

**PERFORMANCE AGREEMENT**

Made and entered into by and between

**THE CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY**

("the City")

(Represented by **The Executive Mayor**, duly authorised by Municipal Council Resolution)

and

**Floyd Brink**

("the City Manager")

for the financial year: 1 July 2024 to 30 June 2025

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**1. INTRODUCTION**

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

**2. PURPOSE OF THIS AGREEMENT**

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

**3. COMMENCEMENT AND DURATION**

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

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

#### 4. PERFORMANCE OBJECTIVES

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

#### 5. PERFORMANCE MANAGEMENT POLICY

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

**6. EVALUATING PERFORMANCE**

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

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

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

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

## 7. OBLIGATIONS OF EMPLOYER

The City must -

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

## 8. CONSULTATION

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

**9. MANAGEMENT OF OUTCOMES**

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

**10. DISPUTES**

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

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

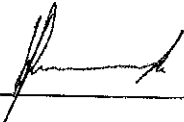
## 11. GENERAL

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

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SIGNED at Braamfontein on this the 25<sup>th</sup> day of July 2024


For: THE CITY OF JOHANNESBURG  
METROPOLITAN MUNICIPALITY

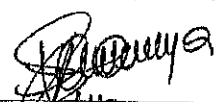
  
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Executive Mayor


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


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SIGNED at Braamfontein on this the 25<sup>th</sup> day of July 2024

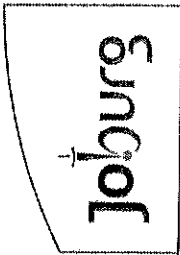
  
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Floyd Brink  
City Manager

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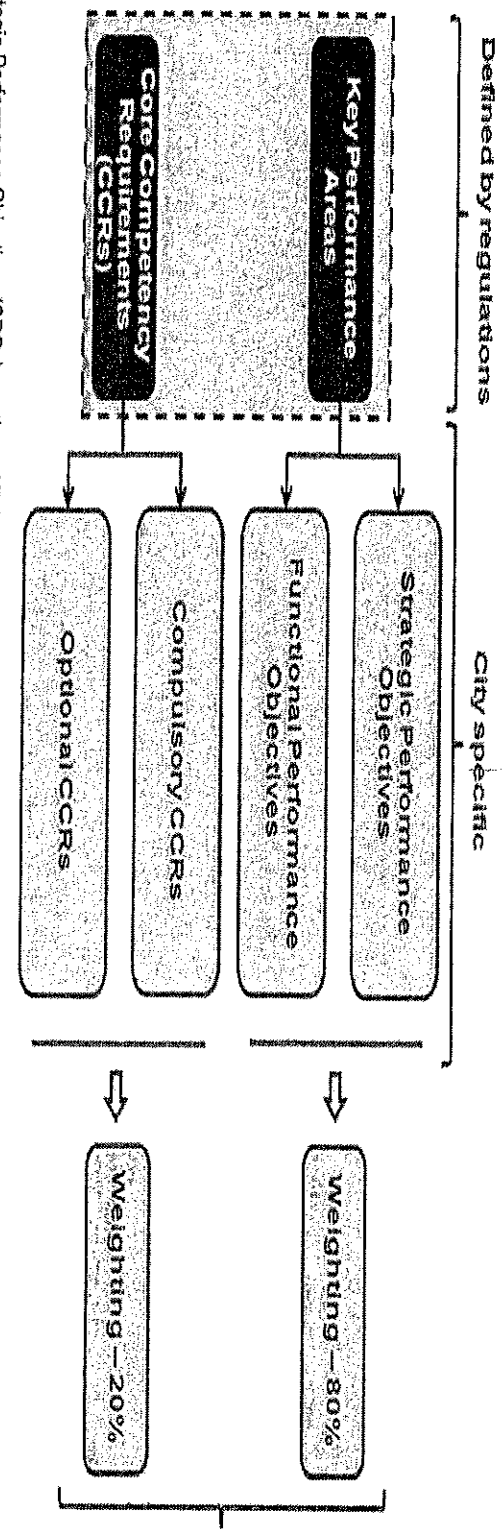
ANNEXURE "A"

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

The history of this Performance Plan is from 1 July 2021 to 30 June 2022

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



Weighting of CCRs/KPAs defined by the regulators


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%.


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SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES

Key Performance Indicators (KPIs)	Strategic Objectives	Baseline	Target	Means of Verification
1 Basic Service Delivery	1.1 Number of indigent households benefitting from ESP (free basic services)	80 000	TOTAL WEIGHT = 50%	<ul style="list-style-type: none"> <li>SDBIP Assessment Reports approved by Council.</li> <li>Audited Annual Report.</li> </ul>
	1.2 Number of wards with ward based policing programme.	New indicator	<ul style="list-style-type: none"> <li>1 = &lt;80 000 indigent households</li> <li>2 = 80 000-99000 indigent households</li> <li>3 = 100 000 indigent households</li> <li>4 = 120 000 indigent households</li> <li>5 = &gt;120 000 indigent households</li> </ul>	<ul style="list-style-type: none"> <li>One RCDP co-signed-off by relevant RD per quarter</li> <li>Risk Assessment Reports</li> <li>Audited Annual Report</li> </ul>
	1.3 % fire calls responded to within 15 minutes	62%	<ul style="list-style-type: none"> <li>1 = Less than 115</li> <li>2 = 115 Out of 135</li> <li>3 = 122 out of 135</li> <li>4 = 125 out of 135</li> <li>5 = More than 125 wards</li> </ul>	<ul style="list-style-type: none"> <li>Signed Fire response Statistics</li> </ul>
	1.4 Number of mixed housing units constructed.	2688	<ul style="list-style-type: none"> <li>1 = less than 50%</li> <li>2 = 50% - 54%</li> <li>3 = 55%<sup>1</sup></li> <li>4 = 56% - 70%<sup>2</sup></li> <li>5 = more than 70%<sup>3</sup></li> </ul>	<ul style="list-style-type: none"> <li>SDBIP Assessment Reports approved by Council.</li> <li>Audited Annual Report</li> </ul>
	1.5 % Implementation of Inner-City Rejuvenation Programme <sup>4</sup>	80%	<ul style="list-style-type: none"> <li>1 = 1800 housing units</li> <li>2 = 2000 housing units</li> <li>3 = 2010 housing units</li> <li>4 = 2050 housing units</li> <li>5 = 2080 housing units</li> </ul>	<ul style="list-style-type: none"> <li>Approved Reports to Mayoral Committee</li> <li>Audited Annual Report</li> </ul>

<sup>1</sup> Of the total number of calls received, 55% of the total calls received would be responded to within 15 minutes.  
<sup>2</sup> Of the total number of calls received, between 55% and 70% of the total calls received would be responded to within 15 minutes.  
<sup>3</sup> Of the total number of calls received, more than 70% calls received would be responded to within 15 minutes.  
<sup>4</sup> Establishing programmes and projects in the inner city. The strategy aims to guide City Investments and the full spectrum of urban management activities in the inner city. Facilitate education and training initiatives to improve service delivery and encourage appropriate behaviour. Broaden stakeholder engagement. Recognise excellence in performance and implementation of inner-city initiatives. Increased communication with public and media. Increased access to inner city information.

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Key Performance Indicators (KPIs)	Baseline	Target	Methods of Verification
1.6 Percentage children under 1 year immunised (Integrated)	82.8% (81 223 of 98 042) July 2022 to June 2023 (Web DHIS 28 Jul 2023 <sup>2</sup> )	5 = 100% Rejuvenation Program achieved 1 = 82.8% children under 1 year 2 = 84.8% children under 1 year 3 = 87.3% children under 1 year 4 = 87.4% children under 1 year 5 = 87.5% children under 1 year	<ul style="list-style-type: none"> <li>Quarterly WebDHIS reports</li> <li>Audited Annual Report</li> </ul>
1.7 Installed capacity of approved embedded generators on the municipal distribution network (EE4.12) (Energy Mix)	New Indicator 27.84	1 = 1-5 MW 2 = 6-8 MW 3 = 9.5 MW 4 = 10 MW 5 = >10 MW	<ul style="list-style-type: none"> <li>Database of interventions</li> <li>Signed letter by HoD/CEO etc. confirming energy generated and saved.</li> <li>Audited Annual Report</li> </ul>
1.8 % Waste diverted from landfill	26.2%	1 = 18% diversion 2 = 20% diversion 3 = 26% diversion 4 = 27% diversion 5 = 28% diversion	<ul style="list-style-type: none"> <li>Internal Waste Quarterly Report</li> <li>Sample of data collection</li> <li>Audited Annual Report</li> </ul>
2.1 Rand value investment attraction realised within the city.	R11.36 billion	1 = R 8 billion 2 = R 11 billion 3 = R19.5 billion 4 = R20 billion 5 = R 26 billion	<ul style="list-style-type: none"> <li>SDBIP Assessment Reports approved by Council</li> <li>Audited Annual Report</li> </ul>
2.2 Number of Expanded Public Works programmes (EPWP6) work opportunities created City-wide	13 554	1 = 11 500 work opportunities 2 = 12 000 work opportunities 3 = 12 250 work opportunities 4 = 12 500 work opportunities	<ul style="list-style-type: none"> <li>SDBIP Assessment Reports approved by Council</li> <li>Audited Annual Report</li> </ul>
2 Local Economic Development			

<sup>1</sup> The immunisation coverage is calculated utilising the under 1 age population estimates of COJ from District Health Information System (DHIS). Any adjustment, during the financial year in the population estimates will change the immunisation coverage achieved and thus affect target setting for the KPI. Fully immunisation coverage is reported integrated with both Prov and Local authority.  
<sup>2</sup> The 4<sup>th</sup> audited report had data for 11 months which is July - Nov 2023 and excluded one month of data which is July 2023 data. So, this correction is to include the July 2023. All data is compiled from the WebDHIS (web District health information system) which is verified by national department of health.  
<sup>3</sup> EPWP Initiatives exclude CWP.  
 CWP is a programme funded and implemented by COGTA (through implementing agents appointed by COGTA).  
 COJ supports CWP through the provision of operational space in the different regions of Cal.  
 CRULI coordinates and chairs the CWP Local Reference Committee.  
 COJ does not report on CWP as this would be deemed as double counting by COGTA.

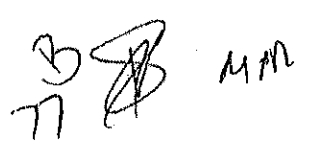


Key Performance Area	KPI	Key Performance Indicators (KPIs)	Baseline	Target	Items of Verification
1 Municipal Planning and Governance	1.1	Percentage implementation of the District development Model (DDM)	New indicator	<ul style="list-style-type: none"> <li>1=50% implementation<sup>10</sup>,</li> <li>2= 75% implementation<sup>11</sup></li> <li>3=100% implementation<sup>12</sup>,</li> <li>4= Analysis and review of DDM implementation</li> <li>5=Engagements with departments, entities and COGTA</li> </ul>	<ul style="list-style-type: none"> <li>• DDM Annual Report</li> <li>• Presentation to MayCom</li> <li>• Mayoral Committees minutes.</li> <li>• Implementation outcome report</li> <li>• Audited Annual Report</li> </ul>
	1.2	Percentage consolidation of the Johannesburg Integrated Annual Report (IAR) as per Legislation.	2022/23 Integrated Annual Report for CoJ	<ul style="list-style-type: none"> <li>1 = 25%<sup>13</sup></li> <li>2 = 50%<sup>14</sup></li> <li>3 = 100%<sup>15</sup></li> <li>4= IAR tabled at MPAC &amp; resolutions implemented</li> <li>5=Oversight report tabled at Council</li> </ul>	<ul style="list-style-type: none"> <li>• Approved Integrated Annual Report for 2023/24.</li> <li>• Council minutes</li> <li>• MPAC minutes</li> <li>• Council minutes of oversight report</li> </ul>
	1.3	% increase in achievement of City-wide SDBIP performance targets	63% <sup>16</sup>	<ul style="list-style-type: none"> <li>1 = 0% increase</li> <li>2 = 1% - 2% increase</li> <li>3 = 3% increase</li> <li>4 = 4% increase</li> <li>5 = 5% and above</li> </ul>	<ul style="list-style-type: none"> <li>• SDBIP performance report</li> <li>• Audited Annual Integrated Report</li> </ul>
1.4	Audit Outcome of MEs <sup>17</sup>	100%	<ul style="list-style-type: none"> <li>1=90% of MEs attain unqualified audit opinion</li> <li>2=95% of MEs attain unqualified audit opinion</li> <li>3= 100% of MEs attain unqualified audit opinion</li> <li>4= 15% improvement on the MEs audit opinion achieved<sup>18</sup></li> <li>5= &gt; 15% improvement on the MEs audit opinion achieved.</li> </ul>	<ul style="list-style-type: none"> <li>• Governance Performance Assessment report of 13 entities</li> <li>• Audited Annual Report</li> </ul>	

<sup>10</sup> - Draft COJ DDM  
<sup>11</sup> - Approved COJ DDM  
<sup>12</sup> - Annual Report on DDM  
<sup>13</sup> - Draft IAR submission to AGSA by 31 August 2024  
<sup>14</sup> - Tabled of draft IAR to Council by end January 2025  
<sup>15</sup> - Final IAR tabled at Council by March 2025  
<sup>16</sup> 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%)  
<sup>17</sup> 13 MEs. One consolidated report for all CoJ entities per quarter – report aims to achieve clean Audit. Evidence thereof is the reports and minutes of the Mayoral Committee. Reports are submitted retrospectively which means for the current quarter, a report of the previous quarter will be submitted.  
<sup>18</sup> Improvement on the audit outcome refers to, maintaining the clean audit status and additional municipal entities achieving the clean audit status.

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Key Performance Indicators (KPIs)	Essential	Target	Means of Verification
1.2 Percentage budget spent on city-wide infrastructure <sup>23</sup>	90%	<ul style="list-style-type: none"> <li>1 &lt; 93% Capex spent</li> <li>2 = 93% Capex spent</li> <li>3 = 95% Capex spent</li> <li>4 = 97% Capex spent</li> <li>5 = 100% Capex spent</li> </ul>	<ul style="list-style-type: none"> <li>• SDBIP Assessment Reports approved by Council</li> <li>• Audited Annual Report</li> </ul>
1.3 Percentage of Interest expense to Total operating expenditure ratio	7%	<ul style="list-style-type: none"> <li>1= 75%-85% collection of revenue on property rates and billing services</li> <li>2= 85 - 87.6% collection of revenue on property rates and billing services:</li> <li>3= 87.7% collection of revenue on property rates and billing services</li> <li>4= 87.8 - 88% collection of revenue on property rates and billing services</li> <li>5= &gt; 88% collection of revenue on property rates and billing services</li> </ul>	<ul style="list-style-type: none"> <li>• SDBIP Assessment Reports approved by Council</li> <li>• Audited Annual Report</li> </ul>

**People Management and Empowerment (Compulsory)**

<sup>23</sup> The Capital expenditure will be implemented in line with the SDBIP budget expenditure projections.



KPI No	Key Performance Area	KPI No	Key Performance Area	Baseline	Target	Measures of Achievement
2	Performance and Staff Management	2.1	% Of managers directly accountable to the city manager receiving performance coaching and review as per the section 57 Group Management Policy and Framework	5	1= Less than 100% of managers with signed performance agreements 2 = 100% of managers with signed performance agreements 3 = 100% of managers received performance coaching and review as per the policy 4 100% plus ≤ 50% of managers directly reporting to CM scored at least 3.1 of their scorecards set targets <sup>24</sup> 5 100% ≥ 50% of managers directly reporting to CM scored at least 3.1 of their scorecards set targets	<ul style="list-style-type: none"> <li>Signed Performance Agreements</li> <li>Performance Evaluation Report submitted to GPAC, PEP, MayCom &amp; Council for approval</li> </ul>
		2.2	Percentage of disciplinary cases resolved within 120 days	0 cases	1 = <75% 2 = 76% 3 = 86% 4 = 95% 5 = 100%	Disciplinary Case Reports
		2.3	Percentage of Departments assessed on Performance Management (PM) Implementation	100%	1= 80% of departments assessed 2= 90% of departments assessed 3= 100% of departments assessed 4= 80% of departments compliant 5=100% of departments compliant	Citywide PMS assessment report presented at EMT
3	Satisfaction Levels	3.1	Percentage increase in satisfaction levels <sup>26</sup>	Customer Orientation and Customer Focus (Compulsory) 2% increase (2022/23)	1 = decrease 2 = 1% increase or no change 3 = 1% increase 4 = 2% increase 5 > 2% increase	Satisfaction Survey Results
Floyd Brink City Manager	Signature: 	Executive Mayor	Signature: 	Date: 25 July 2024		

<sup>24</sup> This will be scored only after fully achieving rating 3 above.  
<sup>25</sup> This KPI relates to all Section 57 managers only (core departments)  
<sup>26</sup> Every two years the Quality-of-Life survey is conducted in partnership with GCRQ and GPO, and in alternate years a Customer Satisfaction Survey is carried out by COJ with a private sector service provider. 2021/22 (Customer satisfaction survey), 2022/23 (Polling survey) 2023/24 (Quality of Life survey), 2024/25 (Customer satisfaction survey) 2025/26 (Quality of Life survey). An action plan for implementation will be developed following the finalisation of survey results.