



## **PERFORMANCE AGREEMENT**

Made and entered into by and between

**THE CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY**  
("the City")

(Represented by **the City Manager**, duly authorised by Municipal Council Resolution)

and

**("the Acting Head of Department")**

**for the financial year: 1 July 2025 to 30 June 2026**

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## **1. INTRODUCTION**

- 1.1 The City has entered into a contract of employment with the Acting Head of Department 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 Acting Head of Department reporting to the City Manager, 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 Acting Head of Department.
  - 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 Acting Head of Department 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 Acting Head of Department, 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 will terminate on the termination of the Acting Head of Department's contract of employment regardless of the reason for such termination.
- 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 Acting Head of Department;  
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 City Manager and the Group Performance Audit Committee after consultation with the Acting

Head of Department 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 Acting Head of Department'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 Acting Head of Department will be required to engage in performing their job.
- 5.2 The Acting Head of Department agrees to participate in the performance management system that the City adopts or introduces.
- 5.3 The Acting Head of Department 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, City Manager and Acting Head of Department to perform to the standards required.
- 5.4 The Acting Head of Department undertakes to actively focus towards the promotion and implementation of the Key Performance Areas (KPAs) (including special projects relevant to the employee's responsibilities) within the local government framework.

5.5 The Acting Head of Department'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 KPAs.

## **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 Acting Head of Department, a Group Performance Audit Committee and Performance Evaluation Panel have been established to assist the City Manager and in the process of evaluating the Performance of the Acting Head of Department.

6.2 The performance of the Acting Head of Department 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 Acting Head of Department must avail themselves for scheduled performance reviews. Failure to do so, may result in the City Manager concluding on their review in absentia and the outcome of the review is final.

6.4 The City Manager shall ensure that the Group Performance Audit Committee be convened to conduct review sessions on the performance of the Acting Head of Department 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 Acting Head of Department's performance by the City Manager 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 Acting Head of Department will be consulted before any such change is made.
- 6.8 Despite the establishment of agreed intervals for evaluation, the City Manager may, in addition, review the Acting Head of Department 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 Acting Head of Department 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 Acting Head of Department delegate such powers reasonably required by the Acting Head of Department to enable them to meet the performance objectives and targets established in terms of the agreement; and
- 7.5 Make available to the Acting Head of Department such resources as the Acting Head of Department 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 City Manager agrees to consult the Acting Head of Department timeously in respect of decisions which will have a significant impact on the performance of the duties of the Acting Head of Department.

## **9. MANAGEMENT OF OUTCOMES**

- 9.1 The evaluation of the Acting Head of Department'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 Acting Head of Department 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 Acting Head of Department in accordance with the City's policy and system referred to in this agreement.
- 9.4 Should the Acting Head of Department be entitled to a performance bonus referred to in paragraph 9.2, this will be paid out after the tabling of the annual report.
- 9.4.1 However, should the Acting Head of Department not be entitled to a performance bonus in line with their employment contract, alternative performance rewards will be awarded as per the relevant policy.

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- 9.5 In the case of unacceptable performance, the City Manager shall provide systematic remedial or developmental support to assist the Acting Head of Department to improve their performance.
- 9.6 Where the City Manager is, at any time during the Acting Head of Department's employment, not satisfied with the Acting Head of Department's performance with respect to any matter dealt with in this Agreement, the City Manager will give notice to the Acting Head of Department to attend a meeting with the City Manager.
- 9.7 The Acting Head of Department will have the opportunity at the meeting to satisfy the City Manager of the measures being taken to ensure that the Acting Head of Department'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 Acting Head of Department 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 City Manager, 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 Acting Head of Department 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.

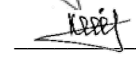
11.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Acting Head of Department in terms of their contract or employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

SIGNED at Braamfontein on this the 31<sup>st</sup> day of July 2025

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

  
\_\_\_\_\_  
**City Manager**


Witness:   
\_\_\_\_\_

Witness:   
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SIGNED at Braamfontein on this the 31<sup>st</sup> day of July 2025

  
\_\_\_\_\_  
**Acting Head of Department**

Witness:   
\_\_\_\_\_

Witness:   
\_\_\_\_\_

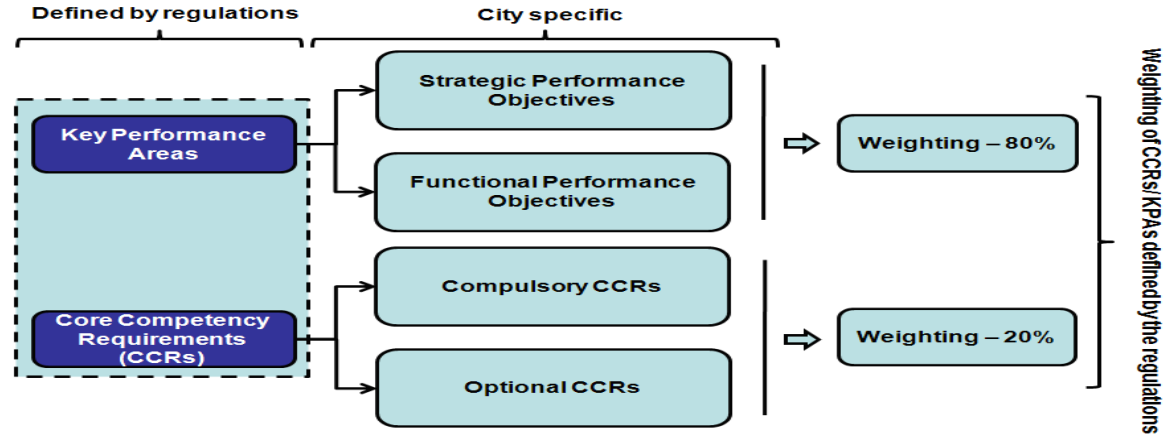
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**PERFORMANCE SCORECARD – SECTION 57 EMPLOYEES**

<b>Employee</b>	Acting Head of Department
<b>Manager</b>	City Manager
<b>Department</b>	Public Safety
<b>Position purpose</b>	To provide public safety to the municipality in terms of policing, emergency and disaster management services.
<b>The period of this Performance Plan is from 1 July 2025 to 30 June 2026</b>	

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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). Therefore, the scorecard is separated into three sections, namely, Functional Performance Objectives, Strategic Performance Objectives and Core Competency Requirements.



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 Indicator	Baseline	Target	Means of verification
<b>STRATEGIC PERFORMANCE OBJECTIVES (TOTAL WEIGHTING = 50%)</b>						
1.	Crime prevention	1.1	% Reduction in criminal activities in the City of Joburg	New Indicator	1= less than 2.75% 2= 2.75% 3= 3% 4= 3.25% 5= more than 3.25%	SAPS reported crime statistics <sup>1</sup>
		1.2	Number of drug search and seizure operations conducted to combat substance abuse	498	1 = less than 650 2 = 650-671 3 = 672 4 = 673-684 5 = 685 and more	Operation outcome reports/ Operational/Action Plans
		1.3	Number of wards with ward-based policing <sup>2</sup> programme	132	1= less than 120 2= 121-134 3= 135 4= 2.25% reduction in reported crime across the city 5= 2.26% -2.29% reduction in reported crime across the city	Operation outcome reports and Action Plans  Operation Outcome Mid-Year Report  Operation Outcome Annual Report
		1.4	% of compliance improvement on high-risk buildings focusing on hotspot areas <sup>3</sup>	New Indicator	1 = percentage situational analysis report <sup>4</sup> 2 = 46% - 59% 3 =60% 4 =61% - 64% 5 =65% and more	List of buildings with risk assessment report

<sup>1</sup> SAPS Crime Statistics are released approximately 3 months after the end of each quarter. Therefore, a quarter's performance would be reported at the end of the next quarter, hence only 9 months of this financial year would be reported.

<sup>2</sup> The KPI reflects the City's commitment to consistent, 24-hour ward-based policing across all 135 wards, ensuring visible law enforcement presence through structured operations. Due to limited resources, a ward cluster resource allocation / officer deployment approached is applied.

<sup>3</sup> The % compliance levels of buildings is what the department is measuring in line with EMS Bylaws / regulations.

<sup>4</sup> Identification of buildings and their owners, identification of the level of compliance, owner education on EMS regulations, issue preliminary notifications.

KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
		1.5	% of operations conducted on reported illegal land invasion <sup>5</sup>	100%	1 = less 80% <sup>6</sup> 2 = 80% - 99% 3 = 100% 4 = 100% plus a 24-hour resolution 5 = 100% plus a 24-hour resolution on level 2 <sup>7</sup> invasions and above.	Operation outcome reports/ Operational/Action Plans
		1.6	Number of priority <sup>8</sup> problematic buildings identified and escalated to relevant departments	New Indicator	1 = less than 12 2 = 12-17 3 = 18 4 = 19 - 24 5 = 24 and more	Escalation list and responses from receiving departments
		1.7	Number of pre-incident inspections <sup>9</sup> conducted on fire hydrants	New Indicator	1 = less than 450 2 = 450-499 3 = 500 4 = 501-550 5 = more than 550	Signed quarterly reports by the Chief EMS
2.	Theft and loss	2.1	Number of programmes <sup>10</sup> implemented to deal with theft and loss of critical infrastructure	New Indicator	1 = less than 3 2 = 3-4 3 = 5 4 = 6	Programme Implementation Reports  Operational Outcome Reports

5 This KPI measures the responsiveness and consistency of JMPD's support in attending to reported cases of illegal land invasions. The results of conducting these operations include:

Immediate disruption of unlawful occupation attempts,

Prevention of escalation or consolidation of land grabs,

Reinforcement of legal processes, including the enforcement of interdicts or eviction orders.

While JMPD responds operationally, the preventive and intelligence mechanisms to address illegal land invasion are largely interdepartmental. These may include:

Early warning systems developed through community reporting, city monitoring, and satellite surveillance,

Proactive patrols in high-risk areas,

Collaboration with informal settlement management teams, local councillors, and ward committees.

6 This is where only one third of illegal land invasion is reported

7 Refers to those invasions that require additional resources and / or other stakeholders.

8 Buildings that pose an immediate safety or fire risk/ linked to criminal activity / structurally compromised or reported to be dangerous to the public / involved in ongoing illegal occupation or extortion.

9 Inspections in line with the SANS 10090. The purpose of the KPI is Fire fighters conduct this inspection for preparedness for any fire eventuality.

10 The programmes include Scrap Metal Dealer Inspection Programme; Anti-Illegal Mining Operations Programme; Critical Installation Protection Programme; Infrastructure Patrols and Surveillance Programme; Cable Theft Prevention Joint Operations Programme and will be implemented on a quarterly basis respectively.

KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
					5 = 7	
		2.2	Number of security assessment conducted <sup>11</sup>	New Indicator	1 = less than 350 2 = 351 -399 3 = 400 4 = 401-449 5 = 450 and more	Assessment reports
3.	Road Traffic Management	3.1	Number of traffic enforcement operations undertaken	9973	1 = less than 10900 2 =10900-10999 3 =11000 4 =11001-11100 5 = more than 11100	Operation outcome reports/Action Plans
		3.2	Number of Motor Vehicles Registered <sup>12</sup>	New Indicator	1 = less than 549 949 2 = 549 950 - 549 999 3 = 550 000 4 = 550 001 - 550 050 5 = more than 550 050	Natis Report
		3.3	Number of Driver Licenses issued <sup>13</sup>	New Indicator	1 = less than 149 949 2 = 149 950 -149 999 3 = 150 000 4 = 150 001-150 050 5 = more than 150 050	Natis Report

11 These assessments serve as a preventive mechanism that supports facility owners and City departments in making informed decisions. These also serve as a preventive mechanism that supports facility owners and City departments in making informed decisions regarding:

- Physical security upgrades
- Surveillance enhancements
- Access control improvements
- Guarding requirements

12 This includes bulk services rendered.

13 This includes driver's license renewals.

KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
		3.4	Number of Vehicles Tested for Road Worthiness <sup>14</sup>	New Indicator	1 = less than 950 2 = 950 - 999 3 = 1000 4 = 1001 - 1050 5 = more than 1050	Natis Report
4.	By-law Management	4.1	Number of actions where JMPD triggers early interventions to reduce By-law violations	2419	1 = less than 9900 2 = 9900-9999 3 = 10000 4 = 10001-10100 5 = more than 10100	Quarterly intervention outcome reports aligned to the Action Plans approved by Chief
		4.2	Number of Flammable Substance Installations, spray painters and panel beaters Inspected <sup>15</sup>	2084	1 = less than 2040 2 = 2040-2089 3 = 2090 4 = 2091-2140 5 = more than 2140	Quarterly reports with samples of SF2 forms / List of buildings
		4.3	Number of places of entertainment, liquor outlets, night clubs and taverns inspected <sup>16</sup>	1073	1= less than 1070 2= 1070 -1079 3= 1080 4= 1081-1090 5= more than 1090	Quarterly Reports with samples of SF2 forms / List of buildings
		4.4	Number of educational trainings and awareness campaigns conducted	318	1 = less than 676 2 = 676 - 687 3 = 688 <sup>17</sup> 4 = 689- 700 5 = more than 700	Attendance registers / Letters of confirmation from end-users

<sup>14</sup> Vehicles tested for roadworthiness is dependent on VTS equipment functionality and yearly calibration to ensure tests can be carried out effectively and efficiently.

<sup>15</sup> Flammable Substance means any flammable liquid, combustible liquid or flammable gas and may include any installation containing flammable substances as contemplated in Table 1 below, or any premise that stores and uses flammable substances or any vehicle transporting dangerous goods as contained in Chapters 4 to 8 of the City of Joburg's EMS By-Laws.

<sup>16</sup> Places of Entertainment means any privately or publicly owned and operated entertainment facility which may include (but not limited to) Restaurants; Eat, Drink, Dance – Nightclub; Cinemas/Theatres; Shows/Festivals; Indoor/Outdoor Sport; Bars/Taverns; Any other Liquor Outlet; Exhibitions in line with City of Joburg's EMS By-Laws.

<sup>17</sup> JMPD = 600, EMS = 80, Licensing = 8 amounting to 688

KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
		4.5	Number of inspected vehicles transporting dangerous goods for compliance	New Indicator	1 = less than 380 2 = 380 - 399 3 = 400 4 = 401-420 5 = more than 420	Signed quarterly reports by the Chief EMS
5.	Emergency Management	5.1	% Fire calls dispatched in 3 minutes	77%	1 = less than 50% 2 = 50% - 64% 3 = 78% <sup>18</sup> 4 = 79% - 80% <sup>19</sup> 5 = more than 80% <sup>20</sup>	Signed quarterly reports by the Chief EMS
		5.2	% fire calls responded to within 15 minutes	61%	1 = less than 50% 2 = 50% - 54% 3 = 64% <sup>21</sup> 4 = 64.5% <sup>22</sup> 5 = 65% <sup>23</sup> and more	Samples of fire calls slips
6.	Community Participation	6.1	Number of micro-ward-based risk assessments conducted in vulnerable wards	89	1= Less than 125 2= 125 - 129 3= 130 4= 131 - 135 5= More than 135	Signed quarterly reports by the EH  Attendance registers
		6.2	Number of communities capacitated to a state of readiness against major incidents and disasters	127	1 = Less than 130 2 = 130 - 139 3 = 140 4 = 141- 150 5 = more than 150	Seasonal risk reduction concept report  Reports & attendance registers

18 Of the total number of calls received, 78% of the total calls received would be dispatched within 3 minutes  
19 Of the total number of calls received, between 79% and 80% of the total calls received would be dispatched in 3 minutes  
20 Of the total number of calls received, more than 80% of the calls received would be dispatched within 3 minutes  
21 Of the total number of calls received, 64% of the total calls received would be responded to within 15 minutes  
22 Of the total number of calls received, 64.5% of the total calls received would be responded to within 15 minutes  
23 Of the total number of calls received, more than 65% calls received would be responded to within 15 minutes.

KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
		6.3	Number of community members trained on CERT programme	4400	1 = Less than 4445 2 = 4445 - 4449 3 = 4450 4 = 4451 - 4455 5 = more than 4455	Letter of confirmation from end-user
7.	Good Governance	7.1	% of reported fraud, corruption, misconduct and discipline cases investigated	100%	1 = Less than 80% 2 = 80% - 99% 3 = 100% <sup>24</sup> 4 = 100% of cases investigated, with at least 90% completed within 60 days 5 = 100% of cases investigated, with 100% completed in less than 60 days	Case statistics
8.	Smart City	8.1	100% Implementation of the Incident Management Response System	New Indicator	1 = Less than 80% 2 = 80% - 99% 3 = 100% 4 = project completed in 3 <sup>rd</sup> quarter 5 = project completed in 2 <sup>nd</sup> quarter	Signed SLA  Project Plan  Project progress reports  Completion certificate
9.	Financially sustainability	9.1	Increase in revenue for financial sustainability <sup>25</sup>	New Indicator	1 = R 180m 2 = R 250m 3 = R 320m 4 = R 390m 5 = R 460m	Natis report
10	Economic sustainability	10.1	Number of EPWP job opportunities created		1= 40 2= 60	DED analysis report

<sup>24</sup> All cases reported to JMPD are investigated within 90 days.

<sup>25</sup> The increase is based on the 20% agency fee, which for 2023/24 was R 310 943 266.54 i.e. audited figures (rounded up to R320m baseline with a 5% increase over the next 3 financial years) and R295 201 564.85 for 2022/23 respectively.

KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
			through the departmental projects <sup>26</sup>		3= 80 4= 95 5= 110	
		10.2	Number of SMMEs supported through the departmental projects <sup>27</sup>		1= <15 2= 20 3= 23 <sup>28</sup> 4= 25 5= 30	DED analysis report  Cumulative listing of SMME's supported (financial and non-financial support)
11	Good Governance	11.1	Audit outcome	Unqualified Audit with material findings	1= Disclaimer of Audit Opinion 2= Adverse Audit Opinion 3=Unqualified Audit opinion without material matters 4= Financially Unqualified Audit Opinion 5= Clean Audit Outcome	<ul style="list-style-type: none"> <li>• Auditor General Report</li> <li>• Auditor General Management Letter</li> </ul>
		11.2	% Resolution of internal audit findings <sup>29</sup>		1 < 85% resolution 2 = 85% - 90% resolution 3 = 91% - 95% resolution 4 = 96% -97% resolution 5 =98% - 100% resolution (including no findings)	<ul style="list-style-type: none"> <li>• GAC Internal Audit Report on Findings</li> <li>• Minutes</li> </ul>
		11.3	% Resolution of external (AGSA) audit findings <sup>30</sup>		1 < 85% resolution 2 = 85% - 90% resolution 3 = 91% - 95% resolution 4 = 96% -97% resolution	<ul style="list-style-type: none"> <li>• GAC Internal Audit Report on Findings</li> <li>• Minutes</li> </ul>

<sup>26</sup> The department to engage and comply with DED guidelines and criteria.

<sup>27</sup> Financial support: would be provision of contracts or sub-contracting to SMMEs or facilitating or providing funding for SMME.

Non-financial support: Support refers to interventions provided to SMMEs and Cooperatives, which are training or workshops, support to exhibit, business development information, advice and referrals, facility usage (i.e. internet, boardroom and training room) and incubation or workspace. COJ Core Departments and Municipal Owned Entities (including their contractors and sub-contracts) collect and report data to the Department of Economic Development

<sup>28</sup> Public Safety has capital budget of 41.6 mil budget and 116 mil operational budget which will be utilized for provision of contracts and the rands show

<sup>29</sup> These are findings by internal audit only that are picked up on an ongoing basis.

<sup>30</sup> This is for only findings classified as matters affecting audit opinion and others important matters.

KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
					5 =98% - 100% resolution (including no findings)	
12.	Circular 88 - FD1. Mitigated effects of fires and disasters	12.1	Number of fire related deaths per 100 000 population	0,5%	1= 0.5% reduction 2= 0.6% reduction 3= 0,7% reduction 4= 0.6- 0.8% reduction 5= 0.9% - 2% & above	<ul style="list-style-type: none"> <li>• Fire calls stats</li> </ul>
		12.2	Number of disaster and extreme weather- related deaths per 100 000 population	Ongoing	1= 50% statistical data reported 2= 75% statistical data reported 3= 100% statistical data reported 4= 100% plus two community awareness campaigns 5= 100% plus three community awareness campaigns	<ul style="list-style-type: none"> <li>• Disaster and extreme weather stats</li> </ul>
13.	Circular 88 - FD2. Reduced risk of fire and disaster vulnerability	13.1	Disaster Management Centre Readiness	<p>- Completed administrative offices at Public Safety HQ.</p> <p>- Full incorporation into the city IT &amp; C system</p>	1=Benchmarking assessment report 2= Draft Report of the Disaster Management Structure. 3= Approval of the Disaster Management structure alignment report. 4= Budget allocation for position. 5= completion of recruitment process.	<ul style="list-style-type: none"> <li>• Quarterly progress report</li> </ul>
		13.2	Fire Services function in accordance with prescribed requirements	New Indicator	1= Two fire engines & fire fighter advert	<ul style="list-style-type: none"> <li>• Advert for fire fighters</li> <li>• Appointment of panel</li> </ul>

KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
					2= Four fire engines & appointment of fire fighter panel & shortlisting 3= Fifteen fire engines & appointment of 43 fire fighters by Dec 2025 4= Appointment of 43 fire fighters by end Q2 5= Appointment of 43 fire fighters by end Q1	<ul style="list-style-type: none"> <li>Appointment report for 43 fire fighters</li> <li>Delivery notes for fire engines</li> </ul>
14.	Circular 88 - C18	14.1	Number of approved demonstrations in the municipal area	90	1= 50% processing of received demonstration requests 2= 75% processing of received demonstration requests 3= 100% processing of received demonstration requests 4= 100% processing of received demonstration requests <b>plus</b> 1% approval. 5= 100% processing of received demonstration requests <b>plus</b> 2% approval.	<ul style="list-style-type: none"> <li>Operational Outcome Report</li> </ul>
	Circular 88 - C25	14.2	% of Reported Protests Attended to <sup>31</sup>	100% (52 reported)	1 = < 85% attended 2 = 85% – 99% attended 3 = 100% of reported protests attended 4 = 100% attended with zero major incidents 5 = 100% attended with zero major incidents, plus 3	<ul style="list-style-type: none"> <li>Operational Outcome Report</li> </ul>

<sup>31</sup> The C88 KPI reads: "Number of protests reported". The KPI has been crafted as above as the mandate of the department is to attend to those protests. The number will be reflected in the report and for the purpose of C88 reporting.

KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
					stakeholder or community engagements	
15.	Circular 88 – C69	15.1	Number of displaced persons whom the municipality delivered assistance <sup>32</sup>	New indicator	1= 50% 2= 75% 3= 100% 4= 100% with no shortage of relief packs. 5= 100% plus escalation to all relevant stakeholders within the City.	Quarterly progress report
	Circular 88 - C73	15.2	Number of structural fires occurring in informal settlements	902	1= 300 2= 600 3= 902 4= 903 5= 904	Statistical report signed off by EMS Chief
	Circular 88 - C74	15.3	Number of dwellings in informal settlements affected by structural fires	1046	1= 348 2= 697 3= 1046 4= 1047 5= 1048	Statistical report signed off by EMS Chief
	Circular 88 - C75	15.4	Number of people displaced by natural or human-made disasters	New indicator	1= 27 2= 54 3= 80 4= 81 5= 82	Quarterly statistical report

<sup>32</sup> The scope of disaster management is limited to food relieve, blanket and a matrass.

KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
16.	Service Level Standards	16.1	% of vehicle registration.	New indicator	1= less than 70% Process complete in under 1 hour from point of service 2= 70% - 79% Process complete in under 1 hour from point of service 3= 80% Process complete in under 1 hour from point of service 4= 80% Process complete in under 45 minutes from point of service 5= 80% Process complete in under 30 minutes from point of service	•
		16.2	% of driver License renewal	New indicator	1= less than 70% Process complete in under 1 hour from point of service 2= 70% - 79% Process complete in under 1 hour from point of service 3= 80% Process complete in under 1 hour from point of service 4= 80% Process complete in under 45 minutes from point of service 5= 80% Process complete in under 30 minutes from point of service	•

KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
		16.3	% of bulk vehicle registration	New indicator	1= less than 70% Process complete 24 hours from point of service 2= 70% - 79% Process complete 24 hours from point of service 3= 80% Process complete in under 24 hours from point of service 4= 80% Process complete in under 18 hours from point of service 5= 80% Process complete in under 12 hours from point of service	•
		16.4	% of by-law enforcement	New indicator	1= less than 90% response to complaints within 24 hours 2= 90% - 99% response to complaints within 24 hours 3= 100% response to complaints within 24 hours 4= 100% response to complaints within 18 hours 5= 100% response to complaints within 12 hours	•
		16.5	% of Accident reports	New indicator	1= less than 80% available within 48 hours of accident log 2= 80% -85% available within 48 hours of accident log 3= 85% available within 48 hours of accident log 4= 85% available within 38 hours of accident log	•

KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
					5= 85% available within 28 hours of accident log	
		16.6	% of Traffic control	New indicator	1= less than 90% response to all calls received within 30 minutes 2= 90% - 99% response to all calls received within 30 minutes 3= 100% response to all calls received within 30 minutes 4= 100% response to all calls received within 20 minutes 5= 100% response to all calls received within 10 minutes	•
<b>SECTION 2: FUNCTIONAL PERFORMANCE OBJECTIVES (TOTAL WEIGHT = 30%)</b>						
1	Procurement and Contract Management	1.1	% Compliance to acquisition of goods and services as per the approved demand plan	Approved acquisition plan	1 = Acquisition plan 2 = Procurement delayed 3 = 100% compliance 4 = Target met within 15 days ahead of delivery date 5 = Target met within 1 month ahead of delivery date	<ul style="list-style-type: none"> <li>Approved Acquisition plan</li> <li>Departmental Quarterly Acquisition Status Reports</li> <li>Consolidated SCM Assessment reports</li> </ul>
2	UIFW Strategy Implementation	2.1	Percentage reduction in historical <b>Unauthorised</b> expenditure reported 30 June 2024	0.6% increase in historical Unauthorised expenditure reported.	1=<65% 2=65% -74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2025 report)	<ul style="list-style-type: none"> <li>GRAS UIFWe report tabled at GAC and GPAC Audited Financial Statements</li> </ul>

KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
		2.2	Percentage reduction in historical <b>Irregular</b> expenditure reported 30 June 2024	No Irregular expenditure reported	1=<65% 2=65% -74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2025 report)	<ul style="list-style-type: none"> <li>GRAS UIFWe report tabled at GAC and GPAC Audited Financial Statements</li> </ul>
		2.3	Percentage reduction in historical <b>Fruitless and Wasteful</b> expenditure reported 30 June 2024	750% increase in historical Fruitless and Wasteful expenditure reported	1=<65% 2=65% -74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2025 report)	<ul style="list-style-type: none"> <li>GRAS UIFWe report tabled at GAC and GPAC Audited Financial Statements</li> </ul>
3	Risk Management	3.1	% Implementation of the action plans to mitigate the risks	95% implemented	1 = 60% implemented. 2 = 70% - 84% implemented 3 = 80% implemented 4 = 90% of departmental top strategic risks implemented 5 = 100% of departmental top strategic risks implemented	GRGC Risk analysis reports and Minutes
4	Departmental performance monitoring and reporting	4.1	% Achievement of departmental SDBIP	76%	1 < 75% achieved. 2 = 75% - 84% achieved 3 = 85% - 89% achieved 4 = 90% - 94% achieved 5 = 95% - 100% achieved	<ul style="list-style-type: none"> <li>Signed quarterly departmental performance reports</li> <li>GSPCR assessment reports</li> </ul>
5	Policy Management	5.1	Percentage compliance to COJ policies and procedures	Approved policies in the register	1= 60% policies complied with 2= 80% policies complied with	<ul style="list-style-type: none"> <li>Progress report to GSPCR Policy Office</li> </ul>



KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
					3= 100% policies complied with 4= 100% policies complied with within stipulated timeframes 5= 95% policies complied with and no deviations	Approved COJ policies report tabled at EMT and GPAC
<b>SECTION 3: CORE COMPETENCY REQUIREMENTS</b>						
<b>TOTAL WEIGHTING = 20%</b>						
1.	Financial Management	1.1	% Spent of allocated departmental Capex <sup>33</sup>	6%	1 = 90% Capex spent 2 = 95% Capex spent 3 = 100% Capex spent including accruals 4 = 100% Capex spent by end of June without accruals 5 = 100% Capex spent by mid-June without accruals	<ul style="list-style-type: none"> <li>Approved Section 71 Report</li> <li>Audited Annual Report</li> </ul>
		1.2	% Spent of allocated departmental Opex budget	107%	1 = 90% Opex spent 2 = 95% Opex spent 3 = 100% Opex spent including accruals 4 = 100% Opex spent by end of June without accruals 5 = 100% Opex spent by mid-June without accruals	Departmental quarterly report Audited Annual Report
		1.3	Percentage of valid departmental invoices paid within 30 days of	84.39%	1 = 90% of valid invoices paid within 30 days 2 = 95% of valid invoices paid within 30 days	Midyear and Annual Merchants reports

<sup>33</sup> This is applicable to departments with large capex budget. Lanseria (Development Planning project), Smart City, Diepsloot Lion's Park projects are included.

KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
			submission to Group Finance for payment <sup>34</sup>		3 = 100% of valid invoices paid within 30 days of invoice date 4 = 100% of valid invoices paid within 25 days 5 = 100% of valid invoices paid within 20 days	
2.	Performance and People Management	2.1	% Of departmental staff receiving performance coaching and review as per the LG Municipal Staff Regulation of 2021 on performance management	0%	1 = <65% 2 = 65% - 84% 3 = 85% - 100% 4 = 100% compliance, up to 50% of employees achieved 3.1 or more on their set targets 5 = 100% compliance, more than 50% of employees achieved 3.1 or more on their set targets	<ul style="list-style-type: none"> <li>Quarterly Performance Management compliance reports</li> <li>Approved assessment report by GCSS</li> <li>Signed departmental NFR report for 2025/26 performance rewards</li> </ul>
		2.2	Percentage of disciplinary cases resolved within 120 days <sup>35</sup>	28% resolved within 120 days	1 < 60% 2 = 60 – 69% 3 = 70 - 79% 4 = 80 - 89% 5 = 90 - 99%	<ul style="list-style-type: none"> <li>Approved departmental quarterly performance reports</li> <li>GCSS LR report</li> <li>Annual report 2025/26</li> </ul>
<b>Change Management</b>						
3.	Institutionalisation of GEYODI in the	3.1	Number of action plans implemented in line with the GEYODI action plan	New Indicator	1 = 2 2 = 3 3 = 4 4 = 5 5 = 6	Consolidated GEYODI compliance report Approved GEYODI

<sup>34</sup> By paying service provider within required 30 days, there will be a reduction or elimination of unnecessary auditing findings which will lead to improved control environment within SCM and City as a whole. Each department must ensure that submission of invoices to Group Finance are not delayed. The Finance Manager must ensure that the invoice meets all requirements, and all relevant attachments are submitted with the invoice to avoid it being rejected by the Merchants thereby causing a delay in the payment. The department is liable for this compliance.

<sup>35</sup> The counting begins with the charge (charge sheet date) laid on the employee up to the day of approval by the Chairperson and committee, of the recommended disciplinary action to be implemented.

KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
4	Employee Safety	4.1	Percentage of Health and Safety corrective measures implemented	New indicator	1 < 85% corrective measures implemented 2 = 85% corrective measures implemented 3 = 100% corrective measures implemented 4 = 100% corrective measures implemented, and no injuries sustained 5 = 100% corrective measures implemented and no injuries and fatalities	<ul style="list-style-type: none"> <li>Implementation plan with targeted corrective measures</li> <li>Signed departmental quarterly progress reports</li> <li>Consolidated GSHE biannual assessment reports indicating corrective measures implemented and the level of compliance according to the audits conducted</li> </ul>
<b>Customer Orientation and Customer Focus</b>						
4.	Customer satisfaction	4.1	% Increase in customer satisfaction index <sup>36</sup>	New <sup>37</sup>	1 < 62% 2 = 62%. 3 = 63% 4 = 68% 5 = 70%	Biannual Customer satisfaction survey report <sup>38</sup>
<p><b>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.</b></p>						
Acting Head of Department: Public Safety		Signature: 		City Manager	Signature:  Date: 31 July 2025	

<sup>36</sup> The Customer Satisfaction Survey will focus on initiatives from the War Room, regional accelerated service de-livery and all service delivery areas that re-quire turnaround i.e. water, energy, waste, roads, safety and measure improvements in these areas

<sup>37</sup> While Customer Satisfaction has been tracked previously, this KPI represents the establishment of a new, consolidated baseline for annual reporting

<sup>38</sup> GSPCR will procure an independent service provider to undertake the survey with deliverables anticipated by January and July.