

2020/2021 Individual Performance Scorecard
Executive Director: Osman Asmal: Spatial Planning and Environment Directorate (Mid-Year Amendments)
1 July 2020 - 30 June 2021

PERFORMANCE DASHBOARD

No.	Objective	Key Performance Indicator	Definition	Baseline as at 30 June 2019	Annual Target	Quarter 1 30 Sep 2020	Quarter 2 31 Dec 2020	Quarter 3 31 Mar 2021	Quarter 4 30 Jun 2021	WEIGHTING	Contact Department
					19/20	Target	Target	Target	Target		
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION										20%	
MUNICIPAL FINANCIAL VIABILITY										10%	
SERVICE DELIVERY/GOOD GOVERNANCE										60%	
SPECIAL PROJECTS										10%	
										100%	
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION										20%	
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)	(Actual achieved on City Pulse 2019- per directorate achievement)	Increase of 0.2 on the 3 lowest scoring attributes	N/A	N/A	N/A	increase of 0.2 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 Pregnotato 021 400 9221
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	2.29 Actual achieved - per directorate individual achievement	1.69	AT	AT	AT	2.45	2%	Department: CPPM Source document: PPM assessment Contact person: Ben Peters 021 400 9206
3	Operational Sustainability	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) Compliance with Section 116(3) of the MFMA AMENDMENT process (b) Reduction in SCM deviations (c) 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%	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. Refer to CM and Irregular Exp worksheet in the document

2020/2021 Individual Performance Scorecard
Executive Director: Osman Asmal: Spatial Planning and Environment Directorate (Mid-Year Amendments)
1 July 2020 - 30 June 2021

PERFORMANCE DASHBOARD

No.	Objective	Key Performance Indicator	Definition	Baseline as at 30 June 2019	Annual Target	Quarter 1 30 Sep 2020	Quarter 2 31 Dec 2020	Quarter 3 31 Mar 2021	Quarter 4 30 Jun 2021	WEIGHTING	Contact Department
					19/20	Target	Target	Target	Target		
4	Operational Sustainability	Percentage of external (Auditor General) audit actions completed as per audit action plan	This indicator measures how many actions was completed in the financial cycle within in the unique deadline set, as per the audit action plan. The Audit Action Plan sets out the total number 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 has 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. <u>Performance rating:</u> Fully effective =100%	New	New	100%	100%	100%	100%	2%	Department: Investor Relations Source document: Completed Audit Action plan Contact person: Lynn Fortune:021 400 5987
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 at City, directorate and departmental level as at the end of the preceding month. <u>Performance rating:</u> Fully effective =>90% Significant performance=between range of 91% to 94%. Outstanding performance=>95% and above	88.17%	85%	90%	90%	90%	90%	2%	Department: Organisational Effectiveness and Innovation Source document: EE Stats Report Contact person: Sabela Hlanganisa/Elize Madella 021 444 1338
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 ensure that a date is allocated of when action will be completed and implemented. This must be captured in the CDF system by 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 achievement of councils request or expectation. <u>Performance rating:</u> 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	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	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 ensure that a date is allocated of when action will be completed and implemented. This must be captured in the CDF system by 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 achievement of mayco's request or expectation. <u>Performance rating:</u> 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	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	5.1 Operational Sustainability	Percentage of internal independent assurance provider's recommendations implemented	It 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. <u>Performance rating:</u> Fully effective =85% Significant performance=between range of 86% to 90%. Outstanding performance=>91% and above	29%	85%	85%	85%	85%	85%	2%	Department: Probity Source documents: refer to definition Contact person: Denise Flock 021 400 9279

2020/2021 Individual Performance Scorecard
Executive Director: Osman Asmal: Spatial Planning and Environment Directorate (Mid-Year Amendments)
1 July 2020 - 30 June 2021

PERFORMANCE DASHBOARD

No.	Objective	Key Performance Indicator	Definition	Baseline as at 30 June 2019	Annual Target	Quarter 1 30 Sep 2020	Quarter 2 31 Dec 2020	Quarter 3 31 Mar 2021	Quarter 4 30 Jun 2021	WEIGHTING	Contact Department
					19/20	Target	Target	Target	Target		
MUNICIPAL FINANCIAL VIABILITY										10%	
9	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. <u>Performance rating:</u> Fully effective =90% Significant performance= range between 91% to 94%. Outstanding performance=95% and above	74.75%	90%	4.54%	23.54%	68.01%	90%	6%	Directorate Finance Manager
10		Percentage of operating budget spent	This indicator measures the total actual expenditure to date as a percentage of the total budget including secondary expenditure. <u>Performance rating:</u> Fully effective =90% Significant performance= range between 91% to 94%. Outstanding performance=95% and above	92.96%	90%	23.93%	48.93%	71.02%	90%	4%	Directorate Finance Manager
SERVICE DELIVERY/GOOD GOVERNANCE (Output or Outcome KPI as per IDP objective and Functional Areas where EDs are responsible and accountable for)										60%	
11	1.1 Positioning Cape Town as a forward-looking , globally competitive City	1.A Percentage of building plans approved within 30-60 days (Corporate Scorecard)	Percentage of applications approved within statutory timeframe (30-60) days. The objective is to improve approval times. This improvement will be in the trend over the course of the five-year term of the IDP, but will be targeted annually as the weighted average percentage achieved for the specific year. The approval of building plans is measured within the statutory timeframes of 30 days for structures of <500 m2 and 60 days for structures of >500 m2. See section A7 of the National Building Regulations Act 103 of 1977. <u>Performance Rating :</u> Fully effective= 94% (target achieved) Significant performance= range between 95% - 98% Outstanding performance= above 99%	92.8%	90% due to impact of Covid-19	94%	94%	94%	95%	10%	Spatial Planning and Environment
12	1.1 Positioning Cape Town as a forward-looking , globally competitive City	Percentage of Land Use Applications finalised within the 90 days - provided for in sec 102 (1) of MPBLaw	By-Law was amended to reduce the timeframe to 90 days. If an application complies with all the requirements of this By-Law and any other applicable legislation the decision-maker must decide on the application within 90 days or such other period agreed with the applicant, calculated from – [Sub-s. (1) substituted by s. 9 of City of Cape Town: Municipal Planning Amendment By-Law, 2017] (a) the date the application is complete as contemplated in section 76, in cases where no notice of the application has been given; (b) the latest closing date for the submission of comments, objections or representations, where the City does not receive any comment, objection or representation; or (c) the date that the applicant responds to comments, objections or representations or the closing date for a response if the applicant does not respond, where the City receives a comment, objection or representation; (d) The City may (without the applicant's agreement) extend the period contemplated in subsection (1) and notify the applicant of the period of the extension and the reasons for the extension – (a) in exceptional circumstances related to the nature or complexity of the application; (b) if the City is in recess; or (c) where the City Manager has taken steps contemplated in section 97(3) to ensure that the report contemplated in that subsection is provided to the decision maker. <u>Performance Rating :</u> Fully effective= 75% (target achieved) Significant performance= range between 76% - 81% (range between 1% to 5% above target achieved) Outstanding performance= 85% and above	85%	85%reduced to 75% due to COVID-19	75%	75%	75%	75%	10%	Spatial Planning and Environment

2020/2021 Individual Performance Scorecard
Executive Director: Osman Asmal: Spatial Planning and Environment Directorate (Mid-Year Amendments)
1 July 2020 - 30 June 2021

PERFORMANCE DASHBOARD

No.	Objective	Key Performance Indicator	Definition	Baseline as at 30 June 2019	Annual Target	Quarter 1 30 Sep 2020	Quarter 2 31 Dec 2020	Quarter 3 31 Mar 2021	Quarter 4 30 Jun 2021	WEIGHTING	Contact Department
					19/20	Target	Target	Target	Target		
13	4.1 Dense and transit-oriented growth and development	Complete Draft District Spatial Development Frameworks (former District Spatial Development Plans)	The current district plans are outdated and needs to be updated, in order to: - Align it with updated legislation and spatial policies e.g. IDP, SPLUMA/ LUPA, MPBL, NDP, IUDF, MSDF, IPBN, water strategy, etc; - Introduce new information, especially from a local level (population growth, development trends); - Refine the MSDF and to feed required technical changes to facilitate an updated MSDF; - Interpret at district level, the reviewed MSDF vision, objectives, policy guidelines; - Confirm cadastral extent and delineation of spatial transformation areas: Urban Inner Core and Incremental Growth and Consolidation Areas; and - Confirm designation (location) and extent of district and local nodes, e.g. civic, transport, economic development, and environmental. - Move the district plans to greater levels of detail, where required, e.g. critical nodes, nodal hierarchy, land use model; - Change the focus from just spatial policy to include a strong implementation agenda; and - Repeal outdated and conflicting policies and introduce mechanisms to boost implementation. <u>Performance Rating:</u> Fully effective= target achieved: Draft District SDFs completed	New	Conceptual framework complete	Concept Framework Completed	Stakeholder engagement process completed	PMT comments received and incorporated	Draft District SDFs completed (Submitted to PC for recommendation)	8%	Spatial Planning and Environment
14	4.1 Dense and transit oriented growth and development	4.A Catalytic Land Development Programme (CLDP) Corporate Scorecard (biennial target)	This indicator measures the progress made on the formulating and implementing the City's CLDP. The CLDP sets out a dynamic programme of projects and subprojects with associated implementation actions over the medium to longer term that responds to changing market conditions to unlock urban development opportunities and give effect to the City's objective of dense and transit orientated development in prioritised precincts. The first target (financial year FY 2019/20) is to deliver a clearly articulated programme setting out the various prioritised projects and subprojects and defining the baselines, objectives, scope of works, work plans, deliverables, milestones, targets and timeframes for each of such projects and their components, coupled to the related resourcing and budgetary requirements and implication. The second target (FY2021/22) is to have undertaken the above-mentioned planning and enablement actions on various such identified projects. <u>Performance rating:</u> Fully effective= target achieved Significant performance=range between 1% to 5% above target achieved Outstanding performance= range between 6%-10% above target achieved Note : The Progress Report is in addition to the Corporate Scorecard requirement of a Nil target. This is a biennial target. It is measured every two years. The CLDP Progress Report is a requirement of the Strategic Management Framework Brief.	New	CLD programme setting out prioritised projects and subprojects and their implementation actions	Nil target	Nil target	Progress report to EMT	Progress report to EMT	7%	Spatial Planning and Environment
15	4.1 Dense and transit oriented growth and development	Catalytic projects: Belville – Complete First Draft Precinct plan	Precinct Plan will provide the most detailed level of planning and is used to provide a fairly predictable environment in terms of land use changes that can be expected in the Belville area. <u>Performance rating:</u> Fully effective= target achieved : Complete first draft precinct plan	New	Draft Outline Business Case complete Note: Report (work package 5) could be impacted by Covid-19	N/A	N/A	Commence Robert Sobukwe Rd preliminary design, subject to funding availability	Complete first draft precinct plan	2%	Spatial Planning and Environment
16	4.1 Dense and transit oriented growth and development	Catalytic projects: Philippi Opportunity Area- Percentage of Agri-hub grant project implemented	Investing in the development of land and regeneration initiatives that respond to the needs and aspirations of local communities; Philippi: Leverage opportunities in urban agriculture. <u>Performance rating:</u> Fully effective= target achieved Significant performance=range between 91% to 95% Outstanding performance= 96% and above	New	Philippi Opportunity Area Regeneration Framework in progress	N/A	N/A	Commence planning of first Erf 5268 sub-precinct or cluster	Philippi Agri-hub grant project: 90% of Year 1 implemented	3%	Spatial Planning and Environment
17	1.4 Natural resources and environmental sustainability	Number of green infrastructure guidelines finalised	Initial work on the Green Infrastructure Programme (GIP) commenced with EMT report submitted, indicating preparation of a toolkit and Projects being the key component of a GIP <u>Performance rating:</u> Fully effective= target achieved : Two GIP guidelines finalised	New	GIP policy process initiated	GIP guidelines process underway	GIP guidelines process underway	GIP guidelines process underway	Two GIP guidelines finalised	5%	Spatial Planning and Environment

2020/2021 Individual Performance Scorecard
Executive Director: Osman Asmal: Spatial Planning and Environment Directorate (Mid-Year Amendments)
1 July 2020 - 30 June 2021

PERFORMANCE DASHBOARD

No.	Objective	Key Performance Indicator	Definition	Baseline as at 30 June 2019	Annual Target	Quarter 1 30 Sep 2020	Quarter 2 31 Dec 2020	Quarter 3 31 Mar 2021	Quarter 4 30 Jun 2021	WEIGHTING	Contact Department
					19/20	Target	Target	Target	Target		
18	4.3 Building Integrated Communities	Identification of Provincial heritage sites (PHS) owned by the City for restoration	Continue restoration and refurbishment of City Heritage Buildings; and continue the conservation planning of projects to restore Provincial Heritage Sites owned by the City, this include condition surveys, drafting of Conservation Plans and repairs/maintenance. <u>Performance rating:</u> Fully effective= target achieved: Finalisation of budget for capital projects.	New programme	Phase 1 survey completed	Heritage conditions surveys to inform CMP priorities and project specifications	PPM portfolio of projects created and screened, budgets approved	Specification finalised. Procurement underway and awarding of projects for consultants and contractors	Ready for 1 July 2021 commencement of either the project or CMP	5%	Spatial Planning and Environment
19	5.1 Operational sustainability	CCT environmental compliance register and citywide environmental risks	The Environmental Compliance Register is a monitoring tool that was developed in order to record and track all instances of significant environmental non-compliances by the City. This is to ensure that the City has control over the services, operations and activities that have the potential of putting the City at risk, so that necessary mitigation actions can be taken to ensure remediation and compliance where appropriate. <u>Performance Rating:</u> Fully effective= target achieved : completed compliance report and updated Citywide risks	Annual Environmental Compliance report and updated citywide risks reported to City Manager	Annual Environmental Compliance report and updated citywide risks reported to City Manager	Updating of compliance register and identification of city-wide risks	Updating of compliance register and identification of city-wide risks	Updating of compliance register and identification of city-wide risks	Annual Environmental Compliance report and updated citywide risks reported to City Manager, RiskCo and APAC	10%	Spatial Planning and Environment
SPECIAL PROJECTS (RELATING TO DIRECTORATE FUNCTIONAL AREA)										10%	
21	5.1 Operational Sustainability	Percentage completion of MFMA Competency by Executive Directors	The indicator measures the adherence to the MFMA. Section 14 of the MFMA requires Executive Directors to meet the minimum competency levels. The attainment of competency levels must be obtained within prescribed timeframes and must be included in performance agreements. <u>Performance rating:</u> Fully effective = 100%	New	100%	N/A	N/A	N/A	100%	2%	Note: Only for specific ED's that does not meet minimum requirements. Where EDs already have MFMA competency this weighting must be 10% for all identified projects If not, MFMA = 2% in addition to 8% for all other identified projects
22	1.1 Positioning Cape Town as a forward-looking, globally competitive City	Repair and upgrade of coastal public access and recreation facilities: Fisherman's Lane	Repair and upgrade of coastal public access and recreation facilities: Fisherman's Lane at Strandfontein beach. <u>Performance Rating:</u> Fully effective= target achieved: Commencement of Construction Significant performance= range between 1 - 5% of Construction completed Outstanding performance= range between 6%-10% Construction completed	Engagement with relevant roleplayers to determine most feasible design intervention for infrastructure upgrade at Fisherman's Lane	Tender awarded December 2020 (due to Covid 19)	Detailed design and Draft Tender to be submitted to SCM	Procurement phase	Tender awarded	Commencement of construction in process	3%	Spatial Planning and Environment
23	1.1 Positioning Cape Town as a forward-looking, globally competitive City	Amendment of Outdoor Advertising and Signage By-law	The By-Law seeks to regulate outdoor advertising in a manner that is sensitive to the environmental, heritage and tourism resources of different parts of Cape Town. It seeks to strike a balance between outdoor advertising opportunities and economic development, and the conservation of visual, tourist, traffic safety, environmental and heritage characteristics. <u>Performance Rating:</u> Fully effective= target achieved: report to PC	2001 by-law was last amended in 2013.	Final amendments agreed and report to Council prepared	New By-law to serve at Portfolio Committee	Public Participation process approved to commence January 2021 (Covid-19 could impact this outcome)	Submit proposed By-law with report to Portfolio Committee and send the Public Participation Plan to Sub-councils.	Public participation (during April and May 2021). Respond to public participation comments during June and July 2021 and August to Mayco/Portfolio Committee and Council.	2%	Spatial Planning and Environment

2020/2021 Individual Performance Scorecard
Executive Director: Osman Asmal: Spatial Planning and Environment Directorate (Mid-Year Amendments)
1 July 2020 - 30 June 2021

PERFORMANCE DASHBOARD

No.	Objective	Key Performance Indicator	Definition	Baseline as at 30 June 2019	Annual Target	Quarter 1 30 Sep 2020	Quarter 2 31 Dec 2020	Quarter 3 31 Mar 2021	Quarter 4 30 Jun 2021	WEIGHTING	Contact Department
					19/20	Target	Target	Target	Target		
24	4.1 Dense and transit oriented growth and development	District Six Development Framework	The aim is to provide for the formulation of a suitable development vision for the area in anticipation of future development projects. The District Six site is a strategically located site that has been vacant for almost four (4) decades as a result of the implementation of the forced removals of communities in line with the Group Areas Act. This land has been the subject of land claims processes for decade which has culminated in a project that is planned to yield approximately 1000 units. It is anticipated that the remaining land may be required for future land claims and a development vision would assist in determining the most appropriate intensity and use of the land. This component of the project is in its beginning stages and will be driven by the <u>Performance Rating</u> : Fully effective= target achieved: District Six Development Framework	New	New	Completed Baseline and Analysis Report	Draft framework developed	Public participation on draft framework and finalisation (Covid-19 could impact this outcome)	District Six Development Framework submitted to PC for recommendation, before submission to Mayco and Council	3%	Spatial Planning and Environment

Executive Director
Osman Asmal

City Manager
Lungelo Mbandazayo