

DATE: 17 FEBRUARY 2023

REPORT TO: FINANCE DIRECTORATE
SECTION 79 "PORTFOLIO" COMMITTEE

1. ITEM NUMBER **FNPC 09/03/23**

M2690

2. SUBJECT

**DRAFT FINANCE DIRECTORATE SERVICE DELIVERY AND BUDGET IMPLEMENTATION
PLAN (SDBIP) FOR 2023/2024**

ISIHLOKO

**UKUZALISEKISWA KWESICWANGCISO SOHLAHLO-LWABIWO-MALI LWANGO-
2022/2023 NOKUHANJISWA KWEENKONZO KWICANDELO LOLAWULO**

ONDERWERP

**DIREKTORAAT SE DIENSLEWERING-EN-BEGROTINGSIMPLEMENTERINGSPLAN (SDBIP)
VIR 2022/2023**

3. DELEGATED AUTHORITY

In terms of delegation (2022-03-21), PART 7-Delegation 1 (4):

This report is for

- ✓ Portfolio Committee
- ✓ The Executive Mayor together with the Mayoral Committee (MAYCO)

In terms of the System of Delegations (2022-03-21), PART 7-Delegation 1 (4): To review and recommend business plans and SDBIPs to the Executive Mayor together with the Mayoral Committee.

4. DISCUSSION

The purpose of this report is to submit the Directorate SDBIP for 2023/2024 to the Portfolio Committee for their review and recommendation to the Executive Mayor together with the Mayoral Committee.

Section 14(2) of the MBRR. The municipal manager must submit the Draft Municipal Service Delivery and budget implementation plan to the mayor together with the annual budget to be considered by the mayor for tabling in terms of section 16(2).

Municipal Budget and Reporting Regulations (Schedule A)

Sec 22 – disclosure of annual budgets and service delivery and budget implementation plans (SDBIPs) for internal departments must provide an executive summary of the SDBIP for each internal department of the municipality.

Sec 23 – where internal departments cover more than one vote, details must be provided for each vote

Sec 24 – details of executive summary

Legal Compliance Yes No

Staff Implications Yes No

POPIA Compliance Yes It is confirmed that the report has been checked and considered for POPIA compliance.



5. RECOMMENDATION

Delegated: for decision by the Portfolio Committee:

It is recommended that the Portfolio Committee review and recommend the contents of the Directorate Service Delivery and Budget Implementation Plan (SDBIP) for 2023/2024 to the Executive Mayor together with the Mayoral Committee.

ISINDULULO

Zigunyazisiwe: Isigqibo seseKomiti ejongene neMicimbi yeSebe:

Kundululwe ukuba iKomiti yeSebe mayiphengulule kwaye yenze isindululo malunga neziqulatho ze-SDBIP zeCandelo loLawulo zonyaka ka-2023/2024 kuSodolophu weSigqeba ekunye neKomiti yeSigqeba sikaSolophu.

AANBEVELINGS

Gedelegeer: vir besluitneming deur die portefeuljekomitee:

Daar word aanbeveel dat die portefeuljekomitee die inhoud van die direktoraat se SDBIP vir 2023/2024 hersien en by die uitvoerende burgemeester tesame met die burgemeesterskomitee aanbeveel.



ANNEXURES

Annexure A: DRAFT Finance Directorate SDBIP (Directorate Executive Summary & Scorecard for 2023/2024

FOR FURTHER DETAILS CONTACT

NAME	Melany Collop	CONTACT NUMBER	021 4004816
E-MAIL ADDRESS	Melany.collop@capetown.gov.za		
DIRECTORATE	Finance		
SIGNATURE :	 Digitally signed by Melany Collop Date: 2023.02.21 11:50:34 +02'00'		

Executive Director

NAME Kevin Jacoby COMMENT:

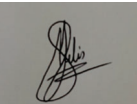
DATE  Digitally signed by Kevin Jacoby Date: 2023.02.22 08:29:37 +02'00'

SIGNATURE _____

Legal Compliance

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

NAME _____ COMMENT:

DATE  Digitally signed by Jason Sam Liebenberg Date: 2023.02.22 15:36:46 +02'00'

SIGNATURE _____

Certified as legally compliant based on the content of the report.

Note: In terms of section 53(1) (c) (ii) of the MFMA, the SDBIP is for approval by the Executive Mayor together with the Members of the Mayoral Committee within 28 days after the approval of the budget.

"DRAFT" 2023/2024 FINANCE DIRECTORATE SCORECARD

ANNEXURE A.1

"DRAFT" 2023/2024 FINANCE DIRECTORATE SCORECARD														ANNEXURE A.1	
Alignment to IDP				Lead/Contributor Directorate	Indicator	Baseline 2021/22	Annual Target 30 June 2023	Annual Target 30 June 2024	Targets				Opex	Capex	Responsible Person (Designation)
Priority / Foundation	Objective	Link to Programme	Indicator Reference						30-Sep-23	31-Dec-23	31-Mar-24	30-Jun-24			
Corporate Score Card (CSC) Indicators															
ECONOMIC GROWTH	1 Increased jobs and investment in the Cape Town economy	1.1 Ease-of-doing business Programme	1.C	Finance (L)	Property revenue clearance certificates issued within 10 working days (%)	99.06%	93%	93%	93%	93%	93%	93%			Director: Revenue
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme	16.B	Finance (L)	Opinion of independent rating agency	A\$3.za/P-1.za long and short-term National and Global scale rating	High investment rating	High investment rating	High investment rating	High investment rating	High investment rating	High investment rating			Director: Treasury
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme	16.C	Finance (L)	Opinion of the Auditor-General	Clean Audit	Unqualified audit opinion	Unqualified audit opinion	Submission of Annual Financial Statements and Consolidated Financial Statements	Unqualified audit opinion	Resolved 60% of audit management issues	Unqualified audit opinion			Director: Treasury
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme	16.D	Finance (L)	Spend of capital budget (%)	89.03%	90%	90%	Target not yet available	Target not yet available	Target not yet available	90%			Director: Budgets
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme	16.E	Finance (L)	Cash/cost coverage ratio (NKPI)	1.84:1	1.70:1	1.70:1	1.65:1	1.8:1	1.8:1	1.70:1			Director: Treasury
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme	16.F	Finance (L)	Net Debtors to annual income (NKPI)	16.61%	20.67%	20.98%	18.25%	18.52%	18.79%	20.98%			Director: Treasury
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme	16.G	Finance (L)	Debt (total borrowings) to total operating revenue (NKPI)	19.78%	30.52%	41.56%	23.50%	23.50%	23.50%	41.56%			Director: Treasury
Functional Indicators															
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme	Functional	Finance (L)	Projects screened in SAP PPM (%)	100%	95%	95%	95%	95%	95%	95%			Chief Financial Officer and Directors
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	17 A capable and collaborative City government	16.1 Operational Sustainability programme	Functional	Finance (L)	PM comments completed in SAP PPM (%)	100%	95%	95%	95%	95%	95%	95%			Chief Financial Officer and Directors
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme	Functional	Finance (L)	A Treasury-approved credible and measurable financial management improvement strategy to achieve and/or sustain an unqualified audit opinion (Milestones)	100% audit management issues resolved	Resolved 100% of audit management issues within targeted dates, including emerging risks	Resolved 100% of audit management issues within targeted dates, including emerging risks	Submission of Annual Financial Statements and Consolidated Financial Statements	Prepare a comprehensive Audit Action Plan based on the 2018/19 year audit outcomes	Resolved 60% of audit management issues within targeted dates including emerging risks	Resolved 100% of audit management issues within targeted dates, including emerging risks			Director: Treasury
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme	Functional	Finance (L)	Progress of budget cycle plan to ensure the submission of the Annual Budget to Council for adoption (Milestones)	100% 2022/2023 Budget submitted to Council (SPC 31/05/22 - item 5) on 31 May 2022	Submission of 2023/2024 Budget to Council for adoption by 31/05/2023	Submission of 2024/2025 Budget to Council for adoption by 31/05/2024	Initial budget engagement to various forum (e.g. BSC)	Modelled determination of major budget assumptions eg. Tariff increases, growth parameters	Tabled budget at Council by 31/03/2023	Submission of 2024/2025 Budget to Council for adoption by 31/05/2024			Director: Budgets
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme	Functional	Finance (L)	Operating Budget spent (City) (%)	99.5%	93.5%	93.5%	20.80%	44.40%	66.70%	95%			Director: Budgets

"DRAFT" 2023/2024 FINANCE DIRECTORATE SCORECARD

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Alignment to IDP				Lead/Contributor Directorate	Indicator	Baseline 2021/22	Annual Target 30 June 2023	Annual Target 30 June 2024	Targets				Opex	Capex	Responsible Person (Designation)
Priority / Foundation	Objective	Link to Programme	Indicator Reference						30-Sep-23	31-Dec-23	31-Mar-24	30-Jun-24			
18	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme	Functional	Finance (L)	Reports submitted indicating regular monitoring, assessment and reporting of relevant in-year financial results (Number)	3 for 4th quarter (April - June 2022) making an Annual Total of 12 reports	3 for 4th quarter, making an Annual Total of 12 reports	3 for 4th quarter, making an Annual Total of 12 reports	3 reports	3 reports	3 reports	3 for 4th quarter, making an Annual Total of 12 reports		Director: Budgets
19	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme	Functional	Finance (L)	Funding alignment of City Conditional grant funding to Division of Revenue Act and Provincial Gazette prescripts and framework allocations (%)	100%	100%	100%	20%	45%	70%	100%		Director: Grant Funding
20	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme	Functional	Finance (L)	Revenue collected of billed amount (%)	97.28%	85%	90%	90%	90%	90%	90%		Director: Revenue
21	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme	Functional	Finance (L)	Improved Stock Availability rate	2.72	92%	92%	92%	92%	92%	92%		Director: SCM
22	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme	Functional	Finance (L)	Legal Compliance wrt the implementation of an annual Supplementary Valuation Roll	100%	Supplementary Valuation Roll SV05 to GV2018 certified by the Municipal Valuer on 30 June 2022	Supplementary Valuation Roll SV01 to GV2022 certified by the Municipal Valuer by 30 June 2023	N/A	N/A	N/A	Supplementary Valuation Roll SV01 to GV2022 certified by the Municipal Valuer by 30 June 2024		Director: Valuations
23	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme	Functional	Finance (L)	Review of developments in areas not established through formal building development processes to recognise rateable properties (%)	100%	731 out of 731 of rateable properties in the LFTEA area of Imazama Yetu, Hout Bay be included in valuation processes	75% of Rateable properties in one further LFTEA area be included in valuation process	75% of Rateable properties in one further LFTEA area be included in valuation process	10% of Rateable properties in one further LFTEA area be included in valuation process	25% of Rateable properties in one further LFTEA area be included in valuation process	50% of Rateable properties in one further LFTEA area be included in valuation process	75% of Rateable properties in one further LFTEA area be included in valuation process	Director: Valuations
24	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme	Functional	Finance (L)	Expansions and Amendments of repeatable contracts (%)	New	0%	2%	N/A	2%	N/A	2%		Contract Management Unit
25	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme	Functional	Finance (L)	Reduction in the number of SCM deviations (%)	New	-87%	20%	AT	AT	AT	20%		SCM: Head of Supplier Management and Administration & Finance Directors
26	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme	Functional	Finance (L)	Reduction in the number and value of irregular expenditure identified for the Directorate (year-on-year) (%)	New	-67%	50%	AT	AT	AT	50%		Department: City Manager Office
27	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme	Functional	Finance (L)	Internal independent assurance provider's recommendations implemented (%)	New	85%	85%	85%	85%	85%	85%		Department: Combined Assurance and Governance
28	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme	Functional	Finance (L)	Capex and Opex items (finance) matched to demand plan items (relating to the Finance Directorate) (%)	100%	90%	90%	90%	90%	90%	90%		Director: SCM

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Alignment to IDP														Lead/Contributor Directorate	Indicator	Baseline 2021/22	Annual Target 30 June 2023	Annual Target 30 June 2024	Targets				Opex	Capex	Responsible Person (Designation)
Priority / Foundation	Objective	Link to Programme	Indicator Reference	30-Sep-23	31-Dec-23	31-Mar-24	30-Jun-24																		
Circular 88 (National Treasury) Indicators																									
ECONOMIC GROWTH	1 Increased jobs and investment in the Cape Town economy	LED1. Growing inclusive local economies	LED1.11	Finance (L)	Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area	91.7%	80%	80%	Not able to provide the targets as the draft budget will only be finalised by end March, which is subject to change. This is due to amendments that might take place post the public participation process when the final budget get tabled at end May				80%			Director: Budgets									
ECONOMIC GROWTH	1 Increased jobs and investment in the Cape Town economy	LED2 Improved levels of economic activity in municipal economic spaces	LED2.1	Finance (L)	Rates revenue as a percentage of the total revenue of the municipality	27%	28%	27%	N/A	N/A	N/A	27%			Director: Treasury										
ECONOMIC GROWTH	1 Increased jobs and investment in the Cape Town economy	LED2 Improved levels of economic activity in municipal economic spaces	LED2.11	Finance (L)	Percentage of budgeted rates revenue collected	95.5%	92%	92%	92%	92%	92%	92%			Director: Revenue										
ECONOMIC GROWTH	1 Increased jobs and investment in the Cape Town economy	LED2 Improved levels of economic activity in municipal economic spaces	LED2.12	Finance (L)	Percentage of the municipality's operating budget spent on indigent relief for free basic services	4.6%	4%	4%	Not able to provide the targets as the draft budget will only be finalised by end March, which is subject to change. This is due to amendments that might take place post the public participation process when the final budget get tabled at end May				4%		Director: Budgets										
ECONOMIC GROWTH	1 Increased jobs and investment in the Cape Town economy	LED2 Improved levels of economic activity in municipal economic space	LED2.2	Finance (L)	Rateable value of commercial and industrial property per capita	R74 184 rateable value of commercial and industrial property per capita	Not less than R74 000 per capita	Not less than R74 000 per capita	N/A	N/A	N/A	Not less than R74 000 per capita			Director: Valuations										
ECONOMIC GROWTH	1 Increased jobs and investment in the Cape Town economy	1.1 Ease-of-doing business Programme	LED3.21	Finance (L)	Property revenue clearance certificates issued within 10 working days (%)	99.06%	93%	93%	93%	93%	93%	93%			Director: Revenue										
ECONOMIC GROWTH	1 Increased jobs and investment in the Cape Town economy	LED3 Improved levels of economic activity in municipal economic spaces	LED3.31	Finance (L)	Average number of days from the point of advertising to the letter of award per 80/20 procurement process	221.3	220	220	220	220	220	220			Director: SCM										
ECONOMIC GROWTH	1 Increased jobs and investment in the Cape Town economy	LED3 Improved levels of economic activity in municipal economic spaces	LED3.32	Finance (L)	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%	97%			Director: Expenditure										
HOUSING	7 Increased supply of affordable, well located homes	HS2 Improved functionality of the residential property market	HS2.21	Housing (L) Finance	Number of rateable residential properties in the subsidy market entering the municipal valuation roll	2 350	2 400 Annual Target	1 803 Annual Target	N/A	N/A	N/A	1 803			Director: Valuations										
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	GG3 Improved municipal administration	GG3.1	Finance (L)	Audit Outcome	Clean Audit	Unqualified audit opinion	Unqualified audit opinion	Annual Financial Statements and Consolidated Financial Statements submitted	Unqualified audit opinion	Resolved 60% of audit management issues	Unqualified audit opinion			Director: Treasury										
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	GG3 Improved municipal administration	GG3.11	Finance (L)	Number of repeat audit findings	3	5	5 Annual Target	N/A	N/A	N/A	5			Director: Treasury										
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM1 Enhanced municipal budgeting and budget implementation	FM1.1	Finance (L)	Percentage of expenditure against total budget	New	94%	94% Annual Target	Not able to provide the targets as the draft budget will only be finalised by end March, which is subject to change. This is due to amendments that might take place post the public participation process when the final budget get tabled at end May				94%		Director: Budgets										
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM1 Enhanced municipal budgeting and budget implementation	FM1.11	Finance (L)	Total Capital Expenditure as a percentage of Total Operating Expenditure Budget	New	90%	90%	Not able to provide the targets as the draft budget will only be finalised by end March, which is subject to change. This is due to amendments that might take place post the public participation process when the final budget get tabled at end May				90%		Director: Budgets										

"DRAFT" 2023/2024 FINANCE DIRECTORATE SCORECARD

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Priority / Foundation	Objective	Link to Programme	Indicator Reference						30-Sep-23	31-Dec-23	31-Mar-24	30-Jun-24				
43	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM1 Enhanced municipal budgeting and budget implementation	FM1.12	Finance (L)	Total Operating Expenditure as a percentage of Total Operating Expenditure Budget	New	94.40%	94.40%	Not able to provide the targets as the draft budget will only be finalised by end March, which is subject to change. This is due to amendments that might take place post the public participation process when the final budget get tabled at end May						Director: Budgets
44	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM1 Enhanced municipal budgeting and budget implementation	FM1.13	Finance (L)	Total Operating Revenue as a percentage of Total Operating Revenue Budget	New	101.75%	100%	Not able to provide the targets as the draft budget will only be finalised by end March, which is subject to change. This is due to amendments that might take place post the public participation process when the final budget get tabled at end May						Director: Budgets
45	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM1 Enhanced municipal budgeting and budget implementation	FM1.14	Finance (L)	Total Operating Revenue as a percentage of Total Operating Revenue Budget	New	94%	94%	Not able to provide the targets as the draft budget will only be finalised by end March, which is subject to change. This is due to amendments that might take place post the public participation process when the final budget get tabled at end May						Director: Budgets
46	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM1 Enhanced municipal budgeting and budget implementation	FM1.2	Finance (L)	Municipal budget assessed as funded (Y/N) (National)	New	Yes	Yes	Y	Y	Y	Y			Director: Budgets
47	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM1 Enhanced municipal budgeting and budget implementation	FM1.21	Finance (L)	Funded budget (Y/N) (Municipal)	New	Yes	Yes	Y	Y	Y	Y			Director: Budgets
48	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM2 Improved financial sustainability and liability management	FM2.1	Finance (L)	Percentage of total operating revenue to finance total debt (Total Debt (Borrowing) / Total operating revenue)	New	21%	21% Annual Target	N/A	N/A	N/A	21%			Director: Budgets
49	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM2 Improved financial sustainability and liability management	FM2.2	Finance (L)	Percentage change in cash backed reserves reconciliation	New	14.56% Annual Target	14.56% Annual Target	N/A	N/A	N/A	14.56% Annual Target			Director: Treasury
50	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM2 Improved financial sustainability and liability management	FM2.21	Finance (L)	Cash backed reserves reconciliation at year end	New	R3.34bn Annual Target	R4.51bn Annual Target	N/A	N/A	N/A	R4.51bn			Director: Treasury
51	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM3. Improved liquidity management	FM3.1	Finance (L)	Percentage change in cash and cash equivalent (short term)	New	-15.14% Annual Target	-15.14% Annual Target	N/A	N/A	N/A	-15.14% Annual Target			Director: Treasury
52	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM3. Improved liquidity management	FM3.11	Finance (L)	Cash/Cost coverage ratio	New	1.70:1	2.11:1	2.11:1	2.11:1	2.11:1	2.11:1			Director: Treasury
53	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM3. Improved liquidity management	FM3.12	Finance (L)	Current ratio (current assets/current liabilities)	New	2.24:1 Annual Target	2.4:1 Annual Target	N/A	N/A	N/A	2.4:1			Director: Treasury
54	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM3. Improved liquidity management	FM3.13	Finance (L)	Trade payables to cash ratio	New	81.01%	81.01%	81.01%	81.01%	81.01%	81.01%			Director: Treasury
55	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM3. Improved liquidity management	FM3.14	Finance (L)	Liquidity ratio	New	0.56:1	0.56:1	0.56:1	0.56:1	0.56:1	0.56:1			Director: Treasury
56	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM4. Improved expenditure management	FM4.11	Finance (L)	Irregular, Fruitless and Wasteful, Unauthorised Expenditure as a percentage of Total Operating Expenditure	New	0.25% Annual Target	0.25% Annual Target	N/A	N/A	N/A	0.25%			Director: SCM/Treasury

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Priority / Foundation	Objective	Link to Programme	Indicator Reference						30-Sep-23	31-Dec-23	31-Mar-24	30-Jun-24			
57	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM4. Improved expenditure management	FM4.2	Finance (L)	Percentage of total operating expenditure on remuneration	New	32%	32% Annual Target	N/A	N/A	N/A	32%		Director: Budgets
58	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM4. Improved expenditure management	FM4.3	Finance (L)	Percentage of total operating expenditure on contracted services	New	15%	15% Annual Target	N/A	N/A	N/A	15%		Director: Budgets
59	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM4. Improved expenditure management	FM4.31	Finance (L)	Creditors payment period	New	< 30 days	< 30 days	< 30 days	< 30 days	< 30 days	< 30 days		Director: Expenditure
60	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM5. Improved asset management	FM5.1	Finance (L)	Percentage change of own funding (Internally generated funds + Borrowings) to fund capital expenditure	New	20%	59% Annual Target	N/A	N/A	N/A	59%		Director: Budgets
61	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM5. Improved asset management	FM5.11	Finance (L)	Percentage of total capital expenditure funded from of own funding (Internally generated funds + Borrowings)	New	70%	76%	Not able to provide the targets as the draft budget will only be finalised by end March, which is subject to change. This is due to amendments that might take place post the public participation process when the final budget get tabled at end May					Director: Budgets
62	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM5. Improved asset management	FM5.12	Finance (L)	Percentage of total capital expenditure funded from capital conditional grants	New	36% Annual Target	24% Annual Target	N/A	N/A	N/A	24%		Director: Grant Funding
63	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM5. Improved asset management	FM5.2	Finance (L)	Percentage change of renewal/upgrading of existing Assets	New	8%	48% Annual Target	N/A	N/A	N/A	48%		Director: Budgets
64	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM5. Improved asset management	FM5.21	Finance (L)	Percentage of total capital expenditure on renewal/upgrading of existing Assets	New	52% Annual Target	52% Annual Target	N/A	N/A	N/A	52%		Director: Budgets
65	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM5. Improved asset management	FM5.22	Finance (L)	Renewal/upgrading of Existing Assets as a percentage of Depreciation/Asset Impairment	New	120.63% Annual Target	167.65% Annual Target	N/A	N/A	N/A	167.65%		Director: Budgets
66	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM5. Improved asset management	FM5.3	Finance (L)	Percentage change of repairs and maintenance of existing infrastructure	New	9%	7.9% Annual Target	N/A	N/A	N/A	8%		Director: Budgets
67	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM5. Improved asset management	FM5.31	Finance (L)	Repairs and Maintenance as a percentage of property, plant equipment and investment property	New	8.50% Annual Target	8.50% Annual Target	N/A	N/A	N/A	8.50%		Director: Budgets
68	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM6. Improved supply chain management	FM6.12	Finance (L)	Percentage of awarded tenders (over R200k), published on the municipality's website	New	98%	98%	98%	98%	98%	9%		Director: SCM
69	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM6. Improved supply chain management	FM6.13	Finance (L)	Percentage of tender cancellations	New	15%	15%	15%	15%	15%	9%		Director: SCM
70	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM7. Improved revenue and debtors management	FM7.1	Finance (L)	Percentage change in Gross Consumer Debtors' (Current and Non-current)	New	6%	6% Annual Target	N/A	N/A	N/A	6%		Director: Budgets

"DRAFT" 2023/2024 FINANCE DIRECTORATE SCORECARD

"DRAFT" 2023/2024 FINANCE DIRECTORATE SCORECARD															
Alignment to IDP				Lead/Contributor Directorate	Indicator	Baseline 2021/22	Annual Target 30 June 2023	Annual Target 30 June 2024	Targets				Opex	Capex	Responsible Person (Designation)
Priority / Foundation	Objective	Link to Programme	Indicator Reference						30-Sep-23	31-Dec-23	31-Mar-24	30-Jun-24			
71	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM7. Improved revenue and debtors management	FM7.11	Finance (L)	Debtors payment period	New	30 days	30 days	30 days	30 days	30 days	30 days		Director: Revenue
72	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM7. Improved revenue and debtors management	FM7.12	Finance (L)	Collection rate ratio	New	95%	95%	95%	95%	95%	95%		Director: Revenue
73	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM7. Improved revenue and debtors management	FM7.2	Finance (L)	Percentage of Revenue Growth excluding capital grants	New	1%	1% Annual Target	N/A	N/A	N/A	1%		Director: Budgets
74	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM7. Improved revenue and debtors management	FM7.3	Finance (L)	Percentage of net operating surplus margin	New	6%	6% Annual Target	N/A	N/A	N/A	6%		Director: Budgets
75	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM7. Improved revenue and debtors management	FM7.31	Finance / Energy	Net Surplus/Deficit Margin for Electricity	New	New	0% ¹ Annual Target	N/A	N/A	N/A	0% ¹ Annual Target		Director: Budgets
76	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM7. Improved revenue and debtors management	FM7.32	Finance / Water Services	Net Surplus/Deficit Margin for Water	New	New	0% ¹ Annual Target	N/A	N/A	N/A	0% ¹ Annual Target		Director: Budgets
77	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM7. Improved revenue and debtors management	FM7.33	Finance / Water Services	Net Surplus/Deficit Margin for Wastewater	New	New	0% ¹ Annual Target	N/A	N/A	N/A	0% ¹ Annual Target		Director: Budgets
78	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	FM7. Improved revenue and debtors management	FM7.34	Finance / Water Services	Net Surplus/Deficit Margin for Refuse	New	New	0% ¹ Annual Target	N/A	N/A	N/A	0% ¹ Annual Target		Director: Budgets
79	ECONOMIC GROWTH	1 Increased jobs and investment in the Cape Town economy	FM7. Improved revenue and debtors management	FM7.4	Finance (L)	Number of residential properties in the valuation roll	New	Over 800 000	780 000 Annual Target	N/A	N/A	N/A	780 000		Director: Valuations
80	ECONOMIC GROWTH	1 Increased jobs and investment in the Cape Town economy	FM7. Improved revenue and debtors management	FM7.5	Finance (L)	Number of non-residential properties in the valuation roll	New	Over 95 000	90 000 Annual Target	N/A	N/A	N/A	90 000		Director: Valuations
Circular 88 (National Treasury) Compliance Indicators															
81	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	-	C26 (GG)	Finance (L)	R-value of all tenders awarded	R29 734 847 144.88	No target required	No target required	No target required	No target required	No target required	No target required		Director: SCM
82	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	-	C27 (GG)	Finance (L)	Number of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations	37	No target required	No target required	No target required	No target required	No target required	No target required		Director: SCM
83	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	-	C28 (GG)	Finance (L)	R-value of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations	R622 831 222.73	No target required	No target required	No target required	No target required	No target required	No target required		Director: SCM
84	A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	-	C77 (LED)	Finance (L)	B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based	R12 406 317 857.77	No target required	No target required	No target required	No target required	No target required	No target required		Director: SCM


"DRAFT" 2023/2024 FINANCE DIRECTORATE SCORECARD


"DRAFT" 2023/2024 FINANCE DIRECTORATE SCORECARD														ANNEXURE A.1	
Alignment to IDP				Lead/Contributor Directorate	Indicator	Baseline 2021/22	Annual Target 30 June 2023	Annual Target 30 June 2024	Targets				Opex	Capex	Responsible Person (Designation)
Priority / Foundation	Objective	Link to Programme	Indicator Reference						30-Sep-23	31-Dec-23	31-Mar-24	30-Jun-24			
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	-	C78 (LED)	Finance (L)	B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned	R7 234 887 058.23	No target required	No target required	No target required	No target required	No target required	No target required			Director: SCM
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	-	C79 (LED)	Finance (L)	B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement	R29 501 488 385.37	No target required	No target required	No target required	No target required	No target required	No target required			Director: SCM
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	-	C86 (LED)	Finance (L)	Number of households in the municipal area registered as indigent	243 619	No target required	No target required	No target required	No target required	No target required	No target required			Director: Revenue
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	-	C93 (FM)	Finance (L)	Number of awards made in terms of SCM Reg 32	New	No target required	No target required	No target required	No target required	No target required	No target required			Director: SCM
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	-	C94 (FM)	Finance (L)	Number of requests approved for deviations from approved procurement plan	New	No target required	No target required	No target required	No target required	No target required	No target required			Director: SCM
ECONOMIC GROWTH	1 Increased jobs and investment in the Cape Town economy	-	C95 (LED)	Finance (L)	Number of residential properties in the billing system	New	No target required	No target required	No target required	No target required	No target required	No target required			Director: Revenue
ECONOMIC GROWTH	1 Increased jobs and investment in the Cape Town economy	-	C96 (FM)	Finance (L)	Number of non-residential properties in the billing system	New	No target required	No target required	No target required	No target required	No target required	No target required			Director: Revenue
ECONOMIC GROWTH	1 Increased jobs and investment in the Cape Town economy	-	C97 (FM)	Finance (L)	Number of properties in the valuation roll	New	No target required	No target required	No target required	No target required	No target required	No target required			Director: Valuations
Key Operational Indicators (KOIs)															
ECONOMIC GROWTH	1 Increased jobs and investment in the Cape Town economy	1.3 Inclusive economic development and growth programme	1.G	Urban Waste Management(L)	Work opportunities created through Public Employment Programmes (number) (NKPI)	51	54	54	14	27	41	54			Manager: EPWP
ECONOMIC GROWTH	1 Increased jobs and investment in the Cape Town economy	1.3 Inclusive economic development and growth programme	-	Urban Waste Management (L)	Full Time Equivalent (FTE) work opportunities created (number)	27.10	15.26	15.26	4.02	7.63	11.41	15.26			Manager: EPWP
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.2 Modernised and adaptive governance programme	16.J	Corporate Services(L)	Budget spent on implementation of Workplace Skills Plan (%) (WSP) (Proxy for NKPI)	100%	90%	90%	10%	30%	60%	90%			Director: HR
ECONOMIC GROWTH	1 Increased jobs and investment in the Cape Town economy	1.3 Inclusive economic development and growth programme	-	Corporate Services(L)	Unemployed trainees and unemployed bursary opportunities (excluding apprentices) (number)	21	21	21	7	11	17	21			Director: HR
ECONOMIC GROWTH	1 Increased jobs and investment in the Cape Town economy	1.3 Inclusive economic development and growth programme	-	Corporate Services(L)	Unemployed apprentices (number)	N/A for Directorate	N/A for Directorate	N/A for Directorate	N/A for Directorate	N/A for Directorate	N/A for Directorate	N/A for Directorate			Director: HR

"DRAFT" 2023/2024 FINANCE DIRECTORATE SCORECARD

Alignment to IDP														Opex	Capex	Responsible Person (Designation)
Priority / Foundation	Objective	Link to Programme	Indicator Reference	Lead/Contributor Directorate	Indicator	Baseline 2021/22	Annual Target 30 June 2023	Annual Target 30 June 2024	30-Sep-23	31-Dec-23	31-Mar-24	30-Jun-24				
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.2 Modernised and adaptive City government programme	16.K	Corporate Services(L)	Adherence to service standards (%)	99.84%	90%	90%	90%	90%	90%	90%			Head: IS&T	
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme	16.I	Future Planning and Resilience (L)	Employees from the Employee Equity (EE) designated groups in the three highest levels of management (%)	61.11%	75%	75%	75%	75%	75%	75%			Director: Organizational Effectiveness & Innovation	
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme	-	Corporate Services(L)	Absenteeism of all staff (%)	4.22%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%			Director: HR	
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme	-	Corporate Services(L)	Occupational Health and Safety investigations completed (%)	66.67%	100%	100%	100%	100%	100%	100%			Director: HR	
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme	-	Corporate Services(L)	Vacancy rate (%)	8.07%	≤ 7% + percentage turnover rate	≤ 7% + percentage turnover rate	≤ 7% + percentage turnover rate	≤ 7% + percentage turnover rate	≤ 7% + percentage turnover rate	≤ 7% + percentage turnover rate			Director: HR	
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme	-	Finance (L)	Assets verified (%)	99.97%	100%	100%	N/A = ALL Directorates 25% = Finance Directorate	N/A = ALL Directorates 50% = Finance Directorate	60% = ALL Directorates 75% = Finance Directorate	100%			Manager: Finance	
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme	-	Office of the City Manager: Probity - Risk, Ethics and Governance (L)	Declarations of Interest completed (%)	100%	100%	100%	25%	50%	75%	100%			Manager: Ethics	
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme	16.D	Finance (L)	Spend of capital budget (%)	98%	90%	90%	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	90%			Manager: Finance & Finance Directors	
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme	-	Finance (L)	Spend of operating budget (%)	97%	95%	95%	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	95%			Manager: Finance & Finance Directors	
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme		Finance (L)	Completion rate of tenders processed as per the demand plan (%)	95%	90%	90%	20%	50%	70%	90%			Manager: Demand and Disposal Management	
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme		Finance (L)	Internal Audit Recommendations/Agreed Actions Resolved (%)	87.5%	75%	75%	75%	75%	75%	75%			Senior Auditor: Internal Audit	
A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16 A capable and collaborative City government	16.1 Operational Sustainability programme		Finance (L)	External audit actions completed as per audit action plan (%)	100% 49 external audit actions completed	100%	100%	100%	100%	100%	100%			Manager: Investor Relations	

1. System alignment and integration in City still in progress

Chief Financial Officer:  Digitally signed by Kevin Jacoby
Date: 2023.02.22 08:02:26 +02'00'

Mayor's Committee Member:  Digitally signed by Siseko Mbandezi
Date: 2023.02.22 11:23:18 +02'00'

Clr Siseko Mbandezi

DIRECTORATE NAME

NOTE: Photo to be added by Communications Department

DIRECTORATE EXECUTIVE SUMMARY OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2023/2024

CHIEF FINANCIAL OFFICER: KEVIN JACOBY

CONTACT PERSON: MELANY COLLOP

Website:

[City of Cape Town IDP 2022-2027](#)



**CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD**

VISION OF THE CITY (This will be inserted for all Directorates at the beginning of the published copy do not include in your Directorate Executive Summary)

PURPOSE OF THE SDBIP

(This will be inserted for all Directorates at the beginning of the published copy do not include in your Directorate Executive Summary)

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1. EXECUTIVE SUMMARY

The Finance Directorate promotes sound and sustainable management of the City's financial resources, in compliance with the Municipal Finance Management Act, together with other related legislation, policies and procedures.

In general, sustainability is understood as meeting the present generation's needs, without compromising future generations' ability to meet their needs. The City recognizes sustainability as a key factor in continuing to make progress possible towards achieving its vision into the future.

Whilst it is recognised that Cape Town's natural resources are not unlimited, and that sustainability should be factored into present and future planning regarding their use, sustainability also entails a focus on operational resources and finance sustainability in order for the City to continue to provide services into the future. To this end, sustainability should be factored into the City's strategic planning and decision-making mechanisms and systems.

The Directorate's main priorities include among others the following:

- Ensuring an enabling environment to improve the utilisation of financial resources allocated to service delivery within the City
- Facilitate good governance by implementing strong financial principles to ensure a clean audit for the City
- Maintaining a good credit rating for the City
- Provision and maintenance of meaningful, accurate and coherent financial records to facilitate the management and control of expenditure activities against the objectives set by the budget and all forms of financial and statutory accountability finally embraced in the audited financial statements
- Building a credible standing with the Auditor-General for the promotion of confidence in the financial records of the City
- Assessing of macro, economic, national and regional environments which influence and affect City financial plan

- Developing strategies that support the alignment of Grant Funds to City development interventions
- Ensuring all outstanding monies are collected in a dignified and humane manner in terms of the City's Credit Control and Debt Collection By-law and Policy with Indigent Relief
- Supporting the City of Cape Town in all its supply chain processes that is fair, transparent and further guides and promotes statutory compliance to supply chain legislation.
- Ensuring a sustainable, long-term rates income through producing a compliant, accurate and fair general valuation roll

2. ALIGNMENT TO IDP, PURPOSE AND SERVICE MANDATE OF THE DIRECTORATE

Direct alignment to the IDP

<i>IDP Priority</i>	<i>IDP Objective</i>	<i>IDP Programme</i>	<i>Major Projects/Initiatives</i>
Economic Growth	Increase Jobs and Investment within the Cape Town Economy (Objective 1)	1.1 Ease of doing business programme	Ease-of-doing-business project
A Capable and collaborative City Government	A Capable and collaborative City Government (Objective 16)	16.1 Operational Sustainability Programmes	<ul style="list-style-type: none"> • A Strategy-led budgeting initiative • Functional assignments reform initiative • Effective supply chain management initiative

3. PARTNERS AND STAKEHOLDERS IN THE STRATEGY PLAN

Partners/ Stakeholders	Roles and Responsibilities
Council directorates, departments and branches	Finance is a support service to the City and its Directorates and Departments
City of Cape Town Political and Oversight Leadership (Mayoral Committee and Members, Council, Councillors, Portfolio	Perform an oversight role. Monitor progress of the Directorate in achieving its objectives. Provide guidance and support

Committees, Mayor's Office, Risk Committee, Politicians and Political Leadership, Audit Committee, Sub-councils and ward committees etc.)	
Other tiers of government	Legislative/compliance liaison, ensuring budget content linkages where relevant To get the Road Traffic Management Corporation to send-out motor vehicle annual renewal notices (WCG)
Auditor-General	Conduct annual audit and issue audit report
External Audit Firms	Assist Auditor-General
JSE	Facilitate reporting requirements
Counterparty banks / Investors	Facilitate loans, investments and banking transactions
Internal fora e.g. BSC/BSM/BOC, Finance Managers Forum (FMF), GPRC	Sundry financial / budgetary direction, support and guidance
National Treasury, National Sector Departments	Funder of conditional grant funds Implement national directives, including the submission of compliance reports as and when required
Cluster working groups: Energy and Climate Change committee CAR Programme Project Portfolio & Project Management Steering Committee Infrastructure Delivery & Planning Working Group Fleet Centralisation Project Steering Committee Strategic Management Framework Corporate Stage Gate Review Committee PVC Working Group	Representing the Finance Directorate
South African Local Government Association City Budget Forum (NT)	Metro engagement forum which focusses on Grant Fund Framework development
Citizens Ratepayers	The community, Customers, account holders and property owners, Voters, Residents – expect good service delivery Participation during the public inspection and objection period of the general valuation process

Medical profession	Settlement of accounts
Fund Managers	Investment oversight
Municipal Entities	Compliance oversight
Audit Committee	Responsible to perform an oversight role to monitor organisation wide activities
MPAC	Investigate matters referred by Council
ERP	Provision of reliable and efficient systems

4. RISK ASSESSMENT

Finance Directorate manages risk via its Risk Register and risks are identified and managed on a day-to-day basis in accordance with the City's approved IRM driver documents.

Risks are managed on a departmental, directorate and City (Transversal) level and discussed during monthly management meetings and quarterly meetings with the Risk, Ethics and Governance department. The risks identified will be reported to RiskCo in accordance with the annual RiskCo Work Plan and the Executive Director will inform and/or discuss the Directorate's risks with the relevant Mayoral Committee member, as and when required.

5. STRATEGIES APPROVED BY THE DIRECTORATE

The Finance Directorate is a key enabler to all other directorates in responding to the overarching fiscal risks facing the City in the next five year. These fiscal risks include potential budget cuts from National government, decreasing revenue streams due to changes in consumer behaviour and increasing cost pressures on line departments due to population growth and increasing informality.

- Review and update the Long-term Financial Plan (LFTP) to respond to increased fiscal pressure, changing consumer behaviour and increased service delivery needs. This should aim to provide a principle approach to borrowing and alternative funding mechanisms and should outline existing and future revenue streams for the City, noting how they should inform existing or future City Strategy.

- Through the Budget Facility for Infrastructure (BFI) committee establish a pipeline of programmes, which can be targeted towards BFI funding.
- Support the “functional assignments reform initiatives” as contained in the IDP and the advocacy approach and agenda through a consideration of the financial implications and efficiency gains of proposed functional reassignments (e.g. negotiations and financial conditions of handover agreements). Conduct financial quantification in areas where it is proposed that the City take on new functions (e.g. rail).
- In line with the “Operational sustainability programme” as contained in the IDP. Leverage the Property Value Chain for strategic decision making in order to maximise revenue generation (and support development and tenure processes) such as through regulatory changes. Review the social package following the outcome of the General Valuation and evaluate the associated financial impact on all services.

Alignment to other Strategies and Policies

Strategy/plan	IDP Priority	IDP Objective	IDP Programme	Major Projects/Initiatives
Operational Sustainable Plan	Economic Growth	Increase Jobs and Investment within the Cape Town Economy (Objective 1)	1.1 Ease of doing business programme	The department takes responsibility of the City's Corporate Scorecard Key Performance Indicator: Property revenue clearance certificates issued within 10 working
	A Capable and collaborative City Government	A Capable and collaborative City Government (Objective 16)	16.1 Operational Sustainability Programmes	Financial Sustainability and Procurement Excellence

	A Capable and collaborative City Government	A Capable and collaborative City Government (Objective 16)	16.1 Operational Sustainability Programmes	Legislative compliant implementation and maintenance of the City Valuation Roll
	A Capable and collaborative City Government	A Capable and collaborative City Government (Objective 16)	16.1 Operational Sustainability Programmes	Effective Supply Chain Management Initiative

6. ALIGNMENT TO C88 OUTCOMES

C88 Outcome Indicators	Contributing KPI (relevant output indicators)
LED2.1 Rates revenue as a percentage of the total revenue of the municipality	LED2.11 Percentage of budgeted rates revenue collected
	LED2.12 Percentage of the municipality's operating budget spent on indigent relief for free basis services
LED2.2 Rateable value of commercial and industrial property per capita	
GG3.1 Audit Outcome	GG3.11 Number of repeat audit findings
FM1.1 Percentage of expenditure against total budget	FM1.11 Total Capital Expenditure as a percentage of Total Operating Expenditure Budget
	FM1.12 Total Operating Expenditure as a percentage of Total Operating Expenditure Budget
	FM1.13
	FM1.14
FM1.2 Municipal budget assessed as funded (Y/N) (National)	FM1.21 Funded budget (Y/N) (National)
FM2.1 Percentage of total operating revenue to finance total debt (Total Debt (Borrowing) / Total operating revenue)	
FM2.2 Percentage change in cash backed reserves reconciliation	FM2.21 Cash backed reserves reconciliation at year end
FM3.1 Percentage change in cash and cash equivalent (short term)	FM3.11 Cash/Cost coverage ratio
	FM3.12 Current ratio (current assets/current liabilities)
	FM3.13 Trade payables to cash ratio
	FM3.14 Liquidity ratio
FM4.2 Percentage of total operating	

expenditure on remuneration	
FM4.3 Percentage of total operating expenditure on contracted services	FM4.31 Creditors payment period
FM5.1 Percentage change of own funding (Internally generated funds + Borrowings) to fund capital expenditure	FM5.11 Percentage of total capital expenditure funded from own funding (internally generated funds + Borrowings)
	FM5.12 Percentage of total capital expenditure funded from capital conditional grants
FM5.2 Percentage change of renewal/upgrading of existing Assets	FM5.21 Percentage of total capital expenditure on renewal/upgrading of existing Assets
	FM5.22 Renewal/upgrading of Existing Assets as a percentage of Depreciation/Asset impairment
FM5.3 Percentage change of repairs and maintenance of existing infrastructure	FM5.31 Repairs and Maintenance as a percentage of property, plant equipment and investment property
FM7.1 Percentage change in Gross Consumer Debtors' (Current and Non-current)	FM7.11 Debtors payment period
	FM7.12 Collection rate ratio
FM7.2 Percentage of Revenue Growth excluding capital grants	
FM7.3 Percentage of net operating surplus margin	FM7.31 Net Surplus/Deficit Margin for Electricity
	FM7.32 Net Surplus/Deficit Margin for Water
	FM7.33 Net Surplus/Deficit Margin for Wastewater
	FM7.34 Net Surplus/Deficit Margin for Refuse
FM7.4 Number of residential properties in the valuation roll	
FM7.5 Number of non-residential properties in the valuation roll	

7. PERFORMANCE PROGRESS AND OUTCOMES

Past year's performance

- An achievement of 100% of invoices submitted electronically against 0% manual. The City pays on average 99% of invoices within 30 days.
- Developed a comprehensive grant framework compliance too at ensuring that the multiple financial and non-financial imperatives of each of the diverse grants is complied with

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- The 2022/2023 target for the collection/payment ratio was set at 95%, taking into consideration the current economic climate. However, a 97.28% - 12 month's rolling average collection ratio was achieved as at 30 June 2022
- As at 31 July 2022 the progress of the debt remission strategy, where debt write-offs of R2.2bn was implemented, can be viewed in the table below:

Item	Category	Amount
1	Outstanding interest as at 31 May 2021	R1 280 343 158.60
2	a) ISU: Debt >3yrs for customers entering into instalment plans	R 141 046 333.21
2	b) ISU: Debt >3yrs on accounts with existing instalment plans	R 218 405 344.24
3	Debt on identified zero valued properties	R 163 999 323.96
4	Debt of income-based indigent accounts	R 92 978 798.92
5	Debt on accounts of customers who are beneficiaries of Pensions & Social Grants	R 80 840 483.05
6	a) Debt of Religious Organisations	R 85 093 777.67
6	b) Debt of NPO/PBO & Community Welfare	R 55 079 720.98
6	c) Debt of Sports clubs	R 16 643 920.15
7	Housing: Debt >3yrs	R 51 682 395.66
8	Property Leases Debt >3yrs	R 434 081.73
	Total	R2 186 547 338.17

- With all the initiatives and the credit control activities, the City's debt reduced to R7.3bn (June 2022).
- The demand plan for the City reflected the need for 311 tenders to be awarded during the course of the 2021/22 financial year. This is an increase of 62 tenders as compared to the 2020/21 financial year, largely due to the effects of the Covid-19 lockdown. Forty-three tenders were cancelled and the overall implementation rate was 95%.
- Compliance reporting on Contract Performance was introduced in a prior year. The Tender Tracking System (TTS) in SharePoint was enhanced to provide for contract monitoring by line management Contract/Project Managers (PMs).
- The continuous, positive contributions to the City's audit outcomes.
- Assisting in creating a positive environment conducive to a high investment-rating outcome.
- Effective cash management.
- The key performance target for the previous year 2022/23 was the certification of the General Valuation Roll (GV2022) on 31 January 2023 and the implementation of the prescribed public inspection process of the GV2022 Roll on 30 April 2023. Both these compliance requirements were successfully achieved which ensured

the implementation of GV2022 in the current financial year (2023/24) with effect 1 July 2023.

Removed KPI	Reason
N/A	N/A

Areas of Business Improvement

- Implementation of Total Municipal Account (TMA) on a SAP platform.
- Data analytics to generate insights from data relating to cost and management accounting and other financial, non-financial and budgetary data to inform strategic and operational decisions in a drive to assist optimal utilisation of the City's resources.
- Development of a system to automate posting of parked invoices that meets the successful three-way match criteria (CAR 2025)
- System developed enabling electronic submission of invoices
- Portal functionality to enable Suppliers and City Departments to track invoices within the payment process (Invoice Tracking System)
- Expanding on the digitization programmes
- The strengthening of external strategic conditional grant fund national and provincial relationships wherein the City establishes itself as a major contributor to the conditional grant fund legislative development and implementation environment.
- The continuous optimization and system enhancements, with the use of the latest technology to improve the online services, improve revenue collections and increase efficiencies:
 - Ongoing increasing of E-services and E-billing users
 - Automated Property Revenue Clearance Processes (Phase 2)
 - Automated Refund process (Phase 2)
 - Online Motor Vehicle renewal of license process
 - Ongoing and increasing the numbers of other municipal debts collected via pre-paid electricity purchases
- E-procurement and E-tendering
- Completeness of the Demand Plan

- Turnaround time of tenders
- Assist line departments in the introduction of audit risks, mitigating controls
- Assisting the successful implementation of ratification of irregular expenditure at MPAC
- Scheduling of appeals as soon as possible within the legislative period in order to avoid any backlogs of appeals and to deal with all appeals before the next general valuation cycle as well as before the lapsing of the current Valuation Appeal Boards in May 2024

8. RESOURCES

Senior management capability and structure

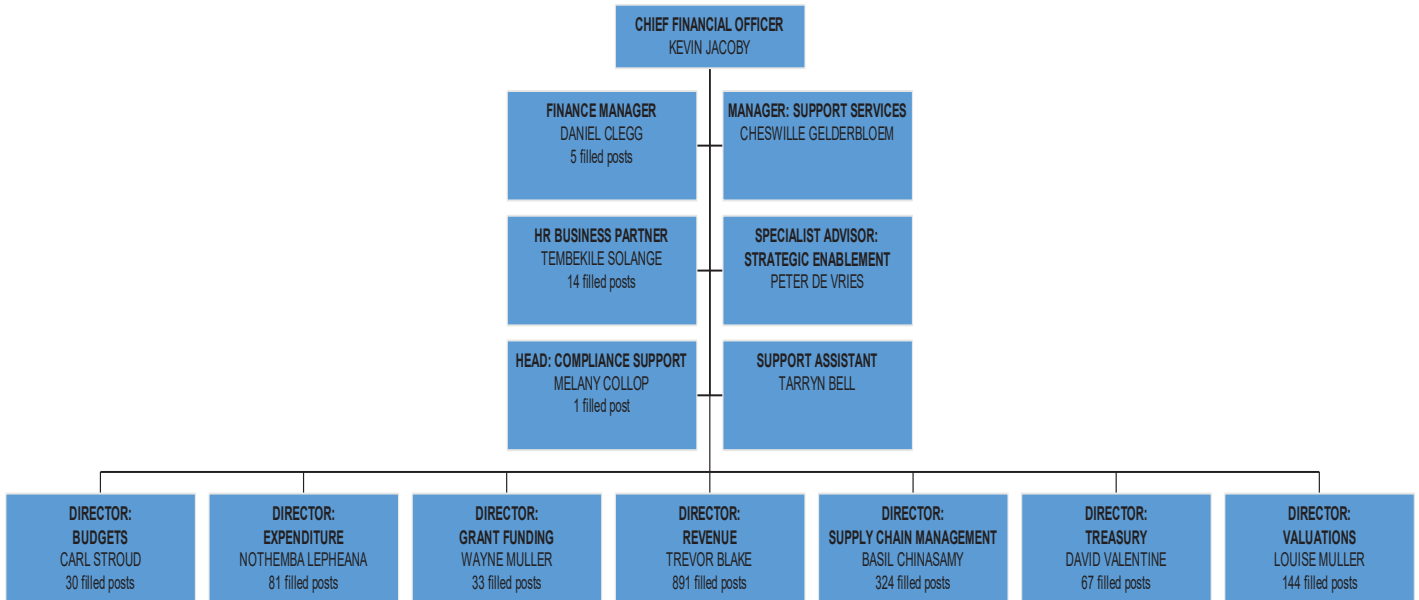
Finance Directorate's senior management team consists of the Chief Financial Officer and seven Directors.

Legislated Competency Levels: The Chief Financial Officer and all the Directors have been through the MFMA Minimum Competency Training and have completed the course.

Directorate organogram (info as at 31 January 2023)

Total Staff	1800
Number of Positions filled	1606
Number of vacancies	194
Percentage compliance/adherence to EE standards	92.94%

173



Outsourced Services

Name/Description	Reason for outsourcing	Derived benefits	Risk/Challenges
Revenue			
Printing of monthly invoices, notices, payslips	The activity is not the City's core business	More cost effective to print externally than printing internally	The printing vendor deals with confidential information
Third Parties for payment of municipal accounts, e.g. Pick 'n Pay, SPAR, Shoprite Checkers, etc.	Convenience to the customers	More customers pay their municipal accounts timeously	None
Panel of Attorney for Legal Actions in Debt Management	The activity is not the City's core business	More cost effective to appoint attorneys to assist in the debt collection process	None
The Consumer Protection Bureau ((Pty) Ltd – provision of electronic function for tracing, adverse credit listing and related services	The City does not have the resources to trace customers	City can identify if the customers were not truthful on the indigent applications	None
Armed-carrier Services for the collection of all monies taken in at	The activity is not the City's core business	The City's cash is taken to the banks safely in line with the MFMA	None


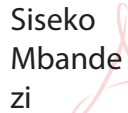
all the City's offices			
Supply Chain Management			
Moore Stephens Forensic Services are contracted to provide Professional Services: Supplier Due Diligence and SCM Advisory Services to the City	The activity is not the City's core business	Providing due diligence as well as assurance and review in respect of public procurement processes	Deals with confidential information

9. PERFORMANCE INDICATORS OF THE DIRECTORATE SCORECARD

(Refer to Directorate Scorecard: Annexure B1)

10. AUTHORISATION

The undersigned do hereby indicate their agreement with the contents of this document and the outcomes.

	Name	Signature	Date
Chief Financial Officer	Kevin Jacoby	 Digitally signed by Kevin Jacoby Date: 2023.02.22 08:03:25 +02'00'	
Mayco Member	Councillor Siseko Mbandezi	 Digitally signed by Siseko Mbandezi Date: 2023.02.22 11:22:25 +02'00'	

11. APPENDICES

Annexure B1: 2023/2024 Directorate Scorecard

Annexure C: Financial information *(information not yet available)*

A	B	C
2023/2024 FINANCE DIRECTORATE SCORECARD DEFINITIONS		
Indicator	Indicator Definition/ Comments	
1.C Percentage of revenue clearance certificates issued within 10 working days from time of completed application received	Measures 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 the document is to prove that all the outstanding debt on the property has been paid by the seller. A completed submission refers to the point in time when all necessary information has been supplied in relation to the certificate. The 10 days, in this instance, refers to 10 working days, not days of the week. Proxy measure for C88 LED3.21	
16.B Opinion of independent rating agency	A report which reflects credit worthiness of an institution to repay long-term and short-term liabilities. Credit ratings provide an analysis of the City's key financial data and are performed by an independent agency to assess the City's ability to meet short- and long-term financial obligations. Indicator standard/Norm/Benchmark: The highest rating possible for local government which is also subject to the Country's sovereign rating.	
16.C Opinion of the Auditor-General	This indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor General (AG) in determining their opinion. The AG has various approved opinions and the City will be measured against these opinions based on the outcome of the audit.	
16.D Spend of capital budget (%) (NKPI)	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. Proxy measure for NKPI per MSA Regulation 10(c). Proxy measure for C88 FM1.11.	
16.E Cash/Cost Coverage ratio (NKPI)	The ratio indicates the ability to meet at least its monthly fixed operating commitments from cash and short-term investments, without collecting any additional revenue, during that month (excluding unspent conditional grants). Proxy measure for NKPI per MSA Regulation 10(g)	
16.F Net debtors to annual income (NKPI)	Net current debtors are a measurement of the net amounts due to the City that are realistically expected to be recovered. Proxy measure for NKPI per MSA Regulation 10(g)	
16.G Debt (total borrowings) to Total Operating Revenue (NKPI)	The purpose of the ratio is to provide assurance that sufficient revenue will be generated to repay liabilities. Proxy measure for NKPI per MSA Regulation 10(g)	
Projects screened in SAP PPM (%)	<p>Projects Screened in SAP PPM for the budget (95%) – per budget cycle for the current fiscal year and next fiscal year, measured at adjustment budget stage and at draft budget stages.</p> <p>Measurement: Metrics extracted from SAP PPM from budget submissions. Screening includes: - Screening Questionnaire - Implementation Complexity Questionnaire - Strategic Themes Questionnaire - GIS Location Mapping - Upload photos (at the start of project, at the end of a project and every 6 month interval)</p>	
PM comments completed in SAP PPM (%)	<p>Monthly PM Comments completion (95%) – aggregated quarterly and quarterly values averaged for the yearly statistic.</p> <p>Measurement: Metrics extracted from SAP PPM on a monthly basis.</p>	
A Treasury-approved credible and measurable financial management improvement strategy to achieve and/or sustain an unqualified audit opinion (Milestones)	This indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor General to determine whether the City addressed all the potential weaknesses identified in the previous year.	
Progress against major milestones of budget cycle plan to ensure the submission of the Annual Budget to Council for adoption (Milestones)	Submission of affordable, sustainable and balanced Operating and Capital Budget (MTREF) aligned to the IDP to Council for consideration. Managing the drafting and coordination of Operating and Capital Budget for the City, ensuring alignment to the IDP.	
Operating Budget spent (City)(%)	Total actual to date as a percentage of the total budget including secondary expenditure.	
Reports submitted indicating regular monitoring, assessment and reporting of relevant in-year financial results (Number)	Regular monitoring, assessment and reporting of all relevant financial data sets, advice on corrective action and proposals in respect of variances between budget and progressive actuals. Compliance to relevant legislative frameworks w.r.t. other tiers of government. Under-spending or -recovery of budgetary provisions impacts negatively on municipalities' ability to deliver on its projects and services. Continuous and pro-active steps in monitoring progressive results could address this aspect timeously. In this regard internal procedures managed by the Budget Department (eg. FMR and PCER) is key to highlight variances and propose and implement remedial action towards optimum budget implementation and realisation. Ultimate format and mechanism must be in accordance with municipal budget-related legislation and directives.	

A	B	C		
1	2023/2024 FINANCE DIRECTORATE SCORECARD DEFINITIONS			
2	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Indicator</th> <th style="width: 75%;">Indicator Definition/ Comments</th> </tr> </thead> </table>		Indicator	Indicator Definition/ Comments
Indicator	Indicator Definition/ Comments			
16	Funding alignment of City Conditional grant funding to Division of Revenue Act and Provincial Gazette prescripts and framework allocations (%)			
17	Percentage, per each conditional grant as defined in both the Divisions of Revenue Act and Gazette, of funding allocation alignment to City budgets.			
18	Revenue collected of billed amount (%)			
19	To measure the receipts as a percentage of billing covering the immediate 12 months period.			
18	Improved Stock Availability rate			
19	To measure and maintain the stock levels in the system at optimal levels to enable service delivery			
20	Legal Compliance wrt the implementation of an annual Supplementary Valuation Roll			
21	<p>Quarter 1: N/A Quarter 2: N/A Quarter 3: N/A Quarter 4: Supplementary Valuation Roll SV01 to GV2022 certified by the Municipal Valuer by 30 June 2024.</p> <p>The approval of the SV is an annual process within the GV cycle.</p>			
22	<p>Review of developments in areas not established through formal building development processes to recognise rateable properties (%)</p> <p>Q1: 10% of Rateable properties in one further LFTEA area be included in valuation process Q2: 25% of Rateable properties in one further LFTEA area be included in valuation process Q3: 50% of Rateable properties in one further LFTEA area be included in valuation process Q4: 75% of Rateable properties in one further LFTEA area be included in valuation process</p>			
21	Expansions and Amendments of repeatable contracts (%)			
22	<p>Measures the percentage of expansions and amendments on repeatable contracts. Expansions is defined as an extension of less than 6 months and amendments are defined as extension beyond 6 months. Source: contract register. Measurement will commence only when expansion or amendment was concluded and only applies to repeatable contracts. Expansions are approved by BAC. Amendments are approved by Mayco and BAC.</p> <p>Formula: Total number of repeatable contracts expanded or amended ÷ Total number of repeatable contracts. Measured cumulatively.</p>			
23	<p>Reduction in the number of SCM deviations (%)</p> <p>The objective is to achieve a 20% reduction on SCM deviations.</p> <p>The indicator only applies to SCM deviations above R200 000 (inclusive of VAT). Sole/single service providers deviations relating to disaster such as fires and floods will be excluded from the measurement.</p> <p>The indicator will measure the percentage year on year reduction from the previous year's number of SCM deviations.</p> <p>Formula: (No of SCM deviations for current year - No of SCM deviations for prior year)/Number of SCM deviations for prior year x 100</p>			
24	<p>Reduction in the number and value of irregular expenditure identified for the Directorate (year-on-year)(%)</p> <p>The objective is to achieve a 50% reduction on irregular expenditures.</p> <p>The indicator will measure the average percentage reduction in the number and value of irregular expenditure i.e. contravention of legislation as defined in the irregular definition.</p> <p>Irregular expenditure is defined as expenditure that is in contravention of, or not in accordance with, a requirement of the Local Government: Municipal Finance Management Act 56 of 2003, the Local Government: Municipal Systems Act 32 of 2000, the Remuneration of Public Office Bearers Act 20 of 1998, or the municipality's SCM policy.</p> <p>Formula: (Non-compliance instances for the current year - Non-compliance instances for prior year)/Non-compliance instances for prior year x 100' + ((Irregular expenditure amount for current year - Irregular expenditure amount for prior year)/Irregular expenditure amount for prior year x 100')/2</p>			
25	<p>Internal independent assurance provider's recommendations implemented (%)</p> <p>It is the monitoring and reporting of the implementation (expressed as a percentage) of corrective actions to address internal independent assurance providers' recommendations, issued within the directorate of the responsible Executive Director. The internal independent assurance providers included in this KPI are Internal Audit, Ombudsman, Integrated Risk Management, Ethics and Forensics functions.</p> <p>Each internal independent assurance provider as mentioned above has their own unique input to this KPI. This KPI will be "not applicable" to management when there are no recommendations, thus only those that could provide inputs will be included in the calculation.</p>			
25	<p>Capex and Opex items (finance) matched to demand plan items (relating to the Finance Directorate)(%)</p> <p>Percentage of operating and capital line items created on this demand plan for MTREF plan.</p>			

A	B	C		
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26	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; vertical-align: top;">LED1.11 Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area</td> <td style="vertical-align: top;">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.</td> </tr> </table>		LED1.11 Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area	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.
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27	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; vertical-align: top;">LED2.1 Rates revenue as a percentage of the total revenue of the municipality</td> <td style="vertical-align: top;"> <p>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.</p> <p>((1) R-value of all municipal property rates revenue collected / (2) R-value of all revenue collected by the municipality) x 100</p> </td> </tr> </table>		LED2.1 Rates revenue as a percentage of the total revenue of the municipality	<p>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.</p> <p>((1) R-value of all municipal property rates revenue collected / (2) R-value of all revenue collected by the municipality) x 100</p>
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30	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; vertical-align: top;">LED2.2 Rateable value of commercial and industrial property per capita</td> <td style="vertical-align: top;"> <p>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.</p> <p>(1) Sum of commercial and industrial rateable value of the municipality / (2) Total population of the municipality</p> </td> </tr> </table>		LED2.2 Rateable value of commercial and industrial property per capita	<p>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.</p> <p>(1) Sum of commercial and industrial rateable value of the municipality / (2) Total population of the municipality</p>
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31	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; vertical-align: top;">LED3.21 Property revenue clearance certificates issued within 10 working days (%)</td> <td style="vertical-align: top;">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.</td> </tr> </table>		LED3.21 Property revenue clearance certificates issued within 10 working days (%)	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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32	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; vertical-align: top;">LED3.31 Average number of days from the point of advertising to the letter of award per 80/20 procurement process</td> <td style="vertical-align: top;"> <p>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.</p> <p>(1) Sum of the number of days from the point of advertising a tender in terms of the 80/20 procurement process to the issuing of the letter of award/ (2) Total number of 80/20 tenders awarded as per the procurement process</p> </td> </tr> </table>		LED3.31 Average number of days from the point of advertising to the letter of award per 80/20 procurement process	<p>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.</p> <p>(1) Sum of the number of days from the point of advertising a tender in terms of the 80/20 procurement process to the issuing of the letter of award/ (2) Total number of 80/20 tenders awarded as per the procurement process</p>
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33	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; vertical-align: top;">LED3.32 Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission</td> <td style="vertical-align: top;"> <p>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.</p> <p>((1) Number of municipal payments within 30-days of complete invoice receipt made to service providers / (2) Total number of complete invoices received (30 days or older)) x 100</p> </td> </tr> </table>		LED3.32 Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission	<p>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.</p> <p>((1) Number of municipal payments within 30-days of complete invoice receipt made to service providers / (2) Total number of complete invoices received (30 days or older)) x 100</p>
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34	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; vertical-align: top;">HS2.21 Number of rateable residential properties in the subsidy market entering the municipal valuation roll</td> <td style="vertical-align: top;">The indicator is defined as the number of housing units built within the municipal area that benefited from a state subsidy, entering the municipal valuation roll.</td> </tr> </table>		HS2.21 Number of rateable residential properties in the subsidy market entering the municipal valuation roll	The indicator is defined as the number of housing units built within the municipal area that benefited from a state subsidy, entering the municipal valuation roll.
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1	2023/2024 FINANCE DIRECTORATE SCORECARD DEFINITIONS	
2	Indicator	Indicator Definition/ Comments
38	FM1.11 Total Capital Expenditure as a percentage of Total Operating Expenditure 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.
39	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.
40	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
41	FM1.14 Total Operating Revenue as a percentage of Total Operating 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.
42	FM1.2 Municipal budget assessed as funded (Y/N) (National)	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. The budget is assessed using the following criteria, namely 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.
43	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.
44	FM2.1 Percentage of total operating revenue to finance total debt (Total Debt (Borrowing) / Total operating revenue)	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.
45	FM2.2 Percentage change in cash backed reserves reconciliation	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.
46	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.
47	FM3.1 Percentage change in cash and cash equivalent (short term)	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.
48	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.
49	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).
50	FM3.13 Trade payables to cash ratio	The ratio indicates the municipality's capacity to pay its creditors with cash and equivalent only.
51	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.
52	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
53	FM4.2 Percentage of total operating expenditure on remuneration	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.
54	FM4.3 Percentage of total operating expenditure on contracted services	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.

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1	2023/2024 FINANCE DIRECTORATE SCORECARD DEFINITIONS	
2	Indicator	Indicator Definition/ Comments
55	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.
56	FM5.1 Percentage change of own funding (Internally generated funds + Borrowings) to fund capital expenditure	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.
57	FM5.11 Percentage of total capital expenditure funded from of 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.
58	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.
59	FM 5.2 Percentage change of renewal/upgrading of existing Assets	This indicator measures the year-on-year percentage change of assets renewal / upgrading. It also assess 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.
60	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.
61	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.
62	FM5.3 Percentage change of repairs and maintenance of existing infrastructure	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.
63	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.
64	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)
65	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.
66	FM7.1 Percentage change in Gross Consumer Debtors' (Current and Non-current)	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
67	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.
68	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
69	FM7.2 Percentage of Revenue Growth excluding capital grants	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.
70	FM7.3 Percentage of net operating surplus margin	The indicator assesses the extent to which the municipality generates operating surplus. Operating surplus is the difference between operating revenue and operating expenditure.
71	FM7.31 Net Surplus/Deficit Margin for Electricity	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.
72	FM7.32 Net Surplus/Deficit Margin for Water	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.

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1	2023/2024 FINANCE DIRECTORATE SCORECARD DEFINITIONS	
2	Indicator	Indicator Definition/ Comments
73	FM7.33 Net Surplus/Deficit Margin for Wastewater	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.
74	FM7.34 Net Surplus/Deficit Margin for Refuse	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.
75	FM7.4 Number of residential properties in the valuation roll	The ratio measures the extend to which billed properties (residential) covers the rateable properties as per the valuation roll.
76	FM7.5 Number of non-residential properties in the valuation roll	The ratio measures the extend to which billed properties (non-residential) covers the rateable properties as per the valuation roll.
77	C26 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.
78	C27 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.
79	C28 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
80	C77 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.
81	C78 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.
82	C79 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.
83	C86 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 o 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.
84	C93 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.
85	C94 Number of requests approved for deviations from approved procurement plan	The indicator measures the number of requests approved for deviation from the municipality's approved procurement plan. This indicator also provides the municipality with data on the reasons why the municipality has deviated from the approved procurement plan
86	C95 Number of residential properties in the billing system	The indicator mesasures 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.
87	C96 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.
88	C97 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.

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2023/2024 FINANCE DIRECTORATE SCORECARD DEFINITIONS		
1	Indicator Definition/ Comments	
2	Indicator	
89		
KEY OPERATIONAL INDICATORS: (KOIs)		
90	<p>1.G Work opportunities created through Public Employment Programmes (number) (NKPI)</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 State Owned Enterprises. 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. Proxy for NKPI per MSA Regulation 10(a). Proxy measure for C88 LED 1.21.</p> <p>Formula: Number equates to Sum of All EPWP opportunities per Directorate.</p>	
91	<p>Full Time Equivalent (FTE) work opportunities created (number)</p> <p>This indicator measures the one person-year of employment. One person year is equivalent to 230 person days of work. The 230 days are effective days of work after subtracting provision for non-productive days in a year (e.g. leave, holidays, etc.).</p> <p>Formula: 1 FTE = person days divided by 230.</p>	
92	<p>16.J Budget spent on implementation of Workplace Skills Plan (%) (WSP) (Proxy for NKPI)</p> <p>The Workplace Skills Plan (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.</p> <p>Calculation Type: Non- cumulative (financial year-end) Reporting Cycle:</p> <p>Quarterly: Desired performance: 90% of the (WSP) budget allocated within the financial year. To be spent by the end of the respective financial year.</p> <p>Formula: $(A/B) \times 100$ A: Actual spend per quarter on training budget B: Planned spend on training Budget for the year.</p>	
93	<p>Unemployed trainees and unemployed bursary opportunities (excluding apprentices) (number)</p> <p>This indicator measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative and provision of real world of work exposure to trainees and graduates. This includes, external bursaries awarded, in-service student training opportunities, graduate internships and learner ships.</p> <p>Calculation type: Cumulative (financial year-end) Reporting Cycle: Quarterly</p> <p>Desired performance: 600 unemployed trainees and unemployed bursary opportunities created (excl. apprentices).</p> <p>Formula: Number equates to Sum of All learning opportunities per Directorate.</p>	
94	<p>Unemployed apprentices (number)</p> <p>This indicator measures the number of learning opportunities created for the unemployed youth as a contribution to the job creation initiative. This indicator is limited to apprenticeships. This includes opportunities through occupation trades or job specific programmes.</p> <p>Calculation Type: Cumulative (Financial year-end) Reporting Cycle: Quarterly</p> <p>Desired Performance: 300 apprentices opportunities created for the unemployed</p> <p>The measure will be defined as all positions occupied within a period of measurement, which are defined and reported on SAP with measurement, which are defined and reported on SAP with the designation 'apprentice'. The data will be drawn from SAP using info type 1001 for all 'apprentice' records active at any stage during the 12-month period.</p> <p>Formula: Sum of A A: Number of unemployed apprentices.</p>	
95	<p>16.K Adherence to service standards (%)</p> <p>The service request must be adhered to within the approved timeframes. This indicator measures the percentage adherence to citywide service standards based on external notifications. External notifications are requests for services from the public."</p> <p>Formula: $A/B \times 100$ A: Number of notifications closed within Y days B: Total number of notifications closed Y: Target days to close notifications.</p>	

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1	2023/2024 FINANCE DIRECTORATE SCORECARD DEFINITIONS		
2	Indicator	Indicator Definition/ Comments	
96	16.J Employees from the Employee Equity (EE) designated groups in the three highest levels of management (%)	<p>The indicator measures the percentage of employees from the designated groups employed in the three highest levels of management, in compliance with the City's approved EE plan. It excludes white males and foreign nationals.</p> <p>Management Level 1 – City Manager and Executive directors Management Level 2 – Portfolio managers and directors Management Level 3 - Managers</p> <p>Formula: $A=B/C*100$ A=% B: Total number of staff from designated groups in reporting levels 1 to 3 (excluding white males and foreign nationals) C: Total number of all staff in reporting levels 1 to 3</p>	
97	Absenteeism of all staff (%)	<p>The indicator measures the actual number of days absent due to sick, Covid-19 Isolation , Covid-19 Quarantine, unpaid/unauthorised leave in the department or directorate expressed as a percentage over the number of working days in relation to the number of staff employed. Sick, unpaid/unauthorised leave will include 4 categories namely normal sick leave, unpaid unauthorised leave, leave in lieu of sick leave and unpaid in lieu of sick leave.</p> <p>Formula: $C=(A1 + A2/B)* 100$ A: Sick Leave (Total numbrdr of absent days takes. Enter the number of employees who too sick leave in the comments column. B: Unpaid/ Unauthorized leave C: Absenteeism</p>	
98	Occupational Health and Saffety investigations completed (%)	<p>This indicator measures the completed number of incidents investigated within a 30-day period, expressed as a percentage. The incidents exclude occupational diseases; therefore, the formula will only include injuries.</p> <p>"Completed" will be measured as incident data captured and uploaded on SAP.</p>	
99	Vacancy rate (%)	<p>This indicator measures the number of vacant positions expressed as a percentage of the total approved positions on the structure for filling, (vacant positions not available for filling for whatever reason are excluded from the total number of positions), to provide a realistic and measurable vacancy rate the percentage turnover is factored in. Vacancy excludes positions where a contract was issued and the appointment accepted.</p> <p>The target vacancy rate is determined at a flat rate of of 7%, (or less), plus the percentage turnover over a rolling period of 12 months.</p> <p>This indicator will further be measured at a specific point in time.</p> <p>Formula: Percentage vacancy rate: $A/B*100$ A: Numerator (Number of vacancies) B: Denominator: (Total positions)</p>	
100	Assets verified (%)	<p>The indicator reflects the percentage of assets verified annually for audit assurance.</p> <p>Quarter one will be the review of the Asset Policy. Quarter two, the timetable in terms of commencing and finishing times for the process is to be communicated and will be completed by Corporate Finance only. Corporate Finance will be responsible for Quarters 1& 2.</p> <p>The asset register is an internal data source, namely the SAP system. The data is downloaded at a specific time. In addition, the assets are scanned using scanning devices and the progress is monitored using SAP BI reporting.</p> <p>The targets represents the following: Q - represents financial year quarter Q1- N/A for ALL other directorates and department, except Corporate Finance to achieve a target of 25% of the process. Q2= N/A for ALL other directorates and departments, except Corporate Finance to achieve a target of 50% of the process. Q3= The target of 75% represent that 60% of the assets have been verified by the directorate/ department Q4= 100% represents All assets have been verified.</p>	

A	B	C
1	2023/2024 FINANCE DIRECTORATE SCORECARD DEFINITIONS	
2	Indicator	Indicator Definition/ Comments
101	<p>Declarations of Interest completed (%)</p>	<p>This indicator measures the "The total number of completed declarations of interest as a % of the total number of staff. The target is cumulative over the year. Each employee needs to complete the declaration of interest as prescribed by City policies / City Executive decisions / applicable legislation".</p> <p>* T14 and above - to declare annually and be 100% complete as well as key business processes / departments regardless of T-level i.e. <u>Finance directorate</u>, the Probity departments, Human Resources, Planning and Building Development</p> <p>* T13 and below - to declare once every 3 years and when their personal circumstances change (including when new / renewed private work applications are processed. * [The measuring of the T13 and below will be reported through EMT process and the City Manager dashboard and not included in 2022/2023, 2023/2024 SDBIP reporting. [For 2024/2025 the T13 and below will be included in the SDBIP reporting and is also required to be 100% complete by year end.]</p> <p>Formula: Department level: De = A1/B1 Directorate level: Di = A2/B2 A1: Total number completed declarations at departmental level B1: Total number of staff (department) De: Percentage declarations completed</p>
102	<p>16.D Spend of capital budget (%)</p>	<p>This indicator measures the percentage reflecting year to date spend / Total budget less any contingent liabilities relating to the capital budget. The total budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.</p> <p>Formula:A/B * 100 A: Actual YTD capital expenditure at the end of each respective quarter B: Total Current Capital Budget</p>
103	<p>Spend of operating budget (%)</p>	<p>This indicator measures the total actual expenditure to date as a percentage of the total budget including secondary expenditure.</p> <p>Formula: A/B * 100. A: Actual spent to date on Operating Budget B: Total Operating Budget</p>
104	<p>Completion rate of tenders processed as per the demand plan (%)</p>	<p>This indicator measures how many tenders were processed and completed (i.e. the number of tenders completed in the financial cycle) as per the demand plan. The Demand Plan represents the total number of tenders needed for a year. Completion will include all cancelled and successfully awarded bids by the(Bid Adjudication Committee) BAC.</p>
105	<p>Internal Audit Recommendations/Agreed Actions Resolved (%)</p>	<p>Percentage Internal Audit recommendations/agreed actions resolved</p> <p>It is the monitoring and reporting of the implementation of corrective actions (expressed as a percentage) as determined through follow-up audits performed in the quarter. Follow-up audits will always only take place after agreed actions have been implemented as indicated by management through the Early Warning System (EWS) bi-annual updates. This KOI will either be "not applicable" to Management if a follow-up audit hasn't taken place at the time of reporting or there will be a percentage for the Internal Audit recommendations / agreed actions implemented as assessed during the follow-up audit.</p> <p>Formula: Y = (N1-N2)/N1</p> <p>Number of Internal Audit (IA) recommendations/ agreed actions as per previous audit reports; and/ or number of original tests as per previous continuous audit reports, Minus the number of recommendations, agreed actions not satisfactorily implemented (i.e. recurring) and/ or "failed" tests (i.e. recurring), expressed as a percentage of the number of internal audit recommendations/ agreed actions as per previous audit reports and/ or number of original tests as per previous continuous audit reports. The actual % for reflection will be provided by Internal Audit Support Manager on a quarterly basis.</p>
106	<p>External audit actions completed as per audit action plan (%)</p>	<p>This indicator measures how many actions was completed in the financial cycle within in the unique deadline set, as per the audit action plan. The Audit Action Plan sets out the total number audit actions required to address the internal control deficiencies as identified by the AuditorGeneral in their management report.</p> <p>Completed would mean that the actions as stipulated in the audit action plan has been executed by the relevant ED and/or Director.</p> <p>Should there be no actions required for an Executive Director the indicator will not be applicable.</p> <p>Formula:A/B *100</p> <p>Number of external audit actions completed (A) / Total number of actions as per audit action plan (B) *100</p>