Performance Plan

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.

Performance should be evaluated:

a) Quarterly of which the annual evaluation must be done by the panel as constituted in paragraph 6.11 of the agreement;

b) Performance should be assessed on a scale of 1 – 5 as outlined in paragraphs 6.9 – 6.10 of the agreement;

c) In the instance where an indicator does not have a target or is not applicable due to valid reason or where the performance could not be delivered for a valid reason outside of the control of employee, the indicator will not be evaluated, the weighting will be cancelled and the score total will be re-calculated to calculate the final score;

d) The employee must submit his/her assessment of his/her own performance to the employer three days prior to the assessment date.

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	
Divisional Performance										
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Community Facilities	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	**4.00**
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Fire Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	**4.00**
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Housing	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	**4.00**
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Libraries	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	**4.00**

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Parks and Amenities	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	**4.00**
Divisional Performance total weights										20
Managerial Performance										
D419	Good Governance and Public Participation	Attend to internal audit queries within 5 working days	% of Internal Audit queries attended to within 5 working days	90%	Performance confirmed by Internal Audit	90%	90%	90%	90%	**0.71**
D420	Good Governance and Public Participation	Report quarterly on progress made with the implementation council resolutions applicable to the directorate to the Office of the MM	Number of reports submitted	4	Proof of submission	1	1	1	1	**0.71**
D421	Municipal Financial Viability and Management	95% of the capital budget for the directorate spent by 30 June	% of capital budget spent by 30 June	90%	CAPEX Report from finance	10%	30%	60%	90%	**0.71**

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D422	Municipal Financial Viability and Management	95% of the maintenance budget for the directorate spent by 30 June	% of the maintenance budget spent by 30 June	95%	Operational expenditure report	0%	30%	60%	95%	0.71
D423	Good Governance and Public Participation	Respond to all external COMAF's received within 5 working days after receipt	% of external COMAF's responded to within 5 working days	100%	Performance confirmed by Internal Audit	100%	100%	0%	0%	0.71
D424	Good Governance and Public Participation	Respond to all external RFI's received within 2 working days after receipt	% of external RFI's responded to within 2 working days	100%	Performance confirmed by Internal Audit	100%	100%	0%	0%	0.71
D425	Municipal Financial Viability and Management	Compile a procurement plan of all projects and submit to SCM and the CFO by 30 June	Procurement plan completed and submitted by 30 June	1	Proof of submission	0	0	0	1	0.71
D426	Municipal Financial Viability and Management	Monthly achieve 90% of the milestones (activities) in the Procurement Plan	% of the milestones achieved	90%	Report submitted	90%	90%	90%	90%	0.71

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D427	Municipal Financial Viability and Management	Report quarterly to SCM on Service Level Agreements (SLA's) with service providers in line with relevant legislation ie Section 116 of the MFMA	Number of reports submitted	4	Proof of submission	1	1	1	1	**0.72**
D428	Good Governance and Public Participation	Submit monthly reports to Internal Audit from February to June on the progress made with the implementation with Audit Action plan	Number of reports submitted	5	Proof of submission	0	0	2	3	**0.72**
D429	Basic Service Delivery	Submit quarterly reports on the progress with the implementation of the housing delivery plan to the Portfolio committee	Reports submitted to Portfolio Committees	12	Proof of submission of the report	1	1	1	1	**0.72**

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D430	Good Governance and Public Participation	Monthly discuss the departmental SDBIP with the MMC and managers	Number of meetings held	12	Minutes of the meetings held	3	3	3	3	**0.72**
D431	Good Governance and Public Participation	Conclude performance agreements with all staff by 30 July	% of performance agreements concluded	100%	Report from the system	100%	0%	0%	0%	**0.72**
D432	Good Governance and Public Participation	Conduct mid-year performance assessments of all staff by 31 January	% of mid-year assessments conducted	100%	Report from the system	0%	0%	100%	0%	**0.72**
Managerial Performance total weights										10
Strategic (Top Layer) Performance										
TL1	Basic Service Delivery	Spend 95% of the budget allocated to construct boundary wall at Van Zyl Street sportfield by 30 June 2024	Percentage (%) of the approved budget spent	95%	Monthly capital expenditure report	0%	30%	60%	95%	5.00
TL2	Basic Service Delivery	Complete the construction of the Robertson Firestation by 30 June 2024	Project completed	95	Practical completion certificate	0	0	0	1	5.00

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL3	Basic Service Delivery	Spend 95% of the capital budget allocated for the expansion of the silo cemetery in Ashton by 30 June 2024	Percentage (%) of the approved budget spent	95%	Monthly capital expenditure report	0%	30%	60%	95%	5.00
TL4	Basic Service Delivery	Spend 95% of the budget allocated for the the replacement of the Dirkie Uys Swimming Pool pipe system by 30 June 2024	Percentage (%) of the approved budget spent	95%	Monthly capital expenditure report	0%	30%	60%	95%	5.00
TL5	Basic Service Delivery	Complete the refurbishment of the Callie De Wet Hall by 30 June 2024	Project completed	0	Practical completion certificate	0	0	0	1	5.00
TL6	Basic Service Delivery	Complete the refurbishment of the Robertson Civic Roof by 30 June 2024	Project completed	0	Practical completion certificate	0	0	0	1	5.00
TL8	Basic Service Delivery	Complete the construction of the Happy Valley	Project completed	0	Practical completion certificate	0	0	0	1	5.00

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
		boundary walls on the front side by 30 June 2024								
TL9	Basic Service Delivery	Complete the upgrade of the Happy Valley Sportfields lights by 30 June 2024	Project completed	0	Practical completion certificate	0	0	0	1	5.00
TL56	Basic Service Delivery	Spend 95% of the budget allocated to install smoke alarms by 30 June 2024	Percentage (%) of the approved budget spent	95%	Monthly capital expenditure report	0%	0%	0%	95%	5.00
TL57	Basic Service Delivery	Spend 95% of the budget allocated to upgrade parks by 30 June 2024	Percentage (%) of the approved budget spent	95%	Monthly capital expenditure report	0%	0%	0%	95%	5.00
Strategic (Top Layer) Performance total weights										50
TOTAL										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	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes: • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness	1.67
People management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes: • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management	1.67
Programme and project management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes: • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation	1.67
Financial management	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: • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery	1.67
Change leadership	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: • Change vision and strategy	1.67

Competency	Definition	Weight
	• Process design and improvement • Change impact monitoring and evaluation	
Governance leadership	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: • 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**

DANIËL LUBBE
MUNICIPAL MANAGER
7 MARCH 2024