PERFORMANCE AGREEMENT

Made and entered into by and between

THE CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY

("the City")

(Represented by **Dr. Floyd Brink**, **City Manager,** duly authorised by Municipal Council Resolution)

and

("the Acting Head of Department")

for the financial year: 1 July 2026 to 30 June 2027

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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 City Manager'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

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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.

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

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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 contact or employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

SIGNED at Braamfontein on this the 31st day of July 2026.

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

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Dr. Floyd Brink

City Manager

Witness: ________________________

Witness: ________________________

SIGNED at Braamfontein on this the 31st day of July 2026.

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Acting Head of Department

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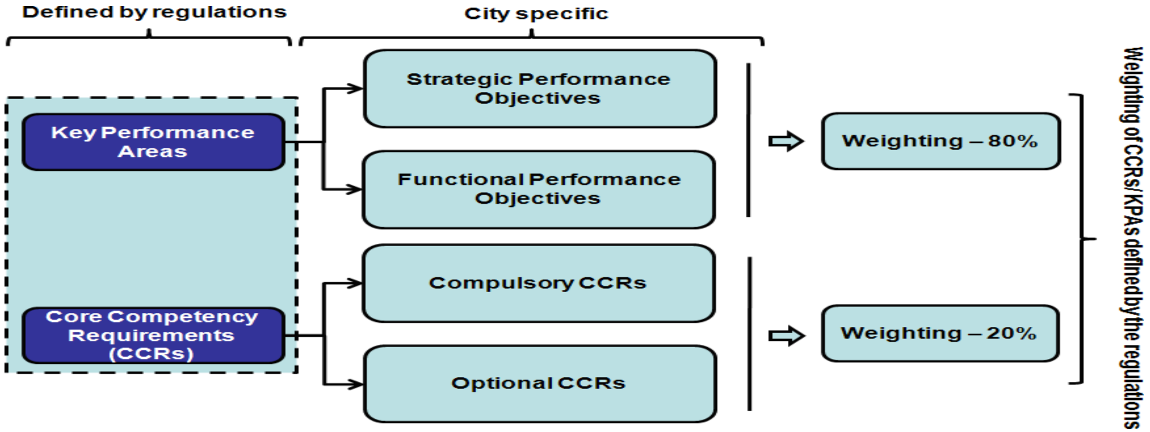
Witness: ________________________

Witness: ________________________

PERFORMANCE SCORECARD – SECTION 57 EMPLOYEES	
Employee	Acting Head of Department
Manager	Dr. Floyd Brink: City Manager
Department	Public Safety
Position purpose	To provide public safety to the municipality in terms of policing, emergency and disaster management services.
The period of this Performance Plan is from 1 July 2026 to 30 June 2027	

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
STRATEGIC PERFORMANCE OBJECTIVES (TOTAL WEIGHTING = 50%)						
1.	Crime prevention	1.1	% reduction in criminal activities in the City of Joburg[1]	New Indicator	1= less than 0.50% 2= 0.50% 3= 0.75% 4= 1% 5= more than 1%	SAPS reported crime statistics[2] Quarterly report on arrests effected by JMPD approved by the Chief of Police
		1.2	Number of drug search and seizure operations conducted to combat substance abuse[3]	456	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 programme[4]	135	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	Quarterly Operation outcome reports and Action Plans

1 SAPS crime statistics are released approximately 3months after the end of each quarter. Therefore, a quarter's performance would be reported at the end of the next quarter. In addition, an annual accumulative method of reporting would not be used since the SAPS financial year is not aligned to the City's.

2 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.

3 Legal basis and operational constraints:

JMPD officers conduct stop-and-searches, roadblocks and hotspot patrols within the scope of powers prescribed by the SAPS Act (as applied to municipal police), the Criminal Procedure Act, and other relevant legislation. Searches, seizures and arrests must meet statutory tests (reasonable grounds, necessity, proportionality), be properly documented (arrest forms, seizure inventories, chain-of-custody), and where operations involve serious criminal investigations or cordon/search tactics, be conducted in coordination with SAPS. All operational activity will be recorded in the relevant JMPD Operation Report and underlying source documents retained by the executing directorate.

4 Ward-based policing programmes include structured deployments and engagements in each ward, informed by JMPD crime-prevention and By-law enforcement mandates.

KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
		1.4	% of compliance improvement on high-risk buildings focusing on hotspot areas	New Indicator	1 = percentage situational analysis report[5] 2 = 15% - 24% 3 =25% 4 =26% - 30% 5 =31% and more	List of buildings with risk assessment report
		1.5	% of operations conducted on reported illegal land invasion (incidents)[6]	100%	1 = less 80%[7] 2 = 80% - 99% 3 = 100% 4= 100% plus a 24-hour resolution 5 = 100% plus a 24-hour resolution on level 2[8] invasions and above.	Operations outcome reports/Action Plans
		1.6	Number of priority[9]problematic buildings identified and escalated to relevant departments[10]	New Indicator	1 = less than 12 2 = 15-19 3 = 20 4 = 21 - 24 5 = 25 and more	JMPD Report on Problematic Buildings Identification and Escalation

5 JMPD supports lawfully authorised eviction or removal operations by ensuring public order, preventing further illegal occupation, and securing the area. The physical removal of persons or demolition of structures is executed by the Sheriff of the Court and relevant City departments in accordance with legal requirements.

6 JMPD supports lawfully authorised eviction or removal operations by ensuring public order, preventing further illegal occupation, and securing the area. The physical removal of persons or demolition of structures is executed by the Sheriff of the Court and relevant City departments in accordance with legal requirements.

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

8 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

9 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.

10 JMPD identifies problematic buildings and conducts By-law enforcement, escalating issues to responsible City departments. Long-term compliance, legal action, and rehabilitation are the responsibility of those departments.

KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
		1.7	Number of pre-incident inspections[11] conducted on fire hydrants	New Indicator	1 = less than 13000 2 = 13000 - 13999 3 = 14000 4 = 14001 - 14050 5 = more than 14050	List of pre-incident inspections
		1.8	Percentage of reported bylaw violation successfully resolved[12]	New indicator	1=75% reported violation resolved 2=80% reported violation resolved 3=85% reported violation resolved 4=90% reported violation resolved 5=100% reported violation resolved	Bylaw enforcement Consolidated quarterly progress report
2.	Theft and loss	2.1	Number of programmes[13] implemented to deal with theft and loss of critical infrastructure	20	1 = less than 3 2 = 3-4 3 = 5 4 = 6 5 = 7	Programme Implementation Reports Operation Outcome Reports
		2.2	Number of security risk assessment conducted	New Indicator	1 = less than 301 2 = 302-312 3 = 313 4 = 313 -319 5 = 320 and more	Assessment reports

11 Inspections in line with the SANS 10090

12 Refers to reported bylaw violations reported , i.e. illegal parking, illegal dumping, noise pollution, driving on undesignated areas , counterfeit goods , unlawful occupation of site, misuse of park and public open spaces, environmental degradation, malicious damage to property must be resolved according to Service Level Standards timeframes by all applicable departments and entities that have inspectors. *It should be noted that the Johannesburg Metropolitan Police Department (JMPD) does not implement City by-laws but is responsible for their enforcement. Accordingly, the focus of this Key Performance Indicator (KPI) for JMPD should be on the enforcement of City by-laws rather than their implementation. In addition to enforcing City by-laws, JMPD is mandated to enforce various Acts of Parliament within its legislative mandate. These include, but are not limited to, the* ***Prevention of Illegal Eviction from and Unlawful Occupation of Land Act (PIE Act)*** *which provide for the enforcement of matters such as unlawful occupation of land and the* ***National Road Traffic Act****, which provide for the enforcement of matters of illegal parking, pedestrians crossing freeways, public indecency, and driving in undesignated areas.*

13 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
3.	Road Traffic Management	3.1	Number of traffic enforcement operations undertaken	11,175	1 = less than 11000 2 =11001-11999 3 =12000 4 =12001-12100 5 = more than 12100	Operation outcome reports/Action Plans
		3.2	Number of Motor Vehicles Registered[14]	New Indicator	1 = less than 599 989 2 = 599 990 - 599 999 3 = 600 000 4 = 600 005 – 600 009 5 = more than 600 010	Natis Report
		3.3	Number of Driver Licenses issued[15]	New Indicator	1 = less than149 949 2 = 149 950 -149 999 3 = 150 000 4 = 150 001-150 050 5 = more than 150 050	Natis Report
		3.4	Number of Vehicles Tested for Road Worthiness[16]	New Indicator	1 = less than 470 2 =470 - 499 3 = 500[17] 4 = 501 - 520 5 = more than 520	Natis Report

14 This includes bulk services rendered.

15 This includes driver's license renewals.

16 Vehicles tested for roadworthiness is dependent on VTS equipment functionality and yearly calibration to ensure tests can be carried out effectively and efficiently.

17 The target has been reduced due to financial constraint

KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
4.	By-law Management	4.1	Number of actions where JMPD triggers early interventions to reduce By-law violations	New Indicator	1 = less than 9900 2 = 9900-10499 3 = 10500 4 = 10501-10600 5 = more than 10600	Quarterly intervention outcome reports aligned to the Action Plans
		4.2	Number of Flammable Substance Installations, spray painters and panel beaters Inspected[18]	2332	1 = less than 1500 2 = 1500- 2499 3 = 2500 4 = 2501 - 2800 5 = more than 2800	SF2 forms List of buildings
		4.3	Number of places of entertainment, liquor outlets, night clubs and taverns inspected[19]	1578	1= less than 450 2= 450-1599 3= 1600 4= 1601 - 1700 5= more than 1700	SF2 forms List of buildings
		4.4	Number of educational trainings and awareness campaigns conducted	562	1 = less than 650 2 = 650 - 699 3 = 700 4 = 701– 720 5 = more than 720	Attendance registers Letters of confirmation from end-users
		4.5	Number of inspected vehicles transporting dangerous goods for compliance	New Indicator	1 = less than 300 2 = 300 - 719 3 =720 4 = 721 - 730 5 = more than 730	List of vehicles inspected transporting dangerous goods

18 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

19 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.

KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
5.	Emergency Management	5.1	% Fire calls dispatched in 3 minutes	78%	1 = less than 70% 2 = 70% - 83% 3 = 84% 4 = 85% 5 = more than 85%	List of fire calls dispatched
		5.2	% fire calls responded to within 15 minutes	66%	1 = less than 60% 2 = 60% - 67% 3 = 68% 4 = 69% - 70% 5 = 70% and more	List of fire calls responded to. Fire calls slips
6.	Community Participation	6.1	Number of micro-ward-based risk assessments conducted in vulnerable wards	121	1= Less than 125 2= 125 - 129 3= 130 4= 131 - 135 5= More than 135	Quarterly RIDRMC Progress Report
		6.2	Number of communities capacitated to a state of readiness against major incidents and disasters	118	1 = Less than 130 2 = 130 - 139 3 = 140 4 = 141- 150 5 = more than 150	Quarterly consolidated education, training and awareness report Quarterly multi-hazard early warning circulation Report
		6.3	Number of community members trained on CERT programme	4446	1 = Less than 5900 2 = 5901 - 5999 3 = 6000 4 = 6001 - 6010 5 = more than 6010	Letter of confirmation from end-user Listing of community members trained
7.	Good Governance	7.1	% of reported fraud, corruption, misconduct	100%	1 = Less than 80% 2 = 80% - 99%	Case statistics

KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
			and discipline cases investigated		3 = 100%[20] 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	
8.	Smart City	8.1	% Implementation of the Incident Management Response System	New Indicator	1 = Less than 80% 2 = 80% - 99% 3 = 100% 4= project completed in 3rd quarter 5 = project completed in 2nd quarter	Signed SLA Completion certificate
9.	Financially sustainability	9.1	Increase in revenue generated from licensing services[21]	R 320M	1 = R 180m 2 = R 250m 3 = R 336m 4 = R 390m 5 = R 460m	Natis report
10	Economic sustainability	10.1	Number of EPWP job opportunities created through the departmental projects[22]	0	1= less than 100 2= 100 – 109 3= 110 4= 111 5= 112	DED analysis report

20 All cases reported to JMPD are investigated within 90 days.

21 The increase is focusing on the 20% agency fee

22 The department to engage and comply with DED guidelines and criteria.

KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
		10.2	Number of SMMEs supported by the department		1= <39 2= 39 3= 40 4= 41 5= >41	• Signed Cover report • Supporting sign-off by SMMEs
11	Good Governance	11.1	Audit outcome[23]	Qualified Audit with material findings	1= Adverse Audit report[24] 2= Qualified Audit Report[25] 3= Unqualified without material findings 4= Unqualified report with audit findings classified as other matters and administrative matters 5= Unqualified audit report with no findings (clean audit)	• AG Management Letter
		11.2	% Resolution of internal audit findings[26]	63,8%	1 = 65%- 70% resolution 2 = 71% - 84% resolution 3 = 85% resolution 4 = 86% -95% resolution 5 =96%-100% resolution (including no findings)	• GRAS report on Audit Findings approved by GAC & GPAC •
		11.3	% Resolution of external (AGSA) audit findings[27]	63,8%	1 = 65%- 70% Resolution 2 = 71% - 84% Resolution 3 = 85% Resolution 4 = 86% -95% Resolution	• GRAS report on Audit Findings approved by GAC & GPAC •

23 Aligns to the SOCA Turnaround plan KPI to Resolve 100% of audit findings and sustain clean audit status.

24 This is where AGSA is unable to and does not express an audit opinion due to uncertainty.

25 This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.

26 These are findings by internal audit only that are picked up on an ongoing basis.

27 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= 95%- 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	• Fire calls stats
		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	• Disaster and extreme weather stats
13.	Circular 88 - FD2. Reduced risk of fire and disaster vulnerability	13.1	Disaster Management Centre Readiness	- Completed administrative offices at Public Safety HQ. - Full incorporation into the city IT & C system	1=Review of Disaster Management Level 1 Plan 2= Draft Disaster Management Plan. 3= Submission of Draft Disaster Management Level 1 Plan and Annual Report to Province. 4= Consultation[28] process completed 5= Approval of Draft Disaster Management Level 1 Plan and Annual Report	• Quarterly progress report

28 Plan serving to all clusters and other governance and structures

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KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
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 **plus** 1% approval. 5= 100% processing of received demonstration requests **plus** 2% approval.	• Operations Outcome Report
	Circular 88 - C25	14.2	% of Reported Protests Attended to[29]	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 stakeholder or community engagements	• Operations Outcome 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	• Quarterly reports

29 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.

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KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
	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	• Quarterly reports
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	• Monthly Reports signed off by HoD
		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	• Monthly Reports signed off by HoD
		16.3	% Of bulk vehicle registration	New indicator	1= less than 70% Process complete 24 hours from point of service	• Monthly Reports signed off by HoD

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KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
					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	• Monthly Reports signed off by HoD
		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 5= 85% available within 28 hours of accident log	• Monthly Reports signed off by HoD
		16.6	% Of Traffic control	New indicator	1= less than 90% response to all calls received within 30 minutes	• Monthly Reports signed off by HoD

KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
					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	
17	Ombudsman customer complains		% Resolution of customer complaints within stipulated turnaround times[30]	New indicator	1= Less than 50% resolution within 90 days or more 2= 50-99% resolution within 90 days or more 3= 100% resolution within 90 days 4= 100% resolution within 60 days 5= 100% resolution within 30 days or less	Quarterly report on Ombudsman findings/corrective/remedial action tabled at OCOL
18	Stakeholder Management	18.1	Number of citizens participating in departmental events and engagements[31]	New indicator [32]	1 = less than 780 2 = 780 - 839 3 = 840 4 = 841– 850 5 = more than 850	Quarterly consolidated education, training and awareness report Quarterly multi-hazard early warning circulation Report Attendance registers Letters of confirmation from end-users

30 Includes Ombudsman, revenue, basic services and petitions. A new baseline will determine reduction to be measured in the next financial year. The turnaround times will be derived as stipulated In the Ombudsman SOPs and/or Departmental SLS and/or SOPs.

31 This KPI measures the number of citizens who actively participate and engage in city led events and initiatives. These engagements include meaningful two-way interactions aimed at fostering mutual understanding and building stronger relations between the city and its residents.

32 It should be noted that this KPI is the combination of two (2) KPIs in this scorecard. These KPIs are communities capacitated to a state of readiness against major incidents & disasters, PLUS number of educational trainings & awareness campaigns conducted.

KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
SECTION 2: FUNCTIONAL PERFORMANCE OBJECTIVES (TOTAL WEIGHT = 30%)						
1	Procurement and Contract Management	1.1	% Compliance to acquisition of goods and services as per the approved demand plan	Approved acquisition plan	1 = 70% compliance 2 = 80% compliance 3 = 90% compliance 4 = 100% compliance 5=100% compliance and no SCM deviations reported	• Approved Acquisition plan • Departmental Quarterly Acquisition Status Reports • SCM Assessment reports • Audited Financial statements
2	UIFW Strategy Implementation	2.1	Percentage reduction in historical **Unauthorised** expenditure reported 30 June 2026.	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 2027 report)	• GRAS UIFWe report tabled at GAC and GPAC • Audited Financial Statements
		2.2	Percentage reduction in historical **Irregular** expenditure reported 30 June 2026.	No Irregular expenditure reported	1=<65% 2=65% -74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2027 report)	• GRAS UIFWe report tabled at GAC and GPAC • Audited Financial Statements
		2.3	Percentage reduction in historical **Fruitless and Wasteful** expenditure reported 30 June 2026.	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 2027 report)	• GRAS UIFWe report tabled at GAC and GPAC • Audited Financial Statements

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KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
3	Risk Management	3.1	% Implementation of the action plans to mitigate the risk	95% implemented	1 = 60% of action plans implemented 2 = 70% of action plans implemented 3 = 80% implemented 4 = 90% of action plans implemented 5 = 100% of action plans implemented	• Signed quarterly departmental performance reports • GRGC Risk analysis reports and Minutes
4	Departmental performance monitoring and reporting	4.1	% Achievement of departmental SDBIP	73%[33]	1 < 75% achieved. 2 = 75% - 84% achieved 3 = 85% - 89% achieved 4 = 90% - 94% achieved 5 = 95% - 100% achieved	• Signed quarterly departmental performance reports. • GSPCR assessment reports
5	Policy Management	5.1	Percentage of approved policies in departmental policy register	Approved policies in the register	1= <85% policies reviewed and approved 2= 85% -90% policies reviewed and approved 3= 91%-100% policies reviewed and approved 4= 100% policies reviewed and approved within 6 months after the date of review 5= 100% policies reviewed and approved 3 months after approval[34]	• Progress report to GSPCR Policy Office • Approved COJ policies report tabled at EMT and GPAC

33 Performance achieved in the 2022/23 and targets set is based on the analysis of the City's three-year performance which reflects an average performance of 63.6% (2020/21: 66%; 2021/22: 62% & 2022/23:63%)

34 Where department does not have policies, the KPI will be expunged.

KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
6	Service Level Standards	6.1	% Compliance with Service Level Standards	New Indicator	1 < 75% compliance 2 < 85% compliance 3 = 85% compliance 4 > 85% compliance 5 > 95% compliance	• Departmental progress submitted to GG • Signed Consolidated Governance Service Level Standards Assessment Report of ME s and Departments by GG tabled at GPAC
7	Financial Turnaround Strategy	7.1	% Implementation of the Financial turnaround plan[35]	New indicator	1= 75% and less of the plan implemented 2= 80% of the plan implemented 3= 85% of the plan implemented 4= 90% of the plan implemented 5= 95% and above of the plan implemented.	Signed progress reports Proof of submission
SECTION 3: CORE COMPETENCY REQUIREMENTS TOTAL WEIGHTING = 20%						
1.	Financial Management	1.1	% Spent of allocated departmental Capex[36]	6%	1 = 80% Capex spent 2 = 90% Capex spent 3 = 95 Capex spent 4 = 97% Capex spent 5 = 99% Capex spent	• SAP Report • Approved section 71 reports

35

WS Project Team	Issue	Responsibility	Responsibility
WS8: Inner City & Township Rejuvenation	Emergency accommodation funding	Finalise and submit the application to have the relevant conditions declared a disaster so that emergency funding can be accessed for temporary accommodation.	**1. Public Safety (Disaster Management) and** **2. Human Settlements**

36 This is applicable to departments with large capex budget – threshold to be determined.

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KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
		1.2	% Spent of allocated departmental Opex budget	107%	1 = 80% Opex spent 2 = 90% Opex spent 3 = 95 Opex spent 4 = 97% Opex spent 5 = 99% Opex spent	Mid-year and Annual Merchants reports
		1.3	Percentage of valid departmental invoices paid within 30 days of submission to Group Finance for payment[37]	84.39%	1 = 75% of valid invoices 2 = 80% of valid invoices 3 = 85% of valid invoices 4 = 90% of valid invoices 5 = 100% of valid invoices	• SAP generated report • Mid-year and Annual Merchants reports
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 60% of employees achieved 3.1 or more on their set targets	• Quarterly Performance Management compliance reports • Approved assessment report by GCSS • Signed departmental NFR report for 2025/26 performance rewards
		2.2	Percentage of disciplinary cases resolved within 120 days[38]	28% resolved within 120 days	1 =< 60% 2 = 60 – 69% 3 = 70 - 79% 4 = 80 - 89%	• Approved departmental quarterly performance reports • GCSS LR report • Annual report 2025/26

37 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.

38 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
					5 = 90 - 99%	
Change Management						
3.	Institutionalisation of GEYODI in the	3.1	Number of GEYODI programmes implemented as per the approved action plans.	New Indicator	1 = ≤ 2 or less[39] 2 = 3 3 = 4 4 = 5 5 = 6	• Approved GEYODI action plans signed off by Departmental Executive Directors and Municipal Entities Accounting Officers. • Nomination Letters of GEYODI Focal Persons to champion GEYODI. • Quarterly Compliance Reports
		3.2	% EE, Gender and Disability mainstreaming[40]	New indicator	1 ≤ 40%[41] 2= 41% - 59%[42] 3= 60% - 79%[43] 4= 80% - 99%[44] 5= 100%[45]	• Minutes • Attendance registers • Concept documents.
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	• Implementation plan with targeted corrective measures • Signed departmental quarterly progress reports • Consolidated GSHE biannual

39 Geyodi programmes implemented as per the approved action plans

40 The KPI include both the internal focused initiatives on Employment Equity, inclusive of Gender Disabilities and Diversity Management initiatives and interventions.

41 Attendance of consultative sessions scheduled i.e. directorate, departmental and/or citywide; depending on the level of representation in line with the approved Terms of Reference (TOR). This includes recruitment and selection processes which the representative has attended within the reporting period.

42 Provide feedback to staff or the constituency in ways agreed to by the forum. This includes, emails, staff meetings or relevant structure/forum etc.

43 Participate in the development of the Action Plan and monitor implementation.

44 Input into or submission of relevant reports to various structures or relevant authorities.

45 Facilitate the employee participation in citywide events planned for the City's employees, include workshops, training or EE, Gender and Disability events.

KPA No	Key Performance Area	KPI No.	Key Performance Indicator	Baseline	Target	Means of verification
					3 = 100% corrective measures implemented 4 = 100% corrective measures implemented, and no injuries sustained 5 = 100% corrective measures implemented and no injuries and fatalities	assessment reports indicating corrective measures implemented and level of compliance according to the audits conducted.
Customer Orientation and Customer Focus						
5.	Customer satisfaction	5.1	% Increase in customer satisfaction index[46]	60%	1 <60% 2 = 60%. 3 = 61%47 4 = 62% 5 = >62%	Annual Customer satisfaction survey report

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.

Acting Head of Department: Public Safety	**Signature:**	**Dr Floyd Brink City Manager**	**Signature:**	**Date: 31 July 2026**

46 The Customer Satisfaction Survey will focus on initiatives from the War Room, regional accelerated service delivery and all service delivery areas that require turnaround i.e water, energy, waste, roads, safety and measure improvements in these areas

47 Per GPAC guidance, an aspirational target to counter declining satisfaction trends