ANNEXURE A1

PERFORMANCE PLAN

CHIEF FINANCIAL OFFICER
(DEPUTY CITY MANAGER FINANCIAL SERVICES)

UMHLATHUZE MUNICIPALITY

This plan defines the Council's expectations of the Chief Financial Officer (CFO) in accordance with the Chief Financial Officer's 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 (CM) (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 key performance areas (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 2023 to 30 June 2024.

Signed and accepted by the **Chief Financial Officer (CFO)**:.. Date: 31/07/2023

Signed by the City Manager (CM) on behalf of Council: .... Date: 31/07/2023

1. POSITION PURPOSE

To perform all the duties and functions of the Chief Financial Officer (CFO) as required by the relevant legislation or reasonably stipulated by the CM, 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 Chief Financial Officer and to ensure compliance with all of the key performance areas as set out in the contract of employment between the Council and the Chief Financial Officer.

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 CFO's 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 CFO's performance since they have worked closely with him on some or all aspects of his job.
3. The CFO 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 CFO to provide a self-rating for him/her for the mid-year assessment and the final assessment against the agreed objectives in the column provided in the KPA scorecard.**
5. The CFO 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 CFO scores and allow him 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 CFO's 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 CFO 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 CFO at this level. The appraisal indicates that the CFO 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 CFO 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 CFO 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 CFO 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 CFO has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The CFO 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 CFO on all Competencies will be based on the rating scale as reflected in section 4 of the performance plan.
12. The CM and the CFO to prepare and agree on a personal development plan (PDP) for addressing developmental gaps.
13. The CM and CFO 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.

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

All departments within the organisation are accountable for the successful fulfilment of IDP specific programmes listed under each of the above National Key Performance Areas.

The Chief Financial Officer is directly accountable for the following IDP Programmes directly linked to the IDP Framework as indicated in the IDP column of the scorecard:

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	1.1.1.4 Development and review of policies that will lead to improved service delivery and legislative compliance
		1.1.1.5 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 on service delivery	1.1.2.1 Monitor evaluate measure and review the performance of the municipality against indicators and targets set in the IDP
	1.1.6 To bring the organisation to an enabled risk maturity level	1.1.6.1 Implement and maintenance of a sound enterprise risk management
		1.1.6.2 Implement and maintenance of a sound fraud risk management system
		1.1.6.3 Implement and maintenance of business continuity management
	1.1.7 Ensure reliability and maintain independence of internal audit activity	1.1.7.2 Effective and value adding internal audit activity

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	4.1.1.2 Compliancy with Employment Equity Act
		4.1.1.3 Implement EAP programs that promote and support health and well-being of employees
		4.1.1.4 Improve Citizens Skills levels and education
		4.1.1.5 Create and maintain sound relationship between management and labour

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 compliance
		5.1.1.2 mSCOA compliant
		5.1.1.3 Review of all financial related policies
		5.1.1.4 Compliance with all MFMA and related local government financial legislation
	5.2.1 Sustainable Financial and supply chain Management	5.2.1.1 Provide continuous Internal Communication 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 Demand and acquisition management
		5.2.1.6 Contracts and Logistics management
		5.2.1.7 Apply adequate financial management methodologies

4. FUNCTIONAL KEY PERFORMANCE AREA SCORECARD

Refer to a separate document reflecting the Key Performance Area Scorecard, **Appendix A1 on DMS 1603622**.

The ratings attached to this section will impact on the final performance score in terms of the outputs/outcomes (performance indicators) identified in the KPA scorecard 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 CHIEF FINANCIAL OFFICER

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 1609297**.

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 Performance Assessment Rating Calculator)

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

PERFORMANCE SCORECARD 2022/2023
CHIEF FINANCIAL OFFICER

DEPARTMENT OF THE CHIEF FINANCIAL OFFICER 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 Targets	Q2 Targets	Q3 Targets	Q4 Targets
							01 JUL - 30 SEPT	01 OCT - 31 DEC	01 JAN - 31 MAR	01 APR - 30 JUN
KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION (6 KPIs = 18%)										
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	FS 1	% Implementation of OHS Recommendations from inspections and investigations.	100%	3	a) List of Recommendations for the quarter 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
		FS 2	Date of conducting OHS Baseline Risk Assessment	31-Dec-23	3	a) Baseline Risk Register signed by DCM	N/A	OHS Baseline Risk Assessment conducted	N/A	N/A
1.1.3 Ensure Institutionalisation of Batho Pele Culture	1.1.3.1 Implement a Service Charter to meet set standards	FS 3	Number of Batho Pele activities implemented in the Infrastructure Services Department	4	3	a) Pictorial evidence of door labels inserted b) Flyer/Poster for Awareness Campaign c) Proof of name tags procured d) Reviwed Service Standards	Door Labels for all Offices interted	Batho Pele Awareness Campaign conducted	Name tags for all departmental employees procured	Departmental Service Standards Reviewed
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	FS 4	% completion of Action Plans for each quarter as documented in the strategic risk register for Financial Services Department	100%	3	a) Updated risk register b) Sign-off document as proof of endorsement by DMM 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
1.1.7 To ensure reliability and maintain independence of internal audit activities	1.1.7.2 Effective and value adding internal audit activity	FS 5	% implementation of previously raised Internal Audit recommendations within Financial 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
		FS 6	% 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 FINANCIAL VIABILITY AND MANAGEMENT (25 KPIs = 76%)										
Expenditure: Budgeting and Reporting										
5.1.1 Compliance with financial legislation and policies	5.1.1.4 Compliance with all MFMA and relevant local government financial legislation	FS 7	Date of approval of the 2024/2025 budget by Council in terms of Sec.24 (1) of the MFMA	31-May-24	10	a) Copy of item to EXCO b) Copy of EXCO resolution noting or adopting budget time schedule	Key deadlines schedule to EXCO before 31 August 2023	N/A	Draft budget to Council for approval by 22 March 2024	Final budget to Council for approval by 30 May 2024
		FS 8	Date of conducting Mid-Year Financial Review of the 2023/2024 budget in terms of S.72 of the MFMA	25-Jan-24	5	a) Copy of 2023/2024 mid-year financial review or adjustments budget & item to Council in terms of the MFMA b) Copy of Council resolution approving the financial review and/or the adjustments budget	N/A	N/A	Mid-Year Financial Review by 25 January 2024	N/A
		FS 9	Number of financial reports submitted to the Mayor within 10 working days after end of each month in terms of S.71 of the MFMA.	12	5	a) Copies of monthly financial reports and item to Council and EXCO b) Copy of the resolutions taken by EXCO in respect of the reports submitted.	3 S71 Reports	3 S71 Reports	3 S71 Reports	3 S71 Reports
		FS 10	Submission of 2022/2023 financial statements to Auditor General by 31 August 2023 and submission of the Audit Report on 2022/2023 financial year to Council via the Audit Committee not later than 30 days after receipt from the Auditor General.	Submit AFS to AG by '31 August 2023 Submit 2022/2023 Audit Report to Council not later than 30 days after receipt from the Auditor General	3	a) Copy of item together with financial statements to Council/Audit committee b) Copy of C/Res in respect of the financial statements c) Evidence of submission of AFS to the AG. d) Copy of item together with financial audit report on 2020/2021 financial year to Council e) Copy of Council Res.	2022/2023 (AFS) Financial statements submitted to AG	2022/2023 AG Audit report submitted within 30 days of receipt from AG	N/A	N/A
		FS 11	Date of submiiting Departmental Annual Report and AFS for contribution to the Organziational Annual Report for submission to the AG.	31-Aug-23	3	a) Copy of AFS b) Copy of the financial component included in the Annual report	Departmental Annual Report and AFS submitted to PMS Unit	N/A	N/A	N/A

PERFORMANCE SCORECARD 2022/2023
CHIEF FINANCIAL OFFICER

STRATEGIC OBJECTIVE	IDP STRATEGY	KPI NO.	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIREMENT	Q1 Targets	Q2 Targets	Q3 Targets	Q4 Targets
							01 JUL - 30 SEPT	01 OCT - 31 DEC	01 JAN - 31 MAR	01 APR - 30 JUN
		FS 12	Date of submission of the 2024/25 Final SDBIP to the Mayor for approval in terms of Section 69 (3) of the MFMA	30-Jun-24	4	a) Copy of item together with SDBIP to Council and resolution b) Copy of C/Res adopting the Budget c) Copy of receipt of draft SDBIP by the Mayor.	N/A	N/A	Draft SDBIP prepared together with the draft 2024/2025 budget submitted to Exco by 30 April 2024	2024/25 Final SDBIP submitted to the Mayor within 14 days after budget approval
		FS 13	Quarterly SDBIP reports to the EXCO within 30 days after the end of each quarter.	4	3	a) Copy of item together with quarterly financial report to Exco/Council b) Copy of SAP accounting system figures to support quarterly SDBIP figures	1 SDBIP Report	1 SDBIP Report	1 SDBIP Report	1 SDBIP Report
		FS 14	Submission of monthly cash flow statement via the Finance Portfolio Committee to EXCO and Council together with creditors' age analysis.	12	2	a) Copy of monthly cash flow statement b) Copy of creditors age analysis c) Item to Finance Portfolio committee d) Copy of Item to EXCO/Council e) Copy of Council resolution	3 Monthly cash flow statements • Creditors paid <30 days • Salaries and wages < 7 days after month end	3 Monthly cash flow statements • Creditors paid <30 days • Salaries and wages < 7 days after month end	3 Monthly cash flow statements • Creditors paid <30 days • Salaries and wages < 7 days after month end	3 Monthly cash flow statements • Creditors paid <30 days • Salaries and wages < 7 days after month end
		FS 15	Number of reports on cash coverage submitted to Finance Portfolio, EXCO and Council.	12	2	a) Copy of item to the Finance Portfolio committee, EXCO and Council b) Copy of resolutions noting the report	3 Monthly Reports	3 Monthly Reports	3 Monthly Reports	3 Monthly Reports
		FS 16	Ensure that the Gearing Ratio is within the norm of 45%	45% Gearing Ratio	2	a) Copy of item to Portfolio or Exco and Council b) Copy of resolution	45% gearing ratio	45% gearing ratio	45% gearing ratio	45% gearing ratio
5.2.1 Sustainable Financial management (Expenditure and Revenue)	5.2.1.2 Asset Accounting Management	FS 17	% verification of assets	100%	2	a. Copy of item to the Finance Portfolio committee, EXCO and Council b. Copy of resolutions	N/A	N/A	75% assets verified	100% assets verified
		FS 18	Ensure that the remunaration as % of OPEX is within the norm of 25% - 40%	25% - 40% Remuneration Norm	3	a) Copy of calculation of the % of remunaration of OPEX	25% - 40%	25% -40%	25% - 40%	25% - 40%
Revenue										
5.1.1 Compliance with financial legislation and policies	5.1.1.3 Review of all financial related policies	FS 19	Date of review of revenue enhancement policies annually, i.e. Budget related Policies including (Rates and Tariffs, Bylaws, Credit control and Debt control Policies) and submit via the Finance Portfolio Committee to EXCO and Council for approval	30-Jun-24	3	a) Copy of the revised tariff and rates policies b) Copy of items with revised policies to the Finance Portfolio committee, EXCO and Council c) Copy of resolutions	N/A	N/A	Draft 2024/2025 Budget reflecting Tariffs changes	Submit Policies for approval to Council
	5.1.1.4 Compliance with all MFMA and relevant local government financial legislation	FS 20	Submission of monthly outstanding debtors' to the Mayor within 10 working days after month end in terms of S.71 of the MFMA	12	4	a) Copy of debtors' age analysis reflecting outstanding debtors. b) Item with supporting docs to the Council c) Copy of resolution	3 monthly outstanding debtors' report	3 monthly outstanding debtors' report	3 monthly outstanding debtors' report	3 monthly outstanding debtors' report
5.2.1 Sustainable Financial management (Expenditure and Revenue)	5.2.1.3 Accurate and timeous billing and receipting of revenue	FS 21	Revenue collected as a percentage of billed amount. (Collection Rate)	90% (Average)	3	a) Copies of monthly financial reports reflecting the percentage revenue collection rate and item to Council and EXCO in terms of the MFMA b) Copy of resolution	90% collection rate	90% collection rate	90% collection rate	90% collection rate
Supply Chain Management										
5.2.1 Sustainable Financial management (Expenditure and Revenue)	5.2.1.5 Accurate and timeous payments of creditors	FS 22	Quarterly SCM reports submitted to Council within 30 days of end of each quarter in terms of Council policy.	4	3	a) Copy of the quarterly SCM report b) Copy of item to Finance Portfolio Com with recommendations in terms of adherence to SCM policy c) Copy of Council resolution	1 SCM Report	1 SCM Report	1 SCM Report	1 SCM Report
		FS 23	Number of stcok count reports submitted to Council (Annual stock count for 2021/2022 financial year by 30 August 2022, and quarterly report on stock counts for the 2023/24 FY)	4	3	a) Copy of annual stock count report of 2022/2023 b) Copy of items to Council c) Copy of Council resolutions	Annual stock count report for 2022/2023 by 30 August 2023	Quarter 1 report on stock count for 2023/2024	Quarter 2 report on stock count for 2023/2024	Quarter 3 report on stock count for 2023/2024
		FS 24	Improved average turnaround of tender procurement processes in accordance with the procurement plan by 30 June 2024	16 weeks (Average turnover)	2	a) Tenders approved by the Bid Adjudication Committee.	16 weeks average	16 weeks	16 weeks	16 weeks
5.3.1 Supply Chain Management	5.3.1.2 Accurate contracts and logistics management	FS 25	% 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%	1	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

STRATEGIC OBJECTIVE	IDP STRATEGY	KPI NO.	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIREMENT	Q1 Targets	Q2 Targets	Q3 Targets	Q4 Targets
							01 JUL - 30 SEPT	01 OCT - 31 DEC	01 JAN - 31 MAR	01 APR - 30 JUN
Financial Management										
5.1.1 Compliance with financial legislation and policies	5.1.1.3 Review of all financial related policies	FS 26	Annual revision of expenditure management policies, i.e. the Investment and Cash Management Policy, Credit and Debt Control Policy and the Indigent Policy	30-Jun-24	2	a) Copy of the revised Investment and Cash policy b) Copy of item with revised policy c) Copy of Council resolution	Report on the policies reviewed in June 2021.	Report progress on number of policies reviewed	Report progress on number of policies reviewed	Review policies in June for the next financial year
	5.1.1.4 Compliance with all MFMA and relevant local government financial legislation	FS 27	Monthly Grant reports on all DORA reportable grants received to the Municipal Manager within 10 days after receipt of payment from National Treasury	12	2	a) Copy of monthly grant reports on all DORA reportable grants	3 monthly Grant reports included in Section 71 report	3 monthly Grant reports included in Section 71 report	3 monthly Grant reports included in Section 71 report	3 monthly Grant reports included in Section 71 report
		FS 28	Report on the investment register with details of investment, period, interest rate and term within 30 days after month via the Finance Portfolio Committee	4	2	a) Copy of register and investments in quarterly financial report to Finance Portfolio Com b) Copy of Promis accounting system figures to support quarterly investment figures c) Copy of item to the Council	Quarterly report on the investment register with details of investment	Quarterly report on the investment register with details of investment	Quarterly report on the investment register with details of investment	Quarterly report on the investment register with details of investment
		FS 29	Report all loans within 30 days after month via the Finance Portfolio Committee as part of the quarterly financial reports.	4	3	a) Copy of report with details of all loans as part of the item included in quarterly report to Finance Portfolio Com b) Copy of Promis figures aligned to the loans register to support loan figures in the report c) Copy of item to the Council	Quarterly report of details of all loans	Quarterly report of details of all loans	Quarterly report of details of all loans	Quarterly report of details of all loans
5.2.1 Sustainable Financial management (Expenditure and Revenue)	5.2.1.2 Asset Accounting Management	FS 30	Date of submitting Asset Registerfigures to AG as part of the 2022/23 Annual Financial Statements	31-Aug-23	2	a) Copy of asset register b) Copy of AFS c) Copy of submission to the Auditor General	Asset Register figures to AG	N/A	N/A	N/A
	5.2.1.6 Apply adequate financial management methodologies	FS 31	Percentage of Capital Budget on Finance departments' projects.	100% (Cummulative)	2	a) Statutory SDBIP Component 5 report to Council indicating Capital Expenditure	20,2% capital budget spent	44% capital budget spent	62,1% capital budget spent	100% capital budget spent
Total KPA Weighting					**100**					
KPA: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION (2 KPIs = 06%)										
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	FS 32	Date of submitting signed Performance Plans for all employees below section 56 Managers (Level 14 upwards) within Financial Services Department	31-Jul-23	3	a) Signed Performance Plans 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
		FS 33	Number of Performance Assessments for employees below section 56 Managers conducted within Financial Services Department	2	3	a) Assessment Report 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

Sign off by CFO:.................................... **Date:** 31/7/23

Signed by the CITY MANAGER:.................................... **Date:** 31/07/2023