

FINAL 2026/2027 Executive Director Performance Scorecard Executive Director: Jason McNeil 1 July 2026 - 30 June 2027										
CORE MANAGEMENT COMPETENCIES ANNEXURE B										
Core Competency Requirements	Core Managerial Competencies (CMC)	Competency Definitions	CMC requirements/actions	Weighting	Quarter 1 30 Sep 2026	Quarter 2 31 Dec 2026	Quarter 3 31 Mar 2027	Quarter 4 30 Jun 2027	Rating ED	Rating Panel
	1. Strategic Capability and Leadership	Provides institutional-level strategic leadership by setting a clear, future-focused direction for the Directorate aligned to strategy, the City's mandate, socio-economic priorities and community outcomes. Integrates strategy, governance, resources and partnerships to deliver sustainable service delivery impact. Builds institutional capability through high-performing teams, ethical leadership and inclusive practices, while navigating complexity, political dynamics and competing priorities to achieve long-term organisational and public value.	1. Strategic Direction Setting : Defines and articulates a clear, compelling long-term strategic direction for the Directorate aligned to the City's mandate, IDP and socio-economic priorities. Frames strategic choices by balancing service delivery imperatives, fiscal realities and long-term sustainability. 2. Strategic Thinking & Positioning: Interprets complex internal and external dynamics (political, economic, social, technological) to shape strategic priorities and direction. Anticipates future trends, risks and opportunities, positioning the Directorate to remain relevant, responsive and resilient. 3. Organisational/Institutional Alignment : Ensures the Directorate's strategic intent is coherent with broader City strategy and interdependent functions, avoiding fragmentation at an organisation-wide level. Resolves strategic challenges across competing priorities to achieve optimal institutional outcomes. 4. Strategic Judgement & Decision Framing: Frames and guides critical strategic decisions in conditions of ambiguity, competing interests and incomplete information. Applies systems thinking to understand second- and third-order impacts of strategic choices. 5. Political and Institutional Acumen : Navigates the political-administrative interface effectively, maintaining alignment with Council priorities while safeguarding professional and institutional integrity. Understands and anticipates the implications of decisions within the broader governance and public accountability context. 6. Strategic Influence & Direction Setting: Provides clear strategic direction and intent to senior management, enabling alignment.Influences executive peers and stakeholders to support shared strategic priorities and outcomes. 7. Value-Based Strategic Leadership: Ensures strategic choices consistently reflect public value, ethical considerations and long-term impact. Balances competing stakeholder interests to achieve equitable and sustainable outcomes. 8. Strategic Focus & Prioritisation: Maintains disciplined focus on high-impact strategic priorities, ensuring effort and attention are directed to what matters most. Eliminates or deprioritises activities that do not contribute meaningfully to strategic outcomes.	30%	30%	30%	30%	30%		

Core Competency Requirements	4. Interpretation of and implementation within the legislative and national policy frameworks) (Governance Leadership)	Provides governance leadership by ensuring that the Directorate operates within legislative, regulatory and policy frameworks while upholding the highest standards of ethics, accountability and public integrity. Exercises sound judgement in complex and high-impact situations, provides credible and independent advice, and ensures decisions are legally defensible, transparent and aligned to the City's mandate and public interest.	1. Legislative and Policy Stewardship: Ensures the Directorate's strategic and operational decisions are aligned with applicable legislation, regulations and policy frameworks. Interprets legislative and policy requirements to guide sound and context-appropriate decision-making.	20% - 30%	20% - 30%	20% - 30%	20% - 30%	20% - 30%		
			2. Governance Oversight and Accountability Provides executive oversight to ensure robust governance practices, controls and accountability mechanisms are in place. Ensures decisions and actions are transparent, traceable and able to withstand audit and legal scrutiny.							
			3. Ethical Leadership and Integrity Models and reinforces ethical leadership, integrity and adherence to the Code of Conduct.Creates an environment where ethical considerations are actively integrated into decision-making.							
			4. Independent and Credible Advice Provides objective, evidence-based and independent advice to political and administrative leadership. Maintains professional integrity when advising on sensitive, complex or contested matters.							
			5. Decision-Making in Complex Governance Contexts Makes well-reasoned, defensible decisions in complex, high-impact or ambiguous situations. Balances legal requirements, policy intent, stakeholder interests and organisational impact.							
			6. Risk Governance and Assurance Ensures governance-related risks are identified, escalated and appropriately managed. Provides assurance that controls and mitigation strategies are effective and proportionate.							
			7. Policy Leadership Shapes and influences the development, review and refinement of policies and governance frameworks at Directorate and City-wide level. Ensures policies are practical, implementable and aligned to strategic priorities.							
			8. Managing Governance Complexities and Accountability Navigates competing interests, political pressures and governance constraints while maintaining fairness, accountability and institutional integrity. Leads difficult discussions and decisions with professionalism, transparency and consistency.							

Core Competency Requirements	5. Exceptional and dynamic creativity to improve the functioning of the municipality (Innovation)	Drives innovation and continuous improvement to enhance service delivery, strengthen organisational efficiency and modernise municipal operations. Identifies and enables opportunities to improve systems, processes and service models, ensuring the Directorate remains responsive, efficient and aligned to evolving community needs and resource constraints	1. Innovation Direction and Focus Identifies and prioritises opportunities for innovation and improvement aligned to service delivery needs and institutional priorities. Ensures innovation efforts are purpose-driven and linked to measurable outcomes. 2. System and Process Improvement Drives improvements in systems, processes and service delivery models to enhance efficiency and effectiveness. Removes bottlenecks and inefficiencies that hinder service delivery and organisational performance. 3. Modernisation and Digital Enablement Champions the adoption of technology, digital solutions and new ways of working to improve service delivery and operational efficiency. Ensures the Directorate adapts to emerging tools, platforms and service models. 4. Embedding Continuous Improvement Establishes a culture of continuous improvement, where processes and services are regularly reviewed and refined. Ensures lessons learned are captured, shared and applied across the Directorate. 5. Enabling Innovation at Scale Creates an environment where innovation is supported, enabled and responsibly managed, rather than ad hoc. Ensures that successful initiatives are scaled and integrated into standard practice. 6. Evidence-Based Improvement Uses data, insights and performance information to identify improvement opportunities and guide innovation efforts. Ensures that innovation initiatives are evaluated for impact and effectiveness. 7. External Benchmarking and Learning Scans and adopts relevant best practices from other sectors and contexts. Applies learning in a way that is adapted to local realities and constraints. 8. Balancing Innovation with Stability Encourages innovation while ensuring continuity of core services and operational stability. Applies sound judgement in balancing risk, cost and potential benefit of new initiatives.	10% - 15%	10% - 15%	10% - 15%	10% - 15%	10% - 15%		

Executive Director
Jason McNeil

Date

City Manager
Lungelo Mbandazayo

Date