Sreel CM135858

**Directorate: Utility Services**
**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 Sep 2015 Target | Quarter 2 31 Dec 2015 Target | Quarter 3 31 Mar 2016 Target | Quarter 4 30 Jun 2016 Target | WEIGHTING | Responsible department |
|---|---|---|---|---|---|---|---|---|---|---|
| | **SPECIAL PROJECTS** | | | | | | | | **25%** | |
| 1 | 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 | 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 | Establish an efficient and productive administration that prioritises delivery | Percentage of Corporate Scorecard indicators on target | New | 100% | 100% | 100% | 100% | 100% | 7% | EXECUTIVE DIRECTOR |
| | **SERVICE DELIVERY (ECONOMIC & SOCIAL DEVELOPMENT)** | | | | | | | | **25%** | |
| 5 | Provide for the needs of informal settlements and backyarder residences through improved services | Number of electricity subsidised connections installed | 4 391 | 1500 | 375 | 750 | 1 125 | 1 500 | 5% | Cape Town Electricity |
| 6 | Provide for the needs of informal settlements and backyarder residences through improved services | Percentage of known informal settlements receiving a door to door refuse collection | 99.73% | 99% | 99% | 99% | 99% | 99% | 7% | Solid Waste Management |
| 7 | Provide for the needs of informal settlements and backyarder residences through improved services | Number of water service points (taps) provided | 2 028 | 600 | 100 | 200 | 300 | 600 | 5% | Water & Sanitation |
| 8 | Provide for the needs of informal settlements and backyarder residences through improved services | Number of sanitation service points (toilets) provided | 5 916 | 2 800 | 250 | 800 | 1 600 | 2 800 | 5% | Water & Sanitation |
| 9 | Provide effective environmental health services | Percentage compliance with drinking water quality standards | 99.83% | 98% | 98% | 98% | 98% | 98% | 3% | Water & Sanitation |
| | **FINANCIAL VIABILITY** | | | | | | | | **25%** | |
| 10 | Provide and maintain economic and social infrastructure to ensure infrastructure-led economic growth and development | Percentage spend of Capital Budget. | 88.4% | 90% | 7% | 22% | 42% | 90% | 5% | FINANCE |
| 11 | Provide and maintain economic and social infrastructure to ensure infrastructure-led economic growth and development | Percentage spend on Repairs and Maintenance. | 100% | 95% | 17% | 40% | 68% | 95% | 5% | FINANCE |
| 12 | Ensure financial prudence with clean audits by the Auditor General | Percentage of Operating Budget spent. | 95% | 95% | 22% | 44% | 65% | 95% | 5% | FINANCE |

| No. | Objective | Key Performance Indicator | Baseline as at 30 June 2014 | Annual target by 30 June 2016 | Quarter 1 30 Sep 2015 | Quarter 2 31 Dec 2015 | Quarter 3 31 Mar 2016 | Quarter 4 30 Jun 2016 | WEIGHTING | Responsible department |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Target | Target | Target | Target | | |
| 13 | Ensure financial prudence with clean audits by the Auditor General | Percentage of assets verified | 93% | 95% | - | - | 60% asset register verified by directorate | 95% asset register verified by directorate | 5% | FINANCE |
| 14 | 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. | - | 95% of the next fiscal years planned capital projects successfully screened in SAP PPM. | - | - | 5% | EXECUTIVE DIRECTOR |

30 June 2015

**EXECUTIVE DIRECTOR**
G. Kaiser

**DATE**

30/06/2015

**MAYCO MEMBER**
Cllr E. Sonnenberg

**DATE**

30.06.2015

**CITY MANAGER**
Mr A. Ebrahim

**DATE**

OFFICE OF THE EXECUTIVE DIRECTOR
UTILITY SERVICES
RECEIVED
30 JUN 2015
SIGNATURE:

PROJECT ANNEXURE

**Directorate: Utility Services**

**2015/2016**

| No. | Objective | Key Performance Indicator | Baseline as at 30 June 2015 | Annual target by 30 June 2016 | Quarter 1 30 Sept 2015 Target | Quarter 2 31 Dec 2015 Target | Quarter 3 31 Mar 2016 Target | Quarter 4 30 Jun 2016 Target | WEIGHTING | Responsible Department |
|---|---|---|---|---|---|---|---|---|---|---|
| **MAYORAL DASHBOARD KEY PROJECTS (Section C)** | | | | | | | | | **25%** | |
| 1 | SFA1 - The Opportunity City Objective 1.2<br><br>1.2 (b) Maintenance of infrastructure<br>1.2 (c) Investment in Infrastructure | Replace ageing 66kV infrastructure and providing 10 MVA additional capacity [1] | New switchgear , transformers, and underground cable contracts awarded (Planned) | Underground cable site work 90% complete<br><br>MV switchgear delivered. Changeover planning complete<br><br>Building floor modifications Ph1 complete<br><br>Power Transformers in Factory Acceptance Testing phase | Underground cable site work commenced.<br><br>MV switchgear in production.<br><br>-<br><br>Power Transformers in production. | Underground cable site work 25% complete.<br><br>MV switchgear in ready for Factory Acceptance Testing.<br><br>-<br><br>Power Transformers 50% complete. | Underground cable site work 50% complete.<br><br>MV switchgear delivered.<br><br>Building floor modifications in progress.<br><br>Power Transformers 90% complete. | Underground cable site work 90% complete.<br><br>MV switchgear delivered. Changeover planning complete.<br><br>Building floor modifications Ph1 complete.<br><br>Power Transformers in Factory Acceptance Testing phase. | 5% | CT Electricity |
| 2 | SFA1 - The Opportunity City Objective 1.2<br><br>1.2 (b) Maintenance of infrastructure<br>1.2 (c) Investment in Infrastructure | Water Network- replacement and upgrade (metres of water reticulation mains replaced during the financial year) [2] | 36 000 (Planned) | 30 000 | 6 000 | 12 000 | 20 000 | 30 000 | 5% | Water & Sanitation |
| 3 | SFA1 - The Opportunity City Objective 1.2<br><br>1.2 (b) Maintenance of infrastructure<br>1.2 (c) Investment in Infrastructure | Sewer Network- replacement and upgrade (metres of sewer reticulation mains replaced during the financial year) [2] | 23 500 (Planned) | 12 000 | 1 400 | 4 500 | 8 800 | 12 000 | 5% | Water & Sanitation |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 4 | SFA1 - The Opportunity City Objective 1.2<br><br>1.2 (b) Maintenance of infrastructure 1.2 (c) Investment in Infrastructure | Bellville Waste Management Facility Phase 2 - Construction Bellville Waste Management Facility Phase 2 - Construction | 90% (Planned) | 100% | 100% | 100% | 100% | 100% | 5% | Solid Waste Management |
| 5 | SFA1 - The Opportunity City Objective 1.3<br><br>Programme 1.3(a) Sustainable utilisation of scarce resources, such as water and energy | Pyrolysis Pilot Plant at Kraaifontein Integrated Waste Facility [3] | Obtain approvals, authorisations and complete planning, monitoring and evaluation schedules (Planned) | Complete pilot tests and report on outcomes as per MoA. | Obtain building plan approval, complete shipment, transport, construction of pyrolysis pilot plant. | Operate plant, record and report on progress and results. | Operate plant, record and report on progress and results. | Complete pilot tests and report on outcomes as per MoA. | 5% | Solid Waste Management/ US Tech Strat Supp |

Note: [1] Project for the replacement of ageing switchgear and underground cable at Bofors substation to improve safety and reliability of supply and provide additional capacity for load growth.

[2] Quarterly targets may be revised during 2015/16 based on budget adjustments.

[3] Should the EIA process appeal period generate adverse comments during the 21 period after the Air Emissions Licence (AEL) is issued, the City will have to adjust targets, as the construction cannot proceed until the regulator is satisfied.

**Executive Director** — 30 June 2015 **Date**

G. Kaiser

**MAYCO Member** — 30/06/2015 **Date**

Cllr E. Sonnenberg

**City Manager** — 30.06.2015 **Date**

A. Ebrahim

TRANSVERSAL ANNEXURE

**Directorate: Utility Services**

**2015/2016**

| No. | Objective | Key Performance Indicator | Baseline as at 30 June 2015 | Annual target by 30 June 2016 | Quarter 1 30 Sept 2015 Target | Quarter 2 31 Dec 2015 Target | Quarter 3 31 Mar 2016 Target | Quarter 4 31 Jun 2016 Target | WEIGHTING | Responsible department |
|---|---|---|---|---|---|---|---|---|---|---|
| **TRANSVERSAL MANAGEMENT** | | | | | | | | | **9%** | |
| 1 | Transversal Management | % of working group members who have included transversal management under special objectives on their IPM | New | 100% | 100% | 100% | 100% | 100% | 3% | |
| 2 | Transversal Management targets achieved according to: Sustainable Communities Work Group (IHSF) | **Encouraging and support backyard dwellers** Design service site offering for standard roll-out to backyarder areas | New | Design service site offering for standard roll-out to backyarder areas | N/A | N/A | N/A | Design service site offering for standard roll-out to backyarder areas | 3% | |
| 3 | Transversal Management | Annual report to MAYCO detailing your directorates contribution to the implementation of Economic Growth Strategy and Social Development Strategy. | New | Annual report | N/A | N/A | N/A | Annual report | 3% | |

**Executive Director** — Date: 30 June 2015

G. Kaiser

**MAYCO Member** — Date: 30/06/2015

Cllr E. Sonnenberg

**City Manager** — Date: 30-06-2015

A. Ebrahim

MANAGEMENT ANNEXURE

| Directorate: Utility Services 2015/2016 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **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 31 Mar 2016 Target** | **Quarter 4 30 Jun 2016 Target** | **WEIGHTING** | **Responsible department** |
| **MUNICIPAL INSTITUTIONAL MANAGEMENT** | | | | | | | | | **9%** | |
| 1 | Establish an efficient and productive administration that prioritises delivery | Percentage adherence to 2% of people with disabilities (PWD) | 0.92% | 1.2% | 1.2% | 1.2% | 1.2% | 1.2% | 3% | PERFORMANCE & OPERATIONAL SUPPORT |
| 2 | Establish and efficient and productive administration that prioritises delivery | Percentage of absenteeism. | 5.49% | ≤ 6% | ≤ 6% | ≤ 6% | ≤ 6% | ≤ 6% | 3% | PERFORMANCE & OPERATIONAL SUPPORT |
| 3 | Establish an efficient and productive administration that prioritises delivery | Percentage vacancy rate | 11.78% | ≤ 12% | ≤ 12% | ≤ 12% | ≤ 12% | ≤ 12% | 3% | PERFORMANCE & OPERATIONAL SUPPORT |

**Executive Director**
G. Kaiser

30 June 2015
**Date**

**MAYCO Member**
Cllr E. Sonnenberg

30/06/2015
**Date**

**City Manager**
A. Ebrahim

30.06.2015
**Date**

**Directorate: Utility Services**
**S57 Scorecard: Executive Director:**
**2015/2016**

| | Core Managerial Competencies | Competency Definitions | Weighting | Rating as at end September 2015 | Rating as at end December 2015 | Rating as at end March 2016 | Rating as at end June 2016 | 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**
G. Kaiser

30 June 2015
**DATE**

**MAYCO member**
Cllr E. Sonnenberg

30/06/2015
**DATE**

**CITY Manager**
Mr A. Ebrahim

30.06.2015
**DATE**

| 2015/2016 ED SCORECARD DEFINITIONS | |
|---|---|
| **INDICATOR** | **INDICATOR DEFINITION** |
| **Percentage spend of capital budget** | Percentage reflecting year to date spend / Total budget less any contingent liabilities relating to the capital budget<br>The total budget is the council approved adjusted budget at the time of the measurement.<br>Contingent liabilities are only identified at the year end. |
| **Percentage spend on repairs and maintenance** | Percentage reflecting year to date spend (including secondary cost) / total repairs and maintenance budget<br>Note that the in-year reporting during the financial year will be indicated as a trend (year to date spend).<br>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.<br><br>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. |
| **3.E (a) Number of water services points (taps) provided** | The Indicator reflects the number of taps provided in Informal settlements during the period under review. Certain taps may however have been vandalised or removed after provision. |
| **3.E (b) Number of sanitation service points (toilets) provided** | This Indicator reflects the number of toilets provided In Informal settlements during the period under review. Certain toilets may however have been vandalised or removed after provision. |
| **3.E (c) Percentage of informal settlements receiving door-to-door refuse collection service** | This indicator reflects the percentage of informal settlements receiving a weekly door-to-door refuse removal collection service for the period under review.<br><br>The collection of domestic refuse in informal settlements is done through contract services, employing local labour. Three-year contracts are awarded to a legitimate main contractor through the procurement tender process. |
| **3.F Number of electricity subsidised connections installed** | This indicator reflects the number of subsidised connections installed per annum in informal settlements, rental stock backyarders (pilot) and low cost housing. |
| **3.G Percentage compliance with drinking water quality standards** | Measure of potable water sample pass rate according to the SANS 241 standard. |
| **Percentage adherence to 2% of people with disabilities (PWD)** | This indicator measures :<br><br>The disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%.<br><br>This category forms part of the `Percentage adherence to EE target', but is indicated separately for focused EE purpose.<br>This indicator measures the percentage of people with disabilities employed at a point in time against the staff complement e.g staff complement of 100 target is 2% which equals to 2 |
| **Percentage of absenteeism** | A: Actual number of days absent due to sick and unpaid/unauthorised leave in the directorate or department.<br>B: ((number of working days for month) * number of staff members))*100%.<br><br>Formula:<br><br>C= (A1 + A2/B) * 100<br><br>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.<br>Enter the number of employees who took sick leave in the comments column<br><br>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).<br>Enter the number of employees who took "unpaid" leave in the comments column<br><br>B: Total number of staff X Total number of working days for the month<br>The Target will be 5% or less for the rolling 12 month period. |
| **Percentage vacancy rate** | 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.<br>The target is a vacancy rate of 7% or less. |
| **Percentage of Operating Budget spent** | Formula: Total actual to date as a percentage of the total budget including secondary expenditure. |
| **Percentage of assets verified** | The indicator reflects the percentage of assets verified annually for audit assurance.<br><br>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.<br><br>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. |
| **Percentage Internal Audit findings resolved** | It is the reporting and monitoring of the reduction (in percentage) of the findings of audit follow-ups performed in the quarter.<br>The timing for corrective action implementation is normally provided by line.<br>Audits / follow-ups will always only take place after agreed implementation dates of corrective action. It will either be 'Not Applicable' to Management if an audit or follow-up hasn't taken place at the time of reporting or there will be a percentage change / status quo if an audit has taken place and there has been improvement / no change respectively in the situation since the last audit. |
| **PPM** | *SPU to advise.* |