

BUFFALO CITY METROPOLITAN MUNICIPALITY : 2014/15 SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS

CHIEF FINANCIAL OFFICER

Specific Objective	Strategies	Strategy Code	Key Performance Indicator	Indicator Type	Baseline 2013/14 (To be confirmed at the end of financial year 2013/14)	2014/15 Target	Quarter 1 Target - Ending September 2014	Potfolio of Evidence	Quarter 1 Actual Performance	Rating Key	Reason for Deviation	Corrective Measures proposed	Quarter 2 Target - Ending December 2014	Potfolio of Evidence	Quarter 2 Actual Performance	Rating Key	Reason for Deviation	Corrective Measures proposed
1.KPA:MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT																		
Capacitated and structured to enable effective and sustainable service delivery.	Capacitated and structured to enable effective and sustainable service delivery	NFR	Verify, sign off and submit performance reports together with POE Files timeously.	Process	4	4	1	Directorate institutional scorecard and service target and performance indicators	Directorate institutional scorecard with POE submitted to IDP office.		N/A	N/A	1 (2)	Directorate institutional scorecard and service target and performance indicators	Directorate institutional scorecard with POE submitted to IDP office.		N/A	N/A
Roll-out indigent scheme to all indigent household in BCM	Implement Indigent Policy	MFVM5	% of households earning less than R2460 per month with access to free basic services	Input	29.07% (65 000)	31.3% (70 000)	29.63% (66 250)	0	0		N/A	N/A	30.19% (67500)	Approved Indigent Register	75 676		N/A	N/A
Roll-out of performance management to all task grades	Signed performance Management Scorecards between staff & Supervisors up to task Grade 15	NFR	6-monthly assessment of staff	Process	Applicable only to section 57 employees	Implement system from City Manager to Task Grade 15	Progress reports	Signed performance Agreements for Planning phase in Place	Performance Agreements attached.		N/A	N/A	Assessment of all staff from City Manager to Task Grade 15	Letter of appointments of EPMDs Steering committees and Directorate Moderating Committees	EPMDs Steering committee and Directorate moderating committee not appointed due to non submission of Performance Plans by some of the staff members from task grade 8 upwards.		Non submission of Performance Plans by some of the staff members from task grade 8 upwards.	Directorate Moderating Committee to be appointed by 30 march 2015.
2.KPA:MUNICIPAL BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT																		
Roll-out indigent scheme to all indigent household in BCM	Implement Indigent Policy	MFVM5	% of households provided with access to Free Basic Electricity	Input	29% (64000)	29.3% (65500)	29.16% (64 375)	Approved Indigent Register	63 832				29.40% (64 750)	Approved Indigent Register	75 676		N/A	N/A
To ensure that BCMM is financially viable	Accelerate implementation of grant / capital projects	MFVM5	% of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	Input	>75%	>80%	10%	Section 71 Report	1%		During the first few months of the financial year procurement processes were being finalised.	The expenditure pattern will improve as the year progress.	>15% (>25%)	Section 71 Report	2%		There were delays in the planning stages of the process however procurement processes are underway and at advanced stages.	Expenditure will be incurred as soon as the procurement processes have been finalised
KPA 4. MUNICIPAL FINANCIAL VILABILITY AND MANAGEMENT																		
To ensure that BCMM is financially viable	Maintenance of Credit rating at better than A	MFVM3	Credit rating maintained	Output	A1-/A	> A	> A	Rating report	A1/A		N/A	N/A	> A	Rating report	A1/A		N/A	N/A
	Implement revenue enhancement strategies.	MFVM3	% revenue collection rate as measured in accordance with the MSA Performance Regulations.	Input	92%	93%	92.25%	Monthly Section 71 Report to Council	93.00%		N/A	N/A	0.25 (92.5%)	Monthly Section 71 Report to Council	92.00%		The instability of the network, especially in the inland and midland areas has had a negative impact on credit control actions which had to be limited due to the network problems.	Full credit control actions will continue to be implemented in the form of blocking of prepayment meters and disconnection of both prepayment and conventional meters for customers in arrears. SMS notifications prior to due date and pre-termination notices immediately following due date will also continue to be issued to encourage customers to pay their accounts prior to credit control action being implemented.

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	Maintain favourable cash management procedures	MFVM3	Cash is available for regular commitments. (Current ratio)	Input	1.55:1	1.6:1	1.6:1	Per calculation	3.56:1		N/A	N/A	1.6:1	Per calculation	3.5:1		N/A	N/A
KPA 4. MUNICIPAL FINANCIAL VILIBTY AND MANAGEMENT																		
To ensure that BCMM is financially viable	Maintain favourable cash management procedures	MFVM3	Debt coverage ratio	Input	>20 times	>20 times	>20 times	Per calculation	39.17 times		N/A	N/A	>20 times	Per calculation	39.01 times		N/A	N/A
	Maintain long term borrowings below NT threshold	MFVM3	Debt to revenue ratio.	Input	<35%	<35%	<35%	Per calculation	14.30%		N/A	N/A	<35%	Per calculation	14.73%		N/A	N/A
		MFVM3	Outstanding service debtors to revenue ratio	Input	<32%	<32%	<32%	Per calculation	30%		N/A	N/A	<32%	Per calculation	23.58%		N/A	N/A
		MFVM3	Cost coverage	Input	>3 x fixed operating expenditure	>3 x fixed operating expenditure	>3 x fixed operating expenditure	Per calculation	6 times		N/A	N/A	>3 x fixed operating expenditure	Per calculation	7 times		N/A	N/A
5.KPA: GOOD GOVERNANCE																		
Compliance with all applicable accounting standards	Implementation of the Audit Improvement Plan.	MFVM1	Opinion of the Auditor General	Input	Qualified Audit Report.	Implementation of the Audit Improvement plan.	Submit 2014 AFS to AG by 29 August 2014 & submit 2014 CONS AFS to AG by 30 September 2014.	Completed unaudited 2014 AFS.	2014 AFS submitted to the AG on 30 August 2014. 2014 Consolidated AFS submitted to the AG on 30 September 2014.		N/A	N/A	Submit 2014 Revised AFS & and 2014 Revised Cons AFS to AG.	Completed audited 2014 AFS.	2014 Revised AFS & and 2014 Revised Cons AFS submitted to AG		N/A	N/A
Rating Key	Target Achieved	Target not Achieved	Work on hold	information not available														