2020/2021 Executive Director Performance Scorecard
Executive Director: Dalene Campbell
1 September 2020 - 30 June 2021 (Mid-year Adjustments)

No.	Objective	Key Performance Indicator	Definition	Baseline 30 June 2019	Annual Target 2019/20	Q1 30 Sep 2020 Target	Q 2 31 Dec 2020 Target	Q 3 31 Mar 2021 Target	Q4 30 Jun 2021 Target	WEIGHTING	Contact Department
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 **0.2 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	Annual Target	Annual Target	Annual Target	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 Pregnolato 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	2.64	1.69	Annual Target	Annual Target	Annual Target	2.37	2%	Department: CPPPM Source document: PPM assessment Contact person: Ben Peters 021 400 9206

3	5.1. 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** <u>Performance rating:</u> 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**
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	95.23%	85%	90%	90%	90%	90%	2%	Department: Organisational Effectiveness and Innovation Source document: EE Stats Report Contact person: Sabelo 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 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. <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 **~~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 mayco's 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	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. Performance rating: Fully effective =85% Significant performance=between range of 86% to 90%. Outstanding performance=91% and above	69%	85%	85%	85%	85%	85%	2%	Department: Probity Source documents: refer to definition Contact person: Denise Flack 021 400 9279
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. Performance rating: Fully effective =90% Significant performance= range between 91% to 94%. Outstanding performance=95% and above	85%	90%	14%	39%	57.08%	90%	6%	Directorate Finance Manager
10	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	94.8%	90%	16.4%	39.4%	61.3%	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	4.2 An efficient integrated transport system	4.B Number of passenger journeys per kilometre operated (MyCiti) (Corporate Scorecard indicator)	The aim is to have more passengers travelling per kilometre scheduled on the MyCiTi transport system. The purpose of the indicator is to measure efficiency improvements in the usage of MyCiTi buses. Performance rating: Fully effective =0.73 Significant performance= range between 0.80 to 1.00 Outstanding performance= 1.07 and above	1.06	1.00	0.50	0.65	0.71	0.73	15%	Director: Public Transport Operations
12	4.2 An efficient integrated transport system	4.C Total number of passenger journeys on MyCiti (Corporate Scorecard indicator)	An efficient, integrated transport system is measured in part through the increase in passenger journeys undertaken. A passenger journey is calculated from the first boarding of a bus at a feeder stop or main station to the last exit from a bus at a feeder stop or main station, including any transfers between buses (single journey). Performance rating: Fully effective = 10.2 million Significant performance= range between 11.2 million - 13 million Outstanding performance= above 13 million	17.5 million	12.8 million	1 440 000	4 410 000	7 000 000	10 200 000	15%	Director: Public Transport Operations
13	4.2 An efficient integrated transport system	Number of traffic signal upgrade initiatives	Refers to the number of traffic signal initiatives developed and implemted during the period of review. This includes the installation of permanent traffic counting stations at signalized intersections as well as the review and updating of traffic signal timing plans on key road corridors to ensure optimal coordination of signals. Performance rating: Fully effective = 10 Significant performance= 11 Outstanding performance= above 11	12.00	15.00	Develop criteria for selecting 10 sites to implement traffic counting stations on major arterials and identify and commence analysis along 5 major arterials for signal progression	Development of 5 Functioning Traffic Counting stations on major arterials and produce the plans pertaining to signal progression along 5 major corridors	Development of 7 Functioning Traffic Counting stations on major arterials	Development of 10 Functioning Traffic Counting stations on major arterials and implement 5 signal progression schemes	6%	Director: Network Management
14	4.2 An efficient integrated transport system	Kilometres of roads resurfaced/ rehabilitated/ resealed	The km of roads to be rehabilitated in the financial year, without any external interference in the delivery of this service, including prolonged adverse weather conditions, service delivery protests, racketeering towards the service providers, etc Km of surfaced roads resealed, without any external interference in the delivery of this service. Km of surfaced roads resurfaced, without any external interference in the delivery of this service	New	10km	15.4km	54.5km	123.9km	162.7km	10%	Director: Roads Infrastructure & Management
15	4.2 An efficient integrated transport system	Number of Non-Motorised Transport km constructed	The number of NMT kms to be constructed is derived from the sum of the lengths of the footways, cycle paths and shared facilities to be constructed. The quartely targets reflect an assesment of the state of completion of the physical work on site converted to a number of kms constructed (for example, a 5 km footway that is 70% complete will reflect as 3.5km NMT kms constructed). Performance rating: Fully effective = 29.5km Significant performance= 31km Outstanding performance= above 31km	15km	24.5 km	8.7km	18.4km	24.6km	29.5km	8%	Director: Infrastructure Implementation

16	5.1 Operational Sustainability	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. 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.) Performance rating: Fully effective = 95% Significant performance= 96% - 99% Outstanding performance= 100%	Actual as at 30 June 2019	95%	6.8%	22.6%	57.7%	95%	6%	Manager: Finance
SPECIAL PROJECTS **(RELATING TO DIRECTORATE FUNCTIONAL AREA)**										**10%**	
17	5.1 Operational Sustainability	Percentage completion of MFMA Comptency by Executive Directors	The indicator measures the adherence to the MFMA. Section 16 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. Performance rating: 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
18	4.2 Efficient, Integrated Transport System	Travel Demand Management: Evaluate the effectiveness of Flexible Working Programme in the City as part of Travel Demand Management	Travel Demand Management Strategy implemenation - Flexible Working Programme (FWP): 1.Develop a Partnering Framework for Congestion alleviation in support of the Cape Town Resilience Strategy 2. Develop a case study for lessons learnt on deployment of FWP by initiating a methodology for SAP evidence extraction and kilometre saved calculation as monitoring tool for FWP and hand over to corporate HR to implement as M&E for FWP. 3.Develop Toolkit for congestion alleviation by a) developing Complete Frequently Asked Questions (FAQ) Document for the FWP and hand over to corporate HR for implementation. b) Develop draft change management strategy for FWP and hand over to corporate HR. c) Develop a public guide for dealing with congestion.The output for this project is delivered by corporate HR with input by Transport Planning. The deliverables required by Transport Planning are the preparation and hand over of draft documents relating to FAQ and change management.	TDM plans approved	Monitor and evaluate Flexible Working Programme in the City	Submit a Partnering Framework for Congestion alleviation to Council for approval.	Develop a case study for lessons learnt on deployment of FWP in the City to Council.	Submit to Corporate HR a Toolkit for congestion alleviation	Implementation of 3 Travel Demand Management and Flexible Working Programe initiatives	3%	Director: Transport Planning
19	4.2: An efficient, integrated transport system	Percentage construction of IRT Phase 2 A project	Refers to the construction of Jan Smuts Drive IRT route. The year-end target is 100% completion with a certificate of completion issued by the responsible agent as evidence thereof. The quarterly targets are reflected as a percentage constructed measured in terms of actual expenditure as a percentage the contract value. Peformance rating: Fully effective = 100%	Construction work at Jan Smuts IRT route –construction commenced	Construction work at Jan Smuts IRT route - 16% construction	70%	90%	100%	100%	5%	Director: Infrastructure Implementation

Executive Director
Dalene Campbell

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City Manager
Lungelo Mbandazayo

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