

PERFORMANCE AGREEMENT

Made and entered into by and between

THE CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY

("the City")

(Represented by **Councillor Kabelo Gwamanda, Executive Mayor**, duly authorised by Municipal Council Resolution)

and

Floyd Brink

("the City Manager")

for the financial year: 1 July 2023 to 30 June 2024

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1. INTRODUCTION

- 1.1 The City has entered into a contract of employment with the City Manager in terms of Section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act").
- 1.2 Section 57(1)(b) of the Systems Act, read with the contract of employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved and secure the commitment of the City Manager reporting to the Executive Mayor, to a set of actions that will secure local government policy goals.

2. PURPOSE OF THIS AGREEMENT

- 2.1 The parties agree that the purpose of this Agreement is to:
 - 2.1.1 comply with the provisions of Section 57(1)(b), 4(A), (4B) and (5) of the Systems act; and the employment contract entered into between the parties;
 - 2.1.2 specify objectives and targets established for the City Manager;
 - 2.1.3 specify accountabilities as set out in the performance plan (scorecard) attached as Annexure 'A';
 - 2.1.4 monitor and measure performance against set targeted outputs;
 - 2.1.5 use the performance agreement and scorecard as the basis for assessing whether the employee has met the performance expectations applicable to their job;
 - 2.1.6 in the event of outstanding performance, to appropriately reward the employee in accordance with the City's performance management policy; and
 - 2.1.7 give effect to the City's commitment to a performance-orientated relationship with the City Manager in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 Notwithstanding the date of signature hereof, this Agreement will commence on the date of appointment of the City Manager, and, subject to paragraph 3.3, will continue in force until a new performance agreement is concluded between the parties as contemplated in paragraph 3.2.

- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new performance agreement that replaces this Agreement at least once a year by not later than July each year.
- 3.3 This Agreement, with the current Executive Mayor, may terminate on the termination of the Executive Mayor's appointment regardless of the reason for such termination and a new performance agreement may be entered into with a new Executive Mayor.
- 3.4 The content of this agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this agreement are no longer appropriate, the contents shall be revised.

4. PERFORMANCE OBJECTIVES

- 4.1 The scorecard in Annexure "A" sets out:
- 4.1.1 the performance objectives and targets that must be met by the City Manager; and
- 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure "A" (scorecard) are set by the Executive Mayor and the Group Performance Audit Committee after consultation with the City Manager and are based on the Growth and Development Strategy, Integrated Development Plan, Mayoral Priorities Service Delivery and Budget Implementation Plan (SDBIP) and Budget of the City, and include key objectives; key performance indicators; target dates and weightings.
- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4 The City Manager's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the City's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT POLICY

- 5.1 The Parties record that the City has a Performance Management Policy, which may be amended from time to time. It describes the systems and procedures of performance management in the City in which the City Manager will be required to engage in performing their job.
- 5.2 The City Manager agrees to participate in the performance management system that the City adopts or introduces.
- 5.3 The City Manager accepts that the purpose of the performance management policy and system is to provide a comprehensive system with specific performance standards to assist the City, Executive Mayor and City Manager to perform to the standards required.
- 5.4 The City Manager undertakes to actively focus towards the promotion and implementation of the Key Performance Areas (KPA's) (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The City Manager's assessment will be based on their performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the KPA's.

6. EVALUATING PERFORMANCE

- 6.1 It is recorded that in terms of the City's performance management policy and system, for purposes of evaluation of the performance of the City Manager, a Group Performance Audit Committee and Performance Evaluation Panel have been established to assist the Executive Mayor in the process of evaluating the Performance of the City Manager.
- 6.2 The performance of the City Manager in relation to their performance agreement shall be reviewed on a quarterly basis as follows:

| | | |
|----------------|---|--------------------|
| First quarter | : | July – September |
| Second quarter | : | October – December |
| Third quarter | : | January – March |
| Fourth quarter | : | April - June |

- 6.3 The City Manager must avail themselves for scheduled performance reviews.
- 6.4 The Executive Mayor shall ensure that the Group Performance Audit Committee be convened to conduct review sessions on the performance of the City Manager at least twice a year.

- 6.5 The City Manager shall ensure that a record is kept of the mid-year review and final review sessions.
- 6.6 Performance feedback shall be based on the assessment of the City Manager's performance by the Executive Mayor and Group Performance Audit Committee, as well as the Performance Evaluation Panel and may include recommendations for corrective steps to be taken to improve performance.
- 6.7 The City will be entitled to review and make reasonable changes to the provisions of the performance plan (scorecard) from time to time for operational reasons. The City Manager will be consulted before any such change is made.
- 6.8 Despite the establishment of agreed intervals for evaluation, the Executive Mayor may, in addition, review the City Manager performance at any stage while the contract of employment remains in force.
- 6.9 Personal growth and development needs identified during any performance review discussion must be documented and, where possible, actions agreed.
- 6.10 The annual performance appraisal will involve assessment of the achievement of results as outlined in the performance plan and each KPA and CCR should be assessed according to the extent to which the specified standards or performance indicators have been met.

7. OBLIGATIONS OF EMPLOYER

The City must -

- 7.1 Create an enabling environment to facilitate effective performance by the employee;
- 7.2 Provide access to skills development and capacity building opportunities;
- 7.3 Work collaboratively with the City Manager to solve problems and generate solutions to common problems that may impact on the performance of the employee;
- 7.4 On the request of the City Manager delegate such powers reasonably required by the City Manager to enable them to meet the performance objectives and targets established in terms of the agreement; and
- 7.5 Make available to the City Manager such resources as the City Manager may reasonably require from time to time to assist them to meet the performance objectives and targets established in terms of the agreement.

8. CONSULTATION

The Executive Mayor agrees to consult the City Manager timeously in respect of decisions which will have a significant impact on the performance of the duties of the City Manager.

9. MANAGEMENT OF OUTCOMES

- 9.1 The evaluation of the City Manager's performance will form the basis for rewarding performance or correcting unacceptable performance.
- 9.2 A performance bonus not exceeding 14% may be paid to the City Manager in recognition of outstanding performance, in accordance with the City's policy and system referred to in this agreement.
- 9.3 An increase may be awarded to the City Manager in accordance with the City's policy and system referred to in this agreement.
- 9.4 Should the City Manager be entitled to a performance bonus referred to in paragraph 9.2, this will be paid out after the tabling of the annual report.
- 9.5 In the case of unacceptable performance, the Executive Mayor shall provide systematic remedial or developmental support to assist the City Manager to improve their performance.
- 9.6 Where the Executive Mayor is, at any time during the City Manager's employment, not satisfied with the City Manager's performance with respect to any matter dealt with in this Agreement, the Executive Mayor will give notice to the City Manager to attend a meeting with the Executive Mayor.
- 9.7 The City Manager will have the opportunity at the meeting to satisfy the Executive Mayor of the measures being taken to ensure that the City Manager's performance becomes satisfactory and any programme, including any dates, for implementing these measures.
- 9.8 Where there is a dispute or difference as to the performance of the City Manager under this Agreement, the parties will confer with a view to resolving the dispute or difference.

10. DISPUTES

- 10.1 Any dispute arising out of this Agreement, shall be submitted to and determined by arbitration in accordance with the arbitration rules of an accredited private dispute resolution agency, as amended. The arbitrator shall be mutually agreed upon, and shall be selected from a list of arbitrators supplied by an accredited private dispute resolution agency.

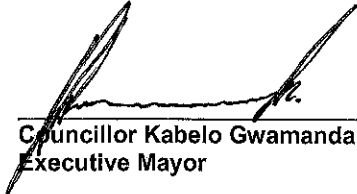
- 10.2 The parties shall, prior to the arbitration date, be required to meet with the arbitrator in order to determine the appropriate terms of reference for the arbitrator, and their powers, and to submit an agreement in writing to the arbitrator.
- 10.3 Should the parties fail to agree on the identity of the arbitrator within a period of 14 days after the date of the submission of the dispute to the Executive Mayor, either of the parties shall be entitled to request a private dispute resolution agency, to appoint the arbitrator. The accredited private dispute resolution agency, in making the appointment, shall have regard to the nature of the dispute, and shall have regard to the parties' requirement of speedy arbitration in the selection of arbitrators. If the appointment is to be made in this manner, preference shall be given to the attorneys or advocates on the Panel of arbitrators of the accredited private dispute resolution agency.
- 10.4 The arbitrator shall be entitled further to determine the procedure to be followed in the arbitration, but to ensure that each party has the right to be heard, lead appropriate witnesses, submit documentation, and to argue in respect of the appropriate outcome and remedy. The arbitrator shall, in determining the procedures to be followed, be guided by the parties intention to have the dispute finally adjudicated upon within as short as possible a period from the date of the dismissal, or of the dispute, arising.
- 10.5 The parties shall be entitled to be represented by a representative of choice at the arbitration, and the outcome of the arbitration shall be final and binding. The Executive Mayor shall be bound to the dispute resolution procedures contained herein.
- 10.6 The fact that any dispute has been referred to, or is the subject of an arbitration, as well as any information submitted or furnished to the arbitrator, or in any other matter forming part of the record of any arbitration proceeding, shall be kept confidential by the parties to such proceeding.

11. **GENERAL**

- 11.1 The contents of the Agreement and the outcome of any review conducted in terms of Annexure "A" (scorecard) will not be confidential and may be made available to the public by the City, where appropriate.
- 11.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the City Manager in terms of their contract or employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

SIGNED at Braamfontein on this the 19th day of July 2023

For: **THE CITY OF JOHANNESBURG**
METROPOLITAN MUNICIPALITY




Councillor Kabelo Gwamanda
Executive Mayor

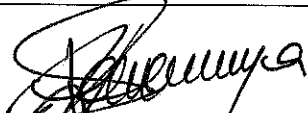
Witness: _____

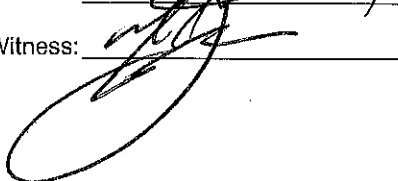
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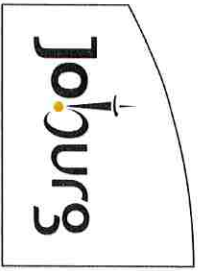
SIGNED at Braamfontein on this the 19th day of July 2023



Floyd Brink
City Manager

Witness: _____

Witness: _____



a world class African city

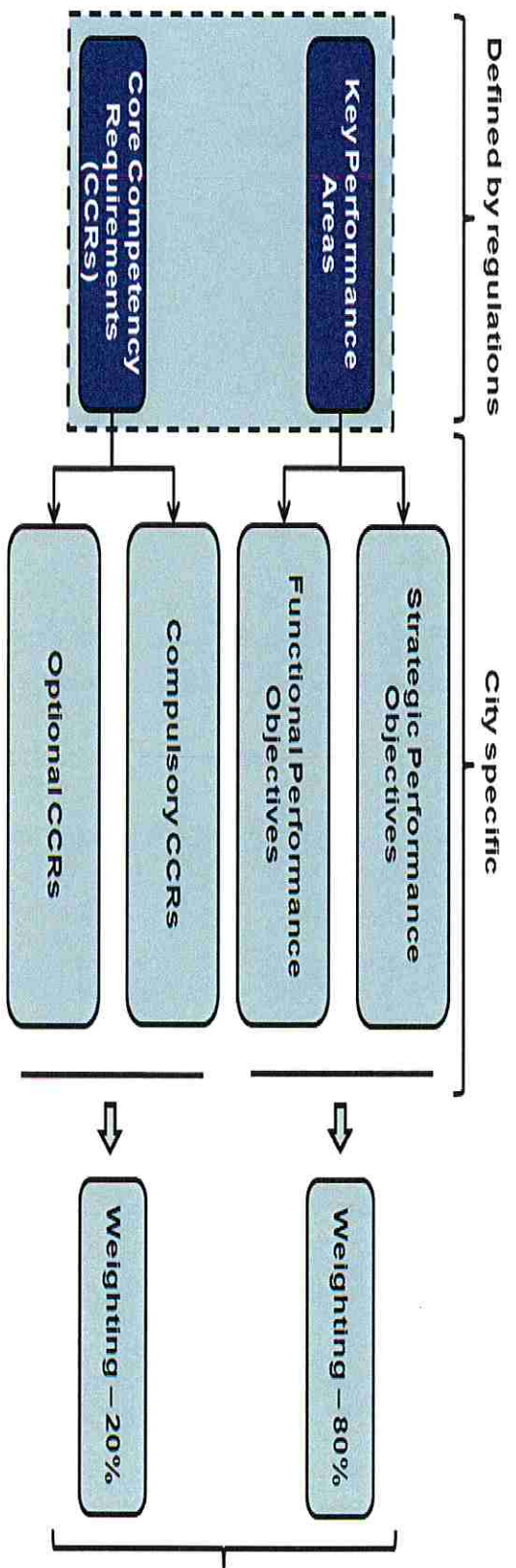
ANNEXURE "A"

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| PERFORMANCE SCORECARD | |
|--|--|
| Employee Name: | Floyd Brink: City Manager |
| Manager: | Clif Kabelo Gwamanda: Executive Mayor |
| Position Purpose | The City Manager is the Head of Administration and the Accounting Officer of the City of Johannesburg as provided for in section 55 of the Municipal Systems Act 32 of 2000 and section 60 of the Municipal Finance Management Act 56 of 2003. |
| KEY PERFORMANCE AREAS | <p>As per the provisions of the Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Manager of 2006; Regulations 25 and 26, the following Key Performance Areas (KPA's) will inform the City Manager's performance:</p> <ul style="list-style-type: none"> • Basic Service Delivery. • Local Economic Development. • Good Governance • Municipal Planning and Governance. • Procurement and Contract Management. • mSCOA compliance. • Municipal Financial Viability and Management • Performance and Staff Management • Customer Focus and Orientation |
| <p>The period of this Performance Plan is from 1 July 2023 to 30 June 2024</p> | |

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The individual performance scorecards shall be made up of Key Performance Areas (KPA) (divided into Functional Performance Objectives (FPO) and Strategic Performance Objectives (SPO)) and Core Competency Requirements (CCR) which shall have a relative weighting of 50%: to 30% to 20% respectively. Therefore, the scorecard is separated into three sections, namely, Functional Performance Objectives, Strategic Performance Objectives and Core Competency requirements.



Weighting of CCRs/KPAs defined by the regulations

Strategic Performance Objectives (SPOs) are those KPAs which are derived from key citywide and cluster-based objectives and strategies. Of the total 80% KPA weighting, the relative weighting for SPOs should not be less than 50%. The SPOs are developed to reflect the City's strategic priorities within the individual employee scorecard. Functional Performance Objectives (FPOs) relate to the employee's functional areas, objectives and responsibilities. Of the total 80% KPA weighting, the relative weighting for FPOs should not exceed 30%.

SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES

| KPA No | Key Performance Area | KPI No. | Key Performance Indicators (KPIs) | Baseline | Target | Means of Verification |
|--|------------------------|---------|---|---------------|--|---|
| SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES | | | | | | |
| TOTAL WEIGHT = 50% | | | | | | |
| 1 | Basic Service Delivery | 1.1 | Number of indigent households benefiting from ESP (free basic services) | 152 182 | 1 = 80 000 indigent households 2 = 90 000 indigent households 3 = 140 000 indigent households 4 = 150 000 indigent households 5 = 160 000 indigent households | <ul style="list-style-type: none"> SDBIP Assessment Reports approved by Council Audited Annual Report |
| | | 1.2 | Percentage of wards with ward based policing programme ¹ | New indicator | 1 < 80% of the wards 2 = 80% of the wards 3 = 85% of the wards 4 = 90% of the wards 5 = 100% of the wards | <ul style="list-style-type: none"> SDBIP Assessment Reports approved by Council Audited Annual Report |
| | | 1.3 | Number of mixed housing units constructed | 3135 | 1 = 2300 housing units 2 = 2400 housing units 3 = 2850 housing units 4 = 2900 housing units 5 = 2950 housing units | <ul style="list-style-type: none"> SDBIP Assessment Reports approved by Council Audited Annual Report |
| | | 1.4 | % Implementation of the mine dump plan ² | New indicator | 1 < 80% of the plan implemented 2 = 80% of the plan implemented 3 = 85% of the plan implemented 4 = 90% of the plan implemented 5 = 100% of the plan implemented | Implementation plan Progress reports |
| | | 1.5 | % Implementation of Inner-City Rejuvenation Programme ³ | 50% | 1 = 10% Rejuvenation Plan 2 = 30% Rejuvenation Plan 3 = 60% Rejuvenation Plan 4 = 80% Rejuvenation Plan 5 = 100% Rejuvenation Plan | Implementation Reports approved by Mayoral Committee |
| | | 1.6 | Total number of energy | New Indicator | 1 = database of interventions | <ul style="list-style-type: none"> Database of interventions |

¹ Deploy manpower and resources for a ward base policing for 24hrs.

² This will be done through coordination of a multidisciplinary team, including external stakeholders to attend the challenges experienced by the city around the mine dumps.

³ The regeneration of the Inner City of Johannesburg remains a mayoral priority and is also a key priority for all Departments and Municipal Owned Entities. The Inner-City Transformation Roadmap is the City's lead strategy document in tackling the challenges facing the Inner City and aligning its programmes with the Mayoral priorities and the City's development objectives.

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| KPA No | Key Performance Area | KPI No. | Key Performance Indicators (KPIs) | Baseline | Target | Means of Verification |
|--------|----------------------------|---------|--|---|--|---|
| | | | generated and saved to mitigate the impact of load-shedding | | 2 < 50 MW (Generated and saved from baseline) 3 = 50 MW (Generated and saved from baseline) 4 = 100 MW 5 = 150 MW | <ul style="list-style-type: none"> Signed letter by HOD/CEO etc. confirming energy generated and saved |
| 2 | Local Economic Development | 2.1 | Rand value investment attraction realised within the city | R31 7billion investment attraction facilitated | 1 = R 8 - 10 billion investment facilitated 2 = R 11 - 18 billion investment facilitated 3 = R19 billion investment facilitated 4 = R20 - 25 billion 5 = R 26 – 30 billion | <ul style="list-style-type: none"> SDBIP Assessment Reports approved by Council Audited Annual Report |
| | | 2.2 | Number of SMMEs supported by the City ⁴ | 14 777 SMMEs supported ⁵ by the City | 1 = 14 500 SMMEs supported 2 = 15 000 SMMEs supported 3 = 15 500 SMMEs supported 4 = 16 000 SMMEs supported 5 = 16 500 SMMEs | <ul style="list-style-type: none"> SDBIP Assessment Reports approved by Council Audited Annual Report |
| | | 2.4 | Percentage of successfully prosecuted cases based on the number of prosecutable citations issued ⁶ and enrolled at court. | 96% | 1 = 90% of cases prosecuted 2 = 92% of cases prosecuted 3 = 94% of cases prosecuted 4 = 95% of cases prosecuted 5 = 96 - 100% of cases prosecuted | <ul style="list-style-type: none"> SDBIP Assessment Reports approved by Council Audited Annual Report |
| 3 | Good Governance | 3.1 | Audit outcome | Unqualified Audit Report with matters of | 1 = Adverse Audit report ⁷ 2 = Qualified Audit Report ⁸ 3 = Unqualified without material | <ul style="list-style-type: none"> Auditor General Report Auditor General |

⁴ Support offered to SMMEs includes: 1. SMMEs have worked on a City project; 2. Received assistance or guidance by our Opportunity Centres; 3. Attended a training workshop provided by the City's entities and departments; 4. Attended a course or programme facilitated or paid for by the City; 5. City facilitates funding by financial institutions; City assists with business registration documents, SARS transactions, business plan development, etc.

⁵ Business and Training Support, Assist SMMEs gain access to procurement and funding

⁶ Based on the number of citations issued (Prosecutable cases are those that are properly cited and can be presented for prosecution).

⁷ The financial statements contain material misstatements that are not confined to specific amounts, or the misstatements represent a substantial portion of the financial statements.

⁸ The financial statements contain material misstatements in specific amounts, or there is insufficient evidence to conclude that specific amounts are not materially misstated.

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| KPA No | Key Performance Area | KPI No. | Key Performance Indicators (KPIs) | Baseline | Target | Means of Verification |
|---|-----------------------------------|---------|--|---------------|---|---|
| | | | | emphasis | findings 4= Unqualified report with audit findings classified as other matters and administrative matters 5= Unqualified audit report with no findings (clean audit) | Management Letter |
| | | 3.2 | Percentage implementation of approved fraud prevention plan ⁹ | New indicator | 1 = < 50% implementation 2 = 50% Implementation 3 = 80% implementation 4 = 85% 5 = above 85% | SDBIP Assessment Reports approved by Council Audited Annual Report |
| SECTION 2: FUNCTIONAL PERFORMANCE OBJECTIVES (TOTAL WEIGHT = 30%) | | | | | | |
| 1 | Municipal Planning and Governance | 1.1 | Percentage compilation of the City's 2024/2025 Integrated Development Plan and Institutional SDBIP | 100% | 1=Approved Process Plan 2024/25 IDP 2=Outcomes report from the Technical Budget Steering Committee resolutions 3=Draft 2024/25 IDP review submitted by Council 4=Final Council submitted 2024/25 IDP Review 5=2024/25 IDP Citizen's Version | <ul style="list-style-type: none"> Approved 2024/25 IDP and SDBIP. Council minutes |
| | | 1.2 | Percentage compilation of Public Participation Outcomes Report. | 100% | 1 = 100% development of the City's CBP and IDP draft report and chapter for the IDP 2= CBP and IDP draft report and chapter for the IDP 3= Public Participation Report 4= Public Participation Report submitted to MayCom | <ul style="list-style-type: none"> CBP 2023/24 Action Plan Public Participation Outcomes Report (includes CBP and IDP engagements). Confirmed Mayoral Committee minutes. |

⁹ Recovery of financial resources and embedding ethics programme

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| KPA No | Key Performance Area | KPI No. | Key Performance Indicators (KPIs) | Baseline | Target | Means of Verification |
|--------|-------------------------------------|---------|---|----------------|--|--|
| 2 | Procurement and Contract Management | 2.1 | Number of Quarterly monitoring reports completed on the implementation of UJFW strategy ¹⁰ | New indicator | <p>5=Analysis report on inputs from internal stakeholder engagements</p> <p>1 = Draft AR submission to AGSA by 31 August.</p> <p>2 = Submission of AR to Council for tabling by end January 2024.</p> <p>3 =100% (Final AR submitted to Council for adoption by March 2024)</p> <p>4= IAR tabled at MPAC & resolutions implemented</p> <p>5=Submission to Council for approval of oversight report</p> | <ul style="list-style-type: none"> UJFW Monthly / Quarterly monitoring report. UJFW advisory report on the mitigation of UJFW expenditure/ Report on underlying causes for UJFWs |
| 3 | mSCOA compliance | 3.1 | % Compliance with mSCOA institutionalisation citywide | 15% compliance | <p>1<35% Compliance with mSCOA data quality for NT strings submission</p> <p>2= 35% Compliance with</p> | Quarterly mSCOA compliance reports |

¹⁰ To ensure that departments adhere to the strategy and take appropriate action where applicable.

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| KPA No | Key Performance Area | KPI No. | Key Performance Indicators (KPIs) | Baseline | Target | Means of Verification |
|--|--|---------|--|----------|--|---|
| SECTION 3: CORE COMPETENCY REQUIREMENTS | | | | | | |
| TOTAL WEIGHTING = 20% | | | | | | |
| Financial Competency (compulsory) | | | | | | |
| 1 | Municipal Financial Viability and Management | 1.1 | Percentage collection of revenue on property and billed services ¹¹ | 88% | 1 = 88.0 % collection of revenue on property and billing services 2 = 89.0 % collection of revenue on property and billing services 3 = 90.4 % collection of revenue on property and billing services 4 = 91.0 % collection of revenue on property and billing services 5 = 92% collection of revenue on property and billing services | <ul style="list-style-type: none"> SDBIP Assessment Reports approved by Council Audited Annual Report |
| | | 1.2 | Percentage budget spent on city-wide infrastructure ¹² | 78% | 1 < 93% Capex spent 2 = 93% Capex spent 3 = 95% Capex spent 4 = 97% Capex spent 5 = 100% Capex spent | <ul style="list-style-type: none"> SDBIP Assessment Reports approved by Council Audited Annual Report |
| | | 1.3 | Remuneration as a Percentage of Total Operating Expenditure | 25.4% | 1 = Remuneration as % of Total Operating Expenditure is ≤ 35 % 2 = Remuneration as % of Total Operating Expenditure is ≤ 32.5 % 3 = Remuneration as % of Total | <ul style="list-style-type: none"> SDBIP Assessment Reports approved by Council Audited Annual Report |



¹¹ Revenue collection to include revenue generated through entities (including City Power, Joburg Water & Pitkitup)

¹² The Capital expenditure will be implemented in line with the SDBIP budget expenditure projections

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| KPA No | Key Performance Area | KPI No. | Key Performance Indicators (KPIs) | Baseline | Target | Means of Verification |
|---|----------------------------------|---------|--|---------------|---|--|
| | | 1.4 | Cash/Cost coverage ratio (Excluding Unspent Conditional Grants) – In Months. | 22 days | Operating Expenditure is at ≤ 30 % 4 = Remuneration as % of Total Operating Expenditure is ≤ 27.5 % 5 = Remuneration as % of Total Operating Expenditure is ≤ 25 % | <ul style="list-style-type: none"> SDBIP Assessment Reports approved by Council Audited Annual Report |
| People Management and Empowerment (Compulsory) | | | | | | |
| 2 | Performance and Staff Management | 2.1 | % Of managers directly accountable to the city manager receiving performance coaching and review as per the section 57 Group Performance Management Policy and Framework | 100% | 1 = Less than 100% of employees with signed performance agreements 2 = 100% of employees with signed performance agreements 3 = 100% of employees received performance coaching and review as per the policy 4 100% plus ≤ 50% of employees scored at least 3. 1 of their scorecards set targets ¹³ 5 100% ≥ 50% of employees scored at least 3. 1 of their scorecards set targets | <ul style="list-style-type: none"> Signed Performance Agreements Performance Evaluation Report submitted to GPAC, PEP, MayCom & Council for approval |
| | | 2.2 | % Of SDBIPs' performance | New indicator | 1 < 80% implemented | <ul style="list-style-type: none"> Copies of escalation letters |

¹³ This will be scored only after fully achieving rating 3 above.

| KPA No | Key Performance Area | KPI No. | Key Performance Indicators (KPIs) | Baseline | Target | Means of Verification |
|--|------------------------------------|-------------------|---|--|---|---|
| | | | escalations implemented | | 2= 80% implemented 3= 85% implemented 4= 90% implemented 5= 100% implemented | served. • Dashboard analysis of tracked interventions. |
| | | 2.3 | Percentage of disciplinary cases resolved within 120 days ¹⁴ | No cases recorded in 2021/22 | 1 = <75% 2 = 76% 3 = 85% 4 = 95% 5 = 100% | Disciplinary Case Reports |
| Customer Orientation and Customer Focus (Compulsory) | | | | | | |
| 3 | Satisfaction Levels | 3.1 | Percentage increase in satisfaction levels ¹⁵ | 62% (2020/21 QoL) results | 1 = decrease 2 = 1% increase or no change 3 = 1% increase 4 = 2% increase 5 > 2% increase | Satisfaction Survey Results |
| By signing this performance scorecard, the manager and employee hereby indicate their full understanding of and agreement with the contents of the scorecard. The manager and the employee both acknowledge that this is in full compliance with the City's Performance Management Policy. | | | | | | |
| | Floyd Brink City Manager | Signature: |  | Councillor Kabelo Gwamanda Executive Mayor | Signature: |  |
| | | | | | Date: | 25 July 2023 |

¹⁴ This KPI relates to all Section 57 managers only (core departments)

¹⁵ Every two years the Quality of Life survey is conducted in partnership with GCRO and GPG; and in alternate years a Customer Satisfaction Survey is carried out by COJ with a private sector service provider. 2021/22 (Customer satisfaction survey), 2022/23 (Polling survey) 2023/24 (Quality of Life survey), 2024/25 (Customer satisfaction survey) 2025/26 (Quality of Life survey). An action plan for implementation will be developed following the finalisation of survey results.