

Performance Plan

Director: Financial Services

2015/2016

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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.

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Annexure A – 2015/16

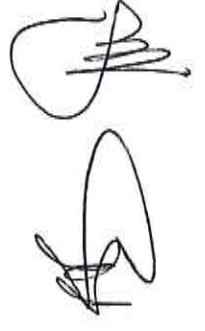
The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for **eighty percent** of the total employee assessment score.

Operational Performance of Department – Departmental SDBIP

Ref	National KPA	KPI	Unit of Measurement	Baseline	Proof of Evidence	Target	Q4	Weight
1	Good Governance and Public Participation	Manage the completion of the SDBIP and provide PoE	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%	2
2	Good Governance and Public Participation	Comply to all Laws and Regulations within the Directorate	Zero non-compliance in directorate as per report from the Compliance Officer (CO)	0	Reports from the CO	0	0	2
3	Good Governance and Public Participation	Comply to all Organizational HR, Financial and Supply Chain Management Policies	Zero non-compliance as per report from Internal Auditor (IA) & CO	0	Reports from IA and CO	0	0	2
4	Good Governance and Public Participation	Resolve all Internal Audit Queries in the directorate within 10 working days	Responses to IA within 10 working days as per report from IA	100%	IA Report	100%	100%	2
5	Good Governance and Public Participation	Respond to all correspondence within the directorate within 10 days of receipt	100% of correspondence responded to within 10 days of receipt	100%	Collaborator Report	100%	100%	2
6	Good Governance and Public Participation	Manage risks identified by the directorate	Minutes of the Directorate Risk Meeting	4	Quarterly Minutes of the Directorate Risk Meeting submitted to the MM	4	1	2
7	Municipal Transformation and Institutional Development	Monitor the directorate fleet vehicles	Compliance to the instruction issued by the MM	4	Quarterly reporting to SMT	4	1	2

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Ref	National KPA	KPI	Unit of Measurement	Baseline	Proof of Evidence	Target	Q4	Weight
8	Municipal Financial Viability and Management	Spend 95% of the operational budget in the directorate within the budget and time frames	% of operating budget spent	95%	Monthly expenditure report from the financial system and Annual Financial Statements	95%	95%	2
9	Good Governance and Public Participation	Implement transformation in the organization	75% of new positions filled within the directorate into the EE Plan	75%	Employment Equity Report per Directorate as provided by HR	75%	75%	2
10	Good Governance and Public Participation	Communicate with line managers on a monthly basis to ensure organizational consistency	Number of meetings	10	Minutes of meetings submitted to MM	10	3	2
11	Municipal Financial Viability and Management	Co-ordinate the processes for preparing the annual budget and budget-related policies	Approved Budget Process plan by September 2014	2	Budget and Policies submitted	1	0	2
12	Good Governance and Public Participation	Review all budget related policies	Number of policies approved	9	Approved policies	9	0	2
13	Good Governance and Public Participation	Implement Council Resolutions to ensure that the mandate of council is executed	% council resolutions implemented within required timeframes	95%	Progress reports	95%	95%	2
14	Municipal Transformation and Institutional Development	Implement Assignments from the Municipal manager to ensure effective management and performance of the municipality	% of assignments implemented within required timeframes	95%	95% of assignments implemented within required timeframes	95%	95%	2



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Strategic Performance (Top Level SDBIP)

Ref	National KPA	KPI	Unit of Measurement	Baseline	Proof of Evidence	Target	Q4	Weight
15	Municipal Financial Viability and Management	Financial viability measured in terms of the available cash to cover fixed operating expenditure	Cost coverage ((Available cash+ investments)/ Monthly fixed operating expenditure	2	Financial statements	2.2	2	2
16	Municipal Financial Viability and Management	Financial viability measured in terms of the municipality's ability to meet it's service debt obligations	Debt coverage ((Total operating revenue- operating grants received)/debt service payments due within the year)	57	Financial statements	60	60	2
17	Municipal Financial Viability and Management	Financial viability measured in terms of the outstanding service debtors	Service debtors to revenue – (Total outstanding service debtors/ revenue received for services)	12.6	Financial statements	12	12	2
18	Municipal Financial Viability and Management	Achievement of a payment percentage of at least 100%	Payment %	97	Financial reports submitted to Council	100%	100%	2
19	Municipal Financial Viability and Management	Maintain the asset register in terms of GRAP	% of asset register maintained	1	Asset Register	100%	100%	2
20	Good Governance and Public Participation	Maintain a clean audit opinion	Audit Opinion	1	Report of the Auditor General	1	0	3
21	Good Governance and Public Participation	Resolve all audit issues	% of audit queries for which an action plan was submitted within 5 working days	100%	COMAFS provided by AG	100%	100%	3

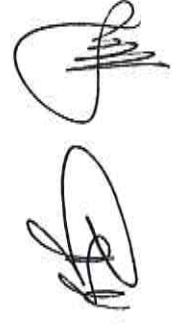
Ref	National KPA	KPI	Unit of Measurement	Baseline	Proof of Evidence	Target	Q4	Weight
22	Basic Service Delivery	Provide free basic water to indigent households as defined in the municipality's credit control and debt collection policy	Number of HH receiving free basic water	6000	Statistics submitted to national Treasury	6000	6000	3
23	Basic Service Delivery	Provide free basic sanitation to indigent households as defined in the municipality's credit control and debt collection policy	Number of HH receiving free basic sanitation	6000	Statistics submitted to national Treasury	6000	6000	3
24	Basic Service Delivery	Provide free basic electricity to indigent households as defined in the municipality's credit control and debt collection policy	Number of HH receiving free basic electricity	6000	Statistics submitted to national Treasury	6000	6000	3
25	Basic Service Delivery	Provide free basic refuse removal to indigent households as defined in the municipality's credit control and debt collection policy	Number of HH receiving free basic refuse removals	6000	Statistics submitted to national Treasury	6000	6000	3
26	Basic Service Delivery	Number of formal residential properties that receive piped water that is connected to the municipal water infrastructure network and which are billed for water or have pre-paid meters as at 30 June 2016	Number of residential properties which are billed for water or have pre-paid meters as at 30 June 2016	14637	Statistics submitted to national Treasury	14800	14800	3
27	Basic Service Delivery	Number of formal residential properties connected to the municipal waste water	Number of residential properties which are billed for	14923	Statistics submitted to National Treasury	14,950	14,950	3

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Ref	National KPA	KPI	Unit of Measurement	Baseline	Proof of Evidence	Target	Q4	Weight
		sanitation/ sewerage network for sewerage service, irrespective of the number of water closets (toilets) and which are billed for sanitation/sewerage as at 30 June 2016	sanitation/sewerage at 30 June 2016					
28	Basic Service Delivery	Number of formal residential properties connected to the municipal electrical infrastructure network and which are billed for water or have pre-paid meters as (excluding Eskom areas) at 30 June 2016	Number of residential properties which are billed for electricity or have pre-paid meters (excluding Eskom areas) at 30 June 2016	17022	Statistics submitted to National Treasury	17500	17500	3
29	Basic Service Delivery	Number of formal residential properties for which refuse removal is removed once per week and which are billed for refuse removal as at 30 June 2016	Number of residential properties which are billed for refuse removal at 30 June 2016	17022	Statistics submitted to National Treasury	17500	17500	3
30	Basic Service Delivery	Number of informal households with access to the basic level of water	Number of informal households with access to water	800	Statistics submitted to National Treasury	400	400	3
31	Basic Service Delivery	Number of informal households with access to the basic level of sanitation	Number of informal households with access to sanitation	800	Statistics submitted to National Treasury	400	400	3

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Ref	National KPA	KPI	Unit of Measurement	Baseline	Proof of Evidence	Target	Q4	Weight
32	Basic Service Delivery	Number of informal households with access to the basic level of electricity	Number of informal households with access to electricity	265	Statistics submitted to National Treasury	200	200	3
33	Basic Service Delivery	Number of informal households with access to the basic level of refuse removal	Number of informal households with access to refuse removal	265	Statistics submitted to National Treasury	200	200	3
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	1.67



Competency	Definition	Weight
Change leadership	- Financial reporting and delivery 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
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