



OFFICIAL SIGN-OFF

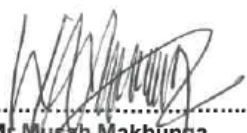
It is hereby certified that this Business Plan:

- Was developed by the management of JPC under the guidance of the Chief Executive Officer, Musah Makhunga.
- Considers all the relevant policies, legislation, and other mandates for which JPC is responsible.
- Accurately reflects the performance targets that JPC will focus on achieving given the resources available for the 2026/2027 financial year.



Mr Mfanafuthi Zondo
Acting Chief Financial Officer

18/05/2026
Date of approval



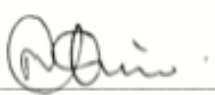
Mr Musah Makhunga
Chief Executive Officer

18/05/2026
Date of approval



Mr Simon Motha
Chairperson of the Board

19/05/2026
Date of approval



Ms Catherine Setlhako
CoJ: Legal

18/05/2026
Date of approval



Mr Mathopane Masha
Executive Director: Economic Development

20 May 2026
Date of approval



Cllr Nomoya Mnisi
Member of the Mayoral Committee: Economic Development

23 may 2026
Date of approval



LIST OF ACRONYMS

AGSA	Auditor-General South Africa	JPC	City of Joburg Property Company (SOC) Ltd
CAPEX	Capital expenditure	JMPD	Johannesburg Metro Police Department
CBD	Central business district	KPI	Key performance indicator
CoJ	City of Johannesburg	MFMA	Municipal Financial Management Act
EMT	Executive management team	OHSA	Occupational Health and Safety Act
ERM	Enterprise risk management	OPEX	Operational expenditure
ERP	Enterprise Resource Planning	OSO	Office space optimisation
ESG	Environmental, social, and governance	PESTLE	Political, Economic, Social, Technological, Legal, Environment
EVP	Employee value proposition	PPP	Public-private partnership
GDP	Gross domestic product	RDI	Research, development, and innovation
GDS 2040	Growth and Development Strategy 2040	SCM	Supply chain management
GLU	Government of Local Unity	SMMEs	Small, medium, and micro enterprises
HVAC	Heating, ventilation, and air conditioning	SOC	State-owned company
ICT	Information and communication technology	SWOT	Strengths, weaknesses, opportunities, and threats
IDP	Integrated Development Plan	TOD	Transit-oriented development
ISO	International Organisation for Standardisation	UIFW	Unauthorised, irregular, fruitless and wasteful
JFPM	Joburg Fresh Produce Market		



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Chapter 1 **Executive Summary**



a world class African city





Business planning in the City of Johannesburg is guided by two core imperatives: responding to the developmental needs of residents while advancing the strategic direction of political leadership. For the Johannesburg Property Company (JPC), this mandate defines its role as a strategic municipal entity responsible for leveraging public land and property assets to enable inclusive, sustainable, and development-led urban transformation.

The 2026/2027 Business Plan is developed within a dynamic operating environment characterised by economic volatility, climate risk, rapid urbanisation, fiscal constraints, and technological change. In response, JPC adopts an approach grounded in strategic foresight, adaptive planning, and integrated delivery, enabling the organisation to anticipate risk, reassess priorities, and collaborate across institutional boundaries to strengthen resilience and impact.

Anchored in the City of Johannesburg's Growth and Development Strategy (GDS) 2040, the Business Plan aligns medium-term operational priorities with the City's long-term vision of a resilient, inclusive, and globally competitive African metropolis. The GDS 2040 provides the overarching framework informing the Integrated Development Plan (IDP) and annual business planning processes, ensuring coherence between strategy, implementation, and performance monitoring.

JPC recognises Johannesburg's position within the global urban system and its responsibility to advance inclusive and sustainable urban development. By translating Citywide and global priorities into place-based development interventions, JPC contributes to investment mobilisation, spatial transformation, and economic inclusion.

As an enabler of the City's developmental agenda, JPC's mandate is to maximise the social, economic, and financial value of the municipal property portfolio. The 2026/2027 Business Plan prioritises public land development, urban renewal, and integrated mixed-use precincts that support housing delivery, job creation, economic participation, and improved quality of life, while remaining responsive to community aspirations and City priorities.

For the 2026/2027 financial year, JPC will focus on accelerating development-led property transactions, strengthening precinct-based development, optimising asset performance, and enhancing organisational capability. The Business Plan therefore serves as both an operational roadmap and a strategic instrument, positioning JPC as a responsive and adaptive entity advancing the City of Johannesburg's long-term developmental vision

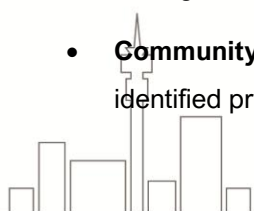


While the City's medium-term strategic direction will be reconfirmed through the forthcoming Mayoral Lekgotla, these six strategic intervention areas previously adopted by the City remain relevant within the current operating context and continue to inform planning assumptions for the 2026/2027 period:

- **Catalysing Employment and Advancing Re-Industrialisation:** Driving re-industrialisation, localisation, and beneficiation to create sustainable job opportunities and revitalise Johannesburg's economy.
- **Creating an Enabling Environment for Investment and Structural Reform:** Enhancing competitiveness and attracting investment through targeted structural reforms that will bolster infrastructure and foster economic growth.
- **Advancing Energy Security and a Just Energy Transition:** Ensuring a stable and sustainable energy supply by supporting the City's goals for a just energy transition that balances environmental and economic priorities.
- **Promoting the Digital Economy as a Catalyst for Growth:** Harnessing technological advancements to drive economic growth while ensuring inclusivity and cultivating a knowledge-driven urban environment.
- **Fostering Social Cohesion and Improved Quality of Life:** Reducing poverty, improving healthcare access, and strengthening the development of essential skills to elevate residents' quality of life.
- **Strengthening Governance and Public Sector Capacity:** Reinforcing local governance, enhancing public sector performance, and establishing a professional service framework to effectively meet residents' needs.

These interventions are aligned to the Joburg 2040 Growth and Development Strategy and provide a coherent framework through which municipal entities, including JPC, support sustainable development, economic growth, and institutional effectiveness. Within this framework, JPC's planning focus is particularly responsive to the City's **High Impact Programmes**, with targeted contributions in the following priority areas:

- **Area-Based Development:** Advancing integrated, precinct-based development through the strategic use of public land to stimulate investment, support housing delivery, and revitalise priority nodes.
- **Climate Action Plan:** Supporting climate resilience and a low-carbon transition through energy-efficient buildings, sustainable precinct design, and environmentally responsible asset management.
- **Community-Based Planning (CBP):** Aligning property development initiatives to community-identified priorities and local service delivery needs.



- **Customer Satisfaction and Experience:** Improving service accessibility and quality through responsive facilities management, improved asset utilisation, and tenant engagement.
- **Perceptions Management:** Strengthening public confidence through visible urban regeneration, reduction of urban decay, and activation of underutilised properties.
- **Intergovernmental Relations (IGR):** Enhancing coordination with provincial and national stakeholders to enable catalytic projects, unlock funding opportunities, and ensure coherence across spheres of government.

These six strategic interventions reflect a commitment to achieving the ambitious goals set out in the *Joburg 2040 Growth and Development Strategy*. The initiatives are designed to ensure sustainability, inclusivity, and long-term prosperity, while addressing pressing urban challenges, as depicted in Figure 1, which outlines the eleven (11) strategic priorities and the six (6) relevant interventions.



Figure 1: CoJ's Strategic Alignment



Building on this alignment, JPC is well positioned to contribute meaningfully to a transformed City of Johannesburg. This Business Plan addresses immediate developmental priorities while laying the foundation for sustainable, inclusive, and long-term urban development.

The Growth and Development Strategy (GDS) 2040 provides the overarching framework guiding Johannesburg's growth through these four strategic outcomes:

Outcome 1: Improved Quality of Life and Development-Driven Resilience: Focused on reducing poverty, enhancing productivity, ensuring food security, promoting lifelong learning, and fostering a secure and socially inclusive society.

Outcome 2: Resilient, Liveable, and Sustainable Urban Environment: Supported by smart infrastructure and low-carbon initiatives, this outcome targets integrated water, sanitation, energy, and waste management systems, alongside eco-mobility, and climate resilience.

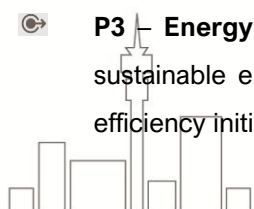
Outcome 3: Inclusive, Job-Intensive, and Competitive Economy: By developing economic enterprises, and promoting spatial justice, this outcome seeks to harness citizens' potential by building a thriving urban economy.

Outcome 4: High-Performing Metropolitan Government: Committed to responsive and accountable governance, this outcome aims for a financially sustainable, citizen-centric government. It prioritises intergovernmental partnerships, meaningful citizen engagement, and the deployment of smart city technologies for enhanced service delivery.

JPC's programmes are aligned to these outcomes, ensuring that long-term strategic objectives are translated into actionable, medium-term operational plans and budgets that support service delivery, economic growth, and spatial transformation.

In translating these outcomes into delivery, JPC's programmes are guided by the City's strategic priorities, which collectively seek to address the structural challenges of poverty, unemployment, and inequality. These priorities emphasise:

-  **P1 – Good Governance:** Implement measures to improve transparency, accountability, and citizen participation in government decision-making, such as regular community-based planning feedback and public supply chain management (SCM) procurement reforms.
-  **P2 – Financial Sustainability:** Develop a plan to improve the City's revenue collection and billing systems, ensure prudent financial management practices, streamline expenditure, and prioritise investments in high-impact projects.
-  **P3 – Energy Mix:** Develop a comprehensive plan to transition the City to a more diverse and sustainable energy mix through increased investment in renewable energy sources and energy efficiency initiatives.



- **P4 – Sustainable Service Delivery:** Focus on delivering high-quality and reliable services to all residents, with a particular emphasis on historically underserved areas, while reducing waste and improving efficiency.
- **P5 – Infrastructure Development and Refurbishment:** Prioritise key infrastructure projects, such as road repairs, water and sanitation upgrades, and public transportation improvements, ensuring all projects are completed on time and within budget.
- **P6 – Job Opportunity Creation:** Develop a plan to create new jobs, particularly in sectors such as green energy, technology, and infrastructure, while ensuring job creation efforts are equitable and inclusive.
- **P7 – A Safer City:** Enhance public safety through community policing, investment in technology and infrastructure, and increased resources for law enforcement.
- **P8 – Active and Engaged Citizenry:** Develop programmes and initiatives to encourage citizen participation in government decision-making and co-production of service delivery through community-based planning meetings, participatory budgeting, and improved feedback mechanisms.
- **P9 – Sustained Economic Growth:** Attract new businesses and investment to the City, particularly in sectors such as green energy, technology, and infrastructure, while prioritising policies that drive inclusive economic growth.
- **P10 – Green Economy:** Develop a plan to promote the growth of the green economy through increased investment in green manufacturing and job creation, renewable energy, energy efficiency initiatives, and sustainable agriculture and food security.
- **P11 – A Smart City:** Develop a plan to enhance the City's use of technology to improve service delivery, reduce waste, and promote energy efficiency through initiatives such as smart management systems, public Wi-Fi, and digital e-government services.

Within this context, the focal point of JPC's 2026/2027 Business Plan is its contribution to the City's Economic Growth Cluster through targeted economic stimulation. This includes increasing investment attraction and demand in the short term, while implementing a property diversification strategy to build a stable and balanced portfolio that maximises value for the City.

JPC plays a pivotal role in Johannesburg's economy by enabling job creation, generating revenue, and undertaking development initiatives that optimise municipal asset value. Through strategic investments, partnerships, and property developments, JPC supports economic growth, spatial transformation, and social cohesion, reinforcing its role as a key enabler of the City's broader developmental agenda.





JPC's strategic goals are:

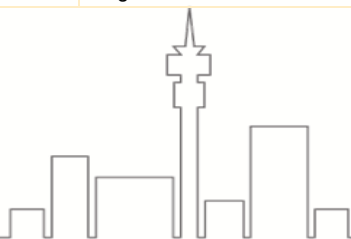
- ➡ **SG1:** Stimulate sustained economic growth through roll-out of property development transactions.
- ➡ **SG2:** Utilise property transactions to create job opportunities and support small, medium, and micro enterprises (SMMEs).
- ➡ **SG3:** Use technology for effective and efficient operations.
- ➡ **SG4:** Optimise energy efficiency in buildings.
- ➡ **SG5:** Invest in staff to sustain optimal performance and service-focused culture with committed people.
- ➡ **SG6:** Enhance financial management, ensure sustainability, and promote good governance.
- ➡ **SG7:** Improve customer and stakeholder satisfaction.
- ➡ **SG8:** Implement facilities management in a manner that promotes environmental conservation and sustainability.
- ➡ **SG9:** Reduce urban decay.

These strategic goals guide the entity in delivering on the City's strategic priorities. The inter-connection between the outcomes of GDS 2040 and the City's strategic priorities and initiatives is reflected in Table 1. Only strategic priorities applicable to the entity are included.





	GDS 2040 Outcomes	GDS 2040 Outputs	Strategic Priorities	JPC Strategic Goal	JPC Programme
1.	Improved quality of life and development-driven resilience for all	- A city characterised by social inclusivity and enhanced social cohesion - A safe and secure city	P7: A safer city	SG9: Reduce urban decay	- Identify buildings that contribute to urban decay and implement measures to address urban decay throughout the City - Partner with the City to prevent land invasions - Facilitate rapid land release - Refurbish of CoJ facilities and buildings
2.	An inclusive, job-intensive, resilient, competitive, and smart economy that harnesses the potential of its citizens	- Job-intensive economic growth - Promotion and support of informal and micro businesses - Increased competitiveness of the economy - A spatially just and integrated city	P9: Sustained economic growth	SG1: Stimulate sustained economic growth development through roll-out of property development transactions	- Establish mixed-use developments that cater to affordable accommodation with amenities required by low-income residents - Attract, expand, and retain investment - Address spatial inequality within the city - Prioritise investments in high-impact project
			P6: Job opportunity creation	SG2: Utilise property transactions to create job opportunities and support SMMEs	- Create job opportunities - Provide SMME support
			P10: Promotion of a green economy	SG4: Optimise energy efficiency in buildings	- Repurpose and retrofit existing buildings and improve standards and regulations for new buildings - Optimise energy efficiency in buildings
			P6: Job opportunity creation	SG8: Implement facilities management in a manner that promotes environmental conservation and sustainability	Perform repairs and maintenance (R&M) of CoJ-owned facilities
3.	A high-performing metropolitan government that pro-actively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng city region	- Partnerships, intergovernmental and international relations - A responsive, accountable, efficient and productive metropolitan government - A financially sustainable and resilient city - Meaningful citizen participation and empowerment	P2: Financial sustainability P1: Good governance	SG6: Enhance financial management, ensure sustainability, and promote good governance	- Improve Revenue collection - Financial performance, management and sustainability - Public Private Partnerships - Resolution of Audit findings





	GDS 2040 Outcomes	GDS 2040 Outputs	Strategic Priorities	JPC Strategic Goal	JPC Programme
		Guaranteed customer and citizen care and service			
			P11: A smart city	SG3: Use of Technology for Effective and Efficient Operations	- Facilities management system - Private-public partnerships - Skill and upskill own human capital - Collaborations with innovators to ensure the refinement of its information and communication technology (ICT) applications and infrastructure - Business process- digital by design
			P8: Active and engaged citizenry	SG7: Improve customer and stakeholder satisfaction	- Internal communication - Community engagement - Campaigns and outreach - Stakeholder engagement and public participation - Customer satisfaction survey
			P1: Good governance	SG6: Enhance financial management, ensure sustainability, and promote good governance	- Good governance - Ethics awareness and management

Table 1: Strategic Priorities Linked with JPC Initiatives

JPC is committed to addressing the City of Johannesburg's developmental challenges by aligning its property management and development approach with evolving strategic trends. The entity recognises municipal assets as critical enablers of private sector investment, economic growth, and job creation, with a direct role in reducing socio-economic disparities and advancing spatial and economic inclusion.

Sustainability underpins JPC's mandate, with a focus on balancing environmental responsibility and financial viability. Through innovative asset management practices and strategic partnerships, JPC seeks to optimise the value of the municipal property portfolio, strengthen long-term financial resilience, and support inclusive development outcomes that contribute to a more prosperous and sustainable City of Johannesburg. These strategic trends are depicted in Figure 2.



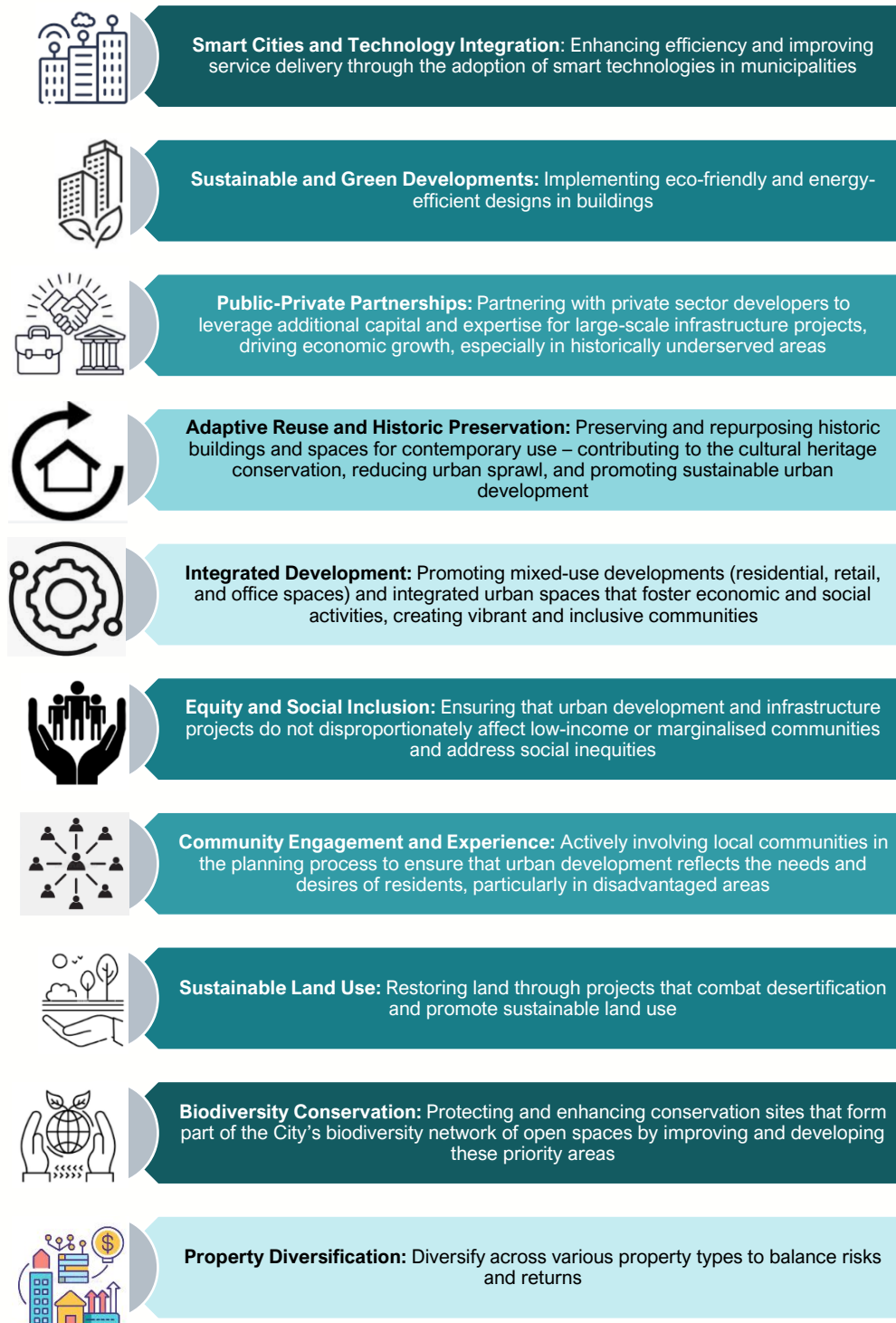


Figure 2: Strategic Trends

The evolving trends in the municipal property sector present significant opportunities for innovation, sustainability, and economic development, alongside unique challenges. For JPC to maximise the value and impact of CoJ-owned properties, a strategic shift beyond traditional financial management is essential.

This requires a forward-thinking approach that explores opportunities such as those outlined in Table 2.

Advancing Green and Sustainable Developments	• Green Initiatives: Implement eco-friendly property management practices to align with global sustainability goals. • Energy Efficiency: Leverage renewable energy solutions and energy-saving designs to reduce carbon footprints.
Creating Catalysts for Private Sector Investment	• Private Sector Partnerships: Unlock underutilised municipal assets through partnerships and joint ventures that attract private sector funding, generate revenue, and stimulate local economic growth. • Job Creation: Leverage development projects to boost employment in construction, management, and related sector.
Driving Innovation and Encouraging Mixed-Use Property Developments	• Mixed-Use Developments: Design spaces that integrate residential, commercial, and recreational functions, fostering vibrant and inclusive communities while optimising land use
Addressing Social Equity	• Inclusive Property Strategies: Develop initiatives that prioritise access to affordable housing and commercial spaces for previously marginalised communities to address socio-economic and spatial inequalities. • Community-Centric Developments: Enhance access to amenities and services for underserved populations.
Maximising Asset Value	• Portfolio Optimisation: Repurpose underperforming properties to align with market demands. • Strategic Disposals: Sell or lease non-essential properties to fund high-impact projects.
Strengthening Governance and Transparency	• Accountability Measures: Ensure robust processes and accountability in property management to build stakeholder trust and drive sustainable, equitable outcomes.

Table 2: Forward-Thinking Approaches

To achieve tangible results aligned with the City's objectives in the 2026/2027 financial year, a focused, strategic approach is essential. The key action points presented in Table 3 outline the steps required to drive **innovation**, **efficiency**, and **sustainability** in the management and development of municipal properties.

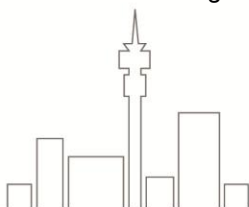


Ensuring Financial Viability and Sustainability	- Optimise revenue strategies by shifting from a reliance on traditional leasing models to a balanced property investment strategy that includes commercial, residential, and mixed-use developments. - Develop and implement a portfolio diversification plan to maximise returns from municipal properties. - Divest from non-core assets and acquire land for strategic development. - Increase public-private partnerships (PPPs) to unlock capital investment in strategic property developments. - Optimise rental agreements to ensure competitive market rates and enhance revenue streams.
Transformation, Digitalisation and Reclamation of the Outdoor Advertising Portfolio – Optimising CoJ's Property Portfolio	- Repurpose underperforming properties to align with market demands. - Establish a proactive maintenance programme to extend the lifespan of municipal assets and avoid costly repairs. - Implement energy-efficient and green building practices to lower utility costs and enhance environmental sustainability. - Optimise asset allocation between commercial and social purposes.
Advancing Technological Solutions, Digitalisation and Automation of Processes and Operational Efficiency and Excellence	- Improve capital expenditure performance. - Prioritise the improvement of efficiencies in business processes and getting the basics right. - Reduce operational costs through automation, digitalisation, and streamlined procurement processes.
Engaging and Building Talent	- Invest in staff and leadership development to sustain optimal performance and a service-focused culture. - Promote a values-driven culture.
Emphasising Quality of Governance	Ensure accountability at all levels of the organisation and align the entity's activities with the interests of its citizens through public participation.
Spatial Transformation	JPC must deliver area-based property development projects and urban upgrade or renewal programmes in an integrated manner that has a high and visible impact. The intention is to halt urban decline, improve public environments, and enhance infrastructure while promoting equitable access to economic opportunities. This drive will be pursued through, but not limited to, the Inner City Rejuvenation Programme and Mega projects such as the Southern Farms Development, Orlando Ekhaya, and Soweto Gateway.
Transparency and Stakeholder Engagement	Improve public engagement and investor confidence by ensuring full transparency in JPC's operations and brand management.

Table 3: Key Action Points for Innovative, Efficient, and Sustainable Municipal Property Management

Through the implementation of these initiatives, JPC will strengthen financial sustainability and build a resilient, future-ready property portfolio that supports economic growth, job creation, and urban renewal across the City of Johannesburg.

By reinforcing transparency, strategic positioning, and proactive stakeholder engagement, JPC will enhance public perception, attract investment, and consolidate its role as a key enabler of the City's urban transformation agenda.





Chapter 2 **JPC Overview – The Entity**



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2.1 Our Vision, Mission and Values



Vision

The City of Joburg Property Company's vision is to be a leading, innovative, preferred, public sector property and facilities management agency.



Mission

JPC, as an agent of the City of Johannesburg, is responsible for enhancing the CoJ's property portfolio by leveraging its properties and employees to maximise social, economic, and technological advancements to achieve CoJ's strategic priorities and service delivery objectives.



Values

The values adopted by JPC are:

- Professionalism
- Accountability
- Responsibility
- Customer Service
- Trust

2.2 Core Mandate

JPC, a municipal entity wholly owned by the CoJ, was incorporated as a private company in 2000. The entity is mandated to manage and develop CoJ's property portfolio to maximise both social and commercial opportunities for the Council. JPC derives its mandate from a signed Service Delivery Agreement with its sole Shareholder, the CoJ, and it provides the following core functions:



Figure 3: JPC Core Functions

The entity's strategic objectives are linked to the Shareholder's objectives through GDS 2040, the IDP, the Service Delivery Business Implementation Plan, and cluster plans. The relationship between the Company and the Shareholder is governed by the Service Delivery Agreement.

JPC provides services to an area stretching from Region A to Region G, as depicted in Figure 4. The entity has 1 472 employees, based at the head office and various depots, who execute the strategy of the organisation.

Regions	Suburbs	No. of Properties
Region A	Diepsloot, Kya Sand, Dainfern, Midrand, Lanseria, Fourways	1 669
Region B	Randburg, Rosebank, Emmarentia, Greenside, Melville, Mayfair, Northcliff, Rosebank, Parktown, Parktown North	3 503
Region C	Roodepoort, Constantia Kloof, Northgate, Florida, Bram Fischer	3 113
Region D	Doornkop, Soweto, Dobsonville, Protea Glen	5 569
Region E	Alexandra, Wynberg, Sandton, Orange Grove, Houghton	4 329
Region F	Inner City, Johannesburg South	5 297
Region G	Orange Farm, Wellers Farm, Ennerdale, Lenasia, Eldorado Park, Protea South	5 289
Outside CoJ Boundaries		237
Total		29 006

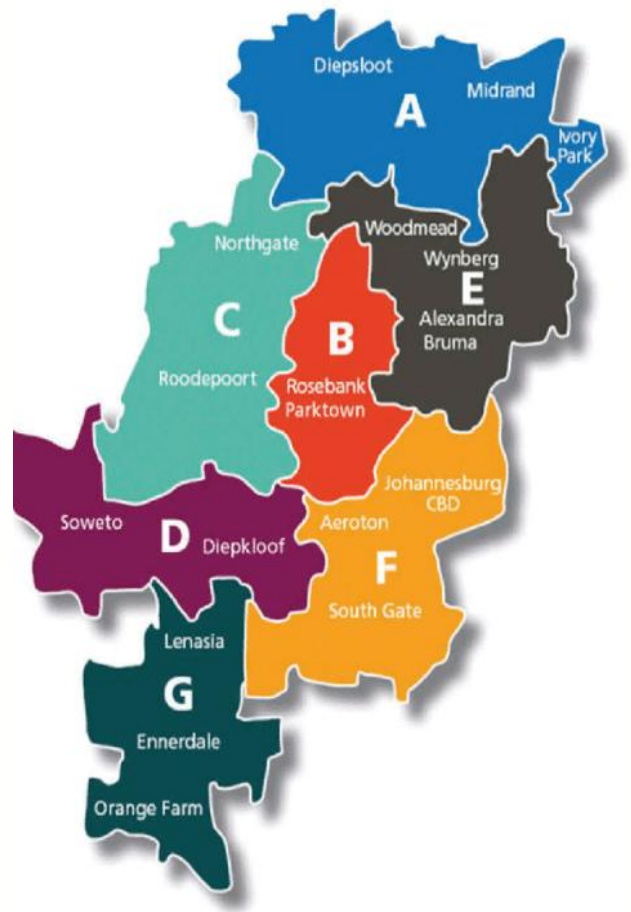


Figure 4: CoJ Regions and Number of Properties

Land should be viewed as a key resource that is fundamental in influencing and shaping desired spatial, social, and economic objectives. The City's portfolio has a total value of **R10.6 billion** and comprises **29 006** properties. Region G, at 18%, represents the highest value as a percentage of the total value of City-owned properties, followed by Regions B, E, and F, each at 16%. Regions A and C are the third-highest at 11%, while Region D is the lowest at 8%, due to the large number of residential holdings, which have inherently lower valuations.



JPC is the only municipal entity that manages the City's diverse property portfolio and provides a full spectrum of property services to the City and its stakeholders across the life cycle of its property ownership. This includes providing a service that integrates acquiring, developing, managing, disposing, and leasing.

The functions strive to manage the City's property portfolio optimally by unlocking its value. The heart of JPC's asset management philosophy is to maximise value, reduce costs, diversify the property portfolio, and increase returns.

2.3 The Business Model

The business model depicted in Figure 5 guides JPC's mandate. JPC's value proposition is centred on **planning, building, managing, and delivering innovative, sustainable, and community-driven property management solutions** that balance **economic growth, urban renewal, and social impact**. Through its strategic approach, JPC creates value for three key categories of stakeholders: the Shareholder, the community, and businesses and industry.



Figure 5: JPC Business Model



2.3.1 Value to CoJ – The Shareholder: Revenue Generation and Strategic Asset Management

JPC plays a pivotal role in **optimising the financial value of municipal assets**, ensuring that the CoJ's vast property portfolio is efficiently **managed, developed, disposed of, and monetised** to support the City's long-term sustainability.

Revenue Generation:

- Maximising income from leasing, sales, and strategic property development
- Unlocking value from underutilised municipal land and buildings
- Attracting private sector investment to boost the City's fiscal sustainability

Efficient Property Portfolio Management:

- Enhancing asset utilisation through smart city integration, real estate analytics, and data-driven decision-making
- Implementing cost-efficient maintenance and facilities management strategies
- Ensuring compliance with regulatory frameworks, governance standards, and sustainability mandates

Strategic Urban Development:

- Supporting the CoJ's spatial transformation agenda by aligning property projects with economic growth initiatives
- Driving mixed-use precinct developments that integrate residential, commercial, and industrial functions
- Unlocking land for commercial investment, social impact, transit-oriented development, and urban renewal programmes.

2.3.2 Value to Communities – Inclusive Growth and Social Upliftment

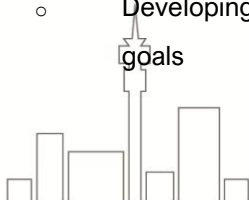
The entity is committed to **enhancing the quality of life for residents** by leasing and creating **liveable, accessible, and inclusive urban environments** that promote social cohesion and economic participation.

Job Creation and Skills Development:

- Prioritising local employment in property maintenance, construction, and management
- Partnering with educational institutions and SMMEs for skills transfer and economic empowerment

Improved Public Spaces and Infrastructure:

- Transforming neglected properties into vibrant community hubs, parks, and cultural centres
- Developing affordable mixed-use developments that align with Johannesburg's urban planning goals





Sustainability and Smart Urban Planning:

- Promoting green building initiatives, energy efficiency, and water conservation
- Integrating smart city technologies to optimise public transport nodes, waste management, and infrastructure planning
- Supporting urban agriculture and eco-friendly developments to improve food security and environmental resilience

2.3.3 Value to Businesses and Industries – Investment Attraction and Economic Growth

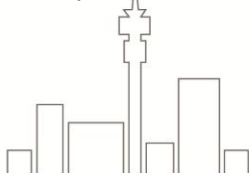
JPC fosters an **enabling business environment** that encourages **investment, economic activity, and commercial growth** through strategic property solutions by:

- **Facilitating Investment and Economic Growth:**
 - Unlocking land for commercial, industrial, and mixed-use developments
 - Streamlining property transactions and lease processes to facilitate doing business
 - Creating opportunities for local and international investors in strategic precincts
- **Supporting Emerging and Established Businesses:**
 - Prioritising SMMEs' access to affordable rental spaces to promote entrepreneurship
 - Providing commercial, industrial, and retail spaces that accommodate a diverse range of businesses
 - Strengthening public-private partnerships (PPPs) to drive infrastructure development
- **Driving Property Market Stability and Innovation:**
 - Developing high-yield commercial properties that sustain long-term economic growth
 - Implementing technology-driven property management solutions for operational efficiency
 - Aligning developments with future market trends, sustainability, and digital economy shifts

JPC's value proposition is multi-dimensional, ensuring that its property management strategies generate economic returns for CoJ, cultivate vibrant communities, and create an attractive investment climate for businesses.

JPC's business model plays a crucial role in ensuring that it realises its strategic priorities and provides clear direction to its employees and stakeholders. To consistently create and preserve value, the entity closely monitors interdependencies among its inputs and adjusts its business plans to mitigate any changes in the availability, quality, or affordability of these inputs.

To drive business success and remain sustainable, JPC will consider how its business activities transform inputs into outputs (what it generates from its value-adding activities) and its desired outcome (benefits or impacts of its activities on the capitals).



The entity's business model aims to align the goals and needs of the community with the CoJ's objectives for public land development. Therefore, the focus will be on acquisition, development, or revitalisation of existing properties.

JPC is strategically anchored on four key pillars that ensure sustainable growth, social impact, good governance, and technological advancement. These pillars—Environmental, Social, Governance (ESG), and Technology—guide the entity's operations, investment strategies, and stakeholder engagements.

By adopting a sustainable, inclusive, and forward-thinking approach, JPC is positioned as a key catalyst for urban transformation, economic resilience, and social equity in the City of Johannesburg.

2.4 Legislation and Policy Environment

JPC operates in an environment governed by the Municipal Finance Management Act (MFMA), The Municipal Systems Act, and The Municipal Structures Act, which influence and define JPC's overall ability to transact on municipal-owned property. These pieces of legislation apply within the broader context of governance, influencing decision-making processes, defining the roles and responsibilities of various tiers of government, and regulating land use and the establishment of land rights. JPC ensures compliance with all relevant and applicable legislation, as outlined in Table 4.

Acts with Which JPC Needs to Comply	
Advertising on Roads and Ribbon Development Act	National Building Regulations and Building Standards Act
Anti-Corruption Act, 1996	National Credit Act
Basic Conditions of Employment Act	National Environmental Management Act
Broad-Based Black Economic Empowerment Act	National Heritage Resources Act
Companies Act	National Qualifications Framework Act
Companies Act Regulations	National Road Traffic Act
Compensation for Occupational Injuries and Diseases Act	National Land Transport Act
Competition Act	Occupational Health and Safety Act (OHSA)
Constitution of the republic of South African	OHSA – Environmental Regulations for Workplaces
Construction Industry Development Board Act	OHSA – General Administrative Regulations
Consumer Protection Act	OHSA – General Safety Regulations
Disaster Management Act	Preferential Procurement Policy Framework Act
Electronic Communication and Transactions Act	Prescriptions Act
Employment Equity Act	Prevention and Combating of Corrupt Activities Act
Generally Accepted Compliance Practice Framework	Promotion of Access to Information Act
Generally Recognised Accounting Practices	Promotion of Administrative Justice Act
IIA Code of Conduct and Ethics	Promotion of Equality and Prevention of Unfair Discrimination Act
Income Tax Act	Property Practitioners Act

Acts with Which JPC Needs to Comply	
Labour Relations Act	Protected Disclosure Act
Local Government Municipal Finance Management Act (MFMA)	Protection of Personal Information Act
Municipal Structures Act	Public Audit Amendment Act
Municipal Systems Act	Regulation of Interception of Communications and Provision of Communication-Related Information Act
MFMA – Asset Transfer Regulations	Skills Development Act
MFMA – Municipal Regulations on Debt Disclosure	Skills Development Levies Act
MFMA – Municipal Regulations on Minimum Competency Levels	Unemployment Insurance Act
MFMA – Municipal Supply Chain Regulations	Unemployment Insurance Contributions Act
National Archives and Record Service of South Africa Act	Value-Added Tax Act

Table 4: Applicable Legislation

2.5 Past Performance Overview

Table 5 reflects past performance against the four strategic goals that directly impact service delivery, as encapsulated in strategic goals 1 to 4.

CoJ Strategic Priorities/ Programmes	Key Performance Indicator (KPI)	2022/23 Actual	2023/24 Actual	2024/25 Actual
P9: Sustained Economic Growth	Rand value of investment attracted/business facilitated	R9 723 463 032.71	R17 376 536 967.29	R5 552 395 508.85
	Rand value of investment spend on projects within CoJ boundary	R702 500 817.10	R502 149 844.08	R660 437 357.44
P6: Job Opportunity Creation	Number of job opportunities created	822	1 038	1 019
	Number of SMMEs supported	148	487	386

Table 5: Past Performance





Chapter 3 **Strategic Analysis**

3.1 Operating Context

The operating context of the entity is complex, shaped by a dynamic interplay of public sector objectives, economic development imperatives, regulatory frameworks, and social priorities. As a key player in the City's urban and economic transformation, the entity focuses on property management, development, and regeneration, ensuring that these efforts deliver tangible benefits to the City's diverse communities.

Governed by a coalition, the CoJ is committed to enhancing infrastructure, reducing social and economic disparities, and promoting sustainable development. Within this framework, JPC plays a critical role in driving growth within the City's real estate sector while balancing economic, social, and environmental considerations in a rapidly urbanising landscape.

3.2 Developmental Context – Socio-Economic

The CoJ, as South Africa's economic hub, faces a complex socio-economic landscape marked by both opportunities and challenges. While the City is a magnet for investment, innovation, and economic activity, it is also characterised by deep-seated inequalities, high unemployment rates, and persistent poverty. These socio-economic dynamics shape the developmental priorities of the City and JPC, thus requiring a strategic approach that balances economic growth with social transformation.

3.2.1 Key Socio-Economic Challenges

High Unemployment and Informal Settlements: CoJ, like many other urban centres, faces significant socio-economic inequality. A large portion of the population, especially in informal settlements and certain townships, lacks access to adequate housing, basic services, and economic opportunities.

Urban Inequality: Spatial disparities, a legacy of apartheid-era planning, continue to limit access to affordable housing, infrastructure, and basic services for low-income communities. One of the core socio-economic issues is the need for affordable housing. The demand for low-cost housing in central areas is high, with rising property prices and rents pushing low-income communities further out into peripheral areas. JPC is tasked with addressing these challenges by promoting affordable and inclusive housing solutions through mixed-use developmental initiatives that cater to various income groups.

Infrastructure Deficits and Service Delivery Gaps: Rapid urbanisation has placed immense pressure on existing infrastructure, with growing backlogs in housing, transport, and essential services.

Economic Disruptions and External Shocks: The impact of global economic shifts, and local governance challenges have constrained investment, weakened business confidence, and exacerbated financial instability.





3.2.2 Opportunities for Inclusive Development

Urban Regeneration and Smart City Initiatives: Strategic property development and mixed-use precincts can revitalise underutilised urban spaces, strengthening economic activity and social cohesion.

Job Creation Through Infrastructure and Property Development Investments: By leveraging municipal properties for economic development, JPC can unlock employment opportunities, particularly in the construction, manufacturing, and service industries.

Public-Private Partnerships (PPPs): Collaborating with the private sector to finance and develop key projects can accelerate urban renewal while ensuring financial sustainability. JPC often enters into PPPs to drive large-scale developments, creating jobs in construction, real estate, and various service industries. These partnerships stimulate the local economy by attracting private investment into municipal properties, while enabling the City to direct its financial resources to infrastructure projects.

Sustainable and Resilient Development: Prioritising green buildings, energy-efficient infrastructure, and climate-resilient urban planning can future-proof Johannesburg's growth.

JPC's mandate extends beyond property management—it plays a transformative role in shaping Johannesburg's socio-economic future. By integrating economic, social, and environmental priorities, JPC can drive equitable urban development, reduce disparities, and contribute to a thriving, inclusive city.





3.2.3 IDP/CBP Community Issues

Issues	Challenges	Opportunities/Solutions	JPC Response	Collaboration with Municipal Entities	Key Stakeholders
Unemployment and Informal Settlements	High joblessness, lack of skills, limited access to formal housing	- Workforce training programmes - Affordable housing developments - Entrepreneurial support initiatives	Identify underutilised land/buildings for job hubs, skill centres, and low-cost housing	Department of Economic Development for job creation initiatives Housing Department for low-cost housing projects	Economic development , JPC, private sector, training institutions
Urban Inequality and Lack of Affordable Housing	Legacy of apartheid planning, displacement due to rising property costs	- Mixed-use developments - Inclusionary housing policies - Revitalisation of underutilised land	Use asset register to allocate public land for social housing and mixed-income developments	Human Settlements Department to ensure integrated housing solutions City Planning Department for spatial planning	JPC, Housing Department, private developers,
Infrastructure Deficits and Service Gaps	Overburdened transport, utilities, and public services due to rapid urbanisation	- Smart city initiative - Public-private investment in infrastructure - Upgrading public spaces	Prioritise properties for infrastructure upgrades (e.g., transport hubs, utility networks)	Johannesburg Roads Agency (JRA) for road and transport upgrades Joburg Water & City Power for utilities enhancement	Municipality, investors, JPC, urban planners
Economic Disruptions and Investment Challenges	Business confidence issues, local governance constraints, global economic instability	- Incentives for local investment - Diversification of municipal revenue streams - PPPs for developments	Leverage city-owned properties as collateral or joint venture assets in development projects	Gauteng Growth and Development Agency for economic stimulation Finance Department to structure funding models	Economic development, JPC, financial institutions, government, private investors
Urban Regeneration and Smart City Growth	Underutilised properties, informal settlements, lack of cohesive city planning	- Adaptive reuse of properties - Technology-driven urban planning - Green building initiatives	Map and repurpose vacant or underutilised municipal properties for redevelopment	Smart City Office for digital infrastructure Urban Development Department for regeneration projects	JPC and Development Planning



Issues	Challenges	Opportunities/Solutions	JPC Response	Collaboration with Municipal Entities	Key Stakeholders
Job Creation Through Development	Need for sustainable employment, reliance on informal economy	- Leveraging municipal assets for job-generating projects - Local procurement mandates	Identify city-owned properties that can house SME hubs, co-working spaces, and training centres	Department of Economic Development for entrepreneurship programmes Skills Development Agency for training initiatives	Economic development JPC, SMMEs
Public-Private Partnerships (PPPs)	Financial constraints limiting large-scale developments	Attracting private sector funding for mixed-use and commercial projects	Use asset register to facilitate strategic partnerships through land leasing or joint ventures	National Treasury for financial oversight - Private business	JPC, investors, financial institutions, communities
Sustainable and Resilient Development	Climate change risks, energy inefficiency, unsustainable building practices	- Green buildings and solar adoption - Circular economy initiatives in property management	Identify properties for green retrofitting and climate-resilient urban planning	Environmental and Waste Management for sustainability strategies Energy Department for renewable energy solutions	JPC, City Power
Vandalism of Public Property	Destruction of public buildings, parks, and infrastructure, leading to safety hazards and increased maintenance costs	- Implement real-time surveillance (CCTV, sensors) - Community involvement through neighbourhood watch programmes - Increase penalties and enforcement	Track and monitor high-risk municipal properties to prioritise security investments	Johannesburg Metro Police Department (JMPD) for security enforcement	JPC, law enforcement, community groups, municipal security, JMPD
Hijacking of Land and Public Buildings	Illegal occupation of public buildings and land, disrupting urban planning and delaying development projects	- Strengthen enforcement through rapid-response teams - Regular audits of public properties to detect illegal occupation early - Provide alternative housing for displaced communities to prevent illegal settlements	Use asset register to identify and monitor high-risk properties for proactive intervention	JMPD and Legal Department to expedite eviction processes Human Settlements Department to create relocation solutions	JPC, law enforcement, community leaders, local businesses

Table 6: IDP/CBP Community Issues



3.2.4 Strategic Uses of the Asset Register

The asset register will play a critical role in addressing these challenges by:

- Tracking all city-owned properties to detect and respond to illegal occupations and vandalism.
- Enhancing security through integrated technology such as GIS mapping and surveillance.
- Facilitating inter-departmental collaboration by ensuring transparent data-sharing on municipal properties.
- Guiding proactive decision-making through targeted investments in high-risk and high-impact areas.
- Resource allocation to effectively balance safety, infrastructure upkeep, and urban growth.

3.2.5 Enhancing Collaboration with Municipal Entities

JPC will strengthen partnerships with key municipal bodies to ensure the protection, development, and strategic utilisation of public assets, including:

- JMPD and Public Safety Department – Enforcing laws against land hijacking and property vandalism.
- Housing and Human Settlements – Developing relocation strategies for displaced communities.
- Legal and Compliance Units – Ensuring quick legal recourse against illegal occupations.
- Community Engagement Offices – Mobilising local stakeholders to report and prevent illegal activities.

3.2.6 Brand Visibility and Management

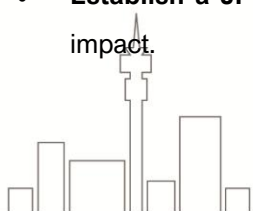
Turning around the negative perception of JPC demands a multi-dimensional strategy grounded in transparency, efficiency, active stakeholder engagement, and visible impact. The strategic framework aims to restore trust, enhance brand credibility, and strengthen execution capacity—underpinned by leadership accountability, improved public confidence, and a strong focus on brand visibility and reputation management.

Key Challenges Contributing to Negative Perception

- **Lack of Transparency:** Perceived opacity in decision-making and asset management.
- **Execution Delays:** Slow project delivery and underutilised municipal properties.
- **Operational Gaps:** Operational inefficiencies in execution processes, eroding public trust and hindering performance delivery.
- **Public Engagement Deficits:** Limited communication and stakeholder participation in property decisions.
- **Perceived Corruption or Mismanagement:** Past governance issues, leading to scepticism.
- **Ineffective Communication Strategy:** Lack of proactive messaging on JPC's achievements and impact.

Strategic Brand Visibility and Trust Rebuilding Plan for JPC

- **Introduce a Public-Facing Project Dashboard** to enhance transparency and showcase real-time progress on flagship initiatives.
- **Establish a JPC Brand Activation Team** dedicated to reviving stalled projects and demonstrating visible impact.





- **Hold Quarterly Stakeholder Media Briefings**, giving JPC leadership the platform to engage directly and build public confidence.
- **Enforce Performance Accountability** through clear consequence management tied to project delivery and service benchmarks.
- **Host Bi-Annual Town Halls** as branded community engagement events to foster dialogue, trust, and feedback.
- **Promote “Transformation Spotlights”**—high-visibility campaigns that showcase successful project outcomes through powerful before-and-after storytelling and visuals.

3.2.7 Intergovernmental Relations

To solidify intergovernmental relations, JPC must establish structured collaboration frameworks, clear accountability mechanisms, and strategic engagement models with all levels of government—local, provincial, and national. This will ensure seamless urban development, efficient service delivery, and maximised resource utilisation.

Key Strategies to Strengthen Intergovernmental Relations

- Establish institutional alignment and promote policy synergy.
- Create a framework to ensure alignment with CoJ, provincial, and national development plans.
- Embed projects in municipal, provincial, and national economic blueprints, and create a fast-track protocol for property-related approvals and disputes.
- Develop a multi-stakeholder property management dashboard to support coordinated project tracking.
- Use memorandums of understanding to set clear timelines for approvals.
- Actively participate in key intergovernmental platforms to shape property management and urban development.

Seamless coordination across government spheres will position JPC as a trusted driver of Johannesburg’s urban renewal, economic development, and property transformation.

3.2.8 Inequality: Baseline Gini Coefficient

Poverty and inequality are strongly intertwined. While Johannesburg is the economic hub of the country, it is riddled with persistent social and economic inequalities. Although inequality, as measured by the Gini coefficient, has reduced since 2011, it remains high compared to other metropolitan cities worldwide. In 2021, the Gini coefficient in the City of Joburg was 0.62, an improvement from 0.66 in 2011. The current baseline is the lowest level reported, suggesting that income is now distributed more equally. Inequality is reportedly highest in Region A (0.63).



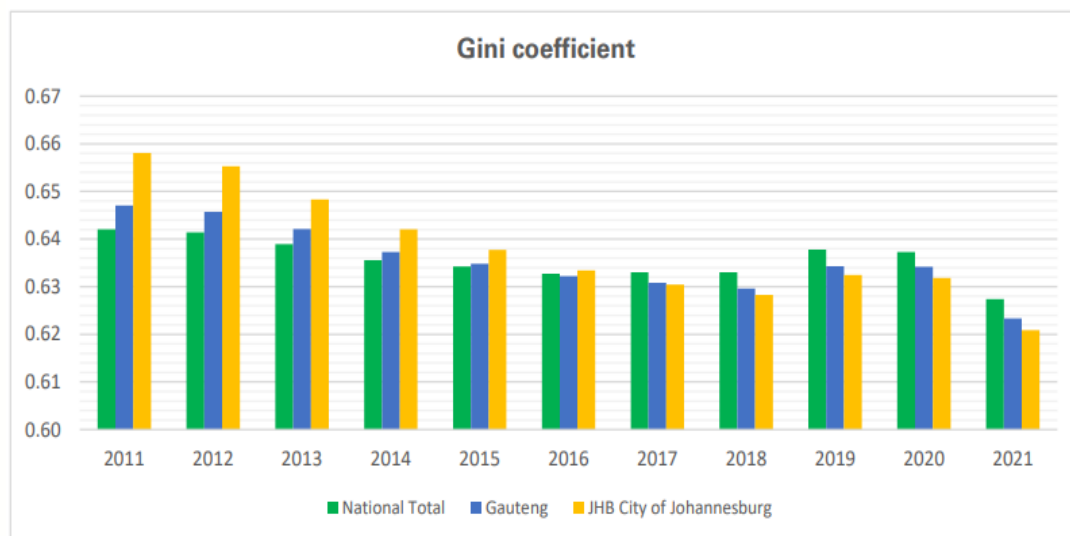


Figure 6: Gini Coefficient City of Johannesburg, Gauteng and National Total, 2011–2021
(Source: HIS Markit)

3.2.9 Poverty Rate

More than half of the population lives in poverty, as per the official upper poverty rate as measured by Stats SA. This poverty rate has been worsening over time and is highest in Region G.

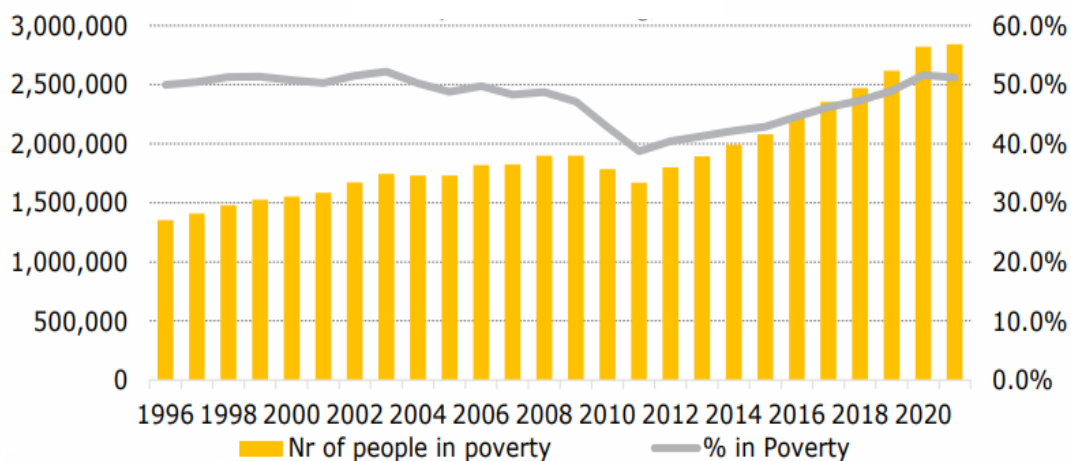
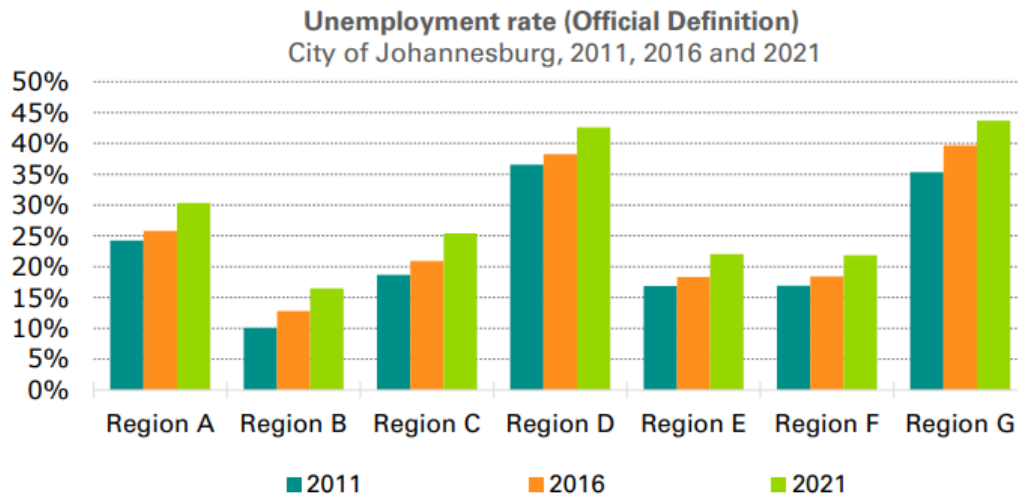


Figure 7: Poverty Overview – City of Johannesburg



3.2.10 Unemployment Rate

The unemployment rate among the youth stands at 47.05%. Labour force participation in Johannesburg is higher than the national average, but unemployment remains a challenge and has increased over the past decade. Region D and Region G have the highest unemployment levels.



Source: IHS Markit Regional eXplorer version 2257

Figure 8: Developmental context – Socio-Economic

JPC's developmental mandate is rooted in addressing the persistent challenges of poverty, inequality, unemployment, and underdevelopment. The entity must not only stimulate economic growth and urban renewal but also promote sustainability and inclusivity, building a city where all residents—particularly the most vulnerable—can thrive. This requires a holistic approach that integrates social equity, economic opportunity, and environmental responsibility, creating a Johannesburg that is resilient, prosperous, and accessible to all.

3.3 South African Property Sector Analysis

The South African property sector as a whole requires a comprehensive understanding of the macro-economic environment, key sector dynamics, regulatory landscape, and specific challenges and opportunities in urban property management. The following overview provides an analysis of current challenges, trends, and opportunities within the South African property sector.





3.3.1 Challenges Facing the Property Sector

3.3.1.1 Economic Volatility and Investment Constraints

- Slow GDP (gross domestic product) growth, high inflation, and low business confidence impact property investments.
- Unstable exchange rates and global financial conditions affect foreign direct investment.

3.3.1.2 Infrastructure Deficiencies

- Poor infrastructure in some urban and township areas limits property development potential.
- Electricity shortages and load shedding increase operational costs for property owners and developers.

3.3.1.3 Policy and Regulatory Hurdles

- Complex land reform policies and delays in municipal approvals hinder large-scale developments.
- Property tax increases and municipal service costs reduce profitability for investors.

3.3.2 Opportunities for Growth and Development

3.3.2.1 Rental Market Expansion and Social and Community Upliftment

- Government-backed housing initiatives and subsidies provide opportunities for developers.
- A rising demand for student accommodation and co-living spaces presents an avenue for investment.
- Redevelopment of townships, CBDs (central business districts), and underutilised municipal land addresses socio-economic inequalities.

3.3.2.2 Revitalising Industrial Zone and Logistics Growth

- The expansion of logistics parks and warehousing is driven by e-commerce and regional trade opportunities.
- Special economic zone and trade corridors enhance industrial property investments.
- Transit-oriented developments support urban regeneration in key nodes, including the Inner City, urban development zones, and local economic development areas such as Sandton and Soweto.

3.3.2.3 Urban Regeneration and Mixed-Use Developments

- The revitalisation of Inner City areas is achieved through integrated, mixed-use developments.
- The redevelopment of underutilised municipal properties plays a key role in supporting economic growth.
- Design integrated precincts that combine residential, commercial, and recreational spaces.

3.3.2.4 Green & Sustainable Property Development

- Environmental, social, and governance (ESG) principles drive investment in eco-friendly buildings.
- Solar energy, water-saving technologies, and sustainable materials are gaining traction.





The South African property sector is undergoing significant transformation, driven by economic realities, regulatory shifts, and evolving urban development needs. While challenges such as infrastructure deficits, economic uncertainty, and policy hurdles persist, numerous opportunities for investment exist, particularly in urban regeneration, mixed-used precincts and sustainable green property development solutions.

A strategic, long-term approach—incorporating innovation and collaboration between the public and private sectors—will be key to unlocking the sector’s full potential. By focusing on urban revitalisation, green development, and public-private partnerships, JPC could play a pivotal role in not only supporting Johannesburg's growth, but also contributing to more equitable and sustainable urban property regeneration.

Property regeneration refers to the revitalisation of urban areas, particularly those that have experienced economic decline, infrastructure deterioration, or social challenges. It involves repurposing, redeveloping, or upgrading existing buildings, precincts, and public spaces to improve liveability, attract investment, and enhance economic activity.

JPC must consider, just like any other property market around the world, the trends and issues necessary to remain relevant and implement strategies that address them. Although this list is not exhaustive, the following opportunities in property regeneration should be championed:

- **Adaptive Reuse of Buildings:** Transforming old industries and/or factories, office buildings, and warehouses into residential or mixed-use spaces
- **Smart City Developments:** Integrating technology for better energy efficiency, safety, and infrastructure
- **Transit-Oriented Development (TOD):** Creating high-density, mixed-use developments around major transport nodes
- **Public-Private Collaboration:** Strengthening partnerships between the government and private sector to fund large-scale regeneration projects
- **Local Economic Development:** Enabling property transactions that can have a positive impact on the CoJ’s focus- to counteract the likely downturn in rates given vacancies and economic downturn
- **Digital Transformation:** Advancing digitisation and automation in the administrative process relating to property transactions
- **Flexible Space Utilisation:** Enabling more temporary use opportunities for vacant properties
- **Regulatory Streamlining:** Supporting administrative processes and regulations that expedite adaptive reuse and repurposing of buildings
- **Sustainability Initiatives:** Participating in the green economy and implementing climate change interventions



3.4 PESTLE Analysis

The Political, Economic, Social, Technical, Legislative, and Environmental (PESTLE) model assists in evaluating the impact of external factors on the entity, as detailed in Table 6.

Category	Factors
Political	• Political stability and governance • Regulatory and policy shifts • Government policies and urban development • Spatial and gender equity policies
Economic	• Economic disruptions • Macroeconomic trends and inflation • High unemployment rate • Water and electricity crisis (i.e. water and load shedding) and its impact on operations, business, and CoJ citizens • Investment climate (e.g. investor confidence)
Social	• Urbanisation and land release • Transformation of the property industry • Poverty rate (51.7%) worsening – more people and a greater percentage living in poverty • Balancing social and commercial needs • Increased socio-economic vulnerability • Service delivery gaps • Gender-based violence • Public perceptions and stakeholder engagement
Technological	• Rapid technological advancements • Smart cities and digital transformation • Cybersecurity and data protection
Legislative	• Compliance with National Treasury reforms, urban planning regulations, and municipal property and land-use laws • Contractual and procurement regulations • Compliance with labour laws
Environmental	• Climate change awareness, sustainability, and green development • Green farming and urban agriculture • Water and energy efficiency

Table 7: PESTLE Analysis

JPC's ability to navigate **political, economic, and social challenges** while leveraging **technological advancements and ensuring environmental sustainability** will determine its success in driving urban renewal and economic growth in the City.

3.5 SWOT Analysis

The SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis assesses the entity's internal capabilities and external environment in managing the CoJ's property portfolio. JPC's strategic goals are designed to leverage its strengths and capitalise on emerging opportunities, while simultaneously implementing targeted strategies to mitigate the risks posed by its weaknesses and external threats.



INTERNAL FACTORS	Strengths	Weaknesses
	- Industry knowledge and understanding of applicable legislation - A shareholder that supports the Company's financial and operational mandate (as part of JPC's mandate) - Alignment with the CoJ's development goals - Revenue generation for the CoJ - Public-private partnerships - Strategic property portfolio - Experienced workforce	- Bureaucratic challenges - Limited financial resources (i.e. reliance on funding and budget constraints) - Facilities management backlogs - Lack of innovative ICT solutions - Inability to generate sufficient revenue to cover all company expenses - Inadequate stakeholder engagement
EXTERNAL FACTORS	Opportunities	Threats
	- Maximisation of revenue through the outdoor advertising portfolio and informal trading - CoJ office space optimisation - Participation in alternative energy and climate change solutions - Property technology and innovation (e.g. smart building solutions) - Initiation of private sector investment - Urban regeneration and smart cities - Investment in sustainable mixed-use developments - Repurposing, retrofitting, and adaptive reuse of property	- Economic instability and inflation - Political and regulatory risks - Climate change and environmental risks - Debtors not paying within agreed timelines, affecting liquidity - Vandalism of the property portfolio - Land invasions and illegal occupation

Table 8: SWOT Analysis

JPC's ability to leverage on its strengths, address internal weaknesses, capitalise on opportunities, and mitigate threats will determine its success in driving economic growth, urban regeneration, and maximising returns for the CoJ.

3.6 Risk Management

JPC conforms to the risk management principles contained in King IV, including compliance and assurance, as well as combined assurance, in accordance with the provisions of the MFMA and the following risk management standards:

- Strategy, Performance, and Reporting:** Appreciating that JPC's core purpose, its risk and opportunities, strategy, business model, performance, and sustainable development are all inseparable elements of the value creation process.
- Risk Governance:** Governing risk in a way that supports JPC in setting and achieving its strategic objectives.
- Compliance Governance:** Governing compliance with applicable laws and adopted non-binding rules, codes, and standards in a way that supports JPC in being ethical and a good corporate citizen.



- **Assurance:** Ensuring that assurance services and functions enable an effective control environment, and support the integrity of information for internal decision-making and the organisation's external reports.
- **Combined Assurance:** Assuming responsibility for assurance by setting direction concerning the arrangements for assurance services and functions. The Board has delegated to the Audit and Risk Committee the responsibility for overseeing the effectiveness of these arrangements.

3.6.1 JPC's Approach to Risk Management

Enterprise risk management (ERM) is a critical component of the Company's strategic management. It is a tool that enables the achievement of the business's strategic objectives and long-term sustainable growth. The CoJ's ERM framework aligns with relevant standards, including ISO 31000, the ERM Framework of the Committee of Sponsoring Organisations of the Treadway Commission, and the King IV Report. The framework provides a structured, dynamic, and consistent approach to managing company risks, as mandated by Section 95(c)(i) of the MFMA.

JPC aligns its risk and assurance management processes with the principles of King IV and ensures that they are fit-for-purpose, given the nature and complexity of the business. This process spans all types of risk, including compliance, environmental (which includes climate change), social, governance, and technology risks.

Risk and opportunity management underpins JPC's value creation process. It involves acknowledging that risk management is not merely about identifying and mitigating risks but also entails seizing potential opportunities that may arise. In this context, an opportunity is defined as the sustainable competitive advantage derived from effective risk management, leading to both a diminished residual risk level (downside risk) and the identification of advantageous possibilities (i.e. opportunities) resulting from potential management downsides.

3.6.2 Strategic Risks and Mitigation Strategies

The review led to a total of 10 (ten) strategic risks being identified and assessed. This is a significant change from 13 in the previous years.

RISK CATEGORY Current Risks 2025-26		INHERENT RISK RATING	RESIDUAL RISK RATING
1	Financial instability	25	20
2	Disempowered facilities management	25	18
3	Loss of value of city-owned land and properties	25	18
4	Non-compliance with legislation, policies, and procedures	25	17
5	Failure to attract, retain, and expand investment	25	17
6	Lagging digital and innovative ICT infrastructure; applications and tools to respond to the mandate and security incidents	25	18
7	Negative public perception/reputational and brand damage	25	19
8	Inadequate acquisition and disposal of strategic land parcels	25	18
9	Insufficient capacity and misalignment of skills for current business model and demand	25	19
10	Inefficiencies in adaptation to climate change	20	16

Table 9: Strategic Risks Ranked by Residual Risk Rating

A heat map (Figure 9) is a risk matrix in which risks are ranked based on their potential impact and their likelihood of occurring. This allows JPC to prioritise the risks that pose the greatest threat. A 5×5 scale was utilised to measure the impact and likelihood of the identified risks. The heat map below depicts the risk profile for JPC based on residual risk ratings. The overall risk profile is high with four (4) very high risks and six (6) high risks, after accounting for the controls in place.

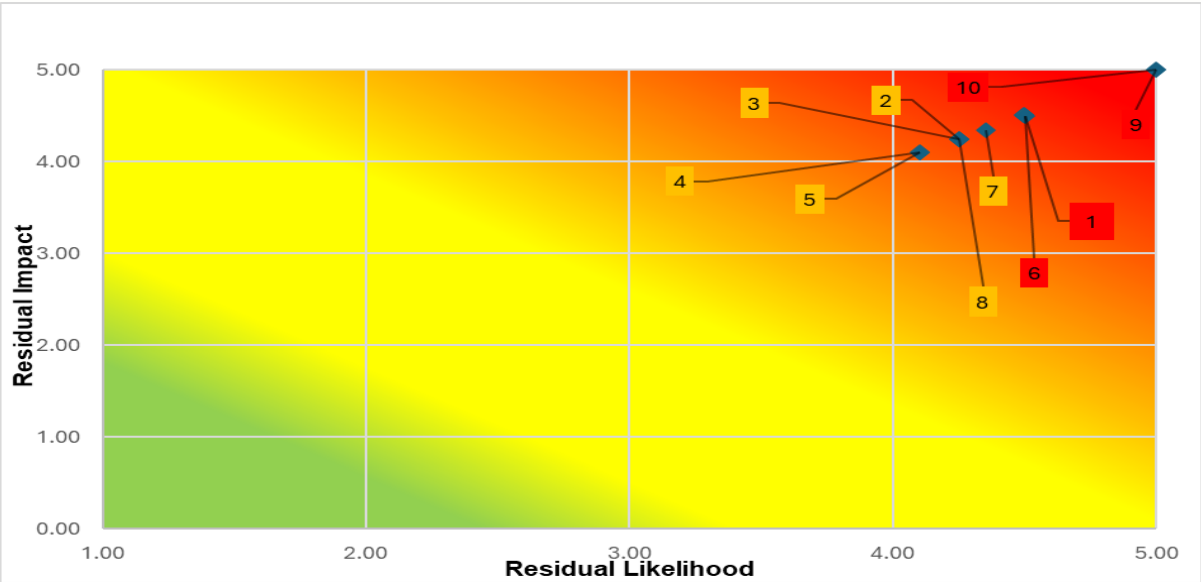


Figure 9: Risk Matrix Heat Map

3.6.3 Inherent vs Residual Risk Rating

Figure 10 indicates the residual rating compared to the inherent rating for each identified risk. After the board session, risk number 10 (inefficiencies in adaptation to climate change) was revisited and the inherent rating was reduced from 25 (very high) to 15 (high).

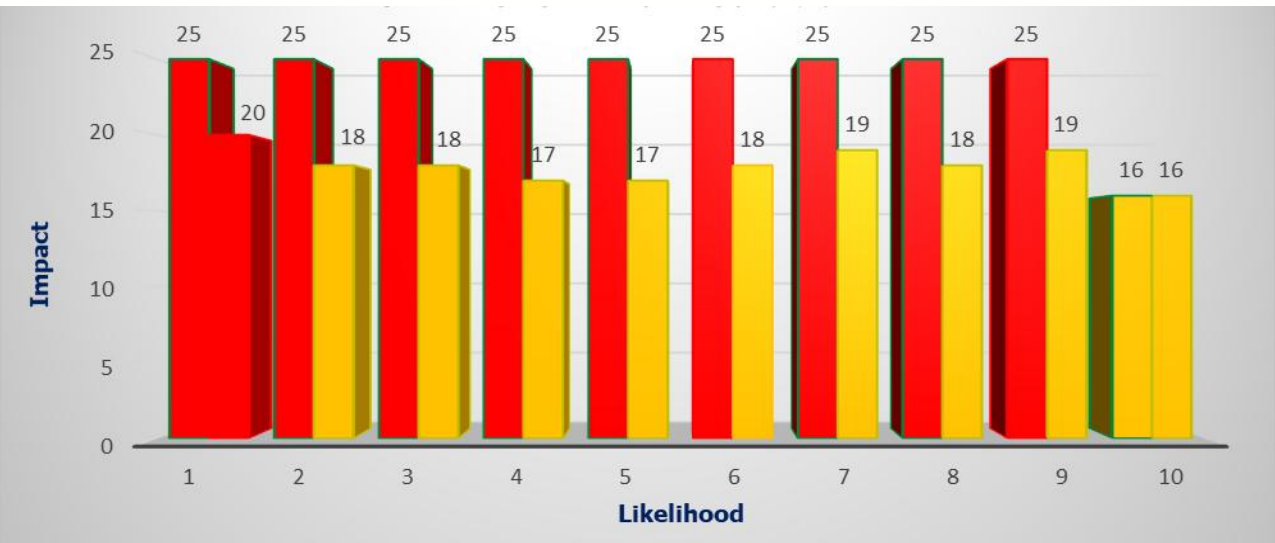
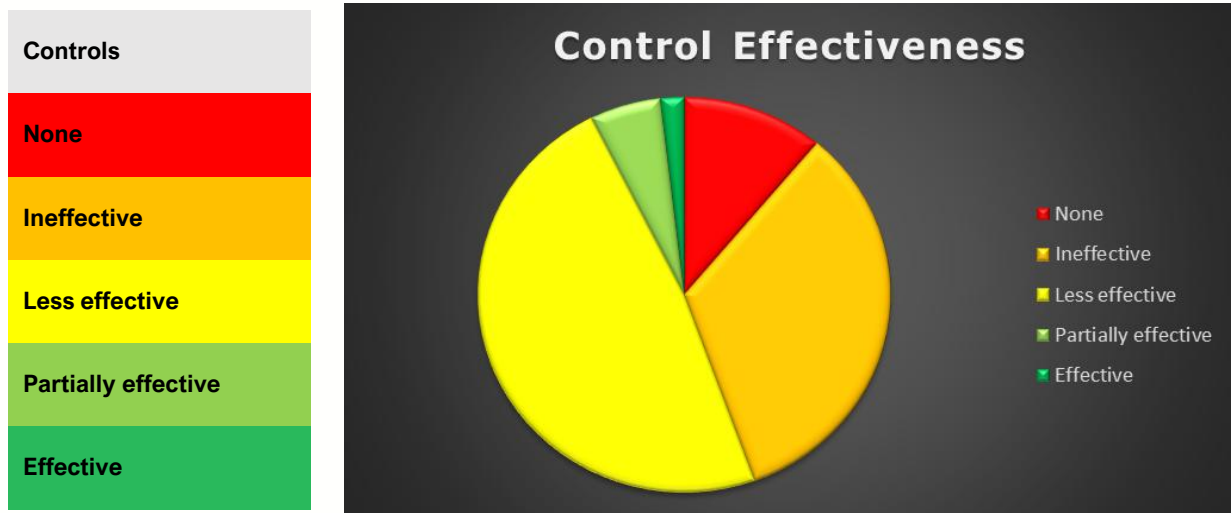


Figure 10: Inherent vs Residual Risk

Of the ten strategic risks, 6 have “ineffective” controls and 4 have “none” controls.



Risk Management Recommendations – Implementation Focus

Following the risk assessment, 10 strategic risks were identified—1 rated as *very high* and 9 as *high*. Control effectiveness for most risks was assessed as *less effective*, *ineffective*, or *none*, highlighting the urgent need for stronger internal controls.

To address this, JPC must:

- **Strengthen Risk Controls:** Implement improvement actions and validate existing controls, as guided by the risk management framework.
- **Integrate Risk with Performance:** Align risk monitoring with quarterly performance reporting to ensure active oversight of residual risks.
- **Enhance Oversight:** Internal Audit should monitor adherence to strategic controls, with non-compliance flagged for corrective action.
- **Enforce Executive Ownership:** Executive management must take full accountability for driving the risk management process.
- **Define Risk Appetite and Tolerance:** Clearly articulate risk thresholds—both qualitative and quantitative—to guide performance and decision-making.
- **Advance Risk Maturity:** Conduct a risk maturity assessment to identify or confirm the current level and develop a roadmap to progress on the maturity scale.

These steps will reinforce JPC’s ability to proactively manage risk and align risk management with its strategic and operational goals. This will allow the company to assess the strength of existing controls and identify any areas requiring further action.



Risk Maturity Assessment Approach

Based on the Risk Maturity Assessment conducted using the Maturity Model outlined in the CoJ's Enterprise Risk Management Framework, JPC is deemed to be at an established maturity level, as depicted in Figure 11. The model allows CoJ entities to use a single, effective framework to manage their risk management programmes and produce reports that meet the requirements of both their internal and external stakeholders.

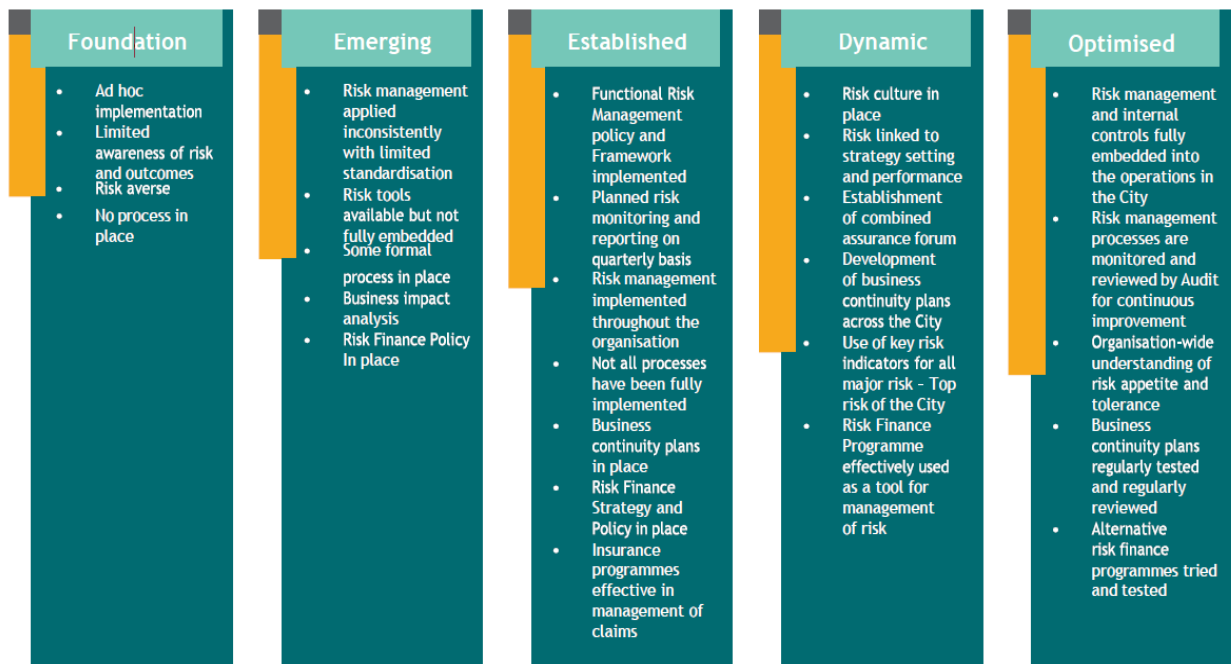
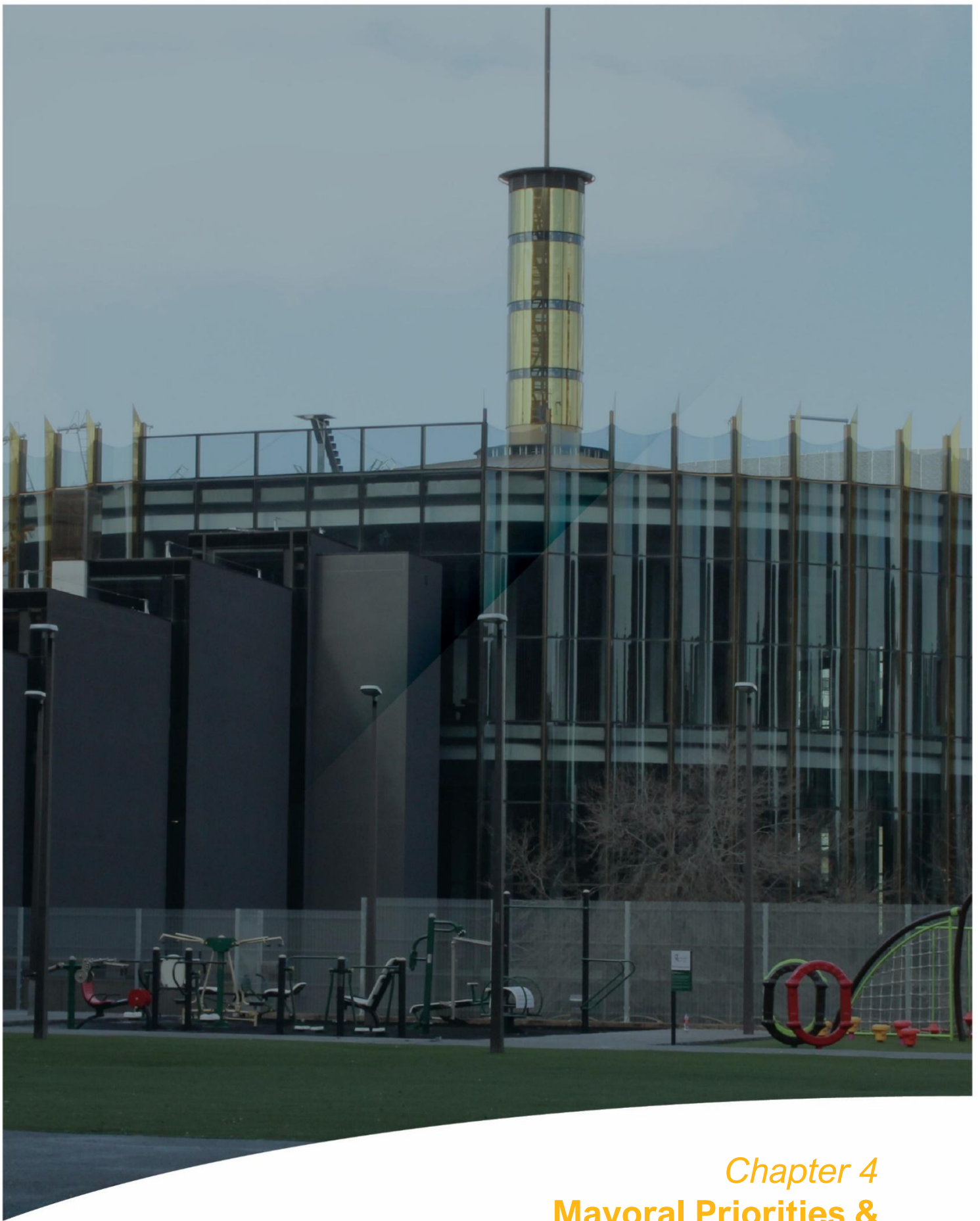


Figure 11: Risk Maturity Levels





Chapter 4 **Mayoral Priorities & JPC Strategic Goals**

This section outlines JPC's approach to executing its implementation plans in response to the Mayoral Lekgotla's six (6) identified strategic interventions and the GLU's eleven (11) strategic priorities. JPC implements these plans through medium-term planning, accelerated service delivery initiatives, and strategic goal-driven programmes aligned with the CoJ's strategic priorities and key initiatives. In developing and executing these plans, JPC integrates industry best practices and continuously benchmarks against sector leaders to enhance its efficiency and effectiveness.

4.1 Integration and Linkage to Mayoral Priorities

JPC endeavours to maximise returns on City-owned land. The objectives for public land development are designed to achieve a variety of social, economic, and environmental goals based on the context and priorities of the CoJ. The common objectives associated with public land development are outlined in Table 10.

Enhancing Social Cohesion and Public Spaces	Public land development can be geared towards ensuring equitable access to land and property resources for all socio-economic groups, creating accessible and safe public spaces for community interaction and recreation.
Economic Growth and Investment Promotion	Public land development projects can contribute to economic growth by stimulating local and foreign investment through strategic land-use planning. They enhance municipal revenue through leasing, sales, and development partnerships, and support small businesses and entrepreneurs through access to affordable commercial spaces.
Urban Regeneration and Infrastructure Improvement	Public land development plays a key role in revitalising underdeveloped or deteriorating urban areas. By transforming vacant or blighted properties, the City can improve the overall quality of life and attractiveness of a neighbourhood. Mixed-use developments may include commercial and industrial spaces alongside residential areas.
Environmental Sustainability	Public land development projects incorporate environmentally sustainable practices, such as green building designs, energy-efficient technologies, and renewable energy systems. These initiatives help reduce the City's carbon footprint while creating healthier living environments for residents.

Table 10: Common Objectives Associated with Public Land Development

JPC is dedicated to finding solutions to developmental challenges, such as spatial imbalances facing the City of Johannesburg, by utilising Council-owned assets to leverage private sector investments that embrace density and diversity and offer prospects for the development of mixed-use precincts.

Through the integration of the following six strategic interventions and alignment with the CoJ's priorities, JPC is well-positioned to contribute towards the strategic theme of ***Reimagining Johannesburg through the Eyes of its Residents***—this plan is grounded in urgency and inclusivity:





- **Catalysing Employment and Advancing Re-Industrialisation:** Driving re-industrialisation, localisation, and beneficiation to create sustainable job opportunities and revitalise Johannesburg's economy
- **Creating an Enabling Environment for Investment and Structural Reform:** Enhancing competitiveness and attracting investment through targeted structural reforms that will bolster infrastructure and foster economic growth
- **Advancing Energy Security and a Just Energy Transition:** Ensuring a stable and sustainable energy supply by supporting the City's goals for a just energy transition that balances environmental and economic priorities
- **Promoting the Digital Economy as a Catalyst for Growth:** Harnessing technological advancements to drive economic growth while ensuring inclusivity and fostering a knowledge-driven urban environment
- **Fostering Social Cohesion and Improved Quality of Life:** Reducing poverty, improving healthcare access, and strengthening the development of essential skills to elevate residents' quality of life
- **Strengthening Governance and Public Sector Capacity:** Reinforcing local governance, enhancing public sector performance, and establishing a professional service framework to effectively meet residents' needs

This plan not only addresses immediate developmental needs but also lays a foundation for a vibrant, sustainable future. JPC's strategic alignment and contribution consider the **developmental diagnosis under which CoJ operates, including the economy and employment dynamics.**

JPC actively contributes to the following eight of the GLU's eleven strategic priorities as part of being categorised as falling under the economic growth cluster with the focal point being stimulation of economic growth and financial sustainability:

P1 – Good Governance: Implement measures to improve transparency, accountability, and citizen participation in government decision-making, such as regular community-based planning feedback, and public SCM procurement reforms.

P2 – Financial Sustainability: Develop a plan to improve the City's revenue collection and billing systems, ensure prudent financial management practices, streamline expenditure, and prioritise investments in high-impact projects.





P6 – Job Opportunity Creation: Develop a plan to create new jobs, particularly in sectors such as green energy, technology, and infrastructure, while ensuring job creation efforts are equitable and inclusive.

P7 – A Safer City: Enhance public safety through community policing, investment in technology and infrastructure, and increased resources for law enforcement.

P8 – Active and Engaged Citizenry: Develop programmes and initiatives to encourage citizen participation in government decision-making and co-production of service delivery through community-based planning meetings, participatory budgeting, and improved feedback mechanisms.

P9 – Sustained Economic Growth: Attract new businesses and investment to the City, particularly in sectors such as green energy, technology, and infrastructure, while prioritising policies that drive inclusive economic growth.

P10 – Green Economy: Develop a plan to promote the growth of the green economy through increased investment in green manufacturing and job creation, renewable energy, energy efficiency initiatives, and sustainable agriculture and food security.

P11 – A Smart City: Develop a plan to improve the City's use of technology to improve service delivery, reduce waste, and promote energy efficiency, including initiatives such as smart management systems, public Wi-Fi, and digital e-government services.

The strategic alignment between the outcomes of JPC's strategic priorities and its initiatives is outlined in Table 1, Chapter 1 (Executive Summary).



4.1.1 Medium to Long-Term (2025–27) Focus Areas

In addition to the aforementioned strategic priorities, JPC has adopted a strategic outlook that outlines immediate, as well as medium- to long-term focus areas that will ensure improved and impactful service delivery, as presented in Table 10.

Short-Term Goals	Medium-Term Goals	Long-Term Goals	Strategic Pillar
- Address revenue leakage on outdoor advertising. - Address the illegality and identify high-potential outdoor advertising nodes for expansion. - Participate in industry events, conferences, and awards to build strategic partnerships.	- Implement recycling programmes for outdated advertising materials. - Expand technological investments and optimise operational efficiency. - Introduce pilot projects for digital and interactive billboards.	- Invest in digital billboards and interactive displays. - Improve and strengthen JPC's financial position.	Financial Sustainability
- Provide targeted training programmes and workshops to address skill gaps and enhance competencies. - Launch a recognition and rewards programme. - Regularly assess and adjust strategies based on feedback and performance data. - Train leaders to model collaborative, innovative, and inclusive behaviours; improve internal communication channels. - Enhance HR capacity and capability.	- Inculcate a high-performance culture. - Incorporate cultural values into performance evaluations and reward systems. - Develop and implement diversity and inclusion initiatives, including training and policies. - Implement strategic workforce planning initiatives. - Enhance the employee value proposition to attract and retain talent. - Build a caring organisation through effective wellness management.	- Invest in staff to sustain optimal performance and a service-focused culture. - Encourage ethical behaviour and social responsibility through comprehensive ethics training, clear policies, and community engagement initiatives. - Encourage a mindset of innovation at all levels by providing resources, time, and incentives for creative problem-solving and experimentation. - Digitise value-added solutions.	Employees
- Replace incandescent and fluorescent bulbs with energy-efficient LED (light-emitting diode) lighting. - Perform a comprehensive energy audit to identify major areas of energy consumption and potential savings.	- Install energy monitoring systems to track real-time energy usage and identify areas for further improvement. - Conduct ongoing education and awareness programmes to promote energy conservation practices among employees.	Improve the energy efficiency of buildings through better insulation, energy-efficient windows, and smart building technologies.	Environmental



Short-Term Goals	Medium-Term Goals	Long-Term Goals	Strategic Pillar
- Gain efficiency and service quality through IT standardisation. - Update or replace outdated software and systems to improve performance and security. - Enhance IT governance frameworks and ensure compliance with industry standards and regulations through updated policies and procedures.	- Launch digital transformation projects that include automating processes, enhancing customer experiences, and integrating new technologies. - Introduce advanced data analytics and business information tools to enhance decision-making, forecasting, and performance tracking. - Assess and improve network infrastructure to ensure reliable and fast connectivity for all users.	Use technology for effective and efficient operations.	Technology
- Reclaim hijacked properties. - Accelerate conversion or repurposing of properties. - Implement the Lease Renewal Programme. - Re-evaluate property values and amend lease values and tenure. - Address current maintenance constraints.	- Optimise property maintenance and upkeep. - Commercialise public spaces. - Acquire strategic land. - Increase energy efficiency and sustainability: Reduce operating costs and enhance the environmental performance of properties. - Perform regular property inspections and assessments to identify areas for improvement and ensure properties remain in excellent condition.	- Commercialise the asset base. - Expand the property portfolio strategically. - Promote sustainable property development: Focus on sustainable development practices, incorporating green building techniques, energy-efficient designs, and sustainable materials in new property developments. - Achieve efficiency gains from smart property technologies.	Business Innovation
- Establish customer and stakeholder satisfaction needs. - Enhance community engagement and promote inclusivity.	- Integrate corporate social responsibility initiatives into the business strategy. - Increase participation rates and assess the impact of community engagement activities. - Develop comprehensive stakeholder engagement plans that include regular communication, collaboration opportunities, and alignment with stakeholder interests.	- Foster collaborative partnerships: Build strategic partnerships with key stakeholders, including suppliers, industry groups, and community organisations, to drive mutual growth and success. - Integrate social responsibility and sustainability into business practices, including environmental initiatives and ethical business practices.	Social
- Establish a clear governance framework. - Enhance the Board's effectiveness. - Improve transparency and communication. - Ensure regulatory compliance. - Strengthen internal controls. - Promote ethical conduct and corporate responsibility.	- Foster a culture of ethical practices. - Increase stakeholder engagement. - Optimise decision-making processes. - Strengthen governance structures.	- Enhance ethical culture and corporate responsibility. - Strengthen global governance influence. - Integrate sustainability into governance. - Foster innovation in governance practices. - Promote long-term stakeholder value. - Enhance stakeholder trust and engagement.	Good Governance

Table 11: Strategic Goals to Maximise Return on City-Owned Land

4.2 Strategic Goal 1: Stimulate Sustained Economic Growth Through Roll-Out of Property Development Transactions

This goal seeks to promote economic growth by unlocking investment opportunities for new and existing businesses. Implementing property development projects serves as a key driver for sustained economic growth, as it stimulates investment, generates employment opportunities, enhances infrastructure, and contributes to urban regeneration. To fulfil its sole mandate, JPC will leverage the following initiatives to stimulate economic growth through the rollout of property development projects that cater to various interests of the City:

- **Promoting PPPs:** Collaborating with private developers to maximise investment in municipal-owned properties
- **Implementing Mixed-Use Development Precincts:** Integrating residential, commercial, and recreational spaces to create vibrant economic hubs. This initiative will, in due course, reduce commuting times and enhance productivity within urban centres.
- **Implementing Transit-Oriented Developments (TODs):** Aligning with the City's Spatial Development Framework and leveraging CoJ-owned properties within the TOD corridors to boost mobility and accessibility, attract businesses, and increase property values in transit-friendly zones
- **Advancing Spatial Transformation Through Optimal Land Utilisation:** Releasing vacant or underutilised municipal properties for social and commercial development, thereby increasing property values and tax revenues to fund further urban development
- **Prioritising Sustainable and Green Building Practices:** Encouraging environmentally sustainable projects that reduce carbon footprints and lower operational costs, while attracting investors focused on ESG principles
- **Supporting Small and Medium Enterprises and Local Contractors:** Ensuring that local businesses and emerging developers benefit from property development projects. These initiatives will focus on providing training, incubation programmes and access to funding.
- **Facilitating Inclusive Urban Growth:** Promoting the mixed-use development of affordable accommodation to address spatial inequality, ensuring inclusivity by integrating low- and middle-income residents into urban renewal projects. This demonstrates a commitment to increasing density in key urban areas and promoting inclusive accommodation models.



- **Leveraging Smart Cities and Digital Innovation:** Integrating technology and smart infrastructure in new developments to enhance connectivity, security, and efficiency in urban management
- **Disposing of Surplus (Non-Core/Residual) Properties:** Unbundling properties that are not essential for the delivery of core municipal services

The property portfolio has been structured to prioritise revenue growth and diversification, ensuring a comprehensive representation of properties designated for service delivery, spatial transformation, leasing, development, and disposal. This categorisation is based on the principles of highest and best use, current market valuation, investment potential, and alignment with the City's strategic priorities and interventions.

It is envisaged that the following property development projects at various stages of the development facilitation process—**property packaging, preparation, contracting and development**—will lead to an investment attraction and construction spend on CoJ land in the 2025/26 financial year:

- Soweto Gateway Precinct
- Southern Farms Biodiversity Project
- Diepsloot Century Development
- Office Space Optimisation(OSO):
 - Project 1 – Metro Centre Redevelopment
 - Project 2 – Roodepoort Civic Precinct
 - Project 3 – Randburg Civic Precinct
 - Project 4 – Midrand Civic Mixed-Use Development
 - Project 5 – Wynberg Development Project
- Inner City Revitalisation Precinct-Based Approach:
 - Usindiso
 - Lillian Ngoyi
 - High Court
 - Kwa Mai Mai
 - Bertrams
- **Walter Sisulu Square of Dedication:** The City of Johannesburg has strategically identified various zones to advance specific developmental objectives, including transformation, suburban growth, peri-urban expansion, and economic hubs such as special economic zones. Key areas requiring focused interventions include the Inner City, Randburg, Roodepoort, Lanseria, and the South.



In alignment with the City's political and strategic vision, JPC has outlined targeted projects aimed at enhancing economic activities within these designated nodes. Several flagship initiatives are positioned as catalytic interventions to drive development, particularly in the southern region of the City, supporting economic stimulation, spatial transformation, and urban regeneration.

JPC's flagship projects that drive development in the south are primarily the Southern Farms Biodiversity Project and the Soweto Gateway Project. These mega development projects have been awarded to developers and are expected to impact the City's economy over a three to five-year period.

4.2.1 Southern Farms Mega Project

This biodiversity project is an integrated environmentally sensitive development that promotes conservation, while creating new, integrated smart cities, rather than following monolithic land-use planning that separates zones by function.

The environment-first approach facilitates the integration of nature, people, businesses, transport hubs, and jobs. The Urban Framework is based on an integrated mixed-use development model, allowing people to live, work, and play in the same spaces.

The development concept entails the establishment of a network of conservation-based, inclusionary, mixed-use precincts. The Precinct Plan provides for seven (7) sub-precincts or "Urban Villages" referred to as Precincts A, B, C, D, E, F, and G. Each of these Precincts is designed to be self-sustaining human settlements that integrate into the larger Southern Farms Development.

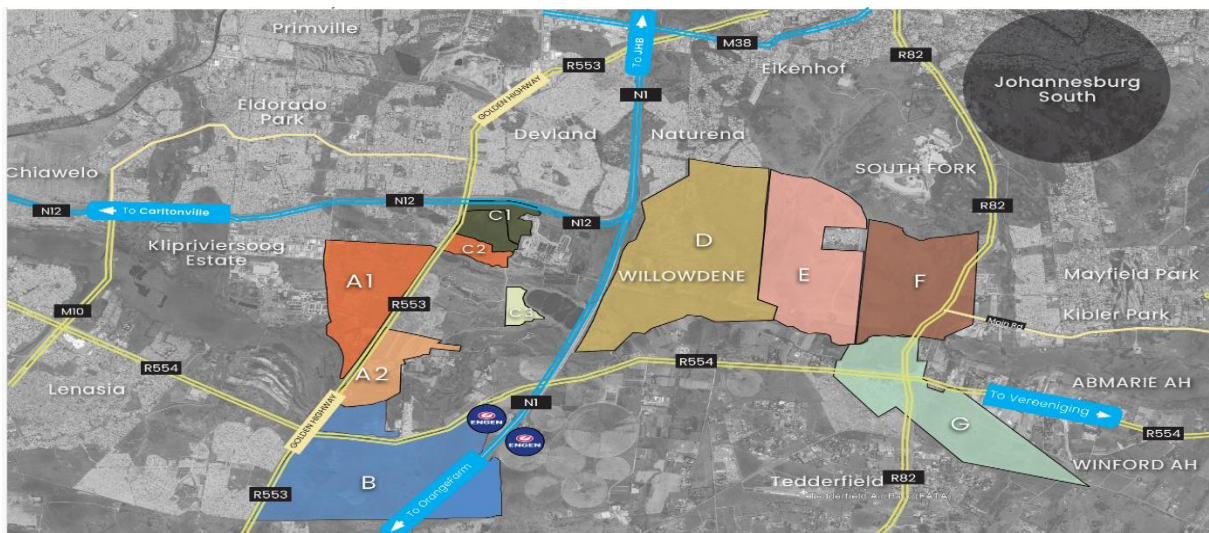


Figure 12: Site Location of Southern Farms Mega Project



The Southern Farms project area, including the privately owned land parcels, is approximately 3 997 hectares in size. Of the total project area, approximately 2 902 hectares is undevelopable due to environmental sensitivities, heritage, major road reserves (PWV 5 and K-routes). Most of this will form part of the Biodiversity Conservation Area, representing approximately 73% of the total project area. A relatively small portion of the total project area, approximately 1 094 hectares (27%), is considered suitable for development.

Developments	Vacant Land	Revenue Generation	Job Creation
 A vibrant mixed-use development (commercial, retail, mega housing, public amenities)	 2 000 ha for conservation (“no go”) and will be preserved 50 ha commercial land 178 ha for light industrial, warehousing, and distribution activity 65 ha for commercial land use 35 000 housing opportunities	 Estimated investment of R27 billion (of which R16 billion will be privately funded and R11 billion government funded)	 168 000 job opportunities during the construction phases 42 000 permanent job opportunities after construction (retail, offices, industrial etc.) Location: Spans 2 regions – Region G & F

Table 12: Key Benefits of the Southern Farms Development Project

4.2.2 Soweto Gateway

Soweto Gateway lies in the far eastern part of Soweto in Region D. It is seen as a main entry into the area. With high visibility along the N1, the site is strategically positioned for development. To the west lies Chris Hani Baragwanath Hospital, while the SAPS vehicle recovery unit and Elias Motsoaledi Township are situated to the southwest. The Bara Taxi Rank is 500 metres away. Covering an area of approximately 30.5 hectares, the site is a prime location for high-value infrastructure development.

Adjacent to Chris Hani Baragwanath Hospital and a range of institutions and medical facilities serving the region, the site occupies a prominent position along Chris Hani Road, west of the N1. It is accessible via Chris Hani Road, with Collinder Road forming its western boundary. The site has the potential to connect with nearby areas and facilities, including the Baragwanath Public transport Hub, existing residential areas and hostels to the north, and the Elias Motsoaledi residential area to the southwest.





Figure 13: Site Location of Soweto Gateway

Phase 1: Consists of Erven 4, 5, and 6, comprising four-storey dwelling units yielding 724 social and inclusionary housing units.

Phase 2: Consists of Erven 7, 9, and 10, comprising four-storey dwelling units yielding 3 578 housing units.

Developments	Vacant Land	Revenue Generation	Job Creation
 A vibrant mixed-use development (commercial, retail, mega housing, public amenities) Support facility for small businesses in Soweto. Aims to grow local enterprises in the area	 Project size 30.5 ha A prime location for high-value infrastructure development Situated along the N1 with high visibility	 An estimated investment of R3.2 billion	 Retail and commercial component Medical precinct with student accommodation Community facilities such as a daycare centre, open spaces, and multi-purpose sports centres

Table 13: Key Benefits of the Soweto Gateway Project



4.2.3 Office Space Optimisation Programme

The Office Space Optimisation (OSO) Programme is a strategic initiative by JPC aimed at reshaping how the CoJ accommodates its workforce and interacts with its citizens. By leveraging the CoJ's own office investments, the programme seeks to stimulate economic development, improve service delivery, and create a world-class African city that benefits all residents and businesses, while catalysing the revitalisation of nodes in marginalised areas and supporting the development of TODs through investment in new office spaces.

The OSO Programme directly supports the CoJ's long-term goal of becoming a “vibrant, equitable African city” by improving spatial planning, service efficiency, and urban development. The core principles of the programme are to:

- Leverage spatial planning to drive economic growth and community integration.
- Use the restructuring of office spaces to improve the efficiency and accessibility of municipal services.
- Facilitate community empowerment by creating jobs, supporting local enterprises, and fostering community partnerships.

This programme will be implemented in phases using a precinct-based approach in the following targeted areas:

- **Project 1** – Metro Centre Redevelopment
- **Project 2** – Roodepoort Civic Precinct
- **Project 3** – Randburg Civic Precinct
- **Project 4** – Midrand Civic Mixed-Use Development
- **Project 5** – Wynberg Development Project

4.2.4 Metro Centre Precinct-Region F

The CoJ's Metro Centre is approximately 50 years old and has provided office accommodation for some staff within the CoJ's legislative, executive and administrative arms. JPC commissioned a detailed study undertaken by engineers and other professionals, whose assessment report confirmed the hazardous state of the Metro Centre. Recently, an Emergency Management Services report and a confirmatory report from the Department of Employment and Labour confirmed that the Metro Centre is uninhabitable.



The intent is to establish a mixed-use development covering 120 000 m². Currently, Council approval is being sought for a **PPP Model or City-funded** refurbishment of the Metro Centre.

Due to the Metro Centre's hazardous and uninhabitable state, it has been vacated, with refurbishment expected to take 5–10 years, depending on the chosen funding model.



Figure 14: Metro Centre Precinct

4.3 Strategic Goal 2: Utilise Property Transactions to Create Job Opportunities and Support SMMEs

The CoJ strives to increase economic growth and reduce unemployment, with a special focus on the youth. In line with the CoJ's commitment to support SMMEs, JPC will continue to implement various programmes geared towards job creation, SMME development, and empowerment.

JPC will continue with its Learnership Programme in 2025/26, which aims to capacitate young people with various property development and management skills. The programme is currently in its second phase and it is anticipated that upon completion, trained learners will have the required skills and experience to be employed within the property sector.

In the 2025/26 financial year, JPC plans to support a total of 850 SMMEs through the rollout of various R&M and property development projects. To further boost the development of SMMEs, JPC will also include measures that require user departments to implement the following initiatives:

- Development of skills for the unemployed
- Opportunities targeting the youth and women



- Co-production
- Encouraging larger businesses to not only sub-contract but also form partnerships with SMMEs, resulting in skills transfer and improved capacity and expertise

4.4 Strategic Goal 3: Use of Technology for Effective and Efficient Operations

The objective of this goal is to drive the adoption of technology and innovation to enhance operational efficiency across the organisation. The information and communication technology (ICT) function plays a crucial role in strategically enabling the entity to optimise service delivery through digital transformation. In response to the challenges anticipated in the 2025/26 financial year, the organisation's technology objectives have been realigned. A key focus remains on leveraging technology to automate processes, ensuring seamless, efficient, and effective operations in planned ICT projects for 2025/26.

Technology initiatives and projects at JPC are essential drivers of **innovation, agility, and adaptability** in an ever-evolving business landscape. These initiatives aim to enhance **operational efficiency** and **productivity** while supporting the organisation's strategic goals:

- Enhancing customer experience and satisfaction
- Increasing focus on business and ICT's agility to support business
- Integrated enterprise resource management to allow for better coordination, data sharing, and decision-making across departments, leading to improved operational efficiency, productivity and reducing the total cost of operations
- Developing innovation into an organisational capability
- Researching and executing the Smart Cities Programme
- Optimising operational processes and reducing the total cost of operations

The rapid advancement of technology and growing awareness of automated systems present a significant opportunity for JPC to adopt a comprehensive Enterprise Resource Planning (ERP) system, benefiting the commercial property sector. Implementing an ERP system not only fosters an environment that aligns with and supports the City's Smart City initiatives but also enables businesses to seamlessly integrate with the digital transformation brought by the Fourth Industrial Revolution.



Short-Term Goals	Medium-Term Goals	Long-Term Goals
- Gain efficiency and service quality through IT standardisation - Update or replace outdated software and systems to improve performance and security - Enhance IT governance frameworks and ensure compliance with industry standards and regulations through updated policies and procedures	- Launch digital transformation projects that include automating processes enhancing customer experience and integrating new technologies - Introduce advanced data analytics and business information tools to enhance decision-making, forecasting, and performance tracking - Assess and improve network infrastructure to ensure reliable and fast connectivity for all users	- Use technology for effective and efficient operation - Achieve a fully digitalised Joburg Property Company

Table 14: Technology Roadmap: Short, Medium, and Long-Term Goals for Operational Efficiency

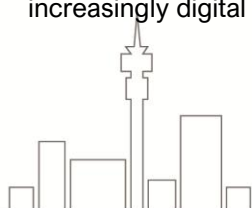
Business analytics empowers organisations with valuable insights to detect critical events and identify emerging trends, enabling them to adapt swiftly to evolving market dynamics. Providing the right information to the right stakeholders in the appropriate format and at the optimal time is a key component of real-time business intelligence. This process ensures timely access to operational data with minimal delay, allowing businesses to derive actionable insights. These insights play a crucial role in strategic decision-making, particularly in shaping property investment strategies and optimising portfolio management.

4.4.1 Innovation and Technology

JPC recognises that research, development, and innovation (RDI) are essential for enhancing service delivery, driving operational efficiencies, and increasing overall effectiveness. In line with its mandate to remain a leader in progressive solutions, its ICT Unit plays a pivotal role in advancing technology within the organisation. Operating as a dynamic and agile “virtual” section, the ICT Unit promotes the growth of innovative technologies that align with JPC's strategic goals.

The Unit focuses on identifying and addressing critical operational challenges, integrating cutting-edge technologies, and ensuring that JPC remains adaptable in a fast-evolving landscape. This is achieved through rigorous analysis, collaboration with key stakeholders, influencing technology-related policy decisions, and securing strategic investments to support technology-driven growth and development.

By embracing a forward-thinking approach to RDI and technology, JPC is committed to shaping the future of service delivery, optimising organisational performance, and ensuring sustainability in an increasingly digital world.



4.5 Strategic Goal 4: Optimised Energy Efficiency in Buildings

Smart building technologies drive greater operational efficiency, lower costs, and enhance the overall value proposition for stakeholders. The Climate Action Plan is structured around two primary goals and ten key themes that align with these objectives, as presented in Table 14.

Strategic Goals	Action
Goal 1	Net zero emissions: City actions geared towards reducing greenhouse gas emissions
Goal 2	A resilient city: City actions that must be undertaken to protect the City against the negative impacts of climate change

Table 15: Strategic Goals of the Climate Action Plan

To accomplish the strategic objective of enhancing energy efficiency in buildings, JPC can implement the following initiatives:

- **Energy-Efficient Building Design and Retrofitting:** Implementing green building standards for new developments (e.g. insulation, passive solar design, smart windows); retrofitting existing buildings with LED lighting, energy-efficient heating, ventilation, and air conditioning (HVAC) systems, and improved insulation to reduce energy consumption
- **Renewable Energy Integration:** Conducting research and feasibility studies on initiatives such as installing solar photovoltaic panels on municipal buildings to reduce reliance on the grid, along with other sustainability initiatives
- **Smart Building Technologies:** Deploying building management systems to monitor and control energy usage efficiently; using Internet of Things (IoT)-enabled sensors to optimise lighting, heating, and cooling based on occupancy levels; integrating artificial intelligence (AI)-driven energy analytics to predict and optimise energy consumption
- **Water and Energy Efficiency Synergies:** Implementing rainwater harvesting and greywater recycling to reduce water and energy use in municipal buildings; promoting low-flow fixtures and solar water heating to reduce energy required for water heating
- **Green Procurement and Sustainable Materials:** Prioritising eco-friendly construction materials that improve insulation and reduce energy consumption; implementing sustainable procurement policies for energy-efficient office equipment and appliances



- **Policy and Incentive Mechanisms:** Establishing energy efficiency standards and by-laws for municipal buildings, and offering tax incentives or subsidies for private developments adopting energy-efficient solutions; engaging in PPPs to finance and implement green energy initiatives
- **Capacity Building and Awareness:** Conducting energy efficiency training programmes for municipal staff and building occupants; launching public awareness campaigns on energy conservation and green building practices
- **Energy Audits and Performance Monitoring:** Performing regular energy audits to identify inefficiencies and areas for improvement and establishing benchmarking programmes to track and compare building energy performance

By integrating these initiatives, JPC can enhance energy efficiency, reduce operational costs, and contribute to a **sustainable and resilient urban environment** in Johannesburg.

4.6 Strategic Goal 5: Invest in Staff to Sustain Optimal Performance and a Service-Focused Culture with Committed People

4.6.1 Performance and Staff Development

Performance is the cornerstone of JPC's success, and achieving excellence depends on a highly skilled and proficient workforce. This objective focuses on continuously developing its employees to maintain high competency levels while adapting to the evolving work environment. To remain competitive in today's fast-changing landscape, JPC is committed to integrating emerging trends—such as technological advancements, remote work strategies, and industry best practices—into its training and development initiatives.

In addition, staff satisfaction remains a core priority. By cultivating a work culture that embraces innovation, continuous learning, and work-life balance, JPC aims to maintain a committed and engaged workforce. This approach not only enhances individual performance but also contributes to the overall success of the organisation in an increasingly dynamic and competitive market.

4.6.2 Talent Management

JPC manages and retains talent through programmes such as succession planning, skills development, and the implementation of competitive remuneration. The talent management process includes attracting, developing, redeploying, assessing, and retaining talent.



Through its integrated talent management strategies and initiatives, JPC will accelerate service delivery and strengthen its competitiveness within the property industry, while creating valuable client engagements to meet stakeholder requirements and demands.

4.6.3 Retention of Scarce Skills

JPC is implementing an active retention strategy aimed at improving retention rates, particularly for scarce skills, while simultaneously reducing the costs associated with high turnover. Several programmes are in place that support its low turnover rate and encourage retention, including career counselling, comprehensive onboarding and induction programmes, and regular exit analysis.

The overall objective of the talent management and succession planning process is to facilitate structured identification and growth of employees, while supporting talent retention and strengthening the entity's talent pool. Succession planning operates through functional talent forums, which identify key positions at all levels where succession planning is essential. For these positions, succession plans are developed that identify potential candidates and their competency gaps. Selected individuals sign a succession planning agreement acknowledging their responsibilities within this process.

4.6.4 Recruitment

In a highly competitive national and global market for scarce skills, it is essential for JPC to cultivate a comprehensive work environment that attracts, retains, and motivates top talent. The recruitment process is the foundation for delivering quality service and ensuring sustainable high performance. Effective talent acquisition depends on robust sourcing strategies that identify and attract the most suitable candidates. Additionally, a well-structured job design system ensures that job profiles used in advertisements align with the required competencies, attracting the right candidates for each role. Consequently, optimising talent sourcing and recruitment remains a key strategic priority.

Reducing the time required to fill vacancies has been prioritised, with a 10-week deadline established as the standard for filling vacant positions in 2025/26. To accelerate workforce placements, the standard operating procedure for recruitment has been reviewed to ensure specified timelines are adhered to. In the long-term, certain phases of the recruitment process will be automated.

Budget constraints remain the primary challenge to JPC's ability to fill critical vacancies. The entity is currently focused on identifying alternative solutions to address staffing needs within these financial limitations.



4.6.5 Health and Safety

JPC remains fully committed to safeguarding the health and safety of its employees, customers, and the public from risks associated with work-related activities. The entity strives to provide a safe and healthy working environment by conducting regular health and safety assessments and audits, and ensuring compliance with health and safety legislation and regulations.

In addition to these measures, JPC will prioritise the ongoing training of its Health and Safety Committee to ensure it is equipped to manage and mitigate risks effectively. Furthermore, it will implement comprehensive health and safety awareness programmes for all employees, and members of the public who access JPC's office spaces. This includes raising awareness among stakeholders who use its meeting rooms and auditoriums, ensuring they are informed about safety protocols and emergency procedures. By fostering a culture of safety, JPC aims to create a secure environment for everyone involved with the organisation.

4.6.6 Employment Equity

JPC acknowledges the importance of developing a culture of diversity, equity, and inclusion that goes beyond workforce representation and numerical targets. Given the diversity of the communities JPC serves, it is essential to develop a workforce that reflects this diversity while embracing current best practices.

4.6.7 Capacity Building

Capacity building in terms of skills development at JPC is directly aligned with current and projected skills needs over the next five years. The entity conducts a skills audit every five years to assess its required and existing capabilities.

JPC's capacity planning takes cognisance of training needs, attrition due to resignations, retention of scarce skills, retirements, employee well-being and workforce changes resulting from growth and restructuring. Plans for the next five years, including the 2025/26 financial year, are designed to address these factors.

An annual training needs analysis identifies skills gaps at the employee, departmental, and organisational levels to enhance JPC's performance. Investing in employee development creates a culture of lifelong learning and strengthens service delivery.

A strong organisational culture is essential for maintaining optimal performance and service excellence. Employee contributions are critical to overall company success.



4.6.8 Skills Development

JPC allocates a training budget averaging of 1% of the total annual payroll and is implementing and planning several initiatives for internal staff. These initiatives primarily focus on skills programmes, learnerships, apprenticeships, and management and development programmes, some of which lead to full qualifications.

JPC is committed not only to the development of current and future skills of employees but also providing learning opportunities to learners from previously disadvantaged communities. These interventions enhance their employability within the Company and improve their marketability in industries beyond JPC. The Company takes a holistic approach to skills development, with training interventions planned for the 2025/26 financial year categorised as follows:

- Regulatory and compliance training
- Leadership and management development programme
- Technical training programmes, including apprenticeships; technical learnerships; technical skills programmes and artisan recognition of prior learning;
- Occupational health and safety and compliance training
- Non-technical training programmes; including adult education and training, learnerships (non-technical related programmes), soft skills programmes, management development programmes, and recognition of prior learning

The Company has a bursary scheme to assist employees to obtain approved qualifications through tertiary institutions—enrolments for bursaries are conducted once a year.

4.7 Strategic Goal 6: Enhance Financial Management, Ensure Sustainability, and Promote Good Governance

The purpose of this goal is to enhance the Company's business operations with a strong emphasis on sound financial management, sustainability, and good governance. JPC aims to maintain a stable position that enables the continued delivery of services while securing funding for key initiatives aligned with the City's vision. The fundamental principles underpinning the achievement of this priority:

- Optimising the use of JPC's resources
- Improved productivity (including doing more with less and managing human resources efficiently)
- Revising and implementing the entity's finance turnaround strategy



4.7.1 Financial Management

JPC has an approved delegation of authority matrix to ensure that transactions and activities are approved at the appropriate level. These delegations also maintain the segregation of duties for incompatible functions.

4.7.2 Financial Sustainability

Financial sustainability is essential for JPC to continue delivering services to CoJ residents. The Shareholder has directed the entity to generate additional revenue through outdoor advertising and disposal of non-core assets. For this financial year, JPC has committed to raising over R680 million in income for the City.

4.7.3 Outdoor Advertising

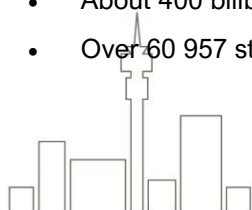
JPC's mandate includes negotiating and concluding lease transactions for the installation of outdoor advertising signs on Council-owned land and properties, managed under the provisions of the CoJ Supply Chain Management Policy for Land. The City's outdoor advertising responsibilities are shared between JPC and the Department of Development Planning, which regulates all outdoor advertising signs on both Council-owned and privately owned land under the 2009 Outdoor Advertising By-laws.

The outdoor advertising portfolio is one of the key revenue-generating portfolios for the City. It generates income for the City by entering into commercial lease agreements with outdoor advertising media companies for the use of municipal-owned land for outdoor advertisements (commercial purposes).

JPC therefore has a responsibility to ensure that outdoor advertising sites on municipal-owned land are legal and comply with the applicable legislation and by-laws, while also promoting transformation, economic growth, and job creation. Lease agreements are entered into with outdoor media companies to establish a revenue-generating relationship and to prevent the erection of illegal sites. Revenue is collected from the media companies that derive financial benefit from the use of the municipal-owned land. Non-compliant media companies are evicted and prevented from unduly benefitting from the illegal use of municipal-owned land.

Council-owned land has a significant amount of illegal advertising. According to statistics from the Planning Department, the City advertising include:

- Over 46 156 street pole ads
- Over 300 trailers parked illegally on Council roads
- Over 3 986 litter bins with advertising
- About 400 billboards on Council land, including illegal billboards.
- Over 60 957 street furniture installations such as street name signs and suburban name signs



The key objectives regarding outdoor advertising are:

- **Revenue optimisation:** Maximising revenue from the portfolio and implementing additional revenue streams (new business)
- **Transformation:** Expanding industry access and diversifying ownership in outdoor advertising on CoJ land
- **Legalisation:** Ensuring compliance of all forms of outdoor advertising in the City with applicable regulations
- **De-Cluttering:** Reducing visual clutter to enhance the aesthetics of the built environment of the City and increase the value of the portfolio
- **Green Technology:** Encouraging innovation and efficiency by digitalising the portfolio and introducing energy efficiencies to contribute to a green future

Collaborative Projects with the Department of Planning

Building Wrap Advertising Projects: Inner city buildings

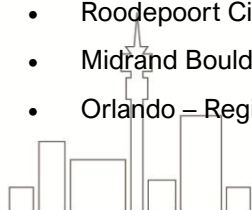
Metro Centre (Braamfontein): The building has high visibility, a strategic location, high traffic, and offers a unique advertising opportunity. JPC will conduct a preliminary assessment to determine the amount of advertising space that can be utilised, and how many facades may be used.

The building wrap process entails:

- **Surveys and Assessments:** Detailed measurements, structural assessments, and photographic documentation.
- **Design and Mock-ups:** Creation of detailed design mock-ups, including visual representations of the wrap on the building.
- **Permitting:** Submission of by-law applications to the Department of Development Planning.
- **Monitoring and Maintenance:** Regular inspections and cleaning to ensure the wraps remain in optimal condition.
- **Surveys and Assessments:** Detailed measurements, structural assessments, and photographic documentation.

Other Proposed Gateway Signs:

- Inner City buildings (derelict buildings)
- Kliepfontein – Region D
- Ghandi Square – Region F
- Sandton – Region E
- Randburg Civic Centre – Region B
- Roodepoort Civic Centre – Region C
- Midrand Boulders – Region A
- Orlando – Region D



Tender Timelines for Building Wraps

- The above-mentioned building is just one example of buildings that can be used for advertising wrap; however a comprehensive list of derelict buildings will need to be jointly identified by JPC and the Department of Development Planning for a seamless approach to the project.
- Once the buildings are identified and the list is agreed upon by the above-mentioned departments/MOEs, the tender process will commence.

Fast-tracking the by-law approval process will minimise litigation against the City. It should also be noted that all of the above initiatives are carried out to prevent the City from losing revenue from this portfolio while awaiting the promulgation of the new by-laws.

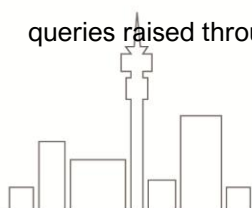
4.7.4 Good Governance

JPC remains committed to achieving and sustaining a **clean audit outcome** and will strengthen the articulation of a **governance-aligned Clean Audit Improvement Framework** structured around defined **Key Performance Areas (KPA)s, KPIs, and measurable targets**. The framework will focus on Financial Reporting and Compliance; Supply Chain Management (SCM) Compliance; Performance Information (Predetermined Objectives), with emphasis on the reliability, accuracy, and verifiability of reported information; the Internal Control Environment, including preventative and detective controls; Governance and Oversight; and Capacity and Skills Development. Progress against these areas will be monitored through strengthened internal controls and quarterly oversight by the Audit and Risk Committee to ensure continuous improvement and audit readiness.

4.8 Strategic Goal 7: Improve Customer and Stakeholder Satisfaction

The purpose of this goal is to enhance internal and external communication, leading to improved customer satisfaction. JPC considers all stakeholders, from an internal and external perspective, guiding the development of both inward and outward-focused programmes. To create a culture of enhanced service delivery, JPC will use internal staff communication platforms to reinforce company values and the importance of customer service. The Company will further develop and disseminate publicity materials to raise employee awareness of these values, along with the CoJ's IDP outcomes and strategic priorities.

Establishing an responsive customer service culture will enable JPC to address the needs of citizens, customers, stakeholders, and businesses in the CoJ. JPC will ensure prompt responses to customer queries raised through petitions, public meetings, and Councillor consultations.





In addition, the Company will conduct regular targeted stakeholder engagements to establish rapport, communicate key messages, and address concerns and frustrations to minimise stakeholder and customer dissatisfaction.

JPC will expand its social media presence across multiple platforms to keep external stakeholders and customers are kept informed about service delivery disruptions in their areas.

To reach a wider audience, an extensive campaign will be launched to encourage community members to register on JPC's SMS database, ensuring communication with those who may not follow its social media platforms.

JPC's mandate requires balancing the redress of historical injustices of land ownership with economic development, ensuring land is used effectively for public and social benefit for all stakeholders. To achieve this, JPC collaborates with CoJ departments and entities to promote synergy and cohesion among various mandates, ultimately bringing service shaped by the residents' needs

Load shedding and infrastructure challenges, including water supply and electricity issues, continue to affect the desirability of certain properties in South Africa, making investment in new developments more difficult. To address this, JPC plans to collaborate with City Power to identify and release properties for solar farming and corporate buildings, where rooftops can be used to install solar panels, contributing alternative energy sources to the City.

Collaborating with the Joburg Fresh Produce Market (JFPM) could help identify and develop suitable land for urban farming, retail spaces, and community training initiatives, driving both urban development and economic activity. This partnership would support food security, promote sustainable agriculture, and integrate green energy solutions. Key initiatives could include establishing business incubation hubs for small-scale farmers and market vendors, fostering entrepreneurship, and strengthening the local food supply chain. By leveraging JPC's property development expertise and JFPM's market reach, the collaboration would stimulate local economic growth, create jobs, and contribute to a more resilient, sustainable agricultural ecosystem while empowering surrounding communities.



4.8.1 Intergovernmental Relations (IGR) initiatives

JPC will strengthen its focus on Intergovernmental Relations (IGR) initiatives in line with the City of Johannesburg's IGR Strategy and the principles of the District Development Model (DDM), which promotes integrated planning, budgeting, and implementation across spheres of government. In this context, JPC will embed IGR considerations into its 2026/27 Business Plan, ensuring alignment with the City's Third Generation One Plan commitments and contribution to shared district-level outcomes. The entity will actively participate in structured intergovernmental platforms, including the Presidential Johannesburg Working Group (PJWG), Local Government Turnaround Strategy (LGTAS) workstreams, and the City IGR Forum, to support coordinated delivery of catalytic development projects, spatial transformation initiatives, and service delivery interventions.

In operationalising this focus, JPC will assess and articulate its alignment with the City's IGR objectives, clearly identify key intergovernmental stakeholders and partners, and define roles and responsibilities that advance both entity-specific and Citywide priorities. The approach will ensure compliance with applicable legislative and policy frameworks, strengthen collaboration and engagement mechanisms through joint forums and working groups, and clarify internal capacity and structures supporting IGR implementation. Through these initiatives, JPC aims to reinforce cooperative governance, enhance integrated execution, and contribute to sustainable, inclusive development outcomes across the City of Johannesburg.

In strengthening its Intergovernmental Relations (IGR) focus, JPC will also pursue initiatives that advance Johannesburg's positioning within the global urban discourse on inclusive growth, sustainability, and innovation. This includes leveraging intergovernmental and multilateral platforms to showcase best practice in sustainable urban development, climate resilience, and smart governance, while aligning local development priorities with emerging global urban trends.

Through these engagements, JPC will contribute to positioning Johannesburg as a city capable of driving urban transformation, economic inclusion, and environmental sustainability, and ensure that global insights are translated into locally responsive, place-based development interventions. This approach reinforces the City's broader urban agenda by aligning development priorities with international best practice, particularly in areas such as climate action, green economies, and smart city development, while remaining firmly grounded in the needs of Johannesburg's communities.



4.9 Strategic Goal 8: Implement Facilities Management in a Manner that Promotes Environmental Conservation and Sustainability

This goal aims to ensure the proper maintenance, operation, and safety of public buildings and facilities.

Key interventions include:

- **Preventive Maintenance:** Implementing a comprehensive preventive maintenance programme for municipal buildings, focusing on electrical systems, HVAC, plumbing, and fire safety systems
- **Asset Lifecycle Management:** Regularly inspecting and assessing the condition of City-owned buildings to identify and address potential issues before they escalate
- **Energy Efficiency Upgrades:** Retrofitting public buildings with energy-efficient systems such as LED lighting, solar panels, and energy-efficient HVAC systems to reduce operational costs

JPC provides cleaning services for all corporate City offices and public facilities under the City's control.

To ensure a hygienic working environment, JPC will focus on:

- Implementing a hybrid cleaning service model (insourcing vs outsourcing)
- Securing CoJ facilities to prevent vandalism and unhygienic behaviours that may lead to disorder and unsafe environments
- Ensuring compliance with health and safety regulations for the corporate building portfolio within the allocated financial resources

4.10 Strategic Goal 9: Reduction of Urban Decay Through Urban Regeneration and Revitalisation

JPC has a critical role to play in regenerating underdeveloped areas, particularly in Johannesburg's Inner City and older industrial areas. By converting abandoned or underutilised properties into mixed-use developments, affordable housing, or public spaces, JPC can improve the urban environment while generating economic activity. JPC intends to partner with the City to prevent land invasions and implement measures to address urban decay.

The planned interventions to address urban decay include, but are not limited to, the following:

- **Land Strategy Implementation:** Ensuring that CoJ properties are optimally utilised in line with their highest and best-use feasibility while identifying properties that can no longer fulfil their function due to physical, functional, or economic obsolescence
- **Inspections/Identification of CoJ-Owned Properties:** Initiating processes to release properties for redevelopment and reduce the impact of urban decay



- **Investment in the Restoration of Cultural and Heritage Sites:** Revitalising key landmarks such as the Walter Sisulu Square of Dedication
- **Collaboration with Private Developers and Stakeholders:** Establishing joint ventures to revitalise key urban spaces and offering incentives for sustainable development and economic growth

4.10.1 Inner City Rejuvenation Programme

The City of Johannesburg, as the continent's economic powerhouse, continues to attract migrants from various provinces and countries within and beyond Africa who seek economic opportunities, political asylum, and refuge. This high level of migration is the primary driver of the accelerated population growth, which has led to overcrowded accommodation in dilapidated and uninhabitable flats, buildings, and other immovable structures.

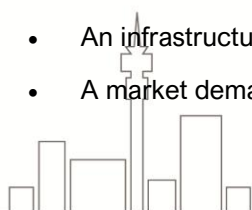
These overcrowded, dilapidated, abandoned, and hijacked buildings have contributed to urban decay, crime, and violence in the CBD. Conditions have deteriorated to such an extent that many businesses have relocated, investors have withdrawn, and properties have been left vulnerable to occupation by gangs and squatters.

To address this challenge, JPC, the Johannesburg Development Agency and the CoJ's Development Planning Department have established a working group to address problem properties through a precinct-based approach. The vision is to develop a safe, clean, and sustainable human settlement that supports vibrant economic activity, is well governed, and provides opportunities to investors, tourists, and all residents. The main objectives of the working group are to:

- Facilitate the Inner City's urban rejuvenation aggressively.
- Improving the quality of life of Joburg Inner City residents and visitors.
- Boost the City's revenue streams by restoring all properties to active rates and utility-paying status.
- Convert all illegally occupied properties to legal tenancy.
- Restore private sector confidence in the City to stimulate investment.

The Inner City Rejuvenation Programme will adopt a precinct approach (i.e. Usindiso, Lillian Ngoyi, High Court, Kwa Mai Mai and Bertrams) that considers the following:

- The identification of problem properties and a mechanism for gaining control of them
- The identification and assessment of heritage issues to ensure integration of cultural preservation in redevelopments and provision of clear guidelines for addressing heritage issues
- The identification of densification opportunities
- A comprehensive structural assessment
- An infrastructure audit and upgrade
- A market demand analysis



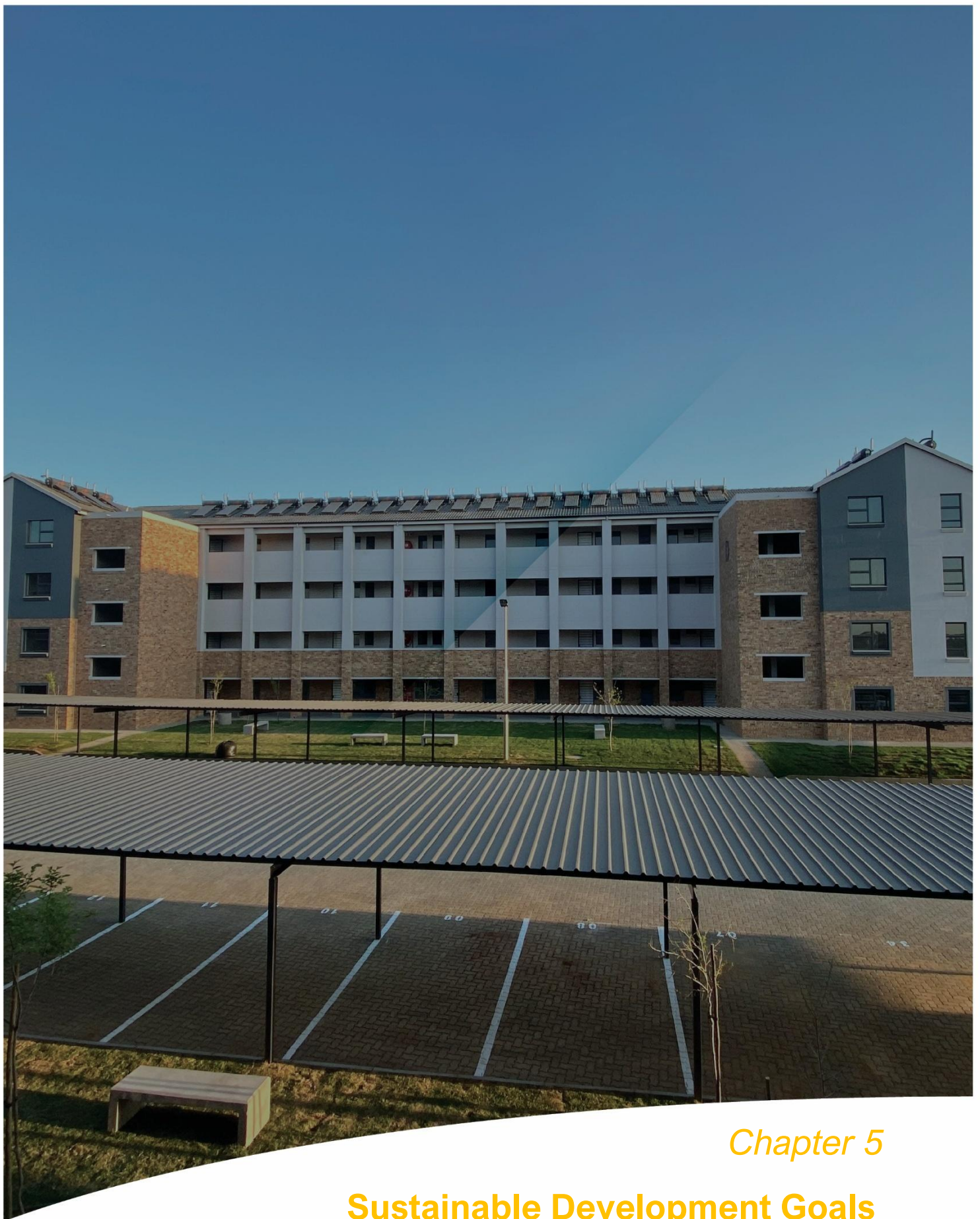
- A public environment upgrade



Figure 15: Location of Inner City Precincts

The working group has identified several properties that need to be acquired on the open market for strategic purposes. This includes acquiring adjacent properties to enable the efficient development of City-owned land for temporary emergency or alternative accommodation. It also includes acquiring ideal or strategic properties to facilitate the development of a mixed-use building, with a linear market on the ground floor, storage for traders, and workshop space for artisans on the first and second floors, as well as residential spaces—whether through CoJ Human Settlements, JOSHCO (Johannesburg Social Housing Company), or private developers—on the remaining upper floors.





Chapter 5

Sustainable Development Goals

The Sustainable Development Goals (SDGs) seek to end poverty, protect the planet, and ensure prosperity for all as part of the global sustainable development agenda. JPC recognises its vital role in pursuing the SDGs and is therefore focusing on developing a sustainability framework aligned with the 17 SDGs.

Sustainable development is defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It calls for concerted collaborative efforts toward building an inclusive, sustainable, and resilient future for people and the planet. Achieving sustainable development depends on harmonising the core elements of **economic growth, social inclusion, transformation, and environmental protection**.

These core elements are integrated and indivisible and require balancing the dimensions of sustainable development: economic, social, transformational, technological, and environmental. Each goal has specific targets to be achieved by 2030. Reaching these goals requires collective action from government, the private sector, and civil society.

Against this backdrop, JPC commits to conducting its business in a manner that supports the attainment of the following SDGs, which align with the nature of its operations:

- **Goal 3:** Ensure healthy lives and promote wellbeing for all at all ages.
- **Goal 5:** Achieve gender equality and empower all women and girls.
- **Goal 7:** Ensure access to affordable, reliable, sustainable, and modern energy for all.
- **Goal 8:** Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.
- **Goal 10:** Reduce inequality within and among countries.
- **Goal 11:** Make cities and human settlements inclusive, safe, resilient, and sustainable.
- **Goal 13:** Take urgent action to combat climate change and its impacts.
- **Goal 17:** Strengthen the means of implementation and revitalise the global partnership for sustainable development



5.1 SDG 5: Achieve Gender Equality and Empower All Women and Girls

The Company aims to end all forms of discrimination against women through the implementation of the Employment Equity Plan. The plan seeks to create advancement opportunities for members of designated groups, particularly women and people with disabilities who are suitably qualified, by ensuring proportional representation in JPC's occupational profiles in line with set targets. This will enable women's full and effective participation and ensure equal opportunities at all levels within the Company.

5.2 SDG 8: Promote Inclusive and Sustainable Economic Growth, Employment, and Decent Work for All

Through the Expanded Public Works Programme and Community Development Programmes, the Company will create job opportunities and decent jobs while promoting inclusivity in the mainstream economy.

JPC will also continue supporting entrepreneurship, creativity and innovation, while encouraging the formalisation and growth of SMMEs, including access to financial services. In creating decent jobs, emphasis will be placed on ensuring equal opportunities for all women and men, including young people and people with disabilities, based on the principle of equal pay for work of equal value.





Chapter 6 **Service Standards**

	Core Service	Service Level Standard
1	Response in acknowledgement of requests, enquiries, and complaints	Within 1 day of logged call
2	Provision of answers and/or results related to the receipt of the requests and enquiries regarding properties	Within 3 days of logged call
3	The performance of emergency work for JPC-managed facilities	Within 1 day of logged call
4	Performance of minor works on facilities managed by JPC	Within 2 days of logged call
5	Performance of major works on facilities managed by JPC	Within 5 days of logged call
6	Completion of the sale or lease and registration of servitudes of Council-owned land	Within 12 months after Council Approval in terms of Section 14(2) of the Municipal Finance Management Act
7	Completion of the sale or lease of Council-owned land	Within 9 months of Council approval (to sign off property agreement with third party)
8	Internal allocation of land and buildings to City Departments and Entities (PTOB: permission to occupy and build and lease office space from third parties)	Within 9 months of application and budget confirmation

Table 16: Service Level Standards





Chapter 7 **Financial Plan**

7.1 Financial Structure Overview

JPC's revenue and funding model remains heavily reliant on shareholder support and is structured to achieve a break-even financial position. While this model has provided short-term stability, the evolving fiscal environment and the City's broader sustainability objectives necessitate a transition toward greater financial self-sufficiency. This requires JPC to strengthen revenue generation, diversify income streams, and progressively reduce reliance on subsidies.

Given the entity's cost structure, where most expenditure is fixed and contractually committed, achieving financial sustainability depends on the ability to generate predictable and sustainable revenue. This underscores the need for a revised financial model, developed in consultation with the shareholder, that enables enhanced commercialisation of the property portfolio, improved cost recovery mechanisms, and targeted investment strategies that balance developmental outcomes with financial viability. Through these measures, JPC aims to build a resilient funding model that supports long-term operational sustainability while continuing to advance the City of Johannesburg's developmental agenda. The composition of JPC's current revenue structure is outlined in Table 18.

	Source	Description
1	Rental commission	25% commission earned from the portfolio for rental monies collected from CoJ-owned facilities and buildings
2	Commission on land purchases	10% commission earned from the acquisition of private or state-owned land
3	Commission on servitudes	25% commission from registered servitudes
4	Commission on land sales	10% commission earned from the sale of City-owned land
5	Operating subsidy	Subsidy provided by the CoJ to fund JPC's facilities management operations
6	Cleaning services	Recovery of expenditure incurred on behalf of the CoJ for cleaning services provided
7	R&M fees	10% management fee earned on internal recoveries of R&M work
8	Facilitation fees	1% to 3% commission earned for the facilitation of developments with third parties
9	Asset under management fees	Monthly fee paid by the portfolio for the administration and management of City-owned property
10	Cell mast Income	Income derived from contracted advertising with an external party

Table 17: JPC's Revenue Structure





7.2 City of Joburg Property Company Portfolio

JPC is the City of Johannesburg’s designated agency responsible for the management of CoJ-owned properties, with a mandate to maximise their economic and social value in support of the City’s developmental objectives. While JPC does not own or capitalise property assets, the returns on investment generated from the municipal property portfolio are recognised within the City’s financial statements. JPC derives its income primarily through facilitation and management fees linked to property-related revenue and profitability.

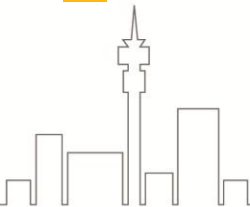
The property portfolio comprises a mix of commercial, residential, and social leases that generate income on behalf of the City. All capital investments aimed at enhancing asset performance, improving commercial viability, or enabling development are capitalised in the City’s fixed asset register. In collaboration with the CoJ, JPC plays a strategic role in identifying, prioritising, and implementing capital interventions that optimise portfolio value and long-term returns.

Revenue opportunities within the portfolio are driven by a balanced approach that integrates commercial and social leasing, complemented by adaptive leasing models that support financial sustainability, unlock new income streams, and enable the strategic repurposing of municipal buildings. Portfolio-related operating expenditure is largely variable in nature and linked to service delivery requirements, including repairs and maintenance, valuations, refuse removal, security, and facilities management services delivered by City entities. The portfolio budget structure is approved by the City, with JPC providing operational and technical inputs to ensure effective management and revenue optimisation.

In response to evolving fiscal pressures, JPC is transitioning towards a revised financial model that strengthens revenue generation, enhances cost recovery, and reduces reliance on shareholder support. This shift is aimed at improving financial sustainability while ensuring that the management of municipal properties continues to deliver both developmental impact and long-term value for the City of Johannesburg. The current structure of the portfolio’s revenue is presented in Table 19:

	Source	Description
1	Rental of CoJ facilities	Revenue from commercial, residential, and social leases between the CoJ and its tenants
2	Interest on rental arrears	Interest levied on tenants’ accounts that are in arrears
3	Outdoor advertising	Revenue related to the leasing of outdoor advertising space and signage
4	Gain on disposal of assets	Profit or loss on the disposal of CoJ property assets

Table 18: Structure of the Portfolio’s Revenue





7.3 Operating Expenditure/JPC Portfolio Budget

JPC PORTFOLIO	Current year 2025/26			Medium-Term Budget 2026/27 To 2028/29				
	Approved Budget	Adjust-ment	Adjusted Budget	Draft Budget	Incr.	Draft Budget	Incr.	Draft Budget
	2025/26		2025/26	2026/27	%	2027/28	%	2028/29
	R 000	R 000	R 000	R 000		R 000		R 000
EXCHANGE REVENUE								
Sale of Goods and Rendering of Services	-104 600		-104 600	-108 156	3.4%	-111 617	3.2%	-115 189
Rental from Fixed Assets	-80 879		-80 879	-83 629	3.4%	-86 305	3.2%	-89 067
NON-EXCHANGE REVENUE								
Transfer and subsidies - Operational		-1 500	-1 500	-1 551	3.4%	-1 601	3.2%	-1 652
Interest	-4 443		-4 443	-4 594	3.4%	-4 741	3.2%	-4 893
DIRECT REVENUE	-189 922	-1 500	-191 422	-197 930	3.6%	-204 264	3.7%	-210 801
TOTAL REVENUE excluding capital grants/contr.	-189 922	-1 500	-191 422	-197 930	3.6%	-204 264	3.7%	-210 801
EXPENDITURE by type								
Inventory consumed	1 020		1 020	5 100	400.0%	5 263	3.2%	5 431
Debt impairment	50 983		50 983	52 716	3.4%	54 403	3.2%	56 144
Depreciation and amortisation	670		670	693	3.4%	715	3.2%	738
Contracted services	93 638	1 500	95 138	149 699	57.3%	154 489	3.2%	159 432
Operational costs	4 297		4 297	733 200	16963.1%	756 663	3.2%	780 876
DIRECT EXPENDITURE	150 608	1 500	152 108	941 408	3.8%	971 533	3.7%	1 002 621
Internal Transfers								
Operational costs - Inter-Company	100 107		100 107	104 612	4.5%	109 320	4.5%	114 240
Costing - Internal Expenditure	57 618		57 618	60 211	4.5%	62 920	4.5%	65 752
Total Internal Transfers	157 725		157 725	164 823		172 240		179 992
TOTAL EXPENDITURE	308 333	1 500	309 833	1 106 231		1 143 773		1 182 613
OPERATING (SURPLUS) / DEFICIT	118 411		118 411	908 301		939 509		971 812



7.4 JPC Budget

JPC	Current year 2025/26			Medium-Term Budget 2026/27 To 2028/29				
	Approved Budget	Adjust-ment	Adjusted Budget	Draft Budget	Incr.	Draft Budget	Incr.	Draft Budget
	2025/26		2025/26	2026/27	%	2027/28	%	2028/29
	R 000	R 000	R 000	R 000		R 000		R 000
EXCHANGE REVENUE								
Sale of Goods and Rendering of Services	-46 150		-46 150	-47 719	3.4%	-49 247	3.2%	-50 823
Operational Revenue	-1 154		-1 154	-1 193	3.4%	-1 231	3.2%	-1 270
DIRECT REVENUE	-47 304		-47 304	-48 912	3.4%	-50 478	3.2%	-52 093
Internal Transfers								
Interest earned from Receivables - Inter-Company	-7 482		-7 482	-7 819	4.5%	-8 171	4.5%	-8 539
Operational Revenue - Inter-Company	-366 288	-3 860	-370 148	-384 941	4.0%	-400 681	4.1%	-419 551
Transfer and subsidies - Operational Inter-Company	-790 128	-25 600	-815 728	-520 198	-36.2%	-541 432	4.1%	-563 550
Total Internal Transfers	-1 163 898	-29 460	-1 193 358	-912 958		-950 284		-991 640
TOTAL REVENUE excluding capital grants/contr.	-1 211 202	-29 460	-1 240 662	-961 870	-22.5%	-1 000 762	4.0%	-1 043 733
EXPENDITURE by type								
Employee related costs	607 176	40 119	647 295	678 042	4.7%	706 514	4.2%	738 669
Inventory consumed	7 953		7 953	8 223	3.4%	8 486	3.2%	8 757
Depreciation and amortisation	24 131		24 131	24 951	3.4%	25 749	3.2%	26 573
Interest	2 826		2 826	2 922	3.4%	3 016	3.2%	3 113
Contracted services	108 821		108 821	68 185	-37.3%	70 369	3.2%	72 623
Operational costs	350 990	-10 659	340 331	76 734	-77.5%	79 190	3.2%	81 725
DIRECT EXPENDITURE	1 101 897	29 460	1 131 357	859 057	-24.1%	893 324	4.0%	931 460
Internal Transfers								
Interest - Inter-Company	17 774		17 774	7 164	-59.7%	7 486	4.5%	7 823
Operational costs - Inter-Company	91 531		91 531	95 649	4.5%	99 952	4.5%	104 450
Total Internal Transfers	109 305		109 305	102 813	-1	107 438		112 273
TOTAL EXPENDITURE	1 211 202	29 460	1 240 662	961 870	-22.5%	1 000 762	4.0%	1 043 733
OPERATING (SURPLUS) / DEFICIT								



7.5 Capital Expenditure

Project Name	Project ID	Adjustment 2025/26 & Medium-Term Budget 2026/27 To 2028/29				
		Budget 2025/26	Adjusted Budget 2025/26	Budget 2026/27 R 000	Budget 2027/28 R 000	Budget 2028/29 R 000
23776_Walter Sisulu Square Upgrade	24027	15 252	15 252	10 000	10 000	10 000
Acquisition of privately owned farms within the southern farms precinct for housing development purposes	31128			-	-	2 000
Acquisition/upgrade of tools and Equipment for technical teams	31127			-	2 500	2 500
Bulk contributions City wide	31428			-	-	-
City wide revamping of the Informal Trading Stalls and Linear Markets	2284	5 494	5 494	2 077	2 000	36 000
Computer Equipment upgrades and Marketing tools	4197			-	-	-
Inner City Rejuvenation Programme/Project	22740	15 252	15 252	9 379	10 000	10 000
JPC Furniture fittings/office alteration & Equipment	31126					
Office Space Optimisation Program New Precinct Redevelopment JOHANNESBURG F City Wide	4184					
Replacement/ Upgrading of lifts in Corporate Buildings within the CoJ	4199	3 752	3 752			
Upgrade of the Kwa Mai Mai food court in support of the inner city revitalisation	31427					
TOTAL		39 750	39 750	21 456	24 500	60 500



Chapter 8 **Management & Company Structure**



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JOBURG
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8.1 Company Structure

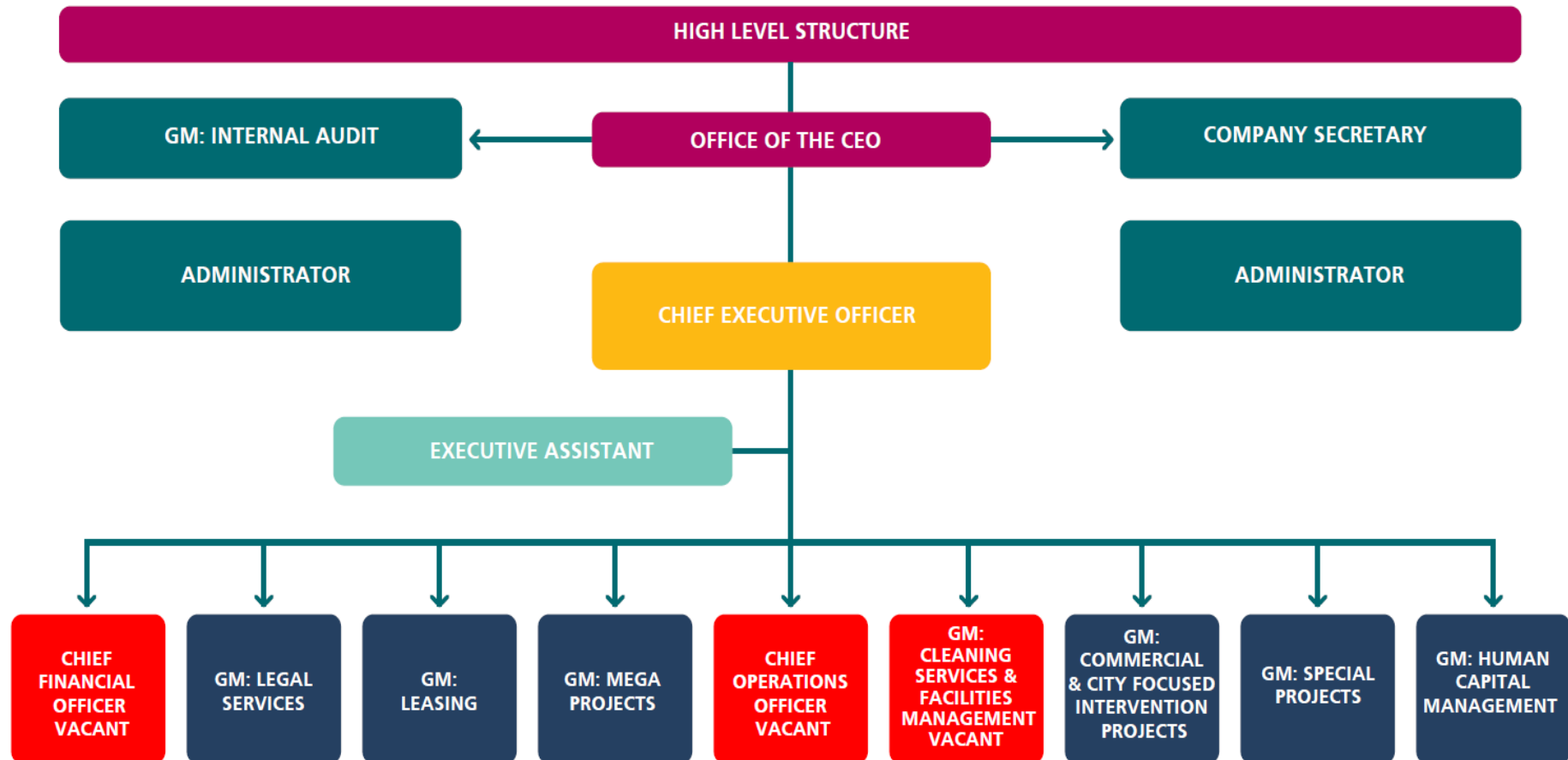


Figure 16: High-Level Company Structure

8.2 Analysis of the Company Structure



Musah Makhunga
Chief Executive Officer



Mfanafuthi Zondo
Acting Chief Operating
Officer



Gontse Dlamini
Company Secretary



Tshepo Mokataka
General Manager:
Legal Services



Shyma Pillay
Acting General Manager:
Mega Projects



Sizeka Tshabalala
General Manager:
Commercial and City-
Focused Intervention



Ogotlhe Sathekge
General Manager:
Human Capital



Imraan Bhamjee
General Manager:
Special Projects



Sipho Mzobe CA (SA)
Acting General
Manager:
Leasing



Sifiso Mabizela CA (SA)
General Manager :
Internal Audit



Simphiwe Ngejane
Acting General
Manager: Facilities
Management and
Cleaning Services



Kgaugelo Malatji
Head: Strategy and
Operations



Masilo Pudikabekwa
Head: Property
Intelligence and Asset
Management



8.3 Strategic Context

JPC believes that its employees are the drivers of its success. Their ideas, aspirations and knowledge serve as catalysts for building sustainable capability. People, processes, and systems collectively enable the achievement of business objectives.

Based on this premise, JPC will focus on the strategic Human Capital levers depicted in Figure 15 to reposition and empower employees by creating a climate conducive to both organisational and individual performance excellence.

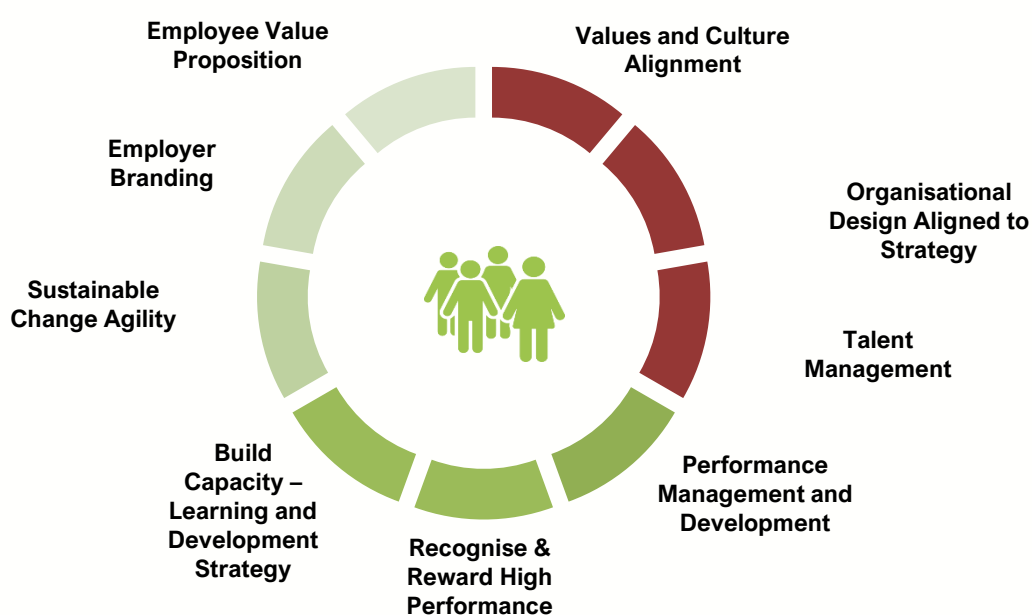


Figure 17: Human Capital Levers

JPC has always recognised that the most valued capital in executing strategy is its dedicated employees. As a result, the human capital strategic intent is centred on engaging and building talent by:

- ☞ Aligning employees with Company values as part of creating stakeholder value
- ☞ Empowering employees to live Company values and deliver exceptional stakeholder experience now and into the future
- ☞ Encouraging a culture of diversity and inclusion
- ☞ Investing in employees' development and growth
- ☞ Prioritising employee wellness, health, safety, and engagement
- ☞ Linking rewards to purpose and performance



8.4 Human Capital Management Strategic Intent: Engage and Build Talent

JPC partners with business to develop leadership, talent, and culture that enhance employee and stakeholder experiences, leading to sustained business results. It offers the following expertise to support this mission:

- Talented champions who excel at developing and identifying key and top talent
- Risk managers who identify and manage people-related risks
- Data analysts who manage data, observe trends, and assist in making decisions
- Connectors who ensure common understanding of JPC's strategy

8.5 HCM Strategic Alignment and Vision

The HCM strategic vision is to create a work environment where all employees feel safe, respected, valued, fully engaged, and equipped with the necessary tools to perform their duties to the best of their ability. The strategy serves as a vehicle to facilitate the entity's transformation and enable **high performance and excellence**. The key components of the HCM strategic priorities are presented in Figure 16.



Figure 18: Components of HCM Strategy





The theme underpinning the HCM strategic priorities is **Future in Motion – Enabling Excellence in Performance**. This theme entails shaping the culture, competencies, and workforce within the entity. It embraces efforts to achieve strategy execution by prioritising projects, allocating resources effectively, improving agility to adapt to evolving needs, and aligning with organisational goal. HCM adopts a comprehensive approach to driving the change through the implementation of these initiatives:

8.6 Values and Culture Alignment

- Conduct a thorough analysis of the Company's culture, values, and desired behaviours, including leadership archetype and attributes.
- Define and align leadership competencies and behaviours to drive the growth strategy.
- Identify culture champions across the business to help embed values and reinforce cultural alignment.
- Enhance team alignment and effectiveness.
- Create opportunities for cross-departmental collaboration and encourage diverse perspectives. Building an inclusive culture where everyone feels valued can drive innovation and improve problem-solving.
- Implement recognition programmes to highlight and reward behaviours that align with the desired culture. This may include formal awards, informal praise, or other incentives that reinforce positive cultural traits.
- Conduct periodic cultural assessments to gauge the effectiveness of cultural initiatives. Use feedback to make necessary adjustments and address any issues that may arise.

8.7 Employee Value Proposition

- Review and update the employee value proposition (EVP) to align with the Company's new vision and strategic objectives.
- Implement initiatives to enhance the EVP, ensuring it reflects JPC's commitment to being an employer of choice and a high-performing organisation.
- Engage employees in developing and refining the EVP. Use surveys, focus groups, and feedback sessions to understand their needs and preferences.





- Continuously assess the effectiveness of the EVP by measuring employee satisfaction, turnover rates, and recruitment success. Be prepared to adapt the EVP based on feedback and changing organisational needs.
- Ensure that the EVP is authentic and aligns with the actual employee experience, as a mismatch can lead to disillusionment and increased turnover.

8.8 Enhance Performance Management and Development System

- Enhance the implementation of regular performance and career coaching sessions to provide employees with clear expectations, accountabilities and growth opportunities. Use performance management systems to track progress, set goals, and address any issues.
- Enhance the recognition and reward system through a segmented recognition programme for operations, aligned with generational leadership principles.
- Embed the Profit Service Chain philosophy and process to drive accountability and sustain performance.

8.9 Talent Management Strategy

- Develop retention programmes that address the specific needs and aspirations of different employee groups, including career development plans, mentoring programmes, and holistic wellness.
- Ensure that workforce planning aligns with the organisation's strategic objectives. This includes recruiting talent with the skills and experience needed to support property management goals.
- Implement succession management initiatives, including a youth council, a next-generation programme for functional experts, and executive development and leadership programmes.
- Create a work environment that supports employee satisfaction and engagement by offering competitive compensation, promoting work-life balance, and providing a supportive organisational culture.



8.10 Strategic Drivers for Change

To drive performance excellence within the entity, the **Develop, Deploy, Engage, and Connect** framework will be effectively applied. The intention is to leverage this framework to enhance organisational performance and strengthen talent acquisition and retention.

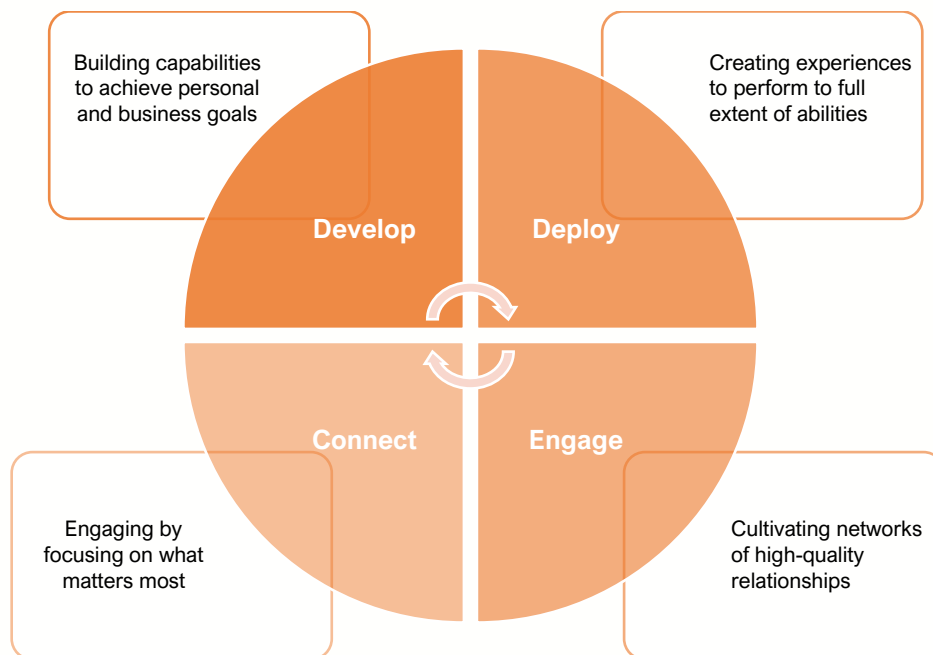


Figure 19: Develop, Deploy, Engage, and Connect Framework

By **developing** the right skills, culture, and strategies, **deploying** them with precision and adaptability, **connecting** teams and stakeholders through collaboration and feedback, and **engaging** with purpose, JPC can establish a powerful cycle of continuous improvement that leads to sustained performance excellence.

The framework will assist in:

- **Fostering innovation** and adaptability in JPC's changing environment.
- **Aligning goals** across the organisation to ensure that every effort supports overarching objectives.
- **Maximising engagement** and directing energy where it will have the greatest impact.

This holistic approach is key to achieving and maintaining the strategic theme of **Future in Motion – Enabling Excellence in Performance**.



8.11 Employment Equity and Transformation

JPC aims to achieve gender equality and empower all women and girls through its employment equity targets and initiatives. Promote diversity and inclusion within the workforce, ensuring equal opportunities for individuals from different backgrounds. Implement policies and practices that foster a culture of inclusivity and respect.

The entity has 1 488 permanent employees based at the head office and depots who execute the organisation's strategy. The employment equity demographics indicate that the majority of employees are Black and mainly on the unskilled and defined decision-making level.

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	M	F	
Top Management (1 & 2)	1	0	0	0	0	0	0	0	0	0	1
Senior Management (3 & 4)	4	0	1	0	4	0	0	0	0	0	9
Professional qualified and experienced specialists and mid-management (5 & 6)	18	1	2	2	20	1	2	3	0	0	49
Skilled and qualified workers, junior management, supervisors, foremen, superintendent (7 & 8)	79	6	5	4	90	13	2	0	1	0	200
Semi-skilled and discretionary decision-making (9 & 10)	38	5	0	0	16	9	0	0	0	0	68
Unskilled and defined decision-making (11)	283	0	0	1	841	9	0	0	0	0	1 134
Total Permanent Staff	423	12	8	7	971	32	4	3	1	0	1 461
Temporary Employees	0	0	0	0	0	0	0	0	0	0	0
Grand Total	423	12	8	7	971	32	4	3	1	0	1 461

Table 19: Employment Equity Workforce Analysis

8.12 Talent Acquisition

The Human Capital Management Department is redefining the employee profile to ensure a well-balanced mix of knowledge, skills, and experience across the organisation. To achieve this, a resource-based approach will be adopted to drive internal discussions and optimise workforce planning.

Resource-based planning is essential for aligning the workforce with JPC's strategic goals and objectives.





By conducting a comprehensive assessment of current and future resource needs, the organisation can identify skill gaps or surpluses and implement proactive measures to address them. This approach ensures that the right talent is positioned effectively, enhancing organisational efficiency.

Additionally, resource-based planning enables the organisation to anticipate and adapt to evolving business environments, such as technological advancements or regulatory changes, by identifying critical skills and competencies required for future competitiveness. Ultimately, this approach supports informed decision-making in talent acquisition, development, and deployment, driving improved organisational performance and long-term sustainability.

8.13 Training and Development

JPC is committed to equipping its workforce by providing specific and focused skills development interventions to enhance performance. Developing its employees will create an environment that recognises talent and dedication. The goal is to build a skilled and adaptable workforce capable of meeting current and future business demands. To achieve this, JPC will:

- Compile individual development plans for all staff, focusing on identified skills gaps.
- Implement cross-training and on-the-job training, with an emphasis on multiskilling.
- Ensure that senior management members enrol in and complete the minimum competency level courses.
- Strengthen technical skills within the Facilities Management team by providing up-to-date training interventions to refine and expand their current skills sets.

8.14 Stakeholder Relations Management

For the 2026/27 financial year, JPC will intensify its focus on stakeholder relations, perceptions management, and customer satisfaction within JPC-managed properties and priority precincts, recognising the direct link between public confidence, investor participation, and development outcomes. Feedback from Citywide customer satisfaction and quality of life surveys, together with stakeholder engagements, highlights key perception challenges within JPC's mandate, including delays in property transaction processes, community expectations for accelerated land release, and negative publicity associated with hijacked and unsafe buildings, particularly in the Inner City. These issues have contributed to reduced investor confidence and constrained participation in catalytic development opportunities.





In response, JPC will implement targeted initiatives to improve transaction turnaround times, enhance transparency in land release and development processes, and support coordinated interventions to address unsafe and illegally occupied buildings in partnership with relevant City departments and law enforcement agencies. These actions will be complemented by proactive communication that clearly articulates progress, milestones, and constraints, ensuring that communities, tenants, and investors are informed throughout the development lifecycle.

JPC's Stakeholder Relations Management and Corporate Social Investment Strategy will prioritise engagement within affected precincts, promote visible improvements in asset management and safety, and strengthen partnerships with the private sector and communities. In line with the City's business planning guidelines, the Business Plan will identify the primary drivers of dissatisfaction within JPC-managed assets, outline planned responses within the 2026/27 period, and define priority precincts for intervention. These initiatives will be supported by measurable KPIs and quarterly monitoring to track improvements in customer satisfaction, perceptions, and investor confidence, reinforcing JPC's role as a credible and development-driven enabler of urban regeneration.



The department will outline its approach to stakeholder engagement, ensuring meaningful public consultation and participation while identifying key stakeholders for the department/entity (Table 20).

Stakeholder	Ability to Disrupt	Understanding		Commitment		Required Support	Class
		Current	Required	Current	Required		
CoJ-MAYCOM	H	H	H	M	H	H	Key Players
Executive Management Team (EMT)	H	H	H	M	H	H	Key Players
Councillors	H	M	H	M	H	H	Keep Satisfied
Municipal entities	H	M	H	M	H	H	Keep Satisfied
Public / Local community	H	L	H	L	M	H	Keep Informed
Tenants	H	M	H	M	H	H	Key Players
Employees	H	M	H	M	H	H	Key Players
Organised labour	H	M	H	M	H	H	Keep Satisfied
Property industry	H	M	H	M	H	H	Key Players
Board of Directors	H	H	H	H	H	H	Key Players
Government-Deeds Office	H	M	H	M	H	H	Keep satisfied
Property professionals	H	M	H	M	H	H	Key Players
Planning professionals	H	M	H	M	H	H	Key Players
Institute of Planning Architects	H	M	H	M	H	H	Key Players
Legal professional bodies	H	M	H	M	H	H	Key Players

Legend:

High

Medium

Low

Table 20: JPC's Key Stakeholders



8.15 Communication Plan

Stakeholder	Expectations	Method of Engagement
CoJ	JPC's mandate by the CoJ is to manage the property portfolio in an efficient and professional manner and to maximise value creation.	JPC continuously engages with the CoJ through various meetings, including Regional Meetings and Joburg 10 Plus sessions.
CoJ- MAYCOM	Approval of all land transactions are approved by MAYCOM, thus it is critical that JPC provides professional and reliable information to enable sound decision making by the CoJ.	Through scheduled meetings
Executive Management Team (EMT)	All JPC transactions should get the EMT's support before referral to MAYCOM for approval; JPC is to provide professional and reliable advice to enable sound decision-making.	Through scheduled meetings
Councillors	Councillors are community representatives and their support is necessary to curb any community dissatisfaction in the management of Council properties. Communities expect efficient delivery of services and reliable information.	Councillors engaged through Visible Service Delivery Forums and other meetings
Municipal Entities	Municipal entities require property to operate an effective facilities management service from JPC.	Engagement through Cluster Meetings
Public at large/local community	There is a need to inform the public at large of JPC's processes, and the alienation of properties should be transparent, timely, and efficient.	Through open days to walk-in clients and telephonic enquiries
Tenants	Tenants require efficient and prompt finalisation of the property process.	Through engagement with Property Managers
Employees	Employees are key to the Company's success, highlighting the need for information, engagement, and education.	Through roadshows, internal communication, and Intranet
Organised labour	The Unions can disrupt production if they are dissatisfied with management's treatment of employees; therefore, communication and engagement are vital.	Through organised labour forums
Board of Directors	The Board of Directors provides governance oversight and direction to management and expects accurate and professional information to enable sound decision-making.	JPC engages with its Board Members as per scheduled meetings
Government Deeds Office	Lease and sale transactions need endorsement by the Deeds Office. Any delays in approving deeds can negatively affect JPC's business. It is, therefore, necessary to develop relations with these stakeholders.	JPC liaises with the Deeds Office through various channels, including telephonic discussions.

Table 21: Communication Plan





Chapter 9 **Corporate Scorecard**



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9.1 Unlocking Investments/Business Through Property Transactions and Developments

GDS 2040 OUTCOME: An Inclusive, Job-Intensive, Resilient, Competitive, and Smart Economy that Harnesses the Potential of Citizens STRATEGIC PRIORITY: Sustained Economic Growth																		
Key Performance Indicator	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Quarterly Budget Per Project						Means of verification	Lead dept/MOE	support	Cluster
					Q1	Q2	Q3	Q4	CAPEX	OPEX	Q1	Q2	Q3	Q4				
Rand value of investment attracted/ business facilitated within CoJ boundaries based on the signed contract.	R5 5 bn	R3bn	R4bn	R5bn	*	R1bn	R1bn	R1bn	R0	R0	R0	R0	R0	R0	Agreement signed by both parties indicating the amount for development costs	JPC	Planning Dept & SCM	ECG

* Quarterly targets for Investment Attraction commence in Quarter 2 to allow for foundational activities such as pipeline development, stakeholder engagement, and contract negotiation and sign-off in Quarter 1. This phasing aligns with the typical investment cycle and ensures realistic and measurable performance in subsequent quarters.

9.2 Investment Spend Within CoJ Boundaries Based on Construction Value on the Ground

GDS 2040 OUTCOME: An Inclusive, Job-Intensive, Resilient, Competitive, and Smart Economy that Harnesses the Potential of Citizens STRATEGIC PRIORITY: Sustained Economic Growth																		
Key Performance Indicator	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Quarterly Budget Per Project						Means of verification	Lead dept/MOE	support	Cluster
					Q1	Q2	Q3	Q4	CAPEX	OPEX	Q1	Q2	Q3	Q4				
Rand value of investment spend on projects within CoJ boundaries based on construction value on the ground	R660m	R700m	R750m	R850m	R100m	R200m	R200m	R200m	R0	R0	R0	R0	R0	R0	Signed investment spend confirmation certificate/ letter	JPC	Planning Dept & SCM	ECG



9.3 Job Opportunities Created

GDS 2040 OUTCOME: An Inclusive, Job-Intensive, Resilient, Competitive, and Smart Economy that Harnesses the Potential of Citizens																		
STRATEGIC PRIORITY: Job Opportunities Creation																		
Key Performance Indicator	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Quarterly Budget Per Project						Means of verification	Lead dept/MOE	support	Cluster
					Q1	Q2	Q3	Q4	CAPEX	OPEX	Q1	Q2	Q3	Q4				
Number of jobs opportunities created	1 019	1 600	1 800	2 000	400	400	400	400	R0	R0	R0	R0	R0	R0	Signed appointment letter/ contract and ID document	JPC	CoJ Dept & SCM	ECG

9.4 SMMEs Supported Through Property Transactions

GDS OUTCOME: An Inclusive, Job-Intensive, Resilient, Competitive, and Smart Economy that Harnesses the Potential of Citizens																		
STRATEGIC PRIORITY: Job Opportunities Creation																		
Key Performance Indicator	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Quarterly Budget Per Project						Means of verification	Lead dept/MOE	support	Cluster
					Q1	Q2	Q3	Q4	CAPEX	OPEX	Q1	Q2	Q3	Q4				
Number of SMMEs supported	386	950	1100	1 250	230	230	230	260	R0	R0	R0	R0	R0	R0	JPC appointment letter or valid lease agreement	JPC	CoJ Dept & SCM	ECG



9.5 Number of Properties Acquired on Behalf of City Departments and Entities

GDS 2040 OUTCOME: An Inclusive, Job-Intensive, Resilient, Competitive, and Smart Economy that Harnesses the Potential of Citizens																		
STRATEGIC PRIORITY: Sustained Economic Growth																		
Key Performance Indicator	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Quarterly Budget Per Project						Means of verification	Lead dept/MOE	support	Cluster
					Q1	Q2	Q3	Q4	CAPEX	OPEX	Q1	Q2	Q3	Q4				
Number of properties acquired and registered servitudes on behalf of departments and municipal entities for the advancement of the City's service delivery objectives	20	5	0	0	*	*	2	3	R0	R0	R0	R0	R0	R0	Sale agreement together with Windeed transfer confirmation	JPC	CoJ Dept & SCM	ECG

* This KPI entails a process of budget confirmation and Council approval prior to the actual acquisition; hence no quarterly targets have been provided.

9.6 Release of Number of Properties on Social and Economic Leases

GDS 2040 OUTCOME: A High-Performing Metropolitan Government that Proactively Contributes to and Builds a Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive Gauteng City Region																		
STRATEGIC PRIORITY: Financial Sustainability																		
Key Performance Indicator	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Quarterly Budget Per Project						Means of verification	Lead dept/MOE	support	Cluster
					Q1	Q2	Q3	Q4	CAPEX	OPEX	Q1	Q2	Q3	Q4				
Number of properties released on social and economic leases	96	160	180	200	40	40	40	40	R0	R0	R0	R0	R0	R0	Council resolutions approving the release on social and economic leases	JPC	Planning Dept & SCM	ECG



9.7 Income Generated from Outdoor Advertising Initiatives

GDS 2040 OUTCOME: A High-Performing Metropolitan Government that Proactively Contributes to and Builds a Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive Gauteng City Region																		
STRATEGIC PRIORITY: Financial Sustainability																		
Key Performance Indicator	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Quarterly Budget Per Project						Means of verification	Lead dept/MOE	support	Cluster
					Q1	Q2	Q3	Q4	CAPEX	OPEX	Q1	Q2	Q3	Q4				
Rand value income from outdoor advertising initiatives	New	R150m	R250m	R350m	*	R50m	R100m	R100m	R0	R0	R0	R0	R0	R0	Portfolio Statement of Financial Performance	JPC	Planning Dept & SCM	ECG

*Targets for Outdoor Advertising revenue commence in Quarter 2 due to initial operational constraints, including site verification, regulatory approvals, and contracting lead times necessary to activate revenue streams.

9.8 Organisational Design and Strategic Alignment

GDS 2040 OUTCOME: A High-Performing Metropolitan Government that Proactively Contributes to and Builds a Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive Gauteng City Region																		
STRATEGIC PRIORITY: Good Governance																		
Key Performance Indicator	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Quarterly Budget Per Project						Means of verification	Lead dept/MOE	support	Cluster
					Q1	Q2	Q3	Q4	CAPEX	OPEX	Q1	Q2	Q3	Q4				
Approved organisational structure review	New	Board approval of Organisational structure review			-	-	Approved organisational structure review	%	R0	R0	R0	R0	R0	R0	approved organisational structure	JPC	CoJ Dept & SCM	ECG



9.9 Percentage of Skills Development Levy Recovered

GDS 2040 OUTCOME: A High-Performing Metropolitan Government that Proactively Contributes to and Builds a Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive Gauteng City Region																		
STRATEGIC PRIORITY: Financial Sustainability																		
Key Performance Indicator	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Quarterly Budget Per Project						Means of verification	Lead dept/MOE	support	Cluster
					Q1	Q2	Q3	Q4	CAPEX	OPEX	Q1	Q2	Q3	Q4				
Percentage of skills development levy recovered	New	40%	49%	40%	-	-	-	40%	R0	R0	R0	R0	R0	R0	Financial Report and proof of SDL payments to SARS and SETA confirmation letter	JPC	CoJ Dept & SCM	ECG

* The mandatory grants are only disbursed by the SETA after the end of March, which affects the timing of performance recognition against this KPI.

9.10 Percentage Spend of Allocated Training and Development Budget

GDS 2040 OUTCOME: A High-Performing Metropolitan Government that Proactively Contributes to and Builds a Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive Gauteng City Region STRATEGIC PRIORITY: Good Governance																		
Key Performance Indicator	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Quarterly Budget Per Project						Means of verification	Lead dept/MOE	support	Cluster
					Q1	Q2	Q3	Q4	CAPEX	OPEX	Q1	Q2	Q3	Q4				
Percentage spend of the allocated training and development budget	New	95%	100%	100%	20%	15%	20%	40%	R0	R2.8m	R0	R0	R0	R0	Training budgets spend report	JPC	CoJ Dept & SCM	ECG





9.11 Income Generated Through Property Transactions

GDS 2040 OUTCOME: A High-Performing Metropolitan Government that Proactively Contributes to and Builds a Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive Gauteng City Region																		
STRATEGIC PRIORITY: Financial Sustainability																		
Key Performance Indicator	Baseline 2024/25	2026/27 Target	2026/27 Target	2027/28 Target	2026/27 Quarterly Targets				2026/27 Quarterly Budget Per Project						Means of verification	Lead dept/MOE	support	Cluster
					Q1	Q2	Q3	Q4	CAPEX	OPEX	Q1	Q2	Q3	Q4				
Rand value of income raised from social economic leases	R129m	R90m	R100m	R200m	R10m	R30m	R30m	R20m	R0	R0	R0	R0	R0	R0	Portfolio Statement of Financial Performance	JPC	CoJ Dept & SCM	ECG

9.12 Income Generated from Disposal of Non-Core Assets

GDS 2040 OUTCOME: A High-Performing Metropolitan Government that Proactively Contributes to and Builds a Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive Gauteng City Region																		
STRATEGIC PRIORITY: Financial Sustainability																		
Key Performance Indicator	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Quarterly Budget Per Project						Means of verification	Lead dept/MOE	support	Cluster
					Q1	Q2	Q3	Q4	CAPEX	OPEX	Q1	Q2	Q3	Q4				
Revenue generated from disposal of non-core assets	New	R600m	N/A	N/A			R300m	R300m	R0	R0	R0	R0	R0	R0	Portfolio Statement of Financial Performance	JPC	CoJ Dept & SCM	ECG

* Income from the disposal of non-core assets is only projected in Quarter 3 and 4, aligning with the planned execution timeline of approved asset disposal processes.



9.13 Percentage Spend of Allocated CAPEX

GDS 2040 OUTCOME: A High-Performing Metropolitan Government that Proactively Contributes to and Builds a Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive Gauteng City Region																		
STRATEGIC PRIORITY: Financial Sustainability																		
Key Performance Indicator	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29Target	2026/27 Quarterly Targets				2026/27 Quarterly Budget Per Project						Means of verification	Lead dept/MOE	support	Cluster
					Q1	Q2	Q3	Q4	CAPEX	OPEX	Q1	Q2	Q3	Q4				
Percentage spend of allocated CAPEX	96%	97%	100%	100%	0	27%	35%	35%	R59m	R0	R0	R0	R0	R0	CAPEX Spend Report	JPC	CoJ Dept & SCM	ECG

*Capital expenditure targets are phased to commence from Quarter 2 onwards, following completion of planning, procurement, and project initiation processes in Quarter 1.

9.14 Percentage Spent on Operating Budget Against Approved Operating Budget

GDS 2040 OUTCOME: A High-Performing Metropolitan Government that Proactively Contributes to and Builds a Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive Gauteng City Region																		
STRATEGIC PRIORITY: Financial Sustainability																		
Key Performance Indicator	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Quarterly Budget Per Project						Means of verification	Lead Dept /MOE	support	Cluster
					Q1	Q2	Q3	Q4	CAPEX	OPEX	Q1	Q2	Q3	Q4				
Percentage spent on operating budget against approved operating budget	90%	97%	100%	100%	7%	20%	35%	35%	N/A	R361m	R90m	R90m	R90m	R90m	The actual spend/ allocated budget as per the Statement of Financial Performance.	Finance	Dept & SCM	ECG



9.15 Percentage of Spend on R&M against Allocated Budget

GDS 2040 OUTCOME: A High-Performing Metropolitan Government that Proactively Contributes to and Builds a Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive Gauteng City Region																		
STRATEGIC PRIORITY: Financial Sustainability																		
Key Performance Indicator	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Quarterly Budget Per Project						Means of verification	Lead dept/MOE	support	Cluster
					Q1	Q2	Q3	Q4	CAPEX	OPEX	Q1	Q2	Q3	Q4				
Percentage of spend on R&M budget	45%	80%	100%	100%	20%	20%	20%	20%	R0	R31.8	R5m	R15m	R6.8m	R5m	Financial Report indicating total R&M expenditure/budget	Finance	Dept & SCM	ECG

9.16 Percentage of RFQ Bids Awarded within 30 Calendar days from Bid Closing date

GDS 2040 OUTCOME: A High-Performing Metropolitan Government that Proactively Contributes to and Builds a Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive Gauteng City Region																		
STRATEGIC PRIORITY: Financial Sustainability																		
Key Performance Indicator	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Quarterly Budget Per Project						Means of verification	Lead dept/MOE	support	Cluster
					Q1	Q2	Q3	Q4	CAPEX	OPEX	Q1	Q2	Q3	Q4				
Percentage of RFQs awarded within 30 calendar days from closure.	New	97%	100%	100%	97%	97%	97%	97%	R0	R0	R0	R0	R0	R0	SCM RFQ register, award notifications, bid evaluation and adjudication documentation	Finance	Dept & SCM	ECG

- The 30-day period includes evaluation, adjudication, approval, and issuance of award letters.
- RFQs delayed due to justifiable exceptions (e.g., legal holds, supplier non-compliance, or appeals) may be documented separately but excluded from the calculation, where necessary.
- Ensures alignment with National Treasury turnaround time expectations and enhances operational responsiveness.



9.17 Percentage of RFPs/Tenders Bids Awarded within 3 months from bids closing

GDS 2040 OUTCOME: A High-Performing Metropolitan Government that Proactively Contributes to and Builds a Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive Gauteng City Region																		
STRATEGIC PRIORITY: Financial Sustainability																		
Key Performance Indicator	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Quarterly Budget Per Project						Means of verification	Lead dept /MOE	support	Cluster
					Q1	Q2	Q3	Q4	CAPEX	OPEX	Q1	Q2	Q3	Q4				
Percentage of RPFs/Tenders awarded within 3 months from closing date.	New	97%	100%	100%	97%	97%	97%	97%	R0	R0	R0	R0	R0	R0	SCM tender register, bid adjudication and evaluation committee records, and award letters	Finance	Dept & SCM	ECG

- The 90-day timeframe includes bid evaluation, adjudication, and approval processes.
- Excludes tenders delayed due to formal objections, legal challenges, or external dependencies beyond JPC's control.

9.18 Percentage of Valid Invoices Paid Within 30 Days of Invoice Date

GDS 2040 OUTCOME: A High-Performing Metropolitan Government that Proactively Contributes to and Builds a Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive Gauteng City Region																		
STRATEGIC PRIORITY: Good Governance																		
Key Performance Indicator	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Quarterly Budget Per Project						Means of verification	Lead dept /MOE	support	Cluster
					Q1	Q2	Q3	Q4	CAPEX	OPEX	Q1	Q2	Q3	Q4				
Percentage of valid invoices paid within 30 days of invoice date	100%	100%	100%	100%	100%	100%	100%	100%	R0	R0	R0	R0	R0	R0	Financial report reflecting date invoice captured and when invoice paid	Finance	Dept & SCM	ECG



9.19 Percentage Reduction in UIFW Expenditure Incurred

GDS 2040 OUTCOME: A High-Performing Metropolitan Government that Proactively Contributes to and Builds a Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive Gauteng City Region																		
STRATEGIC PRIORITY: Good Governance																		
Key Performance Indicator	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Quarterly Budget Per Project						Means of verification	Lead dept /OE	support	Cluster
					Q1	Q2	Q3	Q4	CAPEX	OPEX	Q1	Q2	Q3	Q4				
Percentage reduction in unauthorised, irregular, fruitless, and wasteful (UIFW) expenditure incurred City-wide	88%	70%	80%	100%	0%	10%	30%	30%	R0	R0	R0	R0	R0	R0	Financial Report	Finance	All Departments	ECG

**This KPI is scheduled to commence in the second quarter to align with the finalisation of the audit outcomes and the implementation of targeted corrective action plans to address unauthorised, irregular, fruitless, and wasteful (UIFW) expenditure.*

9.20 Percentage Achievement of Service Level Standards in Terms of the Shareholder Compact

GDS 2040 OUTCOME: A High-Performing Metropolitan Government that Proactively Contributes to and Builds a Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive Gauteng City Region																		
STRATEGIC PRIORITY: Active and Engaged Citizenry and Sustainable Service Delivery																		
Key Performance Indicator	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Quarterly Budget Per Project						Means of verification	Lead dept /MOE	support	Cluster
					Q1	Q2	Q3	Q4	CAPEX	OPEX	Q1	Q2	Q3	Q4				
Percentage achievement of service standards	100%	100%	100%	100%	100%	100%	100%	100%	R0	R0	R0	R0	R0	R0	Performance reports	CBO	Asset Management Property Management Property Development	ECG



9.21 Percentage Resolution of External Audit Findings

GDS 2040 OUTCOME: A High-Performing Metropolitan Government that Proactively Contributes to and Builds a Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive Gauteng City Region																		
STRATEGIC PRIORITY: Good Governance																		
Key Performance Indicator	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Quarterly Budget Per Project						Means of verification	Lead dept /OE	support	Cluster
					Q1	Q2	Q3	Q4	CAPEX	OPEX	Q1	Q2	Q3	Q4				
Percentage resolution of External Audit Findings	96%	100%	100%	100%	N/A	N/A	100% of the new/current findings	100% of the new/current findings	R0	R0	R0	R0	R0	R0	Internal Audit Report	JPC	COJ Dept & SCM	ECG

9.22 Audit Opinion

GDS 2040 OUTCOME: A High-Performing Metropolitan Government that Proactively Contributes to and Builds a Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive Gauteng City Region																		
STRATEGIC PRIORITY: Good Governance																		
Key Performance Indicator	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Quarterly Budget Per Project						Means of verification	Lead dept /MOE	support	Cluster
					Q1	Q2	Q3	Q4	CAPEX	OPEX	Q1	Q2	Q3	Q4				
Audit opinion	Unqualified audit	Unqualified audit	Unqualified audit	Unqualified audit	N/A	Unqualified audit	N/A	N/A	R0	R0	R0	R0	R0	R0	AGSA audit Report	JPC	CoJ Dept & SCM	ECG

* The AG audit commences and concludes within the second quarter of the new financial year.





9.23 Percentage Resolution of Internal Audit Findings

GDS 2040 OUTCOME: A High-Performing Metropolitan Government that Proactively Contributes to and Builds a Sustainable, Socially Inclusive, Locally Integrated and Globally Competitive Gauteng City Region																		
STRATEGIC PRIORITY: Good Governance																		
Key Performance Indicator	Baseline 2024/25	2026/27 Target	2027/28 Target	2028/29 Target	2026/27 Quarterly Targets				2026/27 Quarterly Budget Per Project						Means of verification	Lead dept/MOE	support	Cluster
					Q1	Q2	Q3	Q4	CAPEX	OPEX	Q1	Q2	Q3	Q4				
Percentage resolution of internal audit findings	96%	97%	100%	100%	97%	97%	97%	97%	R0	R0	R0	R0	R0	R0	Internal Audit Report	JPC	COJ Dept & SCM	ECG

9.24 Technical Indicator Descriptions

KPI NO	Indicator Title	Short Definition	Purpose/Importance	Source/Collection of Data	Method of Calculation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	INDICATOR RESPONSIBILITY
1.	Rand value of investment attracted/ business facilitated within CoJ boundaries based on the signed contract.	Measures the value of third-party investment secured through signed development agreements with private sector partners, aimed at unlocking economic potential and supporting property development initiatives.	To measure JPC's effectiveness in leveraging municipal property assets to attract private sector investment, and supports the City's broader economic development goals by facilitating property-led development, job creation, and revitalisation of underutilised land. Reflects JPC's ability to convert pipeline opportunities into signed agreements with quantifiable development value, demonstrating progress in unlocking economic potential and enabling sustainable urban growth.	Agreement signed by both parties indicating the amount for development costs	Amount for developmental costs as per agreement	Cumulative	Quarterly	No	R3 billion	PROPERTY PORTFOLIO
2.	Rand value of investment spend on projects within CoJ boundaries based on construction value on the ground	Measures the actual monetary value spent on construction activities that have commenced on-site, linked to JPC-facilitated investments. This reflects capital expenditure on the ground as verified by contractor invoices, site reports, or certified progress certificates.	To track real investment delivery by quantifying actual construction spend, showcasing JPC's role in driving infrastructure development and economic activation.	Signed investment spend confirmation certificate/letter	Investment spend by developers based on SLA	Cumulative	Quarterly	No	R700 million	PROPERTY PORTFOLIO
3.	Number of jobs opportunities created	Measures the number of work opportunities created and sustained.	To assess JPC's contribution to local economic development and employment creation , aligning with broader city and national objectives of reducing unemployment and promoting inclusive growth.	Signed appointment letter/contract and ID document	Number of job opportunities created through JPC transactions	Cumulative	Quarterly	No	1 600	ALL DEPARTMENTS

KPI NO	Indicator Title	Short Definition	Purpose/Importance	Source/Collection of Data	Method of Calculation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	INDICATOR RESPONSIBILITY
4.	Number of SMMEs supported	Tracks the number of SMMEs that receive support through JPC initiatives, including subcontracting opportunities, procurement spend, business development services, and capacity-building programmes.	To measure JPC's role in empowering local enterprises , promoting inclusive economic participation , and contributing to the growth of township and small business economies , in alignment with the City's transformation and developmental goals.	JPC appointment letter or valid lease agreement	Number of SMMEs supported	Cumulative	Quarterly	No	950	ALL DEPARTMENTS
5.	Number of properties acquired and registered servitudes on behalf of departments and municipal entities for the advancement of the City's service delivery objectives	Measures the number of properties acquired.	To support the strategic expansion and optimisation of the municipal property portfolio by acquiring properties that enable service delivery, infrastructure development , and long-term planning objectives.	Sale agreements with Windeed transfer confirmation	Number of properties acquired	Cumulative	Quarterly	No	5	PROPERTY PORTFOLIO
6.	Number of properties released on social and economic leases	Measures the number of properties released on social and economic leases.	To promote inclusive access to municipal property through structured lease agreements that support social development initiatives and stimulate economic activities.	Council resolutions approving the release on social and economic leases	Number of properties released to the public	Cumulative	Quarterly	No	160	PROPERTY PORTFOLIO
7.	Rand value income of the outdoor advertising initiatives	Measure the amount of income raised from outdoor advertising leases.	To optimise revenue generation from municipal assets by leveraging high-visibility sites for outdoor advertising.	Portfolio Statement of Financial Performance	Amount of income raised based on outdoor advertising leases	Cumulative	Quarterly	No	R150 million	PROPERTY PORTFOLIO
8.	Approved organisational structure review				Approved organisational structure	Non-Cumulative		yes	Board approval of Organisational structure review	ALL DEPARTMENTS

KPI NO	Indicator Title	Short Definition	Purpose/Importance	Source/Collection of Data	Method of Calculation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	INDICATOR RESPONSIBILITY
9.	Percentage of skills development levy recovered	Measures the amount recovered from the skills development levy.	To maximise the recovery of skills development grants from the SETA by ensuring compliance with training expenditure and reporting requirements. This KPI promotes cost-effective investment in workforce development and contributes to building internal capacity aligned with organisational needs.	Financial Report and proof of SDL payments to SARS and SETA confirmation letter	Percentage recovery rate	Cumulative	Quarterly	New	40%	HUMAN RESOURCES
10.	Percentage spend of allocated training and development budget	Measures the spend on training initiatives against allocated budget.	To ensure that resources allocated for employee development are optimally spent to enhance capabilities, support performance improvement, and contribute to organisational efficiency.	Training budgets spend report	Total training spend ÷ budget training spend × 100	Cumulative	Quarterly	No	95%	HUMAN RESOURCE
11.	Rand value of income raised from social economic leases	Measures the amount of income raised from social economic leases.	To optimise revenue generation from municipal assets by leveraging social and economic leases and acquisitions.	Portfolio Statement of Financial Performance	Amount of income raised based on leases	Cumulative	Quarterly	No	R90 million	PROPERTY PORTFOLIO
12.	revenue generated from disposal of non-core assets	Measures the amount of income raised from disposal/ sale of non-core assets.	To generate revenue through the strategic disposal of underutilised or non-core municipal properties. This KPI supports asset portfolio optimisation, reduces maintenance liabilities, and unlocks value for reinvestment into critical infrastructure and service delivery priorities.	Portfolio Statement of Financial Performance	Amount of income raised based on leases	Cumulative	Quarterly	No	R600 million	PROPERTY PORTFOLIO
13.	Percentage spend of allocated CAPEX	Measures the spend on capital projects against the approved budget.	To assess the entity's effectiveness in implementing capital projects and ensure alignment with infrastructure delivery goals, service improvement, and asset management strategies.	CAPEX Spend Report	Total CAPEX spend ÷ budget CAPEX spend × 100	Cumulative	Quarterly	No	97%	PROPERTY PORTFOLIO

KPI NO	Indicator Title	Short Definition	Purpose/Importance	Source/Collection of Data	Method of Calculation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	INDICATOR RESPONSIBILITY
14.	Percentage spent on operating budget against approved operating budget	Operational costs spent by the organisation against the allocated budget. The objective is to improve, stabilise and sustain a positive financial position.	To assess the entity's financial discipline and operational efficiency in utilising the allocated operating budget. This KPI ensures alignment with planned expenditure and supports sound financial management practices.	The actual spend/ allocated budget as per the Statement of Financial Performance	$\text{Actual costs} \div \text{allocated budget} \times 100$	Cumulative	Monthly	No	97%	ALL DEPARTMENTS
15.	Percentage of spend on R&M against budget	Measures the level of R&M to prevent breakdowns and interruptions to service delivery.	To monitor the timely and effective use of allocated funds for the upkeep and maintenance of municipal assets. This KPI reflects the organisation's commitment to asset sustainability and service continuity.	Financial Report indicating total R&M expenditure/budget	$\text{Total R\&M expenditure} \div \text{allocated budget} \times 100$	Cumulative	Monthly	No	80%	FACILITIES MANAGEMENT
16.	Percentage of RFQs awarded within 30 calendar days from closure	Tracks the efficiency of the Request for Quotation (RFQ) process by measuring the percentage of RFQs awarded within 30 calendar days from the official closing date.	To measure the efficiency and responsiveness of the procurement process in finalising RFQ awards. This KPI promotes streamlined supply chain practices and supports timely service delivery and project execution.	SCM RFQ register, award notifications, bid evaluation and adjudication documentation	$\text{Number of RFQs awarded within 30 days} \div \text{Total number of RFQs closed during the reporting period} \times 100$	Non-cumulative	Monthly/Quarterly	New	97%	SCM
17.	Percentage of RFPs/tenders awarded within 3 months from closing date	Measures the proportion of tenders that are successfully evaluated, approved, and awarded within 90 calendar days from the official tender closing date.	To measure the efficiency and timeliness of the bid adjudication and award process. This KPI ensures compliance with procurement timelines, supports project implementation schedules, and strengthens stakeholder confidence in the fairness and agility of the procurement system.	SCM tender register, bid adjudication and evaluation committee records, and award letters	$\text{Total number of tenders awarded within 90 days} \div \text{Total number of tenders closed in the reporting period} \times 100$	Non-cumulative	Quarterly	New	97%	SCM



KPI NO	Indicator Title	Short Definition	Purpose/Importance	Source/Collection of Data	Method of Calculation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	INDICATOR RESPONSIBILITY
18.	Percentage of valid invoices paid within 30 days of invoice date	Measures the percentage of valid invoices paid within 30 days. The objective is to increase the number paid within 30 days.	To promote financial accountability and supplier relationship management by ensuring timely payment of valid invoices. This KPI reflects the organisation's commitment to adhering to legislative requirements and maintaining good standing with service providers.	Financial reports reflecting date invoice captured and when invoice paid	Total number of invoices processed for month ÷ number of invoices paid within 30 days × 100	Non-cumulative	Monthly	No	100%	ALL DEPARTMENTS
19.	Percentage reduction in unauthorised, irregular, fruitless, and wasteful (UIFW) expenditure incurred City-wide	Measures the percentage reduction in UIFW expenditure compared to the AG findings for the previous financial year.	To strengthen financial governance by tracking efforts to reduce UIFW expenditure through improved internal controls, compliance, and accountability mechanisms. This KPI drives a culture of fiscal discipline and risk mitigation across the organisation.	Financial Report	The UIFW expenditure closing balance of the current financial year against (will be compared with) the closing balance of the previous financial year	Non-cumulative	Quarterly/Annually	No	70%	ALL DEPARTMENTS
20.	Percentage achievement of service standards	Measures the percentage of approved service level standards that have been achieved.	To assess the extent to which agreed service standards are met across key operational areas. This KPI enhances customer satisfaction, operational consistency, and accountability by measuring performance against predefined service benchmarks.	Performance Reports	The percentage of service level standards achieved ÷ total approved number of service level standards × 100	Non-cumulative	Monthly	No	100%	ALL DEPARTMENTS





KPI NO	Indicator Title	Short Definition	Purpose/Importance	Source/Collection of Data	Method of Calculation	Calculation Type	Reporting Cycle	New Indicator	Desired Performance	INDICATOR RESPONSIBILITY
21.	Percentage resolution of External Audit findings	Measures the number of audit findings resolved against the total number of audit findings issued by the AGSA.	To ensure that findings raised by the Auditor-General are addressed in a timely and effective manner, thereby improving audit outcomes and demonstrating the organisation's commitment to continuous improvement and compliance.	Audit progress report	Total number of AG findings resolved ÷ total number of AG findings (excluding findings that are less than 60 days) × 100	Cumulative	Annually	No	100%	INTERNAL AUDIT
22.	Audit opinion	Measures the audit opinion of the AG	To reflect the overall effectiveness of governance, financial management, and compliance practices, as evaluated by the Auditor-General. This KPI provides assurance to stakeholders on the integrity and credibility of the organisation's financial reporting and controls.	AGSA Audit Report	The financial statements are free from material misstatements (in other words, a financially unqualified audit opinion)	Non- Cumulative	Annually	No	Unqualified Audit	JPC
23.	Percentage resolution of internal audit findings	Measures the number of audit findings resolved against the total number of audit findings issued by the internal audit	To promote internal accountability and enhance risk management by ensuring that internal audit findings are resolved promptly. This KPI supports operational efficiency and governance by tracking corrective actions on identified weaknesses.	Internal Audit Report	Total number of Internal Audit findings resolved ÷ total number of Auditor General findings (excluding findings that are less than 60 days) × 100	Cumulative	Annually	No	97%	INTERNAL AUDIT