Cn735881

Directorate: Human Settlements
S57 Scorecard: Executive Director
2015/2016

PERFORMANCE DASHBOARD

No.	Objective	Key Performance Indicator	Baseline as at 30 June 2014	Annual target by 30 June 2016	Quarter 1 30 Sept 2015	Quarter 2 31 Dec 2015	Quarter 3 30 Mar 2016	Quarter 4 30 June 2016	WEIGHTING	Responsible department
					Target	Target	Target	Target		
	SPECIAL PROJECTS								**25%**	
1	5.2. Establish an efficient and productive administration that prioritises delivery	Percentage of project milestones reached	New	100%	100%	100%	100%	100%	25%	EXECUTIVE DIRECTOR
	MUNICIPAL INSTITUTIONAL MANAGEMENT								**25%**	
2	5.2. Establish an efficient and productive administration that prioritises delivery	Percentage of Management indicators on target	New	100%	100%	100%	100%	100%	9%	PERFORMANCE & OPERATIONAL SUPPORT
3	Transversal Management	Contribution towards the Transversal Management System	New	100%	100%	100%	100%	100%	9%	EXECUTIVE DIRECTOR
4	5.2. Establish an efficient and productive administration that prioritises delivery	Percentage of Corpoarte Scorecard indicators on target	New	100%	100%	100%	100%	100%	7%	EXECUTIVE DIRECTOR
	SERVICE DELIVERY (ECONOMIC & SOCIAL DEVELOPMENT)								**25%**	
5	3.2 Ensure increased access to innovative human settlements for those who need it	Revenue collected as a percentage of billed (RE/TR) amount	38%	40%	38%	39%	40%	40%	6%	Housing Finance and Leases
6	Ensure increased access to innovative human settlements for those who need it	Number of Registration of Transfers in historical projects	500	500	100	200	300	500	6%	HS Planning and National Housing Programmes Implementation
7	Ensure increased access to innovative human settlements for those who need it	Progress on milestones towards the updating and capturing of applications on the housing needs database	**60% updating of ID's** and addresses of top 100 applications	90% of new applications received, captured.	60% of new applications received, captured.	70% of new applications received, captured.	80% of new applications received, captured.	90% of new applications received, captured.	6%	Public Housing and Customer Services
8	Ensure increased access to innovative human settlements for those who need it	% of successful response to planned land invasion	100% successful **response to planned** land invasions	100% successful response to planned land invasions	100% successful response to planned land invasions	100% successful response to planned land invasions	100% successful response to planned land invasions	100% successful response to planned land invasions	6%	Urbanisation
	FINANCIAL VIABILITY								**25%**	
9	1.2. Provide and maintain economic and social infrastructure to ensure infrastructure-led economic growth and development	Percentage spend of Capital Budget.	91%	90%	10%	35%	60%	90%	5%	FINANCE
10	1.2. Provide and maintain economic and social infrastructure to ensure infrastructure-led economic growth and development	Percentage spend on Repairs and Maintenance.	100%	95%	10%	35%	60%	95%	5%	FINANCE
11	5.3. Ensure financial prudence with clean audits by the Auditor General	Percentage of Operating Budget spent.	95%	95%	10%	30%	60%	95%	5%	FINANCE

No.	Objective	Key Performance Indicator	Baseline as at 30 June 2014	Annual target by 30 June 2016	Quarter 1 30 Sept 2015	Quarter 2 31 Dec 2015	Quarter 3 30 Mar 2016	Quarter 4 30 June 2016	WEIGHTING	Responsible department
					Target	Target	Target	Target		
12	5.3 Ensure financial prudence with clean audits by the Auditor General	% compliance to USDG and HSDG conditions	100%	100%	100%	100%	100%	100%	5%	Development and Delivery
13	5.3. Ensure financial prudence with clean audits by the Auditor General	Percentage of assets verified	100%	100% asset register verified by Directorate/Department	Review of Asset Policy by Corporate Finance	Finalisation of Asset verification timetable by Corporate Finance	60% asset register verified by Directorate/Department	100% asset register verified by Directorate/Department	5%	FINANCE
14	1.2 Provide and maintain economic and social infrastructure to ensure infrastructure-led economic growth and development	Percentage of Capital Projects screened in SAP PPM to determine the readiness of projects for delivery within the planned fiscal year from a financial, technical, strategic and implementation perspective.	New	95% of the next fiscal years planned capital projects successfully screened in SAP PPM.	N/A	95% of the next fiscal years planned capital projects successfully screened in SAP PPM.	N/A	N/A	5%	EXECUTIVE DIRECTOR

EXECUTIVE DIRECTOR
Dr I Bromfield

29/6/2015
DATE

MAYCO Member
Cllr B Van Minnen

30/6/2015
DATE

CITY MANAGER
Mr A. Ebrahim

30.06.2015
DATE

MANAGEMENT ANNEXURE

Directorate: Human Settlements

2015/2016

No.	Objective	Key Performance Indicator	Baseline as at 30 June 2014	Annual target by 30 June 2015	Quarter 1 30 Sept 2015	Quarter 2 31 Dec 2015	Quarter 3 30 Mar 2016	Quarter 4 31 July 2016	WEIGHTING	Responsible department
					Target	Target	Target	Target		
MUNICIPAL INSTITUTIONAL MANAGEMENT									9%	
1	5.2. Establish an efficient and productive administration that prioritises delivery	Percentage adherence to EE target (disabled).	3%	2%	2%	2%	2%	2%	3%	PERFORMANCE & OPERATIONAL SUPPORT
2	5.2 Establish an efficient and productive administration that prioritises delivery	Percentage of absenteeism.	3.88%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	3%	PERFORMANCE & OPERATIONAL SUPPORT
3	5.2 Establish an efficient and productive administration that prioritises delivery	Percentage vacancy rate	New	≤ 7%	≤ 7%	≤ 7%	≤ 7%	≤ 7%	3%	PERFORMANCE & OPERATIONAL SUPPORT

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30.06.2015
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DED: HUMAN SETTLEMENTS MANAGEMENT INDICATOR DEFINITIONS 2015/16									DASHBOARD ANNEXURE	
No.	**Objective**	**Key Performance Indicator**	**Baseline as at 30 June 2014**	**Annual target by 30 June 2016**	**Quarter 1 30 Sept 2015 Target**	**Quarter 2 31 Dec 2015 Target**	**Quarter 3 30 Mar 2016 Target**	**Quarter 4 31 July 2016 Target**	**WEIGHTING**	**Responsible department**
SPECIAL PROJECTS									**25%**	
1	**3.2** Ensure increased access to innovative human settlements for those who need it	**3.C** Number of human settlements opportunities created - Sites	5 714	5257	510	1325	2930	5257	5%	**1.** Development and Delivery **2.** Urbanisation **3.** HS Planning and National Housing Programmes Implementation
2	**3.2** Ensure increased access to innovative human settlements for those who need it	**3.C** Number of human settlements opportunities created - Top Structures	3 647	4243	941	2129	3238	4243	5%	**1.** Development and Delivery **2.** Urbanisation
3	**3.2** Ensure increased access to innovative human settlements for those who need it	**3.C** Number of human settlements opportunities created - Other	2 048	2000	200	450	700	2000	5%	Urbanisation
4	**3.3** Assess the possible sale or transfer of rental stock to identified beneficiaries using established criteria	3.D Number of Deeds of Sale Agreements signed with identified beneficiaries on transferrable rental units	1044	1000	200	500	750	1000	5%	Public Housing and Customer Services
5	**3.2** Ensure increased access to innovative human settlements for those who need it	Number of hectares acquired	80 ha	80 ha	10 ha	30 ha	50 ha	80 ha	5%	HS Planning and National Housing Programmes Implementation

21/6/2015

EXECUTIVE DIRECTOR
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Cllr B Van Minnen

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30.06.2015

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Directorate: Human Settlements

2015/2016

TRANSVERSAL ANNEXURE

No.	Objective	Key Performance Indicator	Baseline as at 30 June 2014	Annual target by 30 June 2016	Quarter 1 30 Sept 2015	Quarter 2 31 Dec 2015	Quarter 3 30 Mar 2016	Quarter 4 31 July 2016	WEIGHTING	Responsible department
					Target	Target	Target	Target		
TRANSVERSAL MANAGEMENT									9%	
1	Transversal Management	% of working group members within your directorate who have included transversal management under special objectives on their IPM	New	100%	100%	100%	100%	100%	3%	Executive Director
2	Transversal Management: % of work group milestones reached in Sustainable Communities work group	A developed methodology for the categorisation of informal settlements (Development Matrix)	New	Annual review of previous year and verification of the Informal Settlement Development Matrix using Spatial data from the Cities reporting Geo-database	Analyse informal settlement data by using datasets from the reporting Geo-database as captured by contributing Directorates	Verification of results by various Directorates before annual review of categorisation and prioritisation as per Informal Settlement	Updated Development Matrix made available for utilisation on ISIS	Annual review of previous year and verification of the Informal Settlement Development Matrix using Spatial data from the Cities reporting Geo-database	1%	Urbanisation
3	Transversal Management: % of work group milestones reached in Sustainable Communities work group	Transfer of Tenancies in line with approved Policies	New	400	100	200	300	400	1%	Public Housing and Customer Services
4	Transversal Management: % of work group milestones reached in Sustainable Communities work group	Progress on milestones towards the implementation of an Integrated Human Settlements Framework	New	Align Budget and Projects for implementation of IHSF 2016/2017 - 2018/2019	Finalise IHSF Implementation Plans	Agreement on a Strategy for the implementation of IHSF	Alignment of Directorate structure for implementation of IHSF	Align Budget and Projects for implementation of IHSF 2016/2017 - 2018/2019	1%	Urbanisation
5	Transversal Management	Annual report to MAYCO detailing your directorates contribution to the implementation of Economic Growth Strategy and Social Development Strategy	New	Annual Report submitted	N/A	N/A	N/A	Annual Report submitted	3%	Executive Director

EXECUTIVE DIRECTOR
Dr I Bromfield — DATE: 29/6/2015

MAYCO Member
Cllr B Van Minnen — DATE: 30/6/2015

CITY MANAGER
Mr A. Ebrahim — DATE: 30/06/2015

Directorate: Human Settlements
S57 Scorecard: Executive Director
2015/2016

	Core Managerial Competencies	Competency Definitions	Weighting	Rating as at end September 2015	Rating ED	Rating Panel
Core Competency Requirements	Moral Competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence.	20%			
	Planning and Organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and built efficient contingency plans to manage risk.	20%			
	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.	10%			
	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.	20%			
	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.	10%			
	Results and Quality Focus	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified outcomes.	20%			

EXECUTIVE DIRECTOR
Dr. Ivan Bromfield

21/1/2015
DATE

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Cllr. B. van Minnen

30/6/2015
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Mr A. Ebrahim

30.06.2015
DATE

ED: HUMAN SETTLEMENTS KEY PERFORMANCE INDICATOR DEFINITIONS 2015/16

INDICATOR	IDP	INDICATOR DEFINITION
Percentage of project milestones reached	5.2. Establish an efficient and productive administration that prioritises delivery	This indicator measures the extent to which specific projects are on track.
Percentage of Management indicators on target	5.2. Establish an efficient and productive administration that prioritises delivery	This indicator measures the extent to which the five indicators reflected under the Special Projects are meeting their targets.
Contribution towards the Transversal Management System	Transversal Management	This indicator measures the extent to which the five indicators reflected under the Transversal Management are meeting their targets.
Percentage of Corpoarte Scorecard indicators on target	5.2. Establish an efficient and productive administration that prioritises delivery	This indicator measures the extent to which the two I ndicators on the Corporate Scorecard i.e. 3C and 3D are meeting their targets.
Revenue collected as a percentage of billed (RE/TR) amount	5.3. Ensure financial prudence with clean audits by the Auditor General	To measure the monthly cash receipts as a percentage of monthly billing for Council Housing Properties.(RE / TR) % = Total cash receipts for month Total net billing for month
Number of Registration of Transfers in historical projects	3.2 Ensure increased access to innovative human settlements for those who need it	This indicator refers to: -The registration of transfers to beneficiaries in historical projects. -The evidence will be a Confirmatory Letter from the Conveyancer confirming the registration of transfer in the form of a list with Identity Number, Name and Surname, Erf Number, Title Deed Number and Date of Registration in the Deeds office.
Progress on milestones towards the updating and capturing of applications on the housing needs database	3.2 Ensure increased access to innovative human settlements for those who need it	This indicator refers to the updating of information on the Housing Needs Database as received per individual applicant as well as the capturing of the relevant information in the Housing Needs Database.
% of successful response to planned land invasion	3.2 Ensure increased access to innovative human settlements for those who need it	The indicator measures the patrolling of vacant land, enforcing the rule of law with respect to illegal shack building and providing backup/protection to Housing officers from attacks and resistance from members of the public in the event of eviction, relocation and shack demolition.
Percentage spend of Capital Budget	1.2 (b) Maintenance of infrastructure	Percentage reflecting year to date spend / Total budget less any contingent liabilities relating to the capital budget. The total budget is the council aprroved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.

Percentage spend on repairs and maintenance	1.2 (b) Maintenance of infrastructure	Percentage reflecting year to date spend (including secondary cost) / total repairs and maintenance budget Note that the in-year reporting during the financial year will be indicated as a trend (year to date spend). Maintenance is defined as the actions required for an asset to achieve its expected useful life. Planned Maintenance includes asset inspection and measures to prevent known failure modes and can be time or condition-based. Repairs are actions undertaken to restore an asset to its previous condition after failure or damage. Expenses on maintenance and repairs are considered operational expenditure. Primary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour and materials paid to outside suppliers. Secondary repairs and maintenance cost refers to Repairs and Maintenance expenditure incurred for labour provided In-house / internally.
Percentage of Operating Budget spent	-	Formula: Total actual to date as a percentage of the total budget including secondary expenditure.
% compliance to USDG (Urban Settlements Development Grant) and HSDG (Human Settlements Development Grant) conditions	5.3 (a) Financial management programme	This indicator measures the compliance to the respective grant conditions as stipulated in the agreements with National and Provincial Government to align with reporting requirements on expenditure for Grant Funding.
Percentage of assets verified	-	The indicator reflects the percentage of assets verified annually for audit assurance. Quarter one will be the review of the Asset Policy, In Quarter two, the timetable in terms of commencing and finishing times for the process is to be communicated, and will be completed. Both Quarters will only be performed by Corporate Finance. The asset register is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data is downloaded at specific times and is the bases for the assessment of progress. Q1=N/A for ALL other department, except Corporate Finance (responsible) Q1= 25% Corporate Finance Q2= N/A for ALL other department, except Corporate Finance (responsible) Q2= 50% Corporate Finance Q3= 75% represent that 60% of the assets have been verified by the directorate/ department Q4= 100% represents All assets have been verified.
% of projects within Directorate with override indicator for screening	PPM	This indicator measures the compliance of projects within the Directorate to the respective Project Portfolio Management conditions.

ED: HUMAN SETTLEMENTS TRANSVERSAL MANAGEMENT INDICATOR DEFINITIONS 2015/16		
INDICATOR	**IDP**	**INDICATOR DEFINITION**
% of working group members within your directorate who have included transversal management under special objectives on their IPM	Transversal Managemnet	Determining all employees in the Directorate formally assigned to Work Groups and checking it against their IPM templates to identify that transversal management has been included in their scorecard. Employees with transversal management on their scorecards divided by the total number on work groups and displayed as a %
A developed methodology for the categorisation of informal settlements (Development Matrix)	3.2 Ensure increased access to innovative human settlements for those who need it	The Informal Settlement Development Matrix is a dynamic database tool to Categorise and Prioritise informal Settlements according to the physical condition, which can changes as service levels and physical conditions change.
Transfer of Tenancies in line with approved Policies	3.2 Ensure increased access to innovative human settlements for those who need it	This indicator refers to the number of Transfer of Tenancies effected in line with all relevant and approved Policies.
Progress on milestones towards the implementation of an Integrated Human Settlements Framework (IHSF)	3.2 Ensure increased access to innovative human settlements for those who need it	The Draft Integrated Human Settlements Framework (IHSF) outlines the future transversal management of Integrated Human Settlements (IHS) to enable the delivery of significant more housing opportunities per annum to what is currently being achieved. The IHSF proposes and will inform the finalization of a new and innovative long term Integrated Human Settlements Plan (2031) based on the City's broader human settlement delivery mandate and one that can holistically address the key challenges brought about by rapid urbanization.
Annual report to MAYCO detailing your directorates contribution to the implementation of Economic Growth Strategy and Social Development Strategy.	Transversal Managemnet	An annual report to Mayco indicating the implementation of the EGS and/or SDS within the directorate

ED: HUMAN SETTLEMENTS MANAGEMENT INDICATOR DEFINITIONS
2015/16

INDICATOR	IDP	INDICATOR DEFINITION
Percentage adherence to 2% of people with disabilities (PWD)	5.2(b) Human resources strategy	This indicator measures : The percentage of disabled staff employed at a point in time against the target of 2%. This excludes foreigners, but includes SA White males with disabilities. This category forms part of the `Percentage adherence to EE target', but is indicated separately for focused EE purposes.
Percentage of absenteeism	5.2(b) Human resources strategy	A: Actual number of days absent due to sick and unpaid/unauthorised leave in the directorate or department. B: (number of working days for month * number of staff members) Formula: C= (A1 + A2/B) * 100 A1: Sick Leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / Time Management / All Absences) and enter the total number of absent days for sick leave. Enter the number of employees who took sick leave in the comments column A2: Unpaid/ Unauthorised leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / All Absences) and enter the total number of absent days as per the "Unpaid" column of the report (authorised and unauthorised is separated). Enter the number of employees who took "unpaid" leave in the comments column B: Total number of staff X Total number of working days for the month The Target will be 5% or less for the rolling 12 month period.
Percentage vacancy rate	5.2(b) Human resources strategy	This is measured as a percentage of positions vacant against the total positions on structure. This indicator will be measured at a specific point in time to calculate the vacancy rate. The target is a vacancy rate of 7% or less.

ED: HUMAN SETTLEMENTSSPECIAL PROJECT DEFINITIONS 2015/16

INDICATOR	IDP	INDICATOR DEFINITION
3.C Number of human settlements opportunities provided per year	3.2 (a) Innovative housing programme and 3.2(d) Integrated human settlements programme	A human settlements opportunity is defined under the following three categories: **(a) Serviced sites** are any property providing a municipal service on an individual basis to a household, including provision to households in multi-storey units, on high-density residential sites, as well as other non-residential sites relating to integrated human settlements development, where the main source of funding is the Urban Settlements Development Grant (USDG) in terms of the Division of Revenue Act (DORA) for such purpose. **(b) Top structures** are any built structure providing shelter to a household in a human settlements development by means of any national housing programme, where the main source of funding is the Human Settlements Development Grant (HSDG) in terms of DORA for such purpose. **(c) "Other"** is the number of existing rental stock units undergoing major upgrades, and any number of households provided with shared services and other services in the backyarder, re-blocking and informal settlements upgrade programmes. Definition of a human settlements opportunity: A human settlements opportunity is incremental access to* and/or delivery of one of the following housing products: (A) Subsidy housing (BNG), which provides a minimum 40 m^2house; a fully serviced residential site, and may also include high-density residential sites relating to integrated human settlements development, as well as other non-residential sites relating to integrated human settlements development (B) Incremental housing, which provides a serviced site with or without tenure (C) Rental housing,which is new community residential units, upgrading and re-development of existing rental units and hostels (D) People's Housing Process is beneficiaries who maximise their housing subsidy by building or organising the building of their homes themselves (E) Land restitution includes land approved by Council or court decisions to valid claimants (F) Social housing is new rental units, delivered by the City's social housing partners (G) Gap housing is a serviced plot, a completed unit for sale or affordable units for sale (H) Re-blocking of informal settlements is the reconfiguration of the layout of the settlements, and to allow improved access and levels of services. * Access to: is as contemplated in section 26 (1) of the Constitution of the Republic of South-Africa, 1996, i.e. "Everyone has the right to have access to adequate housing." **Note:** An opportunity is specifically defined above, and is only counted at a point when specific evidence is available for auditing purposes. The delivery targets reflected on the corporate scorecard and the SDBIPs only reflects delivery by the City. In some instances, delivery of a serviced site and a top structure may be on the same property, but is viewed as two opportunities (serviced site and top structure) to align with reporting requirements on expenditure for grant funding as two separate milestones. A separate report (not for auditing purposes) for information to Council will reflect total delivery in the City, which includes delivery by PCWC (N2, PHP, gap, other projects) and, social housing and restitution cases that the City facilitates.
3D. Number of Deeds of Sale Agreements signed with identified beneficiaries on transferrable rental units	3.3 (a) Rental stock disposal programme	The indicator refers to the registration of transferrable rental stock to qualifying tenants. The evidence for this indicator will be signed sales agreements.
Number of hectares acquired	3.2 (b) Use property and land to leverage social issues & 3.2 (c) Partner with Province in education and school sites	Timeous identification of suitable well located land for affordable housing and where necessary the acquisition thereof. Emphasis is placed on acquiring large tracts of land for present and future development as well as 'infill' sites in existing township residential areas. Land is also sourced/identified for land banking and decantation.