

PERFORMANCE SCORECARD

1 July 2010 – 30 June 2011

Financial Services

Mark Bolton



STELLENBOSCH
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Appendix A Performance Scorecard (1 July 2010 – 30 June 2011)

Directorate: Financial Services

Chief Financial Officer: M Bolton

Evaluation Component	Weight	Score
PART I: NATIONAL KEY PERFORMANCE AREAS	80%	
KPA 1: Good Governance & Public Participation	20	
KPA 2: Municipal Financial Viability & Management	10	
KPA 3: Local Economic Development	10	
KPA 4: Municipal Institutional Development and Transformation	10	
KPA 5: Basic Service Delivery	30	
PART II: CORE COMPETENCY REQUIREMENTS	20%	
CCR 1: Strategic Capability & Leadership	6	
CCR 2: Financial Management	4	
CCR 3: People Management & Empowerment	4	
CCR 4: Performance Management & Reporting	2	
CCR 5: Client Orientation & Customer Focus	4	

Signature: 

Date: 1 November 2010



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KPA 1: Good Governance & Public Participation (20%)					
Function	KPA	Key Performance Indicators (KPI)	Weight	Measurement	Assessment Comments
1.1 Risk Management	Input into Corporate Risk Management Policy; drafting of Directorate Risk Management Action Plan; Attention to key RMP activities	Ensuring compliance with the Risk Management Policy of Council	6	All KPI's are completed	
1.2 Management of political interface	Create an enabling environment to facilitate oversight function of political office bearers	Regular communication with Portfolio Chairperson, the Executive Mayor, Mayco and Councillors in general.	6	Portfolio Councillor to complete five point questionnaire	
1.3 Policy Management	Ensuring that applicable / relevant frameworks are in place to enhance compliance and ensuring administrative certainty.	Audit of policies/bylaws (existing), review of policies/bylaws, draft new where required	3	Existence of up-to-date list of directorate policies	
1.4 Establishment and management of strategic partnerships	To secure and optimally utilise sources and resources to create a dynamic service delivery environment	Initiate, establish and maintain internal and external partnerships to enhance service delivery	5	Identify partners Meet with partners Agree areas of co-operation Involvement in professional bodies	
KPA 2: Municipal viability and financial management (10%)					
2.1 Financial Protocol	To enforce the aims of the MFMA and ensuring a transparent, accountable and sustainable financial environment.	Adherence to the Financial Protocol	6	Opinion of MM based on questionnaire	
		The management and control of financial resources assigned to the Directorate		% expenditure of Capital Budget	
2.2 Asset Management	To ensure optimal utilisation, maintenance and application of asset base.	Drafting of Directorate Asset Management Plan Strict adherence to Asset Management Policy	4	Completion of draft Asset Management Plan	
KPA 3: Local Economic Development (10%)					
3.1 Economic development	Ensure the enhancement and stimulation of the local economy	Promote the objectives of the LED protocol in Directorate through effective SCM	5	LED Manager report on performance based on questionnaire	
		Development of a budget that is in line with the Greater Stellenbosch's developmental needs and as reflected in the IDP	5	Linkages between budget, IDP and SDBIP confirmed by the Municipal Manager	

Function	KPA	Key Performance Indicators (KPI)	Weight	Measurement	Assessment Comments
KPA 4: Municipal Institutional Development and Transformation 10%					
4.1 Human capital development and utilization	To improve human capital in the Directorate to enhance service delivery	Capacity building of Councillors and staff	3	% of staff exposed to relevant training programmes	
		Keep abreast of good practices in functional areas		Selective attendance of conferences and ideas communicated to portfolio committees	
	Design and structure directorate and appoint skilled staff to ensure effective and efficient service delivery	Completion of Micro-organogram	4	Organogram completed	
		Filling of key vacancies subject to availability of funds		key positions filled	
4.2 Organisational Culture	Loyalty to the organisation and a culture of performance	Put in place systems to promote a culture of open communication	3	Improved communication. Decrease in union driven issues	
		Deliver outstanding performance results for the entire Directorate		Reduction in complaints/Increase in positive feedback from internal and external clients	
		Cascading Performance Management Scorecards to next reporting line in the Directorate		All managers have performance scorecards	
KPA 5: Basic Service Delivery (30%)					
5.1 Revenue	Ensure financial sustainability by enhancing revenue through increasing revenue streams	Implementation and management of reviewed and amended rates policy duly adopted with budget process.	6	Policy adopted	
		Completion and implementation of 3 interim valuations for the year on financial system		Valuations completed	
		Revenue optimisation and enhancement through SDBIP guidance and controls across directorates		Increase in income	
		Strict compliance with Credit Control Policy-Hand-over of defaulting debtors to External SP		List of hand-overs	
		Increase payment rate from around 93.4% in previous financial year to 96%		Payment rate at 96% confirmed in Annual Financial Statements	
		Facilitation of equitable and competitive tariff systems informed by national inflation data and consumer profiles compared to Circular 51 vs adopted budget as measurement		Developed budget measured against secular 61	
		Tariffs implemented on financial system, verified in report format		Tariffs adopted and verified in report format	



Function	KPA	Key Performance Indicators (KPI)	Weight	Measurement	Assessment Comments
5.2 Expenditure	Ensure prudent financial expenditure and expenditure trends aligned to the budget and SDBIP	Expenditure aligned to cash flow management and SDBIP-deviations to be reported	5	Proof of reported deviations	
		Provide guidance, establish and maintain control environment to avert risk by means of strict implementation of expenditure procedures - no payment of irreg. unauth and. of f&w expend			
		Strict adherence to expenditure related policies - signed financial protocol-deviations reported			
5.3 SCM	Ensure that SCM influences procurement so that the municipality achieves its operational objectives	Ensures that goods and services are procured and, where necessary, disposed of in a fair, equitable, transparent, competitive and cost effective manner aligned to legislative prescripts.	4	No successful appeals against the SCM process	
		Implementation of electronic requisitioning work flow system by November 2010		Electronic system implemented by deadline	
5.4 Budgeting and Costing	Ensure budget is used as developmental tool and ensure sustainable financial planning	Ensure a 91% spending of basic capital and 90% overall	5	Targets are met	
		Managing of section 71/72 processes with regard to all expenditure and income not aligned to the SDBIP		Effectiveness of the monitoring role of the MM and the oversight role of the Mayor	
		Compilation and maintenance of strategic budget forecast by March of 2011		Dealine met	
		Review, implementation and adoption off all budget related policies by May 2010		Fully compliant budget adopted by Council	

Function	KPA	Key Performance Indicators (KPI)	Weight	Measurement	Assessment Comments	
5.5 Financial statements and Reporting	Ensure a comprehensive generally accepted municipal accounting practice	Accurate monthly reporting in line with national norms and standards	5	No deviation reports by National Treasury		
		Implementation of a GRAP compliant asset register used as management tool		No material findings by the AG		
		Submission of a GRAP compliant annual financial statements by 31 August 2010		Deadline met and no material findings by the AG		
		Achieve an unqualified audit from the Auditor General as far as it relates to activities under the CFO's control		Unqualified audit with regard to financial aspects		
5.7 Information communication Technology	•Present ICT 5-year Master Systems Plan (MSP) for consideration by Council	ICT 5-year Master Systems Plan adopted by Council	5	Master Systems Plan adopted by May 2011		
		Reduce cost of telecommunications		Reduction in telephone account and positive customer feedback		
	Information Technology Governance	•Draft and Submit Policies for approval		Policy workshopped by March and adopted May 2011		
		•Implement and enforce policy compliance				
		•Draft ICT Governance Framework (GFW)				
	Information Technology continuity	•Develop Disaster Recovery Plan (DRP)		No data lost		
		•Implement new backup system				
•Upgrade network security						
	•Implement effective antivirus protection					

Part B: Core Competency Requirements (20%)

CCR	Objective	Key Performance Indicators	Weight	Rating	Score
Strategic Capability & Leadership - HR's input	Determines and articulates the vision, sets the direction for the organisation and / or unit and inspires others to deliver on the organisational mandate	Gives direction to team in realising the organisation's strategic objectives	6		
		Creates and secures commitment to a clear vision			
		Develops detailed action plans to execute strategic initiatives			
		Achieves strategic objectives against specified performance measures			
		Translates strategies into action plans			
		Builds and supports a high-performance team			
		Seeks mutual benefit/win-win outcomes for all concerned			
		Inspires staff with own behaviour – "walks the talk"			
		Is visible, approachable and earns respect			
		Manages and calculates risks			
		Acts decisively having assessed the risks			
		Communicates strategic plan to the organisation			
		Utilises strategic planning methods and tools			
		Initiates and manages change in pursuit of strategic objectives			
Inspires and shows loyalty					
Financial Management	The effective and optimal use of business and financial skills in the effective and efficient utilisation of municipal resources in order to maximise resources and minimise risks	Set strategic direction in the allocation of funding based on the utilization of cost-benefit thinking to established business priorities	4		
		Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate;			
		Understands, analyses and monitors financial reports;			
		Aligns expenditure to cash flow projections;			
		Recommends adjustment to the budget where necessary			
		Corrective measures / actions to ensure alignment of budget			
		Prepares own budget in line with the strategic objectives of the organisation.			
Provide input into the financial strategy of the organisation					



CCR	Objective	Key Performance Indicators	Weight	Rating	Score
People Management & Empowerment	Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve organisational goals.	Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches	4		
		Delegates staff to increase contribution and level of responsibility			
		Empowers staff and provide recognition			
		Facilitates team goal-setting and problem-solving			
		Provides developmental feedback in accordance with performance management principles			
		Identifies competencies required and suitable resources for specific tasks			
		Displays personal interest in the well-being of colleagues			
		Able to manage own time as well as time of colleagues and other stakeholders			
		Manages conflict through a participatory transparent approach.			
Client Orientation & Customer Focus	Understands the service needs of a client/customer (internal or external) and actively focuses on anticipating, meeting and exceeding their needs .	Understands the range of clients to be served;	4		
		Follows through on client enquiries, requests, and complaints in a timely manner;			
		Advises clients about status of issue or progress of projects;			
		Maintains clear communication with clients regarding mutual expectations and monitors client satisfaction;			
		Ensures professional and courteous service;			
		Takes personal responsibility for providing excellent service quality;			
		Makes clients and their needs a primary focus of actions;			
		Corrects problems promptly, without being defensive;			
		Supports others to take personal responsibility to deliver excellent customer service;			
		Is accessible and models prompt, attentive service;			
		Defines a client service vision and how it strategically fits within the organisation;			
Performance Management & Reporting	To inculcate a performance culture within the directorate as a basis for accountable governance	Put in place a system to attain client focused outcomes, (i.e. performance management, resource allocation etc.)	2		
		Sets clear objectives for reports and agrees on expected standards			
		Regular 1-on-1 meetings held with direct reports to monitor performance			
		Input provided to SDBIP reports and SDBIP utilised as monitoring tool			
		Service delivery challenges identified and addressed through reporting systems and mechanisms			

Signature: 

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1/11/2010.