



Performance Plan

Department  
Corporate Services

2011- 2012 Financial Year

**Phumelela Local Municipality**



## **1. Purpose**

The performance plan defines the Council's expectations of the Municipal Manager's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

## **2. Key responsibilities**

The following objects of local government will inform the Municipal Manager's performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government.

## **3. Key Performance Areas**

The following Key Performance Areas (KPAs) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1 Municipal Transformation and Organisational Development
- 3.2 Basic Service Delivery
- 3.3 Local Economic Development (LED)
- 3.4 Municipal Financial Viability and Management
- 3.5 Good Governance and Public Participation

Key Performance are	Weight	IDP Goal	Key Performance Indicator	Input Indicator	Output Indicator	Service standard	Unit of measurement	Targets:	Targets:	Targets:	Targets:
								July-Sept 2011	Oct-Dec 2011	Jan-March 2012	April-June 2012
Municipal Transformation and Institutional Development		To implement a programme of organizational design and development during the 2011/12 financial year according to the following key measures: <ul style="list-style-type: none"> <li>• Annual review of the municipal staff establishment;</li> <li>• Filling of key vacancies; and</li> <li>• Review of the Employment Equity Plan.</li> </ul>	Review of the organizational structure (Revised staff establishment)	Continuous organisational and individual development and capacity improvement	Training Reviewed organisational structures Employment equity Workplace skills development	Staff establishment must reflect the budget (capacity) and need for the implementation of the IDP	Number of reviews of the municipal staff establishment				1
			Filling of key vacancies, based on the requirements of the Employment Equity Plan			Prioritization of key vacancies, in accordance with the municipality's budget capacity to fill vacant positions	Key vacancies will be identified as part of the 2010/11 Review of the organogram – after which the targets will be finalized as part of the quarterly review of the SDBIPs.				

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			Annual review of the Employment Equity Plan			The employment equity plan must be reviewed annual in order to guide the composition of the personnel corps of the municipalities towards government's targets for equity	Number of reviews of the Employment Equity Plan		1		
			To review and implement the Workplace Skills Plan before the closing of the 2011/12 financial year			Guide training in the Municipality. Must therefore address key skills and competencies requirements of the staff. Provide the basis for accessing of funds from the LGSETA and must therefore clearly reflect the municipalities competency requirements.	Number of reviews of the WSP		1		

Key Performance are	Weight	IDP Goal	Key Performance Indicator	Input Indicator	Output Indicator	Service standard	Unit of measurement	Targets: July-Sept 2011	Targets: Oct-Dec 2011	Targets: Jan-March 2012	Targets: April-June 2012
		To compile and thereafter annually review and implement an HR Strategy before the closing of the 2011/12 financial year	Review of an HR Strategy	Review of the HR Strategy	A reviewed and updated HR Strategy	The HR Strategy must align the municipality's HR policies and practices with the operational requirements of the IDP	Number of reviews of the HR Strategy		1		
		Generic Goal  Ensure proper record keeping	All documentation properly filed and administered				Availability of records as and when required	Continuously	Continuously	Continuously	Continuously
		Generic Goal  To fill funded key vacancies on the municipal staff establishment	Ensure that all funded critical vacancies are filled timely to ensure optimal municipal performance; within the guidelines of affordability				Filling of posts	As required	As required	As required	As required
		Generic Goal  To ensure implementation of the Employment	Ensure that the personnel component of the Department is in line with the targets in the municipal Employment				% Representivity	% representivity in line with targets in EEP	% representivity in line with targets in EEP	% representivity in line with targets in EEP	% representivity in line with targets in EEP

Key Performance are	Weight	IDP Goal	Key Performance Indicator	Input Indicator	Output Indicator	Service standard	Unit of measurement	Targets: July-Sept 2011	Targets: Oct-Dec 2011	Targets: Jan-March 2012	Targets: April-June 2012
		Equity Plan	Equity Plan								
		Generic Goal  To undertake capacity building in terms of the Skills Development Plan	Ensure training and development according to the municipal Skills Development Plan				Training and development needs for respective department provided	According to targets in the SDP	According to targets in the SDP	According to targets in the SDP	According to targets in the SDP
		Generic Goal  To ensure annual review of the municipal structure and reduction of the vacancy rate to improve the municipality's capacity to give practical effect to its mandate	To ensure annual review of the department's structure and reduction of the vacancy rate to improve the department's capacity to give practical effect to its mandate				Availability of an appropriate and well populated organizational structure	As required	As required	As required	As required
Local Economic Development		To create a minimum of 1,040 permanent and temporary jobs in the Phumelela LM area during 2011/12	Number of jobs created in the Phumelela LM area during the 2011/12 financial year	Job creation initiatives	1,040 jobs for 2011/12	Permanent employment opportunities are priority Temporary job opportunities are secondary.	Number of jobs created				1,040

Key Performance are	Weight	IDP Goal	Key Performance Indicator	Input Indicator	Output Indicator	Service standard	Unit of measurement	Targets: July-Sept 2011	Targets: Oct-Dec 2011	Targets: Jan-March 2012	Targets: April-June 2012
						but easier and cheaper to achieve					
		To review the LED Strategy before the end of the 2011/12 financial year	LED Review	Review of LED Strategy	A reviewed, updated LED Strategy	Reflect alignment of national, provincial and local economic growth opportunities.	Number of reviews				1
		To promote SMMEs and BBBEES in the municipality (For the 0211/12 financial year, this objective will be measured in terms of the incorporation of the BBBEE and SMME promotion into the SCM systems and processes of the Municipality)	SMME and BBBEE promotion	A management framework that promotes SMMEs and BBBEEs	SCM and bidding processes aligned with the municipality's SMME and BBBEE aims	Incorporation of SMME and BBBEE promotion strategies into the municipalities supply chain systems	Establishment of fully functional SCM Unit		100%		
		To promote sustainable land development by appointing an official to manage commonages. (Measurement during 2011/12: Appointment of an employee to manage commonages)	Number of employees appointed to manage commonage	Manage commonages Support National and Provincial government to promote sustainable land use	Commonages	Commonages are a central issues in the municipality's effort to promote local economic development and job creation	Number of officials appointed to manage commonages				1

Key Performance are	Weight	IDP Goal	Key Performance Indicator	Input Indicator	Output Indicator	Service standard	Unit of measurement	Targets: July-Sept 2011	Targets: Oct-Dec 2011	Targets: Jan-March 2012	Targets: April-June 2012
		Generic Goal  To ensure that all vacant funded posts are filled	Ensure that all funded critical vacancies are filled timely to ensure optimal municipal performance; within the guidelines of affordability				Filling of posts	As required	As required	As required	As required
Good Governance and Public Participation		To facilitate intergovernmental dialogue and co-operation with relevant district, national and provincial institutions, as measured in terms of the following indicators:  <ul style="list-style-type: none"> <li>• Participation in the activities of a functional Corporate Services' Forum for the district</li> <li>• Participation in the activities of a functional CFO's Forum for the district</li> <li>• Participation in the activities</li> </ul>	Percentage of meetings of the following forums attended if no apology is tendered:  <ul style="list-style-type: none"> <li>• Coporate Managers' Forum</li> <li>• CFO Forum</li> <li>• Municipal Managers' Forum</li> </ul>	Co-ordination of the IGR forums and relationships	IGR forums	Utilize IGR Forums and Structures to promote good governance, shared best practice and effective administration  Senior Managers must attend all IGR Forums	Percentage of meetings attended: Coporate Managers' Forum, CFO Forum, Municipal Managers' Forum	100% (when scheduled)	100% (when scheduled)	100% (when scheduled)	100% (when scheduled)



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		of a functional Municipal manager's Forum for the district  <i>(indicators relate to the 2011/12 financial year)</i>									
		Implementation and annual review of the Performance Management System (PMS) for the 2011/12 financial year	<ul style="list-style-type: none"> <li>• Review of the PMS Policy</li> <li>• Review of the Performance Plans and Performance Contracts of section 57 managers</li> <li>• Evaluation of the performance of section 57 managers</li> <li>• Compilation of the Municipal and Departmental SDBIPs</li> <li>• Quarterly performance reports to</li> </ul>	Performance monitoring and evaluation	Performance management policies, structures, systems and reports	PMS to be managed according to the requirements of the Municipal Systems Act, the MFMA, the Planning and Performance Management Regulations and the Regulations for the Performance of Municipal managers	Performance evaluations and reports	Annual Review of the PMS Framework and Policy  Review of Performance Agreements and Performance Plans of section 57 managers		Mid-year and annual evaluation  Annual Report  Oversight Report	Compilation of the Municipal and Departmental SDBIPs  Quarterly evaluation of organizational performance

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			Council								
		To ensure that the Municipality's regulatory framework is finalized to facilitate legislative compliance in the manner in which the Municipality is governed and managed by the closing of the 2011/12 financial year	Batho Pele implementation programme developed	Batho Pele policies and procedures for implementation of plans	Batho Pele programme	Plan must reflect the requirements of the White Paper on the transformation of Public Service Delivery	Number of Plans compiled and approved				1
		Generic Goal To ensure the effective management of the municipality	Attend all scheduled management meetings				Scheduled management meetings	As scheduled	As scheduled	As scheduled	As scheduled
			Attend all scheduled Council meetings				Scheduled Council meetings	As scheduled	As scheduled	As scheduled	As scheduled
		Generic Goal To ensure proper consultation with the	Support the Mayor, the Council and the Municipal				Provide information for community participation	When required	When required	When required	When required

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		community in line with the requirements of the Constitution, Chapter 4 of the Systems Act and all other relevant policy documents	Manager in ensuring appropriate community consultation				sessions				
		Generic Goal  To improve the audit opinion about the activities of the municipality	Ensure regulatory management and activities in the business of the Department, to enable the Municipality to improve the audit opinion about its affairs				Quality and quantity of audit queries generated	Improvement on base-line	Improvement on base-line	Improvement on base-line	Improvement on base-line
		Generic Goal  To provide inputs for the annual report and an oversight report	To keep record of, and inputs required for the timely compilation of the annual and mid-year performance assessment				Information provided	According to legislative and institutional requirements and deadlines	According to legislative and institutional requirements and deadlines	According to legislative and institutional requirements and deadlines	According to legislative and institutional requirements and deadlines

Key Performance are	Weight	IDP Goal	Key Performance Indicator	Input Indicator	Output Indicator	Service standard	Unit of measurement	Targets: July-Sept 2011	Targets: Oct-Dec 2011	Targets: Jan-March 2012	Targets: April-June 2012
			reports								
		To ensure effective integrated development planning in the Municipality	Participate in IDP Review processes Meetings				Number of IDP Meetings	0	0	0	1
			IDP / PMS / Budget road shows				Number of IDP/PMS/Budget road shows	0	0	0	1
			Comment on Draft IDP				Written Comments	0	0	0	1
		Generic Goal  Organizational PM system	Participate in SDBIP workshop				Number of workshops	0	0	0	1
			Signed Performance Agreements for each Section 57 Manager				Signed Performance agreements for each Section 57 Manager	0	0	0	1
			Evaluation of section 57 Employees				Evidence files	1	0	1	0

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			Quarterly, mid year and annual performance reports submitted				Number of reports	1	1	1	1
			Provide inputs for Section 72/ Mid year Budget and Performance Report				Inputs provided	0	0	1	0
		Generic Goal  Individual performance management system	Individual performance agreements developed and signed				Number of agreements per Department	0	0	0	All Section 57 managers
			Individual staff assessments and reports				Number of assessments and reports submitted per Department	1	1	1	1
		Generic Goal  To review and	Develop and review policies according to				Number of policies	0	0	0	As required

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		developed policy's and by-laws according to each Departments functions	the Departments functions								
Municipal Financial Viability and Management		Generic Goal  Risk Assessment Unit	Participation by the Department in the Risk Committee				Number meetings	1	0	0	0
		Generic Goal  To compile a consolidated annual Budget	To ensure that the department's budget is reviewed annually and that budget inputs are provided to the CFO according to budget schedule requirements				Review of the department's budget	1			
							Provide inputs on the department's budget	1			

**AGREEMENT ON PERFORMANCE PLAN FOR THE PERIOD 2011 TO 2012**

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Signed and accepted by: Manager Corporate Services

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Signed by: The Municipal Manager on behalf of the Council

Name: \_\_\_\_\_

Name: \_\_\_\_\_