

# **FISH HOEK VALLEY RATEPAYERS & RESIDENTS ASSOCIATION**

*(Incorporating Fish Hoek, Clovelly and Sun Valley)*

Central Circle, Fish Hoek 7975

Web: <https://www.fishhoekratepayers.com/> Facebook: [www.facebook.com/FHVRRA/](https://www.facebook.com/FHVRRA/)

Heritage Western Cape: Conservation Body

**TO: DIRECTOR: ORGANISATIONAL PERFORMANCE MANAGEMENT**  
[performance.management@capetown.gov.za](mailto:performance.management@capetown.gov.za)

**SUBJECT: COMMENTS ON THE ANNUAL REVIEW OF CAPE TOWN'S  
ORGANISATIONAL PERFORMANCE MANAGEMENT (OPM) SYSTEM**

**DUE DATE: 30 OCTOBER 2020**

---

Thank you for this opportunity to comment in accordance with Section 42 Community Involvement of the Municipal Systems Act, Act 32 of 2000, hereafter referred to as the “Act”, which is to “allow the community to participate in the setting of appropriate key performance indicators and performance targets for the municipality.”

It is clear from the easily achievable, low thresholds and wrong things being measured that the Director: OPM needs to productively spend the department's budget on training the organisation to set proper stretch goals that achieve the goals of the communities it serves, which are not always aligned with the politicians that are supposed to represent them.

For example, how do the key performance indicators (KPIs) for objective 1.1 support the positioning of Cape Town as a forward-looking, globally competitive city? Global KPIs for competitiveness usually measure the speed of registering a company and quality of services provided. The process for approving building plans could be streamlined by having all service signing parties in a one-stop-shop, stamp and sign off. However, where is the quality? By eliminating the departures from the Municipal Planning By-Law forcing adherence to this by-law, the extra effort and delays caused by departures with Planning Tribunal and Appeal procedures would completely fall away, thus streamline the whole process. Rates clearances and electricity connections are just two more steps in establishing a business. Where are the other services? 3.B to 3.E should be included here as basic service delivery is not a strategic imperative. It is a maintenance item. These KPIs should be measured in days.

Under objective 1.2, 1.E is just a number of job opportunities, The low target has already been reached in 2016/17. Opportunities doesn't necessarily mean that sustainable annual jobs were actually created. The KPI should be the number of permanent jobs created and filled.

1.F is a complete joke. Measuring the use of operational funds could be satisfied just by hiring someone for this section. How does the workplace skills plan support the objective of economic inclusion? That is what needs to be measured.

The 1.G's not defined here “drinking water quality standards” must be terribly low, when Cape Town water annually contains geosmin, usually from cyanobacteria at the end of summer. It was the toxins from cyanobacteria that recently killed the 330 elephants in Botswana. So what if our water quality meets this standard. We still could all be dead.

Where is the target for 1.H? The City does not support SSEG. In fact the registration tariff charged discourages SSEGs. What the City should do and measure is the number of two-way electricity meters installed that would allow SSEGs to properly feed into the City's grid reversing their bill to zero with any excess being given to the City for free. Remote cut-offs in the meters could allow isolation of the line for any local maintenance to be performed.

However, objective 1.4 should include how the City is going green and using less natural resources and promoting environmental sustainability. Where are these measures?

2.A provides a number, but again a low target that has already been reached in 2016/17. Shouldn't the intention of the cameras be measured? Cameras may be deployed incorrectly and just providing a number won't answer this question. The reduction in crime or at least the successful arrest figures should be shown proving that the cameras are linked throughout the City with no areas uncovered for perpetrators to hide. This beats a dangerous high-speed chase through the City and allows nabbing the unaware suspects.

2.B and 3.A should include retesting the same respondents periodically using the double blind testing procedure.

3.F should be the percentage of successfully closed service requests. Often a C3 complaint is logged and the City operator immediately closes the call. **You get what you measure.** When no action has been taken, our ratepayers typically escalate to us. We have to request the reason given for the closing from someone with access to the C3 system (everyone should have read-only access). Then we have to get our Sub-Council 19 to escalate the complaint internally. We have requested enhancements to the C3 system, which includes allowing the original complainer to logon, agree that the call can be closed and to give a zero to five rating with zero for no service being provided. Then these successfully closed calls can be tabulated based upon number of days taken to close the call.

What? 3.G and 3.H have reduced their targets to about half what was achieved in 2016/17. Why was this allowed?

3.I - might be reaching saturation and needing a new KPI.

The targets for 3.J to 3.K are obviously too low. 3.K especially or why the protests about lack of rubbish collection. It would appear that the number of bins or frequency of collection is inadequate and thus, not being measured properly.

3.M and 3.N targets are too low having already been reached in 2016/17.

For 4.A, we await the deliver of a clearly articulated programme.

If 4.B is an efficiency improvement measure, then why set the target lower than has already been achieved?

4.C is not an efficiency number, despite its claim. It is just a number and declining at that.

4.D is EE a strategic imperative?

4.E measuring the number of programmes is like measuring the number of bums on seats in training programmes. The KPI should be measuring the impact on the desired outcome according to section

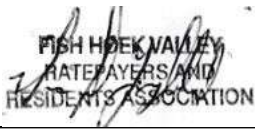
41 (1) (a) of the “Act”. How have the skills learned in these programmes reduced substance abuse in families?

From 5.A to 5.G the targets are too low and were already achieved by in 2016/17.

### Summary

There is a disturbing general trend. In most KPIs, the numbers decrease from 2016/17 to 2017/18 to 2018/19 with the 2019/20 approved annual targets having already been reached in 2016/17. This is contrary to the “Act” section 41 (1) (d) requiring improved performance. If salary was linked to these parameters, each City official and politician should be receiving a smaller pay packet.

What about this? How about the City achieving these low targets with fewer personnel? In that way, the City's efficiency would actually show improvement as required in section 38 (c) of the “Act”. As salaries are consistently high and an ever increasing percentage of the operating budget, this would allow rates to be lowered and the much detested fixed basic charge based on water pipe size and the electricity home user (fixed) charge to be scrapped.

<b>NAME &amp; SURNAME</b>	<i>Brian Youngblood, Chair: Fish Hoek Valley Residents and Ratepayers Association (FHVRRA)</i>
<b>CONTACT NUMBERS</b>	<i>Cell: 084 3 99 99 33</i>
<b>E-MAIL ADDRESS</b>	<a href="mailto:bdyoungblood@gmail.com">bdyoungblood@gmail.com</a> or <a href="mailto:FishHoekRRA@gmail.com">FishHoekRRA@gmail.com</a>
<b>SIGNATURE</b>	
<b>DATE</b>	1 October 2020