

DATE:

REPORT TO: ALL PORTFOLIO COMMITTEES

1. ITEM NUMBER **EN 10/09/24**

2. SUBJECT

ANNUAL REVIEW OF ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

ONDERWERP

JAARLIKSE HERSIENING VAN DIE ORGANISATORIESE PRESTASIEBESTUURSTELSEL

ISIHLOKO

UPHONONONGO LONYAKA LWENKQUBO YOLAWULO LWENDLELA YOKUSEBENZA KWEZIKO

LSU: R0565

3. DELEGATED AUTHORITY

In terms of delegation Part 7: Section (1) (5) of the Council's System Delegation (C44A/06/24) which requires Portfolio Committees to make recommendations to the Executive Mayor together with the Mayoral Committee for submission to Council in regard to the draft IDP including amendments to the IDP during the annual review thereof for consideration by Council.

This report is for

- Committee name** : All Portfolio Committees
- The Executive Mayor together with the Mayoral Committee (MAYCO)
- Council

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4. DISCUSSION

Section 34 (a) and (b) of the Municipal Systems Act requires that a municipality must review and amend its Integrated Development Plan annually, which includes various Five-year scorecards. These scorecards consists of the City's Five-year corporate scorecard, the Entities Five-year scorecard and National Treasury Circular 88 scorecard.

These Five-year scorecards consist of the key performance indicators (KPIs) and targets, which are developed as part of the Organisational Performance Management System. It should be noted that the scorecard from the National Treasury is **prescribed** to all Metros and the indicator names and definitions cannot be amended during this annual review process.

The OPM System consists of various phases that depicts the process of Planning, Monitoring, Evaluation, Reviewing, Reporting, Auditing and Oversight in the City. Legislation requires that the Performance Management System, key performance indicators and targets must be reviewed annually.

The purpose of the report is for Portfolio Committees to review and provide input, if applicable, into the Organisational Performance Management System that is currently under review (Ref. Annexure A and B).

The OPM System and the 2024/2025 Five-Year Scorecards will be presented to the public for review and provide input, if applicable. The input emanating from the review process will be assessed and where applicable could inform the OPM System and the 2025/2026 Five-Year Scorecards.

Adverts are placed in Community newspapers whereby members of the community are invited to review and provide input, if applicable in respect of the OPM System and Five-Year Scorecards. Inputs from both the communities and Portfolio Committees must be submitted by the 30 September 2024 to:

- E-mail: performance.management@capetown.gov.za
- Written submission: Director: Organisational Performance Management, City of Cape Town, Private Bag X9181, Cape Town 8000

- 4.1. Financial Implications None Opex Capex
- Capex: New Projects
 - Capex: Existing projects requiring additional funding
 - Capex: Existing projects with no Additional funding requirements

4.2. Policy and Strategy Yes No

4.3. Legislative Vetting Yes No

4.4. Legal Implications Yes No

Municipal Systems Act of 2000, chapter 5, section 34 (a) and (b):

A municipality council –

(a) must review its integrated development plan

(i) Annually in accordance with an assessment of its performance measurements in terms of section 41; and

(ii) to the extent that changing circumstances so demand;

(b) may amend its integrated development plan in accordance with a prescribed process.

Municipal Systems Act of 2000, chapter 6, section 41(1)(c)(ii):

(1) A municipality must in terms of its performance management system and

in accordance with any regulations and guidelines that may be prescribed-

(c) (ii) measure and review performance at least once per year;

Municipal Systems Act 32 of 2000, Chapter 6, section 42:

A municipality, through appropriate mechanisms, processes and procedures established in terms of Chapter 4, must involve the local community in the development, implementation and review of the municipality's performance management system; and, in particular, allow the community to participate in the setting of appropriate key performance indicators and performance targets for the municipality.

Municipal Systems Act 32 of 2000, Local Government, Municipal Planning and Performance Management Regulations, 2001: Chapter 3, regulations 9:

- (a) A municipality must set up key performance indicators, including input indicators, output indicators and outcome indicators, in respect of each of the development priorities and objectives referred to in section 26 (c) of the Act.

Municipal Systems Act 32 of 2000, Local Government, Municipal Planning and Performance Management Regulations, 2001: Chapter 3, regulations 11 (1) and (2):

- (1) A municipality must review its key performance indicators annually as part of the performance review referred to in regulations 13.
- (2) Whenever a municipality amends its integrated development plan in terms of section 34 of the Act, the municipality must, as part of the process referred to in regulations 3, review those key performance indicators that will be affected by such amendment.

Municipal Systems Act 32 of 2000, Local Government, Municipal Planning and Performance Management Regulations, 2001: Chapter 3, regulations 13(1)(4)(b) and (c):

- (1) A municipality must, after consultation with the local community, develop and implement mechanisms, systems and processes for the monitoring, measurement and review of the performance in respect of the key performance indicators and performance targets set by it.
- (4) The mechanisms, systems and processes for review in terms of sub regulation (1) must at least -
- (b) review the key performance indicators set by the municipality in terms of regulations 9; and
- (c) allow the local community to participate in the review process.

4.5. Staff Implications Yes No

4.6. Risk Implications Yes The risks for approving and/or not approving the recommendations are listed below:

No Report is for decision and has no risk implications.

No Report is for noting only and has no risk implications.

4.7. POPIA Compliance Yes It is confirmed that this report and the content of the annexures have been checked and considered for POPIA compliance.

5 RECOMMENDATIONS

It is recommended as follows that:

The Portfolio Committees note the process for the review of the Organisational Performance Management System and give input, if necessary and recommend it to the Executive Mayor together with Mayco for submission to Council as part of the IDP annual review process.

AANBEVELINGS:

Daar word aanbeveel dat:

Die Portefeuljekomitee kennis neem van die hersieningsproses van die organisatoriese prestasiebestuurstelsel, en insette lewer, indien nodig, en dit by die uitvoerende burgemeester tesame met die burgemeesterskomitee aanbeveel vir voorlegging aan die Raad as deel van die jaarlikse IDP- hersieningsproses.

IZINDULULO:

Kundululwe ngale ndlela ilandelayo, yokuba:

liKomitizeMicimbi yeSebe maziqwalasele inkqubo

engophengululo/engophononongo lwenkqubo engoLawulo lweNdlela

yokuSebenza kweZiko kwaye zivakalise uluvo, ukuba kufanelekile kwakhona

zenze izindululo zazo kuSodolophu weSigqeba kunye nakwiKomiti yeSigqeba

sakhe (i-Mayco) ukuze ingeniswe kwiBhunga njengenxa'nyene yenkqubo yeIDP

yophengululo lonyaka.

ANNEXURES

- Annexure A: Organisational Performance Management System
Annexure B: Five-Year Integrated Development Plan, Corporate Scorecard,
July 2022 – June 2027 (2024/2025)
Annexure C: OPM System Review feedback

FOR FURTHER DETAILS CONTACT

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DIRECTORATE	Future Planning and Resilience	FILE REF NO	
SIGNATURE : DIRECTOR	 Monique Fillies Digitally signed by Monique Fillies Date: 2024.08.16 12:05:20 +02'00'	 Ameen Benjamin Digitally signed by Ameen Benjamin Date: 2024.08.16 11:56:51 +02'00'	

EXECUTIVE DIRECTOR

NAME	Gareth Morgan	COMMENT:
DATE		
SIGNATURE	 Gareth Morgan Digitally signed by Gareth Morgan Date: 2024.08.16 17:39:04 +02'00'	

THE ED'S SIGNATURE REPRESENTS SUPPORT FOR THE REPORT AND ANNEXURE CONTENTS AND CONFIRMS POPIA COMPLIANCE

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		Certified as legally compliant based on the contents of the report.
SIGNATURE	 Joan-Mari Holt Digitally signed by Joan-Mari Holt Date: 2024.08.19 15:40:15 +02'00'	

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The Organisational Performance Management System

The Performance management system is prescribed by legislation in terms of section 38 of the Municipal Systems Act. No 32 of 2000 (MSA).

The Performance management system is a tool that equips leaders, managers, workers and stakeholders with techniques for regularly planning, continuously monitoring and periodically measuring, reviewing, reporting and evaluating of the performance of the City. Key performance indicators are developed and targets set to measure the economy, efficiency and effectiveness of service delivery. It is against these measures that the community can monitor the municipality and its members. Performance management system provides a mechanism for managing expectations. The MSA further requires that the system should be reviewed annually in terms of section 40, 41 (1) (ii). Section 42 of the MSA requires that the local community must be involved and participate in the reviewing of the OPM system.

The table below depicts the process followed:





CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

FIVE-YEAR INTEGRATED DEVELOPMENT PLAN

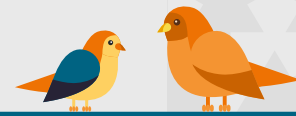
CORPORATE SCORECARD

JULY 2022 - JUNE 2027

AS AMENDED FOR 2024/25



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FIVE-YEAR CORPORATE SCORECARD 2022/23 TO 2026/27

THE CITY OF CAPE TOWN'S PERFORMANCE MANAGEMENT SYSTEM

The City uses performance management to drive improvements and translate its vision and strategies into actions. As this is an iterative process, performance management is also used to determine whether City actions are leading to the intended outcomes as articulated in its strategic vision and objectives.

The performance management system equips leaders, managers, workers and stakeholders with techniques for regularly planning, continuously monitoring and periodically measuring, reviewing, reporting and evaluating the performance of the City. Key performance indicators are developed and targets set to measure the economy, efficiency and effectiveness of service delivery. It is against these measures that the community can monitor the municipality and hold it accountable. The system also provides a mechanism for managing expectations.

The performance management system used in the City is much wider and more robust than what is depicted in the corporate scorecard. The corporate scorecard can only include indicators for outcomes which are solely in the City's responsibility to deliver



on. Medium to long-term outcomes which are realised by a combination of the efforts of many stakeholders and, therefore, predominantly not in the City's 'area of control', but in the City's 'area of concern'. These medium to long-term outcomes and impacts do not feature as part of the corporate scorecard, but are monitored as trends. In addition, the corporate scorecard can only include indicators which are supported by data that is owned and managed by the City and can be audited. Therefore, external data sources, such as Stats SA data, cannot be utilised as evidence in an auditable environment and cannot feature as part of the corporate scorecard.

The City of Cape Town tracks a range of trends, such as the rate of unemployment and foreign direct investments. These are not included on the scorecard as they are not the sole responsibility of the City but are tracked within the broader monitoring and evaluation system.

A corporate scorecard contains indicators and targets covering the five-year period of the IDP (2022 - 2027). This scorecard is depicted in the first table and there is a separate attachment depicting definitions. Programme outcomes not measured on the corporate scorecard will be measured at other levels in the City. The second section below depicts the format and contents required by National Treasury, and is generally referred to as the Circular 88 (C88) report. The third and fourth sections below are the scorecards of the City's entities. These are Cape Town Stadium and the Cape Town International Convention Centre (CTICC). The definitions related to the latter two scorecards are also attached.

In summary the following Annexures will be attached to the IDP:

- Corporate scorecard and definitions
- Entities' scorecards and definitions - Cape Town Stadium and CTICC
- Circular 88 scorecards and definitions
- **Circular 88 barriers and challenges**



2022-2027 FIVE-YEAR CORPORATE SCORECARD¹



PRIORITY: ECONOMIC GROWTH

Let's make Cape Town the easiest place to do business and create jobs in Africa

OBJECTIVE: 1. INCREASED JOBS AND INVESTMENT IN THE CAPE TOWN ECONOMY

KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
1. A Average number of days taken to process building plan applications of less than 500 square meters (HS2.22)	11,3	13,78	12	25	25	25
1. B Average number of days taken to process building applications of 500 square meters or more (LED3.13)	13,38	28,69	12	35	35	35
1.C Percentage of revenue clearance certificates issued within 10 working days from time of completed application received (LED3.21)	96.4%	93%	93%	93%	93%	93%
1.D Commercial electricity services applications finalised within industry standard timeframes (%) REMOVED	New	100%	95%	95%	95%	95%
1.E Council-approved trading plans developed or revised for informal trading (number)	8	8	7	8	8	8
1.G Number of work opportunities created through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes) (LED1.21)	40 600	35 000	35 000	30 000	30 000	30 000
1.H Average time taken to finalise informal trading permits (LED3.12)	43,38	43	40	30	30	30

¹ (NKPI)-National Key Performance Indicators - these are legislative and cannot be removed.



PRIORITY: BASIC SERVICES

Let's get the basics right as the foundation of a healthy and prosperous city

OBJECTIVE 2. IMPROVED ACCESS TO QUALITY AND RELIABLE BASIC SERVICES

KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
2.A Taps provided in informal settlements (number) (NKPI)	801	700	700	700	700	700
2.B Toilets provided in informal settlements (number) (NKPI)	6 540	2 500	3 000	3 500	4 000	4 500
2.C Percentage of recognised informal settlements receiving basic waste removal services (ENV3.11)	99,79%	99%	99%	99%	99%	99%
2.D Subsidised electricity connections installed (number) (NKPI)	1 503	1 500	1 500	1 500	1 500	1 500

OBJECTIVE 3. END LOAD-SHEDDING IN CAPE TOWN OVER TIME

KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
3.A Installed capacity of approved embedded generators on the municipal distribution network (EE4.12)	19,49MVA	5MVA	10MVA	10MVA	10MVA	10MVA
3.B Load-shedding level variance (%)	New	40%	16%	40%	40%	40%

OBJECTIVE 4. WELL-MANAGED AND MODERNISED INFRASTRUCTURE TO SUPPORT ECONOMIC GROWTH

KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
4. A Sewer reticulation pipeline replaced (metres)	New	50 000	100 000	100 000	100 000	100 000

KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
4.B Compliance with drinking water quality standards (%)	98.96%	99%	99%	99%	99%	99%
4.C Total augmented water capacity in mega litres per day	New	20	40	42	55	90
4.D Valid applications for residential water services closed within the response standard (%) (NKPI)	New	80%	80%	80%	80%	80%
4.E Valid applications for residential sewerage services closed within the response standard (%) (NKPI)	New	80%	80%	80%	80%	80%
4.F Service requests for refuse non-collection resolved within three working days (%)	New	96%	90%	96%	96%	96%
4.G Percentage of valid customer applications for new electricity connections processed in terms of municipal service standards (EE1.13)	66,1%	95%	95%	95%	95%	95%



PRIORITY: SAFETY

Let's make Cape Town communities safer by investing in policing capacity and technology, and strengthening partnerships

OBJECTIVE 5. EFFECTIVE LAW ENFORCEMENT TO MAKE COMMUNITIES SAFER

KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
5.A Drone flights used for safety and security activities (number)	New	40	1 937	550	600	650
5.B Roadblocks focused on drinking and driving offences (number)	New	676	676	676	676	676
5.C Closed-circuit television (CCTV) detected incidents relayed to responders	New	10 000	9 000	9 200	9 400	9 600

OBJECTIVE 6. STRENGTHEN PARTNERSHIPS FOR SAFER COMMUNITIES

KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
6.A New auxiliary law enforcement volunteers recruited (number)	New	80	100	120	150	150
6. B Client satisfaction survey for neighborhood watch support programme (%).	New	70%	75%	77%	80%	85%



PRIORITY: HOUSING

Let's empower the private sector to increase the supply of affordable housing across the formal and informal markets

OBJECTIVE 7. INCREASED SUPPLY OF AFFORDABLE, WELL-LOCATED HOMES

KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
7.A Well-located land parcels released to the private sector for affordable housing (number)	New	4	5	7	10	14
7.B Human Settlement top structures (houses) provided (number)	2 517	1 740	1 300	1860	2110	2200
7.C Formal housing serviced sites provided (number)	1 423	2 600	2 700	2 400	2 700	4 000
7.D Hectares of land acquired for human settlements in the municipal area (HS1.13)	43,86	10	140	39	47	16
7.E Number of title deeds registered to beneficiaries (HS1.22)	New	1 900	3 250	2 200	2 350	2 400

OBJECTIVE 8. SAFER, BETTER-QUALITY HOMES IN INFORMAL SETTLEMENTS AND BACKYARDS OVER TIME

KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
8. A Informal settlement sites serviced (number)	829	1 000	1 220	1 400	2 000	2 400



PRIORITY: PUBLIC SPACE, ENVIRONMENT AND AMENITIES

Let's restore people's pride in Cape Town by cleaning up our city's public spaces, streets and waterways

OBJECTIVE 9. HEALTHY AND SUSTAINABLE ENVIRONMENT

KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
9.A Percentage of biodiversity priority areas protected (ENV4.21)	76,78%	65,33%	65,25%	65,40%	65,5%	65,8%
9.B Percentage of biodiversity priority area within the municipality (ENV4.11)	34,18%	34,18%	34,18%	34,18%	34,18%	34,18%
9.C Severe/moderate dehydration in children under the age of five presenting at City health facilities with diarrhoea (%)	New	<5,2%	<4%	<3,9%	<3,8%	<3,7%

OBJECTIVE 10. CLEAN AND HEALTHY WATERWAYS AND BEACHES

KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
10.A Percentage of coastline with protection measures in place (ENV5.11)	6,2%	6,27%	6,27%	6,27%	6,27%	6,27%
10.B Days in a year that vleis are open (%)	New	65%	75%	83%	90%	90%

OBJECTIVE 11. QUALITY AND SAFE PARKS AND RECREATION FACILITIES SUPPORTED BY COMMUNITY PARTNERSHIPS

KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
11.A Recreation and parks open space mowed according to annual mowing plan (%)	New	80%	82%	84%	86%	88%



PRIORITY: TRANSPORT

Let's improve urban mobility through safe, reliable and affordable public transport and well-maintained roads

OBJECTIVE 12. A SUSTAINABLE TRANSPORT SYSTEM THAT IS INTEGRATED, EFFICIENT AND PROVIDES SAFE AND AFFORDABLE TRAVEL OPTIONS FOR ALL

KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
12.A Passengers transported for each scheduled kilometre travelled by MyCiTi buses (ratio)	0.97	1,06	1,01	1	1,02	1,04
12.B Passenger journeys travelled on MyCiTi buses (number)	14.3 million	16,9 million	18,5 million	18,9 million	19,9 million	20,2 million
12. C Road corridors on which traffic signal timing plans are updated (number)	New	5	5	5	5	5

OBJECTIVE 13. SAFE AND QUALITY ROADS FOR PEDESTRIANS, CYCLISTS AND VEHICLES

KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
13.A Surfaced road resurfaced (kilometres)	New	180	169	120	110	100
13.B Number of potholes reported per 10kms of municipal road network (TR6.2)	New	56	56	56	56	56



FOUNDATION: A RESILIENT CITY

Let's build a resilient and climate-responsive city by reducing our vulnerability to shocks and stresses

OBJECTIVE 14. A RESILIENT CITY

KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
14.A Public safety awareness and preparedness sessions held in the communities (number)	New	500	500	500	500	500
14.B New Disaster Risk Management volunteers recruited (number).	New	50	55	60	65	70
14.C Stormwater cleaning budget spend (%)	New	90%	90%	90%	90%	90%



FOUNDATION: A MORE SPATIALLY INTEGRATED AND INCLUSIVE CITY

Let's build a spatially integrated city that supports equitable access and opportunity for all communities

OBJECTIVE 15. A MORE SPATIALLY INTEGRATED AND INCLUSIVE CITY

KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
15.A Local neighbourhood plans approved for mixed use development (number)	New	3	3	3	3	3



FOUNDATION: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT

Let's build a modernised and administratively efficient government that is financially sustainable and empowers residents to contribute to decision making and improving Cape Town

OBJECTIVE 16. A CAPABLE AND COLLABORATIVE CITY GOVERNMENT

KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
16.A Community satisfaction citywide survey (score 1-5)	2,7	2,8	2,9	3,0	3,1	3,1
16.B Opinion of independent rating agency	High investment rating	High investment rating	High investment rating	High investment rating	High investment rating	High investment rating
16.C Audit Outcome (GG3.1)	Clean Audit	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion
16.D Total Capital Expenditure as a percentage of Total Capital Budget (FM1.11)	New	90%	90%	90%	90%	90%
16.E Cash/cost coverage ratio (NKPI)	1.84:1	1.70:1	1.37:1	1.80:1	1.80:1	1.70:1
16.F Net Debtors to annual income (NKPI)	16.61%	20,67%	17,71%	21,35%	21,89%	21,10%
16.G Percentage of total operating revenue to finance total debt (Total Debt (Borrowing) / Total operating revenue) (FM2.1)	New	30,52%	23,71%	42,80%	55,07%	62%
16.H Kilometres of fibre infrastructure for broadband connectivity installed (kilometres) REMOVED	New	25	78,2	5,4	N/A	N/A
16.I Employees from the Employee Equity (EE) designated groups in the three highest levels of management (%)(NKPI)	75.24%	75%	75%	76%	76%	77%
16.J Budget spent on implementation of Workplace Skills Plan (%) (NKPI)	94.75%	90%	90%	95%	95%	95%
16.K Percentage of official complaints responded to through the municipal complaint management system (GG2.31)	85.35%	90%	90%	90%	90%	90%

2022-2027 CIRCULAR 88 OUTCOMES SCORECARD

The Circular 88 outcomes scorecard contains prescribed outcomes as determined by National Treasury. The outcomes are separately disclosed from the corporate scorecard as it contains external data such as Stats SA household data, which is predominantly not under the City's 'area of control' but forms part of the City's 'area of concern'. The City of Cape Town tracks a range of trends to understand the environment in which it operates.



PRIORITY: ECONOMIC GROWTH

Let's make Cape Town the easiest place to do business and create jobs in Africa

OBJECTIVE: 1. INCREASED JOBS AND INVESTMENT IN THE CAPE TOWN ECONOMY

C88 OUTCOME	KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
LED1. Growing inclusive local economics	LED1.2 Percentage change in the number of individuals in formal employment ¹	New	New	New	Nil target	Nil target	Nil target
	LED1.6 Percentage change in the number of formal micro and small firms ²	New	New	New	Nil target	Nil target	Nil target
LED2. Improved levels of economic activity in municipal economic spaces	LED2.1 Rates revenue as a percentage of the total revenue of the municipality	27.2%	27%	27%	27%	27%	27%
	LED2.2 Rateable value of commercial and industrial property per capita	R79 537	Not less than R72 000 per capita	Not less than R74 000 per capita	Not less than R74 000 per capita	Not less than R74 000 per capita	Not less than R74 000 per capita

¹ New indicator per Addendum issues December 2023

² New indicator per Addendum issues December 2023



PRIORITY: BASIC SERVICES

Let's get the basics right as the foundation of a healthy and prosperous city

OBJECTIVE 2. IMPROVED ACCESS TO QUALITY AND RELIABLE BASIC SERVICES

C88 OUTCOME	KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
WS1. Improved access to sanitation	WS1.1 Percentage of households with access to basic sanitation [NTRR ²]	Data not provided by NT	91%	91%	91%	91%	91%
WS2. Improved access to sanitation	WS2.1 Percentage of households with access to basic water supply [NTRR ³]	99,1%	99%	99%	99%	99%	99%
WS3. Improved quality of water and sanitation services	WS3.1 Frequency of sewer blockages per 100 km of pipeline	1 114,05	1 300	1 200	1 020	900	900
	WS3.2 Frequency of water mains failures per 100 km of pipeline	31,05	30	30	30	30	30
	WS3.3 Frequency of unplanned water service interruptions	5,02	4,81	4,81	4,81	4,81	4,81
ENV2. Minimised solid waste	ENV2.1 Tonnes of municipal solid waste sent to landfill per capita	0,24	0,24	0,23	0,24	0,23	0,22
	ENV2.2 Tonnes of municipal solid waste diverted from landfill per capita	0,06	0,05	0,07	0,09	0,11	0,13
ENV3. Increased access to refuse removal	ENV3.1 Percentage of households with basic refuse removal services or better [NTRR ⁴]	93,8%	87%	87%	87%	87%	87%
	ENV3.2 Percentage of scheduled waste collection service users reporting non-collection	0%	0%	0,5%	0,4%	0,2%	0,1%

^{2/3/4} National Treasury Reporting Responsibility

OBJECTIVE 3. END LOAD-SHEDDING IN CAPE TOWN OVER TIME

C88 OUTCOME	KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
EE1. Improved access to electricity	EE1.1 Percentage of households with access to electricity [NTRR ⁵]	96%	93%	93%	93%	93%	93%
EE3. Improved reliability of electricity service	EE3.5 Average System Interruption Duration Index (ASIDI)	New	<3 hours	<3 hours	<3 hours	<3 hours	<3 hours
	EE3.6 Average System Interruption Frequency Index (ASIFI)	New	<1,3 occasions	<1,3 occasions	<1,3 occasions	<1,3 occasions	<1,3 occasions
EE4. Improved energy sustainability	EE4.4 Percentage total electricity losses	10,25%	<12%	<12%	<12%	<12%	<12%
	EE4.5 Municipal electricity consumption per 10 000 of population	New	New	New	Nil target	Nil target	Nil target

OBJECTIVE 4. WELL-MANAGED AND MODERNISED INFRASTRUCTURE TO SUPPORT ECONOMIC GROWTH

C88 OUTCOME	KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
WS4. Improved quality of water (incl. wastewater)	WS4.1 Percentage of drinking water samples complying to SANS241	98.19%	99%	99%	99%	99%	99%
	WS4.2 Percentage of wastewater samples compliant to water use license conditions	84.14%	80%	80%	80%	80%	80%
WS5. Improved water sustainability	WS5.1 Percentage of non-revenue water	32,75%	32%	32%	32%	32%	32%
	WS5.2 Total water losses	306,67	300	300	300	300	300
	WS5.3 Total per capita consumption of water	151,17	190	190	190	190	190
	WS5.4 Percentage of water reused	5,36%	5%	6%	5%	5%	5%

³New indicator per Addendum issues December 2023

⁵National Treasury Reporting Responsibility



PRIORITY: SAFETY

Let's make Cape Town communities safer by investing in policing capacity and technology, and strengthening partnerships

OBJECTIVE 5. EFFECTIVE LAW ENFORCEMENT TO MAKE COMMUNITIES SAFER

C88 OUTCOME	KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
FD1. Mitigated effects of fires and disasters	FD1.1 Number of fire related deaths per 100 000 population	1.59	<5	<5	<5	<5	<5
	FD1.2 Number of disaster and extreme weather-related deaths per 100 000 population	216.09	142	142	142	142	142
FD2. Reduced risk of fire disaster vulnerability	FD2.1 Disaster Management Centre Readiness ³	New	New	New	Nil target	Nil target	Nil target
	FD2.2 Fire Services function in accordance with prescribed requirements ⁴	New	New	New	Nil target	Nil target	Nil target
GG2. Improved municipal responsiveness	GG2.3 Protest incidents reported per 10 000 population	New	<5	<5	<5	<5	<5



PRIORITY: HOUSING

Let's empower the private sector to increase the supply of affordable housing across the formal and informal markets

OBJECTIVE 7. INCREASED SUPPLY OF AFFORDABLE, WELL-LOCATED HOMES

C88 OUTCOME	KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
HS1. Improved access to adequate housing	HS1.3 Percentage of informal settlements upgraded to Phase 3	New	New	1%	1%	1%	1%
HS2. Improved functionality of the residential property market	HS2.2 Percentage of residential properties in the subsidy market	7,01%	7%	2.20%	2%	1.90%	1.10%
	HS2.3 Percentage of households living in formal dwellings who rent [NTRR ⁶]	24,5%	30%	30%	30%	30%	30%

OBJECTIVE 8. SAFER, BETTER-QUALITY HOMES IN INFORMAL SETTLEMENTS AND BACKYARDS OVER TIME

C88 OUTCOME	KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
		2020/21	2022/23	2023/24	2024/25	2025/26	2026/27
HS1. Improved access to adequate housing	HS1.1 Percentage of households living in adequate housing [NTRR ⁷]	83%	81%	81%	81%	81%	81%

³ New indicator per Addendum issues December 2023

⁴ New indicator per Addendum issues December 2023

^{6/7} National Treasury Reporting Responsibility



PRIORITY: PUBLIC SPACE, ENVIRONMENT AND AMENITIES

Let's restore people's pride in Cape Town by cleaning up our city's public spaces, streets and waterways

OBJECTIVE 9. HEALTHY AND SUSTAINABLE ENVIRONMENT

C88 OUTCOME	KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
ENV1. Improved Air Quality	ENV1.3 Percentage of households experiencing a problem with noise pollution [NTRR ⁹]	Data not provided by NT ⁸	11%	11%	11%	11%	11%

OBJECTIVE 10. CLEAN AND HEALTHY WATERWAYS AND BEACHES

C88 OUTCOME	KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
ENV5.2 Recreational water quality (inland)	ENV5.2 Recreational water quality (inland)	New	New	60%	60%	60%	60%

OBJECTIVE 11. QUALITY AND SAFE PARKS AND RECREATION FACILITIES SUPPORTED BY COMMUNITY PARTNERSHIPS

C88 OUTCOME	KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
HS3. Increased access to and utilisation of social and community facilities	HS3.5 Percentage utilisation rate of community halls	21.85%	20%	25%	25%	25%	25%
	HS3.6 Average number of library visits per library	42 736	65 000	63 000	63 000	63 000	63 000
	HS3.7 Percentage of municipal cemetery plots available	4%	6%	6%	6%	6%	6%

⁸ Actual data not provided by National Treasury as this was not available on General Household Survey of 2021

⁹ National Treasury Reporting Responsibility



PRIORITY: TRANSPORT

Let's improve urban mobility through safe, reliable and affordable public transport and well-maintained roads

OBJECTIVE 13. SAFE AND QUALITY ROADS FOR PEDESTRIANS, CYCLISTS AND VEHICLES

C88 OUTCOME	KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
TR6. Improved quality of municipal road network	TR6.2 Number of potholes reported per 10kms of municipal road network	36.08%	56	56	56	56	56



PRIORITY: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT

Let's build a modernised, and administratively efficient government that is financially sustainable and empowers residents to contribute to decision making and improving the city

OBJECTIVE 16. A CAPABLE AND COLLABORATIVE CITY GOVERNMENT

C88 OUTCOME	KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
GG1. Improved municipal capability	GG1.1 Percentage of municipal skills development levy recovered	123.80%	100%	100%	100%	100%	100%
GG1. Improved municipal capability	GG1.2 Top management stability	55%	80%	80%	80%	80%	80%
GG2. Improved municipal responsiveness	GG2.1 Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)	92.2%	100%	100%	90%	90%	90%
GG3. Improved municipal administration	GG3.1 Audit outcome	unqualified audit opinion ¹⁰	unqualified audit opinion	unqualified audit opinion	unqualified audit opinion	unqualified audit opinion	unqualified audit opinion
GG4. Improved council functionality	GG4.1 Percentage of councillors attending council meetings	91.6%	75%	75%	75%	75%	75%

¹⁰ Unqualified audit opinion (qualitative scale)

C88 OUTCOME	KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
GG5. Zero tolerance of fraud and corruption	GG5.1 Number of alleged fraud and corruption cases reported per 100 000 population	0.02	4.28	4.28	4.28	4.28	4.28
	GG5.2 Number of dismissals for fraud and corruption per 100 000 population	0.02	10	10	10	10	10
FM1. Enhanced municipal budgeting and budget implementation	FM1.1 Percentage of expenditure against total budget	New	94%	94%	94%	94%	94%
	FM1.2 Municipal budget assessed as funded (Y/N) (National) [NTRR ¹¹]	New	Yes	Yes	Yes	Yes	Yes
FM2. Improved financial sustainability and liability management	FM2.1 Percentage of total operating revenue to finance total debt (total debt borrowing/ total operating)	New	30,52%	23,71%	42,80%	55,07%	62%
	FM2.2 Percentage change in cash backed reserves reconciliation	New	-6%	42%	-34%	-6%	-6%
FM3. Improved liquidity management	FM3.1 Percentage change in cash and cash equivalent (short term)	New	17%	-27%	-15%	-7%	-4%
FM4. Improved expenditure management	FM4.1 Percentage change of unauthorised, irregular, fruitless and wasteful expenditure	New	30%	30%	15%	30%	30%
	FM4.2 Percentage of total operating expenditure on remuneration	New	32%	32%	32%	32%	32%
	FM4.3 Percentage of total operating expenditure on contracted services	New	15%	15%	15%	15%	15%
FM5. Improved asset management	FM5.1 Percentage change of own funding (Internally generated funds + borrowings) to fund capital expenditure	New	51%	78%	27%	10%	10%
	FM5.2 Percentage change of renewal/upgrading of existing assets	New	21%	85%	18%	-5%	-5%
	FM5.3 Percentage change of repairs and maintenance of existing infrastructure	New	11%	7.9%	5%	5%	5%
FM7. Improved revenue and debtors management	FM7.1 Percentage change in gross consumer debtors' (current and non-current)	New	6%	6%	6%	6%	6%
	FM7.2 Percentage of Revenue Growth excluding capital grants	New	11%	7%	7%	8%	8%
	FM7.3 Percentage of net operating surplus margin	New	6%	5%	5%	5%	2%

¹¹ National Treasury Reporting Responsibility

2022-2027 CIRCULAR 88 OUTPUT SCORECARD



PRIORITY: ECONOMIC GROWTH

Let's make Cape Town the easiest place to do business and create jobs in Africa

OBJECTIVE: 1. INCREASED JOBS AND INVESTMENT IN THE CAPE TOWN ECONOMY

CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATORS	BASELINE	TARGETS				
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
HS2. Improved functionality of the residential property market	HS2.22 Average number of days taken to process building plan applications of less than 500 square meters	11.33	12	12	12	12	12
LED1. Growing inclusive local economies	LED1.11 Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area	91.7%	80%	80%	80%	80%	80%
LED1. Growing inclusive local economies	LED1.21 Number of work opportunities created through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes)	40 600	35 000	35 000	30 000	30 000	30 000
LED1. Growing inclusive local economies	LED1.31 Number of individuals connected to apprenticeships and learnerships through municipal interventions	812	900	1 100	1 568	800	800

CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATORS	BASELINE	TARGETS				
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
LED2. Improved levels of economic activity in municipal economic spaces	LED2.11 Percentage of budgeted rates revenue collected	95.5%	92%	92%	92%	92%	92%
LED2. Improved levels of economic activity in municipal economic spaces	LED2.12 Percentage of the municipality's operating budget spent on indigent relief for free basic services	4.6%	4%	4%	4%	4%	4%
LED3. Improved levels of economic activity in municipal economic spaces	LED3.11 Average time taken to finalise business license applications	191.2	160	140	130	125	120
LED3. Improved levels of economic activity in municipal economic spaces	LED3.12 Average time taken to finalise informal trading permits	43.38	43	40	30	30	30
LED3. Improved levels of economic activity in municipal economic spaces	LED3.13 Average number of days taken to process building applications of 500 square meters or more	13.38	12	12	12	12	12
LED3. Improved levels of economic activity in municipal economic spaces	LED3.21 Percentage of revenue clearance certificates issued within 10 working days from time of completed application received	96.44%	93%	93%	93%	93%	93%
LED3. Improved levels of economic activity in municipal economic spaces	LED3.31 Average number of days from the point of advertising to the letter of award per 80/20 procurement process	221.32	220	220	220	220	220
LED3. Improved levels of economic activity in municipal economic spaces	LED3.32 Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission	99.3%	97%	97%	97%	97%	97%



PRIORITY: BASIC SERVICES

Let's get the basics right as the foundation of a healthy and prosperous city

OBJECTIVE 2. IMPROVED ACCESS TO QUALITY AND RELIABLE BASIC SERVICES

CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATORS	BASELINE	TARGETS				
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
ENV3. Increased access to refuse removal	ENV3.11 Percentage of recognized informal settlements receiving basic waste removal services.	99.79%	99%	99%	99%	99%	99%
WS1. Improved access to sanitation	WS1.11 Number of new sewer connections meeting minimum standards	8 533	4 500	4 500	4 500	4 500	4 500
WS2. Improved access to water	WS2.11 Number of new water connections meeting minimum standards	2 794	2 700	2 700	2 700	2 700	2 700
WS3. Improved quality of water and sanitation services	WS3.11 Percentage of callouts responded to within 48 hours (sanitation/ wastewater) ¹²	Nil target ¹²	Nil target ¹²	85%	85%	85%	85%
WS3. Improved quality of water and sanitation services	WS3.21 Percentage of callouts responded to within 48 hours (water) ¹²	Nil target ¹²	Nil target ¹²	85%	85%	85%	85%
WS4. Improved quality of water (incl. wastewater)	WS4.11 Percentage of water treatment capacity unused	51.2%	47.7%	46.7%	45.5%	44.4%	43.4%

OBJECTIVE 3. END LOAD SHEDDING IN CAPE TOWN OVER TIME

CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATORS	BASELINE	TARGETS				
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
EE1. Improved access to electricity	EE1.11 Number of dwellings provided with connections to mains electricity supply by the municipality	3 156	No Target - customer driven	No Target - customer driven	No Target - customer driven	No Target - customer driven	No Target - customer driven
EE1. Improved access to electricity	EE1.13 Percentage of valid customer applications for new electricity connections processed in terms of municipal service standards	66.1%	95%	95%	95%	95%	95%

¹² No system in place. However, process in place and will be implemented in 2023/2024. True performance will only be ascertained once the new Reactive Incident Management Application (RIMA) 2 system is fully implemented (planned by end FY 2024) in order to build a baseline of performance. Targets to be reviewed once sufficient data is collected.

CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATORS	BASELINE	TARGETS				
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
EE2. Improved affordability of electricity	EE2.11 Percentage of total residential electricity provision allocated as Free Basic Electricity (FBE)	2,79%	No Target - customer driven	No Target - customer driven	No Target - customer driven	No Target - customer driven	No Target - customer driven
EE3. Improved reliability of electricity service	EE3.11 Percentage of unplanned outages that are restored to supply within industry standard timeframes	99,7%	100%	85%	100%	100%	100%
EE3. Improved reliability of electricity service	EE3.21 Percentage of planned maintenance performed ¹³	102,3%	95%	Nil target	Nil target	Nil target	Nil target
EE4. Improved energy sustainability	EE4.12 Installed capacity of approved embedded generators on the municipal distribution network	19,49	5	10MVA	10MVA	10MVA	10MVA

OBJECTIVE 4. WELL-MANAGED AND MODERNISED INFRASTRUCTURE TO SUPPORT ECONOMIC GROWTH

CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATORS	BASELINE	TARGETS				
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
WS4. Improved quality of water (incl. wastewater)	WS4.21 Percentage of industries with trade effluent inspected for compliance	54,6%	86%	92%	95%	95%	95%
WS4. Improved quality of water (incl. wastewater)	WS4.31 Percentage of wastewater treatment capacity unused	27,99%	26,2%	26,1%	24,3%	22,4%	25,6%
C88 Outcomes: Improved water sustainability	WS5.21 Infrastructure Leakage Index	3,7	5	4,8	4,6	4,4	4,2
WS5. Improved water sustainability	WS5.31 Percentage of total water connections metered	97,1%	96%	96%	96%	96%	96%

¹³ No system in place to measure the budgeted/actual number of maintenance jobs for planned/preventative maintenance. Currently reporting on % maintenance spent.



PRIORITY: SAFETY

Let's make Cape Town communities safer by investing in policing capacity and technology, and strengthening partnerships

OBJECTIVE 5. EFFECTIVE LAW ENFORCEMENT TO MAKE COMMUNITIES SAFER

CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATORS	BASELINE	TARGETS				
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
FD1. Mitigated effects of fires and disasters	FD1.11 Percentage compliance with the required attendance time for structural firefighting incidents	70,5%	70%	70%	70%	70%	70%



PRIORITY: HOUSING

Let's empower the private sector to increase the supply of affordable housing across the formal and informal markets

OBJECTIVE 7. INCREASED SUPPLY OF AFFORDABLE, WELL LOCATED HOMES

CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATORS	BASELINE	TARGETS				
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
HS1. Improved access to adequate housing	HS1.11 Number of subsidised housing units constructed using various Human Settlements Programmes	2 517	1 740	1796	1860	2110	2200
HS1. Improved access to adequate housing	HS1.12 Number of serviced sites	1 423	2 600	4 000	7 100	8 400	5 500
HS1. Improved access to adequate housing	HS1.13 Hectares of land acquired for human settlements in the municipal area	43.86	10	140	39	47	16
HS1. Improved access to adequate housing	HS1.22 Number of title deeds registered to beneficiaries	New	1 900	3 250	2 200	2 350	2 400
HS2. Improved functionality of the residential property market	HS2.21 Number of residential properties developed through state-subsidised human settlements programmes entering the municipal valuation roll	2 350	2 400	1 803	1 796	1 860	2110

OBJECTIVE 8. SAFER, BETTER QUALITY HOMES IN INFORMAL SETTLEMENTS AND BACKYARDS OVER TIME

CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATORS	BASELINE	TARGETS				
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
HS1. Improved access to adequate housing	HS1.31 Number of informal settlements assessed (enumerated and classified)	728	5	5	5	5	5
HS1. Improved access to adequate housing	HS1.32 Number of informal settlements upgraded to Phase 2	24	15	10	10	10	10



PRIORITY: PUBLIC SPACE, ENVIRONMENT AND AMENITIES

Let's restore people's pride in Cape Town by cleaning up our city's public spaces, streets and waterways

OBJECTIVE 9. HEALTHY AND SUSTAINABLE ENVIRONMENT

CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATORS	BASELINE	TARGETS				
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
HS2. Improved Air Quality	ENV1.12 Percentage of AQ monitoring stations providing adequate data over a reporting year	7,69%	70%	70%	70%	70%	70%
ENV4. Biodiversity is conserved and enhanced	ENV4.11 Percentage of biodiversity priority area within the metro	34,18%	33,36%	34,18%	34,18%	34,18%	34,18%
ENV4. Biodiversity is conserved and enhanced	ENV4.21 Percentage of biodiversity priority areas protected	76,78%	65,33%	65,25%	65,40%	65,5%	65,8%

OBJECTIVE 10. CLEAN AND HEALTHY WATERWAYS AND BEACHES

CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATORS	BASELINE	TARGETS				
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
ENV5. Coastal and inland water resources maintained	ENV5.11 Percentage of coastline with protection measures in place	6,2%	6,27%	6,27%	6,27%	6,27%	6,27%
ENV5. Coastal and inland water resources maintained	ENV5.12 Number of coastal water samples taken for monitoring purposes	401	99	99	99	99	99
ENV5. Coastal and inland water resources maintained	ENV5.21 Number of inland water samples taken for monitoring purposes	2 224	2 300	2 300	2 300	2 300	2 300



PRIORITY: TRANSPORT

Let's improve urban mobility through safe, reliable and affordable public transport and well-maintained roads

OBJECTIVE 12. A SUSTAINABLE TRANSPORT SYSTEM THAT IS INTEGRATED, EFFICIENT AND PROVIDES SAFE AND AFFORDABLE TRAVEL OPTIONS FOR ALL

CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATORS	BASELINE	TARGETS				
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
TR4. Improved satisfaction with public transport services	TR4.21 Percentage of municipal bus services 'on time'	77,8%	73%	70%	80%	80%	80%
TR5. Improved access to public transport (incl. NMT)	TR5.11 Number of scheduled public transport access points added	0	0	0	0	0	12
TR5. Improved access to public transport (incl. NMT)	TR5.31 Percentage of scheduled municipal bus trips that are universally accessible	100%	96%	82%	82%	82%	82%

OBJECTIVE 13. SAFE AND QUALITY ROADS FOR PEDESTRIANS, CYCLISTS AND VEHICLES

CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATORS	BASELINE	TARGETS				
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
TR6. Improved quality of municipal road network	TR6.11 Percentage of unsurfaced road graded	85,62%	100%	90%	80%	80%	80%
TR5. Improved access to public transport (incl. NMT) REMOVED	TR5.41 Length of NMT paths built	22,4	9,5	4,5	80	140	10

CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATORS	BASELINE	TARGETS				
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
TR6. Improved quality of municipal road network	TR6.12 Percentage of surfaced municipal road lanes which has been resurfaced and resealed	1,9%	1,87%	1,84%	1,40%	1,20%	1,20%
TR6. Improved quality of municipal road network	TR6.13 KMs of new municipal road network	0,6	0	0,2	1,1	0	0,4
TR6. Improved quality of municipal road network	TR6.21 Percentage of reported pothole complaints resolved within standard municipal response time	51%	50%	50%	50%	50%	50%



PRIORITY: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT

Let's build a modernised, and administratively efficient government that is financially sustainable and empowers residents to contribute to decision making and improving the city

OBJECTIVE 16. A CAPABLE, COLLABORATIVE AND FINANCIALLY SUSTAINABLE CITY GOVERNMENT

CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATORS	BASELINE	TARGETS				
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
GG1. Improved municipal capability	GG1.21 Staff vacancy rate	11,3%	≤ 10%	Nil Target	≤ 10%	≤ 10%	≤ 10%
GG1. Improved municipal capability	GG1.22 Percentage of vacant posts filled within 6 months	32,2%	35%	Nil Target	40%	40%	40%
GG2. Improved municipal responsiveness	GG2.11 Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor)	52,6%	80%	80%	80%	80%	80%
GG2. Improved municipal responsiveness	GG2.12 Percentage of wards that have held quarterly councillor-convened community meeting	92,2%	100%	100%	100%	100%	100%
GG2. Improved municipal responsiveness	GG2.31 Percentage of official complaints responded to through the municipal complaint management system	85,35%	90%	90%	90%	90%	90%
GG3. Improved municipal administration	GG3.11 Number of repeat audit findings	5	5	5	5	5	5
GG3. Improved municipal administration	GG3.12 Percentage of councillors who have declared their financial interests	98,7%	100%	100%	100%	100%	100%

CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATORS	BASELINE	TARGETS				
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
GG5. Zero tolerance of fraud and corruption	GG5.11 Number of active suspensions longer than three months	2	≤5	≤13	≤13	≤13	≤13
GG5. Zero tolerance of fraud and corruption	GG5.12 Quarterly salary bill of suspended officials REMOVED	R1,85 m	≤R3m	≤R 5 m	≤R 5 m	≤R 5 m	≤R 5 m
FM1. Enhanced municipal budgeting and budget implementation	FM1.11 Total Capital Expenditure as a percentage of Total Capital Budget	New	90%	90%	90%	90%	90%
FM1. Enhanced municipal budgeting and budget implementation	FM1.12 Total Operating Expenditure as a percentage of Total Operating Expenditure Budget	New	94,40%	94,40%	94,40%	94,40%	94,40%
FM1. Enhanced municipal budgeting and budget implementation	FM1.13 Total Operating Revenue as a percentage of Total Operating Revenue Budget	New	101,75%	100%	100%	100%	100%
FM1. Enhanced municipal budgeting and budget implementation	FM1.14 Service Charges and Property Rates Revenue as a percentage of Service Charges and Property Rates Revenue Budget	New	94%	94%	94%	94%	94%
FM1. Enhanced municipal budgeting and budget implementation	FM1.21 Funded budget (Y/N) (Municipal)	New	Y	Y	Y	Y	Y
FM2. Improved financial sustainability and liability management	FM2.21 Cash backed reserves reconciliation at year end	New	R3,34bn	R103 mil	R3,59 bn	R6,60 bn	R6,60 bn
FM3. Improved liquidity management	FM3.11 Cash/Cost coverage ratio	New	1.7:1	3.52:1	3.21:1	2.11:1	2.11:1
FM3. Improved liquidity management	FM3.12 Current ratio (current assets/current liabilities)	New	2.24:1	1.34:1	1.56:1	2.24:1	2.24:1
FM3. Improved liquidity management	FM3.13 Trade payables to cash ratio	New	81,01%	111,63%	89%	81,01%	81,01%
FM3. Improved liquidity management	FM3.14 Liquidity ratio	New	0.56:1	0.74:1	0.64:1	0.56:1	0.56:1
FM4. Improved expenditure management	FM4.11 Irregular, Fruitless and Wasteful, Unauthorised Expenditure as a percentage of Total Operating Expenditure	New	0,25%	0,25%	0,25%	0,25%	0,25%
FM4. Improved expenditure management	FM4.31 Creditors payment period	New	< 30 days	< 30 days	< 30 days	< 30 days	< 30 days

CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATORS	BASELINE	TARGETS				
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
FM5. Improved asset management	FM5.11 Percentage of total capital expenditure funded from own funding (Internally generated funds + Borrowings)	New	70%	75%	67%	83%	76%
FM5. Improved asset management	FM5.12 Percentage of total capital expenditure funded from capital conditional grants	New	36%	24%	24%	24%	24%
FM5. Improved asset management	FM5.21 Percentage of total capital expenditure on renewal/upgrading of existing assets	New	52%	59%	53%	26%	33%
FM5. Improved asset management	FM5.22 Renewal/Upgrading of Existing Assets as a percentage of Depreciation/Asset impairment	113,23%	120,63%	167,65%	196,03%	134.65%	113,23%
FM5. Improved asset management	FM5.31 Repairs and Maintenance as a percentage of property, plant, equipment and investment property	New	8,50%	8,50%	8,50%	8,50%	8,50%
FM6. Improved supply chain management	FM6.12 Percentage of awarded tenders [over R200k], published on the municipality's website	New	98%	98%	98%	98%	98%
FM6. Improved supply chain management	FM6.13 Percentage of tender cancellations	New	15%	15%	15%	15%	15%
FM7. Improved revenue and debtors management	FM7.11 Debtors payment period	New	30 days	30 days	30 days	30 days	30 days
FM7. Improved revenue and debtors management	FM7.12 Collection rate ratio	New	95%	95%	95%	95%	95%
FM7. Improved revenue and debtors management	FM7.31 Net Surplus /Deficit Margin for Electricity ¹⁴	New	Nil target ¹⁴	Nil target ¹⁴	Nil target ¹⁴	Nil target ¹⁴	Nil target ¹⁴
FM7. Improved revenue and debtors management	FM7.32 Net Surplus /Deficit Margin for Water ¹⁴	New	Nil target ¹⁴	Nil target ¹⁴	Nil target ¹⁴	Nil target ¹⁴	Nil target ¹⁴
FM7. Improved revenue and debtors management	FM7.33 Net Surplus /Deficit Margin for Wastewater ¹⁴	New	Nil target ¹⁴	Nil target ¹⁴	Nil target ¹⁴	Nil target ¹⁴	Nil target ¹⁴
FM7. Improved revenue and debtors management	FM7.34 Net Surplus /Deficit Margin for Refuse ¹⁴	New	Nil target ¹⁴	Nil target ¹⁴	Nil target ¹⁴	Nil target ¹⁴	Nil target ¹⁴

¹⁴ System alignment and integration in City still in progress.

2022-2027 CIRCULAR 88 COMPLIANCE SCORECARD



PRIORITY: ECONOMIC GROWTH

Let's make Cape Town the easiest place to do business and create jobs in Africa

OBJECTIVE: 1. INCREASED JOBS AND INVESTMENT IN THE CAPE TOWN ECONOMY

KEY PERFORMANCE INDICATORS	FREQUENCY OF REPORTING	BASELINE 2021/22
C8 (GG) Number of councillors completed training	Quarterly	283
C9 (GG) Number of municipal officials completed training	Quarterly	30 747
C29 (LED) Number of approved applications for rezoning a property for commercial purposes	Quarterly	60
C76 (LED) Number of SMMEs and informal businesses benefitting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders	Quarterly	1 184
C81 (LED) Number of new business license applications	Quarterly	1 995
C82 (LED) Value of Commercial Projects Constructed by adding all of the estimated costs of construction values on building permits	Annual	R1 671 545 858
C83 (LED) Number of building plans approved after first review	Quarterly	5 605
C84 (LED) Number of building plans submitted for review	Quarterly	21 944
C85 (LED) Number of business licenses renewed	Quarterly	Nil baseline ¹⁵
C98 (LED) Number of building plan applications approved	Quarterly	New
C95 (FM) Number of residential properties in the billing system	Annually	New
C96 (FM) Number of non-residential properties in the billing system	Annually	New
C97 (FM) Number of properties in the valuation roll	Annually	New

¹⁵ Legislation in the Western Cape Province and City of Cape Town does not make provision for licences to be renewed. However, indicator included for completeness.



PRIORITY: BASIC SERVICES

Let's get the basics right as the foundation of a healthy and prosperous city

OBJECTIVE 2. IMPROVED ACCESS TO QUALITY AND RELIABLE BASIC SERVICES

KEY PERFORMANCE INDICATORS	FREQUENCY OF REPORTING	BASELINE 2021/22
C60 (WS) Total number of sewer connections	Quarterly	663 953
C61 (WS) Total number of chemical toilets in operation	Quarterly	13 470
C62 (WS) Total number of Ventilation Improved Pit Toilets (VIPs)	Annually	55
C63 (WS) Total volume of water delivered by water trucks	Quarterly	60 223.50
C99 (EE) Number of electricity connection applications received	Quarterly	New

OBJECTIVE 3. END LOAD-SHEDDING IN CAPE TOWN OVER TIME

KEY PERFORMANCE INDICATORS	FREQUENCY OF REPORTING	BASELINE 2021/22
C56 (EE) Number of customers provided with an alternative energy supply (e.g. LPG or paraffin or biogel according to supply level standards)	Quarterly	Nil baseline ¹⁶
C57 (EE) Number of registered electricity consumers with a mini grid-based system in the municipal service area	Quarterly	Nil baseline ¹⁶
C58 (EE) Total non-technical electricity losses in MWh (estimate)	Quarterly	342 973
C59 (EE) Number of municipal buildings that consume renewable energy	Quarterly	Nil baseline ¹⁷

OBJECTIVE 4. WELL-MANAGED AND MODERNISED INFRASTRUCTURE TO SUPPORT ECONOMIC GROWTH

KEY PERFORMANCE INDICATORS	FREQUENCY OF REPORTING	BASELINE 2021/22
C46 (ENV) Number of approved waste management posts in the municipality	Annually	Nil baseline ¹⁸
C47 (ENV) Number of waste management posts filled	Quarterly	Nil baseline ¹⁸

¹⁶ These are not functions Energy perform. The City is not a licenced ENERGY distributor by the National Energy Regulator of South Africa but a licenced ELECTRICITY distributor. However this indicator was included for completeness not reporting.

¹⁷ System to be implemented for 2022-2023

¹⁸ The City's system does not provide the required reporting category. This was included for completeness but no reporting will take place until reporting requirements are in place.



PRIORITY: SAFETY

Let's make Cape Town communities safer by investing in policing capacity and technology, and strengthening partnerships

OBJECTIVE 5. EFFECTIVE LAW ENFORCEMENT TO MAKE COMMUNITIES SAFER

KEY PERFORMANCE INDICATORS	FREQUENCY OF REPORTING	BASELINE 2021/22
C67 (FD) Number of paid full-time firefighters employed by the municipality	Quarterly	956
C73 (FD) Number of structural fires occurring in informal settlements	Quarterly	579
C74 (FD) Number of dwellings in informal settlements affected by structural fires (estimate)	Quarterly	1 468



PRIORITY: HOUSING

Let's empower the private sector to increase the supply of affordable housing across the formal and informal markets

OBJECTIVE 7. INCREASED SUPPLY OF AFFORDABLE, WELL-LOCATED HOMES

KEY PERFORMANCE INDICATORS	FREQUENCY OF REPORTING	BASELINE 2021/22
C55 (HS) Number of housing recipients issued with title deeds	Annually	482



PRIORITY: PUBLIC SPACE, ENVIRONMENT AND AMENITIES

Let's restore people's pride in Cape Town by cleaning up our city's public spaces, streets and waterways

OBJECTIVE 11. QUALITY AND SAFE PARKS AND RECREATION FACILITIES SUPPORTED BY COMMUNITY PARTNERSHIPS

KEY PERFORMANCE INDICATORS	FREQUENCY OF REPORTING	BASELINE 2021/22
C52 (HS) Number of maintained sports facilities	Annually	161
C53 (HS) Square meters of maintained public outdoor recreation space	Annually	55 052 726
C54 (HS) Number of municipality-owned community halls	Annually	188



PRIORITY: TRANSPORT

Let's improve urban mobility through safe, reliable and affordable public transport and well-maintained roads

OBJECTIVE 12. A SUSTAINABLE TRANSPORT SYSTEM THAT IS INTEGRATED, EFFICIENT AND PROVIDES SAFE AND AFFORDABLE TRAVEL OPTIONS FOR ALL

KEY PERFORMANCE INDICATORS	FREQUENCY OF REPORTING	BASELINE 2021/22
C64 (TR) R-value of all direct municipal vehicle operational costs for public transport	Quarterly	R553 926 618.12
C65 (TR) Total number of scheduled public transport access points	Quarterly	0
C66 (TR) Number of weekday passenger trips on scheduled municipal bus services	Quarterly	11 721 084



PRIORITY: A RESILIENT CITY

Let's build a resilient and climate-responsive city by reducing our vulnerability to shocks and stresses

OBJECTIVE 14. A RESILIENT CITY

KEY PERFORMANCE INDICATORS	FREQUENCY OF REPORTING	BASELINE 2021/22
C69 (FD) Number of 'displaced persons' to whom the municipality delivered assistance	Quarterly	4 321
C72 (FD) Date of the last municipal Disaster Management Plan tabled at Council	Annually	2021/09/29
C75 (FD) Number of people displaced within the municipal area	Quarterly	4 321
C90 (LED) Date of the last Climate Change Needs and Response Assessment tabled at Council	Annually	2019/09/05
C91 (LED) Date of the last Climate Change Response Implementation Plan tabled at Council	Annually	2021/05/27



PRIORITY: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT

Let's build a modernised, and administratively efficient government that is financially sustainable and empowers residents to contribute to decision making and improving the city

OBJECTIVE 16. A CAPABLE AND COLLABORATIVE CITY GOVERNMENT

KEY PERFORMANCE INDICATORS	FREQUENCY OF REPORTING	BASELINE 2021/22
C1 (GG) Number of signed performance agreements by the MM and section 56 managers	Quarterly	7
C2 (GG) Number of ExCo or Mayoral Executive meetings held	Quarterly	23

KEY PERFORMANCE INDICATORS	FREQUENCY OF REPORTING	BASELINE 2021/22
C3 (GG) Number of Council portfolio committee meetings held	Quarterly	108
C4 (GG) Number of MPAC meetings held	Quarterly	14
C5 (GG) Number of recognised traditional leaders within your municipal boundary	Annually	Nil baseline ¹⁹
C6 (GG) Number of formal (minuted) meetings between the Mayor, Speaker and MM were held to deal with municipal matters	Quarterly	19
C7 (GG) Number of formal (minuted) meetings - to which all senior managers were invited- held	Quarterly	21
C10 (GG) Number of work stoppages occurring	Quarterly	0
C11 (GG) Number of litigation cases instituted by the municipality	Quarterly	106
C12 (GG) Number of litigation cases instituted against the municipality	Quarterly	702
C13 (GG) Number of forensic investigations instituted	Quarterly	294
C14 (GG) Number of forensic investigations concluded.	Quarterly	86
C15 (GG) Number of days of sick leave taken by employees	Quarterly	210 574.57
C17 (GG) Number of temporary employees employed	Quarterly	1 618
C18 (GG) Number of approved demonstrations in the municipal area	Quarterly	
C19 (GG) Number of recognised traditional and Khoi-San leaders in attendance (sum of) at all council meetings	Quarterly	Nil baseline ¹⁹
C20 (ENV) Number of permanent environmental health practitioners employed by the municipality	Quarterly	149
C21 (ENV) Number of approved environmental health practitioner posts in the municipality	Annually	160
C22 (GG) Number of Council meetings held	Quarterly	12
C23 (GG) Number of disciplinary cases for misconduct relating to fraud and corruption	Quarterly	3
C24 (GG) Number of council meetings disrupted	Quarterly	0
C25 (GG) Number of protests reported	Quarterly	198
C26 (GG) R-value of all tenders awarded	Quarterly	R29 734 144.88
C27 (GG) Number of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations	Quarterly	37
C28 (GG) R-value of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations	Quarterly	R622 831 222.73
C41 (LED) Number of approved engineer posts in the municipality	Annually	Nil baseline ²⁰
C42 (GG) Number of registered engineers employed in approved posts	Quarterly	Nil baseline ²⁰
C43 (GG) Number of engineers employed in approved posts	Quarterly	Nil baseline ²⁰
C44 (GG) Number of disciplinary cases in the municipality	Quarterly	626
C45 (GG) Number of finalised disciplinary cases	Quarterly	87
C71 (LED) Number of procurement processes where disputes were raised	Quarterly	33
C77 (LED) B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based	Quarterly	R12 406 317 857.77

¹⁹ The City does not have any Traditional Leaders. However this indicator was included for completeness not reporting.

²⁰ The City's system does not provide the required reporting category. This was included for completeness but no reporting will take place until reporting requirements are in place.

KEY PERFORMANCE INDICATORS	FREQUENCY OF REPORTING	BASELINE 2021/22
C78 (LED) B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned	Quarterly	R7 234 887 058.23
C79 (LED) B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement	Quarterly	R29 501 448 385.37
C80 (LED) Date of the last Council adopted Development Charges policy	Annually	2020/05/27
C86 (LED) Number of households in the municipal area registered as indigent	Quarterly	243 367
C87 (LED) Number of firms in the formal sector split across 1-digit SIC codes	Annually	Nil baseline ²¹
C88 (LED) Number of businesses registered with the South African Revenue Service within the municipal area	Annually	Nil baseline ²¹
C92 (GG) Number of agenda items deferred to the next council meeting	Quarterly	1
C93 (FM) Number of awards made in terms of SCM Reg 32	Quarterly	New
C94 (FM) Number of requests approved for deviation from approved procurement plan	Quarterly	New

²¹Exempted by National Treasury

2022-2027 FIVE-YEAR CTICC SCORECARD



PRIORITY: ECONOMIC GROWTH

Let's make Cape Town the easiest place to do business and create jobs in Africa

OBJECTIVE: 1. INCREASED JOBS AND INVESTMENT IN THE CAPE TOWN ECONOMY

KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
International events hosted (number)	5	27	34	34 ⁵	34 ⁶	34 ⁷
Total events hosted (number)	226	295	415	445	460	480
Annual total salary cost spent on training of permanent and temporary staff (%)	3%	3,5%	4%	4%	4%	4%
Minimum aggregate score for all CTICC internal departments and external suppliers (%)	91%	75%	80%	80%	80%	80%
Students employed (number)	1	4	4	10	4	4
Graduates employed (number)	2	4	4	6	4	4
B-BBEE spend (%)	88%	70%	70%	75% ⁸	75%	75%

^{5/6/7/8} It is to be noted that the amendments as proposed by the CTICC are subject to board approval as well as budgeted related adjustments, in terms of the process as outlined in section 87 of the Municipal Finance Management Act, 56 of 2003 (MFMA) and section 93B of the Municipal Systems Act, 32 of 2000 (MSA).



PRIORITY: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT

Let's build a modernised and administratively efficient government that is financially sustainable and empowers residents to contribute to decision making and improving Cape Town

OBJECTIVE 16. A CAPABLE AND COLLABORATIVE CITY GOVERNMENT

KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Employees from the EE designated groups in the three highest levels of management (%)	80%	75%	80%	80%	80%	80%
Maintain five-star tourism grading through effective management of maintenance quality service delivery	Achieved five-star Tourism Grading Council rating	Achieve five-star Tourism Grading Council rating	Achieve five-star Tourism Grading Council rating	Achieve five-star Tourism Grading Council rating	Achieve five-star Tourism Grading Council rating	Achieve five-star Tourism Grading Council rating
Reduction in operating loss from the prior year (%) REMOVED	New	55,2%	n/a	n/a	n/a	n/a
Achievement of annual budgeted operating profit (%)	68%	n/a	100%	100%	100%	100%
Total number of capital projects for the year completed or committed (%)	96%	90%	90%	90%	90%	90%
Opinion of the Auditor General	Clean audit	Clean audit	Clean audit	Clean audit	Clean audit	Clean audit
Cash/cost coverage ratio	1,9 times	2,8 times	4,5 times	4,5 times	2 times	1 time
Net debtors to annual income	1,7%	3%	4,8%	3,5%	4%	4%

2022-2027 FIVE-YEAR CAPE TOWN STADIUM SCORECARD



PRIORITY: ECONOMIC GROWTH

Let's make Cape Town the easiest place to do business and create jobs in Africa

OBJECTIVE: 1. INCREASED JOBS AND INVESTMENT IN THE CAPE TOWN ECONOMY

KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Spectator attendance at the DHL Stadium (number)	New	650 000	750 000	850 000	900 000	1 000 000
Events hosted (number)	145	110	122	135 ⁹	135 ¹⁰	135 ¹¹



PRIORITY: PUBLIC SPACE, ENVIRONMENT AND AMENITIES

Let's restore people's pride in Cape Town by cleaning up our city's public spaces, streets and waterways

OBJECTIVE 11. QUALITY AND SAFE PARKS AND RECREATION FACILITIES SUPPORTED BY COMMUNITY PARTNERSHIPS

KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Compliance with approved repairs and maintenance program (%)	100%	100%	100%	100%	100%	100%
Compliance with Occupational Health and Safety Acts and Regulations (Act 85 of 1993) (%)	100%	100%	100%	100%	100%	100%

^{9/10/11} It is to be noted that the amendments as proposed by the CTICC are subject to board approval as well as budgeted related adjustments, in terms of the process as outlined in section 87 of the Municipal Finance Management Act, 56 of 2003 (MFMA) and section 93B of the Municipal Systems Act, 32 of 2000 (MSA).



PRIORITY: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT

Let's build a modernised and administratively efficient government that is financially sustainable and empowers residents to contribute to decision making and improving Cape Town

OBJECTIVE 16. A CAPABLE AND COLLABORATIVE CITY GOVERNMENT

KEY PERFORMANCE INDICATOR	BASELINE	TARGET				
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Achievement of own projected revenue (%)	67%	90%	70%	90%	90%	90%
Opinion of the Auditor General	Clean audit	Clean audit	Clean audit	Clean audit	Clean audit	Clean audit
Budget spent on implementation of the WSP (%)	52%	90%	90%	90%	90%	90%
Employees from the EE designated groups in the three highest levels of management (%)	50%	80%	80%	80%	80%	80%

ANNEXURES - 2022-2027 FIVE- YEAR CORPORATE SCORECARD DEFINITIONS

2022-2027 FIVE-YEAR CORPORATE SCORECARD DEFINITIONS		
PRIORITY OBJECTIVES	KEY PERFORMANCE INDICATOR	DEFINITION
Economic growth 1. Increased jobs and investment in the Cape Town economy	1.A Average number of days taken to process building plan applications of less than 500 square meters (HS2.22)	The indicator measures the number of days a building plan application to the municipality takes to be processed, from the date of submission of all required information to the date of communication of the initial adjudication results of that application, on average, per application. Measures of the time taken to process appeals of the initial decision, sometimes expressed in terms of "amendment letters" or in terms of a "date of first refusal" are not included within the measurement. Each submission of a complete building plan application starts a new processing cycle for the purpose of the indicator.
	1.B Average number of days taken to process building applications of 500 square meters or more (LED3.13)	The indicator measures the number of days a building plan application to the municipality takes to be processed, from the date of submission of all required information to the date of communication of the initial adjudication results of that application, on average, per application. Measures of the time taken to process appeals of the initial decision, sometimes expressed in terms of "amendment letters" or in terms of a "date of first refusal" are not included within the measurement. Each submission of a complete building plan application starts a new processing cycle for the purpose of the indicator.
	1.C Percentage of revenue clearance certificates issued within 10 working days from time of completed application received (LED3.21)	The percentage of revenue clearance certificates issued by the municipality within 10 working days of a completed 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 this 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.
	1.D Commercial electricity services applications finalised within industry standard timeframes (%) REMOVED	Measures the percentage of commercial electricity services applications finalised within industry standard timeframes as set by National Rationalised Standard (NRS 047). Refers specifically to the time taken from the acceptance of quotation until supply is finalised. The exact length of the timeframe is determined by agreement with the customer.
	1.E Council approved trading plans developed or revised for informal trading (number)	Measures the number of Council-approved trading plans developed or revised for informal trading. A trading plan demarcates trading areas within a particular ward or precinct, thereby giving security of tenure to traders and allowing the City to undertake necessary infrastructure upgrades to the facilities to enable dignified and accessible trading opportunities. Trading plans undergo an extensive public consultative process with all stakeholders in an area and they are deemed completed when they are finally passed by full council.

2022-2027 FIVE-YEAR CORPORATE SCORECARD DEFINITIONS

PRIORITY OBJECTIVES	KEY PERFORMANCE INDICATOR	DEFINITION
<p>Economic growth</p> <p>1. Increased jobs and investment in the Cape Town economy</p>	<p>1.H Average time taken to finalise informal trading permits (LED3.12)</p>	<p>The indicator measures the average amount of time (taken in days) to finalise informal trading permits within a municipality from the point of complete application to the point of adjudication. An informal trading permit is a permission provided by the municipality to small scale businesses with limited trading intentions to operate under certain conditions, usually in terms of a by-law, policy or plan governing informal trading in the municipality.</p>
	<p>1.G Number of work opportunities created through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes) (LED1.21)</p>	<p>Simple count of the number of short-term work opportunities provided through the municipality by Public Employment Programmes such as Expanded Public Works Programme, Community Works Programme and other related infrastructure initiatives. EPWP is a nationwide programme covering all spheres of government and SOEs. EPWP projects employ workers on a temporary or ongoing basis with government, contractors, or other non-governmental organisations under the Ministerial Conditions of Employment for the EPWP or learnership employment conditions. The CWP was established to provide an employment safety net to eligible members of target communities by offering them a minimum number of regular days of work each month. The programme targets unemployed and underemployed people. The stipends participants receive supplement their existing livelihood means and provide them with a basic level of income security. The indicator tracks the number of unique work opportunities generated within the quarter, regardless of the duration.</p>
<p>Basic services</p> <p>2. Improved access to quality and reliable basic services</p> <p>Basic services</p> <p>2. Improved access to quality and reliable basic services</p>	<p>2.A Taps provided in informal settlements (number) (NKPI)</p>	<p>Measures the number of taps provided in informal settlements during the period under review. Some taps may, however, have been vandalised or removed after provision. Proxy measure for NKPI per MSA Regulation 10(a).</p>
	<p>2.B Toilets provided in informal settlements (number) (NKPI)</p>	<p>Measures the number of toilets provided in informal settlements during the period under review. Some toilets may, however, have been vandalised or removed after provision. Proxy measure for NKPI per MSA Regulation 10(a).</p>
	<p>2.C Percentage of recognised informal settlements receiving basic waste removal services (ENV3.11)</p>	<p>The proportion of recognised informal settlements within the municipal area which are receiving at least a basic standard of service for refuse collection and cleaning services all weeks in the year. A “recognised informal settlement” refers to any process whereby the municipality officially documents the existence of the informal settlement and its obligations with regards to servicing its residents. This excludes “known” settlements that may emerge in the course of the reporting as a result of land invasions or on private property which the municipality is not responsible for. If the informal settlement has not received a basic standard of service in duration of more than one week, it should not be counted. Informal settlements that have experienced delayed collection of more than a week, or skipped weeks, are not considered to have received a basic standard of refuse removal.</p>
	<p>2.D Subsidised electricity connections installed (number) (NKPI)</p>	<p>Measures the number of subsidised electricity connections installed per annum in informal settlements, public rental stock backyard dwellings (pilot) and low-cost housing. Proxy measure for NKPI per MSA Regulation 10(a).</p>
<p>Basic services</p> <p>3. End load-shedding in Cape Town over time</p>	<p>3.A Installed capacity of approved embedded generators on the municipal distribution network (EE4.12)</p>	<p>The total capacity of the embedded generation installations in the municipal distribution network in mega-volt ampere.</p>
	<p>3.B Load-shedding level variance (%)</p>	<p>Load-shedding level variance measures the amount of additional energy generated by the City and its contracted suppliers during load-shedding as a percentage of the total demand reduction required by Eskom to keep the network stable.</p>

PRIORITY OBJECTIVES	KEY PERFORMANCE INDICATOR	DEFINITION
<p>Basic services</p> <p>4. Well-managed and modernised infrastructure to support economic growth</p>	4.A Sewer reticulations pipeline replaced (metres)	Measures the metres of sewer reticulation pipeline that are replaced.
	4.B Compliance with drinking water quality standards (%)	Measures the potable water sample pass rate according to the SANS 241 standard.
	4.C Total augmented water capacity in mega litres per day (MlD)	Measures the augmented water production capacity brought online from New Water Programme schemes since the adoption of the Cape Town Water Strategy in 2020 measured in megalitres per day (MlD) as a cumulative total.
	4.D Valid applications for residential water services closed within the response standard (%) (NKPI)	<p>Measures the number of valid applications for residential water service closed within the standard days, expressed as a percentage of the total number of valid applications for residential water service received.</p> <p>“Valid applications are residential/domestic applications where service notifications has been created for the water service and down-payment for the service has been received. Proxy measure for NKPI per MSA Regulation 10(a)”.</p>
	4.E Valid applications for residential sewerage services closed within the response standard (%) (NKPI)	<p>Measures the number of valid applications for residential sewerage service closed within the standard days, expressed as a percentage of the total number of valid applications for residential sewerage service received.</p> <p>Valid applications are residential/domestic applications where service notifications has been created for the sewerage service and down-payment for the service has been received. Proxy measure for NKPI per MSA Regulation 10(a).</p>
	4.F Service requests for non-collection of refuse resolved within three working days (%) (NKPI)	Measures the number of non-collections for refuse removal, reported and closed within three working days, expressed as a percentage.
	4.G Percentage of valid customer applications for new electricity connections processed in terms of municipal service standards (EE1.13)	<p>This indicator measures the number of valid customer applications for new electricity connections processed within the municipal standard time frames in relation to the total number of customer applications for new electricity connections.</p> <p>A ‘valid customer application’ for a new electricity connection refers to an application for which a quote has been supplied and payment made by the applicant, at which point the application becomes ‘valid’, regardless of whether it is commercial or residential. An electricity connection processed refers to the sequence of procedures between the point of payment for a valid application and obtaining a certificate of compliance (COC) to obtain a final connection (end).</p> <p>The indicator measures the percentage of all valid applications where the time taken between the point of payment and the certificate of compliance fall within municipal standard time frames, as differentiated per the relevant facilities and categories of applicant.</p>
<p>Safety</p> <p>5. Effective law enforcement to make communities safer</p>	5.A Drone flights used for safety and security activities (number)	Measures the drone flights used for approved safety and security activities through utilisation of partnerships and contracts, in which the drone technology offers enhanced situational awareness and evidence gathering in order to the benefit of community safety. Seasonal (weather) constraints, as well as the unknown nature of S&S operations will dictate different quarterly utilisation statistics.

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PRIORITY OBJECTIVES	KEY PERFORMANCE INDICATOR	DEFINITION
<p>Safety</p> <p>5. Effective law enforcement to make communities safer</p>	<p>5.A Drone flights used for safety and security activities (number)</p>	<p>Measures the drone flights used for approved safety and security activities through utilisation of partnerships and contracts, in which the drone technology offers enhanced situational awareness and evidence gathering in order to the benefit of community safety. Seasonal (weather) constraints, as well as the unknown nature of S&S operations will dictate different quarterly utilisation statistics.</p>
	<p>5.B Roadblocks focussed on drinking and driving offences (number)</p>	<p>Measures the number of roadblocks held with the focus on addressing drinking and driving offenses of motorists.</p>
	<p>5.C Closed-circuit television (CCTV) detected incidents relayed to responders (number)</p>	<p>Measures the number of incidents detected on CCTV that were relayed to responders. CCTV incidents monitored by the two CCTV centres require a response in order to deal with an incident. All incidents that require a response must be relayed to the relevant department that can deal with the incident accordingly i.e. crime, traffic, by-law, fire, other. The number of incidents detected and relayed/passed on to responders for attention.</p>
<p>Safety</p> <p>6. Strengthen partnerships for safer communities</p>	<p>6.A New auxiliary law enforcement volunteers recruited (number)</p>	<p>Measures the number of new auxiliary law enforcement volunteers recruited. Volunteers includes law enforcement and support officers, in terms of the City's Auxiliary Law Enforcement Policy.</p>
	<p>6.B Client satisfaction survey for neighbourhood watch support programme (%)</p>	<p>Measures the percentage client satisfaction achieved, by means of a survey after every community engagement, in respect of the main deliverables of the neighbourhood watch support programme i.e. (a) Crime prevention training, (b) Patrol and crime prevention equipment issued (c) Guidance provided in respect of Department of Community Safety (DoCS) accreditation and (d) Guidance provided in respect of crime prevention initiatives.</p>
<p>Housing</p> <p>7. Increased supply of affordable, well-located homes</p>	<p>7.A Well-located land parcels released to the private sector for affordable housing (number)</p>	<p>Measures the number of well-located land parcel released to the private sector. Land parcel refers to a single and finite immovable asset with a measurable extent. Land parcel is confirmed as released through final award notification, allowing the developer to commence with development.</p>
	<p>7.B Human Settlement Top structure (houses) provided (number) per housing programme</p>	<p>Measures the number of Human Settlement top structures provided per housing programme .Top structures are defined as any built structure providing shelter to a household in a human settlements development by means of any national housing programme, where the main source of funding is the Human Settlements Development Grant (HSDG) in terms of the Division of Revenue Act (DoRA) for such purpose.</p> <p>Definition of a human settlements opportunity per housing programme: A human settlements opportunity is incremental access to and/or delivery of one of the following housing products:</p> <ul style="list-style-type: none"> (A) subsidy housing (BNG), which provides a minimum 40 m² house; (B) People's Housing Process (PHP) are beneficiaries who maximise their housing subsidy by building or organising the building of their homes themselves; (C) social housing is new rental units, delivered by the City's social housing partners; (D) rental housing, which is community residential units (CRUs), upgrading and redevelopment of existing rental units and hostels; and (E) gap housing is a serviced site, or affordable units for sale

PRIORITY OBJECTIVES	KEY PERFORMANCE INDICATOR	DEFINITION
Housing 7. Increased supply of affordable, well-located homes	7.C Formal housing service site provided (number)	Measures the number of formal service sites provided. A serviced site is defined as any property providing municipal services (road, water and sewerage) on an individual basis to a household, including high-density residential sites, as well as other non-residential sites related to integrated human settlements developments. The main source of funding for serviced sites is the Urban Settlements Development Grant (USDG) and the Informal Settlement Upgrading Partnership Grant (ISUPG) in terms of the Division of Revenue Act (DoRA) for such purpose.
	7.D Hectares of land acquired for human settlements in the municipal area (HS1.13)	Hectares of land acquired for human settlements development within the municipal area. Therefore, this refers to land acquired in an agreement between at least two parties for which purchase and sales agreement or donation agreements, expropriation notices, or development rights agreements have been concluded. The land is understood to have been acquired with the intention of advancing human settlements development within the municipal area, subject to the subsequent completion of any outstanding planning and approval processes.
	7.E Number of title deeds registered to beneficiaries (HS1.22)	The number of title deeds registered to beneficiaries within a municipality during the period under assessment. A title deed is a document that proves legal ownership of a property in South Africa. This refers to title deeds registered to beneficiaries of human settlements programmes within the municipal area.
Housing 8. Safer, better-quality homes in informal settlements and backyards over time	8. An informal settlement sites serviced (number)	Measures incremental access to better services as part of an informal settlement upgrading programme: Incremental upgrade of informal areas, which provides a serviced site with or without tenure in accordance with the informal settlement upgrading programme as part of the National Housing Code. A 'serviced site' is defined as a site to which the following services were provided: <ul style="list-style-type: none"> • Road; • Water; and • Sewerage.
Public space, environment and amenities Objective 9. Healthy and sustainable environment	9.A Percentage of biodiversity priority areas protected (ENV4.21)	The proportion of land identified through municipal strategic environmental assessments and EMFs as biodiversity priority areas, which is protected through some mechanism. Mechanisms may include stewardship agreements, conventional protected areas, & biodiversity agreements, among others.

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PRIORITY OBJECTIVES	KEY PERFORMANCE INDICATOR	DEFINITION
<p>Public space, environment and amenities</p> <p>Objective 9. Healthy and sustainable environment</p>	<p>9.B Percentage of biodiversity priority area within the municipality (ENV4.11)</p> <p>9.C Severe/moderate dehydration in children under the age of five presenting at City health facilities with diarrhoea (%)</p>	<p>Proportional share of land cover categories aggregated to relate to biological priority areas within the municipality, relative to the total municipal area. It indicates the presence of available habitats across a municipal area important for maintaining ecological processes, expressed in ha. A decline over time indicates a loss of land supporting biodiversity and local ecosystems. Biodiversity priority areas, or areas of high biodiversity importance, are defined by SANBI (2016) as "Natural or semi-natural areas in the landscape or seascape that are important for conserving a representative sample of ecosystems and species, for maintaining ecological processes, or for the provision of ecosystem services."</p> <p>Measures the percentage of children under five years with diarrhoea presenting to City Health facilities that have severe or moderate dehydration.</p>
<p>Public space, environment and amenities</p> <p>Objective 10. Clean and healthy waterways and beaches</p>	<p>10.A Percentage of coastline with protection measures in place (ENV5.11)</p> <p>10.B Days in a year that vleis are open (%)</p>	<p>The percentage of coastline with protection measures in place within the municipal area. Protection measures refer to measures for protecting the coastal environment from activities that may detrimentally affect it and are inclusive of periodic maintenance. Protection measures are divided into 4 main categories: Hard (options influence coastal processes to stop or reduce the rate of coastal erosion.); Soft (aim to dissipate wave energy by mirroring natural forces and maintaining the natural topography of the coast); Combined (combining hard and soft solutions is sometimes necessary to improve the efficiency of the options and provide an environmentally and economically acceptable coastal protection system); and Innovative (exploited advancements in specific areas of engineering associated with erosion control namely geotextiles and beach drainage). Protection measures are therefore inclusive of managed retreat too.</p> <p>Measures the percentage of days in a year that the Rietvlei, Zeekoevlei and Zandvlei are open to intermediate contact recreation, excluding dredging and other management activities.</p>
<p>Environment, public space, and amenities</p> <p>11. Quality and safe parks and recreation facilities supported by community partnerships</p>	<p>11.A Recreation and parks open space mowed according to annual mowing plan (%)</p>	<p>Measures the implementation of the Recreation and Parks Department's public open space mowing activities during the year compared to what was planned on the mowing schedule. The minimum mowing cycle targets, and ability to meet these targets, are directly linked to the budget available for the project.</p> <p>The measurement is the frequency of actual mowing versus what was planned on the mowing schedule, measured as a percentage. Actual implementation to be compared to what was planned, using minimum mowing standards as articulated in the departments documented "standards per facility type".</p>

PRIORITY OBJECTIVES	KEY PERFORMANCE INDICATOR	DEFINITION
Transport 12. A sustainable transport system that is integrated, efficient and provides safe and affordable travel options for all	12.A Passengers transported for each kilometre scheduled on MyCiTi buses (ratio)	Measures the ratio of the passengers transported for each kilometre scheduled on MyCiTi buses. The aim is to have more passengers travelling per kilometre scheduled on the MyCiTi transport system. The purpose of the indicator is to measure efficiency improvements in the usage of MyCiTi buses.
	12.B Passenger journeys travelled on MyCiTi buses (number)	Measures the number of passenger journeys travelled on MyCiTi buses. An efficient, integrated transport system is measured in part through the increase in passenger journeys undertaken. A passenger journey is calculated from the first boarding of a bus at a feeder stop or main station to the last exit from a bus at a feeder stop or main station, including any transfers between buses (single journey).
	12.C Road corridors on which traffic signal timing plans are updated (number)	Measures the number of road corridors on which the traffic signal timing plans were updated to account for the impact of changing traffic volumes and patterns on the manner in which traffic signals are coordinated.
Transport 13. Safe and quality roads for pedestrians, cyclists and vehicles	13.A Surfaced road resurfaced (km)	Measures the km of surfaced roads resurfaced.
	13.B Number of potholes reported per 10kms of municipal road network (TR6.2)	The indicator measures the number of potholes reported to the municipality normalised for the length of the municipality's surfaced road network. A municipal road network typically consists of residential roads and roads in built-up areas within its borders, that allow for the movement of goods, services and people that are the responsibility of the municipality to maintain. Potholes are defined as a depression in a road surface, usually asphalt pavement, where traffic has removed broken pieces of the pavement. It is usually the result of water in the underlying soil structure and traffic passing over the affected area. This indicator does not count multiple reports of the same pothole at the same location. This indicator is worded such that potholes are counted once and only once they have been reported, signalling awareness of and dissatisfaction with road quality by the public. Each municipality may have different systems or protocols to determine when it receives multiple reports for the same pothole. The Standard Operating Procedure by the municipality for the indicator should be instructive in this regard.
A resilient city 14. A resilient city	14.A Public safety awareness and preparedness sessions held in the communities (number)	Measures the number of public and safety awareness sessions with communities based on various risk profiles, community based risk assessments and social media contact.
	14.B New Disaster Risk Management volunteers recruited (number)	Measures the number of disaster risk management volunteer members recruited from the community and after appropriate training, officially appointed as volunteers.
	14.C Storm water cleaning budget spent (%)	Measures the percentage budget spent on storm water cleaning.
A more spatially integrated and inclusive city 15. A more spatially integrated and inclusive city	15.A Local neighbourhood plans approved for mixed use development (number)	Measures the number of local neighbourhood plans approved by Council. A local neighbourhood plan could be a spatial development framework or a precinct plan that identifies areas for, amongst others, mixed use development, which would facilitate integration of land uses.

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PRIORITY OBJECTIVES	KEY PERFORMANCE INDICATOR	DEFINITION
<p>A capable and collaborative city government</p> <p>16. A capable and collaborative city government</p>	16.A Community satisfaction citywide survey (score 1-5)	<p>Measures the score on the community satisfaction citywide survey. A statistically valid, scientifically defensible score from the annual survey of residents' perceptions of the overall performance of the City's safety and security services.</p> <p>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.</p>
	16.B Opinion of independent rating agency	<p>Measure the opinion of the independent rating agency. A report that reflects the creditworthiness 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.</p>
	16.C Audit Outcome (GG3.1)	<p>The Audit Opinion is defined by the Auditor-General. It is given across a qualitative, ordinal scale including: Unqualified with no findings; Unqualified with findings; Qualified with findings; Adverse with findings; and Disclaimed with findings. For those who have not completed the process 'Outstanding audits' are recorded.</p>
	16.D Total Capital Expenditure as a percentage of Total Capital Budget(FM1.11)	<p>This indicator measures the extent to which budgeted capital expenditure has been spent 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.</p>
	16.E Cash/cost coverage ratio (NKPI)	<p>Measures the cash/cost coverage ratio. The ratio indicates the ability to meet at least monthly fixed operating commitments from cash and short-term investments, without collecting any additional revenue during that month. (excluding unspent conditional grants). Proxy measure for NKPI per MSA Regulation 10(g).</p>
	16.F Net debtors to annual income (NKPI)	<p>Measures the Net Debtors to annual income. 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).</p>
	16.G Percentage of total operating revenue to finance total debt (Total Debt (Borrowing) / Total operating revenue) (FM2.1)	<p>The purpose of the indicator is to provide assurance that sufficient revenue will be generated to repay Liabilities. Alternatively, it assesses the unicity's affordability of the total borrowings.</p>
	16.H Kilometres of fibre infrastructure for broadband connectivity installed (km) REMOVED	<p>Measures the Kilometres of fibre cable installed by the City, this excludes all private sector infrastructure networks.</p>

PRIORITY OBJECTIVES	KEY PERFORMANCE INDICATOR	DEFINITION
<p>A capable and collaborative city government</p> <p>16. A capable and collaborative city government</p>	<p>16.I Employees from the EE designated groups in the three highest levels of management (%) (NKPI)</p>	<p>Measures the percentage of employees from employee equity (EE) target (designated) groups employed in the three highest levels of management, in compliance with the City's approved EE plan and EE Act. Management Level 1 – City Manager and Executive Directors Management Level 2 – Portfolio Managers and Directors Management Level 3 – Managers Proxy measure for NKPI per MSA Regulation 10(e).</p>
	<p>16.J Budget spent on implementation of Workplace Skills Plan (%) (NKPI)</p>	<p>Measures the percentage of budget spent on the Workplace Skills Plan The Workplace Skills Plan outlines the planned education, training and development interventions for the organisation.</p> <p>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).</p>
	<p>16.K Percentage of official complaints responded to through the municipal complaint management system (GG2.31)</p>	<p>The number of official complaints responded to as per the municipality defined norms and standards, as a percentage of the number of official complaints received. A complaint is any formal grievance, concern or issue registered with municipality as per its established systems and protocols. An official complaint, in this instance, should be formally logged within the Municipal Complaints Management System. "Norms and standards" refers to the municipality's agreed ability to respond promptly and appropriately to the complaints from the public, in line with protocols determined by the municipality, whether or not this is consistent with any external guidance or benchmarking. Note that resolution refers to an official municipal response to the complaint and does not provide for a determination of "satisfaction" with the municipal response on the part of the public.</p>

2022-2027 CIRCULAR 88 OUTCOMES SCORECARD DEFINITIONS

2022-2027 CIRCULAR 88 (C88) OUTCOMES SCORECARD DEFINITIONS

PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
Economic growth 1. Increased Jobs and Investment in the Cape Town economy	LED2. Improved levels of economic activity in municipal economic spaces	LED2.1 Rates revenue as a percentage of the total revenue of the municipality	The R-value of property rates revenue collected by the municipality as a percentage of the total revenue collected by the municipality. Municipal property rates are an amount levied on the market value of immovable property (that is, land and buildings). Revenue, in this instance, refers to income collected by the municipality in R-value within the designated financial period.
		LED2.2 Rateable value of commercial and industrial property per capita	This is the aggregate value of all commercial and industrial land captured on the valuation roll of the municipality, inclusive of additions to the supplementary valuation roll on an annual basis. This should be calculated on the same basis as per the annual financial statements.
Basic services 2. Improved access to quality and reliable basic services	WS1. Improved access to sanitation	WS1.1 Percentage of households with access to basic sanitation [NTRR ²²]	Percentage of households accessing (“using”) a toilet facility that meets minimum standards for basic sanitation out of all households within the municipality. Minimum standards are currently defined as either a flush toilet (sewerage system) and/or flush toilet (septic tank), and/or a pit toilet connected to ventilation (VIP).
	WS2. Improved access to water	WS2.1 Percentage of households with access to basic water supply [NTRR ²³]	Percentage of households with access to basic water supply, defined as the household’s main source of drinking water is piped (tap) water inside dwelling/house, piped (tap) water inside yard, and/or piped water to a community stand: <200 m.

^{22/23} National Treasury Reporting Responsibility

PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
Basic services 2. Improved access to quality and reliable basic services	WS3. Improved quality of water and sanitation services	WS3.1 Frequency of sewer blockages per 100 KMs of pipeline	Number of blockages in sewers per 100km of sewer length per year. Blockages are defined as reported or logged blockages that result in an obstruction of system flow which may be caused by roots, obstructive items or other pipeline disruption.
		WS3.2 Frequency of water mains failures per 100 km of pipeline	Number of water mains failures per 100 km of mains pipe per year. "Mains" refers to all transmission and distribution pipes for water, the ownership of which is vested in the metro for the purpose of conveying water to consumers.
		WS3.3 Frequency of unplanned water service interruptions	Number of interruptions averaged per 1 000 service connections per year. Interruptions are understood as occurring at the source and do not include the number of consumer units affected by an interruption.
	ENV2. Minimised solid waste	ENV2.1 Tonnes of municipal solid waste sent to landfill per capita	The percentage of the city's solid waste that is disposed of in licensed (sanitary) landfills.
		ENV2.2 Tonnes of municipal solid waste diverted from landfill per capita	The tonnage of the city's solid waste that is recycled at centralised recycling centres, divided by the total population of the municipality. Recycled materials include those materials diverted from the waste stream, recovered and processed into new products following local government permits and regulations (International Solid Waste Association).
	ENV3. Increased access to refuse removal	ENV3.1 Percentage of households with basic refuse removal services or better [NTRR ²⁴]	Households with basic refuse removal services or better (defined as a minimum of once weekly collection as defined in the back-to-basics framework) as a percentage of total municipal households.
		ENV3.2 Percentage of scheduled waste collection service users reporting non-collection	This is a measure of the number of scheduled waste collection service users who report an instance of non-collection of scheduled waste collection out of the total population of scheduled waste service users based on the number of municipal scheduled waste removal collection points. A scheduled waste collection service user is someone residing at a site for which the municipality provides a scheduled collection service on a weekly basis. The indicator measures the number of reported instances of non-collection of scheduled waste collection in relation to the total number of service points.

²⁴ National Treasury Reporting Responsibility

2022-2027 CIRCULAR 88 (C88) OUTCOMES SCORECARD DEFINITIONS

PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
Basic services 3. Ending load-shedding in Cape Town over time	EE1. Improved access to electricity	EE1.1 Percentage of households with access to electricity [NTRR ²⁵]	Percentage of households that have access to electricity services within the municipal area.
	EE3. Improved reliability of electricity service	EE3.5 Average System Interruption Duration Index (ASIDI)	ASIDI of a network is calculated using a load based approach rather than a customer affected approach, and is recommended in utilities where updated customer-network links are not available. ASIDI indicates the average system interruption duration in minutes per KVA served over a defined period.
		EE3.6 Average System Interruption Frequency Index (ASIFI)	ASIFI of a network is calculated using a load based approach rather than a customer affected approach, and is recommended in utilities where updated customer-network links are not available. ASIFI indicates the average system interruptions over a defined period.
	EE4. Improved energy sustainability	EE4.4 Percentage total electricity losses	Electricity losses have two components: technical and non-technical. Technical losses occur naturally and consist mainly of power dissipation in electricity system components such as transmission and distribution lines, transformers, and measurement systems. Non-technical losses are caused by actions external to the power system and consist primarily of electricity theft, faulty or inaccurate meters, and errors in accounting and record-keeping. Losses is a measure of unaccounted for energy. Thus, non-payment is not included as losses.
Basic services 4. Well-managed and modernised infrastructure to support economic growth	WS4. Improved quality of water (incl. wastewater)	WS4.1 Percentage of drinking water samples complying to SANS241	The percentage of water samples measured that comply with the SANS 241 requirements over a 12-month period for the defined parameters. See the SANS 241 requirements for a detailed breakdown of the various tests involved and the associated standard limits for application.
		WS4.2 Percentage of wastewater samples compliant to water use license conditions	Percentage of wastewater quality compliance to specified licence/permit/authorisation requirements tested during the municipal financial year. The percentage is calculated on the basis of aggregated results per water use license determinant.
	WS5. Improved water sustainability	WS5.1 Percentage of non-revenue water	Non-revenue water is defined as the sum of unbilled authorized consumption, apparent losses (unbilled unauthorised consumption and meter inaccuracies) and real losses (from transmission mains, storage facilities, distribution mains or service connections).
WS5.2 Total water losses		Total (apparent and real) losses, expressed in terms of annual volume lost per service connection per day.	

²⁵ National Treasury Reporting Responsibility

PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
<p>Basic services</p> <p>4. Well-managed and modernised infrastructure to support economic growth</p>	<p>WS5. Improved water sustainability</p>	<p>WS5.3 Total per capita consumption of water</p> <p>WS5.4 Percentage of water reused</p>	<p>The total system input volume minus the total exported (raw and treated) water per population per day of the assessment period.</p> <p>The total volume of water recycled and reused as a percentage of the system input volume. System input should include water abstracted and all imported water (raw and treated). Water that has been 'recycled and reused' refers to water reclaimed from discharge sources that is then treated and reused for beneficial purposes including but not limited to: agriculture and irrigation, potable water supplies, groundwater replenishment, industrial processes and environmental restoration. For the purpose of this indicator, it measures only municipal wastewater treated for direct use, inclusive of irrigation purposes.</p>
<p>Safety</p> <p>5. Effective law enforcement to make communities safer</p>	<p>FD1. Mitigated effects of fires and disasters</p>	<p>FD1.1 Number of fire related deaths per 100 000 population</p> <p>FD1.2 Number of disaster and extreme weather-related deaths per 100 000 population</p>	<p>This is a measure of the incidence of reported deaths by the municipality attributed to fire or fire-related causes (e.g. smoke inhalation), normalised per population. This refers to municipal reporting of all known deaths related to fire within the municipal area.</p> <p>This indicator measures the incidence of reported deaths that a municipality considers to be the direct or indirect result of disaster incidents and extreme weather events, normalised per population. Disaster is defined in terms of the Disaster Management Act as "a progressive or sudden, widespread or localised natural or human-caused occurrence which- a) causes or threatens to cause- i) death, injury or disease; ii) damage to property, infrastructure or the environment; or iii) disruption of life of a community; and b) is of a magnitude that exceeds the ability of those affected by the disaster to cope with its effects using only their own resources". Extreme weather refers to unexpected, unusual, severe or unseasonal weather events; weather at the extremes of the historical distribution of the range seen in the past. This could be inclusive of heat waves, flooding, drought, storm surges, etc. Where fires are the result of extreme weather events or disasters, they would also be considered within this indicator, but would otherwise find expression in the other indicator.</p>

2022-2027 CIRCULAR 88 (C88) OUTCOMES SCORECARD DEFINITIONS

PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
<p>Safety</p> <p>5. Effective law enforcement to make communities safer</p>	<p>GG2. Improved municipal responsiveness</p>	<p>GG2.3 Protest incidents reported per 10 000 population</p>	<p>The number of protest incidents without municipal authorisation reported to have taken place on a public road or public space within municipal boundaries in the past financial year normalised per the population. This indicator tracks all unauthorised protests reported to occur within the municipal area, not only those related to service delivery. An unauthorised protest is a public display of grievance or concern by a group of more than 15 people for which a written approval from the local municipality has not been obtained in advance. Reported incidents means every unique incident of protest which the municipality has received a direct or indirect report for, whether in-progress or after the fact, regardless of whether the protest was aimed at the municipality or not.</p>
<p>Housing</p> <p>7. Increased supply of affordable, well-located homes</p>	<p>HS2. Improved functionality of the residential property market</p>	<p>HS2.2 Percentage of residential properties in the subsidy market</p> <p>HS2.3 Percentage of households living in formal dwellings who rent [NTRR²⁷]</p>	<p>This indicator measures the total number of formalised residential properties on the municipal valuation roll valued at R150 000 or less- what is commonly recognised as the subsidy market range. All residential properties, including those that are zero-rated, are considered in this indicator. This number is divided by the total number of residential properties on the municipal valuation roll (and supplementary valuation roll).</p> <p>The total number of all households in the metro which regularly pay a sum of money or provide a service in return for a place of residence to a second party for the use of residential purposes in formal dwellings as a proportion of all households living in formal dwellings. The tenure status in the General Household Survey will be the sum of the two categories: "1 = Rented from private individual" and "2 = Rented from other (incl. municipality and social housing institutions)".</p>
<p>Housing</p> <p>8. Safer, better-quality homes in informal settlements and backyards over time</p>	<p>HS1. Improved access to adequate housing</p>	<p>HS1.1 Percentage of households living in adequate housing [NTRR²⁶]</p>	<p>Adequate housing' has seven elements: legal security of tenure, services, affordability, habitability, accessibility, location and cultural adequacy. For the purposes of this indicator, adequate housing is defined as 'formal' housing in terms of the Stat SA definition used in the general household survey, which is "A structure built according to approved plans, i.e. house on a separate stand, flat or apartment, townhouse, room in backyard, rooms or flatlet elsewhere", thereby excluding informal (whether in informal settlement or backyard) and traditional dwellings. The indicator is therefore the number of households residing in formal dwellings as a percentage of the total number of households in the municipality.</p>

PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
	HS1. Improved access to adequate housing	HS1.3 Percentage of informal settlements upgraded to Phase 3	This indicator measures the percentage of informal settlements upgraded to Phase 3, in terms of the Housing Code- Upgrading Informal Settlements, Phase 3: Detailed planning, land rehabilitation and provision of permanent services. "Upgraded to Phase 3 "is achieved when all the milestones as per Upgrading Informal Settlements Phase 3 have been implemented within an informal settlements."
Public space, environment and amenities 9. Healthy and sustainable environment	ENV1. Improved air quality	ENV1.3 Percentage of households experiencing a problem with noise pollution [NTRR ²⁸]	The percentage of households that report "excessive noise/noise pollution" as an environmental problem experienced in their community
Public space, environment and amenities 10. Clean and healthy waterways and beaches	ENV5. Coastal and inland water resources maintained	ENV5.2 Recreational water quality (inland)	The percentage of annual inland recreational water samples taken which met the targeted water quality range for recreational water quality for 'intermediate contact recreation' in terms of the presence of algae, chemical irritants, indicator organisms and pH levels. Recreational inland water quality focuses on human health risks stemming from the presence of microbiological indicator organisms within inland water sources. This includes those inland bodies of water located in coastal areas, even where adjacent to marine environments. This encompasses all forms of contact recreation excluding activities described for full contact recreation, such as swimming. It is a broad class and includes activities, which involve a high degree of water contact, such as waterskiing, canoeing and angling and those, which involve relatively little water contact, such as paddling and wading.
Public space, environment and amenities 11. Quality and safe parks and recreation facilities supported by community partnerships	HS3. Increased access to and utilisation of social and community facilities	HS3.5 Percentage utilisation rate of community halls HS3.6 Average number of library visits per library HS3.7 Percentage of municipal cemetery plots available	The percentage of available hours across all community halls that are booked in a year. The average number of library visits per library per year. This measures only municipality managed libraries. The number of burial plots currently available within active, municipal-owned cemeteries as a percentage of the total amount of burial plots in all municipal-owned cemeteries. Municipalities may have different policies and approaches providing for available plots, including where 'stacking' or other provisions for burial are made. Based on the municipalities current policy provisions and used plots, the indicator measures what percentage of the total available cemetery capacity in active cemeteries is currently utilised.

²⁸ National Treasury Reporting Responsibility

2022-2027 CIRCULAR 88 (C88) OUTCOMES SCORECARD DEFINITIONS

PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
<p>Transport</p> <p>13. Safe and quality roads for pedestrians, cyclists and vehicles.</p>	<p>TR5. Improved access to public transport (incl. NMT)</p>	<p>TR5.41 Length of NMT paths built REMOVED</p>	<p>The total length (in KMs) of NMT paths (defined as surface pedestrian sidewalks, footpaths and cycling lanes) built and completed over the financial year.</p>
	<p>TR6. Improved quality of municipal road network</p>	<p>TR6.2 Number of potholes reported per 10 km of municipal road network</p>	<p>The indicator measures the number of potholes reported to the municipality normalised for the length of the municipality's surfaced road network. A municipal road network typically consists of residential roads and roads in built-up areas within its borders, that allow for the movement of goods, services and people that are the responsibility of the municipality to maintain. Potholes are defined as a depression in a road surface, usually asphalt pavement, where traffic has removed broken pieces of the pavement. It is usually the result of water in the underlying soil structure and traffic passing over the affected area. This indicator does not count multiple reports of the same pothole at the same location. This indicator is worded such that potholes are counted once and only once they have been reported, signalling awareness of and dissatisfaction with road quality by the public. Each municipality may have different systems or protocols to determine when it receives multiple reports for the same pothole. The standard operating procedure by the municipality for the indicator should be instructive in this regard.</p>
<p>A capable and collaborative City government</p> <p>16. A capable and collaborative City government</p>	<p>GG1. Improved municipal capability</p>	<p>GG1.1 Percentage of municipal skills development levy recovered</p>	<p>The indicator is a measure of the R-value of the municipal skills development levy recovered for the financial year as a percentage of the total municipal skills development allocation which the municipality could have claimed. The skills development levy is a levy imposed to encourage learning and development in South Africa as a percentage of the municipal salary bill. The funds are paid to the South African Revenue Service and can be recovered on the completion of successful skills development.</p>
		<p>GG1.2 Top management stability</p>	<p>Top management is defined as Section 56 and 57 managers, as per the Municipal Systems Act (2000). This refers to the number of working days in which all of the top management positions in the municipality are filled by full-time employees not in an acting position, as a percentage of the total number of possible working days for those positions in a calendar year. Where a full-time employee is under suspension or has taken extended sick leave (more than 2 weeks), this should not be counted towards the standard working days of a fully appointed official.</p>
	<p>GG2. Improved municipal responsiveness</p>	<p>GG2.1 Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)</p>	<p>The percentage of ward committees that are deemed to be 'functional' out of all wards in the municipality. Functional is defined as- they have an agreed annual ward committee action plan by end of Q1 of the year under review and had at least four quorate meetings in that year.</p>

PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
<p>A capable and collaborative City government</p> <p>16. A capable and collaborative City government</p>	GG3. Improved municipal administration	GG3.1 Audit Outcome	The Audit Opinion is defined by the Auditor-General. It is given across a qualitative, ordinal scale including: Unqualified with no findings; Unqualified with findings; Qualified with findings; Adverse with findings; and Disclaimed with findings. For those who have not completed the process 'Outstanding audits' are recorded.
	GG4. Improved council functionality	GG4.1 Percentage of councillors attending council meetings	The average percentage of members of the municipal council that attended council meetings.
	GG5. Zero tolerance of fraud and corruption	GG5.1 Number of alleged fraud and corruption cases reported per 100 000 population	The number of alleged incidents of fraud and corruption reported to the municipality during the period under review, normalised per 100 000 of the population. Corruption is defined broadly in the Prevention and Combating of Corrupt Activities Act 12 of 2004 in Chapter 2(s3) and any criminal offence that may fall within the ambit of this definition is included for the purposes of this indicator.
		GG5.2 Number of dismissals for fraud and corruption per 100 000 population	The number of dismissals for fraud and corruption reported to the municipality during the period under review, normalised per 100 000 of the population. Corruption is defined broadly in the Prevention and Combating of Corrupt Activities Act 12 of 2004 in Chapter 2(s3) and any criminal offence that may fall within the ambit of this definition is included for the purposes of this indicator.
	FM1. Enhanced municipal budgeting and budget implementation	FM1.1 Percentage of expenditure against total budget	The indicator measures the percentage of expenditure in relation to the municipal budget. Expenditure refers to costs incurred by the municipality in the applicable financial year, inclusive of all capital and operational spending. The municipal budget refers to the municipal council approved annual budget for a particular financial year.
		FM1.2 Municipal budget assessed as funded (Y/N) (National) [NTRR ²⁹]	The budget is assessed in line with Section 18 of the municipal finance management act (MFMA), which states that a budget is funded from either revenue realistically to be collected and accumulated cash backed reserves not committed for other purposes. Accumulated cash backed reserves refers to surpluses accumulated from previous years not committed for other purposes.

²⁹ National Treasury Reporting Responsibility

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PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
<p>A capable and collaborative City government</p> <p>16. A capable and collaborative City government</p>	<p>FM1. Enhanced municipal budgeting and budget implementation</p>	<p>FM1.2 Municipal budget assessed as funded (Y/N) (National) [NTRR³⁰]</p>	<p>The budget is assessed using the following criteria, namely</p> <ul style="list-style-type: none"> i) credibility - to determine if the budget is funded in terms of Section 18 of the MFMA, if the municipality adopted a budget process with evidence of sufficient political oversight and public participation revenue planning framework and associated budget assumptions are realistic and indicative of multi-year budgeting ii) relevance - to assess if the budget is aligned to the reviewed Integrated Development Plan (IDP) of the municipality and the extent to which national and provincial priorities, including MFMA Budget Circulars, are considered iii) sustainability - to assess whether the budget supports the long-term financial planning and operational sustainability of the municipality over the Medium Term Revenue and Expenditure Framework (MTREF). National Treasury assess the tabled budget using the budget assessment tool and make recommendations to the municipality for consideration.
	<p>FM2. Improved financial sustainability and liability management</p>	<p>FM2.1 Percentage of total operating revenue to finance total debt (total debt (borrowing)/ total operating revenue</p> <p>FM2.2 Percentage change in cash backed reserves reconciliation</p>	<p>The purpose of the indicator is to provide assurance that sufficient revenue will be generated to repay Liabilities. Alternatively, it assesses the municipality's affordability of the total borrowings.</p> <p>The indicator measures the extent to which a municipality increases its reserves and the basis of cash backing of reserves. Data elements, for the purpose of this indicator, are drawn from the data contained in the budget table A8.</p>
	<p>FM3. Improved liquidity management</p>	<p>FM3.1 Percentage change in cash and cash equivalent (short term)</p>	<p>The purpose of this indicator is to assess the level of liquidity in the municipality. A municipality with improved cash and cash equivalent is considered to be financially healthy and sustainable.</p>
	<p>FM4. Improved expenditure management</p>	<p>FM4.1 Percentage change of unauthorised, irregular, fruitless and wasteful expenditure</p>	<p>The indicator measures the extent to which the municipality has incurred irregular, fruitless and wasteful and unauthorised expenditure. Fruitless and wasteful expenditure is expenditure that was made in vain and would have been avoided had reasonable care been exercised. Irregular expenditure is incurred by the municipality in contravention of a requirement of the law. Unauthorized expenditure includes overspending of the total amount appropriated in the approved budget.</p>

³⁰ National Treasury Reporting Responsibility

PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
<p>A capable and collaborative City government</p> <p>16. A capable and collaborative City government</p>	<p>FM4. Improved expenditure management</p>	<p>FM4.2 Percentage of total operating expenditure on remuneration</p>	<p>The indicator measures the extent of remuneration costs to total operating expenditure. To control this indicator, an organisational review needs to be performed to address duplications and inefficiencies. The municipality needs to implement a proper remuneration policy and performance management system. Remuneration includes employee related costs (permanent and short term contracts) and remuneration for councillors.</p>
		<p>FM4.3 Percentage of total operating expenditure on contracted services</p>	<p>This indicator measures the extent to which the municipality financial resources are committed towards contracted services to perform municipal related functions. Contracted services refers to costs incurred by the municipality in relation to services performed on behalf of the municipality by another agency or personnel. This includes outsourced services, contractors and professional and special services.</p>
	<p>FM5. Improved asset management</p>	<p>FM5.1 Percentage change of own funding (Internally generated funds + borrowings) to fund capital expenditure</p>	<p>The indicator measures the year-on-year growth of own funding to fund capital expenditure of the municipality. Internally generated funds refers to monies received from borrowings and municipal operating revenue to fund capital expenditure.</p>
		<p>FM5.2 Percentage change of renewal/ upgrading of existing assets</p>	<p>This indicator measures the year-on-year percentage change of assets renewal/ upgrading. It also assesses whether the municipality has improved its investment towards asset renewal as required. Renewal/ Upgrading of Existing Assets refers to costs incurred in relation to refurbishment, rehabilitation or reconstruction of assets to return its desired service levels. It is also referred to as restoration of the service potential of the asset.</p>
		<p>FM5.3 Percentage change of repairs and maintenance of existing infrastructure</p>	<p>This indicator measures the extent to which the municipality spent on repairs and maintenance of infrastructure assets. Repairs and maintenance is a group of accounts consisting of labour costs, material costs, secondary costs and etc.</p>
	<p>FM7. Improved revenue and debtors management</p>	<p>FM7.1 Percentage change in gross consumer debtors' (current and non-current)</p>	<p>Consumer debt is non-payment of property rates, charges for services provided and other various financial obligations such as traffic fines or rental of facilities</p>
		<p>FM7.2 Percentage of revenue growth excluding capital grants</p>	<p>This ratio measures the overall revenue growth excluding capital grants. In addition, this ratio will assist in determining if the increase in expenditure will be funded by the increased revenue base or by some other means.</p>

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PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
<p>A capable and collaborative City government</p> <p>16. A capable and collaborative City government</p>	<p>FM7. Improved revenue and debtors management</p>	<p>FM7.3 Percentage of net operating surplus margin</p>	<p>The indicator assesses the extent to which the municipality generates operating surplus. Operating surplus is the difference between operating revenue and operating expenditure.</p>

2022-2027 CIRCULAR 88 OUTPUT SCORECARD DEFINITIONS

2022-2027 CIRCULAR 88 (C88) OUTPUT SCORECARD DEFINITIONS			
PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
Economic growth 1. Increased Jobs and Investment in the Cape Town economy	HS2. Improved functionality of the residential property market	HS2.22 Average number of days taken to process building plan applications of less than 500 square meters	<p>The indicator measures the number of days a building plan application to the municipality takes to be processed, from the date of submission of all required information to the date of communication of the initial adjudication results of that application, on average, per application.</p> <p>Measures of the time taken to process appeals of the initial decision, sometimes expressed in relation to "amendment letters" or in terms of a "date of first refusal" are not included within the measurement. Each submission of a complete building plan application starts a new processing cycle for the purpose of the indicator.</p>
	LED1. Growing inclusive local economies	LED1.11 Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area	<p>This indicator measures the value of municipal operating expenditure that has been spent on payments to contracted organisations with a physical address within the municipal area as a percentage of the total operating expenditure on payments to all contracted organisations. Contracted services are inclusive of consultancy services, and refer to services rendered by any entity outside of the municipality secured through a public procurement process.</p>

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PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
	LED1. Growing inclusive local economies	LED1.21 Number of work opportunities created through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes)	Simple count of the number of short-term work opportunities provided through the municipality by Public Employment Programmes such as Expanded Public Works Programme, Community Works Programme and other related infrastructure initiatives. EPWP is a nationwide programme covering all spheres of government and SOEs. EPWP projects employ workers on a temporary or ongoing basis with government, contractors, or other non-governmental organisations under the Ministerial Conditions of Employment for the EPWP or learnership employment conditions. The CWP was established to provide an employment safety net to eligible members of target communities by offering them a minimum number of regular days of work each month. The programme targets unemployed and underemployed people. The stipends participants receive supplement their existing livelihood means and provide them with a basic level of income security. The indicator tracks the number of unique work opportunities generated within the quarter, regardless of the duration.
	LED1. Growing inclusive local economies	LED1.31 Number of individuals connected to apprenticeships and learnerships through municipal interventions	The number of Individuals connected to apprenticeships and learnerships through municipal interventions. Municipal interventions refer to any project, programme or initiative intended to facilitate or implement change among the target population. Apprenticeships and learnerships, in this instance, refer specifically to structured learning processes for gaining theoretical knowledge and practical skills in the workplace leading to a qualification recognised in terms of the National Qualifications Authority.
	LED2. Improved levels of economic activity in municipal economic spaces	LED2.11 Percentage of budgeted rates revenue collected	The R-value of the rates revenue as a percentage of the total rates revenue operating budget. Municipal property rates are an amount levied on the market value of immovable property (that is, land and buildings). Revenue, in this instance, refers to income collected by the municipality in R-value within the designated financial period. The operating rates revenue budget refers to the amount of the municipal operational budget which was targeted within the municipal budget as approved by Council for the financial year.
	LED2. Improved levels of economic activity in municipal economic spaces	LED2.12 Percentage of the municipality's operating budget spent on indigent relief for free basic services	The amount municipal operating budget expended on free basic services to indigent households (R-value) as a percentage of the total operating budget of the municipality for the period. Free Basic Services are understood in terms of water, sanitation, electricity and waste removal services only.

PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
	LED3. Improved levels of economic activity in municipal economic spaces	LED3.11 Average time taken to finalise business license applications	The indicator measures the average number of working days a business owner can expected to wait from the date of submission of a complete business licence application to the date of outcome of licensing decision from the municipality. Business license applications refer to those businesses applying in terms of the Business Act of 1991. A 'complete application' refers to the point at which all of the required administrative information has been supplied, allowing the municipality to proceed with the processing. A 'finalised' application refers to an application where the municipality has taken a decision to approve or deny the application. An application is consider finalised at the point of the decision, regardless of the time between the decision and the communication of the application outcome.
	LED3. Improved levels of economic activity in municipal economic spaces	LED3.12 Average time taken to finalise informal trading permits	The indicator measures the average amount of time (taken in days) to finalise informal trading permits within a municipality from the point of complete application to the point of adjudication. An informal trading permit is a permission provided by the municipality to small scale businesses with limited trading intentions to operate under certain conditions, usually in terms of a by-law, policy or plan governing informal trading in the municipality.
	LED3. Improved levels of economic activity in municipal economic spaces	LED3.13 Average number of days taken to process building applications of 500 square meters or more	The indicator measures the number of days building plan applications of 500 square meters or more take to be processed, from the date of submission of all required information to the date of communication of the initial adjudication results of that application, on average, per application. Whether a large building plan application is for commercial or residential purposes does not have a bearing as the proxy of 500 square meters or more is used in this instance. Measures of the time taken to process appeals of the initial decision, sometimes expressed in relation to "amendment letters" or in terms of a "date of first refusal" are not included within the measurement. Each submission of a complete building plan application starts a new processing cycle for the purpose of the indicator.
	LED3. Improved levels of economic activity in municipal economic spaces	LED3.21 Percentage of revenue clearance certificates issued within 10 working days from time of completed application received	The percentage of revenue clearance certificates issued by the municipality within 10 working days of a completed 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 this 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.

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PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
	LED3. Improved levels of economic activity in municipal economic spaces	LED3.31 Average number of days from the point of advertising to the letter of award per 80/20 procurement process	The average number of days from the point of advertising to the letter of award per 80/20 procurement process. An 80/20 procurement process refers to public procurement as per the terms of the Preferential Procurement Regulations in terms of the Preferential Procurement Policy Framework Act for bids where an 80/20 Broad-Based Black Economic Empowerment (B-BBEE) thresholds of between R30 000 and R50 million applies. This would apply to tenders awarded within the financial year, and where disputes to the outcome of the tender process were not raised. This does not apply to requests for quotations.
	LED3. Improved levels of economic activity in municipal economic spaces	LED3.32 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.

PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
Basic Services 2. Improved access to quality and reliable basic services	ENV3. Increased access to refuse removal	ENV3.11 Percentage of known informal settlements receiving basic refuse removal services	The proportion of recognised informal settlements within the municipal area which are receiving at least a basic standard of service for refuse collection and cleaning services.
	WS1. Improved access to sanitation	WS1.11 Number of new sewer connections meeting minimum standards	The total number of new sewer connections (defined as connections to a flush toilet connected to the sewerage system or a septic tank or a VIP toilet) made as part of state-subsidised human settlements development. This is inclusive of new sewer connections to communal facilities that meet basic sanitation standards.
	WS2. Improved access to water	WS2.11 Number of new water connections meeting minimum standards	Total number of new water connections meeting minimum standards (supply of water is Piped (tap) water inside dwelling/institution, Piped (tap) water inside yard, and/or Community stand: <200 m) as part of state-subsidised human settlements development. This is inclusive of new water connections to communal facilities that meet minimum standards.
	WS3. Improved quality of water and sanitation services	WS3.11 Percentage of callouts responded to within 48 hours (sanitation/wastewater) ³¹	Percentage callouts (inclusive of outages logged with the municipality and complaints related to outages) responded to within 48 hours (sanitation/wastewater). Responded to means that someone is on site and has initiated a process of resolving the matter within 48 hours. This does not mean the callout was resolved, only that the matter was logged, appraised and responded to within 48 hours of notification.
	WS3. Improved quality of water and sanitation services	WS3.21 Percentage of callouts responded to within 48 hours (water) ³¹	Percentage callouts (outages inclusive of complaints logged over outages) responded to within 48 hours (water). Responded to means that someone is on site and has initiated a process of resolving the matter within 48 hours. This does not mean the callout was resolved, only that the matter was logged, appraised and responded to within 48 hours of notification.

³¹ No system in place. However, process in place and will be implemented in 2023/2024. True performance will only be ascertained once the new Reactive Incident Management Application (RIMA) 2 system is fully implemented (planned by end FY 2024) in order to build a baseline of performance. Targets to be reviewed once sufficient data is collected.

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PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
Basic Services 3. End load shedding in Cape Town over time	EE1. Improved access to electricity	EE1.11 Number of dwellings provided with connections to mains electricity supply by the municipality	The number of new residential electricity connections to dwellings energised by the municipality as part of their state-subsidised human settlements development.
	EE1. Improved access to electricity	EE1.13 Percentage of valid customer applications for new electricity connections processed in terms of municipal service standards	This indicator measures the number of valid customer applications for new electricity connections processed within the municipal standard timeframes in relation to the total number of customer applications for new electricity connections. A 'valid customer application' for a new electricity connection refers to an application for which a quote has been supplied and payment made by the applicant, at which point the application becomes 'valid', regardless of whether it is commercial or residential. An electricity connection processed refers to the sequence of procedures between the point of payment for a valid application and obtaining a certificate of compliance (COC) to obtain a final connection (end). The indicator measures the percentage of all valid applications where the time taken between the point of payment and the certificate of compliance fall within municipal standard timeframes, as differentiated per the relevant facilities and categories of applicant.
	EE2. Improved affordability of electricity	EE2.11 Percentage of total residential electricity provision allocated as Free Basic Electricity (FBE)	This indicator measures the reliance of municipal residents on FBE for access to electricity by measuring how much of electricity provided by the municipality in MWh is subsidised through FBE. In other words, this indicator measures the extent of free electricity provided by the municipality to its residents as a percentage of the overall total. This is inclusive of indigent households. FBE is an amount of electricity determined by municipal policy provided on a monthly basis for free with the aim of assisting poor households to meet basic needs. Depending on the municipal policy, FBE may or may not be targeted exclusively at poor households.
	EE3. Improved reliability of electricity service	EE3.11 Percentage of unplanned outages that are restored to supply within industry standard timeframes	The proportion of MTTRs that are within industry standards where MTTR is the average time it takes to restore unplanned outages by the municipality. The following five categories of restoration time are applied as industry standards NRS 047: X=1.5, 3.5, 7.5, 24 and 168 hours or less.
	EE3. Improved reliability of electricity service	EE3.21 Percentage of planned maintenance performed ³²	This is a measure of the actual executed maintenance jobs planned as a percentage of budgeted planned maintenance effort in scheduled 'jobs'. A 'job' is a planned maintenance task scheduled by the municipality.
	EE4. Improved energy sustainability	EE4.12 Installed capacity of approved embedded generators on the municipal distribution network	The total capacity of the embedded generation installations in the municipal distribution network in mega-volt ampere.

³² No system in place to measure the budgeted/actual number of maintenance jobs for planned/preventative maintenance. Currently reporting on % maintenance spent.

PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
Basic Services 4. Well-managed and modernised infrastructure to support economic growth	WS4. Improved quality of water (incl. wastewater)	WS4.21 Percentage of industries with trade effluent inspected for compliance	Number of industries with trade effluent that are inspected during the assessment period as a percentage of the total number of registered industries with trade effluent, at the end of the municipal financial year. Inspections are only counted once per registered industry organisation, regardless of whether multiple inspections follow from the original visit.
	WS4. Improved quality of water (incl. wastewater)	WS4.31 Percentage of wastewater treatment capacity unused	The percentage of wastewater treatment capacity unused. Sewer treatment capacity refers to the maximum amount of sewage that a facility is allowed to treat or to direct to a particular reuse or effluent disposal system. This refers to the collective available design capacity of all facilities servicing the municipal area. 'Available design capacity' refers to the overall design capacity that is available on a daily basis. If part of the treatment facility requires refurbishment or is not in operation this should be excluded from 'available design capacity'.
	WS4. Improved quality of water (incl. wastewater)	WS4.11 Percentage of water treatment capacity unused	The percentage of water treatment capacity unused. Water treatment capacity refers to the maximum amount of water that a facility can safely process. The indicator measures the difference between the maximum amount the infrastructure can handle in terms of its available design capacity and the amount currently in use, as a percentage of the total capacity. 'Available design capacity' refers to the overall design capacity that is available on a daily basis. If part of the treatment facility requires refurbishment or is not in operation this should be excluded from 'available design capacity'.
	WS5. Improved water sustainability	WS5.21 Infrastructure Leakage Index	The Infrastructure Leakage Index is derived from the structural and operational characteristics of the entire water infrastructure network. It is measured in terms of the real water loss from the supply network of physical distribution systems.
	WS5. Improved water sustainability	WS5.31 Percentage of total water connections metered	The number of metered water connections as a percentage of the total number of connections in the municipality.

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PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
<p>Safety</p> <p>5. Effective law enforcement to make communities safer</p>	<p>FD1. Mitigated effects of fires and disasters</p>	<p>FD1.11 Percentage compliance with the required attendance time for structural firefighting incidents</p>	<p>Structural fire incidents are defined as incidents of fire outbreaks in habitable formal structures (buildings that have approved building plans) and habitable informal structures (informal residential dwellings where no approved building plans exist). The indicator measures the percentage of times that these incidents receive a response within the 14 minute standard. This measure of the attendance time is the difference between the time of call (the time an official call or notice is received at the official call or reporting centre) and the arrival time (refers to the time captured for the first arriving firefighting response unit regardless from where dispatched or regardless of order of dispatch). The indicator therefore measures the number of all incidents where the attendance time was 14 minutes or less as a percentage of all incidents.</p> <p>Attendance time is the difference between the time of call and the time of arrival of the first arriving firefighting response unit at the given address of the incident, (i.e.) Attendance Time = Time of arrival at given address -s- Time Call Received by ECC personnel and equipment in minutes and seconds for the year (numerator) divided by the number of fire department responses in the same year (denominator).</p>

PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
Housing 7. Increased supply of affordable, well located homes	HS1. Improved access to adequate housing	HS1.11 Number of subsidised housing units constructed using various Human Settlements Programmes	The number of all subsidised housing units (in terms of minimum levels of service) constructed within the municipal area in the reporting period. Constructed within the municipal area refers to all housing units with finished construction within the municipal area built in terms of the various Human Settlements Programmes for which the Provincial Government receives the Human Settlements Development Grant (HSDG). This refers to any unit in which a subsidisation on the housing unit is provided, inclusive of all human settlements programmes.
	HS1. Improved access to adequate housing	HS1.12 Number of serviced sites	A site refers to a pre-determined area where basic services can be provided, there is some degree of security of tenure and to which a household can be situated or relocated and/or upgraded. This refers to the number of all sites serviced with a new connection(s) achieving all three services of electricity, water and sanitation to a basic level within the municipality in the financial year. These sites do not include the construction of top structures. A basic level of service is defined as an individual service to each site (not shared) meeting the national minimum standard (the Regulations in terms of the Water Services Act in the case of water and sanitation and the Policy Guidelines for the Integrated National Electrification Programme (INEP) 2016/17 in the case of electricity), or the minimum standards defined by the municipality, whichever is higher. The indicator only measures from the point when all three basic services have been connected, regardless of the timeframes between when water & sanitation connections and electricity connections were made. This refers to direct connections only and does not provide for indirect connections.
	HS1. Improved access to adequate housing	HS1.13 Hectares of land acquired for human settlements in the municipal area	Hectares of land acquired for human settlements development within the municipal area. Therefore, this refers to land acquired in an agreement between at least two parties for which purchase and sales agreement or donation agreements, expropriation notices, or development rights agreements have been concluded. The land is understood to have been acquired with the intention of advancing human settlements development within the municipal area, subject to the subsequent completion of any outstanding planning and approval processes.

2022-2027 CIRCULAR 88 (C88) OUTPUT SCORECARD DEFINITIONS

PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
Housing 7. Increased supply of affordable, well located homes	HS1. Improved access to adequate housing	HS1.22 Number of title deeds registered to beneficiaries	The number of title deeds registered to beneficiaries within a municipality during the period under assessment. A title deed is a document that proves legal ownership of a property in South Africa. This refers to title deeds registered to beneficiaries of human settlements programmes within the municipal area.
	HS2. Improved functionality of the residential property market	HS2.21 Number of residential properties developed through state-subsidised human settlements programmes entering the municipal valuation roll	The indicator is defined as the number of residential properties that directly benefited from state-subsidised human settlements programmes that have entered the municipal valuation roll, inclusive of the supplementary valuation roll. This includes "zero-rated" properties that enter the municipal valuation roll after completion of state-subsidised human settlements development outputs (e.g. housing units). It is inclusive of properties developed through informal settlement upgrading and formalisation processes that result in properties being added to the municipal valuation roll.
Housing 8. Safer, better quality homes in informal settlements and backyards over time	HS1. Improved access to adequate housing	HS1.31 Number of informal settlements assessed (enumerated and classified)	The number of designated informal settlements within the municipal area enumerated and classified according to the NUSP categorisation, or equivalent. Enumeration includes the collection of household level data of informal settlement residents, as well as the levels and status of services in the settlement.
	HS1. Improved access to adequate housing	HS1.32 Number of informal settlements upgraded to Phase 2	This indicator measures the number of informal settlements upgraded to Phase 2, in terms of the Housing Code- Upgrading Informal Settlements, Phase 2: Project Initiation. "...Upgraded to Phase 2" is achieved when all the milestones as per Upgrading Informal Settlements Phase 2 have been implemented within an informal settlement. This is inclusive of the following: acquisition of land where required; undertaking of a clear socio-economic and demographic profile/survey of the settlement; establishing an agreement between the community and municipality; installation of interim services to provide basic water and sanitation services to households on an interim basis; conducting of pre-planning studies to determine detailed geotechnical conditions and the undertaking of an environmental impact assessment to support planning processes.

PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
Public space, environment and amenities 9. Healthy and sustainable environment	HS2. Improved Air Quality	ENV1.12 Percentage of AQ monitoring stations providing adequate data over a reporting year	The proportion of AQ monitoring stations which are sufficiently functional to provide an accurate indication of air quality over a full reporting year in the municipal area. This is currently defined as providing at least 75% of a full years worth of anticipated, validated data.
	ENV4. Biodiversity is conserved and enhanced	ENV4.11 Percentage of biodiversity priority area within the metro	Proportional share of land cover categories aggregated to relate to biological priority areas within the municipality, relative to the total municipal area. It indicates the presence of available habitats across a municipal area important for maintaining ecological processes, expressed in ha. A decline over time indicates a loss of land supporting biodiversity and local ecosystems. Biodiversity priority areas, or areas of high biodiversity importance, are defined by SANBI (2016) as "Natural or semi-natural areas in the landscape or seascape that are important for conserving a representative sample of ecosystems and species, for maintaining ecological processes, or for the provision of ecosystem services."
	ENV4. Biodiversity is conserved and enhanced	ENV4.21 Percentage of biodiversity priority areas protected	The proportion of land identified through municipal strategic environmental assessments and EMFs as biodiversity priority areas, which is protected through some mechanism. Mechanisms may include stewardship agreements, conventional protected areas, & biodiversity agreements, among others.

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PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
<p>Public space, environment and amenities</p> <p>10. Clean and healthy waterways and beaches</p>	<p>ENV5. Coastal and inland water resources maintained</p>	<p>ENV5.11 Percentage of coastline with protection measures in place</p>	<p>The percentage of coastline with protection measures in place within the municipal area. Protection measures refer to measures for protecting the coastal environment from activities that may detrimentally affect it and are inclusive of periodic maintenance. Protection measures are divided into 4 main categories: Hard (options influence coastal processes to stop or reduce the rate of coastal erosion.); Soft (aim to dissipate wave energy by mirroring natural forces and maintaining the natural topography of the coast); Combined (combining hard and soft solutions is sometimes necessary to improve the efficiency of the options and provide an environmentally and economically acceptable coastal protection system); and Innovative (exploited advancements in specific areas of engineering associated with erosion control namely geotextiles and beach drainage). Protection measures are therefore inclusive of managed retreat too.</p>
	<p>ENV5. Coastal and inland water resources maintained</p>	<p>ENV5.12 Number of coastal water samples taken for monitoring purposes</p>	<p>The number of coastal and water samples taken for monitoring purposes in the municipality. "Water samples taken", in this instance, refers to samples that have been taken for water quality testing. This refers to the number of samples tested for all relevant monitoring purposes, it does not refer to the number of itemised tests conducted per sample.</p>
	<p>ENV5. Coastal and inland water resources maintained</p>	<p>ENV5.21 Number of inland water samples taken for monitoring purposes</p>	<p>The number of inland water samples taken for monitoring purposes in the municipality. "Water samples taken", in this instance, refers to samples that have been taken for water quality testing. This refers to the number of samples tested for all relevant monitoring purposes, it does not refer to the number of itemised tests conducted per sample.</p>

PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
<p>Transport</p> <p>12. A sustainable transport system that is integrated, efficient and provides safe and affordable travel options for all</p>	<p>TR4. Improved satisfaction with public transport services</p>	<p>TR4.21 Percentage of municipal bus services 'on time'</p>	<p>The percentage of all scheduled municipal bus service departures 'on-time'. 'Scheduled' refers to the time at which the bus is expected to depart. 'On-time' is understood to be within a window of 2-minutes ahead of the scheduled departure time, and up to 5 minutes after the scheduled departure time. In the event that a municipality does not track 'departures', but does track 'arrivals' at the end destination, arrivals may be substituted uniformly across the TID but this should be specified in the Standard Operating Procedure for the indicator.</p>
	<p>TR5. Improved access to public transport (incl. NMT)</p>	<p>TR5.11 Number of scheduled public transport access points added</p>	<p>The number of new public transport access points which has been constructed and operational in terms of the municipality's functional responsibilities (thus excluding commuter rail stations). A scheduled public transport service in this regard refers to a bus service provided by the municipal fleet (contracted or owned) at periodic intervals.</p>
	<p>TR5. Improved access to public transport (incl. NMT)</p>	<p>TR5.31 Percentage of scheduled municipal bus trips that are universally accessible</p>	<p>The proportion of scheduled municipal bus trips in the municipal area served by municipality owned and/or contracted fleet that are universally accessible across the length of their routes. A municipal bus trip refers to a service that runs from a departure point at the start of a route to an arrivals point at the end with various bus service stops on the way. The indicator measures the proportion of all scheduled bus trips that are considered universally accessible- That is every scheduled bus service stop on the route has received a service that is universally accessible for the bus trip. A universally accessible service stops meets the following conditions: 1) It is serviced by a scheduled bus with accessibility provisions; and 2) Boarding bridges meet the accessibility provisions of the bus service. The indicator value is a proportion of all scheduled bus trips for all routes.</p>

2022-2027 CIRCULAR 88 (C88) OUTPUT SCORECARD DEFINITIONS

PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
Transport 13. Safe and quality roads for pedestrians, cyclists and vehicles	TR5. Improved access to public transport (incl. NMT)	TR5.41 Length of NMT paths built	The total length (in KMs) of NMT paths (defined as surfaced pedestrian sidewalks, footpaths and cycling lanes) built and completed over the financial year.
	TR6. Improved quality of municipal road network	TR6.11 Percentage of unsurfaced road graded	The length of unsurfaced road which has been graded as a percentage of overall unsurfaced road network. Unsurfaced road is understood as a road without a prepared, durable surface intended to withstand traffic volume, usually a tar macadam (asphalt) or concrete surface. Usually dirt, gravel or natural surface. Road "graded" is the process of restoring the driving surface of a gravel or natural surface road to a desired smoothness and shape by removing irregularities such as corrugations and pot holes and redistributing gravel.. Usually dirt, gravel or natural surface. Road "graded" is the process of restoring the driving surface of a gravel or natural surface road to a desired smoothness and shape by removing irregularities such as corrugations and pot holes and redistributing gravel.
	TR6. Improved quality of municipal road network	TR6.12 Percentage of surfaced municipal road lanes which has been resurfaced and resealed	The distance of surfaced municipal road lanes (class 3-5) in kilometres which has been resurfaced and resealed in relation to the total road lane length. A lane is part of a carriageway that is designated to be used by a single line of vehicles to control and guide drivers and reduce traffic conflicts. Lane widths may vary in width from 3.1m at their narrowest, to 5.5m lanes in higher-order mixed-usage streets. Total municipal road length is measured on a per lane basis, so a road that is four-lanes wide for 1 km has a total network length of 4kms for the purpose of this indicator.
	TR6. Improved quality of municipal road network	TR6.13 KMs of new municipal road network	The distance of municipal road network built in kilometres within the municipal area, by the municipality (inclusive of all its departments and implementing agents). This is inclusive of both surfaced and unsurfaced roads built by the municipality. A surfaced road refers to road installed with a durable surface material intended to sustain traffic, usually pavement or concrete. Total municipal road network length is measured irrespective of the road lanes for this indicator.
	TR6. Improved quality of municipal road network	TR6.21 Percentage of reported pothole complaints resolved within standard municipal response time	The percentage of reported pothole complaints resolved within the standard time, as a percentage of all potholes reported. A reported pothole complaint refers to the report as the incidence, not the number of potholes that may be referred to in a given report. Municipal standard response times and operating procedures for service providers who may undertake this work for the municipality are confirmed at the municipal level in terms of the municipality's standard operating procedure for measuring the indicator.

2022-2027 CIRCULAR 88 (C88) OUTPUT SCORECARD DEFINITIONS

PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
<p>A capable and collaborative City government</p> <p>16. A capable and collaborative City government</p>	GG1. Improved municipal capability	GG1.21 Staff vacancy rate	The number of unfilled posts in the municipal organisational structure as a percentage of the total number of employee posts in the municipality's organisational structure.
	GG1. Improved municipal capability	GG1.22 Percentage of vacant posts filled within 3 months	The percentage of posts for which an appointment decision has been made within three months of the authority to proceed with filling the post. 'Vacant posts' in this instance, refers to all budgeted posts on the municipal organogram for which a recruitment process has been initiated. A position is considered 'filled' when a recruitment decision is made and an offer of appointment formally accepted by a recruit, regardless of the start date. 'Authority to proceed with filling a post' refers to the point of time at which the relevant official authorises the filling of a vacancy in terms of relevant municipal policies and procedures. This refers to an individual post and does not apply to bulk recruitments.
	GG2. Improved municipal responsiveness	GG2.11 Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor)	The percentage of ward committees that had 6 or more members, excluding the ward councillor, as a proportion of the total number of wards at the last day of the reporting period.
	GG2. Improved municipal responsiveness	GG2.12 Percentage of wards that have held at least one councillor-convened community meeting	The number of wards where ward councillors convened at least one community meeting in the quarter as per statutory requirements, as a percentage of all the wards in the municipality. Community meetings refer to any public meeting for which public notice is given, held in the councillor's ward, and at which the ward councillor convenes the meeting.
	GG2. Improved municipal responsiveness	GG2.31 Percentage of official complaints responded to through the municipal complaint management system	The number of official complaints responded to as per the municipality defined norms and standards, as a percentage of the number of official complaints received. A complaint is any formal grievance, concern or issue registered with municipality as per its established systems and protocols. An official complaint, in this instance, should be formally logged within the Municipal Complaints Management System. "Norms and standards" refer to a municipality's agreed ability to respond promptly and appropriately to the complaints from the public, in line with protocols determined by the municipality, whether or not this is consistent with any external guidance or benchmarking. Note that resolution refers to an official municipal response to the complaint and does not provide for a determination of "satisfaction" with the municipal response on the part of the public.

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PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
	GG3. Improved municipal administration	GG3.11 Number of repeat audit findings	"Repeat" findings refer to those findings which have persisted from one year of reporting to the next. These are identified as repeat findings by the Auditor-General on the following administrative areas including but not limited to: i) annual financial statements and annual report ii) Strategic planning and performance iii) Consequence management iv) Human Resource management
	GG3. Improved municipal administration	GG3.12 Percentage of councillors who have declared their financial interests	The percentage of all councillors that have declared their financial interests for the financial year being reported against. Financial interests refers to all relevant financial matters or dealings which may create the potential for a conflict of interest.
	GG5. Zero tolerance of fraud and corruption	GG5.11 Number of active suspensions longer than three months	Refers to the total number of active suspensions at the time of reporting that were initiated more than three months prior and had not yet been resolved.
	GG5. Zero tolerance of fraud and corruption	GG5.12 Quarterly salary bill of suspended officials	The sum of the salary bill for all officials suspended from work or employment for the municipality for misconduct during the reporting period.
	FM1. Enhanced municipal budgeting and budget implementation	FM1.11 Total Capital Expenditure as a percentage of Total Capital Budget	This indicator measures the extent to which budgeted capital expenditure has been spent 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.
	FM1. Enhanced municipal budgeting and budget implementation	FM1.12 Total Operating Expenditure as a percentage of Total Operating Expenditure Budget	The indicator measures the extent to which operating expenditure has been spent during the financial year. Operating Expenditure (non-capital spending) is costs which the municipality incurs through its normal operations.
	FM1. Enhanced municipal budgeting and budget implementation	FM1.13 Total Operating Revenue as a percentage of Total Operating Revenue Budget	The indicator measures the extent of actual operating revenue (excl. capital grant revenue) generated in relation to budgeted operating revenue during the financial year. Operating revenue is revenue generated from sale of goods or services, taxes or intergovernmental transfers.
	FM1. Enhanced municipal budgeting and budget implementation	FM1.14 Service Charges and Property Rates Revenue as a percentage of Service Charges and Property Rates Revenue Budget	The ratio measures the extent of actual Service Charges and Property Rates Revenue generated in relation to budgeted Service Charges and Property Rates Revenue during the financial year. Service Charges includes revenue generated from sale of water, electricity, refuse and sanitation. Property rates includes revenue generated from rates and taxes charged on properties.

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PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
	FM1. Enhanced municipal budgeting and budget implementation	FM1.21 Funded budget (Y/N) (Municipal)	A municipality considers inputs from the National Treasury and adopts a budget that is funded in line with Section 18 of the MFMA which states that a budget is funded from either revenue realistically to be collected and accumulated cash backed reserves not committed for other purposes. Accumulated cash backed reserves refers to surpluses accumulated from previous years not committed for other purposes. A budget is funded when a municipality reflects a surplus of R0 or more on budget table A8.
	FM2. Improved financial sustainability and liability management	FM2.21 Cash backed reserves reconciliation at year end	This indicator measures the extent to which reserves, which are required to be cash backed are actually backed by Cash Reserves. Commitments or applications refers to items that must be cash backed such as unspent conditional grants, VAT, working capital requirements, sinking fund or reserves approved by Council. Data elements, for the purpose of this indicator, are drawn from the data contained in the budget table A8.
	FM3. Improved liquidity management	FM3.11 Cash/Cost coverage ratio	The ratio indicates the municipality's ability to meet at least its monthly fixed operating commitments from cash and short-term investment without collecting any additional revenue, during that month.
	FM3. Improved liquidity management	FM3.12 Current ratio (current assets/current liabilities)	The ratio is used to assess the municipality's ability to pay back its short-term liabilities (Debt and Payables) with its short-term assets (Cash, Inventory, Receivables).
	FM3. Improved liquidity management	FM3.13 Trade payables to cash ratio	The ratio indicates the municipality's capacity to pay its creditors with cash and equivalent only.
	FM3. Improved liquidity management	FM3.14 Liquidity ratio	This ratio only considers a municipality's most liquid assets - cash and investments. These are the assets that are most readily available to a municipality to pay short-term obligations. It is a stricter and more conservative measure because cash and cash equivalent is only used in the calculation.
	FM4. Improved expenditure management	FM4.11 Irregular, Fruitless and Wasteful, Unauthorised Expenditure as a percentage of Total Operating Expenditure	The indicator measures the extent to which the municipality has incurred irregular, fruitless and wasteful and unauthorised expenditure. Fruitless and wasteful expenditure is expenditure that was made in vain and would have been avoided had reasonable care been exercised. Irregular expenditure is incurred by the municipality in contravention of a requirement of the law. Unauthorized expenditure includes overspending of the total amount appropriated in the approved budget.

2022-2027 CIRCULAR 88 (C88) OUTPUT SCORECARD DEFINITIONS

PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
	FM4. Improved expenditure management	FM4.31 Creditors payment period	This indicator reflects the average number of days taken for trade creditors to be paid. It is a useful indicator to measure the cash flow or liquidity position of a municipality. Total outstanding creditors is total amount owed (capital and operating expenditure) by the municipality. Section 65 of the MFMA clearly prescribe municipalities to pay all monies owed within 30 days of receiving an invoice.
	FM5. Improved asset management	FM5.11 Percentage of total capital expenditure funded from own funding (Internally generated funds + Borrowings)	The ratio measures the level to which municipality's total capital expenditure is funded through Internally Generated Funds and Borrowings. It also assess the level at which a municipality is able to generate own funds to finance revenue generating assets to enhance and sustain revenue streams.
	FM5. Improved asset management	FM5.12 Percentage of total capital expenditure funded from capital conditional grants	This ratio measures to what extent a municipality depend on grants to deliver services to its communities. Conditional grants are transfers and subsidies (allocation-in-kind or monetary value) given to municipalities by national or provincial departments as well as other external agencies for specific purposes.
	FM5. Improved asset management	FM5.21 Percentage of total capital expenditure on renewal/upgrading of existing assets	This indicator measures the extent to which the municipality prioritise or protect its existing infrastructure assets. Renewal/Upgrading of Existing Assets refers to costs incurred in relation to refurbishment, rehabilitation or reconstruction of assets to return its desired service levels. It is also referred to as restoration of the service potential of the asset.
	FM5. Improved asset management	FM5.22 Renewal/ Upgrading of Existing Assets as a percentage of Depreciation/Asset impairment	This indicator measures the extent at which the municipality prioritise or protect its existing infrastructure assets. Renewal, Upgrading or Replacement of Existing Assets refers to costs incurred in relation to refurbishment, rehabilitation or reconstruction of assets to return its desired service levels. It is also referred to as replacement of an asset.
	FM5. Improved asset management	FM5.31 Repairs and Maintenance as a percentage of property, plant, equipment and investment property	This indicator measures the extent at which the municipality spent on repairs and maintenance of infrastructure assets relative to its asset base. Repairs and maintenance is a group of accounts consisting of labour costs, material costs, secondary costs and etc.
	FM6. Improved supply chain management	FM6.12 Percentage of awarded tenders [over R200k], published on the municipality's website	This indicator measures the extent to which the municipality is open and transparent in the awarding of contracts by advertising details of the winning company on the municipality's website. This indicator also measures the municipality's compliance to MFMA Section 75 (1) (g).

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PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
	FM6. Improved supply chain management	FM6.13 Percentage of tender cancellations	This indicator measures the percentage of tender cancellations in relation to the total number of tender business cases that was recorded, advertised and closed.
	FM7. Improved revenue and debtors management	FM7.11 Debtors payment period	Net Debtor Days refers to the average number of days required for a municipality to receive payment from its consumers for bills/invoices issued to them for services.
	FM7. Improved revenue and debtors management	FM7.12 Collection rate ratio	The ratio measures the revenue collection level of a municipality. It considers the level of increase or decrease of gross debtors relative to annual billed revenue. In addition, in order to determine the real collection rate bad debts written-off is taken into consideration
	FM7. Improved revenue and debtors management	FM7.31 Net Surplus / Deficit Margin for Electricity ³³	Electricity is measured separately to track the extent to which the municipality generates surplus or deficit. Total expenditure, in this context, refers to direct costs, overhead costs and capital financing costs incurred in providing electricity services. Direct costs includes employee related costs, bulk purchases, repairs and maintenance, contracted services, debt impairment, depreciation and other costs not grouped under the above-mentioned categories. Overheard costs, also referred to as indirect costs, are costs that are not directly attributable to a service but are incurred in running a municipality as a whole, for example office space or computer software and all charges or recoveries. Capital financing costs are costs associated with financing infrastructure expansion or rehabilitation of existing assets, for example interest and redemption charges.
	FM7. Improved revenue and debtors management	FM7.32 Net Surplus / Deficit Margin for Water ³³	Water is measured separately to track the extent to which the municipality generates surplus or deficit. Total expenditure, in this context, refers to direct costs, overhead costs and capital financing costs incurred in providing water services. Direct costs includes employee related costs, bulk purchases, repairs and maintenance, contracted services, debt impairment, depreciation and other costs not grouped under the above-mentioned categories. Overheard costs, also referred to as indirect costs, are costs that are not directly attributable to a service but are incurred in running a municipality as a whole, for example office space or computer software and all charges or recoveries. Capital financing costs are costs associated with financing infrastructure expansion or rehabilitation of existing assets, for example interest and redemption charges.

³³ System alignment and integration in City still in progress.

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PRIORITY & STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
	FM7. Improved revenue and debtors management	FM7.33 Net Surplus / Deficit Margin for Wastewater ³	Wastewater is measured separately to track the extent to which the municipality generates surplus or deficit. Total expenditure, in this context, refers to direct costs, overhead costs and capital financing costs incurred in providing wastewater and sanitation services. Direct costs includes employee related costs, bulk purchases, repairs and maintenance, contracted services, debt impairment, depreciation and other costs not grouped under the above-mentioned categories. Overheard costs, also referred to as indirect costs, are costs that are not directly attributable to a service but are incurred in running a municipality as a whole, for example office space or computer software and all charges or recoveries. Capital financing costs are costs associated with financing infrastructure expansion or rehabilitation of existing assets, for example interest and redemption charges.
	FM7. Improved revenue and debtors management	FM7.34 Net Surplus / Deficit Margin for Refuse ³⁴	Refuse is measured separately to track the extent to which the municipality generates surplus or deficit. Total expenditure, in this context, refers to direct costs, overhead costs and capital financing costs incurred in providing refuse services. Direct costs includes employee related costs, bulk purchases, repairs and maintenance, contracted services, debt impairment, depreciation and other costs not grouped under the above-mentioned categories. Overheard costs, also referred to as indirect costs, are costs that are not directly attributable to a service but are incurred in running a municipality as a whole, for example office space or computer software and all charges or recoveries. Capital financing costs are costs associated with financing infrastructure expansion or rehabilitation of existing assets, for example interest and redemption charges.

³⁴ System alignment and integration in City still in progress.

2022-2027 CIRCULAR 88 COMPLIANCE SCORECARD DEFINITIONS



PRIORITY: ECONOMIC GROWTH

Let's make Cape Town the easiest place to do business and create jobs in Africa

OBJECTIVE: 1. INCREASED JOBS AND INVESTMENT IN THE CAPE TOWN ECONOMY

KEY PERFORMANCE INDICATORS	DEFINITIONS
C8 (GG) Number of councillors completed training	The number of councillors that have received training. A councillor is an individual who is elected to represent their local community and runs their local council. Training can be of any duration, length and need not be formally accredited.
C9 (GG) Number of municipal officials completed training	The number of municipal officials that have received training. A municipal official is a person in the employ of the municipality who has been delegated to perform any function of the municipality or any function for which the municipality is responsible. Training can be of any duration, length and need not be formally accredited.
C29 (LED) Number of approved applications for rezoning a property for commercial purposes	The number of applications for rezoning a property for commercial purposes approved. Rezoning a property for commercial purposes is when the initial classification assigned for the use of a property (e.g. for residential purposes) is adjusted so that it permits business to be conducted on the property.
C76 (LED) Number of SMMEs and informal businesses benefitting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders	The number of SMMEs and informal businesses benefitting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders, within the municipal area. Digitisation support programme can include: digital infrastructure provision, digital platforms, digital financial services, digital entrepreneurship support and digital skills development. SMME stands for small, medium and micro-enterprises. These businesses range from formally registered, informal and non-VAT registered organisations. Small to medium-sized businesses typically employ over a hundred people and are comparable to the small- and medium-sized enterprises (SME) segment found in developed countries. Micro-enterprises, on the other hand, typically encompass survivalist self-employed persons from the poorest layers of the population. This measures any business who has registered with the municipality to benefit from support for digitisation.

KEY PERFORMANCE INDICATORS	DEFINITIONS
C81 (LED) Number of new business license applications	The number of new business license applications received by the municipality. Business license applications may be required by the municipality as it relates to food provision and other industries. This measures only the 'new' business license applications received by the municipality. By applying for a license as a 'new' business, the indicator measures new formal economic ventures pursued within the municipality. The indicator measures only those 'new' license applications and does not track renewals.
C82 (LED) Value of Commercial Projects Constructed by adding all of the estimated costs of construction values on building permits	Municipal construction permits require the capturing of estimated costs for construction. This indicator aggregates all of the estimated costs for the construction permits granted by the municipality.
C83 (LED) Number of building plans approved after first review	The building plan review process is a coordinated process for the review of projects and building plans which generally result in the issuance of a building permit. The process coordinates the review of staff representatives typically from Planning, Building, Engineering and Fire functions. This team reviews each project for compliance with applicable plans and code requirements. Where a building plan of any size, whether commercial or residential, is approved based on one round of municipal review, it is tracked for the purpose of this indicator.
C84 (LED) Number of building plans submitted for review	The total number of building plans submitted for review to the municipality. The building plan review process is coordinated process for the review of projects and building plans which when adjudicated as "approved", generally results in the issuance of a building permit. The process coordinates the review of staff representatives typically from Planning, Building, Engineering and Fire functions. This team reviews each project for compliance with applicable plans and code requirements. This indicator gives a measure of the scale of building plan submissions in total.
C85 (LED) Number of business licenses renewed ³⁵	The number of business licenses renewed within the municipal area. Business licenses are permits issued by the municipality that allow individuals or companies to conduct business within the municipal area. It is the authorization to operate a business issued by the local government, in line with local by-laws and provisions.
C98 (LED) Number of building plan applications approved	The number of building plans approved by the municipality. The building plan review process is a coordinated process for the review of projects and building plans which, when adjudicated as "approved", generally results in the issuance of a building permit. An approved building plan application excludes those applications that receive an "amendment letter" or "date of first refusal.
C95 (FM) Number of residential properties in the billing system	The indicator measures the number of unique properties zoned for residential purposes by the municipality that reflects on the billing system of the municipality. This includes residential properties that are zero-rated.
C96 (FM) Number of non-residential properties in the billing system	The indicator measures the number of unique properties zoned for non-residential purposes by the municipality that reflects on the billing system of the municipality. This includes non-residential properties that are zero-rated.
C97 (FM) Number of properties in the valuation roll	The indicator measures the number of unique properties reflected on the municipal valuation roll. This includes residential properties that are zero-rated and draws from Supplementary valuation rolls in years between official valuations.

³⁵ Western Cape Province and City of Cape Town does not make provision for licenses to be renewed. However, indicator included for completeness and not reporting.



PRIORITY: BASIC SERVICES

Let's get the basics right as the foundation of a healthy and prosperous city

OBJECTIVE 2. IMPROVED ACCESS TO QUALITY AND RELIABLE BASIC SERVICES

KEY PERFORMANCE INDICATORS	DEFINITIONS
C60 (WS) Total number of sewer connections	The total number of sewer connections in the municipal area. Sewer connection is any physical connection to a sewage disposal system or sewer system, whether direct or indirect, of a residence building, dwelling, dwelling unit, or other building, including individual units of multiple unit dwellings such as condominiums, townhouses, multiplexes, and apartment buildings.
C61 (WS) Total number of chemical toilets in operation	The total number of chemical toilets in operation. A chemical toilet collects human excreta in a holding tank and uses chemicals to minimize odours. These toilets are usually, but not always, self-contained and movable. A chemical toilet is structured around a relatively small tank, which needs to be emptied frequently.
C62 (WS) Total number of Ventilation Improved Pit Toilets (VIPs)	A VIP refers to a Ventilation Improve Pit Toilet which meets minimum standards in terms of the ventilation of the pit and toilet structure.
C63 (WS) Total volume of water delivered by water trucks	The total volume of water (in kilolitres) delivered by water truck to a municipal area. A water truck is a vehicle designed with a water container for storing and transporting water for consumptive purposes.
C99 (EE) Number of electricity connection applications received	The number of new electricity connection applications received by the municipality. This measures only the new applications received by the municipality, regardless of whether they are 'valid' or complete.
C56 (EE) Number of customers provided with an alternative energy supply (e.g. LPG or paraffin or biogel according to supply level standards) ³⁶	The number of customers provided with an alternative energy supply (e.g. LPG or paraffin or biogel according to supply level standards). Alternative energy supply refers to the use of any energy sources, other than traditional fossil fuels (e.g. coal, gasoline, and natural gas). In this instance, this would only include alternative energy supply that has been provided or issued directly by the municipality as per determined minimum standards. A customer refers to anyone registered to receive access to electricity and/or energy from the municipality.
C57 (EE) Number of registered electricity consumers with a mini grid-based system in the municipal service area ³⁶	The number of registered consumers with mini-based system in the municipal service area. A mini grid-based system is a set of electricity generators, and possibly energy storage systems, interconnected to a distribution network that supplies electricity to a localized group of customers. The indicator tracks the total number of registered consumers able to access electricity through alternative means, beyond municipal supply.
C58 (EE) Total non-technical electricity losses in MWh (estimate)	Total non-technical electricity losses in MWh. Electricity loss is a measure of unaccounted for energy. Non-technical electricity losses are caused by actions external to the power system and consist primarily of electricity theft, faulty or inaccurate meters, and errors in accounting and record-keeping. Therefore, by its very nature this indicator will rely on stated assumptions. Municipalities are to generate a measure of non-technical electricity losses in MWh on the basis of their existing procedures in terms of Standard Operating Procedures, while documenting the assumptions or parameters that in from such a measure.
C59 (EE) Number of municipal buildings that consume renewable energy ³⁷	The number of municipal buildings consuming own renewable electricity or embedded generation. Renewable electricity is understood as renewable own generation and/or embedded generation within municipal buildings themselves. Embedded generation refers to the small-scale production of power connected within the electricity distribution network, located close to the place of consumption. Renewable own generation is electricity generation technology which harnesses a naturally existing energy flux, such as wind, sun, heat, or tides, and converts that flux to electricity for specific own supply, not for sale to customers. Where embedded generation supplies a complex of free-standing structures, all individual structures can be counted as buildings. This is inclusive of buildings leased by the municipality, as well as municipality-owned buildings.

³⁶ These are not functions Energy perform. The City is not a licenced ENERGY distributor by the National Energy Regulator of South Africa but a licenced ELECTRICITY distributor. However this indicator was included for completeness not reporting.

³⁷ System to be implemented for 2022-2023.

OBJECTIVE 4. WELL-MANAGED AND MODERNISED INFRASTRUCTURE TO SUPPORT ECONOMIC GROWTH

KEY PERFORMANCE INDICATORS	DEFINITIONS
C46 (ENV) Number of approved waste management posts in the municipality ³⁸	The number of approved waste management posts. Waste management includes the activities and actions required to manage waste from its inception to its final disposal. This includes the collection, transport, treatment and disposal of waste, together with monitoring and regulation of the waste management process. An approved job post refers to employment posts that have been developed in relation to the Municipal Structures Act of 1998 and the Municipal Finance Management Act of 2003, and has been approved by the Municipal Manager.
C47 (ENV) Number of waste management posts filled ³⁸	The number of waste management posts filled in terms of the approved structure. Waste management includes the activities and actions required to manage waste from its inception to its final disposal. This includes the collection, transport, treatment and disposal of waste, together with monitoring and regulation of the waste management process.

PRIORITY: SAFETY



Let's make Cape Town communities safer by investing in policing capacity and technology, and strengthening partnerships

OBJECTIVE 5. EFFECTIVE LAW ENFORCEMENT TO MAKE COMMUNITIES SAFER

KEY PERFORMANCE INDICATORS	DEFINITIONS
C67 (FD) Number of paid full-time firefighters employed by the municipality	The number of paid full-time firefighters employed by the municipality. A firefighter is a rescuer extensively trained in firefighting, primarily to extinguish hazardous fires that threaten life, property, and the environment as well as to rescue people and animals from dangerous situations. This could be either permanent or fixed-term employment, on a full-time basis.
C73 (FD) Number of structural fires occurring in informal settlements	The indicator measures the number of fires which occurred or originated in an area considered to be an informal settlement by the municipality and affected structures in that area. Structural fire incidents are defined as incidents of fire outbreaks in habitable structures, regardless of their formality (e.g. a fire on a formal structure within an area considered to be an informal settlement would still be counted as the indicator measures the number of fires).
C74 (FD) Number of dwellings in informal settlements affected by structural fires (estimate)	The indicator measures the estimated number of dwellings in an area considered to be an informal settlement by the municipality and affected by structural fires. 'Affected' in this context refers to structures which have sustained physical damage as a result of a fire. Structural fire incidents are defined as incidents of fire outbreaks in habitable structures, regardless of their formality (e.g. a fire on a formal structure within an area considered to be an informal settlement would still be counted as the indicator measures the number of fires).

³⁸ The City's system does not provide the required reporting category. This was included for completeness but no reporting will take place until reporting requirements are in place.



PRIORITY: HOUSING

Let's empower the private sector to increase the supply of affordable housing across the formal and informal markets

OBJECTIVE 7. INCREASED SUPPLY OF AFFORDABLE, WELL-LOCATED HOMES

KEY PERFORMANCE INDICATORS	DEFINITIONS
C55 (HS) Number of housing recipients issued with title deeds	The number of registered housing recipients issued with title deeds by the municipality. A title deed is a document that proves legal ownership of a property in South Africa. In this instance, a housing recipient is a registered beneficiary of state-subsidised housing delivered by housing programmes.



PRIORITY: PUBLIC SPACE, ENVIRONMENT AND AMENITIES

Let's restore people's pride in Cape Town by cleaning up our city's public spaces, streets and waterways

OBJECTIVE 11. QUALITY AND SAFE PARKS AND RECREATION FACILITIES SUPPORTED BY COMMUNITY PARTNERSHIPS

KEY PERFORMANCE INDICATORS	DEFINITIONS
C52 (HS) Number of maintained sports facilities	The number of sports facilities maintained by the municipality, inclusive of those owned by the municipality and those maintained by it through agreement for public access. A sports facility is defined by the CSIR Guidelines (2015) as "Active recreation areas including formally provided and maintained playing fields for soccer, rugby, hockey, etc.; playing courts; indoor sports halls and stadiums. May include ablution facilities, seating, parking, tuck shop and club house."
C53 (HS) Square meters of maintained public outdoor recreation space	Square meters of municipality maintained active outdoor space intended for recreational purposes refers to land owned by the municipality or maintained for public access through agreement with another party. Public recreation space is defined broadly to mean land and open space available to the public for recreation. Recreation space shall include only space that primarily serves a recreation purpose. Includes: parks, outdoor sports facilities and public open space. Does not include beaches, resorts and nature reserves. Does not include pedestrianised streets and sidewalks, but may include pedestrian walkways with primarily a recreational purpose. Facilities charging an access fee may still be regarded as 'public' provided that no other access criteria are applied (annual membership fee, club affiliations, etc.)
C54 (HS) Number of municipality-owned community halls	The number of municipality-owned community halls. A community hall is defined by the CSIR Guidelines for the Provision of Social Facilities in South African Settlements (2015) as a "Centre or hall for holding public meetings, training, entertainment and other functions and having a variety of facilities such as a kitchen, toilets, storage space, etc. which should be provided at nominal rates for hire, with rentals tied to socio-economic status of area to provide affordable service."
C64 (TR) R-value of all direct municipal vehicle operational costs for public transport	The R-value of all direct municipal, and municipally-contracted, vehicle operational costs. Municipal vehicle operational costs refers to the costs off public transport vehicles that vary with vehicle usage, including fuel, tires, maintenance, repairs, and mileage-dependent depreciation costs. This is also inclusive of the staff and overhead operational costs. Municipality-contracted vehicles refer to fleets that are owned by private transport companies, but are operated by municipalities for public transport purposes. Any definitional clarification should be sought from the latest Division of Revenue Act as it relates to 'operational costs'.

KEY PERFORMANCE INDICATORS	DEFINITIONS
C65 (TR) Total number of scheduled public transport access points	The total number of scheduled public transport access points that are the responsibility of municipalities, which include bus and BRT services. Scheduled public transport service is that which provides access to the scheduled public transport services mentioned above, with a minimum service frequency of 30 minutes during the workday morning peak.
C66 (TR) Number of weekday passenger trips on scheduled municipal bus services	The number of operationalised passenger trips on scheduled municipal bus services, based on fare collection or trip capture on the system, for all weekdays.



PRIORITY: A RESILIENT CITY

Let's build a resilient and climate-responsive city by reducing our vulnerability to shocks and stresses

OBJECTIVE 14. A RESILIENT CITY

KEY PERFORMANCE INDICATORS	DEFINITIONS
C69 (FD) Number of 'displaced persons' to whom the municipality delivered assistance	The number of displaced persons (regardless of their nationality) to whom the municipality delivered assistance within the municipal area. A displaced person is person who was forced to or obliged to leave their home as a result of natural or human-made disasters, conflict, situations of generalised violence or violations of human rights. 'Assistance' in this instance refers to some or all of the following types of assistance: essential food and potable water; basic shelter and housing; appropriate clothing; and essential medical services and sanitation. The origins of displacement, extent and duration does not affect the measure, only the unique number of individuals to which the municipality has provided direct assistance in the reporting period.
C72 (FD) Date of the last municipal Disaster Management Plan tabled at Council	The date (dd/mm/yyyy) of the last municipal Disaster Management Plan tabled at Council. A Disaster Management Plan is required in terms of Section 53 of the Disaster Management Act of 2002 and should be submitted to the National Disaster Management Centre by all relevant municipal organs of state and municipal entities in terms of the policy framework for disaster management. The tabling is inclusive of all three levels of Disaster Management Plans in terms of the disaster management policy framework.
C75 (FD) Number of people displaced within the municipal area	The number of people within the municipal area displaced by natural or human-made disasters, conflict, situations of generalised violence or violations of human rights, as documented by the municipality. Please refer to the definition of disaster in terms of the Disaster Management Act. For the purpose of this indicator, a person displaced by conflict, disaster or extreme weather is someone who was forced or obliged to leave their home from within the municipal area as a result of any category of event. It refers to those individuals documented as known to the municipality and does not pre-suppose that any sphere of government is directly providing for these individuals, only that their displacement from within the municipal area is known.
C90 (LED) Date of the last Climate Change Needs and Response Assessment tabled at Council	A Climate Change Needs and Response Assessment is a systematic diagnostic exercise undertaken by the municipality at least once every five years to determine the risks, vulnerabilities, and Climate Change response options in place or available to the municipality. This indicator measures the date when the assessment is tabled at a Council meeting as a matter of public record for the attention of public representatives.
C91 (LED) Date of the last Climate Change Response Implementation Plan tabled at Council	A Climate Change Needs and Response Implementation Plan sets out the strategies and responses that the municipality will be pursuing over the medium-term. This indicator measures the date when a response implementation plan is tabled at a Council meeting as a matter of public record for the attention of public representatives.



PRIORITY: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT

Let's build a modernised, and administratively efficient government that is financially sustainable and empowers residents to contribute to decision making and improving the city

OBJECTIVE 16. A CAPABLE AND COLLABORATIVE CITY GOVERNMENT

KEY PERFORMANCE INDICATORS	DEFINITIONS
C1 (GG) Number of signed performance agreements by the MM and section 56 managers	This is the count of the total number of signed performance agreements by the municipal manager (section 57) and section 56 managers. A performance agreement is a written contract that establishes the expectations and accountability for meeting a set standard of execution excellence, and the consequences for not meeting them. Two or more parties agree on the actions the performer will execute and agree on the expected results from executing those actions. A municipal manager (MM) is appointed by council. He is the link between the council and the administration, of which he is the head. He has to account for the municipality's income and expenditure, assets and other obligations such as proper adherence to all legislation applicable to municipalities. A Section 56 manager is a manager employed under the terms of Section 56 of the Local Government: Municipal Systems Act, 2000. They are directly accountable to the municipal manager; or an acting manager directly accountable to the municipal manager under circumstances and for a period as prescribed.
C2 (GG) Number of ExCo or Mayoral Executive meetings held	This is the count of the number of Executive Committee (ExCo) or Mayoral Committee meetings held. A Mayoral committee meeting is a meeting of the committee appointed by the Executive Mayor in terms of section 60 of the Structures Act. An Executive Committee refers to the members of Council elected to serve on an executive structure Chaired by the Mayor.
C3 (GG) Number of Council portfolio committee meetings held	This is the count of the number of Council portfolio committee meetings held. Portfolio committees exercise oversight over a particular municipal department or "portfolio".
C4 (GG) Number of MPAC meetings held	This is the count of the number of MPAC committee meetings held. A Municipal Public Accounts Committee (MPAC) is one of the Committees in terms of Section 79 of the Local Government: Municipal Structures Act 117 of 1998 to serve as an oversight committee to deal with Oversight Reports on annual reports as per Section 129 (1) of the Municipal Finance Management Act 56 of 2003.
C5 (GG) Number of recognised traditional leaders within your municipal boundary ³⁹	This is a count of the number of recognised traditional leaders within a municipal boundary. A municipal boundary is defined as a line enclosing the geographical area of jurisdiction of a municipal corporation as delineated by territorial legislation. Recognised leaders refer to those groups which the municipal council officially recognises within the municipal area.
C6 (GG) Number of formal (minuted) meetings between the Mayor, Speaker and MM were held to deal with municipal matters	This is a count of the number of formal (minuted) meetings between the Mayor, Speaker, and MM held. A Mayor is the head of the executive of the municipality. A Speaker presides at meetings of the Council and performs the duties and exercises the powers delegated to the Speaker as defined in Section 59 of the Municipal Systems Act. A municipal manager (MM) is the accounting officer of the municipality appointed by council in terms of Section 57 of the Municipal Systems Act.

³⁹ The City does not have any Traditional Leaders. However this indicator was included for completeness not reporting

KEY PERFORMANCE INDICATORS	DEFINITIONS
C7 (GG) Number of formal (minuted) meetings - to which all senior managers were invited-held	This is a count of the number of formal (minuted) meetings to which all senior managers were invited. A senior manager is a municipal manager or acting municipal manager and includes managers directly accountable appointed in terms of section 56 of the Municipal Systems Act.
C10 (GG) Number of work stoppages occurring	The number of work stoppages. Work stoppage refers to the temporary cessation of work as a form of protest and can be initiated by either employees or management. When initiated by employees, work stoppages refer to a single employee or group of employees ceasing work purposefully as a means of protest.
C11 (GG) Number of litigation cases instituted by the municipality	The number of litigation cases instituted by the municipality. Litigation is an action brought in court to enforce a particular right. It involves a series of steps that may lead to a court trial and ultimately a resolution of the matter.
C12 (GG) Number of litigation cases instituted against the municipality	The number of litigation cases instituted against the municipality. Litigation is an action brought in court to enforce a particular right. It involves a series of steps that may lead to a court trial and ultimately a resolution of the matter.
C13 (GG) Number of forensic investigations instituted	The number of forensic investigations instituted. A forensic investigation is the gathering and analysis of all evidence in order to come to a conclusion about a suspect(s). In municipalities, the broad areas of misconduct that are investigated include irregular, wasteful and unauthorised expenditure; procurement irregularities; appointment irregularities; as well as cash theft, fraud, corruption and malicious administrative practices. This refers to newly instituted or on-going.
C14 (GG) Number of forensic investigations concluded.	The number of forensic investigations conducted. A forensic investigation is the gathering and analysis of all evidence in order to come to a conclusion about a suspect(s). In municipalities, the broad areas of misconduct that are investigated include irregular, wasteful and unauthorised expenditure; procurement irregularities; appointment irregularities; as well as cash theft, fraud, corruption and malicious administrative practices. This refers to investigations concluded.
C15 (GG) Number of days of sick leave taken by employees	The number of days sick leave taken by municipal employees. Sick leave is paid time off from work that workers can use to stay home to address their health needs without losing pay. It differs from paid vacation time or time off work to deal with personal matters, because sick leave is intended for health-related purposes.
C17 (GG) Number of temporary employees employed	The number of temporary employees employed by the municipality. Temporary employees refer to those employed on a fixed-term contract in addition to the official organisational structure of the municipality.
C18 (GG) Number of approved demonstrations in the municipal area	The number of approved demonstrations in the municipal area. A demonstration is action by a mass group or collection of groups of people in favour of a political or other cause or people partaking in a protest against a cause of concern; it often consists of walking in a mass march formation and either beginning with or meeting at a designated endpoint, or rally, to hear speakers. An 'approved demonstration' refers to a planned action communicated to the local authority and for which permission has been provided.
C19 (GG) Number of recognised traditional and Khoi-San leaders in attendance (sum of) at all council meetings ⁴⁰	<p>The number of recognised traditional and Khoi-San leaders in attendance (sum of) at all council meetings. A traditional leader is any person who, in terms of customary law of the traditional community concerned, holds a traditional leadership position, and is recognised in terms of Traditional Leadership and Governance Framework Act of 2003.</p> <p>A Khoi-San leader is a person recognised as a senior Khoi-San leader or a branch head in terms of section 10 and includes a regent, acting Khoi-San leader and deputy Khoi-San leader. "Recognised leaders" refer to those groups which the municipal council officially recognises within the municipal area.</p>

⁴⁰ The City does not have any Traditional Leaders. However this indicator was included for completeness not reporting

KEY PERFORMANCE INDICATORS	DEFINITIONS
C20 (ENV) Number of permanent environmental health practitioners employed by the municipality	The number of permanent environmental health practitioners employed by the municipality. Environmental health practitioners are dedicated to protecting public health by monitoring and recommending solutions to reduce pollution levels. They use specialized equipment to measure the levels of contaminants in air, water and soil, as well as noise and radiation levels.
C21 (ENV) Number of approved environmental health practitioner posts in the municipality	The number of permanent environmental health practitioners on the approved municipal organogram.
C22 (GG) Number of Council meetings held	The number of council meetings. A council is made up of elected members who approve policies and by-laws for their municipal area. Council meetings are a platform used by councillors to discuss these policies, by-laws and other issues relating to their municipality (e.g. service delivery issues) and to make decisions, through councillor voting, on them. Council meetings are typically open to the general public to attend as well.
C23 (GG) Number of disciplinary cases for misconduct relating to fraud and corruption	The number of disciplinary cases for misconduct related to fraud and corruption active within the municipality. A disciplinary case is an alleged instance of misconduct between an employee and employer whereby the employee should present evidence to respond to the allegations against him/her. Fraud is an intentionally deceptive action designed to provide the perpetrator with an unlawful gain or to deny a right to a victim. Fraud typically occurs with regard to finance. Corruption is a form of dishonesty or criminal offense undertaken by a person entrusted with a position of authority, to acquire illicit benefit or abuse power for one's private gain. Corruption may include many activities including bribery and embezzlement. For this definition, all forms of misconduct relating to dishonesty may be considered within the ambit of the measure.
C24 (GG) Number of council meetings disrupted	The number of council meetings where an unplanned disruption forces the municipal council to abandon the proceedings as originally scheduled and it is unable to conclude the agenda on account of the disruption. "Disruption", in this instance, refers to council meetings where agenda items are not concluded upon, and deferred to the next council meeting. Furthermore, any disruption of council proceedings that results in a suspension of the sitting outside of the planned agenda is also considered a "disruption".
C25 (GG) Number of protests reported	A protest reported refers to an unauthorised protest specifically, and excludes approved demonstrations. An unauthorised protest is a public display of grievance or concern by a group of more than 15 people for which a written approval from the local municipality has not been obtained in advance. Reported incidents means every unique incident of protest which the municipality has received a direct or indirect report for, whether in-progress or after the fact, regardless of whether the protest was aimed at the municipality or not.
C26 (GG) R-value of all tenders awarded	The Cumulative R-value of all tenders awarded. A tender is an invitation to bid for a project. A tender is 'awarded' when the municipality officially selects an individual/company to carry out the work required to complete a project.
C27 (GG) Number of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations	The number of tenders awarded in terms of Section 36 of the MFMA and the Municipal Supply Chain Management Regulations. Section 36 of the MFMA and the Municipal Supply Chain Management Regulations of 2005 permits the Accounting Officer to "dispense with the official procurement processes established by the policy and to procure any required goods or services through any convenient process". This would typically include urgent and emergency cases, single-source goods, and any other cases where it is impractical to follow normal SCM process. In the event of such a decision, the accounting officer is required to report this to the next Council meeting.
C28 (GG) R-value of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations	The R-value of all tenders awarded in terms of Section 36 of the MFMA and the Municipal Supply Chain Management Regulations. Section 36 of the MFMA and the Municipal Supply Chain Management Regulations of 2005 permits the Accounting Officer to "dispense with the official procurement processes established by the policy and to procure any required goods or services through any convenient process". This would typically include urgent and emergency cases, single-source goods, and any other cases where it is impractical to follow normal SCM process. In the event of such a decision, the accounting officer is required to report this to the next Council meeting.

KEY PERFORMANCE INDICATORS	DEFINITIONS
C41 (LED) Number of approved engineer posts in the municipality ⁴¹	The number of approved engineering posts. An engineer is a person who designs, builds, or maintains engines, machines, or structures. An approved job post refers to employment posts that have been developed in relation to the Municipal Structures Act of 1998 and the Municipal Finance Management Act of 2003, and has been approved by the Municipal Manager.
C42 (GG) Number of registered engineers employed in approved posts ⁴²	The number of registered engineers employed in approved posts. A Registered professional engineer is a person who is registered as a professional engineer with an official organising body. In South Africa, the statutory body for the engineering profession is the Engineering Council of South Africa (ECSA). An approved job post refers to employment posts that have been developed in relation to the Municipal Structures Act of 1998 and the Municipal Finance Management Act of 2003, and has been approved by the Municipal Manager.
C43 (GG) Number of engineers employed in approved posts ⁴³	The number of engineers employed in approved posts. An engineer is a person who designs, builds, or maintains engines, machines, or structures with a formal qualification of a BScEng or BEng. An approved job post refers to employment posts that have been developed in relation to the Municipal Structures Act of 1998 and the Municipal Finance Management Act of 2003, and has been approved by the Municipal Manager.
C44 (GG) Number of disciplinary cases in the municipality	The number of active disciplinary cases within the municipality. A disciplinary case is a formal procedure initiated in relation to alleged misconduct on the part of an employee which may result in a warning, sanction or dismissal.
C45 (GG) Number of finalised disciplinary cases	The number of finalised disciplinary cases within the municipality. A disciplinary case is a formal procedure initiated in relation to alleged misconduct on the part of an employee which may result in a warning, sanction or dismissal.
C71 (LED) Number of procurement processes where disputes were raised	The number of procurement processes where disputes were raised within the municipality. A municipality typically allows service providers who were unsuccessful in the tender process 14 days to dispute the outcome of their bid. This process usually takes place before the letter of award is issued to the successful bidder.
C77 (LED) B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based	The B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based within the municipality. In May 2019 amendments were made to the Enterprise and Supplier Development Scorecard and are now in effect. The aim of the Preferential Procurement scorecard is to encourage the usage of black owned professional services and entrepreneurs as suppliers while inherently encouraging measured entities to empower themselves on the broad-based principles of B-BBEE.
C78 (LED) B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned	The B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned based within the municipality. In May 2019 amendments were made to the Enterprise and Supplier Development Scorecard and are now in effect. The aim of the Preferential Procurement scorecard is to encourage the usage of black owned professional services and entrepreneurs as suppliers while inherently encouraging measured entities to empower themselves on the broad-based principles of B-BBEE.
C79 (LED) B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement	The B-BBEE Procurement Spend on all Empowering Suppliers based within the municipality. In May 2019 amendments were made to the Enterprise and Supplier Development Scorecard and are now in effect. The aim of the Preferential Procurement scorecard is to encourage the usage of black owned professional services and entrepreneurs as suppliers while inherently encouraging measured entities to empower themselves on the broad-based principles of B-BBEE.
C80 (LED) Date of the last Council adopted Development Charges policy	The date of the last Development Charges policy adopted by the municipal council. A 'Development Charge' is also known as a capital contribution, engineering service contribution, bulk infrastructure connection levy or an impact fee (internationally). It is a once-off capital charge to recover the actual cost of external infrastructure required to accommodate the additional impact of a new development on engineering services.

^{41/42/43} The City's system does not provide the required reporting category. This was included for completeness but no reporting will take place until reporting requirements are in place.

KEY PERFORMANCE INDICATORS	DEFINITIONS
C86 (LED) Number of households in the municipal area registered as indigent	This refers to the number of households on the municipality's indigent register. An indigent register is a municipality administered list of households in need of economic relief/assistance. Those registered as indigent usually receive rates relief and the allocation of free basic services, including at least 6kl of free water per registered household per month and 50 kWh of electricity per registered household per month. Some municipalities provide more support than the above.
C87 (LED) Number of firms in the formal sector split across 1-digit SIC codes ⁴⁴	The number of formal business firms that are split across 1-digit SIC codes within the municipal area for the quarter. The Standard Industrial Classification (SIC) is a system for classifying industries by a four-digit code. It is used by government agencies to classify industry areas. In South Africa SIC codes 1 - 3 encompass the Agriculture, forestry and fishing sector; while SIC codes 5 - 9 encompass the mining and quarrying sector.
C88 (LED) Number of businesses registered with the South African Revenue Service within the municipal area ⁴⁴	The number of businesses registered within the municipal area with SARS in terms of having submitted IT77 forms. This will include all businesses known to SARS with a physical address listed within the municipal area.
C92 (GG) Number of agenda items deferred to the next council meeting	The number of agenda items that have been deferred to the next council meeting because the council has failed to reach a quorum or withheld decisions on those items. Where multiple council meetings have been held, this is the sum total of those items deferred. This does not refer to agenda items referred to other structures, only items for which no decision or action is taken.
C93 (FM) Number of awards made in terms of SCM Reg 32	This indicator measures the number of awards made by means of "piggy back" contracts. MFMA SCM Reg 32 refers to procurement of goods and services secured by other organs of state.
C94 (FM) Number of requests approved for deviation from approved procurement plan	The indicator measures the number of requests approved for deviation from the municipality's approved procurement plan.

⁴⁴ Exempted by National Treasury.

2022-2027 FIVE-YEAR CTICC DEFINITIONS

2022-2027 FIVE-YEAR CTICC DEFINITIONS

PRIORITY OBJECTIVES	KEY PERFORMANCE INDICATOR	DEFINITION
Economic growth 1.Increased jobs and investment in the Cape Town economy	International events hosted (number)	The indicator measures the total number of international events hosted at the CTICC. International Events are defined as an event where the majority of the delegates are from outside of South Africa, the minimum amount of delegates attending should be no less than 40 and the duration should be at least two days (one night) in the city.
	Total events hosted (number)	The indicator measures the total number of events hosted at the CTICC.
	Annual total salary cost spent on training of permanent and temporary staff (%)	The indicator measures the percentage Annual total salary cost spent on training of permanent and temporary staff.
	Minimum aggregate score for all CTICC internal departments and external suppliers (%)	Customer centricity and service excellence is measured independently on the level of service offered by the CTICC to our external clients and recorded as a percentage.
	B-BBEE spend (%)	The indicator measures the percentage expenditure with BBBEE suppliers measured in terms of the B-BBEE Act. BBBEE Suppliers are defined as those suppliers that have a valid BBBEE rating certificate or an affidavit in the case of EME and QSE suppliers.

PRIORITY OBJECTIVES	KEY PERFORMANCE INDICATOR	DEFINITION
Economic growth 1.Increased jobs and investment in the Cape Town economy	Students employed (number)	The indicator measures the number of students employed at the CTICC in the financial year (FY)
	Graduates employed (number)	The indicator measures the number of graduates employed at the CTICC in the FY

PRIORITY OBJECTIVES	KEY PERFORMANCE INDICATOR	DEFINITION
<p>A capable and collaborative city government</p> <p>16. A capable and collaborative city government</p>	<p>Employees from the EE designated groups in the three highest levels of management (%)</p>	<p>The indicator measures the percentage of people from employment equity target groups employed in the three highest levels of management, in compliance with the municipal entity's approved EE plan.</p> <p>Level 1 - Executive directors</p> <p>Level 2 - Senior managers</p> <p>Level 3 - Managers</p>
	<p>Percentage reduction in operating loss from the prior year (%)</p>	<p>This indicator measures the operating loss achieved. Operating loss is defined as earnings before interest, taxation, depreciation and amortisation (EBITDA).</p>
	<p>Maintain five-star tourism grading through effective management of maintenance quality service delivery</p>	<p>The indicator measures the standard of the CTICC as a world-class venue. Defined as five-star grading by South African Tourism.</p>
	<p>Achievement of annual budgeted operating profit (%)</p>	<p>This indicator measures the operating profit achieved. Operating Profit is defined as earnings before interest, taxation, depreciation and amortisation (EBITDA).</p>
	<p>Total number of capital projects for the year completed or committed (%)</p>	<p>The indicator measures the percentage of the total number of capital projects completed or committed for the financial year.</p>
	<p>Opinion of the Auditor-General</p>	<p>The indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor-General in determining his opinion.</p> <p>An unqualified audit opinion is where the auditor, having completed the audit, has no reservation as to the fairness of presentation of financial statements and their conformity with general recognised accounting practice. This is referred to as a 'clean audit'.</p> <p>Alternatively, the auditor would issue a qualified audit opinion either in whole or in part over the financial statements if these have not been prepared in accordance with general recognised accounting practice, or the auditor could not audit one or more areas of the financial statements.</p>
	<p>Cash/cost coverage ratio</p>	<p>The ratio indicates the ability to meet at least monthly fixed operating commitments from cash and short-term investments, without collecting any additional revenue during that month.</p>
	<p>Net debtors to annual income</p>	<p>Net current debtors are a measurement of the net amounts due to the municipal entity that are realistically expected to be recovered. Net debtors is defined as gross debtors less impairments and refunds.</p>

2022-2027 FIVE-YEAR CAPE TOWN STADIUM DEFINITIONS

2022-2027 FIVE-YEAR CAPE TOWN STADIUM DEFINITIONS

PRIORITY OBJECTIVES	KEY PERFORMANCE INDICATOR	DEFINITION
Economic growth 1. Increased jobs and investment in the Cape Town economy	Spectator attendance at the Cape Town Stadium (number)	<p>Spectators at Cape Town Stadium can be defined as the total number of spectators (persons) whom attend any event held at or by Cape Town Stadium through live, hybrid or virtual attendance. These events are inclusive of but not limited to bowl events, non-bowl events, film and still shoots.</p> <p>The indicator measures the total number of spectators whom attend any event held at or by Cape Town Stadium through live, hybrid or virtual attendance.</p>
	Events hosted (number)	<p>Events at Cape Town Stadium can be defined as total number of optimal planned, organized and safely executed multi-social events, exhibitions, conferences and/or occasions classified into bowl events (use of pitch and seating tiers), non-bowl events, and shoots. The indicator measures the total number of events planned, organized and safely hosted at Cape Town Stadium.</p>
Environment, public space, and amenities 11. Quality and safe parks and recreation facilities supported by community partnerships	Compliance with approved repairs and maintenance program (%)	<p>The indicator measures the approved repairs and maintenance programme as per the service delivery agreement between Cape Town Stadium (RF) SOC and the City of Cape Town repairs and maintenance refers to all facilities and equipment at Cape Town Stadium. Repairs and maintenance is further defined as preventive maintenance, corrective maintenance, reactive maintenance, emergency maintenance as well as repairs of damages after events. All repairs and maintenance is done from the operating budget.</p> <p>The indicator measures whether the output was achieved as per the plan.</p>
	Compliance with Occupational Health and Safety Acts and Regulations (Act 85 of 1993) (%)	<p>This indicator measures compliance against the Occupational Health and Safety Regulations on event and non-event days as well as contractors at Cape Town Stadium.</p>

PRIORITY OBJECTIVES	KEY PERFORMANCE INDICATOR	DEFINITION
<p>A capable and collaborative city government</p> <p>16. A capable and collaborative city government</p>	Achievement of own projected revenue (%)	This indicator will measure the achievement of the annual projected revenue as per the latest approved budget.
	Opinion of the Auditor-General	<p>The indicator measures good governance and accounting practices and will be evaluated and considered by the AG in determining his opinion. An unqualified audit opinion is where the auditor, having completed the audit, has no reservation as to the fairness of presentation of financial statements and their conformity with general recognised accounting practice. This is referred to as a 'clean audit'.</p> <p>Alternatively, the auditor would issue a qualified audit opinion either in whole or in part over the financial statements if these have not been prepared in accordance with general recognised accounting practice, or the auditor could not audit one or more areas of the financial statements. Future audit opinions will cover the audit of predetermined objectives.</p>
	Budget spent on implementation of the WSP (%)	<p>The WSP outlines the planned education, training and development interventions for the organisation.</p> <p>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.</p>
	Employees from the EE designated groups in the three highest levels of management (%)	<p>The indicator measures the percentage of people from EE target groups employed in the three highest levels of management, in compliance with Cape Town Stadium (RF) approved EE plan.</p> <p>Each directorate contributes to the corporate achievement of targets and goals by implementing its own objectives of quantitative and qualitative goal-setting.</p>

ANNEXURE B.1 2022-2027 CIRCULAR 88 OUTCOMES SCORECARD BARRIERS AND CHALLENGES 2024-2025 ANNUAL REVIEW

National Treasury Circular 88, Addendum 4: Provision 4.2 states that “Where a municipality is unable to report on an indicator, the actual barriers, and challenges to the supply of that data should be made explicit, along with an indication as to when (or under which conditions) they would be resolved”. Refer to listed indicators below. The City will monitor the indicators and put action plans in place to ensure the indicators are auditable in the future.

NO.	ALIGNMENT TO IDP PRIORITY	CORPORATE OBJECTIVE	CIRCULAR 88 OUTCOMES	LEAD (L)/ CONTRIBUTING DIRECTORATE	KEY PERFORMANCE INDICATOR	COMMENT - INDICATORS POSING AN AUDIT RISK
1	ECONOMIC GROWTH	Objective 1: Increased Jobs and Investment in the Cape Town economy	Growing inclusive local economies	National	LED1.2 Percentage change in the number of individuals in formal employment	Barriers and challenges- This (new) indicator is a national treasury reporting responsibility and no systems are in place. Steps: Solutions will be investigated and action plan will be put in place for the City's responsibility. Estimated date of audit readiness: 2025/2026
2			Growing inclusive local economies	National	LED1.6 Percentage change in the number of formal micro and small firms	Barriers and challenges- This (new) indicator is a national treasury reporting responsibility and no systems are in place. Steps: Solutions will be investigated and action plan will be put in place for the City's responsibility. Estimated date of audit readiness: 2025/2026
3	BASIC SERVICES	Objective 3. End load shedding in Cape Town over time	EE3. Improved reliability of electricity service	Energy	EE3.5 Average System Interruption Duration Index (ASIDI)	Barrier and challenges- Data provided is an estimate and based on the World Bank measurement, which is estimated data. National Treasury requires actual data as per the formula which is not cost-effective (cost vs benefit). The addendum 5 issued in Dec 2023 by National Treasury has not provided clarity on the use of estimates for outputs and outcomes. Clarity was only provided on estimates for compliance indicators. Steps- The City will consult with NT for an alternative measurement.

NO.	ALIGNMENT TO IDP PRIORITY	CORPORATE OBJECTIVE	CIRCULAR 88 OUTCOMES	LEAD (L)/ CONTRIBUTING DIRECTORATE	KEY PERFORMANCE INDICATOR	COMMENT - INDICATORS POSING AN AUDIT RISK
4	BASIC SERVICES	Objective 3. End load shedding in Cape Town over time	EE3. Improved reliability of electricity service	Energy	EE3.6 Average System Interruption Frequency Index (ASIFI)	Barrier and challenges- Data provided is an estimate and based on the World Bank measurement, which is estimated data. National Treasury requires actual data as per the formula which is not cost-effective (cost vs benefit). The addendum 5 issued in Dec 2023 by National Treasury has not provided clarity on the use of estimates for outputs and outcomes. Clarity was only provided on estimates for compliance indicators. Steps- The City will consult with NT for an alternative measurement.
5		Objective 3. End load shedding in Cape Town over time	EE3. Improved energy sustainability	Energy	EE4.4 Percentage total electricity losses	System limitation- A breakdown of the indicator as required are not available on the system as the system cant provide a report that will serve as a detail list due to the capacity of the system. Currently the system can provide a summarised report. Steps: A feasible solution will be investigated and an action plan will be developed. Estimated date: 2025/2026
6			Improved energy sustainability	Shared responsibility	EE4.5 Municipal electricity consumption per 10 000 of the population	Barriers and challenges- This (new) indicator is a national treasury reporting responsibility and no systems are in place. Steps : Solutions will be investigated and action plan will be put in place for the City's responsibility. Estimated date of audit readiness: 2025/2026
7	SAFETY	Objective 5. Effective law enforcement to make communities safer	Reduced risk of fire and disaster vulnerability	Safety and Security	FD2.1 Disaster Management Centre Readiness	Barriers and challenges: This is a new indicator and there are no systems currently in place. Steps : Solutions will be investigated and action plan will be put in place. Estimated date of audit readiness: 2025/2026
8		Objective 5. Effective law enforcement to make communities safer		Safety and Security	FD2.2 Fire Services function in accordance with prescribed requirements	Barriers and challenges: This is a new indicator and there are no systems currently in place. Steps : Solutions will be investigated and action plan will be put in place. Estimated date of audit readiness: 2025/2026
9	PUBLIC SPACE, ENVIRONMENT AND AMENITIES	Objective 9. Healthy and Sustainable Environment	ENV1. Improved Air Quality	Community Services and Health	ENV1.3 Percentage of households experiencing a problem with noise pollution	The City has sought clarification from National Treasury on the following which is not clear: <ul style="list-style-type: none"> • The source of the noise is not specified or quantified. • Smarter indicator: The City does have a SDBIP indicator which measures the number of noise complaints resolved within 3 months. Currently the outcome of the NT indicator is unclear, what does it seek to achieve? • The Treasury indicator is based on perception of exposure to noise by the survey responder's . Perception is a subjective opinion and not a scientific fact. • City does not have access to the survey data. This will assist in target setting and also influence actual performance (if you know where the noise is coming from, you will know where to prioritise resources) • Target setting is a challenge as the City has no information about the complainant or who reported the exposure to a specific noise issue and when< ie. Details, location (survey data) • Updates to legislation and by-laws (eg:Model Noise Bylaw) will have an affect the relevance this indicator and the measurement thereof. Estimated date of audit readiness: 2025/2026

NO.	ALIGNMENT TO IDP PRIORITY	CORPORATE OBJECTIVE	CIRCULAR 88 OUTCOMES	LEAD (L)/ CONTRIBUTING DIRECTORATE	KEY PERFORMANCE INDICATOR	COMMENT - INDICATORS POSING AN AUDIT RISK
10	HOUSING	Objective 7. Increased supply of affordable, well-located HOMES	HS1. Improved access to adequate housing	Human Settlements	HS1.3 Percentage of informal settlements upgraded to Phase 3	For Phase 1 and 2 upgrade as part of the Upgrading of Informal Settlement Programme (UISP) this data will be used as a baseline for the upgrade to phase 3 which will be reported from 2023/2024. The constant increase of informal settlements will however remain a challenge for target setting. Indicator will be reported annually. Steps: Solutions will be investigated and action plan will be put in place for the City's responsibility. Estimated date of audit readiness: 2025/2026
11	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	Objective 16. A capable and collaborative city government	GG2. Improved municipal responsiveness	Corporate Services	GG2.2 Attendance rate of municipal council meetings by participating leaders (recognised traditional and/or Khoi-San leaders)	Barrier - The City does not have any traditional leaders, therefore this indicator is "not applicable". At this stage the City is not in a position to implement this indicator and is in alignment with provision 4.2 of Addendum 4. Not applicable.

2024-2025 CIRCULAR 88 OUTPUT SCORECARD BARRIERS AND CHALLENGES

National Treasury Circular 88, Addendum 4: Provision 4.2 states that “Where a municipality is unable to report on an indicator, the actual barriers, and challenges to the supply of that data should be made explicit, along with an indication as to when (or under which conditions) they would be resolved”. Refer to listed indicators below. The City will monitor the indicators and put action plans in place to ensure the indicators are auditable in the future.

2024-2025 OUTPUT SCORECARD BARRIERS AND CHALLENGES						
NO.	ALIGNMENT TO IDP	CORPORATE OBJECTIVE	CIRCULAR 88 OUTCOMES	LEAD (L)/ CONTRIBUTING DIRECTORATE	KEY PERFORMANCE INDICATOR	COMMENT - INDICATORS POSING AN AUDIT RISK
PRIORITY						
1	BASIC SERVICES	Objective 2. Improved access to quality and reliable basic services	EE2. Improved affordability of electricity	Energy	EE2.11 Percentage of total residential electricity provision allocated as Free Basic Electricity (FBE)	Barrier - System limitation unable to extract data/information. Steps: Feasible solutions to be investigated and action plans to be put in place. Estimated date of Audit readiness: 2025/2026
2		Objective 3. End load shedding in Cape Town over time	EE3. Improved reliability of electricity service	Energy	EE3.11 Percentage of unplanned outages that are restored to supply within industry standard timeframes	Barrier - System limitation unable to extract data/information. Steps: Feasible solutions to be investigated and action plans to be put in place. Estimated date of Audit readiness: 2025/2026
3		Objective 4. Well-managed and modernised infrastructure to support economic growth	WS4. Improved quality of water (incl. wastewater)	Water & Sanitation	WS 4.21 Percentage of industries with trade effluent inspected for compliance	Barrier- System limitation, National Treasury (NT) requires that all industries should be measured. The City can only measure a limited number of industries which will be selected on a random sample basis due to resource constraints. Estimated date of audit readiness: 2025/2026

NO.	ALIGNMENT TO IDP	CORPORATE OBJECTIVE	CIRCULAR 88 OUTCOMES	LEAD (L)/ CONTRIBUTING DIRECTORATE	KEY PERFORMANCE INDICATOR	COMMENT - INDICATORS POSING AN AUDIT RISK
PRIORITY						
4	BASIC SERVICES	Objective 4. Well-managed and modernised infrastructure to support economic growth	WS4. Improved quality of water (incl. wastewater)	Water & Sanitation	WS 4.31 Percentage of wastewater treatment capacity unused	Barrier- No system available to provide actual data. City use estimates determined by City officials. The addendum 5 issued in December 2023 by National Treasury has not provided clarity on the use of estimates for outputs and outcomes. Clarity was only provided on estimates for compliance indicators.
5		Objective 4. Well-managed and modernised infrastructure to support economic growth	C88 Outcomes: Improved water sustainability	Water & Sanitation	WS 5.21 Infrastructure Leakage Index	Barrier- No system available to provide actual data. City use estimates determined by City officials. The addendum 5 issued in December 2023 by National Treasury has not provided clarity on the use of estimates for outputs and outcomes. Clarity was only provided on estimates for compliance indicators. Estimated date of audit readiness: 2025/2026
6		Objective 4. Well-managed and modernised infrastructure to support economic growth	WS5. Improved water sustainability	Water & Sanitation	WS5.31 Percentage of total water connections metered	Barrier- No system available to provide actual data. City use estimates determined by City officials. The addendum 5 issued in December 2023 by National Treasury has not provided clarity on the use of estimates for outputs and outcomes. Clarity was only provided on estimates for compliance indicators. Challenge- The barrier is the identification of unmetered water connections is impossible to track. The City will consult with NT for an alternative measurement.
7		Objective 2. Improved access to quality and reliable basic services	WS3. Improved quality of water and sanitation services	Water & Sanitation	WS3.11 Percentage of callouts responded to within 48 hours (sanitation/ wastewater)	Barrier- No system in place to provide auditable data. Performance will only be ascertained once the new Reactive Incident Management Application (RIMA) 2 system is fully implemented (planned by end of the financial year 2024) in order to build a baseline of performance. This will remain an audit risk for 2023/2024.
8			WS3. Improved quality of water and sanitation services	Water & Sanitation	WS3.21 Percentage of callouts responded to within 48 hours (water)	Barrier- No system in place to provide auditable data. True performance will only be ascertained once the new Reactive Incident Management Application (RIMA) 2 system is fully implemented (planned by end of the financial year 2024) in order to build a baseline of performance. This will remain an audit risk for 2023/2024.
9		Objective 2. Improved access to quality and reliable basic services	WS2. Improved access to water	Water & Sanitation	WS2.11	As per addendum 5 NT, indicated that the indicator should continue to be measured with the incorrect definition. The formula is measuring the holistic approach(all) connections whereas the definition is referring to state-subsided housing, which measures a small component of the water connections. This poses an audit risk for 2023/2024. Steps: Feasible solutions to be investigated and action plans to be put in place. Estimated date of audit readiness to be determines by NT.

NO.	ALIGNMENT TO IDP	CORPORATE OBJECTIVE	CIRCULAR 88 OUTCOMES	LEAD (L)/ CONTRIBUTING DIRECTORATE	KEY PERFORMANCE INDICATOR	COMMENT - INDICATORS POSING AN AUDIT RISK
PRIORITY						
10	BASIC SERVICES	Objective 2. Improved access to quality and reliable basic services	WS2. Improved access to water	Water & Sanitation	WS2.11	As per addendum 5 NT, indicated that the indicator should continue to be measured with the incorrect definition. The formula is measuring the holistic approach(all) connections whereas the definition is referring to state-subsided housing, which measures a small component of the water connections. This poses an audit risk for 2023/2024. Steps: Feasible solutions to be investigated and action plans to be put in place. Estimated date of audit readiness to be determines by NT.
11		Objective 2. Improved access to quality and reliable basic services	WS4. Improved quality of water (incl. wastewater)	Water & Sanitation	WS 4.11 Percentage of water treatment capacity unused	Barrier- No system available to provide actual data. City use estimates determined by City officials. The addendum 5 issued in Dec 2023 by National Treasury has not provided clarity on the use of estimates for outputs and outcomes. Clarity was only provided on estimates for compliance indicators. Steps: Feasible solutions to be investigated and action plans to be put in place.
12		Objective 3. End load shedding in Cape Town over time	EE3. Improved reliability of electricity service	Energy	EE3.21 Percentage of planned maintenance performed	Barrier - System limitation unable to extract data/information. Steps: Feasible solutions to be investigated and action plans to be put in place. Estimated date of Audit readiness: 2025/2026
13	ECONOMIC GROWTH	Objective 1: Increased Jobs and Investment in the Cape Town Economy	LED2. Improved levels of economic activity in municipal economic spaces	Finance	LED2.12 Percentage of the municipality's operating budget spent on indigent relief for free basic services	Barrier- System limitation as the system is unable to generate reports on the actual expenditure incurred to provide "Free Basic Services". Addendum 5 issued in December 2023 by NT only provide clarity on estimates for Compliance indicators and not on Outcome and Output indicators. Steps: Feasible solutions to be investigated and action plans to be put in place. Estimated audit readiness: 2025/2026
14	HOUSING	Objective 8. Safer, Better quality homes in informal settlements and backyards over time	HS1. Improved access to adequate housing	Housing	HS1.31 Number of informal settlements assessed (enumerated and classified)	System limitation- City does not enumerate and classify but identify pockets of informal settlements. Steps: Feasible solutions to be investigated and action plans to be put in place Estimated date of audit readiness: 2025/2026
15	A CAPABLE AND COLLABORATIVE GOVERNMENT	Objective 16. A Capable and Collaborative City Government	GG1. Improved municipal capability	Corporate Services	GG1.21 Staff vacancy rate	Barrier - Inconsistent formula applied as both data elements does not exclude the fixed term contract employees. This results in an inconsistent base of employees which results in an incorrect percentage. Addendum 5 only revised the formula for the 2024/2025 financial year and therefore this barrier does not exist. Steps: Feasible solutions to be investigated and action plans to be put in place. Estimated date of audit readiness: 2024/2025

NO.	ALIGNMENT TO IDP	CORPORATE OBJECTIVE	CIRCULAR 88 OUTCOMES	LEAD (L)/ CONTRIBUTING DIRECTORATE	KEY PERFORMANCE INDICATOR	COMMENT - INDICATORS POSING AN AUDIT RISK
PRIORITY						
16	A CAPABLE AND COLLABORATIVE GOVERNMENT	Objective 16. A Capable and Collaborative City Government	GG1. Improved municipal capability	Corporate Services	GG1.22 Percentage of vacant posts filled within 6 months	<p>System limitation - Current system measures from authority to proceed with filling the post to assumption of duties which is at a further point.</p> <p>System to be amended to start tracking up until the candidate formally accepted the offer.</p> <p>Steps: Feasible solutions to be investigated and action plans to be put in place.</p> <p>Estimated date of audit readiness: 2024/2025</p>
17		Objective 16. A Capable and Collaborative City Government	GG2. Improved municipal responsiveness	Corporate Services	GG2.12 Percentage of wards that have held at least one councillor convened community meeting	<p>System limitation- Current system measures from authority to proceed with filling the post to assumption of duties which is at a further point.</p> <p>System to be amended to start tracking up until the candidate formally accepted the offer.</p> <p>Steps: Feasible solutions to be investigated and action plans to be put in place.</p>
18		Objective 16. A Capable and Collaborative City Government	GG2. Improved municipal responsiveness	Corporate Services	GG2.31 Percentage of official complaints responded to through the municipal complaint management system	<p>Inconsistent formula applied as additional notes allude to 'closed/responded to' complaints. There are also system limitations. Clarification is required as to open complaints outside the period of norm/ service standard as well as what constitutes a closed complaint.</p> <p>Steps: Feasible solution to be investigated and an action plans will be put in place.</p> <p>Estimated date of audit readiness: 2024/2025</p>

2024-2025 CIRCULAR 88 COMPLIANCE SCORECARD BARRIERS AND CHALLENGES

National Treasury Circular 88, Addendum 4: Provision 4.2 states that “Where a municipality is unable to report on an indicator, the actual barriers, and challenges to the supply of that data should be made explicit, along with an indication as to when (or under which conditions) they would be resolved”. Refer to listed indicators below. The City will monitor the indicators and put action plans in place to ensure the indicators are auditable in the future.

2024-2025 COMPLIANCE SCORECARD BARRIERS AND CHALLENGES						
NO.	ALIGNMENT TO IDP	CORPORATE OBJECTIVE	CIRCULAR 88 OUTCOMES	LEAD (L)/ CONTRIBUTING DIRECTORATE	KEY PERFORMANCE INDICATOR	COMMENT - INDICATORS POSING AN AUDIT RISK
PRIORITY						
1	ECONOMIC GROWTH	Objective 1. Increased jobs and investment in the Cape Town economy	N/A per C88	Community Services and Health	C85 (LED) Number of business licenses renewed	<p>Barrier - The Western Cape Province and City of Cape Town legislation does not make provision for business licenses to be renewed, therefore this indicator is not applicable.</p> <p>Steps: Feasible solutions to be investigated and action plans to be put in place.</p> <p>At this stage the City is not in a position to implement this indicator and is in alignment with provision 4.2 of Addendum 4.</p>
2	BASIC SERVICES	Objective 3. End loadshedding in Cape Town over time	N/A per C88	Energy	C56 (EE) Number of customers provided with an alternative energy supply (e.g. LPG or paraffin or biogel according to supply level standards)	<p>Barrier - The City is not an energy licensed distributor with the National Energy Regulator of South Africa but a licensed electricity distributor (which is only one form of energy supply).</p> <p>Steps: Feasible solutions to be investigated and action plans to be put in place.</p> <p>Metro municipalities are no longer required to report on this indicator per Addendum 5 for the 2024/2025 financial year. However, it still remains a risk for the 2023/2024 financial year.</p>
3		Objective 3. End loadshedding in Cape Town over time	N/A per C88	Energy	C57 (EE) Number of registered electricity consumers with a mini grid-based system in the municipal service area	<p>"Barrier - No system in place to measure mini-grid-based consumers. The City is not an energy licensed distributor with the National Energy Regulator of South Africa but a licensed electricity distributor.</p> <p>The measurement per Addendum 5 was amended to measure embedded generation systems from the 2024/2025 financial year that the City can report on. However it still remains an audit risk for the 2023/2024 financial year.</p> <p>Steps: Feasible solutions to be investigated and action plans to be put in place.</p> <p>Estimated date of audit readiness: 2024/2025</p>

NO.	ALIGNMENT TO IDP	CORPORATE OBJECTIVE	CIRCULAR 88 OUTCOMES	LEAD (L)/ CONTRIBUTING DIRECTORATE	KEY PERFORMANCE INDICATOR	COMMENT - INDICATORS POSING AN AUDIT RISK
PRIORITY						
4	BASIC SERVICES	"Objective 3. End loadshedding in Cape Town over time"	N/A per C88	Energy	"C58 (EE) Total non-technical electricity losses in MWh (estimate)"	<p>Barrier - There is a contradiction between the indicator name as it refers to MWh, and the method of calculation refers to kWh.</p> <p>The Addendum 5 and the Technical Indicator description issued in December 2023, has not been updated, thus the contradiction in the unit measure remains an audit risk. Steps: Feasible solutions to be investigated and action plans to be put in place. The City will consult with NT for the alignment between the indicator name and the method of calculation for this indicator."</p>
5		Objective 3. End loadshedding in Cape Town over time	N/A per C88	Energy	C59 (EE) Number of municipal buildings that consume renewable energy	<p>Barrier - The current list contains limited reporting, i.e. Energy. City to further engage directorates to determine the City-wide total that must be reported.</p> <p>Steps: Feasible solutions to be investigated and action plans to be put in place.</p> <p>Estimated date of audit readiness: 2025/2026</p>
6	A RESILIENT CITY	Objective 14. A Resilient City	N/A per C88	Future Planning and Resilience	C90 (LED) Date of the last Climate Change Needs and Response Assessment tabled at Council	<p>Barrier- The City's Climate Change Hazard, Vulnerability, and Risk Assessment Study was completed in 2019, fulfilling the requirement of a Climate Change Needs and Response Assessment. At the time, it was determined that the item should not be tabled at Council as it was for noting/information only, not for decision. The department was advised that items for noting/information are sent to Council only when there is a legal requirement to do so. As such, the study was instead presented to the Spatial Planning and Environment Portfolio Committee on 05/09/2019.</p> <p>Information from this assessment was however foundational in the development of the City's Climate Change Strategy which was tabled and approved by Council on the 27/05/21 (Item C21/05/21).</p> <p>Additionally, due to budget constraints, it has not previously been possible to commence with the 5-yearly review process for the City's Climate Change Hazard, Vulnerability, and Risk Assessment Study. CSIR report to be tabled at PC in Q1 2024/25. Full review of HVR (if necessary and subject to funding) by Q4 24/25</p> <p>Steps: Feasible solutions to be investigated and action plans to be put in place.</p> <p>Engagements with National Treasury on rewording of indicator during Q3/Q4 2023/24</p>
7		Objective 14. A Resilient City	N/A per C88	Future Planning and Resilience	C91 (LED) Date of the last Climate Change Response Implementation Plan tabled at Council	<p>Barrier- The City's Climate Change Hazard, Vulnerability, and Risk Assessment Study was completed in 2019, fulfilling the requirement of a Climate Change Needs and Response Assessment. At the time, it was determined that the item should not be tabled at Council as it was for noting/information only, not for decision. The department was advised that items for noting/information are sent to Council only when there is a legal requirement to do so. As such, the study was instead presented to the Spatial Planning and Environment Portfolio Committee on 05/09/2019.</p> <p>Information from this assessment was however foundational in the development of the City's Climate Change Strategy which was tabled and approved by Council on the 27/05/21 (Item C21/05/21).</p> <p>Additionally, due to budget constraints, it has not previously been possible to commence with the 5-yearly review process for the City's Climate Change Hazard, Vulnerability, and Risk Assessment Study. CSIR report to be tabled at PC in Q1 2024/25. Full review of HVR (if necessary and subject to funding) by Q4 24/25</p> <p>Engagements with National Treasury on rewording of indicator during Q3/Q4 2023/24</p>

NO.	ALIGNMENT TO IDP	CORPORATE OBJECTIVE	CIRCULAR 88 OUTCOMES	LEAD (L)/ CONTRIBUTING DIRECTORATE	KEY PERFORMANCE INDICATOR	COMMENT - INDICATORS POSING AN AUDIT RISK
PRIORITY						
8	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	Objective 16. A capable and collaborative City Government	N/A per C88	Corporate Services	C5 (GG) Number of recognised traditional leaders within your municipal boundary	Barrier - The City does not have any traditional leaders, therefore this indicator is "not applicable". At this stage the City is not in a position to implement this indicator and is in alignment with provision 4.2 of Addendum 4. Steps: Feasible solutions to be investigated and action plans to be put in place. Audit readiness: N/A
9		Objective 16. A Capable and Collaborative City Government	N/A per C88	City Manager	C6 (GG) Number of formal (minuted) meetings between the Mayor, Speaker and MM were held to deal with municipal matters	Barrier- Confidentiality of minutes poses a risk as it can be against POPI Act as detailed discussions are held at these types of meetings. CCT to seek guidance from National Treasury. Estimated date of audit readiness: 2025/2026
10		Objective 16. A Capable and Collaborative City Government	N/A per C88	City Manager	C7 (GG) Number of formal (minuted) meetings - to which all senior managers were invited- held	Barrier- Confidentiality of minutes poses a risk as it can be against POPI Act as detailed discussions are held at these types of meetings. CCT to seek guidance from National Treasury. Estimated date of audit readiness: 2025/2026
11		Objective 16. A capable and collaborative City Government	N/A per C88	Corporate Services	C19 (GG) Number of recognised traditional and Khoi-San leaders in attendance (sum of) at all council meetings	Barrier - The City does not have any traditional leaders, therefore this indicator is "not applicable". At this stage the City is not in a position to implement this indicator and is in alignment with provision 4.2 of Addendum 4.
12		Objective 16. A capable and collaborative City Government	N/A per C88	Corporate Services	C41 Number of approved engineer posts in the municipality	Barrier - No system in place to measure the Key Performance Indicator KPI as City adopted generic job description for all appointments. A viable system is being explored for reporting purposes that could potentially align to NT reporting requirements. Estimated date of audit readiness: 2025/2026
13		Objective 16. A capable and collaborative City Government	N/A per C88	Corporate Services	C42 Number of registered engineers employed in approved posts	Barrier - No system in place to measure the Key Performance Indicator KPI as City adopted generic job description for all appointments. A viable system is being explored for reporting purposes that could potentially align to NT reporting requirements. Estimated date of audit readiness: 2025/2026
14		Objective 16. A capable and collaborative City Government	N/A per C88	Corporate Services	C43 Number of engineers employed in approved posts	Barrier - No system in place to measure the Key Performance Indicator KPI as City adopted generic job description for all appointments. A viable system is being explored for reporting purposes that could potentially align to NT reporting requirements. Estimated date of audit readiness: 2025/2026
15		Objective 16. A capable and collaborative City Government	N/A per C88	Finance	C77 (LED) Procurement Spend on Empowering Suppliers that are at least 51% black owned based	The BBBEE score/ ratings has been removed from the procurement regulations, and this is no longer a measuring target for the City to consider when registering or making an award. New Preferential Procurement Regulations came into effect 16 January 2023. Engage National Treasury. CCT propose to be exempted/ removed from C88.

NO.	ALIGNMENT TO IDP PRIORITY	CORPORATE OBJECTIVE	CIRCULAR 88 OUTCOMES	LEAD (L)/ CONTRIBUTING DIRECTORATE	KEY PERFORMANCE INDICATOR	COMMENT - INDICATORS POSING AN AUDIT RISK
16	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	Objective 16. A capable and collaboratibe City Government	N/A per C88	Finance	C78 (LED) -BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned	The BBBEE score/ ratings has been removed from the procurement regulations, and this is no longer a measuring target for the City to consider when registering or making an award. New Preferential Procurement Regulations came into effect 16 January 2023. Engage National Treasury. CCT propose to be exempted/ removed from C88.
17		Objective 16. A capable and collaboratibe City Government	N/A per C88	Finance	C79 (LED) B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement	The BBBEE score/ ratings has been removed from the procurement regulations, and this is no longer a measuring target for the City to consider when registering or making an award. New Preferential Procurement Regulations came into effect 16 January 2023. Engage National Treasury. CCT propose to be exempted/ removed from C88.
18		Objective 16. A capable and collaboratibe City Government	N/A per C88	City Manager	C87 (LED) Number of firms in the formal sector split across 1-digit SIC codes	Barrier- The data and outcome is third party dependent and is not within the control of the City. The third party to be held accountable for any AG findings. Follow-up on initial proposal- AG to only audit indicators/ data elements within the City's control.
19		Objective 16. A capable and collaboratibe City Government	N/A per C88	City Manager	C88(LED) Number of businesses registered with the South African Revenue Service within the municipal area	Barrier- The data and outcome is third party dependent and is not within the control of the City. The third party to be held accountable for any AG findings. Follow-up on initial proposal- AG to only audit indicators/ data elements within the City's control.



CITY OF CAPE TOWN
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SCHEDULE OF QUESTIONS RECEIVED FROM SUBCOUNCILS AND PORTFOLIO COMMITTEES

The following questions were received during the Annual review of the Organisational Performance Management (OPM) System

NO.	DATE	QUESTIONS RAISED BY SUBCOUNCILS/ PORTFOLIO COMMITTEES	QUESTIONS SUBMITTED ON THE 2023/24 OPM System	RESPONSIBLE DIRECTORATE
1.	2023/10/02	Urban Waste Management PC	Cllr Hansen enquired whether waste sent to landfill and waste diverted from landfill are included on the 5-year scorecard.	Urban Waste Management
<p>ANSWER</p> <p>Urban Waste Management responded that the Directorate reports on these two matters already.</p> <p>1.1. On the Circular 88 Outcomes Scorecard that was included in this 2023/2024 Annual Review process, these matters are reported annually in the form of: (a) ENV2.1 - Tonnes of municipal solid waste sent to landfill per capita, and (b) ENV2.2 - Tonnes of municipal solid waste diverted from landfill per capita.</p> <p>1.2. On the Directorate Scorecard, the Key Performance Indicator relating to Waste diverted from landfill sites through Council waste minimisation initiatives, is reported on annually which is expressed in percentage.</p>				
2.	2023/10/18	Sub Council 9	2.1. Is community education relating to fire hazards provided in order to avoid fire hazards 2.2. Drones should be in all crime hot spots, in order to detect and prevent crime.	Safety and Security
<p>ANSWER</p> <p>2.1. Fire and Life Safety Education section provides education by free basic fire safety advice to all members of a community.</p> <p>On request, the Fire and Life-Safety Educators visit schools, including: crèche environments; Early Childhood Development Centre-early learning institutions; and other institutional facilities. They focus on interactive demonstrations with students so that communities can physically learn how to respond properly to dangerous fire situations. The Fire and Life Safety Educators teach staff to work closely with our operational staff in the Fire and Rescue Service Department and in conjunction with Disaster Management assist with the evacuation of premises, ECD centres and schools.</p> <p>Examples of lesson plans include (1) 'crawling low under smoke'. (2) cool a burn, (3) evacuation to an established assembly point, (4) knowing the number to call in an emergency (5) proper use of fire extinguishers and raising awareness on being fire wise etc.</p>				

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<p>2.2. The utilisation of drone technology is Citywide. Additional requests for drones were (and still are) based on emergency deployments (fires, floods, protest actions) or where there are planned operations related to crimes or crime prevention. Departments must request the deployment of the technology based on their need and will be coordinated accordingly.</p>				
3.	2023/10/16	Sub Council 10	<p>The Councillors expressed their dissatisfaction with the way Urban Waste Management Directorate renders services in the Khayelitsha area. The department of Urban Waste Management Directorate is failing dismally in Khayelitsha area, the department wants to provide cleaning in-house, and take away services from service provider. It is evident that the project introduced, Siyazenzela is not delivering, as this is a dismal failure. If Siyazenzela cannot do the work internally, they should appoint service provider as they were providing a better job. The removal of waste is one of the core functions of the municipality.</p>	<p>Urban Waste Management Directorate</p>
<p>ANSWER</p> <p>It would have been better if the input received had mentioned the specific service delivery problem related to the Extended Public Works Programme (EPWP), Siyazenzela project. However so, this service in Khayelitsha (primarily SC 9 & 10) has not been optimal due to several challenges. Before the Siyazenzela project could even get started in July 2023, there were legal challenges from the previous service providers.</p> <p>The City Manager (CM) directed that contractors be re-appointed and the Siyazenzela project was suspended. An EPWP Special Cleaning Project was re-established as an interim measure from August 2023 again until the appointment of new contractors by an approved Request for quotation (RFQ) process. Recruitment of EPWP recommenced, but faced many challenges e.g. local leadership, extortionists and gangsters preventing the City from recruiting; community rejection due to pay rate disparity matters (EPWPs pay less rate than what contractors pay); and delayed Sub council verification of residence of the EPWPs in the areas (required for recruitment). Many jobseekers fell away before signing contracts, or signed contracts and then did not arrive for work.</p> <p>Some of the successfully recruited EPWPs had to be terminated due matters pertaining to employee absconding from work as well as arriving at work whilst under the influence of liquor. As a result, there was a delay in the progress of the project as it was not possible to recruit sufficient numbers of EPWP for the Informal Settlement (IS) areas in Sub council 9 and 10 in particular. There were (and still are) fast growing IS areas, which were initially not on the Human Settlements list. These members of the newly established IS demanded to be part of the EPWP project recruitment process even though their areas were not initially on the IS list. There was further 'stop-start' recruitment over the past months when it seemed that the contractor appointment was imminent. The EPWP project was plagued with ongoing procurement delays. Services of Labour brokers will be utilised in order to improve waste collection until contractors are operational from 2024.</p>				

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4.	2023/10/16	Sub Council 10	The issue of crime in Khayelitsha is still a big challenge.as a result, the launch of the Siyazenzela project will not be effective if the City of Cape Town does not address the issue of crime in the Khayelitsha area.	Safety and Security
ANSWER				
The Safety and Security Directorate policing resources are deployed in accordance to the prevailing crime threat analysis, which means areas of high level of crime are prioritized.				
5.	2023/10/16	Sub Council 10	The other issue raised is township economies: What is the plan of the City of cape Town to revitalize the township economies? Cllr Anele Gabuza (ANC) stated they have been commenting on the IDP and there has not been any implementation. Cllr Xolisa Peter (ANC) stated that the City of Cape Town only provides reports such as this for noting and has no evidence or impact on the ground.	Economic Growth
ANSWER				
Area Economic Development (AED) is pursuing informal trading plans and the provision of trading infrastructure and business support facilities in several townships. AED also facilitates training for informal traders as well as for potential City suppliers widely, including in townships. All branches contribute to Township Economy. The Service Delivery and Budget implementation plans (SDBIPs) are the implementation tool of the Integrated Development Plan (IDP). The City reports its performance at Council structures like Portfolio Committees, Mayoral Committee (MAYCO) and Council on quarterly basis. City's Integrated Annual Report contains a detailed report of the City's performance of the previous financial year. These Quarterly and Annual Performance Reports are subject to internal and external verification by the Internal Audit Department and the Auditor General of South Africa (AGSA), respectively. Audit and Performance Audit Committee (APAC) and Municipal Public Accounts Committee (MPAC) also monitor these processes, which provide oversight. MPAC is the oversight body, which consist of various stakeholders including councillors.				
6.	2023/10/16	Sub Council 14	Is there a generic way of conducting performance assessments of KPA's of higher and lower level staff in relation to the Municipal regulations that governs Municipalities.	Future Resilience and Planning
ANSWER				

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<p>All Executive Directors (EDs) and employees are monitored against their Key Performance Areas (KPA). These KPA are aligned to the IDP Priorities and implemented through the SDBIPs, this is to ensure that the City achieve its intended objectives as set out in the IDP. The individual performance management of EDs and staff is monitored, reviewed and reported on through the Individual Performance management processes.</p>				
7.	2023/10/16	Sub Council 14	<p>Cllr Francine Higham enquired on how will the directorate be able to achieve the mowing target of 82% (Corporate Scorecard indicator 11.A – Percentage recreation and parks open space mowed according to annual mowing plan). There has been a lack of maintenance and quality in Sub-Council 16 specific. How can the directorate report to reflect accurately what is happening on the ground?</p>	Community Services and Health
<p>ANSWER</p> <p>There were challenges that caused delays in the tender process. Challenges relating to service providers resolved. The Department is utilizing EPWP and is repurposing resources. A reliable evidence system put in place as a measuring tool for the monitoring of services, based on challenges, trends and audit findings.</p> <p>Target for the year to achieve this indicator: Financial year target: 2023/24:82% Financial year target: 2024/25:84%</p>				
8.	2023/10/16	Sub Council 14	<p>Cllr Ian McMahon raised a question on the Cape Town Stadium 5 year scorecard, page 39 of the IDP scorecards. The Events (Number of events hosted - 115) numbers does not agree with the, Number of Spectator attendance at the DHL Stadium (850 000) for 2024/2025 financial year.</p>	Finance Directorate
<p>ANSWER</p> <p>The Events hosted target on the Cape Town Stadium scorecard remains at a target of 115 events from the financial period of 2024/25 going forward whilst the spectator attendance target increases. This is due to the entity's strategy to be more focused on events (ideally larger type of events) yielding a higher commercial return for the entity.</p>				
9.	N/A	Planning & Enviro Law Advocacy	<p>1. Building plans >500m2 approved within 60 days</p> <p>The building plans approval process for even greater than 500 m2 within 60 days is premised on the prior fulfilment and adherence to all necessary legal provisions and statutory requirements (section 7 NBR&BS Act 103 1977). Constantia is a SR1 zoned</p>	Spatial Planning and Environment



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			<p>residential suburb not considered a growth area in terms of city spatial planning and economic corridor/nodal growth. It is considered a unique rural verdant green area characterised by lower-density and cultural heritage landscapes upheld within the Municipal Spatial Development Framework (MSDF) Sub district for Bishopscourt-Constantia-Tokai. Despite the statutory requirements, including the requirement for the City to notify residents of applications that the City is considering (Municipal Systems Act 32 of 2000 & Municipal Planning Bylaw, 2015 section 79), building plan applications are routinely being submitted without the inclusion of the notification of neighbours and the opportunity to provide comment. This is despite the City's discretionary ability to implement good governance practice and invite neighbours to comment on the building plans.</p> <p>In terms of Development Management requirements, Land Use Applications triggering section 42 permissions are considered not to be triggered by the developments despite the Municipal Spatial Development provisions which have bearing on the applications in terms of coverage of hardened surfaces. Consequently, there appears to be in terms of developments impacting the unique character of areas, and disconnect between the necessary approvals required for developments to achieve and maintain the sense of place and unique characters of suburbs. In particular the provisions.</p>	
<p>ANSWER The building plan applications are routinely being submitted without the inclusion of the notification of neighbours and the opportunity to provide comment. Building Plans are submitted in terms of Act 103 of 1977 and no public participation or notification process is prescribed.</p>				
10.	N/A	Planning & Enviro Law Advocacy	<p>2. Comment on City of Cape Town IDP 2023/2024: Organisational Performance Management System of the common law of neighbours, Spatial Planning Development Management system and the submission of building plan applications.</p> <p>Current practices indicate that the minimum erf sizes statutory requirements per dwelling (LA/03) Overlay in terms of section 177 (Municipal Planning Bylaw) to apply</p>	Spatial Planning and Environment



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			<p>specific local development rules that reflect local circumstances, are being foregone. Coupled with land use application, submissions that are being avoided results in neighbours deprived of the opportunity to participate. Residents with impacted properties are deprived of the opportunity to participate in the decision-making about the changes taking place that impact on their property and potentially infringe on their rights to the enjoyment of their properties.</p> <p>The KPI above (Building plans >500m2 approved within 60 days) assumes all of the above provisions have been taken into consideration, and that residents have been part of the decision making, and consequently all that remains is a quick turnaround time for the final building applications in terms of planning approvals – when the converse is true. The building plans have not been subject to the rigours of other applicable law (NBR&BS) section 7(1) (a).</p> <p>The trend is for developers to submit building plans that are regarded by the Planning department, as not triggering section 42 land use applications and therefore only submitting building plan applications – which are densely bulked cluster security developments. The clusters are not in keeping with the character of the area, as they are not set back with gardens and often surpass the MSDF Sub district Plan 2023 maximum stipulated requirement for hardened surfaces. Site preparation includes the complete removal of any greenery and mature trees being rooted out. In essence, residents are not being afforded the requisite notification and opportunity to make representations on building plans that are promoting developments that are transforming the zoning allocation of their properties. They are not lower-density but rather bulked high density.</p> <p>The NBR&BS Act of 1977 provides in section 7 for the local authority to refuse an application that does not comply with other applicable law (Sec 7 (1) a) and in the event that the application is in all probability unsightly or objectionable (sec7 (1) (b) (ii) (bbb)). The local authority is consequently removing the ability for the residents to participate, by forgoing the requirements of section 42 permissions prior to building plans approvals, and to contribute in the decision making especially where these clusters are objectionable or unsightly. The question then is how does the local authority, at the exclusion of residents through no land use application section 42</p>	

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			applications being required, then establish that these developments, which are not in keeping with the character of Constantia – are not objectionable and not unsightly especially where the development is not in keeping with the character of the area.	
<p>ANSWER The assumption is that all of the above provisions and legislation have been taken into consideration. Building plans are circulated to LUMS (Land Use Management System) for specialist comment on compliance with the, Development Management Scheme (DMS).</p>				
	N/A	Planning & Enviro Law Advocacy	<p>3. Comment on City of Cape Town IDP 2023: Organisational Performance Management System</p> <p>The development of Single Residential Zone (SR1) erven into bulked density housing security estates, which are not in keeping with the character of the area and without the inclusion of comments from the erven affected by them, is undesirable. The concern is that inappropriate densification is ultimately destroying the value that Constantia brings to the City of Cape Town.</p> <p>1) Basic services:</p> <p>Erven currently using a flush toilet with septic tank in Constantia are undergoing rapid transformation. In addition, throughout the sub district, erven are undergoing seemingly unrestricted bulked developments, maximising hard surfacing (including roofing and paving) which should be a maximum of 750 m² or 30% on erven greater than 2000 m² or 500 m² or 40% for erven 1000-2000 m², whichever is greater. Gardens and trees are being replaced by hardened surfaces with double storied clusters removing privacy and character from the area. Erven is being targeted for exponential cluster developments, which is not the character of the area and which is not in keeping with the Municipal Spatial Development Framework (MSDF) Sub district Vision of the area (page 102-103). Consequently, erven on the septic tank system and erven serviced with a single dwelling sewerage allocation are</p>	<p>Spatial Planning and Environment</p> <p>Water and Sanitation</p>



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			<p>exponentially being developed without adequate planning for the accumulative requirements for added basic services and infrastructural installations.</p> <p>In terms of City planning, Constantia is not a growth area and not demarcated for capital expenditure in terms of basic services – water, sewerage, waste and electricity. However, in real time and increasing exponentially, these erven are being developed where an erf with one dwelling with a household of perhaps four family members (three bedrooms) is exponentially increased along with the demands for basic services to possibly 12 members amounting to a 300% increase per erf – three separate families on the same erf of a single family residential zoned area (SR1). The exponential increased demand for water and sanitation services, throughout the sub district is unsustainable without adequate planning and infrastructure provision. The Constantia area has not been planned within the IDP for the growth that is being experienced and foreseeably will occur. Constantia is not part of the OPMS as a strategic growth area. The demand on basic services is not captured within the IDP and due to neither the planned nor allocated capital project expenditure to service the area, there is potentially a fundamental problem with the OPMS achieving the KPI's or at minimum a distortion of the results of the management system. This consequently reflects poorly due to the lack of strategic focus and concerning the adherence to the Sub district Municipal Spatial Development Framework (MSDF), and instead generates concerns regarding the planning performance of the City. The unplanned growth is not a natural growth trend but instead driven by gainful developments. If the basic services to cater for the exponential growth within the sub district is not managed and catered for appropriately - It may foreseeably result in greater basic services disruptions, such as increased; number of blockages, water mains failures and unplanned interruptions of water services than that which is already being increasingly experienced in the area.</p>	Energy

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<p>ANSWER</p> <p>Spatial Planning and Environment:</p> <p>The Constantia area falls within the Urban Inner Core as designated in the Metropolitan Spatial Development Framework (MSDF), the guiding spatial policy document for the City. This means that the area is being supported for increased development and that line departments are working, as a first priority, towards providing services to accommodate any current and nominal future growth. The approved MSDF anticipated that all areas would have some form of increase in development, also called densification. The anticipated future growth is to support densification and intensification through the development of 2nd and 3rd dwelling units which are existing rights (being in place for number of years already) in the Single Residential 1 zoned properties. Additional densification will require the inputs from services departments who comment on the availability of services with adequate capacity to accommodate the proposed additional development. Should such a development be approved, it will be subject to the payment of Development Contributions (DCs). The DCs are the pro-rata cost responsibility that the developer has to provide to ensure the additional services are made available. The increase in development rights and anticipated rights are then incorporated in the respective line departments' planning and budgeting for capital project improvements that are updated annually to ensure there are adequate services capacity for developments.</p> <p>Urban growth is unavoidable in (successful) cities with growing economies and increasing standards of living. This requires increasingly careful management to balance competing (land use) demands (to protect the natural environment, support continued economic growth, improve lifestyles etc.). The primary mechanism to guide the spatial development of the city (and inform the IDP) is the Metropolitan Spatial Development Framework (MSDF, 2023). The MSDF anticipates that all urban areas should be subject to some future densification. However this is not to be uniform ('a one size fits all') across the city. Inner city and high accessibility areas (close to mass public transport and urban opportunities such as employment and education) are targeted for substantial future densification, mixed-use intensification, and urban transformation. More peripheral primarily residential areas, including all of Constantia, are not targeted densification areas but are expected to include incremental (small-scale) densification that responds to changing residential needs and different local area informants to consolidate varied residential character within a growing metropolitan area. The Constantia area is thus designated as an 'Incremental Growth & Consolidation area' in the MSDF. Such areas should include small-scale subdivisions and the development of 2nd and 3rd dwelling units (which are already existing rights on the 'Single Residential 1' zoned properties). Slightly greater additional densification and intensification is proposed in and around identified (already existing) urban nodes in these more peripheral areas, but this requires inputs from services departments who comment on the availability of services with adequate capacity to accommodate the proposed additional development. If approved, these developments are subject to the payment of Development Contributions (DCs) which are the pro-rata cost responsibility that the developer has to provide to ensure additional services are made available. Services</p>				

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<p>provision is currently considered adequate in Constantia to meet current and projected densification. However, increased approved development rights and anticipated future rights for all areas are revised annually and incorporated into respective line departments' planning and budgeting for medium and longer term capital project improvements to ensure adequate services capacity for all areas. This applies equally to Constantia.</p> <p>Water and Sanitation:</p> <p>All additional dwellings/redevelopment proposed are subject to an application process requiring all City line departments to comment including utilities such as water and sanitation. Comments are provided from both a planning and operational perspective. A capacity check is done based on the expected water demand and sewer runoff. If constraints are highlighted in the external reticulation/bulk water or sewer system, this needs to be addressed for the development to proceed, this is normally a condition for the development to proceed. Operational constraints are often temporary in nature and normally resolved quickly. All comments received are captured in the Development Application Management System (DAMS) system. Internal to the property, the developer/owner has the responsibility for the sewer and water network. In cases where a property may have multiple low points an additional sewer connection may be offered. Incidents of complaints related to blockage or capacity are normally addressed quickly or investigated. Additional hardened surfaces does generate larger stormwater runoff - mitigation measure or stormwater management plan are normally requested</p> <p>Measures in place to address greater basic services disruptions, such as increased; number of blockages, water mains failures and unplanned interruptions of water services issues include the following:</p> <ul style="list-style-type: none"> ▪ Pipe Replacement (Annual Programme in place) ▪ Sewer Network Cleaning (Programmed) as part of winter readiness ▪ Pressure Management ▪ Community Awareness <p>Energy:</p> <p>Although not specifically listed in the IDP, these scenarios will be dealt with through the normal application process, with the normal costs applied. Infrastructure upgrades will be performed as and when necessary, with the inclusion of any necessary costs.</p>				
11.	N/A	Planning & Enviro Law Advocacy	<p>2) Objective Healthy & Sustainable Environment:</p> <p>It is suggested that public open space, rehabilitated green space and greenbelts providing vital ecological and green infrastructure services be added to the classification and targeted achievements of the OPM System necessary for the</p>	Spatial Planning and Environment

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			<p>objective achievement of a “healthy and sustainable environment”. Although these areas are not formally protected areas, they play a vital role in the City. The green spaces provide foundationally significant and vital biodiversity and ecological functioning as well as for the well-being of citizens. They also provide habitat to key species such as endangered biota unique to the Peninsula and Cape Town without which they would disappear. The lack of inclusion of the recognition that POS and the green belt linkages provide as conduits for biota and as the necessary buffer for the World Heritage Site: Table Mountain National Park. The POS and greenbelts require rehabilitation and maintenance of the ecological and green services and is consequently an important KPI currently missing from the OPMS.</p>	
<p>ANSWER The intent of the comment is supported as some of the aspects are also covered in terms of the BioNet (Bioregional plan) and the GINet (GIP), and what has been inputted and included into the Development Spatial Frameworks and the Environmental Frameworks.</p>				
12.	N/A	<p>Planning & Enviro Law Advocacy Greta.pegram008@gmail.com</p>	<p>3) Objective 16 GG2:</p> <p>The Ward Committee for Ward 62, as required in the IDP, to be called by our councillor to “convene a community meeting”, for the Constantia community in particular, has not taken place for at least the past two years. A Constantia community meeting is overdue and would be greatly appreciated.</p> <p>Further to this the Ward Committee has not provided minutes of their meetings in order for the residents to engage with the matters attended to in the meetings or provide input. A means for residents to access the minutes and provide timeous input should be a KPI for allowing residents to participate in decision making in matters of local governance.</p>	<p>Corporate Services: Citizens Interface</p>
<p>ANSWER The Sub council and in particular Ward 62 had a public meeting on Tuesday, 13 February to discuss Water related matters. The meeting was advertised and it was well attended.</p>				

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<p>Further public meetings to discuss the 2023/2024 draft budget, were held on 18 April 2023. All wards within the Sub-council were invited. This included Ward 62. In terms of the Ward 62 Committee Meetings, ward committees meet 6 times a year at the Alphen Centre, Constantia and this is an open public meeting. Members of the public who wish to receive copies of the minutes of the meetings can contact the Sub council 20 Manager, Mr Richard White on the following contact details: Tel: 021 444 8112; Cell: 082 726 9135; Email: Richard.White@capetown.gov.za</p>				
13.	2023/10/27	Chair Person: Fish Hoek Valley Residents and Ratepayers Association (FHVRRA) FishHoekRRA@gmail.com	<p>OBJECTIVE: 1. INCREASED JOBS AND INVESTMENT IN THE CAPE TOWN ECONOMY</p> <p>From a survey of the architects providing the Fish Hoek Valley Residents and Ratepayers Association with departures for comments, there is no mention or confirmation of the passing of building plans in 1.A or 1.B been completed within 60 days.</p>	Spatial Planning and Environment
<p>ANSWER The 30/60 days are set in ACT103 of 1977 to approve within or to provide reasons for refusal to approve, therefore not a guaranteed period for obtaining approval but period to obtain a decision, either approval or refusal with reasons.</p>				
14.	2023/10/27	Chair Person: Fish Hoek Valley Residents and Ratepayers Association (FHVRRA) FishHoekRRA@gmail.com	<p>OBJECTIVE 3. END LOAD-SHEDDING IN CAPE TOWN OVER TIME</p> <p>Most of the FHVRRA interested in contributing to the electricity capacity are discouraged by the 14-page list of City approved inverters that are too highly specified, making it unaffordable (30kV etc.). This includes the bi-directional meters, although the latter's price might fall in February 2024.</p>	Energy
<p>ANSWER The need for specified inverters to be used is for the protection of the electrical grid, the customer themselves, and other customers on that part of the grid. An unapproved inverter could cause damage, and as such, standards need to be met. The list of approved inverters is constantly being reviewed and extended.</p>				

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15.	2023/10/27	Chair Person: Fish Hoek Valley Residents and Ratepayers Association (FHVRRA) FishHoekRRA@gmail.com	OBJECTIVE 4. WELL-MANAGED AND MODERNISED INFRASTRUCTURE TO SUPPORT ECONOMIC GROWTH With other objectives seeking at least 96% compliance, 4.D and 4.E at 80% seem underwhelming. These should be stretched goals. Three days to resolve missed rubbish collection is too long in 4.F.	Water and Sanitation Urban Waste Management
<p>ANSWER</p> <p>Indicator 4.D: This KPI is new to the Corporate Scorecard and requires more trend analysis before the target can be increased.</p> <p>Indicator 4.E: This KPI is new to the Corporate Scorecard and requires more trend analysis before the target can be increased.</p> <p>Indicator 4.F: This indicator was reviewed and the review included wording, processes and systems, as well, as how it should be measured. It was decided and approved that the indicator definition should move away from 3 calendar days to 3 working days as the refuse collection is done within working days and not on a 24-hour basis, which a calendar day implies.</p>				
16.	2023/10/27	Chair Person: Fish Hoek Valley Residents and Ratepayers Association (FHVRRA) FishHoekRRA@gmail.com	OBJECTIVE 5. EFFECTIVE LAW ENFORCEMENT TO MAKE COMMUNITIES SAFER Why did the number of CCTV detections drop by 10% in 5.C (Closed-circuit television (CCTV) detected incidents relayed to responders) and the actual result achieved in 2022/2023 exceeded the target by 120%?	Safety and Security
<p>ANSWER</p> <p>The baseline target for 2022/2023 was 9 000 and was later adjusted at the mid-term review in 2022/2023 to 10 000. The actual achieved as at end 2022/2023 was 22 498 this was due to the CCTV Control Centres diligently monitoring the public areas and responding to all incidents and dispatching in order to prevent the crime from escalating.</p> <p>The target reduced by 10% (from 10 000 to 9 000) as a result resource constraints. Furthermore this is due to the exorbitant costs involved in the increasing response to incidents linked to CCTV.</p>				
17.	2023/10/27	Chair Person: Fish Hoek Valley Residents and Ratepayers Association	OBJECTIVE 6. STRENGTHEN PARTNERSHIPS FOR SAFER COMMUNITIES Neighbourhood watch support satisfaction should be higher than 77% in 6.B (Percentage client satisfaction survey for neighbourhood watch support programme). These are the eyes and ears for the community safety. They deserve better support.	Safety and Security

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		(FHVRRRA) FishHoekRRA@gmail.com		
ANSWER				
This KPI is new to the Corporate Scorecard and requires more trend analysis before the target can be increased				
Besides, the indicator is a cumbersome indicator with various deliverables that should be considered when contemplating to increasing the target.				
The Directorate provides support to Neighbourhood watch structures in terms of resources. These are voluntary structures wherein Neighbourhood watch members organise themselves in the safeguarding the safety of their communities. They are playing an increasingly important role in the prevention of crime across the metropole and they are key partners of the City's policing department. The City's neighbourhood watch support project works to strengthen the crime prevention capacity of neighbourhood watch organisations that have been accredited in terms of the Western Cape Community Safety Act, 2013. Support includes crime prevention training, the provision of patrol and crime prevention equipment, as well as ongoing guidance and assistance. In delivering these functions, the Safety and Security Directorate works closely with Province's Department of Community Safety.				
18.	2023/10/27	Chair Person: Fish Hoek Valley Residents and Ratepayers Association (FHVRRRA) FishHoekRRA@gmail.com	OBJECTIVE 7. INCREASED SUPPLY OF AFFORDABLE, WELL-LOCATED HOMES We are concerned that the land parcels in 7.A (Number of well-located land parcels released to the private sector for affordable housing) and 7.D (Hectares of Land acquired for human settlements in priority housing development areas) might conflict with the community's socio-economic status. Home owners aspire to live in certain areas. We trust that a "listening" public participation process will proceed the identification of these parcels.	Human Settlements
ANSWER:				
The Human Settlement team consults with the Sub-Councils and engages the community as part of a broader public consultations process related to these programmes.				
19.	2023/10/27	Chair Person: Fish Hoek Valley Residents and Ratepayers Association	OBJECTIVE 8. SAFER, BETTER-QUALITY HOMES IN INFORMAL SETTLEMENTS AND BACKYARDS OVER TIME Building plans should be formalised in informal and backyarder areas.	Spatial Planning and Environment

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<p>ANSWER: INFORMAL SETTLEMENTS AND BACKYARDS comply with Act 103 of 77, which specifically exclude conditions of establishment of certain townships and therefore cannot be applied. The process to compile a specific "City of Cape Town Building Bylaw" has been started that will address some of the disparity issues. Retrospective application and enforcement of any by-law may be problematic.</p>				
20.	2023/10/27	Chair Person: Fish Hoek Valley Residents and Ratepayers Association (FHVRRRA) FishHoekRRA@gmail.com	OBJECTIVE 10. CLEAN AND HEALTHY WATERWAYS AND BEACHES We'd like to see targets for lowering the E.coli reaching our beaches and wetlands from the stormwater systems.	Water and Sanitation
<p>ANSWER: The current C88 indicator is a Citywide target to monitor the overall trend. The City could look at specific indicators for catchments that discharge to beaches and wetlands, but this would be more onerous in terms of data processing and reporting, and implementation would be resource dependent. It should be noted that achieving incrementally lowered targets in the short to medium-term will be unrealistic for certain catchments until the following is adequately addressed: (i) Rapid and ongoing urbanization, particularly land invasions, informal settlements growth and backyarders, through prevention, housing provision and service provision; (ii) Sewer spills, through ongoing incident responses and preventative measures (e.g. current/future capital upgrades, etc.); (iii) WWTW effluent quality and failures, through ongoing incident responses and preventative measures (e.g. current/future capital upgrades, etc.) and (iv) Numerous other pollution sources.</p>				
21.	2023/10/27	Chair Person: Fish Hoek Valley Residents and Ratepayers Association (FHVRRRA) FishHoekRRA@gmail.com	OBJECTIVE 11. QUALITY AND SAFE PARKS AND RECREATION FACILITIES SUPPORTED BY COMMUNITY PARTNERSHIPS 11.A needs to consider our community's wish for wild flowers not being mowed.	Community Services Heath

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<p>ANSWER: The Directorate considers not mowing wild flowers and spring flowers during the flowering and seeding period. The City have identified spaces where mowing is temporarily suspended. Temporary "NO MOWING" signage is placed in the relevant areas during the flowering and seeding period. These signs are an essential part of the communication with the members of the public. These are installed at the beginning of August until the end of November annually on sites where geophytes are prevalent and end of August until beginning of October in areas where annuals are dominant.</p>				
22.	2023/10/27	Chair Person: Fish Hoek Valley Residents and Ratepayers Association (FHVRRA) FishHoekRRA@gmail.com	<p>OBJECTIVE 12. A SUSTAINABLE TRANSPORT SYSTEM THAT IS INTEGRATED, EFFICIENT AND PROVIDES SAFE AND AFFORDABLE TRAVEL OPTIONS FOR ALL</p> <p>We would like to see measurements on the progress of converting Metrorail to CityRail.</p>	Urban Mobility
<p>ANSWER: The City is currently busy with a study on Metrorail. The purpose of this study is to explore the feasibility, potential risks and broader implications of incorporating urban passenger rail services into City of Cape Town's existing public transportation system. This integration aims to establish a comprehensive, authority-controlled network at the municipal level, offering a seamless and high-quality public transportation experience. There are four key deliverables of the entire study; The first deliverable, the Inception Report was completed in October 2022, and the second deliverable, the Consolidated Rail Baseline Report, completed in October 2023. Currently commencing with the third deliverable of the project, the Alternative Institutional Report, which is envisaged to be completed by October 2024. Following the Council Resolution regarding the recommended Option, a Business Plan will be developed, and completed by 30 June 2025.</p> <p>National Department of Transport (NDOT) has indicated that the Draft National Rail Devolution Strategy will be completed by March 2024.</p>				
23.	2023/10/27	Chair Person: Fish Hoek Valley Residents and Ratepayers Association (FHVRRA) FishHoekRRA@gmail.com	<p>OBJECTIVE 13. SAFE AND QUALITY ROADS FOR PEDESTRIANS, CYCLISTS AND VEHICLES</p> <p>For safer travel, we need duelling in sections of Ou Kaapse Weg. Shouldn't the number of potholes be decreasing in 13.B?</p>	Urban Mobility
<p>ANSWER: There are currently no plans to dual Ou Kaapse Weg.</p>				

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<p>13. B (Potholes reported per 10 kms of municipal road network - number) is measured cumulatively; this will result in the actual performance measured increasing towards the end of the year. The aim is to decrease number of potholes but due to factors outside of control.</p> <p>The indicator is customer driven and is dependent on customers reporting potholes.</p>				
24.	2023/10/27	Chair Person: Fish Hoek Valley Residents and Ratepayers Association (FHVRRA) FishHoekRRA@gmail.com	OBJECTIVE 16. A CAPABLE AND COLLABORATIVE CITY GOVERNMENT 16.A's Community satisfaction survey result of 60% (3/ 5) is way too low. The debt level in 16.G should not rise above 40% to be serviceable in the future where the next financial crises are unpredictable.	Future Planning and Resilience Finance
<p>ANSWER: Indicator 16.A: The Community Satisfaction Survey is a perception survey that can be influenced by a number of circumstances that are impacting on the respondent and at times not related to basic services provided by the City. The 3.0 target is informed by the trend over the past five years and to set a target above 3.0 would deviate from the baseline set over the past two years. Indicator 16.G: The ratio was the result of inputs into the original 2023/2024 MTREF budget that required borrowing beyond the 40% benchmark. However, the outer years are currently being revised downwards due to a new financing strategy that is being considered by management, which will result in a debt ratio lower than these figures</p>				
25.	2023/10/27	Chair Person: Fish Hoek Valley Residents and Ratepayers Association (FHVRRA) FishHoekRRA@gmail.com	OBJECTIVE 2. IMPROVED ACCESS TO QUALITY AND RELIABLE BASIC SERVICES Due to the October 2023 water pipe bursts resulting in some residents having no water (Glencairn Heights: 7 days; Elsie Peak roads: 52 hours), we would like to see WS3.2 dropped significantly from 30. To lower ENV2.1 meaningfully, you'll need to fine major grocers for all plastic wrappings of their products. The measurement or wording for ENV3.2 seems reversed. Wouldn't the City want to see less reporting of non-collections?	Water and Sanitation
<p>ANSWER: A reduction in target will require operation of the network at 1.5 bar at critical point. That will result in an increase in customer complaints and a reduction in revenue</p>				

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26.	2023/10/27	Chair Person: Fish Hoek Valley Residents and Ratepayers Association (FHVRRA) FishHoekRRA@gmail.com	<p>OBJECTIVE 3.</p> <p>To improve Cape Town's economic activity, EE3.5, EE3.6 and EE4.4 should be lowered.</p> <p>For assistance from the community, the City needs to find and recommend a cheaper inverter that complies with NRS 097-2-1: 2017 or a lower specification suitable to the City.</p> <p>Also, the cost for installing a City compliant reverse billing meter. The current cost of an AMI meter is R9,137.83 and needs to fall dramatically in February 2024 when the appropriate tender is awarded</p>	Energy
<p>ANSWER:</p> <p>EE3.5 (Average System Interruption Duration Index) and EE3.6 (Average System Interruption Frequency Index) are set in accordance with national standards, and are both comfortably met, despite the challenges that exist (vandalism, system failures as a result of being operated outside of design parameters as a result of load shedding).</p> <p>Reducing EE4.4 (Percentage total electricity losses) is not a simple matter. Aside from the technical losses inherent in any electrical grid, reducing non-technical losses because of theft is very difficult in the current environment. The Department's Revenue Protection section do great work in recovering some of the revenues lost, but there's only so much that can be done safely.</p> <p>The City is not responsible for "finding" inverters. Inverters are not the products sold by the City. The City approve inverters in line with international standards, which is necessary for the protection of the grid, the customer, and the community in which the customer resides.</p> <p>The City can only provide metering in accordance with what is available through the tender process. The price of the meter is therefore dependent on this.</p>				
27.	2023/10/27	Chair Person: Fish Hoek Valley Residents and Ratepayers Association (FHVRRA) FishHoekRRA@gmail.com	<p>OBJECTIVE 4.</p> <p>WS4.2 (Percentage of wastewater samples compliant to water-use license conditions) should be 95%. The City has been issued a water-use licence. The Minister: Department of Environmental Affairs has not been happy with the City's non-compliant marine outfalls. Something must be done as this effluent is finding its way into our coastal fish and beach water. WS5.4 needs to be 85% with the introduction of tertiary wastewater treatment to remove pharmaceuticals and toxic chemicals.</p>	Water and Sanitation

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ANSWER:				
<p>WS.4.2 % (Percentage of wastewater samples compliant to water use license conditions) - The comment is noted even though the target is based on current trends.</p>				
<p>WS.5.4 % (Percentage of water re-used) - The 5% target for WS5.4 in the IDP is aligned with the current potential demand treated effluent reuse for non-potable purposes. The identification of new end-users is an ongoing process linked to feasibility plans. Treated effluent infrastructure updates are impacted by sustainability of good quality and volume of treated effluent supply from Wastewater Treatment (WWT) plants.</p>				
28.	2023/10/27	Chair Person: Fish Hoek Valley Residents and Ratepayers Association (FHVRRA) FishHoekRRA@gmail.com	<p>OBJECTIVE 10. ENV5.2 (Recreational water quality- inland) needs to be 90% for the flora and fauna in the Silvermine wetlands, which often receives over-flow effluent from a sewage pumping station without a generator after a load-shedding event.</p>	Water and Sanitation
ANSWER:				
<p>Specific targets catchments (incl. Silvermine) could be considered. The appropriate target (90% is suggested) will depend on the historic trend, pollution sources and current/planned interventions. A target of 90% may not be realistic, depending on the former.</p>				
29.	2023/10/27	Chair Person: Fish Hoek Valley Residents and Ratepayers Association (FHVRRA) FishHoekRRA@gmail.com	<p>OBJECTIVE 11. HS3.5 should be 25%. Just allowing civic organisations to meet in the minor halls during normal working hours would go a long way towards improving utilisation.</p>	Community Services and Health
ANSWER:				
<p>The Hall Utilisation indicator target for the 2024/2025 financial year was increased to 27% based on the improved usage trends by communities and proposed internal recreation programmes increase in facilities.</p>				
<p>Continuous engagement with staff and regular Management Plan Do Review (PDR) sessions are used to highlight the importance of Hall usage and recording the information. An additional management control was introduced by the Executive Director, to monitor key performance indicators within the Directorate on a monthly basis, this preventative control assists the Department to monitor the Hall Utilisation indicator closely and provide guidance on current and future Hall usage initiatives.</p>				

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30.	N/A	Chair Person: Fish Hoek Valley Residents and Ratepayers Association (FHVRRA) FishHoekRRA@gmail.com	OBJECTIVE 13. TR6.2 should be 20 if the City was more pro-active after winter and heavy rains. We don't need to emulate other provinces' high number of potholes.	Urban Mobility
ANSWER: The targets are calculated on trends and are realistic. The indicator is also very dependent on residents to reporting potholes.				
31.	N/A	Chair Person: Fish Hoek Valley Residents and Ratepayers Association (FHVRRA) FishHoekRRA@gmail.com	OBJECTIVE 16. Does the City really measure their Cllrs in GG4.1? We don't mind this one being 91.6%. Shouldn't we want a lower percentage for FM4.1? FM4.3 should be less than 5% as the City should educate its staff or hire, not rely upon contractors. For FM5.2 and FM5.3, the budget for maintenance should be greater than for asset replacement. Percentage changes are meaningless. FM7.2 is a function of CPI and has no merit in being measured	Corporate Services Finance
ANSWER: Indicator GG4.1 (percentage of Councillors attending meetings) This is a Circular 88 outcomes indicator prescribed to the City by National Treasury. The City is reporting on this indicator on Annual basis, i.e. during the fourth quarter of each financial year. Indicators FM4.3 (Percentage of total operating expenditure on contracted services); FM5.2 (Percentage change of renewal/upgrading of existing assets); FM5.3 (Percentage change of repairs and maintenance of existing infrastructure) and FM7.2 (Percentage of Revenue Growth excluding capital grants) are National Treasury Circular 88 indicators which are standardised by National Treasury for reporting comparison purposes between Metros and other municipalities. These formulae may not be changed from the prescribed indicators and calculations. Indicators FM4.3: Contracted services refers to costs incurred by the municipality in relation to services performed on behalf of the municipality by another agency or personnel. This includes outsourced Services, Contractors and Professional and Special Services. Contracted services expenditure component includes provisions for repairs and maintenance, and allocations for service delivery enhancements. Expenditure on Contracted services is not necessarily				

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related to the same type of service all the time and using external service providers are more financially beneficial than appointing own resources. The City strives at all times to empower internal staff and upskill staff continuously				
32.	N/A	Fish Hoek Valley Residents and Ratepayers Association (FHVRRA) FishHoekRRA@gmail.com	<p>OBJECTIVE: 1. We deal with architects when they have departures from the Municipal Planning By-Law. No one told us that HS2.22 (Average number of days taken to process building plan applications of less than 500 square meters) takes 12 days. They tell us that it has taken six months for their plans to reach us due to City processes. Why does it take 150 days to finalise a business licence application as stated in LED3.11 (Average time taken to finalise business license applications)?</p> <p>Finance We do want more businesses in Cape Town to improve our gainfully employed figures. The 80 / 20 procurement process is for small tenders and provided by SMMEs with high BBBEE credentials, yet LED3.31 (Average number of days from the point of advertising to the letter of award per 80/20 procurement process) says that it takes 220 days. This is shockingly high.</p>	Finance
<p>ANSWER: Below clarity on recent changes in the procurement landscape, particularly in relation to the 80/20 preference point system and associated regulations.</p> <p>As of the Preferential Procurement Regulation of 2022, alterations have been made to the criteria for preference allocation, shifting the focus from Broad-Based Black Economic Empowerment (BBBEE) to Specified Goals. These goals, as outlined in the latest Regulations, encompass activities such as contracting with historically disadvantaged individuals or groups based on race, gender, and disability. This includes the implementation of programs aligned with the Reconstruction and Development Programme, as published in Government Gazette No. 16085 dated 23 November 1994.</p> <p>It is essential to note that BBBEE considerations are no longer accommodated within the current Regulations. Contrary to misconceptions, procurement within this context is not exclusively reserved for Small, Medium, and Micro Enterprises (SMMEs) with high BBBEE credentials.</p> <p>The metric LED3.31 (Average number of days from the point of advertising to the letter of award per 80/20 procurement process) plays a pivotal role in evaluating the efficiency of the 80/20 procurement process. This metric specifically refers to the average number of days from the point of advertising to the letter of award. This key performance indicator encompasses the entire procurement timeline, starting from the date of advertisement and concluding with the issuance</p>				

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<p>of the letter of award.</p> <p>This timeline includes the mandatory 30-day advertising period and the statutory 21-day period for appeals, in accordance with Section 62 of the Municipal Systems Act. Notably, the date of the award at the Bid Adjudication Committee (BAC) occurs at least 21 days before the formal issuance of the letter of award.</p> <p>I also wish to highlight the City of Cape Town's recent achievement of obtaining a clean audit status in the previous audit cycle. This accomplishment underscores our commitment to adhering to legislative and statutory frameworks governing local government operations. We pride ourselves on delivering services efficiently, effectively, and economically, thereby meeting the reasonable expectations of the public in the utilization of public funds.</p>				
33.	N/A	Fish Hoek Valley Residents and Ratepayers Association (FHVRRA) FishHoekRRA@gmail.com	<p>OBJECTIVE 2</p> <p>WS1.11 (Number of new sewer connections meeting minimum standards) and WS2.11 (Number of new water connections meeting minimum standards) are about capacity. What happens when the City quits growing so rapidly? Shouldn't the measurement rather be on days taken to provide these services? For WS3.11 (Percentage of callouts responded to within 48 hours - sanitation/wastewater) and WS3.21 (Percentage of callouts responded to within 48 hours - water), 48 hours is a long time for a resident to be without water or sanitation / wastewater services. Call-outs should be closed within 24 hours.</p> <p>OBJECTIVE 3</p> <p>You would have more than 10MWA from SSEGs (small-scale embedded generation) if the inverters weren't over-specified, in EE4.12 (Installed capacity of approved embedded generators on the municipal distribution network), clarified in 3.A (Capacity of additional approved alternative energy sources (small-scale embedded generation grid tied installations - MegaVolt Ampere),</p>	<p>Water and Sanitation</p> <p>Energy</p>
<p>ANSWER:</p> <p>Water and Sanitation Directorate</p> <p>The City does not anticipate a reduction in the growth rate over the Integrated Development Plan (IDP) period (2022 to 2027).</p> <p>Concerning KPIs WS1.11 (Number of new sewer connections meeting minimum standards) and WS2.11 (Number of new water connections meeting minimum standards), the City also monitors days taken to connect new service applications as well as response times in restoring services where there has been a disruption.</p>				

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<p>In addition to the 48 hour standard in WS 3.11 (Percentage of callouts responded to within 48 hours - sanitation/wastewater) and WS3.21 (Percentage of callouts responded to within 48 hours), the Water and Sanitation Directorate has also included a functional KPI on its Service Delivery and Budget Implementation Plan, measuring service disruption responses within 24 hours.</p> <p>Energy Directorate Please note that the indicators mentioned do not take into account the list of approved inverters, nor the actual performance of the City, but are in reality a reflection of customer demand. Currently the indicators well exceed their targets.</p>				
34.	N/A	Chair: Fish Hoek Valley Residents and Ratepayers Association (FHVRRA) FishHoekRRA@gmail.com	A request to increase businesses in Cape Town to improve employment figures. The 80 / 20 procurement process is for small tenders and provided by SMMEs with high BBBEE credentials, yet LED3.31 (Average number of days from the point of advertising to the letter of award per 80/20 procurement process) says that it takes 220 days. This is shockingly high.	Finance
<p>ANSWER: This indicator is a Circular 88 Outcomes indicator as determined by National Treasury and which the City is required to report on.</p>				
35.	N/A	Fish Hoek Valley Residents and Ratepayers Association (FHVRRA)	OBJECTIVE 13. TR6.12 (Percentage of surfaced municipal road lanes which has been resurfaced and resealed), TR6.13 (KMs of new municipal road network) and TR6.21 (Percentage of reported pothole complaints resolved within standard municipal response time) target need to be increased. The maintenance budget needs to be greater than the asset replacement budget.	Urban Mobility Directorate
<p>ANSWER In terms of TR6.12 (Percentage of surfaced municipal road lanes which has been resurfaced and resealed) and TR6.21 (Percentage of reported pothole complaints resolved within standard municipal response time), the targets cannot increase if budget does not increase. World bank standard for road maintenance is 2% of asset value per annum. The responsible department is working on a costing plan to eradicate the maintenance backlog.</p> <p>In terms of TR6.13 (KMs of new municipal road network), the target is determined by projects prioritised and planned by the Transport Planning & Network Management department in terms of various strategic objectives, policies and planning frameworks. Target increases are not anticipated over the Medium Term Revenue Expenditure Framework (MTREF) period.</p>				



CITY OF CAPE TOWN
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