2022/2023 Executive Director Performance Scorecard (Mid-Year Amendment)
Chief Financial Officer: Kevin Jacoby
1 July 2022 - 30 June 2023

No.	Objective	Key Performance Indicator	Definition	Baseline 2020/2021	Baseline 2021/2022	Annual Target 2022/2023	Q1 30 Sep 2022 Target	Q2 31 Dec 2022 Target	Q3 31 Mar 2023 Target	Q4 30 Jun 2023 Target	Weighting	Contact Department
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION											20%	
MUNICIPAL FINANCIAL VIABILITY											10%	
SERVICE DELIVERY/GOOD GOVERNANCE											60%	
SPECIAL PROJECTS											10%	
											100%	
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION											20%	
1	Transversal Management	Percentage increase in PPM maturity level based on the PPM Operating Model	The original PPM maturity level is based on the PPM Operating Model maturity assessment that was tabled at EMT during June 2018. The maturity assessment will reflect the maturity at Portfolio, Programme and Project level and will occur on an annual basis in order to assess the increase in the maturity level. The maturity level is measured on a scale of 1 - 5. The maturity levels: * Level 1 – Initial Process: No standard process or tracking system – informal process * Level 2 – Repeatable Process: Minimum standards for processes and procedures * Level 3 – Defined Process: Defined Process which allow for flexibility * Level 4 – Managed Process: Obtain and retain specific measurements and quality requirements * Level 5 – Optimised Process: Continuous process improvement and proactive technology and problem management for future improvements The EDs for Finance and Corporate Services will be measured on a City-wide maturity level. All other EDs will be measured per the individual directorate. Performance rating: Fully effective = achieve increase of 0.1 - 0.2 Significantly above expectation = range between 0.21 - 0.5 Outstanding performance = achieve increase 0.51 and above	2.64	2.76	Actual achieved of prior year +increase 0.1 - per directorate individual achievement	AT	AT	AT	Actual achieved of prior year +increase 0.1 - per directorate individual achievement	2%	Department: CPPM Source document: PPM assessment Contact person: Ben Peters 021 400 9206
2	16. A Capable and Collaborative City Government	Expansions and Amendments of repeatable contracts (%)	Measures the pecentage of expansions and amendments on repeatable contracts. This indicator will only measure instances where there was more than one expansion and amendment on the same contract. Expansions is defined as an extension of less than 6 months and amendments are defined as extension beyond 6 months. Source: contract register. Measurement will commence only when expansion or amendment was concluded and only applies to **repeatable contracts**. Expansions are approved by BAC. Amendments are approved by Mayco and BAC. Formula: Total number of repeatable contracts expanded and/or amended ÷ Total number of repeatable contracts. Measured cumulatively. Performance rating: Not fully effective = 2.1% and above Fully effective = 2% Significant performance = range 0.1% - 1.9% Outstanding = 0%	100%	0%	2%	N/A	2%	N/A	2%	2%	Department: Contract Management Unit Source document: Contract register Contact person: Maureen Whare

3	16. A Capable and Collaborative City Government	Percentage reduction in the number of SCM deviations	**The objective is to achieve a 20% reduction on SCM deviations.** The indicator only applies to Supply Chain Management (SCM) deviations above R200 000 (inclusive of VAT). Sole/single service provider deviations and deviations relating to emergencies will be excluded from the measurement as per section 36 of SCM regulations. The indicator will measure the percentage year on year reduction from the previous year's number of SCM deviations. Formula: (No. of SCM deviations for current year – No of SCM deviations for prior year)/ Number of SCM deviations for prior year X 100 Performance rating: Unacceptable performance = any positive increase in deviations Not fully effective = decrease deviations between 1% and 19% Fully effective = decrease deviations by 20% Significant performance = decrease deviations between 21% and 99% Outstanding performance = 0 deviations	-67%	-87%	20%	AT	AT	AT	20%	3%	Department: SCM Source document: Evidence: Formula: Number of SCM deviations reduced by the target percentage % year on year for the department/ directorate. Contact person: Abu Bakr Moerat SCM: Head of Supplier Management and Administration 021 400 3007
4	16. A Capable and Collaborative City Government	Average percentage reduction in the number and value of irregular expenditure identified for the Directorate (year-on-year)	**The objective is to achieve a 50% reduction on irregular expenditure.** The indicator will measure the average percentage reduction in the number and value of irregular expenditure i.e.. contravention of legislation as defined in the irregular expenditure definition. Irregular expenditure is defined as expenditure that is in contravention of, or not in accordance with, a requirement of the Local Government: Municipal Finance Management Act 56 of 2003, the Local Government: Municipal Systems Act 32 of 2000, the Remuneration of Public Office Bearers Act 20 of 1998, or the municipality's supply chain management (SCM) policy. Indicator will measure irregular expenditure that arose only in the time of employment of the ED. Irregular expenditure will be measured based on the financial year in which it is disclosed. Irregular expenditure is based on self-disclosure or detected by an assurance provider (including AGSA) for the current financial year and the year preceding the current financial year where the ED was accountable for the directorate. Formula: (Non-compliance Instances for the current year – Non-compliance instances for prior year)/ Non-compliance instance for prior year X 100" + (Irregular expenditure amount for current year – Irregular expenditure amount for prior year)/ Irregular expenditure amount for prior year X 100" / 2 Refer to table below for calculation: Performance rating: Not fully effective = a reduction above 0% and less than 50% Fully effective = a reduction between 50% and 99% Outstanding =100% reduction or 0 instances	-60%	-67%	50%	AT	AT	AT	50%	3%	Department: City Manager Office Source document: Irregular Register and the AG's findings **in the quarter that it is available**. Contact person: Gayle Postings 021 400 1268

5	16. A Capable and Collaborative City Government	Percentage of external **(Auditor General)** audit actions completed as per audit action plan	This indicator measures how many actions was completed in the financial cycle within in the unique deadline set, as per the audit action plan. The Audit Action Plan sets out the total number audit actions required to address the internal control deficiencies as identified by the Auditor-General in their management report. Completed would mean that the actions as stipulated in the audit action plan has been executed by the relevant ED and/or Director. Should there be no actions required for an Executive Director and/or Director the indicator will not be applicable. <u>Performance rating:</u> Outstanding = 100% No scores for fully effective and significant	100%	100%	100%	100%	100%	100%	100%	2%	Department: Investor Relations Source document: Completed Audit Action plan Contact person: Lynn Fortune:021 400 5987
6	16. A Capable and Collaborative City Government	Percentage of final council decisions implemented within timeframes	The indicator excludes all council decisions for noting, decisions taken by council where there is no budget to implement actions or outside of the control of the ED. These exlusions must be supported by valid evidence. These decisions must be reflected on each quarterly report for the City Manager and/or panel's awareness All final Council decisions allocated to the ED with implementation date for the quarter must be implemented and reported on for the quarter to achieve the target. Implementation that runs over a period longer than a financial year will be measured according to milestones identified for implementation within the current financial year. Each ED must ensure that a date is allocated of when action will be completed and implemented. This must be captured in the CDIT system by the relevant implementer. If no timeframe was allocated the timeframe is deemed to be one month for implementation. Implementation is the date of completion of the actions or achievement of councils request or expectation. Weighting must be reallocated where there were **no council decisions** for the year. <u>Performance rating:</u> Outstanding performance = 100% Score of 5 and scoring will apply downwards where decisions were not implemented. Significant performance = range between 99% and 80% of ALL decisions Fully effective = range between 79% and 70% of ALL decisions Below 70% not effective	100%	100%	100%	100%	100%	100%	100%	1%	Each ED is responsible for implementation, evidence and updates to the tracking system. Source document: SharePoint tracking Tracking System contact person: Rehana Razack (021 400 1246) Weighting must be reallocated where there were no council decisions for the year.

7	16. A Capable and Collaborative City Government	Percentage of final mayco decisions implemented within timeframes	The indicator excludes all mayco decisions for noting, decisions taken by mayco where there is no budget to implement actions or outside of the control of the ED. These exlusions must be supported by valid evidence. These decisions must be reflected on each quarterly report for the City Manager and/or panel's awareness All final Mayco decisions allocated to the ED with implementation date for the quarter must be implemented and reported on for the quarter to achieve the target. Implementation that runs over a period longer than a financial year will be measured according to milestones identified for implementation within the current financial year. Each ED must ensure that a date is allocated of when action will be completed and implemented. This must be captured in the CDIT system by the relevant implementer. If no timeframe was allocated the timeframe is deemed to be one month for implementation. Implementation is the date of completion of the actions or achievement ofmayco's request or expectation. Weighting must be reallocated where there were **no mayco decisions** for the year. <u>Performance rating:</u> Outstanding performance = 100% Score of 5 and scoring will apply downwards where decisions were not implemented. Significant performance = range between 99% and 80% of ALL decisions Fully effective = range between 79% and 70% of ALL decisions Below 70% not effective	100%	100%	100%	100%	100%	100%	100%	1%	Each ED is responsible for implementation, evidence and updates to the tracking system. Source document: SharePoint tracking Tracking System contact person: Rehana Razack (021 400 1246) Weighting must be reallocated where there were no mayco decisions for the year.
8	16. A Capable and Collaborative City Government	16.J Budget spent on implementation of Workplace Skills Plan (%)	Measuresthe percentage of budget spent on the Workplace Skills Plan .The Workplace Skills Plan outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions that will address the needs arising out of local government's skills sector plan, the IDP, the individual departmental staffing strategies, individual employees' personal development plans and the employment equity plan. Proxy measure for NKPI per MSA Regulation 10(f). Formula: % spent on the implementation of the WSP measured against the training budget. (A/B)*100 A: Actual spend per quarter on training budget B: Planned spend on training Budget for the year <u>Performance rating</u>: Fully effective = 90% Significant performance = between range of 91% and 97% Outstanding performance = 98% and above	96%	100%	90%	10%	30%	60%	90%	1%	Source documents: WSP report per quarter Contact person: Nonzuzo Ntubane 021 400 4056

9	16. A Capable and Collaborative City Government	Percentage of internal independent assurance provider's recommendations implemented	It is the monitoring and reporting of the implementation (expressed as a percentage) of corrective actions to address internal independent assurance providers' recommendations, issued within the directorate of the responsible Executive Director. The internal independent assurance providers included in this KPI are **Internal Audit, Ombudsman, Integrated Risk Management, Ethics and Forensics functions.** Each internal independent assurance provider as mentioned above has their own unique input to this KPI. This KPI will be "not applicable" to management when there are no recommendations, thus only those that could provide inputs will be included in the calculation. Performance rating: Fully effective = 85% Significant performance = between range of 86% and 94% Outstanding performance = 95% and above	93%	94%	85%	85%	85%	85%	85%	2%	Department: Combined Assurance and Governance Source documents: refer to definition Contact person: Zotshokazi Kakaza 021 400 6310
10	16. A Capable and Collaborative City Government	16. A Community satisfaction city-wide survey (score 1 - 5)	Measures the score on the Community Satisfaction City-wide survey. A statistically valid, scientifically defensible score from the annual survey of residents' perceptions of the overall performance of the City's The measure is given against a non-symmetrical Likert scale, where 1 is poor, 2 is fair, 3 is good, 4 is very good and 5 is excellent. The objective is to improve the current customer satisfaction level. Performance rating: Fully effective = 2.8 Significant performance = between range of 2.9 - 3.1 Outstanding performance = 3.2 and above	3.0	2.7	2.8	Annual Target	Annual Target	Annual Target	2.8	2%	Department: Organisational Effectiveness and innovation Source document: Community Satisfaction survey score Contact person: Bridgette Morris 021 400 3812
11	16. A Capable and Collaborative City Government	Increase in City Pulse score	The City Pulse survey measures the organisational culture and aims to improve employee experience at the City Performance rating: Fully effective = achieve an increase by 0.0 and 0.1 Significant above expectation = increase of overall score by between 0.11 and 0.3 Outstanding performance = increase greater than 0.31	4	N/A	Baseline + 0.2	Annual Target	Annual Target	Annual Target	Baseline + 0.2	1%	Department: Organisational Effectiveness and Innovation Source document: City Pulse 2021 Results and City Pulse 2019 results with the 3 questions identified in the attachment Contact person: Monica Pregnolato 021 400 9221
MUNICIPAL FINANCIAL VIABILITY											10%	
12	16. A Capable and Collaborative City Government	16.D Spend of capital budget (%) (NKPI)	Measures the extent to which capital expenditure has been spent based on the original budget during the financial year. Capital expenditure is all costs incurred by the municipality to acquire, upgrade, and renew physical assets such as property, plants, buildings, technology, or equipment. Proxy measure for NKPI per MSA Regulation 10(c). Proxy measure for C88 FM1.11 Performance rating: Fully effective = 90% Significant performance = range between 91% to 94% Outstanding performance = 95% and above	95%	98% (Interim results)	90%	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	90%	6%	Directorate Finance Manager

13	16. A Capable and Collaborative City Government	Percentage of operating budget spent	This indicator measures the total actual expenditure to date as a percentage of the total budget including secondary expenditure. Performance rating: Fully effective = 95% Significant performance = range between 96% and 98% Outstanding performance = 99% and above	99%	91% (Interim results)	95%	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	95%	4%	Directorate Finance Manager
SERVICE DELIVERY/GOOD GOVERNANCE											**60%**	
14	Inclusive economic growth	1.C Property revenue clearance certificates issued within 10 working days (%)	Measures the percentage of revenue clearance certificates issued by the municipality within 10 working days of a compleeted submission. A revenue clearance certificate is issued by the relevant local municipality and reflects all of the debts collected on the property, including rates. the purpose of the document is to prove that all the outstanding debt on the property has been paid by the seller. A completed submission refers to the point in time when all necessary information has been supplied in relation to the certificate. The 10 days, in this instance, refers to 10 working days, not days of the week. Proxy measure for C88 LED3.21 Performance rating: Fully effective = 93% Significant performance = range between 1% and 5% above target achieved Outstanding performance = above 5% target achieved	92.63%	99.06%	90%	93%	93%	93%	93%	5%	Director: Revenue Trevor Blake
15	16. A Capable and Collaborative City Government	16.B Opinion of independent rating agency	A report which reflects credit worthiness of an institution to repay long-term and short-term liabilities. Credit ratings provide an analysis of the City's key financial data and are performed by an independent agency to assess the City's ability to meet short- and long-term financial obligations. Indicator standard/Norm/Benchmark: The highest rating possible for local government which is also subject to the Country's sovereign rating. Performance rating: Below A1 = (1) Fully effective = A1 (3) (subject to the highest sector rating at the time) Outstanding performance = AA3 (5) (subject to the highest sector rating at the time)	Aaa.za	Aa3.za/P-1.za long and short-term national scale rating	High investment rating	High investment rating	High investment rating	High investment rating	High investment rating	5%	Director: Treasury David Valentine

16	16. A Capable and Collaborative City Government	16.C Opinion of the Auditor-General	This indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor General (AG) in determining their opinion. The AG has various approved opinions and the City will be measured against these opinions based on the outcome of the audit. <u>Performance rating</u>: Qualified with findings, Adverse with findings and Disclaimed with findings = (0) Significant performance = Unqualified with findings (4) Outstanding performance = Clean audit (5)	Unqualified with findings	Results will only be available November/ December 2022 after the finalisation of the audit process by the AG	Unqualified audit opinion	Annual Financial Statements and Consolidated Financial Statements submitted	Unqualified audit opinion	Resolved 60% of audit management issues	Unqualified audit opinion	5%	Director: Treasury David Valentine
17	16. A Capable and Collaborative City Government	16.E Cash/cost coverage ratio (NKPI)	The ratio indicates the ability to meet at least its monthly fixed operating commitments from cash and short-term investments, without collecting any additional revenue, during that mont (excluding unspent conditional grants). Proxy measure for NKPI per MSA Regulation 10(g) <u>Performance rating</u>: NT Benchmark - 1 to 3 times Outstanding performance (5) = 1.70:1 Fully effective (3) = underperformance of 5% on 1.70:1 read together with 16.G over-performance in the same ratio. The 2 ratios are interrelated and compensate each other	1.82:1	2.3:1 (Interim results)	1.70:1	2:1	2:1	2:1	1.70:1	5%	Director: Treasury David Valentine
18	16. A Capable and Collaborative City Government	16.F Net debtors to annual income (NKPI)	Net current debtors are a measurement of the net amounts due to the City that are realistically expected to be recovered. Proxy measure for NKPI per MSA Regulation 10(g) <u>Performance rating</u>: Outstanding performance (5) = 20.67% Fully effective = anything more than 5% The outcome of this ratio is also dependent on the performance of the Rates collection ratio KPI (indicator 28)	17.15%	10.15% (Interim results)	21.50%	18.25%	18.52%	18.79%	20.67%	5%	Director: Treasury David Valentine
19	16. A Capable and Collaborative City Government	16.G Debt (total borrowings) to Total Operating Revenue (NKPI)	The purpose of the ratio is to provide assurance that sufficient revenue will be generated to repay liabilities. Proxy measure for NKPI per MSA Regulation 10(g) <u>Performance rating</u>: Significant performance (5) = 30.52% Fully effective = anything more than 5%	23%	20.06% (Interim results)	30.52%	23.50%	23.50%	23.50%	30.52%	5%	Director: Treasury David Valentine
20	16. A Capable and Collaborative City Government	Progress against major milestones of budget cycle plan to ensure the submission of the 2023/2024 Budget to Council for adoption	Submission of affordable, sustainable and balanced Operating and Capital Budget (MTREF) aligned to the IDP to Council for consideration. Managing the drafting and coordination of Operating and Capital Budget for the City, ensuring alignment to the IDP. <u>Performance rating</u>: Outstanding = 100% No score for fully effective and significant	100% Budget submitted to Council (item SPC 05/05/21) on 26 May 2021	100% Budget submitted to Council (item SPC 31/05/22) on 31 May 2022	Submission of 2023/2024 Budget to Council for adoption by 31/05/2023	Initial budget engagement to various forum (e.g. BSC)	Modelled determination of major budget assumptions eg. Tariff increases, growth parameters	Tabled budget at Council by 31/03/2023	Submission of 2023/2024 Budget to Council for adoption by 31/05/2023	5%	Director: Budgets Carl Stroud

21	16. A Capable and Collaborative City Government	Number of approved reports indicating regular monitoring, assessment and reporting of relevant in-year financial results	Regular monitoring, assessment and reporting of all relevant financial data sets, advice on corrective action and proposals in respect of variances between budget and progressive actuals. Compliance to relevant legislative frameworks w.r.t. other tiers of government. Under-spending or -recovery of budgetary provisions impacts negatively on municipalities' ability to deliver on its projects and services. Continuous and pro-active steps in monitoring progressive results could address this aspect timeously. In this regard internal procedures managed by the Budget Department (eg. FMR and PCER) is key to highlight variances and propose and implement remedial action towards optimum budget implementation and realisation. Ultimate format and mechanism must be in accordance with municipal budget-related legislation and directives. The FMR reports are approved by CFO, Executive Mayor and Quality certified by the City Manager. <u>Performance rating</u>: Fully effective = 6 reports Significant performance = 8 reports Outstanding = 12 reports	3 Financial Monitoring Reports submitted for Q4 (April, May and June 2021) = total of 12	3 Financial Monitoring Reports submitted for Q4 (April, May and June 2022 = total of 12	3 for 4th quarter, making an Annual Total of 12 reports	3 reports	3 reports	3 reports	3 for 4th quarter, making an Annual Total of 12 reports	5%	Director: Budgets Carl Stroud
22	16. A Capable and Collaborative City Government	Legal compliance in determining a general valuation roll	Q1: Process Plan for the General Valuation Roll (GV2022) submitted to the Director: Valuations (to include activities and time frames) Q2: Provisional General Valuation Roll (GV2022) ready for rates modelling and quality assurance assessment (valuation of all registered properties completed for checking) Q3: 1. General Valuation Roll (GV2022) certified by the Municipal Valuer (provision roll checked for completeness and signed-off by the MV). 2. Receive independent audit report wrt the review of CAMA techniques for GV2022 (independent review of GV2022 CAMA processes completed Q4: GV2022 data submitted to LUM/ISU for implementation on 1 July 2023 (GV2022 values being implemented via electronic interface with the Revenue Department for billing from 1 July 2023). <u>Performance rating</u>: Outstanding = 100% No scores for fully effective and significant	New	New	GV2022 data submitted to LUM /ISU for implementation on 1 July 2023	Process Plan for the General Valuation Roll (GV2022) submitted to the Director: Valuations	Provisional General Valuation Roll (GV2022) ready for rates modelling and quality assurance assessment	1. General Valuation Roll (GV2022) certified by the Municipal Valuer 2. Receive independent audit report wrt the review of CAMA techniques for GV2022	GV2022 data submitted to LUM /ISU for implementation on 1 July 2023	5%	Director: Valuations Louise Muller
23	16. A Capable and Collaborative City Government	Percentage funding alignment of City Conditional grant funding to Division of Revenue Act and Provincial Gazette prescripts and framework allocations	Percentage, per each conditional grant as defined in both the Divisions of Revenue Act and Gazette, of funding allocation alignment to City budgets. <u>Performance rating</u>: Outstanding = 100% No scores for fully effective and significant	100%	100%	100%	20%	45%	70%	100%	5%	Director: Grant Funding Wayne Muller

24	16. A Capable and Collaborative City Government	Improved Stock Availability rate	To measure and maintain the stock levels in the system at optimal levels to enable service delivery <u>Performance rating</u>: Fully effective = 92% Significant performance = 93 to 95% Outstanding performance = 96% and above	2.32	New	92%	92%	92%	92%	92%	5%	Director: SCM Basil Chinasamy
25	16. A Capable and Collaborative City Government	Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission	The percentage of municipal payments made to service providers within 30-days of complete invoice submission. The indicator measures the number of payments made on the basis of invoice submissions to the municipality within the accepted standard of 30 days or less. This measures 30 calendar days from the time of submission of an accurate invoice. Formula:((1) Number of municipal payments within 30-days of complete invoice receipt made to service providers / (2) Total number of complete invoices received (30 days or older)) x 100 <u>Performance rating</u>: Fully effective = 97% Significant performance = 98% Outstanding performance = 99% and above	99%	99.3%	97%	97%	97%	97%	97%	5%	Director: Expenditure Nothemba Lepheana
SPECIAL PROJECTS (RELATING TO DIRECTORATE FUNCTIONAL AREA)											**10%**	
26	16. A Capable and Collaborative City Government	Legal Compliance wrt the implementation of an annual Supplementary Valuation Roll	Quarter 1: N/A Quarter 2: N/A Quarter 3: N/A Quarter 4: Supplementary Valuation Roll SV05 to GV2018 certified by the Municipal Valuer by 30 June 2023. The approval of the SV is an annual process within the GV cycle. <u>Performance rating</u>: Outstanding performance = 100% No scores for fully effective and significant performance	Supplementary Valuation Rolls for SV02 certified by the Municipal Valuer on 8 October 2020 and SV03 to GV2018 certified by the Municipal Valuer on 30 June 2021	100% Fourth Supplementary Valuation Roll to GV2018 certified on 30 June 2022	Supplementary Valuation Roll SV05 to GV2018 certified by the Municipal Valuer by 30 June 2023	N/A	N/A	N/A	Supplementary Valuation Roll SV05 to GV2018 certified by the Municipal Valuer by 30 June 2023	4%	Director: Valuations Louise Muller
27	Less Formal Township Establishment Act (LFTEA) areas	Percentage Review of developments in areas not established through formal building development processes to recognise rateable properties	Q1: 10% of Rateable properties in one further LFTEA area be included in valuation process Q2: 25% of Rateable properties in one further LFTEA area be included in valuation process Q3: 50% of Rateable properties in one further LFTEA area be included in valuation process Q4: 75% of Rateable properties in one further LFTEA area be included in valuation process <u>Performance Rating</u>: Fully effective = 75% Significant performance = range between 76% and 85% Outstanding performance = 86% and above	New	100% of Rateable properties in the LFTEA area of Imazama Yetu, Hout Bay, included in valuation process	75% of Rateable properties in one further LFTEA area be included in valuation process	10% of Rateable properties in one further LFTEA area be included in valuation process	25% of Rateable properties in one further LFTEA area be included in valuation process	50% of Rateable properties in one further LFTEA area be included in valuation process	75% of Rateable properties in one further LFTEA area be included in valuation process	3%	Director: Valuations Louise Muller

28	16. A Capable and Collaborative City Government	Revenue collected as a percentage of billed amount - Rates	To measure the receipts as a percentage of billing covering the immediate 12 months period for all directorate responsible for services. Formula: Revenue collected over Billed amount. <u>Performance rating:</u> Fully effective = range between 95% and 95.99% Significant performance = range between 96% and 96.99% Outstanding performance = 97% and above	97.83%	98.95%	96%	96%	96%	96%	96%	3%	Director: Revenue Trevor Blake

Executive Director: Finance Directorate

Kevin Jacoby

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City Manager

Lungelo Mbandazayo

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