

Performance Plan

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Director: Community Services

The Performance Plan sets out:

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.



KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for eighty percent of the total employee assessment score.

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Area management - Gansbaai	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Area management - Hangklip / Kleinmond	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Area management - Hermanus	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Operational management - Gansbaai	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Operational management - Hangklip / Kleinmond	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	90%	3

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Operational management - Hermanus	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Operational management - Stanford	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Corporate Projects	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Deputy area manager - Hermanus	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Deputy area manager - Stanford	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Housing administration	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	90%	3

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence				Weight	
					Q1	Q2	Q3	Q4		
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Sports and recreation	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	3	
TL1	Municipal Financial Viability and Management	98% of the operational conditional grant (Libraries, CDW) spent (Actual expenditure divided by the total grant received)	% of total conditional operational grants spent (Libraries, CDW)	100.45	Quarterly expense reports obtained from SAMRAS	20%	50%	75%	98%	4
TL2	Basic Service Delivery	m ² of roads patched and resealed according to approved Paveman Management System within available budget	m ² of roads patched and resealed	101560	Main and Adjustments Budgets and approved project plans and statistics kept	5,000	15,000	65,000	100,000	3
TL5	Basic Service Delivery	Limit unaccounted water to less than 25% {(Number of kilolitre water purified - Number of kilolitre water sold)/(Number of kilolitre sold x 100)}	% of water unaccounted for	21.50%	Annual Financial Statements	0%	0%	0%	25%	2
TL6	Good Governance and Public Participation	Ward committee meetings held to facilitate consistent and regular communication with residents	Number of ward committee meetings per ward per annum	9	Minutes of the ward committee meetings held	2	2	2	2	8
D215	Municipal Financial Viability and Management	Apply proper procurement practices with the adherence to the approved SCM policy to promote good governance and to be effective in delivering services	Planning schedules for procuring timeframes for the financial year submitted by end-August	1	SCM records	1	0	0	0	2

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence				Weight	
					Q1	Q2	Q3	Q4		
D216	Good Governance and Public Participation	Departmental Annual Report prepared and submitted by the end of July	Report submitted by July	1	Copy of annual report inputs submitted	1	0	0	0	5
D217	Good Governance and Public Participation	Implement internal audit queries, where applicable, within the agreed upon timeframe (Actual queries implemented divided by queries received)	% of queries rectified	80	Feedback submitted to Manager: Internal Audit	80%	80%	80%	80%	2
D218	Municipal Transformation and Institutional Development	Monthly SDBIP reporting to the MM on or before the indicated closure date of the SDBIP	Number of months reported	12	Monthly reports	3	3	3	3	4
D219	Good Governance and Public Participation	Implement Council resolutions within the required timeframes (Actual resolutions implemented divided by resolutions assigned to the directorate)	% of Council resolutions implemented	95	Council resolution register	95%	95%	95%	95%	3
D220	Municipal Transformation and Institutional Development	Report quarterly to the MM on corrective measures implemented to reduce risk areas	Number of risk management reports submitted	4	Copies of reports submitted	1	1	1	1	4
D221	Municipal Transformation and Institutional Development	Verify correctness of the quarterly report on the performance of all contracts for service providers in terms of the Municipal Systems Act and submit to SCM	Number of reports verified	new kpi	Reports verified	1	1	1	1	3

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D223	Basic Service Delivery	98% of the total approved operational budget spent, excluding capital charges and depreciation	% of the operational budget spent	98.56	Expenditure report from SAMRAS	20%	50%	70%	98%	4
										80




COMPETENCIES

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for twenty percent of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
LEADING COPETENCIES		
Strategic direction and leadership	<p>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes:</p> <ul style="list-style-type: none"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness 	1.67
People management	<p>Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes:</p> <ul style="list-style-type: none"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management 	1.67
Programme and project management	<p>Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes:</p> <ul style="list-style-type: none"> • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation 	1.67
Financial management	<p>Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes:</p> <ul style="list-style-type: none"> • Budget planning and execution • Financial strategy and delivery 	1.67

Competency	Definition	Weight
Change leadership	<ul style="list-style-type: none"> Financial reporting and delivery <p>Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes:</p> <ul style="list-style-type: none"> Change vision and strategy Process design and improvement Change impact monitoring and evaluation 	1.67
Governance leadership	<p>Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships. It includes:</p> <ul style="list-style-type: none"> Policy formulation Risk and compliance management Cooperative governance 	1.67
CORE COMPETENCIES		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
Planning and organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.	1.67
Analysis and innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	1.67
Knowledge and information management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	1.67
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67
TOTAL		20

Signed and accepted by the Employee



Date: 7 | 3 | 2016

Signed by the Municipal Manager on behalf of the Municipality



Date: 14 | 03 | 2016

Performance Plan



Director: Finance

The Performance Plan sets out:

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.



KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for **eighty percent** of the total employee assessment score.

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Accounting services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	90%	4
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Expenditure and asset management	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	90%	4
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Revenue	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	90%	4
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: SCM	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	90%	4
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-administrator: Finance	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	90%	4
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Contract management	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	90%	4

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL17	Municipal Financial Viability and Management	Financial viability measured in terms of the available cash to cover fixed operating expenditure ((Available cash+ investments)/ Monthly fixed operating expenditure)	Ratio achieved	2.3	Annual Financial Statements & Sec 71 reports	0	0	0	1.3	3
TL18	Municipal Financial Viability and Management	Financial viability measured in terms of the municipality's ability to meet its service debt obligations ((Total operating revenue- operating grants received)/debt service payments due within the year) (%)	Ratio achieved	16.72	Annual Financial Statements & Sec 71 reports	0	0	0	17	3
TL19	Municipal Financial Viability and Management	Financial viability measured in terms of the outstanding service debtors (Total outstanding service debtors/ revenue received for services)	% achieved	10.4	Annual Financial Statements & Sec 71 reports	0%	0%	0%	12.2%	3
TL20	Municipal Financial Viability and Management	Financial statements submitted to the Auditor-General by 31 August 2015	Financial statements submitted	1	E-mail as confirmation of submission	1	0	0	0	5
TL21	Municipal Financial Viability and Management	Submit a reviewed long term financial plan by end October 2015	Submission of long term financial plan	1	Updated long term financial plan	0	1	0	0	4
TL 44	Basic Service Delivery	Provision of free basic electricity, refuse removal, sanitation and water in terms of the equitable	Number of households	6536	Monthly summary from the indigent register	6650	6650	6650	6650	3

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
		share requirements								
TL51 W.L.T. T.L.O.O	Municipal Financial Viability and Management	Achieve a debt recovery rate not less than 96% (Receipts/total billed for the 12 month period x 100)	% Recovered	96.87	Statistics from Revenue department regarding the Collection rate on 30, 60 and 90 days (Report OV-B113R)	96%	96%	96%	96%	3
D95	Municipal Transformation and Institutional Development	Apply proper procurement practices with the adherence to the approved SCM policy to promote good governance and to be effective in delivering services	Planning schedules for procuring timeframes for the financial year submitted by end-August	1	SCM records	1	0	0	0	3
D96	Municipal Transformation and Institutional Development	Departmental Annual Report prepared and submitted by 13 August 2015	Report submitted by 13 August 2015	1	Copy of annual report inputs submitted	1	0	0	0	4
D97	Municipal Transformation and Institutional Development	Implement internal audit queries, where applicable, within the agreed upon timeframe (Actual queries implemented divided by queries received)	% of queries rectified	85	Feedback submitted to Manager: Internal Audit	97%	97%	97%	97%	4
D98	Municipal Transformation and Institutional Development	Monthly SDBIP reporting to the MM on or before the indicated closure date of the SDBIP	Number of months reported	12	Monthly reports	3	3	3	3	3

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence				Weight	
					Q1	Q2	Q3	Q4		
D99	Municipal Transformation and Institutional Development	Implement Council resolutions within the required timeframes (Actual resolutions implemented divided by resolutions assigned to the directorate)	% of Council resolutions implemented	96.25	Council resolution register	98%	98%	98%	98%	4
D100	Municipal Transformation and Institutional Development	Report quarterly to the MM on corrective measures implemented to reduce risk areas	Number of risk management reports submitted	4	Copies of reports submitted	1	1	1	1	4
D101	Municipal Transformation and Institutional Development	Verify correctness of the quarterly report on the performance of all contracts for service providers in terms of the Municipal Systems Act and submit to SCM	Number of reports verified	4	Copies of reports verified	1	1	1	1	4
D102	Municipal Transformation and Institutional Development	Submit the Final MTREF Budget by the end of May	Budget submitted	1	Agenda of the Council meeting	0	0	0	1	4
D105	Basic Service Delivery	90% of the total approved operational budget spent (Actual expenditure divided by the total approved operational budget)	% of the operational budget spent	91	Expenditure report from SAMRAS	20	40	60	90	2
									80	

COMPETENCIES

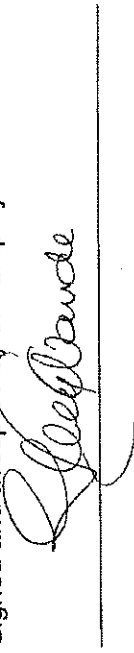
The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for **twenty percent** of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
LEADING COPETENCIES		
Strategic direction and leadership	<p>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes:</p> <ul style="list-style-type: none"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness 	1.67
People management	<p>Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes:</p> <ul style="list-style-type: none"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management 	1.67
Programme and project management	<p>Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes:</p> <ul style="list-style-type: none"> • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation 	1.67
Financial management	<p>Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes:</p> <ul style="list-style-type: none"> • Budget planning and execution • Financial strategy and delivery 	1.67

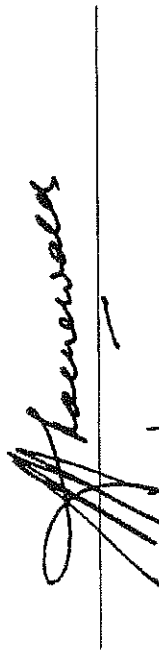
Competency	Definition	Weight
Change leadership	<ul style="list-style-type: none"> Financial reporting and delivery <p>Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes:</p> <ul style="list-style-type: none"> Change vision and strategy Process design and improvement Change impact monitoring and evaluation 	1.67
Governance leadership	<p>Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships. It includes:</p> <ul style="list-style-type: none"> Policy formulation Risk and compliance management Cooperative governance 	1.67
CORE COMPETENCIES		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
Planning and organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.	1.67
Analysis and innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	1.67
Knowledge and information management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	1.67
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67
TOTAL		20

Signed and accepted by the Employee



Date: 11/2/2016

Signed by the Municipal Manager on behalf of the Municipality



Date: 11/02/2016

COMPETENCIES

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for **twenty percent** of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
LEADING COPETENCIES		
Strategic direction and leadership	<p>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes:</p> <ul style="list-style-type: none"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness 	1.67
People management	<p>Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes:</p> <ul style="list-style-type: none"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management 	1.67
Programme and project management	<p>Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes:</p> <ul style="list-style-type: none"> • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation 	1.67
Financial management	<p>Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes:</p> <ul style="list-style-type: none"> • Budget planning and execution • Financial strategy and delivery 	1.67

Competency	Definition	Weight
Change leadership	<ul style="list-style-type: none"> Financial reporting and delivery <p>Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes:</p> <ul style="list-style-type: none"> Change vision and strategy Process design and improvement Change impact monitoring and evaluation 	1.67
Governance leadership	<p>Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships. It includes:</p> <ul style="list-style-type: none"> Policy formulation Risk and compliance management Cooperative governance 	1.67
CORE COMPETENCIES		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
Planning and organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.	1.67
Analysis and innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	1.67
Knowledge and information management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	1.67
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67
TOTAL		20



Signed and accepted by the Employee



Date: 11 | 21 | 2016

Signed by the Municipal Manager on behalf of the Municipality



Date: 11 | 02 | 2016