

FINAL 2020/2021 Executive Director Performance Scorecard
Acting Executive Director: Ruby Gelderbloem
1 July 2020 - 30 June 2021 [Midyear and Q4 changes]

No.	Objective	Key Performance Indicator	Definition	Baseline 30 June 2019	Annual Target	Q 3 31 Mar 2021	Q4 30 Jun 2021	WEIGHTING	Contact Department
					2019/20	Target	Target		
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION								20%	
MUNICIPAL FINANCIAL VIABILITY								10%	
SERVICE DELIVERY/GOOD GOVERNANCE								60%	
SPECIAL PROJECTS								10%	
								100%	
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION								20%	
1	Organisational culture	An increase in City Pulse score for the 3 lowest scoring attributes	City Pulse 2021 survey results to reflect an increase of 0.1 points for the 3 lowest scoring questions in the City Pulse 2019 survey, where the score achieved was ≥ 3.1 and an increase of 0.2 for scores of <3.1 of which one must be within the People Dimension. <u>Performance rating:</u> Fully effective: - minimum increased score of 0.1 achieved for 2 of 3 attributes where scored ≥ 3.1 or - the minimum increased score of 0.2 achieved for 2 of 3 attributes where scored <3.1 Significantly above expectation: - minimum increased score of 0.1 achieved for 3 of 3 attributes where scored ≥ 3.1 or - the minimum increased score of 0.2 achieved for 3 of 3 attributes where scored <3.1 Outstanding performance: - exceed 0.1 in all 3 attributes where scored ≥ 3.1 or - exceed 0.2 in all 3 attributes where scored <3.1 (Baseline+Targets as per City Pulse worksheet)	3.2	Increase of 0.1 on the 3 lowest scoring attributes	N/A	Increase of 0.1 on the 3 lowest scoring attributes	2%	Department: Organisational Effectiveness and Innovation Source document: To be provided by each ED as this will vary based on the type of intervention Contact person: Monica Pregnotato 021 400 9221

2	Transversal Management	PPM maturity level based on the PPM Operating Model	The original PPM maturity level is based on the PPM Operating Model maturity assessment that was tabled at EMT during June 2018. The maturity assessment will reflect the maturity at Portfolio and Project level and will occur on an annual basis in order to assess the increase in the maturity level. The maturity level is measured on a scale of 1 - 5. The maturity levels: * Level 1 – Initial Process: No standard process or tracking system – informal process * Level 2 – Repeatable Process: Minimum standards for processes and procedures * Level 3 – Defined Process: Defined Process which allow for flexibility * Level 4 – Managed Process: Obtain and retain specific measurements and quality requirements * Level 5 – Optimised Process: Continuous process improvement and proactive technology and problem management for future improvements The EDs for Finance and Corporate Services will be measured on a City-wide maturity level. All other EDs will be measured per the individual directorate. <u>Performance rating:</u> Fully effective = achieve increase of 0.05 Significantly above expectation= range between 0.06 to 0.08 Outstanding performance= achieve increase 0.09	2.77	2.3	N/A	2.3	2%	Department: CPPM Source document: PPM assessment Contact person: Ben Peters 021 400 9206
3		Effective and efficient management of contracts and achievement of reduced irregular expenditure	The measurement will be a combination of the: Average score of the following measures: (a) Compliance with Section 116(3) of the MFMA AMENDMENT process (b) Reduction in SCM deviations (c) Average percentage reduction in the number and value of irregular expenditure identified <u>Performance rating:</u> Unacceptable performance= an average below 60% across all 3 factors Not fully effective= an average range between 60 to 79% across all 3 factors Fully effective = an average achievement of 80% across all 3 factors Significantly above expectation= an average range between 81% to 99% across all 3 factors Outstanding performance= 100% Refer to CM and Irregular expenditure worksheet	New	new	80%	80%	8%	Each ED is responsible for calculation as per the worksheet in the document. Individual evidence can be obtained from contact person as per worksheet. Refer to CM and Irregular Exp worksheet in the document
4	5.1. Operational sustainability	Percentage of external (Auditor General) audit actions completed as per audit action plan	This indicator measures how many actions was completed in the financial cycle within in the unique deadline set, as per the audit action plan. The Audit Action Plan sets out the total number audit actions required to address the internal control deficiencies as identified by the Auditor-General in their management report. Completed would mean that the actions as stipulated in the audit action plan has been executed by the relevant ED and/or Director. Should there be no actions required for an Executive Director and/or Director the indicator will not be applicable. <u>Performance rating:</u> Fully effective =100%	New	New	100%	100%	2%	Department: Investor Relations Source document: Completed Audit Action plan Contact person: Lynn Fortune:021 400 5987

5	4.3 Building Integrated Communities	Percentage adherence to the EE target of overall representation by employees from the designated groups. (see EE act definition)	This indicator measures the overall representation of designated groups across all occupational levels at City, directorate and departmental level as at the end of the preceding month. <u>Performance rating:</u> Fully effective =90% Significant performance=between range of 91% to 94%. Outstanding performance=95% and above	94,14%	85%	90%	90%	2%	Department: Organisational Effectiveness and Innovation Source document: EE Stats Report Contact person: Sabelo Hlanganisa/Elize Madella 021 444 1338
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6		All final Council decisions implemented within timeframes	The indicator excludes all council decisions for noting. All final Council decisions allocated to the ED with implementation date for the quarter must be implemented and reported on for the quarter to achieve the target. Implementation that runs over a period longer than a financial year will be measured according to milestones identified for implementation within the current financial year. Each ED must ensure that a date is allocated of when action will be completed and implemented. This must be captured in the CDIT system by the relevant implementer. If no timeframe was allocated the timeframe is deemed to be one month for implementation. Implementation is the date of completion of the actions or achievement of council's request or expectation. <u>Performance rating:</u> Outstanding performance= 100% Score of 5 and scoring will apply downwards where decisions were not implemented. Significant performance= range between 99% - 80% of ALL decisions Fully effective= range between 79% -70% of ALL decisions Below 70% not effective	New	100%	All	All	1%	Each ED is responsible for implementation, evidence and updates to the tracking system. Source document: Sharepoint tracking Tracking System contact person: Rehana Razack (021 400 1246)
7	5.1 Operational Sustainability	All final Mayco decisions implemented within timeframes	The indicator excludes all council decisions for noting. All final Council decisions allocated to the ED with implementation date for the quarter must be implemented and reported on for the quarter to achieve the target. Implementation that runs over a period longer than a financial year will be measured according to milestones identified for implementation within the current financial year. Each ED must ensure that a date is allocated of when action will be completed and implemented. This must be captured in the CDIT system by the relevant implementer. If no timeframe was allocated the timeframe is deemed to be one month for implementation. Implementation is the date of completion of the actions or achievement of mayco's request or expectation. <u>Performance rating:</u> Outstanding performance= 100% Score of 5 and scoring will apply downwards where decisions were not implemented. Significant performance= range between 99% - 80% of ALL decisions Fully effective= range between 79% -70% of ALL decisions Below 70% not effective	New	100%	All	All	1%	Each ED is responsible for implementation, evidence and updates to the tracking system. Source document: Sharepoint tracking Tracking System contact person: Rehana Razack (021 400 1246)

8		Percentage of internal independent assurance provider's recommendations implemented	It is the monitoring and reporting of the implementation (expressed as a percentage) of corrective actions to address internal independent assurance providers' recommendations, issued within the directorate of the responsible Executive Director. The internal independent assurance providers included in this KPI are Internal Audit, Ombudsman, Integrated Risk Management, Ethics and Forensics functions. Each internal independent assurance provider as mentioned above has their own unique input to this KPI. This KPI will be "not applicable" to management when there are no recommendations, thus only those that could provide inputs will be included in the calculation. <u>Performance rating:</u> Fully effective =85% Significant performance=between range of 86% to 90%. Outstanding performance=91% and above	92%	85%	85%	85%	2%	Department: Probity Source documents: refer to definition Contact person: Denise Flack 021 400 9279
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MUNICIPAL FINANCIAL VIABILITY								10%	
9	5.1 Operational Sustainability	5.C Percentage spend of capital budget (NKPI)	Percentage reflecting year-to-date spend in relation to the 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 year-end. <u>Performance rating:</u> Fully effective =90% Significant performance= range between 91% to 94%. Outstanding performance=95% and above	96.06%	90%	25.4%	90%	6%	Directorate Finance Manager
10		Percentage of operating budget spent	This indicator measures the total actual expenditure to date as a percentage of the total budget including secondary expenditure. <u>Performance rating:</u> Fully effective =90% Significant performance= range between 91% to 94%. Outstanding performance=95% and above	95.27%	90%	68%	90%	4%	Directorate Finance Manager
SERVICE DELIVERY/GOOD GOVERNANCE								60%	
11	1.1 Positioning Cape Town as forward looking globally competitive City	Number of quarterly reports on the implementation of the investment incentives policy	A quarterly report must be prepared on the uptake of both financial and non-financial incentives in any designated targeted areas of Cape Town. At the time of writing this definition the only targeted area is Atlantis, but it will change to accommodate new areas as per the current policy. The report, or annexures to the report, must include detailed information on incentives taken up by particular investors, and if financial incentives have been taken up, then the extent of the incentive must be evident. Note that it does take a month after the conclusion of a quarter to gather all data relevant for the report. Hence reporting on this indicator is staggered Q1: covers April to June Q2: covers July to August Q3: covers October to December Q4: covers January to March Note further that it is expected that the relevant project manager must submit the report to the relevant designated authority as soon as possible after data becomes available irrespective of it being reported on for SDBIP purposes at a later stage <u>Performance rating:</u> Fully effective = All 4 quarterly reports were submitted	4	4	3rd Quartely Report	4th Quartely Report	4%	Enterprise and Investment Lance Greyling

12	1.1 Positioning Cape Town as forward looking globally competitive City	Number of projects and activities that position Cape Town as the premier destination in Africa to visit, live, work, study, play and invest.	The Six Pillar Strategy provides a holistic positioning to market Cape Town to global markets drawing equity from all sectors of business partners to consolidate towards overall City Brand. For the purposes of measurement a product can refer to an exhibition, branding, campaign, a website, booklet, pamphlet, flyer, video, fact sheet, social media campaign, digital asset, market report, awards or similar materials. Destination Marketing is done in consultation with Cape Town Tourism with differentiation occurring on hierarchy; Cape Town Tourism focusses on Tourism member product, Place Marketing focusses on holistic destination offering. <u>Performance rating:</u> Fully effective = 36 number of projects and activities Significant performance = range between 37 - 40 number of projects and activities Outstanding performance = more than 40 number of projects and activities	New	36	26	36	4%	Enterprise and Investment Lance Greyling
13		Development of an Implementation Plan for Optimisation and Rationalisation Framework	A final draft of an Implementation Plan will be developed for the roll out of the Optimisation and Rationalisation framework for submission to ED for approval <u>Performance rating:</u> Fully effective = Approved Optimisation and Rationalisation Framework (City Facilities)	Report on the Finalised Draft Optimisation and Rationalisation Framework and Roadmap approved by the City Manager on 12 April 2019.	New	Submission of Implementation Plan for Optimisation and Rationalisation Framework (city facilities)	Final Draft Implementation Plan developed for the Optimisation and Rationalisation Framework [To be achieved in accordance with attainable planning]	4%	Property Management Ruby Gelderbloem
14	5.1 Operational Sustainability	Development and phased roll-out of incorporated and expanded facility management service for the City of Cape Town Phase 1 – Intervention/Recovery - Assess, Evaluate and Plan - Action plan implementation	(a) Identify portfolio of assets requiring centralised facility/asset management approach in collaboration with City Departments. (b) Conduct GAP analysis by assessing and evaluating current facility management shortcomings (conditional assessment, resource requirements, for assets subject to centralised facility management approach (c) Review office accommodation needs with the aim to reduce the lease-in budget by 50% over 2 year period (2020/2021 – 2021/2022) (d) Address all City office accommodation needs by optimising the utilisation of existing City facilities <u>Performance rating:</u> Fully effective = All set quarterly targets achieved	New	New	Definition of benchmark and standards of facility management service	N/A	30%	Facilities Management Bheki Nzimande

		Phase 2 Plan and Develop • Development of customer interface service areas – Assess, Evaluate, Plan Optimise the utilisation of existing City facilities used to deliver customer centric interface areas aligned to the MSDF over 3 year period (2021/22/23)	Optimise the utilisation of existing City facilities used to deliver customer centric interface areas aligned to the MSDF over 3 year period (2021/22/23) <u>Performance rating:</u> Fully effective = Q2 target achieved	New	New	N/A	N/A	Facilities Management Bheki Nzimande	
		Phase 3 Deliver and Sustain • Deliver on City wide centralised facility/asset management functionality	Develop, implement and manage a migration model towards centralised facility/asset management <u>Performance rating:</u> Fully effective = Completed Phase 1 of migration model	New	New	Approved Phased migration model of centralised facility management functionality by City Manager in collaboration with EMT	Completed Phase 1 of migration model [To be achieved in accordance with attainable planning]		
15	5.1 Operational Sustainability	Completion of centralised fleet management operating model for the City of Cape Town	Develop a centralised fleet operating model based on lessons learnt from existing strategy and phase 1 & 2 implementation <u>Performance rating:</u> Fully effective = All set quarterly targets achieved	New	New	Conduct GAP analysis on City Fleet operating model.	Identify key deliverables by engaging all stakeholders with the aim of reducing operating and capital budget e.g. the functionality by 30% over a 5 year period (2021/2022/23/24/25/26) [To be achieved in accordance with attainable planning]	8%	Fleet Management Bevan van Schoor
16		Percentage completion of the development of a strategy for the Strategic Asset Department	To optimally utilise and leverage the City's assets, it is envisaged that a final Strategic Assets Strategy be developed for approval by 30 June 2021. <u>Performance rating:</u> Fully effective = Target achieved by 30 June 2021 Significant performance = Target achieved by 31 March 2021 Outstanding performance = Target achieved by 31 December 2020	New	Actual as at 30 June 2020	75%	100% completion of the development of a strategy for the Strategic Asset Department	4%	Strategic Assets Faried Shariff

17	5.1 Operational Sustainability	Completion of Implementation Plan of Corporate Facilities Management Strategy	The Department will implement Phase 2 of a 3 phase Implementation Plan of the Corporate Facilities Management Strategy's key developmental areas by 30 June 2021. Phase 2 consists of interventions which namely: 1. Establishing a Quality Assurance Unit within Transversal Facilities Management and maintenance. 2. OH&S awareness roadshows within Facilities Management consisting of workshops within the four areas. 3. Roll out of hot desking to further identified facilities in Area 2, 3 and 4. * Current Strategy review could impact on intervention priorities. <u>Performance rating:</u> Fully effective = Target achieved by 30 June 2021 Significant performance = Target achieved by 31 March 2021 Outstanding performance = Target achieved by 31 December 2020	Actual as at 30 June 2019	Actual as at 30 June 2020	4 Occupational Health & Safety Workshops Completed	Quality Assurance Unit Established /Area 2, Area 3 and Area 4 Hot Desking Completed	3%	Facilities Management Bheki Nzimande
18		Percentage Implementation of the Fleet Management Strategy	To optimally utilise and leverage the City's assets; it is envisaged that the Department will implement 70% of the Fleet Management Strategy's key areas of improvement by 30 June 2021. The implementation plan will assist in identifying the milestones achieved. <u>Performance rating:</u> Fully effective = 70% Significant performance=between range of 70 % to 80%. Outstanding performance=80% and above	Actual as at 30 June 2019	Actual as at 30 June 2020	N/A	65% completion of Fleet Management Implementation Plan	3%	Fleet Management Bevan van Schoor
SPECIAL PROJECTS								10%	
19	5.1 Operational Sustainability	Develop accountability and consequence management model for the management of facilities City wide	Using existing governance solutions, develop asset accountability model <u>Performance rating:</u> Fully effective = All set quarterly targets achieved	New	New	N/A	Approval of consequence management model for the management of facilities city wide [To be achieved in accordance with attainable planning]	2%	ED: EAOM / Director Property Management
20	2.1 Safe Communities 5.1 Operational Sustainability	Implementation of Business Initiatives identified in the Asset Management Plan (AMP) for Corporate Facilities Management	Implementation of the Business Initiatives (Pilot project) identified in the AMP for 2020/21 supporting the objective of the approved Asset Management Plan. Business Initiative 1: Building Condition Assessments (24 Facilities: 6 buildings in each of the 4 Areas stipulated in the area based model) <u>Performance rating:</u> Fully effective = Target achieved by 30 June 2021 Significant performance = Target achieved by 31 March 2021 Outstanding performance = Target achieved by 31 December 2020	New	Business Initiative 1: Conditional assessment -Pilot project of 12 corporate buildings completed	N/A	Business Initiative 1: Conditional assessment of 24 buildings completed	4%	ED / Director: Facilities Management

21	5.1 Operational Sustainability	Percentage progress on asset rehabilitation programme	The Asset Rehabilitation Programme (ARP) consist mainly of the Head Quarters (Cape Town Civic Centre) Structural Rehabilitation which will be rolled out over multi financial year periods. This indicator reflects the progress made in relation to this Structural Rehabilitation of the ARP. The evidence will be in the form of SAP Expenditure data on a quarterly basis for the financial year 2019/20 and is the percentage reflecting year-to-date spend in relation to the total budget <u>Performance rating:</u> Fully effective =90% Significant performance= range between 91% to 94%. Outstanding performance=95% and above	New	90%	25.4%	90%	4%	ED / Director: Facilities Management
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Acting Executive Director

Ruby Gelderbloem



City Manager

Lungelo Mbandazayo

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