AFM: 697

DRAFT 2017/2018 Individual Performance Scorecard
Executive Director: Kelcy Le Keur
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 (prescribed Leadership indicators to drive Transversal management)									15%	
TRANSVERSAL MANAGEMENT (delivery of outcomes of transversal work groups established by EMT)									20%	
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION									9%	
MUNICIPAL FINANCIAL VIABILITY									20%	
SERVICE DELIVERY/GOOD GOVERNANCE - (Include functional indicators as per the SDBIPs that will drive the IDP priorities)									21%	
SPECIAL PROJECTS - ODTP									15%	
									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%	ED
2	Employee Engagement	Percentage feedback communication sent to the directorate	New	100%	100%	100%	100%	100%	1%	ED
3		Results of engagement surveys	New	Positive survey outcome	N/A	N/A	N/A	Positive survey outcome	1%	ED
4	Leading change	Delivery against Leadership Competencies	New	Positive survey outcome	N/A	N/A	N/A	Positive survey outcome	3%	ED
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%	ED
				TRANSVERSAL MANAGEMENT					20%	
6	Transversal Management	Work Group Activity plan developed and Annual Implementation report to Mayco	Actual as at 30 June 2017	Submitted Optimisation and Rationalisation Strategy	N/A	1st Draft Optimisation and Rationalisation Strategy	N/A	Submitted Final draft Optimisation and Rationalisation Strategy	5%	Directorate Assets & Facilities Management
7		Percentage of work group activity plan milestones delivered	Actual as at 30 June 2017	90%	N/A	N/A	N/A	90%	10%	Directorate Assets & Facilities Management
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%	Directorate Assets & Facilities Management

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
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION									**9%**	
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
		Percentage vacancy rate	Actual as at 30 June 2017	≤7%	≤7%	≤7%	≤7%	≤7%	1%	Corporate Services
12		Percentage of Probity functions recommendations implemented	Actual as at 30 June 2017	75%	75%	75%	75%	75%	1%	Probity
CORPORATE SCORECARD INDICATOR									**2%**	
	3.2 Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.N Number of deeds of sale agreements signed with identified beneficiaries per annum	Actual as at 30 June 2017	1000 deeds of sale agreements signed	250 deeds of sale agreements signed	500 deeds of sale agreements signed	750 deeds of sale agreements signed	1000 deeds of sale agreements signed	2%	Directorate Assets & Facilities Management
MUNICIPAL FINANCIAL VIABILITY									**20%**	
13	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
14		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
15		Percentage spend of capital budget	Actual as at 30 June 2017	90%	As per Directorate projected cash flows	As per Directorate projected cash flows	As per Directorate projected cash flows	90%	5%	Directorate Finance Manager
16		Percentage spend on repairs and maintenance	Actual as at 30 June 2017	95%	As per Directorate projected spending patterns	As per Directorate projected spending patterns	As per Directorate projected spending patterns	95%	2%	Directorate Finance Manager
17		Percentage of operating budget spent	Actual as at 30 June 2017	95%	As per Directorate projected cash flows	As per Directorate projected cash flows	As per Directorate projected cash flows	95%	3%	Directorate Finance Manager
18		Percentage of assets verified	Actual as at 30 June 2017	100%	N/A	N/A	60%	100%	2%	Directorate Finance Manager

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
SERVICE DELIVERY/GOOD GOVERNANCE									**21%**	**10%**
19	3.2.b Human Settlement Programme	Progress on milestones towards the development and implementation of an Asset Management Plan **[To be rollout over a 3-5 year period]**	Asset Management Implementation Plan (100%)	Asset Management Implementation Plan 100% spend of budget for FY17/18	Asset Management Implementation Plan 25% spend of budget for FY17/18	Asset Management Implementation Plan 50% spend of budget for FY17/18	Asset Management Implementation Plan 75% spend of budget for FY17/18	Asset Management Implementation Plan 100% spend of budget for FY17/18	5%	Craig Moorgas/ Malibongwe Dyiki
20	1.1.b Cape Town Business Brand Programme	Develop and Implement the Cape Town Stadium and Sea Point Precincts as a Brand Management Investment Portfolio	New	Submitted Integrated Cape Town Stadium and Sea Point Precinct Brand Management Investment Portfolio Strategy and roll out of Phase 1	N/A	1st Draft of an Integrated Cape Town Stadium and Sea Point Precinct Brand Management Investment Portfolio Strategy	N/A	Submitted Integrated Cape Town Stadium and Sea Point Precinct Brand Management Investment Portfolio Strategy and roll out of Phase 1	5%	Lesley De Reuck
21	1.1.g Leverage the City's assets	Development of a Corporate Fleet Management Strategy	New	Submitted Corporate Fleet Management Strategy	N/A	1st Draft of the Corporate Fleet Management Strategy	N/A	Submit final draft of Corporate Fleet Management Strategy	6%	Bevan Van Schoor
22		Development of a Corporate Facilities Management Strategy	New	Submitted Corporate Facilities Management Strategy	N/A	1st Draft Corporate Facilities Management Strategy	N/A	Submitted Final Corporate Facilities Management Strategy	5%	Bheki Nzimande
SPECIAL PROJECTS - ODTP									**15%**	
23	5.1 Operational Sustainability	% Completion of ODTP 2	Actual as at 30 June 2016	100%		100% by Quarter 2			15%	ED

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DEFINITIONS

No.	Objective	Key Performance Indicator	Definition/explanation	WEIGHTING	RESPONSIBLE DEPARTMENT
LEADERSHIP (prescribed Leadership indicators to drive Transversal management)				**15%**	
TRANSVERSAL MANAGEMENT (delivery of outcomes of transversal work groups established by EMT)				**20%**	
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION				**9%**	
MUNICIPAL FINANCIAL VIABILITY				**20%**	
SERVICE DELIVERY/GOOD GOVERNANCE - EDs to include their selected functional indicators as per the SDBIPs				**21%**	
SPECIAL PROJECTS - ODTP				**15%**	
		LEADERSHIP		**15%**	
1	Shared Values	Value scorecard (360 degree feedback)	Shared values will be measured by means of a survey.	5%	ED
2	Employee Engagement	Percentage feedback communication sent to the directorate	Ensure a flow of communication to all staff in the directorate regarding decisions taken and information shared at EMT and other management structures.	1%	ED
3		Results of engagement surveys	Results from an employee engagement survey.	1%	ED
4	Leading change	Delivery against Leadership Competencies	Leadership competencies will be measured by means of a survey.	3%	ED
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%	ED
		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%	Directorate Assets & Facilities Management
7		Percentage of work group activity plan milestones delivered	Percentage of transversal work group activities delivered	10%	Directorate Assets & Facilities Management
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%	Directorate Assets & Facilities Management

No.	Objective	Key Performance Indicator	Definition/explanation	WEIGHTING	RESPONSIBLE DEPARTMENT
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION				**9%**	
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
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
		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
12		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		**2%**	
	3.2 Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.N Number of deeds of sale agreements signed with identified beneficiaries per annum	The indicator refers to the number of deeds of sale agreements signed with identified beneficiaries based on identified qualifying criteria. Deeds of sale agreement : Legal document stating the terms and conditions regarding the sale of rental unit to beneficiary. Identified beneficiary : Lawful tenant with an existing lease agreement with the City of Cape Town. Qualifying criteria : Current lawful tenant with a lease agreement and with no other property ownership.	2%	Directorate Assets & Facilities Management
		MUNICIPAL FINANCIAL VIABILITY		**20%**	
13	5.1 Operational Sustainability	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
14		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
15		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
16		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
17		Percentage of operating budget spent	Formula: Total actual to date as a percentage of the total budget including secondary expenditure.	3%	Directorate Finance Manager
18		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	**21%**	**10%**
19	3.2.b Human Settlement Programme	Progress on milestones towards the development and implementation of an Asset Management Plan	The Asset Management Plan for the City's rental stock will be rolled out over a period of 3-5 financial years. This indicator reflects the progress made in relation to the development and implementation of this Plan. The evidence will be in the form of SAP Expenditure data on a quarterly basis for the financial year 2017/18 and is the bases for the monitoring of progress as follows: Q1 = 25% spend on Asset Management Plan Q2 = 50% spend on Asset Management Plan Q3 = 75% spend on Asset Management Plan Q4 = 100% spend on Asset Management Plan	5%	Craig Moorgas/ Malibongwe Dyiki
20	1.1.b Cape Town Business Brand Programme	Develop and Implement the Cape Town Stadium and Sea Point Precincts as a Brand Management Investment Portfolio	Part of the City's Business Brand Programme is to gear the Cape Town Stadium and Sea Point Precincts as a Prestige Brand Management Investment Portfolio. To achieve this an Integrated Cape Town Stadium and Sea Point Precinct Brand Management Investment Portfolio Strategy is to be formulated and submitted for approval during the 2017/18 financial year. After approval the roll out of Phase 1 will commenced	5%	Lesley De Reuck
21	1.1.g Leverage the City's assets	Development of a Corporate Fleet Management Strategy	To optimally utilise and levearge the City's assets it is envisaged that a Final Draft Corporate Fleet Management Strategy be developed for approval during the 2017/18 financial year.	6%	Bevan Van Schoor
22		Development of a Corporate Facilities Management Strategy	To optimally utilise and levearge the City's assets it is envisaged that a Final Draft Corporate Facilities Management Strategy be developed for approval during the 2017/18 financial year.	5%	Bheki Nzimande
			SPECIAL PROJECTS	**15%**	
23	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%	ED

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CORE MANAGEMENT COMPETENCIES

	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 Dircetor
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23/5/2017
Date

City Manager
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Date

Mayco Member
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09-06-2017.
Date