

2022/2023 Executive Director (Mid-Year Amendment) Performance Scorecard Executive Director: Future Planning and Resilience Gareth Morgan 1 July 2022 - 30 June 2023													
	No.	Objective	Key Performance Indicator	Definition	Baseline	Baseline	Annual Target	Q1 30 Sep 2022	Q 2 31 Dec 2022	Q 3 31 Mar 2023	Q4 30 Jun 2023	WEIGHTING	Contact Department
					2020/2021	2021/2022	2022/2023	Target	Target	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	1	Transversal Management	Percentage increase in 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, Programme 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. Performance rating: Fully effective = achieve increase of 0.1 - 0.2 Significantly above expectation = range between 0.21 - 0.5 Outstanding performance = 0.51 and above	2.42	2.60	Actual achieved of prior year +increase 0.1 - per directorate individual achievement 2.70	AT	AT	AT	Actual achieved of prior year +increase 0.1 - per directorate individual achievement 2.70	2%	Department: CPPPM Source document: PPM assessment Contact person: Ben Peters 021 400 9206
2	2	16. A Capable and Collaborative City Government	Expansions and Amendments of repeatable contracts (%)	Measures the percentage of expansions and amendments on repeatable contracts. This indicator will only measure instances where there was more than one expansion and amendment on the same contract. Expansions is defined as an extension of less than 6 months and amendments are defined as extension beyond 6months. Source: contract register. Measurement will commence only when expansion or amendment was concluded and only applies to repeatable contracts. Expansions are approved by BAC. Amendments are approved by Mayco and BAC. Proposed Formula: Total number of repeatable contracts expanded and/or amended ÷ Total number of repeatable contracts. Measured cumulatively. Performance rating: Not fully effective= 2.1% and above Fully effective = 2% Significant performance = range 0,1% - 1.9% Outstanding = 0%	New	0%	2%	N/A	2%	N/A	2%	2%	Department: CPPPM - Contract Management Unit Source document: Contract register Contact person: Maureen Whare

3	3	16. A Capable and Collaborative City Government	Percentage reduction in the number of SCM deviations	The objective is to achieve a 20% reduction on SCM deviations. The indicator only applies to Supply Chain Management (SCM) deviations above R200 000 (inclusive of VAT). Sole/single service provider deviations and deviations relating to emergencies will be excluded from the measurement as per section 36 of SCM regulations. The indicator will measure the percentage year on year reduction from the previous year's number of SCM deviations. Performance rating: Unacceptable performance= any positive increase in deviations. Not fully effective= decrease deviations between 1% and 19%. Fully effective= decrease deviations by 20%. Significant performance = decrease deviations between 21% and 99%. Outstanding performance = 0 deviations	56%	20%	20%	AT	AT	AT	20%	3%	Department: SCM Source document: Evidence: Formula: Number of SCM deviations reduced by the target percentage % year on year for the department/ directorate. Contact person: Abu Bakr Moerat SCM: Head of Supplier Management and Administration 021 400 3007
4	4	16. A Capable and Collaborative City Government	Average percentage reduction in the number and value of irregular expenditure identified for the Directorate (year-on-year)	The objective is to achieve a 50% reduction on irregular expenditure. The indicator will measure the average percentage reduction in the number and value of irregular expenditure i.e.. contravention of legislation as defined in the irregular expenditure definition. Irregular expenditure is defined as expenditure that is in contravention of, or not in accordance with, a requirement of the Local Government: Municipal Finance Management Act 56 of 2003, the Local Government: Municipal Systems Act 32 of 2000, the Remuneration of Public Office Bearers Act 20 of 1998, or the municipality's supply chain management (SCM) policy. Indicator will measure Irregular expenditure that arose only in the time of employment of the ED. Irregular expenditure will be measured based on the financial year in which it is disclosed. Irregular expenditure is based on self-disclosure or detected by an assurance provider (including AGSA) for the current financial year and the year preceding the current financial year where the ED was accountable for the directorate. Formula: (Non-compliance Instances for the current year – Non-compliance instances for prior year)/ Non-compliance instance for prior year X 100" + (Irregular expenditure amount for current year – Irregular expenditure amount for prior year)/ Irregular expenditure amount for prior year X 100" / 2 Refer to table below for calculation: Performance rating: Not fully effective= a reduction of above 0% and less than 50% Fully effective= a reduction between 50%-99% Outstanding = 100% reduction or 0 instances	New	50%	50%	AT	AT	AT	50%	3%	Department: City Manager Office Source document: Irregular Register and the AG's findings in the quarter that it is available. Contact person: Gayle Postings 021 400 1268
5	5	16. A Capable and Collaborative City Government	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. Performance rating: Outstanding =100% No scores for fully effective and significant.	New	100%	100%	100%	100%	100%	100%	2%	Department: Investor Relations Source document: Completed Audit Action plan Contact person: Lynn Fortune:021 400 5987
				The indicator excludes all council decisions for noting. Decisions taken by council where there is no budget to implement actions or outside of the control of the ED. These exclusions must be supported by valid evidence. These decisions must be reflected on each quarterly report for the City Manager and/or panel's awareness. Decisions taken by council where a dependencies, interdependencies exist or where there is no budget to implement actions can be excluded from the calculation supported by valid evidence. However, these decisions must be reflected on each quarterly report for the City Manager and/or panel to be aware of it. 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									Each ED is responsible for implementation, evidence and updates to the tracking system. Source document: SharePoint tracking Tracking System contact person: Behang Banzack

6	6	16. A Capable and Collaborative City Government	Percentage of final council decisions implemented within timeframes	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 councils request or expectation. Weighting must be reallocated where there were no council decisions for the year. Performance rating: 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	100%	100%	100%	100%	100%	100%	100%	100%	1%	Rehana Razack (021 400 1246) Weighting must be reallocated where there were no council decisions for the year.
7	7	16. A Capable and Collaborative City Government	Percentage of final mayco decisions implemented within timeframes	The indicator excludes all mayco decisions for noting. Decisions taken by mayco outside of the control of the ED. These exclusions must be supported by valid evidence. These decisions must be reflected on each quarterly report for the City Manager and/or panel's awareness. All final Mayco 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 of achievement of mayco's request or expectation. Weighting must be reallocated where there were no mayco decisions for the year. Performance rating: 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	100%	100%	100%	100%	100%	100%	100%	100%	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) Weighting must be reallocated where there were no mayco decisions for the year.
8	8	16. A Capable and Collaborative City Government	16.J Budget spent on implementation of Workplace Skills Plan (%)	Measures the percentage of budget spent on the Workplace Skills Plan .The Workplace Skills Plan outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions that will address the needs arising out of local government's skills sector plan, the IDP, the individual departmental staffing strategies, individual employees' personal development plans and the employment equity plan. Proxy measure for NKPI per MSA Regulation 10(f). Formula: % spent on the implementation of the WSP measured against the training budget. (A/B)*100 A: Actual spend per quarter on training budget B: Planned spend on training Budget for the year Performance rating: Fully effective = 90% Significant performance=between range of 91% to 97%. Outstanding performance=98% and above	95.89%	90%	90%	10%	30%	60%	90%	1%	Source documents: WSP report per quarter Contact person: Nonzuzo Ntubane 021 400 4056	

9	9	16. A Capable and Collaborative City Government	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. Performance rating: Fully effective = 85% Significant performance = between range of 86% to 94%. Outstanding performance = 95% and above	New	85%	85%	85%	85%	85%	85%	2%	Department: Combined Assurance and Governance Source documents: refer to definition Contact person: Zotshokazi Kakaza 021 400 6310
10	10	16. A Capable and Collaborative City Government	16.A Community satisfaction city-wide survey(score 1-5)	Measures the score on the Community satisfaction City-wide survey. A statistically valid, scientifically defensible score from the annual survey of residents' perceptions of the overall performance of the City's. The measure is given against a non-symmetrical Likert scale, where 1 is poor, 2 is fair, 3 is good, 4 is very good, and 5 is excellent. The objective is to improve the current customer satisfaction level. Performance rating: Fully effective = 2.8 Significant performance=between range of 2.9 - 3.1 Outstanding performance= 3.2 and above	2.5	2.7	2.8	Annual Target	Annual Target	Annual Target	2.8	1%	Department: Organisational Effectiveness and Innovation Source document: Community Satisfaction survey score Contact person: Bridgette Morris 021 400 3812
11	11	16. A Capable and Collaborative City Government	Increase in City Pulse score	The City Pulse survey measures the organisational culture and aims to improve employee experience at the City. Performance rating: Fully effective = achieve an increase of 0.0 and 0.1 Significantly above expectation = increase of overall score by between 0.11 and 0.3 Outstanding performance = increase greater than 0.31 Baseline: The prior year baseline has been recalculated to reflect an overall score. City Pulse Overall 3.6 Future Planning and Resilience 3.7 Proposed target: Proposed baseline + 0.2	3.7	3.7	3.9	Annual Target	Annual Target	Annual Target	3.9	2%	Department: Organisational Effectiveness and Innovation Source document: City Pulse 2021 Results and City Pulse 2019 results with the 3 questions identified in the attachment Contact person: Monica Pregolato 021 400 9221
MUNICIPAL FINANCIAL VIABILITY												10%	
12	12	16. A Capable and Collaborative City Government	16.D Spend of capital budget (%) (NKPI)	Measures the extent to which capital expenditure has been spent based on the original budget during the financial year. Capital expenditure is all costs incurred by the municipality to acquire, upgrade, and renew physical assets such as property, plants, buildings, technology, or equipment. Proxy measure for NKPI per MSA Regulation 10(c). Proxy measure for C88 FM1.11 Performance rating: Fully effective =90% Significant performance= range between 91% to 94%. Outstanding performance=95% and above	91.29%	90%	90%	25%	50%	41.6%	90%	6%	Directorate Finance Manager
13	13	16. A Capable and Collaborative City Government	Percentage of operating budget spent	This indicator measures the total actual expenditure to date as a percentage of the total budget including secondary expenditure. Performance rating: Fully effective =95% Significant performance= range between 96% to 98%. Outstanding performance=99% and above	99.90%	95%	95%	25%	50%	67.9%	95%	4%	Directorate Finance Manager

14	14	Objective 16: A Capable and Collaborative City Government	Proposed name: Opinion of the Auditor-General on PDO (2021/2022) (Pre-determined Objectives)	The PDO Audit opinion measures the Auditor-General opinion on performance information as reflected in the Annual Report. The AG report provides the outcome of the audit of performance information against the predetermined objectives for the financial period. The outcome will reflect the usefulness and reliability of the reported performance information against the predetermined objectives	SERVICE DELIVERY/GOOD GOVERNANCE								60%	Carol January Monique Fillies
				Performance rating: Fully effective = Reliable and usefulness opinion of the Auditor General	Clean Audit	Clean audit	Useful and Reliable Audit Opinion for 2021/2022	Submission of Annual Performance report for 2022/2023	N/A	Useful and Reliable Audit Opinion for 2021/2022	N/A	5%		
15	14	Objective 16: A Capable and Collaborative City Government	Percentage completion of Corporate SDBIP (2023/2024)	This indicator measures the completion of the Corporate SDBIP for the financial period under review and are inline with legislative timelines. The Corporate SDBIP is the top level SDBIP of the City.	New	100%	100%	A/T	A/T	A/T	100%	5%	Carol January Monique Fillies	
				Performance Rating: Fully effective= sign off by City Manager and Executive Mayor										
16	16	Objective 16: A Capable and Collaborative City Government	Completion of Strategic Management Framework (SMF) Process (%)	Framework deliverables	New	New	100%	25%	50%	95%	100%	5%	Hugh Cole Lucille Janssens	
				Q1– Completion of Strategy Brief – Endorsed by EMT (25%) Q2 – Strategy Brief issued (50%) Q3 - Completed Item Review with EMT (95%) Q4 – Lessons learned report to ED (100%) Performance Rating : Fully effective = target achieved (100%) Significant performance = strategy brief informs infrastructure strategy planning process Outstanding performance = informs IDP amendments/ review process # Informs refers to the fact that the outputs generated via the SMF provides inputs, which are utilised towards the IDP amendment/review - and the Infrastructure Strategy planning process.										
17	17	Objective 16: A Capable and Collaborative City Government	Organisational Maturity increase for Project, Programme Portfolio, Engineering and Contract Management (%)	% Improvement of the maturity level of PPPM, Engineering and Contract management based on the measures below: 1. PPPM -Project, programme, portfolio management maturity model (P3M3) Baseline 2.74: 2. Engineering - Internal maturity model based on ISO 55000: Baseline 2.57: 3. Contract management - Contract Life Maturity Assessment (CLM) life cycle: Baseline: 1. Performance Rating: Fully effective= 5% - 7% Significant performance= range between 8% - 9% Outstanding performance= 10% and above	New	New	5%	NA	NA	NA	5%	10%	Department: CPPM Source document: PPM assessment Contact person: Ben Peters 021 400 9206	
18	18	Objective 16: A Capable and Collaborative City Government	Business improvements reviewed, developed and/or implemented for operational efficiency (cumulative) (Number)	This indicator measures the number of Business Improvement interventions concluded in the year in line with a Service Delivery Model approved for the Departments. A Service Delivery Model Document (which will factor in the CSS Results and an analysis of the business environment) will be developed in collaboration with the Departments, which will identify Business improvement interventions that can be implemented within the Annual Cycle. This approach is in line with the Operational Excellence Framework.	6	8	10	2	5	7	10	8%	Monica Pregmolato	
				Performance Rating: Fully effective= 10 - 11 Significant performance=range between 12 - 13 Outstanding performance= 14 and above										

	SPECIAL PROJECTS (RELATING TO DIRECTORATE FUNCTIONAL AREA)	10%	
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24	24	Objective 16: A capable and collaborative City government	Develop and implement a communication campaign on how ULO inhibits service delivery, town planning and bio-diversity (%) (Unlawful Land Occupation)	The Indicator measure the extent to which the City's media campaign on Unlawful Land Occupation highlights the adverse effects of ULO on service delivery, town planning issues and biodiversity. Q1 - 25% Produce and distribute campaign material on flooding risks and winter preparedness. Q2 - 50% Produce and distribute campaign material on the impacts of ULO on service delivery Q3 - 75% Produce and distribute campaign material on the impacts of ULO on service delivery Q4 - 100% Produce and distribute campaign material on flooding risks and winter preparedness Performance rating: Fully effective =100% Significant Performance = Value of earned media exceeds the campaign costs by 25% to 50% Outstanding Performance = Value of earned media exceeds the campaigns costs by 50% or more #Value earned media refers to a return on investment measure. It compares what the Directorate/City paid for the campaign in terms of concept phase, design, media buying etc. and the value received from that campaign. This includes the engagements with the public on social media, any free media received and other exposure.	New	New	100%	25%	50%	75%	100%	2%	Priya Reddy
25	25	5.1 Operational Sustainability	Completion of MFMA Competency by Executive Directors (%)	The indicator measures the adherence to the MFMA. Section 16 of the MFMA requires Executive Directors (EDs) to meet the minimum competency levels. The attainment of competency levels must be obtained within prescribed timeframes and must be included in performance agreements. EDs have 18 months to complete, which commences on date that contract was signed. Within the 18 month period the 100% target will represent the modules completed for the year. Performance rating: Fully effective = 100%	New	33%	100%	AT	AT	AT	100%	0%	Compulsory for ED that does not have the MFMA competency. This KPI will carry a "Zero rated" weighting EDs have 18 months to complete, which commences on date that contract was signed.
26	26	Objective 4: Well-managed and modernised infrastructure to support economic growth	Project managers that are trained in the CCT PMBOK across the organisation. (%)	Percentage of project managers that are trained in the CCT PMBOK across the organisation must be measured and maintained. The objective is to ensure that all project managers attend the CCT_PMBOK training to improve project management, contract management and engineering management. At least 90% of all project managers must be trained across the organisation per financial year (new and current project managers). An attendance report of Project Managers that attend in comparison to the total number of identified project managers across the organisation will be delivered as proof. Performance Rating: Fully effective = 90% Significant performance= 90% - 92% Outstanding performance= 93% - 95%	New	90%	90%	10%	30%	70%	90%	2%	Ben Peters (021 400 9206)
27	27	Objective 16: A Capable and Collaborative City Government	Progress on milestones towards the launch of the City App (Mayoral priority programme)	This indicator will measure the progress made towards the implementation of a City App via agreed project milestones. Performance Rating: Fully effective= Minimum viable product completed Significant performance = CityApp is zero rated for data use by either 1 or 2 telecommunication providers Outstanding = City App is is zero rated for data use by 3 or more telecommunication providers	New	New	Minimum viable product completed	Wireframes completed	Front end UX design completed	Prototype completed and development in progress	Minimum viable product completed	2%	Priya Reddy
28	28	16.6 Advocacy and Inter-Governmental Relations Programme	Develop and implement a culture change programme for the procurement value chain from project preparation to contracting (%)	The indicator will measure the progress towards the implementation of a culture change programme for the procurement value chain from project preparation to contracting. Performance Rating: Fully effective= 100% development and implementation in 5 directorates Significant performance = development and implementation in between 6 and 9 directorates Outstanding =development and implementation in all directorates	New	New	100%	10%	30%	70%	100%	2%	Monica Pregnolato

29	29	16.6 Advocacy and Inter-Governmental Relations Programme	Development of a citywide Advocacy Programme (%)	The Directorate will work with relevant line departments to identify key legislation of other spheres that encumber the City in achieving its strategic objectives. This will create the advocacy agenda. Each directorate will approve the items in the agenda and work with the SP branch to identify actions to advocate for the necessary changes. % completion represents - 15% - initial engagements with all directorates completed, 40% - population of all key incumbrances, 70% - population of activities to address incumbrance; 100% - acceptance of all proposed advocacy by relevant ED. Performance Rating: Fully effective= 100% acceptance of all proposed advocacy by relevant ED Significant performance = acceptance of all proposed advocacy by CM and EMT Outstanding =acceptance of all proposed advocacy by Executive Mayor	New	New	100%	15%	40%	70%	100%	2%	Hugh Cole
Executive Director: Future Planning and Resilience Gareth Morgan 14 April 2023 													
City Manager Lungelo Mbandazayo  Digitally signed by Lungelo Mbandazayo Date: 2023.05.24 08:12:31 +02'00'													