

**Performance Plan
for the financial year 01 July 2022 – 30 June 2023
Adjusted Annexure A**

Director: Community Services

AKS

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.

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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	Strategic Objective	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: Deputy Director Community 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%	3
SDBIP Graph	Municipal Transformation and Institutional Development		Manage and achieve 90% of the KPI's of the sub-directorate: Grabouw Town Office	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%	3
SDBIP Graph	Municipal Transformation and Institutional Development		Manage and achieve 90% of the KPI's of the sub-directorate: Caledon Town Office	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%	3
SDBIP Graph	Municipal Transformation and Institutional Development		Manage and achieve 90% of the KPI's of the sub-directorate: Villiersdorp Town Office	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%	3
SDBIP Graph	Municipal Transformation and Institutional Development		Manage and achieve 90% of the KPI's of the sub-directorate: Greyton & Genadendal Town Office	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%	3
SDBIP Graph	Municipal Transformation and Institutional Development		Manage and achieve 90% of the KPI's of the sub-directorate: Botriver Town Office	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%	3
SDBIP Graph	Municipal Transformation and Institutional Development		Manage and achieve 90% of the KPI's of the sub-directorate: Botriver Town Office	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%	3

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Ref No	National KPA	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
	Institutional Development		directorate: Riviersonderend Town Office	been met as per Ignite Dashboard report							
SDBIP Graph	Municipal Transformation and Institutional Development		Manage and achieve 90% of the KPI's of the sub-directorate: Fleet 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%	3
SDBIP Graph	Municipal Transformation and Institutional Development		Manage and achieve 90% of the KPI's of the sub-directorate: Public Safety	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%	3
SDBIP Graph	Municipal Transformation and Institutional Development		Manage and achieve 90% of the KPI's of the sub-directorate: Disaster 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%	3
SDBIP Graph	Municipal Transformation and Institutional Development		Manage and achieve 90% of the KPI's of the sub-directorate: Sustainable Development	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%	3
TL72	Basic Service Delivery	Increased community safety through traffic policing, bylaw enforcement and disaster management	Spend 95% of the allocated capital budget for the implementation of the digital mobile Two-Way Radio Communication System by 30 June 2023	% budget spent	95	Capital Expenditure Report	10	40	65	95	4
TL73	Basic Service Delivery	To ensure continuous and sustainable maintenance, replacements and upgrades of municipal infrastructure	Achieve an average of 90% water sample compliance with SANS 241 micro biological indicators Water Treatment Works {(% achievement all WTW's/WTW's tested) by 30 June 2023	Average % water compliance in terms of SANS 241 achieved	90	Independent Laboratory Test Results (IRIS System)	90	90	90	90	5



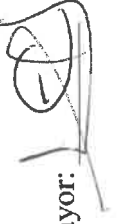
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Ref No	National KPA	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
TL74	Basic Service Delivery	To ensure continuous and sustainable maintenance, replacements and upgrades of municipal infrastructure	Install and replace 2 500 pre-paid/smart water meters by 30 June 2023	Number of prepaid /smart water meters installed	1800	Signed-off installation job cards	500	500	500	1000	5
TL75	Basic Service Delivery	Improved Environment Management	65% of effluent samples comply with permit values {{% compliance of all WWTW's achieved / the number of WWTW's tested}}	Average % achieved	65	Independent Laboratory Test Results (IRIS System)	65	65	65	65	4
TL76	Basic Service Delivery	Increased community safety through traffic policing, bylaw enforcement and disaster management	Complete tender specification for the Construction of DLTC in Grabouw by May 2023	Tender specification completed	New KPI for 2022/23	Signed Minutes of Bid Specification Meeting	0	0	0	1	2
TL77	Basic Service Delivery	Improved Environment Management	Establish a nature reserve at Destiny Farm (Villiersdorp) by 30 June 2023	Nature reserve established	New KPI for 2022/23	Declaration of Nature Reserve	0	0	0	1	2
TL79	Basic Service Delivery	To maintain and improve basic service delivery and social amenities for the TWK community	Spend 95% of the project budget approved for the procurement of new fleet vehicles by 30 June 2023{{Total actual expenditure for the project/Total amount budgeted for the project}x100}	% budget spent	95.80	Capital Expenditure Report	0	40	65	95	5
TL80	Basic Service Delivery	To ensure continuous and	Limit unaccounted water to less than 18% as at 30 June	% unaccounted water captured in the report	18	Quarterly Report from Technical	18	18	18	18	2

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							Q1	Q2	Q3	Q4	
		sustainable maintenance, replacements and upgrades of municipal infrastructure	2023 {(Number of Kiloliters Water Purchased or Purified - Number of Kiloliters Water Sold (incl free basic water) / Number of Kiloliters Water Purchased or Purified _ x 100)}			Service to Director Community Services					
TL81	Basic Service Delivery	Improve the social fabric of the TWK community	Spend 95% of the project budget approved for the Grabouw Hop-On Drop-Off PT Facility by 30 June 2023 {(Total actual expenditure for the project/Total amount budgeted for the project)x100}	% budget spend	New KPI for 2022/23	Capital Expenditure Report	10	40	65	95	2
D131	Good Governance and Public Participation	Work towards obtaining a clean audit	Attend to all internal audit queries within the timeframes stipulated in the Internal Audit SOP	% of Internal Audit queries attended to in accordance with approved SOP	90	Report from Internal Audit	90	90	90	90	3
D132	Good Governance and Public Participation	Work towards obtaining a clean audit	Respond to all COMAF's received as per agreed timelines with the AG	% of COMAF's responded to	100	Proof of submission	0	100	0	0	2
D133	Municipal Financial Viability and Management	Optimum optimizing of PMS to ensure continuous performance improvement working towards a clean performance audit	Compile a report on the performance of service providers applicable to the directorate and submit to Council quarterly	Number of reports submitted	4	Proof of submission	1	1	1	1	2
D134	Good Governance and Public Participation	Work towards obtaining a clean audit	Submit reports to Management on the progress made with regards	Number of reports submitted	3	Proof of submission	0	0	2	3	2

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Ref No	National KPA	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
D135	Good Governance and Public Participation	Work towards obtaining a clean audit	to the implementation of Audit Action Plan Achieve an unqualified audit opinion for the financial year	Unqualified audit opinion achieved	1	Signed Audit Report	0	0	1	0	2
D136	Basic Service Delivery	Improve Day to Day Service Delivery	Spend 95% of the capital budget for the directorate spent by 30 June {(Total actual expenditure / Total amount budgeted)x100}	% of capital budget spent by 30 June	95	CAPEX Report from finance	10	40	60	95	3
D137	Municipal Transformation and Institutional Development	Improved relationships	Report quarterly to the Health and Safety Officer on all health and safety issues identified	Number of reports submitted	4	Reports submitted	1	1	1	1	2
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	<p>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes:</p> <ul style="list-style-type: none"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness 	1.67
People management	<p>Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes:</p> <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	<p>Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes:</p> <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	<p>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:</p> <ul style="list-style-type: none"> • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery 	1.67
Change leadership	<p>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:</p> <ul style="list-style-type: none"> • Change vision and strategy • Process design and improvement 	1.67

Competency	Definition	Weight
	<ul style="list-style-type: none"> Change impact monitoring and evaluation 	
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

Thus done and signed at Caledon on the 18 day of May of 2023.

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]
EXECUTIVE MAYOR

Thus done and signed at Caledon on the 17 day of May of 2023.

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]
DIRECTOR