

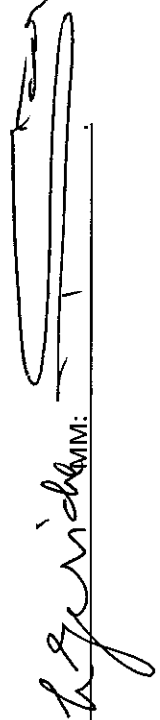
Adjustment Performance Plan

Director: Economic Development and Planning

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The Performance Plan sets out:

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

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KEY PERFORMANCE INDICATORS

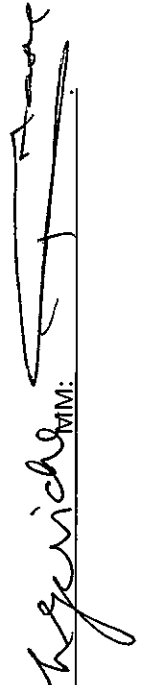
The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for **eighty percent** of the total employee assessment score.

Ref No	National Key Performance Area	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target				Weight
					Q1	Q2	Q3	Q4	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Building Control	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	90%	90%	90%	90%	4
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: LED & Tourism	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	90%	90%	90%	90%	4
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Town Planning	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	90%	90%	90%	90%	4
TL48	Municipal Transformation and Institutional Development	Submit the reviewed Spatial Development Framework (SDF) to Council by 31 March 2022	Spatial Development Framework (SDF) submitted to Council	1	0	0	1	0	5
TL49	Local Economic Development	Submit the reviewed Local Economic Development (LED) Implementation Plan to Council by 31 March 2022	LED Implementation Plan submitted to Council	New KPI	1	0	1	0	5

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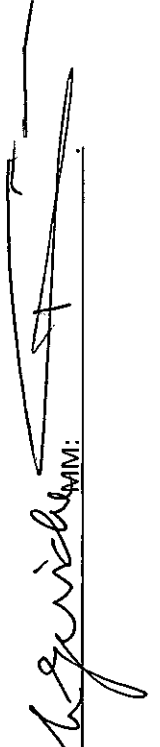
Annexure A 2021/22

Ref No	National Key Performance Area	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target	Targets				Weight
						Q1	Q2	Q3	Q4	
TL50	Municipal Transformation and Institutional Development	Develop a House and Spaza Shop Policy and submit to Council by 31 March 2022	House and Spaza Shop Policy submitted to Council	New KPI	1	0	0	1	0	5
TL51	Municipal Transformation and Institutional Development	Review the system of delegation to SPLUMA and submit to Council 31 March 2022	System of delegation to SPLUMA submitted to Council	New KPI	1	0	0	1	0	5
TL52	Municipal Transformation and Institutional Development	Review the criteria of the structure, Terms of Reference and appointment of members of the Municipal Planning Tribunal and submit to Council 31 March 2022	Criteria submitted to Council	New KPI	1	0	0	1	0	5
TL53	Municipal Transformation and Institutional Development	Submit the Zoning By-Law to Council by 30 June 2022	Zoning By-Law submitted to Council	New KPI	1	0	0	0	1	5
TL54	Municipal Transformation and Institutional Development	Review the Planning By-law and submit to council by 31 December 2021	Planning By-law submitted to Council	1	1	0	1	0	0	5
D314	Good Governance and Public Participation	Sign performance agreements with all direct reportees by 30 September 2021	Number of direct reportees with performance agreements	New Key Performance Indicator 2021/22	3	3	0	0	0	5
D316	Good Governance and Public Participation	Submit bi-monthly Health and Safety committee minutes to ensure the safety of all personnel and to protect the municipality from legal actions to the Health and Safety Committee	Number of reports submitted to the Health and Safety Committee	6	6	2	1	1	2	4

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Annexure A 2021/22

Ref No	National Key Performance Area	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target	Targets				Weight
						Q1	Q2	Q3	Q4	
D317	Good Governance and Public Participation	Conduct a Risk Assessment for the Directorate by 31 March 2022	Number of Risk assessment conducted	1	1	0	0	1	0	5
D318	Good Governance and Public Participation	Report quarterly on the corrective measures implemented to reduce the top 10 risk areas within the department to the official responsible for risk management	Number of risk management reports submitted	2	4	1	1	1	1	5
D319	Good Governance and Public Participation	Respond to requests from Internal Audit within 3 working days	% of requests responded to	90%	90%	90%	90%	90%	90%	5
D320	Good Governance and Public Participation	Spend 90% of the capital budget for the Directorate by 30 June (including shadow balances for first 3 quarters)	% budget spent	90%	95%	10%	40%	60%	95%	4
D321	Basic Service Delivery	Finalise 85% building plan decisions within 4 working days after receipt of the recommendation from the building control officer.	% decisions finalised within 4 working days	New Key Performance Indicator 2021/22	85%	85%	85%	85%	85%	5

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COMPETENCIES

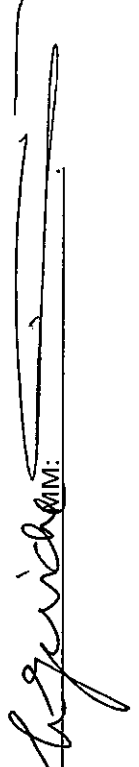
The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for **twenty percent** of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
Strategic direction and leadership	<p>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes:</p> <ul style="list-style-type: none"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness 	1.67
People management	<p>Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes:</p> <ul style="list-style-type: none"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management 	1.67
Programme and project management	<p>Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes:</p> <ul style="list-style-type: none"> • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation 	1.67
Financial management	<p>Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes:</p> <ul style="list-style-type: none"> • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery 	1.67

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Competency	Definition	Weight
Change leadership	<p>Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes:</p> <ul style="list-style-type: none"> • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation 	1.67
Governance leadership	<p>Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships. It includes:</p> <ul style="list-style-type: none"> • Policy formulation • Risk and compliance management • Cooperative governance 	1.67
Moral competence	<p>Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.</p>	1.67
Planning and organising	<p>Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.</p>	1.67
Analysis and innovation	<p>Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.</p>	1.67
Knowledge and information management	<p>Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government</p>	1.67
Communication	<p>Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.</p>	1.67
Results and quality focus	<p>Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.</p>	1.67

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