Performance Plan

Director Financial Services

MM: ______ DIR: ______

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	Targets				Weight
						Q1	Q2	Q3	Q4	
DIVISION PERFORMANCE										
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-department: Revenue Management	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	**90%**	90%	90%	90%	90%	3
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-department: Financial Management	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	**90%**	90%	90%	90%	90%	3
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-department: Expenditure and Supply Chain Management (SCM)	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	**90%**	90%	90%	90%	90%	3
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-department: Financial Services: Strategic Management and Analysis: Information and Communication Technology (ICT)	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	**90%**	90%	90%	90%	90%	4
STRATEGIC (TOP LAYER) PERFORMANCE										
TL3	Basic Service Delivery	Provision of basic service delivery to George Residents (NKPI Proxy - MFMA, Reg. S10(a))	Number of residential water meters which are connected to the municipal water infrastructure network	37600	**37 600**	0	0	0	37 600	4

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Ref No	National Key Performance Area	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target	Targets				Weight
						Q1	Q2	Q3	Q4	
TL4	Basic Service Delivery	Provision of basic service delivery to George Residents (NKPI Proxy - MFMA, Reg. S10(a))	Number of residential electricity meters connected to the municipal electrical infrastructure network	44500	**44 500**	0	0	0	44 500	2
TL5	Basic Service Delivery	Provision of basic service delivery to George Residents (NKPI Proxy - MFMA, Reg. S10(a))	Number of residential account holders which are billed for sewerage	39100	**39 100**	0	0	0	39 100	3
TL6	Basic Service Delivery	Provision of basic service delivery to George Residents (NKPI Proxy - MFMA, Reg. S10(a))	Number of residential account holders which are billed for refuse removal	40500	**40 500**	0	0	0	40 500	3
TL7	Basic Service Delivery	Provision of basic service delivery to George Residents (NKPI Proxy - MFMA, Reg. S10(a))	Number of indigent account holders receiving free basic water	10 488	**10 500**	10 500	10 500	10 500	10 500	1
TL8	Basic Service Delivery	Provision of basic service delivery to George Residents (NKPI Proxy - MFMA, Reg. S10(a))	Number of indigent account holders receiving free basic electricity	15 439	**14 000**	14 000	14 000	14 000	14 000	2
TL9	Basic Service Delivery	Provision of basic service delivery to George Residents (NKPI Proxy - MFMA, Reg. S10(a))	Number of indigent account holders receiving free basic sanitation	10 500	**10 500**	10 500	10 500	10 500	10 500	1
TL10	Basic Service Delivery	Provision of basic service delivery to George Residents (NKPI Proxy - MFMA, Reg. S10(a))	Number of indigent account holders receiving free basic refuse removal	10 318	**10 500**	10 500	10 500	10 500	10 500	1
TL11	Municipal Financial Viability and Management	Financial viability measured in terms of the municipality's ability to meet it's service debt obligations as at 30 June 2026 {(Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / (Total Operating	Percentage Debt to Revenue obligations met as at 30 June 2026	10.19%	**45%**	0%	0%	0%	45%	4

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Ref No	National Key Performance Area	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target	Targets Q1	Q2	Q3	Q4	Weight
		Revenue - Operating Conditional Grant) X 100}								
TL12	Municipal Financial Viability and Management	Financial viability measured in terms of the outstanding service debtors as at 30 June 2026 [(Total outstanding service debtors/ revenue received for services) x 100]	Percentage Service debtors as at 30 June 2026	13.72%	**16%**	0%	0%	0%	16%	1
TL13	Municipal Financial Viability and Management	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2026 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment)/Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Number of months it takes to cover fix operating expenditure with available cash as at 30 June 2026	2.19	**2**	0	0	0	2	2
TL14	Municipal Financial Viability and Management	Achieve a payment percentage of 95% by 30 June 2026 (Annual Debtors Collection Rate (Last 12 months receipts / last 12 months billing)	Percentage of payment achieved by 30 June 2026	91.87%	**95%**	0%	0%	0%	95%	3
TL15	Municipal Transformation and Institutional Development	Develop a Municipal Audit Action Plan (MAAP) by 31 January 2026	Municipal Audit Action Plan (MAAP) developed by 31 January 2026	1	**1**	0	0	1	0	4
MANAGERIAL PERFORMANCE										

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Ref No	National Key Performance Area	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target	Targets				Weight
						Q1	Q2	Q3	Q4	
D29	Municipal Transformation and Institutional Development	Complete matters allocated on collaborator (other than service delivery complaints) within 10 days	Percentage of matters allocated on collaborator completed within 10 days	95%	**95%**	95%	95%	95%	95%	4
D30	Municipal Transformation and Institutional Development	Monitor monthly ICT strategy implementation reports to MM	Number of ICT strategy implementation reports submitted to the MM	9	**9**	0	3	3	3	3
D31	Municipal Transformation and Institutional Development	Advertise tenders at least 5 months prior to the expiration of the current tender	Percentage of tenders advertised at least 5 months prior to expiration	100%	**100%**	100%	100%	100%	100%	1
D32	Good Governance and Public Participation	Monitor and report monthly to the MM on SLA's/contracts with service providers in line with relevant legislation Section 116 of the MFMA	Number of evaluations conducted	12	**12**	3	3	3	3	3
D33	Good Governance and Public Participation	Respond to all audit queries received from the AG/IA within 3 days (excluding instances where extension was granted)	Percentage of AG/IA audit queries responded to within 3 days	100%	**100%**	100%	100%	100%	100%	4
D34	Good Governance and Public Participation	Implement the agreed corrective measures as identified within internal audit reports/AG within due dates	Percentage of corrective measures identified in internal audit/AG reports implemented	100%	**100%**	100%	100%	100%	100%	3
D35	Good Governance and Public Participation	Submit all inputs (non-financial) for the Annual Report to the Manager: IDP and PMS by 31 July	Inputs submitted	1	**1**	1	0	0	0	3

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Ref No	National Key Performance Area	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target	Targets				Weight
						Q1	Q2	Q3	Q4	
D36	Good Governance and Public Participation	Submit all inputs for the IDP to the Manager: IDP and PMS by 30 November	Inputs submitted	1	**1**	0	1	0	0	3
D37	Municipal Transformation and Institutional Development	Reduce annual overtime expenditure by 10%	Percentage of annual overtime expenditure reduced	10%	**10%**	0%	0%	0%	10%	1
D38	Municipal Transformation and Institutional Development	Evaluate mid-year performance agreements with all Deputy Directors reporting to Director by in terms of Regulation 890	% of performance agreements evaluated	0%	**100%**	0%	0%	100%	0%	4
D39	Municipal Transformation and Institutional Development	Review and sign-off monthly tracker reports	Number of reviewed and signed-off tracker reports	12	**12**	3	3	3	3	1
D40	Basic Service Delivery	Spend the Finance Directorate original capital budget by 30 June 2026 {(Actual capital expenditure divided by the total approved capital budget less savings) x100}	Percentage of actual Finance Directorate original capital budget spent by 30 June 2026	85%	**85%**	0	0	0	85%	4
D41	Municipal Transformation and Institutional Development	Conduct Departmental Moderation Committee meeting by 31 October	Number of meetings conducted	1	**1**	0	1	0	0	2
										80

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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
LEADING COPETENCIES		
Strategic direction and leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes: • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness	1.67
People management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes: • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management	1.67
Programme and project management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes: • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation	1.67
Financial management	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: • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery	1.67

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Competency	Definition	Weight
Change leadership	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: • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation	1.67
Governance leadership	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: • Policy formulation • Risk and compliance management • Cooperative governance	1.67
CORE COMPETENCIES		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
Planning and organising	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.	1.67
Analysis and innovation	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.	1.67
Knowledge and information management	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	1.67
Communication	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.	1.67
Results and quality focus	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.	1.67
	TOTAL	**20**

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