

Performance Plan

Director: Financial Services

A handwritten signature in black ink, appearing to be 'S. M. S.', written over a faint circular stamp.

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 do 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	
Operational Performance of the Department										
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the directorate	90% of the KPI's of the directorate have been met as per Ignite Dashboard report	90%	Quarterly file of PoE and Ignite Dashboard report	90%	90%	90%	90%	2
D187	Good Governance and Public Participation	Attend to all correspondence received from internal audit within 10 working days	% of Internal Audit correspondence attended to within 10 working days	100%	Confirmation of receipt of response by IA	90%	90%	90%	90%	1
D188	Good Governance and Public Participation	Respond to all correspondence received within the Directorate via Collaborator within 10 working days of receipt	% of correspondence responded to within 10 working days	90%	Collaborator report	90%	90%	90%	90%	1
D189	Good Governance and Public Participation	Hold quarterly Directorate Risks Management meetings and submit minutes to the MM	Number of meetings held	4	Minutes meetings	1	1	1	1	1
D190	Good Governance and Public Participation	Submit a monthly report to the MM on the monitoring of the usage trends of vehicles applicable to the Directorate	Number of reports submitted	4	Monthly vehicle reports submitted	3	3	3	3	1
D191	Good Governance and Public Participation	90% of capital budget for the directorate spent by 30 June	% of capital budget spent by 30 June	90%	CAPEX Report from finance	10%	20%	50%	90%	2
D192	Good Governance and Public Participation	Realise a 5% saving of the actual OPEX expenditure against the approved budget OPEX of the Directorate by 30 June	% saving realised	New KPI	OPEX Report from finance	0	0	0	5	2
D193	Good Governance and Public Participation	Implement Council resolutions within the required timeframes	% of Council resolutions implemented	90%	Collaborator report	90%	90%	90%	90%	1
D194	Good Governance and Public Participation	Liaise with line managers monthly (except December)	Number of meetings with line managers	10	Minutes of meetings	3	2	2	3	1

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D195	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%	Confirmation of receipt of response	100%	100%	0	0	1
D196	Good Governance and Public Participation	Compile a tender plan of all projects and submit to the MM for approval by 31 July	Tender plan completed and approved by 31 July	New KPI	Signed-off tender plans	1	0	0	0	2
D197	Good Governance and Public Participation	Communicate proposed budget adjustments with Portfolio Chairperson prior to submission to relevant structures	All proposed budget adjustments communicated with Portfolio Chairperson prior to submission to the budgetary structures	New KPI	Signed budget adjustment report by Portfolio Chairperson	100%	100%	100%	100%	1
D198	Good Governance and Public Participation	Monitor monthly that overtime taken adhere to the requirements of the Basic conditions of Employment Act and submit verification to this extend to the MM	Number of certifications submitted	New KPI	Certifications submitted	3	3	3	3	1
D199	Good Governance and Public Participation	100% of SCM deviations adhere to the requirements for deviation as indicated in the SCM policy	% of Deviations that adhere to the requirements in terms of the SCM policy	New KPI	Certifications submitted with deviation	100%	100%	100%	100%	1
D200	Good Governance and Public Participation	Proper procurement practices with the adherence to the approved SCM policy to promote good governance	0 successful appeals against procurement processes practices	0	SCM records of appeals received	0	0	0	0	1
D201	Good Governance and Public Participation	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	New KPI	Confirmation of receipt by SCM	3	3	3	3	1
D202	Municipal Financial Viability and Management	Submit the Annual Financial Statements to the Auditor-General before 31 August	AFS submitted before 31 August	1	Acknowledgement of receipt by AG	1	0	0	0	5
	Municipal Financial Viability and Management	Co-ordinate the processes for preparing the annual budget and budget-related policies	Approved Budget Process plan by September 2016	2	Budget and Policies submitted	0	0	1	0	3

Annexure A

2016/17

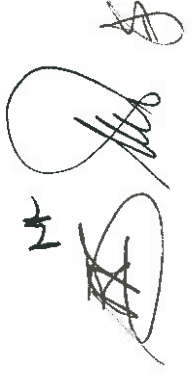
Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
	Good Governance and Public Participation	Review all budget related policies	Number of policies approved	9	9 Approved policies	0	0	9	0	4
	Municipal Financial Viability and Management	Achievement of a payment percentage of at least 100%	Payment %	97	Financial reports submitted to Council	75%	90%	95%	100%	3
	Municipal Financial Viability and Management	Maintain the asset register in terms of GRAP	% of asset register maintained	1	Asset Register	1	1	1	1	5
	Basic Service Delivery	Provision of 6kl free basic water to formal households in terms of the equitable share requirements	Number of HH receiving free basic water	5000	Statistics submitted to national Treasury	5000	5000	5000	5000	3
	Basic Service Delivery	Provision of free basic sanitation to formal households in terms of the equitable share requirements	Number of HH receiving free basic sanitation	5000	Statistics submitted to national Treasury	5000	5000	5000	5000	3
	Basic Service Delivery	Provision of 50kwh free basic electricity to formal households in terms of the equitable share requirements	Number of HH receiving free basic electricity	5000	Statistics submitted to national Treasury	5000	5000	5000	5000	3
	Basic Service Delivery	Provision of free basic refuse removal to formal households in terms of the equitable share requirements	Number of HH receiving free basic refuse removals	5000	Statistics submitted to national Treasury	5000	5000	5000	5000	3
	Good Governance and Public Participation	Submission of the Mid-Year Performance Report in terms of Sect 72 of the MFMA to Council by 31 January 2017	Number of reports submitted to Council	1	Report and minutes of Council meetings during which the report was discussed	0	0	1	0	5
Strategic Performance of the Department										
T12	Municipal Financial Viability and Management	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2017 (Short Term Borrowing + Bank	% of debt coverage	57%	Annual financial statements	0	0	0	60%	3

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
		Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant)								
T13	Municipal Financial Viability and Management	Financial viability measured in terms of the outstanding service debtors as at 30 June 2017 (Total outstanding service debtors/ revenue received for services)	% of outstanding service debtors	12.6%	Annual financial statements	0	0	0	12%	3
T14	Municipal Financial Viability and Management	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2017 ((Cash and Cash 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))	Number of months it takes to cover fix operating expenditure with available cash	2.2	Annual financial statements	0	0	0	2.2	3
T30	Good Governance and Public Participation	Submit the final annual budget to Council by 31 May 2017	Final budget submitted to council	1	Minutes of council meeting during which the Budget was submitted for approval	0	0	0	1	5
T31	Good Governance and Public Participation	Submit monthly reports in terms of Section 71 of the MFMA to Council	Number of reports submitted to Council	12	Minutes of council meeting during which report was discussed	3	3	3	3	5
T33	Municipal Financial Viability and Management	Achieve a debtor payment percentage of 98% ((Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance + Bad Debts Written Off)/Billed Revenue) x 100	Payment % achieved	97%	Annual financial statements	70%	80%	95%	98%	4

Annexure A

2016/17

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
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 • Process design and improvement • Change impact monitoring and evaluation	1.67

Competency	Definition	Weight
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