

Individual Performance Scorecard: 2007/2008				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 as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
Director: Community Services				4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
W. Majekeza-Galada				3	Fully effective	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.
				2	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
Position Purpose:				1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results 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 to encourage improvement.

To provide strategic leadership and management of the Community Services Directorate within Buffalo City Municipality to ensure that they meet the needs and requirements of the community at large according to available resources

KPA	Service Delivery Objective	IDP / SDBIP Reference Codes	Indicators	Indicator Type	Measurement Source	Frequency	Baseline	Target 07/08	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Indicator Owner	Weighting	Reason for Deviation/Barriers	Score	
																Review 1	Review 2
Basic Service Delivery	To review the IWMP	BCM6	Progress made with review of IWMP	Process	Copy of reviewed plan	Bi-annually	Existing plan	70%	10%	30%	50%	70%	Primary	7.78			
	To improve Integrated Solid Waste Management.	E13	Number of waste collection units	Output	Report to the standing committee minute	Quarterly	120 000 units	122 000	120 000	121 000	121 500	122 000	Primary	7.78			
	To ensure BCM provides its population with efficient waste management services	E14	% of projects implemented from the Integrated Waste Management Plan	Output	Waste Management Plan	Annually	25%	50%	25%	35%	45%	50%	Primary	7.78			
	To ensure that landfills & transfer stations comply with National & Local Environmental Legislation.	E15	Progress made with the application process in acquiring a permit for operation	Process	Council minutes	Annually	15%	1 permit per site	15%	50%	75%	100%	Primary	7.78			
	To ensure decreased land filled waste (by weight)	E16	Volumes of waste reduced to the landfill	Output	Waste minimization report to standing committee	Bi-annually	2%	5%	2%	3%	4%	5%	Primary	7.78			
	To reduce unlicensed landfill sites that are operational	BCM6	% reduction in the number of unlicensed landfill sites that are operational	Output	Copies of permits	Annually	10%	33%	10%	20%	30%	33%	Primary	7.78			

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	Second Creek Closure and Operationalisation of a Transfer Station	BCM6	% Progress made towards the Closure of Second Creek and Operationalisation Transfer Station	Outcome	Progress Reports	Quarterly	15%	80%	15%	30%	60%	80%	Primary	7.78			

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																Review 1	Review 2
Good Governance & Public Participation	To formulate and implement a Community Facilities Policy and Programme.	S4	% progress towards the formulation, adoption and implementation of a new Community Halls Policy	Output	Council minutes	Annually	25%	100%	25%	50%	100%	100%	Primary	2.5			
	To formulate and implement a Cultural Heritage Policy		% progress towards the formulation, adoption and implementation of a Cultural Heritage policy	Output	Council minutes	Annually	0	25%	0%	10%	25%	25%	Primary	2.5			
Municipal Financial Viability & Management	To negotiate a fully funded Service Level Agreement for libraries with DSRAC		A fully funded SLA	Outcome	Signed SLA	Annually	0	100%	25%	50%	75%	100%	Primary	5			
Local Economic Development	Attracting sporting and cultural events of provincial, national & international significance	S5	Number of significant events hosted.	Outcome	Management Reports	Annually	4	4	1	2	3	4	Primary	5			
			% of occupancy of BCM owned resorts	Outcome	Management Reports	Annually	75%	80%	20%	40%	80%	80%	Primary	5			
Municipal Financial Viability & Management	To ensure financial & operational viability of the Zoo		% Progress made with the Zoo section 78 Assessment	Process	Section 78 progress reports	Annually	40%	100%	40%	60%	80%	100%	Primary	5			
Basic Service Delivery	To ensure that BCM provides an acceptable standard of service i.r.o cemeteries and crematoria.	S6	Compliance with the annual maintenance plans for all cemeteries and crematorium	Output	Management Reports	Annually	0%	100%	20%	50%	80%	100%	Primary	7.78			
Good Governance & Public	To ensure sustainable use of coastal resources (including	E5	% compliance with recreational water quality guidelines	Process	Water quality reports	Annually	10%	50%	10%	20%	30%	50%	Primary	2.5			

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Participation	estuaries).		% compliance with the Biodiversity Act	Process	Compliance Report	Annually	10%	50%	10%	20%	25%	50%	Primary	2.5			
Basic Service Delivery	To provide an effective grass cutting service to BCM (including settlements)	E8	Number of wards maintained (grass cutting)	Process	Management Report	Annually	30%	100%	30%	60%	80%	100%	Primary	7.78			