

Strategic Objective 5

To ensure good governance, financial viability and optimal institutional transformation with capacity to execute its mandate

Key Performance Area (KPA)	Departmental KPA	Departmental KPI	Department Owner	5-year target	Baseline up to March 2009	2009/10 Targets				Annual Target	Nr of indicators
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
						Sep-09	Dec-09	Mar-10	Jun-10		
5.1 Financial management	5.1.1 Borrowing management	5.1.1.1 Borrowing to asset ratio (consolidated)	Financial Services	21,2%	07/08: 21.7% 08/09 Q3: 26.94%	Annual target	Annual target	Annual target	25.5% (as per approved MTREF)	25.5% (as per approved MTREF)	1
	5.1.2 Billing of rate-able properties	5.1.2.1 % of total rate-able properties billed[1]	Financial Services	98%	07/08: 360 000/ 390 000 08/09 Q3: 96%	98%	98%	98%	98%	98%	2
	5.1.3 Debt management	5.1.3.1 Debt coverage as per IDP regulations 2001	Financial Services	18,8	07/08: 27.9	Annual target	Annual target	Annual target	32.5 (as per MTREF)	32.5 (as per MTREF)	3
		5.1.3.2 Outstanding service debtors to revenue as per IDP regulations 2001	Financial Services	32,0%	07/08: 38.5%	Annual target	Annual target	Annual target	16.3	16.3 as per the MTREF	4
		5.1.3.3 R outstanding debt written off per period	Financial Services	Maintain or reduce baseline	07/08: R128.13mil	Annual target	Annual target	Annual target	Maintain or reduce baseline	Maintain or reduce baseline	5
	5.1.4 Viability management	5.1.4.1 Cost coverage as per IDP regulations 2001	Financial Services	0,7	07/08: 0.3%	Annual target	Annual target	Annual target	0.9	0.9	6
	5.1.5 Expenditure management	5.1.5.1 Capital expenditure	Financial Services	98%	07/08: 85.9% 08/09 Q3 42%	R 493,067,414	R 665,585,319	R 713,627,554	R 1,675,227,827	98% of approved budget	7
		5.1.5.2 Operational expenditure	Financial Services	98%	07/08: 98.8% 08/09 Q3 89.54%	15%	45%	65%	98%	98% of approved budget	8
	5.1.6 Revenue management	5.1.6.1 Annual debtors collection rate (% of bills due actually paid)	Financial Services	98%	07/08: 122.1%	123%	123%	123%	123%	123.3% as per MTREF	9
	5.1.7 Supply chain management	5.1.7.1 % compliance of CoT to the MFMA, SCM regulations	EMCM Governance	100%	no baseline due to new indicator	100%	100%	100%	100%	100%	10
5.2 Sound HR management	5.2.1 Employee development	5.2.1.1 % Employment equity	CSS	80%		Maintain or improve baseline	Maintain or improve baseline	Maintain or improve baseline	Maintain or improve baseline	Maintain or improve baseline	
		5.2.1.2 Nr of employees trained	CSS	1,200 annually	07/08: 1,155 08/09 Q3 : 10655	300	300	300	300	1,200	11
	5.2.2 Labour relations	5.2.2.1 % of employee grievances finalized	CSS	90%	08/09: Q3 14.5 % (to be audited at year end)	90%	90%	90%	90%	90%	12
	5.2.3 Occupational Health and Safety	5.2.3.1 % reduction in reportable accidents(section 24's) as a proportion of the total Nr of employees	CSS	no target	07/08: 33 accidents (0.25%) 08/09: 35 accidents (to be audited)				0.2375%	0.2375%	13
5.2.3.2 % of departments complying to 90% of OHSAct		CSS	100%	07/08: 55%	100%	100%	100%	100%	100%	14	
5.3 Institutional transformation	5.3.1 Ensure employment equity in the workplace	5.3.1.1 Nr of Employment equity target groups employed per occupational category (as reported to the Department of Labour) (E.g. Legislators; Clerks, etc.)	CSS	299 out of 539 (55,5%) from designated groups in top management and senior management	56.25% (to be audited)				55.25%	55.25%	15

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5.4 Good governance	5.4.1 Performance management	5.4.1.1 Nr of performance reports submitted within legislated timeframes for approval	EMCM	All legislated reports	07/08: all legislated reports 08/09 Q3: mid year report and annual report 07/08 tabled at	na	Q1 report	Mid year report and Draft annual report 08/09	3rd O Report	4	16
	5.4.2 Audit	5.4.2.1 Audit qualifications to annual report	EMCM	0	07/08: 6 for the 06/07 year 08/09: 2 for 2007/08 year	deal with matters of previous qualifications	deal with matters of previous qualifications	deal with matters of previous qualifications	deal with matters of previous qualifications	deal with matters of previous qualifications	17
		5.4.2.2 Nr of audit emphases	EMCM	0	07/08: 4 for 06/07 year 08/09 : 1 for 2007/08 year	zero	zero	zero	zero	zero	18
		5.4.3 Planning	5.4.3.1 Submit the draft IDP for Council Approval by end of May each year	EMCM		07/08: Council approved IDP in May. 08/09 Q3: Consultation	na	na	Submit pre-consultation draft to Council	Submit draft IDP to MAYCO and Council	Submit to Council by May 2010
5.4 Good governance	5.4.3 Planning	5.4.3.2 Budget is annually approved before the start of a financial year as legislated	Financial Services	100% compliance as legislated	07/08: budget approved in May	Annual target	Annual target	Annual target	Submit the Final MTREF to Council for approval by 31 May	Submit the Final MTREF to Council for approval by 31 May each year	20
		5.4.9 Facilities management	5.4.9.1 Nr of assets on register as a proportion of the total No of assets	Financial Services	100%	No baseline: Asset register still in purification process	100%	100%	100%	100%	100%
5.4 Good governance	5.4.9 Facilities management	5.4.9.2 Operational Expenditure (Opex) on building maintenance of CoT buildings as a ratio of the replacement value of the CoT buildings	CSS	To increase the Opex on BM from current level (baseline) to 5% of RV of CoT owned buildings to accepted international norms by 2013	08/09 Q3: 2.3%				3%	3%	27
		Ratio: Total Operational Expenditure (OPEX) on building maintenance (BM) versus total replacement value (RV) of CoT owned buildings									
		5.4.9.3 Nr of CoT buildings compliant with building regulations as a proportion of total CoT owned buildings.	CSS	Maintain a level of 95% compliance to OCHSA and building regulations in CoT owned buildings	08/09 Q3: 95%					95%	
		Ratio: # of BM issues/ criteria addressed versus total # of BM issues/ criteria identified by OCHSA section									

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5.4 Good governance	5.4.10 Fleet management	5.4.10.1 % of fleet vehicles leased as a proportion of nr of fleet vehicles owned Ratio: # of leased vehicles versus total # of fleet (CoT owned & leased) units	CSS	Maintain or increase the nr of leased vehicles	08/09 Q3: 774 lease + 90 lease hire back = 864  90				40%	40%	29
	5.4.11 Administrative services	5.4.11.2 Nr of departmental file plans that comply with the National Archives Act	CSS	100% of departmental file plans comply to the National Archives Act (NA)	07/08: 92% as at May 08 (23 of 2 file plans approved by NA and compliant with NAA) 08/09:	22	23	24	25	25 plans approved and comply with NAA	30
<a href="#">[1] Nr of properties billed for property tax per period/total nr of properties on the property evaluation roll.</a>											