

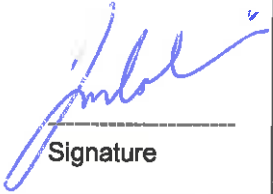
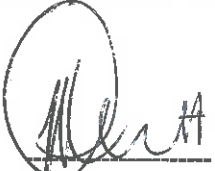


City of Joburg Property Company 2018/19 Business Plan





<p>Mr. Imraan Bhamjee</p> <hr/> <p>Name & Surname Chief Financial Officer</p>	 <p>Signature</p>	<p>31/5/18</p> <hr/> <p>Date of approval</p>
<p>Ms Helen Botes</p> <hr/> <p>Name & Surname Chief Executive Officer</p>	 <p>Signature</p>	<p>31/5/2018</p> <hr/> <p>Date of approval</p>
<p>Mr. Patrick Corbin</p> <hr/> <p>Name & Surname Chairperson of Board</p>	 <p>Signature</p>	<p>27/6/2018</p> <hr/> <p>Date of approval</p>
<p>Clr Leah Knott</p> <hr/> <p>Name & Surname Member of Mayoral Committee</p>	 <p>Signature</p>	<p>03/07/2018.</p> <hr/> <p>Date of approval</p>

1. Executive Summary	5
1.1. Introduction	5
1.2. Background	5
1.3. Vision	5
1.4. Mission	5
1.5. Values	5
1.6. Core Mandate/ Purpose /Objectives	6
2. Strategic Analyses	7
2.1. Environmental analyses	7
2.2. SWOT analyses	7
2.3. PESTLE	8
2.4. Strategic Response	9
3. Communication and Stakeholder Management	9
3.1. Stakeholder engagement	9
3.2. Communication Plan	11
4. Implementation and Performance Overview	13
4.1. Past performance	13
4.1.1. Highpoints on previous year performance	13
4.1.2. Intentions of improving performance	13
4.1.3. Challenges encountered affecting performance	13
4.1.4. Mitigating factors to be considered	13
4.2. Key Performance Functions	14
4.3. Priority Implementation Plan	16
4.3.1. Priority 1: Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021 ...	16
4.3.1.1. Investment attraction on CoJ property	16
4.3.1.2. Jobs opportunities created	17
4.3.1.3. SMMEs supported through property transaction	18
4.3.1.4. Payment of valid invoices within 30 days of invoice receipt date.	19
4.3.2. Priority 2: Ensure pro-development that addresses inequality and poverty and provides meaningful redress	20
4.3.2.1. Number of asset management plans formulated	20
4.3.2.2. Number of properties acquired	21
4.3.2.3. Leasing / lease renewals of shops and stalls located at various public transport facilities and traders markets owned by the City	22
4.3.2.4. Development and management of public conveniences through outdoor advertising 23	

BUSINESS PLAN 2018-2019

4.3.2.5.	Release of properties on lease for agricultural purposes, NGO, churches, crèches, educational and community purposes.....	23
4.3.2.6.	Number of Inner City property redevelopment projects approved in Council for release to the private sector.....	24
4.3.3.	Priority 3: Create a culture of enhanced service delivery with pride....	25
4.3.3.1.	Training and development initiatives for employees	25
4.3.3.2.	Rapid and efficiency in filling vacancy positions identified as strategic	26
4.3.3.3.	Streamlining of disciplinary processes.....	27
4.3.4.	Priority 7: Enhance our financial sustainability	28
4.3.4.1.	Income generated through property transactions	28
4.3.4.2.	Spend of allocated CAPEX.	29
4.3.4.3.	Audit Opinion.	30
4.3.4.4.	Resolution of Auditor General and Internal Audit findings.....	31
4.4.	Day to day operations	32
4.5.	Definition of KPI's	35
4.6.	Service Level Standards	38
5.	Financial impact.....	39
5.1.	Operating expenditure	39
5.2.	Capex Expenditure.....	41
6.	Management and organisation structure.....	43
6.1.	JPC's High-Level Organisation structure	43
6.2.	Management Team	44
6.3.	Capacity analyses	46
	Employment Equity	46
6.4.	Skills development and training	47
7.	Risk management	47

1. Executive Summary

1.1. Introduction

The City of Johannesburg Property Company SOC Ltd (JPC) business plan has taken an inter-cluster approach and aligned its projects and programmes in line with the Department of Economic Development (DED) business plan, including identifying areas of cooperation between the DED and its other ME's in order to deliver on its mandate. It has also taken into account the ten (10) Point Plan and nine (9) priority implementation plans into consideration. The following background, therefore, outlines the consensus reached during several inter-cluster strategic sessions to focus on SMME and entrepreneurial development as a driver of economic growth and development.

1.2. Background

The City of Joburg Property Company SOC Ltd (JPC) was established in 2000 and is wholly owned by the City of Johannesburg (CoJ). It was converted into a State-Owned Company after the implementation of the Companies Act of South Africa, 2008 (Act No. 71 of 2008). Consequently, JPC complies with the legislative framework and reporting requirements applicable to any company in South Africa. This includes, but is not limited to, the Companies Act. As a municipal entity, the company is also subject to the Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA).

1.3. Vision

Our vision is to provide Property Management, Property Development, Facilities Management, Property Asset Management and Outdoor Advertising in order to maximise the social, economic and financial benefit to the CoJ as well as support the delivery objectives on a cost competitive basis.

1.4. Mission

JPC is an agent of the City of Johannesburg, responsible for maximising the social, economic and financial value of the CoJ's total property portfolio and enhancing the efficiency of its use. JPC provides Property Asset Management, Property Management, Facilities Management, Property Development and Outdoor Advertising, as well as interacts with the public in respect of the property portfolio. JPC supports the achievement of the CoJ's strategic priorities, including economic and social development and the service delivery of the CoJ.

1.5. Values

Company values are the ethical foundation of JPC and are therefore fundamental to the JPC's success. Such values are not just important but crucial to the overall ascendancy of JPC. The values adopted by JPC are:

- Professionalism
- Accountability

BUSINESS PLAN 2018-2019

- Responsibility
- Customer Service, and
- Trust

1.6. Core Mandate/ Purpose /Objectives

The company was established to support the Council's economic and social objectives as outlined in the Growth and Development Strategy (GDS), as well as Mayoral strategic priorities aimed at achieving the City vision of "A Joburg that works is a South Africa that works". JPC's primary goal in supporting the vision and mission of the 2040 Growth and Development Strategy (GDS) is to recognise and emphasises its role as an economic and social property agency to achieve positive developmental outcomes.

JPC's strategy to deliver on the mandate as indicated in the Corporate Strategy has the following long term strategic objectives;

- Supporting economic development
- Supporting community development and social initiatives
- Utilising the property portfolio to address social imperatives and priorities
- Utilising the portfolio as a vehicle for transformation
- Ensuring efficient, economic and effective service delivery to clients, customers and stakeholders
- Ensuring a professionally managed and sustainable company

These strategic objectives are aligned with the strategies of the Economic Growth Cluster. The company seeks to achieve economic and social transformation through property. JPC actively contributes to the following Mayoral Priorities allocated to the Economic Growth Cluster.

- Priority 1: Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021
- Priority 2: Ensure pro-development that addresses inequality and poverty and provides meaningful redress
- Priority 3: Create a culture of enhanced service delivery with pride
- Priority 7: Enhance our financial sustainability

The entity has 535 employees based at head office and depots, who execute the strategy of the organisation. JPC derive it mandate from a signed service delivery agreement with it sole shareholder CoJ

2. Strategic Analyses

2.1. Environmental analyses

The property environment within which JPC operates in, are affected by the macro-environment factors such as political (and legal) forces, economic forces, socio-cultural forces and technological forces.

2.2. SWOT analyses

Below are the SWOT elements that would have an impact on the effective implementation

Internal	Strengths	Weakness
	<ul style="list-style-type: none"> • Good and reliable top management; • Extensive experience in property management, development, asset management and facilities; • Solid understanding of legislation and ability/commitment to work within it; • Island of excellence in property management; • Committed leadership • A shareholder that supports social transformation (being part of the JPC mandate). • Access to capex and operating budgets • Alignment and access to CoJ which is a regulator and policymaker • JPC has received "clean" audit opinion for the past three successive financial years indicating good governance. 	<ul style="list-style-type: none"> • Slow implementation of land strategy outcomes; • There is a shortage of skills internally to fully implement the strategy; • Break in JPC's participation in international property trade platforms; • Lack of involvement in property Industry Committees / Platforms; • Insufficient funding to fully deliver on the mandate which includes human capital; • Budget constraints • Loss of specialised skills. • Outsourcing of Internal Audit Function to an understaffed COJ Group Internal Audit Services.
External	Opportunities	Threats
	<ul style="list-style-type: none"> • Maximization of revenue through the outdoor advertising portfolio and creation of a property fund; • CoJ office space optimisation; • Comprehensive database of properties which can be used for strategy formulation; • Assist emerging black facility management companies and property development. • To create a JPC which is an employer of choice 	<ul style="list-style-type: none"> • Vandalism to property portfolio; • Land invasions & illegal occupation of land parcels; • Lack of property ownership in high value areas; • Cumbersome CoJ's land approval processes for land transactions. • Mature property market which is risk-prone

	<ul style="list-style-type: none"> • Creation of jobs for the unskilled labour market • Integrated and centralised approach to facilities management at market prices and standards (to include non-specialised services/assets) to MEs and other City buildings • Build on market trends and densification 	<ul style="list-style-type: none"> • Lack of diversification in property investment • Impact of the economy on property development • Private property developers abuse/constrain JPC's expansion into property development value chain
--	--	--

2.3. PESTLE

Political Factors	Economic Factors
<ul style="list-style-type: none"> • There is limited participation of black people, particularly women, in ownership and control of property companies • The commercially driven activities surrounding property, including development, management and sales, rest largely in white-owned companies. • Enterprises in the sector have inadequately addressed employment equity with the result that the sector continues to be under-represented in terms of race and gender, under-represented in ownership, control, management and in possession of professional skills required in the sector. 	<ul style="list-style-type: none"> • Long approval processes increase holding costs of property such as security, cleaning and maintenance, which also increase the risk of illegal occupation and vandalism; • Economic growth and investor confidence affects the property market; • Delays in economic development and job creation; • There is a lack of investment and <i>property</i> development in <i>under-resourced areas</i>, perpetuating service inequalities, exacerbating the limited tradability of these properties and consequently the wealth and capital creation potential of properties
Socio-Cultural Factors	Technological Factors
<ul style="list-style-type: none"> • The current spatial development of Johannesburg benefits a small portion of the community. • Land is not timeously availed to individuals, entrepreneurs and indeed organized business to drive transformation 	<ul style="list-style-type: none"> • Innovative construction methods should be investigated to ensure cost reduction.
Legal Factors	Environmental Factors
<ul style="list-style-type: none"> • The National Credit Act and the global economic meltdown significantly impacting on the growth and demand for residential, commercial and industrial properties; • Formalities in respect of Leases Act, 1969. 	<ul style="list-style-type: none"> • Environmental regulations and protection - National Environmental Management Act, 1998;

2.4. Strategic Response

JPC has programmes developed within its core departments to utilize the property portfolio in support of this initiative. In order to redress the previous disparities of land ownership. The Joburg Property Company (JPC) plays a critical socio-economic and transformative role for the City of Johannesburg (COJ) through making land and property available for socio-economic purposes and by unlocking value, realizing socio-economic potential in property assets as well as transforming the property landscape.

Land strategy

JPC undertook the development of a comprehensive Land Strategy, which together with its managing principles, will assist in achieving the City's economic, social and transformation imperatives. Enhance service delivery through unlocking the provision of housing, health, social and community development services to the citizens of the City of Johannesburg Metropolitan Municipality. Its implementation will ensure the comprehensive management of the City's Property Portfolio where there is faster decision making guided by a sound strategic framework and well considered property developments that supports the City's strategy that will unlock transformation both spatially and economically.

The Land Strategy, guided by principles to ensure that the framework and methodology that is deployed results in a successful and implementable strategy that will meet both the needs of the citizens as well as City's objectives.

3. Communication and Stakeholder Management

3.1. Stakeholder engagement

In developing a Stakeholder Relations Management and Corporate Social Investment strategy JPC aimed to achieve the following key objectives:

- Promote JPC as a professional, transformative and customer centric organisation;
- Position JPC as an employer of choice;
- Foster a corporate social investment and sustainability culture; and
- Build and maintain sustainable relations with JPC stakeholders and the property industry at large. The department to indicate how they intend to engage with the stakeholders to ensure public consultation/participation and who are the key stakeholders for the department/entity?

Key Stakeholders for JPC includes the followings;

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

Stakeholder	Ability to Disrupt	Understanding		Commitment		Required Support	Class
		Current	Required	Current	Required		
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

3.2. Communication Plan

Stakeholder	Expectations	Method of engagement
COJ	JPC's mandate by the City is to manage the property portfolio in an efficient and professional manner and to maximise value creation.	JPC continuously engages with COJ through various meetings, including Regional Meetings, Joburg 10 Plus sessions.
COJ- MAYCOM	Approval of all land transactions 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 the Community representatives and their support is necessary to curb any community dissatisfaction in the management of the Council Properties. They expect an efficient delivery of service and reliable information.	Councillors engaged through Visible Service Delivery Forums and through other meetings.
Municipal Entities	Municipal Entities require property to operate and an effective facilities management service from JPC.	Engagement through Cluster Meetings

Stakeholder	Expectations	Method of engagement
Public at large/local community	There is a need to inform the public at large of JPC's processes and the process of alienating the properties should be transparent, prompt and efficient.	Through open days to walk-in clients and telephonic enquiries.
Tenants	Tenants require an efficient and prompt finalisation of the property process.	Through engagement with Property Managers
Employees	Employees are key to the success of the company thus the need for information, engagement and education.	Through roadshows, internal communication and Intranet
Organised labour	The Unions can disrupt production if not satisfied with management's dealings with the employees, communication and engagement is vital.	Through organised labour forums
Board of Directors	The Board of Directors provide governance oversight and direction to Management and as such expect 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 the Deeds Office to endorse them and any delays in approving the 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.

4. Implementation and Performance Overview

4.1. Past performance

4.1.1. Highpoints on previous year performance

- JPC achieved 75% of the KPIs included in the scorecard for the 2016/17 cycle
- 100% of allocated Capex was spent

4.1.2. Intentions of improving performance

- SMMEs supported evidence will be collected in the monthly meeting between Supply Chain Units, Legal and General Manager for the Property Portfolio. The SMMEs will further be classified into a number of categories as per the JPC Transformation scorecard. Evidence will be audited quarterly by Group Internal Audit Services
- Job opportunities created will be monitored per project with the suppliers. The evidence required to verify a job created will be included in all our contracts / Service Level Agreement with the suppliers. The final invoice on a contract will not be paid if the information has not been provided

4.1.3. Challenges encountered affecting performance

- JPC has a lot of vacancies that need to be filled to operate effectively
- The subsidy that JPC receives from the City is not sufficient to cover expenses. The subsidy covers the rental costs for Corporate Buildings and part of employee costs only.

4.1.4. Mitigating factors to be considered

- Monthly EXCO meeting to include performance against score card
- Risk analysis per project to be performed

4.2. Key Performance Functions

JPC has the following core functions, which deliver on the mandate given to the entity.



Property Asset Management

Aims to implement sound asset management practices including access to new assets in a sustainable and affordable manner. These objectives are best articulated as follows;

- Land Strategy Development – To ensure that the City delivers portfolio specific researches, strategic planning, policy and strategic development, review, valuations, property life-cycle modelling and monitoring are done.
- Operational and Financial Performance – To provide assurance that performance measurement and client reporting is aligned to City's targets, this unit focuses on monitoring and evaluating the optimisation of portfolio composition, the maintenance of the property asset register, income and expenditure growth.
- Business Development – This consist of analysis and land preparation by town planners and urban designs to develop business cases.

Property Management

This function involves maximising the efficiency of the CoJ's portfolio of properties, including leasing the premises, collecting the rentals, overseeing building maintenance, paying service providers, managing tenant relationship, running the accounts and providing reports.

Property Development

Aims to maximise the return on City owned land. In this regard, the objectives for public land development is understood as a trifecta of returns as follows;



- Delivering on City Objectives – These are priorities as identified in the SDBIP
- Transforming the property industry – By empowering emerging developers, contractor, training and development of enterprises and
- Creating high yielding property assets with a sustainable income stream – A large proportion of City's assets are vacant land with an inherent low asset value and associated low returns.
- A base of long term recurring income thus created by facilitating the development of well-located properties with high potential,

Facilities Management

This is a quintessential business function, affecting not only revenue and costs but also production, work environment, health and safety. The focus of the approach is on assessing business trends; focussing on cost reduction and increasing shareholder value, the integration of facility resource information into corporate business data, emphasis on speed of delivery, new ways of working enabled by mobile technology, new sustainability initiatives and targets and concerns about security.

Outdoor Advertising

Tasked with managing and concluding outdoor advertising and cell masts leases. The department is responsible for management of various forms of "out of home" advertising comprising of about 720 billboards, 3 800 on-premises signs, 30 000 various forms of street furniture, street poles advertising and 130 various cellular mast sites and antennae erected on COJ Land and or assets.

JPC maximises social and commercial opportunities within COJ's portfolio to unlock value and support the City's growth and development strategy.

A drive for economic and social transformation is at the core of JPC's strategy and all its operations. Utilising council-owned land assets JPC leverages private sector investment in public infrastructure, promoting innovative solutions to the development challenges of the City of Joburg.

All forms of outdoor advertising are regulated by the COJ Department of Development Planning, which is responsible for the enforcement of the provisions of the COJ Outdoor By-Laws and any other law, or policy, which includes the assessment of applications, enforcement and dealing with illegal signs



CITY OF JOBURG PROPERTY COMPANY (SOC) LTD

BUSINESS PLAN 2018-2019

4.3. Priority Implementation Plan

4.3.1. Priority 1: Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021

4.3.1.1. Investment attraction on CoJ property

National outcome Decent employment through inclusive growth													
Joburg 2040 outcome: An inclusive, job-intensive, resilient and competitive economy that harnesses the potential of citizens													
Related Output: Job intensive economic growth													
IDP programme	Key Performance Indicator	Baseline	Target 2018/19	Target 2019/20	Target 2020/21	Key Interventions	2018/19 Budget per programme		2018/19 Quarterly target				Means of verification
							Capex	Opex	Q1	Q2	Q3	Q4	
Economic Growth	Rand value of investment attracted	R1.3 billion	R1.4 billion attraction of investment on COJ Property	R1.5 billion attraction of investment on COJ Property	R1.7 billion attraction of investment on COJ Property	Council approvals of transactions	R198m	R11.5m	R300 million attraction of investment on COJ Property	R400 million attraction of investment on COJ Property	R400 million attraction of investment on COJ Property	R300 million attraction of investment on COJ Property	<ul style="list-style-type: none"> Signed contracts with third parties
Economic Growth	Rand value of investment spend on project	R1.1 billion investment on CoJ property transaction	R600 million spend on projects	R650 million spend on projects	R700 million spend on projects	Council approvals	R198m	R4m	R100 million spend on projects	R100 million spend on projects	R200 million spend on projects	R200 million spend on projects	<ul style="list-style-type: none"> Signed quarterly confirmations by third parties



CITY OF JOBURG PROPERTY COMPANY (SOC) LTD

BUSINESS PLAN 2018-2019

4.3.1.2. Jobs opportunities created

National outcome: Decent employment through inclusive growth														
Joburg 2040 outcome: An inclusive, job-intensive, resilient and competitive economy that harnesses the potential of citizens														
Related Output: Job intensive economic growth														
IDP programme	Key Performance Indicator	Baseline	Target 2018/19	Target 2019/20	Target 2020/21	Key Interventions	2018/19 Budget per programme		2018/19 Quarterly target				Means of verification	
							Capex	Opex	Q1	Q2	Q3	Q4		
Economic Growth	Number of jobs opportunities created	3 102 jobs opportunities created	2 000 jobs opportunities created	2 000 jobs opportunities created	2 000 jobs opportunities created			R198m	R84m	500 jobs opportunities created	500 jobs opportunities created	500 jobs opportunities created	500 jobs opportunities created	<ul style="list-style-type: none"> Signed appointment letter Certified ID Copy Signed attendance register Payment register Proof of UIF Proof of COIDA



**CITY OF JOBURG PROPERTY COMPANY (SOC) LTD
BUSINESS PLAN 2018-2019**

4.3.1.3. SMMEs supported through property transaction

National outcome: Decent employment through inclusive growth														
Joburg 2040 outcome: An inclusive, job-intensive, resilient and competitive economy that harnesses the potential of citizens														
Related Output: Job intensive economic growth														
IDP program	Key Performance Indicator	Baseline	Target 2018/19	Target 2019/20	Target 2020/21	Key Interventions	2018/19 Quarterly target				2018/19 Budget per programme		Means of verification	
							Q1	Q2	Q3	Q4	Opex	Capex		
Economic Growth	Number of SMMEs supported	2 304	1 200	1 500	1 500	SMME's supported through property transaction						R198m	R84m	<ul style="list-style-type: none"> Signed appointment letters. Profile of each supplier.



4.3.1.4. Payment of valid invoices within 30 days of invoice receipt date.

National outcome: Decent employment through inclusive growth													
Joburg 2040 outcome: A growing, diverse and competitive economy that creates jobs													
Related Output: Job intensive economic growth													
IDP programme	Key Performance Indicator	Baseline	Target 2018/19	Target 2019/20	Target 2020/21	Key Interventions	2018/19 Budget per programme		2018/19 Quarterly target				Means of verification
							Capex	Opex	Q1	Q2	Q3	Q4	
Economic Growth	Percentage of valid invoices paid within 30 days of invoice receipt date	New indicator	100% of valid invoices paid within 30 days of invoice receipt date	100% of valid invoices paid within 30 days of invoice receipt date	100% of valid invoices paid within 30 days of invoice receipt date		R198m	R84m	100% of valid invoices paid within 30 days of invoice receipt date	100% of valid invoices paid within 30 days of invoice receipt date	100% of valid invoices paid within 30 days of invoice receipt date	100% of valid invoices paid within 30 days of invoice receipt date	<ul style="list-style-type: none"> Payment listing including date invoice received and paid



4.3.2. Priority 2: Ensure pro-development that addresses inequality and poverty and provides meaningful redress

4.3.2.1. Number of asset management plans formulated

National outcome: Decent employment through inclusive growth														
Joburg 2040 outcome: An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development														
Related Output: Job intensive economic growth														
IDP programme	Key Performance Indicator	Baseline	Target 2018/19	Target 2019/20	Target 2020/21	Key Interventions	2018/19 Budget per programme		2018/19 Quarterly target				Means of verification	
							Capex	Opex	Q1	Q2	Q3	Q4		
Pro Poor Development	Number of asset management plans formulated	247 asset management plans formulated	250 asset management plans formulated	250 asset management plans formulated	250 asset management plans formulated			R2.5m	50	75	75	50		Signed asset management plans

CITY OF JOBURG PROPERTY COMPANY (SOC) LTD

BUSINESS PLAN 2018-2019

4.3.2.2. Number of properties acquired



National outcome: Decent employment through inclusive growth													
Joburg 2040 outcome: An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development													
Related Output:													
IDP program	Key Performance Indicator	Baseline	Target 2018/19	Target 2019/20	Target 2020/21	Key Interventions	2018/19 Budget per programme		2018/19 Quarterly target				Means of verification
							Capex	Opex	Q1	Q2	Q3	Q4	
Pro Poor Development	Number of properties acquired	51 properties acquired	10 properties acquired	15 properties acquired	20 properties acquired	Budget for acquiring properties to be made available		R3m	No properties acquired	2 properties acquired	5 properties acquired	3 properties acquired	<ul style="list-style-type: none"> Signed contracts by both parties Title deeds

CITY OF JOBURG PROPERTY COMPANY (SOC) LTD

BUSINESS PLAN 2018-2019

4.3.2.3. Leasing / lease renewals of shops and stalls located at various public transport facilities and traders markets owned by the City



National outcome: Decent employment through inclusive growth																					
Joburg 2040 outcome: An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development																					
Related Output																					
IDP programme	Key Performance Indicator	Baseline	Target 2018/19	Target 2019/20	Target 2020/21	Key Interventions	2018/19 Budget per programme				Means of verification										
							Capex	Opex	Q1	Q2		Q3	Q4								
Pro Poor Development	Number of shops and stalls leases concluded	New indicator	1900 leases of shops and stalls concluded	1930 leases of shops and stalls concluded				R2m													Signed leases with traders



CITY OF JOBURG PROPERTY COMPANY (SOC) LTD

BUSINESS PLAN 2018-2019

4.3.2.4. Development and management of public conveniences through outdoor advertising

National outcome: Decent employment through inclusive growth													
Joburg 2040 outcome: An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development													
Related Output:													
IDP programme	Key Performance Indicator	Baseline	Target 2018/19	Target 2019/20	Target 2020/21	Key Interventions	2018/19 Quarterly target				Means of verification		
							Capex	Opex	Q1	Q2		Q3	Q4
Pro Poor Development	Number of public conveniences refurbished / developed	New indicator	300 public conveniences completed	500 public conveniences completed	500 public conveniences completed		R5m	R1m			150 public conveniences completed	150 public conveniences completed	Completion certificate for public conveniences indicating number of toilet seats.

4.3.2.5. Release of properties on lease for agricultural purposes, NGO, churches, crèches, educational and community purposes

National outcome: Decent employment through inclusive growth														
Joburg 2040 outcome: An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development														
Related Output:														
IDP programme	Key Performance Indicator	Baseline	Target 2018/19	Target 2019/20	Target 2020/21	Key Interventions	2018/19 Quarterly target				Means of verification			
							Capex	Opex	Q1	Q2		Q3	Q4	
Pro Poor Development	Number of properties leased	New indicator	100 properties leased	450 properties leased	450 properties leased	Approval of transactions by council		R5m		20 properties leased	20 properties leased	40 properties leased	20 properties leased	Signed agreements



CITY OF JOBURG PROPERTY COMPANY (SOC) LTD

BUSINESS PLAN 2018-2019

4.3.2.6. Number of Inner City property redevelopment projects approved in Council for release to the private sector

National outcome: A responsive, accountable, effective and efficient local government system													
Joburg 2040 outcome: An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development													
Related Output													
IDP programme	Key Performance Indicator	Baseline	Target 2018/19	Target 2019/20	Target 2020/21	Key Interventions	2018/19 Quarterly target				Means of verification		
							Capex	Opex	Q1	Q2		Q3	Q4
Pro Poor Development	Number of Inner City property redevelopment projects approved in Council for release to the private sector	New indicator	10 Inner City property redevelopment projects approved in Council for release to the private sector	10 Inner City property redevelopment projects approved in Council for release to the private sector	10 Inner City property redevelopment projects approved in Council for release to the private sector	Council approval of transaction		R7m	Two Inner City property redevelopment projects awarded	Two Inner City property redevelopment projects awarded	Four Inner City property redevelopment projects awarded	Two Inner City property redevelopment projects awarded	Minutes of the Executive Adjudication Committee



CITY OF JOBURG PROPERTY COMPANY (SOC) LTD

BUSINESS PLAN 2018-2019

4.3.3. Priority 3: Create a culture of enhanced service delivery with pride

4.3.3.1. Training and development initiatives for employees

National outcome: National building and social cohesion												
Joburg 2040 outcome: An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development												
Related Output												
IDP programme	Key Performance Indicator	Baseline	Target 2018/19	Target 2019/20	Target 2020/21	Key Interventions	2018/19 Quarterly target					Means of verification
							Capex	Opex	Q1	Q2	Q3	
Customer Charter	number of employees trained	New indicator	Train eighty employees	Train eighty employees	Train hundred employees		R2m	0	20	50	10	<ul style="list-style-type: none"> • Certificates / attendance registers
Customer Charter	% completion of skill audit for level one to six employees	New indicator	100% completion of skill audit for level one to six employees	100 % completion of skill audit for level seven to nine employees	100 % completion of skill audit for level 10 to 11 employees		R400k	10% of management employees on level one to six	10% of management employees on level one to six	40% of management employees on level one to six	40% of management employees on level one to six	<ul style="list-style-type: none"> • Skills audit reports



4.3.3.2. Rapid and efficiency in filling vacancy positions identified as strategic

National outcome: National building and social cohesion													
Joburg 2040 outcome: An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development													
Related Output:													
IDP programme	Key Performance Indicator	Baseline	Target 2018/19	Target 2019/20	Target 2020/21	Key Interventions	2018/19 Budget per programme	2018/19 Quarterly target				Means of verification	
							Capex	Opex	Q1	Q2	Q3	Q4	
Customer Charter	percentage of strategic vacancies filled within 90 days	New indicator	90% of all strategic vacancies filled within 90 days	90% of all strategic vacancies filled within 90 days	90% of all strategic vacancies filled within 90 days	Budget for appointment of employees		R3m	90% of all strategic vacancies filled within 90 days	90% of all strategic vacancies filled within 90 days	90% of all strategic vacancies filled within 90 days	90% of all strategic vacancies filled within 90 days	<ul style="list-style-type: none"> List of critical vacancies for the year. Signed appointment contracts



4.3.3.3. Streamlining of disciplinary processes

National outcome: National building and social cohesion													
Joburg 2040 outcome: An inclusive society with enhanced quality of life that provides meaningful redress through pro-poor development													
Related Output													
IDP programme	Key Performance Indicator	Baseline	Target 2018/19	Target 2019/20	Target 2020/21	Key Interventions	2018/19 Budget per programme		2018/19 Quarterly target				Means of verification
							Capex	Opex	Q1	Q2	Q3	Q4	
Customer Charter	Number of days it takes to conclude disciplinary cases	New indicator	Disciplinary cases to be concluded within 90 working days	Disciplinary cases to be concluded within 90 working days	Disciplinary cases to be concluded within 90 working days			R2m	Disciplinary cases to be concluded within 90 working days	Disciplinary cases to be concluded within 90 working days	Disciplinary cases to be concluded within 90 working days	Disciplinary cases to be concluded within 90 working days	<ul style="list-style-type: none"> Register of disciplinary cases. Closing report of cases
Customer Charter	Percentage of success rate on concluded disciplinary cases	New indicator	90% success rate in all cases	90% success rate in all cases	90% success rate in all cases			R2m	90% success rate in all cases	90% success rate in all cases	90% success rate in all cases	90% success rate in all cases	<ul style="list-style-type: none"> Register of disciplinary cases. Closing report of cases



CITY OF JOBURG PROPERTY COMPANY (SOC) LTD

BUSINESS PLAN 2018-2019

4.3.4. Priority 7: Enhance our financial sustainability

4.3.4.1. Income generated through property transactions

National outcome: A responsive, accountable, effective and efficient local government system												
Joburg 2040 outcome: Enhanced, quality services and sustainable environment												
Related Output												
IDP programme	Key Performance Indicator	Baseline	Target 2018/19	Target 2019/20	Target 2020/21	Key Interventions	2018/19 Quarterly target				Means of verification	
							2018/19 Budget Capex	Opex	Q1	Q2		Q3
Financial sustainability	Random value of income raised from leases and servitudes sales	R113.1 m income raised from leases and servitudes sales	R110 m income raised from leases and servitudes sales	R120 m income raised from leases and servitudes sales	R120 m income raised from leases and servitudes sales	Council approval of transaction	R6m	R30 million	R25 million	R30 million	<ul style="list-style-type: none"> Nicor system billing for the quarter 	
Financial sustainability	% implementation of the Outdoor Advertising masterplan	New indicator	50 % implementation of the outdoor advertising masterplan	n/a	n/a	Council approval of outdoor advertising by-laws	R10m	10% implementation of the Outdoor Advertising masterplan	10% implementation of the Outdoor Advertising masterplan	20% implementation of the Outdoor Advertising masterplan	10% implementation of the Outdoor Advertising masterplan	<ul style="list-style-type: none"> Implementation plan and evidence as per the plan.



**CITY OF JOBURG PROPERTY COMPANY (SOC) LTD
BUSINESS PLAN 2018-2019**

4.3.4.2. Spend of allocated CAPEX.

National outcome: A responsive, accountable, effective and efficient local government system													
Joburg 2040 outcome: Enhanced, quality services and sustainable environment													
Related Output													
IDP programme	Key Performance Indicator	Baseline	Target 2018/19	Target 2019/20	Target 2020/21	Key Interventions	2018/19 Budget per programme Capex	2018/19 Quarterly target				Means of verification	
								Opex	Q1	Q2	Q3		Q4
Economic Growth	% spend of allocated Capex	100% spend of allocated Capex	100% spend of allocated Capex	100% spend of allocated Capex	100% spend of allocated Capex		R198m		10%	30%	40%	20%	<ul style="list-style-type: none"> Approved Budget indicating CAPEX allocated Invoices received for work completed



National outcome. A responsive, accountable, effective and efficient local government system													
Joburg 2040 outcome Enhanced, quality services and sustainable environment practices													
Related Output													
IDP programme	Key Performance Indicator	Baseline	Target 2018/19	Target 2019/20	Target 2020/21	Key Interventions	2018/19 Quarterly target				2018/19 Budget per programme	Means of verification	
							Capex	Opex	Q1	Q2			Q3
Economic Growth	Audit report outcome	Unqualified audit (Clean audit)	Unqualified audit (Clean audit)	Unqualified audit (Clean audit)	Unqualified audit (Clean audit)			R3m	Not applicable	Not applicable	Obtain an unqualified audit opinion (clean audit)	Not applicable	Auditor General Audit Report



CITY OF JOBURG PROPERTY COMPANY (SOC) LTD

BUSINESS PLAN 2018-2019

4.3.4.4. Resolution of Auditor General and Internal Audit findings

National outcome: A responsive, accountable, effective and efficient local government system													
Joburg 2040 outcome: Enhanced, quality services and sustainable environment													
Related Output:													
IDP programme	Key Performance Indicator	Baseline	Target 2018/19	Target 2019/20	Target 2020/21	Key Interventions	2018/19 Budget per programme		2018/19 Quarterly target				Means of verification
							Capex	Opex	Q1	Q2	Q3	Q4	
Economic Growth	% resolution of Auditor General and Internal Audit findings within four months after the report issued.	New	100% resolution of Auditor General and Internal Audit findings within four months after the report issued	100% resolution of Auditor General and Internal Audit findings within four months after the report issued	100% resolution of Auditor General and Internal Audit findings within four months after the report issued			R3m	100% resolution of findings within four months after report issued	100% resolution of findings within four months after report issued	100% resolution of findings within four months after report issued	100% resolution of findings within four months after report issued	<ul style="list-style-type: none"> Auditor General Management report Internal audit reports Follow up internal audit reports



4.4. Day to day operations

Day to Day operations	Projects	Key Project Performance Indicators	Measurement unit	Measurement Source	Baseline	18/19 Performance Target	Cumulative performance targets (Tangible, measurable targets that fulfill requirements of being SMART)			
							Quarter1	Quarter2	Quarter3	Quarter4
Regional Road shows to Councillors at various regions to engage on property issues Customer and stakeholder interactions	Stakeholders engagements	Presentation	Number of Presentations	Presentations	7 presentations	28 presentations across all regions	7 presentations across all regions	7 presentations across all regions	7 presentations across all regions	7 presentations across all regions
		Target companies for engagements on property issues	Number of Targeted companies	Proof of engagements with companies	12 engagements	48 engagements with targeted companies	12 engagements with targeted companies	12 engagements with targeted companies	12 engagements with targeted companies	12 engagements with targeted companies
		Site visits to various projects and facilities	Number of site visits	Site visit report	12 site visits	16 site visits	4 site visits	4 site visits	4 site visits	4 site visits
Annual Outdoor Advertising summit and round table engagements with property industry	Business to Business Match Making	Host an annual Outdoor Advertising Indaba	Number of stakeholder engagements	Presentations	New indicator	Annual outdoor advertising summit	Planning and Preparation for the Outdoor Advertising summit focusing on transformation and SMME	Finalise the planning for the Outdoor Advertising summit	Launch of the Outdoor Advertising summit	



CITY OF JOBURG PROPERTY COMPANY (SOC) LTD

BUSINESS PLAN 2018-2019

Day to Day operations	Projects	Key Project Performance Indicators	Measurement unit	Measurement Source	Baseline	18/19 Performance Target	Cumulative performance targets (Tangible, measurable targets that fulfill requirements of being SMART)			
							Quarter1	Quarter2	Quarter3	Quarter4
Property Valuations	Land sales, leases. Acquisition, servitudes	No of valuations done per annum			60%	100% valuations of all properties presented for approval	20% valuations of all transactions	50% valuations of all transactions	75% valuations of all transactions	100% valuations of all transactions
Enhancement of the property portfolio-	Property Sanitation Project	Completion of the Property Sanitation Project			New Indicator	100% Completion of the property sanitation project	Appointment of service provider to assist with the sanitation	15% categorisation of all properties in the asset register	50% categorisation of all properties in the asset register	100% categorisation of all properties in the asset register
Media and Communications	Branding of JPC, Marketing of JPC and projects outlined above Proactive media communications and engagement	Marketing and Media and Communication Strategy for JPC	Number of marketing and communication events to profile the organisation		New Indicator	3 10 media releases	Planning and alignment of marketing strategy to align to corporate strategy and projects 1 media releases	1 event held on marketing and communications 3 media releases	1 event held on marketing and communications 4 media releases	1 event held on marketing and communications 2 media releases



CITY OF JOBURG PROPERTY COMPANY (SOC) LTD

BUSINESS PLAN 2018-2019

Day to Day operations	Projects	Key Performance Indicators	Measurement unit	Measurement Source	Baseline	18/19 Performance Target	Cumulative performance targets (Tangible, measurable targets that fulfill requirements of being SMART)			
							Quarter1	Quarter2	Quarter3	Quarter4
Stakeholder engagements	Client satisfaction survey among external users	Facilitate a client satisfaction survey among external users to conduct a survey & and an empirical study on JPC's Client services	Results and report on analysis of survey	Questionnaire, statistical analysis & results of survey	New	Implementation of corrective measures to improve service delivery	Appointment of a service provider	Empirical study on JPC stakeholders & their satisfaction on service delivery -	Statistical analysis	Final report on results & recommendations

BUSINESS PLAN 2018-2019

4.5. Definition of KPI's

Priority	Indicator	Definition
Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment by 2021	R1.4b investment attraction on CoJ property	This KPI measures the amount of investment leveraged by JPC on COJ land through future construction developments that has been approved by EAC.
	R600m investment attraction on CoJ property (construction value on the ground)	This KPI measures the amount of investment attracted by JPC on COJ land, through construction that is currently on the ground
	2000 Jobs opportunities created	This indicator measures the number of work opportunities created through construction, property management, asset management and outdoor advertising.
	1200 SMMEs supported through property transaction	This indicator measures the number of SMMEs supported by JPC through construction, property management, asset management and outdoor advertising.
	100% payment of valid invoices within 30 days of invoice receipt date	The indicator measures how many valid invoices are paid out within the mandatory 30 days. This is presented as a percentage of total valid invoices lodged with JPC
Ensure pro-development that addresses inequality and poverty and provides meaningful redress	250 asset management plans formulated	This indicator is put to plan to provide users with accommodation for service delivery and to measure that council owned land is used to support current and future services of the COJ
	Ten properties acquired	This KPI measures the amount of properties acquired from external sellers
	1900 leases of shops and stalls concluded	This KPI measures the number of leases of shops and stalls concluded between JPC, shop owners and stall occupants.
	300 public conveniences completed	This KPI measures the number of public conveniences concluded by JPC, within the COJ

Priority	Indicator	Definition
	One hundred properties on lease for agricultural purposes, NGO, churches, crèches	This KPI measures the number of properties leased out by JPC for agricultural, NGO, church and crèche purposes in the COJ
	Number of Inner City property redevelopment projects approved in Council for release to the private sector	This KPI measures the number of properties that qualify for release to the private sector for redevelopment subject to Council approval.
Create a culture of enhanced service delivery with pride	Eighty employees trained	This KPI measures the total number of employees trained within JPC in alignment with the training and development strategy.
	100% completion of skills audit for level one to six	The indicator measures the number of employees at levels 1 to 6 whose skills have been audited as part of the skills audit process. This process identifies skills shortages in the organization as well as the need for appropriate training and development opportunities for employees.
	90% of all strategic vacancies filed within 90 days	This KPI measures the rate that JPC filed strategic vacancies
	Disciplinary cases concluded within 90 working days	This KPI measures the number of disciplinary cases resolved within a 90 working days
	90% success rate in all disciplinary cases	This KPI measure the success rate of in all disciplinary cases within JPC.
Enhance our financial sustainability	R110 m income raised from leases and servitudes sales	This KPI measures the amount of income raised from leases and servitude sales.
	50 % implementation of the outdoor advertising masterplan	This KPI measures the implementation of the outdoor advertising masterplan
	100% spend of allocated Capex	This KPI measures the percentage spent on Capex budget allocated to JPC
	Obtain unqualified audit opinion (Clean audit)	This KPI measures the audit opinion of the Auditor-General. The opinion can be one of: disclaimer, adverse, qualified and unqualified



Priority	Indicator	Definition
		<p>opinion. Clean audit refers to an unqualified opinion without matters of emphasis in which the audit report issued by the Auditor-General determines that each of the financial records provided by the JPC is free of any misrepresentations.</p>
	<p>100% Resolution of Auditor General and Internal Audit findings</p>	<p>This KPI measures the percentage resolution of Audit Findings raised by Internal Audit and AGSA.</p>

4.6. Service Level 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	Complete the sale or lease and registration of servitudes of Council owned land	Within 6 months after Council Approval in terms of Section 14(2) of the Municipal Finance Management Act
7	Tender placed after Council approval and CoJ Executive Adjudication Committee	Within 4 months of CoJ Executive Adjudication Committee approval
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 60 days of application and budget confirmation
9	Performance of surveys on the condition of all plant and equipment in order to allow the assessment of the required repairs and maintenance of facilities managed by JPC.	Quarterly
10	Response to general enquiries at client services counter	Within 24 hours of logged call
11	Response to enquiries regarding transactions in pipeline	Within 24 hours of logged call
12	Response to applicants/interest to lease or acquire (formal applications) land and/or buildings	Within 30 days of application

CITY OF JOBURG PROPERTY COMPANY (SOC) LTD
BUSINESS PLAN 2018-2019

5. Financial impact

5.1. Operating expenditure

JPC PORTFOLIO BUDGET

Description R millions	YTD	Full Year	Approved	Change	Revised	Approved	Change	Draft	Approved	Change	Draft	Draft
	Actual Oct 2017	Forecast 2017/18 R 000	Budget 2017/18 R 000	R m	Budget 2017/18 R 000	Budget 2018/19 R 000	R m	Budget 2018/19 R 000	Budget 2019/20 R 000	R m	Budget 2019/20 R 000	Budget 2020/21 R 000
Property rates	26 809	32 551	97 652	-10 918	86 734	103 023	-4 688	98 355	108 689	-5 316	103 273	108 437
Other revenue	14 050	39 225	117 675	-5 817	111 858	123 621	213 118	336 639	128 841	225 977	354 818	375 753
Total Revenue	40 859	71 776	215 327	-16 735	198 592	226 644	208 450	434 994	237 430	220 661	458 091	484 190
Debt impairment			1 794		1 794	1 900		1 900	1 900	103	2 003	2 121
Depreciation			450		450	475		475	475	26	501	531
Repairs/maintenance	22 479	19 047	57 141	-11 428	45 713	60 512		60 512	63 780	-242	63 538	66 715
Contracted services	807	3 581	10 743	-5 307	31 721	11 377	30 548	41 925	11 991	32 198	44 189	46 796
Other	3 395	13 987	40 166		13 881	25 696	-15 545	10 151	27 084	-16 365	10 699	11 330
Internal Expenditure	14 921	34 793	104 379		104 379	117 701	61 336	179 037	123 830	64 875	188 705	199 838
Total Expenditure	41 602	71 408	214 673	-16 735	197 938	217 661	76 339	294 000	229 060	80 575	309 635	327 331
Surplus / (Deficit)	-743	368	654	0	654	8 883	-132 111	140 994	8 370	140 066	148 456	156 859



CITY OF JOBURG PROPERTY COMPANY (SOC) LTD

BUSINESS PLAN 2018-2019

JPC BUDGET

Description	YTD Actual	Full Year Forecast	Approved Budget	Change R 000	Revised Budget	Approved Budget	Change R 000	Draft Budget	Approved Budget	Change R 000	Draft Budget	Change R 000	Draft Budget	Draft Budget
Other revenue	1 333	7 457	36 775	-14 654	22 121	39 999	-19 784	20 215	42 158	42 158	20 215	-14 784	27 374	28 990
Subsidy from COJ	117 827	117 827	353 480	523 510	876 990	384 057	27 528	411 585	407 524	407 524	411 585	26 287	433 811	465 336
Other Internal Revenue	48 536	174 420	508 856	-508 856		526 832	* -367 965	158 867	555 984	555 984	158 867	-388 538	167 446	177 325
Total Revenue	169 713	299 704	899 111	0	876 990	950 888	-360 221	590 667	1 005 666	-377 035	628 631	628 631	628 631	671 651
Employee related cost	83 324	84 662	255 273		255 273	272 887	18 994	291 881	290 352	19 333	309 685	309 685	309 685	329 504
Depreciation	2 253	2 321	5 962		5 962	6 313	2 755	9 068	6 653	2 906	9 559	9 559	9 559	10 123
Repairs/maintenance	34 324	144 048	428 916		428 916	450 404	* -408 458	41 946	475 428	-427 190	48 238	48 238	48 238	55 473
Other materials								6 517			6 517		6 869	7 274
Interest paid			967		967	1 024	443	1 467	1 079	467	1 546	1 546	1 546	1 637
Contracted services	8 987	13 931	41 793		41 793	37 726	5 939	43 665	39 764	6 258	48 022	48 022	48 022	48 737
Other	48 609	54 782	159 790		159 790	169 247	2 371	171 618	178 420	2 464	180 884	180 884	180 884	191 552
Internal Expenditure	7 339		6 410		6 410	13 286	11 219	24 505	13 970	11 658	25 828	25 828	25 828	27 351
Total Expenditure	184 636	299 744	899 111	0	899 111	950 887	-366 738	590 667	1 005 666	-383 904	628 631	628 631	628 631	671 651
Surplus / (Deficit)	-15 123	-40	0	0	-22 121	1	6 517	0	0	6 869	0	6 869	0	0

*Reduction due to repairs and maintenance budget for the departments being re-allocated back to them. The budgeted income and expenses had to be reversed. JPC will only execute repairs and maintenance for those departments that requires such services from JPC

CITY OF JOBURG PROPERTY COMPANY (SOC) LTD

BUSINESS PLAN 2018-2019

5.2. Capex Expenditure

JSIP ID	Project Name	Budget			
		2017/2018	2018/2019	2019/2020	2020/2021
		R 000	R 000	R 000	R 000
2669	Computer Equipment New Computer Upgrades BRAAMFONTEIN WERF EXT.1 F City Wide	1 700	2 000	2 000	7 000
2638	Dobsonville Informal Trading Market Upgrading and construction of Informal Trading Facility New Informal trading Stalls DOBSONVILLE D Ward	1 459	-	-	-
4142	Erf 43-46 Victoria Ext 3(Paterson Park Node) VICTORIA EXT.3 E Regional	3 000	10 000	10 000	-
2290	FMMU - Public Conveniences New Public toilets JOHANNESBURG F Ward	10 000	5 000	5 000	5 000
2523	Jabulani CBD Precinct development New Operational Capex JABULANI D Ward	3 000	20 000	-	-
3943	Neighbourhood Development for Bertrams Priority Block New Building Alterations BERTRAMS F Regional	1 000	20 000	-	-
4184	Office Space Optimisation Program New Precinct Redevelopment JOHANNESBURG F City Wide	2 000	32 763	46 463	69 677
2522	Orlando Ekhaya Waterfront Development Renewal Park ORLANDO EKHAYA D Regional	3 000	-	-	-
4029	Purchase & Development of land in Perth Empire, Louis Botha and Turffontein Corridors New Corridors of Freedom Intervention CORONATIONVILLE F City Wide	2 000	-	-	-
2255	Randburg CBD Renewal Building Alteration Renewal Building Alterations FERNDAL B Regional	3 000	-	-	-
2284	Revamping of the Informal Trading Stalls within the Inner City Renewal Operational Capex JOHANNESBURG F Ward	15 000	10 000	10 000	10 000
4140	Rissik Street Post Office Restoration Project New Heritage JOHANNESBURG F Regional	40 000	40 000	20 000	20 000
4181	Rosebank Linear Park ReDevelopment New Precinct Redevelopment ROSEBANK B Regional	3 000	10 000	-	-
2507	Sandown Extension 49 Erf 575RE Renewal Building Alterations SANDOWN EXT.49 E	35 000	35 000	30 000	30 000
3944	Site Development Projects New Land Preparation JOHANNESBURG F City Wide	4 000	5 000	-	-

CITY OF JOBURG PROPERTY COMPANY (SOC) LTD

BUSINESS PLAN 2018-2019

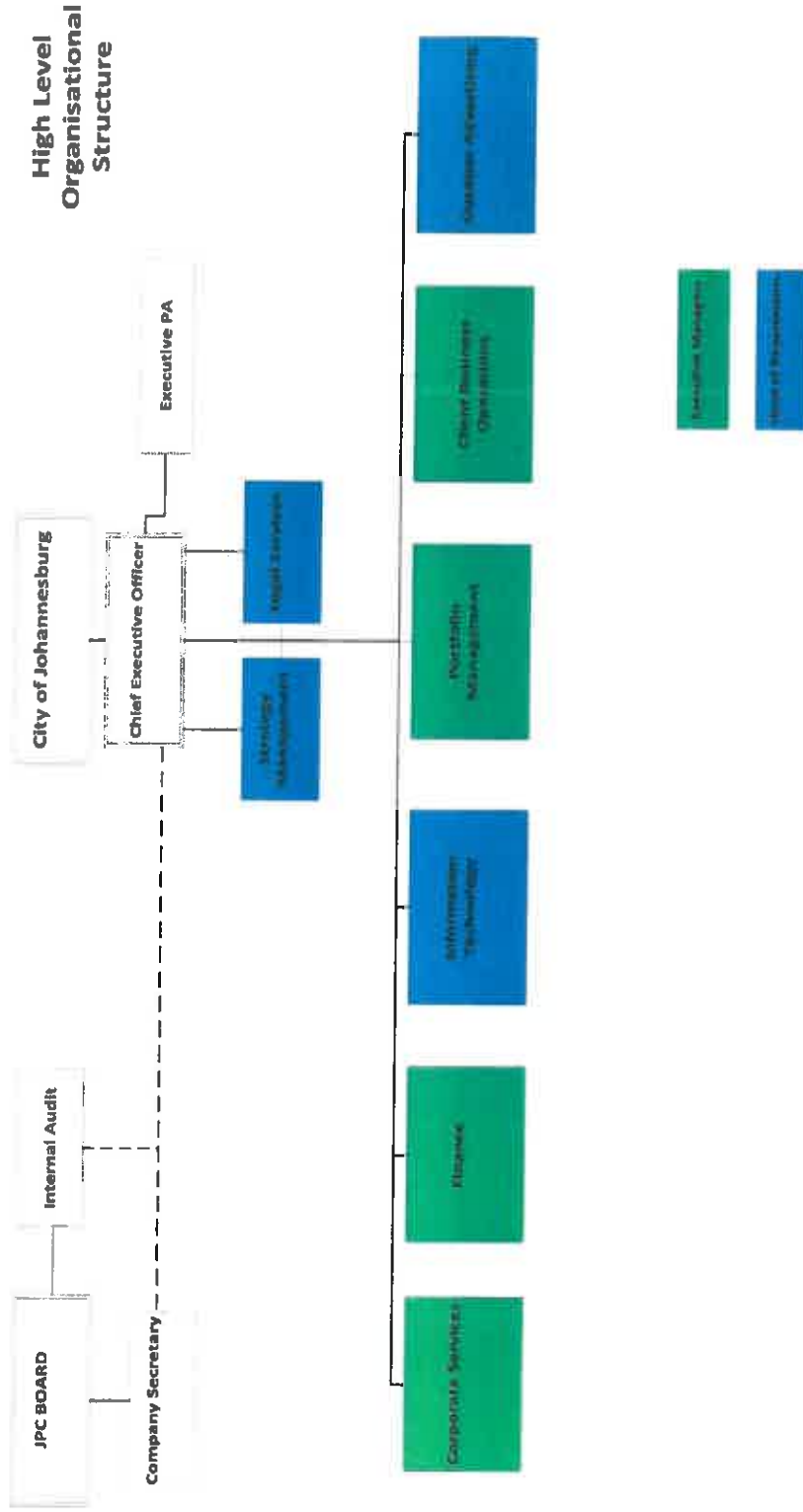


JSIP ID	Project Name	Budget	Budget	Budget	Budget	Budget
		2017/2018	2018/2019	2019/2020	2020/2021	
2632	Upgrading of the Hillbrow Public Transport Facility and taxi rank upgrade JOHANNESBURG F Ward	1 080	1 080	1 080	1 080	1 080
4180	Watt Street Inter-change New Housing Development WYNBERG E Regional	-	2 000	2 000	2 000	2 000
3844	Land Regularisation Renewal Operational Capex JOHANNESBURG F City Wide	-	5 000	5 000	5 000	-
		128 239	197 843	131 543	144 757	



**CITY OF JOBURG PROPERTY COMPANY (SOC) LTD
BUSINESS PLAN 2018-2019**

**6. Management and organisation structure
6.1. JPC's High-Level Organisation structure**



6.2. Management Team

 <p>Helen Botes (Chief Executive Officer) Executive Director</p> <p>Expertise and experience Helen Botes brings expertise and experience in treasury and banking, money market trading, trading of financial instruments, foreign exchange, raising of the first City bonds and retail bonds for CoJ, economic development, property development and management.</p> <p>Qualifications Diploma in Treasury Management Executive Leadership Development Programme MBA (Milpark Business School)</p>	 <p>Imraan Bhamjee (Chief Financial Officer) Executive Director</p> <p>Expertise and experience Financial management; auditing; risk; process and control mapping; management consulting; product management; relationship management.</p> <p>Qualifications BCompt Honours; Accreditation as Registered Government Auditor (RGA); Advance Certificate in Auditing; Leadership Management; CTA</p>	 <p>Sthembiso Mtungwa Executive Manager: Property Development</p> <p>Expertise and experience New business opportunities, innovative finance structuring skills, knowledge of property portfolio of various municipalities and stakeholder liaison.</p> <p>Qualifications Bachelor of Commerce; Postgraduate Diploma in Business Management; Property Development Programme (PDP)</p>	 <p>Fanis Sardonios Executive Manager: Property Management: Acquisitions, Social and Municipal Portfolios</p> <p>Expertise and experience Member of the task team that established the JPC, implemented JPC's client service and applications system, strategic and operational property management planning and support, monitoring and reporting of performance management, co-ordination and monitoring of strategic projects and implementation of operational plans, development, monitoring and reporting on budget.</p> <p>Qualifications IAC (Institute of Administration and Commerce – Local Government); IMFO (Institute of Municipal Finance Officers); BMA (Board for Municipal Accountants)</p>
--	--	--	---

 <p>Musah Makhunga Head of department: Strategic Support</p> <p>Expertise and experience Business plan development, implementing corporate strategy, strategic and operational risk assessment, reporting and disclosure, management of transformation initiatives, company-wide monitoring and evaluation.</p> <p>Qualifications BCom (Hons); SA Government Procurement and Law Practice; IFRS; PFM; MFMA</p>	 <p>Tshepo Mokataka Senior Manager: Legal</p> <p>Expertise and experience Admitted Attorney of the High Court of South Africa, providing strategic legal advice, operational transitional compliance, vetting strategic agreements and legal documentation, managing legal advisors, managing legal risks, managing the legal budget, legal depts, budget, deputy information officer, conducting internal investigations of alleged fraud and corruption.</p> <p>Qualifications BA (Law) LLB; Post Graduate Certificate in Provincial and Local Government Law; Postgraduate Diploma in Labour Law</p>	 <p>Mala Padayachee Head of Department Information Technology</p> <p>Expertise and experience IT Strategy Development, Development of IT Policies and governances, Align IT services with the needs of business. Mitigate and maintain IT Risk and Security, System Development, System Design, Hardware/software and testing. Manage, maintain, monitor and evaluate IT systems.</p> <p>Qualifications Public Administration and Management (Diploma); Business Information Systems (Honours); National certificates in Project Management, Business Engineering (Certificate); System Development and Customer Complaints, (Certificate); Leadership Skills Development, (Certificate); Knowledge Management (Certificate); Auditing and Service Level Agreements (Certificate)</p>	 <p>Craig Matthews Company Secretary</p> <p>Expertise and experience Admitted to practice as Attorney. Practiced for a number of years. More than 15 years' experience as Board /Company Secretary in the public sector fields such as Merchant Shipping Regulation, Agriculture and Diamond Mining & Exploration. Worked as Corporate Governance Consultant in the private sector.</p> <p>Qualifications BA (Law) LLB MAP</p>
--	---	--	--

6.3. Capacity analyses

Employment Equity

JPC has a total staff compliment of 536 employees and the employment equity demographics indicates that JPC has as a majority male employees within Junior Management, skilled Technical and Semi-skilled occupational levels. Male employees represent 61% of total staff compliment.

The employment equity gaps for JPC relates to gender representation within all occupational levels and under representation with respect to demographics within the non-designated group. The gaps are as a result of the nature of work within JPC deemed to be work performed traditionally by male employees.

Occupational Levels	MALE				FEMALE				Foreign Nationals		TOTAL
	A	C	I	W	A	C	I	W	M	F	
Top Management	1	0	1	1	0	1	0	0	0	0	4
Senior Management	1	0	0	0	1	0	1	0	0	0	3
Professionally qualified and mid-management	18	1	5	5	22	1	2	5	0	0	59
Jun. Management, Superintendents and Skilled Technical	97	2	4	9	56	9	2	3	1	1	184
Semi-skilled Administration /	108	11	3	2	30	6	0	0	0	0	160
Unskilled and defined decision making	50	3	0	1	55	15	0	0	0	0	124
Total Permanent Staff	275	17	13	18	164	32	5	8	1	1	534
Temporary Employees	0	0	4	0	4	3	0	0	0	0	11
GRAND TOTAL	275	17	17	18	168	33	5	8	1	1	535

JPC is committed and views employment equity as a strategic objective and focus for next year, which marks the 4th year of the five-year EE plan. Moving forward the business agenda will focus on closing the targeted gaps as outlined in the plan and implement Diversity programmes.

This year's achievements highlights against the EE Implementation Plan are as follows:

- The Terms of Reference on the Constitution of the Employment Equity forum were finalized and approved, in consultation with EE representatives.
- The on line registration to submit the annual EE report has successfully been achieved.
- This year the Department of Labour audited JPC's compliance in respect of Employment Equity Act. JPC responded well in terms of the audit requests and still awaiting the outcome.

The organization experienced challenges with regard to recruiting and filling of vacancies as a result of budget constraints and the challenge has had adverse impact on the core departments such as facilities management, assets management, and finance and property development. To address the matter a motivation for additional funding for 126 critical vacancies was submitted to the City. To date, the City has not provided feedback on the submission for additional funding. As part of the 2018/2019 budget submissions as result prioritisation of vacancies taking into account the challenges facing JPC and City with regard to financial constraints and the ratio between the salaries budget and the revenue generated the critical vacancies were reduced from 126 to 37 positions

Inability to fill the identified critical vacant positions has led to scenarios in which employees are rotated within departments to perform other duties. The inability to fill vacancies has resulted in increased level of absenteeism in departments where employees are expected to perform more than one function i.e. work burn out and stress. The other measure employed to address challenge is to opt for outsourcing where possible.

6.4. Skills development and training

The learning and development provides occupationally directed learning activities to enable and enhance knowledge, practical skills and workplace experience and behaviour for optimal organizational performance and sustainability. Learning and development interventions is informed by four training clusters aligned to the organizational competencies which includes organizational (legislative compliance) functional, generic, managerial competencies.

In order to achieve the organizational strategic objectives and improve employees' skills, employees and managers jointly completed the Individual Learning Plans (ILPs) identifying competencies to be addressed and types of interventions required to improve job performance. The identified interventions will form part of the workplace skills plan.

7. Risk management

Effective risk management is integral to the company's objective of consistently adding value to the business. Management is continuously developing and enhancing its risk and control procedures to improve the mechanisms for identifying and monitoring risks. The JPC policy and framework on risk is in full alignment with the CoJ Group policies. The Audit and Risk Committee ensures that there is an effective risk management process in place and that the internal controls are effective and adequately reported on. The committee oversees the effectiveness of risk management through quarterly risk management reports that are prepared and presented by management to the committee.

JPC's risk management unit, which is responsible for the executing their risk management activities and for integrating risk management into their operational routines, is strategically placed within the office of the CEO. The unit is supported by risk champions who are responsible for co-ordinating and providing feedback on risk management activities within the different business unit of JPC. The Group Risk and Advisory Services (GRAS) plays an important support function to the JPC's risk management unit and ensuring implementation of group policies.



An enterprise risk management focus to identify those risks that are most significant to its ability to achieve and realise its core business strategy and objectives supporting value creation. JPC performs annual strategic risk assessment linked to the organisation's strategic objective and annual planned achievement in the form of the business scorecard. Management with assistance from GRAS reviews the organisation's risk for the year. Strategic Risk Workshop, held with the Board to solicit their inputs prior to finalising the strategic risks. The strategic risks are approved by the Board and action plans to reduce the residual risk to acceptable levels are monitored quarterly. The design, implementation and operating effectiveness of the risk management process by the Internal Auditors is assessed prior to using the strategic risks in their risk based internal audit plans.

The table below illustrate the top 5 strategic risks, the strategic objective that impact the risk and the mitigation plan that are put in place to mitigate these risks. The Risk Management unit has been tracking and reporting on the status of the risk rating and implementation of the mitigation plan on a quarterly basis.



Risk Register – Current top 10 risks

Ranking	MOE Objectives	Risk Description	Inherent Risk	Residual risk	Actions to improve management of the risk	Action Owner	Time scale	Progress to date
1	Ensuring a professionally managed and sustainable company	Financial sustainability/In ability to generate revenue	Very High 25	Very High 22.5	<ol style="list-style-type: none"> 100% execution of the approved implementation plan for the facilities to ensure that planned work is done and billed. Timely renewal of leases so that revenue generation can be enhanced Lease Audit ongoing to ensure completeness of properties leased by JPC in order to increase and measure revenue base. Promotion of JPC strategy, brand and value proposition with City shareholders. Increase the work performed by facilities management by 5% a year. Repairs and maintenance will be only be executed for departments, whose debtors accounts is up to date to reducing increasing debtors and overdraft. Growing the outdoor advertising income with a process of reducing 	<ol style="list-style-type: none"> EM: Facilities Management EM: Property Management EM: Property Management HOD: Marketing & Communication EM: Facilities Management 	<ol style="list-style-type: none"> 2018/05/31 Ongoing Ongoing Ongoing 2018/05/31 2018/02/28 2018/12/31 2018/12/31 2018/12/31 2018/12/31 2018/12/31 	<ol style="list-style-type: none"> The Facilities Management prioritisation plan has not been finalised. The matter has been escalated to City Manager and Sub Mayoral. A lease renewal program is implemented. A number of reports have been approved submitted to COJ committees The lease audit has been complete and will be done annually going forward. A number of leases were approved by the board and now in the COJ system for final approvals Regular engagements at City forums disseminating the strategy, forming partnerships and generating partnership arrangements which raise awareness amongst diverse group Regular meetings with CoJ Stakeholders – Economic Development, Group Communications & Marketing, other MoEs and associations workings The portfolio account will be targeted to achieve the expected growth in work performed by own staff and reducing outsourcing. Nothing has materialise as the prioritisation plans have not been finalised



CITY OF JOBURG PROPERTY COMPANY (SOC) LTD

BUSINESS PLAN 2018-2019

Ranking	MOE Objectives	Risk Description	Inherent Risk	Residual Risk	Actions to improve management of the risk	Action Owner	Time-scale	Progress to date
2	Ensuring efficient, economic and effective service delivery to clients, customers and stakeholders	Inadequate management and maintenance of property	Very High 25	Very High 22.5	<p>Illegal signs over three years</p> <p>8. Land sales increased over the next three years implementing the land strategy.</p> <p>9. Focus on property development and grow the facilitation fee.</p> <p>10. Land acquisition to be intensified</p> <p>11. Target work for other departments</p> <p>1. Develop and implement a comprehensive facilities plan</p> <p>2. Training plan to be implemented and complimented by individual learning plans that has already been requested to increase head count.</p> <p>4. Contract management system being implemented.</p> <p>5. Establish framework orders with the entities and departments.</p> <p>6. Approval and implementation of succession planning framework</p>	<p>1. EM: Property portfolio</p> <p>2. HOD: Human Capital</p> <p>3. EM: Corporate Services</p> <p>4.SM: Legal/SCM</p> <p>5. EM: Property portfolio</p> <p>6. HOD: Human Capital</p> <p>7. EM Property Management</p>	<p>1) 2017/10/30</p> <p>2) 2017/12/31</p> <p>3) On-going</p> <p>4) 2017/09/30</p> <p>5) 2017/12/31</p> <p>6) 2017/09/30</p> <p>7) 2017/09/30</p>	<p>6. The matter was discussed in bid adjudication committee in Jan 2018</p> <p>7. Waiting for outdoor by-laws to be approved</p> <p>8. Land strategy is currently in the City's subcommittee, land sales will start once the strategy has been approved by council</p> <p>9. Capex have been requested</p> <p>10. Still at planning, will be done as part of Inner City redevelopment</p> <p>11. Department have been targeted and work will commence in quarter four.</p> <p>1) Facilities plan is being drafted and will be implemented once approved by board.</p> <p>2) Individual Training needs information is being collected. Training will be done in accordance with budget available</p> <p>3) Request included in the 2018/19 budget</p> <p>4) The Nico module on contract management has been activated.</p> <p>5) Frame work orders have been requested from those departments whose prioritisation plans have been signed off.</p> <p>6) Succession planning has been placed on hold as a result of integration</p> <p>7) Lease audit has been finalised and will now be done annually</p>



CITY OF JOBURG PROPERTY COMPANY (SOC) LTD

BUSINESS PLAN 2018-2019

Ranking	MOE Objectives	Risk Description	Inherent Risk	Residual Risk	Actions to improve management of the risk	Action Owner	Time scale	Progress to date
3	Ensuring efficient, economic and effective service delivery to clients, customers and stakeholders	Inadequate Contract management	Very High 25	Very High 22.5	<p>7. Lease audit to be conducted regularly</p> <p>1. Establishment of the Project Management Office (PMO).</p> <p>2. Upskilling of staff with emphasis on contract management in accordance with set JPC standards.</p> <p>3. Establishment of the contract management system.</p>	<p>1. HOD: Strategic Management</p> <p>2. HOD: Human Capital</p> <p>3. HOD: Legal</p>	<p>1) 2017/10/31</p> <p>2) 2017/10/31</p> <p>3) 2017/12/31</p>	<p>1) PMO establishment could not be implemented due to budget constraints</p> <p>2) Contract management training was done in conjunction with the COJ Legal department</p> <p>3) The Nico module on contract management is now live and being utilised for all active leases.</p>
4	Supporting community development and social initiatives	Illegal occupation and use of property	Very High 20	High 18	<p>1. Monitoring of high risk properties, with the assistance of CRUM, and ward councillors</p> <p>2. Improve communications with relevant stakeholders</p> <p>3. Enter into maintenance agreements with tenants</p> <p>4. Completion and implementation of Land Strategy</p>	<p>1. EM: Property portfolio</p> <p>2. SM: Corporate Services</p> <p>3. EM: Property Portfolio</p> <p>4. EM Property Management</p>	<p>1) Ongoing</p> <p>2) 2017/12/31</p> <p>3) 2017/08/31</p> <p>4) 2017/12/31</p>	<p>1) CBO stakeholder management together with Regional Managers working closely with community, Crum and ward councillors to ensure that any illegal occupation, vandalism, are immediately dealt with in collaboration with JMPD, Group Legal and courts to obtain eviction orders.</p> <p>2) Timeous responses to media queries are largely beneficial and provide some coverage.</p> <p>Attendance at VSD and Council Forums as well attending to Client Servicing escalations</p> <p>3) As and when leases are finalised and User Agreement for short term requirements</p> <p>4) The Land Strategy has been developed. It is currently is at its finalisation stages with the Final Draft being prepared for Board approval.</p>



CITY OF JOBURG PROPERTY COMPANY (SOC) LTD

BUSINESS PLAN 2018-2019

Ranking	MOE Objectives	Risk Description	Inherent Risk	Residual Risk	Actions to improve management of the risk	Action Owner	Time scale	Progress to date
5	Ensuring efficient, economic and effective service delivery to clients, customers and stakeholders	Lack of alignment between HR strategies to the organisational goals	Very High 25	High 12.5	<ol style="list-style-type: none"> Skills development initiatives underway. Submission to City for additional budget for vacancies Develop internship programme roll out plan for approval and implement Conducting training needs analysis Training plans to be implemented and complimented by individual learning plans. Approval and implementation of succession planning framework. Review of HR strategy to ensure alignment with business requirements. Implementation of ER based on consequence management measures 	<ol style="list-style-type: none"> HOD: Human Capital Chief Financial Officer HOD: Human Capital HOD: Human Capital HOD: Human Capital HOD: Human Capital HOD: Human Capital HOD: Human Capital 	<ol style="list-style-type: none"> 2017/09/30 2018/02/28 2017/12/31 2018/05/31 2018/05/31 2017/09/31 2017/09/30 2017/09/30 	<ol style="list-style-type: none"> Skills Development Initiatives implemented to address these gaps: Organisational Core Competencies such as property related courses, MFMA, Technical Competencies such as Artisans for Electrical and plumber, Management competencies such as Supervisory and Coaching programmes and Generic Competencies: Customer care etc. These initiatives were informed by the individual training plans submitted by employees which informed the WSP. JPC submitted a motivation for additional funding for 37 critical vacancies to City and awaiting feedback and approval. The internship roll out plan developed however needs to be approved Training needs analysis has been done and employees are being trained. A training target has also been included in the scorecard of the organisation. The workplace Skills plan for 2017/2018 submitted to Services SETA and is based on the individual learning plans.



CITY OF JOBURG PROPERTY COMPANY (SOC) LTD

BUSINESS PLAN 2018-2019

Ranking	MOE Objectives	Risk Description	Inherent Risk	Residual Risk	Actions to improve management of the risk	Action Owner	Time scale	Progress to date
								<p>6) The succession-planning framework has been placed on hold</p> <p>7) The HR strategy was reviewed and aligned to business requirements and in the 2017/2018 financial year reporting will be based on the HR strategic objectives.</p> <p>8) All misconduct cases reported are dealt with in terms of the disciplinary hearings</p>



CITY OF JOBURG PROPERTY COMPANY (SOC) LTD

BUSINESS PLAN 2018-2019

Ranking	MOE Objectives	Risk Description	Inherent Risk	Residual Risk	Actions to improve management of the risk	Action Owner	Time scale	Progress to date
6	Utilising the portfolio as a vehicle for Transformation	Inability to implement the outdoor strategy	Very High 25	High 12.5	<p>1 Joint intervention between JPC and the City in reviewing the by-laws and implementation of JPC outdoor strategy</p> <p>2. Regular interaction with the industry with resolutions reached.</p> <p>3. Approval of Turnaround plan by Council for implementation by JPC and CoJ DDP subject to budget provision</p> <p>4. Upskilling and retraining: staff development and enhancement of capacity and skills base of the Department</p> <p>5. Approval of master plan as a vision for outdoor advertising by Council for implementation by CoJ and JPC</p> <p>6. Remodelling of CoJ portfolio by JPC in line with the vision (Less is more)</p> <p>7. Review of By laws by CoJ in consultation with JPC to empower CoJ to remove illegal signs without a court order</p> <p>8. Reduction of fees subject to CoJ approval</p>	<p>1) HOD: Outdoor</p> <p>2) HOD: Outdoor</p> <p>3) HOD: Outdoor</p> <p>4) HOD: Human Capital</p> <p>5) HOD: Outdoor</p> <p>6) HOD: Outdoor</p> <p>7) HOD: Outdoor</p> <p>8) HOD: Outdoor</p> <p>9) HOD: Outdoor</p> <p>10) HOD: Outdoor</p> <p>11) HOD: Outdoor</p> <p>12) HOD: Outdoor</p>	<p>1) 2017/12/31</p> <p>2) 2017/12/31</p> <p>3) 2018/03/31</p> <p>4) 2017/09/30</p> <p>5) 2018/03/31</p> <p>6) 2018/01/31</p> <p>7) 2017/12/31</p> <p>8) 2018/03/31</p> <p>9) 2018/03/31</p> <p>10) 2018/03/31</p> <p>11) 2018/03/31</p> <p>12) 2017/12/31</p>	<p>1) CoJ and JPC are working together and have developed a plan for 2017/8 Financial Year</p> <p>2) Industry workshop on the By-laws held on 28 June 2017 by CoJ planning Department and JPC.</p> <p>3) Report to be submitted to Council by March 2018 alongside the CoJ report on the By-laws. Presentation already done to MayCom in March 2017</p> <p>4) As per HR training schedules in terms of approved Individual Development Plans</p> <p>5) To be approved as part of the by-laws in March 2018</p> <p>6) CoJ and JPC will conduct second round of individual leaseholders in July to December 2017 to finalise restructuring of the portfolio</p> <p>7) The removal of illegal signs on CoJ land was approved by Council. The By-Laws will be presented to council for approval during quarter three.</p> <p>8) Fees are determined by CoJ and a final report on this will be provided upon finalization and promulgation of new by-laws subject to Council approval</p>



CITY OF JOBURG PROPERTY COMPANY (SOC) LTD

BUSINESS PLAN 2018-2019

Ranking	MOE Objectives	Risk Description	Inherent Risk	Residual Risk	Actions to improve management of the risk	Action Owner	Time scale	Progress to date	
					<p>to assist new entrants</p> <p>9. Proposed introduction of user fee on all signs facing public roadtrans to reduce number of signs in the urban environment</p> <p>10. Introduce street furniture to supply amenities at no cost to CoJ as per strategy</p> <p>11. MOU with industry associations to foster partnerships with all players for inclusive and responsible growth of the sector</p> <p>12. Finalisation of a panel of professional (PoP) service providers to ensure that JPC obtains all statutory approvals before contracting and site for development</p>				<p>9) User Fee included in the draft By laws currently undergoing public participation to 30 June 2017</p> <p>10) Street Furniture included in the draft By laws currently undergoing public participation to 30 June 2017</p> <p>11) MOU draft finalised and being reviewed by JPC Legal Department</p> <p>12) POP is in place</p>



**CITY OF JOBURG PROPERTY COMPANY (SOC) LTD
BUSINESS PLAN 2018-2019**

Ranking	MOE Objectives	Risk Description	Inherent Risk	Residual Risk	Actions to improve management of the risk	Action Owner	Time scale	Progress to date
7	Utilising the property portfolio to address social imperatives and priorities	Crime and security incidents	High 12	Moderate 10.8	<ol style="list-style-type: none"> 1. Procedure to be put in place that governs regular inspections to ensure that properties are being utilised in line to approved terms and conditions. 2. Application to be developed as part of the facilities management strategy 3. Explore a forum where information can be shared Citywide to identify possibly affected properties 	<ol style="list-style-type: none"> 1. EM: Property portfolio 2. EM: Property portfolio 3. EM: Property portfolio 	<ol style="list-style-type: none"> 1) 2017/09/30 2) 2017/12/31 3) Ongoing 	<ol style="list-style-type: none"> 1) Properties are inspected by Regional Managers and CBO Stakeholder Unit and action is taken where the use is not in line with the lease agreement 2) Facilities Management strategy is being developed and expected to be completed in September 2017. 3) Bi-Weekly JOC meetings, Monthly RVSD are attended by JPC which is the forum where all property related matters are dealt with. The meeting are attended by CRUM, MEs, City Departments and Ward Councilors



CITY OF JOBURG PROPERTY COMPANY (SOC) LTD

BUSINESS PLAN 2018-2019

Ranking	MOE Objectives	Risk Description	Inherent Risk	Residual Risk	Actions to improve management of the risk	Action Owner	Time scale	Progress to date
8	Ensuring efficient, economic and effective service delivery to clients, customers and stakeholders	Inadequate asset management	Very High 20	Moderate 10	<ol style="list-style-type: none"> 1. Completion and implementation of Land Strategy 2. Completion and implementation of Asset Management Categorisation 3. Completion and implementation of Facilities Management Plan 4. Asset management plans and lifecycle costing per category being drafted per facilities management framework, masterplan and strategy 	<ol style="list-style-type: none"> 1) EM: Property Management 2) EM: Property Management 3) EM: Facilities Management 4) EM: Property Management 	<ol style="list-style-type: none"> 1) 2017/12/31 2) 2017/12/31 3) 2017/12/31 4) 2017/12/31 	<ol style="list-style-type: none"> 1) The Land Strategy has been developed. It is currently at its finalisation stages with the Final Draft being prepared for Board approval. 2) Portfolio Categorisation has been completed and has been implemented. It is an on-going process wherein properties are categorised as and when new leases are concluded. The new categories will be introduced as part of the implementation of the Land Strategy 3) The Facilities Management Strategy is under development and expected to be complete in September 2017. 4) This is done as part of the Facilities Management project.
9	Ensuring a professionally managed and sustainable company	Inadequate ICT delivery	Very High 20	Moderate 10	<ol style="list-style-type: none"> 1. Continuous reviewing of IT change management processes 2. Continuous reviewing of IT security policies and procedures. 	<ol style="list-style-type: none"> 1. Head of IT 2. Head of IT 	<ol style="list-style-type: none"> 1) 2017/12/31 2) 2017/12/31 	<ol style="list-style-type: none"> 1) Effective Controls in place, controls measured by Internal Auditors, 100% effective. 2) Effective Controls in place, controls measured by Internal Auditors, 100% effective.
10	Supporting community development and social initiatives	Inadequate internal and external stakeholder management	High 16	Moderate 8	<ol style="list-style-type: none"> 1. Implementation of business processes and systems integration (link the JPC Call Centre to PIMS, TRIM) which will improve the tracking and monitoring of stakeholder and client enquiries. 	<ol style="list-style-type: none"> 1. SM: CBO and HOD: IT 2. HOD: Marketing & Communications 3. SM: CBO 	<ol style="list-style-type: none"> 1) 2017/08/31 2) 2017/09/30 3) 2017/09/30 4) 2017/09/30 	<ol style="list-style-type: none"> 1. PIMS processes completed to date. Sales / Leasing and Development modules will be implemented in the last week of September 2017 (in order to not interfere with year-end and month end). Client Servicing interface to Asset Management refined and



CITY OF JOBURG PROPERTY COMPANY (SOC) LTD

BUSINESS PLAN 2018-2019

Ranking	MOE Objectives	Risk Description	Inherent Risk	Residual Risk	Actions to improve management of the risk	Action Owner	Time scale	Progress to date
					<ul style="list-style-type: none"> 2. Full implementation of the marketing and communications strategy. 3. Implementation of an integrated JPC Call Centre. 4. Undertake a stakeholder survey. 5. Corporate social investment strategy and policy to be approved by board 	<ul style="list-style-type: none"> 4) SM: CBO 5) HOD: Marketing & Communications 	5) 2017/09/30	<ul style="list-style-type: none"> Phase 1 implemented. Phase 2 underway. Acquisitions, LSP/Services, Cell Masts and Outdoor Advertising underway 2. Strategy is being implemented. Visibility of JPC has been improved in the market. 3. Call Centre held in abeyance pending budget allocation for appointment of staff. 4. Stakeholder/client servicing survey completed. Results to be reported to the board 5. The policy has been submitted and awaits approval at social and ethics.

**CITY OF JOBURG PROPERTY COMPANY (SOC) LTD
BUSINESS PLAN 2018-2019**

