

Individual Performance Scorecard: 2008/2009

Municipal Manager

G.G. Sharpley

Position Purpose:

Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the employee has achieved above fully effective results against all performance criteria and indicators set out in the PA and performance plan and maintained this in all areas. The appraisal indicates that the performance is significantly higher than the key performance indicators and more than half of the performance criteria and indicators have been fully achieved.
4	Performance significantly above expectations	Employee has fully achieved all others throughout the year. Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and performance plan.
3	Fully effective	Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and performance plan. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators. The appraisal indicates that the performance does not meet the standard expected against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts.
2	Performance not fully effective	
1	Unacceptable performance	

The Municipal Manager is the Chief Accounting officer of the Municipality and is required to discharge all the statutory duties attached to the post.													
Key Area	Over-arching Objectives & Strategies	Indicators	Measurement Source	Frequency	IDP / SDBSP Indicator Number	Baseline	Target 08/09	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target		
INSTITUTIONAL CAPACITY AND MUNICIPAL TRANSFORMATION	BCM1 BCM's Institution is re-structured and streamlined to enable efficient service delivery.	% completion of architectural designs and awarding of the tender - Civic Centre	Approved designs and signed contract	Annually	BCM1/BCM7	0	100%	60%	80%	100%	100%		
		% satisfaction of the Civic Centre after the awarding of the tender	Project Report	Annually	BCM1/BCM3	0	10%	0%	2%	5%	10%		
		reduction in the number of qualifications (2008/2009)	Auditor General Report	Annually	BCM1/BCM7/BCM3/	Qualified Audit Report (3 Qualifications)	-2	0	0	0	0	-2	
		% Revenue collection rate	Financial Statements	Quarterly	BCM1/BCM1/BCM2/BCM3/BCM4/BCM5/BCM6/BCM7	93%	95%	83%	86%	95%	95%	95%	
		% Attainment of a fully GAP compliant asset register	GAP compliant Asset Register	Quarterly	BCM1/BCM2/BCM3/	60%	100%	65%	70%	85%	85%	100%	
		BCM 2 Effective, efficient, coordinated financial management increasing revenue - enabling BCM to deliver its mandate".	Reduction of debtors book as at 30 June 2008	Financial statements	Annually	BCM1/BCM2/BCM3/	120 million	40 million	0	20	0	0	40
		FINANCIAL VIABILITY AND MANAGEMENT	Cost Containment Strategy defined in the Municipal Planning and Performance Regulations (2011).	Cost Containment Strategy defined in the Municipal Planning and Performance Regulations (2011).	Financial statements	Bi-annually	BCM2/BCM3 National	2.5	2.8	2.5	2.5	2.5	2.5
				Debt to Revenue - as defined in the Municipal Planning and Performance Management Regulations (2011).	Financial statements	Bi-annually	BCM2/BCM1 National	35%	43%	40%	40%	43%	43%
				Outstanding Service Debtors to Revenue as defined in the Municipal Planning and Performance Management Regulations (2011).	Financial statements	Bi-annually	BCM2/BCM1 National	29%	27%	27%	27%	27%	27%

KPA	Overarching Objectives & Strategies	Indicators	Measurement Source	Frequency	ZDF / SOEP Indicator Number	Baseline	Target 06/09	2008/09			
								Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
<b>INSTITUTIONAL CAPACITY AND MUNICIPAL TRANSFORMATION</b>	BCM's institution is structured to enable effective and sustainable service delivery.	% of municipal budget actually spent on implementing the work plan (KPI)	Financial statements	Quarterly	BCM3 IMF11	0.18%	1%	0.25%	0.50%	0.75%	1%
		Level of cascading a performance management system (including and up to level 3 employees)	Signed Performance Agreements, Scorecards and Quarterly Performance Coaching Notes	Quarterly	BCM3 IMF5	28	60	60	60	60	60
		% of Senior-Management Positions (1-4) filled by targeted gender groups	Employment Contracts	Quarterly	BCM3 IMF6	23%	50%	50%	50%	50%	50%
		% of the Budget spent on companies compliant with the PPFA	Financial report	Quarterly	BCM3	0	30%	30%	30%	30%	30%
<b>GOVERNANCE PERSPECTIVE (PROCESSES)</b>											
<b>GOOD GOVERNANCE</b>	BCM 2 Effective, efficient, coordinated financial management enabling BCM to deliver its mandate.	% implementation of MFMA reporting requirements per national treasury guidelines	Compliance Report	Quarterly	BCM2/BCM3 IMF5	100%	100%	100%	100%	100%	100%

KPA	Overarching Objectives & Strategies	Indicators	Measurement Source	Frequency	ISB / SDP Indicator Number	Baseline	Targets 09/09	2008/09			
								Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
<b>SERVICE DELIVERY PERSPECTIVE (OUTPUTS)</b>											
MURP & DVRE	BCM 5 Buffalo City is well structured to support sustainable human settlements, that meet their physical, environmental, cultural, social, developmental, needs, (live work & play)	Implementation of the MURP Business Plan 2008/2009	Site Inspection Reports	Quarterly	BCM4/BCM5/BCM6/BCM7/BCM8	0	100%	20%	40%	70%	100%
		Implementation of the DVRE Business Plan 2008/2009	Site Inspection Reports	Quarterly	BCM4/BCM5/BCM6/BCM7/BCM8	0	100%	20%	40%	70%	100%
		Implementation of Fish and Business Plans 2008/2009	Site Inspection Reports	Quarterly	BCM4/BCM5/BCM6/BCM7/BCM8	0	100%	20%	40%	70%	100%
BASIC SERVICE DELIVERY AND INFRASTRUCTURE	BCM 3 BCM 3 is well structured to enable efficient, effective and sustainable service delivery.	No. of Alternative service delivery mechanisms created	Management Report to Council	Annually	BCM1/BCM2	0	3	0	1	1	3
		BCM 2 Effective, efficient, coordinated financial management and enabling BCM to deliver its mandate.	Management Report	Quarterly	BCM4/BCM5	0	5	0	1	3	5
Local Economic Development	BCM 4 Buffalo City is well structured to enable an enabling environment for an economy that is growing, diversifying, generating increased	No. of 2010 FIFA World Cup legacy projects implemented	Management Report	Quarterly	BCM4/BCM5	0	5	0	1	3	5
		Band amount of revenue collected from BCM owned resorts	Financial statements	Quarterly	55	R3million	R3.3 million	500,000	1.5m	1m	3.5m

KPA	Over-arching Objectives & Strategies	Indicators	Measurement Source	Frequency	IDP / SDB/TP Indicator Number	Baseline	Target 09/09	2009/10			
								Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
BASIC SERVICE DELIVERY AND INFRASTRUCTURE	<p>BCM 5 Buffalo City is well structured, efficient and supports sustainable human settlements, thus enabling residents to meet their physical, social, developmental, environmental, cultural and psychological needs (live, work &amp; play)</p>	% reduction Electricity Losses (Purchases vs. Sales)	Monthly statistics as per finance	Quarterly	BCMS/BCR2 1863D	14%	12%	14%	13%	12%	12%
		% reduction in Water Losses	Monthly statistics as per finance	Quarterly	BCMS/BCR2	37%	30%	37%	36%	34%	30%
		% closure of the Second Creek	Management Report	Annually	BCMS/BCR1, E13	25%	100%	35%	50%	75%	100%
		% implementation of annual targets of the Integrated Waste Management Strategy	Management Report	Annually	BCMS/BCR1, E6	0	100%	35%	50%	75%	100%
		No. of new building developments using alternative sources of energy built (live, work & play)	Management Report	Quarterly	BCMS/BCR6, E6	0%	1	0	1	1	1
		No. of serviced flats only for housing development	Management Report	Quarterly	BCMS 1857	649	6325	450	2100	4375	5325
		No. of top structures with serviced flats	Happy Letters	Annually	BCMS 1857	2688	4166	1005	1772	2945	4166
		No. of strategic land parcels identified and acquired	Deed of Sale, Title Deeds	Annually	BCMS 1857	0	3	0	1	1	3
		No. of strategic land parcels released to targeted groups	Deed of transfer/ Title Deeds	Annually	BCMS 1857	0	5	0	2	3	5
		% of registered indigent households identified to basic services that are registered and receive the indigent Grant.	Indigent Register	Monthly	BCMS 1865	100%	100%	100%	100%	100%	100%
BASIC SERVICE DELIVERY AND INFRASTRUCTURE	<p>BCM 3 Buffalo City is well structured, efficient and supports sustainable human settlements, thus enabling residents to meet their physical, social, developmental, environmental, cultural and psychological needs (live, work &amp; play)</p>	No. of additional indigents registered	Indigent Register	Monthly	BCMS 1866	55000	5000	1007	2000	3000	5000



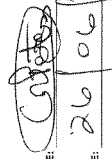
KPA	Over-arching Objectives & Strategies	Indicators	Measurement Sources	Frequency	ISP / SBSP Number	Baseline	2008/09				
							Target 08/09	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
Local Economic Development	<b>BCM 4</b> Buffalo city creates an enabling environment for an economy that is generating increasing number of sustainable employment opportunities contributing to increased income and equality.	% of public sector (Council owned) housing stock still to be transferred to beneficiaries	Annual Report	Annually	BCM5/BCM4/ BOM1/BS7	20%	30%	5%	12%	20%	30%
		No. of informal settlements provided with minimum level of basic services	Annual Report	Annually	BCM5/BCM4/ BSM1/BS4	4	6	1	2	4	6
BASIC SERVICE DELIVERY AND INFRASTRUCTURE	<b>BCM 5</b> Buffalo City will structure, implement and supports sustainable human habitation enabling residents to meet their physical, social, developmental, and psychological needs, (live, work & play)	No. of jobs created through Council's LED initiatives and capital projects including EPWP and GPOs	Appointment Letters Report to Council	Bi-annually	BCM4/BCM3/ED	700	10000	300	2000	3000	10000
		% of households with access to the minimum basic standards of sanitation provision	Masterplan	Quarterly	BCM5/BCM6/BS22/National	70%	80%	72%	74%	75%	80%
		% of households supplied with the minimum level of solid waste management service	Census data	Annually	BCM5/BCM6/National	80%	85%	82%	81%	84%	85%

DEVELOPMENT PERSPECTIVE (OUTCOMES)

KPA	Overarching Objectives & Strategies	Indicators	Measurement Source	Frequency	IDP / Indicator Number	Baseline	Target 07/09	2008/09			
								Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target
BASIC SERVICE DELIVERY AND INFRASTRUCTURE	BCM 5 Buffalo City is well structured, efficient, sustainable human settlements, thus enabling residents to improve their quality of life through social, developmental, environmental, cultural and psychological needs, (i.e. work & play)	% of households with access to the minimum basic standard of water provision	Masterplan	Quarterly	BCM5/BCM6 18319	95%	100%	82%	95%	95%	100%
	BCM 6 BCM has a safe, healthy and sustainable environment (roads and services) for the benefit of present and future generations by securing ecologically sustainable development and use of resources in a way that is justifiable social and economic development.	Number of municipalities risk profiling exercises conducted	Management Report	Quarterly	BCM5/BCM6 1839	0	2	0	2	2	2
BASIC SERVICE DELIVERY AND INFRASTRUCTURE	BCM 7 Buffalo City is well structured, efficient and sustainable human settlements, thus enabling residents to improve their quality of life through social, developmental, environmental, cultural and psychological needs, (i.e. work & play)	% reduction in identified risks	Management Report	Annually	BCM5/BCM6 1839	0%	10%	0%	3%	7%	10%
	BCM 8 Buffalo City is well structured, efficient and sustainable human settlements, thus enabling residents to improve their quality of life through social, developmental, environmental, cultural and psychological needs, (i.e. work & play)	% reduction in pedestrian fatalities in high-incident areas	Statistics from National/Provincial Department of Transport	Annually	BCM5/BCM6 1858	0%	5%	1%	3%	4%	5%

EXECUTIVE MAYOR: COUNCILLOR M.C. PETER

MUNICIPAL MANAGER: GASTER GILBERT SHARPLEY

SIGNATURE:   
DATE: 26/06/2008

SIGNATURE:   
DATE: 24/06/08



# PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

**THE BUFFALO CITY MUNICIPALITY**

Herein represented by

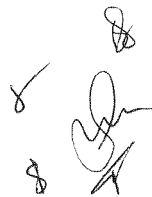
**Mr. G.G. Sharpley**

In his duly authorised capacity as Municipal Manager

AND

**Mr. B.W. Shepherd**

In his capacity as the Chief Financial Officer of Buffalo City Municipality

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**WHEREAS:**

- A. The Employer has entered into a Agreement of Employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000);
- B. Section 57(1)(b) of the Local Government: Municipal Systems Act, 2000, read with the Memorandum of Agreement of Employment concluded between the parties, requires the parties to conclude an annual Performance Agreement within ninety days of assumption of duty, and renew it annually within one month of the commencement of the beginning of the financial year;
- C. The parties must ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals as defined in the municipal Integrated Development Plan; and
- D. The parties must ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Local Government: Municipal Systems Act, 2000,

**NOW THEREFORE THE PARTIES AGREE AS FOLLOWS:**

**INTERPRETATION AND DEFINITIONS**

- 1 In this Agreement, unless the context indicates otherwise--
- (a) an expression, which denotes any gender, includes the other genders, a natural person includes an judicial person and vice versa, and the singular includes the plural and vice versa;
  - (b) clause headings are for convenience only and will not be used in its interpretation, and the following expressions bear the meanings assigned to them and cognate expressions bear corresponding meanings--

"**agreement**" means this Performance Agreement and all the Appendices hereto;

"**Employee**" means Mr. B.W Shepherd;

"**MEC**" means the Member of the Eastern Cape Executive Council responsible for local government;

"**MFMA**" means the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003);

Handwritten signatures and initials in black ink, including a large signature and several smaller initials.