



**REPORT TO: SECTION 79 PORTFOLIO COMMITTEES
MAYCO
COUNCIL**

1. ITEM NUMBER FNPC 10/06/20

[LSU: J3685]

2. SUBJECT

**FINANCE DIRECTORATE: 2019/20 THIRD QUARTER'S PROGRESS REPORT
ON THE DIRECTORATE AND DEPARTMENTS' PERFORMANCE**

ISIHLOKO

**IINKONZO ZEZIMALI: INGXELO YENKQUBELA-PHAMBILI YEKOTA YESIBINI
KA-2019/20 ENGOKUSEBENZA KWECANDELO LOLAWULO NAMASEBE**

ONDERWERP

**FINANSIËLE DIENSTE: VORDERINGSVERSLAG OOR DIE DIREKTORAAT EN
DEPARTEMENTE SE PRESTASIE VIR DIE DERDE KWARTAAL VAN 2019/20**

3. DELEGATED AUTHORITY

In terms of delegation

This report is

- Committee name : FINANCE PORTFOLIO COMMITTEE**
- The Executive Mayor together with the Mayoral Committee (MAYCO)
- Council

4. DISCUSSION

The Portfolio Committee must monitor and evaluate the impact and performance during the third quarter of the 2019/20 financial year. Once considered by the Portfolio Committee the report will be submitted to the Executive Mayor together with the Mayoral Committee for review and evaluation and Council for noting.

[System of Delegations as approved by Council on 22 August 2019, PART 7-Delegation 1, paragraphs (7) and (8)].

- 4.1. Legal Compliance
- 4.2. Staff Implications Yes No
- 4.3. Risk Implications Yes No

5. RECOMMENDATIONS

- a) It is recommended that the Portfolio Committee monitor and evaluate the impact and performance of the 2019/20 third quarter's progress report in relation to its functional area. Thereafter the PC report must be submitted to the Executive Mayor together with the Mayoral Committee;
- b) It is recommended that the Executive Mayor together with the Mayoral Committee evaluate and review the 2019/20 third quarter's progress report and submit the report to Council for noting;
- c) It is recommended that Council note the 2019/20 third quarter's progress report.

ISINDULULO

- a) Kundululwe ukuba iKomiti ejongene neMicimbi yeSebe mayibek' iliso ize ivavanye iziphumo kunye nomsebenzi wengxelo engenqubela-phambili yekota yesithathu ka-2019/20 ngokuphathelele kummandla wayo wokusebenza. Emva koko ingxelo yeKomiti ejongene neMicimbi yeSebe kufuneka ingeniswe kuSodolophu weSigqeba ekunye eKomiti yeSigqeba sakhe;
- b) Kundululwe ukuba uSodolophu weSigqeba ekunye neKomiti yeSigqeba sakhe makavavanye kwaye aphengulule ingxelo engenqubela-phambili yekota yesithathu ka-2019/20 ukuze ingxelo ingeniswe kwiBhunga ukuze iyiqwalasele;

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c) Kundululwe ukuba IBhunga maliqwalasele ingxelo engenqubela-phambili yekota yesithathu ka-2019/20.

AANBEVELINGS

a) Daar word aanbeveel dat die portefeuljekomitee die impak en prestasie van die vorderingsverslag vir die derde kwartaal van 2019/20 monitor en evalueer met betrekking tot sy funksionele gebied. Die portefeuljekomitee-verslag moet daarna aan die uitvoerende burgemeester tesame met die burgemeesterskomitee voorgelê word;

b) Daar word aanbeveel dat die uitvoerende burgemeester tesame met die burgemeesterskomitee die vorderingsverslag vir die derde kwartaal van 2019/20 evalueer en hersien, en daarna ter kennisname aan die Raad voorlê;

c) Daar word aanbeveel dat die Raad van die vorderingsverslag vir die derde kwartaal van 2019/20 kennis neem.

ANNEXURES

Annexure A: 2019/20 Third Quarters' Progress Report on Directorate and Department Performance

FOR FURTHER DETAILS CONTACT

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DIRECTORATE	Finance		
SIGNATURE : DIRECTOR	_____		

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EXECUTIVE DIRECTOR

NAME	Kevin Jacoby	COMMENT:
DATE		
SIGNATURE		

LEGAL COMPLIANCE

- REPORT COMPLIANT WITH THE PROVISIONS OF COUNCIL'S DELEGATIONS, POLICIES, BY-LAWS AND ALL LEGISLATION RELATING TO THE MATTER UNDER CONSIDERATION.
- NON-COMPLIANT

NAME		COMMENT:
DATE		
SIGNATURE		

Joan-Mari Holt

Subject: 2019/20 THIRD QUARTERS PROGRESS REPORT ON THE DIRECTORATE AND DEPARTMENTS PERFORMANCE - FINANCE

The following comment is made regarding legal compliance:

Certified as legally compliant based on the contents thereof.

Kind regards

Joan-Mari Holt

Legal Advisor

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ISIXEKO SASEKAPA
STAD KAAPSTAD**

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Annexure A













FINANCE DIRECTORATE














**2019/2020 QUARTER 3
PERFORMANCE RESULTS
SERVICE DELIVERY AND BUDGETS
IMPLEMENTATION PLANS**









1. FINANCE DIRECTORATE
2. BUDGETS DEPARTMENT
3. EXPENDITURE DEPARTMENT
4. GRANT FUNDING DEPARTMENT
5. REVENUE DEPARTMENT
6. SUPPLY CHAIN MANAGEMENT DEPARTMENT
7. TREASURY DEPARTMENT
8. VALUATIONS DEPARTMENT

Filtered by DEPARTMENT_BY_DIRECTORATE: Finance

Name	Status	Actual	Target	Reason for Variance/Remedial Action Comment
Finance 201920				
SFA 1: Opportunity City				
1.1 Positioning Cape Town as a forward-looking globally competitive City				
Percentage of projects screened in SAP PPM	■	100.00	95.00	Target achieved
Percentage of Project Manager Comments completed in SAP PPM	■	100.00	95.00	Target achieved
1.B Percentage of rates clearance certificates issued within 10 working days	■	95.98	90.00	Target achieved
1.1.g.1 Private Sponsors Project - CSI and Collaboration Work Group:Percentage development of Activity Plan and monitoring of milestones delivered	▲	100.00	100.00	In line with target - ongoing monitoring
1.1.g.1 Private Sponsors Project - CSI and Collaboration Work Group: Ongoing internal communication campaign on process to facilitate compliance				Not applicable for Q3
1.1.g.1 Private Sponsors Project - CSI and Collaboration Work Group: Register of contributions maintained	▲	100.00	100.00	In line with target - Monitoring and maintaining register as prescribed by Policy and MFMA
1.3 Economic Inclusion				
Number of external trainees and bursary opportunities (excl. apprentices)	✓	57.00	32.00	Target exceeded
Percentage of the Rand value of Purchase orders allocated to B-BBEE Suppliers/service providers	✓	93.17	60.00	Target exceeded
Number of unemployed apprentices				Not applicable to the Directorate
Number of Full Time (FTE) work opportunities created	✓	48.69	33.63	Target exceeded
Percentage budget spent on implementation of WSP	■	75.00	70.00	Target achieved
Number of Expanded Public Works programmes (EPWP) opportunities created	✓	162.00	114.00	Target exceeded
SFA 3: Caring City				
3.1 Excellence in basic service delivery				
Percentage adherence to Citywide service requests	✓	99.81	90.00	Target exceeded
SFA 4: Inclusive City				
4.3 Building integrated communities				
Percentage adherence to equal or more than 45.3% representation by women	✓	54.51	39.52	Target exceeded

Name	Status	Actual	Target	Reason for Variance/Remedial Action Comment
Percentage adherence to EE target in Management level 1-3		60.00	74.00	Target not achieved Appointment of designated groups, especially females on these levels will be prioritised
Percentage adherence to EE target in all appointments (internal & external)		91.28	90.00	Target achieved
Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)		3.75	2.00	Target exceeded
SFA 5: Well-Run City				
5.1 Operational sustainability				
Percentage completion rate of tenders processed as per the demand plan		56.25	80.00	Target not achieved Five tenders were incorrectly listed under Treasury and should fall under CT Stadium. With Treasury's five (5) tenders being moved off and onto CT Stadium after the end of Q3, it will have an effect on the completion rate for Treasury and as a result Finance as a whole. SCM got behind with the 12-month rule concerning having the BIF and Specification approved 12 months prior to the CRbD. This resulted in the tender processes commencing late and thus started on the back foot. It is envisaged that all tenders for this financial year be awarded by SMBAC by latest end May 2020.
Percentage of Operating Budget spent (City)		65.70	64.90	Target achieved
Number of prioritised actions in the Resilience Strategy implementation				Not applicable to Q3 - annual target
Percentage of repeatable contracts with timelines indicating the process to start contract - Finance Directorate		100.00	95.00	Target achieved
Management and resolution of SC03/GV 2015 objections received		82.00	50.00	Target exceeded
Percentage enhancement & implementation of Division of Revenue Act/Gazette reporting management(report tracking) & utilisation/contract compliance systems (compliance tracking) for supporting corp transversal visibility by City Dir/Dept to funders		85.00	80.00	Target achieved
Percentage of timeous and accurate payment of Suppliers paid in compliance with relevant legislation, policy and procedures		97.00	97.00	In line with target
Number of Financial Management Reports (FMR) submitted indicating regular monitoring, assessment and reporting of relevant in-year financial results		3.00	3.00	In line with target - Financial Monitoring Reports submitted for January - March 2020
Progress against major milestones of budget cycle plan to ensure the submission of the Annual Budget to Council for adoption		100.00	100.00	In line with target - Budget tabled 26 March 2020 - C26/03/20 Item 02C
A11.3.1 A Treasury-approved credible and measurable financial management improvement strategy to achieve and/or sustain an unqualified audit opinion within a maximum of two financial years (Y/N)		100.00	100.00	In line with target - Resolved 60% of audit management issues within targeted dates including emerging risks

Name	Status	Actual	Target	Reason for Variance/Remedial Action Comment
5.A Opinion of independent rating agency		100.00	100.00	In line with target - Aaa.za/P-1.za with a stable outlook The City's international rating was lowered to Ba1 as a result of the lowering of the sovereign rating
5.B Opinion of the Auditor General		100.00	100.00	In line with target - Resolved 60% of audit management issues within targeted dates
5.C Percentage spend of capital budget (City) - NKPI		48.70	41.91	Target exceeded
5.D Percentage spend on Repairs & Maintenance - City		62.70	63.10	Target not achieved Reason for variance: R&M Electrical, due to electrical tenders not being in place as well as plant maintenance orders and invoices that must still be processed and R&M Maintenance of Equipment, where replacement of old vehicles resulted in less repairs being needed. Remedial action: Period budget provisions will be reviewed and adjusted to align to actual trend and outstanding invoices will be processed on receipt thereof.
5.E Cash/cost coverage ratio (excluding unspent conditional grants) - (City) - NKPI		1.60	2.50	Target not achieved Reason for variance: Council at its March 2020 meeting approved the utilization of working capital to fund the 2020/2021 capital programme resulting in lower Cash/Cost coverage ratio. No remedial action required.
5.F Net Debtors to Annual Revenue (City) (NKPI)		16.51	19.75	Target exceeded
5.G Debt (total borrowings) to total operating revenue (City) - NKPI		24.75	26.00	Target not achieved Council at its March 2020 meeting approved the utilization of working capital to fund the 2020/2021 capital programme. Variance is compensated by the action.
Percentage expenditure of the municipality's operating budget on free basic services to indigent households:		3.00	3.00	In line with target
Legal compliance wrt the implementation of a Annual Supplementary Valuation Roll				Not applicable to Q3 - annual target
Expansion of sharepoint based information and reporting sites for Directorate performance management reporting and Citywide conditional grant oversight on primary national/provincial conditional grant funds		160.00	140.00	Target exceeded
Percentage funding alignment of City Conditional grant funding to Division of Revenue Act and Provincial Gazette prescripts and framework allocations		100.00	70.00	Target exceeded
Percentage Operating Budget spent - City		65.70	64.90	Target achieved
Percentage reduction in the number of SCM deviations				Not applicable for Q3 - annual target
Percentage of Capex and Opex items (finance) matched to demand plan items		100.00	75.00	Target exceeded
Percentage implementation and incorporation of approved policies, by-laws and corporate SOP's			100.00	For the months of January and February no policies was approved and nothing for March due to the COVID-19 lockdown
Percentage spend of Capital Budget		30.00	30.00	In line with target

Name	Status	Actual	Target	Reason for Variance/Remedial Action Comment
Revenue collected as a percentage of billed amount		97.05	95.00	Target achieved
Legal compliance wrt the implementation of a Supplementary Valuation				Not applicable to Q3 - annual target
Percentage of Declarations of Interest completed		96.00	75.00	Target exceeded
Percentage Internal Audit findings resolved		86.00	75.00	Target exceeded
Percentage assets verified		51.61	75.00	Target not achieved The assets stocktake was unable to take place as normal due to COVID-19. The Directorate is however looking at innovative ways of performing the stocktake in the coming months .
Percentage Operating budget spent		64.00	66.00	Target not achieved Reason for variance: Immaterial variance due to employee related costs Remedial action: Employee related expenditure is monitored by the Department.
Percentage vacancy rate		7.70	11.70	Target exceeded
Percentage OHS investigations completed		75.00	100.00	Target not achieved OH&S delayed to load the document on the SAP system. Matter was subsequently resolved
Percentage of absenteeism		4.46	5.00	Target exceeded



Well Below



Below



On Target



Above



Well Above



Trend Up



Trend Stable



Trend Down

Context: Budgets 201920



Scorecard as of: Mar 2020-latest quarter

Printed date: 13 May 2020

Filtered by DEPARTMENT_BY_DIRECTORATE: Budgets

Name	Status	Actual	Target	Reason for Variance/Remedial Action Comment
Budgets 201920				
SFA 2: Safe City				
SFA 1: Opportunity City				
1.1 Positioning Cape Town as a forward-looking globally competitive City				
Percentage of projects screened in SAP PPM	■	100.00	95.00	Target achieved
Percentage of Project Manager Comments completed in SAP PPM	■	100.00	95.00	Target achieved
1.3 Economic Inclusion				
Number of unemployed trainees and unemployed bursary opportunities (excluding apprentices)	✓	2.00	1.00	Target exceed
Number of unemployed apprentices				Not applicable to the Department
Number of Full Time (FTE) work opportunities created				Not applicable to Department
Percentage budget spent on implementation of WSP	✓	89.00	70.00	Target exceeded
Number of Expanded Public Works programmes (EPWP) opportunities created				Not applicable to Department
SFA 3: Caring City				
3.1 Excellence in basic service delivery				
Percentage adherence to Citywide service requests				Not applicable to the Department
SFA 4: Inclusive City				
4.3 Building integrated communities				
Percentage adherence to equal or more than 45.3% representation by women	✓	58.33	39.52	Target exceeded
Percentage adherence to EE target in Management level 1-3	■	75.00	74.00	Target achieved
Percentage adherence to EE target in all appointments (internal & external)	✗	80.00	90.00	Target not achieved Will be addressed when making next appointments
Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	✗	0.00	2.00	Target not achieved Will be addressed when making next appointments
SFA 5: Well-Run City				
5.1 Operational sustainability				
Percentage completion rate of tenders processed as per the demand plan			80.00	Not applicable for Q3

Name	Status	Actual	Target	Reason for Variance/Remedial Action Comment
Lobby national government for budget flexibility for shock events	▲	100.00	100.00	In line with target Proposals to illustrate some disparities and possible room for updating of limits and further amendments, to take into consideration the time that lapsed since the approval of the current limitations as prescribed in the MBRR.
Facilitate amendment of budgets via legislated and internal processes to ensure optimum budget implementation. Mechanisms: Virements (50% processed within 2 days) and Adjustments Budgets (> 1 per year within prescribed frameworks)	▲	100.00	100.00	In line with target Capital Budget: 99% virements processed within 2days. Operating Budget: 55.93% virements processed within 2 days
Number of Financial Management Reports (FMR) submitted indicating regular monitoring, assessment and reporting of relevant in-year financial results	▲	3.00	3.00	In line with target Financial Monitoring Reports submitted for January - March 2020
Progress against major milestones of budget cycle plan to ensure the submission of the Annual Budget to Council for adoption	▲	100.00	100.00	In line with target Budget tabled 26 March 2020 - C26/03/20 Item 02C
Progress on SAP-based Corporate Costing System	✘	0.00	100.00	Target not achieved Reason for variance: Project not commenced yet. Remedial action: ERP still in process of obtaining resources for the project
Progress against updated milestones to SCOA implementation	▲	100.00	100.00	In line with target Tabled Budget prepared and submitted on latest mSCOA version 6.4; Session with NT at Durbanville office on technical issues (cash flow etc.) on 7th February 2020 and attended NT Reference group meeting on 20th February 2020 in Pretoria.
Participation, contributing/reporting, influencing in national/provincial initiatives and forums	▲	100.00	100.00	In line with target 24/01 NT Mid Year Review / 12/03 PT Procurement Bill Workshop / 13/3 - PT Municipal CFO Forum
Siyamamela Initiative and Staff Engagement	▲	100.00	100.00	In line with target Bi-Weekly Level 3 meetings / Monthly Level 3/4 meetings / Monthly Budget Departmental meetings
Percentage implementation and incorporation of approved policies, by-laws and corporate SOP's	▲	100.00	100.00	In line with target
Percentage of repeatable contracts with timelines indicating the process to start contract			95.00	Not applicable for Q3
Percentage of Capex and Opex items (finance) matched to demand plan items	✓	100.00	75.00	Target exceeded
Percentage reduction in the number of SCM deviations				Not applicable to Q3 - annual target
Percentage of Declarations of Interest completed	✓	100.00	75.00	Target exceeded
Percentage Internal Audit findings resolved			75.00	No follow-up audits for Q3
Percentage assets verified	✓	95.57	75.00	Target exceeded
Percentage Operating budget spent	▲	49.00	49.00	In line with target
Percentage vacancy rate	✓	2.78	7.00	Target exceeded
Percentage OHS investigations completed	▲	100.00	100.00	In line with target

Name	Status	Actual	Target	Reason for Variance/Remedial Action Comment
Percentage spend of Capital Budget		99.00	100.00	Target not achieved Projects completed, minor saving realised.
Percentage of absenteeism		2.42	5.00	Target exceeded

 Well Below  Below  On Target  Above  Well Above  Trend Up  Trend Stable  Trend Down



















Context: Expenditure 201920

Scorecard as of: Dec 2019-latest quarter

Printed date: 13 May 2020

Filtered by DEPARTMENT_BY_DIRECTORATE: Expenditure

Name	Status	Actual	Target	Reason for Variance/Remedial Action Comment
Expenditure 201920				
SFA 1: Opportunity City				
1.1 Positioning Cape Town as a forward-looking globally competitive City				
Percentage of projects screened in SAP PPM	✓	100.00	95.00	Target achieved
Percentage of Project Manager Comments completed in SAP PPM	✓	100.00	95.00	Target achieved
1.3 Economic Inclusion				
Number of Expanded Public Works programmes (EPWP) opportunities created	✓	13.00	4.00	Target exceeded
Percentage budget spent on implementation of WSP	✓	78.00	70.00	Target exceeded
Number of Full Time (FTE) work opportunities created		3.21		In line with the quarterly target of 29 for Finance Directorate
Number of unemployed trainees and unemployed bursary opportunities (excluding apprentices)	✓	10.00	4.00	Target exceeded
Number of unemployed apprentices				Not applicable to the Department
SFA 3: Caring City				
3.1 Excellence in basic service delivery				
Percentage adherence to Citywide service requests	✓	100.00	90.00	Target exceeded
SFA 4: Inclusive City				
4.3 Building integrated communities				
Percentage adherence to equal or more than 45.3% representation by women	✓	73.81	39.52	Target exceeded
Percentage adherence to EE target in Management level 1-3	✗	50.00	74.00	Target not achieved Will be addressed when making next appointments
Percentage adherence to EE target in all appointments (internal & external)	✓	92.59	90.00	Target achieved
Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	✓	7.41	2.00	Target exceeded
SFA 5: Well-Run City				
5.1 Operational sustainability				
Percentage completion rate of tenders processed as per the demand plan	✓	100.00	80.00	Target exceeded
Percentage implementation and incorporation of approved policies, by-laws and corporate SOP's	▲	100.00	100.00	In line with target

Name	Status	Actual	Target	Reason for Variance/Remedial Action Comment
Percentage of timeous and accurate reconciliations performed on Payroll related General Ledger Suspense Accounts in compliance with relevant legislation, policy and procedures		100.00	100.00	In line with target
Percentage of timeous and accurate payment of Suppliers paid in compliance with relevant legislation, policies and procedures		97.00	97.00	In line with target
Percentage netpay transferred in individual banking accounts in compliance with relevant legislation, policy and procedure		100.00	100.00	In line with target
Percentage of timeous processing of Councillor's as well as Ward Forum Members' remuneration in compliance with relevant legislation, policy and procedures		100.00	100.00	In line with target
Maintaining a maximum of 30 days Age Analysis on the Travel & Accommodation Bill Back Account		30.00	30.00	In line with target All invoices cleared within 30 days
Number of days taken to clear expenses on the Travel Card		21.00	21.00	In line with target All invoices cleared within 21 days
Percentage invoices submitted electronically versus manually		96.00	92.00	Target achieved
Percentage of EPWP Payments transferred into individual banking accounts in compliance with relevant legislation, policies and procedures		100.00	100.00	In line with target
Siyamamela Initiative and Staff Engagement		1.00	1.00	In line with target Initiative - Sharing/ Tips New Appointments: 01 Feb 2020_Accounts Payable_2 x Clerks
Percentage reduction in the number of SCM deviations				Not applicable for Q3 - annual target
Percentage of Capex and Opex items (finance) matched to demand plan items		100.00	75.00	Target exceeded
Percentage of repeatable contracts with timelines indicating the process to start contract			95.00	Not applicable for Q3
Percentage of Declarations of Interest completed		100.00	75.00	Target exceeded
Percentage Internal Audit findings resolved		100.00	75.00	Target exceeded
Percentage assets verified		99.10	75.00	Target exceeded
Percentage Operating budget spent		74.00	76.00	Target not achieved Reason for variance: Immaterial variance due to employee related costs. Remedial action: Employee related expenditure is monitored by the Department
Percentage OHS investigations completed		100.00	100.00	In line with target
Percentage vacancy rate		5.80	13.70	Target exceeded
Percentage spend of Capital Budget		97.00	89.00	Target achieved
Percentage of absenteeism		4.14	5.00	Target exceeded

284



Well Below



Below



On Target



Above



Well Above



Trend Up



Trend Stable












Trend Down

Context: Grant Funding 201920

Scorecard as of: Mar 2020-latest quarter

Printed date: 13 May 2020

Filtered by DEPARTMENT_BY_DIRECTORATE: Grant Funding

Name	Status	Actual	Target	Reason for Variance/Remedial Action Comment
Grant Funding 201920				
SFA 1: Opportunity City				
1.1 Positioning Cape Town as a forward-looking globally competitive City				
Percentage of projects screened in SAP PPM		100.00	95.00	Target achieved
Percentage of Project Manager Comments completed in SAP PPM		100.00	95.00	Target achieved
1.3 Economic Inclusion				
Number of Expanded Public Works programmes (EPWP) opportunities created		2.00	1.00	Target exceeded
Percentage budget spent on implementation of WSP		35.00	70.00	Target not achieved Reason for variance: Training budget increased for provisional bursary applications (R116 700) but were later not approved by Corporate. Pending FMP invoices(R37 000) due to SCM requirements. Booked training suspended due to lockdown. Remedial action: Q3 cycle concluded. Department to plan further implementing WSP in the next quarter to achieve target(95%). Pending the status of lockdown.
Number of Full Time (FTE) work opportunities created		0.69		Not applicable to Department
Number of unemployed trainees and unemployed bursary opportunities (excluding apprentices)		2.00	1.00	Target exceeded
Number of unemployed apprentices				Not applicable to Department
SFA 3: Caring City				
3.1 Excellence in basic service delivery				
Percentage adherence to Citywide service requests				Not applicable to Department
SFA 4: Inclusive City				
4.3 Building integrated communities				
Percentage adherence to equal or more than 45.3% representation by women		60.00	39.52	Target exceeded
Percentage adherence to EE target in Management level 1-3		75.00	74.00	Target achieved
Percentage adherence to EE target in all appointments (internal & external)		91.43	90.00	Target achieved
Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)		2.86	2.00	Target exceeded
SFA 5: Well-Run City				
5.1 Operational sustainability				

Name	Status	Actual	Target	Reason for Variance/Remedial Action Comment
Percentage completion rate of tenders processed as per the demand plan			80.00	Not applicable for Q3
% enhancement & subsequent implementation of Division of Revenue Act/Gazette reporting management (report tracking) & utilisation/contract compliance systems (compliance tracking) for supporting corp transversal visibility by City Dir/Dept to funders	■	85.00	80.00	Target achieved
Percentage funding alignment of City Conditional grant funding to Division of Revenue Act and Provincial Gazette prescripts and framework allocations	✓	100.00	70.00	Target exceeded
Establishment of grant engagement structure with provincial government addressing, inter alia, grant fund legislation, conditional grant fund frmwk, contracts (MOA's), grant policies, exp report structures and fund structure	▲	75.00	75.00	In line with target
Establishment of grant engagement structure with national government and metropolitan municipalities addressing, inter alia, grant fund legislation, conditional grant fund frmwk, policies, exp report structures and fund structure	▲	70.00	70.00	In line with target
Percentage development of Microweb based system for internal and external users addressing legislation/frameworks and policy regarding the City's primary National/Provincial Grants	▲	75.00	75.00	In line with target
Development and Implementation of conditional grant fund non-financial output data reports for EMT aligned to CPPM systems development	▲	60.00	60.00	In line with target
Expansion of sharepoint based information and reporting sites for Directorate performance management reporting and Citywide conditional grant oversight on primary national/provincial conditional grant funds	✓	80.00	70.00	Target exceeded
Expansion of roles of the Grant Fund Technical Review Committee (GFTRC) in terms of corporate grant fund expenditure oversight, national legislation development and Dir specific interventions wrt Dir performance wrt Grant Funds received by Dir	▲	75.00	75.00	In line with target
Percentage implementation and incorporation of approved policies, by-laws and corporate SOP's	▲	100.00	100.00	In line with target
Percentage reduction in the number of SCM deviations				Not applicable for Q3 - annual target
Percentage of Capex and Opex items (finance) matched to demand plan items	✓	100.00	75.00	Target exceeded
Percentage of repeatable contracts with timelines indicating the process to start contract			95.00	Not applicable for Q3
Percentage of Declarations of Interest completed	✓	97.00	75.00	Target exceeded
Percentage Internal Audit findings resolved			75.00	No follow-up audits occurred in Q3
Percentage assets verified	✓	83.61	75.00	Target exceeded

Name	Status	Actual	Target	Reason for Variance/Remedial Action Comment
Percentage Operating budget spent	▲	75.00	75.00	In line with target
Percentage vacancy rate	⊗	14.60	12.70	Target not achieved Will be addressed when making next appointments
Percentage OHS investigations completed	▲	100.00	100.00	In line with target
Percentage of absenteeism	☑	3.62	5.00	Target exceeded
Percentage Capital Budget Spent	⊗	50.00	100.00	Target not achieved Reason for variance: Orders placed - awaiting delivery. Remedial action: Department to follow up on delivery












 Well Below
  Below
  On Target
  Above
  Well Above
  Trend Up
  Trend Stable
  Trend Down















Context: Revenue 201920

Scorecard as of: Mar 2020-latest quarter



Printed date: 13 May 2020

Filtered by DEPARTMENT_BY_DIRECTORATE: Revenue

Name	Status	Actual	Target	Reason for Variance/Remedial Action Comment
Revenue 201920				
SFA 1: Opportunity City				
1.1 Positioning Cape Town as a forward-looking globally competitive City				
Percentage of projects screened in SAP PPM		100.00	95.00	Target achieved
Percentage of Project Manager Comments completed in SAP PPM		100.00	95.00	Target achieved
1.B Percentage of rates clearance certificates issued within 10 working days		95.98	90.00	Target achieved
Percentage of attorneys using automated Rates Clearance Process		91.16	80.00	Target exceeded
1.3 Economic Inclusion				
Number of Expanded Public Works programmes (EPWP) opportunities created		91.00	43.00	Target exceeded
Percentage budget spent on implementation of WSP		63.00	70.00	Target not achieved Reason for variance: Pending Damelin bursary payments (R200 000) due non-complaint of service provider since last year. Training suspended due to lockdown (R81 360). Payment delays of implemented training (R30 420). Remedial action: Q3 cycle concluded. Department to plan further implementing WSP in the next quarter to achieve target (95%). Pending the status of lockdown.
Number of unemployed trainees and unemployed bursary opportunities (excluding apprentices)		12.00	11.00	Target achieved
Number of unemployed apprentices				Not applicable for Department
Number of Full Time (FTE) work opportunities created		25.61		In line with the Q3 target of 29 for the Directorate
SFA 3: Caring City				
3.1 Excellence in basic service delivery				
Percentage adherence to Citywide service requests		99.81	90.00	Target exceeded
SFA 4: Inclusive City				
4.3 Building integrated communities				
Percentage adherence to equal or more than 45.3% representation by women		56.41	39.52	Target exceeded
Percentage adherence to EE target in Management level 1-3		80.00	74.00	Target achieved
Percentage adherence to EE target in all appointments (internal & external)		93.33	90.00	Target achieved

Name	Status	Actual	Target	Reason for Variance/Remedial Action Comment
Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)		4.21	2.00	Target exceeded
SFA 5: Well-Run City				
5.1 Operational sustainability				
Percentage completion rate of tenders processed as per the demand plan		89.00	80.00	Target exceeded
Progress on the City Pulse initiative and Staff Engagement		5.00	5.00	In line with target The Director hosted 2 farewell teas and both staff members received long service certificates as well. The Director also had a meet and greet session with new Revenue Clerks that completed the Revenue Induction training. Daily Revenue Communication emails to staff. Revenue Sharepoint Site for easy access to statistical information for the Revenue Department, including reports, directives and the event calendar.
Percentage of Capex and Opex items (finance) matched to demand plan items		100.00	75.00	Target exceeded
Revenue collected as a percentage of billed amount		97.05	95.00	Target achieved
Percentage PAMMS Certification indicating timeous and accurate Billing of Services		97.88	97.00	Target achieved
Percentage cash receiving points investigated ensuring the safe-guarding of monies via adopted controls, procedures and processes		26.84	25.00	Target achieved
Percentage implementation and incorporation of approved policies, by-laws and corporate SOP's		100.00	100.00	In line with target
Percentage of repeatable contracts with timelines indicating the process to start contract			95.00	Not applicable for Q3
Percentage reduction in the number of SCM deviations				Not applicable for Q3 - annual target
Percentage of Declarations of Interest completed		96.00	75.00	Target exceeded
Percentage assets verified		42.25	75.00	Target not achieved The assets stocktake was unable to take place as normal due to Covid-19 the Directorate is however looking at innovative ways of performing the stocktake in the coming months .
Percentage Internal Audit findings resolved		82.00	75.00	Target achieved
Percentage vacancy rate		5.80	11.60	Target exceeded
Percentage Operating budget spent		70.00	72.00	Target not achieved Reason for variance: 1. Variance due to vacancies in Department. 2. Underspending on various items under general expenses as well as collection fees. Remedial action: 1. Filling of vacancies is an ongoing process. 2. Period budget to be aligned for general expenses.
Percentage OHS investigations completed		100.00	100.00	In line with target

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Name	Status	Actual	Target	Reason for Variance/Remedial Action Comment
Percentage Capital Budget Spent		35.00	39.00	Target not achieved Reason for variance: 1. System Enhancement - Phase one completed end March 2020 and phase two will be completed by end of May 2020. 2. Furniture and Equipment- tender 043G/2019/20 is still in the process of being approved. RFQ's have been placed in the meantime. Remedial action: 1. To continuously monitor the progress of the project. 2. Department to follow-up on RFQ and ensure orders are placed as soon as possible.
Percentage of absenteeism		4.37	5.00	Target exceeded

 Well Below
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  Trend Stable
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Context: Supply Chain 201920

Scorecard as of: Mar 2020-latest quarter

Printed date: 13 May 2020

Filtered by DEPARTMENT_BY_DIRECTORATE: Supply Chain Management

Name	Status	Actual	Target	Reason for Variance/Remedial Action Comment
Supply Chain 201920				
SFA 1: Opportunity City				
1.1 Positioning Cape Town as a forward-looking globally competitive City				
Percentage of projects screened in SAP PPM	✓	100.00	95.00	Target achieved
Percentage of Project Manager Comments completed in SAP PPM	✓	100.00	95.00	Target achieved
1.3 Economic Inclusion				
Number of Expanded Public Works programmes (EPWP) opportunities created	✓	48.00	10.00	Target exceeded
Percentage budget spent on implementation of WSP	✓	92.00	70.00	Target exceeded
Number of Full Time (FTE) work opportunities created		14.64		In line with Q3 target of 29 for the Directorate
Number of unemployed apprentices				Not applicable to Department
Number of unemployed trainees and unemployed bursary opportunities (excluding apprentices)	✓	21.00	10.00	Target exceeded
SFA 3: Caring City				
3.1 Excellence in basic service delivery				
Percentage adherence to Citywide service requests			90.00	Not applicable to Department
SFA 4: Inclusive City				
4.3 Building integrated communities				
Percentage adherence to equal or more than 45.3% representation by women	✓	44.81	39.52	Target exceeded
Percentage adherence to EE target in Management level 1-3	✗	60.00	74.00	Target not achieved Will be addressed when making next appointments
Percentage adherence to EE target in all appointments (internal & external)	✓	95.12	90.00	Target achieved
Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	✗	1.52	2.00	Target not achieved Will be addressed when making next appointments
SFA 5: Well-Run City				
5.1 Operational sustainability				

Name	Status	Actual	Target	Reason for Variance/Remedial Action Comment
Percentage completion rate of tenders processed as per the demand plan		43.00	80.00	Target not achieved Reason for variance: ISM got behind with the 12-month rule concerning having the BIF and Specification approved 12 months prior to the CRbD. This resulted in the tender processes commencing late and thus started on the back foot. Remedial action: ISM had another tender awarded at BAC on the 17 April 2020. ISM have 5 x Stock tenders in process/underway and are committed to have these tabled for award at SMBAC over the next coming weeks to ensure the 80% target is met. ISM envisaged that all tenders for this financial year be awarded by SMBAC by latest end May 2020.
Percentage of the rand-value Purchase Orders to B-BBEE Suppliers/service providers		93.17	60.00	Target exceeded
Improved stock turnover rate		2.93	3.50	Target not achieved Reason for variance: Switchgear material (EGD) that was ordered for a project that's been delayed due to a tender Appeal coupled with expired building leases and rezoning. Stock that was ordered for the broadband project (IT telecoms) that was subsequently place on hold Remedial action: The situation will be continuously monitored with the line departments
Percentage implementation and incorporation of approved policies, by-laws and corporate SOP's		100.00	100.00	In line with target
Siyamamela Initiative and Staff Engagement		5.00	4.00	Target exceeded
Percentage reduction in the number of SCM deviations				Not applicable for Q3 - annual target
Percentage of Capex and Opex items (finance) matched to demand plan items		100.00	75.00	Target exceeded
Percentage of repeatable contracts with timelines indicating the process to start contract		100.00	95.00	Target achieved
Percentage of Declarations of Interest completed		97.00	75.00	Target exceeded
Percentage Internal Audit findings resolved			75.00	No follow-up audit occurred in Q3
Percentage assets verified		33.89	75.00	Target not achieved The assets stocktake was unable to take place as normal due to Covit-19 the Directorate is however looking at innovative ways of performing the stocktake in the coming months .
Percentage vacancy rate		11.30	13.00	Target exceeded
Percentage Operating budget spent		53.00	78.00	Target not achieved Reason for variance:1. Variance due to vacancies in Department. 2. Underspending on various items under contracted services Remedial action: 1. Filling of vacancies is an ongoing process. 2. Period budget to be aligned for contracted services items.
Percentage OHS investigations completed		100.00	100.00	In line with target
Percentage Capital Budget Spent		45.00	41.00	Target achieved
Percentage of absenteeism		4.93	5.00	Target achieved










Well Below
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 Trend Up
 Trend Stable
 Trend Down
















Context: Treasury 201920

Scorecard as of: Mar 2020-latest quarter

Printed date: 13 May 2020















Filtered by DEPARTMENT_BY_DIRECTORATE: Treasury Services






Name	Status	Actual	Target	Reason for Variance/Remedial Action Comment
Treasury 201920				
SFA 1: Opportunity City				
1.1 Positioning Cape Town as a forward-looking globally competitive City				
Percentage of projects screened in SAP PPM		100.00	95.00	Target achieved
Percentage of Project Manager Comments completed in SAP PPM		100.00	95.00	Target achieved
1.3 Economic Inclusion				
Number of Expanded Public Works programmes (EPWP) opportunities created				Not applicable to Department
Percentage budget spent on implementation of WSP		16.00	70.00	Target not achieved Reason for variance: Most training implemented is with no cost. SAICA training scheduled end March was cancelled due to lockdown. Remedial action: Finance Support to veriment R50 000 to departments in need of funding.
Number of Full Time (FTE) work opportunities created				Not applicable to Department
Number of unemployed trainees and unemployed bursary opportunities (excluding apprentices)		3.00	1.00	Target exceeded
Number of unemployed apprentices				Not applicable to Department
SFA 3: Caring City				
3.1 Excellence in basic service delivery				
Percentage adherence to Citywide service requests		100.00	90.00	Target exceeded
SFA 4: Inclusive City				
4.3 Building integrated communities				
Percentage adherence to equal or more than 45.3% representation by women		57.81	39.52	Target exceeded
Percentage adherence to EE target in Management level 1-3		80.00	74.00	Target achieved
Percentage adherence to EE target in all appointments (internal & external)		81.25	90.00	Target not achieved Will be addressed when making next appointments
Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)		3.13	2.00	Target exceeded
SFA 5: Well-Run City				
5.1 Operational sustainability				

Name	Status	Actual	Target	Reason for Variance/Remedial Action Comment
Percentage completion rate of tenders processed as per the demand plan		38.00	80.00	Target not achieved Five tenders were incorrectly listed under Treasury and should fall under CT Stadium. With Treasury's five (5) tenders being moved off and onto CT Stadium after the end of Q3, it will have an effect on the completion rate for Treasury and as a result Finance as a whole.
Percentage reduction in the number of SCM deviations				Not applicable to Q3 - annual target
Percentage of Capex and Opex items (finance) matched to demand plan items		100.00	75.00	Target exceeded
Percentage of repeatable contracts with timelines indicating the process to start contract		100.00	95.00	Target achieved
A11.3.1 A Treasury-approved credible and measurable financial management improvement strategy to achieve and/or sustain an unqualified audit opinion within a maximum of two financial years (Y/N)		100.00	100.00	In line with target - Resolved 60% of audit management issues within targeted dates including emerging risks
Percentage implementation and incorporation of approved policies, by-laws and corporate SOP's		100.00	100.00	In line with target
5.A Opinion of independent rating agency		100.00	100.00	In line with target - Aaa.za/P-1.za with a stable outlook The City's international rating was lowered to Ba1 as a result of the lowering of the sovereign rating
5.B Opinion of the Auditor General		100.00	100.00	In line with target - Resolved 60% of audit management issues within targeted dates
5.E Cash/cost coverage ratio (excluding unspent conditional grants) - (City) - NKPI		1.60	2.50	Target not achieved Reason for variance: Council at its March 2020 meeting approved the utilization of working capital to fund the 2020/2021 capital programme resulting in lower Cash/Cost coverage ratio. No remedial action required.
5.F Net Debtors to Annual Income (NKPI)		16.51	19.75	Target exceeded
5.G Debt (total borrowings) to total operating revenue - NKPI		24.75	26.00	Target not achieved Council at its March 2020 meeting approved the utilization of working capital to fund the 2020/2021 capital programme. Variance is compensated by the action.
VAT return submitted by 25th of each month		9.00	9.00	In line with target 9 VAT returns timeously submitted
Monthly Accounting System Management Information provided within 6 working days after month-end		6.00	6.00	In line with target Management Information provided within 6 working days after month-end
Successful raising of funds to support capital budget, if required		100.00	100.00	In line with target Sufficient cash flow available to support the Capital budget for the quarter Subsidised Loan taken up
Adherence to legislative timelines and processes for Submission of monthly, quarterly and annual financial reporting requirements		100.00	100.00	In line with target Entity Annual reports tabled in accordance with the legislative requirements, oversight queries handled, draft budget received and comments submitted
Report on the decisions of municipal entities relating to the City as parent municipality		100.00	100.00	In line with target Report on all Board Meetings attended

Filtered by DEPARTMENT_BY_DIRECTORATE: Valuations

Name	Status	Actual	Target	Reason for Variance/Remedial Action Comment
Valuations 201920				
SFA 1: Opportunity City				
1.1 Positioning Cape Town as a forward-looking globally competitive City				
Percentage of projects screened in SAP PPM	■	100.00	95.00	Target achieved
Percentage of Project Manager Comments completed in SAP PPM	■	100.00	95.00	Target achieved
1.3 Economic Inclusion				
Number of Expanded Public Works programmes (EPWP) opportunities created	✓	6.00	3.00	Target exceeded
Percentage budget spent on implementation of WSP	■	72.00	70.00	Target achieved
Number of unemployed trainees and unemployed bursary opportunities (excluding apprentices)	✓	6.00	4.00	Target exceeded
Number of Full Time (FTE) work opportunities created		3.80		In line with Q3 target of 29 for the Directorate
Number of unemployed apprentices				Not applicable to Department
SFA 3: Caring City				
3.1 Excellence in basic service delivery				
Percentage adherence to Citywide service requests	✓	99.83	90.00	Target exceeded
SFA 4: Inclusive City				
4.3 Building integrated communities				
Percentage adherence to equal or more than 45.3% representation by women	✓	46.81	39.52	Target exceeded
Percentage adherence to EE target in Management level 1-3	✗	33.33	74.00	Target not achieved Will be addressed when making next appointments
Percentage adherence to EE target in all appointments (internal & external)	●	81.69	90.00	Target not achieved Will be addressed when making next appointments
Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	✓	7.04	2.00	Target exceeded
SFA 5: Well-Run City				
5.1 Operational sustainability				
Percentage completion rate of tenders processed as per the demand plan			80.00	Not applicable for Q3
Legal compliance wrt the implementation of a Annual Supplementary Valuation Roll				Not applicable for Q3 - annual target

Name	Status	Actual	Target	Reason for Variance/Remedial Action Comment
Management and compliance reporting		100.00	100.00	In line with target Quarterly statistical report submitted to the Director: Valuations for period ending 31 March 2020.
Management and resolution of GV 2018 objections received		63.00	35.00	Target exceeded
Management and resolution of real time valuation reviews		73.00	95.00	Target not achieved Reason for variance: The capturing of the reviews were highly constraint by GRM performance issues. The reviews were timeously completed by the valuers, however, the scanning and capturing on the system was delayed. Remedial action: None required. Sufficient supervisory steps have been introduced to ensure the close monitoring of the finalisation of reviews.
Management and resolution of SV03/GV 2015 objections received		82.00	50.00	Target exceeded
Manage of appeals in accordance with the MPRA		97.00	95.00	Target achieved
Implementation of PULSE focussed initiatives		100.00	100.00	In line with target Two staff newsletters distributed in February and March 2020.
Customer responsiveness: Percentage responsiveness to land status and building plan improvements affected in LUM		92.00	80.00	Target exceeded
Percentage successful transactions submitted into the LUM interface		76.00	98.00	Target not achieved Reason for variance: The bulk snapping involving 24 973 transactions was erroneously done from a wrong database in Q1 which were recorded as failed on the billing table. Remedial action: The error was rectified without negative impact to the property owners. Preventative actions were instituted, namely when bulk snapping is required of a large amount of records, one property out of the list is selected for execution according to the user's criteria. Once the user is satisfied that all the data is correct on the snapped record, the rest of the list can be executed in bulk.
Approval of the Rates Policy		100.00	100.00	In line with target Rates Policy tabled on 26 March with the Budget for 2020/21 for public participation.
Percentage implementation and incorporation of approved policies, by-laws and corporate SOP's		100.00	100.00	In line with target
Measurement of the percentage of property rates income according to the rates provision in the approved budget		100.00	100.00	In line with target Comments and input submitted into FMR report Jan, Feb and March 2020.
Percentage of Capex and Opex items (finance) matched to demand plan items		100.00	75.00	Target exceeded
Percentage of repeatable contracts with timelines indicating the process to start contract			95.00	Not applicable for Q3
Percentage reduction in the number of SCM deviations				Not applicable for Q3 - annual target
Percentage of Declarations of Interest completed		95.00	75.00	Target exceeded
Percentage Internal Audit findings resolved			75.00	No follow-up audit occurred in Q3
Percentage assets verified		92.30	75.00	Target exceeded

Name	Status	Actual	Target	Reason for Variance/Remedial Action Comment
Percentage Operating budget spent		64.00	70.00	Target not achieved Reason for variance: 1. Variance due to vacancies in Department. 2. Underspending on various items under general expenses. Remedial action: 1. Filling of vacancies is an ongoing process. 2. Period budget to be aligned for general expenses.
Percentage vacancy rate		8.60	9.20	Target achieved
Percentage OHS investigations completed		100.00	100.00	In line with target
Percentage Capital Budget Spent		57.00	15.00	Target exceeded
Percentage of absenteeism		5.13	5.00	Target not achieved The matter will be monitored by the Department

 Well Below
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  On Target
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  Trend Up
  Trend Stable
  Trend Down

Name	Status	Actual	Target	Reason for Variance/Remedial Action Comment
Implement effective corporate governance processes	▲	100.00	100.00	In line with target Report on AGM mandate exercised
Siyamamela Initiative and Staff Engagement	▲	100.00	100.00	In line with target Review department output
Percentage of Declarations of Interest completed	✓	100.00	75.00	Target exceeded
Percentage Internal Audit findings resolved			75.00	No follow-up audits occurred in Q3
Percentage assets verified	✓	85.96	75.00	Target exceeded
Percentage Operating budget spent	●	77.00	78.00	Target not achieved Reason for variance: 1. Finance charges underspent, due to fewer than planned external loans being taken up resulting in less finance charges being paid. 2. Variance due to underspending on insurance claims items. Remedial action: Monitored monthly by Department.
Percentage vacancy rate	✓	4.40	11.80	Target exceeded
Percentage OHS investigations completed	✘	0.00	100.00	Target not achieved OH&S delayed to load the document on the SAP system. Matter was subsequently resolved
Percentage Capital Budget Spent	✓	81.00	71.00	Target exceeded
Percentage of absenteeism	✓	4.19	5.00	Target exceeded



Well Below



Below



On Target



Above



Well Above



Trend Up



Trend Stable



Trend Down