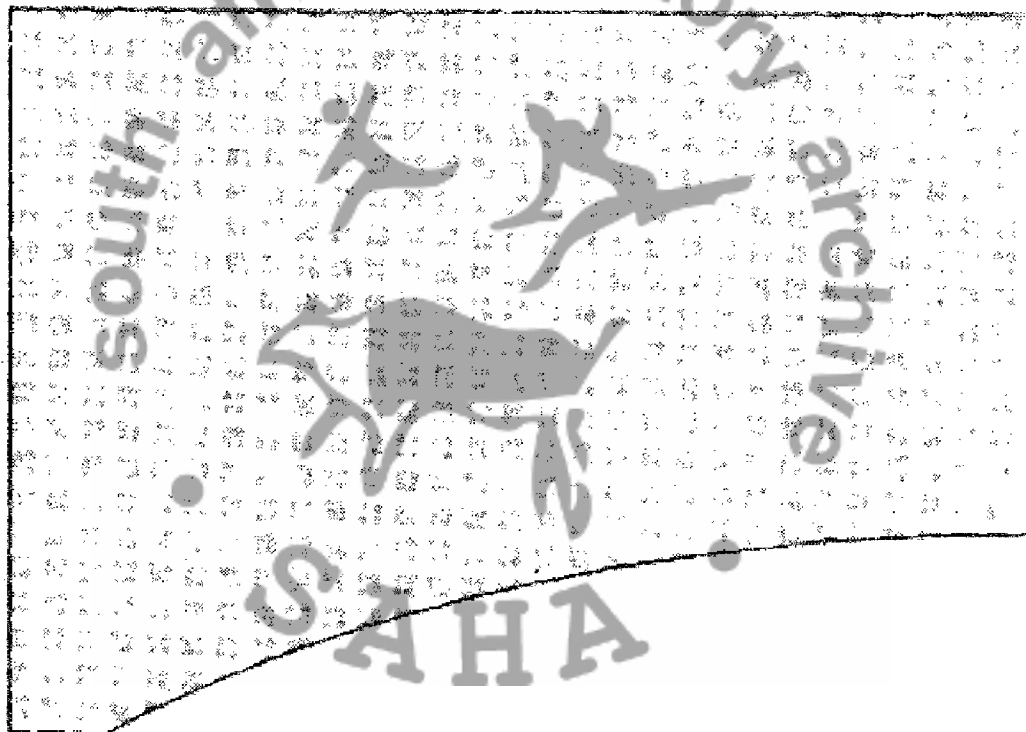


HOUSING BUSINESS PLAN

2007-2008



Joburg

a world class African city

1. INTRODUCTION

Over the three (3) past financial years, Housing expenditure both capital and operational has experienced an exponential improvement from 45% in 2004/5 to 85% in 2005/6 financial year. This is attributed to the capacity that has been build by the Department since the base of 2004/5. Even though challenges persist to exist, service delivery in terms of number of houses development is equally escalating by year. The Housing business plan contains the following components:

- (a) Strategic objectives which cover the vision of the department, key functions, short term to long term priorities.
- (b) Analysis of the past performance: This component looks at the past performance of the Department and concentrates on the gaps and challenges.
- (c) Risks Analysis: This component identifies some of the key risks facing the delivery of housing in the City and ways of mitigating the identified risks.
- (d) Strategic Interpretations: This component will align this business plan together with the Housing Integrated development plan by looking at sources of funding, analysis of costs and strategic impact and will revisit the risks.
- (e) Operational Plan: This component will provide expenditure breakdowns per quarter and the general projected performance of the Department in the reporting year.

2. STRATEGIC OBJECTIVES

2.1 VISION

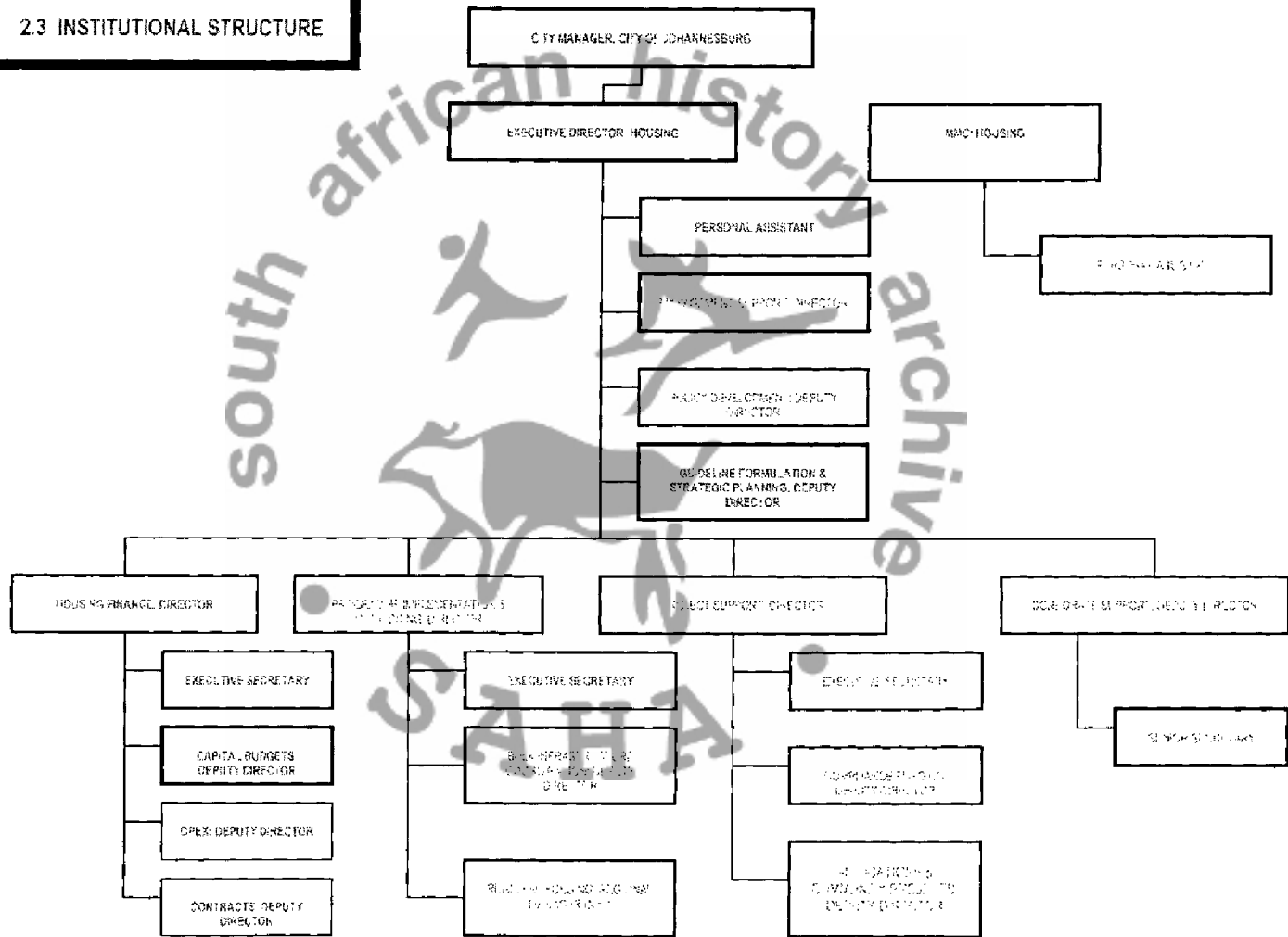
The vision of the COJ: Housing is ***"Adequate housing for all, which is a place to stay and a place to grow"***

2.2 MISSION

To facilitate the delivery of a wide range of safe, affordable and well located housing opportunities in sustainable human settlements through:

- o Delivery at scale of adequate housing;
- o Delivery at scale in sustainable human settlements;
- o Ensuring integration (access to amenities and opportunities, race and class restructuring, and housing and bulk service delivery);
- o Promoting housing assets (reducing the vulnerability of the poor, facilitating housing ladder and trampoline opportunities, and municipal sustainability through rates);
- o Dealing with informal settlements
- o Effective management of housing environments

2.3 INSTITUTIONAL STRUCTURE



2.4 Key Functions

2.4.1 Organizational Analysis

The revised Housing Sector Plan and the development of the Housing Policy framework as approved by the Council, provide basis for strategic direction of the Department towards the eradication of the housing backlog in the City. The City wide new institutional structure has enabled housing to keep abreast with the developments within the City, to this end the Department has established two (2) new functions i.e. the Management Support and Project Support. In the main these two (2) units will provide technical and strategic support to the line unit of the Department.

Under the new institutional structure, housing in the regions now report to central housing thus result in a single accountability for all housing functions within the City. Previously housing in the regions used to report to the Regional Directors across the administrative regions and this had an impact in terms of the economies of scale and efficiency and effectiveness in housing.

The city wide skills audit conducted by Central Human Resources will assist in identifying the skills gaps and enable it to take reasonable corrective measures in order to improve the much needed service delivery. It is also envisaged that this skills audit will be handy to the department as it has recently received an in-principle approval for accreditation. This means the department will be required to capacitate its officials on the housing subsidy system.

2.4.2 Core Business

The fundamental core business of the housing department remains:

- Formalisation of informal settlements – which comprises township establishment, transfer of ownership, fencing and relocation where necessary.
- Upgrading of informal settlements – this consists of the provision of essential infrastructure services to beneficiary communities where a formal township is being, or has been, established to ensure that minimum levels of health and safety, can be enjoyed by the community.
- Top structure construction - through turnkey mechanisms, the Community Builder programme and the Peoples Housing Process, and to a limited extent through the Letsema programme
- Hostel redevelopment - to upgrade and convert public and staff hostels into individual units and communal units, with both rental and ownership tenure options.
- Flat refurbishments- Council owned stock – this initiative serves as a means to bring these buildings to habitable and safe standards for occupation
- Upgrading of Council owned stock – in respect of security fencing, water piping, leaking roofs, security lighting, fire escapes.
- Provision of bulk infrastructure – consists of the construction of services such as roads and storm water, main water supplies, main sewer supplies, street lighting and/or high mast lighting and water reservoirs are installed in the township in terms of the lay out plan.

- Sales and Transfer Programme - promotes ownership, by transferring the City of Johannesburg housing rental properties to individual households.
- Given the fact that Housing has been centralised, the additional core business will now include:
- Management of the informal settlements; and
- Management of council owned housing stock, including revenue management and allocations

2.4.3 Clarification of Priorities

The strategic priorities of the Department for 2007/2008 will be driven by the following deliverables:

- Conduct 50 feasibility studies in the targeted settlements
- Formalise the 50 informal settlements
- Convert hostels through the delivery of 1 000 family units
- Facilitate 5 000 rental housing through JOSHCO and other role players
- Deliver 10 000 houses on existing service stands through the Community Builder Programme and People's Housing Process
- Deliver 6 000 mixed income housing in partnership with other players in the housing sector, this will include financial institutions and the private developers
- Embark on an education campaign to ensure that beneficiaries appreciate the economic value inherent in their subsidised houses

2.4.4 Strategic Objectives

2.4.4.1 Long Term Goals

- On a progressive basis, and over the longer term, all residents living in inadequate housing to access affordable, safe and decent accommodation
- Meet housing needs at all levels of the housing ladder through accelerated facilitation (partnerships) and supply, including effective management, of a diverse range of products for purchase or rental
- A fully functional secondary housing / property market in all parts of the city, so that all households can realize economic value from investing in their residential assets
- Quality of the city's existing and future housing stock is enhanced and maintained
- Increased liveability and sustainability of all residential communities, with equitable access to green spaces, social and cultural facilities, transportation and economic opportunities, and adoption of green-housing practices and technologies.

2.4.4.2 Medium term priorities

- Formalise all settlements located on state land
- 50% of informal settlements formalised or upgraded to a minimum level of basic services
- Develop a set of interventions to improve the quality of backyard accommodation
- Structure partnerships with stakeholders to promote an inner city and older centres residential accommodation programme
 - Through a hostel-upgrading programme that is sensitive to issues of affordability and quality living environments upgrade 5000 units.

- Create new housing opportunities for people with special needs (aged, child headed households, HIV Aids affected/infected households, street children etc).
- In partnership with Province and other stakeholders develop and manage temporary/emergency housing stock.
- Through both the City's own means, and in partnership with other actors and stakeholders, deliver 100 000 well-located and good quality housing units over the next five years, which includes the delivery of 15 000 rental housing units, 30 000 housing units through Community Builder Programme and 50 000 mixed income housing units and 5000 family units.
- Address the housing ladder gap by facilitating private sector delivery of affordable rental and home ownership.
- Complete the transfer of title deeds and ensure that new title-holders are informed of the advantages of their new asset
- Promote good management and maintenance of City housing stock and associated infrastructure.
- Implement effective building standards and by law enforcement.
- Develop and implement a support programme for housing consolidation
- Introduce the Sustainable Human Settlements approach to all new housing developments
- Develop and adopt sustainable housing practices and technologies.

2.5 Analysis of Past Performance

The performance of the department on average has been improving on key service delivery factors. Recently the Department received a clean audit report after it has been receiving a number of disclaimers. This is viewed as a major achievement in the Department.

2.5.1 Prior Year Performance

The performance of the Department in the 2006/2007 is

PERFORMANCE INDICATOR	TARGET	ASSAY
Number of title deeds lodged	10 000	8042 title deeds have been lodged to date at the deeds office. The target will be achieved.
Number of feasibility studies conducted in the informal settlements	10	The feasibility studies are nearing completion and the target will be achieved by the end of the financial year. The outcome of the studies will inform the formalisation of these settlements.
Number of Housing units built through CBP and PHP	3 000	Target will be achieved
Number of hostel units converted to family units or other accommodation options	400	322 family units have been built to date. The target will be achieved.
Number of units built as per special projects	11 000	Deviation has been requested on this KPI due to the dolomatic conditions of land in Protea South and has now been reduced from 12500 to 11 000.

		The revised target will be achieved
Number of rental units built & facilitated in partnership with private and public sector	1000	Due to disagreement with the management of the Forks Lake Project on land availability agreement, the target has been reduced to 1000 and will be achieved.
Number of units in flats refurbished or upgraded	150	The target to be forwarded to the next financial year
Number of units in old age homes refurbished or upgraded	100	The target will be achieved
Number of units developed through Letsema (Voluntarism)	35	This target will be exceeded.
Fencing of formalised units in informal settlements	1000	The target will be achieved



Strategic Interpretation

As encapsulated in the core business above, the key objectives of the Department is:

- Formalisation of the Informal Settlements
- Provision of essential services
- Regeneration of the inner City and older centres
- Upgrading of hostels into family units
- Upgrading of the Council stock
- Provision of affordable rental accommodation



3.1 Strategic Sources

SECTOR PLAN	IDP PROGRAMME / OTHER SOURCE	DELIVERY AGENDA / OTHER REQUIREMENT	COMMENTS
Housing	Informal settlement formalisation	Formalise 50 informal settlements Deliver a combined number of 10 000 title deeds Conduct 50 feasibility studies in the targeted informal settlement	The Department has formalised 29 settlements in 2005/6 and a further 16 township register were opened by the Alexander Renewal Project. In 2006/7, the Department intends conducting 10 feasibility studies on identified settlements.
Housing	Informal settlement management and upgrade programme	Essential services will deliver 1 000 units.	The programme drives the installation of internal water & sanitation
Housing	Special needs housing programme	Facilitate the development of 200 units/beds for people with special needs in the City	Beds to be facilitated are intended for the frail people including HIV/AIDS, disabled, etc.
Housing	Temporary/emergency housing programme	Facilitate emergency housing that will accommodate 200 people at any one time in the City	This programme will assist people in emergency conditions
Housing	Housing programme (100 000 units) Year 1 (2006/7) =17 000 Year 2 (2007/8) = 22 000 Year 3 (2008/9) =25 000 Year 4 (2009/10) =25 000 Year 5 (2010/11) = 11 000	The Department will deliver 22 000 units (keys). 1. Community Builder Programme & PHP = 10 000 2. Rental Housing =5 000 3. Hostels Upgrade = 1 000 4. Mixed development = 6 000	This programme has been structured to facilitate the delivery of 100 000 units by 2011
Housing	Housing consolidation and asset improvement support programme	Undertaking consumer education on 30 communities	Communities will be trained on their right & obligations on the housing units they received from government
Housing	Sustainable human settlements programmes (Housing component)	Fence 1000 stands/ units Conduct clean up session to 7 informal settlements	As part of ongoing programme, the Department will continue the fencing project.

RISK ANALYSIS

STRATEGIC OBJECTIVES		RISK	MITIGATION ACTION	COST	
No	OBJECTIVE			COST LINE ITEM	AMOUNT
	Formalise all informal settlements located on state land	Inability to predict provincial grants cash-flow	Continuously follow-up with National Housing on the City's accreditation application. Once approved the City will exercise greater control over the allocation of capital budget.	Capital	
	Management of the Informal Settlements	Lack of by-laws in informal settlements and backyard shacks leading to curtail internal growth	Develop the by-laws in informal settlements and backyard shacks leading to curtail internal growth	Capital	
	Through both the City's own means, and in partnership with other actors and stakeholders, deliver 100 000 well-located and good quality housing units over the next five years, which includes the delivery of 15 000 rental housing units, 30 000 housing units through Community Builder Programme and 50 000 mixed income housing units.	Delays in actual delivery and Inability to deliver on targets	Proper planning for project schedules and procurement process.	Capital	
		High cost and/or shortage of material and skills due to boom in high income property market and implementation of other high profile projects such as Gautrain and the building of stadiums for the 2010 World Cup.	Fast-track the acquisition of land	Capital	
			Using alternative technology in the construction of houses	Capital	
		Lack of impact in the projects	Address the non-qualifiers question as a matter of urgency	Capital	

STRATEGIC OBJECTIVES		RISK	MITIGATION ACTION	COST	
No	OBJECTIVE			COST LINE ITEM	AMOUNT
	Improve on rental collection on council owned stock	Inability to maintain our city owned stock Lack of credit control measures in our units	Improve collection, Fastrack transfer of stock Fastrack RETRO programme	Opex	



Operational Plan

During the Budget Lekgotla 2 process, Housing submitted a bid for R 206 938m under capital budget against the indicative budget of R43 900m thus will have a shortfall of R 163 038m. When the final budgets were allocated, housing received a total of R174, 206m. The final budget inclusive of MIG, Council Funding and Provincial funding is R332, 992m.

F) Financial impact: Revenue

Revenue - billing rate

Source of revenue	Target: Billing					Collections	
	Total Value (R '000)	Quarterly billing %				Total %	Collection %
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter		
Rental Collection	24,350	6,087	6,087	6,088	6,088	0.00%	
						0.00%	
						100.00%	
Total	24,350						

Revenue - value

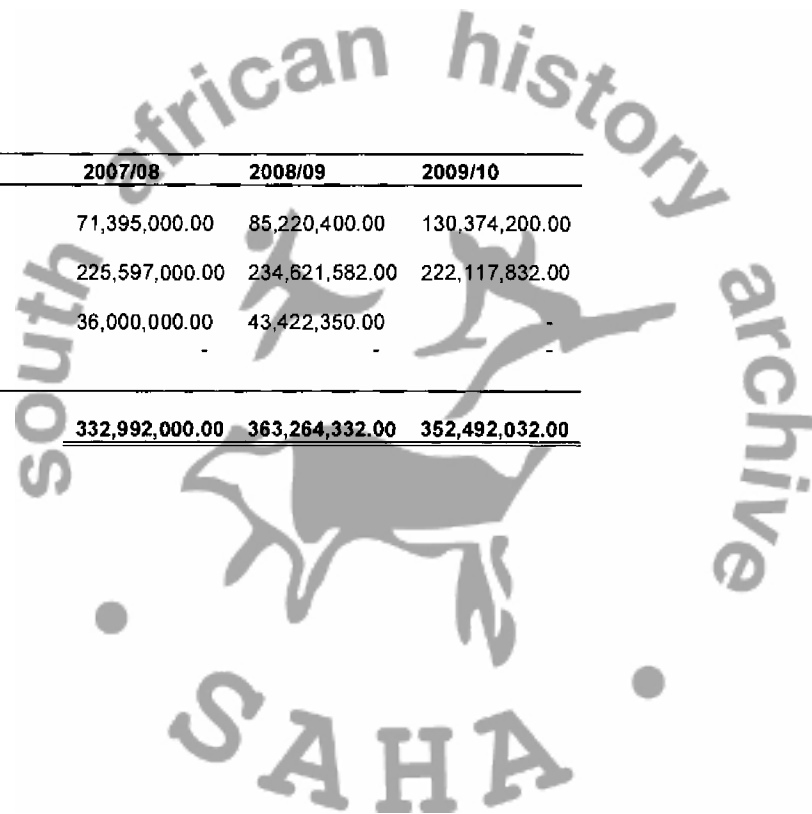
Source of revenue	Target: Billing					Target: Collections	
	Total Value	Quarterly billing value				Value	Ratio
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter		
Rental Collection	24,350	6,087	6,087	6,088	6,088	0	0.00%
Total	24,350					0	0.00%

4.2 Performance Plan

SUMMARY OF CAPITAL BUDGET

City of Joburg
Housing Department
Capital Expenditure budget

Description	2007/08	2008/09	2009/10
Council Funding	71,395,000.00	85,220,400.00	130,374,200.00
Provincial	225,597,000.00	234,621,582.00	222,117,832.00
MIG Facilitation	36,000,000.00	43,422,350.00	-
Total Budget Required for Housing	332,992,000.00	363,264,332.00	352,492,032.00



Vlakfontein West (Lehae)	491815 375 1727	13,138	-	-	-	-	-	13,138	-	-	13,138
Weilers Farm	491815 350 1037	8,000	8,000	-	-	-	-	-	-	-	8,000
Zandspruit	491815 350 1006	926	926	-	-	-	-	-	-	-	926
Zandspruit	491815 373 1006	3,800	-	-	-	3,800	-	-	-	-	3,800
Van Beek Hostel	491815 350 xxxx	-	-	-	-	-	-	-	-	2,800	2,800
											-
											-
FACILITATION											-
											-
Computers	491815 360 5440	637	-	637	-	-	-	-	-	-	637
Computers	499715 360 5440	109	-	109	-	-	-	-	-	-	109
Furniture & Fittings	499115 360 5570	63	-	63	-	-	-	-	-	-	63
Furniture & Fittings	499215 360 5570	80	-	80	-	-	-	-	-	-	80
Furniture & Fittings	499415 360 5570	200	-	200	-	-	-	-	-	-	200
Office Machines	499315 360 5710	31	-	31	-	-	-	-	-	-	31
Office Machines	499515 360 5710	189	-	189	-	-	-	-	-	-	189
Office Machines	499615 360 5710	18	-	18	-	-	-	-	-	-	18
											-
Total		105,450	42,132	1,327	-	13,000	-	48,991	-	-	105,450

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Alex Leaking Roofs	491815 227 xxxx	-							2,000	2,000
Alternative Technology	491815 227 8004	500	500						140	640
Community Relocations	491815 227 8009	1,799	1,799						640	1,159
Finetown East	491815 227 6001	533					533			533
Finetown Proper	491815 227 6005	2,496					2,496			2,496
Golden Triangle Phase 1, 2 & 3	491815 227 6010	9,396					9,396			9,396
Innercity Upgrading	491815 227 8014	3,000	3,000						1,000	2,000
Ivory Park	491815 227 6015	9,396					9,396			9,396
Kilptown Phase 1, 2 & 3	491815 227 6020	9,000					9,000			9,000
Letsema	491815 227 8019	301	301							301
Pennyville	491815 227 8024	2,000	2,000							2,000
Protea South	491815 227 6025	18,792					18,792			18,792
Sectional Title Scheme	491815 227 8029	1,000	1,000							1,000
Slovo Park	491815 227 8034	1,500	1,500						500	1,000
Soi Plaatje	491815 227 6030	9,396					9,396			9,396
Vlakfontein West (Lehae)	491815 227 6035	18,792					18,792			18,792
Total Operating - Capex		87,900	10,100	-	-	-	-	77,801	-	87,900
Overall Budget - Approved by Budget Panel		193,350	52,232	1,327	-	13,000	-	126,792	-	193,350

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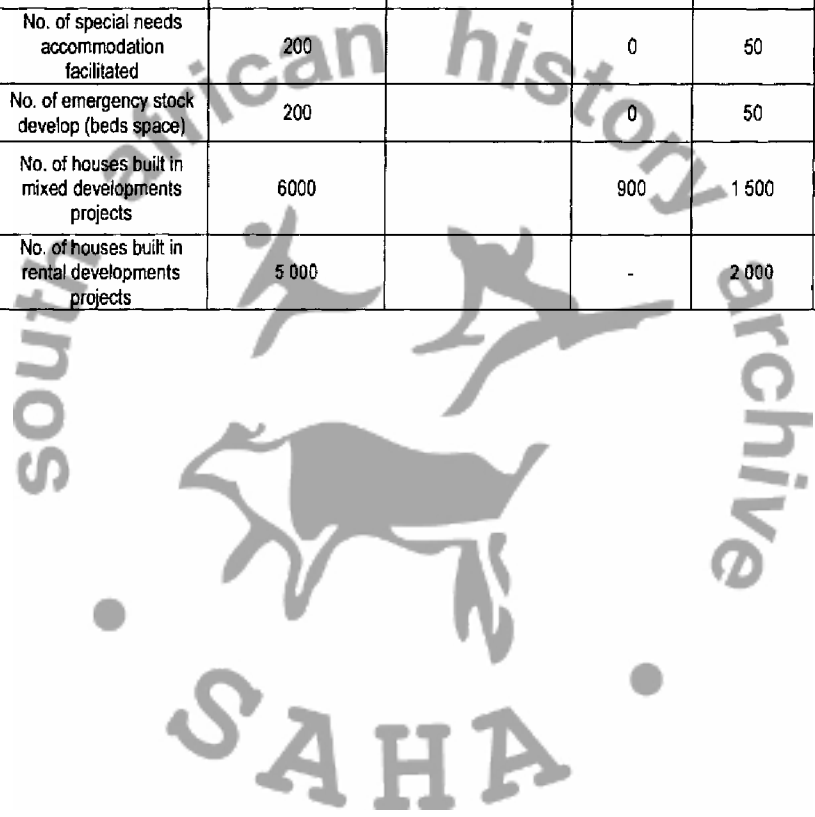


Based on the undertakings as enshrined in the Housing Sector Plan, below is the draft scorecard of the Department.

Department / Municipal entity	Indicator	Unit of measure	Baseline (current year's performance)	Targets				Total
				Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Housing	No. of feasibility studies completed	50	10	5	10	15	20	50
Housing	No. of informal settlements formalized	50	0	0	13	20	15	50
Housing	No. of stands fenced	1 000	1000	100	300	400	200	1000
Housing	No. of essential services installed	1 000	10000	0	250	500	250	1 000

Department / Municipal entity	Indicator	Unit of Measure	Baseline (current year's performance)	Targets				Total
				Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Housing	No. of title deeds delivered	10 000	5000	2000	3000	3000	2000	10 000
Housing	No. of family units constructed	1000	450	50	300	300	350	1000

Department / Municipal entity	Indicator	Unit of measure	Baseline (current year's performance)	Targets				Total
				Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Housing	No. of special needs accommodation facilitated	200		0	50	100	50	200
Housing	No. of emergency stock develop (beds space)	200		0	50	100	50	200
Housing	No. of houses built in mixed developments projects	6000		900	1 500	1 800	1 800	6 000
Housing	No. of houses built in rental developments projects	5 000		-	2 000	1 000	2 000	5 000



Department / Municipal entity	Indicator	Unit of Measure	Baseline (current year's performance)	Targets				Total
				Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Housing	No. of houses built in CBP/PHP	10 000		1 000	3 000	4 000	2000	10 000
Housing	Monitoring of Joshco's performance	Quarterly Report	Quarterly reports	Quarterly report	Quarterly report	Quarterly report	Quarterly report	4
Housing	Facilitated No. of affordable housing projects financed by the private sector	4		1	1	1	1	4
Housing	No. of communities trained on consumer education	30	20	10	10	5	5	30

Department / Municipal entity	Indicator	Unit of measure	Baseline (current year's performance)	Targets				Total
				Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Housing	No. of council stock refurbished including flats & old age homes	200	200	10	50	70	70	200
Housing	Percentage increase in the rental of public stock	45%	30	10%	15%	30%	45%	10%
Housing	No. of sectional titles opened	10	10	2	2	3	3	10
Housing	Percentage increase in the no. of houses that are energy efficient	15%	10%	3%	3%	3%	9%	15%
Housing	No. of research products completed	2	1	1 st draft	2 nd draft	3 rd draft	Approved Research Product	2
Housing	No. of policies developed	2	1	1 st draft	2 nd draft	3 rd draft	Approved Policies	2
Housing	No. of evaluation reports generated on projects	1	NKPI	1 st draft	2 nd draft	3 rd draft	Approved Evaluation Report	1



PERFORMANCE INDICATORS BY DEPARTMENT BY REGION

DEPARTMENT	INDICATOR	UNIT OF MEASURE	TARGET REGION							TOTAL
			REGION A	REGION B	REGION C	REGION D	REGION E	REGION F	REGION G	
HOUSING	No. of feasibility studies completed	50	15	5	5	5	5	5	10	50
	No. of informal settlements formalized	50	5	2	5	10	5	-	23	50
	No. of stands fenced	1000	142	142	142	142	142	-	290	1 000
	No. of essential services installed	1 000	100	100	200	200	100	-	300	1 000
	No. of emergency accommodation facilitated	200	100	-	-	-	-	100	-	200
	No. of emergency stock develop (beds space)	200	100	-	-	-	-	100	-	200
	No. of houses built in mixed developments projects	6 000	-	2 500	-	1 000	2 000	-	500	6 000
	No. of houses built in rental developments projects	5 000	-	300	-	90	1 200	3 410	-	5 000
	No. of houses built in hostel conversion projects	1 000	-	-	-	400	448	152	-	1 000
	No of houses built in CBP/PHP	10 000	2 000	1 500	1 500	2 000	-	-	3 000	10 000
	No. of the spatial housing framework	Spatial Framework	-	-	-	-	-	1	-	1
	Monitoring of Joshco's performance	Quarterly reports	-	-	-	-	-	4	-	4
	Facilitated No. of affordable housing projects financed by the private sector	-	4	-	-	2	-	-	-	2
HOUSING	No. of communities trained on consumer education	30	5	5	5	5	5	5	5	30
	No. of units in council stock refurbished including flats & old age homes	200	10	120	40	-	10	20	-	200

Percentage increase in the rental of public stock	45%									45%
No. of sectional titles opened										
Percentage increase in the no. of houses that are energy efficient		-	-	-	-	-	-	15%		15%
No. of research products completed			-	-	-	-	2			3
No. of policies developed			-	-	-	-	3			2
No. of evaluation reports generated on projects			-	-	-	-	1			1



2011/12 Action Plan: Housing

5 year Strategic Objective	5 year Programme	Baseline	2011/12 Budget	Key Activities per IDP Programme	Q1		Q2		Q3		Q4	
					Activity	Budget	Activity	Budget	Activity	Budget	Activity	Budget
Formalise informal settlements	Informal settlements Management programme		R1.400,000	<ul style="list-style-type: none"> Facilitate basic/ rudimentary/ emergency services to all settlements Regularly verify and monitor the number and extent of informal settlements Prevent internal growth of settlements Define clear roles and responsibilities in relation to land invasions 	<ul style="list-style-type: none"> Define clear roles and responsibilities in relation to land invasions Facilitate basic/ rudimentary/ emergency services to all settlements Regularly verify and monitor the number and extent of informal settlements Prevent internal growth of settlements 	R350'000	<ul style="list-style-type: none"> Facilitate basic/ rudimentary/ emergency services to all settlements Regularly verify and monitor the number and extent of informal settlements Prevent internal growth of settlements 	R350'000	<ul style="list-style-type: none"> Facilitate basic/ rudimentary/ emergency services to all settlements Regularly verify and monitor the number and extent of informal settlements Prevent internal growth of settlements 	R350'000	<ul style="list-style-type: none"> Install services 	R350'000

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2011/12 Action Plan: Housing

5 year Strategic Objective	5 year Programme	Baseline	2011/12 Budget R000	Key Activities per IDP Programme	Q1		Q2		Q3		Q4	
					Activity	Budget R000	Activity	Budget R000	Activity	Budget R000	Activity	Budget R000
Facilitate affordable rental accommodation	Inner City Housing		R21,916	<ul style="list-style-type: none"> Complete Phase 2 Inner City Housing Action Plan and initiate implementation Facilitate mixed income and inclusionary housing Facilitate private sector rental Promote the social landlord programme Secure funding from the Province 	<ul style="list-style-type: none"> Complete Phase 2 Inner City Housing Action Plan and initiate implementation Facilitate mixed income and inclusionary housing Facilitate private sector rental Promote the social landlord programme Secure funding from the Province 	R5,479	<ul style="list-style-type: none"> Facilitate mixed income and inclusionary housing Facilitate private sector rental Promote the social landlord programme Secure funding from the Province 	R5,479	<ul style="list-style-type: none"> Facilitate mixed income and inclusionary housing Facilitate private sector rental Promote the social landlord programme Secure funding from the Province Construction of units 	R5,479	<ul style="list-style-type: none"> Facilitate mixed income and inclusionary housing Facilitate private sector rental Promote the social landlord programme Secure funding from the Province Construction of units 	R5,479

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2011/12 Action Plan: Housing

5 year Strategic Objective	5 year Programme	Baseline	2011/12 Budget R000	Key Activities per IDP Programme	Q1		Q2		Q3		Q4	
					Activity	Budget R000	Activity	Budget R000	Activity	Budget R000	Activity	Budget R000
Facilitate affordable rental accommodation	Social and Communal rental		R21,916	<ul style="list-style-type: none"> Feasibility Study Township Establishment Construction of Bulk Services Construction of Internal Services Construction of units 	<ul style="list-style-type: none"> Feasibility Study Township Establishment 	R5,479	<ul style="list-style-type: none"> Township Establishment Construction of Bulk Services Construction of Internal Services Construction of units 	R5,479	<ul style="list-style-type: none"> Construction of Bulk Services Construction of Internal Services Construction of units 	R5,479	<ul style="list-style-type: none"> Construction of Internal Services Construction of units 	R5,479
	Community residential units		R21,916	<ul style="list-style-type: none"> Feasibility Study Township Establishment Construction of Bulk Services Construction of Internal Services Construction of units 	<ul style="list-style-type: none"> Feasibility Study Township Establishment 	R5,479	<ul style="list-style-type: none"> Township Establishment Construction of Bulk Services Construction of Internal Services Construction of units 	R5,479	<ul style="list-style-type: none"> Construction of Bulk Services Construction of Internal Services Construction of units 	R5,479	<ul style="list-style-type: none"> Construction of Internal Services Construction of units 	R5,479
	Backyard Accommodation			<ul style="list-style-type: none"> Draft city strategy on backyard accommodation Engagement with planning – by law enforcement Identify incentives Planning for increased infrastructure capacity 	<ul style="list-style-type: none"> Draft city strategy on backyard accommodation Engagement with planning – by law enforcement 		<ul style="list-style-type: none"> Identify incentives Planning for increased infrastructure capacity 		<ul style="list-style-type: none"> Identify incentives Planning for increased infrastructure capacity 		<ul style="list-style-type: none"> Identify incentives Planning for increased infrastructure capacity 	

2011/12 Action Plan: Housing

5 year Strategic Objective	5 year Programme	Baseline	2011/12 Budget R000	Key Activities per IDP Programme	Q1		Q2		Q3		Q4	
					Activity	Budget R000	Activity	Budget R000	Activity	Budget R000	Activity	Budget R000
					Allocation of housing to households on the 1996/97 waiting list	The 1996/97 housing waiting list		R35,058	<ul style="list-style-type: none"> Check against Deeds Office data Check against Housing Subsidy System approvals, year on year Check against Extended Social Package Finalise database of applicants Construction of units 	<ul style="list-style-type: none"> Check against Deeds Office data Check against Housing Subsidy System approvals, year on year Check against Extended Social Package Finalise database of applicants 	R8,765	<ul style="list-style-type: none"> Check against Deeds Office data Check against Housing Subsidy System approvals, year on year Check against Extended Social Package Finalise database of applicants
Hostels upgrading programme	Upgrading of hostels	2500	R54,581	<ul style="list-style-type: none"> Preparing of the Business Plans Township establishment Clarify build/ infrastructure implementation by MOE's Management system and implementation Refurbishment 	<ul style="list-style-type: none"> Preparing of the Business Plans Township establishment Management system and implementation 	R13,645	<ul style="list-style-type: none"> Clarify build/ infrastructure implementation by MOE's 	R13,645	<ul style="list-style-type: none"> Refurbishment 	R13,645	<ul style="list-style-type: none"> Refurbishment 	R13,645

2011/12 Action Plan: Housing

5 year Strategic Objective	5 year Programme	Baseline	2011/12 Budget	Key Activities per IDP Programme	Q1		Q2		Q3		Q4	
					Activity	Budget R000	Activity	Budget R000	Activity	Budget R000	Activity	Budget R000
Promote security of tenure for 50 000 households	Stock transfer to households		R90,066	<ul style="list-style-type: none"> Placing of Adverts & public awareness campaign Beneficiaries claim properties Lodgement of title deeds Registration of Title Deeds Handover of Title Deeds 	<ul style="list-style-type: none"> Placing of Adverts & public awareness campaign Beneficiaries claim properties 	R12,517	<ul style="list-style-type: none"> Lodgement of title deeds Registration of Title Deeds 	R12,517	<ul style="list-style-type: none"> Lodgement of title deeds Registration of Title Deeds Handover of Title Deeds 	R12,517	<ul style="list-style-type: none"> Lodgement of title deeds Registration of Title Deeds Handover of Title Deeds 	R12,517
	Sectional Title Programme		R20,000	<ul style="list-style-type: none"> Create the sectional title scheme Install individual water & electricity meters Register the scheme at Deeds Office Undertake beneficiary education Form body cooperates 	<ul style="list-style-type: none"> Undertake beneficiary education Create the sectional title scheme 	R5,000	<ul style="list-style-type: none"> Install individual water & electricity meters Form body cooperates 	R5,000	<ul style="list-style-type: none"> Install individual water & electricity meters Form body cooperates 	R5,000	<ul style="list-style-type: none"> Install individual water & electricity meters Form body cooperates 	R5,000

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2011/12 Action Plan: Housing

5 year Strategic Objective	5 year Programme	Baseline	2011/12 Budget R000	Key Activities per IDP Programme	Q1		Q2		Q3		Q4	
					Activity	Budget R000	Activity	Budget R000	Activity	Budget R000	Activity	Budget R000
Provide housing opportunities in integrated and sustainable human settlements	Mixed income housing programme		R69,206	<ul style="list-style-type: none"> Land identification Facilitate participation by private developers Facilitate financial institutions participation Services top up funding Construction of top-structures 	<ul style="list-style-type: none"> Land identification Facilitate participation by private developers Facilitate financial institutions participation Services top up funding 	R17,302	<ul style="list-style-type: none"> Land identification Facilitate participation by private developers Facilitate financial institutions participation Services top up funding 	R17,302	<ul style="list-style-type: none"> Facilitate financial institutions participation Services top up funding Construction of top-structures 	R17,302	<ul style="list-style-type: none"> Facilitate financial institutions participation Services top up funding Construction of top-structures 	R17,302
Promote good management and maintenance of City housing stock and associated infrastructure	City housing stock programme		R74,966	<ul style="list-style-type: none"> 80% Rental collection rate achieved Sustainability of stock Property management training for officials Develop management systems Implement maintenance plan Secure maintenance funding and investment in housing stock Alignment with the expanded social package programme 	<ul style="list-style-type: none"> Develop management systems Implement maintenance plan Secure maintenance funding and investment in housing stock Alignment with the expanded social package programme 	R18,742	<ul style="list-style-type: none"> Property management training for officials 80% Rental collection rate achieved Sustainability of stock 	R18,742	<ul style="list-style-type: none"> 80% Rental collection rate achieved Sustainability of stock 	R18,742	<ul style="list-style-type: none"> 80% Rental collection rate achieved Sustainability of stock 	R18,742

2011/12 Action Plan: Housing

5 year Strategic Objective	5 year Programme	Baseline	2011/12 Budget	Key Activities per IDP Programme	Q1		Q2		Q3		Q4	
					Activity	Budget R000	Activity	Budget R000	Activity	Budget R000	Activity	Budget R000
Ensure capacity and resources are secured for the City to be able to administer national housing programmes through the process of Accreditation	Implementing level 2 Accreditation		R68,610	<ul style="list-style-type: none"> Implement necessary systems and procedures Implement administration and programme management of NDHS programmes Quality assurance of housing units constructed Alignment of budgeting and planning Beneficiary administration 	<ul style="list-style-type: none"> Beneficiary administration Alignment of budgeting and planning 	R17,153	<ul style="list-style-type: none"> Implement necessary systems and procedures Implement administration and programme management of NDHS 	R17,153	<ul style="list-style-type: none"> Implement necessary systems and procedures Implement administration and programme management of NDHS 	R17,153	<ul style="list-style-type: none"> Implement necessary systems and procedures Implement administration and programme management of NDHS 	R17,153

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4. RISK ASSESSMENT (Table 3: Risks, Mitigating Actions)

STRATEGIC RISKS

#	Objectives	Risk Category	Risk Description	Background to the risk	Consequence should risk materialize	Current controls	Risk Owner	Actions to improve management of the risk	Action Owner	Time scale
1	Formalization of informal settlements.	External Environment	Uncontrolled growth and migration in informal settlements.	High migration to the City and household growth.	<ul style="list-style-type: none"> -Increase demand for housing. -Pressure on the current resources -Increased backlog. 	<ul style="list-style-type: none"> -Informal Settlement Registers -Implemented monthly reporting processes -Participating in the Steering Committee with key stakeholder chaired by ED Planning 	ED	<ol style="list-style-type: none"> 1. Review and develop SLA with key stakeholder/ departments (JPC, City Parks, DP&UM, JMPD, ISD) 2. Develop internal system to deal with operational issues of informal settlement management. 	Director: Project Support 2. Director: PIM	June 2011
2		Process	Unable to formalize settlements	<ul style="list-style-type: none"> -Undevelopable land -Inability to put services on private land -High cost for purchasing private land 	<ul style="list-style-type: none"> -Rise in relocation costs -Public protests -Litigation by land owners -Pressure on current resources 	<ul style="list-style-type: none"> -Joint working group -List of all informal settlements -Classified informal settlements into six categories of implementation -Feasibility study on informal settlement. 	ED	<ol style="list-style-type: none"> 1. Identify projects, land and buildings for relocations 	Director: Project Support & Director: PIM	Ongoing
3	Delivery of a 100 000 housing units in 5 years.	Process	Inability to meet the housing target	<ul style="list-style-type: none"> -Due to the current economic conditions there is inadequate funding from the City, Province and Stakeholders from the private sector -Lack of suitable land -Process of land acquisition not a Housing competency nor core business (JPC is the custodian of the process) therefore the process is slowed down. -Project Management in relation to tendering processes-inadequate logistical planning or implementation of projects. -Delays in delivery due to long lead times 	<ul style="list-style-type: none"> -Public protests -Poor service delivery -Compromised reputation -Unable to fulfill Mayoral target 	<ul style="list-style-type: none"> -Approved and implemented Annual Business Plan -Turnkey, Greenfield, In-situ projects implemented (moves risk of procuring to third party) -Utilization of alternate building material -Project management life cycle/strategy -Feasibility study on informal settlement -Monthly progress reports and liaison with other departments and spheres of government -Established partnerships with various stakeholders to enhance Housing's ability to meet the target 	ED	<ol style="list-style-type: none"> 1. Continuous engagement with key stakeholders 2. Implement mixed income and densification projects 	Director: Project Implementation & Project Support, D: Finance	June 2011, Ongoing

#	Objectives	Risk Category	Risk Description	Background to the risk	Consequence should risk materialize	Current controls	Risk Owner	Actions to Improve management of the risk	Action Owner	Time scale
4	Develop and manage Temporary/ Emergency Housing.	Process	Inability to access suitable buildings	Building not designed for residential purpose Lack of funds City's buildings identified for Inner city Property Scheme	Legal action against the City Compromised reputation Limited temporary/emergency housing	Identification of buildings through Inner city Property Scheme.	ED	1. Source additional funding 2. Participate in the Steering Committee and Trust to be established by DED for the Inner City Property Scheme	1. Director: Finance 2. ED: Housing 3. D: Management Support	1. June 2011
6	Introduce sustainable human settlements approach to housing developments.	Process	Interdependency with other City's departments, MOEs, Provincial and National government	• Poor budgetary and programme alignment • Poor communication • Uncoordinated scorecards • Lack of SLA specific to human settlement	• Poor service delivery • Non-sustainable settlements • Delays in projects delivery	Consultation with other departments/MoE and other spheres of government.	ED	1. Continuous engagement with other departments/ MoE and other spheres of government 2. Resuscitate HOD/ED monthly meetings CSU to coordinate a task team to align programmes of departments and MOEs	ED and All Directors	Ongoing
7	All objectives.	Human Capital	Shortage of skills	• There is a shortage of skills within the organization. • Training does not match needs. • Inappropriate skills within Housing. • Noncompetitive remuneration packages.	Poor service delivery	• City's retention strategy • Recruitment policy • Training • Performance Management System • Succession Planning	ED	1. Fill strategic vacant posts and utilize the appointments to cover the shortfalls within the Department. 2. Obtain approval and funding for new structure	ED and All Directors	Ongoing
8	All objectives	Financial	Funding	• Insufficient funding to meet mandate • Budget restriction • Current economic environment • Lack of subsidy funding	• Non service delivery • Non- payment of suppliers and contractors • Litigation	• Agreement with private developers and financial institutions. • Project and expenditure reprioritization.	ED	1. Continue to source additional funding with private partners 2. Share risk with private sector	Director Finance	June 2011

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#	Objectives	Risk Category	Risk Description	Background to the risk	Consequence should risk materialize	Current controls	Risk Owner	Actions to improve management of the risk	Action Owner	Time scale
9	Promote good management and maintenance of City Housing stock.	Financial	Collection of revenue	<ul style="list-style-type: none"> *Service charges not being paid by the occupants *Illegal occupation and sub-letting *Non alignment of the lease agreement with the Housing Credit control policy *Inability to collect outstanding balances of untraceable or deceased tenants 	<ul style="list-style-type: none"> *Loss of income. *Dilapidation of existing stock. 	<ol style="list-style-type: none"> 1. Approved credit control and debt collection policies 2. Stock & tenants audits. 3. Tenants leased agreements are reviewed and signed. 4. Regularization-signing of new lease agreement with current tenants 5. Transfer of property to deserving beneficiaries through the Extended Enhanced Discount Benefits Scheme (EEDBS) 6. Debt collectors 	ED	<ol style="list-style-type: none"> 1. Migrating from Venus to SAP system 2. Maintain current controls 	Director: Finance	June 2011

Operational Risks: Human Resource Support

#	Objectives	Category	Risk Description	Background to the risk	Consequence of risk materializing	Current controls	Risk Owner	Actions to improve management of the risk	Action Owner	Time scale
1	ALL	Process	Insufficient support from Central HR	Information is not captured on time also the accuracy is not Questionable	Reputation	Rising this concerns in senior staff meeting	Director HR	Physical monitoring (which is ineffective since a person leaves their current)	Manager HR	Ongoing
2	ALL	Process	Sub Ad issues	Unauthorised signatories not properly signing the document	Late Payments inability to pay institutions on time Staff members not being able to further their studies	None identified	Director HR	Recommend to central HR to do a workshop on Sub ad issues	Manager HR	Ongoing
3	ALL	Technology	Inefficient support IT	Time taken to resolve IT queries, inefficient communication with Dimension Data.	Inability to work	Following up on logged calls	Director HR	Escalate to the higher authority	Manager HR	Ongoing
4	ALL	External Environment	late coming due to reasonable explanation	Transport issues, transport strikes	Non availability of staff	Falching of staff	Director HR	Non identifies	Manager HR	Ongoing
5	ALL	Regulatory	Theft of resources	Stealing of departmental equipment and personal belongings	Not heaving facilities to carryout daily functions	Locking of doors Change locks	Director HR	Maintain the current controls	Manager HR	June 2010 Ongoing
6	ALL	Regulatory	Late submission of reports	Workload prevents us from adhering	Non compliance	Overtime	Director HR	Non identifies	Manager HR	Apr-10

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Operational Risks: Management Support

#	Category	Objectives	Risk Description	Background to the risk	Consequence of risk materializing	Current controls	Risk Owner	Actions to improve management of the risk	Action Owner	Time scale
1		Financial	Not enough resources	Some of the current staff do not have office facilities. Turnaround time of getting computers is unreasonable.	Inability to carry out directorate functions	Staff members share computers Using of personal laptops	Director Management support	Escalate to management meetings Formulation of strategy	Director Management support	Feb 2010 April 2010
2		Regulatory	Theft of resources	Stealing of departmental equipment and personal belongings	Not having facilities to carryout daily functions	Locking of doors Computer locking devices Awareness and reporting Security check points	Director Management support	Deal with the issue in management meetings.	Director Management support	June 2010 Ongoing
3		Human Capital	Inability to retain staff	Having staff with special skills leaving the directorate. Time taken to replace staff is unreasonable due to internal process.	Staff Shortage	Counter offer where possible	Director Management support	Coaching and mentoring beyond Score card	Director Management support	June 2010 Ongoing
4		Technology	Inefficient support	Time taken to resolve IT queries, inefficient communication with Dimension Data.	Inability to work	Following up on logged calls	Director Management support	Escalate to the higher authority	Director Management support	Monthly

Operational Risks: Finance

#	Objectives	Category	Risk Description	Background to the risk	Consequence of risk materializing	Current controls	Risk Owner	Actions to improve management of the risk	Action Owner	Time scale
1	All	Financial	Insufficient funding	Deterioration of council stock due to lack of maintenance Budget allocation. None payment of rant	Compromised service delivery Disgruntled communities	Prioritisation of critical projects Appointment of Debt collectors Reduction of ancillary activities	Director PIM Director PIM	Request additional budget Transfer stock	Director PIM Director PIM	June 2010 Ongoing
2	All	External Environment	Overcrowding	Impacts of infrastructure, migration	Collapsing of the infrastructure	Maintenance where possible Relocation of tenants	Director PIM	More development of building Funding	Director PIM	Ongoing
3	All	Human Capital	Lack of correct skills mix	Currently we lack project managers and other specialised expertise staff Imbalanced distribution	Compromised service delivery	Internal and external Training Recruitment of qualified	Director PIM	Propose to have market related/ competitive rates	Director PIM	June 2010 Ongoing
4	All	Human Capital	Labour relations issues	Inflexibility or inability to relocate staff due to labour aspects Insufficient incentives	Non availability of staff and overworking of the current ones	None identified	Director PIM	Work with HR to resolve the issue	Director PIM	June 2010 Ongoing
5	All	Management Information	Lack of back- up systems Accuracy and integrity of Information Outdated registers	System crashes, non-availability of drives inability to keep accurate records as a result of continuous internal growth/invasions due to urbanisation and migration	non availability of information inability to make informed decisions	Physical counting	Director PIM	Work with JUMPED to deal with invasions Propose to have a server e.g. drive Participate in BIAs for business continuity plan	Director PIM	
6	All	Process	Turnaround time of the system	Longer time is applicable in 3 codes, approval and authorization takes time. Inability to fix of maintain building due to internal processes	Inability to contract with suppliers and carrying out activities	None identified	Director PIM	Pre-approved contractors	Director PIM	Apr-10

Operational Risk: Administration

#	Objectives	Category	Risk Description	Background to the risk	Consequence of risk materializing	Current controls	Risk Owner	Actions to improve management of the risk	Action Owner	Time scale
1	All	Regulatory	Compliance with OHASA	Non-compliance on secondary workplaces (construction Staff)	Litigation reputation	Scrutinizing the safety plan Monitoring of safety plan	Director PIM Director PIM	Issuing work stoppage order where there is non-compliance	Assistant Director Admin	Ongoing
2	All	Regulatory	Ineffective enforcement of disciplinary procedures.	Housing Admin are responsible for ensuring that proper disciplinary procedures are carried for individuals identified.	None Compliance Adverse Audit Findings	Rely on requests for assistance from the various regional offices. Monthly reports (salary Reports) Salary Stoppage	Director: Admin Services	Run workshop on the importance adherence and compliance	Manager: Human Resources	October 2007
3	All	Management Information	Late submission / failure to submit reports to decision making structures	Reports to various decision making structures within Council are not submitted timorously by Housing Admin.	Delayed service delivery	Provide training to the regions Road show	Director: Admin Services	Provide training to the regions Road show	Deputy Director: Admin Services	Ongoing
4	All	Human Capital	Loss / Shortage of skills / Personnel for Housing Department	Losing skilled staff to other departments or companies	Pressure on current staff	Ongoing Training Induction by HR	Director: Admin Services	Skills program to be implemented. Skills audit to be done.	Deputy Director: Admin Services Deputy Director: Admin Services	1. June 2010 2. June 2010
5	All	Financial	Ineffective management of required tools to enable trade	Housing Admin provides the necessary office administration services and tools of trade (provide offices to work in, copiers/scanners, telephones, cell phones etc.) to help individuals carry on work.	Misuse of resources Underutilization of resources	Awareness workshops	Director: Admin Services	Conduct survey and analysis	Assistant Director: Admin Services	01 June 2010
6	All	Process	Delays in filling of vacancies / new posts available within Housing	Housing Admin are responsible for filling vacancies/new positions that they have been notified about. (Financial constraints)	Pressure on current staff	Stringently adhere to the recruitment process and deadlines outlined.	Director: Admin Services	Appoint staff as soon as the funds are available	1. Assistant Director: Admin Services	Jun-10
8	All	Process	Failure to communicate resolutions of various decision making structures to various stakeholders for execution / implementation	Housing admin does not communicate resolutions taken at decision making meetings to the corresponding Directorates by forwarding the meeting minutes.	Conflict within directorates	Mentor Regional officials	Director: Admin Services	Maintain the Current Controls	1. Deputy Director: Admin Services	Ongoing

Operational Risk: Programme Implementation & Monitoring

	Objectives	Category	Risk Description	Background to the risk	Consequence of risk materializing	Current controls	Risk Owner	Actions to Improve management of the risk	Action Owner	Time scale
1	All	Financial	Insufficient funding	Deterioration of council stock due to lack of maintenance Insufficient Budget allocation None payment of rent	Compromised service delivery Disgruntled communities	Prioritisation of critical projects Appointment of Debt collectors Reduction of ancillary activities	Director PIM Director PIM	Request additional budget Transfer stock	Director PIM Director PIM	June 2010 Ongoing
2	All	External Environment	Overcrowding	Impacts of infrastructure, migration	Collapsing of the infrastructure	Maintenance where possible Relocation of tenants	Director PIM	More development of building Funding	Director PIM	Ongoing
3	All	Human Capital	Lack of correct skills mix	Currently we lack project managers and other specialised expertise Imbalanced staff distribution	Compromised service delivery	Internal and external Training Recruitment of qualified	Director PIM	Propose to have market related/ competitive rates	Director PIM	June 2010 Ongoing
4	All	Human Capital	Labour relations issues	Inflexibility or inability to relocate staff due to labour aspects Insufficient incentives	Non availability of staff and overworking of the current ones	None identified	Director PIM	Work with HR to resolve the issue	Director PIM	June 2010 Ongoing
5	All	Management Information	Lack of back up systems Accuracy and integrity of Information Outdated registers	System crashes, non-availability of drives Inability to keep accurate records as a result of continuous internal growth/invasions due to urbanisation and migration	non availability of information Inability to make informed decisions	Physical counting	Director PIM	Work with JUMPED to deal with invasions Propose to have a server e.g. drive Participate in BIAs for business continuity plan	Director PIM	
6	All	Process	Turnaround time of the system	Longer time is applicable in 3 code, approval and authorisation takes time. Inability to fix or maintain building due to internal processes	Inability to contract with suppliers and carrying out activities	None identified	Director PIM	Pre-approved contractors	Director PIM	Apr-10

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FINANCIAL IMPACT

6.1 Key Operations by general Cost Category

Operational Expenditure

Table 4: Operational Expenditure

Key Operations	Financial Impact – ZAR '000					
	S & W	R & M	CS	GE	G & Sub	Total
Monitoring & management of informal settlements	30 320	764	764	15 156		47004
Management of Council housing stock	3 123	4 290	1 355	7 667		16435
Implement housing projects	29 729	2 365	4 576	15 880		52550
Transfer of housing stock to beneficiaries	21 710	1 085	1 406	10 855		35056
Totals	84 882	8 506	8 101	49 558		151047

Table 5: Key Programme Costing

Item #	5 Year Strategic Objectives	IDP Programme	Sub-Programme	Delivery Agenda Detail	Projects Cost detail	Project Cost	Total Programme Cost
1	Formalise informal settlements	In Situ upgrade programme Informal settlement relocation Programme Programme linked Settlements Not Linked Informal settlements Management programme		3 settlements 5 settlements 4 settlements 4 settlements • Reduction of growth • Monitoring of settlements			R 134,299
2	Facilitate affordable rental accommodation	Inner City Housing Social and Communal rental Community residential units Backyard Accommodation		2000 units 1000 units 1000 units Regulated rental sector			R 65,747
3	Facilitate Housing opportunities to households on the 1996/97 housing waiting list	Allocation of housing to households on the 1996/97 waiting list		1000 units			R 35,058
4	Promote security of tenure for 50000 households	Stock transfer to households Sectional Title Programme		10 000 titles 1083 titles			R 70,066
5	Through a hostel upgrading programme that is sensitive to issues of affordability and quality living environments upgrade 2000 units	Hostels upgrading programme		Delivery of 400 units			R54,581
6	Provide Housing opportunities in integrated and sustainable housing settlements	Mixed income housing programme		6 000 units			R 69,206
7	Promote good management and maintenance of city housing stock and associated infrastructure	City Housing stock		Undertake programmatic repairs & maintenance Collect 80% of rentals			R 74,968

Item #	5 Year Strategic Objectives	IDP Programme	Sub-Programme	Delivery Agenda Detail	Projects Cost detail	Project Cost	Total Programme Cost
8	Ensure Capacity and Resources and secured for the city to be able to administer national Housing programmes through the process of accreditation	Accreditation of the City		Achieve level 2 accreditation			R 68,610
TOTAL PROGRAMME COSTS							R 572, 534

6.2 Capital Expenditure

Table 6: Operational Capital

EXPENDITURE	APPROVED BUDGET 2010/11 R'000	BUDGET 2011/12 R'000	ESTIMATE BUDGET 2012/13 R'000	ESTIMATE BUDGET 2013/14 R'000
Computers				
Furniture				
Office Machines				
TOTAL	R2m	R450 000	R450 000	R450 000





6.3 Service Delivery Budget Implementation Programme

WARD	Community Based Project	Budget (Opex/Capex)	Current Expenditure	Project Start date	Project End date	Project Status: Quarter 1	Project Status: Quarter 2
30	To institute a high-density housing project. There is a shortage of houses and there is land available between Diepkloof and Orlando.	Phase 1 of Orlando Ekhaya is being completed in the 2009/10 financial year. A budget of R13.2m was allocated to the project.				<ul style="list-style-type: none"> The situation in Ward 30 will at least for the foreseeable future not change. 	<ul style="list-style-type: none"> Status quo remains and the land between Diepkloof & Orlando is not developable
31	Erecting social housing by COJ in the open space between Orlando and Diepkloof will address the housing backlog. Investigation must be done on the land by the City and to determine the feasibility	R20m	R20m	2008-9	2009-10	<ul style="list-style-type: none"> 102 of 266 units have been converted to family units. Allocation of the completed units to commence in the 2nd quarter Planning underway for the Phase 2 	<ul style="list-style-type: none"> No progress in terms of construction, province is experiencing challenges with its contractors The land between Diepkloof & Orlando is not developable
53	Development of Tshepisoong West informal settlement (housing and basic services)					<ul style="list-style-type: none"> The project is still on planning stage. The Gauteng Department of Local Government and Housing has resubmitted to the air quality report to Gauteng Department of Agriculture, Environment and Conservation to ensure that the interventions are supported before concluding the township establishment process City Power is currently finalising the electrification of the entire area. 	<ul style="list-style-type: none"> The project is still on planning stage. The Gauteng Department of Local Government and Housing has appointed consultants to conduct a health study on the sample of families due to radon gas. The consultant are to commence work in February 2011. City Power is currently finalising the electrification of the entire area and it is about 80% complete

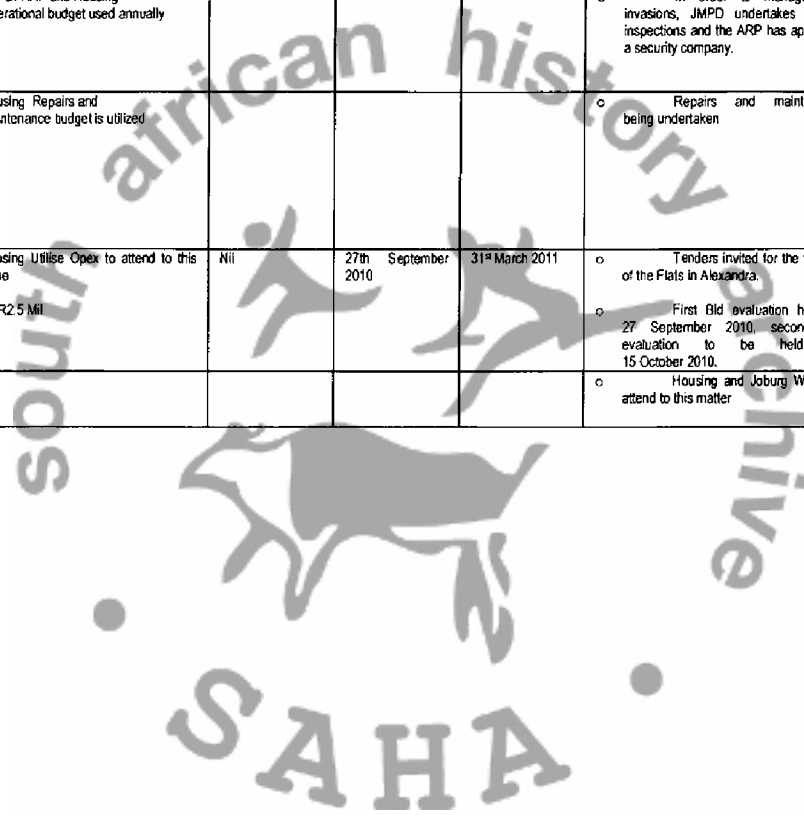
WARD	Community Based Project	Budget (Opex/Capex)	Current Expenditure	Project Start date	Project End date	Project Status: Quarter 1	Project Status: Quarter 2
55	<p>The rehabilitation of Citrine Court, which is council-owned, as there is a huge amount of crime and it is a health hazard.</p> <p>Identify vacant spaces and suggest resolution.</p>	<p>JOSHCO is implementing the Bellavista and Citrine Court projects.</p> <p>Over R12million has been allocated in the 2009/10 financial year for Bellavista</p> <p>Refurbishment of Citrine Court budget for 2009/10 is R22million.</p> <p>These units will be completed in the 2009/10 financial year</p>	<p>R12m</p> <p>R22m</p>	<p>2008/9</p> <p>2008/9</p>	<p>2009/10</p> <p>2009/10</p>	<ul style="list-style-type: none"> o 36 land infill units have been completed in Bellavista in 2009/10. Allocation projected to be completed in the 2nd quarter. o 79 units completed in Citrine Court. Allocation projected to be completed in the 2nd quarter 	<ul style="list-style-type: none"> o Project completed and allocation done o Project completed and allocation done
57 & 63	<p>To upgrade housing. In this area there is a lack of management, poor maintenance, the environment is unsafe and there is a problem of overcrowding.</p> <p>(Implementation plan does not provide a solution at hand. New beds don't solve the problem of poor maintenance and management of stock in South Hills and Moffat)</p>	<p>Housing Department has a budget of R19m in the 2009/10 financial to construct rental and temporary accommodation.</p> <p>A budget of R5million has been allocated to initiate projects in the inner city in the 2010/11 financial.</p>	<p>R44m (Casa-Mia)</p> <p>R40m (MBV Phase 2)</p>	<p>2008-9</p> <p>2008-9</p>	<p>2009-10</p> <p>2009-10</p>	<ul style="list-style-type: none"> o The project has reached the practical completion stage. It will yield 179 units. Awaiting occupational certificate from Building Control. o MBV Phase 2 has reached a practical completion stage. It will yield 198 rooms for temporary accommodation. It is expected to reach the final completion stage on the 15 November 2010 after the fills are operational. o There is a maintenance plan which has been drawn and currently blocks which has been identified are Patmore House, Miller House, Mincer House and Mac Pherson House South Hills. o Regularization process has started to regularize illegal tenants. We are currently in the stage where tenants are being called in. The next stage will deal with reports to be approved for regularization. o A project has been identified at South Hills which will address the problem of overcrowding approximately 2000 units will be built. 	<ul style="list-style-type: none"> o Casa Mia project completed & JOSHCO is busy with allocations o MBV (Phase 2) project completed & the building has been handover to JOSHCO o Maintenance Plan for Patmore House, Mincer House and Mac Pherson House in South Hills is being completed. R200,000 has been budgeted to do plumbing. o Regularization is currently taking place, a number of reports have been approved. o EAC has granted conditional approval to Housing to negotiate with the recommended bidder at South Hills

WARD	Community Based Project	Budget (Opex/Capex)	Current Expenditure	Project Start date	Project End date	Project Status: Quarter 1	Project Status: Quarter 2
68	Riverlea Ext 1: To prioritise the housing development.	However in the 2010/11 financial year the City has allocated a budget of just over R18 million to the project.				<ul style="list-style-type: none"> 6000 mixed income units completed in Fleurhof by the private developer. Due to financial constraints, Pennyville project will be completed in the 2012/13 	<ul style="list-style-type: none"> In the first quarter, it was reported that 6000 units instead of 600 has been completed The Pennyville project has been completed the department is finalizing allocations
71	To exploit the availability of land at Matholesville for rezoning.					<ul style="list-style-type: none"> 2 Sites have been identified by the Housing Department to develop housing. Currently feasibility studies are being conducted on both sites to determine the yield. 	<ul style="list-style-type: none"> Architects appointed for stand 730 Matholesville Ext 2 and 642 Matholesville to do Site Development Plans (SDP) and And the two SDPs are in circulation process.
71	To proclaim Princess Plot for housing development	Gauteng Department of Local Government and Housing				<ul style="list-style-type: none"> Feasibility study completed Township establishment process still underway. Acquisition of some land parcels for the project is outstanding. 	<ul style="list-style-type: none"> Currently 18 portions acquired for the development. Group 5 is currently busy with the ablution facilities of the decant facility and the designs for the show village are finalized 175 units to be delivered in Show village
75	Refurbishment of Helen Josephs Women's Hostel	R 10 000 000.00	Nil	1 st July 2010	30 th June 2011	<ul style="list-style-type: none"> A site has been identified on a separate piece of land to develop approximately 84 family units to which 84 Helen Joseph Women Hostel residents will be decanted to make space for Helen Joseph upgrading. A pre Bid Spec meeting will be held on 19th October 2010 to appoint the Architect to do the plans and costing. 	<ul style="list-style-type: none"> Consultant appointed to do investigation and designs. Negotiations are underway by JPC to acquire the site that is privately owned.
76	Refurbishment and upgrading of M2 Hostel	R 2 000 000.00	Nil	1 st July 2010	30 th June 2011	<ul style="list-style-type: none"> Normalization of the Electricity network at this Hostel is required a quotation has been requested from City Power. 	<ul style="list-style-type: none"> Pre-approved contractors will be allocated to normalize during the third quarter totaling to R2m.

WARD	Community Based Project	Budget (Opex/Capex)	Current Expenditure	Project Start date	Project End date	Project Status: Quarter 1	Project Status: Quarter 2
76	Maintenance of flats (Phase 1) Alexandra- very dangerous at night and the sewer parks are leaking. Install fencing to improve safety as well as paving Old issue very urgent	+ - R 2.5 Mil	Nil	27 th Sep 2010	31 st March 2011	<ul style="list-style-type: none"> o Tenders invited for the fencing of the Flats in Alexandra. o First Bid evaluation held on 27 Sept 2010, second Bid evaluation to be held on 15th October 2010. 	<ul style="list-style-type: none"> o Fencing Contractors have been appointed: work to commence on 24 January 2011
76	Outside lights in all Phase one flats	Nil	Nil	Nil	Nil	<ul style="list-style-type: none"> o A quotation to be requested to fix the lights 	<ul style="list-style-type: none"> o Flood lights repaired and are in working condition
82	Newclare/Westbury/Waterval/Claremont: To refurbish housing rental stock (plumbing, electrical, parks, etc). All parking lots to be tarred. Massive potholes exist in all flats parking areas. A need to clarify budget figures	R2 000 000.00 on has been allocated in the 2010/11 financial				<ul style="list-style-type: none"> o Plans for the expenditure on the R2 million have been submitted. Final approval is expected during the 2nd quarter. Implementation to start during the 2nd quarter. 	<ul style="list-style-type: none"> o Submitted plans are still under consideration due to budget constraints
82	Waterval Flats Complex: This area is in serious need of high mast/security lighting. Upgrading of storm-water draining system and potholes	Budget to be determined				<ul style="list-style-type: none"> o Repairs and replacement of area lighting in Waterval will require approximately R95 000. o The project is experiencing budgetary constraints 	<ul style="list-style-type: none"> o Allocated funds not sufficient for works to be done. The works to be done in phases
82	Kathrada Park Informal Settlement: Installation of stormwater drainage (no roads and township not established and Housing built on Intersite Land. Project incomplete					<ul style="list-style-type: none"> o This is Provincial Housing Programme, and COJ Housing will engage with them to speed up outstanding issues 	<ul style="list-style-type: none"> o The Provincial contractor is now back on site and the project will be expedited as far as possible. o Province to provide a plan for project overflow

WARD	Community Based Project	Budget (Opex/Capex)	Current Expenditure	Project Start date	Project End date	Project Status: Quarter 1	Project Status: Quarter 2
94	Eradicate all informal settlements; provide housing to all those informal settlements, especially in Kya Sands.	Project funded and implemented by Gauteng Department of Local Government and Housing	R0	Unknown		<ul style="list-style-type: none"> ○ (Draft Layout Plan on circulation ○ Due to insufficient bulk in the area, all projects in the Kya Sands and Lanseria area have been put on hold until further notice. ○ Before township can be established, a new sewer treatment plant must be constructed and this is anticipated to take at least five years. Therefore, projected project start date is in seven (7) years time i.e. 2017) 	○ Status quo has not changed:
96	Formalisation of informal settlements and review of Urban Development Boundaries (UDB) – in order to access basic services (Thabo Mbeki privately owned)	Provincial subsidies				<ul style="list-style-type: none"> ○ (Due to insufficient bulk in the area, all projects in the Kya Sands and Lanseria area have been put on hold until further notice. ○ Before township can be established, a new sewer treatment plant must be constructed and this is anticipated to take at least five years. Therefore, projected project start date is in seven (7) years time i.e. 2017) 	○ Status quo has not changed:
100	To acquire privately-owned land for housing development in Zandspruit phase 2.					<ul style="list-style-type: none"> ○ Currently, Province and the City of Johannesburg plan to build 8000 houses however there is a need to speed up the process of buying land for development 	<ul style="list-style-type: none"> ○ 9 Portions of land have been acquired for Phase 1 for the purposes of housing development in Zandspruit ○ Bulk & roads Infrastructure designs have been submitted to J-Water & JRA & have been subsequently approved ○ Lay-out Plan to be submitted in the 3rd quarter

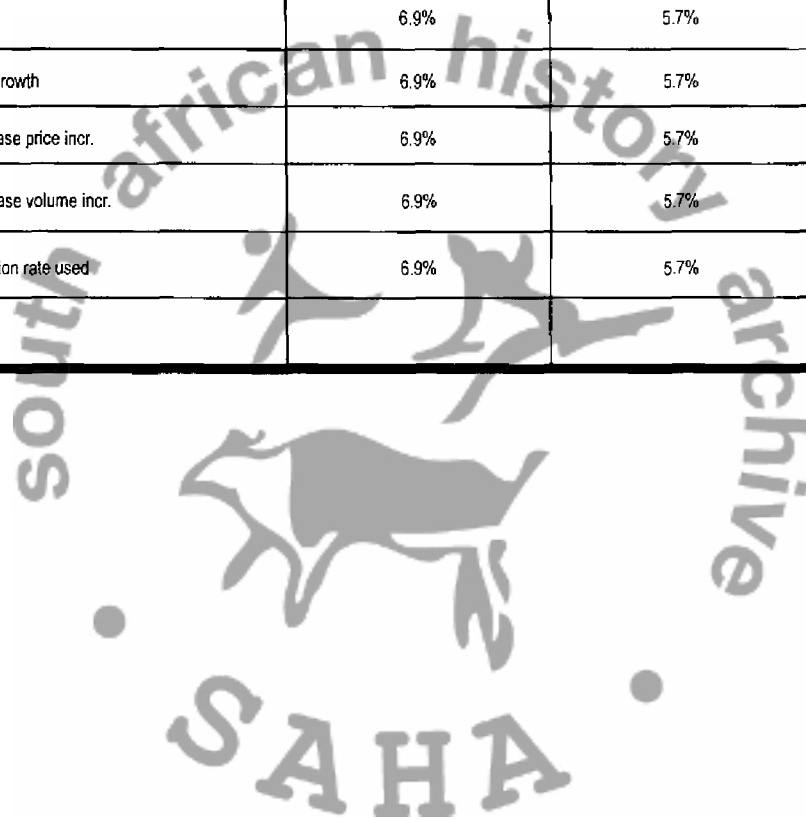
WARD	Community Based Project	Budget (Opex/Capex)	Current Expenditure	Project Start date	Project End date	Project Status: Quarter 1	Project Status: Quarter 2
106	To address the issue of homelessness and invasion of vacant land. This will reduce the high crime level as well as improve security and confidence levels.	JMPD/ ARP and Housing Operational budget used annually				<ul style="list-style-type: none"> In order to manage land invasions, JMPD undertakes regular inspections and the ARP has appointed a security company. 	<ul style="list-style-type: none"> All stakeholders attend to land invasions and notice to vacate the site is given within 72 hours of invasions. Currently there is no housing stock available to enable Housing to move people to houses.
107	To maintain houses in order to improve living conditions and the aesthetic value of houses. There were three houses burnt last year June to date no repairs have been undertaken	Housing Repairs and Maintenance budgets utilized				<ul style="list-style-type: none"> Repairs and maintenance being undertaken 	<ul style="list-style-type: none"> The first house was rebuilt by Alexandra Forbes Insurance commissioned by City Power as after investigations it was discovered that the fire was caused by electrical fault. The second house family of have been moved to Transit camp whilst the issue of fixing the house is being dealt with. The third house was a self-built structure (not Council property) for which the owner should fix for himself.
107	Fencing of flats in 14 th Avenue and Alfred Street.	Housing Utilise Opex to attend to this Issue -- R2.5 Mil	Nil	27th September 2010	31 st March 2011	<ul style="list-style-type: none"> Tenders invited for the fencing of the Flats in Alexandra. First Bid evaluation held on 27 September 2010, second Bid evaluation to be held on 15 October 2010. 	<ul style="list-style-type: none"> Fencing Contractors have been appointed.
107	Repairs and maintenance of ablution facilities (chemical VIPs) to restore dignity					<ul style="list-style-type: none"> Housing and Joburg Water to attend to this matter 	<ul style="list-style-type: none"> Chemical toilets are at the shack area and are maintained by Joburg Water



6.4 Revenue and Tariff Analysis

Rental Tariffs - Cost Drivers				
Cost Category	Base		Budget	2011/12
	2010/11	%	2011/12	Impact
		Incr.	R 000	
Expenditure (excluding debt impairment)				
Salaries	3 352	16%	3 888	1.4%
Contracted Service:	1 800	5.7%	1 903	5.7%
- BCX	48	5.7%	51	5.7%
- VVM	270	5.7%	285	5.7%
- CAB Holdings				
Bulk Purchases	57 603	5.7%	60 886	5.6%
Total Expenditure	63 073	6.25%	67 013	5.7%
Revenue (less debt impairment & excl. capital grants)				
Rental Facility	15 803	5.7%	29 739	86.2%
Staff hostel	7 457	5.7%	5 331	(28)%
Public Hostels	3 107	5.7%	416	(86)%
Other revenue	0		0	
Total Revenue	26 367	5.7%	35 486	34.6%
(Surplus)/Deficit	(36 708)		(31 527)	

Proposed Tariffs	2010/11	2011/12
Rental Stock	6.9%	5.7%
Old Age Homes	6.9%	5.7%
Hostels	6.9%	5.7%
Assumptions used	2010/11	2011/12
CPI	6.9%	5.7%
Revenue Growth	6.9%	5.7%
Bulk purchase price incr.	6.9%	5.7%
Bulk purchase volume incr.	6.9%	5.7%
Ave collection rate used	6.9%	5.7%



7. HUMAN CAPITAL

7.1 Staff Establishment

Table 7: Staff Estimates

DEPARTMENT / ME : Name

DESIGNATION	ESTABLISHMENT			
	Departmental Total			
	Approved	Vacancies	Filled	Variance
	Number of posts			
EXECUTIVE DIRECTOR	1	1	0	1
DIRECTOR	4	0	4	0
DEPUTY DIRECTOR	16	0	16	0
SPECIALIST	52	28	24	28
CHIEF CURATOR	-	-	-	-
MANAGER	100	54	46	54
Etc.	673	132	541	132
TOTALS	846	215	631	215

7.2 Human Capital Expenditure

Table 8: Staff Expenditure

TOTAL STAFF EXPENDITURE				
	Previous Financial Year	Current Financial Year	Next Financial Year	Projected Percentage Growth/Decrease
SALARIES AND WAGES	R 132 385	R 137 997	R 160 273	16%
TOTALS	R 132 385	R 137 997	R 160 273	

Table 9: Expenditure on Contracted Services

CONTRACTED SERVICES (Consultancy Services)				
	Previous Financial Year	Current Financial Year	Next Financial Year	Projected Percentage Growth/Decrease
SERVICES RENDERED	R 10 580	R 5 461	R 8 375	45%
TOTALS	R 10 580	R 5 461	R 8 375	

Table 10: Staff Expenditure vs. Operational Expenditure

RATIO OF STAFF TO OPERATING EXPENDITURE				
	Previous Financial Year	Current Financial Year	Next Financial Year	Projected Percentage Growth/Decrease
STAFF EXPENDITURE	R 132 385	R 137 997	R 160 273	16%
OPERATING EXPENDITURE	R 229 904	R 242 990	R 272 533	12%
RATIO	1:1.7	1:1.8	1:1.7	

7.3 Employment Equity

Table 11: Employment Equity

Categories	Male				Female				Total
	A	C	I	W	A	C	I	W	
Executives Directors									
Directors	3						1		4
Etc	364	14	3	7	223	9	1	6	
TOTAL	367	14	3	7	223	9	2	6	631

