

## AMENDMENT OF KPI's AND TARGETS FOR THE 2023/2024 FINANCIAL YEAR

### 1. Directors

#### 1.1. ALL DIRECTORS

Change or add the following KPI's and/or targets:

SMS Reference	Key Performance Indicator	Description of Unit of Measurement	Target	Reason
-	<del>% of capital budget spent</del> Spend 95% of the capital budget by the end of June	% of capital budget spent <u>by end of June</u>	95%	Applied the SMART principle
-	<del>Average % completion of capital projects</del>	<del>% completion of capital projects</del>	95%	Capital projects are already measured through the spending of the capital budget
-	<del>% of operating budget spent</del> Spend 90% of the operating budget by the end of June	% of operating budget spent <u>by end of June</u>	90%	Applied the SMART principle
-	<del>Ensure that 95% of planned training sessions according to the Workplace Skills Plan realised</del> <u>by the end of June</u>	% of planned training sessions <u>realised by the end of June</u>	<del>100%</del> 95%	Applied the SMART principle
-	<del>% of due council decisions initiated</del> Initiate/Implement 100% of council decisions monthly	% of <del>due</del> council decisions <u>initiated/implemented monthly</u>	100%	Applied the SMART principle
-	<del>Ensure that Number of monthly performance assessments are held and reconciliation of departmental records of expenditure with finance records done</del>	Number of performance assessments <u>held</u>	11	Applied the SMART principle
-	<del>Complete Departmental input to the annual report</del> <u>on the AR Framework annually by end of October submitted by due date</u>	<u>Percentage of Number of inputs completed submitted annually by end of October due date,....</u>	<del>+</del> 100%	Applied the SMART principle

-	<del>Submit B</del> udget requests <del>provided to the financial department in accordance with the budget time schedule by end of October</del>	Number of budget requests <del>provided submitted by end of October</del>	1	Applied the SMART principle
-	Number of written warnings received from <del>the municipal manager by the end of June</del>	Number of written warnings received <del>by the end of June</del>	0	Applied the SMART principle
-	<del>Ensure that 90% of employment opportunities applied for appropriate equity appointments new appointments comply with the employment equity targets</del>	<del>% of new appointments comply with the of employment opportunities targets</del>	<del>100%90%</del>	Applied the SMART principle
-	<del>% compliance with SCM policy with the exception of approved deviations</del>	<del>% compliance with SCM policy</del>	<del>100%</del>	KPI not SMART
-	<del>% of internal audit queries for which an action plan was submitted within 10 working days</del>	<del>% internal audit queries</del>	<del>100%</del>	KPI not SMART
-	<del>% of internal <u>audit</u> actions implemented within <u>agreed time frame by 30 June</u></del>	<del>% of internal <u>audit</u> actions implemented <u>within agreed time frame by 30 June</u></del>	100%	Applied the SMART principle
-	<del>% of Auditor General's findings implemented <u>within agreed time frame by 30 June</u></del>	<del>% of Auditor General's findings implemented <u>within agreed time frame by 30 June</u></del>	100%	Applied the SMART principle
-	<del>Confirmations of risk assessment done</del> Complete bi-annual departmental risk assessments	Number of risk assessments <del>done</del> completed by 30 June	2	Applied the SMART principle
-	<del>% of Risk Action Plans implemented in accordance with the agreed time frame by 30 June</del>	<del>% of Risk Action Plans implemented in accordance with the agreed time frame by 30 June</del>	100%	Applied the SMART principle
-	<del>Chief Risk Officer / Internal Audit informed of any newly identified risks</del>	Number of identified risks	+	<del>Delete KPI.</del> Information is communicated
-	<del>Chief Risk Officer / Internal Audit informed of any changes in work procedures</del>	Number of changes identified	+	

-	<del>Chief Risk Officer / Internal Audit informed of any incidents where controls have failed (loss control register update)</del>	Number of controls that failed	<del>1</del>	<u>during bi-annual risk workshops</u>
-	<u>Ensure that Number of monthly invocoms are held</u>	Number of invocoms held	10	Applied the SMART principle
-	<del>eAverage duration of vacancies after decision was taken by management to fill the post</del> <u>Fill vacancies within 6 months after decision was taken by management to fill the post</u>	Number of months	<del>3</del> <u>6</u>	Applied the SMART principle
-	<u>Monitor % of the percentage of person days lost per month due to sick leave</u>	% of person days lost per month due to sick leave	4%	
-	<del>Number of Full Time Equivalent (FTE's) for the financial year</del>	<del>Number of FTE's for the whole organisation</del>	<del>131</del>	Delete KPI and monitor only the number of EPWP work opportunities created
-	<u>Monitor the Number of EPWP work opportunities created during the financial year by 30 June</u>	Number of work opportunities created <u>by 30 June</u>	296	Applied the SMART principle
-	<u>Complete A-a condition assessment and a review of the remaining useful life of all assets in the department done and submit a certification in this regard provided to the Head Asset Management within the first week after the financial year end</u>	Number of <del>assessments done</del> <u>certifications submitted to the Head Asset Management within the first week after the financial year end by end of June</u>	1	Applied the SMART principle
-	<u>Report A all moveable assets quarterly that became unusable or that were lost or stolen reported immediately quarterly in the prescribed manner to the Head: Asset Management</u>	Number of <u>quarterly assets that became unusable or that were lost or stolen reported reports submitted to the Head: Asset Management</u>	<del>1</del> <u>4</u>	Ensure that all moveable assets are reported more frequently
-	<u>Submit a plan of A all planned communication activities for the next financial year in terms of the Communication Strategy submitted to the</u>	Number of communication <u>activities plan</u> submitted by June	1	Applied the SMART principle

	<u>Director Corporate Services Communication Officer by end of June</u>			
-	<u>Submit Number</u> of quarterly reports on all communication activities undertaken by the <del>department-directorate</del> submitted to the <u>Director Corporate Services Communication Officer</u>	Number of reports submitted	4	Applied the SMART principle
-	<u>Ensure that All</u> safety clothing <u>are</u> issued <u>by the end of March</u>	% of safety clothing issued	<u>± 100%</u>	Applied the SMART principle
-	<u>Spend 100% spending</u> of <u>operational and capital grants</u> <u>by the end of June</u>	% spending of grants	100%	Applied the SMART principle
-	<u>Submit Projected-projected</u> tariff increases determined for the <u>new</u> budget <u>of the new financial year annually by end of October</u>	Number of tariff increases submitted <u>by end of October</u>	1	
-	<u>Submit Due date for last</u> all capital payment invoices and payment certificates <u>unbundling packs with all outstanding invoices annually to be submitted to the Finance Department by 10 July</u>	<u>Number of last capital invoices submitted by due date</u> <u>All unbundling packs (including as built's etc) must be submitted to Asset and Fleet due the due date. The % is measured by dividing the total of the evidence in the unbundling pack to the total of each capital expenditure vote. Missing information will result in an unbundling pack value of Rnil. If information was submitted but unclear, the pack will be measured at full value.</u>	<u>± 100%</u>	<u>Aligned to AFS strategy implemented since 2023</u>
-	<u>Submit Training-training</u> needs <u>for</u> of staff <u>identified and provided</u> to HR at meetings held with all departments during November annually	Training needs provided by November	1	Applied the SMART principle

## 1.2. Municipal Manager

Change or add the following KPI's and/or targets:

SMS Reference	Key Performance Indicator	Description of Unit of Measurement	Target	Reason
D723	<del>Hold a Annual annual</del> event with local business <del>held before the end of June</del>	Number of events held	1	Applied the SMART principle
D724	<del>Spend 90% of the LED funds actually spent by end of June</del>	% of the LED funds spent	90%	Applied the SMART principle
D725	<del>Hold Number of</del> monthly management meetings <del>held</del>	Number of meetings held	10	Applied the SMART principle
D726	<del>Monitor the Number-number</del> of appeals <del>monthly</del> against the municipality regarding the awarding of tenders that were upheld	Number of appeals	0	Applied the SMART principle
D727	<del>Ensure that Number of</del> monthly performance <del>review sessions are held and financial assessments done</del>	Number of <del>assessments performance review sessions</del> done	11	Applied the SMART principle
D728	<del>Table the</del> Annual Report as required by MFMA (121) <del>to Council tabled</del> annually <del>by end of January</del>	<del>Number of</del> Annual report <del>submitted-tabled to Council</del> within timeframe	1	Applied the SMART principle
D729	<del>Submit the</del> Annual Report <del>to Council</del> as required by <del>section 129 of the MFMA (121) for approved approval</del> annually <del>by end of March</del>	<del>Number of</del> Annual reports <del>submitted to council for approval approved</del> within timeframe	1	Applied the SMART principle
D730	<del>Implement 100% of due</del> council decisions <del>initiated quarterly</del>	% of <del>due</del> council decisions <del>initiated implemented</del>	100%	Applied the SMART principle
<del>D731</del>	<del>Number of months that the IDP / Budget process schedule were checked</del>	<del>Number of months that the IDP / Budget process were monitored</del>	<del>10</del>	Delete KPI as IDP/Budget Time schedule is a standing item on the management committee agenda and therefore are monitored monthly

D732	<del>Annual</del> Review of the macro structure <u>completed annually</u>	Macro structure <del>completed</del> <u>within timeframe reviewed annually</u>	1	Applied the SMART principle
D733	% of issues raised by the Auditor-General in an audit report addressed <u>by 30 June</u>	% of issues addressed <u>by 30 June</u>	100%	
D734	<del>Submit</del> Training needs of staff <del>identified and provided</del> to HR at meetings held with all departments during November annually	Training needs provided by November	1	Applied the SMART principle
D735	<del>% of capital budget spent</del> <u>Spend 95% of capital budget by the end of June</u>	% of capital budget spent	95%	Applied the SMART principle
D736	<del>Create</del> <u>Number of 150 jobs created</u> through Municipality's capital projects (contracts > R200 000) <u>by 30 June</u>	Number of jobs created <u>by 30 June</u>	150	Applied the SMART principle
New	Conduct a formal performance evaluation of the Section 57 managers in terms of their signed performance agreements annually	Number of performance evaluations completed	1	

### 1.3. Director Infrastructure and Civil Engineering Services

Change or add the following KPI's and/or targets:

SMS Reference	Key Performance Indicator	Description of Unit of Measurement	Target	Reason
D711	<del>% Total water losses</del> <u>Manage the total % of water losses annually within the National Treasury norm annually by end of June</u>	<del>% Total water losses</del> <u>Percentage (%) of calculated water losses</u>	21%	Applied the SMART principle
D712	<del>Number of formal residential properties with piped water connections</del> <u>Supplying of clean piped water service points to formal residential account holders which are connected to the municipal water infrastructure network as at 30 June</u>	<del>Number of formal residential properties with piped water connections</del> <u>Number of formal residential account holders billed for clean piped water services in accordance with the Promun financial system</u>	<del>22_602_21_942</del>	Applied the SMART principle

D713	<del>Number of formal residential properties with access to sewerage services</del> <u>Supplying of sanitation services to municipal residential account holders as at 30 June</u>	<del>Number of formal residential properties with access to sewerage services</del> <u>Number of municipal residential account holders which are billed for sewerage services points in accordance with the Promun financial system.</u>	<del>20_409</del> <u>22 124</u>	Applied the SMART principle
D714	<del>Number of formal residential properties receiving refuse removal service at least once a week</del> <u>Number of residential account holders receiving refuse removal services as at 30 June</u>	<del>Number of formal residential properties receiving refuse removal service at least once a week</del> <u>Number of residential account holders receiving the refuse removal service</u>	<del>22_112</del> <u>22 265</u>	Applied the SMART principle

#### 1.4. Director Electrical Engineering Services

Change or add the following KPI's and/or targets:

SMS Reference	Key Performance Indicator	Description of Unit of Measurement	Target	Reason
D783	<del>Maximum % total electricity losses</del> <u>Manage the % of electricity losses within the NERSA benchmark norm annually by end of June</u>	<del>% electricity losses</del> <u>Percentage (%) of calculated electricity losses</u>	<del>8%</del> <u>10%</u>	Applied the SMART principle
D784	<del>Complete the Minimum competencies attained to avoid non-compliance</del> <u>required number of unit standards of the MMCP by June 2024</u>	<del>Number Minimum competencies attained</del> <u>number of unit standards of the MMCP completed by June 2024</u>	<del>15</del>	Applied the SMART principle
D785	<del>Number of formal residential properties that has access to electricity (excluding Eskom areas)</del> <u>Supplying of electricity services to formal residential account holders for both credit and</u>	<del>Number of formal residential properties that has access to electricity (excluding Eskom areas)</del>	<del>19_127</del> <u>16 326</u>	Applied the SMART principle

	<del>prepaid electrical metering</del> for electrical metering	<del>Number of formal residential consumers charged for electricity</del>		
--	--	---	--	--

### 1.5. Director Corporate Services

Change or add the following KPI's and/or targets:

SMS Reference	Key Performance Indicator	Description of Unit of Measurement	Target	Reason
D826	Review <del>of and update the</del> employment equity plan <del>by end of June</del> as a result of any major event or restructuring that occurred during the financial year	Plan reviewed <del>during financial year by end of June</del>	1	Applied the SMART principle
D827	<del>% of people from employment equity target groups appointed for the quarter in terms of the Municipality's approved Employment Equity plan annually by end of June</del> The percentage (%) of appointments made in the three highest levels of management which comply with the Employment Equity Plan, measured by Number of appointments in the three highest levels of management, which comply with the Employment Equity targets/ Total appointments made in three highest levels of management x 100	<del>% of people from employment equity target groups appointed</del> The percentage (%) of appointments made in the three highest levels of management approved Employment Equity Plan	<del>100%</del> 90%	Applied the SMART principle
D828	<del>Minimum % of the Municipality's training budget actually spent on implementing its workplace skills plan</del> Spent 90% of the Municipality's training budget on implementing its Workplace Skills Plan by end of June	% training budget spent <del>by end of June</del>	90%	Applied the SMART principle

## 1.5. Director Protection Services

Change or add the following KPI's and/or targets:

PMS Reference	Key Performance Indicator	Description of Unit of Measurement	Target	Reason
D911	Report <u>monthly</u> to <u>the</u> Portfolio Committee on any new informal dwellings / structures erected	Number of reports submitted	12	Applied the SMART principle

## 1.5. Director Financial Services

Change or add the following KPI's and/or targets:

PMS Reference	Key Performance Indicator	Description of Unit of Measurement	Target	Reason
D954	Projected tariff increases determined for the budget of the new financial year annually by end of February	<del>Number of increases determined</del> <u>Draft Tariff file submitted to the Municipal Manager</u>	1	Applied the SMART principle
D955	<u>Measure the % of outstanding service debtors</u> <del>Maximum % outstanding service debtors to revenue = B/C Where - B - represents total outstanding service debtors C - represents annual revenue actually received for services</del>	<del>% outstanding</del> <u>Maximum % outstanding service debtors to revenue = B/C Where - B - represents total outstanding service debtors C - represents annual revenue actually received for services</u>	20%	Applied the SMART principle
D956	<u>Measure financial viability in terms of cost coverage ratio for the current financial year</u> <del>Minimum Cost coverage = (B+C) / D Where - B - represents all available cash at a particular time C - represents investments D - represents monthly fixed operating expenditure</del>	<del>Number of months</del> <u>Cost coverage = (B+C) / D Where - B - represents all available cash at a particular time C - represents investments D - represents monthly fixed operating expenditure</u>	3	Applied the SMART principle
D281	<u>Measure the % of debt coverage ratio for the current financial year</u>	<u>% of debt coverage</u>	45%	Applied the SMART principle

	<p>Maximum % debt coverage = <math>D / (B - C)</math>  Where - B - represents total operating revenue received C - represents operating grants D - represents debt service payments (i.e. interest + redemption) due within financial year</p>	<p>Maximum % debt coverage = <math>D / (B - C)</math> Where - B - represents total operating revenue received C - represents operating grants D - represents debt service payments (i.e. interest + redemption) due within financial year</p>		
D958	<p><del>% of subsidy registered indigent households with access to free basic services where those services are available end of June</del>  <u>Manage the provision of free basic service subsidies in line with council's policy annually</u></p>	<p>% of <u>registered</u> indigent households <u>as at 30 June</u> receiving subsidy</p>	100%	Applied the SMART principle