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, Law Enforcement and Security Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	0%	90%	90%	90%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Library & Information Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	0%	90%	90%	90%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Community Development	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	0%	90%	90%	90%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Fire & Disaster Management	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	0%	90%	90%	90%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Community Facilities (sports fields, swimming pools, community halls, maintenance of buildings, resorts)	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	0%	90%	90%	90%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Human Settlements	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	0%	90%	90%	90%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Community Liaison: Touwsrivier	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	0%	90%	90%	90%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Community Liaison: De Doorns	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	0%	90%	90%	90%	

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: Community Liaison: Rawsonville	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	0%	90%	90%	90%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Resorts	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	0%	90%	90%	90%	
T1	Basic Service Delivery	Spend 95% of the project budget approved for the upgrade of the Waterloo Library by 30 June 2019 {(Actual project expenditure/Total project budget)X100}	% of the project budget spent	Roll over project from 2016/17	Monthly Capital Expenditure Report (SAMRAS extract)	0%	35%	60%	95%	
T2	Basic Service Delivery	900 screenings conducted at the Shadow Centre by 30 June 2019	Number of screenings conducted by 30 June 2019	800	Screening reports	0	0	0	900	
T3	Basic Service Delivery	Start implementation of new housing projects in terms of the housing pipeline approved by the Provincial Department of Human Settlements during the 2018/19 financial year	Number of projects started for implementation	109	Planned targets set by DOHS vs actual	0	0	0	3	
T4	Basic Service Delivery	Complete Worcester New Mandela Square by 30 June 2019	Number of units completed	New key performance indicator for 2017/18	Completion certificate	0	0	0	50	
T5	Basic Service Delivery	Complete serviced sites for the Transhex Human Settlements Project by 30 June 2019	Number of serviced sites completed by 30 June 2019	300	Business plan from DOHS	0	0	0	900	
T6	Basic Service Delivery	Complete Phase 1 Top Structures for the Transhex Human Settlements Project by 30 June 2019	Number of top structures completed by 30 June 2019	10	Completion certificate	0	0	0	100	
T7	Basic Service Delivery	Purchase of a fire engine chassis by 30 June 2019	Chassis purchased by 30 June 2019	New key performance indicator for 2018/19	Registration paper	0	0	0	1	
T8	Basic Service Delivery	Complete the new security fence at the Rawsonville sport grounds by 30 June 2019	Project completed by 30 June 2019	New key performance indicator for 2018/19	Completion certificate	0	0	0	1	
T9	Basic Service Delivery	Completed 1st phase of perimeter fence at Esselenpark sport Grounds by 30 June 2019	Project completed by 30 June 2019	New key performance indicator for 2018/19	Completion certificate	0	0	0	1	
T10	Basic Service Delivery	Upgrade the boundary fence at the De Doorns East sport grounds by 30 June 2019	Project completed by 30 June 2019	New key performance indicator for 2018/19	Completion certificate	0	0	0	1	
T11	Basic Service Delivery	Complete phase 1 of the new Zwelethemba Swimming pool by 30 June 2018	Project completed by 30 June 2019	New key performance indicator for 2018/19	Completion certificate	0	0	0	1	

| Ref No | National KPA | Key Performance Indicator (KPI) | Unit of Measurement | Baseline | Portfolio of evidence | Targets | | | | Weight |
						Q1	Q2	Q3	Q4	
D131	Municipal Transformation and Institutional Development	Submit monthly reports to the MM by the 21st of each month that include OH&S, progress with priority risk areas, Collab items, security measures, grant spending, OPEX, implementation of security contract, implementation of by-law enforcement, progress with provision of basic services to informal settlements and top 5 priority areas per ward applicable to the directorate	Number of reports submitted	12	Email send to MM	0	3	3	3	
D132	Municipal Financial Viability and Management	90% of the approved capital budget spent (Actual expenditure divided by the total approved capital budget)	% of capital budget spent	90%	Expenditure reports from SAMRAS	0%	30%	60%	90%	
D133	Municipal Financial Viability and Management	100% of Auditor General findings addressed within the directorate by 30 June	% of AG findings addressed	100%	Email sent	0	0	0	100%	
D134	Municipal Financial Viability and Management	100% of LGMTEC recommendations addressed within the directorate by 31 December	% of LGMTEC recommendation addressed	100%	email sent	0	100%	0	0	
D135	Municipal Financial Viability and Management	Conduct a one-to-one Performance Management session with all managers on a bi-annual basis	Number of one on one performance sessions conducted with all managers	2	2	0	1	0	1	
D136	Municipal Financial Viability and Management	Submit quarterly progress report to MM on the addressing of the top ten risks as reflected on the Strategic Risk Register	Number of reports submitted	4	Email sent	0	1	1	1	
D137	Good Governance and Public Participation	Attend to Collaborator inbox items within 30 days of receipt	% of items attended to within 30 days	New key performance indicator	Collab report	0%	100%	100%	100%	
D138	Basic Service Delivery	Report quarterly to the MM on progress with ward priorities	Number of reports submitted	New key performance indicator	Proof of submission of the report	0	1	1	1	
									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: • 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: • 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: • 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: • 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: • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation	1.67

Competency	Definition	Weight
Governance leadership	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: • 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 behaviour 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 delievry and build efficient contingency plans to manage risk.	1.67
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.	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 measur results and quality against identified objectives.	1.67
TOTAL		**20**