

PERFORMANCE PLAN  
DEPUTY CITY MANAGER CORPORATE SERVICES  
UMHLATHUZE MUNICIPALITY

This plan defines the Council's expectations of the Deputy City Manager Corporate Services in accordance with the Deputy City Manager Corporate Services' performance agreement to which this document is attached. Section 57 (5) of the Municipal Systems Act and the Performance Regulations gazetted in Notice No 805, published on 1 August 2006, which provides that performance objectives and targets must be based on the key performance indicators set out from time to time in the Municipality's Integrated Development Plan and determined in agreement with the City Manager (as representative of Council).

There are 6 parts to this plan:

1. A statement about the purpose of the position.
2. Performance review procedure
3. Functional alignment of the individual performance scorecard to the Integrated Development Plan of the organisation
4. Score card detailing IDP Goals (KPA's) and their related performance indicators, weightings and target dates.
5. Competency Requirements
6. Consolidated score (Performance Assessment Calculator)

The period of this plan is from 1 July 2022 to 30 June 2023  
Commenced 01 September 2023 to 30 June 2024

Signed and accepted by the Deputy City Manager  
Corporate Services (DCM CS)

 Date: 2023/10/17

 Date: 2023/10/17

Signed by the City Manager (CM) on behalf of Council:

 DMS 1603634

1. POSITION PURPOSE

To perform all the duties and functions of the Deputy City Manager Corporate Services (DCM CS) as required by the relevant legislation or reasonably stipulated by the MM, to be accountable for the execution of all the directions and resolutions of the Municipality, the co-ordination of all the activities of the Municipality, to be accountable for the general supervision, control and efficiency of the Department of the Deputy City Manager Corporate Services and to ensure compliance with all of the key performance areas as set out in the contract of employment between the Council and the Deputy City Manager Corporate Services.

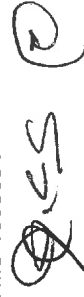
2. PERFORMANCE REVIEW PROCEDURE

1. A performance review will be held on a quarterly basis with a formal performance review bi-annually in December/January and in June/July after the end of the financial year with the understanding that review in the first and third quarter may be verbal if performance is satisfactory.
2. The CM may request input from agendas, minutes and "customers" on the DCM CS' performance throughout the review period. This may be done through discussion or by asking "customers" to complete a rating form to submit to the evaluation panel for consideration. Customers are people who are able to comment on the DCM CS' performance since they have worked closely with her on some or all aspects of her job.
3. The DCM CS to prepare for quarterly performance evaluation by providing a brief description of achievements, including reference to evidence, supporting documentation (documents, reports and/or resolutions with dates of submission) in the relevant column in section 4 (KPA scorecard below). Achievements to be reported on cumulatively.
4. **The DCM CS to provide a self-rating for the mid-year- and final assessment against the agreed objectives in the column provided in the KPA scorecard.**
5. The DCM CS and Evaluation panel to meet to conduct formal performance rating and agree final scores. It may be necessary to have two meetings i.e. give the DCM CS scores and allow her time to consider them before final agreement. In the event of a disagreement, the evaluation panel has the final say with regard to the final score that is given.
6. The Evaluation panel to provide ratings of the DCM CS' performance against agreed objectives as a result of portfolio of evidence and/or comments and "customer" input.
7. Initially the scoring should be recorded on the scorecard then transferred onto the consolidated score sheet.
8. Any reasons for non-compliance should be recorded during the review session by keeping of minutes of the review session.
9. The assessment of the performance of the DCM CS will be based on the following rating scale for KPA's:

| Terminology                                 | Description                                                                                                                                                                                                                                                                                                                                                                                                                                     | Rating Level |
|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Outstanding Performance                     | Performance far exceeds the standard expected of the DCM CS at this level. The appraisal indicates that the DCM CS has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.                                                                                                               | 5            |
| Performance significantly above expectation | Performance is significantly higher than the standard expected in the job. The appraisal indicates that the DCM CS has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.                                                                                                                                                              | 4            |
| Fully Effective                             | Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the DCM CS has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.                                                                                                                                                                                   | 3            |
| Performance not fully Effective             | Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the DCM CS has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.                                                                                                   | 2            |
| Unacceptable Performance                    | Performance does not meet the standard expected for the job. The review/assessment indicates that the DCM CS has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The DCM CS has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement. | 1            |

10. Only those items relevant for the review period in question should be scored.
11. The assessment of the performance of the DCM CS on all Competencies will be based on the rating scale as reflected in section 4 of the performance plan.
12. The CM and the DCM CS to prepare and agree on a personal development plan (PDP) for addressing developmental gaps.
13. The CM and DCM CS to set new objectives, targets, performance indicators, weightings and dates etc. for the following financial year.
14. Poor work performance will be dealt with in terms of regulation 32 (3) of the Performance Regulations gazetted in Notice No 805, published on 1 August 2006.

DMS 1603634



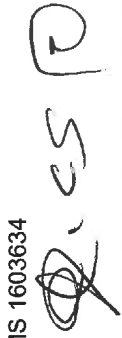
3. FUNCTIONAL ALIGNMENT OF THE INDIVIDUAL PERFORMANCE SCORECARD TO THE INTEGRATED DEVELOPMENT PLAN (IDP) OF THE ORGANISATION

The Integrated Development Plan (IDP) 2022/2027 of the uMhlathuze Local Municipality is aligned to the prescribed National Key Performance Areas:

- 1. Good Governance and Public Participation
- 2. Basic Service Delivery
- 3. Local Economic Development
- 4. Institutional Development and Transformation
- 5. Financial Viability and Management
- 6. Cross Cutting

The Deputy City Manager Corporate Services is directly accountable for the following IDP Programmes directly linked to the IDP Framework as indicated in the IDP column of the scorecard:

| NATIONAL KPA 1 : GOOD GOVERNANCE AND PUBLIC PARTICIPATION                              |                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| GOALS                                                                                  | OBJECTIVES                                                                                                          | STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                               |
| 1.1 Democratic, Responsible, Transparent, Objective and Equitable Municipal Governance | 1.1.1 To ensure effective and efficient administration complying with its Legal Mandates                            | 1.1.1.1 Provide administrative support for all Council Committees<br>1.1.1.2 Strengthening Council Oversight through training on Legislation and Policies<br>1.1.1.3 Development and review of policies that will lead to improved service delivery and legislative compliance<br>1.1.1.4 Compliance with the Occupational Health and Safety Act and Compensation for occupational injuries and diseases |
|                                                                                        | 1.1.2 To maintain an organizational performance management system as a tool to monitor progress of service delivery | 1.1.2.1 Monitor evaluate measure and review the performance of the municipality against indicators and targets set in the IDP                                                                                                                                                                                                                                                                            |
|                                                                                        | 1.1.3 Ensure Institutionalisation of Batho Pele Culture                                                             | 1.1.3.1 Implement a Service Charter to meet set standards                                                                                                                                                                                                                                                                                                                                                |
|                                                                                        | 1.1.4 To promote a municipal governance system that enhances and embraces the system of participatory Governance    | 1.1.4.1 Capacitate Ward Committees to improve their effectiveness<br>1.1.4.2 Development of an Integrated Development Plan within prescribed legislative guidelines<br>1.1.4.3 Facilitation of Stakeholder and Community participation in policy making<br>1.1.4.4 Implementation of effective communication strategy                                                                                    |
|                                                                                        | 1.1.5 To promote Access to Information and Accountability                                                           | 1.1.4.5 Effective and efficient ICT Systems enabling Informed decision making and communication<br>1.1.5.1 Ensure access information in line with relevant legal prescripts                                                                                                                                                                                                                              |
|                                                                                        | 1.1.6 To bring the organisation to an enabled risk maturity level                                                   | 1.1.6.1 Implementation and maintenance of an efficient Enterprise Risk Management system and Business Continuity                                                                                                                                                                                                                                                                                         |
|                                                                                        | 1.1.7 Ensure reliability and maintain independence of internal audit activity                                       | 1.1.7.1 Effective Audit Committee<br>1.1.7.2 Effective and value adding internal audit activity                                                                                                                                                                                                                                                                                                          |
|                                                                                        |                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                                                                        |                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                                                                        |                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                          |



| NATIONAL KPA 4 : MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION                                    |                                                                                                       |                                                                                           |
|------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|
| GOALS                                                                                                      | OBJECTIVES                                                                                            | STRATEGIES                                                                                |
| 4.1 A Municipality that is Resourced and Committed to attaining the vision and mission of the organisation | 4.1.1 To create an appropriate organisational climate that will attract and ensure retention of staff | 4.1.1.1 Review and implement the attraction, recruitment and retention strategies.        |
|                                                                                                            |                                                                                                       | 4.1.1.2 Review and implement Employment Equity Policy                                     |
|                                                                                                            |                                                                                                       | 4.1.1.3 Review and Implement EAP Policy and plans                                         |
|                                                                                                            |                                                                                                       | 4.1.1.4 Develop an effective training and development strategy and programs               |
|                                                                                                            |                                                                                                       | 4.1.1.5 Create and maintain sound labour relations between employer and employees         |
|                                                                                                            |                                                                                                       | 4.1.1.6 Maintenance of an organisational structure in line with organisational objectives |

| NATIONAL KPA 5 : MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT |                                                                  |                                                                                                          |
|---------------------------------------------------------------|------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| GOALS                                                         | OBJECTIVES                                                       | STRATEGIES                                                                                               |
| 5.1 Sound Financial And Supply Chain Management               | 5.1.1 Compliance with financial legislation and policies         | 5.1.1.1 GRAP compliant                                                                                   |
|                                                               |                                                                  | 5.1.1.2 mSCOA compliant                                                                                  |
|                                                               |                                                                  | 5.1.1.3 Review of all financial related policies                                                         |
|                                                               | 5.2.1 Sustainable Financial management (Expenditure and Revenue) | 5.1.1.4 Compliance with all MFMA and relevant local government financial legislation                     |
|                                                               |                                                                  | 5.2.1.1 Provide continuous Internal Communication and support on Budget and Financial Management matters |
|                                                               |                                                                  | 5.2.1.2 Asset Accounting Management                                                                      |
|                                                               |                                                                  | 5.2.1.3 Accurate and timeous billing and receipting of revenue                                           |
|                                                               |                                                                  | 5.2.1.4 Apply Adequate Internal controls                                                                 |
|                                                               |                                                                  | 5.2.1.5 Accurate and timeous payments of creditors                                                       |
|                                                               |                                                                  | 5.2.1.6 Apply adequate financial management methodologies                                                |
|                                                               | 5.3.1 Supply Chain Management                                    | 5.3.1.1 Demand and acquisition management                                                                |
|                                                               |                                                                  | 5.3.1.2 Accurate contracts and logistics management                                                      |
|                                                               |                                                                  | 5.3.1.3 Apply adequate financial management methodologies                                                |



4. KEY PERFORMANCE AREA SCORECARD

Refer to a separate document reflecting the Key Performance Area Scorecard, **Appendix A1 on DMS 1603633**.

The ratings attached to this section will performance in terms of the outputs/outcomes (performance indicators) identified in the KPA scorecard are linked to each of the relevant KPA's, which constitute 80% of the overall assessment result as per the weightings agreed to.

5. COMPETENCY REQUIREMENTS FOR THE DEPUTY CITY MANAGER CORPORATE SERVICES

Refer to separate document reflecting Competency requirements in terms of the Local Government: Performance Regulations gazetted in Notice No 805, published on 1 August 2006, **Appendix A2 on DMS 1609294**.

The ratings attached to this section will impact on the final performance score and will constitute 20% of the overall assessment result and will assist in identifying areas of development for inclusion in a personal development plan (PDP) for addressing developmental gaps.

6. CONSOLIDATED SCORE (Refer to PMS Calculator)

The consolidated performance Evaluation Results will be attached separately to this Performance Plan

**PERFORMANCE SCORECARD 2023/2024**  
**DEPUTY CITY MANAGER CORPORATE SERVICES**

**DEPARTMENT OF THE DEPUTY CITY MANAGER CORPORATE SERVICES 2023/2024**

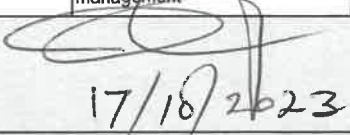
**SDBIP COMPONENT 3 - QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE**

| STRATEGIC OBJECTIVE                                                                      | IDP STRATEGY                                                                                                           | KPI NO. | KEY PERFORMANCE INDICATOR                                                                                                         | ANNUAL TARGET | WEIGHT | AUDIT EVIDENCE REQUIREMENT                                                                                                                         | QUARTERLY TARGETS                                           |                                                             |                                                             |                                                             |
|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|---------|-----------------------------------------------------------------------------------------------------------------------------------|---------------|--------|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------|
|                                                                                          |                                                                                                                        |         |                                                                                                                                   |               |        |                                                                                                                                                    | Q1                                                          | Q2                                                          | Q3                                                          | Q4                                                          |
|                                                                                          |                                                                                                                        |         |                                                                                                                                   |               |        |                                                                                                                                                    | 01 JUL - 30 SEPT                                            | 01 OCT - 31 DEC                                             | 01 JAN - 31 MAR                                             | 01 APR - 30 JUN                                             |
| KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION (19 KPIs = 51%)                            |                                                                                                                        |         |                                                                                                                                   |               |        |                                                                                                                                                    |                                                             |                                                             |                                                             |                                                             |
| Administration                                                                           |                                                                                                                        |         |                                                                                                                                   |               |        |                                                                                                                                                    |                                                             |                                                             |                                                             |                                                             |
| 1.1.1 To ensure effective and efficient administration complying with its Legal Mandates | 1.1.1.1 Provide administrative support for all Council Committees                                                      | CS 1    | % Scheduling meetings of Council and its Committees in terms of the approved calendar for 2023/24 Financial Year (Administration) | 100%          | 3      | a) Approved calendar of meetings<br>b) Signed notice of meetings<br>c) Updated Resolution Register<br>d) Quarterly report on sitting of meetings   | 100% scheduling of Council meetings and its Committees      | 100% scheduling of Council meetings and its Committees      | 100% scheduling of Council meetings and its Committees      | 100% scheduling of Council meetings and its Committees      |
| 1.1.3 Ensure Institutionalisation of Batho Pele Culture                                  | 1.1.3.1 Implement a Service Charter to meet set standards                                                              | CS 2    | % of complaints received and processed through municipal complaint management system                                              | 100%          | 3      | a) Quarterly report on complaints management                                                                                                       | 100%                                                        | 100%                                                        | 100%                                                        | 100%                                                        |
|                                                                                          |                                                                                                                        | CS 3    | Number of Batho Pele activities implemented in the Corporate Services Department                                                  | 4             | 2      | a) Pictorial evidence of door labels inserted<br>b) Flyer for Awareness Campaign<br>c) Proof of name tags procured<br>d) Reviwed Service Standards | Door Labels for all Offices insterted                       | Batho Pele Awareness Campaign conducted                     | Name tags for all departmental employees procured           | Departmental Service Standards Reviewed                     |
| 1.1.5 To promote access to information and accountability                                | 1.1.5.1 Ensure access information in line with relevant legal prescripts                                               | CS 4    | Date of submitting Section 32 Report to Information Regulatory outlining requests for Municipal information                       | 31-May-24     | 3      | a) Report<br>b) Proof of submission                                                                                                                | N/A                                                         | N/A                                                         | N/A                                                         | Section 32 Report submitted                                 |
|                                                                                          |                                                                                                                        | CS 5    | Number of inspections conducted to ensure effective and efficient records management                                              | 3             | 3      | a) Inspection Report to CS Portfolio Committee                                                                                                     | N/A                                                         | 1 Inspection Report                                         | 1 Inspection Report                                         | 1 Inspection Report                                         |
|                                                                                          |                                                                                                                        | CS 6    | % Compliance with Records Management legislative prescripts                                                                       | 100%          | 3      | a) Updated compliance checklist                                                                                                                    | 100% Compliance-                                            | 100% Compliance                                             | 100% Compliance                                             | 100% Compliance                                             |
| Legal Services                                                                           |                                                                                                                        |         |                                                                                                                                   |               |        |                                                                                                                                                    |                                                             |                                                             |                                                             |                                                             |
| 1.1.1 To ensure effective and efficient administration complying with its Legal Mandates | 1.1.1.3 Development and review of policies that will lead to improved service delivery and legislative compliance      | CS 7    | % of policies due for review for the 2023/24 financial year                                                                       | 100%          | 3      | a) Policy Register<br>b) Report to Committee Section<br>c) Council Resolution                                                                      | 10%                                                         | 30%                                                         | 30%                                                         | 30%                                                         |
|                                                                                          |                                                                                                                        | CS 8    | Number of reports on litigations and all legal related matters of the Municipality submitted to Council                           | 4             | 3      | a) Updated litigations register                                                                                                                    | 1 Legal Services Report                                     | 1 Legal Services Report                                     | 1 Legal Services Report                                     | 1 Legal Services Report                                     |
| Human Resources Management                                                               |                                                                                                                        |         |                                                                                                                                   |               |        |                                                                                                                                                    |                                                             |                                                             |                                                             |                                                             |
| 1.1.1 To ensure effective and efficient administration complying with its Legal Mandates | 1.1.1.4 Compliance with the Occupational Health and Safety Act and Compensation for occupational injuries and diseases | CS 9    | Number of OHS Awareness Campaigns/ Briefings conducted                                                                            | 4             | 2      | a) Attendance register<br>b) Flyer / Poster/ Email                                                                                                 | 1 Safety Awareness Campaign/ Briefing Session conducted     | 1 Safety Awareness Campaign/ Briefing Session conducted     | 1 Safety Awareness Campaign/ Briefing Session conducted     | 1 Safety Awareness Campaign/ Briefing Session conducted     |
|                                                                                          |                                                                                                                        | CS 10   | % Implementation of OHS Recommendations from inspections and investigations                                                       | 100%          | 2      | a) List of Recommendations for the quarter<br>b) Summary Report from OHS Manager                                                                   | 100% of OHS Recommendations due for the quarter implemented | 100% of OHS Recommendations due for the quarter implemented | 100% of OHS Recommendations due for the quarter implemented | 100% of OHS Recommendations due for the quarter implemented |
|                                                                                          |                                                                                                                        | CS 11   | Date of conducting OHS Baseline Risk Assessment                                                                                   | 31-Dec-23     | 2      | a) Baseline Risk Register signed by DCM                                                                                                            | N/A                                                         | OHS Baseline Risk Assessment conducted                      | N/A                                                         |                                                             |
|                                                                                          |                                                                                                                        | CS 12   | Number of reports submitted by Occupational Health Clinic to Council                                                              | 4             | 2      | a) Quarterly reports with statistical analysis of occupational health services rendered                                                            | 1 Occupational Health Clinic Report                         | 1 Occupational Health Clinic Report                         | 1 Occupational Health Clinic Report                         | 1 Occupational Health Clinic Report                         |

**PERFORMANCE SCORECARD 2023/2024**  
**DEPUTY CITY MANAGER CORPORATE SERVICES**

| STRATEGIC OBJECTIVE                                                                                            | IDP STRATEGY                                                                                                     | KPI NO.                                                                               | KEY PERFORMANCE INDICATOR                                                                                                                       | ANNUAL TARGET      | WEIGHT                                                                                        | AUDIT EVIDENCE REQUIREMENT                                                                                                            | Q1                                                                                                | Q2                                                      | Q3                                                                    | Q4                                                      |
|----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|---------------------------------------------------------|-----------------------------------------------------------------------|---------------------------------------------------------|
|                                                                                                                |                                                                                                                  |                                                                                       |                                                                                                                                                 |                    |                                                                                               |                                                                                                                                       | 01 JUL - 30 SEPT                                                                                  | 01 OCT - 31 DEC                                         | 01 JAN - 31 MAR                                                       | 01 APR - 30 JUN                                         |
| Information and Communication Technology                                                                       |                                                                                                                  |                                                                                       |                                                                                                                                                 |                    |                                                                                               |                                                                                                                                       |                                                                                                   |                                                         |                                                                       |                                                         |
| 1.1.4 To promote municipal governance system that enhances and embraces the system of participatory Governance | 1.1.4.5 Effective and efficient ICT Systems enabling Informed decision making and communication                  | CS 13                                                                                 | An effective ICT Systems that enables efficient decision making and communication to support a sound and effective governance                   | 90% (Average)      | 3                                                                                             | a) Monthly report to Council on system availability                                                                                   | 90% availability                                                                                  | 90% availability                                        | 90% availability                                                      | 90% availability                                        |
|                                                                                                                |                                                                                                                  | CS 14                                                                                 | Number of ICT Steering Committee Meetings held                                                                                                  | 10                 | 3                                                                                             | a) Agenda<br>b) Steering Committee Minutes                                                                                            | 3 ICT Steering Committee meetings:                                                                | 2 ICT Steering Committee meetings                       | 2 ICT Steering Committee meetings                                     | 3 ICT Steering Committee meetings                       |
| 1.1.6 To bring the organisation to an enabled risk maturity level                                              | 1.1.6.1 Implementation and maintenance of an efficient Enterprise Risk Management system and Business Continuity | CS 15                                                                                 | % completion of Action Plans for each quarter as documented in the strategic risk register for Corporate Services                               | 100%               | 3                                                                                             | a) Updated risk register<br>b) Sign-off document as proof of endorsement by DCM<br>c) Executive summary report on achievements by CRO | 100% completion of Action Plans due for the quarter                                               | 100% completion of Action Plans due for the quarter     | 100% completion of Action Plans due for the quarter                   | 100% completion of Action Plans due for the quarter     |
|                                                                                                                |                                                                                                                  | CS 16                                                                                 | % implementation of further Action plans contained in the OHS Risk register                                                                     | 100%               | 3                                                                                             | a) Updated risk register<br>b) Sign-off document as proof of endorsement by DMM                                                       | 100% completion of Action Plans due for the quarter                                               | 100% completion of Action Plans due for the quarter     | 100% completion of Action Plans due for the quarter                   | 100% completion of Action Plans due for the quarter     |
|                                                                                                                |                                                                                                                  | CS 17                                                                                 | % implementation of further action plans contained in the ICT Risk register                                                                     | 100%               | 3                                                                                             | a) Updated risk register<br>b) Sign-off document as proof of endorsement by DMM                                                       | 100% completion of Action Plans due for the quarter                                               | 100% completion of Action Plans due for the quarter     | 100% completion of Action Plans due for the quarter                   | 100% completion of Action Plans due for the quarter     |
| 1.1.7 To ensure reliability and maintain independence of internal audit activities                             | 1.1.7.2 Effective and value adding internal audit activity                                                       | CS 18                                                                                 | % implementation of previously raised Internal Audit recommendations within Corporate Services Department                                       | 100%               | 3                                                                                             | a) Quarterly Register of Findings from Internal Audit with status of progress on implementation plans(Quarterly follow-up reports)    | 100% implementation of IA recommendations due within Q4                                           | 100% implementation of IA recommendations due within Q1 | 100% implementation of IA recommendations due within Q2               | 100% implementation of IA recommendations due within Q3 |
|                                                                                                                |                                                                                                                  | CS 19                                                                                 | % Resolution of 2022/23 AG findings in the overall AG Action Plan                                                                               | 100%               | 3                                                                                             | a) Quarterly Report on the resolution of AG findings by CAE                                                                           | N/A                                                                                               | N/A                                                     | 50% of AG findings resolved                                           | 100% of AG findings resolved                            |
| KPA: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION (11 KPIs = 35%)                                    |                                                                                                                  |                                                                                       |                                                                                                                                                 |                    |                                                                                               |                                                                                                                                       |                                                                                                   |                                                         |                                                                       |                                                         |
| 4.1.1 To create an appropriate organisational climate that will attract and ensure retention of staff          | 4.1.1.4 Develop an effective training and development strategy and programs                                      | CS 20                                                                                 | Date of submitting signed Performance Plans for all employees below section 56 Managers (Level 14 upwards) within Corporate Services Department | 31-Jul-23          | 3                                                                                             | a) Signed Performance Plans<br>b) Proof of submission to PMS Unit                                                                     | 2023/24 Performance Plans fro employee below section 56 Managers signed and submitted to PMS Unit | N/A                                                     | N/A                                                                   | N/A                                                     |
|                                                                                                                |                                                                                                                  | CS 21                                                                                 | Number of Performance Assessments for employees below section 56 Managers conducted within Corporate Services Department                        | 2                  | 2                                                                                             | a) Assessment Report<br>b) Attendance Register                                                                                        | 2022/23 Annual Performance Assessments conducted by 31 August 2023                                | N/A                                                     | 2023/24 Mid-Year Performance Assessments conducted by 31 January 2024 | N/A                                                     |
| 4.1.1 To create an appropriate organisational climate that will attract and ensure retention of staff          | 4.1.1.1 Review and implement the attraction, recruitment and retention strategies.                               | CS 22                                                                                 | Percentage filling of critcal funded vacant positions                                                                                           | 100% (Cummulative) | 3                                                                                             | a) Approved organogram<br>b) Letters of appointments                                                                                  | 5% of funded critical vacancies                                                                   | 20% of funded critical vacancies                        | 50% of funded critical vacancies                                      | 100% of funded critical vacancies                       |
|                                                                                                                |                                                                                                                  | CS 23                                                                                 | % retention of staff from level 15 upwards                                                                                                      | 90% (Average)      | 2                                                                                             | a) HR Report with supporting calculations                                                                                             | 90%                                                                                               | 90%                                                     | 90%                                                                   | 90%                                                     |
|                                                                                                                |                                                                                                                  | CS 24                                                                                 | Percentage of working days that section 56/57 positions are filled by permanent staff                                                           | 90% (Average)      | 2                                                                                             | a) HR Report with supporting calculations                                                                                             | 90%                                                                                               | 90%                                                     | 90%                                                                   | 90%                                                     |
|                                                                                                                | 4.1.1.2 Review and implement Employment Equity Policy                                                            | CS 25                                                                                 | Number of women employed by the municipality (New appointments)                                                                                 | 20                 | 2                                                                                             | a) Advert<br>b) Appointmnet letters                                                                                                   | 5                                                                                                 | 5                                                       | 5                                                                     | 5                                                       |
|                                                                                                                |                                                                                                                  | CS 26                                                                                 | Number of Youth employed by the municipality (New appointments)                                                                                 | 20                 | 2                                                                                             | a) Advert<br>b) Appointmnet letters                                                                                                   | 5                                                                                                 | 5                                                       | 5                                                                     | 5                                                       |
|                                                                                                                |                                                                                                                  | CS 27                                                                                 | Disability related programmes (workshops/awareness campaigns)                                                                                   | 4                  | 2                                                                                             | a) Agenda<br>b) Attendance register                                                                                                   | 1                                                                                                 | 1                                                       | 1                                                                     | 1                                                       |
|                                                                                                                | 4.1.1.3 Review and Implement EAP Policy and plans                                                                | CS 27                                                                                 | Number of Employee Assistance Programmes (EAP) implemented                                                                                      | 3                  | 3                                                                                             | a) Registration forms                                                                                                                 | N/A                                                                                               | 1 EAP Programme implemented                             | 1 EAP Programme implemented                                           | 1 EAP Programme implemented                             |
|                                                                                                                | 4.1.1.4 Develop an effective training and development strategy and programs                                      | CS 28                                                                                 | Date of submission of Workplace Skills Plan (WSP)                                                                                               | 30-Jun-23          | 2                                                                                             | a) Proof of submission                                                                                                                | N/A                                                                                               | N/A                                                     | N/A                                                                   | WSP Submitted to LGSETA by 30 April                     |
| CS 29                                                                                                          |                                                                                                                  | Number of training programmes provided as implementation of the Workplace Skills Plan | 10                                                                                                                                              | 3                  | a) Attendance register for training provided<br>b) Programme and report on the programme held | 3 Training Programmes provided                                                                                                        | 2 Training Programmes provided                                                                    | 2 Training Programmes provided                          | 3 Training Programmes provided                                        |                                                         |

**PERFORMANCE SCORECARD 2023/2024**  
**DEPUTY CITY MANAGER CORPORATE SERVICES**

| STRATEGIC OBJECTIVE                                                                                           | IDP STRATEGY                                                                              | KPI NO. | KEY PERFORMANCE INDICATOR                                                                                                                                                          | ANNUAL TARGET | WEIGHT | AUDIT EVIDENCE REQUIREMENT                                                                           | Q1                                                | Q2                                                                | Q3                                                                                                                            | Q4                                                                   |
|---------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------|------------------------------------------------------------------------------------------------------|---------------------------------------------------|-------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|
|                                                                                                               |                                                                                           |         |                                                                                                                                                                                    |               |        |                                                                                                      | 01 JUL - 30 SEPT                                  | 01 OCT - 31 DEC                                                   | 01 JAN - 31 MAR                                                                                                               | 01 APR - 30 JUN                                                      |
|                                                                                                               | 4.1.1.5 Create and maintain sound labour relations between employer and employees         | CS 30   | Number of Local Labour Forums (LLF) Meetings held                                                                                                                                  | 10            | 3      | a) Copy of monthly agenda and minutes of the LLF meetings<br>b) Attendance register for LLF meetings | 3 LLF meetings                                    | 2 LLF meetings                                                    | 2 LLF meetings                                                                                                                | 3 LLF meetings                                                       |
|                                                                                                               |                                                                                           | CS 31   | Number of labour relations training sessions                                                                                                                                       | 3             | 3      | a) Attendance register<br>b) Copy of training material                                               |                                                   | 1 Supervisory training                                            | 1 Shop steward training                                                                                                       | 1 Conflict Management training                                       |
|                                                                                                               | 4.1.1.6 Maintenance of an organisational structure in line with organisational objectives | CS 32   | Annual review of the municipal organogram/structure by 30 June 2024                                                                                                                | 30-Jun-24     | 3      | a) Proof of amendment/ implementation of Council resolutions<br>b) Quarterly report                  | N/A                                               | Signed Job descriptions for all posts in the organogram structure | Change Management training to Managers<br><br>Consultation with relevant stakeholders on Job Evaluation and Municipal Grading | Submit annual review of organogram/structure to Council for Adoption |
| <b>KPA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT (5 KPIs = 14%)</b>                                       |                                                                                           |         |                                                                                                                                                                                    |               |        |                                                                                                      |                                                   |                                                                   |                                                                                                                               |                                                                      |
| 5.2.1 Sustainable Financial management (Expenditure and Revenue)                                              | 5.2.1.6 Apply adequate financial management methodologies                                 | CS 33   | % Capital expenditure of approved projects co-ordinated and facilitated by by the CS Department                                                                                    | 100%          | 3      | a) Expenditure report                                                                                | 5% expenditure:                                   | 15% expenditure                                                   | 60% expenditure                                                                                                               | 100% expenditure                                                     |
|                                                                                                               |                                                                                           | CS 34   | % of Budget Spent on Workplace Skills Plan up to 30 June 2024                                                                                                                      | 95%           | 3      | a) Copy of report<br>b) Invoices for training sessions                                               |                                                   | 50% Spend against annual budget                                   | 75% Spend against annual budget                                                                                               | 95% Spend against annual budget                                      |
|                                                                                                               |                                                                                           | CS 35   | % Operating Budget spent on implementing Workplace Skills Plan                                                                                                                     | 1%            | 3      | a) Copy of report<br>b) SARS EMP 201 forms                                                           | 1% of Quarterly Payroll budget spent              | 1% of Quarterly Payroll budget spent                              | 1% of Quarterly Payroll budget spent                                                                                          | 1% of Quarterly Payroll budget spent                                 |
| 5.3.1 Supply Chain Management                                                                                 | 5.3.1.2 Accurate contracts and logistics management                                       | CS 36   | % of departmental contracts managed in compliance with section 116 of MFMA (Contracts must be in place and monitored, variations must be approved through necessary proceses, etc) | 100%          | 2      | a) Quarterly contract management report signed by DCM                                                | 100% of contracts in compliance with S116 of MFMA | 100% of contracts in compliance with S116 of MFMA                 | 100% of contracts in compliance with S116 of MFMA                                                                             | 100% of contracts in compliance with S116 of MFMA                    |
|                                                                                                               | 5.3.1.1 Demand and acquisition management                                                 | CS 37   | Date of submitting Procurement Plan                                                                                                                                                | 30-Jun-24     | 2      | a) Proof of procurement plan submission                                                              | N/A                                               | N/A                                                               | N/A                                                                                                                           | Procurement Plan for 2024/2025 submitted to SCM                      |
| Signed off by the DCM CS:  |                                                                                           |         |                                                                                                                                                                                    |               |        |                                                                                                      |                                                   |                                                                   |                                                                                                                               |                                                                      |
| Date: 17/10/2023                                                                                              |                                                                                           |         |                                                                                                                                                                                    |               |        |                                                                                                      |                                                   |                                                                   |                                                                                                                               |                                                                      |
| Signed by the CITY MANAGER:                                                                                   |                                                                                           |         |                                                                                                                                                                                    |               |        |                                                                                                      |                                                   |                                                                   |                                                                                                                               |                                                                      |
| Date:                                                                                                         |                                                                                           |         |                                                                                                                                                                                    |               |        |                                                                                                      |                                                   |                                                                   |                                                                                                                               |                                                                      |