



REPORT TO: URBAN MANAGEMENT PORTFOLIO COMMITTEE

1. ITEM NUMBER URBM 19/06/20

2. SUBJECT

BUSINESS IMPROVEMENT INTERVENTION IN URBAN MANAGEMENT

ONDERWERP

SAKEVERBETERINGSINGRYPING IN STEDELIKE BESTUUR

ISIHLOKO

**AMANGENELO ANGOPHUCULO KWENDLELA YOKUQHUTYWA KOMSEBENZI
KWEZOLAWULO LWEDOLOPHU**

L3340

3. DELEGATED AUTHORITY

In terms of delegation 7 (1) (7); 7 (1) (8); 18

This report is FOR NOTING BY

Committee name : Urban Management

The Executive Mayor together with the Mayoral Committee (MAYCO)

Council

4. DISCUSSION

In an effort to optimise excellent customer service, the City of Cape Town adopted the Integrated Development Plan (IDP 2017/22). The Urban Management Directorate plays a critical role in delivering of services to the citizens within the City of Cape Town.

The Innovation and Operational Effectiveness (IOE) Branch was tasked with conducting a business improvement intervention within the Urban Management Directorate in pursuit of the Portfolio Committee (PC) resolution that a review of the Subcouncil structure and capacity be conducted.

The request for this project was received from the Urban Management Leadership Team in response to the Portfolio Committee mandate.

Intervention Scope

The business improvement intervention will comprise of a contextualisation and benchmarking exercise, including a functional analysis over the Urban Management Directorate and workload assessments within subcouncils.

Approach

The business improvement intervention will follow a phased approach, with a final deliverable in March 2020.

First phase will comprise of a contextualisation of urban management with various stakeholders and benchmarking research of various local and international governmental structures.

Second phase will comprise of a functional analysis of urban management and a workload assessment to be done within subcouncils to determine utilisation pressures.

Final phase will comprise of a detailed report and recommendation for business improvement.

Methodology

The following methodologies will be followed in relation to the business improvement intervention:

- Functional analysis is the detailed study of the current design of an organisation, through various documentation and information. All identified functions will be grouped and their relevance in current state will be vertically and horizontally analysed. The outcome of the analysis will provide, if relevant, a recommended efficient and effective future organisational design; and
- Workload assessment determines the utilisation percentage of a specific positions through a detailed analysis of the job content, frequency that the activities are performed at and the time it takes to complete activities. The utilisation percentage

is interpreted and recommendations are put forward to ensure that resources are efficiently and effectively utilised.

Progress and Way Forward

The following table provides for the progress to date and the way forward:

Date	Action	Progress
3 December 2019	Initiation Meeting	Completed
4 to 6 December 2019	Contextualisation meeting with the Urban Management Directors and Subcouncil Chairpersons	Completed
9 December 2019 to 15 January 2020	Benchmarking outcomes	Completed
20 to 24 January 2020	Contextualisation and benchmarking feedback to Executive Director: Urban Management	Completed
3 to 7 February 2020	Project Charter sign-off	Completed
3 to 14 February 2020	Conduct desktop analysis synthesizing gathered information	Completed
10 to 21 February 2020	Draft As-Is structure and functional layout of the Directorate and To-Be functional analysis of the Directorate and subcouncils	In progress
17 to 28 February 2020	Conduct workload assessment workshops with identified subcouncils	In progress
2 to 31 March 2020	Aggregation of information and finalisation of Report	Planned

Financial Implications

None Opex Capex

Capex: New Projects

Capex: Existing projects requiring additional funding

Capex: Existing projects with no additional funding requirements

Policy and Strategy

Yes No

Legislative Vetting Yes No

Legal Compliance

Staff Implications Yes No

Risk Implications Yes No

5. RECOMMENDATIONS

It is recommended that the report be noted.

AANBEVELINGS

Daar word aanbeveel dat daar van die verslag kennis geneem word.

IZINDULULO

Kundululwe ukuba makuqwalaselwe ingxelo.

FOR FURTHER DETAILS CONTACT

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DIRECTORATE	Urban Management	FILE REF No	

Approval Form

Supported for inclusion on the agenda



Business Improvement Intervention in Urban Management

Report Reference: 514648
Meeting: Section 79 Portfolio Committee - Urban Management
Meeting Date: 02.03.2020
Meeting Venue: Council Chamber

Contact Person: Sibusiso Mayekiso
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Item	Section	Approver	Approval	Approved Date	Approver Comments
01	Author	Sibusiso Mayekiso	Approved	19.02.2020 09:42:48	
02	Director	Sibusiso Mayekiso	Approved	19.02.2020 09:43:19	
03	Executive Director	Philemon Mashoko	Approved	19.02.2020 09:52:06	
04	Legal Compliance	Joan Mari Holt	Approved with Comments	20.02.2020 16:01:52	For information.
05	Chairperson	Willie Jaftha	Approved	21.02.2020 12:27:34	

ECS Officer: