

**2016/17 SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS**

**DIRECTORATE: BUDGET AND TREASURY**

Specific Objective	Strategies	Key Performance Indicator	Baseline 2015/16	2016/17 Target	Budget	Quarter 1 Target - Ending 30 September 2016	Portfolio Evidence	Quarter 2 Target - Ending 31 December 2016	Portfolio Evidence	Quarter 3 Target- Ending 30 March 2017	Portfolio Evidence	Quarter 4 Target - Ending 30 June 2017	Portfolio Evidence
<b>KPA 1: MUNICIPAL TRANSFORMATION ORGANISATIONAL DEVELOPMENT</b>													
Sustainable city to meet operating obligations.	Implement revenue enhancement strategies	Milestones achieved towards implementation of Smart Metering		Feasibility study completed	R 8 000 000	Tender Process (Advertise Specification)	Media Advert of the tender	Tender Process (Award of Contract)	Award letter/Appointment letter	TR 15 Transversal contract with National Treasury	Assessment Report	200 households	Detailed Project Charter and Plan
<b>KPA 2: MUNICIPAL BASIC BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT</b>													
To ensure all genuinely indigent households benefit from the indigent subsidy	Roll out indigent scheme to all indigent households in BCMM	Increase in number of households (by 1250) earning less than R2820 per month with access to free basic services	73 750	75 500 (5000)	R 83 714	1250 (75000)	Indigent Register	2500 (1250)	Indigent Register	3500 (1000)	Indigent Register	5000 (1500)	Indigent Register
<b>KPA 3: LOCAL ECONOMIC DEVELOPMENT</b>													
Sustainable city to meet operating obligations.	Implement revenue enhancement strategies	Milestones achieved towards implementation of General Valuations 2017	GV Contract Awarded	Data Collection completed	R 8 700 000	Develop SLA	Signed SLA	Data Collection (Coastal region)	Property register (Coastal region)	All properties 77200	Property register (Midland region0)	All properties 80 000	Property register
<b>KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>													
Expenditure of all grant/ capital infrastructure for service delivery in the applicable financial year	Accelerate implementation of grant / capital projects	% of municipality's capital budget actually spent on capital projects identified in terms of the IDP	>90%	>90%	R 8 600 000	10%	Section 71 Report	30%	Section 71 Report	70%	Section 71 Report	>95%	Section 71 Report
<b>KPA 5: MUNICIPAL FINANCIAL VIABILITY</b>													
Sustainable city that meet its financial obligations.	Finance Bulk infrastructure investment plan.	% of capital budget allocated to bulk infrastructure	36%	36%	N/A	36%	Section 71 report	36%	Section 71 report	36%	Section 71 report	36%	Section 71 report
Sustainable city that meet its financial obligations.	Finance Bulk infrastructure investment plan.	% of capital budget allocated to towards renewal of existing infrastructure	58%	58%	N/A	58%	Section 71 report	58%	Section 71 report	58%	Section 71 report	58%	Section 71 report
To achieve MSCOA full compliance by 1 July 2017	Accelerate implementation of grant / capital projects	% compliance with NT MSCOA assessment report	50% mSCOA compliance	80% mSCOA compliance	R 9 299 700	55% mSCOA compliance	mSCOA progress report	65% mSCOA compliance	mSCOA progress report	75% mSCOA compliance	mSCOA progress report	100%	mSCOA progress report
To obtain a clean audit report		Improvement of the AG Audit Opinion	Qualified Audit Report.	Unqualified report with no matters of emphasis	R 2 900 000	No reporting this quarter	N/A	Unqualified report with no matters of emphasis	Audit Report	Finalise audit improvement plan	N/A	On going implementation of AIP	Copy of comments from HoDs
Sustainable city to meet operating obligations.	Implement revenue enhancement strategies	% revenue Collection Rate as measured in accordance with the MSA performance regulations	92%	93%	To complete	92%	Mayoral Report (S71)	92.2	Mayoral Report (S71)	92.5	Mayoral Report (S71)	92%	Mayoral Report (S71)

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To ensure that BCMM is financially viable	Maintenance of credit rating at better than A	Credit rating maintained at better than A	>A	>A	200 000	>A	Credit rating report	>A	Credit rating report	>A	Credit rating report	>A	Credit rating report
	Maintain favourable cash management procedures	Cash is available for regular commitments (current ratio)	1.6:1	1.65:1	N/A	1.61:1	Per Calculation	1.62:1	Per Calculation	1.64:1	Per Calculation	1.65:1	Per Calculation
	Maintain favourable cash management procedures	Debt coverage ratio	>20 times	>20 times	N/A	>20 times	Per Calculation	>20 times	Per Calculation	>20 times	Per Calculation	>20 times	Per Calculation
To ensure that BCMM is financially viable	Maintain long term borrowings below NT threshold	Debt to revenue ratio	<35%	<35%	N/A	<35%	Per Calculation	<35%	Per Calculation	<35%	Per Calculation	<35%	Per Calculation
	Maintain long term borrowings below NT threshold	outstanding service debtors to revenue ratio	<32%	<32%	N/A	<32%	Per Calculation	<32%	Per Calculation	<32%	Per Calculation	<32%	Per Calculation
	Maintain long term borrowings below NT threshold	Cost coverage	<3x fixed operating expenditure	<3x fixed operating expenditure	N/A	<3x fixed operating expenditure	Per Calculation	<3x fixed operating expenditure	Per Calculation	<3x fixed operating expenditure	Per Calculation	<3x fixed operating expenditure	Per Calculation