Directorate: Utility Services
S57 Scorecard: Executive Director:
2016/2017

PERFORMANCE DASHBOARD

No.	Objective	Key Performance Indicator	Baseline as at 30 June 2015	Annual target by 30 June 2017	Quarter 1 30 Sep 2016	Quarter 2 31 Dec 2016	Quarter 3 31 Mar 2017	Quarter 4 30 Jun 2017	WEIGHTING	Responsible department
					Target	Target	Target	Target		
	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	5096	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	99.74%	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	948	600	50	120	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	3091	2 800	100	500	1 600	2 800	3%	Water & Sanitation
9	Provide effective environmental health services	Percentage compliance with drinking water quality standards	99.76%	98%	98%	98%	98%	98%	3%	Water & Sanitation
10	Provide and maintain economic and social infrastructure to ensure infrastructure-led economic growth and development	Number of Expanded Public Works programmes (EPWP) *mainstreaming* opportunities created	15,500	14 783 [1]	3,220	7,290	11,210	14 783	2%	All Departments

No.	Objective	Key Performance Indicator	Baseline as at 30 June 2015	Annual target by 30 June 2017	Quarter 1 30 Sep 2016	Quarter 2 31 Dec 2016	Quarter 3 31 Mar 2017	Quarter 4 30 Jun 2017	WEIGHTING	Responsible department
					Target	Target	Target	Target		
		FINANCIAL VIABILITY							25%	
11	Provide and maintain economic and social infrastructure to ensure infrastructure-led economic growth and development	Percentage spend of Capital Budget.	92.60%	90%	US Cash Flow/ Total Budget	US Cash Flow/ Total Budget	US Cash Flow/ Total Budget	90%	5%	FINANCE
12	Provide and maintain economic and social infrastructure to ensure infrastructure-led economic growth and development	Percentage spend on Repairs and Maintenance.	99.70%	95%	US Cash Flow/ Total Budget	US Cash Flow/ Total Budget	US Cash Flow/ Total Budget	95%	5%	FINANCE
13	Ensure financial prudence with clean audits by the Auditor General	Percentage of Operating Budget spent.	97.70%	95%	US Cash Flow/ Total Budget	US Cash Flow/ Total Budget	US Cash Flow/ Total Budget	95%	5%	FINANCE
14	Ensure financial prudence with clean audits by the Auditor General	Percentage of assets verified	97.58%	100%	-	-	60% asset register verified by directorate	100% asset register verified by directorate	5%	FINANCE
15	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%	-	-	4%	EXECUTIVE DIRECTOR
16	Provide and maintain economic and social infrastructure to ensure infrastructure-led economic growth and development	Percentage of Project Manager Comments completed in SAP PPM to report on projects for delivery within the current fiscal year from a financial, timeline, procurement and implementation perspective.	New	95% of current fiscal years Project Manager comments on capital projects successfully completed in SAP PPM on a monthly basis.	95%	95%	95%	95%	1%	EXECUTIVE DIRECTOR

EXECUTIVE DIRECTOR G. Kaiser	27 June 2016 **DATE**
MAYCO MEMBER Ald E. Sonnenberg	27/6/2016 **DATE**
CITY MANAGER Mr A. Ebrahim	28-06-2016 **DATE**

[1] Target setting and scorecard reporting include EPWP opportunities funded by the corporate EPWP office towards the Janitorial Programme.

Directorate: Utility Services

2016/2017

PROJECT ANNEXURE

No.	Objective	Key Performance Indicator	Baseline as at 30 June 2016	Annual target by 30 June 2017	Quarter 1 30 Sept 2016 Target	Quarter 2 31 Dec 2016 Target	Quarter 3 31 Mar 2017 Target	Quarter 4 30 Jun 2017 Target	WEIGHTING	Responsible Department
	MAYORAL DASHBOARD KEY PROJECTS (Section C)								**25%**	
1	SFA1 - The Opportunity City Objective 1.2 1.2 (b) Maintenance of infrastructure 1.2 (c) Investment in Infrastructure	System Equipment Replacement: replacement of legacy equipment (R Value) [1 & 2] Objective is to improve reliability of supply and assist in meeting the City's obligations in terms of the distribution licence issued by NERSA. Will also result in reduction of maintenance costs	R134m (Planned)	R142.2m	R14.4m	R36m	R53.1m	R142.2m	8%	CT Electricity
2	SFA1 - The Opportunity City Objective 1.2 1.2 (b) Maintenance of infrastructure 1.2 (c) Investment in Infrastructure	Water Network: replacement and upgrade (metres of water reticulation mains replaced during the financial year)[2]	30 000 (Planned - June 2016 SDBIP target)	22 000	6 000	11 000	17 000	22 000	5%	Water & Sanitation
3	SFA1 - The Opportunity City Objective 1.2 1.2 (b) Maintenance of infrastructure 1.2 (c) Investment in Infrastructure	Sewer Network: replacement and upgrade (metres of sewer reticulation mains replaced during the financial year)[2]	12 000 (Planned - June 2016 SDBIP target)	11 450	2 000	5 000	8 000	11 450	4%	Water & Sanitation
4	SFA1 - The Opportunity City Objective 1.2 1.2 (b) Maintenance of infrastructure 1.2 (c) Investment in Infrastructure	Replacement of Specialised Vehicles (Compactor fleet) in accordance with our 7 Year Vehicle Replacement Plan in order to address the challenges associated with ageing fleet such as frequency in breakdowns and the negative consequences thereof on service delivery and to keep maintenance costs at affordable levels (expressed as an index)[3]	New	≤1	≤1	≤1	≤1	≤1	8%	Solid Waste Management

Note: [1] The indicator will be measured through capital spend on the 3 WBS's that make up this project.

[2] Quarterly targets may be revised during 2016/17 based on budget adjustments.

[3] Replacement formula: $\frac{\text{Actual Age (Q1,2,3,4)}}{\text{AMS Replacement Age (7yr)}} \times 80\%$

Executive Director
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MAYCO Member
Ald E. Sonnenberg

Date 27/6/2016

City Manager
A. Ebrahim

Date 28.06.2016

Directorate: Utility Services

TRANSVERSAL ANNEXURE

2016/2017

No.	Objective	Key Performance Indicator	Baseline as at 30 June 2016	Annual target by 30 June 2017	Quarter 1 30 Sept 2016 Target	Quarter 2 31 Dec 2016 Target	Quarter 3 31 Mar 2017 Target	Quarter 4 31 Jun 2017 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	100% (Planned)	100%	100%	100%	100%	100%	3%	
2	Transversal Management targets achieved according to: Sustainable Communities and Growth Management Work Groups	Role of Sustainable Communities and Growth Management Working Groups' Chairperson: Related deliverables	New	Role of Sustainable Communities and Growth Management Working Groups' Chairperson: Related deliverables	N/A	N/A	N/A	Role of Sustainable Communities and Growth Management Working Groups' Chairperson: Related deliverables	3%	
3	Transversal Management	Annual report to MAYCO detailing your directorates contribution to the implementation of Economic Growth Strategy and Social Development Strategy.	2015/16 annual report (Planned)	2016/17 annual report	N/A	N/A	N/A	Annual report	3%	

Executive Director
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27 June 2016
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Ald E. Sonnenberg

27/6/2016
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MANAGEMENT ANNEXURE

Directorate: Utility Services

2016/2017

No.	Objective	Key Performance Indicator	Baseline as at 30 June 2015	Annual target by 30 June 2017	Quarter 1 30 Sept 2016 Target	Quarter 2 31 Dec 2016 Target	Quarter 3 31 Mar 2017 Target	Quarter 4 30 Jun 2017 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)	1.19%	1.8%	1.8%	1.8%	1.8%	1.8%	3%	PERFORMANCE & OPERATIONAL SUPPORT
2	Establish and efficient and productive administration that prioritises delivery	Percentage of absenteeism.	5.85%	≤ 5.9%	≤ 5.9%	≤ 5.9%	≤ 5.9%	≤ 5.9%	3%	PERFORMANCE & OPERATIONAL SUPPORT
3	Establish an efficient and productive administration that prioritises delivery	Percentage vacancy rate	11.10%	≤ 11%	≤ 11%	≤ 11%	≤ 11%	≤ 11%	3%	PERFORMANCE & OPERATIONAL SUPPORT

Executive Director
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27 June 2016
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Ald E. Sonnenberg

27/06/16
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Directorate: Utility Services
S57 Scorecard: Executive Director:
2016/2017

	Core Managerial Competencies	Competency Definitions	Weighting	Rating as at end September 2016	Rating as at end December 2016	Rating as at end March 2017	Rating as at end June 2017	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
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28 June 2016
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Ald E. Sonnenberg

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2016/2017 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 The total budget is the council approved adjusted budget at the time of the measurement 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 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.
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. 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
Number of Expanded Public Works programmes (EPWP) *mainstreaming* opportunities created	This indicator measures the number of work opportunities created through the expanded Public Works Programme (EPWP). An EPWP work opportunity is paid work created for an individual on an EPWP project for any period of time, within the employment conditions of the Code of Good Practice for Special Public Works Programmes.
Percentage adherence to 2% of people with disabilities (PWD)	This indicator measures : The disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%. This category forms part of the 'Percentage adherence to EE target', but is indicated separately for focused EE purpose 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 B: ((number of working days for month) * number of staff members))*100%. 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	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.
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. 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.
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 The timing for corrective action implementation is normally provided by line 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.
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.	The aim of this indicator is to ensure that projects are ready before given budget. The PM (Project Manager) must therefore ensure that the four questionnaires in the system based on financial readiness, implementation readiness, technical feasibility and strategic alignment are completed at least once for each project.
Percentage of Project Manager Comments completed in SAP PPM to report on projects for delivery within the current fiscal year from a financial, timeline, procurement and implementation perspective.	This indicator definition/ measurement is linked to the system being updated on a monthly basis by the PM's. The target ought to be 100% if all PM's update the system on a monthly basis. However, the target is 95% - giving a 5% margin of incompleteness. This is for all capital projects including bulk votes