

## MINUTES

**OF A CORPORATE SERVICES PORTFOLIO COMMITTEE MEETING OF THE CITY OF CAPE TOWN HELD VIA THE CITY'S VIRTUAL PLATFORM (SKYPE FOR BUSINESS) ON WEDNESDAY, 2 OCTOBER 2024 AT 11:00**

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### **PRESENT: COMMITTEE MEMBERS**

#### **DEMOCRATIC ALLIANCE (DA)**

Cllr F Ah-Sing (Chairperson)  
Ald. S Pringle  
Cllr N R Adonis  
Cllr U Barends  
Cllr P East  
Cllr T Gqada (Joined the meeting at 11:35)  
Cllr A Griesel  
Cllr E Langenhoven  
Cllr S Taliep  
Cllr F C Walker

#### **AFRICAN NATIONAL CONGRESS (ANC)**

Cllr M M N Chitha  
Cllr X Diniso  
Cllr J N Stevens

#### **ECONOMIC FREEDOM FIGHTERS (EFF)**

Cllr L Ntshuntshe

#### **CAPE COLOURED CONGRESS (CCC)**

None

#### **GOOD**

None

#### **PATRIOTIC ALLIANCE (PA)**

Cllr R Tagodien

#### **PAN AFRICANIST CONGRESS OF AZANIA (PAC)**

Cllr S Ndamane

**COUNCILLORS ABSENT WITH LEAVE**

Cllr S Mamkeli (GOOD)

**COUNCILLORS ABSENT WITHOUT LEAVE**

Cllr H Loonat (CCC)

**MEMBER OF MAYORAL COMMITTEE (MMC): CORPORATE SERVICES**

Ald. T Uys

**PRESS**

None

**OFFICIALS**

|                  |   |
|------------------|---|
| Mr E Sass        | Executive Director: Corporate Services  |
| Mr A Warren      | Manager: Performance, Compliance & Administration   |
| Mr Y Ahmed       | Director: Fleet Management  |
| Ms A Bosman      | Regional Manager Subcouncils: S/E, Citizen Interface  |
| Ms J Crocker     | Executive Personal Assistant, Executive and Councillor Support Operations   |
| Ms R Dames       | Head: Job Evaluation, Human Resources   |
| Ms P Dlamini     | HR Business Partner (CS)  |
| Mr T Du Plessis  | Head: Facilities Management & Maintenance, Facilities Management  |
| Ms E Engelbrecht | Acting Director: Executive and Councillor Support Operations and Language Services Manager, Executive and Councillor Support Operations |
| Mr D Fortuin     | Programme Manager: Infrastructure Implementation, Facilities Management   |
| Ms S Golding     | Head: Remuneration Benefits & Conditions, Human Resources   |
| Mr A Graham      | Head: MURP Technical Support, Urban Regeneration  |
| Ms S Heyn        | Head: Facilities Management and Maintenance, Facilities Management  |
| Ms M Isaacs      | Senior Professional Officer, Citizen Interface  |
| Mr T Jackson     | Manager: FM Security Services, Facilities Management  |
| Ms D Marais      | Departmental Support Services Manager, Citizen Interface  |
| Mr T Mathiba     | Senior Professional Officer, Facilities Management  |
| Mr J Mitchell    | Head: Business Improvement and Stakeholder, Facilities Management   |
| Mr M Ndaba       | Manager: Fleet Administration Services, Fleet Management  |
| Ms L Ndaba       | Chief: CAR Audits, Corporate Digital Governance   |
| Ms P Nongqongqo  | Director: Citizen Interface   |

|                        |   |
|------------------------|---|
| Mr E Olckers           | Principal Professional Officer BIS, Fleet Management                        |
| Ms G Parenzee Da Graca | Senior Professional Officer, Citizen Interface                              |
| Ms R Razack            | Manager: Committee Services, Executive and Councillor Support Operations    |
| Adv. I Robson          | Manager: Public Participation, Citizen Interface                            |
| Mr A Ruiters           | Manager: PMO & Capital Programmes, PMO - Corporate Services                 |
| Mr M Stander           | Manager: Business Integration, Enablement & Planning, Facilities Management |
| Mr A Stelzner          | Chief Digital Officer, Information Systems and Technology                   |
| Mr W Taliep            | Manager: Finance (CS)   |
| Ms A Thomas            | Support Assistant, Executive and Councillor Support Operations              |
| Mr J van As            | Manager: Councillor Support, Executive and Councillor Support Operations    |
| Ms A van Niekerk       | Subcouncil Manager, Citizen Interface                                       |
| Mr B van Schoor        | Director: Human Resources   |

**INTERPRETER**

None

**LEGAL ADVISOR**

Mr G Stevens

**MEMBERS OF THE PUBLIC**

None

**COMMITTEE SERVICES**

Ms A Salie  
Mr M Carolus

**CRSPC 01/10/24 OPENING AND PRAYER / MOMENT OF SILENCE**

The Chairperson, Cllr F Ah-Sing, welcomed all those present to the meeting and requested that a moment of silence be observed.

**CRSPC 02/10/24 APOLOGIES / LEAVE OF ABSENCE**

An application for leave of absence was received by the Office of the Chief Whip for Cllr S Mamkeli. It was noted that Cllr T Gqada joined the meeting at 11:35.

It was further noted that apologies were received for Ms V Ngcobozi (Director: Executive & Councillor Support Operations), Mr R Melody (Director: Facilities Management) and Ms R Dames (Early departure at 12:45).

**RESOLVED** that the application for leave of absence received for this meeting, be noted.

**ACTION: M CAROLUS**

**CRSPC 03/10/24 CHAIRPERSON'S ADDRESS**

The Chairperson addressed the meeting as follows:

*“Good morning everybody and welcome to the Corporate Services Portfolio Committee meeting for October 2024.*

*On our agenda today, I would like to first point out our financial performance, which is doing really well. I would like to thank the Manager: Finance (CS), Mr Wallied Taliep and every other employee that has contributed to making sure that we are performing as well as we are. We are now at over 100% of committed spend for the year to date. I think it is the first time in the eight years that I have been on this committee that we are doing this well so soon in the year. As we have mentioned before in previous years, our goal is not only to spend the money that we have, but to spend it well and on things that are needed to improve the City of Cape Town.*

*I do hope that we will be able to get into the top three performing directorates in terms of highest capital spend performance. We are going into the billionaires club this year with a massive budget and I have full confidence that even with the increased budget, we have the team and the support needed to achieve that top three position. We have a lot to celebrate in Corporate Services and I look forward to us continuing with the trajectory that we are on, not only in terms of our capital spend, but also our operational spend.*

*Colleagues, in the beginning of September 2024, we had successful oversight visits to the Khayelitsha Training Centre, the Fish Hoek Municipal Building as well as the brand new Fish Hoek Customer Interaction Centre.*

*I would like to highlight the wonderful work being done at both the Khayelitsha Training Centre and at the Fish Hoek Municipal Building. It was heart-warming to see that at the Khayelitsha Training Centre, it was a hub of activity with councillors, community members and officials all busy with all kinds of City-related matters. There are also*

*some things that we have highlighted, which will receive attention in due course.*

*We would also like to thank the Speaker of Council, Alderwoman Felicity Purchase, who joined us at the Fish Hoek Municipal Building and warmly welcomed us with the Subcouncil Chairperson, Councillor Simon Liell-Cock. We thank them for their time and for their warm welcome and as with the Khayelitsha Training Centre, we did highlight a few things that need to be addressed. We had officials present to note all of the issues and we await the feedback report from the Facilities Management Department with action plans to resolve the concerns that were highlighted.*

*As you know, this is the process we follow in Corporate Services to make sure that our oversight visits are not just tick box exercises, but that it actually results in improved service delivery for the residents of Cape Town.*

*I would like to especially say thank you to Ms Colleen Knowles, Ms Trudy-Lee Gibbons, Ms Ronel Meyer and Mr Mario Carolus, for helping make sure that our oversight visits went smooth, and that everything that was needed was there for the Corporate Services Portfolio Committee.*

*We are also busy with our Spring Cleaning Campaign in Corporate Services and we wish our officials well in ensuring that our Spring Cleaning Campaign within Facilities Management is a success and that it bears the fruits of our labour.*

*I would also like to wish our Human Resources Department a wonderful annual awards ceremony tomorrow. I remember last year and it was lots of fun. I will be there this year as well and I wish you luck with your preparations. I would also like to congratulate all the City officials who will be receiving awards at that ceremony tomorrow.*

*Colleagues, we have got what seems like a short agenda, but we do have some presentations as well, which usually requires a lot of engagement so I wish you all a well and fruitful Corporate Services meeting today.*

*Thank you.”*

**CRSPC 04/10/24 CONFIRMATION OF THE MINUTES OF THE MEETING HELD ON 4 SEPTEMBER 2024**

**RESOLVED** that the minutes of the Corporate Services Portfolio Committee meeting held on 4 September 2024, be confirmed.

**ACTION: M CAROLUS**

**CRSPC 05/10/24 MATTERS ARISING FROM MINUTES**

No matters arising from the minutes.

**CRSPC 06/10/24 MATTERS RECEIVING ATTENTION**

**1. CRSPC ANNUAL OVERSIGHT WORK PLAN 2024/25**

The updated Corporate Services Portfolio Committee 2024/25 Annual Oversight Work Plan, adopted on 7 August 2024 vide Item CRSPC 27/08/24, be noted.

**ACTION: A THOMAS; M CAROLUS**

**2. CRSPC OVERSIGHT VISITS**

The Facilities Management Department to submit a feedback report on the oversight visits conducted on 12 September 2024 to the following facilities:

1. Khayelitsha Training Centre
2. Fish Hoek Municipal Building

The Chairperson requested the members to submit written proposals for the next round of oversight visits in November 2024:

1. Bellville Municipal Building
2. To be confirmed

**ACTION: FACILITIES MANAGEMENT; M CAROLUS**

**3. KUYASA LIBRARY COMPLEX**

See Item CRSPC 07/10/24 (Presentation: Kuyasa Library Complex) on the agenda.

**ACTION: A GRAHAM**

#### 4. HR DEPARTMENT: SERVICE MENU PRESENTATIONS

See Item CRSPC 08/10/24 (Presentation: Remuneration) on the agenda.

List of HR Service Menu Presentations to date:

1. EAP and Wellness Service Offerings was presented to the Corporate Services Portfolio Committee vide Item CRSPC 07/03/24 on 6 March 2024.
2. Occupational Health and Safety was presented to the Corporate Services Portfolio Committee vide Item CRSPC 07/04/24 on 3 April 2024.
3. Recognition of Prior Learning was presented to the Corporate Services Portfolio Committee vide Item CRSPC 10/08/24 on 7 August 2024.
4. Job Evaluation and report on the Job Evaluation Committee (JEC) work concluded for 2023/24 was presented to the Corporate Services Portfolio Committee vide Item CRSPC 13/09/24 on 4 September 2024.
5. Remuneration was presented to the Corporate Services Portfolio Committee vide Item CRSPC 08/10/24 on 2 October 2024.

Next HR Service Menu Presentations:

1. 6 November 2024 – Training & Development
2. February 2025 – Individual Performance Management
3. March 2025 – Organisational Management
4. April 2025 – HR Payroll and Personnel Administration
5. May 2025 – Recruitment & Selection

**ACTION: A FERNANDES; B VAN SCHOOR**

#### 5. EMPLOYEE ASSISTANCE PROGRAMME (EAP) SUITE OF WELLNESS PROGRAMMES FOR COUNCILLORS

The Chairperson proposed that the Matter Receiving Attention be closed.

The above proposal was duly supported.

**RESOLVED** that the Matter Receiving Attention, be closed.

**ACTION: M CAROLUS; J VAN AS; V NGCOBOZI**

**6. WORKSHOP ON SECURITY SERVICES AT CORPORATE FACILITIES**

The Chairperson proposed that the workshop to discuss the concerns and challenges related to the provision of security services at corporate facilities be held on 24 October 2024.

The above proposal was duly supported.

**ACTION: M CAROLUS**

**CRSPC 07/10/24 PRESENTATION: KUYASA LIBRARY COMPLEX**

Mr A Graham delivered an updated presentation on the Kuyasa Library Complex as requested by the Corporate Services Portfolio Committee on 3 April 2024 (vide resolution CRSPC 11/04/24) and highlighted the following:

- Current Status
- SASSA Conceptual Layout
- SASSA Ground Floor Costing
- CM-DS: Precinct Development and Management SOP - Overall Structure
- CM-DS: Precinct Development and Management SOP - Focus areas: Precinct Management
- Draft Precinct Management Support Approach

The Portfolio Committee considered the presentation and made the following comments:

- (a) There seems to be a disjunct between the MUAMP and a broader precinct management programme. To what extent is the City also pursuing precinct management engagements to address aspects like informal trading. Are these two processes running together and if so, when is it due to be finalised. If it is not running together, should it not be considered.
- (b) Ablution facilities are insufficient and those in existence are in a shocking state. In terms of adding ablution facilities, is the City also looking at repairing the existing ablution facilities and what are the timeframes in this regard.



- (c) In terms of the options for office space on the first and second floor, when will those discussions commence and when should that be finalised.
- (d) In terms of SASSA, how long term is the arrangements with SASSA. At the moment, they are the anchor tenant. Are there plans to keep this arrangement in place as long as possible and if so, what is that timeframe.
- (e) Metrorail would add significant value in terms of vibrancy and activity in that entire precinct and stimulate the local economy. When last has the City spoken to Metrorail and is there any indication as to when the station will be reopened.
- (f) In terms of effectively applying an oversight role, it would be important to understand the feasibility and return on investment into this asset. Did the City do a preliminary feasibility study and if so, what was the projected return on investment. What is equally important in terms of the feasibility is the rate per square metre.
- (g) In respect of the additional vacant floor space that will be put out to the market, the City should consider Home Affairs, the IEC or Social Development for the additional vacant space.
- (h) Safety and security seems to be a complex issue in that precinct, what are the plans for joint operations between SAPS, PRASA and the City. Does this fall into MURP's scope from an immediate to longer-term objective. It is critical to look at asset protection. It is also important from an urban management point of view to look at the SOP running simultaneously and to consider a task team to look at the different elements, especially safety and security in order to assist with asset protection and to promote foot traffic sooner rather than later.
- (i) It is a concern that in big projects like this, small and minor interventions that can be done quickly can easily be overlooked, e.g. replacing trees that have been knocked over or removed can create a softer environment, which people generally tend to enjoy.

A discussion ensued and the following responses were noted:

- (a) In terms of the MUAMP and precinct management, the City is looking at an integrated approach. The team working on the SOP have engaged with Property Management, who have been working on MUAMPs on a citywide level, to look at how the City

can integrate activities in precincts like this. An integrated approach will be implemented in the Kuyasa Library Complex.

- (b) The lease that Property Management is looking at will be a full maintenance lease. Any additional toilets within their facility, they will be required to maintain. The future management of the toilets within the building as a whole is an item within the MUAMP, i.e. to address the responsibility and management of the asset. The various elements of the building, which requires fixing, will be incorporated into this contract.
- (c) In terms of the availability of office space, the anticipated timeframe would be towards the end of the next calendar year when SASSA moves out of the first and second floors. There are options in terms of how the space can be utilised. There is interest from Province to establish a computer training facility for the youth. There are also opportunities in respect of line departments that might be interested in taking up the space. The City will focus on this space to ensure that it is not vacant going forward.
- (d) The intention is to have a long-term lease with SASSA and when the building has been valued, including the plans, that cost will be built into the lease.
- (e) The City has not engaged Metrorail directly, the City is working in a number of precincts along the rail corridor where this is a particular problem. The footfall is not happening because they are not using the station. The footfall makes the precinct safer and the precinct is more dangerous without the rail operating. The City can try to find out when Metrorail plans to reopen the station.
- (f) In terms of the feasibility, the fixed cost estimates and the rate per square metre, Property Management has done that type of work in determining the lease. They have evaluated the building and the improvements to the building and they are using that to calculate the lease requirements.
- (g) In respect of the future occupation of the first and second floors, typically what is done is to look internally first (the City) and then broader government (Provincial and National). In respect of the interest shown from Province to establish a computer training facility for the youth, it is an ideal place for that type of function as it is in close proximity to the library.
- (h) Khayelitsha is a high-crime area within the city and it is in the top ten in terms of violent crime. There are hotspots within the area and the hotspots always include the places that generate a lot of

feet. The Kuyasa Station Precinct is a hotspot. These areas are dangerous while they are vacant and they are dangerous while there are feet. When there is a lot of feet using public transport, these areas are also dangerous because of the general lack of urban management.

- (i) The City is trying to introduce urban management via the SOP on Precinct Management. A big element of the SOP will be around the coordination of the different security agencies and the idea of joint ops. This is central to the MURP approach when dealing with a precinct like this. This will be done very closely with Property and Facilities Management, who are more directly involved in the MUAMPS, because of the need to determine how to apportion the costs of taking care of the building and managing the building between multiple tenants. MURP works more broadly by looking at the space in terms of pedestrian flows, safety, cleaning and business promotion within the precinct. The working relationship needs to be set up properly in order to perform more effectively, this is currently not in place, and that is the idea behind doing the SOP.

The Chairperson proposed that a further update on the Kuyasa Library Complex be provided to the Corporate Services Portfolio Committee in March 2025.

The above proposal was duly supported.

**RESOLVED** that the updated presentation on the Kuyasa Library Complex, be noted.

**FURTHER RESOLVED** that a further update on the Kuyasa Library Complex be provided to the Corporate Services Portfolio Committee in March 2025.

**ACTION: A GRAHAM; R MCGAFFIN; E SASS**

**CRSPC 08/10/24 PRESENTATION: REMUNERATION**

Ms S Golding presented the Human Resources Service Menu of the Remuneration Unit and highlighted the following:

- Legislative and regulatory context
- Core business
- Goals and objectives
- Stakeholders
- Technology and innovation
- Risks and challenges

- Organisational structure

In response to an enquiry about synergies between all HR-related policies and what policies are taken into account to finalise the organisational and remuneration structure, the following response was noted:

- (a) There is currently a list of 52 HR-related policies, which spans across the HR Department.
- (b) The first tranche emanated from the City Manager who requested urgent attention to those, i.e. overtime, acting, advancement and individual performance management as well as the EAP suite.
- (c) The second tranche looked at grouping similar policies, i.e. all strategic staffing suite of policies and related, e.g. labour broker utilisation, the recruitment and selection policy and the relocation policy, i.e. where there were direct linkages.
- (d) The process followed was a prioritisation of all 52 policies by linking them into their respective tranches, but also taking into account competing priorities of the Subject Matter Expert (SME) as well as urgency and pain points that have been identified in coming up with a prioritised list.
- (e) Subsequent to that, the HR department is also looking at the ecosystem together with the Strategic Policy Unit (SPU) to ensure that those linkages are fully catered for throughout the review.

**RESOLVED** that the presentation of the Human Resources Service Menu of the Remuneration Unit, be noted.

**ACTION: S GOLDING; B VAN SCHOOR**

**CRSPC 09/10/24 PRESENTATION: FM TURNAROUND STRATEGY**

Mr M Stander presented the FM Turnaround Strategy and highlighted the following:

- Our purpose
- Our operational model
- Our portfolio
- What will change and what are the benefits
- What will success look like
- What needs to shift
- Our road map to get there
- The actions we will take

- Our immediate priorities
- Project scoping
- What could derail us
- In closing

The Portfolio Committee considered the presentation and made the following comments:

- (a) The preferred model professionalises facilities management in the City, especially insofar as immovable assets are concerned.
- (b) The centralised model is fully supported because it is going to make rands and cents and good management practices.
- (c) It is pleasing that the City is aligning with the ISO standards for property management and thereby heading in the best direction.
- (d) In respect of the consolidation of the immovable assets, one of the critical starting points in terms of the roadmap is to have an integrated asset database and register. Is that process going to be simple or is the City waiting to look at that type of technology and systems for the future.
- (e) Although asset registers are fairly fragmented and decentralised, each directorate should actually be having an asset database and so integration would be a key priority. How will this be dealt with.
- (f) The issue of consolidation comes with the consideration of future budgets and personnel. In terms of centralisation, will the relevant staff in other directorates come over to facilities management and will the budget come with that process.
- (g) It is the hope that the City will not consider outsourcing in future, because this is something that should be controlled internally.
- (h) In terms of migrating to a more professionalised innovation digital system, has the City looked at any systems currently available in the marketplace and has consideration been given to how this would tie into the Core Application Refresh (CAR) programme.
- (i) It is the hope that the FM team and the culture has the resilience and vision to see how important this strategy is for the City.

A discussion ensued and the following salient points were noted:

- (a) The idea of a turnaround strategy is for Facilities Management to respond to challenges, to align to City processes and to connect

to corporate systems. The desire is for Facilities Management to become the service provider of choice whereby the department wants to create a centre of excellence.

- (b) The result of the turnaround strategy is that to the benefit of the City and its residents, is to end up with a safe and resilient facility within the centralised model that can serve the organisation and the public.
- (c) In respect of the FM Facility Asset Register: Working Group, the department has commenced the process of gathering information about developing that asset register, but it goes beyond an asset register. The City looks at the asset in terms of its asset life cycle management, i.e. acquiring the asset, maintaining the asset and managing the process for retiring the asset when it exceeds its useful lifespan.
- (d) The FM Facility Asset Register: Working Group is scheduled to provide feedback in November 2024 on the development of the asset register and to showcase the work done to date.
- (e) It is critically important that whatever the department develops from an asset register perspective must be carried forward and that it is aligned to the CAR programme as well.
- (f) From a culture perspective, change management is driven from the Director: Facilities Management who has scheduled a number of workshops and roadshows with staff. The department is sharing this turnaround strategy with all FM staff and when the turnaround strategy was developed, there was consultation with the broader organisation.

**RESOLVED** that the presentation of the FM Turnaround Strategy, be noted.

**ACTION: M STANDER; R MELODY**

**CRSPC 10/10/24 CORPORATE SERVICES DIRECTORATE: AUGUST 2024  
FINANCIAL MONITORING REPORT**

Mr W Taliep presented the Corporate Services Directorate Financial Monitoring Report as at the end of August 2024 and highlighted the following in respect of Annexure A to the report on the agenda (2024/25 Capital Budget Summary as at 31 August 2024):

- (a) For the first two months, the directorate has spent in excess of 16% of its capital budget.

- (b) The percentage year to date actual spend plus commitments compared to current budget is at 63.1%.
- (c) The directorate has another 10 months to commit 37% of its capital budget, which is quite remarkable compared to last year.
- (d) The directorate will continue to fast track the capital budget as far as possible in order to achieve the corporate target of 90% by the end of the third quarter.

The Chairperson expressed his appreciation of the good start to the financial year and urged the directorate to keep pushing to achieve its targets, especially concerning ward allocation spending to ensure that there is no fiscal dumping at the end of the financial year.

**RESOLVED** that the financial monitoring report of the Corporate Services Directorate as at August 2024, be noted.

**ACTION: W TALIEP; E SASS**

**THE MEETING CONCLUDED AT 13:02**

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**CHAIRPERSON: CLLR F AH-SING**

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**DATE**