2020/2021 Executive Director Performance Scorecard
Executive Director: Craig Kesson
1 July 2020 - 30 June 2021 (Mid-year amendments)

No.	No.	Objective	Key Performance Indicator	Definition	Baseline 30 June 2019	Annual Target	Q 3 31 Mar 2021	Q4 30 Jun 2021	WEIGHTING	Contact Department
					2018/2019	2019/2020	Target	Target		
	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION								**20%**	
	MUNICIPAL FINANCIAL VIABILITY								**10%**	
	SERVICE DELIVERY/GOOD GOVERNANCE								**60%**	
	SPECIAL PROJECTS								**10%**	
									100%	
1. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION									**20%**	
1	**1.1**	Organisational culture	An increase in **City Pulse score** for the 3 lowest scoring attributes	City Pulse 2021 survey results to reflect an increase of **0.1 points** ~~**0.2 points**~~ for the 3 lowest scoring questions in the City Pulse 2019 survey, **where the score achieved was ≥ 3.1 and an increase of 0.2 for scores of <3.1** of which one must be within the People Dimension. Performance rating: Fully effective: **- minimum increased score of 0.1 achieved for 2 of 3 attributes where scored ≥ 3.1 or** - the minimum increased score of 0.2 achieved for 2 of 3 attributes **where scored <3.1** Significantly above expectation: **- minimum increased score of 0.1 achieved for 3 of 3 attributes where scored ≥ 3.1 or** - the minimum increased score of 0.2 achieved for 3 of 3 attributes **where scored <3.1** Outstanding performance: **- exceed 0.1 in all 3 attributes where scored ≥ 3.1 or** - exceed 0.2 in all 3 attributes **where scored <3.1** (Baseline+Targets as per City Pulse worksheet)	New	Increase of 0.2 on the 3 lowest scoring attributes	N/A	Increase of ~~0.2 **or**~~ **0.1** on the 3 lowest scoring attributes	2%	Department: Organisational Effectiveness and Innovation Source document: To be provided by each ED as this will vary based on the type of intervention Contact person: Monica Pregnolato 021 400 9221
2	**1.2**	Transversal Management	**PPM maturity level** based on the PPM Operating Model	The original PPM maturity level is based on the PPM Operating Model maturity assessment that was tabled at EMT during June 2018. The maturity assessment will reflect the maturity at Portfolio and Project level and will occur on an annual basis in order to assess the increase in the maturity level. The maturity level is measured on a scale of 1 - 5. The maturity levels: * Level 1 – Initial Process: No standard process or tracking system – informal process * Level 2 – Repeatable Process: Minimum standards for processes and procedures * Level 3 – Defined Process: Defined Process which allow for flexibility * Level 4 – Managed Process: Obtain and retain specific measurements and quality requirements * Level 5 – Optimised Process: Continuous process improvement and proactive technology and problem management for future improvements The EDs for Finance and Corporate Services will be measured on a City-wide maturity level. All other EDs will be measured per the individual directorate. **Performance rating:** Fully effective = achieve increase of 0.05 Significantly above expectation= range between 0.06 to 0.08 Outstanding performance= achieve increase 0.09	2.27	2.31	AT	2.47	2%	Department: CPPM Source document: PPM assessment Contact person: Ben Peters 021 400 9206

3	1.3		Effective and efficient management of contracts and achievement of reduced irregular expenditure	The measurement will be a combination of the: Average score of the following measures: ~~(a) Poor Performance of contracts i.to. Sec 116(2)~~ (b) Compliance with Section 116(3) of the MFMA **AMENDMENT process** (c) Reduction in SCM deviations (d) ~~Number of instances of non-compliance with SCM Regulation 19(a)~~ **Average percentage reduction in the number and value of irregular expenditure identified** Performance rating: Unacceptable performance= **an average** below 60% **across all 3 factors** Not fully effective= **an average** range between 60 to 79% **across all 3 factors** Fully effective = **an average** achievement of 80% **across all 3 factors** Significantly above expectation= **an average** range between 81% to 99% **across all 3 factors** Outstanding performance= 100% Refer to CM and Irregular expenditure worksheet	New	New	80%	80%	8%	Each ED is responsible for calculation as per the worksheet in the document. Individual evidence can be obtained from contact person as per worksheet. Note: CM and Irregular Exp worksheet in this document (purple tab) will provides the combined measurement for performance
4	1.4		Percentage of external **(Auditor General)** audit actions completed as per audit action plan	This indicator measures how many actions were completed in the financial cycle within the unique deadline set, as per the audit action plan. The Audit Action Plan sets out the total number of audit actions required to address the internal control deficiencies as identified by the Auditor-General in their management report. Completed would mean that the actions as stipulated in the audit action plan have been executed by the relevant ED and/or Director. Should there be no actions required for an Executive Director and/or Director the indicator will not be applicable. **Performance rating:** Fully effective =100%	New	New	100%	100%	2%	Department: Investor Relations Source document: Completed Audit Action plan Contact person: Lynn Fortune:021 400 5987
5	1.5	4.3 Building Integrated Communities	Percentage adherence to the **EE target** of **overall representation** by employees from the designated groups. (see EE act definition)	This indicator measures the overall representation of designated groups across all occupational levels in the City, directorate and departmental level, as at the end of the preceding month. **Performance rating:** Fully effective =90% Significant performance=between range of 91% to 94%. Outstanding performance=95% and above	New	85%	90%	90%	2%	Department: Organisational Effectiveness and Innovation Source document: EE Stats Report Contact person: Sabelo Hlanganisa/Elize Madella 021 444 1338
6	1.6	Operational Sustainability	**All** final **Council** decisions implemented within timeframes	The indicator excludes all council decisions for noting. All final Council decisions allocated to the ED with implementation date for the quarter must be implemented and reported on for the quarter to achieve the target. **Implementation that runs over a period longer than a financial year will be measured according to milestones identified for implementation within the current financial year.** Each ED must ~~allocate~~ **ensure that** a date **is allocated** of when action will be completed and implemented. This must be captured in the CDIT system by **EDs the relevant implementer.** If no timeframe was allocated the timeframe is deemed to be one month for implementation. Implementation is the date of completion of the actions **or of** achievement of councils request or expectation. Performance rating: Outstanding performance= 100% Score of 5 and scoring will apply downwards where decisions were not implemented. Significant performance= range between 99% - 80% of ALL decisions Fully effective= range between 79% -70% of ALL decisions Below 70% not effective	New	100%	All	All	1%	Each ED is responsible for implementation, evidence and updates to the tracking system. Source document: SharePoint tracking Tracking System contact person: Rehana Razack (021 400 1246)

7	**1.7**	Operational Sustainability	**All** final **Mayco** decisions implemented within timeframes	The indicator excludes all mayco decisions for noting. All final Mayco decisions allocated to the ED with implementation date for the quarter must be implemented and reported on for the quarter to achieve the target. **Implementation that runs over a period longer than a financial year will be measured according to milestones identified for implementation within the current financial year.** Each ED must ~~allocate~~ **ensure that** a date **is allocated** of when action will be completed and implemented. This must be captured in the CDIT system by **EDs the relevant implementer.** If no timeframe was allocated the timeframe is deemed to be one month for implementation. Implementation is the date of completion of the actions **or** ~~of~~ achievement of maycos request or expectation. Performance rating: Outstanding performance= 100% Score of 5 and scoring will apply downwards where decisions were not implemented. Significant performance= range between 99% - 80% of ALL decisions Fully effective= range between 79% -70% of ALL decisions Below 70% not effective	New	100%	All	All	1%	Each ED is responsible for implementation, evidence and updates to the tracking system. Source document: SharePoint tracking Tracking System contact person: Rehana Razack (021 400 1246)
8	**1.8**	5.1 Operational Sustainability	Percentage of **internal independent assurance provider's recommendations** implemented	This is the monitoring and reporting of the implementation (expressed as a percentage) of corrective actions to address internal independent assurance providers' recommendations, issued within the directorate of the responsible Executive Director. The internal independent assurance providers included in this KPI are Internal Audit, Ombudsman, Integrated Risk Management, Ethics and Forensics functions. Each internal independent assurance provider as mentioned above has their own unique input to this KPI. This KPI will be "not applicable" to management when there are no recommendations, thus only those that could provide inputs will be included in the calculation. **Performance Rating:** Fully effective =85% Significant performance=between range of 86% to 90%. Outstanding performance=91% and above	78%	85%	85%	85%	2%	Department: Probity Source documents: refer to definition Contact person: Denise Flack 021 400 9279
2.MUNICIPAL FINANCIAL VIABILITY									**10%**	
9	**2.1**	5.1 Operational Sustainability	5.C Percentage spend of **capital budget (NKPI)**	Percentage reflecting year-to-date spend in relation to the 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 year-end. **Performance Rating:** Fully effective =90% Significant performance= range between 91% to 94%. Outstanding performance=95% and above	95.50%	90%	~~63,2%~~ 62,05%	90%	6%	Directorate Finance Manager
10	**2.2**	5.1 Operational Sustainability	Percentage of **operating budget** spent	This indicator measures the total actual expenditure to date as a percentage of the total budget including secondary expenditure. **Performance Rating:** Fully effective =90% Significant performance= range between 91% to 94%. Outstanding performance=95% and above	97.90%	90%	~~71,9%~~ 68,18%	90%	4%	Directorate Finance Manager

3. SERVICE DELIVERY/GOOD GOVERNANCE									**60%**	
11	**3.1**	Organisational culture	**Leadership programme** with management achieved	Attendance at the full Leadership in Development Programme (LDP) for the Executive Director and all eligible direct reports. This requires attendance at the Connect, Disrupt and Execute modules of the LDP The objective will be to drive leadership capability and development at senior leadership level across all departments and directorates **Performance Rating:** Fully Effective : Executive Director and 50% of eligible direct reports who are in T19 and above , designated as Directors, to attend the Connect Disrupt and Execute modules of the Leadership Development Programme Outstanding : Executive Director and 75% of eligible direct reports who are in T19 and above , designated as Directors, to attend the Connect Disrupt and Execute modules of the Leadership Development Programme Significant :Executive Director and 100% of eligible direct reports who are in T19 and above , designated as Directors, to attend the Connect Disrupt and Execute modules of the Leadership Development Programme	New	New	40%	50%	5%	Department: Organisational Effectiveness and Innovation Source document: To be provided by each ED as this will vary based on the type of intervention Contact person: Monica Pregnolato 021 400 9221
12	**3.2**	5.1. Operational sustainability	Preparations for **Inaugural Council Meeting** post 2021 Local Government elections	This indicator will measure the level of preparedness of the Executive and Council Support Department to host the Day 1 Inaugural Council meeting after the 2021 Local Government Municipal Elections based on the milestones to be identified in the Project Plan **Performance Rating:** Fully effective = 100% Development of implementation plan Significant performance = Development of implementation plan + Establishment of the Council Meeting Day 1 Steering committee Outstanding performance = Development of implementation plan + Establishment of the Council Meeting Day 1 Steering committee as well as finalisation of Day 1 draft Inaugural Meeting agenda	New	New	Annual Target	Development of a project plan for the 2021 Municipal Elections	10%	Department: Executive Support & Corporate Operations Contact person: Gillian Kernhardt
13	**3.3**	5.1. Operational sustainability	5.B **AGSA: Clean Audit** on Pre-determined Objectives (PDOs)	This indicator measures the outcome of the Auditor General on the audit of the Corporate Scorecard included in the Annual Report. This audit is referred to as the Pre-determined Objective audit by the Auditor General which assesses the performance management system and the Corporate Scorecard of the City. The indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor-General in determining his opinion. An unqualified audit opinion is where the auditor, having completed the audit, has no reservation as to the fairness of presentation of financial statements and their conformity with general recognised accounting practice. This is referred to as a 'clean audit'. Alternatively, the auditor would issue a qualified audit opinion either in whole or in part over the financial statements if these have not been prepared in accordance with general recognised accounting practice, or the auditor could not audit one or more areas of the financial statements. Future audit opinions will cover the audit of predetermined objectives. The audit outcome relate to the prior financial period. **Performance rating:** Fully effective =Unqualified with findings Significantly above expectation= Unqualified with out findings Outstanding performance=Clean audit	Clean audit - 17/18 Audit outcome	Clean audit - 18/19 Audit outcome	N/A	Clean audit - 19/20 Audit outcome	10%	Department: OPM Source document: Evidence: Final Audit Report Contact person: David Valentine Director: Treasury 021 400 3800

14	**3.4**	1.2. Leveraging technology for progress	1.D **Broadband Infrastructure Programme** (BIP)	This will measure the business and management review of the Broadband Infrastructure Programme (BIP) that will be approved by the delegated authority. Broadband Infrastructure Programme will follow project management processes adopted by City of Cape Town. **Performance Rating:** Fully effective=Approved Detailed Design of BIP Significantly above expectation= Approved Detailed Design of BIP + approved detailed implementation plan Outstanding performance= Approved BIP + operationalization of implementation plan commenced	New	Business plan at the end of concept design to be approved by Council in May	Annual Target	Approved detailed design of BIP	10%	Omeshnee Naidoo
15	**3.5**	1.3. Economic inclusion	1.F Percentage budget spent on implementation of **Workplace Skills Plan** (WSP) (NKPI)	The Workplace Skills Plan outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions that will address the needs arising out of Local Government's Skills Sector Plan, the IDP, the individual departmental staffing strategies, individual employees' personal development plans and the employment equity plan. **Performance Rating:** Fully effective =90% Significant performance= range between 91% to 96%. Outstanding performance=above 96%	95.58%	75%	~~70%~~ 65%	~~95%~~ 90%	10%	Lele Sithole
16	**3.6**	3.1. Excellence in basic service delivery	3.F Percentage adherence to **Citywide service requests**	The service request must be adhered to within the approved timeframes. This indicator measures the percentage adherence to citywide service standards based on external notifications. External notifications are requests for services from the public. **Performance Rating:** Fully effective =80% Significantly above expectation= achieve 81% to 90% Outstanding performance= achieve 91% and above	87.28%	90%	80%	90%	5%	Pat Lockwood
17	**3.7**	4.3 Building Integrated Communities	4.D Percentage of employees from the **EE target** (designated) groups employed in the three highest levels of **management** (NKPI)	The indicator measures the percentage of employees from EE target (designated) groups employed in the three highest levels of management, in compliance with the City's approved EE plan and EE Act. Management Level 1 – City Manager and Executive directors Management Level 2 – Portfolio managers and directors Management Level 3 - Managers **Proxy measure for NKPI.** **Performance rating:** Fully effective =75% Significantly above expectation= achieve 76% to 80% Outstanding performance= achieve 81% and above	73.05%	74%	75%	75%	10%	Zukiswa Mandlana

4. SPECIAL PROJECTS									10%	
18	4.1	3.1 Excellence in Basic Service delivery	**Core Application Review**: Implementation Plan completed (annual)	Establish the CAR Digital Enablement Office and Map Initiatives for IS&T Operating Model | Resource | Activities | Outputs | Outcomes **Performance Rating:** Fully effective= Initiate and Activate relevant Foundational Tender Planning and to implement the Digital Enablement Office Significantly above expectation= Change management interventions for key stakeholders on the program to envision future benefits for the program in their areas Outstanding performance= Initiate and Activate SCM Tender and FY21/22 implementation planning	New	New	Established CAR Digital Enablement Office in place and project activities in progress	Project activities within Foundational Planning for Tender activities in progress	5%	Omeshnee and Sharon Apollis
19	4.2		**COVID19 Recovery Plan** completed (annual)	The Covid-19 recovery plan assumes that the country, city and City government will not simply return to normal once the pandemic has run its course in Cape Town. Therefore, a recovery plan is needed to enable the City government to adapt and serve residents in the best way possible in a post-pandemic context. Specifically, the purpose of the work is to provide the City leadership with: • A clear situational analysis • A pathway for the CCT crisis response to wind down and return to core service delivery • Options for response to a changed economic, social and fiscal context. • Options for a revised focus for the role of the City in a fiscally constrained, post-pandemic context. Proposed clarification of priorities. • Mechanisms to enable institutional recovery. The recovery planning will consider three phases: Phase 1 – Stabilisation – now until June 2021 Phase 2 – Adapt – July 2021 to June 2022 Phase 3 – Rebuild/Recovery – July 2022 to June 2027 The plan will be informed by, amongst other things, an economic impact assessment and financial scenarios. **Performance Rating:** Fully effective= target achieved Significant performance=Evidence of recovery them integrated into each step of the SMF during 2020/21 FY (as shown in review and memo to EMT) Outstanding performance=Evidence that the recovery focused SMF has influenced the budget for 2021/22 FY (as shown in review and memo to EMT)	New	New	SMF Operational Review concluded, with a focus on recovery. Evidence: summary report of outcome.	Review of recovery plan to feed into next SMF cycle. Evidence: memorandum to EMT	5%	Hugh Cole and Gareth Morgan

Executive Director
Craig Kesson
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Date____________________

City Manager
Lungelo Mbandazayo
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Date____________________