 7409_078 250 6538_PamelaDB@incemotiv.co.za

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List of Statutory Plans and Sector Plans Annexed to the 2011/12 IDP Review

STATUTORY PLANS	
IDP and Budget time-schedule for 2010/11	Annexure A
Cape Town Spatial Development Framework	Annexure B
(Draft) Municipal Disaster Risk Management Plan: Revision 4 – March 2011	Annexure C
State of the Environment Report	Annexure D
City Of Cape Town Energy and Climate Change Action Plan: May 2010	Annexure E
Organisational Development and Transformation Plan	Annexure F
Economic Development Strategy – Executive Summary • Part 1: Context and Framework • Part 2: Implementation Plan	Annexure G
HIV/Aids and TB Plan: 2010/11	Annexure H
Water Services Development Plan (WSDP): 2011/12 – 2015/16	Annexure I
Solid Waste Management Plan – 2011/12 (Incorporated Integrated Waste Management Plan)	Annexure J
Integrated Transport Plan 2006 – 2011	Annexure K
Integrated Housing Plan 2010/11 – 2014/15	Annexure L
2009/10 Annual Report; Executive Summary and Oversight Report	Annexure M
Municipal Entities 2009/10 Annual Reports • Cape Town International Convention Centre (CTICC) • Khayelitsha Community Trust	
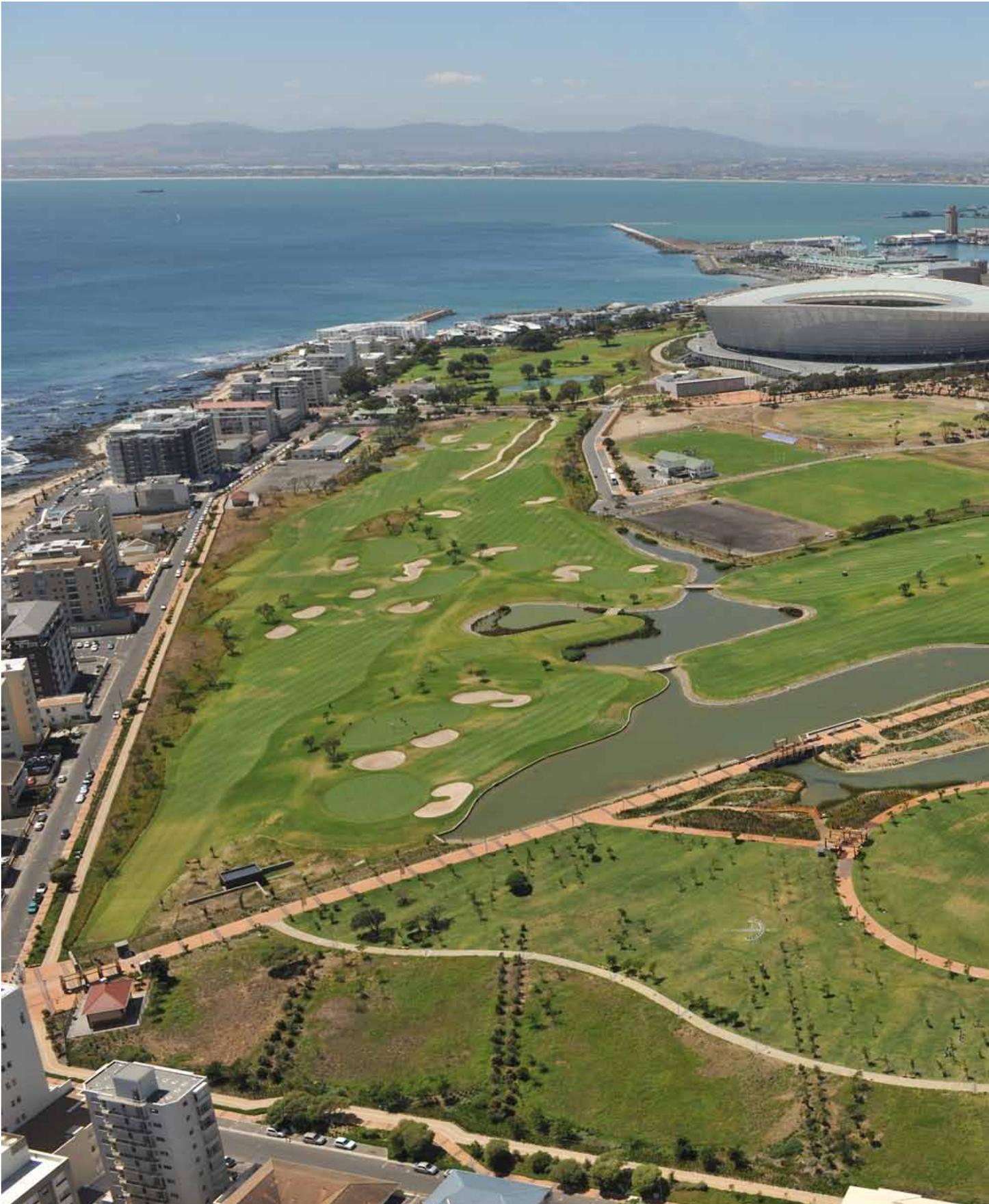
The newly opened Green Point Park in the foreground forms part of Cape Town Stadium and Green Point Common precinct

City of Cape Town **Annual Report 2010**

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