PERFORMANCE DASHBOARD

2017/2018 Draft Individual Performance Scorecard
Commissioner : Melissa Whitehead
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%	Commissioner
2	Employee Engagement	Percentage feedback communication sent to the directorate	New	100%	100%	100%	100%	100%	1%	Commissioner
3		Results of engagement surveys	New	Positive survey outcome	N/A	N/A	N/A	Positive survey outcome	1%	Commissioner
4	Leading change	Delivery against Leadership Competencies	New	Positive survey outcome	N/A	N/A	N/A	Positive survey outcome	3%	Commissioner
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%	Commissioner
			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 TOD, Coastal Management and Growth Management Activity Plan	Work group activity plan (and/or TOR) to be developed and submitted to oversight committee by end Sept 2017 To include: - Submission of TOD Activity Plan - Submission of Coastal and Growth Management Activity Plan	N/A	N/A	Annual report to MAYCO on the implementation of TOD, Coastal Management and Growth Management Activity Plan	5%	Directorate of the Mayor
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 of the Mayor
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 of the Mayor
			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

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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	≤ 8	≤ 9	≤ 10	≤ 11	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	1.1. Positioning Cape Town as a forward - looking, globally competitive city	1.A Percentage of building plans approved within 30 - 60 days	Actual as at 30 June 2017	90%	90%	90%	90%	90%	1%	Transport and Urban Development Authority
15	3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.L Percentage progress made in establishing a verifiable database that determines housing needs [AT]	New	50%	N/A	N/A	N/A	50%	1%	Transport and Urban Development Authority
16	3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.M Percentage of allocated housing opportunity budget spent [C]	Actual as at 30 June 2017	90%	14%	25%	40%	90%	1%	Transport and Urban Development Authority
17	4.1. Dense and transit oriented growth and development	4.A Number of passenger journeys per kilometre operated [AT]	New	1.07	N/A	N/A	N/A	1.07	2%	Transport and Urban Development Authority
18	4.1. Dense and transit oriented growth and development	4.B Percentage identified priority projects moved out of pre-projects to inception phase [BT]	New	10%	N/A	N/A	N/A	10%	1%	Transport and Urban Development Authority
19	4.1. Dense and transit oriented growth and development	4.C Percentage identified priority projects moved out of inception to implementation phase	New	New	New	New	New	New	1%	Transport and Urban Development Authority
20	4.2. An efficient, integrated transport system	4.D Total number of passenger journeys on MyCiti [C]	18.5 Million	19.1 million	4.9 million	9.6 million	14.4 million	19.1 million	1%	Transport and Urban Development Authority
		MUNICIPAL FINANCIAL VIABILITY							20%	
21		Percentage of projects screened in SAP PPM	Actual as at 30 June 2017	95%	95%	95%	95%	95%	4%	Organisational Planning and Policy
22		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

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
23	5.1 Operational Sustainability	Percentage spend of capital budget	Actual as at 30 June 2017	90%	TDA projected cashflow/ Total budget	TDA projected cashflow/ Total budget	TDA projected cashflow/ Total budget	90%	5%	Directorate Finance Manager
24		Percentage spend on repairs and maintenance	Actual as at 30 June 2017	95%	TDA projected cashflow/ Total budget	TDA projected cashflow/ Total budget	TDA projected cashflow/ Total budget	95%	2%	Directorate Finance Manager
25		Percentage of operating budget spent	Actual as at 30 June 2017	95%	TDA projected cashflow/ Total budget	TDA projected cashflow/ Total budget	TDA projected cashflow/ Total budget	95%	3%	Directorate Finance Manager
26		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%	
27	1.1 Positioning Cape Town as forward looking globally competative City	Percentage of progress made in developing the Strategy of Together.	New	100%	25%	55%	75%	100%	15%	Commissioner
				SPECIAL PROJECTS					15%	
28	5.1 Operational Sustainability	% Completion of ODTP 2	Actual as at 30 June 2016	100%		100%			15%	Commissioner

Whitehead 31/5/2017

Commissioner TDA

Melissa Whitehead

29/6/2017

Mayco Member

Brett Herron

30.06.2017

City Manager

Achmat Ebrahim

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Commissioner: Melissa Whitehead
1 July 2017-30 June 2018

PERFORMANCE DASHBOARD

No.	Objective	Key Performance Indicator	Definition/explanation	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%**	
		LEADERSHIP		**15%**	
1	Shared Values	Value scorecard (360 degree feedback)	Shared values will be measured by means of a survey.	5%	Directorate of the Mayor
2	Employee Engagement	Percentage feedback communication sent to the directorate	Communicate the salient points from the directors' meetings to the directorate.	1%	Directorate of the Mayor
3		Results of engagement surveys	Results from an employee engagement survey.	1%	Directorate of the Mayor
4	Leading change	Delivery against Leadership Competencies	Leadership competencies will be measured by means of a survey.	3%	Directorate of the Mayor
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%	Directorate of the Mayor

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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 of the Mayor
7		Percentage of work group activity plan milestones delivered	Percentage of transversal work group activities delivered	10%	Directorate of the Mayor
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 of the Mayor
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION				**14%**	
MANAGEMENT INDICATORS				**6%**	
9	4.3 Building Integrated Communities	Percentage adherence to the EE target (disabled)	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 the EE target (directorate)	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	1.1. Positioning Cape Town as a forward -looking, globally competitive city	1.A Percentage of building plans approved within 30-60 days	Percentage of applications approved within statutory timeframes (30–60 days). The objective is to improve approval times. This improvement will be in the trend over the course of the five-year term of the Integrated Development Plan, but will be targeted annually as the weighted average percentage achieved for the specific year. The approval of building plans is measured within the statutory timeframes of 30 days for structures of <500 m2 and 60 days for structures of >500 m2. See section A7 of the National Building Regulations Act 103 of 1977.	1%	Transport and Urban Development Authority
15	3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.L Percentage progress made in establishing a verifiable database that determines housing needs	The indicator aims to verify and quantify the housing-opportunity database to determine whether all beneficiaries who are eligible for a housing opportunity have been identified.	1%	Transport and Urban Development Authority
16	3.2. Mainstreaming basic service delivery to informal settlements and backyard dwellers	3.M Percentage of allocated housing-opportunity budget spent	This indicator measures the percentage of the allocated housing budget that has been spent (capital and operating).	1%	Transport and Urban Development Authority
17	4.1. Dense and transit oriented growth and development	4.A Number of passenger journeys per kilometre operated (MyCiTi)	The aim is to have more passengers travelling per kilometre scheduled on the MyCiTi transport system. The purpose of the indicator is to measure efficiency improvements in the usage of MyCiTi buses. o measure efficiency improvements in the usage of MyCiTi buses.	2%	Transport and Urban Development Authority
18	4.1. Dense and transit oriented growth and development	4.B Percentage of identified priority projects moved from preliminary to inception phase	This indicator measures the percentage of progress made with identified priority projects that were moved from preliminary to inception phase. The identified priority projects are: *the Foreshore Freeway precinct; *Bellville; *Paardevlei; *Philippi East MyCiTi interchange and precinct; *Athlone power station; *Two Rivers Urban Park (TRUP); and * the Conradie project.	1%	Transport and Urban Development Authority
19	4.1. Dense and transit oriented growth and development	4.C Percentage of identified priority projects moved from inception to implementation phase	This indicator measures the percentage of progress made with identified priority projects that were moved from inception to implementation phase. The identified priority projects are: *the Foreshore Freeway precinct; *Bellville; *Paardevlei; *Philippi East MyCiTi interchange and precinct; *Athlone power station; *Two Rivers Urban Park (TRUP); and * the Conradie project.	1%	Transport and Urban Development Authority
20	4.2. An efficient, integrated transport system	4.DTotal number of passenger journeys on MyCiti	An efficient, integrated transport system is measured in part through the increase in passenger journeys undertaken. A passenger journey is calculated from the first boarding of a bus at a feeder stop or main station to the last exit from a bus at a feeder stop or main station, including any transfers between buses (single journey).	1%	Transport and Urban Development Authority

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MUNICIPAL FINANCIAL VIABILITY				**20%**	
21		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
22		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
23		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
24	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
25		Percentage of operating budget spent	Formula: Total actual to date as a percentage of the total budget including secondary expenditure.	3%	Directorate Finance Manager
26		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%**
27	1.1 Positioning Cape Town as forward looking globally competative City	Percentage of progress made in developing the Strategy of Together.		15%	Commissioner
		SPECIAL PROJECTS		**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 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%	Commissioner

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CORE MANAGEMENT COMPETENCIES
ANNEXURE C

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%						

Whitehead

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Melissa Whitehead

31/5/2017
Date

Mayco Member
Brett Herron

29/6/2017
Date

City Manager
Achmat Ebrahim

30.06.2017
Date

Ease of doing Business

SFA	Objective	Key Performance Indicator	Baseline[1] 2015/16	Proposed Annual Target 2017/18	Proposed Quarterly targets 2017/18 Q1	Q2	Q3	Q4
SFA 1:OPPORTUNITY CITY	1.1. Positioning Cape Town as a forward - looking, globally competitive city	**Getting Electricity:**						
		1) Reduction in # of procedures required to connect business to electricity grid (Getting Electricity)	4	≤4	≤4	≤4	≤4	≤4
		2) Number of days to complete electricity connection	82	≤20 days	≤60 days	≤50 days	≤30 days	≤20 days
		3) Connection costs (tariff)	New					
		Registering Property						
		1) Average number of working days to obtain rates clearance certificate	29	≤5 days	≤5 days	≤5 days	≤5 days	≤5 days
		2) # of procedures required to obtain a Rates Clearance process	9	≤9	≤9	≤9	≤9	≤9
		3) Cost (% of property value)	6.34%	5%	5%	5%	5%	5%
		Construction Permits:						
		1) No of days to approve a construction permit (industrail warehouse >500 - 10 000m2)	83 days	≤20 days	≤60 days	≤50 days	≤30 days	≤20 days
		2) # of procedures required to obtain a construction permit	16	4	16	12	8	4
		3) Cost (% of property value)/Tariff	1.06%					

Notes
Baseline stats are derived from the 2015 World Bank Sub National Doing Business Report