2017/2018 Individual Performance Scorecard
Executive Director:- Area Based Service Delivery: Dr. Louis Scheepers
1 July 2017-30 June 2018

PERFORMANCE DASHBOARD

No.	Objective	Key Performance Indicator	Baseline as at 30 June 2017	Proposed Annual Target 2017/18	Quarter 1 30 Sep 2017 Target	Quarter 2 31 Dec 2017 Target	Quarter 3 31 Mar 2018 Target	Quarter 4 30 Jun 2018 Target	WEIGHTING	RESPONSIBLE DEPARTMENT
LEADERSHIP									**15%**	**Executive Director**
TRANSVERSAL MANAGEMENT									**20%**	**Area Based Service De;ivery**
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION									**15%**	**1. Corporate Services 2. Area Based Service Delivery**
MUNICIPAL FINANCIAL VIABILITY									**20%**	**1. Organisational Planning and Policy 2. Directorate Finance Manager**
SERVICE DELIVERY/GOOD GOVERNANCE									**15%**	**1. Area Directors 2. Tourism Department**
SPECIAL PROJECTS									**15%**	**Executive Director**
									100%	
				LEADERSHIP					**15%**	
1	Shared Values	Value scorecard (360 degree feedback)	New	Positive score outcome	N/A	N/A	N/A	Positive score outcome	5%	Executive Director
2	Employee Engagement	Percentage feedback communication sent to the directorate	New	100%	100%	100%	100%	100%	1%	Executive Director
3		Results of engagement surveys	New	Positive survey outcome	N/A	N/A	N/A	Positive survey outcome	1%	Executive Director
4	Leading change	Delivery against Leadership Competencies	New	Positive survey outcome	N/A	N/A	N/A	Positive survey outcome	3%	Executive Director
5	Customer centricity	Community satisfaction survey (Score 1 - 5) - city wide	Actual as at 30 June 2017	2.9	N/A	N/A	N/A	2.9	5%	Executive Director
				TRANSVERSAL MANAGEMENT					**20%**	
6	Transversal Management	Work Group Activity plan developed and Annual Implementation report to Mayco	Actual as at 30 June 2017	Annual report to MAYCO on the implementation of an Area Based Model	Draft Area Based Model Activity Plan developed and submitted to relevant role-players for comment	Draft Area Based Model Activity Plan developed and submitted to oversight committee	Draft Area Based Model Activity Plan finalised for approval and implementation	Annual report to MAYCO on the implementation of an Area Based Model	5%	Area Based Service Delivery
7		Percentage of work group activity plan milestones delivered	Actual as at 30 June 2017	90%	N/A	N/A	N/A	90%	10%	Area Based Service Delivery
8		Percentage implementation and incorporation of approved policies, by-laws and corporate SOPs	Actual as at 30 June 2017	100%	Approved policies, by-laws and corporate SOPs are assessed to determine if they are applicable to directorate business	Work plan developed for implementation and incorporation into departmental operations and business processes	100% adherence to identified quarterly work plan milestones	100% adherence to identified quarterly work plan milestones	5%	Area Based Service Delivery
				MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION					**15%**	
				MANAGEMENT INDICATORS					**7%**	
9	4.3 Building Integrated Communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	Actual as at 30 June 2017	2%	2%	2%	2%	2%	1%	Corporate Services
10		Percentage adherence to EE target in all appointments (internal & external)	Actual as at 30 June 2017	85%	85%	85%	85%	85%	2%	Corporate Services
11	5.1 Operational Sustainability	Percentage of absenteeism	Actual as at 30 June 2017	≤5%	≤5%	≤5%	≤5%	≤5%	2%	Corporate Services
12		Percentage vacancy rate	Actual as at 30 June 2017	≤7%	≤7%	≤7%	≤7%	≤7%	1%	Corporate Services
13		Percentage of Probity functions recommendations implemented	Actual as at 30 June 2017	75%	75%	75%	75%	75%	1%	Probity

No.	Objective	Key Performance indicator	Baseline as at 30 June 2017	Proposed Annual Target 2017/18	Quarter 1 30 Sep 2017 Target	Quarter 2 31 Dec 2017 Target	Quarter 3 31 Mar 2018 Target	Quarter 4 30 Jun 2018 Target	WEIGHTING	RESPONSIBLE DEPARTMENT
				CORPORATE SCORECARD INDICATORS					**8%**	
14	3.1 Excellence in basic services	Monitor the percentage adherence to Citywide Service requests: All Directorates	Actual as at 30 June 2017	90%	90%	90%	90%	90%	4%	Area Based Service Delivery
15		Implement and monitor Service Level Agreements with clear roles and responsibilities agreed between service departments and area managers.	Actual as at 30 June 2017	24	6	12	18	24	4%	Area Based Service Delivery
				MUNICIPAL FINANCIAL VIABILITY					**20%**	
16	5.1 Operational Sustainability	Percentage of projects screened in SAP PPM	Actual as at 30 June 2017	95%	95%	95%	95%	95%	4%	Organisational Planning and Policy
17		Percentage of 2017/18 PM comments completed in SAP PPM	Actual as at 30 June 2017	95%	95%	95%	95%	95%	4%	Organisational Planning and Policy
18		Percentage spend of capital budget	Actual as at 30 June 2017	90%	TBD	TBD	TBD	90%	5%	Directorate Finance Manager
19		Percentage spend on repairs and maintenance	Actual as at 30 June 2017	95%	TBD	TBD	TBD	95%	2%	Directorate Finance Manager
20		Percentage of operating budget spent	Actual as at 30 June 2017	95%	TBD	TBD	TBD	95%	3%	Directorate Finance Manager
21		Percentage of assets verified	Actual as at 30 June 2017	100%	N/A	N/A	60%	100%	2%	Directorate Finance Manager
				SERVICE DELIVERY/GOOD GOVERNANCE					**15%**	
22	4.3 Building Integrated Communities	Percentage increase Community Based Vendors Registration Programme	New	25%	5%	10%	15%	25%	4%	Area Directors
23		Implement Service Helpdesks per Area	New	Functional Helpdesks implemented per Area	Develop strategy for rollout of Helpdesks per area	Source personnel for Helpdesk	Source furniture and equipment for Helpdesk	Functional Helpdesks implemented per Area	4%	Area Directors
24	1.1 Positioning Cape Town as forward looking globally competitive City	Develop Local Area Tourism Development Plans for Areas 1-4	New	Final Draft completed for submission to Sub-councils	Area- wide stakeholder engagement sessions for Areas 1- 4	Collation of data and formulation of Plans for Areas 1- 4	First Draft completed for Areas 1- 4	Final Draft completed for submission to Sub-councils for Areas 1- 4	7%	Area Directors

No.	Objective	Key Performance Indicator	Baseline as at 30 June 2017	Proposed Annual Target	Quarter 1 30 Sep 2017	Quarter 2 31 Dec 2017	Quarter 3 31 Mar 2018	Quarter 4 30 Jun 2018	WEIGHTING	RESPONSIBLE DEPARTMENT
				2017/18	Target	Target	Target	Target		
SPECIAL PROJECTS									15%	
25	5.1 Operational Sustainability	% Completion of ODTP 2	Actual as at 30 June 2016	100%		100%	100%	100%	15%	Executive Director

Executive Director Dr. Louis Scheepers — **Date** 31/5/2017.

Mayco Member — **Date** 1/06/2017

City Manager Achmat Ebrahim — **Date** 30.06.2017

Mayco Member — **Date** 30/6

Mayco Member — **Date** 03/07/2017

Mayco Member — **Date** 05/07/2017

2017/2018 Individual Performance Scorecard
Executive Director:- Area Based Service Delivery: Dr. Louis Scheepers
1 July 2017-30 June 2018

PERFORMANCE DASHBOARD DEFINITIONS

No.	Objective	Key Performance Indicator	Definition/explanation	WEIGHTING	RESPONSIBLE DEPARTMENT
LEADERSHIP				**15%**	**Executive Director**
TRANSVERSAL MANAGEMENT				**20%**	**Area Based Service De;ivery**
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION				**15%**	**1. Corporate Services 2. Area Based Service Delivery**
MUNICIPAL FINANCIAL VIABILITY				**20%**	**1. Organisational Planning and Policy 2. Directorate Finance Manager**
SERVICE DELIVERY/GOOD GOVERNANCE				**15%**	**1. Area Directors 2. Tourism Department**
SPECIAL PROJECTS				**15%**	**Executive Director**
		LEADERSHIP		**15%**	
1	Shared Values	Value scorecard (360 degree feedback)	Shared values will be measured by means of a survey.	5%	Executive Director
2	Employee Engagement	Percentage feedback communication sent to the directorate	Communicate the salient points from the directors' meetings to the directorate.	1%	Executive Director
3		Results of engagement surveys	Results from an employee engagement survey.	1%	Executive Director
4	Leading change	Delivery against Leadership Competencies	Leadership competencies will be measured by means of a survey.	3%	Executive Director
5	Customer centricity	Community satisfaction survey (Score 1 - 5) - city wide	A statistically valid, scientifically defensible score from the annual survey of residents of perceptions of the overall performance of the services provided by the City of Cape Town. The measure is given against the non-symmetrical Likert scale ranging from : 1 being poor; 2 being fair; 3 being good; 4 being very good and 5 excellent. The objective is to improve the current customer satisfaction level.	5%	Executive Director

No.	Objective	Key Performance Indicator	Definition/explanation	WEIGHTING	RESPONSIBLE DEPARTMENT
TRANSVERSAL MANAGEMENT				**20%**	
6	Transversal Management	Work Group Activity plan developed and Annual Implementation report to Mayco	Work group activity: Integrated activity plan informed by transversal strategies relevant to the work group eg. IHSF, EGS ect Annual Implementation report: Transversal report on the strategic outcomes of the city	5%	Area Based Service Delivery
7		Percentage of work group activity plan milestones delivered	Percentage of transversal work group activities delivered	10%	Area Based Service Delivery
8		Percentage implementation and incorporation of approved policies, by-laws and corporate SOPs	On approval, policies, by-laws and corporate SOPs are assessed to determine if they are applicable to directorate business, and implemented and incorporated into departmental operations and business processes	5%	Area Based Service Delivery
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION				**15%**	
MANAGEMENT INDICATORS				**7%**	
9	4.3 Building Integrated Communities	Percentage adherence to equal or more than 2% of complement for persons with disabilities (PWD)	This indicator measures :The disability plan target: This measures the percentage of disabled staff employed at a point in time against the target of 2%. This category forms part of the `Percentage adherence to EE target', but is indicated separately for focused EE purpose. This indicator measures the percentage of people with disabilities employed at a point in time against the staff complement e.g staff complement of 100 target is 2% which equals to 2	1%	Corporate Services
10		Percentage adherence to EE target in all appointments (internal & external)	Formula: Number of EE appointments (external, internal and disabled appointments) / Total number of posts filled (external, internal and disabled) This indicator measures: 1. External appointments -The number of external appointments across all directorates over the preceding 12 month period. The following job categories are excluded from this measurement: Councillors, students, apprentices, contractors and non-employees. This will be calculated as a percentage based on the general EE target.2. Internal appointments -The number of internal appointments, promotions and advancements over the preceding 12 month period. This will be calculated as a percentage based on the general EE target.3. Disabled appointments - The number of people with disabilities employed at a point in time. This excludes foreigners, but includes SA White males with disabilities. Note: If no appointments were made in the period preceding 12 months, the target will be 0%.	2%	Corporate Services

No.	Objective	Key Performance Indicator	Definition/explanation	WEIGHTING	RESPONSIBLE DEPARTMENT
11	5.1 Operational Sustainability	Percentage of absenteeism	A: Actual number of days absent due to sick and unpaid/unauthorised leave in the directorate or department. B: ((number of working days for month) * number of staff members))*100%. Formula: C= (A1 + A2/B) * 100 A1: Sick Leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / Time Management / All Absences) and enter the total number of absent days for sick leave. Enter the number of employees who took sick leave in the comments column A2: Unpaid/ Unauthorised leave: Extract "All Absences" report from SAP Portal (Corporate Reporting / Human Resources / All Absences) and enter the total number of absent days as per the "Unpaid" column of the report (authorised and unauthorised is separated). Enter the number of employees who took "unpaid" leave in the comments column B: Total number of staff X Total number of working days for the month The Target will be 5% or less for the rolling 12 month period.	2%	Corporate Services
12		Percentage vacancy rate	This is measured as a percentage of positions vacant against the total positions on structure. This indicator will be measured at a specific point in time to calculate the vacancy rate. The target is a vacancy rate of 7% or less.	1%	Corporate Services
13		Percentage of Probity functions recommendations implemented	The indicator will measure the percentage of recommendations implemented by the directorate the Executive Director is responsible for. Probity includes Internal Audit, Ombudsman, Risk Management, Business Continuity, Combined Assurance, Ethics and Forensics functions.	1%	Probity

No.	Objective	Key Performance Indicator	Definition/explanation	WEIGHTING	RESPONSIBLE DEPARTMENT
CORPORATE SCORECARD INDICATORS				**8%**	
14	3.1 Excellence in basic services	Monitor the percentage adherence to Citywide Service requests: All Directorates	The service request must be completed within the approved timeframes. This indicator measures the percentage adherence to city-wide service standards based on external notifications. External notifications are requests for services from the public.	4%	Area Based Service Delivery
15		Implement and monitor Service Level Agreements with clear roles and responsibilities agreed between service departments and area managers.	The purpose of a Service Level Agreement is to embed customer centricity, improved service delivery and ensure effective and efficient monitoring and reporting as well as communication channels at area level. The goals of these Service Level Agreements (SLA's) are to embed customer centricity and improved service delivery in the work of the City. These goals will be pursued through the following objectives: • Improving the understanding of customer needs and priorities; • Determining service standards to be adhered to; • Providing a context for continuous service level improvement; • Providing a framework for assessing and improving customer satisfaction; • Providing clarity in respect of accountability, responsibilities and roles The indicator will measure the number of SLA's completed and implemented.	4%	Area Based Service Delivery
MUNICIPAL FINANCIAL VIABILITY				**20%**	
16		Percentage of projects screened in SAP PPM	Projects Screened in SAP PPM for the budget (95%) – per budget cycle for the current fiscal year and next fiscal year, measured at adjustment budget stage and at draft budget stages. Measurement: Metrics extracted from SAP PPM from budget submissions. Screening includes: - Screening Questionnaire - Implementation Complexity Questionnaire - Strategic Themes Questionnaire - GIS Location Mapping	4%	Organisational Planning and Policy
17		Percentage of 2017/18 PM comments completed in SAP PPM	Monthly PM Comments completion (95%) – aggregated quarterly and quarterly values averaged for the yearly statistic. Measurement: Metrics extracted from SAP PPM on a monthly basis.	4%	Organisational Planning and Policy
18		Percentage spend of capital budget	Percentage reflecting year to date spend / Total budget less any contingent liabilities relating to the capital budget. The total budget is the council approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at the year end.	5%	Directorate Finance Manager

No.	Objective	Key Performance Indicator	Definition/explanation	WEIGHTING	RESPONSIBLE DEPARTMENT
19	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.	2%	Directorate Finance Manager
20		Percentage of operating budget spent	Formula: Total actual to date as a percentage of the total budget including secondary expenditure.	3%	Directorate Finance Manager
21		Percentage of assets verified	The indicator reflects the percentage of assets verified annually for audit assurance. Quarter one will be the review of the Asset Policy, In Quarter two, the timetable in terms of commencing and finishing times for the process is to be communicated, and will be completed. Both Quarters will only be performed by Corporate Finance. The asset register is an internal data source being the Quix system scanning all assets and uploading them against the SAP data files. Data is downloaded at specific times and is the bases for the assessment of progress. Q1=N/A for ALL other department, except Corporate Finance (responsible) Q1= 25% Corporate Finance Q2= N/A for ALL other department, except Corporate Finance (responsible) Q2= 50% Corporate Finance Q3= 75% represent that 60% of the assets have been verified by the directorate/ department Q4= 100% represents All assets have been verified.	2%	Directorate Finance Manager

No.	Objective	Key Performance Indicator	Definition/explanation	WEIGHTING	RESPONSIBLE DEPARTMENT
		SERVICE DELIVERY/GOOD GOVERNANCE		**15%**	**10%**
22	4.3 Building Integrated Communities	Percentage increase Community Based Vendors Registration Programme	To enable a Community Based Vendors Programme which will lead to stattistical growth in the number of Community Based Vendors registered per annum i.e. statistical growt of at least 7% per annum on the previous financial year's statistics.	4%	Area Directors
23		Implement Service Helpdesks per Area	The Help Desk will log, monitor and disemminate reports of Service complaints to the relevant role-players in an effort to minimize and streamline service delivery.	4%	Area Directors
24	1.1 Positioning Cape Town as forward looking globally competitive City	Develop Local Area Tourism Development Plans for Areas 1-4	The development of Local Area Tourism Plans will be aimed at improving the awareness of tourism routes and also create niche plans per Area.	7%	Tourism Department
		SPECIAL PROJECTS		**15%**	
25	5.1 Operational Sustainability	% completion of ODTP 2	Conclusion of ODTP Phase 2 meaning that ED's would have implemented or in the process of finalising the following:- • Approval of new structure - evidence is structures signed by the CM – Director: HR to provide evidence. • Populating of new structure with existing staff – evidence is placement letters – Director: HR to provide evidence • Vacancies and new positions must be advertised – evidence is advertisement - Manager Strategic Staffing: Yolanda Scholtz to provide evidence. • Restructuring completed for all levels (all staff moved to correct positions and mapping completed)	15%	Executive Director

No.	Objective	Key Performance Indicator	Definition/explanation	WEIGHTING	RESPONSIBLE DEPARTMENT

31/5/2017.

Executive Director **Date**

Dr. Louis Scheepers

1/06/2017

Mayco Member **Date**

30.06.2017

City Manager **Date**

Achmat Ebrahim

30/6/2017

Mayco Member **Date**

03/07/2017

Mayco Member **Date**

Mayco Member **Date**

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CORE MANAGEMENT COMPETENCIES ANNEXURE C

	Core Managerial Competencies	Competency Definitions	Weighting	Quarter 1 30 Sep 2017	Quarter 2 31 Dec 2017	Quarter 3 31 Mar 2018	Quarter 4 30 Jun 2018	Rating ED	Rating Panel
Core Competency Requirements	Moral Competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence.	20%						
	Planning and Organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and built efficient contingency plans to manage risk.	20%						
	Analysis and Innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	10%						
	Knowledge and Information Management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government.	20%						
	Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	10%						
	Results and Quality Focus	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified outcomes.	20%						

Executive Director Dr. Louis Scheepers	31/5/2017 **Date**	**Mayco Member**	30/6/2017. **Date**
Mayco Member	1/06/2017 **Date**	**Mayco Member**	03/07/2017. **Date**
City Manager Achmat Ebrahim	30.06.2017 **Date**	**Mayco Member**	05/07/2017 **Date**