



DATE:

REPORT TO: ALL SECTION 79 PORTFOLIO COMMITTEES

1. ITEM NUMBER URBM 25/08/21

2. SUBJECT LSU: N0143

2020/21 FOURTH QUARTER'S PROGRESS REPORT ON CORPORATE PERFORMANCE

ISIHLOKO

INGXELO YENKQUBELA YEKOTA YESINE KA2020/21 ENGOKUSEBENZA KWEZIKO

ONDERWERP

VORDERINGSVERSLAG OOR KORPORATIEWE PRESTASIE VIR DIE VIERDE KWARTAAL VAN 2020/21

3. DELEGATED AUTHORITY

This report is submitted in terms of the System of Delegations as approved by Council on 22 August 2019, PART 7-Delegation 1, paragraphs (7) and (8)], to:

Portfolio Committees






4. DISCUSSION

The Portfolio Committees must monitor and evaluate the impact and performance during the fourth quarter of the 2020/21 financial year. Once considered by the Portfolio Committees the report will be submitted to the Executive Mayor together with the Mayoral Committee for review and evaluation and Council for noting.

Legal Compliance
Staff Implications Yes No
Risk Implications Yes No

5. SUMMARY OF FOURTH QUARTER'S PERFORMANCE

The table below indicates the summary of the overall achievement of the City. The City achieved an overall provisional performance of 74% for Quarter 4. The final figures will be published in the 2020/2021 Annual Report. Reasons for variances and remedial actions for under performance are included in the attached annexures.

Overall Achievement Summary		Corporate Scorecard	
Status	Icon	4th Quarter	
Well Above		13	38%
Above		10	29%
On Target		2	6%
Overall performance achieved		25	74%
Below		6	18%
Well Below		3	9%
Total Reportable Indicators for Q4		34	100%
Indicators with targets not reportable in current reporting period		3	n/a
Total Indicators on Scorecard		37	n/a

6. RECOMMENDATIONS

Portfolio Committees:

It is recommended that the Portfolio Committees monitor and evaluate the impact and performance of the 2020/2021 fourth quarter's progress report in relation to its functional area. Thereafter the Portfolio Committee recommendations must be submitted to the Executive Mayor together with the Mayoral Committee for submission to Council.

ISINDULULO

IiKomiti ezijongene neMicimbi yeSebe:

Kundululwe ukuba iiKomiti zeMicimbi yeSebe mazibek'iliso kwaye ziphengulule impembelelo nendlela yokusebenza ngokumalunga nengxelo engenqubela yekota yesine kowama 2020/2021 ngokujoliswe kwiinkalo zazo zokusebenza. Emva koko izindululo zeKomiti yeMicimbi yeSebe kufuneka zingeniswe kuSodolophu weSigqeba kunye nakwiKomiti yeSigqeba sakhe ukuze zingeniswe kwiBhunga.

AANBEVELING

Portefuljekomitees:

Daar word aanbeveel dat die portefuljekomitees die impak en prestasie van die vorderingsverslag vir die vierde kwartaal van 2020/2021 met betrekking tot sy funksionele gebied monitor en evalueer. Daarna moet die portefuljekomitee-aanbevelings voorgelê word aan die uitvoerende burgemeester tesame met die burgemeesterskomitee vir voorlegging aan die Raad.

ANNEXURES

- Annexure A: 2020/21 Fourth Quarter's Corporate Performance Scorecard
- Annexure A.1: Corporate Scorecard Definitions
- Annexure D: Reasons for variance for Indicator 5.C: Capital Spend

FOR FURTHER DETAILS CONTACT

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DIRECTORATE	Corporate Services	FILE REF NO	13/2/2

DIRECTOR

NAME Carol January COMMENT: _____

DATE _____

SIGNATURE _____

EXECUTIVE DIRECTOR

NAME Craig Kesson COMMENT: _____

DATE _____

SIGNATURE _____

LEGAL COMPLIANCE

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

NAME _____ COMMENT: _____

DATE _____

SIGNATURE _____

Approval Form

Supported for inclusion on the agenda



2020_21 FOURTH QUARTER PROGRESS REPORT ON CORPORATE PERFORMANCE

Report Reference: 517860
Meeting: Section 79 Portfolio Committee - Urban Management
Meeting Date: 02.08.2021
Meeting Venue: Council Chamber

Contact Person: Shameel Abass
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Item	Section	Approver	Approval	Approved Date	Approver Comments
01	Author	Mogamat Abass	Approved	21.07.2021 15:57:44	
02	Director	Carol January	Approved	21.07.2021 17:08:09	
03	Executive Director	Craig John Kesson	Approved	23.07.2021 15:32:55	
04	Legal Compliance	Joan Mari Holt	Approved with Comments	27.07.2021 12:14:49	Certified as legally compliant based on the contents of the repo
05	Chairperson	Willie Jaftha	Approved	30.07.2021 07:42:04	









ECS Officer:











Context: CCT Corporate 202021

Scorecard as of: Jun 2021-latest quarter (to date)



Printed date: 19 Jul 2021

Name	Status	Actual	Target	Reason for Variance/Remedial Action Comment
CCT Corporate 202021				
SFA 1: Opportunity City				
1.1 Position Cape Town as a forward-looking, globally competitive city				
1.A Percentage Building plans approved in statutory time (30-60d)		98.00	95.00	
1.B Percentage of rates clearance certificate issued within ten working days [C]		92.63	90.00	
1.C Number of outstanding valid applications for commercial electricity services expressed as a percentage of commercial customers		0.23	0.70	
1.2. Leveraging technology for progress				
1.D Broadband Infrastructure Programme (BIP)		1.00	1.00	
1.3. Economic inclusion				
1.E Number of Mayoral Job Creation Programme (MJCP) opportunities created [C] - NKPI		30,379.00	28,000.00	
1.F Percentage budget spent on implementation of Workplace Skills Plan (WSP) (NKPI)		86.05	90.00	Reason for variance: As a result of the Covid-19 pandemic and the hard lock down, directorates were unable to continue with the traditional classroom trainings and has shifted to virtual/online platforms only for employees with access to computers which has impacted the implementation of WSP. The directive from the City manager to support the financial sustainability initiative led to the moratorium on bursaries/financial support (internal & external), student programmes as well as learnerships and apprenticeships. Remedial action: Human Resources Department and IS&T investigated an alternative collaborative platform that will meet the requirements needed to roll-out on-line/virtual training. This will enable hosting a larger number of participants (300), tracking attendance, video functionality, recording training as well as building training session libraries. The current Skype for Business as a virtual training tool is very limiting. The approval process for the alternative collaborative tool is currently underway.
1.4. Resource efficiency and security				
1.G Percentage compliance with drinking water quality standards		99.11	98.00	
1.H Small scale embedded generation (SSEG) capacity legally installed and grid-tied measured in mega-volt ampere (MVA)		18.49	4.50	
SFA 2: Safe City				
2.1. Safe communities				

Name	Status	Actual	Target	Reason for Variance/Remedial Action Comment
2.A Number of areas in which additional CCTV cameras have been installed [AT]		5.00	5.00	
2.B Community satisfaction survey (Score 1-5) - safety and security (AT)		2.50	2.80	Reason for variance: The survey is a perception survey and the outcome is informed by a number of influences, including their perception of the services of the City. Remedial action: Consider other data sources and work with line Departments to identify reform actions that could inform interventions for improvement.
SFA 3: Caring City				
3.1. Excellence in basic service delivery				
3.A Community satisfaction survey (Score 1-5)- city wide(AT)		2.50	2.80	Reason for variance: The survey is a perception survey and the outcome is informed by a number of influences, including their perception of the services of the City. Reason for variance: Consider other data sources and work with line Departments to identify reform actions that could inform interventions for improvement.
3.B Number of outstanding valid applications for water services expressed as a % of total number of billings for the service (NKPI)		0.16	0.70	
3.C Number of outstanding valid applications for sewerage services expressed as a % of total number of billings for the service (NKPI)		0.21	0.70	
3.D Number of outstanding valid applications for electricity services expressed as a % of total number of billings for the service (NKPI)		0.04	0.30	
3.E Number of outstanding valid applications for refuse collection service expressed as a % of total number of billings for the service (NKPI)		0.00	0.20	
3.F Percentage adherence to Citywide service requests		85.46	90.00	Reason for variance: Delays in service delivery due to a combination of factors, including inter alia, gang violence and taxi in areas where the depot teams require security escort to go into dangerous areas; ongoing vandalism of City infrastructure in areas e.g. pump stations resulting in additional service delivery failures e.g. damaged pump stations, cable theft etc.; fleet management issues where hundreds of city vehicles are idle for months while awaiting repairs and maintenance; supply chain issues with delays in finalising tenders, e.g. bitumen tender; the COVID pandemic that has resulted in depots closing sporadically, fewer staff allowed on site due to social distancing and staff staying at home with comorbidities, in quarantine or isolation due to the virus. Remedial action: Strongly encourage all City staff to be vaccinated against the virus. Security staff to be seen to enforcing the rule of law. Prosecute scrap metal dealers and thieves found to be in possession of stolen City property. Outsource repairs and maintenance for vehicles. Review the supply chain management process to address challenges and delays.

Name	Status	Actual	Target	Reason for Variance/Remedial Action Comment
3.G Number of human settlement opportunities (Top structures)		2,587.00	2,050.00	
3.H Number of human settlement opportunities (Formal sites serviced)		2,363.00	2,800.00	Reason for Variance: Phase 1 of the Backstage 1 UISP was implemented with 83 sites concluded. Due to ongoing community resistance related to illegal land invasions on the site the contract was cancelled and therefore unable to start the second phase of the development in the 2020/21 FY Remedial Action: Ongoing engagements with stakeholders for an alternative implementation plan to complete the project.
3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers				
3.I Number of water services points (taps) provided to informal settlements NKPI		799.00	700.00	
3.J Number of sanitation service points (toilets) provided to informal settlements NKPI		3,428.00	2,500.00	
3.K Percentage of areas of informality receiving waste removal and area cleaning service (NKPI)		99.79	99.00	
3.L Number of service points (toilet and tap with hand basin) provided to backyarders		357.00	350.00	
3.M Number of electricity subsidised connections installed [C] - NKPI		1,722.00	1,500.00	
3.N Number of sites serviced in the informal settlements		1,274.00	1,350.00	Reason for Variance: Phase 1 of the Backstage 1 UISP was implemented with 83 sites concluded. Due to ongoing community resistance related to illegal land invasions on the site the contract was cancelled and therefore unable to start the second phase of the development in the 2020/21 FY Remedial Action: Ongoing engagements with stakeholders for an alternative implementation plan to complete the project.
3.O Number of community services facilities within informal settlements [AT]			0.00	
SFA 4: Inclusive City				
4.1. Dense and transit oriented growth and development				
4.A Catalytic Land Development				
4.B Number of passenger journeys per kilometreoperated [AT]		0.80	0.73	
4.2. An efficient, integrated transport system				
4.C Total number of passenger journeys on MyCiti		10,901,143.00	10,200,000.00	
4.3. Building integrated communities				

Name	Status	Actual	Target	Reason for Variance/Remedial Action Comment
4.D Percentage of people from EE target groups employed in 3 highest levels of management in compliance with the City's approved EE plan (EE)		74.20	75.00	Reason for variance: We have 233 designated group employees of a total of 314 staff employed in level 1-3 (233/314 = 74.2%). We need 3 more employees at this level (236/314) to make our 75% target. Resignations/retirements of 4 ED's over the last 6 months in addition to other resignations at Level 1-3 contributed to the current performance levels. Remedial action: We have two retirements scheduled at level 3 over the next 6 months. One of these will be replaced with a member of the designated group. In addition, all level 2-3 positions filled over the next 6 months will be targeted out of the designated groups.
4.E Number of strengthening families programmes implemented [C]		16.00	12.00	
SFA 5: Well-Run City				
5.1. Operational sustainability				
5.A Opinion of independent rating agency		100.00	1.00	
5.B Opinion of the Auditor General		0.00		Target for this indicator is CLEAN AUDIT STATUS Actual for this indicator will ONLY be available by December 2021 after finalization of the audit process by the Auditor General
5.C Percentage spend of capital budget [C] - NKPI		82.30	90.00	Note that the actual achieved figure is provisional. Details regarding the reason for under achieved performance is attached as annexure D. Remedial action: Engagement with directors and responsible project managers is ongoing to ensure that tracking and monitoring of projects is within the prescribed timeframes, and that corrective actions are processed timeously to ensure maximum spend. Unspent committed funds for 2020/21 will be rolled over to 2021/22 in the August 2021 adjustments budget. Citywide action: A working group established by the City Manager meets on a monthly basis to review all the City's capital expenditure and corporate contracts.
5.D Percentage spend on repairs and maintenance [C]		87.39	95.00	Reason for variance: 1. Electrical - COVID-19 lockdown restrictions resulted in a reduction in maintenance work at facilities and networks. 2. Maintenance Equipment - less than planned maintenance work on fleet, busses and other equipment. 3. Building Contractors - COVID-19 lockdown restrictions resulted in maintenance programmes not being implemented as planned. 5. Material General - due to reduced maintenance as a result of the COVID-19 lockdown restrictions, building maintenance tender that is still to be approved, delay in the renewal of the Public Lighting maintenance contract, Road and Traffic Signal maintenance less than anticipated as a result of the impact of COVID-19. Note that results are preliminary as the financial year is not finalised yet and year-end transactions are still in progress
5.E Cash/cost coverage ratio (excluding unspent conditional grants) [C] - NKPI		1.88	1.81	

Name	Status	Actual	Target	Reason for Variance/Remedial Action Comment
5.F Net Debtors to annual income [C] - NKPI		7.87	22.97	
5.G Debt (total borrowings) to total operating revenue [C] - NKPI		23.75	25.02	



Well Below



Below



On Target



Above



Well Above



Trend Up



Trend Stable



Trend Down

Annexure A – CORPORATE SCORECARD INDICATOR DEFINITIONS FOR 2020/21

CORPORATE SCORECARD DEFINITIONS 2020/21		
INDICATOR	IDP Objective	INDICATOR DEFINITION
1.A Percentage of building plans approved within 30-60 days	1.1	Percentage of applications approved within statutory timeframes (30–60days). The objective is to improve approval times. This improvement will be in the trend over the course of the five-year term of the Integrated Development Plan, but will be targeted annually as the weighted average percentage achieved for the specific year. The approval of building plans is measured within the statutory timeframes of 30 days for structures of <500 m2 and 60 days for structures of >500 m2. See section A7 of the National Building Regulations Act 103 of 1977.
1.B Percentage of rates clearance certificate issued within 10 working days	1.1	This indicator measures the percentage of Rates Clearance certificates issued within 10 working days, only once the correct payments and required documentation have been received and verified as correct.
1.C Number of outstanding valid applications for commercial electricity services, expressed as a percentage of commercial customers	1.1	This indicator reflects the number of outstanding valid commercial applications (down-payments received) for electricity services (meter and prepaid) (where valid applications translate into an active account), expressed as a percentage of the number of commercial customers for the service.
1.D Broadband Infrastructure Programme (BIP)	1.2	This will measure the business and management review of the Broadband Infrastructure Programme (BIP) that will be approved by the delegated authority. Broadband Infrastructure Programme will follow project management processes adopted by City of Cape Town.
1.E Number of Mayoral Job Creation Programme (MJCP) opportunities created - NKPI	1.3	This indicator measures the number of work opportunities created through the Mayor's Job Creation Programme (MJCP) A work opportunity is paid work of a temporary nature, created for an individual for any period of time, within the employment conditions of the Code of Good Practice for Special Public Works Programmes. Proxy measure for NKPI
1.F Percentage budget spent on implementation of Workplace Skills Plan (NKPI)	1.3	The Workplace Skills Plan outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions that will address the needs arising out of local government's skills sector plan, the IDP, the

Annexure A – CORPORATE SCORECARD INDICATOR DEFINITIONS FOR 2020/21

CORPORATE SCORECARD DEFINITIONS 2020/21		
INDICATOR	IDP Objective	INDICATOR DEFINITION
		individual departmental staffing strategies, individual employees' personal development plans and the employment equity plan. Proxy measure for NKPI.
1.G Percentage compliance with drinking-water quality standards	1.4	Measures the potable water sample pass rate according to the SANS 241 standard.
1.H Small scale embedded generation (SSEG) capacity legally installed and grid-tied measured in mega-volt ampere (MVA)	1.4	This indicator measures the total amount of power that can be generated by new installations of smaller renewable-energy generators, such as rooftop solar photovoltaic (PV) connected to the electricity grid on the consumer's side of the consumer's electricity meter.
2.A Number of new areas in which additional CCTV cameras have been installed	2.1	This indicator measures the number of new areas identified where the City's CCTV surveillance cameras have been installed. The camera network is part of the City's crime prevention initiatives and will assist with safety in public and private spaces.
2.B Community satisfaction survey (score 1-5) - safety and security	3.1	A statistically valid, scientifically defensible score from the annual survey of residents' perceptions of the overall performance of the City's safety and security services. The measure is given against the non-symmetrical Likert scale where 1 is poor, 2 is fair, 3 is good, 4 is very good, and 5 is excellent. The objective is to improve the current customer satisfaction level.
3.A Community satisfaction survey (score 1-5) - citywide	3.1	A statistically valid, scientifically defensible score from the annual survey of residents' perceptions of the overall performance of the City's services. The measure is given against the non-symmetrical Likert scale where 1 is poor, 2 is fair, 3 is good, 4 is very good, and 5 is excellent. The objective is to improve the current customer satisfaction level.

Annexure A – CORPORATE SCORECARD INDICATOR DEFINITIONS FOR 2020/21

CORPORATE SCORECARD DEFINITIONS 2020/21		
INDICATOR	IDP Objective	INDICATOR DEFINITION
3.B Number of outstanding valid applications for water services, expressed as a percentage of total number of billings for the service (NKPI)	3.1	<p>This indicator reflects the number of outstanding valid applications (down-payments received) for water services (where valid applications translate into an active account), expressed as a percentage of total number of active billings for the service. Billing equates to active contract accounts (water services) for domestic customers, as extracted from the City's SAP database.</p> <p>Proxy measure for NKPI.</p>
3.C Number of outstanding valid applications for sewerage services, expressed as a percentage of total number of billings for the service (NKPI)	3.1	<p>This indicator reflects the number of outstanding valid applications (down-payments received) for sewerage services (where valid applications translate into an active account), expressed as a percentage of total number of active billings for the service. Billing equates to active contract accounts (sewerage services) for domestic customers, as extracted from the City's SAP database.</p> <p>Proxy measure for NKPI.</p>
3.D Number of outstanding valid applications for electricity services, expressed as a percentage of total number of billings for the service (NKPI)	3.1	<p>This indicator reflects the number of outstanding valid applications (down-payments received) for electricity services (meter and prepaid) (where valid applications translate into an active account), expressed as a percentage of total number of active billings for the service.</p> <p>Proxy measure for NKPI.</p>
3.E Number of outstanding valid applications for refuse collection services, expressed as a percentage of total number of billings for the service (NKPI)	3.1	<p>This indicator reflects the number of outstanding valid applications (external service requests) for new refuse collection services at the end of a reporting period, expressed as a percentage of total number of active billings for formal residential refuse collection services as at the end of the same reporting period. Billing equates to active contract accounts (formal kerb-side refuse collection services) for domestic customers, as extracted from the City's SAP database.</p> <p>Proxy measure for NKPI.</p>
3.F Percentage adherence to citywide service requests	3.1	<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>

Annexure A – CORPORATE SCORECARD INDICATOR DEFINITIONS FOR 2020/21

CORPORATE SCORECARD DEFINITIONS 2020/21		
INDICATOR	IDP Objective	INDICATOR DEFINITION
3.G Number of human settlement opportunities (Top structures)	3.1	<p>Top Structures are defined as any built structure providing shelter to a household in a Human Settlements Development by means of any National Housing Programme, where the main source of funding is the Human Settlements Development Grant (HSDG) in terms of DORA for such purpose.</p> <p>Definition of a human settlements opportunity:</p> <p>A human settlements opportunity is incremental access to and/or delivery of one of the following housing products:</p> <p>(A) Subsidy Housing (BNG), which provides a minimum 40 m² house; (B) People's Housing Process (PHP) is beneficiaries who maximise their housing subsidy by building or organising the building of their homes themselves; (C) Social housing is new rental units, delivered by the City's social housing partners; (D) Rental Housing, which is Community Residential Units (CRU's) upgrading and redevelopment of existing rental units and Hostels; (E) Gap housing is a serviced, or affordable units for sale.</p>
3.H Number of human settlement opportunities (Formal sites serviced)	3.1	<p>A serviced site is defined as any property providing a municipal services (road, water and sewer), on an individual basis to a household, including high density residential sites, as well as other non-residential sites related to integrated human settlements developments, where the main source of funding is the Urban Settlements Development Grant (USDG) and the Informal Settlement Upgrading Partnership Grant (ISUPG) in terms of Division of Revenue Act (DORA) for such purpose.</p>
3.I Number of water service points (taps) provided to informal settlements (NKPI)	3.2	<p>The indicator reflects the number of taps provided in informal settlements during the period under review. Some taps may, however, have been vandalised or removed after provision.</p> <p>Proxy measure for NKPI.</p>
3.J Number of sanitation service points (toilets) provided to informal settlements (NKPI)	3.2	<p>This indicator reflects the number of toilets provided in informal settlements during the period under review. Some toilets may, however, have been vandalised or removed after provision.</p> <p>Proxy measure for NKPI.</p>
3.K Percentage of Areas of Informality receiving waste removal and area cleaning services (NKPI)	3.2	<p>This indicator reflects the percentage of Areas of Informality receiving waste removal and area cleaning service for the period under review. Areas of informality will include Informal settlements, Backyarder settlements, Rental Stock settlements, Small Farmer settlements,</p>

Annexure A – CORPORATE SCORECARD INDICATOR DEFINITIONS FOR 2020/21

CORPORATE SCORECARD DEFINITIONS 2020/21		
INDICATOR	IDP Objective	INDICATOR DEFINITION
		<p>Incremental Development Areas(IDA)/Temporary Relocation Areas(TRA)/re-blocked settlements.</p> <p>The above services are rendered through contracted services, employing local labour.</p> <p>Waste Removal is defined as follow:</p> <ul style="list-style-type: none"> • The activities and actions required to manage waste from its inception to its final disposal. This includes the collection, transport, treatment and disposal of waste, together with monitoring and regulation of the waste management process. <p>Area Cleaning Service is defined as follow:</p> <ul style="list-style-type: none"> • "boundary-to-boundary" basis on public property and terrain that the Council is responsible for – roads, conservation areas and property that has been legislated as another government department's responsibility may receive a service based on a contract with a service provider, or on via a Service Level Agreement in the case of a government department. <p>Proxy measure for NKPI.</p>
3.L Number of service points (toilet and tap with hand basin) provided to backyarders	3.2	This indicator reflects the number of service points (complete unit comprising of a toilet and tap with a hand basin) provided to backyarders during the period under review. Certain service points (toilet and tap with hand basin) may however have been vandalised or removed after provision.
3.M Number of subsidised electricity connections installed (NKPI)	3.2	<p>This indicator reflects the number of subsidised connections installed per annum in informal settlements, rental stock backyarders (pilot) and low-cost housing.</p> <p>Proxy measure for NKPI.</p>
3.N Number of sites serviced in informal settlements	3.2	<p>The indicator will measure incremental access to the following informal settlement upgrading programme:</p> <ul style="list-style-type: none"> • Incremental upgrade of informal areas, which provides a serviced site with or without tenure in accordance with the Informal Settlement upgrading programme as part of the National Housing Code. <p>A "serviced site" is defined as a site to which the following services were provided:</p> <ul style="list-style-type: none"> • Road • Water • Sewer

Annexure A – CORPORATE SCORECARD INDICATOR DEFINITIONS FOR 2020/21

CORPORATE SCORECARD DEFINITIONS 2020/21		
INDICATOR	IDP Objective	INDICATOR DEFINITION
3.O Number of community services facilities in informal settlements	3.2	Community services facilities includes "but not limited to" sport, recreational, park, library, ECD and clinic facilities. The indicator reports on such facilities, of a permanent or temporary nature, that have been newly developed within informal settlements.
4.A Catalytic Land Development Programme (CLDP)	4.1	<p>This indicator measures the progress made on the formulating and implementing the City's Catalytic Land Development Programme (CLDP). The CLDP sets out a dynamic programme of projects and subprojects with associated implementation actions over the medium to longer term that responds to changing market conditions to unlock urban development opportunities and give effect to the City's objective of dense and transit orientated development in prioritised precincts.</p> <p>The first target (FY 2019/20) is to deliver a clearly articulated programme setting out the various prioritised projects and subprojects and defining the baselines, objectives, scope of works, work plans, deliverables, milestones, targets and timeframes for each of such projects and their components, coupled to the related resourcing and budgetary requirements and implications. The second target (FY2021/22) is to have undertaken the above-mentioned planning and enablement actions on various such identified projects.</p>
4.B Number of passenger journeys per kilometre operated (MyCiTi)	4.2	The aim is to have more passengers travelling per kilometre scheduled on the MyCiTi transport system. The purpose of the indicator is to measure efficiency improvements in the usage of MyCiTi buses.
4.C Total number of passenger journeys on MyCiTi	4.2	<p>An efficient, integrated transport system is measured in part through the increase in passenger journeys undertaken.</p> <p>A passenger journey is calculated from the first boarding of a bus at a feeder stop or main station to the last exit from a bus at a feeder stop or main station, including any transfers between buses (single journey).</p>

Annexure A – CORPORATE SCORECARD INDICATOR DEFINITIONS FOR 2020/21

CORPORATE SCORECARD DEFINITIONS 2020/21		
INDICATOR	IDP Objective	INDICATOR DEFINITION
4.D Percentage of from the EE target (designated) groups employed in the three highest levels of management.	4.3	<p>The indicator measures the percentage of people from EE target (designated) groups employed in the three highest levels of management, in compliance with the City's approved EE plan and EE Act.</p> <p>Management Level 1 – City Manager and Executive directors Management Level 2 – Portfolio managers and directors Management Level 3 - Managers</p> <p>Proxy measure for NKPI.</p>
4.E Number of Strengthening Families programmes implemented	4.3	<p>The Strengthening Families programme (SFP) is a structured, evidence-based life skills programme that improves family relationships and reduces vulnerability to substance abuse. The programme presented in the form of facilitated sessions with parents, youth and, finally, the family as a unit.</p>
5.A Opinion of independent rating agency	5.1	<p>A report that reflects the creditworthiness of an institution to repay long-term and short-term liabilities. Credit ratings provide an analysis of the City's key financial data and are performed by an independent agency to assess the City's ability to meet short and long-term financial obligations.</p> <p>Indicator standard/norm/benchmark: The highest rating possible for local government, which is also subject to the country's sovereign rating.</p>
5.B Opinion of the Auditor-General	5.1	<p>The indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor-General in determining his opinion. An unqualified audit opinion is where the auditor, having completed the audit, has no reservation as to the fairness of presentation of financial statements and their conformity with general recognised accounting practice. This is referred to as a 'clean audit'.</p> <p>Alternatively, the auditor would issue a qualified audit opinion either in whole or in part over the financial statements if these have not been prepared in accordance with general recognised accounting practice, or the auditor could not audit one or more areas of the financial statements. Future audit opinions will cover the audit of predetermined objectives.</p>

Annexure A – CORPORATE SCORECARD INDICATOR DEFINITIONS FOR 2020/21

CORPORATE SCORECARD DEFINITIONS 2020/21		
INDICATOR	IDP Objective	INDICATOR DEFINITION
5.C Percentage of capital budget spent (NKPI)	5.1	<p>Percentage reflecting year-to-date spend in relation to the 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 year-end.</p> <p>Proxy measure for NKPI.</p>
5.D Percentage spent on repairs and maintenance	5.1	<p>Percentage reflecting year-to-date spend (including second costs) in relation to the total repairs and maintenance budget.</p> <p>Note that 'in-year reporting' during the financial year will be indicated as a trend (year-to-date spend).</p> <p>Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned maintenance includes assets inspection, and measures to prevent known failure modes, and can be time or condition-based.</p> <p>Repairs are actions undertaken to restore an asset to its previous condition after failure or damage. Expenses on repairs and maintenance are considered operational expenditure.</p> <p>Primary repairs and maintenance costs refer to repairs and maintenance expenditure incurred for labour and materials paid to outside suppliers. Second repairs and maintenance costs refer to repairs and maintenance incurred for labour provided in-house/internally.</p>
5.E Cash/cost coverage ratio (excluding unspent conditional grants) (NKPI)	5.1	<p>The ratio indicates the ability to meet at least monthly fixed operating commitments from cash and short-term investments, without collecting any additional revenue during that month.</p> <p>Proxy measure for NKPI.</p>
5.F Net debtors to annual income (NKPI)	5.1	<p>Net current debtors are a measurement of the net amounts due to the City that are realistically expected to be recovered.</p> <p>Proxy measure for NKPI.</p>

Annexure A – CORPORATE SCORECARD INDICATOR DEFINITIONS FOR 2020/21

CORPORATE SCORECARD DEFINITIONS 2020/21		
INDICATOR	IDP Objective	INDICATOR DEFINITION
5.G Debt (total borrowings) to total operating revenue (NKPI)	5.1	<p>The purpose of the ratio is to provide assurance that sufficient revenue will be generated to repay liabilities.</p> <p>Proxy measure for NKPI.</p>

Description	Variance	Variance %	Reasons for material deviations	ANNEXURE D
				Remedial or corrective steps/remarks
R thousands				
Capital Expenditure	-			
Vote 1 - Community Services & Health	(100 404)	-31%	<p>The negative year-to-date variance reflects mainly on the following projects/programmes:</p> <ol style="list-style-type: none"> 1. Various community facility- and clinic upgrade projects, including security upgrades: Delays are as a result of the hold placed on professional services tender 30C/2018/19, which has reached capacity. 2. Vuyiseka Multi-Purpose Centre project: The floodlights have been installed and the snag list is in the process of being completed. The unspent funds are as a result of tender 149S reaching capacity. 3. Maitland Cremator-, New Fisantekraal Clinic- and Integrated Recreation Facilities project: All works planned for the 2020/21 financial year have been completed; awaiting final invoices. 4. Furniture and IT equipment projects: Some items were delivered. Further orders for IT equipment could not be placed as the vendor could not deliver on time. 5. Facility upgrades - SASREA projects: Awaiting invoice for work completed. The balance of work could not be completed at the Blue Downs Stadium due to community unrest. 6. Bloekombos Community Hall Upgrade project: Professional services work has been completed; awaiting invoice. Tender for construction work, which will take place in the 2021/22 financial year, is in the process being awarded. 	<ol style="list-style-type: none"> a. The project managers is following up on outstanding invoices. b. Invoices are being vetted and will be processed by the financial year-end deadline. c. Unspent funds, where items could not be delivered/projects could not be completed by 30 June, will be rolled over to the 2021/22 financial year in the August 2021 adjustments budget.
Vote 2 - Corporate Services	(18 827)	-8%	<p>The negative year-to-date variance reflects mainly on the following projects/programmes:</p> <ol style="list-style-type: none"> 1. Various projects: Projects have reached practical completion; awaiting invoices. 2. Development of Goodwood Records Facility: The project was initially delayed due to limited site access. The contractor has since been appointed and has commenced on site. 	<ol style="list-style-type: none"> 1. The project manager is following up on the outstanding invoice for payment by the financial year-end deadline. 2 - 4. Balance of funds will be rolled over to 2021/22 financial year in the August 2021 adjustments budget.

			<p>Construction contract has been signed.</p> <p>3. Contract Management System Integration: The project is delayed due to the review of the development of the system as a result of changes in the business processes in the City, as well as key members testing positive for COVID-19.</p> <p>4. IT Equipment - Additional FY21: Some items were delivered. The balance of the items could not be delivered by 30 June 2021 due to unavailability of stock.</p>	
Vote 3 - Economic Opportunities & Asset Managemnt	(37 702)	-10%	<p>The negative variance reflects on the following projects/ programmes:</p> <p>1. Facilities Management - Facilities Upgrade Area 1 - CHQ Phase 1: Project is behind schedule due to protracted approval process of Tender 287Q/2019/20, which has now been awarded.</p> <p>2. Fleet Management - FS Fleet Replacement FY21: Project delayed due to supplier constraints.</p> <p>3. Property Management - CTICC 2 - Interface Structure: Project was initially delayed due to complex project pre-planning as well as material shortages resulting in under expenditure.</p>	<p>1. Orders placed for the chillers with anticipated delivery in the 2021/22 financial year. The balance of funds will be rolled over to the 2021/22 financial year in the August 2021 adjustments budget.</p> <p>2. Funding for the vehicles that could not be delivered by 30 June 2021 will be rolled-over to the 2021/22 financial year in the August 2021 adjustments budget.</p> <p>3. A portion of the project will be re-phased to the 2021/22 financial year in the August 2021 adjustments budget.</p>
Vote 4 - Energy & Climate Change	(135 910)	-16%	<p>1. MV System Infrastructure: Projects have been completed with final invoices being verified before being processed.</p> <p>2. Paardevlei new switching station: Delays in delivery of the imported GIS switchgear and arrival of the installation engineer from Germany as a result of COVID-19 travel/import restrictions have resulted in delays in installation and OH Line tie-in work.</p> <p>3. System Equipment replacement projects: Critical equipment, transformers and minisubs could not be delivered by 30 June 2021, due to supplier constraints.</p> <p>4. Prepayment Meter Replacement: Underspend as a result of material shortages.</p> <p>5. Woodstock Switching Station - Switchgear Refurbishment: International travel restrictions have resulted in the contractor</p>	<p>1. Invoices to be processed by financial year-end deadline.</p> <p>2. A roll over to the 2021/22 financial year will be proposed in the August 2021 adjustments budget as some equipment was not delivered and installed by 30 June 2021.</p> <p>3 – 6. A portion of the budget will be proposed for roll over to the 2021/22 financial year in the August 2021 adjustments budget.</p>

			not being able to return to complete the installation of bay 8. 6. HV Substations- Tapchanger refurbishment: The tender was awarded and appeal phase completed. The subsequent change in ownership of the business to whom the tender was awarded has resulted in delays; awaiting legal vetting.	
Vote 5 - Finance	(30 418)	-11%	CT Stadium - Suites: Project phase completed; awaiting final invoice.	The project manager is following up on the invoice. Savings will be realised.
Vote 6 - Human Settlements	(132 779)	-17%	1. Asset Management Programme completed; awaiting outstanding invoices. 2. Informal Settlements Upgrade FY21 project completed; awaiting final invoices. 3. Delays on various other projects due to, inter alia, the impact of the COVID-19 lockdown, community challenges, late appointment of contractors/consultants and outstanding statutory approvals.	1 - 2. The project manager is following up on outstanding invoices, which will be processed by year-end cut-off dates. 3. Committed funds to be rolled over to the 2021/22 financial year in the August 2021 adjustments budget.
Vote 7 - Office of the City Manager	(718)	-45%	Some items were delivered. The remainder of the items could not be delivered by 30 June 2021 due to unavailability of stock.	Balance of funds will be rolled over to the 2021/22 financial year in the August 2021 adjustments budget.
Vote 8 - Safety & Security	(54 714)	-14%	The negative year-to-date variance reflects on the following projects/programmes: 1. Fire equipment: The manufacturer was unable to secure components due to shortage of stock required for the equipment resulting in items not being able to delivered by 30 June 2021. 2. Fire Vehicles Replacement, IT equipment, Replacement equipment and furniture: Some items were delivered. The remainder of the items could not be delivered by 30 June 2021 due to supplier constraints. 3. Property Improvement Metro Police: Project is delayed due to work that could not be completed as a result of the shortage of materials and electric work cables that could not be delivered, as well as the professional services providers billing less hours than originally anticipated.	Unspent balances, where items could not be delivered/projects could not be completed by 30 June, will be rolled over to 2021/22 financial year in the August 2021 adjustments budget.

Vote 9 - Spatial Planning & Environment	(35 008)	-26%	<p>The negative variance is mainly attributable to:</p> <ol style="list-style-type: none"> 1. Capacity constraints on tender 375C on which many projects are dependent, especially the Nature Reserve Visitor Education Centres and Coastal Programmes. 2. The directive issued to cease work on tender 30C/2018/2019 and 339Q has delayed project progress on the Nature Reserve Visitor Education Centres Programme and the Strand Pavilion Ablutions Upgrade. 3. Delays at the Helderberg Nature Reserve, due to further structural foundation changes required as a result of the ground conditions as well as inclement weather, and the national shortage of steel. 4. Further development as well as capacity constraints on the E-Systems project and SAP enhancements project. 5. Delays in appointment of service providers for the Philippi Fresh Produce Market Refurbishment project, due to the protracted approval process of transversal tender 301Q/2017/18. 6. The report for the Joostenbergskloof land acquisition was approved by MayCo on 6 April 2021, however, an additional condition was added by the seller. This is in the process of being resolved but has resulted in delays in finalisation of the deed of sale. 	Remaining unspent commitments will be rolled over to the 2021/22 financial year in the August 2021 adjustments budget.
Vote 10 - Transport	(192 986)	-21%	<p>The directorate has a net negative variance, which is an accumulation of slower than anticipated expenditure on a number of projects, the most significant of which are:</p> <ol style="list-style-type: none"> 1. Road Rehabilitation: Jakes Gerwel - N2 & N1: The commencement of this rehabilitation project was initially delayed with construction only commencing on 18 January 2021. The revised cash flow provided by the contractor indicated a value at risk. The project manager tried accelerating the programme but further unforeseen issues i.e. bitumen supply problems and material supply problems necessitated another reprogramming and further revisions to cash flows. 2. IRT - Jan Smuts: Project completed and invoice being vetting. 	<ol style="list-style-type: none"> 1. Virement to be processed in order to maximise USDG spend. Balance of EFF funding to be proposed for roll over to the 2021/22 financial year in the August 2021 adjustments budget. 2. Invoice to be processed before 16 July 2021. Savings to be realised. 3. Invoice to be processed before 16 July 2021. 4. Balance of funds to be proposed for roll over to the 2021/22 financial year in the August 2021 adjustments budget.

			<p>3. IRT Phase 2A - Morgenster Upgrade: The project achieved practical completion at the end June 2021. Final snags are being completed with the project manager vetting the invoice.</p> <p>4. COVID-19 - Guard Rails & Fencing: Some work completed. Further implementation had to be halted as the tender reached its capacity with no further applications to be authorised.</p>	
Vote 11 - Urban Management	(20 187)	-30%	<p>The negative year-to-date variance reflects on the following projects:</p> <p>1. Bonteheuwel Town Centre Upgrade Building: Some work could not be completed due to tender-related issues.</p> <p>2. Gugulethu Meat Market and Renovation of Sub Council 18: Tender 339Q is no longer available for utilisation and no alternate tender has been identified.</p>	Remaining unspent commitments will be rolled over to the 2021/22 financial year in the August 2021 adjustments budget.
Vote 12 - Water & Waste	(548 206)	-18%	The directorate is behind planned spend for the period under review. The main reasons are listed below at departmental level.	There are on-going engagements with directors and responsible project managers to ensure that projects are implemented within the prescribed timeframes and that corrective action, where needed, is processed timeously so as to ensure maximum spend. Remedial action required as indicated below.
Management: Water & Waste	(58)	-39%	Project has been completed with minor savings realised.	-
Solid Waste Management	(169 725)	-26%	<p>The negative year-to-date variance reflects on the following projects/programmes:</p> <p>1. Vehicles - Replacement FY21: Delays in delivery linked to the impact of the COVID-19 pandemic in India and Italy.</p> <p>2. Coastal Park - LFG Infrastructure - Beneficiation (Tender 143Q/2018/19): Work delayed due to additional information only being submitted in May 2021.</p> <p>3. New Prince George Drop-off: Project delayed due to poor contractor performance.</p> <p>4. Vissershok North - Design and develop Airspace: Tender</p>	Unspent balances, where items could not be delivered/projects not completed by 30 June, will be rolled over to 2021/22 financial year in the August 2021 adjustments budget.

			<p>293Q/2019/20 for the construction phase is currently in the bid evaluation stage. The National Department of Water & Sanitation did not approve the construction drawings. The City and its consultant met with the National Department of Water & Sanitation to discuss the way forward. Upfront parameter testing was requested as well as a revised detail design report before the design will be reconsidered for approval. Delays experienced at the laboratory.</p> <p>5. Coastal Park: Design and develop: Tender 61Q/2019/20 for construction is delayed, which resulted in the delivery of Geosynthetic Clay Liners (GCL) starting in April 2021.</p> <p>6. Coastal Park - Design and develop (MRF): Project initially delayed as a result of the protracted BEC process for tender 107Q as well as a disputed COVID-19 claim on tender 57Q. An amicable settlement process has since been concluded.</p> <p>7. ARTS - Material Recovery Facility/MBT: The environmental assessment practitioner has been appointed for completion of the environmental impact assessment process and the purchase order is in place. One appeal was received against the professional services tender 48C/2020/21 (Section 33) award and was dealt with by the Appeals authority. However, the appellant was not in agreement with the initial outcome and submitted a further objection, which was rejected. Further delays are as a result of the site being identified as a provincial heritage site.</p>	
Water & Sanitation	(378 424)	-16%	<p>The current variance includes R127 million, which is locked as contingencies. Invoices for work performed up until 30 June 2021 are still being processed as part the financial year-end process. The remaining variance relates to delays flowing from appeals lodged on tenders, community resistance, items not delivered on time etc.</p>	<p>Remaining unspent commitments will be rolled over to the 2021/22 financial year in the August 2021 adjustments budget.</p>