



## **PERFORMANCE AGREEMENT**

**Made and entered into by and between**

**Mr. Zolile Albert Williams  
the Municipal Manager of the  
JOE GQABI DISTRICT MUNICIPALITY  
("the Municipal Manager")**

**and**

**Ms. F. Sephton  
the Director Community Services of the  
JOE GQABI DISTRICT MUNICIPALITY  
("the Director")**

**for the financial year:  
1 July 2018 to 30 June 2019**

*MA*  
*B.C*  
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**WHEREBY IT IS AGREED AS FOLLOWS:**

**1. INTRODUCTION**

- 1.1 The Municipality has, in terms of Section 57(1)(a) of the Local Government: Municipal Systems Act, No. 32 of 2000 ("the Systems Act") entered into contract of employment with the Director for the Joe Gqabi District Municipality.
- 1.2 Section 57(1)(b) of the Systems Act, read with the contract of employment concluded between the Parties, require the Parties to conclude a performance agreement.
- 1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Director to a set of outcomes that will secure local government policy goals.
- 1.4 The Parties wish to ensure that there is compliance with Sections 57(4A), (4B) and (5) of the Systems Act.
- 1.5 In this Agreement the following words will have the meaning ascribed thereto:
- "this Agreement"** - means the performance agreement between the Municipality and the Director and the annexure thereto.
- "the Council"** - means the executive and legislative authority of the Municipality constituted in terms of Section 18 of the Local Government: Municipal Structures Act represented by the Executive Mayor.
- "the Director"** – means the Director Community Services appointed in terms of Section 56(a) of the Municipal Systems Act.
- "the Municipal Manager"** – means the Municipal Manager appointed in terms of Section 54(a) of the Local Government: Municipal Systems Amendment Act, of 2011.
- "the Municipality"** – means the JOE GQABI DISTRICT MUNICIPALITY.
- "the Parties"** - means the Municipal Manager and the Director.

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## 2. PURPOSE OF THIS AGREEMENT

- 2.1 The Parties agree that the purposes of this Agreement are to:
- 2.1.1. comply with the provisions of Section 57(1)(b), (4A), (4B) and (5) of the Systems Act as well as the contract of employment entered into between the Parties;
  - 2.1.2. specify objectives and targets established for the Director and to communicate to the Director the Municipality's expectations of the Director performance and accountability;
  - 2.1.3. specify accountabilities as set out in Annexure A;
  - 2.1.4. monitor and measure performance against targeted outputs and outcomes;
  - 2.1.5. use Annexures A and B as a basis for assessing the Director for permanent employment and/or to assess whether the Director has met the performance expectations applicable to her job;
  - 2.1.6. appropriately reward the Director in accordance with the Municipality's performance management policy in the event of outstanding performance;
  - 2.1.7. establish a transparent and accountable working relationship; and
  - 2.1.8. give effect to the Municipality's commitment to a performance-orientated relationship with its Director in attaining equitable and improved service delivery.

## 3. COMMENCEMENT AND DURATION

- 3.1 Notwithstanding the date of signature this Agreement will commence on the 01 July 2018 and will remain in force until a new performance agreement including a Performance Plan and Personal Development Plan is concluded between the Parties as contemplated in Clause 3.2
- 3.2 The Parties will review the provisions of this Agreement during June each year. The Parties will conclude a new performance agreement including a Performance Plan and Personal Development Plan that replaces this Agreement at least once a year by not later than the 31<sup>st</sup> of July each year.
- 3.3 The payment of the performance bonus is determined by the performance score obtained during the annual performance assessment as informed by the quarterly performance assessments. Should the Director be entitled to a bonus, this will be paid out after approval by and not later than sixty (60) days thereafter in the Director's salary for a month that shall be applicable.
- 3.4 The payment of a performance bonus for the year in which the Director's contract of employment expires will be done as set out in clause 3.3 and the bonus so determined will be paid to the Director on the last day of her employment or not later than 30 days thereafter.
- 3.5 In the event of the Director commencing or terminating her services with the Municipality during the validity period of this Agreement, the Director's performance for the portion of the period referred to in clause 3.1 during which she was employed, will be evaluated and he will be entitled to a pro rata performance bonus based on her evaluated performance and the period of actual service.
- 3.6 The content of this Agreement may be revised at any time during the above mentioned period to determine the applicability of the matters agreed upon by the Parties.
- 3.7 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

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- 3.8 This Agreement will terminate on the termination of the Director's contract of employment for any reason.

#### 4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan in **Annexure A** sets out:
- the performance objectives and targets which must be met by the Director; and
  - the time frames within which those performance objectives and targets must be met.
- 4.2 The Personal Development Plan in **Annexure B** sets out the Director's personal developmental requirements in line with the objectives and targets of the Municipality.
- 4.3 The Core Management Competencies reflected sets out those management skills regarded as critical to the position held by the Director.
- 4.4 The performance objectives and targets reflected in **Annexure A** are set by the Municipality in consultation with the Director and based on the Integrated Development Plan, Service Delivery & Budget Implementation Plan and the budget of the Municipality, and include key objectives, key performance areas, target dates and weightings.
- 4.5 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the time frame in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.6 The Director's performance will, in addition, be measured in terms of contributions to the development objectives and strategies set out in the Municipality's Integrated Development Plan.

#### 5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Director agrees to participate in the performance management system that the Municipality adopts or introduces for the municipal management and municipal staff of the Municipality.
- 5.2 The Director accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the municipal management and municipal staff to perform to the standards required.
- 5.3 The Council and/or Municipal Manager will consult the Director about the specific performance standards that will be included in the performance management system as applicable to the Director.
- 5.4 The Director undertakes to actively focus towards the promotion and implementation of her Key Performance Areas as set out in **Annexure A** including special projects relevant to the Director's responsibilities within the local government framework.

#### 6. PERFORMANCE ASSESSMENT

- 6.1 The performance of the Director will be assessed against the outputs and outcomes achieved in terms of her Key Performance Areas (KPA's) as fully described in **Annexure A** and her Core Management Competencies (CMCs) determined at the commencement of this Agreement with a weighting of 80:20 allocated to the KPA's and CMCs respectively. Therefore the KPA's that refer to the main tasks of the Director account for 80% of her assessment while the CMCs make up the other 20% of the Director's assessment score.
- 6.2 The weightings agreed to in respect of the Director's KPA's attached as **Annexure A** are set out in the table below:

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KEY PERFORMANCE AREAS (KPAS)	WEIGHT
• Service Delivery and Infrastructure Provision	60%
• Local Economic Development	
• Financial Viability and Management	10%
• Institutional Development and Transformation	5%
• Good Governance and Public Participation	25%
<b>Total</b>	<b>100%</b>

6.3 The weightings agreed to in respect of the CCRs considered most critical for the Director's position and further defined in Annexure C are set out in the table below:

CORE COMPETENCY REQUIREMENTS – CCRs		
CORE MANAGERIAL COMPETENCIES (CMC)	CHOICE (x)	WEIGHT
Strategic Capability and Leadership	X	10%
Programme and Project Management		
Financial Management	compulsory	15%
Change Management		
Knowledge Management		
Service Delivery Innovation	X	10%
Problem Solving and Analysis		
People Management and Empowerment	compulsory	15%
Client Orientation and Customer Focus	compulsory	15%
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COCs)		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks	X	10%
Knowledge of Developmental Local Government		
Knowledge of Performance Management and Reporting	X	10%
Knowledge of Global and SA specific political, social and economic contexts		
Competence in Policy Conceptualisation, Analysis and Implementation		
Knowledge of more than one functional municipal field or discipline		

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CORE COMPETENCY REQUIREMENTS – CCRs		
CORE MANAGERIAL COMPETENCIES (CMC)	CHOICE (x)	WEIGHT
Mediation Skills		
Governance Skills	X	15
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the Municipality		
<b>TOTAL PERCENTAGE</b>		<b>100%</b>

6.4 The assessment of the performance of the Director will be based on the following levels for KPAs and CMCs:

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.
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.
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.
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.

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- 6.5 To determine which rating on the five-point scale the Director achieves for each KPA, the following criteria should be used:

Duration of task	- Was the target achieved within the projected time frame?
Level of complexity	- Required problem solving - Reconciling different perceptions - Innovative alternatives used
Cost	- within budget - saving - overspending
Constraints	- Did envisaged constraints materialise? - If so, were steps taken to manage/reduce the effect of the constraint? - If not, did it beneficially affect the completion of the target? - Any innovative/pro-active steps to manage the constraint

## 7. PANEL AND SCHEDULE FOR PERFORMANCE ASSESSMENTS

- 7.1 An assessment panel consisting of the following persons will be established:

- The Executive Mayor
- Member of the Mayoral Committee
- Chairperson of the Performance Audit Committee
- Member of the ward committee as nominated by the Executive Mayor
- The Municipal Manager
- The Municipal Manager from another Municipality

- 7.2 The performance of the Director will be assessed in relation to her achievement of:

7.2.1 the targets indicated for each KPA in Annexure A;

7.2.2 the CCRs as defined in clause 6.3 of this agreement on a date to be determined for each of the following quarterly periods:

- 1<sup>st</sup> Quarter - July to September
- 2<sup>nd</sup> Quarter - October to December
- 3<sup>rd</sup> Quarter - January to March
- 4<sup>th</sup> Quarter - April to June

- 7.3 Assessments will be done twice at mid-year and end of the year.

- 7.4 The Municipality will keep a record of the mid-year and annual assessment

- 7.5 The Municipality may appoint an external facilitator to assist with the annual assessment


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J.S. [Signature]  
W.A. [Signature]  
B.C. [Signature]

## 8. EVALUATING PERFORMANCE AND THE MANAGEMENT OF EVALUATION OUTCOMES

- 8.1 The Director will submit quarterly performance reports and a comprehensive annual performance report prior to the annual performance assessment meetings to the Municipal Manager.
- 8.2 The Municipal Manager will give performance feedback to the Director after annual performance assessment meetings.
- 8.3 The evaluation of the Director's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 8.4 Following annual performance assessment, the will determine if the Director is eligible for a performance bonus as envisaged in her contract of employment based on the bonus allocation set out in clause 8.11 of this agreement.
- 8.5 The results of the annual assessment and the scoring report of the Director for the purposes of bonus allocation, if applicable, will be submitted for a recommendation to the Council.
- 8.6 Personal growth and development needs must be documented in the Director's Personal Development Plan as well as the action steps and set time frames agreed to.
- 8.7 Despite the establishment of agreed intervals for assessment, the Municipal Manager may, in addition, review the Director's performance at any stage while her contract of employment remains in force.
- 8.8 The Municipal Manager will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Director will be consulted before any such change is made.
- 8.9 A performance bonus ranging from 5% to 14% of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance.
- 8.10 In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator:
- a) a score of 100% to 129% is awarded a performance bonus ranging from 0% to 4%
  - b) a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
  - c) ( c) a score of 150% and above is awarded a performance bonus ranging between 10%-14%

## 9. OBLIGATIONS OF THE MUNICIPALITY

- 9.1 The Municipality will create an enabling environment to facilitate effective performance by the Director.
- 9.2 The Director will be provided with access to skills development and capacity building opportunities.
- 9.3 The Municipality will work collaboratively with the Director to solve problems and generate solutions to common problems that may impact on the performance of the Director.
- 9.4 The Municipality will make available to the Director such resources including employees as the Director may reasonably require from time to time subject to available resources to assist her to meet the performance objectives and targets established in terms of this Agreement; provided that it will at all times remain the responsibility of the Director to ensure that she complies with those performance obligations and targets.
- 9.5 The Director will, at her request, be delegated such powers by the Municipality as may in the discretion of the Municipality be reasonably required from time to time to enable her to meet the performance objectives and targets established in terms of this Agreement.


  
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## 10. CONSULTATION

- 10.1 The Council / or Municipal Manager agrees to consult the Director within a reasonable time where the exercising of the Council's and / or Municipal Manager's powers will –
- have a direct effect on the performance of any of the Director's functions; functions
  - commit the Director to implement or to give effect to a decision made by the and/or Municipal Manager;
  - have a substantial financial effect on the Municipality.
- 10.2 The Municipal Manager agrees to inform the Director of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable, to enable the Director to take any necessary action without delay.

## 11. CONSEQUENCE OF UNACCEPTABLE OR POOR PERFORMANCE

- 11.1 Where the Municipality is, at any time during the Director's employment, not satisfied with the Director's performance with respect to any matter dealt with in this Agreement, the Municipal Manager will give notice to the Director to attend a meeting with the Municipal Manager.
- 11.2 The Director will have the opportunity at the meeting to satisfy the Municipal Manager of the measures being taken to ensure that the Manager's performance becomes satisfactory in accordance with a documented programme, including any dates, for implementing these measures.
- 11.3 The Municipality will provide systematic remedial or developmental support to assist the Director to improve her performance.
- 11.4 If, after appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Municipal Manager holds the view that the performance of the Director is not satisfactory, the Municipal will, subject to compliance with applicable labour legislation, be entitled by notice in writing to the Director, to terminate the Director's employment in accordance with the notice period set out in the Director's contract of employment.
- 11.5 Where there is a dispute or difference as to the performance of the Director under this Agreement, the Parties will confer with a view to resolving the dispute or difference.
- 11.6 Nothing contained in this Agreement in any way limits the right of the Municipality to terminate the Director's contract of employment with or without notice for any other breach by the Director of her obligations to the Municipality or for any other valid reason in law.

## 12. DISPUTES

- 12.1 In the event that the Director is dissatisfied with any decision or action of the Municipality and/or Municipal Manager in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Director has achieved the performance objectives and targets established in terms of this Agreement, the Director may meet with the Municipal Manager with a view to resolving the issue. At the Director's request the Municipal Manager will record the outcome of the meeting in writing.

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- 12.2 In the event that the Director remains dissatisfied with the outcome of that meeting, she may raise the issue in writing with the Executive Mayor. The Executive Mayor will determine a process within 4 (four) weeks for resolving the issue, which will involve at least providing the Director with an opportunity to state her case orally or in writing before the Executive Mayor. At the Director's request the Executive Mayor will record the outcome of the meeting in writing. The final decision of the Executive Mayor on the issue will be made within 6 (six) weeks of the issue being raised with the latter and will, subject to common law and applicable labour law, be final.
- 12.3 If any dispute about the nature of the Director's performance agreement whether it relates to key responsibilities, priorities, methods of assessment or any other matter provided for cannot be resolved through an internal mechanism as contemplated above, the dispute will be mediated by the Municipal Manager and the within 30 days of receipt of a formal dispute from the Director.
- 12.4 In the event that the mediation process contemplated above fails, the relevant arbitration clause of the contract of employment will apply.

**13. GENERAL**

- 13.1 The contents of this Agreement and the outcome of any review conducted in terms of Annexure "A" will not be confidential, and may be made available to the public by the Municipality, where appropriate.
- 13.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Director in terms of her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Signed at Bokly East on this 02 day of JULY 2018.

**As Witnesses:**

- 1. [Signature]
- 2. [Signature]

[Signature]

**Municipal Manager  
JOE GQABI DISTRICT MUNICIPALITY**

Signed at Bokly East on this 02 day of JULY 2018.

**As Witnesses:**

- 1. [Signature]
- 2. [Signature]

[Signature]

**Director Community Services  
GQABI DISTRICT MUNICIPALITY**

Annexure A

JOE GOABI DISTRICT MUNICIPALITY

2018/19 FINANCIAL YEAR: PERFORMANCE PLAN OF THE DIRECTOR: COMMUNITY SERVICES

KPA 1: SERVICE DELIVERY AND INFRASTRUCTURE PROVISION

STRATEGIC OBJECTIVE

PROGRAMME

KPI NUMBER

KEY PERFORMANCE INDICATOR

BASELINE (JUNE 2018)

ANNUAL TARGET

QUARTERLY TARGETS

QRT 1 Plan

QRT 2 Plan

QRT 3 Plan

QRT 4 Plan

Audit Evidence

Weight 60%

Responsible Person

SD01: Develop and maintain water and sanitation infrastructure

SD01-01-01

Number of District Water forum meetings

2

2

N/A

1

1

1. Minutes 2. Attendance registers

Director Community Services

SD01-01-02

Review water and sanitation by laws

New Indicator

Water and sanitation reviewed and approved by Council

N/A

N/A

Water and sanitation by-laws reviewed and approved by Council

1. Reviewed water and sanitation by-laws 2. Council resolution

Director Community Services

SD01-01-03

Develop Water and sanitation infrastructure standards & guidelines

New Indicator

Water and sanitation infrastructure standards & guidelines approved by Council

N/A

N/A

Water and sanitation infrastructure standards & guidelines approved by Council

1. Approved Water and sanitation infrastructure standards & guidelines 2. Council Resolution

Director Community Services

SD01-01-03

Review WSDP

WSDP reviewed and approved by Council

WSDP reviewed and approved by Council

N/A

N/A

WSDP reviewed and approved by Council

1. Approved WSDP 2. Council resolutions

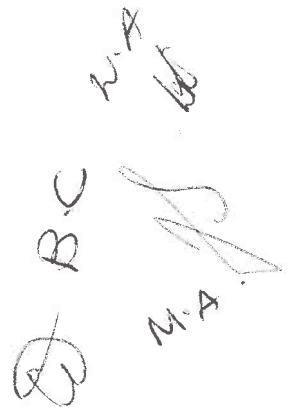
Director Community Services

*(Handwritten signatures and initials)*


SD02: Provide effective and efficient disaster risk management, fire and rescue services  SD03: Expand and fast-track the provision of universal access to basic services  SD04: Render effective municipal health services	SD02-01	Ratio of fire incidents responded to as a proportion of entries recorded in the Occurrence Book	01:01	01:01	01:01	01:01	01:01	01:01	01:01	Director Community Services
	SD02-01-01	Number of district disaster management advisory forum meetings held	2	4	1	1	1	1	1	Director Community Services
	SD02-01-02	Develop hazard specific contingency plan	4 hazard contingency plans developed	4 hazard contingency plans developed	Rock fall Hazard Contingency Plan Developed.	Structural fire Hazard Contingency plan Developed	Motor Vehicle Accident Contingency Plan Developed	Hazmat Hazard Contingency Plan Developed	1.Contingency Plans 2. Enclosed Contingency Plans	Director Community Services
	SD03-02	% of households with access to basic level of water	88%	74%	N/A	N/A	N/A	74%	Report to Mayco	Director Community Services
	SD03-03	% of households with access to basic level of sanitation	100%	94%	N/A	N/A	N/A	94%	Report to Mayco	Director Community Services
	SD04-01	Number of inspections on health establishment public premises	New indicator	2 inspections of 87 health establishment public premises	N/A	1 inspection of 87 health establishment public premises	N/A	1 inspection of 87 health establishment public premises	Inspection Reports	Director Community Services
	SD04-01-01	Number of monthly inspections on each of urban waste site	12 inspections of 12 waste sites	12 inspections of 13 waste sites	3 inspections of 13 waste sites	3 inspections of 13 waste sites	3 inspections of 13 waste sites	3 inspections of 13 waste sites	Waste inspection report	Director Community Services
	SD04-01-02	% of sewage spills where compliance was enforced	100%	100%	100%	100%	100%	100%	Sewage inspection report	Director Community Services
	SD04-01-03	Number of inspections on food premises	4 inspections of 210 premises	3 inspections of 662 premises	N/A	1 inspection of 200premisses	1 inspection of 200premisses	1 inspection of 292 premises	Inspection Reports	Director Community Services


  
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KPA 3: FINANCIAL VIABILITY AND MANAGEMENT										Weight 10%			
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2018)	ANNUAL TARGET	QUARTERLY TARGETS				Audit Evidence	Responsible Person		
						QRT 1 Plan	QRT 2 Plan	QRT 3 Plan	QRT 4 Plan				
Ensure sound and effective financial management and reporting	FM01: Comply with all statutory financial management and reporting requirements	FM01-07-01	% of departmental budget actually spent	New indicator	100%	N/A	50%	N/A	100% (accumulative)	1. Income and Expenditure report	Director Community Services		
			Annual departmental procurement plans submitted to Finance	New Indicator	Annual departmental procurement plans submitted to Finance	N/A	N/A	N/A	Annual departmental procurement plans submitted to Finance	1. Proof of submission of Procurement Plan to Finance	Director Community Services		


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KPA 4: INSTITUTIONAL DEVELOPMENT		KPA WEIGHT: 5%									
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2018)	ANNUAL TARGET	QUARTERLY TARGETS				Audit Evidence	Responsible Person
						QRT 1 Plan	QRT 2 Plan	QRT 3 Plan	QRT 4 Plan		
Improve human resource capacity and potential	ID01: Effectively empower and develop skills base within the District	ID01-03-01	Ratio of request to fill vacant posts submitted to Human Resources Management within one month of occurrence of vacancy	New Indicator	01:01	01:01	01:01	01:01	01:01	1. Accepted resignation letter 2. Request submitted to HR	Director Community Services

  
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STRATEGIC OBJECTIVE		KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION					KPA WEIGHT: 25%				
PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2018)	ANNUAL TARGET	QUARTERLY TARGETS				Audit Evidence	Responsible Person	
					QRT 1 Plan	QRT 2 Plan	QRT 3 Plan	QRT 4 Plan			
Facilitate intergovernmental cooperation and coordination	G02: Establish environmental management and conservation initiatives	Ratio of updated tracked Council Resolution resolutions register	01:01	01:01	01:01	01:01	01:01	01:01	01:01	1. Proof of submission to Corporate Services	Director Community Services
		Climate Change adaptation TOR & Action Plan developed	New Indicator	Climate Change TOR & Action Plan developed	N/A	N/A	Climate Change TOR & Action Plan developed	N/A	N/A	1. TOR & Action Plan 2. Report to management	Community Services
		Number of Annual performance agreements (S&B) signed	1	1	1	1	N/A	N/A	N/A	1 signed annual performance agreement	Director Community Services
		Number of Annual performance obligations (middle Management) signed	4	4	4	4	N/A	N/A	N/A	4 signed annual performance obligation	Director Community Services
		Number of Strategic risk register updated and submitted	New Indicator	4 updated risk registers	1	1	1	1	1	1 Updated Strategic Risk Register 2. Proof of submission to COO	Director Community Services
		Clean audit outcomes achieved	2016/17 FY Unqualified audit opinion	2017/18 FY Clean audit outcomes achieved	N/A	N/A	Clean audit achieved	N/A	N/A	1. Audit report	Director Community Services
		% of departmental previous year's audit queries addressed	100%	100%	100%	100%	N/A	N/A	100%	Audit Action Plan	Director Community Services
		Number of departmental Quarterly performance reports submitted with POE	New Indicator	4	4	1	1	1	1	1. Quarterly Reports 2. POE files	Director Community Services
		Ratio of responses to Internal Audit reports within stipulated time	New Indicator	01:01	01:01	01:01	01:01	01:01	01:01	1. Proof of submission of report to Internal Audit	Director Community Services
		Ratio of resolved matters identified in the OHS gap analysis report	New Indicator	01:01	01:01	N/A	01:01	01:01	01:01	1. Updated gap analysis report submitted to Corporate Services	Director Community Services

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Establish and support municipal oversight systems, mechanisms and processes

G05: Ensure and maintain corporate governance