

Performance Plan

Director: Infrastructure Services

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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 does 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.

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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: Building Control	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	1
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Town Planning	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	1
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Spatial Planning	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	1
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Environment	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	1
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Mechanical Maintenance	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	1
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Electro-Technical Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	1
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Civil Engineering - Technical Support, Planning & Design	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	1
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Project Management	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	1

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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: Roads & Stormwater	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Water and Waste Water Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	1
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Refuse Removal	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	1
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: EPWP	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	1
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Area 1 - Citrusdal & Elandsbloof Region	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	1
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Area 2 – Clanwilliam, Wuppertal & Algeria Region	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	1
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Area 3 – Graafwater, Pateisheuvel & Sandberg Region	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	1
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Area 4 – Lambertsbay, Elandsbay, & Leopoldville Region	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	1
TL13	Local Economic Development	Create 100 jobs opportunities in terms of EPWP by 30 June 2018	Number of job opportunities created in terms of EPWP	100	Appointment letters	0	0	0	100	2
TL23	Basic Service Delivery	Spend 90% of the approved project budget for the upgrade of the Clanwilliam sport fields by 30 June 2018 ((Actual expenditure divided by the total approved project budget) x 100)	% of budget spent	90%	Monthly Capital Expenditure Performances Report received from Finance	0%	20%	65%	90%	2


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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL25	Basic Service Delivery	Service 185 sites in Lamberts Bay by 31 March 2018	Number of sites serviced	New KPI for 2017/18	Completion certificate	0	0	185	0	1
TL30	Basic Service Delivery	Spend 90% of the capital budget on phase 3 of the Lamberts Bay Housing Bulk Electricity Upgrade by 30 June 2018 [(Total expenditure on the project/ Approved budget for the project)x100]	% of capital budget spent	Phase 2 completed	Monthly Capital Expenditure Performance Report received from Finance	0%	20%	55%	90%	3
TL31	Basic Service Delivery	Spend 90% of the approved maintenance budget for electricity services by 30 June 2018 [(Total expenditure on maintenance/ Approved budget for maintenance)x100]	% maintenance budget spent	90%	Monthly Departmental Performance YTD Report received from Finance	25%	40%	65%	90%	2
TL32	Basic Service Delivery	Complete phase 4 of the provision of roads and storm water infrastructure services for Citrusdal by 30 June 2018	Phase 4 of the project completed	Phase 3 completed	Practical completion certificate	0	0	0	1	2
TL33	Basic Service Delivery	Spend 80% of the maintenance budget for roads and stormwater by 30 June 2018 [(Total expenditure on maintenance/ Approved budget for maintenance)x100]	% maintenance budget spent	90%	Monthly Departmental Performance YTD Report received from Finance	5%	25%	70%	90%	2
TL34	Basic Service Delivery	Complete phase 2 of the WWTW in Lamberts Bay by 30 June 2018	Project completed	Phase 1 completed	Practical completion certificate	0	0	0	1	3
TL35	Basic Service Delivery	Complete the Citrusdal WWTW by 30 June 2018	Project completed	Process of completing final phase	Practical completion certificate	0	0	0	1	3
TL36	Basic Service Delivery	Spend 90% of the approved maintenance budget for waste water by 30 June 2018 [(Total expenditure on maintenance/ Approved budget for maintenance)x100]	% maintenance budget spent	90%	Monthly Departmental Performance YTD Report received from Finance	5%	25%	70%	90%	2
TL37	Basic Service Delivery	Spend 100% of the M/G grant by 30 June 2018 [(Total expenditure on M/G Grant/ Approved M/G allocation)x100]	% of budget spent	100%	M/G Monthly Report received from DLG	5%	25%	70%	100%	3
TL38	Basic Service Delivery	90% spent of the capital budget for the construction of the desalination plant - Lamberts Bay by 30 June 2018 [(Total expenditure on project/ Approved budget for the project)x100]	% of budget spent departmental	90%	Monthly Capital Expenditure Performance Report received from Finance	0%	0%	0%	90%	1
TL39	Basic Service Delivery	95% of the water samples comply with SANS 241 micro biological parameters [(Number of water samples that comply with SANS 241 indicators/Number of water samples tested)x100]	% of water samples complying with SANS 241 micro biological parameters	95%	Water quality analysis certificates and summary spreadsheet	95%	95%	95%	95%	2
TL40	Basic Service Delivery	Spend 90% of the approved maintenance budget for water by 30 June 2018 [(Total expenditure on maintenance/ Approved budget for maintenance)x100]	% maintenance budget spent	90%	Monthly Departmental Performance YTD Report received from Finance	5%	25%	70%	90%	2


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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL41	Basic Service Delivery	Report bi-annually to Council during the 2017/18 financial year on the progress made with the implementation of the regional dump site plan as per agreement with West Coast DM	Number of report submitted	2	Agenda of the Council meeting	0	1	0	1	
TL42	Basic Service Delivery	Spend 90% of the capital budget allocated towards the construction of a new WTW in Clanwilliam by 30 June 2018 [(Total expenditure on project/ Approved budget for the project)x100]	% of capital budget spent	New KPI for 2017/18	Monthly Departmental Performances YTD Report received from Finance	0%	0%	50%	90%	1
TL43	Basic Service Delivery	Spend 90% of the capital budget approved for the upgrade of roads in Clanwilliam by 30 June 2018 [(Total expenditure on project/ Approved budget for the project)x100]	% of capital budget spent	New KPI for 2017/18	Monthly Departmental Performances YTD Report received from Finance	5%	25%	65%	90%	1
TL44	Basic Service Delivery	Spend 90% of the capital budget approved for the upgrade of roads in Cederberg by 30 June 2018 [(Total expenditure on project/ Approved budget for the project)x100]	% of capital budget spent	New KPI for 2017/18	Monthly Departmental Performances YTD Report received from Finance	5%	25%	65%	90%	1
TL45	Basic Service Delivery	Complete the construction of a 1.5 Megalitre reservoir in Graaustwater by 30 June 2018	Project completed	New KPI for 2017/18	Close out report submitted to DWS	0	0	0	1	2
TL46	Basic Service Delivery	Replace 150 water meters by 30 June 2018	Number of water meters replaced	New KPI for 2017/18	Signed job cards for replaced meter	0	0	0	150	2
TL47	Basic Service Delivery	Spend 90% of the capital budget approved for the upgrade of the electricity network within Cederberg by 30 June 2018 [(Total expenditure on project/ Approved budget for the project)x100]	% of capital budget spent	New KPI for 2017/18	Monthly Capital Expenditure Performance Report received from Finance	5%	25%	65%	90%	2
TL48	Basic Service Delivery	Spend 90% of the capital budget approved for the replacement of street lights in Cederberg by 30 June 2018 [(Total expenditure on project/ Approved budget for the project)x100]	% of capital budget spent	New KPI for 2017/18	Monthly Capital Expenditure Performance Report received from Finance	5%	25%	65%	90%	2
TL49	Basic Service Delivery	Purchase land for the development of night shelters and crèches by 30 June 2018	Land purchased	New KPI for 2017/18	Property registration and transfer documents	0	0	0	1	0
TL50	Basic Service Delivery	Upgrade 40 detached toilets in Graaustwater by 30 June 2018	Number of toilets upgraded	New KPI for 2017/18	Practical completion certificate	0	0	0	40	2
TL60	Basic Service Delivery	Limit unaccounted for water to less than 15% by 30 June 2018 [(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold (incl free basic water) / Number of Kilolitres Water Purchased or Purified x 100)]	% unaccounted water	15%	Half yearly Water consumption report	0%	18%	0%	15%	2
TL61	Basic Service Delivery	Limit unaccounted for electricity to less than 13% by 30 June 2018 [(Number of Electricity Units Purchased and/or Generated - Number of	% unaccounted electricity	13%	Quarterly Electricity consumption report	20%	18%	16%	13%	2



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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
		Electricity Units Sold (incl Free basic electricity) / Number of Electricity Units Purchased and/or Generated) x 100)								
D150	Good Governance and Public Participation	Respond to all correspondence & complaints received within the Directorate via Quidity within 10 working days of receipt	% of correspondence & complaints responded to within 10 working days	80%	Report from Quidity	80%	80%	80%	80%	1
D151	Good Governance and Public Participation	Report quarterly to the MM on progress made with the handling of all items older than 30 days on the Quidity system	Number of reports submitted to the MM	4	Confirmation of submission	1	1	1	1	1
D152	Good Governance and Public Participation	Hold monthly meetings with management and submit minutes of the meeting to the MM	Number of meetings with management	12	Minutes of meetings	3	3	3	3	1
D153	Good Governance and Public Participation	Hold bi-annual meetings with all staff of the department	Number of meetings held	New KPI for 2017/18	Minutes of meetings	0	1	0	1	1
D154	Good Governance and Public Participation	Submit quarterly progress report on risks to the Manager Legal Services	Number of reports submitted	4	Confirmation of submission and acknowledgement	1	1	1	1	1
D155	Good Governance and Public Participation	90% of capital budget for the directorate spent by 30 June	% of capital budget spent by 30 June	90%	CAPEX Report from finance	20%	40%	60%	90%	2
D156	Good Governance and Public Participation	Report quarterly to SCM on Service Level Agreements (SLAs) with service providers in line with Section 116 of the MFMA	Number of forms submitted	4	Confirmation of Submission and acknowledgement of Receipt	1	1	1	1	1
D157	Good Governance and Public Participation	Monitor monthly that overtime taken adhere to the requirements of the Basic conditions of Employment Act and submit verification to this extend to the MM	Number of Pre-approvals submitted	12	Pre-approval submitted	3	3	3	3	1
D158	Good Governance and Public Participation	100% compliance in accordance with Eunomia iComply system	% compliance	100%	Action report from Eunomia iComply system	100%	100%	100%	100%	1
D159	Good Governance and Public Participation	Update the SDBIP monthly by the 20th of each month	Number of updates	12	Report from the system	3	3	3	3	1
D160	Good Governance and Public	Submit reviewed by-laws /policies/standard	% of by-laws /policies/standard operating	100%	Minutes of Council	0%	0%	0%	100%	2


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Annexure A 2017/18

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
	Participation	operating procedures annually by 30 June 2018	procedures reviewed		meeting					
D161	Good Governance and Public Participation	Achieve a clean audit report by 31 December 2017 for the 2016/17 financial year	Clean audit report received	1	Report of AG for 2016/17	0	1	0	0	1
D162	Good Governance and Public Participation	Visit Graafwater, Citrusdal and Lamberts Bay monthly	Number of visits to towns	New KPI for 2017/18	Feedback to line managers as documented in the minutes of the meetings held with managers	9	9	9	9	1
D163	Basic Service Delivery	Conduct a Structural Engineering Survey of all sport facilities and town halls to ensure that buildings comply to the required safety regulations and submit a report to the MM by 30 June 2018	Structural Engineering Survey conducted and report submitted to the MM	New KPI for 2017/18	Proof of submission of the report	0	0	0	1	1
D164	Good Governance and Public Participation	Consult with the Dept. Environmental Affairs and submit a report to the Municipal Manager on initiative to reduce waste to the landfill site by 31 March 2018	Report submitted to the MM	1	Proof of submission	0	0	0	1	1
D165	Good Governance and Public Participation	Submit a report regarding Green Energy initiatives that can be implemented to the Municipal Manager by 31 March 2018	Report submitted to the MM	1	Proof of submission	0	0	0	1	1
TOTAL										80


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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 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 delivery 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 measure results and quality against identified objectives.	1.67
TOTAL		20

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