

Amended Performance Plan

Director: Community Services

The Performance Plan sets out:

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

Performance should be evaluated:

- a) Quarterly of which the annual evaluation must be done by the panel as constituted in paragraph 6.11 of the agreement;
- b) Performance should be assessed on a scale of 1 – 5 as outlined in paragraphs 6.9 – 6.10 of the agreement;
- c) In the instance where an indicator do not have a target or is not applicable due to valid reason or where the performance could not be delivered for a valid reason outside of the control of employee, the indicator will not be evaluated, the weighting will be cancelled and the score total will be re-calculated to calculate the final score;
- d) The employee must submit his/her assessment of his/her own performance to the employer three days prior to the assessment date.

KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for **eighty percent** of the total employee assessment score.

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Traffic Services, Law Enforcement & Security Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	96%	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Libraries	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	83.33%	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Fire Brigade & Disaster Risk Management Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	80.95%	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Human Settlements & Housing Management & Community Development	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	73.91%	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Municipal Court	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	100%	Updated SDBIP and report	90%	90%	90%	90%	3
T1	Basic Service Delivery	Plan & conduct 48 roadblocks by 30 June 2025	Number of roadblocks conducted	42	Signed Roadblock Registers	12	12	12	12	3
T2	Basic Service Delivery	Spend 95% of the budget allocated for the upgrade of the municipal rental units by 30 June 2025	% of the budget spent	0%	Capital Expenditure/Progress Reports for mentioned quarters (SAMRAS extract) and/or Draft Annual Financial	10%	20%	50%	95%	3

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
					Statements as at 30 June 2025					
T3	Basic Service Delivery	Develop a Human Settlement Priority Development Areas Plan and submit to Council for approval by 31 May 2025	Human Settlement Priority Development Areas Plan developed and submitted to Council for approval	0	Minutes of the Council meeting	0	0	0	1	2
T4	Basic Service Delivery	Spend 95% of the budget allocated for the maintenance of the municipal rental units by 30 June 2025	% of the budget spent	96.55%	Operational Expenditure Report (SAMRAS extract)	10%	20%	50%	95%	3
T5	Basic Service Delivery	Spend 95% of the budget allocated for the relocation of outside toilets of all properties that were previously owned by government by 30 June 2025	% of the budget spent	0%	Operational Expenditure Report (SAMRAS extract)	0%	20%	50%	95%	5
T6	Good Governance and Public Participation	Implement 22 approved community development projects by 30 June 2025	Number of approved projects implemented	18	Approved Project Register coupled with Project Close-out Report per project	3	5	6	8	5
T7	Basic Service Delivery	Conduct 1225 planned inspections in accordance with the Fire Protection Regulations and Fire Safety Bylaw during the 2024/25 financial year	Number of planned inspections conducted	1224	Fire Safety Activities/Inspection Reports	250	250	350	375	3
T9	Basic Service Delivery	Spend 95% of the Library Grant in accordance with the transfer payment agreement by 30 June 2025	% of grant funding spent	92.48%	Conditional Grant Monthly Expenditure Report as at 30 June 2025	20%	50%	75%	95%	5
T10	Basic Service Delivery	Spend 95% of the capital budget linked to the construction of the fence of Esselen Park Sport Facility by 30 June 2025	% of the budget spent	0%	Capital Expenditure/Progress Reports for mentioned quarters (SAMRAS extract) and/or Draft Annual Financial Statements as at 30 June 2025	0%	20%	60%	95%	5

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
T12	Basic Service Delivery	Develop a Sport Policy for the management of sport facilities for the different sporting codes and submit to Council for approval by 31 March 2025	Sport Policy developed and submitted to Council for approval	0	Minutes of the Council meeting	0	0	1	0	4
T60	Basic Service Delivery	Purchase and installation of a modular library at Overhex by 30 June 2025	Project completed	0	Completion Certificate	0	0	0	1	5
D146	Municipal Transformation and Institutional Development	Submit monthly reports to the MM by the 21st of each month on the performance and activities of the directorate	Number of reports submitted	12	Proof of submission to MM	3	3	3	3	3
D147	Municipal Financial Viability and Management	95% of the approved capital budget spent (Actual expenditure divided by the total approved capital budget)	% of capital budget spent	95%	Expenditure reports from SAMRAS	10%	30%	60%	95%	3
D148	Municipal Financial Viability and Management	100% of Auditor General findings addressed within the directorate by 30 June	% of AG findings addressed	100%	Signed-off implementation report	0%	0%	0%	100%	3
D149	Municipal Financial Viability and Management	100% of LGMTEC recommendations addressed within the directorate by 31 December	% of LGMTEC recommendation addressed	100%	Signed-off implementation report	0%	100%	0%	0%	2
D150	Municipal Financial Viability and Management	Submit quarterly progress reports to the MM on the addressing of the top ten risks as reflected on the Strategic Risk Register	Number of reports submitted	4	Proof of submission	1	1	1	1	1
D151	Good Governance and Public Participation	Attend to Collaborator inbox items within 30 days of receipt	% of items attended to within 30 days	100%	Collab report	100%	100%	100%	100%	1
D152	Good Governance and Public Participation	Report quarterly to the MM on progress with ward priorities	Number of reports submitted	4	Proof of submission	1	1	1	1	2

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D153	Municipal Financial Viability and Management	Achieve 90% of the activities listed in the Demand Management Plan on a monthly basis	% of activities achieved	80%	Progress as stipulated on the Demand Management Plan	90%	90%	90%	90%	2
D154	Good Governance and Public Participation	R0 overspent on the overtime budget on a monthly basis	R-value overspent	R0.00	Financial system report (Income & Expenditure statements)	R0.00	R0.00	R0.00	R0.00	2
D155	Good Governance and Public Participation	Conduct monthly budget meeting with all divisions on the spending of their budget	Number of meetings conducted	0	Minutes of the meetings held	3	2	2	3	3
TOTAL										80

COMPETENCIES

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for **twenty percent** of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
LEADING COPETENCIES		
Strategic direction and leadership	Provide and direct a vision for the institution and inspire and deploy others to deliver on the strategic institutional mandate. It includes: <ul style="list-style-type: none"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness 	1.67
People management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes: <ul style="list-style-type: none"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management 	1.67
Programme and project management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes: <ul style="list-style-type: none"> • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation 	1.67
Financial management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes: <ul style="list-style-type: none"> • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery 	1.67
Change leadership	Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes: <ul style="list-style-type: none"> • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation 	1.67

Competency	Definition	Weight
Governance leadership	<p>Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships. It includes:</p> <ul style="list-style-type: none"> • Policy formulation • Risk and compliance management • Cooperative governance 	1.67
CORE COMPETENCIES		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behavior that reflects moral competence.	1.67
Planning and organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.	1.67
Analysis and innovation	Able to critically analyses 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.	1.67
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	1.67
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.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67
TOTAL		20