JOHANNESBURG SOCIAL HOUSING COMPANY

"WE DELIVER AFFORDABLE AND SUSTAINABLE SOCIAL HOUSING IN JOBURG"

JOHANNESBURG SOCIAL HOUSING COMPANY (SOC) Ltd

BUSINESS PLAN

2020/2021 FINANCIAL YEAR

Draft

Sign Off:

Signature of Chief Executive Officer – Victor Rambau:

…..……

Signature of the Chairperson of the Board-

……..

Signature of MMC Housing - Cllr Mlungusi Mabaso:

…….

Receipt & Review:

Signature of GSPRC Representative: ……

Date:

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1. EXECUTIVE SUMMARY

The Johannesburg Social Housing Company SOC Limited ("JOSHCO") was established in November 2003 by the City of Johannesburg (City). JOSHCO's mandate is to provide and manage social and affordable rental housing for the lower income market as part of the City's strategy to eradicate the housing backlog of the City. It is a registered Social Housing Institution and is accredited by the Social Housing Regulatory Authority (SHRA) of South Africa. JOSHCO predominantly serves families whose total household income is between R3500 and R15000 per month. The core business of JOSHCO includes: the development of social and rental housing; the refurbishment, upgrading and management of some of the City Council owned rental housing stock; the refurbishment, upgrading and management of hostels and the provision of turnaround strategies where necessary. As a Municipal Owned Entity (ME), it is required to comply with all the relevant legislation (i.e. Municipal Finance Management Act, Municipal Systems Act, SHRA Act and, the Companies Act). The policies and strategies of the organisation are strongly influenced by the vision of the City of Johannesburg which has found itself in the Growth and Development Strategy 2040 (GDS).

The company's implementing philosophy is combining quality and quantity in an endeavour to develop social housing settlements that transform the lives of JOSHCO's tenants.

JOSHCO's Project Portfolio:

- Greenfield and Brownfield developments;
- Hostel redevelopment;
- Inner City refurbishments/conversions;
- CoJ public stock/upgrades and;
- Communal and transitional housing

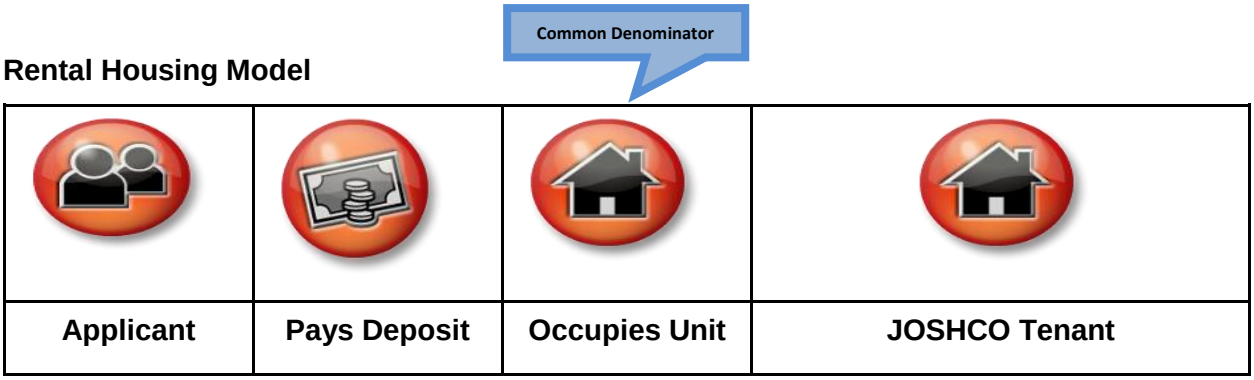
The objective is to be able to deliver our product with the same level of efficiency, service, innovation, drive and effectiveness of the private sector while mitigating the risks and constraints in our unique operating environment.

The business-operating environment is complex and requires skills mix accounting authority with extensive understand of good governance. The subsidisation of rental by the City and Social Housing Authority (SHRA) mitigates the risk of going concern as the capital funding will ensure continued demand management in the social housing sector.

2. STRATEGIC OVERVIEW

The rental sector in South Africa is changing and evolving on a continuous basis since 1994. Currently, research shows that the rental housing sector in general can support substantial growth. As a result, in the past five years there has been an increased focus on the role of the rental sector in overall policy and strategic decisions. Moreover, the rental tenure option is seen as an effective tool for urban stabilisation, regeneration and local economic development. The changes in the rental housing environment are evidenced by the development of the National Rental Housing Strategy, and the rental model for South Africa (diagram below). In essence, the rental model proposes that an agreement exists between a tenant and a landlord to pay rental for and occupy a unit over a period of time. The monetary exchange in that relationship is the common denominator.

Rental Housing Model



Since its inception in 2004, JOSHCO has become an important player in the social housing sector. A track record of delivering decent and affordable rental housing means that the company has consistently grown its property management portfolio the years. JOSHCO remains an imperative social housing agency vehicle for the City and consistently strives to manage its market leadership position.

The organisation's implementing ethos is combining quality and quantity that seeks to improve the quality of life of the Citizens of the City. Joburg 2040- the City's long-term growth and development strategy has set high standards for the city to become a sustainable, resilient and a liveable world-class African City by 2040. JOSHCO anticipates meeting these standards directly through its development programme. The CAPEX budget allocated by the City and the SHRA subsidy has made in possible to facilitate improved capacity and implementation of large-scale projects within the corridors. As a strategic imperative, JOSHCO will continue to build partnerships with organisations that are aligned to the JOSHCO's objectives. These partnerships (construction companies and professionals) are being forged as the delivery of social housing within the corridors we prioritised.

2.1 Vision

To become the best provider of quality, affordable social housing designed to global standards.

2.2 Mission

To provide quality, resource efficient, economically sustainable and affordable housing products, in locations that guarantee convenience to our customers, which address the needs of the community and the environment within Johannesburg, underpinned by customer-focused service delivery and effective management.

2.3 Values

Transparency

We will conduct business in an open, honest and transparent manner and comply with all legislative and governance requirements, and fully take responsibility of our decisions and actions.

Customer Focus

At JOSHCO, we hold the customer very dearly to our hearts. We will do everything possible to ensure that we delight our customers in ways they want and to standards they themselves define.

Efficiency

We strive to become resourceful in the way we do business. We will continuously innovate to better our business processes. We focus on achieving more from the resources at our disposal.

Respect

We cannot exist or succeed independent of our clients, customers and partners. We respect every person whom we interact with, and strive to treat our customers in a highly respectful & dignified manner.

2.4 Core Mandate/Purpose

JOSHCO's mandate is to provide and manage social and affordable rental housing for the lower income market as an integral part of the efforts to eradicate the housing backlog of the City. It is a special purpose vehicle to access National and Provincial grant funding which a City or department cannot.

2.5 Legislation and policy environment

JOSHCO is an entity of the City of Johannesburg that was established in line with the Municipal Systems Act and Companies Act. The entity was registered as a social housing institution in order for the municipality to deliver social housing to its constituency while access subsidy from institution such as Social Housing Regulatory Authority. In terms of the Social housing Act, social housing is "a rental housing option for low to medium income households at a level of scale and

built form which requires institutionalized management and which is provided by social housing institutions or other delivery agents in approved projects in designated restructuring zones with the benefit of public funding" and social housing institution is "an institution accredited or provisionally accredited under the Act which carries or intends to carry on the business of providing rental housing options for low to medium income households (excluding immediate individual ownership and a contract as defined under the Alienation of Land Act, 1981 (Act No. 68 of 1981)), on an affordable basis, ensuring quality and maximum benefits for residents, and managing its housing stock over the long term". JOSHCO as an SHI is expected to comply with the Social Housing Act.

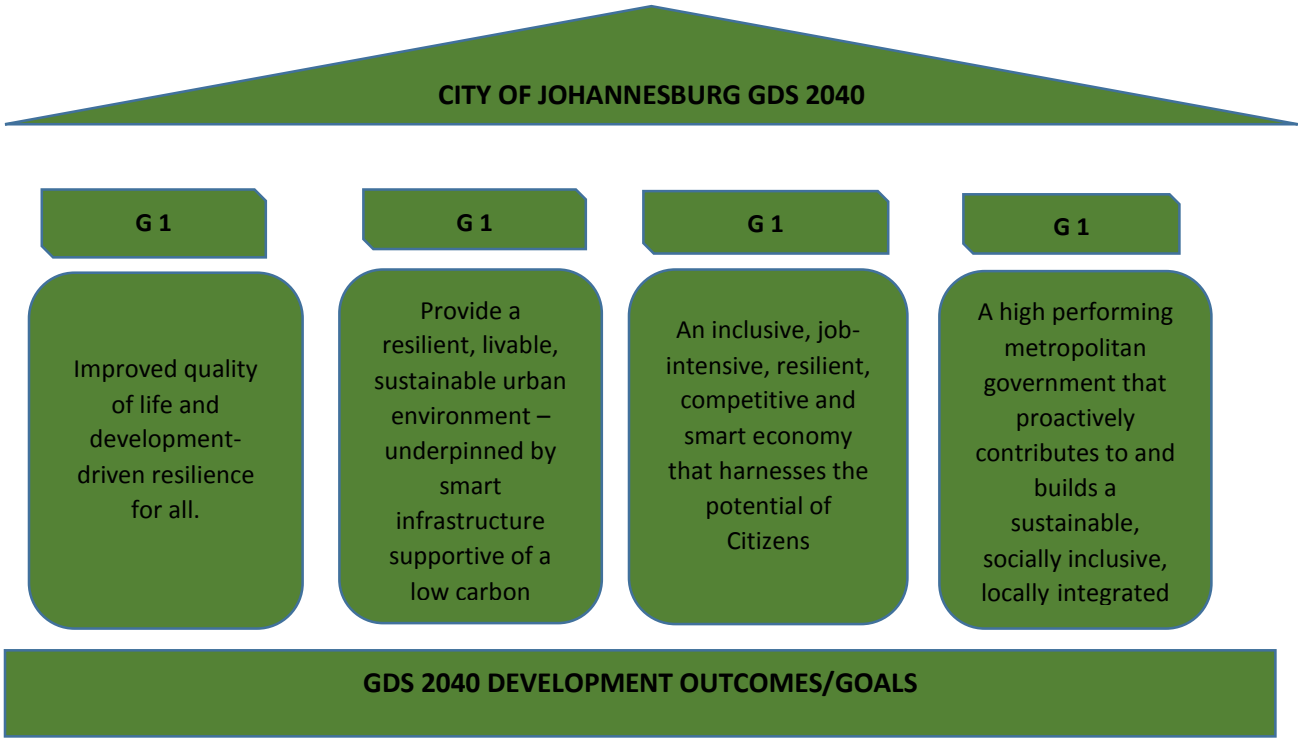
Furthermore JOSHCO as an entity of the City of Johannesburg and must comply with the laws and regulations governing local government including the following:

- Provisions of the MFMA (budget preparation, management, reporting and procurement);
- Provisions of the SCM regulations (procurement and contracts management); and
- Municipal Systems and Structures Act (systems to guide the operation of the company)
- Align itself with City of Johannesburg, its parent municipality, strategic documents such as GDS 2040, IDP and SDBIP

In addition to the municipal laws and regulations, JOSHCO must also comply with the provisions of the Company's Act which prescribes how companies must be managed and controlled.

2.6 Strategic Objectives - Aligned to COJ programme

JOSHCO undertakes to ensure that its strategic plan is fully aligned to Growth Development Outcomes and strategic priorities as are articulated in the Growth Development Strategy 2040 of the City of Johannesburg. CoJ has articulated 4 key goals that it aims to achieve by 2040, and which are premised on both the concept and aspiration of 'a world class African City'. The Illustration below outlines the Growth Development Strategic Goals of the City of Johannesburg towards 2040.



Picture: 1

JOSHCO's core business fully supports and drives each of the 4 goals. Under G1, JOSHCO will ensure that all tenants live in a safe and secure environment, and that there are concrete efforts to network families and build caring JOSHCO communities. Under G2, JOSHCO will prioritise the low income-earning segment, especially previously marginalized South Africans, and provide a quality of life that restores their dignity as part of social redress. JOSHCO will strive to meet and exceed quality service provision whilst ensuring that the design and construction of its buildings meet environmental and climate change management practices. Under G3, JOSHCO will ensure that its housing solutions are provided within the proximity of commercial points and transport corridors in order to provide convenience of tenants to commercial activity. JOSHCO will also contribute to employment creation through its construction and rental management business. Under G4, we strive to become a highly customer focused SHI that listens to the needs and concerns of its customers, and that put into practice its core values of transparency, customer focus, efficiency and respect. At institutional level, JOSHCO will strengthen its governance mechanisms and ensure that it becomes accountable at all times under all circumstances. In order to achieve the GDS outcomes and priorities, JOSHCO envisaged to achieve the following strategic objectives in the medium to long term period;

- Become a financial sustainable entity
- Contribute towards economic development through Broad Based Black Economic Empowerment
- Develop social housing projects within transport corridors, inner-city and greenfield (including suburbs and economic hubs)
- Contribute to mitigating Climate Change Impact
- Become a Customer centric Company
- Strengthen Governance and Compliance

- Improve safety and security of all tenants in JOSHCO projects

The City of Johannesburg identified ten priorities to drive the GDS goals in the medium to long term. Furthermore, thirteen government of local units' programmes were identified for short to medium term implementation. JOSHCO has aligned its strategic objectives and programmes with the COJ strategic priorities and programmes as outlined in the table below:

Table 1: Strategic Link between the IDP, GDS Priorities and Organisational Objectives.

2011 GDS	Outputs	COJ Strategic Priorities	COJ Priority Programmes	JOSHCO Strategic Objectives	JOSHCO Strategic Outcome
1. Improved quality of life and development driven resilience for all.	• Food security that is both improved and safeguarded.	• Safer City	-	-	-
	• Increased literacy, skills and lifelong learning amongst all our Citizens.	-	-	-	• Provision of infrastructure resources for early childhood development.
	• Substantially reduce HIV prevalence and non-communicable diseases and a fit City characterised by healthy living for all	-	-	-	-
	• A safe and secure City.	• Safer City	• A safer City by re-introducing ward-based policing (Joburg 10+) and effective law enforcement. • Combating drug and substance abuse, gender-based violence. • Manage displaced communities and homelessness	• Improve safety and security of all tenants residing in JOSHCO managed projects.	• Controlled access at all JOSHCO properties.
2. Provide a resilient, liveable, sustainable urban environment underpinned by smart infrastructure supportive of low carbo economy.	• Sustainable/ integrated infrastructure services.	• Sustainable service delivery.	• Accelerated and visible service delivery and re-introduction of co-production in the delivery of the basic services.	-	• Achieve all service level standards as agreed through SDA. • Critical roles filled at all times.
	• Eco-mobility	-	-	-	-
	• Sustainable human settlement.	• Integrated human settlement.	• Impact the housing market including the integration, development and	• Increase social housing projects within the transport Inner City and Greenfield,	• Critical roles filled at all times. • Number of units developed.

2011 GDS	Outputs	COJ Strategic Priorities	COJ Priority Programmes	JOSHCO Strategic Objectives	JOSHCO Strategic Outcome
			maintenance of hostels and flats. • Combat illegal land invasion and promote regulated land use. • Formalisation of informal settlement and accelerated rapid land release.	including the suburbs and economic hubs.	
	• Climate change resilience and environmental protection.	• Sustainable environmental development.	-	• Contribute to mitigating climate change impact.	• Installation of solar systems in all projects. • Water harvesting systems. • Roof top gardens in the Inner-City projects.
3. An inclusive, job-intensive, resilient, competitive and smart economy that harnesses the potential of Citizens.	• Job intensive economic growth.	• Job opportunity and creation.	• Job opportunity and creation.	• Contribute towards economic development through BBBEE empowerment	• Number of EPWP job opportunity created.
	• Promotion and support to small business.	• Economic development and growth.	• Development and support of the SMME's	• Contribute towards economic development through BBBEE empowerment	• At least 30% of capital expenditure on at least 51 black owned companies. • At least 30% capital expenditure on SMMEs.
	• Increased competitiveness of the economy.	• Smart City	-	-	-
4. A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region.	• Re/effective Citizen Gauteng City Region.	-	-	-	-
	• Responsive, account, efficient Metro.	• Good governance.	-		• Actively involve the public pre and post implementation of the projects.
	• Financially and administratively sustainable and resilient City.	• Financial sustainability.	• Improve and strengthen financial position.	• Become a financial sustainable entity.	• A robust revenue collection. • Diversification of revenue stream i.e. student accommodation. • Cost containment

2011 GDS	Outputs	COJ Strategic Priorities	COJ Priority Programmes	JOSHCO Strategic Objectives	JOSHCO Strategic Outcome
					strategy application, monitoring and reporting.
	• Citizen empowerment and participation.	• Active and engaged Citizenry.	• Community based planning and enhanced Community engagement, including Mayoral Izimbizo.	-	• Actively involve the public pre and post implementation of the projects.
	• Customer care and service.	• Active and engaged Citizenry.	-		• Review of all business processes.
	• Global positioning of Johannesburg.	-	-	-	-
	• Building cooperative and intergovernmental partnerships.	• Active and engaged Citizenry.	-	-	-
	• A responsive, corruption-free, efficient and productive metropolitan government.	• Good governance.	• Combat corruption, fraud and, maladministration.	• Strengthen Governance and compliance.	• Robust internal control environment.

3. STRATEGIC ANALYSES

3.1 Past Performance and Future Outlook

The housing backlog in the City has been a challenge of many years and the establishment of JOSHCO was an opportunity for the City to address the housing challenges and to improve the quality of life of the Citizens of Johannesburg. To date JOSHCO manages 7436 rental units between green and brown fields. The value allows the City to position itself in the other areas of prospective developed to ensure that, JOSHCO continues to penetrate the market while addressing the spatial inequalities of the past.

Past Performance

In the 2018/19 financial year the organisation continued to strive for the achievement of the Institutional and administrative KPI's against its targets and the revenue target as both targets drive the performance of the organisation from a capital and expenditure budget point of view. Below are the highlights of the results for the aforesaid financial year: -

- Capital expenditure was 98% against a budget of R321 million;
- Revenue year on year increase by 14% from R141.7 million to R150 million.
- Number of units developed and completed was 297 against a target of 360 units;
- Occupancy rate was 99% against a target of 98%;
- Stakeholder engagement was 172% against a target 100%;
- Spending on 51% black owned companies was 69% of R 258.4 million;
- Deficit was R 34.7 million mainly due to the increasing utility cost and rental debtor's impairment.

Future Outlook

The organisation will continue to focus on improving its market share by positioning and delivering on what matters most in its market segment. The development strategy will continue to focus on addressing the legacy of the unjust apartheid spatial development approach. It (JOSHCO) plans to diversify its portfolio and broadened its focus to urban areas and in economic hubs where it intends to cement its social and affordable housing footprint. The need to explore the Northern and Southern suburb market is part of the organisation's new strategy to develop social and affordable housing in areas outside spatial development or previously disadvantage geo-areas. The new strategy aims to tap into markets that compete on high rental fees. Both the Northern and Southern suburbs have remained the market ground for private developers and that positions the organisation as a last market entry with market intelligence and experience curve to compete amongst the elite rental accommodation providers while ensuring that, the introduction of social and affordable housing does not dilute the current market property value in the earmarked areas and/or City Regions.

Furthermore, research intelligence from Statistic South Africa indicates that, the population in the Gauteng Province has grown by 46% since 2002 and that, the labour force has also grown by 2% from January 2018 to March 2019. More of the research results also showed that the organisation needed to explore the economic hubs and suburban market offerings which then diverts the organisation to areas such as Midrand, Randburg and, Fourways as they are areas that offer some of the most rapidly expanding and developing commercial and residential nodes in Gauteng

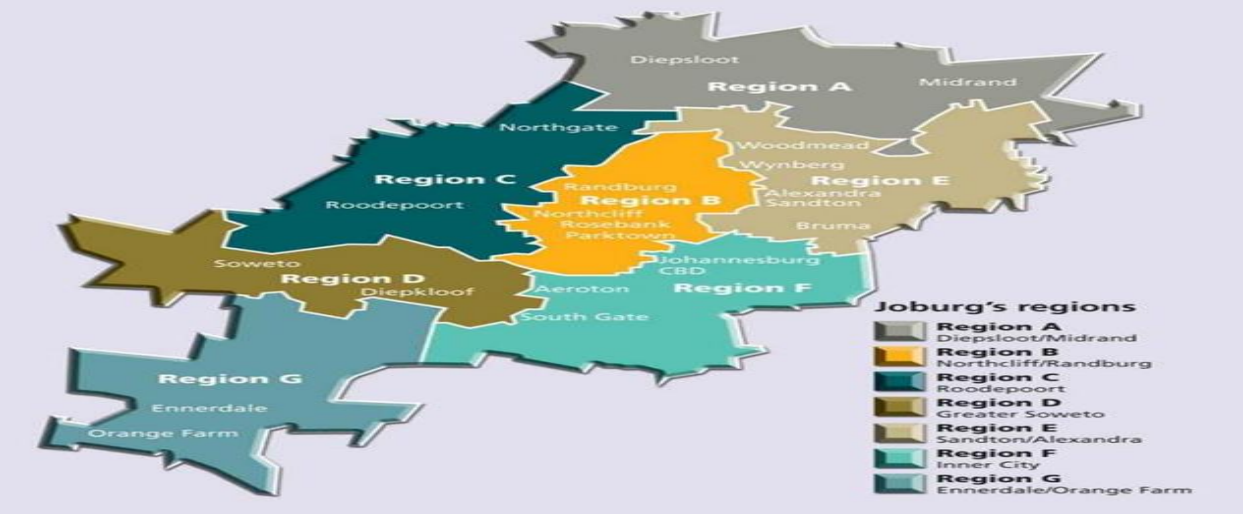
The lower-income earning residents in the City who reside in the peripheries of the City travel more than 25km on average to their place of work, which could then be alleviated through the

new strategy to penetrate areas that are closer to economic activities. In the next 3 financial years, JOSHCO will invest just over R3, 3 billion in both Green Fields and Inner-City project portfolio which will yield 6121 social and affordable rental units of which majority will be at economic active areas. The investment will form part of JOSHCO's medium to long-term geographical footprint and as such will sustain its number one position in the Social Housing Sector. While the investment will attract further long-term development, it will also seek to address the much-needed low-cost housing demand while ensuring that beneficiaries benefit from living in well developed areas that offer social and other needed amenities to further enhance their quality of life.

The Social Housing Regulator Authority (SHRA) as one of JOSHCO's key stakeholders will also invest a projected amount of R950 million in the next 3 financial years which will be re-directed to the new but, also exciting developments in geo-areas such as Midrand, Sandton, Lufherheng and, Enerdale. Out of 6121 units projected for the next 3 financial years, 2020 units will be developed through Turn Key projects and will partially fund with R950 million from SHRA. 5 buildings are also earmarked for student accommodation and the project will start from the 2020/2021 financial year which will see JOSHCO positioning itself to enter the student accommodation market as part of its additional business segment. An amount of R851 million has been projected for capital expenditure spending in the 2020/21 FY and a proportion of the value will be directed to student accommodation. The vision towards student accommodation is that of a student precinct which means safer accommodation through sound security and a technologically advanced environment based on the SMART City approach.

Over and above the aforementioned, a projected amount of R 216 million will also be invested over the next 3 years in maintenance of the projects. The investment will ensure that JOSHCO sustains market attractiveness for financial and demand growth and, contributing towards global positioning of Johannesburg.

The picture below depicts the organisation's futuristic footprint in areas such as Region E.



Picture: 2

Table 2: Outlook of Organisational Future Geographical Foot Print.

REGION	PROJECT NAME	CONTRACTING STRATEGY	NO OF UNITS
REGION A	Lanseria, Diepsloot new city develop and Midrand area	Turn-Key 1	Phase one: 350 units Phase two: 400 units
REGION B	Sandton, Morningside	Turn-key 2	Phase: 352 units.
REGION C	Selkirk Avenue, phase 2.	Continuation of current development	Phase two: 425 units.
REGION D	Lufherheng Social Housing	Turn-key 3	Phase two: 550 units.
REGION E	Kelvin Social Housing	Turn-key 5	Phase one: 650 units.
REGION F	Rissik Street, Booysens Place	Inner City programme.	550 social housing units.
REGION G	Ennerdale Development	Turn-key 5	600 social housing units.
Total			**3877 units**

Turnkey projects remain part of the organisation's strategy to deliver social and affordable housing in record time. Such projects are ejected through the use of contractor funding and once the development has been completed to the requisite specification, the contractor will then claim the total value of the project. The above turn key developments will see the organisation growing its Green Field project portfolio by 3,327 units and 550 units in Rissik Street and Booysens as part of the growth of the in the Inner-City portfolio for the next 3 financial years.

3.2 Environmental Analyses

Environmental analysis process allows the organisation to identify its internal strengths and weakness and external factors that will impair its strategic objectives. The analysis also aids the assessment of the control environment against the inherent and identified risks based on change in regulatory, policy, operational systems, geopolitical landscape and, market perception. An environmental analysis was undertaken to assess the organisational position in relation to internal and external environment in order to develop strategies that will respond to adverse organisational environment.

Table 3: Organisational Strength and Weakness

Strength	Weakness

• JOSHCO is the largest SHI, and one of the 12 only fully accredited SHI's in the country. This provides an opportunity to attract quality stakeholders
  ○ Funding
  ○ Investments
  ○ Private Partnership Investments
  ○ Technical Partners
• The new, highly energised leadership team brings into JOSHCO a promise and prospect to refresh the culture and transform the performance of the Company. There is a wish that this leadership remains in place and is given every possible chance to deliver
• JOSHCO's housing solutions are price competitive. This puts the Company in advantage position on market development as it pursues an aggressive growth strategy in the next 5 years.
• JOSHCO's units are of a comparatively high quality (size, design value added services), relative to price, which gives the company leverage on attraction and retention of tenants.
• JOSHCO boasts of a functional Board of Directors as well as other governance structures. Going forward, the company is better poised to attract and retain quality stakeholders based on the goodwill that is created by the stable governance structure.
	• There is a perceived weak internal control environment, exacerbated by a poor application of risk management - this has manifested from recent audits
	• Currently there is no specialised function to perform Research & Design (R&D) focused on improving JOSHCO's market understanding and informing its investments strategy & priorities
	• JOSHCO remains limited to social housing because of its legal framework. Social housing and profitability remain difficult concepts to reconcile - it places a limit on its profitability.
	• The current manual process environment is not only a financial cost driver that induces serious inefficiencies into the company's operations, but also a driver of poor customer satisfaction
	• JOSHCO's culture is weak and unsuitable for a company whose going concern prospects hinge on entrepreneurship, competitiveness and achievement of financial sustainability. There is need for an organisational culture overhaul.

Table 3.1: Organisational Opportunities and Threats

Opportunities	Threats
• The Government of South Africa's Human Settlement policy has highlighted Social Housing as a key programme. JOSHCO must leverage on political goodwill to attract adequate funding for its housing development projects. • JOSHCO has a unique opportunity now to set up and operationalize a specialised function to perform R&D in order to enable researched and fully appraised investments strategies and priorities • There is an opportunity to strengthen Corporate Social Investment to enhance the reputation of JOSHCO whilst at the same time addressing critical business objectives such as market development • There are opportunities to leverage of Technology to assist in climate change through Smart City models. 4IR provides opportunities to reduce maintenance costs, improve quality of accommodation, achieve superior tenant experience, etc. • There are opportunities for targeted Urban Agriculture that can be enabled through innovative housing design models (roof top gardens) • There are opportunities for biodiversity preservation, which can be used to strengthen funding attraction and the co-management of JOSHCO's housing assets, for mutual benefit.	• The nature of JOSHCO's business and operations means that several legal frameworks directly affect its operations. This creates complexity in operations, increases the possibility on non-compliance, and demand investment in legal skills. • South Africa's current raking of no. 88 on the construction sector's 'Ease of Doing Business' index threatens access to funding & places a premium on funding housing development • Recent downgrade of SA by Moody's and the general economic slowdown will likely further depress capital investment whilst also increasing the cost of accessing funding • The already high, and still increasing unemployment rate will adversely affect revenues through default – there is need to rethink / reprofile JOSHCO's tenantry model • Recent Cyber-attacks on CoJ and several SA Banks signals the potential for increased cyber hacks with disruptive and costly financial implications on business. • Citizen activism has seen, for first time, social housing protests (over & above service delivery protests). This now includes the pressure of Tenants to own property – JOSHCO business model must be geared to respond to this emerging development • The combined impact of urban migration (urbanization) and foreign migration (immigration), both legal and illegal, threatens our ability to meet housing demand and deliver satisfactory service to tenants. • Long legal processes for evictions, and new laws that entrench consumer

Opportunities	Threats
• Access to municipal owned assets remains a strategic opportunity that JOSHCO can fully exploit. Convenient location of housing will improve uptake and reduce tenant churn.	rights, remains a big threat to revenue assurance. • Long legal processes for evictions, and new laws that entrench consumer rights, remains a big threat to revenue assurance • Changes at Political Leadership levels brings policy direction changes, hence investment priorities and thrust also changes

3.2.2 PESTEL

Political – The financial year 2021 will witness the beginning of the local Government Election Cycle, which could affect JOSHCO's mandate, goals and strategies, through new Political Policies, legislations and priorities. Housing will always remain a high political standpoint in South Africa.

Environmental – There are constant changes to the environment, impacting the way that we affect the environment, as well as how the environment affect us. JOSHCO always endeavours to find new ways of improving tenant quality of life, as well as safeguarding the environment. This includes ensuring that resources are sustained, waste is managed, and finding ways to provide renewable energy sources.

Social – JOSHCO as a Social Housing Institue, is driven by the needs of society. JOSHCO aims to fight homelessness and poverty, by providing housing oppertunities in a market space where tenants would not be able to obtain housing through normal markets. However, the needs of society are ever increasing due to high influx into the City of Johannesburg, this giving an increase in the demand for rental accomodation.

Technological – Technology is key in ensuring that JOSHCO can empower its tenants with access to information, as well as provide easy and convenient ways to interact with JOSHCO. This however does provide increased dependancies and reliance on technology legislations and governance.

Economy – The economical factors play an important and crucial role in JOSHCO's service delivery, and is affected by the exchange rates and household economies to ensure that JOSHCO can still provide services to its target markets.

Legal – Governance, legal and compliance play a critical aspect in maintaining a healthy organisation, and therefore JOSHCO needs to ensure that it adheres to the required and relevant legislations.

3.3 Risk Management

Our risk management approach is focused on effectively managing the organisation's risks that could have an adverse impact on business and stakeholder perception. The Board understands that risk and the internal control environment are inseparable components towards driving the organisation to achieve of its objective(s). As a result, the organisation has implemented a robust risk management system to respond appropriately to significant risks while closely monitoring non-significant risks which could emerge as significant. The Board of Directors discharges its risk management duties in line with Principle 11 of the King IV report on Corporate Governance South Africa. The organisation will continue to apply the COSO Framework as approved by CoJ as a framework for managing enterprise wide risk. Below are the top four strategic inherent risks that continue to face the organisation throughout its existence.

Top Four Inherent Strategic Risks

1) Inability to collect targeted revenue giving rise to a risk of a going concern;
2) Inadequate capital budget allocation by City resulting to JOSHCO not being able to meet its business plan target;
3) Non-compliance to relevant regulatory and policy requirements;
4) Not meeting service delivery standards.

Continuously Emerging Risk

Emerging risks are identified throughout the financial year and risk intelligence is gathered as part of the process of identifying meaningful risks faced by the organisational at a particular period of the financial year. Inherent risks have been assessed and mitigation strategies have been put in place. No other emerging risk have been identified accept that of geopolitical risk. Annexure A to the plan is the detailed risk assessment register for the 2020/2021 financial year.

Risk Description	Inherent Rating	Residual Rating	Root Cause	Impact	Risk Control
Geopolitical Risk			Potential tenants using regional political structures to secure units without following due process.	• Not being able to tenant on projects within the set timeline. • Projected revenue from affected projects resulting loss exposure. • Vandalism of projects which delays the tenanting of qualifying applicants. • Negative market perception.	• Insure all new projects prior to tenanting to prevent delays in the refurbishment works in an event of vandalism. • Engage the office of the MMC for management of political boundaries. • Continue with stakeholder engagement and public participation meetings.

4. STRATEGIC RESPONSE - IMPLEMENTATION

4.1 Key Performance Areas

Key performance areas are outlined in the scorecard as key performance indicators which is detailed in the organisational scored below.

4.2 Corporate scorecard (as per Circular 88 planning template.)

The corporate scorecard has been populated in the circular 88 template which outlines the quarterly targets and the quarterly budget as outline in table.

The Corporate Scorecard as set out in Table 4

Key Performance Area	Key Performance Indicator	Ref No	Base-Line 2018/19	2020/21 Target	Quarterly Performance Targets				2020/21 Budget Per Projects R 000					
									Total budget		Quarterly Budget Target Capex and Opex			
					Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4
Financial Sustainability	*Achievement of selected profitability and liquidity ratios*	1	Current Ratio: 0.92:1	Current ratio 1:1	1:1	1:1	1:1	1:1	-	-	-	-	-	-
			Solvency Ratio 0.99:1	Solvency Ratio 1:1	1:1	1:1	1:1	1:1	-	-	-	-	-	-
			Cost coverage	50 days cost coverage	50 days cover age	50 days cover age	50 days cover age	50 days cover age	-	-	-	-	-	-
	% Collection in respect of current debtors.	2	72% collection in respect of debtor	855% collection in respect of debtor	85%	85%	85%	85%	N/A	-	5 600 000	5 600, 000	5 600, 000	5 600, 000
Economic Development	*Number of jobs created for the unemployed through EPWP programme*	3	301 number of jobs created for the unemploy ed through	910 number of jobs created for the unemploye d through EPWP	227	455	683	910	-	-	-	-	-	-

			EPWP programme	programme										
Economic Development	*% of capex spent on SMME*	4	17% of capex spent on SMMEs'	30% of capex spent on SMMEs'	30%	30%	30%	30%	-	-	-	-	-	-
	% of valid invoices paid within 30 days of invoice receipt	5	New KPI	100% valid invoices paid within 30 days of invoice receipt.	100% valid invoices paid within 30 days of invoice receipt.	100% valid invoices paid within 30 days of invoice receipt.	100% valid invoices paid within 30 days of invoice receipt.	100% valid invoices paid within 30 days of invoice receipt.	-	-	-	-	-	-
Social Housing Development	*No of Social and affordable Housing units developed for under privileged beneficiaries city wide*	6	297 no of social housing developed for the disadvantage beneficiaries	1515 no of social housing developed for the disadvantage beneficiaries	-	-	-	1515	R851,000 000	-	-	-	-	-

Social Housing Development	*% Capital budget spent on rental social housing infrastructure.*	7	95% capital budget spent on rental of social infrastructure.	95% capital budget spent on rental of social infrastructure.	15%	50%	80%	95%	R851,000,000	-	-	-	-	-
Climate Change	*No of SMART and eco-friendly projects.*	8	New KPI	10 properties installed with pre-paid water and electricity systems and solar panels.	2 projects	2 projects	3 projects	3 projects	-	-	-	-	-	-
Adherence to Corporate Governance Principles.	*Unqualified audit opinion*	9	Unqualified audit opinion.	Unqualified audit opinion.	-	-	-	Unqualified audit opinion.	-	-	-	-	-	-
	% Compliance to laws and regulation	10	85% Compliance to laws and regulation	95% compliance to laws and regulation	95%	95%	95%	95%	-	-	-	-	-	-
	% implementation of corrective action against identified risks	11	*95% implementation of corrective action against*	*95% implementation of corrective action against*	95%	95%	95%	95%	-	-	-	-	-	-

			identified risks	*identified risks*									
Corporate governance	*% implementation of corrective action against audit findings*	12	*100% implementation of corrective action against internal audit findings*	*100% implementation of corrective action against internal audit findings*	100%	100%	100%	100%	-	-	-	-	-	-
		13	*100% implementation of corrective action against external audit findings*	*100% implementation of corrective action against external audit findings*	100%	100%	100%	100%	-	--	-	-	-	
	% Filling of vacancies from middle management to Executive Management	14	New KPI	100% Filling of vacancies from middle management to Executive	100% filling of vacancies	100% filling of vacancies	100% filling of vacancies	100% filling of vacancies	-	TBC	TBC	TBC	TBC	TBC
Customer Centric	*% Customer satisfaction rating.*	15	66.74% Customer satisfaction rating	85% Customer satisfaction rating	-	-	-	85% Customer satisfaction rating	-	-	-	-	-	-

	% employee satisfaction rating	16	New KPI	85% employee satisfaction rating				85% employee satisfaction rating	-	-	-	-	-	-

Table 4.1: Circular 88 Key Performance Indicator (Inner City Social Housing)

No	National Treasury Proposed Indicators	Ref No	2018/19 Baseline	2020/21 Targets	Quarterly Targets				Total Budget R 000		Quarterly budget R 000				Lead Department/Entity
					Q1	Q2	Q3	Q4	Capex	Opex	Q1	Q2	Q3	Q4	
126	New subsidised units developed in Brownfields developments as a percentage of all new subsidised units city-wide	IC1.		200	-	-	-	200	R127,500,000	-	-	-	-	-	**JOSHCO**

4.3 KPI Definitions

Key Performance Indicator Definition Table 5

KPI NO.	INDICATOR TITLE	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	TYPE OF INDICATOR	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Financial Sustainability												
	Achievement of selected profitability and liquidity ratios	The indicator refers to the ability of Johannesburg Social Housing Company (JOSHCO) to meet its financial obligations as they come due as well as the ability to pay its short-term debts. This is measured based on the following 4 ratios: Current ratio; Solvency ratio; Remuneration to expenditure; and Maintenance to expenditure.	To measure the financial sustainability of the organisation	Management account /annual financial statements Management accounts report	**Current ratio** Current assets divided by current liabilities **Solvency ratio** Total assets divided by total liabilities **Cost coverage ratio** 50 days cost coverage	None	Financial	**Current ratio** Cumulative **Solvency ratio** Cumulative **Cost coverage ratio** Non-cumulative	Quarterly	No	current ratio 1:1 solvency ratio 1:1 50 days cost coverage	Chief Financial Officer
	% Collection of debtors on current billing	The indicator refers to the percentage of money collected as a percentage of	To enhance financial sustainability of the organisation	MDA System; List of JOSHCO projects;	(Gross Debtors Closing Balance + Billed Revenue – Gross	None	Financial	Cumulative	Quarterly	No	100%	Chief Financial Officer

KPI NO.	INDICATOR TITLE	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	TYPE OF INDICATOR	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
		the total value billed for rental. This excludes amounts that have been written off; and amounts owed by tenants that no longer occupy the units.	through tracking revenue collected from the tenants who are occupying JOSHCO projects.	Financial Summary; Final billing report; Tenant Age Analysis/tenancy schedule; and Invoices or bank statements.	Debtors Opening Balance – Bad Debts Written off)/Billed Revenue X 100							
Economic Development												
	Number of jobs created for the unemployed through EPWP programme	The indicator refers to the number of jobs created through the Expanded Public Works Programme (EPWP) during the financial year under review. Jobs: refers to temporary jobs linked to projects by JOSHCO to develop housing units, and through repairs and maintenance or in JOSHCO offices.	To promote economic development through job creation and skills transfer.	Service provider – Register and Payroll Attendance Register/timesheet, proof of payment, ID and employment contract.	Simple count of jobs created as defined.	None	Output	Cumulative	Quarterly	No	910	EM: Corporate Services

KPI NO.	INDICATOR TITLE	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	TYPE OF INDICATOR	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
	% of CAPEX spent on SMME's	The indicator refers to the capital budget funds spent on SMMEs against the appropriate capital budget for the financial year aggregated into a percentage. JOSHCO provides financial support to SMMEs through sub-contracting of SMMEs and also non-financial support through training or workshops for SMMEs.	Economic development contribution through BBBEE support	Departmental expenditure report; Invoices	Percentage (30%) of total expenditure on construction invoices for the quarter.	Unavailability of information from main contractors	Output	Non-cumulative	Quarterly	No	30%	EM: Housing Development
	% of valid invoices paid within 30 days of invoice receipt	The indicator refers to the percentage of invoices paid within 30 days.	To ensure that the organisation complies with payment of service providers within prescribed time and avoid interest and penalties. It also ensures	Purchase master; Bank statements; Invoices register; and Remittance for service providers.	Invoices paid within 30 days of receipt/ total valid invoices received for the same period multiply by 100	None	Quantitative	Non-cumulative	Quarterly	Yes	100%	Chief Financial Officer

KPI NO.	INDICATOR TITLE	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	TYPE OF INDICATOR	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
			that Small, Medium and Micro Enterprises (SMMEs) providing services to JOSHCO are sustainable.									
Social Housing Development												
	No of Social and affordable Housing units developed for under privileged beneficiaries city wide	The indicator refers to the number social housing units developed through JOSHCO projects within the financial year for beneficiaries that based on their statuses do not qualify for RDPs and bonded houses.	Enhanced quality of life that provides meaningful redress through pro-poor development.	Independent professional report on milestone progress; and handover reports from independent professionals on completed projects.	Simple count of housing units developed. Break down of brown and green field	Evidence not provided due to projects not being met on time.	Output	Non-cumulative	Annually	No	Greenfield= 1315 Brownfield=200	EM: Housing Development
	% Capital budget spent on rental Social Housing	The indicator refers to the spending of capital budget on development of social housing infrastructure	The indicator seeks to track the spending pattern of capital	CAPEX expenditure report, and valid Invoices	Total Capital expenditure (CAPEX) for the period divided by total approved	None	Quantitative	Cumulative	Quarterly	No	95%	EM: Housing Development and

KPI NO.	INDICATOR TITLE	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	TYPE OF INDICATOR	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
	Infrastructure		budget on the development of social housing infrastructure		CAPEX budget multiplied by 100							Chief Financial Officer
Climate Change Impact												
	No of smart and eco-friendly project	The indicator refers to the number of JOSHCO buildings that are installed with smart systems such as prepaid meters and are contributing to eco-friendly environment through installation of solar panels. JOSHCO intends to have smart buildings that contribute towards addressing climate change challenge	Contribute towards addressing climate change impact	Departmental report on the installation or upgrade of prepaid and solar system	Simple count of jobs created as defined.	none	Output	Non-cumulative	Quarterly	Yes	10 properties	EM: Housing Development
Corporate Governance												
	Unqualified audit opinion	This indicator refers to achievement of unqualified audit opinion by an independent auditor (AGSA). An unqualified audit	Improve the control environment of the organisation	JOSHCO's intergratedannual reports and Auditor General final report.	Simple read of the AG report	No specific limitation	Output	Non-cumulative	Annually	Yes	Unqualified audit opinion	Chief Financial Officer

KPI NO.	INDICATOR TITLE	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	TYPE OF INDICATOR	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
		opinion refers to an independent audit judgement that the company's financial statements are fairly and appropriately presented, without any exceptions and in compliance with accounting standards										
	% implementation of corrective action against identified risks	The indicator refers to monitoring of mitigation actions identified to address strategic risks. The aim is to effectively manage business risk to ensure that the risks facing the organisation do not negatively affect the business objectives of the organisation	Improve the control environment of the organisation.	Strategic Risk Register, and approved risk report submitted to Group Risk	Number of actions to improve implemented/number of actions planned for implementation	No specific limitations	Output	Cumulative	Quarterly	No	95%	EM: Business Planning and Strategy; and All EMs
	% Implementation of corrective action against	The indicator refers to the closing of internal audit findings that are due for implementation. It	Improve the control environment of the organisation.	Internal audit tracking reports submitted to Executive Committee	Number of actions to improve implemented and verified by Internal audit	No specific limitation	Output	Non-cumulative	Quarterly	No	100%	EM: Business Planning and Strategy' and

KPI NO.	INDICATOR TITLE	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	TYPE OF INDICATOR	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
	Internal audit findings	seeks to ensure that audit findings are addressed to minimise or mitigate weaknesses within the controlled environment		(EXCO) as well as the Audit and Risk Committee. Internal audit reports	/total number of actions due for implementation multiply by 100							All EMs
	% implementation of corrective action against audit findings	The indicator refers to the closing of internal and external audit findings that are due for implementation and are verified by internal audit. It seeks to ensure that audit findings are addressed to minimise or mitigate weaknesses within the controlled environment	Improve the control environment of the organisation.	Audit tracking reports submitted to Executive Committee (EXCO) as well as the Audit and Risk Committee	Number of actions to improve implemented and verified by Internal audit /total number of actions due for implementation multiply by 100(internal audit findings target) Number of actions to improve implemented and verified by Internal audit /total number of actions due for implementation multiply by 100(External	No specific limitation	Output	Non-cumulative	Quarterly	No	100%	EM: Business Planning and Strategy' and All EMs

KPI NO.	INDICATOR TITLE	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	TYPE OF INDICATOR	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
					audit findings target)							
	% Compliance to laws and regulation	The indicator refers to tracking of the extent to which JOSHCO complies with the laws and regulations that are relevant to the organisation. As a Municipal-owned Entity (MoE) JOSHCO has aligned its compliance function with that of the City of Johannesburg (CoJ) Metropolitan's Group Compliance and Advisory Services Compliance Framework for purposes of integrated reporting and monitoring compliance risks on a holistic level.	Improve the control environment of the organisation.	Questionnaires supported by evidence and Exclaim Compliance Universe Toolkit generated Reports	Number of legislations with 100% compliance/ total number of Acts assessed multiply by 100	None submission by business units responsible for implementation of the Acts monitored for compliance.	Output	Non-cumulative	Quarterly	No	100%	EM: Planning & Strategy

KPI NO.	INDICATOR TITLE	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	TYPE OF INDICATOR	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Customer Centric												
	% customer satisfaction rating	The indicator refers to the rating (%) provided by JOSHCO clients to measure satisfaction levels of the services provided by JOSHCO.	Meet the service level standards with the CoJ. Improve customer satisfaction levels.	Survey conducted by service provider; Customer satisfaction survey report; and Questionnaires or survey instruments	Mean average scoring of the population studied	Unavailability of customers, lack of cooperation by customers	Output	Non-Cumulative	Annually	No	85%	EM: Housing Management
Human Resources												
	%employee satisfaction rating	The indicator refers to the rating (%) provided by JOSHCO employees to measure satisfaction levels of the working condition and support provided by management	Inculcate the culture that enables high performance	Survey conducted by service provider; employee satisfaction survey report; and Questionnaires or survey instruments	Mean average scoring of the population studied	Incomplete questionnaires that will be deemed invalid	Output	Non-Cumulative	Annually	Yes	85%	EM: Corporate Services
	% Filling of vacancies from middle managem	The indicator refers to the filling of critical positions within 90 working day of becoming vacant to ensure	Inculcate the culture that enables high performance	Approved organizational structure, advertisement and	Simple count of number of days it took to fill the position	None	Output	Non-cumulative	Quarterly	Yes	Filling of management positions within 90	EM: Corporate Services

KPI NO.	INDICATOR TITLE	SHORT DEFINITION	PURPOSE / IMPORTANCE	SOURCE / COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION	TYPE OF INDICATOR	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
	ent to Executive Management	high performance in the organization		appointment report							working days	

4.4 Service Standards Charter

Core Service	Service Level Standard Target
Billing of customers	98% accurate bills of all active customers.
Attending to requests for maintenance	96 % of maintenance requests attended within 7 working days of the logged call.
Routine building maintenance	Once per year and as when required.
Application of rental housing	Outcome of enquiry to be sent to application within 5 days.
Application of rental housing	Outcome of the application communicated within 7 days.
Resolution of complaints	Acknowledgement and response within 24 hours of complaint being logged.
Resolution of complaints	Resolution within 5 working days of logged call.

JOSHCO is a customer focused organisation and takes service delivery with pride as part of its priority to customer need(s) satisfaction. The above table represents the customer focused service standards targets that the organisation will aim to achieve in order to achieve its customer satisfaction survey target and continue to deliver service with pride. The above standards are agreed upon through a service level agreement that JOSHCO has signed with the Shareholder.

4.5 Performance Monitoring, Evaluation and Reporting

Monitoring and evaluation are different but yet complementary.

Monitoring is an on-going systematic process of collecting, analysing and using information to track programme's progress toward reaching its pre-determined objectives and targets. This is achieved through reporting on actual performance against the planned targets. Monitoring is conducted after a programme has begun and continues throughout the programme implementation period. It also provides internal and external stakeholders (management, shareholders, beneficiaries, implementers etc) feedback about the progress of a project. Furthermore, through monitoring, the organisation is able to identify problems which might hinder achievement of pre-determined objectives and targets and it also guides management to make informed decisions.

Evaluation, on the other hand, is time-bound and periodic process that involve systematic collection and objective analysis of evidence on public policies, programmes, projects, functions and organisations to assess issues such as relevance, performance (effectiveness and efficiency), value for money, impact and sustainability and recommend ways forward. It gives information about why the project is or is not achieving its targets and objectives. Evaluation can be undertaken for the following four primary purposes:

- improving performance (evaluation for learning);
- evaluation for improving accountability;
- evaluation for generating knowledge (for research) about what works and what does not and;
- Improving decision-making.

LEGISLATION AND POLICY

The mandate for the establishment of an M&E framework derives from internal and external legislative and policy imperatives. The legislation listed below inspired the M&E framework.

- ✓ The Constitution of the Republic of South Africa that requires transparency, accountability and the promotion of good governance;
- ✓ Government Wide Monitoring and Evaluation Policy Framework;
- ✓ National Treasury Framework for Programme Performance Information Management;
- ✓ National Evaluation Policy Framework, 2011;
- ✓ Promotion of Access to Information Act, No. 2 of 2000 (Sections 11 and 15 (1)(b));
- ✓ National Archives of South Africa Act, No 43 of 1996 (Section 3);
- ✓ Statistics Act, No 6 of 1999 (Section 2);
- ✓ Public Finance Management Act, 1999 (Sections 2, 38 and 40(f)); and
- ✓ Municipal Finance Management Act,

JOSHCO PERFORMANCE MONITORING, EVALUATION AND REPORTING PROCESSES

MONITORING PROCESS

Throughout spheres of government, the performance information reported in accountability documents enables Parliament, provincial legislatures, municipal councils and the public to track government performance, and to hold it accountable. Performance information is also made available to managers at each stage of the planning, budgeting and reporting cycle so that they can adopt a results-based approach to managing service delivery. This approach emphasises planning and managing with a focus on desired results, and managing inputs and activities to achieve these results. Performance information is structured to demonstrate clearly how JOSHCO uses available resources to deliver on its mandate.

Evaluation Process

JOSHCO's evaluation process is intended to improve decision making, improve performance and accountability. Key programmes such as EPWP are identified for evaluation of its long-term impact.

Reporting Process

The National Treasury has developed two monitoring and reporting systems to integrate planning with budgeting systems that cater for financial and nonfinancial information. In-year implementation and monitoring of service delivery and the budget is conducted through the quarterly performance reports and the monthly financial reports respectively. End year reporting constitutes reporting on outputs against pre-determined targets and reporting on annual financial statements. The City of Johannesburg performance reporting framework that provides guidelines across city departments and entities is aligned to the National Treasury one.

In-year monitoring reports

In year monitoring of JOSHCO's performance will be done through quarterly performance reports and monthly expenditure reports as entranced in section 71 and 72 of the MFMA. The quarterly performance reports provide progress on the implementation of the institutions'

annual performance plan with emphasis on monitoring delivery against planned quarterly targets. Monthly expenditure reports are used to monitor actual spending against planned spending. These reports are also used to alert managers where remedial action is required in-year, based on both financial and nonfinancial information. Value for money is an important objective in budgeting. In support of this, quarterly performance targets are compared to actual expenditure in an effort to link service delivery with spending data.

Annual reports

The annual report process is guided by section 121 of the MFMA, MFMA circular 63 and the international Reporting Framework that has been adopted by the City. The annual report is the ultimate accountability document in JOSHCO. It is linked to the implementation of the annual performance plan and the budget. It focuses on the institution's performance relative to the targets set in the annual performance plan and also indicates how the budget was implemented in accordance with the service delivery outputs. The relationship and alignment of the planning, budgeting, reporting, monitoring and evaluation documents is made possible through appropriate budget programme structures. Budget programme structures provide the key link between our objectives and its detailed operational budgets. The budget programme structure at our disposal provides a stable platform, linking successive plans and strategic priorities to budget allocations and performance indicators that track delivery over the medium to long term.

5. FINANCIAL IMPACT

5.1 Budget and Sources of Funding

The capital budget funding is attained from the City based on the number of affordable rental units to be developed in a financial year. Another source of funding is attained through application of capital funding from SHRA as part of the achievement of the organisational rental stock growth projections. The organisation projected operational budget is based on the number of social housing and affordable rental units under its current management. Rent collected is allocated to all operational expenditure items in order to ensure continued and efficient operations.

5.2 Operational Expenditure

The principle pertaining to the implementation of the business plan is centered on accountability and transparency, efficiency and effectiveness, commitment, time consciousness, prudent financial management and coordination and collaboration with other departments.

Table 7: The Finance Department is guided by the following 4 Strategic Objectives: -

Strategic objective	Key Performance Indicators
Capital Project Management	95% Expenditure spent on development programme.
Disciplined Expenditure management	Achievement of selected profitability and liquidity ratios.
Optimal Revenue Collection	95% Collection of debtors in respect of rental.
	10% Collection of historical debt
Enhanced corporate governance, through 100% compliance with financial risk and performance management guidelines.	Unqualified audit.

Strategic Framework

Table 8: The Strategic Framework of the Finance Department is Summarised in the Table below.

Focus areas	Goals	Strategies	Outcomes
1. Successfully monitor and evaluate the operational budget	1.1 To ensure that the operational budget is between 0% -3% under budget.	Conduct Monitoring & Evaluation on the management accounts and minimise Operational cost	▪ An effective M &E system in place and operational. ▪ Proper controls and ops manual
	1.2 To spend 95% - 100% of capital expenditure	▪ Develop an effective relationship with stakeholders (COJ, Housing Development etc.) ▪ Invoices to be directly submitted	Reduce turnaround time to maximum of 5 days for CAPEX claims.

Focus areas	Goals	Strategies	Outcomes
		to SCM for capturing ▪ Making sure that suppliers are paid within 30 Days	
	1.3 To encourage all internal stakeholders on cost savings	▪ To request only needed products e.g. Tools of trade ▪ Internalize M&E amongst JOSHCO's Department	▪ Ability to monitor and evaluate and manage cash flow. ▪ Cooperation in reducing cost from all departments
2. Effectively manage human, financial and physical resources	2.1 To ensure adherence to all SCM regulations in the awarding of tenders	Consult relevant stakeholders	Policies and procedures to guide staff and management in place.
	2.2 To develop and implement required policies and procedures	▪ Review and modify existing policies ▪ Disseminate policies to other departments ▪ Monitor the implementation of policies	Human, financial and physical resources effectively utilised.
3. Sustainability of JOSHCO and its operations	3.1 To effectively collect 95% of billed revenue	▪ Target specific projects for collection as special project ▪ Have a speed point on all projects. ▪ Drive & prioritise the Debit Order initiative and deduction forms for MOE's and set it as a prerequisite for new application.	▪ Strengthen internal Controls and maximise performance. ▪ Programs that ensure sustainability of JOSHCO at all levels developed and implemented.
	3.2 Revenue Drive for Non-performing projects	▪ Empower communities with education workshops and sign Debit order forms. ▪ Minimise the accounts for legal handover	Sustainability policies and plans developed.

Focus areas	Goals	Strategies	Outcomes
		▪ Identify all 60 days arrear accounts and refer them to housing tribunal for mediation ▪ Provide both technical and financial support at all levels. ▪ All overdue accounts to be converted to debit order.	
	3.3 To clean current database	▪ Identify terminated accounts and remove them from the books. ▪ Monitor active & non-billing accounts. ▪ Work on each project with specific strategy depending on its challenges	Complete and accurate financial records to avoid adverse audit outcomes in revenue management.
	3.4 To reduce the large debt book	▪ Outsource debt of 120 days and more to debt collectors.	Reduction of the debt book.
4. Implementation of an integrated system that enables efficient cash flow management	4.1 To improve turnaround time for cash flow management (CAPEX)	▪ Promote improved movement of invoices from the departments to finance then to COJ. ▪ Provide training on the audit process to other department heads	Proper financial records are kept and traceable for further relationship improvement.
	4.2 To facilitate and coordinate the initiation of capital projects	▪ Update contract register for awarded contracts. ▪ To ensure that all SCM regulation are adhered to in the awarding of contracts.	Proper controls are in place.

Focus areas	Goals	Strategies	Outcomes
5. Effectively collect billed revenue	5.1 To deal with old overdue accounts	▪ Conduct rapid assessment on issues affecting payment and flag them. ▪ Facilitated meetings with portfolio managers, residents, and ward councillors as part of a tenant education programme ▪	▪ Increased participation of all tenants in paying their rent ▪ Crosscutting issues successfully mainstreamed in all projects. ▪ Increased knowledge about Social Housing among beneficiaries. ▪ . ▪ Increased number of collection growing at least in 2 different projects.
	5.2 To mitigate the impact of non-payment on new projects	▪ Re-visit vetting process criteria and work towards the ownership of the process ▪ Target specific projects. ▪ Do end date audit on the system to make early alerts. ▪ Promote close collaboration with other MOE's	Increased revenue collection.
6. Mitigations of the operational risks	6.1 To implement the action plans as per risk register.	▪ To review the register monthly ▪ To ensure compliance with MFMA and SCM regulations	▪ Good governance and improvement in audit outcomes.
	6.2 To promote Risk Reduction (RR) strategies in all programs	▪ Mainstream RR principles in all programs ▪ Promote RR strategies	▪ Increased knowledge and practices among staff and communities on non-payment risk reduction.
7. Prepare and effectively respond to material control deficiencies	7.1 To ensure access to up to date information on previous audit findings.	Strengthen linkages to department	Increased awareness of approaching audits

Focus areas	Goals	Strategies	Outcomes
	7.2 To ensure availability of contingency plans and resources for effective response to audit issues.	Assign a task force to investigate options and draft a plan on how to ensure the availability of contingent plans.	Increased capacity to respond to mitigation issues as and when raised by auditors or AG

The framework is guided by the following key principles:

Accountability and transparency	The finance department will conduct itself with transparency, mutual accountability, openness and honesty, recognising these values as fundamental preconditions for the growth of our relationships with all stakeholders.
Efficiency and effectiveness	The finance department will implement all activities and programs in an efficient and effective manner.
Commitment	The finance department will be fully committed in serving the target communities and departments.
Time consciousness	A monitoring and evaluation system will be put in place to ensure that all programs and activities will be paid out in a timely manner.
T**he Principle of the Common Good**	The common good entails that the sum total of social conditions which allow people, either as groups or as individuals, to reach fulfilment more fully and easily, be made readily available and accessible.
Prudent financial management	The finance department will exercise prudent financial management practices in all programs and activities.
Coordination and collaboration with other departments	The finance department will work with other departments whenever possible to bring in expertise for effective implementation of projects and mainstreaming of crosscutting issues.

5.2.1 Financial Impact

Financial Sustainability

JOSHCO is fast growing which is evident from the increasing number of take on units from housing development to housing management and the phase-in human resources strategy to insource JOSHCO's key competencies of delivering service i.e.; security, cleaners, gardeners and general maintenance labourers. This is discussed elsewhere in the report. Financial sustainability is key to achieve the strategic imperatives of the organisation and the Shareholder. JOSHCO is however in a space that is directly impacted by the harsh economic conditions of the country. Rental collections are steadily lagging behind and the gap between expenses and income is widening. JOSHCO has embarked on the following strategies to reduce the loss and maintain its financial sustainability.

- Revenue drives which involve all departments at JOSHCO but in particular revenue and housing management.
- Managing expenditures closely – cost containment measures
- Handover of tenants to the Local Magistrates Courts for Emolument Attachment or Garnishee Orders
- Refer the defaulting tenants to the Housing Tribunal Court for mediation (this is a free service)
- CoJ employee area account balances collected through Garnishee Orders
- Regularise illegal tenanting
- Relocate unqualifying tenants to TEA projects
- Educate tenants about Social Housing through the stakeholder engagement program and;
- Installation of biometric system throughout all projects.

Balance Sheet Optimisation

All projects that are managed by JOSHCO are capitalised in the City's balance sheet. JOSHCO would be engaging the City in order to persuade them to transfer the JOSHCO managed property portfolio to the entity. This would enable JOSHCO to improve its current and solvency ratios.

Budget for 2020/21 Financial Year

Table 9: The table below reflects the revised budget for 2019/20 financial year and the proposed budget for the medium term for 2020/21 - 2022/23:

	Current Budget	Medium Term Revenue and Expenditure Budget: 2020/21 - 2022/23								
Description	**Adjusted Budget**	**Tabled Budget**	**Adjust-ment**	**Adjusted Budget**	**Tabled Budget**	**Adjust-ment**	**Adjusted Budget**	**Tabled Budget**	**Adjust-ment**	**Adjusted Budget**
	2019/20	**2020/21**		**2020/21**	**2021/22**		**2021/22**	**2022/23**		**2022/23**
	R 000	**R 000**	**R 000**	**R 000**	**R 000**	**R 000**	**R 000**	**R 000**	**R 000**	**R 000**
REVENUE										
Service charges - water revenue	667	707		707	744		744	781		
Rental of facilities and equipment	146,990	168,867		168,867	177,648		177,648	186,530		186,530
Interest earned - outstanding debtors	1,555	1,648		1,648	1,734		1,734	1,821		1,821
Agency services	12,103	12,829		12,829	13,496		13,496	14,171		14,171
Other Revenue	2,413	2,081	332	2,413	2,113	323	2,436	2,462		2,462
DIRECT REVENUE	**168,728**	**186,132**	**332**	**186,484**	**195,735**	**323**	**196,058**	**205,765**	**-**	**205,765**
Internal Transfers										
Interest Income (Sweeping Account)	8,232	8,718		8,718	9,171		9,171	9,630		9,630
Operating Grants & Subsidies from (COJ)	20,567	24,355	-	24,355	25,745	-	25,745	27,032	-	27,032
Total Internal Transfers	28,799	33,073	-	33,073	34,916	-	34,916	36,662	-	36,662
TOTAL REVENUE	**192,527**	**219,205**	**332**	**219,537**	**230,651**	**323**	**230,974**	**242,427**	**-**	**242,427**
EXPENDITURE BY TYPE										
Employee related costs	61,724	65,860	4,574	70,434	70,273	4,599	74,872	79,590	-	79,590
Debt impairment	23,008	12,670	1,541	14,211	13,829	1,550	14,879	15,623	-	15,623
Depreciation & asset impairment	1,350	1,430	-	1,430	1,504	-	1,504	1,579	-	1,579
Repairs and maintenance	40,506	80,699	(34,108)	46,591	84,895	(36,114)	48,781	51,220	-	51,220

	Current Budget	Medium Term Revenue and Expenditure Budget: 2020/21 - 2022/23								
Description	**Adjusted Budget**	**Tabled Budget**	**Adjust-ment**	**Adjusted Budget**	**Tabled Budget**	**Adjust-ment**	**Adjusted Budget**	**Tabled Budget**	**Adjust-ment**	**Adjusted Budget**
	2019/20	**2020/21**		**2020/21**	**2021/22**		**2021/22**	**2022/23**		**2022/23**
	R 000	**R 000**	**R 000**	**R 000**	**R 000**	**R 000**	**R 000**	**R 000**	**R 000**	**R 000**
Finance charges	1,450	1,536	-	1,536	1,616	-	1,616	1,697	-	1,697
Contracted services	-	1,226	(1,226)	-	1,290	(1,290)	-	-	-	-
Other expenditure	34,299									
DIRECT EXPENDITURE	**162,337**	**200,196**	**(29,219)**	**170,977**	**211,594**	**(31,255)**	**180,339**	**190,331**	**-**	**190,331**
Internal Transfers										
Internal charges (ME's)	30,190	17,409	29,551	46,960	18,315	31,578	49,893	51,354	-	51,354
Total Internal Transfers	**30,190**	**17,409**	**29,551**	**46,960**	**18,315**	**31,578**	**49,893**	**51,354**	**-**	**51,354**
TOTAL EXPENDITURE	**192,527**	**217,605**	**332**	**217,937**	**229,909**	**323**	**230,232**	**241,685**	**-**	**241,685**
OPERATING SURPLUS / (DEFICIT)	**-**	**1,600**	**-**	**1,600**	**742**	**-**	**742**	**742**	**-**	**742**

Table 10: Operational Capital Budget for 2020/21 Financial Year

Expenditure	Budget 2020/21	Budget 2021/22	Budget 2022/23
Computers	350,000	400,000	450,000
Furniture	500,000	200,000	250,000

Revenue

JOSHCO's main revenue items are as follows:

- Rental of facilities and equipment;
- Agency services; and
- Grants and subsidies.

The take-on delivery of unit's programme by housing development to housing management will result in the delivery of 1550 units. Rental income will thus increase by 15% to R168,867 million.

The operational subsidy from the Shareholder has also increased by 18,4% to R24,355 million. JOSHCO earns 3% management fee for agency services in respect of the development of projects and this is derived from the development programme. Revenue would be maximised through selling of advertising space on certain JOSHCO projects especially in the inner city and also through letting of commercial space of the ground floor of all new Inner-City projects.

Despite the current economic conditions, revenue collection remains a strategic imperative for the organisation and as such debt impairment has been maintained conservatively for the

medium term with a slight increase due to continuing declining collection levels. Revenue collection strategies inclusive of encouraging tenants to switch over to the debit order system and paying the accounts through Easy pay at most retail outlets have been put in place.

Expenditure

The financial planning for the year ahead, takes into consideration the following:

- Insourcing of security, cleaners and gardeners

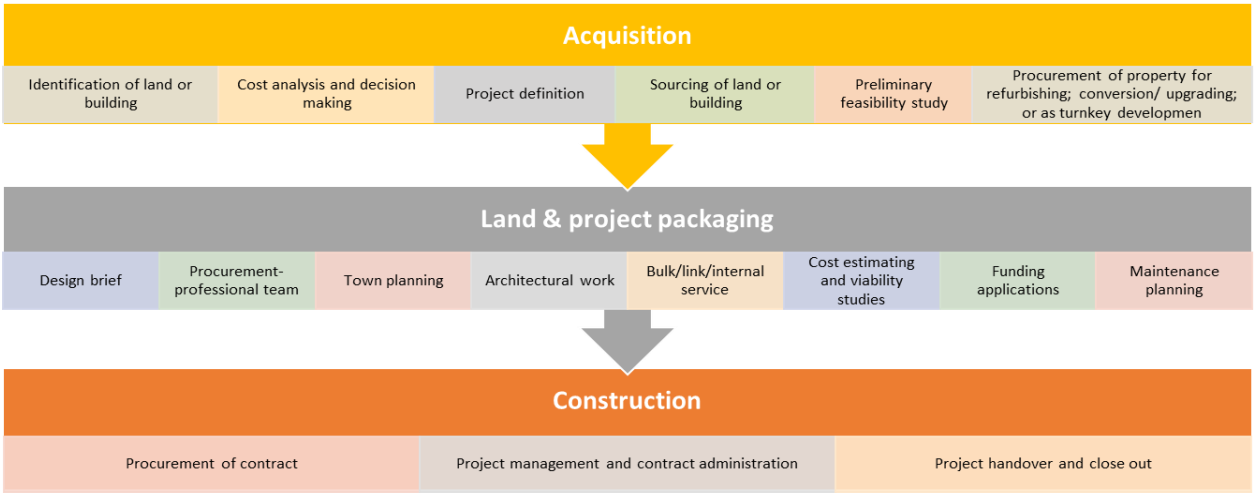
- **Employee related costs**: Increase by 14.1% to R70,434 million
  Employee related cost is an enabler. The budget increase has been prepared on the following basis of filling of key positions in the new organisational structure. The increase in insourcing of key competency staff cost is higher than the reduction of repairs maintenance cost, as the amount includes benefits like pensions, etc.

- **Repairs and maintenance**: Reduction due to insourcing of cleaners and gardeners whose costs are now included under internal charges.

- **General expenses:** General expenses are also an enabler. Although JOSHCO strives to undertaken its business through economies of scale, for the current financial year (2020/21) it has increased.

5.3 Capital Expenditure

The organisation has identified the need to improve its planning, delivery and organisation capabilities to become a leading and best practice developer of good quality, innovative and cost-effective properties that contributes towards the creation of sustainable human settlements. Moreover, to enhanced quality of life of JOSHCO's target market. The achievement of the abovementioned key performance areas can be realised through strong adherence to the housing departments value chain as depicted in the figure below: -



Picture 2

Mix Housing Options and Capital Management

The table below reflects a detailed project plan i.e. number of Social Housing Units to be developed and number of Inner-City projects to be upgraded for the 3 three financial years, and the budget for each project. See Annexure B for details.

Table 12: Capital Expenditure Budget For the 2020/2021 Financial Year

JOSHCO DEVELOPMENT PROGRAMME						
Financial Year: 2020-2021						
Strategic Objective: Pro-Poor Development	**Projects**	**Programme**	**Total Project Unit yield**	**Baseline: 2020/2021**	**Total units for the year 2020-21**	**Financial year budget: 20-21**
Economic Hub Zones in Region C and B.	Randburg Social Housing	**Greenfields**	500	40	105	58,000,000.00
	Princess Plot Social Housing		333	0	100	55,000,000.00
	Auckland Park		440	0	50	27,500,000.00
	Riverside Social Housing		500	0	50	27,500,000.00
SUB TOTAL			**1773**	**40**	**305**	**168,000,000.00**
	Suburban Acquisitions and Inner-City projects completion.		275	0	50	17,500 ,000.00
	Security upgrades		0	0	0	20,000,000.00

JOSHCO DEVELOPMENT PROGRAMME						
Financial Year: 2020-2021						
Strategic Objective: Pro-Poor Development	**Projects**	**Programme**	**Total Project Unit yield**	**Baseline: 2020/2021**	**Total units for the year 2020-21**	**Financial year budget: 20-21**
	Operational Capital programmes		0	0	0	22,500,000.00
	Inner City acquisition and conversion (student accommodation)		0	0	0	15,000,000.00
	38 Rissik Street		300	0	70	24,500,000.00
	Chelsea Building		40	0	40	14,000,000.00
	Booysens Place		200	0	40	14,000,000.00
SUB TOTAL			**815**	**0**	**200**	**127,500,000.00**
Turn-Keys Developments: Greenfileds. Region A,B, D & G	Lufherheng Social Housing	**Greenfields**	360	0	60	33,000,000.00
	Golden Highway		333	0	100	55,000,000.00
	Turn-Key 1: Region A		500	0	180	99,000,000.00
	Turn-Key 2: Region B		500	0	180	99,000,000.00
	Turn-Key 3: Region D		500	0	180	99,000,000.00
	Turn-Key 4: Region G		520	0	200	104,000,000.00
	Marlboro Social Housing		420	0	50	27,500,000.00
	Pennyville Boundary fence		0	0	0	6,000,000.00
	Kelvin Social Housing		400	0	60	33,000,000.00
SUB-TOTAL			**3533**	**0**	**1010**	**555,500,000.00**
GRAND TOTAL			**6121**	**40**	**1515**	**R851,000,000.00**

Financial Year: 2021/2022

Table 13: Capital Expenditure Budget for the Year 2021/2022

JOSHCO DEVELOPMENT PROGRAMME						
Financial Year: 2021-2022				Financial Year: 2021-2022		
Strategic Objective: Pro-Poor Development	**Projects**	**Programme**	**Total Project Unit yield**	**Baseline: 2020/2021**	**Total units for the year 2021-22**	**Financial year budget: 2021-2022**
Economic Hub Zones in Region C and B.	Randburg Social Housing	**Greenfields**	500	105	50	27,500,000.00
	Princess Plot Social Housing		333	100	100	55,000,000.00
	Auckland Park		440	50	140	77,000,000.00
	Riverside Social Housing		500	50	150	82,500,000.00
SUB TOTAL			**983**	**305**	**440**	**242,000,000.00**
	Suburban Acquisitions		275	50	75	26,250,000.00
	Security upgrades		0	0	0	35,000,000.00
	Operational capital programmes		0	0	0	21,100,000.00
	38 Rissik Street		300	70	120	42,000,000.00
	Chelsea		40	40	0	0.00
	Booysens place		200	40	60	21,000,000.00
SUB TOTAL			**815**	**200**	**255**	**145,350,000.00**
Turn-Keys Developments: Greenfileds. Region A,B, D & G	Lufherheng Social Housing	**Greenfields**	360	60	150	82,500,000.00
	Golden Highway Social Housing (Devland)		333	100	120	66,000,000.00
	Turn-Key 1: Region A		500	180	220	121,000,000.00
	Turn-Key 2: Region B		500	180	220	121,000,000.00
	Turn-Key 3: Region D		500	180	220	121,000,000.00
	Turn-Key 4: Region G		520	200	220	121,000,000.00
	Marlboro		420	50	120	66,000,000.00

JOSHCO DEVELOPMENT PROGRAMME						
Financial Year: 2021-2022				Financial Year: 2021-2022		
Strategic Objective: Pro-Poor Development	**Projects**	**Programme**	**Total Project Unit yield**	**Baseline: 2020/2021**	**Total units for the year 2021-22**	**Financial year budget: 2021-2022**
	Kelvin		400	60	100	55,000,000.00
SUB-TOTAL			**3533**	**1010**	**1370**	**R753,500,000.00**
GRAND TOTAL			**6121**	**1515**	**2065**	**R1,140,850,000.00**

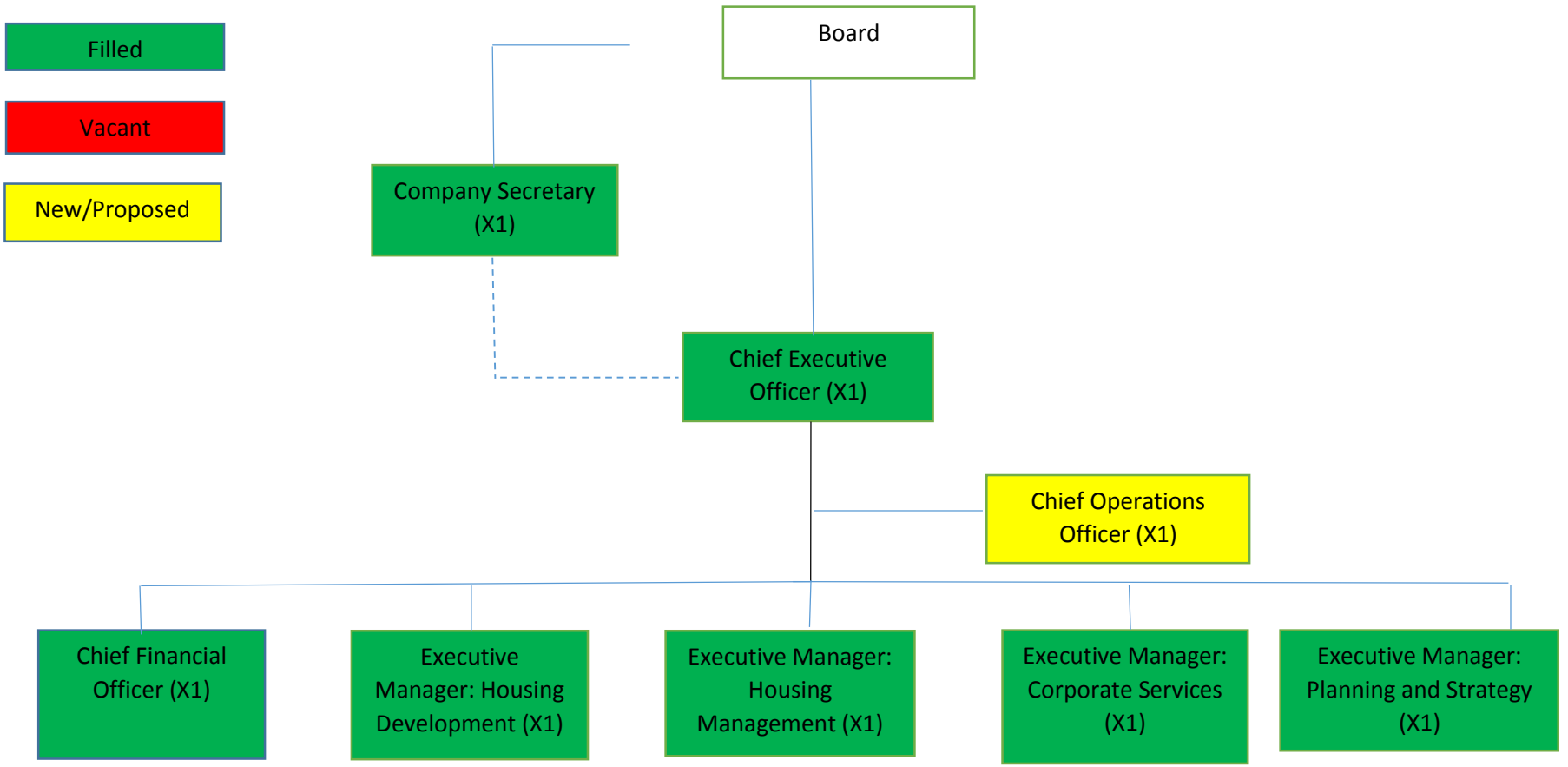
Financial Year: 2022/2023

JOSHCO DEVELOPMENT PROGRAMME						
Financial Year: 2022-2023				Financial Year: 2022-2023		
Strategic Objective: Pro-Poor Development	**Projects**	**Programme**	**Total Project Unit yield**	**Baseline: 2022/2023**	**Total units for the year 2022-23**	**Financial year budget: 2022-2023**
Economic Hub Zones in Region C and B.	Randburg Social Housing	**Greenfields**	500	50	345	189,750,000.00
	Princess Plot Social Housing		333	100	133	73,150,000.00
	Auckland Park		440	140	250	137,500,000.00
	Riverside Social Housing		500	150	300	165,000,000.00
SUB TOTAL			**983**	**440**	**1028**	**565,400,000.00**
	Suburban Acquisitions		275	75	150	52,500,000.00
	Security upgrades		0	0	0	5,250,000.00

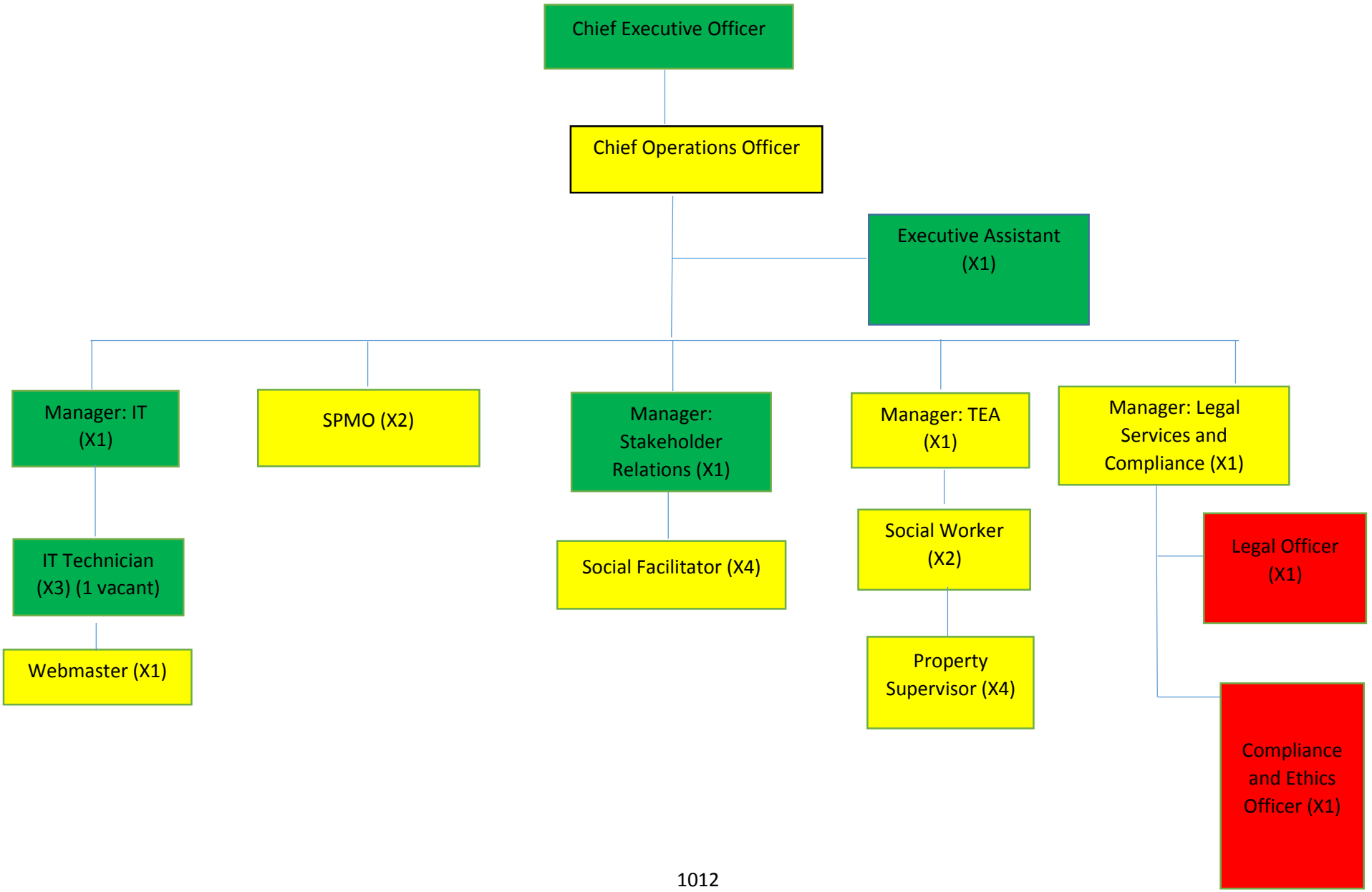
JOSHCO DEVELOPMENT PROGRAMME						
Financial Year: 2022-2023				Financial Year: 2022-2023		
Strategic Objective: Pro-Poor Development	**Projects**	**Programme**	**Total Project Unit yield**	**Baseline: 2022/2023**	**Total units for the year 2022-23**	**Financial year budget: 2022-2023**
	Operational capital programmes		0	0	0	4,500,000.00
	38 Rissik Street		300	120	110	20,000,000.00
	Chelsea		0	00	0	0.00
	Booysens place		200	60	100	20,000,000.00
	Inner City (student accommodation)		0	0	0	30,000,000.00
SUB TOTAL			**815**	**255**	**360**	**132,250,000.00**
Turn-Keys Developments: Greenfileds. Region A,B, D & G	Lufherheng Social Housing	**Greenfields**	360	150	150	82,500,000.00
	Golden Highway Social Housing (Devland)		333	120	113	62,150,000.00
	Turn-Key 1: Region A		500	220	100	55,000,000.00
	Turn-Key 2: Region B		500	220	100	55,000,000.00
	Turn-Key 3: Region D		500	220	100	55,000,000.00
	Turn-Key 4: Region G		520	220	100	55,000,000.00
	Marlboro		420	120	250	137,500,000.00
	Kelvin		400	100	240	132,000,000.00
SUB-TOTAL			**3533**	**1370**	**1153**	**R634,150,000.00**
GRAND TOTAL			**6121**	**2065**	**2541**	**R1,331,800,000.00**

6. MANAGEMENT AND ORGANISATIONAL STRUCTURES

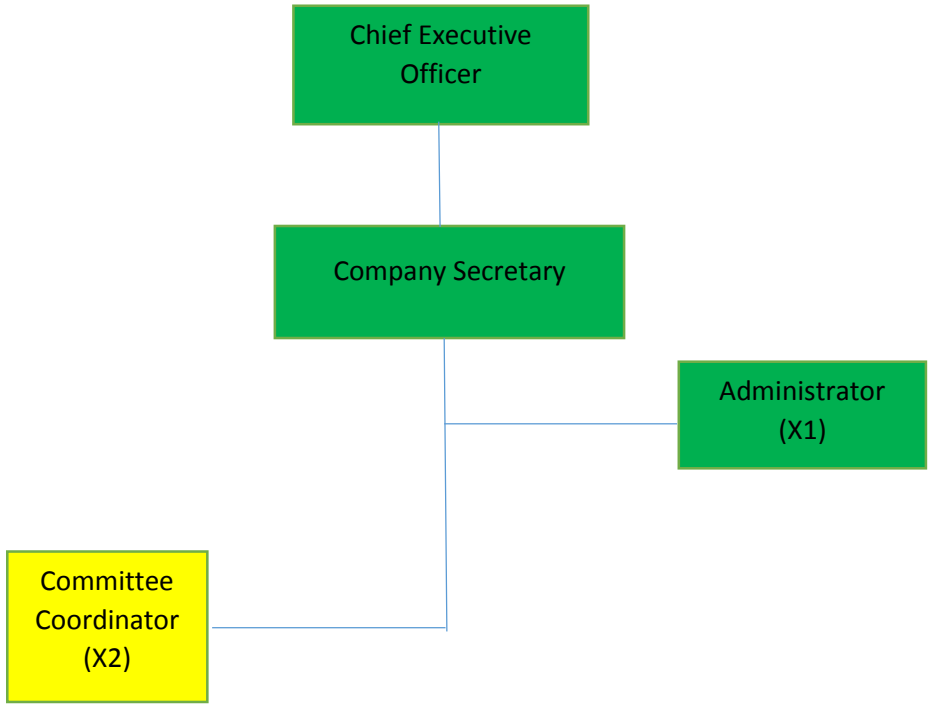
6.1 Organisation Structure



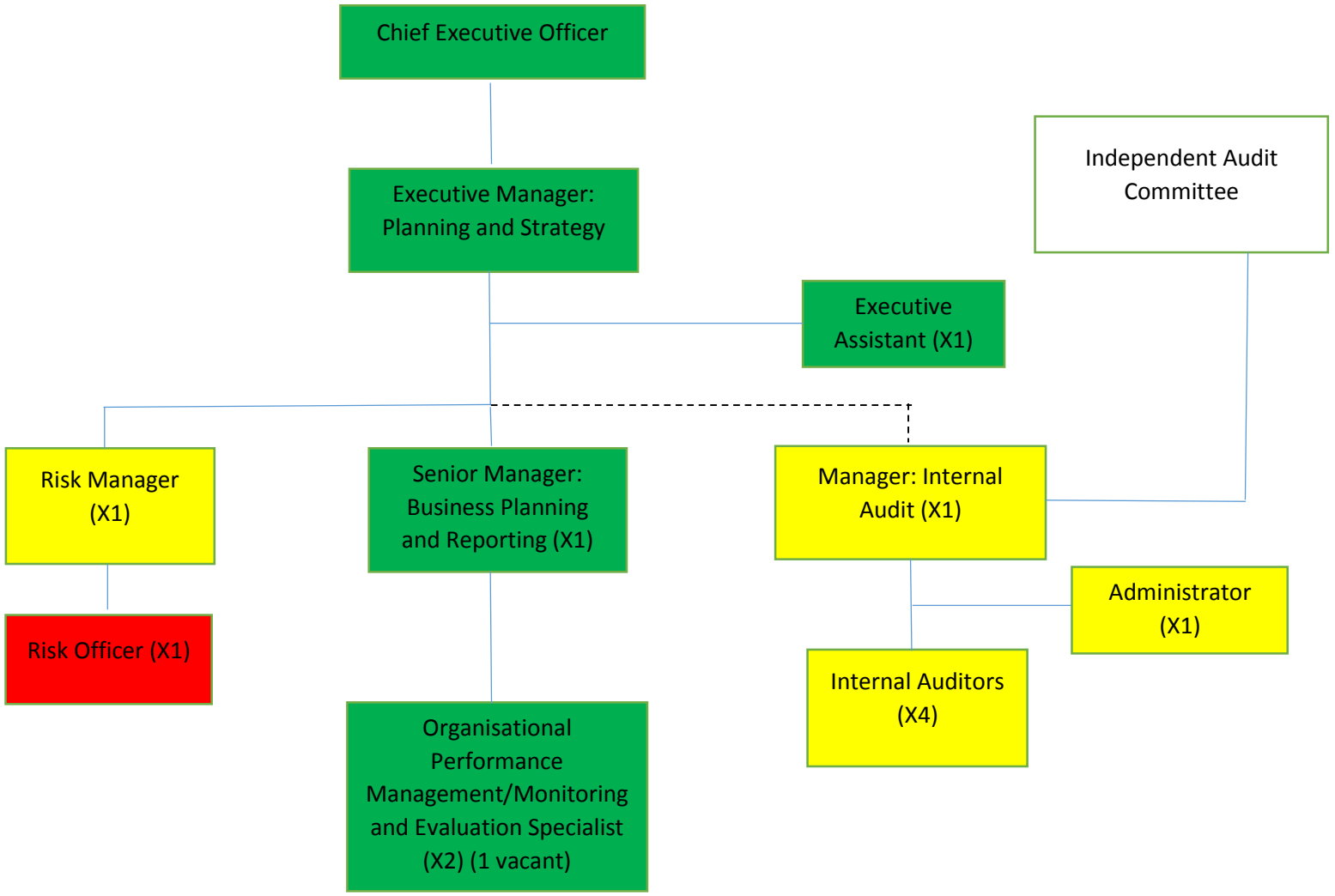
OFFICE OF THE CHIEF EXECUTIVE OFFICER



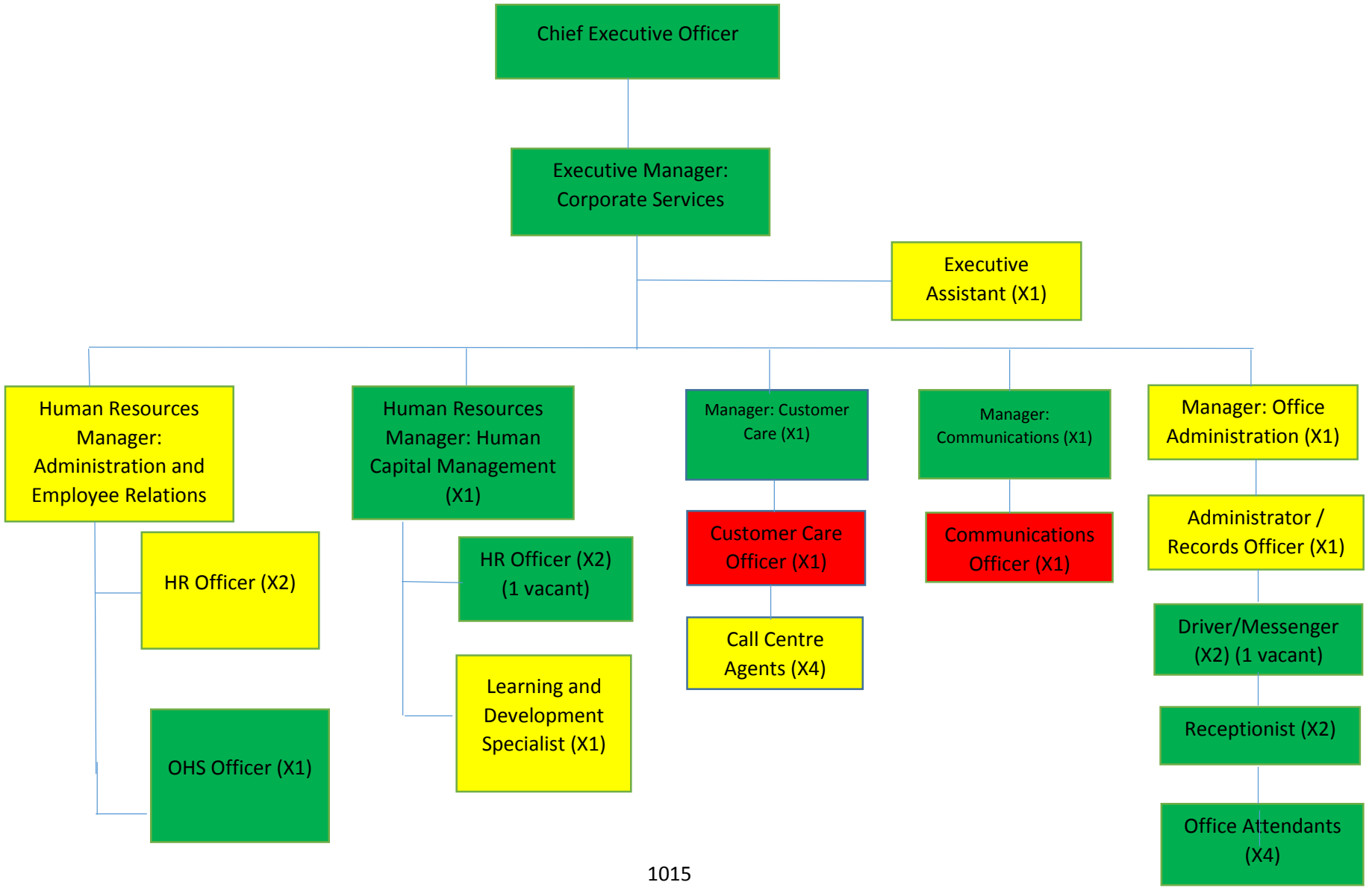
OFFICE OF THE COMPANY SECRETARY



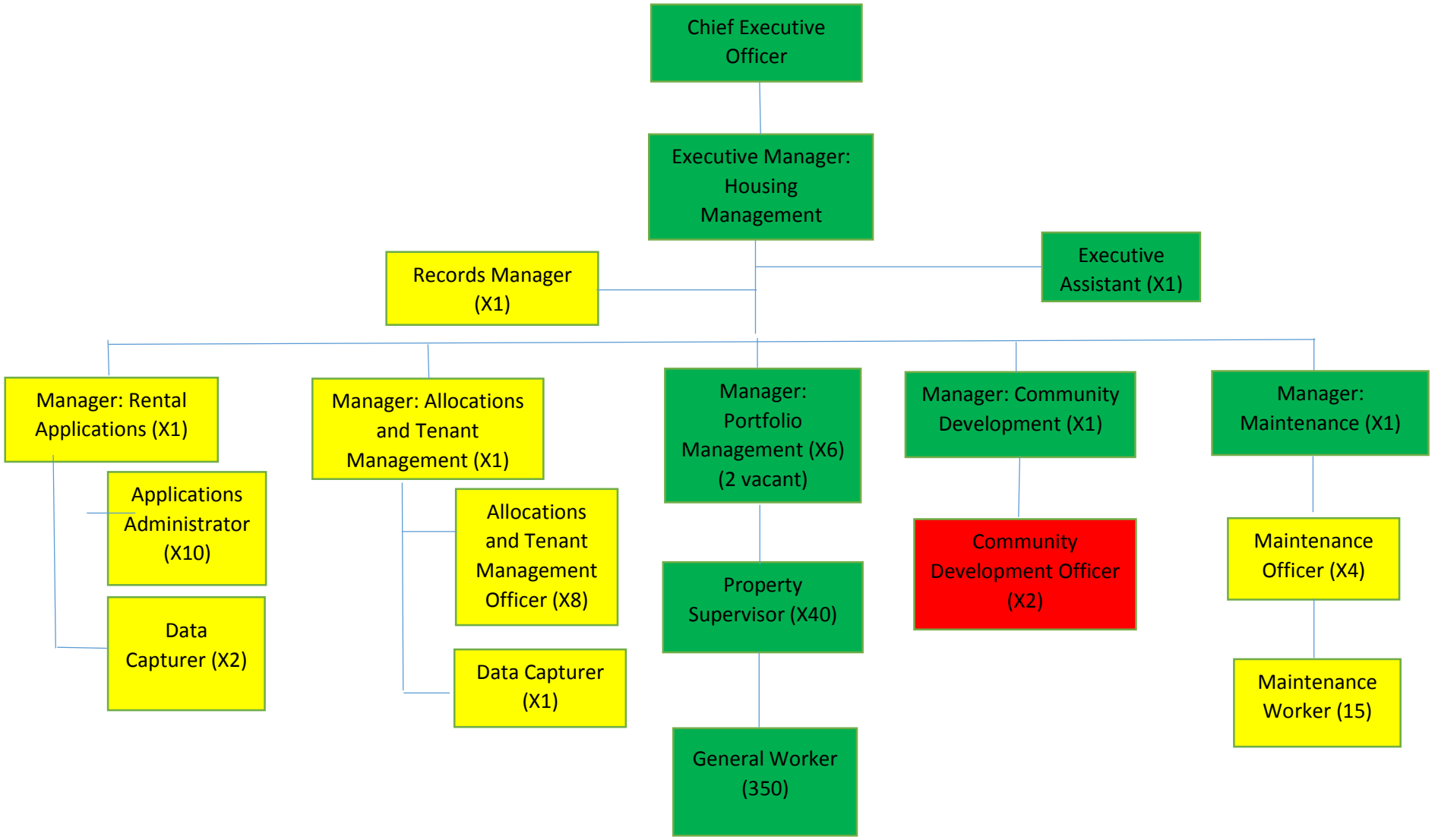
PLANNING AND STRATEGY DEPARTMENT



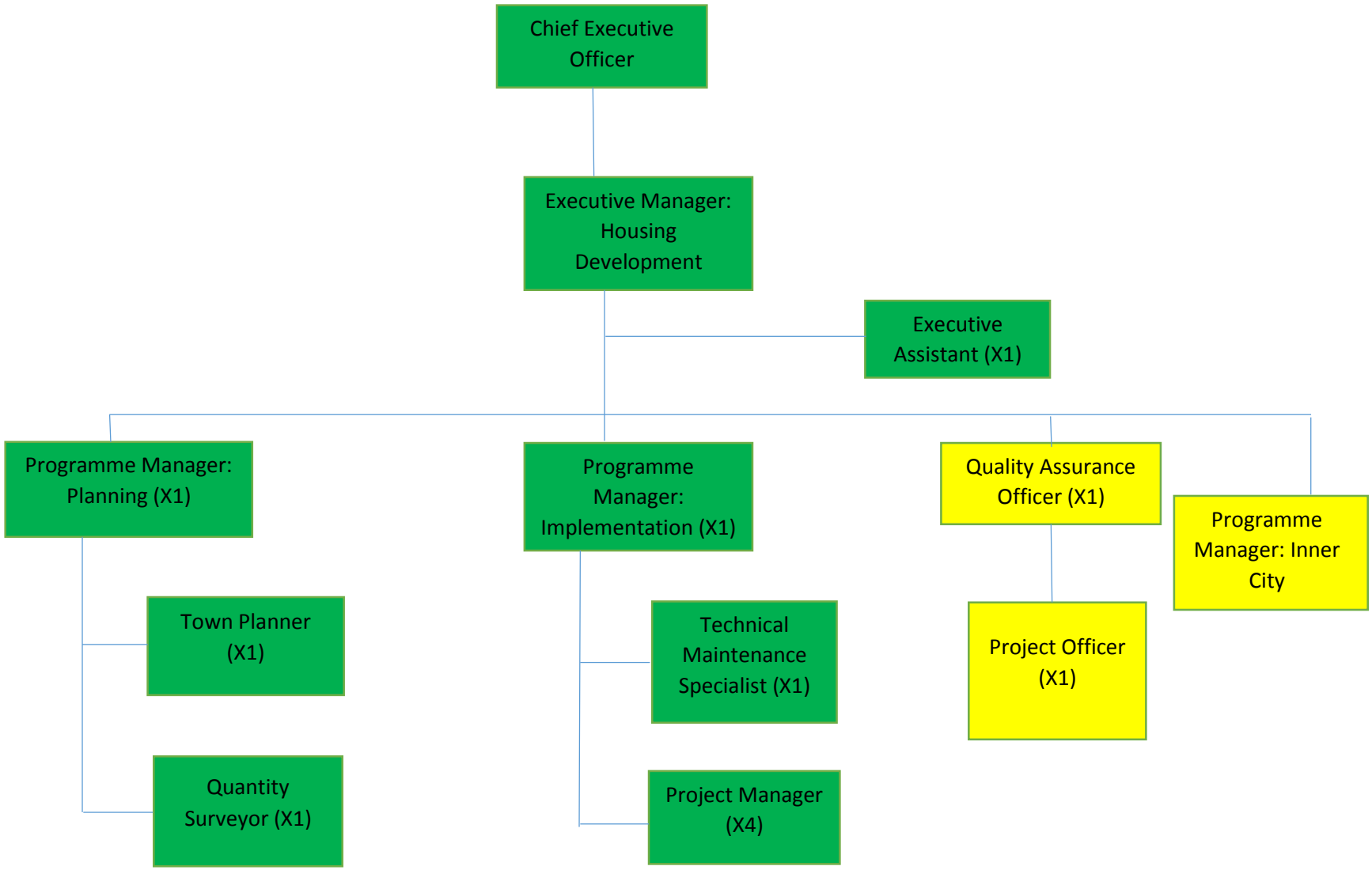
CORPORATE SERVICES DEPARTMENT



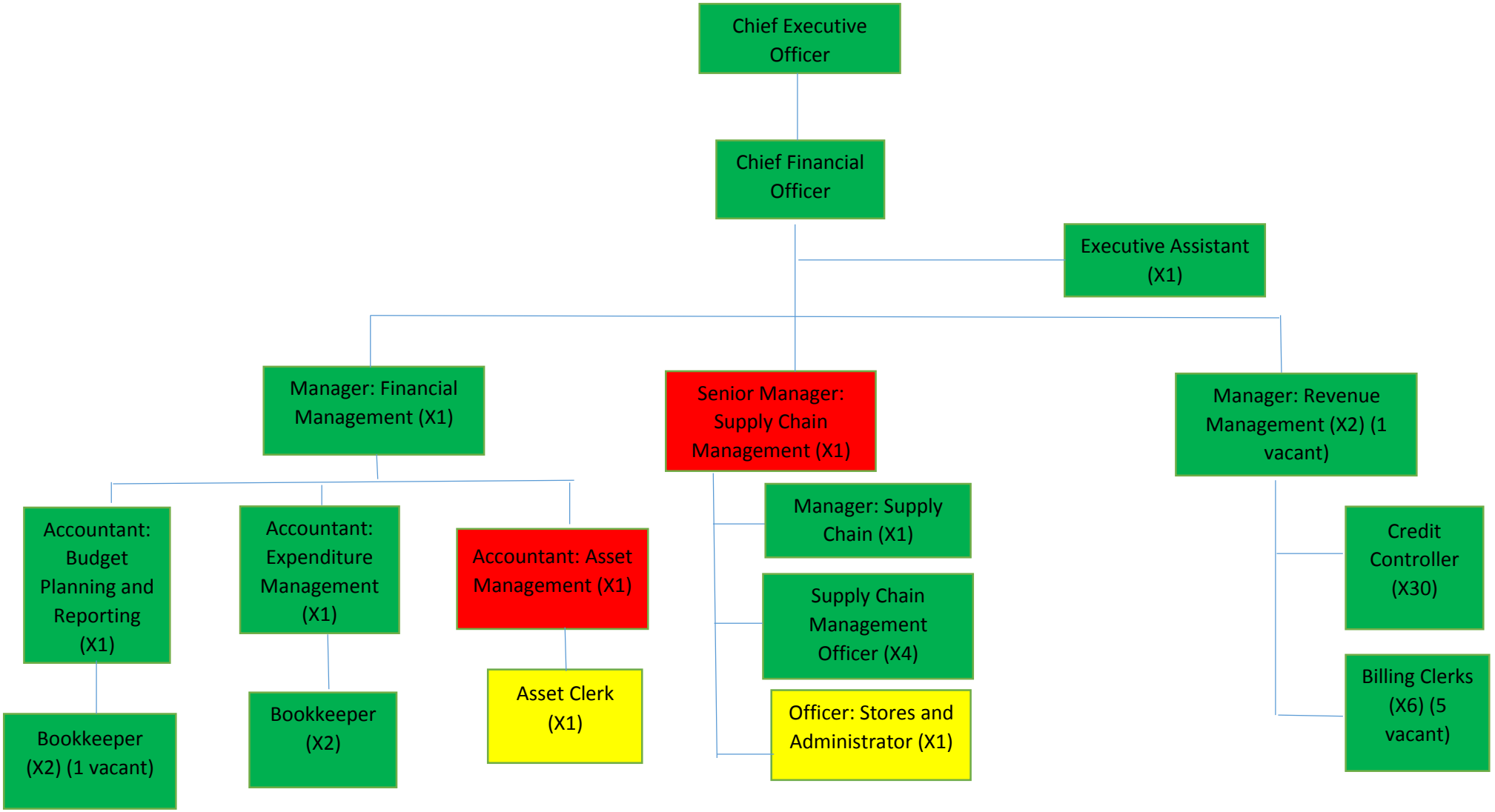
HOUSING MANAGEMENT DEPARTMENT



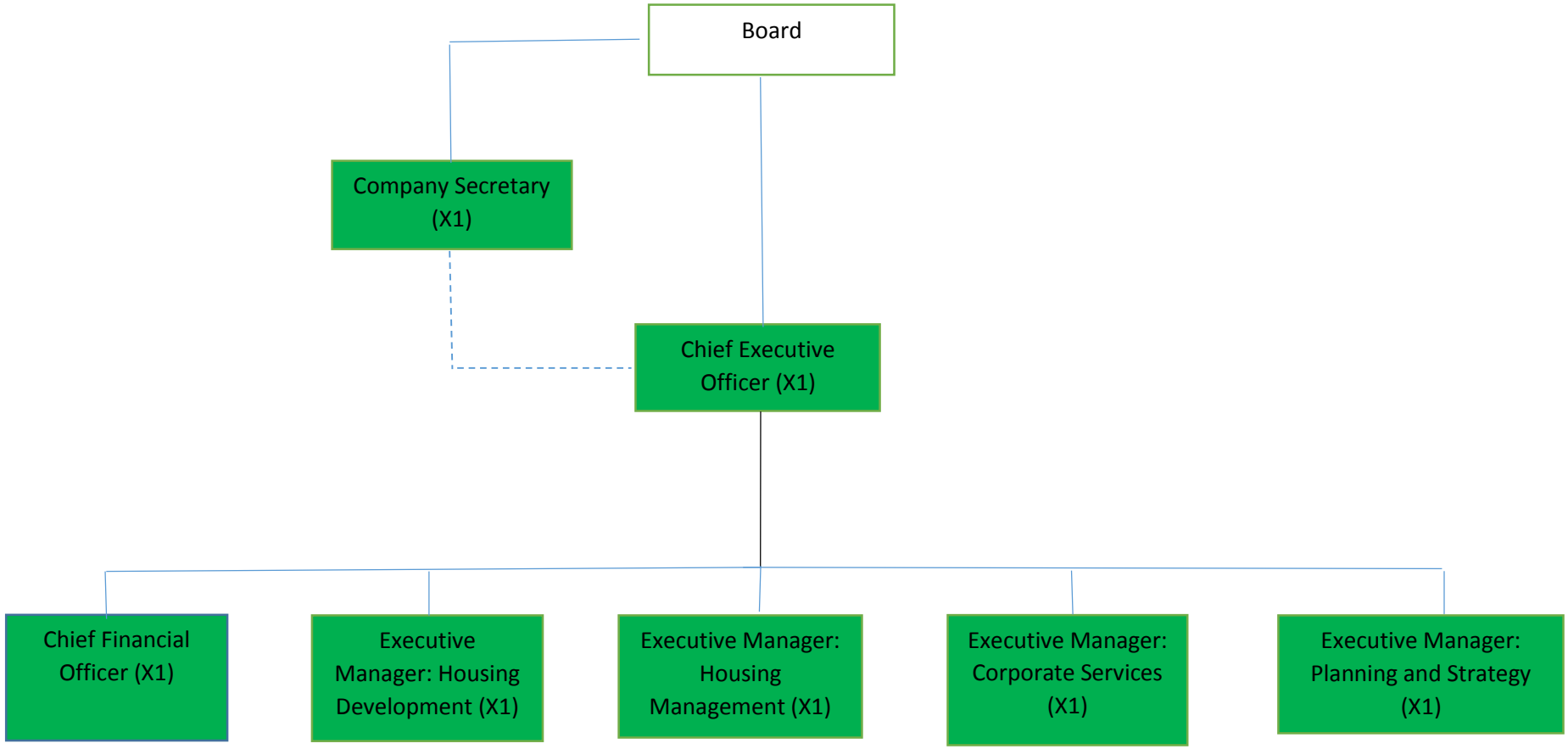
HOUSING DEVELOPMENT DEPARTMENT



FINANCE DEPARTMENT



6.2 Management Team



6.3 Capacity Analyses

Capacity analysis was undertaken based on previous financial year organisational performance and in consideration of the performance audit findings as raised mostly by internal audit. The analysis pointed out the need to capacitate the organisation with further requisite skilled and competent staff in order to achieve better control environment and performance results. The table below depicts the requisite capacity to manage the performance risk.

Table 14: Proposed Position to be filled in the next 3 Financial Years.

Business Unit	Proposed Position	Financial Year 2020	Financial Year 2021	Financial Year 2022	Financial Year 2023
Business Planning	Internal Auditors x2	x2			
	PA tp Business Planning EM	x1			
CEOs office	Legal Manager	x1			
	Legal Advisor	x1	x1		
	Business Manager at the CEOs office	x1			
	IT Manager	x1			
	Project Manager	x1			
	Snr Project Manager	x1			
Corporate Services	Customer agents (call centre)		x4		
	Enterprise dev specialist (Enterprise Dev)		x1		
	Facilities and Security Manager	x1			
	Facilities and Security Operations Manager	x1	x1		
	Records Manager			x1	
	Security Supervisors	x4	x2	x1	
	HR L&D specialist	x1			
	HR officer (IR specialist)		x1		
	HR Officer (OD specialist)		x1		
Finance	Finance Manager	x1			
	Snr SCM manager		x1		
Housing Development	Architects (or professional team) (Skills Dev programme)				
Housing Management	Leasing admin x4	x3	x1		
	Housing supervisor	x3			
	Maintenance team			x4	
	Ops co-ordinator Housing management	x1			
	Portfolio Manager _ Housing Management		x1		
	Total	**25**	**10**	**6**	

6.4 Employment Equity

Employment Equity Profile													G/ Ttl
Occupational Level	Male				Female				Foreign Nat.		F	M	
	A (39 %)	C (1,5%)	I (1, 5%)	W (8%)	A (39 %)	C (1,5 %)	I (1, 5%)	W (8%)	F	M	50 %	50%	
Top Management	1	0	0	0	1	0	0	0	0	0	1	1	2
Senior Management	1	0	0	0	3	0	0	0	0	0	3	1	4
Professionally Qualified / Middle Management	12	0	0	3	6	0	1	0	6	1	13	16	29
Skilled Technically and Academically Qualified	40	2	0	0	31	20	1	1	1	0	40	41	81
Semi-Skilled	5	0	0	0	8	5	0	0	0	0	8	5	13
Unskilled	0	0	0	0	4	0	0	0	0	0	4	0	4
Total	**59**	**2**	**0**	**3**	**52**	**25**	**2**	**1**	**7**	**1**	**84**	**69**	**153**

7. COMMUNICATION AND STAKEHOLDER MANAGEMENT

JOSHCO's Integrated Communication, Marketing and Stakeholder Management Strategy is an implementation guide, reflecting JOSHCO's programmes aimed at ensuring that all JOSHCO stakeholders are informed and involved in driving the company's strategic agenda as set out in the approved Business Plan and the City's IDP. It is thus important for the functionality of the organisation to:

- Identify key stakeholders;
- Define communication parameters and needs;
- Design key messages,
- Choosing communication channels and
- Compile implementation methods

JOSHCO stakeholders are specific people, groups or organisations that could impact or be impacted by JOSHCO operations, projects and programmes. It is therefore key to have a systematic approach on how the organisation will engaged and involved its stakeholders in strategic processes. Quite critical also is the platforms that JOSHCO will use to communicate or interact with stakeholders in order to accentuate the significance of collaborating to build dependency.

Rational

This Integrated Communication, Marketing and Stakeholder Management Strategy is based on the current environmental factors influencing our communication with stakeholders and the sectoral environment we operate in, and so JOSHCO needs to prioritize all the areas of improvement and build on them. Stakeholders are a commonality in the organisation's communication - demanding every department within JOSHCO to play a role in driving this strategy thrive. The above statement necessitates the move of communications from a back-office support function to a more strategic role, being the face of change in the way JOSHCO operates - this will contribute towards fostering good relations between departments and promote exchange of strategic business information. The organisation's priority is to position JOSHCO as a brand that is reliable and consistent in its service offering. This requires consideration of the organisational communication objectives, priorities and tactics to achieve positive outcomes.

Organisational Communication Objectives

Picture 3

7.1 Stakeholder Matrix

The JOSHCO Stakeholder Management is a process to identify people, groups or organisations that could impact or be impacted by JOSHCO operations and projects, analysing of stakeholder expectations and interest on JOSHCO operations and projects, as well as developing appropriate strategies to effectively engage with the stakeholders. JOSHCO Stakeholder Engagement is a process of communicating, and working with stakeholders to meet their needs/ expectations, address issues as they occur and engage throughout JOSHCO's operations and projects' life cycles.

Stakeholder Mapping and Analysis

JOSHCO's stakeholders are internal and external with varying degrees of influence, including but not limited to, funders, customers, public, regulators, politicians, board of directors, management and staff, all yielding unique communication needs, approach and requires distinct resources. Essential to this strategy is engaging, recognizing and acknowledging the importance of the organisation's key stakeholders. More detailed stakeholder maps will assess each stakeholder in terms of their interest and impact in the work and influence over the way it is performed. Those with an ability to directly affect the objectives are sometimes highlighted as being the key stakeholders with high impact.

Table 15: Stakeholder Management and Related Level of Importance

	Name of Stakeholder	Specific Interest in our Business	Interest	Power	Impact
SHAREHOLDERS	**City of Johannesburg**	Delivery on socio-political mandate, financial sustainability	**High**	**High**	**V. High**
	National Treasurer/AG	Social Return on Investment, financial sustainability	**Med**	**High**	**High**
	Public / Community	Creation of employment, CSI, Good corporate citizenship	**High**	**High**	**V. High**
REGULATOR	**Performance & Oversight Bodies**	Accountability	**High**	**High**	**V. High**
	National Treasurer/AG	Compliance / Regulation	**Med**	**High**	**High**
CUSTOMERS	**Tenants**	Cheap, high quality housing, great services, secure leases	**High**	**High**	**V. High**
	Advertisers	Access to tenants, maximization of brand visibility, sales	**High**	**Low**	**Medium**
BUSINESS PARTNERS	**Employees / Labour**	Secure employment, competitive remuneration, work climate	**High**	**High**	**V. High**
	MoEs (Water, Power, Policing, etc.)	Collaborative service delivery and sustainability of services	**Med**	**Med**	**Med**
	Contractors / Service Providers	Secure contracts, timely payments,	**High**	**Low**	**Med**
	Universities / NSFAS	JOSHCO meets accreditation standards, more accommodation	**Med**	**Med**	**Med**
	SHRA	Social and economic return on Funding, good governance	**High**	**High**	**V. High**

7.3 Communication Plan

2020/21 Communication and Priorities

This strategy addresses communication needs and priorities holistically; and identifies ways of improving the problem areas.

- To maximize the impact of our projects by making the results and deliverables visible to stakeholders and the wider audience.
- Heighten City's Strategic Priorities and Programmes
- Prompt pro-active communication on service delivery and response
- Business optimization and social presence by communicating JOSHCO's successes, policies and processes on multiple platforms
- Change negative perceptions held by the public by addressing challenges openly and demonstrate the impact of JOSHCO in the lives of Johannesburg residents
- Boost continuous interaction with stakeholders to improve service delivery,
- Automation of processes (applications, billing, payments, invoicing etc.)
- Personalisation of customer experience by using online solutions (i.e. live chats)
- Use Info-graphics, animation and videography to boost best interpretation of our key messages
- Manoeuvring of unrealistic expectations from communities to avoid boycotts
- Device new tactics to boost our Corporate Social Investment (CSI) support.

Picture 4

Planning and Coordination

JOSHCO to involve stakeholders from the inception of JOSHCO development projects to create the basis for a shared vision that could boost our relationship with stakeholders. The aim is to fairly identify and respond to all legitimate interests by providing clear and convenient opportunities for substantive involvement at critical stages in the development process.

Involvement should begin well before a development plan is on the table, the scope of participants' decision-making power should be clear at the outset, and all involved should be periodically updated on how their input is being used. The impact and result of this kind of involvement can be a growth plan that will uphold the rights of access, and protect the community's interest and needs.

Collaboration

JOSHCO to prioritize stakeholder collaboration to ensure that their interest in the rights of access to JOSHCO projects and programmes is upheld. Collaboration with the office of the MMC, Housing department and local Media is critical for the organisation's brand management and by employing robust media interactions – the organisation will enable a swift implementation of JOSHCO projects and programmes. Our brand statement depends (to some extent) on these key collaborations.

Innovation

JOSHCO to exploit new innovative ways that boost and build close, harmonious relationships with communities

- Forming Strategic Partnerships and devising interactive programmes - **Service Desk -** these are aimed at elevating service delivery to meet new prescribed standards and improve turn-around times whilst promoting the entity as a prime brand.
- Stimulating community empowerment programmes to leverage on JOSHCO's relationship with tenants in order to achieve accelerated delivery of units and uninterrupted allocation processes - **Corporate Social Investment –** giving back to the community.
- Developing collateral to package specific messages to address specific audiences on specific issues – **Infographics -** communicating using image to simplify the message.

The 2019/20 Activation Plan address pro-active engagements and coordination of activities between JOSHCO and the City. This is aimed at addressing development and tenanting plans, community empowerment opportunities, respond to queries and to promote the company's successes - **Media Briefings**

Brand Promotion and Reputation Management

The objective of promoting JOSHCO as a Brand is to establish a distinct identity for our service offering in an attempt to persuade consumer buy-in by promising to serve their needs in a unique way. *"Brand promotion is key to inform, remind, persuade convincingly, and influence the consumers to drive their decision towards service under a particular brand".* JOSHCO will employ this tactic to stabilize stakeholder relations, expand and reposition itself as a respectable brand within the housing sector and Johannesburg, predominantly.

Brand Promotion Methods we will consider to keep the JOSHCO brand noticeable −

- Establish efficient, interactive online/ digital engagement platforms
- Engage in robust media engagements to create an understanding of our Strategic Priorities and Programmes
- Improve Social Media presence
- Introduce (CSIs)/ Charity initiatives to boost trust and confidence in JOSHCO and its leadership
- Distribution of branded items/ gifts to boost our brand visibility and relevance
- Optimizing our brand visibility through project branding & advertising

- Implement programmes/events that will boost community relations and change negative public perception and restore the organisation's reputation.

Corporate Identity Standards

JOSHCO's Corporate Identity (CI) is derived from the City of Johannesburg's Corporate Brand Standards - this includes branding guidelines and corporate templates. JOSHCO has an existing CI manual that will be reviewed and updated when the City finalises the process to design a new Logo and position statement. The look and feel of JOSHCO collateral, digital communication platforms, branding material, adverts and project signage is affected. JOSHCO's Communication Policy addresses standards and procedures concerning branding; communication protocols and internal/external coordination of events, while the Corporate Identity Manual (commonly known as A CI MANUAL) addresses in detail: the use of the JOSHCO logo.

8. AUDIT RESOLUTION (OUTSTANDING ISSUES)

A number of audit findings have been raised by internal and external auditors in the previous financial year. The organisation has been implementing corrective measures to address the possible risks related to the raised findings. In the beginning of the 3rd quarter of the previous financial year 2019/2020 the contract of the outsourced Internal Auditor (OMA Chartered Accounts) expired and measures were put in place to appoint an audit manager on a permanent basis to establish an internal audit division to ensure continued process of managing the audit findings and ensure that, implementation of corrective actions is adequately implemented as required by standard 2500.A1 of the Internal Audit Profession Act.

Annexure A Proposed Tariffs

Proposed Rental Tariffs for the 2020/2021, 2021/2022 and 2022/2023 Financial Year

Estate Details	Typology	Avg.m2	2020/ 2021`	2021/ 2022	2021/ 2023
Kliptown Square					
Subsidised	Bachelor	30.70	1,514.46	1596.24	1692.01
	1 Bedroom	34.55	1,696.30	1787.90	1895.18
	1 Bedroom	39.20	1,922.62	2026.44	2148.03
	2 Bedroom	41.71	2,121.41	2235.96	2370.12
	2 Bedroom	43.98	2,245.75	2367.02	2509.04
	2 Bedroom Large (Existing Tenants)	58.48	2,854.61	3008.76	3189.28
	2 Bedroom Loft (Existing Tenants)	60.40	2,936.18	3094.74	3280.42
Subsidised	Bachelor	30.70	1,599.25	1685.61	1786.75
	1 Bedroom	34.55	1,743.14	1837.27	1947.50
Un-subsidised	Bachelor	30.70	2,594.60	2734.71	2898.79
	1 Bedroom	34.55	2,907.61	3064.62	3248.50
	1 Bedroom	39.20	3,295.43	3473.39	3681.79
	2 Bedroom	41.71	3,634.24	3830.49	4060.32
	2 Bedroom	43.98	3,850.12	4058.03	4301.51
	2 Bedroom Large (New Tenants & Existing Unsubsidised)	58.48	4,043.52	4261.87	4517.59
	2 Bedroom Loft (New Tenants & Existing Unsubsidised)	60.40	4,176.28	4401.80	4665.90
	Live Work	60.40	4,887.14	5151.05	5460.11

Estate Details	Typology	Avg.m2	2020/ 2021`	2021/ 2022	2021/ 2023
Kliptown Golf Course					
	1 Bedroom Duplex		421.38	435.00	461.10
	1 Bedroom Simplex		474.06	489.00	518.34
	2 Bedroom Duplex		579.41	598.00	633.88
	2 Bedroom Simplex		632.08	652.00	691.12
	2 Bedroom Duplex Loft		816.43	843.00	893.58
City Deep Hostel (Converted units)					
	1 Bedroom	31.00	1,629.70	1717.71	1820.77
	1 Bedroom	34.00	1,685.03	1776.02	1882.58
	2 Bedroom	38.00	1,823.96	1922.45	2037.80
	2 Bedroom	39.00	1,869.29	1970.24	2088.45
	2 Bedroom	40.00	1,917.32	2020.85	2142.11
	2 Bedroom	45.00	2,156.72	2273.18	2409.58
	2 Bedroom	50.00	2,396.51	2525.92	2677.48
	2 Bedroom	57.00	2,714.03	2860.59	3032.23
	2 Bedroom	63.00	3,019.03	3182.05	3372.98
	2 Bedroom	69.00	3,307.24	3485.83	3694.98
	3 Bedroom	73.00	3,498.79	3687.72	3908.98
	3 Bedroom	54.50	2,714.03	2860.59	3032.23
City Deep Flats					
	Bachelor	28.60	1,106.31	1166.05	1236.01
	Bachelor	35.49	1,367.26	1441.09	1527.56
	Bachelor	37.42	1,403.23	1479.01	1567.75
	Bachelor Duplex	59.00	1,439.21	1516.93	1607.95
	Bachelor Duplex	61.00	1,475.20	1554.86	1648.15
	Bachelor Duplex	67.00	1,529.16	1611.74	1708.44

Estate Details	Typology	Avg.m2	2020/ 2021`	2021/ 2022	2021/ 2023
	1 Bedroom	47.00	1,978.93	2085.79	2210.94
	1 Bedroom	50.00	2,068.88	2180.60	2311.44
	1 Bedroom	52.51	2,086.87	2199.56	2331.53
	2 Bedroom	54.00	2,293.75	2417.62	2562.67
	2 Bedroom	57.00	2,383.70	2512.42	2663.17
	2 Bedroom	58.00	2,428.70	2559.85	2713.44
	2 Bedroom	50.00	2,437.68	2569.32	2723.48
	2 Bedroom	60.00	2,518.64	2654.64	2813.92
	2 Bedroom	62.33	2,563.61	2702.04	2864.16
	2 Bedroom	63.99	2,608.59	2749.45	2914.42
	2 Bedroom	70.70	2,698.54	2844.26	3014.91
	2 Bedroom	72.00	3,058.32	3223.47	3416.88
	2 Bedroom	62.00	3,418.14	3602.72	3818.89
	2 Bedroom	62.00	3,508.09	3697.53	3919.38
	3 Bedroom	73.00	3,238.23	3413.10	3617.88
	3 Bedroom	91.41	3,777.95	3981.96	4220.87
	3 Bedroom	109.79	3,957.85	4171.57	4421.87
City Deep (New)					
	1 Bedroom		1,053.81	900.00	954.00
	2 Bedroom		2,341.81	2000.00	2120.00
Communal Room					
	COJ Employee (Subsidised Bed)		1,189.21	1253.43	1328.64
	Unsubsidised Bed (Hostels).		525.70	554.08	587.33
Chelsea					
	Room	12.00	1,014.30	1069.07	1133.22

Estate Details	Typology	Avg.m2	2020/ 2021`	2021/ 2022	2021/ 2023
	Room	16.00	1,106.49	1166.25	1236.22
	Room	20.00	1,198.71	1263.44	1339.25
	Double Room	28.00	1,475.35	1555.02	1648.32
Roodepoort					
Income R3000 to R4699 (Existing tenants)	1 Bedroom	36.00	1,141.93	975.26	1033.78
Income R 3000 to R3500 (New tenants)	1 Bedroom	36.00	1,141.93	975.26	1033.78
Income R4700 to R5339 (Existing tenants)	1 Bedroom	36.00	3,004.65	2566.09	2720.06
Income R5340 to R7500 (Existing tenants)	1 Bedroom	36.00	2,083.80	1779.65	1886.43
Income R6780 to R7500 (New tenants)	1 Bedroom	36.00	2,083.80	1779.65	1886.43
Income R6200 to R 6900 (Existing tenants)	2 Bedroom	45.00	2,417.22	2064.40	2188.26
Income R6800 to R 7500 (New tenants)	2 Bedroom	45.00	2,417.22	2064.40	2188.26
Income R6901 to R7500 (Existing tenants)	2 Bedroom	45.00	2,750.61	2349.13	2490.08
Income above R7500 (Existing tenants)	2 Bedroom	45.00	4,334.29	3701.66	3923.76

Estate Details	Typology	Avg.m2	2020/ 2021`	2021/ 2022	2021/ 2023
Income R3000 to R4699 (Existing tenants)	1 Bedroom	36.00	1,025.22	1080.58	1145.42
Income R 3000 to R3500 (New tenants)	2 Bedroom	45.00	1,316.64	1387.73	1471.00
Income R4700 to R5339 (Existing tenants)	2 Bedroom	45.00	1,408.65	1484.72	1573.80
Income R5340 to R7500 (Existing tenants)	2 Bedroom	45.00	1,490.35	1570.83	1665.08
Income R6780 to R7500 (New tenants)	1 Bedroom	36.00	1,833.76	1932.78	2048.75
Income R6200 to R 6900 (Existing tenants)	2 Bedroom	45.00	2,505.74	2641.05	2799.51
Income R6800 to R 7500 (New tenants)	2 Bedroom	45.00	3,084.10	3250.64	3445.68
Pennyville					
Per Unit	3 Rooms	35.00	1,176.20	1239.72	1314.10
Per Unit (COJ Hostel Employees)	3 Rooms	35.00	1,189.20	1253.42	1328.62
Per Room 3 Families Sharing	Room	9.00	445.53	469.59	497.77
Per Room 2 Families Sharing	Room	18.00	623.76	657.44	696.89
Family Unit	2 Bedroom Flat	42.00	2,500.56	2635.59	2793.73

Estate Details	Typology	Avg.m2	2020/ 2021`	2021/ 2022	2021/ 2023
Per Room 3 Families Sharing	Room	9.00	294.77	310.69	329.33
Per Room 2 Families Sharing	Room	18.00	311.87	328.71	348.43
Alexandra Far East Bank					
Income up to R3500	Room		683.21	720.11	763.31
Income above R3500	Room		683.21	720.11	763.31
Creche			4,618.30	4867.69	5159.75
	Room	-	720.11	758.99	804.53
	Creche	-	4,618.30	4867.69	5159.75
La Rosabel					
	Room	12.00-12.94	1,192.97	1257.39	1332.83
	Room	14.00-14.92	1,272.50	1341.21	1421.69
	Room	15.22-17.88	1,352.04	1425.05	1510.55
	Room	18.00-18.75	1,431.56	1508.86	1599.40
	Room	33.34	1,590.63	1676.53	1777.12
	Room	15.22-17.88	1,425.05	1502.00	1592.12
	Room	18.00-18.75	1,508.87	1590.35	1685.77
Bellavista New					
	2 Bedroom	45.00	3,800.68	4005.91	4246.27
	2 Bedroom	45.00	4,005.92	4222.24	4475.57
Citrene Court					
	2 Bedroom Flat	52.00	3,709.18	3909.48	4144.05
	2 Bedroom Flat	55.00	4,005.90	4222.21	4475.55
	3 Bedroom Flat	70.00	4,478.48	4720.32	5003.54
Orlando Converted					

Estate Details	Typology	Avg.m2	2020/ 2021`	2021/ 2022	2021/ 2023
	1 Bedroom	28.08	1,328.62	1400.37	1484.39
	1 Bedroom	33.24	1,565.86	1650.41	1749.44
	1 Bedroom	43.28	2,040.36	2150.54	2279.58
	2 Bedroom	38.25	2,166.89	2283.90	2420.93
	2 Bedroom	60.36	2,847.02	3000.76	3180.81
Orlando (Phase 2)					
	2 Bedroom	50.00	2,727.98	2875.29	3047.80
	2 Bedroom	51.00	2,782.53	2932.79	3108.76
	2 Bedroom	52.00	2,837.09	2990.29	3169.71
	2 Bedroom	53.00	2,891.66	3047.81	3230.68
	2 Bedroom	57.00	3,109.89	3277.82	3474.49
	2 Bedroom	68.00	3,710.05	3910.39	4145.01
	1 Bedroom	31.00	1,859.98	1960.42	2078.05
	1 Bedroom	32.00	1,904.62	2007.47	2127.92
	1 Bedroom	33.00	1,964.14	2070.21	2194.42
	1 Bedroom:Paraplegic	50.00	2,231.97	2352.50	2493.65
	1 Bedroom:Paraplegic	51.00	2,276.62	2399.56	2543.53
	1 Bedroom:Paraplegic	52.00	2,321.26	2446.61	2593.40
	1 Bedroom:Paraplegic	53.00	2,365.90	2493.65	2643.27
	Batchelor	22.00	1,363.98	1437.64	1523.90
Europa House					
	Rooms	12.00	1,041.59	1097.84	1163.71
	Rooms	13.00	1,128.39	1189.32	1260.68
	Rooms	15.00	1,301.99	1372.30	1454.64
	Rooms	16.00	1,388.79	1463.78	1551.61

Estate Details	Typology	Avg.m2	2020/ 2021`	2021/ 2022	2021/ 2023
	Rooms	17.00	1,475.59	1555.27	1648.58
	Rooms	18.00	1,562.38	1646.75	1745.55
	Rooms	19.00	1,649.19	1738.24	1842.54
	Rooms	20.00	1,735.98	1829.73	1939.51
	Rooms	21.00	1,822.78	1921.21	2036.48
	Rooms	22.00	1,909.59	2012.70	2133.47
Raschers					
	Room	12.20	464.39	489.46	518.83
	Room	13.40	922.09	971.89	1030.20
	Room	14.40	1,005.92	1060.24	1123.86
	Room	15.40	1,089.74	1148.59	1217.50
	Room	15.40	1,173.57	1236.94	1311.16
	Double Room	32.30	1,590.63	1676.53	1777.12
Antea Converted Units					
	Bachelor	25.00	1,353.92	1427.03	1512.65
	1 Bedroom	42.00	1,861.64	1962.17	2079.90
	2 Bedroom	60.00	2,538.60	2675.68	2836.22
	3 Bedroom		3,046.32	3210.82	3403.47
	Rooms		1,189.20	1253.42	1328.62
	2 Bedroom	60.00	1,676.53	1767.06	1873.08
	2 Bedroom	60.00	1,269.29	1337.83	1418.10
MBV					
	Room	11.00	901.21	949.87	1006.87
	Room	14.00	976.31	1029.03	1090.77
	Room	16.00	1,051.40	1108.18	1174.67
	Room	17.00	1,126.49	1187.32	1258.56
	Room	20.00	1,201.60	1266.49	1342.48

Estate Details	Typology	Avg.m2	2020/ 2021`	2021/ 2022	2021/ 2023
	Room	23.00	1,276.70	1345.64	1426.38
	Room	26.00	1,351.81	1424.80	1510.29
	Room	29.00	1,426.90	1503.96	1594.20
	Room	32.00	1,502.00	1583.11	1678.10
	Room	36.00	1,802.39	1899.72	2013.71
	Room	38.50	1,952.61	2058.05	2181.54
	Room	40.00	2,027.71	2137.21	2265.44
	Room	44.50	2,253.00	2374.67	2517.15
	Room	51.00	2,403.21	2532.98	2684.96
	Room	60.00	3,004.01	3166.22	3356.20
Casa Mia					
	Room	14.99	1,126.50	1187.33	1258.57
	Room	15.00	1,201.60	1266.49	1342.48
	Room	16.17	1,216.62	1282.32	1359.26
	Room	17.42	1,351.81	1424.80	1510.29
	Room	21.83	1,652.20	1741.42	1845.90
	Studio Flat	16.69	1,502.00	1583.11	1678.10
	Studio Flat	17.00	1,592.12	1678.09	1778.78
	Studio Flat	18.72	1,682.25	1773.09	1879.48
	Studio Flat	19.90	1,802.41	1899.74	2013.72
	Studio Communal Bath	20.16	1,652.20	1741.42	1845.90
	Bachelor Communal Bath	18.00	1,411.89	1488.13	1577.41
	Bachelor Communal Bath	19.00	1,502.00	1583.11	1678.10
	Bachelor Communal Bath	21.00	1,577.10	1662.26	1762.00
	Bachelor Communal Bath	23.12	1,652.20	1741.42	1845.90
	Bachelor Communal Bath	32.76	2,403.21	2532.98	2684.96

Estate Details	Typology	Avg.m2	2020/ 2021`	2021/ 2022	2021/ 2023
	Bachelor Flat	20.16	1,832.44	1931.40	2047.28
	Bachelor Flat	21.88	1,967.62	2073.87	2198.30
	Bachelor Flat	22.00	2,042.73	2153.04	2282.22
	Bachelor Flat	23.00	2,162.89	2279.68	2416.46
	Bachelor Flat	24.00	2,237.98	2358.84	2500.37
	Bachelor Flat	25.00	2,313.08	2437.99	2584.27
	Bachelor Flat	26.00	2,403.21	2532.98	2684.96
	Bachelor Flat	30.00	2,778.71	2928.76	3104.49
	Bachelor Flat	59.03	4,506.01	4749.33	5034.29
	1 Bedroom Communal Bath	36.84	2,763.69	2912.93	3087.71
	1 Bedroom Communal Bath	40.60	3,004.01	3166.22	3356.20
	1 Bedroom Flat	35.20	3,154.21	3324.54	3524.01
	1 Bedroom Flat	39.86	3,604.81	3799.47	4027.44
	1 Bedroom Flat	40.00	3,649.87	3846.96	4077.78
	1 Bedroom Flat	51.20	3,845.12	4052.76	4295.93
	2 Bedroom Communal Bath	49.70	3,724.97	3926.12	4161.68
	2 Bedroom Flat	47.97	3,980.31	4195.25	4446.96
	2 Bedroom Flat	54.81	4,941.59	5208.43	5520.94
	2 Bedroom Flat	59.03	4,956.61	5224.26	5537.72
AA House					
	Rooms	12.00	842.24	887.72	940.99
	Rooms	13.00	912.43	961.70	1019.40
	Rooms	14.00	982.62	1035.68	1097.82
	Rooms	15.00	1,052.80	1109.66	1176.23
	Rooms	16.00	1,119.15	1179.58	1250.36
	Rooms	17.00	1,193.18	1257.61	1333.07
	Rooms	18.00	1,263.37	1331.59	1411.48

Estate Details	Typology	Avg.m2	2020/ 2021`	2021/ 2022	2021/ 2023
	Rooms	19.00	1,333.55	1405.57	1489.90
	Rooms	20.00	1,403.74	1479.54	1568.32
	Rooms	23.00	1,614.31	1701.48	1803.57
	Bachelor Flat	15.00	1,614.31	1701.48	1803.57
	Bachelor Flat	17.00	1,712.57	1805.04	1913.35
	Bachelor Flat	18.00	1,782.75	1879.02	1991.76
	Bachelor Flat	20.00	1,923.13	2026.98	2148.60
	Bachelor Flat	21.00	1,993.32	2100.96	2227.01
	Bachelor Flat	22.00	2,063.50	2174.93	2305.43
	Bachelor Flat	23.00	2,133.69	2248.91	2383.85
	Bachelor Flat	33.00	2,667.11	2811.13	2979.80
	Bachelor Flat	35.00	2,947.86	3107.04	3293.47
	1 Bedrooms Flat	18.00	1,782.75	1879.02	1991.76
	1 Bedrooms Flat	38.00	3,228.61	3402.96	3607.13
	2 Bedroom Flat	60.00	5,053.47	5326.36	5645.94
Fleurhof					
Income to R3500	1 Bedroom	35.00	939.66	802.50	850.65
Income to R7500	2 Bedroom	40.00	2,505.74	2140.00	2268.40
Fleurhof Riverside					
	1 Bedroom	35.00	891.51	802.50	850.65
	2 Bedroom	40.00	2,377.36	2140.00	2268.40
Selby Hostel					
	1 Bedroom	27.00	1,393.12	1468.35	1556.45
	1 Bedroom	28.00	1,459.47	1538.28	1630.57
	1 Bedroom	29.00	1,525.81	1608.20	1704.70

Estate Details	Typology	Avg.m2	2020/ 2021`	2021/ 2022	2021/ 2023
	1 Bedroom	30.00	1,592.14	1678.12	1778.81
	1 Bedroom	33.00	1,724.82	1817.96	1927.04
	2 Bedroom	36.00	2,122.86	2237.49	2371.74
	2 Bedroom	39.00	2,255.54	2377.34	2519.98
	2 Bedroom	41.00	2,388.21	2517.18	2668.21
	2 Bedroom	42.00	2,454.56	2587.10	2742.33
	2 Bedroom	43.00	2,520.90	2657.03	2816.45
	2 Bedroom	44.00	2,587.23	2726.95	2890.56
	2 Bedroom	45.00	2,653.58	2796.87	2964.68
	2 Bedroom	50.00	2,918.93	3076.55	3261.15
	Rooms	10.00	819.63	863.89	915.73
	Rooms	15.00	878.18	925.60	981.14
Public Hostels					
	2 Bedroom (Income Below R4500)		750.00	750.00	750.00
	2 Bedroom (Income 4501 - 5500)		850.00	850.00	850.00
	2 Bedroom (Income 5501 - 6500)		950.00	950.00	950.00
	2 Bedroom (Income 6501 - 7500)		1,050.00	1050.00	1050.00
	2 Bedroom (Income 7501 - 8500)		1,150.00	1150.00	1150.00
	2 Bedroom (Income 8501 - 9500)		1,250.00	1250.00	1250.00
	2 Bedroom (Income 9501 - 10500)		1,350.00	1350.00	1350.00

Estate Details	Typology	Avg.m2	2020/ 2021`	2021/ 2022	2021/ 2023
	2 Bedroom (Income 10501 - 11500)		1,450.00	1450.00	1450.00
	2 Bedroom (Income 11501 - 12500)		1,550.00	1550.00	1550.00
	2 Bedroom (Income 12501 - 13500)		1,650.00	1650.00	1650.00
	2 Bedroom (Income 13501 - 14500)		1,750.00	1750.00	1750.00
	2 Bedroom (Income 14501 - 15000)		1,850.00	1850.00	1850.00
Devland					
	1 Bedroom	36.00	891.51	939.65	996.03
	1 Bedroom	38.00	999.82	1053.81	1117.04
	2 Bedroom	42.00	2,377.36	2505.74	2656.08
	2 Bedroom	48.00	3,110.56	3278.54	3475.25
Nederberg					
	1 Bedroom	22.00	1,999.65	2107.63	2234.09
Hoek Street					
	1 Bedroom	12	1,133.13	1194.32	1265.98
		13	1,227.56	1293.85	1371.48
		14	1,321.99	1393.38	1476.98
		15	1,416.42	1492.90	1582.48
		16	1,510.85	1592.43	1687.98
		17	1,605.27	1691.96	1793.48
		18	1,699.70	1791.49	1898.97
		19	1,794.13	1891.01	2004.47
		20	1,888.56	1990.54	2109.97
		21	1,982.99	2090.07	2215.47
		23	2,171.84	2289.12	2426.47

Estate Details	Typology	Avg.m2	2020/ 2021`	2021/ 2022	2021/ 2023
		24	2,266.27	2388.65	2531.97
		26	2,368.47	2496.37	2646.15
		29	2,577.33	2716.50	2879.49
Hoek Street					
	1 Bedroom	22	2,071.36	2183.21	2314.20
		28	2,542.11	2679.38	2840.15
		10	941.52	992.37	1051.91
Phoenix house					
	room	11	799.86	843.05	893.64
	room	14	888.73	936.72	992.93
	room	16	999.82	1053.81	1117.04
	room	19	1,110.92	1170.91	1241.16
	room	20	1,133.13	1194.32	1265.98
	room	21	1,144.24	1206.03	1278.39
	room	23	1,210.90	1276.29	1352.86
	room	25	1,222.01	1288.00	1365.28
	room	26	1,277.55	1346.54	1427.33
	room	28	1,288.66	1358.25	1439.75
	room	30	1,333.10	1405.09	1489.39
	room	31	1,344.21	1416.80	1501.80
	room	38	1,555.28	1639.27	1737.62
Devland					
	1 bedroom	35	733.20	772.80	819.17
	1 bedroom	38	933.17	983.56	1042.57
	2 bedroom	42	1,333.10	1405.09	1489.39
	1 bedroom	38	1,555.28	1639.27	1737.62
	2 bedroom	42	1,833.01	1931.99	2047.91
	2 bedroom	42	2,444.02	2575.99	2730.55

Estate Details	Typology	Avg.m2	2020/ 2021`	2021/ 2022	2021/ 2023
	2 bedroom	48	3,110.56	3278.54	3475.25
Turffontein					
	1bed	34.40	966.50	1018.69	1079.81
	1bedroom	35.70	1,333.10	1405.09	1489.39
	2 bedroom -1bc	43.50	1,666.37	1756.36	1861.74
	2 bedroom	43.50	2,332.92	2458.90	2606.44
	2 bedroom 1bc	46.70	3,888.21	4098.17	4344.06
	2 bedroom	46.70	4,221.48	4449.44	4716.41
	2 C bedroom 1bc	51.10	4,665.85	4917.80	5212.87
	2 D bedroom	44.60	2,999.47	3161.44	3351.13
	2 Ebedroom 1bc	44.60	3,443.84	3629.81	3847.60
	communal	16.50	755.42	796.22	843.99
	2 bedroom	43.50	2,666.20	2810.17	2978.78
Textile Building 125 kerk street					
	bachelor	21.20	1,866.34	1967.12	2085.15
	bachelor	24.00	2,132.96	2248.14	2383.03
	bachelor	25.00	2,221.83	2341.81	2482.32
	1 bedroom	32.00	2,915.04	3072.46	3256.80
	1 bedroom	36.00	3,279.42	3456.51	3663.90
	1 bedroom	39.00	3,552.71	3744.56	3969.23
	1 bedroom	40.00	3,643.80	3840.57	4071.00

Estate Details	Typology	Avg.m2	2020/ 2021`	2021/ 2022	2021/ 2023
	2 bedroom	47.00	4,385.90	4622.73	4900.10
	bachelor	21.20	2,555.11	2693.08	2854.67
	1 bedroom	32.00	1,395.31	1470.66	1558.90
	1 bedroom	40.00	1,760.58	1855.65	1966.99
	1 bedroom	40.00	2,336.58	2462.75	2610.52
	2 bedroom	47.00	2,843.94	2997.52	3177.37
Diamond Building 123 Kerk street					
	bachelor	30.00	2,666.20	2810.17	2978.78
	1 bedroom	36.00	3,279.42	3456.51	3663.90
	2 bedroom	36.00	3,359.41	3540.82	3753.27
	2 bedroom	37.00	3,452.73	3639.17	3857.52
	2 bedroom	39.00	3,639.36	3835.89	4066.04
	2 bedroom	42.00	3,919.31	4130.95	4378.81
Housing Supervisor					
Parking Fee					
CasaMia			168.45	177.54	188.20
Kliptown Square			178.21	187.84	199.11
Roodepoort			178.21	187.84	199.11
Fleurhof			199.02	209.77	222.35

Estate Details	Typology	Avg.m2	2020/ 2021`	2021/ 2022	2021/ 2023
AA House			210.56	221.93	235.25
Turffontein			186.86	196.95	208.76
Union Square:Retail					
	Outdoor Advert Site	113.19	35,540.39	39,094.42	43003.87
	Shop 1	187.63	36,252.75	39,878.02	43865.83
	Shop 2	127.15	21,551.00	23,706.09	26076.70
	Shop 3	105.11	12,828.67	14,111.54	15522.70
	Shop 5	306.13	19,520.99	21,473.09	23620.40
	Shop 7	128.88	7,330.71	8,063.78	8870.16
	Shop 8	189.00	10,605.72	11,666.29	12832.92
	Shop 9	127.34	7,145.68	7,860.25	8646.27
	Shop 10	296.79	72,673.57	79,940.92	87935.02
Albert Street:Retail	Shop Face Outdoor Advert Site	45,763.63	63,569.76	69,926.73	76919.41
Booysens Place					
	Office 22	41.25	3,366.90	3,703.59	4073.95
	Shop 102	42.20	10,763.87	11,840.26	13024.28
	Shop 104	49.23	17,265.88	18,992.46	20891.71
	Shop 105	82.50	7,154.66	7,870.12	8657.14
	Shop 106	74.90	8,023.93	8,826.33	9708.96
	Shop 107	67.20	10,627.15	11,689.87	12858.85

Estate Details	Typology	Avg.m2	2020/ 2021`	2021/ 2022	2021/ 2023
	Shop 109	124.11	19,310.46	21,241.51	23365.66
	Shop 110	41.05	4,973.51	5,470.86	6017.95
	Shop 112	26.57	3,727.44	4,100.19	4510.20
106 Claim Street					
	Shop 1	90.00	18,824.02	20,706.42	22777.06
	Shop 2	90.00	39,714.09	43,685.50	48054.05
	Shop 3	90.00	27,203.00	29,923.30	32915.63
	Shop 4	90.00	36,041.11	39,645.22	43609.74
NBS					
	Parking bays (100)		98,615.00	108,476.50	119324.15
	Shop 1		107,709.37	118,480.31	130328.34
	Shop 2		6,763.74	7,440.12	8184.13
	Shop 3		140,935.77	155,029.34	170532.28
	Shop 4		79,923.89	87,916.28	96707.90
	Shop 5		12,025.44	13,227.98	14550.78
	Shop 6		7,320.50	8,052.55	8857.81
Raschers					
	Shop 1	150	5,739.03	6,312.93	6944.23
	Shop 2	130	13,097.74	14,407.52	15848.27
	Shop 3	130	122,356.12	134,591.73	148050.90
	Shop 4	130.66	6,832.07	7,515.28	8266.81
23 Kerk Street					

Estate Details	Typology	Avg.m2	2020/ 2021`	2021/ 2022	2021/ 2023
	Shop 1	213.64	11,988.40	13,187.24	14505.97
	Shop 2	200	11,222.99	12,345.29	13579.82
	Shop 3	235.36	14,708.03	16,178.84	17796.72
25 Kerk Street					
	Shop 1 & 2	145.2	18,517.94	20,369.73	22406.70
	Shop 3	228.25	2,328.77	2,561.64	2817.81
	Shop 4	38.72	17,184.65	18,903.11	20793.43
	Shop 5	32.61	14,930.40	16,423.44	18065.78
	Shop 6	225.6	6,329.76	6,962.74	7659.01
	Shop 7	159.72	5,092.43	5,601.67	6161.84
	Shop 8	68.2	33,051.71	36,356.88	39992.56
	Outdoor Advert Site	41.18	16,112.67	17,723.94	19496.34
16 Wolmarans (283)					
	Shop 01		6,516.00	7,167.59	7884.35
	Shop 03		6,687.78	7,356.56	8092.21
	Shop 04		5,646.40	6,211.04	6832.15
	Shop 05		2,831.50	3,114.65	3426.11
AA House Retail					
		Rate m2			
	Shop 1	221.65	12,155.20	13370.72	14707.79
	Shop 2	211.8	19,178.31	21,096.14	23205.75
	Shop 3	211.8	22,959.94	25,255.94	27781.53

Estate Details	Typology	Avg.m2	2020/ 2021`	2021/ 2022	2021/ 2023
	Shop 4	211.8	22,959.94	25,255.94	27781.53
	Shop 5	211.8	28,362.29	31,198.52	34318.37
	Shop 6	211.8	16,207.02	17,827.72	19610.49
	Shop 7	211.8	28,632.40	31,495.64	34645.20
	Shop 8	211.8	20,799.00	22,878.91	25166.80
	Shop 9	211.8	20,799.00	22,878.91	25166.80
	Shop 10	211.8	27,011.70	29,712.87	32684.16
	Shop 11	211.8	25,782.67	28,360.93	31197.03

JOHANNESBURG SOCIAL HOUSING COMPANY SOC Ltd

(Registration number 2003/008063/07)

Business Plan for 2020/2021 Financial Year