2022/2023 Executive Director Performance Scorecard
(Mid-Year Amendment)
Executive Director: Ruby Gelderbloem
1 July 2022 - 30 June 2023

	No.	Objective	Key Performance Indicator	Definition	Baseline 2020/2021	Baseline 2021/2022	Annual Target 2022/2023	Q1 30 Sep 2022 Target	Q 2 31 Dec 2022 Target	Q 3 31 Mar 2023 Target	Q4 30 Jun 2023 Target	WEIGHTING	Contact Department
	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION											20%	To remain in template
	MUNICIPAL FINANCIAL VIABILITY											10%	To remain in template
	SERVICE DELIVERY/GOOD GOVERNANCE											58%	Delete-line to complete
	SPECIAL PROJECTS											10%	Delete-line to complete
												98%	
				MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION								20%	
1	1	Transversal Management	Percentage increase in 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, Programme 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. <u>Performance rating:</u> Fully effective = achieve increase of 0.1 - 0.2 Significantly above expectation = range between 0.21 - 0.5 Outstanding performance = 0.51 and above	1.96	2.59	2.6	AT	AT	AT	2.6	2%	Department: CPPM Source document: PPM assessment Contact person: Ben Peters 021 400 9206
2	2	16. A Capable and Collaborative City Government	Expansions and Amendments of repeatable contracts (%)	Measures the percentage of expansions and amendments on repeatable contracts. This indicator will only measure instances where there was more than one expansion and amendment on the same contract. Expansions are defined as an extension of less than 6 months and amendments are defined as extension beyond 6 months. Source: contract register. Measurement will commence only when expansion or amendment was concluded and only applies to repeatable contracts. Expansions are approved by BAC. Amendments are approved by Mayco and BAC. Formula: Total number of repeatable contracts expanded and/or amended ÷ Total number of repeatable contracts. Measured cumulatively. <u>Performance rating</u>: (target = 2%) Not fully effective= 2.1% and above Fully effective = 2% Significant performance = range 0,1% - 1.9% Outstanding =0%	100%	0%	2%	N/A	2%	N/A	2%	2%	Department: OPM - Contract Management Source document: CMS (Contract Management System) report to EMT Contract register Contact person: Maureen Whare 021 400 9206
3	3	16. A Capable and Collaborative City Government	Percentage reduction in the number of SCM deviations	The objective is to achieve a 20% reduction on SCM deviations. The indicator only applies to Supply Chain Management (SCM) deviations above R200 000 (inclusive of VAT). Sole/single service provider deviations and deviations relating to emergencies will be excluded from the measurement as per section 36 of SCM regulations. The indicator will measure the percentage year on year reduction from the previous year's number of SCM deviations. Formula: (No. of SCM deviations for current year – No of SCM deviations for prior year)/ Number of SCM deviations for prior year X 100" <u>Performance rating:</u> Unacceptable performance= any positive increase in deviations. Not fully effective= decrease deviations between 1% and 19%. Fully effective= decrease deviations by 20%. Significant performance = decrease deviations between 21% and 99%. Outstanding performance = 0 deviations	20%	-100% (Number = 0)	20%	AT	AT	AT	20%	3%	Department: SCM Source document: Evidence: Formula: Number of SCM deviations reduced by the target percentage % year on year for the department/ directorate. Contact person: Abu Bakr Moerat SCM: Head of Supplier Management and Administration 021 400 3007
4	4	16. A Capable and Collaborative City Government	Average percentage reduction in the number and value of irregular expenditure identified for the Directorate (year-on-year)	The objective is to achieve a 50% reduction on irregular expenditure. The indicator will measure the average percentage reduction in the number and value of irregular expenditure i.e.. contravention of legislation as defined in the irregular expenditure definition. Irregular expenditure is defined as expenditure that is in contravention of, or not in accordance with, a requirement of the Local Government: Municipal Finance Management Act 56 of 2003, the Local Government: Municipal Systems Act 32 of 2000, the Remuneration of Public Office Bearers Act 20 of 1998, or the municipality's supply chain management (SCM) policy. Indicator will measure Irregular expenditure that arose only in the time of employment of the ED. Irregular expenditure will be measured based on the financial year in which it is disclosed. Irregular expenditure is based on self-disclosure or detected by an assurance provider (including AGSA) for the current financial year and the year preceding the current financial year where the ED was accountable for the directorate. Formula: (Non-compliance Instances for the current year – Non-compliance instances for prior year)/ Non-compliance instance for prior year X 100" + (Irregular expenditure amount for current year – Irregular expenditure amount for prior year)/ Irregular expenditure amount for prior year X 100" / 2 Refer to table below for calculation: <u>Performance rating:</u> Not fully effective= a reduction of above 0% and less than 50% Fully effective= a reduction between 50%-99% Outstanding = 100% reduction or 0 instances	50%	-90% (Number = 1) (Value = R1850.00)	50%	AT	AT	AT	50%	3%	Department: City Manager Office Source document: Irregular Register and the AG's findings in the quarter that it is available. Contact person: Gayle Postings 021 400 1268
5	5	16. A Capable and Collaborative City Government	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> Outstanding =100% No scores for fully effective and significant.	New	100%	100%	100%	100%	100%	100%	2%	Department: Investor Relations Source document: Completed Audit Action plan Contact person: Lynn Fortune:021 400 5987

6	6	16. A Capable and Collaborative City Government	Percentage of final council decisions implemented within timeframes	The indicator excludes all council decisions for noting, decisions taken by council where there is no budget to implement actions or outside of the control of the ED. These exclusions must be supported by valid evidence. These decisions must be reflected on each quarterly report for the City Manager and/or panel's awareness. 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 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. Weighting must be reallocated where there were no council decisions for the year. 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	All	100%	100%	100%	100%	100%	100%	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) Weighting must be reallocated where there were no council decisions for the year.
7	7	16. A Capable and Collaborative City Government	Percentage of final mayco decisions implemented within timeframes	The indicator excludes all mayco decisions for noting. Decisions taken by mayco where there is no budget to implement actions or outside of the control of the ED. These exclusions must be supported by valid evidence. These decisions must be reflected on each quarterly report for the City Manager and/or panel's awareness. 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 CDIT 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 of achievement of mayco's request or expectation. Weighting must be reallocated where there were no mayco decisions for the year. 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	All	100%	100%	100%	100%	100%	100%	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) Weighting must be reallocated where there were no mayco decisions for the year.
8	8	16. A Capable and Collaborative City Government	16.J Budget spent on implementation of Workplace Skills Plan (%)	Measures the percentage of budget spent on the Workplace Skills Plan .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. Proxy measure for NKPI per MSA Regulation 10(f). Formula: % spent on the implementation of the WSP measured against the training budget. (A/B)*100 A: Actual spend per quarter on training budget B: Planned spend on training Budget for the year Performance rating: Fully effective = 90% Significant performance=between range of 91% to 97%. Outstanding performance=98% and above	104.78%	138.81%	90%	10%	30%	60%	90%	1%	Source documents: WSP report per quarter Contact person: Nonzuzo Ntubane 021 400 4056
9	9	16. A Capable and Collaborative City Government	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 94%. Outstanding performance = 95% and above	78%	93%	85%	85%	85%	85%	85%	2%	Department: Combined Assurance and Governance Source documents: refer to definition Contact person: Zotshokazi Kakaza 021 400 6310
10	10	16. A Capable and Collaborative City Government	16.A Community satisfaction city-wide survey(score 1-5)	Measures the score on the Community satisfaction City-wide survey. A statistically valid, scientifically defensible score from the annual survey of residents' perceptions of the overall performance of the City's. The measure is given against a non-symmetrical Likert scale, where 1 is poor, 2 is fair, 3 is good, 4 is very good, and 5 is excellent. The objective is to improve the current customer satisfaction level. Performance rating: Fully effective = 2.8 Significant performance=between range of 2.9 - 3.1 Outstanding performance= 3.2 and above	2.5	2.7	2.8	Annual Target	Annual Target	Annual Target	2.8	2%	Department: Organisational Effectiveness and Innovation Source document: Community Satisfaction survey score Contact person: Brigette Morris 021 400 3812

11	11	16. A Capable and Collaborative City Government	Increase in City Pulse score	The City Pulse survey measures the organisational culture and aims to improve employee experience at the City. Performance rating: Fully effective = achieve an increase of 0.0 and 0.1 Significantly above expectation = increase of overall score by between 0.11 and 0.3 Outstanding performance = increase greater than 0.31	2021 City Pulse baselines People Dimension 3.2 Performance (fair and correct) 3.5 Collaboration within team 3.5	3.8	4	Annual Target	Annual Target	Annual Target	4	1%	Department: Organisational Effectiveness and Innovation Source document: City Pulse 2021 Results and City Pulse 2019 results with the 3 questions identified in the attachment Contact person: Monica Pregnolato 021 400 9221
					MUNICIPAL FINANCIAL VIABILITY							10%	
12	12	16. A Capable and Collaborative City Government	16.D Spend of capital budget (%) (NKPI)	Measures the extent to which capital expenditure has been spent based on the original budget during the financial year. Capital expenditure is all costs incurred by the municipality to acquire, upgrade, and renew physical assets such as property, plants, buildings, technology, or equipment. Proxy measure for NKPI per MSA Regulation 10(c). Proxy measure for C88 FM1.11 Performance rating: Fully effective =90% Significant performance= range between 91% to 94%. Outstanding performance=95% and above	98.89%	94.9%	90%	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	90%	6%	Directorate Finance Manager
13	13	16. A Capable and Collaborative City Government	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 =95% Significant performance= range between 96% to 98%. Outstanding performance=99% and above	106.96%	81.5%	95%	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	Dir/Dept. projected cash flow/ total budget	95%	4%	Directorate Finance Manager
					SERVICE DELIVERY/GOOD GOVERNANCE							58%	
14	14	1. Increased Jobs and Investment within the Cape Town economy	1.E Council approved trading plans developed or revised for informal trading (Number)	Measures the number of Council approved trading plans developed or revised for informal trading. A Trading plan demarcates trading areas within a particular ward or precinct, thereby giving security of tenure to traders and allowing the City to undertake necessary infrastructure upgrades to the facilities to enable dignified and accessible trading opportunities. Trading plans undergo an extensive public consultative process with all stakeholders in an area and they are deemed completed when they are finally passed by full council. Performance rating: Fully effective = All 8 New or Revised Plans approved Significant performance = 2 New or Revised Plans approved and implemented Outstanding performance = All 8 New or Revised Plans approved and implemented	New	8	8	N/A	2	N/A	8	7%	Lance Greyling
15	15	1. Increased Jobs and Investment within the Cape Town economy	1.F Regulatory Impact Assessments completed (Number)	Measures the number of regulatory impact assessments initiated on the City's current by-laws and policies to ensure that they do not impose an unnecessary cost or burden on businesses. They include recommendations, which will need to be implemented by the relevant department. The regulatory impact assessments are deemed completed when it is signed off by the delegated authority in both the Economic Growth Directorate and the relevant line directorate. Performance rating: Fully effective = All 4 Regulatory Impact Assessments completed Significant performance = 3 Regulatory Impact Assessments completed and approved Outstanding performance = All 4 Regulatory Impact Assessments completed and approved	2	4	4	1	2	3	4	7%	Lance Greyling

16	16	1. Increased Jobs and Investment within the Cape Town economy	Number of quarterly reports on the implementation of the Investment Incentives Policy	A quarterly report must be prepared on the uptake of both financial and non-financial incentives in any designated targeted areas of Cape Town. At the time of writing this definition the only targeted area is Atlantis, but it will change to accommodate new areas as per the current policy. The report, or annexures to the report, must include detailed information on incentives taken up by particular investors, and if financial incentives have been taken up, then the extent of the incentive must be evident. Note that it does take a month after the conclusion of a quarter to gather all data relevant for the report. Hence reporting on this indicator is staggered Q1: covers April to June Q2: covers July to August Q3: covers October to December Q4: covers January to March Note further that it is expected that the relevant project manager must submit the report to the relevant designated authority as soon as possible after data becomes available irrespective of it being reported on for SDBIP purposes at a later stage. Performance rating: Fully effective = All 4 quarterly reports were submitted Significant performance = All 4 quarterly reports approved by Portfolio Committee Outstanding performance = All 4 quarterly reports approved by Mayco	4	4	4	1	2	3	4	6%	Lance Greyling
17	17	1. Increased Jobs and Investment within the Cape Town economy	C76 Number of SMMEs benefitting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders	The number of SMMEs and informal businesses benefitting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders, within the municipal area. Digitisation support programme can include: digital infrastructure provision, digital platforms, digital financial services, digital entrepreneurship support and digital skills development. SMME stands for small, medium and micro-enterprises. These businesses range from formally registered, informal and non-VAT registered organisations. Small to medium-sized businesses typically employ over a hundred people and are comparable to the small- and medium-sized enterprises (SME) segment found in developed countries. Micro-enterprises, on the other hand, typically encompass survivalist self-employed persons from the poorest layers of the population. This measures any business who has registered with the municipality to benefit from support for digitisation. Performance Rating: Fully effective=100 SMME's Significant performance= Range between 101-120 SMME's Outstanding performance=above 121 SMME's	New	1184	100	A/T	A/T	A/T	100	6%	Lance Greyling
18	18	1. Increased Jobs and Investment within the Cape Town economy	LED3.12 Average time taken to finalise informal trading permits	The indicator measures the average amount of time (taken in days) to finalise informal trading permits within a municipality from the point of complete application to the point of adjudication. An informal trading permit is a permission provided by the municipality to small scale businesses with limited trading intentions to operate under certain conditions. Performance Rating: Fully effective = 43 Significant performance = Range between 30 - 42 Outstanding performance = below 30	N/A	43.38	43	43	43	43	43		Lance Greyling
19	19	1. Increased Jobs and Investment within the Cape Town economy	Development of the Ease of Doing Business Index	The Ease of Doing Business in compares the ease of doing business in Cape Town with other South African cities, African cities and international cities. The Index will help stakeholders understand business environment risk and guide City line departments in terms of competitiveness. Performance rating: Fully effective = Ease of Doing Business Index Dashboard deployed and Ease of Doing Business Index Dashboard Performance Report developed.	New	New	Ease of Doing Business Index deployed and dashboard Performance Report developed.	Phase 1 Prototype of Index Dashboard developed and Tested	Phase 2 Prototype of Index Dashboard developed and Tested	Phase 3 Prototype of Index Dashboard developed and Tested	Ease of Doing Business Index deployed and dashboard Performance Report developed.	5%	Lance Greyling
20	20	1. Increased Jobs and Investment within the Cape Town economy	City-wide Business friendly Behaviour & Culture Change Initiative report developed.	The I Mean Business (IMB) initiative is a multi-year, multi-faceted Business friendly Behaviour & Culture Change Initiative project, aimed at improving the business environment for existing, new and prospective businesses, by facilitating a cultural shift in the City employees' mind-sets towards business friendly behaviour and through the identification and implementation of business friendly processes and services through a combination of communication interventions, workshops and improvement projects. Performance rating: Fully effective = City-wide Business friendly Behavioural & Culture Change Initiative (I Mean Business) Implementation Close out Report developed.	New	New	City-wide Business friendly Behavioural & Culture Change Initiative (I Mean Business) Implementation Close out Report developed.	City-wide Business friendly Behavioural & Culture Change Implementation Initiative (I Mean Business) launched.	Business friendly Behavioural & Culture Change progress report compiled (50% of survey conducted).	Business friendly Behavioural & Culture Change progress report compiled (100% of survey conducted).	City-wide Business friendly Behavioural & Culture Change Initiative (I Mean Business) Implementation Close out Report developed.	5%	Lance Greyling

21	21	1. Increased Jobs and Investment within the Cape Town economy	Development of the institutional and operational model for Consolidated Land Pipeline (CLP)	Develop institutional and operational model for CLP, including capacitation strategy and core capacitation Performance rating: Fully effective = Institutional and Operational Model for Consolidated Land Pipeline (CLP) developed Significant performance = Institutional and Operational Model for Consolidated Land Pipeline (CLP) developed and approved	New	New	Develop institutional and operational model for CLP, including capacitation strategy and core capacitation	Establishment of a Working Group and Steering Committee and conceptualisation of CLP components	1st Draft of institutional and operational model of CLP, including components	Completion of consultation process with stakeholders including user departments	Submission of Final Draft institutional and operational model for CLP, including capacitation strategy to Director: Property Management and ED: Economic Growth for consideration	7%	Director: Property Management
22	22	16. A Capable and Collaborative City Government	Execution of the approved Optimisation & Rationalisation (O&R) Implementation Plan in accordance with the Strategic Framework and Roadmap	The Execution of the O&R Implementation Plan will be rolled out in phases under the period of assesment. Performance rating: Fully effective = Establishment of Working Groups per O&R Strategic Framework. Identification and capture of attribute data pertaining to immovable property assets affected by Phase 1	New	New	Establishment of Working Groups per Optimisation & Rationalisation (O&R) Strategic Framework. Identification and capture of attribute data pertaining to immovable property assets affected by Phase 1.	N/A	N/A	N/A	Establishment of Working Groups per Optimisation & Rationalisation (O&R) Strategic Framework. Identification and capture of attribute data pertaining to immovable property assets affected by Phase 1.	7%	Director: Property Management
23	23	16. A Capable and Collaborative City Government	Development of Land Disposal Strategy	To optimally utilise and leverage the City's assets, it is envisaged that a Final Land Disposal Strategy be developed for approval during the 2021_2022 financial year. Performance rating: Fully effective = Approval of Land Disposal Strategy by council	New	New	Submission of Final Draft Immovable Property Disposal Management System to enable a Priority Land Release Program to D:PM, ED:EG for consideration	Development of a concept note for submission and consideration by the Director: Property Management	1st Draft of an Immovable Property Disposal Management System	Completion of consultation process with stakeholders including user departments	Submission of Final Draft Immovable Property Disposal Management System to enable a Priority Land Release Program to D:PM, ED:EG for consideration	4%	Acquisition and Disposal - Acting Branch Manager
24	24	1. Increased Jobs and Investment within the Cape Town economy	Completion of an Implementation Plan for the Strategic Assets Framework	To optimally utilise and leverage the City's assets, it is envisaged that an Implementation Plan for the Strategic Asset Strategy will be developed by June 2023. Performance rating: Fully effective = Completion of Implementation Plan for Strategic Assets Framework	New	New	Completion of Implementation Plan	Assessment of Framework deliverables	Engagement with relevant role players	Development of an Implementation Framework	Completion of Implementation Plan	4%	Faried Shariff
		SPECIAL PROJECTS										10%	
25	25	Unlawful Land Occupation (ULO)	Response to request to determine accountability for City of Cape Town Immovable Property Assets	Investigation and determination of accountability for City of Cape Town Immovable Property Assets within 72 hours of notification Performance rating Fully effective = 75% achievement Significant performance = 80% achievement Outstanding performance = 85%+ achievement	Not applicable	New	75%	75%	75%	75%	75%	4%	Acting Director: Property Management

26	26		SMF: Percentage Implementation of EG Strategic Framework Initiatives	The implementation of the identified EG Strategic Framework Initiatives through the Recovery Programme leading from stabilisation phase and into the adaptation phase. The key programmes/projects are as listed below: Drive the transversal implementation of the IEGS. Drive the development of the Informal Sector Support Framework and the implementation of the Informal Trading Policy, Oversee the effective implementation and monitoring of SEZ and ASEZ. Support the recovery of key business precincts Prioritise services to support business retention and expansion Drive implementation of Phase 1 of the Optimisation and Rationalisation Programme Drive the transversal implementation of the 'land strategy' by finalising a more refined, longer-term consolidated land pipeline and acquisition strategy, disposal pipeline and disposal strategy and the Immovable Property Asset Management Strategy Implement the prioritised catalytic precincts <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	New	Not available	75% completion of programmes/projects aligned to the EG SMF Initiatives.	N/A	N/A	N/A	75% completion of programmes/projects aligned to the EG SMF Initiatives.	6%	Executive Director

Executive Director: Economic Growth

Ruby Gelderbloem

Gelderbloem

Digitally signed by Ruby Gelderbloem
Date: 2023.05.19 09:13:58 +02'00'

City Manager

Lungelo Mbandazayo

Digitally signed by Lungelo Mbandazayo
Date: 2023.05.24 18:12:21 +02'00'