

Amended Performance Plan

24/2/2021

Director: Financial Services

Dir.:  MM: 

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.

Dir.:  MM: 

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	Targets				Weight
					Q1	Q2	Q3	Q4	
DIVISION PERFORMANCE									
SDBIP Graph	Municipal Financial Viability and Management	Effective management and supervision of the Budget Reporting & Expenditure section	90% of the KPI's of the Sub-directorate have been met	N/A	90%	90%	90%	90%	2
SDBIP Graph	Municipal Financial Viability and Management	Effective management and supervision of the Income section	90% of the KPI's of the Sub-directorate have been met	N/A	90%	90%	90%	90%	2
SDBIP Graph	Municipal Financial Viability and Management	Effective management and supervision of ICT section	90% of the KPI's of the Sub-directorate have been met	N/A	90%	90%	90%	90%	2
SDBIP Graph	Municipal Financial Viability and Management	Effective management and supervision of the SCM section	90% of the KPI's of the Sub-directorate have been met	N/A	90%	90%	90%	90%	2
STRATEGIC (TOP LAYER) PERFORMANCE									
TL6	To enhance access to basic services and address maintenance backlogs	Number of residential properties that receive piped water that is connected to the municipal water infrastructure network as at 30 June 2021	Number of residential properties which are billed for water or have pre-paid meters as at 30 June 2021	6458	0	6458	0	6458	2

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
TL7	To enhance access to basic services and address maintenance backlogs	Number of residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering and excluding Eskom areas) as at 30 June 2021	Number of residential properties which are billed for electricity or have pre-paid meters (Excluding Eskom areas) as at 30 June 2021	6417	0	6417	0	6417	2
TL8	To enhance access to basic services and address maintenance backlogs	Number of residential properties connected which have access to a sewerage network or septic tank irrespective of the number of water closets (toilets) as at 30 June 2021	Number of residential properties which are billed for sewerage as at 30 June 2021	6351	0	6351	0	6351	2
TL9	To enhance access to basic services and address maintenance backlogs	Number of residential properties for which refuse is removed once per week as at 30 June 2021	Number of residential properties which are billed for refuse removal as at 30 June 2021	6200	0	6200	0	6200	2
TL10	To enhance access to basic services and address maintenance backlogs	Provide access of 6kl free basic water to indigent and poor households in terms of the approved indigent policy	Number of indigent and poor households receiving or that have access to free basic water	2217	0	2217	0	2217	2
TL11	To enhance access to basic services and address maintenance backlogs	Provide access of 50kwh free basic electricity to indigent households in terms of the approved indigent policy	Number of indigent households receiving or that have access to free basic electricity	1898	0	1898	0	1898	2

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
TL12	To enhance access to basic services and address maintenance backlogs	Provide access of 20kwh free basic electricity to poor households in terms of the approved indigent policy	Number of poor households receiving or that have access to free basic electricity	319	0	319	0	319	2
TL13	To enhance access to basic services and address maintenance backlogs	Provide free basic sanitation to indigent households in terms of the approved indigent policy	Number of indigent households receiving free basic sanitation	1898	0	1898	0	1898	2
TL14	To enhance access to basic services and address maintenance backlogs	Provide discounted basic sanitation to poor households in terms of the approved indigent policy (50% discount)	Number of poor households receiving discounted basic sanitation	319	0	319	0	319	2
TL15	To enhance access to basic services and address maintenance backlogs	Provide free basic refuse removal to indigent households in terms of the approved indigent policy	Number of indigent households receiving free basic refuse removal	1898	0	1898	0	1898	2
TL16	To enhance access to basic services and address maintenance backlogs	Provide discounted basic refuse removal to poor households in terms of the approved indigent policy (50% discount)	Number of poor households receiving free basic refuse removal	319	0	319	0	319	2

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
TL17	To improve financial viability and management	The percentage of the municipality's capital budget actually (excluding budget for purchase of Transnet land and new library) spent by 30 June 2021 [(Amount actually spent on capital projects/ Amount budgeted for capital projects) x100]	% of capital budget (excluding budget for purchase of Transnet land and new library) spent by 30 June 2021	90%	0%	40%	40%	90%	3
TL18	To improve financial viability and management	The percentage of the municipality's capital budget actually spent by 30 June 2021 [(Amount actually spent on capital projects/ Amount budgeted for capital projects) x100]	% of capital budget spent by 30 June 2021	90%	0%	40%	40%	90%	3
TL19	To improve financial viability and management	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2021 ((Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant) x 100	Debt to revenue as at 30 June 2021	25.30%	0	0	0	25.30%	3
TL20	To improve financial viability and management	Financial viability measured in terms of the outstanding service debtors as at 30 June 2021 (Total outstanding service debtors/ revenue received for services) x 100	Service debtors to revenue as at 30 June 2021	18.00%	0	0	0	18.00%	3
TL21	To improve financial viability	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2021 ((Cash and Cash	Cost coverage as at 30 June 2021	1.8	0	0	0	1.8	3

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
	and management	Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))							
TL22	To enhance access to basic services and address maintenance backlogs	Limit unaccounted for water to less than 25% by 30 June 2021 $\left\{ \frac{\text{Number of KiloLitres Water Purchased or Purified} - \text{Number of KiloLitres Water Sold}}{\text{Number of KiloLitres Water Purchased or Purified}} \times 100 \right\}$	% unaccounted for water by 30 June 2021	25.00%	0	25%	0	25%	3
TL23	To enhance access to basic services and address maintenance backlogs	Limit unaccounted for electricity to less than 12% by 30 June 2021 $\left\{ \frac{\text{Number of Electricity Units Purchased and/or Generated} - \text{Number of Electricity Units Sold}}{\text{Number of Electricity Units Purchased and/or Generated}} \times 100 \right\}$	% unaccounted for electricity by 30 June 2021	12.00%	0.00%	12%	0.00%	12%	2
TL24	To improve financial viability and management	Achieve a debtors payment percentage of 95% by 30 June 2021 $\left(\frac{\text{Gross Debtors Opening Balance} + \text{Billed Revenue} - \text{Gross Debtors Closing Balance} - \text{Bad Debts Written Off}}{\text{Billed Revenue}} \right) \times 100$	Debtors payment percentage as at 30 June 2021	95%	95%	95%	95%	95%	3

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
TL25	To create a capacitated, people-centred institution	Approve an action plan to address all the issues raised in the management letter of the Auditor-General by 31 December 2020	Action plan approved by the MM by 31 December 2020	1	0	0	1	0	3
TL26	To create a capacitated, people-centred institution	Spend 90% of the capital budget allocated for the upgrade of the ICT network by 30 June 2021 [(Amount actually spent on the project/ Amount budgeted for the project) x100]	% of the budget spent by 30 June 2021	90%	0%	0%	40%	90%	3
TL27	To create a capacitated, people-centred institution	Spend 90% of the capital budget allocated for the purchase of computer equipment by 30 June 2021 [(Amount actually spent on the project/ Amount budgeted for the project) x100]	% of the budget spent by 30 June 2021	90%	0%	0%	40%	90%	3

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
MANAGERIAL PERFORMANCE									
D52	Good Governance and Public Participation	Submit monthly report to the MM on the progress made with the task list to Council resolutions within 7 days after month end (If Applicable)	Number of reports submitted	12	2	1	3	3	1
D53	Good Governance and Public Participation	Submit Risk Action report quarterly to the CRO on corrective measures implemented to reduce risk areas after the finalisation of the annual risk assessment	Number of risk management reports submitted	4	1	1	1	1	1
D54	Municipal Financial Viability and Management	Spent 90% of the approved capital budget for the directorate Finance by June	(Actual expenditure/ Approved budget) x100	90%	0%	0%	0%	90%	2
D55	Municipal Transformation and Institutional Development	Evaluate all identified personnel in terms of the individual performance management system for mid-year and year end	Number of formal evaluations completed	2	4	0	4	0	1
D56	Municipal Transformation and Institutional Development	Develop and sign performance agreements and performance development plans for all identified staff by 31 August	Number of plans signed	3	4	0	0	0	1
D57	Good Governance and Public Participation	Report Bi-monthly (excluding November) to Council on the corrective actions implemented to address the matters raised in the AG Report	Number of OPCAR reports submitted	3	0	0	1	2	3
D58	Municipal Financial Viability and Management	Submit the adjustments budget to Council for approval by 28 February	Adjustment budget submitted to Council by 28 February	1	0	0	1	0	3

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
D59	Municipal Financial Viability and Management	Submit the main budget to Council by 31 May	Main budget submitted to Council by 31 May	1	0	0	0	1	3
D60	Good Governance and Public Participation	Hold monthly meetings with division heads (except December and January) and keep an official record (minutes and attendance register) of the meetings	Number of meetings held and minutes submitted	New key performance indicator	3	2	2	3	1
D61	Good Governance and Public Participation	Submit attendance registers and minutes of the meetings held with management and/or staff to the MM monthly	Number of months submitted	New key performance indicator	3	2	2	3	1
D62	Good Governance and Public Participation	Hold quarterly meetings with all staff and keep an official record (minutes and attendance register) of the meetings	Number of meetings held and minutes submitted	New key performance indicator	1	1	1	1	1
									80

INNOVATION

Competency	Definition
Innovation	The employee will also be assessed on innovative measure implemented during the course of the financial year to address and improve service delivery matters

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 • Financial reporting and delivery 	1.67

Competency	Definition	Weight
Change leadership	<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