



## INTRODUCTION

1. (1) The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".

(2) Section 57(1)(b) of the Systems Act, read with the Memorandum of Agreement of Employment concluded between the parties, requires the parties to conclude an annual Performance Agreement. The employer must conclude a Performance Agreement within 60 days of assumption of duty and renew it annually within one month of the commencement of the beginning of the financial year.

(3) The parties will ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals as defined in the municipal IDP.

(4) The parties will ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

## 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to –

2.1 comply with the provisions of Section 57(1) (b),(4A),(4B) and (5) of the Systems Act as well as the Memorandum of Agreement of Employment entered into between the parties;

2.2 communicate to the Employee the Employer's performance expectations and accountabilities by specifying objectives and targets as defined in the IDP;

2.3 specify accountabilities as set out in the Performance Plan (in a format substantially compliant with Appendix "A");

2.4 monitor and measure performance against set targeted outputs;

2.5 appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and

2.7 give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

## 3 COMMENCEMENT AND DURATION

3.1 This Agreement will commence on the 01 July 2014 and will remain in force in line with Employment agreement until the 30 June 2015, where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof if applicable.

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**3.2** The parties will review the provisions of this Agreement during June each year and will conclude a new Performance Agreement (and Performance Plan and Personal Development Plan) that replaces this Agreement at least once a year but not later than one month after the commencement of the new financial year, in line with the Employment Agreement.

**3.3** This Agreement will terminate on the termination of the Employee's contract of employment for any reason.

**3.4** The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

**3.5** If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

**3.6** Any significant amendments/ deviations referred to in 3.4 and 3.5 above must take cognisance of, where relevant, the requirements of sections 34 and 42 of the Systems Act, and must be done in terms of regulation 4 (5) of the Local Government: Municipal Performance Regulations for Municipal Managers and managers directly accountable to the Municipal Manager, 2006 ("the Regulations");

#### **4 PERFORMANCE OBJECTIVES**

**4.1** The Performance Plan (Appendix "A") sets out-

**4.1.1** the performance objectives and targets that must be met by the Employee; and

**4.1.2** the time frames within which those performance objectives and targets must be met.

**4.2** The performance objectives and targets reflected in Appendix "A" are set by the Employer in consultation with the Employee and based on the Integrated Development Plan and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.

**4.3** 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 timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

**4.4** The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

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**5 PERFORMANCE MANAGEMENT SYSTEM**

5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer itself, management and municipal staff of the Employer.

5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.

5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

6 The Employee agrees to participate in the performance management and development system that the Employer adopts.

6.1 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.

6.2 The criteria upon which the performance of the Employee shall be assessed, shall consist of two components, both of which shall be contained in the Performance Agreement.

6.2.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Managerial Competencies (CMCs) respectively.

6.2.2 KPAs covering the main areas of work will account for 80% and CMCs will account for 20% of the final assessment.

6.2.3 Each area of assessment will be weighted and will contribute a specific part to the total score.

6.3 The Employee's assessment will be based on his/ her performance in terms of the outputs/ outcomes (performance indicators) identified as per attached Performance Plan (Appendix "A"), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	30%
Municipal Institutional Development and Transformation	10%
Local Economic Development (LED)	10%
Municipal Financial Viability and Management	20%
Good Governance and Public Participation	10%
Municipal Planning	20%
Social Development	0%
Total	100%

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6.4 The Critical Leading Competencies (CLC) and Core Competencies requirements (CCR's) as per Annexure A of the Local Government : Competency Framework for Senior Managers will make up the other 20% of the Employee's assessment score. There is no hierarchical connotation and all competencies are essential to the role of a senior manager. All competencies must therefore be selected from the list below as agreed to between the Employer and Employee:-

<b>CRITICAL LEADING COMPETENCIES</b>		<b>WEIGHT</b>
<b>Strategic Direction and Leadership</b>	<ul style="list-style-type: none"> <li>Impact and Influence</li> <li>Institutional Performance Management</li> <li>Strategic Planning and Management</li> <li>Organisational Awareness</li> </ul>	10%
<b>People Management</b>	<ul style="list-style-type: none"> <li>Human Capital Planning and Development</li> <li>Diversity Management</li> <li>Employee Relations Management</li> <li>Negotiation and Dispute Management</li> </ul>	10%
<b>Programme and Project Management</b>	<ul style="list-style-type: none"> <li>Program and Project Planning and Implementation</li> <li>Service Delivery Management</li> <li>Program and Project Monitoring and Evaluation</li> </ul>	10%
<b>Financial Management</b>	<ul style="list-style-type: none"> <li>Budget Planning and Execution</li> <li>Financial Strategy and Delivery</li> <li>Financial Reporting and Monitoring</li> </ul>	10%
<b>Change Leadership</b>	<ul style="list-style-type: none"> <li>Change Vision and Strategy</li> <li>Process Design and Improvement</li> <li>Change Impact Monitoring and Evaluation</li> </ul>	10%
<b>Governance Leadership</b>	<ul style="list-style-type: none"> <li>Policy Formulation</li> <li>Risk and Compliance Management</li> <li>Co-operative Governance</li> </ul>	10%
<b>CORE COMPETENCIES</b>		
<b>Moral Competence</b>		10%
<b>Planning and Organising</b>		5%
<b>Analysis and Innovation</b>		5%
<b>Knowledge and Information Management</b>		5%
<b>Communication</b>		5%
<b>Results and Quality Focus</b>		10%
<b>Total Percentage</b>		<b>100%</b>

**7. EVALUATING PERFORMANCE**

7.1 The Performance Plan/scorecard (Appendix "A") to this Agreement sets out –

7.1.1 the standards and procedures for evaluating the Employee's performance; and

7.1.2 the intervals for the evaluation of the Employee's performance.

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*[Signature]*

**7.2** Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.

**7.3** Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan (in a format substantially compliant with Appendix "B") as well as the actions agreed to, and implementation must take place within set time frames.

**7.4** The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

**7.5** The annual performance appraisal will involve:

**7.5.1 Assessment of the achievement of results as outlined in the performance plan:**

**(a)** Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

**(b)** An indicative rating on the five-point scale should be provided for each KPA.

**(c)** The applicable assessment rating calculator (refer to paragraph 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

**7.5.2 Assessment of the CMCs**

**(a)** Each CMC should be assessed according to the extent to which the specified standards have been met.

**(b)** An indicative rating on the five-point scale should be provided for each CMC.

**(c)** The applicable assessment rating calculator (refer to paragraph 7.5.1 above) must then be used to add the scores and calculate a final CMC score.

**7.5.3 Overall rating**

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal. (Calculator available on DPLG website.)

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7.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CMCs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
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	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.					

7.7 For purposes of evaluating the performance an evaluation panel constituted in terms of Regulation 27(4)(d)(e) and (f) will be established.

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**8. SCHEDULE FOR PERFORMANCE REPORTING, MONITORING, EVALUATION AND REVIEW**

8.1 The performance of the Employee in relation to his performance agreement shall be monitored and evaluated on the following dates (in line with the Performance Management Framework – as amended) with the understanding that informal and formal evaluations will be documented for each quarter. Quarterly evaluations will be subject to an internal audit process being concluded. Monthly reporting may be verbal and informal for the purposes of identifying areas for corrective action and/or review. The first and third quarter may be verbal if performance is satisfactory:

QUARTER	PERIOD	REVIEW TARGET DATE
First	July to September 2014	30 November 2014
Second	October to December 2014	28 February 2015
Third	January to March 2015	31 May 2015
Fourth /Annual	April 2015 to June 2015	30 September 2015

8.2 The Employer shall keep a record of the quarterly, mid-year review and annual assessment meetings.

8.3 The Employee is responsible for maintaining a Portfolio of Evidence, which must be made available at the informal and formal evaluation sessions, and for audit purposes

8.4 Performance scoring and feedback shall be based on the Employer's assessment of the Employee's performance against Actuals reported and evidence provided .

8.5 The Employer will be entitled to review and make reasonable changes to the provisions of Appendix "A" in line with Mid Year Assessment for operational reasons. The Employee will be fully consulted before any such change is made.

8.6 The Employer may amend the provisions of Appendix "A" whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

**9. DEVELOPMENTAL REQUIREMENTS**

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Appendix "B".The PDP will be completed after the 1<sup>st</sup> quarter performance assessment, and quarterly assessments thereafter.

**10. OBLIGATIONS OF THE EMPLOYER**

10.1 The Employer shall –

10.1.1 create an enabling environment to facilitate effective performance by the employee;

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10.1.2 provide access to skills development and capacity building opportunities;

10.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

10.1.4 on the request of the Employee delegate such powers reasonably required by the Employee to enable him/ her to meet the performance objectives and targets established in terms of this Agreement; and

10.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time to assist him/ her to meet the performance objectives and targets established in terms of this Agreement.

## 11. CONSULTATION

11.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –

11.1.1 a direct effect on the performance of any of the Employee's functions;

11.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and

11.1.3 a substantial financial effect on the Employee.

11.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

## 12. MANAGEMENT OF EVALUATION OUTCOMES

12.1.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance

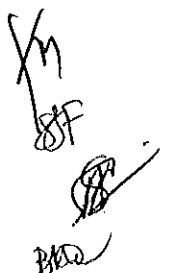
12.1.2 A performance bonus may be paid in terms of section 32(2) of the Local Government : Municipal Performance Regulations and any other policy of Council,

12.2 In the case of unacceptable performance, the Employer must implement Procedures for dealing with substandard performance as prescribed in section 16 of the Local Government : Disciplinary Code and Procedures for Senior manager which is attached hereto as Appendix C.

## 13. DISPUTE RESOLUTION

13.1 Any disputes about the nature of the Employee's **performance agreement**, whether it relates to key responsibilities, priorities, methods of assessment, and/ or salary increment in the agreement, must be mediated by –

13.1.1 in the case of the Municipal Manager be mediated by the MEC for local government in the province, or any other person appointed by the MEC within thirty (30) days of receipt of a formal dispute from the employee; and



13.1.2 in the case of Managers directly accountable to the Municipal Manager, the Mayor, within thirty (30) days of receipt of a formal dispute from the Employee;

**whose decision shall be final and binding on both parties.**

13.2 Any disputes about the outcome of the employee's **performance evaluation**, must be mediated by -

13.2.1 In the case of the Municipal Manager be mediated by the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee or any other person appointed by the MEC; and

13.2.2. In the case of Managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e), within thirty (30) days of receipt of a formal dispute from the employee;

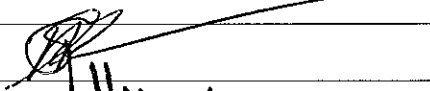
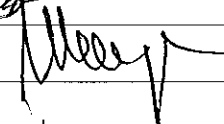


**whose decision shall be final and binding on both parties.**

**14. GENERAL**

14.1 The contents of this agreement and the outcome of any review conducted in terms of Appendix "A" must be made available to the public by the Employer (MFMA, 2003 and Section 46 of the Systems Act, 2000).

14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

14.3 The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the National Minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Signed and accepted N S THUSI	
Signed and accepted by K MASANGE	
Date Performance Plan signed	31/07/2014
Witness Number One : Name and Signature	BONGIWE MAKHAWA 
Witness Number Two : Name and Signature	SHELINA J FAKIR 



**PERFORMANCE PLAN**  
**N S THUSI 2014/15**

NEWCASTLE MUNICIPALITY  
 PERFORMANCE PLAN 2024/25  
 SID: DEVELOPMENT PLANNING AND HUMAN SETTLEMENTS

REF NO.	SOSP REF NO.	IDP/ORD REF NO.	OUTCOME 9	NATIONAL KEY PERFORMANCE AREA	SERVICE/ FUNCTION	OBJECTIVES	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2024/25	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	WEIGHTINGS		
DPH5001	DPH51	GP7.1.6	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration	To ensure that good governance principles are implemented	Monthly reports on compliance with legislation	Confirmation of receipt by CEO	Quarterly			12	3	3	3	3	3	10%	
DPH5002	DPH52	GP7.1.5	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration	To ensure that good governance principles are implemented	Monthly reports on Internal Audit Action Plan	Confirmation of receipt by CEO	Quarterly			12	3	3	3	3	3	10%	
DPH5003	DPH53	GP8.1.4	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration	To ensure that good governance principles are implemented	Monthly reports on risk Management Action Plan	Confirmation of receipt by CEO	Quarterly			12	3	3	3	3	3	10%	
DPH5004	DPH54	GP7.1.2	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration	To ensure that good governance principles are implemented	Monthly reports on compliance with legislation, Implementation of AG Internal e-RI and risk management Action Plans to Municipal Managers Office	Confirmation of receipt by CEO	Quarterly			12	3	3	3	3	3	10%	
DPH5005	DPH55	GP4.1.3	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration	To ensure that good governance principles are implemented	Monthly meetings to monitor performance information	12 Minutes	Quarterly			12	3	3	3	3	3	10%	
DPH5006	DPH56		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Administration	To ensure that good governance principles are implemented	Implement resolutions of Manco/MCO/Council/ Audit Committee/ Misc	Confirmation of receipt by Manager; 12 Executive Support	Quarterly			12	3	3	3	3	3	10%	
DPH5007	DPH57	MP7.3.1	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	DPHS	To improve both internal and external communication.	To improve both internal and external communication.	% of communication plan implemented	Annual			100%	N/A	N/A	N/A	N/A	100%	20%	
DPH5008	DPH58	ED5.1.1	OUTPUT 1: IMPLEMENT A DIFFERENTIATED STRATEGY FOR MUNICIPAL FINANCE, PLANNING AND SUPPORT.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	DPHS	Provision of internal guidance for investment and infrastructure expenditure	Facilitate interdepartmental co-ordinating meetings	Number of meetings held (ICC)	Quarterly			4	1	1	1	1	1	1	20%
DPH5009	DPH59	FV3.0.2	OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Administration	To promote zero fatalities and ensure a healthy and safe working environment	Implementation of capital programme	% of capital budget spent as per approved cash flows	Quarterly			90%	90%	90%	90%	90%	90%	20%	
DPH5010	DPH510		OUTPUT 6: ADMINISTRATIVE AND FINANCIAL VIABILITY	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	DPHS	To develop and enhance knowledge sharing with other municipalities	Monthly safety meetings	Number of safety meetings	Quarterly			12	3	3	3	3	3	10%	
DPH5011	DPH512	IT.3.1	Output 6: Administrative and financial capability	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION		To facilitate knowledge sharing activities with other municipalities	Number of knowledge sharing meetings	Attendance Register/ Reports	Annual			1	0	0	0	0	1	10%	

NEWCASTLE MUNICIPALITY  
PERFORMANCE PLAN 2015-2017/18

SD1: DEVELOPMENT PLANNING AND HUMAN SETTLEMENT

REF. NO.	SDIP REF. NO.	IDP/ORG REF. NO.	OUTCOMES	MUNICIPAL KEY PERFORMANCE AREA	SERVICE/ FUNCTION	OBJECTIVE/S	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2016/17	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	WEIGHTINGS
DPH5012	TP1	MP13.1.1	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	MUNICIPAL PLANNING	Land Use Management	To use advertising signs for enhancement of area image and municipal revenue	Enforcement of outdoor advertising policy and bylaws	% Of Identified and reported illegal advertisements removed	Quarterly	Removal of 200 illegal advertisement boards, Register	80%	80%	80%	80%	80%	80%	80%
DPH5013	TP2	MP13.1.1	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	MUNICIPAL PLANNING	Land Use Management	Develop an efficient and effective land use management system so as to promote harmonious land development	Finalisation of the Land Use Scheme (Wall to Wall) Preparation Process	Submission of second draft on phase 2 Wall-to-Wall Scheme	Quarterly	Finalised consultation report on phase 2 wall-to-wall Scheme	Records	80%	80%	80%	80%	80%	80%
DPH5014	TP4	MP14.1.1	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	MUNICIPAL PLANNING	Geographic Information Systems	To ensure an efficient, effective and integrated information Management System	GIS Data management	Number of Properties captured into Cadastral data on the geodatabase	Quarterly	0 GIS Register	80%	80%	80%	80%	80%	80%	80%
DPH5015	TP6	MP14.1.2	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	MUNICIPAL PLANNING	Spatial Planning	To promote sustainable development, city growth, spatial restructuring and integration	Formulation of Local Area Development Plans and Growth management strategies for various areas within municipality	Approved Sou City Local Area Development Plan by 30 June 2015	Quarterly	Inception Report, Records	Records	80%	80%	80%	80%	80%	80%
DPH5016	TP7	MP15.1.3	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	MUNICIPAL PLANNING	Spatial Planning	To promote sustainable development, city growth, spatial restructuring and integration	Formulation of Predict area Plans	Approved Kilbarhan, Ingagane, Charlestown, Predict Plans by June 2015	Quarterly	Draft of Kilbarhan, Ingagane, Charlestown, Predict Plans by 30 June 2014	Records	80%	80%	80%	80%	80%	80%
DPH5017	TP8	MP17.2.1	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	MUNICIPAL PLANNING	Spatial Planning	To promote sustainable development and environmental awareness	Finalise Preparation of EIAF	Approved Environmental Management Framework (EMF) by 30 June 2015	Quarterly	Defined State of Environment Report	Records	80%	80%	80%	80%	80%	80%
DPH5018	TP9	MP15.1.1	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	MUNICIPAL PLANNING	Spatial Planning	To promote spatial restructuring and integration	Review of SDF	Approved Spatial Development Framework by 30 June 2015	Quarterly	Newcastle SDF, Records	Records	80%	80%	80%	80%	80%	80%
DPH5019	TP10	ID27.2.5	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	MUNICIPAL PLANNING	Spatial Planning	To facilitate City growth and sustainable development throughout the municipality	Identification of landfill site	Detailed Design on the Proposed Landfill Site	Annual	Final Detailed studies, Records	Records	80%	80%	80%	80%	80%	80%
DPH5020	TP11	MP13.1.1	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	MUNICIPAL PLANNING	Spatial Planning	To facilitate land development throughout the municipality	Identification of Cemetery sites	Initiate POA process for proposed Rivermead Cemetery site by 30 June 2015	Bi-annual	Draft basic assessment report on Rivermead cemetery	Records	80%	80%	80%	80%	80%	80%
DPH5021	TP12	MP13.1.1	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	MUNICIPAL PLANNING	Building Inspectors	To promote efficient and effective building control services	To process building plans without delay to homeowners and developers	Average turnaround time for the approval of building Plans	Quarterly	10 days for residential, 18 days for commercial and 15 days for industrial buildings	Quarterly	10 days for residential, 18 days for commercial and 15 days for industrial buildings	10 days for residential, 18 days for commercial and 15 days for industrial buildings	10 days for residential, 18 days for commercial and 15 days for industrial buildings	10 days for residential, 18 days for commercial and 15 days for industrial buildings	10 days for residential, 18 days for commercial and 15 days for industrial buildings	10 days for residential, 18 days for commercial and 15 days for industrial buildings
DPH5022	URP1	MP15.1.1	OUTPUT4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	MUNICIPAL PLANNING	Urban Renewal and Special Projects	Upliftment of communities, socially, economically, environmentally including infrastructure development	Prepare the JBC Node Product Plan	Approved Urban JBC Node Product Plan	Quarterly	Approved Monthly progress Township reports, Minutes of Regeneration meetings, Milestone Strategy reports	Records	80%	80%	80%	80%	80%	80%

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NEWCASTLE MUNICIPALITY

PERFORMANCE PLAN 2014/15

ED - DEVELOPMENT PLANNING AND HUMAN SETTLEMENT

REF NO.	SDIP REF NO.	BD/ORG REF NO.	OUTCOMES	NATIONAL KEY PERFORMANCE AREA	SERVICE/ FUNCTION	OBJECTIVE/S	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2014/15	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	WEIGHTINGS	
DPH5023	ED2	ED44.1.1	OUTPUT 1-IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	Local Economic Development	Local Economic Development	To promote economic development that will result in sustainable job creation	Business retention and expansion (BRE)	Annual assessment of 670 key businesses to assess business confidence in Newcastle by June 2015	Annual	0 to PRC/DCO	Assessment submitted 0 to PRC/DCO	1	N/A	N/A	N/A	N/A	Annual assessment of 670 key businesses to assess business confidence in Newcastle by June 2015	1
DPH5024	ED4	ED38.1.2	OUTPUT 1-IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	Local Economic Development	Local Economic Development	To promote economic development that will result in sustainable job creation	Provide facilities for informal traders	Number of Haskers Stands built	Annually	15	Structures built and completion	20	N/A	N/A	N/A	N/A	20	
DPH5025	ED5	ED37.1.1	OUTPUT 1-IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	Local Economic Development	Local Economic Development	To promote economic development that will result in sustainable job creation	Preparation of Informal Trading Survey, Policy and review of bylaws.	Devlop policy for informal trading and review of the bylaws by 30 June 2015	Bi-Annual	Status quo report on Informal trading	Approval of Informal Trading Policy and Bylaws	4	n/a	Draft Informal Trading Policy and Bylaws submitted to Council	N/A	N/A	Final Approval of Informal Trading Policy and Bylaws by 30 June 2015	1
DPH5026	ED6	ED38.1.1	OUTPUT 1-IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	Local Economic Development	Local Economic Development	To promote economic development that will result in sustainable job creation	Promotion of SMME & Entrepreneurial development	Number of SMME development events	Quarterly	4	Event reports	4	1	1	1	1	1	
DPH5027	ED9	ED39.2.2	OUTPUT 1-IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	Local Economic Development	Local Economic Development	To promote economic development that will result in sustainable job creation	Marketing and branding of Newcastle.	Develop the Newcastle Brand.	Annual	Approved Tourism and Marketing strategy	Development of the Newcastle Brand	n/a	n/a	n/a	n/a	n/a	Development of the Newcastle Brand	
DPH5028	ED11	ED30.1.3	OUTPUT 1-IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	Local Economic Development	Local Economic Development	To promote economic development that will result in sustainable job creation	Provide legislative support to Community Tourism Organisation (CTO)	Number of meetings held with CTO	Quarterly	n/a	n/a	4	1	1	1	1	1	
DPH5029	ED14	ED40.1.1	OUTPUT 1-IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	Local Economic Development	Local Economic Development	To promote economic development that will result in sustainable job creation	Provide economic data	Number of work opportunities created through LED development initiatives including Capital Projects	Annual	n/a	Quarterly reports on n/a job creation	n/a	N/A	N/A	N/A	N/A	100	
DPH5030	ED15	ED38.2.1	OUTPUT 1-IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	Local Economic Development	Local Economic Development	To promote economic development that will result in sustainable job creation	Development of LED business plans	Number of business plans developed	Annually	2	Records	2	N/A	N/A	N/A	N/A	2	
DPH5031	HL1	MP2&1.1	OUTPUT 4-ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	BASIC SERVICE DELIVERY	Housing Development	To reduce housing backlog to meet the provincial and national targets	Monitoring implementation of Housing Projects	Number of houses built	Annually	Records	Records	860 units	N/A	N/A	N/A	N/A	860 units	
DPH5032	HL11	MP21.1.1	OUTPUT 4-ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	BASIC SERVICE DELIVERY	Housing Administration and Customer Care	Preparation of Sustainable-Human Settlements	To identify and complete the holding of the Flood Victims House	Number of flood victim houses built	Annual	1	Tender Documents	2	N/A	N/A	N/A	N/A	2	
DPH5033	HL32	MP10.3.1	OUTPUT 4-ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	BASIC SERVICE DELIVERY	Housing Administration and Customer Care	To promote security of tenure	Housing transfer through Enhanced Extended Discount Benefit Scheme (EEDBS)	Number of houses transferred	Annual	Correspondence from Conveyancers	Correspondence from Conveyancers	40	n/a	n/a	n/a	n/a	40	

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KINGSTON MUNICIPALITY PERFORMANCE PLAN FY 2024/25 SD : DEVELOPMENT PLANNING AND HUMAN SETTLEMENT																	
REF NO.	SD/DP REF NO	OUTCOME #	NATIONAL KEY PERFORMANCE AREA	SERVICE/ FUNCTION	OBJECTIVE/S	ACTION PLAN	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE	SOURCE OF EVIDENCE	ANNUAL TARGET 2024/25	TARGET QUARTER 1	TARGET QUARTER 2	TARGET QUARTER 3	TARGET QUARTER 4	WEIGHTINGS	
DPHS034	HL15 MP26	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	BASIC SERVICE DELIVERY	Real Estate	To facilitate land disposal for housing, commercial and industrial development	Disposal of land for Development Purposes - Residential Properties	Number of Sites available for disposal	Annual		Deed of sale, supply chain record/ deed of transfer.	15	N/A	N/A	N/A	15		
DPHS035	HL16 MP20.2.1	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	BASIC SERVICE DELIVERY	Real Estate	To Facilitate Land Acquisition for Development of Sustainable Human Settlements.	To acquire land for sustainable human settlements.	Number of pieces of land acquired for development.	Annual	10	10 Signed deeds of sale	10	N/A	N/A	N/A	10		
DPHS036	HL17 MP20.2.1	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	BASIC SERVICE DELIVERY	Real Estate	Efficient management of land disposal and Acquisition	To address Land Disposal Processes.	Reviewed Land Disposal Policy by 31 December 2024	Bi-annual	Draft Land Disposal Policy	Minutes/Records	Reviewed Land Disposal Policy by 31 December 2024	Public Consultation	Approved Reviewed Land Disposal Policy by 31 December 2024	N/A	N/A	n/a	
DPHS037	HL18 MP18.2.1	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	BASIC SERVICE DELIVERY	Housing Development	Development and implementation of a Housing Sector Plan	Development and implementation of a Housing Sector Plan	Annual Review of Housing Sector Plan to inform the IDP Housing Chapter	Bi-annual	Approved Reviewed housing sector plan by June 2024	Minutes	Annual Review of Housing Sector Plan approved as part of the IDP	N/A	N/A	N/A	Annual Review of Housing Sector Plan approved as part of the IDP	2	
DPHS038	HL19 MP18.2.1	OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES	BASIC SERVICE DELIVERY	Housing Development	To facilitate the provision housing in line with the national and provincial norms and standards.	Promotion of a variety of housing typologies and densities in and around nodal points	Number of application for funding submitted to the Department of Human Settlement	Annual		Records	4	N/A	2	N/A	2		

**PERSONAL DEVELOPMENT PLAN**  
**N S THUSI 2014/15**



APPENDIX B  
(TO THE PERFORMANCE AGREEMENT)

PERSONAL DEVELOPMENT PLAN

MUNICIPALITY: NEWCASTLE MUNICIPALITY

INCUMBENT: MS. NOKUTHULA THUSI

SALARY:

JOB TITLE: SED: DEVELOPMENT PLANNING & HUMAN SETTLEMENTS

REPORT TO: MUNICIPAL MANAGER

1. What are the competencies required for this job (refer to competency profile of job description)?

CRITICAL LEADING COMPETENCIES

- Strategic Direction and Leadership
- People Management
- Programme and Project Management
- Financial Management
- Change Leadership
- Governance Leadership

CORE COMPETENCIES:

- Moral Competence
- Planning and Organising
- Analysis and Innovation
- Knowledge and Information Management
- Communication
- Results and Quality Focus

2. What competencies from the above list, does the job holder already possess?

*Already have have almost all of them  
but can improve on People Management*

3. What then are the competency gaps? (If the job holder possesses all the necessary competencies, complete No's 5 and 6.)

**Please refer to No's 5 and 6 below**

4. Actions/Training interventions to address the gaps/needs

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5. Indicate the competencies required for future career progression/development

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6. Actions/Training interventions to address future progression

- Critical Analytical Thinking and Problem Solving Course

7. Comments/Remarks of the Incumbent

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*Handwritten initials:*  
JM  
SF  
BM

8. Comments/Remarks of the supervisor

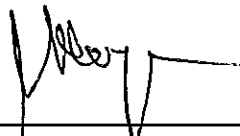
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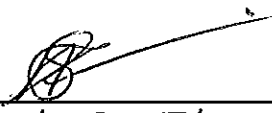
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Agreed upon

Signature:   
Supervisor: K Masange (Mr)  
Date:

Signature:   
Incumbent: N.S. Thusi  
Date:

  
SF  
BW