

FISH HOEK VALLEY RATEPAYERS & RESIDENTS ASSOCIATION

(Incorporating Fish Hoek, Clovelly and Sun Valley)

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**SUBJECT: COMMENT ON THE ANNUAL REVIEW OF THE CITY'S
ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM¹**

DUE DATE: 22 OCTOBER 2019

Annexure A: Draft Performance Management System

The indicators in Annexure B1 are more a reflection of the City's political system rather than what the City's departments can and should deliver. Many indicators are too easily achievable or outside the control of the City. That is, they measure the wrong thing.

Annexure B1: Corporate Scorecard Definitions

Indicator 1.A: Instead of "Percentage of applications", this should be "Percentage of applications without departures and objections". Building plans follow a torturous path within the City's departments with the planners informing applicants to not expect any response before 30 days. Perhaps the City should see how long it takes each department to process each building plan.

As presumably the Municipal Planning By-law and associated policies are important, then there would not be a need for a departures process including tribunal and appeals; we would be a developing and progressive city.

Also, make this a one-stop process. Albeit, it may take several people in the shop, a single person should be able to handle all of the current departments' concerns and requirements that have to comment now.

Indicator 1.C: This is one of a set measured by competitive city surveys. As such it should measure the percentage of new applications that actually received their electricity connections within 20 days. The number of new applications and existing commercial base is outside of the City's influence. That is, the number of outstanding applications and the time taken to complete each application is significant.

Indicator 1.E: This number needs to be compared with plan, which begs the question, "How many are enough?" If you fail to plan, then you plan to fail.

Indicator 1.H: The City has done nothing to encourage SSEG installations. The City needs to offer free both direction (City and SSEG) measuring "pre-paid" devices with remote isolation to prevent City linesmen from being electrocuted. The City needs to decide if they want to buy power from SSEGs, allow SSEGs to lower to zero their pre-paid billing or just allow the residents to be

¹ <http://www.capetown.gov.za/City-Connect/Have-your-say/Issues-open-for-public-comment/annual-review-opm>

independent.

Indicator 2.A: The measurement should be the expected result of lowering crime. Until the baseline is established, the number of new CCTV cameras need to be compared with the plan for addressing unserved areas.

Indicators 2.B and 3.A: We wonder how representative these surveys actually are as we have not been contacted to participate.

Indicators 3.B, 3.C, 3.D and 3.E: The respective denominator is meaningless and outside the control of the City. The number of outstanding applications and the time taken to complete each is significant and indicative of a competitive city.

Indicator 3.F: This is the most important indicator for paying ratepayers. We hope that it is given a sufficiently high weighting. The completion of C3 service requests probably drives Indicators 2.B and 3.A.

Indicators 3.G to 3.K: The number provided must be compared to plan.

Indicators 3.L to 3.O: The number needs to be compared to requests / needs.

Indicator 5.D: This needs to be compared to plan and international norms. Most cities underspend on maintenance at the cost of capital over-expenditure (reference: Economist). Several examples of this phenomenon have occurred in Fish Hoek recently.

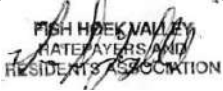
Indicator 5.F Wouldn't bad debts be a better measurement as something that needs to be controlled?

Missing are the following, additional KPI's:

Number of water & electricity supply, sewage and waste removal service maintenance requests/complaints and trends as a percentage of total services.

Response times to water & electricity supply, sewage and waste removal maintenance requests/ complaints and trends as a percentage of total services

In general trends - better or worse?

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