PERFORMANCE DASHBOARD

2017/2018 Individual Performance Scorecard
Executive Director Social Services: Ernest Sass
1 July 2017-30 June 2018

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%	
TRANSVERSAL MANAGEMENT									20%	
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION									15%	
MUNICIPAL FINANCIAL VIABILITY									20%	
SERVICE DELIVERY/GOOD GOVERNANCE									15%	
SPECIAL PROJECTS									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: Social Services
2	Employee Engagement	Percentage feedback communication sent to the directorate	New	100%	100%	100%	100%	100%	1%	ED: Social Services
3		Results of engagement surveys	New	Positive survey outcome	N/A	N/A	N/A	Positive survey outcome	1%	ED: Social Services
4	Leading change	Delivery against Leadership Competencies	New	Positive survey outcome	N/A	N/A	N/A	Positive survey outcome	3%	ED: Social Services
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: Social Services
TRANSVERSAL MANAGEMENT									20%	
6	Transversal Management	Safe Communities Work Group Activity Plan Developed and Annual Implementation Report to Mayco	Actual as at 30 June 2017	Annual report to Mayco on the Safe Communities Work Group Activity Plan	Safe Communities Work Group Activity Plan submitted to Communities Development Cluster Committee	N/A	N/A	Annual report to Mayco on the Safe Communities Work Group Activity Plan	5%	ED: Social Services
7		Percentage of Safe Communities Work Group Activity Plan milestones delivered	Actual as at 30 June 2017	90%	N/A	N/A	N/A	90%	10%	ED: Social Services
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%	ED: Social Services
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION									15%	
		MANAGEMENT INDICATORS							7%	
9	4.3 Building Integrated Communities	Percentage adherence to >2% of people 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
		CORPORATE SCORECARD INDICATORS							8%	
14	1.3 Economic Inclusion	1.F Number of Expanded Public Works programmes (EPWP) work opportunities created City Wide	Actual as at 30 June 2017	45 000	11 250	22 500	33 750	45 000	3%	ED: Social Services
15	3.2 Mainstreaming Basic Service Delivery to Informal Settlements and Backyard Dwellers	3.P Number of community services facilities within informal settlements	New	1	0	0	0	1	2%	ED: Social Services
16	4.3 Building Integrated Communities	4.F Number of Strengthening Families programmes implemented	Actual as at 30 June 2017	18	4	8	13	18	3%	ED: Social Services

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 FINANCIAL VIABILITY									**20%**	
17	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
18		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
19		Percentage spend of capital budget	Actual as at 30 June 2017	90%	7%	32%	54.00%	90%	5%	Directorate Finance Manager
20		Percentage spend on repairs and maintenance	Actual as at 30 June 2017	95%	10%	35%	55%	95%	2%	Directorate Finance Manager
21		Percentage of operating budget spent	Actual as at 30 June 2017	95%	20%	40%	68%	95%	3%	Directorate Finance Manager
22		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%**	
23	2.1 Safe Communities	Number ECD centres assisted towards compliance	New	120	30	60	90	120	3%	ED: Social Services
24	5.1 Operational sustainability	Number of IT Modernization initiatives to improve the ease of doing business identified and scoped	New	3	N/A	N/A	N/A	3	3%	ED: Social Services
25	2.1 Safe Communities	Number of Health & Hygiene Projects related to informal settlements completed	Actual as at 30 June 2017	600	150	300	450	600	3%	ED: Social Services
26	2.1 Safe Communities	Number of monitoring visits done to informal settlements to identify potential Health Hazards	Actual as at 30 June 2017	20 000	5 000	10 000	15 000	20 000	3%	ED: Social Services
27	3.1 Excellence in Basic Service Delivery	Number of Recreation Hubs where activities are held on a minimum of 5 day/week	Actual as at 30 June 2017	55	55	55	55	55	3%	ED: Social Services
SPECIAL PROJECTS									**15%**	
28	5.1 Operational Sustainability	% Completion of ODTP 2	Actual as at 30 June 2017	100%	N/A	100%	100%	100%	15%	ED: Social Services

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CORE MANAGEMENT COMPETENCIES

Core Competency Requirements	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
	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%						

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DEFINITIONS

No.	Objective	Key Performance Indicator	Definition/explanation	WEIGHTING	RESPONSIBLE
LEADERSHIP (prescribed Leadership indicators to drive Transversal Management)				**15%**	
1	Shared Values	Value scorecard (360 degree feedback)	Shared values will be measured by means of a survey.	5%	ED: Social Services
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: Social Services
3		Results of engagement surveys	Results from an employee engagement survey.	1%	ED: Social Services
4	Leading change	Delivery against Leadership Competencies	Leadership competencies will be measured by means of a survey.	3%	ED: Social Services
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: Social Services
TRANSVERSAL MANAGEMENT (delivery of outcomes of Transversal Work Groups established by EMT)				**20%**	
6	Transversal Management	Safe Communities 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. Annual Implementation report: Transversal report on the strategic outcomes of the city	5%	ED: Social Services
7		Percentage Safe Communities Work Group Activity Plan milestones delivered	Percentage of transversal work group activities delivered	10%	ED: Social Services
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%	ED: Social Services
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION				**15%**	
			MANAGEMENT INDICATORS	**7%**	
9	4.3 Building Integrated Communities	Percentage adherence to >2% of people 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/disabled) / Total number of posts filled (external/ internal/disabled). External appointments: 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. Internal appointments: 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. Disabled appointments: 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/unpaid/unauthorised leave in the dir./ dept. 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
		CORPORATE SCORECARD INDICATORS (Corporate scorecard indicators for which the ED takes the Lead)		8%	
14	1.3 Economic Inclusion	1.F Number of Expanded Public Works programmes (EPWP) work opportunities created City Wide	This indicator measures the number of work opportunities created through the expanded Public Works Programme (EPWP) for the entire CCT as per Departmental Project Plans. An EPWP work opportunity is paid work created for an individual on an EPWP project for any period of time, within the employment conditions of the Code of Good Practice for Special Public Works Programmes.	3%	ED: Social Services
15	3.2 Mainstreaming Basic Service Delivery to Informal Settlements and Backyard Dwellers	3.P Number of community services facilities within informal settlements	Community services facilities includes sport, recreational, park, library, ECD and clinic facilities. The indicator reports on such facilities that have been newly developed within informal settlements."	2%	ED: Social Services
16	4.3 Building Integrated Communities	4.F Number of Strengthening Families programmes implemented	This indicator measures the number of Strengthening Families Programme (SFP) implemented in various areas. • SFP is an evidence based prevention programme used to prevent alcohol and substance abuse. • The 8 week prevention programme includes facilitated sessions with Parents, Youth and then the family as a unit. • The programme is able to accommodate up to 15 families per 8 weeks covering 10 sessions. • The patented programme is structured and has a specific flow to follow. • Facilitators must be trained to implement the programme and they should stick to fidelity.	3%	ED: Social Services
MUNICIPAL FINANCIAL VIABILITY				20%	
17	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
18		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
19		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
20	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
21		Percentage of operating budget spent	Formula: Total actual to date as a percentage of the total budget including secondary expenditure.	3%	Directorate Finance Manager
22		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; Q2 = N/A Q3 = 75% represent that 60% of the assets have been verified by the directorate Q4= 100% represents All assets have been verified.	2%	Directorate Finance Manager
SERVICE DELIVERY/GOOD GOVERNANCE (selected functional indicators as per the SDBIPs to drive the IDP priorities)				15%	10%

No.	Objective	Key Performance Indicator	Definition/explanation	WEIGHTING	RESPONSIBLE
23	2.1 Safe Communities	Number ECD centres assisted towards compliance	ECD centres are facilities that render services intended to promote early childhood development, provided to children by a person other than the child's parent or caregiver, on a regular basis, until children reach school-going age. Assistance towards compliance entails assisting ECD centres to comply with the Children's Act 38 of 2005, the national guidelines on ECD Services and the City of Cape Town policies.	3%	ED: Social Services
24	5.1 Operational sustainability	Number of IT Modernization initiatives to improve the ease of doing business identified and scoped	City Health: 1. Clinic online appointment system 2. Clinic electronic records management Rec & Parks: 3. Online facility booking and payment	3%	ED: Social Services
25	2.1 Safe Communities	Number of Health & Hygiene Projects related to informal settlements completed	This indicator measures the number of Health & Hygeine Projects related to informal settlements, including rodent control, waste management, hand washing, diarrheal disease prevention and awareness, proper use of sanitation, clean-up campaigns, food hygiene for informal food traders, community health risk awareness, pollution control awareness, door-door Health & Hygiene awareness, etc.	3%	ED: Social Services
26	2.1 Safe Communities	Number of monitoring visits done to informal settlements to identify potential Health Hazards	This indicator measures the number of monitoring visits done to informal setlements to identifiy potential Health Hazards, including monitoring availability and condition of basic services (taps, toilets & waste removal) i.t.o City standards (1 tap per 25 Households; 1 toilet per 5 households; weekly waste removal service). Health Hazards include pollution of the environment, rodent infestation, lack of access to basic services, food poisoning and communicable disease outbreaks such as Typhoid, cholera, Diarrheal diseases and death in children >5yrs, air pollution & indoor air quality (burning of wood outdoors & use of other fuels such paraffin, all leading to increased risk of preventable diseases in vulnerable communities.	3%	ED: Social Services
27	3.1 Excellence in Basic Service Delivery	Number of Recreation Hubs where activities are held on a minimum of 5 day/week	A Recreation Hub is a community facility and surrounding precinct, which focuses on implementing a variety of sport, recreation and community development programmes for at least five days a week, for at least 3 hours per day, targeting all sectors of the community. General community related activities will not be included in the measurement of this indicator.	3%	ED: Social Services
SPECIAL PROJECTS - ODTP				**15%**	
28	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 structure signed by 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/mapping completed)	100%	ED: Social Services

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