

MINUTES

**OF THE INNOVATION AND EASE OF DOING BUSINESS PORTFOLIO
COMMITTEE OF THE CITY OF CAPE TOWN ON WEDNESDAY, 08 MARCH 2023
AT 10H00**

PRESENT:

DEMOCRATIC ALLIANCE (DA)

Cllr E Anstey (Chairperson)
Cllr F Higham
Cllr A Kuhl
Cllr T Mokhathi
Cllr I McMahon
Cllr D Nelson
Cllr H Terblanche
Cllr A van Zyl
Cllr M Manuel

AFRICAN NATIONAL CONGRESS (ANC)

Cllr N Kopman
Cllr T Nyamakazi (skype)
Cllr S Thompson

ECONOMIC FREEDOM FIGHTERS (EFF)

Cllr L Mazwi

GOOD

Cllr P Marman

COUNCILLORS ABSENT WITH APOLOGIES

CAPE COLOURED CONGRESS (CCC)

Cllr M Manuel

OTHER COUNCILLORS PRESENT

DEMOCRATIC ALLIANCE (DA)

Cllr D Potter: Visiting Cllr from City of Johannesburg

OFFICIALS PRESENT

Mrs R Gelderbloem	Executive Director: Economic Development
Mr T Blake	Director: Revenue
Mr B Van Schoor	Director: Fleet Management
Mr D Albertus	Head: Legal Debt Management Processes, Revenue
Mr T Siganda	Manager: Enterprise Development
Mr C Mackriel	Enterprise and Development
Mrs B Morris	Manager: Innovation and Operational Effectiveness
Mrs Z Skenjana	Assistant Professional Officer: Business & Enterprise
Mrs M Joja-Johannes	Senior Project Manager
Mr C Mackriel	Enterprise and Development
Ms A Ntlotwana	Secretary, Enterprise and Investment
Mrs P Qalazive	Legal Services
Mr D Albertus	Revenue
Mr Shlengwa	

EXECUTIVE COMMITTEE SERVICES:

R Alberts
J Cooper

LEGAL SERVICES:

P Qalazive

INTERPRETER:

None

PRESS:

None

PUBLIC:

None

IEDB01/03/23 OPENING OF MEETING/MOMENT'S SILENCE

The Chairperson, Cllr E Anstey welcomed everybody present at the meeting and extended a warm welcome to Cllr D Potter: City of Johannesburg.

IEDB02/03/23 APOLOGIES/LEAVE OF ABSENCE

RESOLVED that no leave applications for leave of absence was received from the Office of the Chief Whip.

It was further noted that Cllr M Manuel will join the meeting late due to a prior engagement.

In addition, he stated that Executive Director G Morgan submitted an apology.

ACTION: R ALBERTS

IEDB03/03/23 CHAIRPERSON'S ADDRESS

A direct translation of the Chairperson's report follows hereunder:

Good morning fellow Councillors, Officials and new presenters to the I&EDB Portfolio Committee meeting for March 2023.

A warm welcome to visiting Cllr David Potter: City of Johannesburg joining the PC meeting, observing best practises.

The deceased estates item will be presented by Director T Blake: Revenue as agenda item **IEDB06/03/23**.

I attended the Mayor's Ease of doing business, Mayoral priority programme meeting and they have set out twelve key targets for the various departments that will be presented at the April 2023 PC meeting.

Highlighted the 3 presentations on the agenda and an item by Mr T Siganda to relook the PC involvement and how to extend our approach widely (general discussion for Cllrs to provide comments/ input in the matter).

In conclusion, stated that due to the number of presentations on the agenda the PC meeting anticipated adjournment time is 14:00.

RESOLVED that the Chairperson's Address be noted.

ACTION: R ALBERTS

IEDB04/03/23 MINUTES OF THE MEETING HELD ON 08 FEBRUARY 2023

RESOLVED that the minutes of the ordinary meeting of 08 February 2023 was confirmed by Cllr Van Zyl and Cllr Mokhathi.

ACTION: R ALBERTS

IEDB05/03/23 MATTERS RECEIVING ATTENTION

1. EFFORTS TO IMPROVE THE PROCESSING OF DECEASED ESTATES (IEDB 07/08/22):

It be **NOTED** that the matter regarding the Efforts to Improve the processing of deceased estates, will be dealt with during agenda item IEDB 06/03/23.

ACTION: T BLAKE

2. INNOVATIONS IN THE CITY'S PUBLIC PARTICIPATION SYSTEM (OVERVIEW) (IEDB 08/08/22):

It be **NOTED** that follow-up regarding the Innovations in the City's Public Participation System be provided (prior engagement with SC16 to take place).

ACTION: ADV. I ROBSON; M ISAACS

3. INNOVATIONS IN TRAFFIC FINE PAYMENT MANAGEMENT (IEDB 08/06/22):

RESOLVED that a progress report, on the amnesty concept, notifying the public that they can automatically qualify for a 50% discount "no questions asked", be submitted in May 2023.

ACTION: P VALENTINE; A NEL

4. GENERAL: DELAY IN PROPERTY STATUS FROM RESIDENTIAL TO COMMERCIAL

RESOLVED that the delay regarding changing a property from a residential property to a commercial property be addressed in February 2023.

ACTION: T SIGANDA; B MORRIS; C WALTERS

5. INNOVATION AND EASE OF DOING BUSINESS PORTFOLIO COMMITTEE ANNUAL OVERSIGHT WORK PLAN

RESOLVED that:

- (a) innovation of City energy pre-paid meters and how the City monitors and controls those being by-passed be added to the work plan;
- (b) the lack of training of service providers to deal with problematic C3 notifications;
- (c) the long-term estimation of water meter readings be investigated;
- (d) recycling to be discussed;
- (e) to investigate new operational vehicles and technology within the management of Urban City Waste and area cleaning.

ACTION: T SIGANDA; B MORRIS

6. INNOVATION AROUND DIGITISING CITY LIBRARIES (INITIATIVES TO ENCOURAGE MEMBERSHIP)

RESOLVED that Library and Information Services presents Innovation in terms of digitising City Libraries (including membership initiatives).

ACTION:

7. INNOVATION REGARDING THE RENEWABLE ENERGY PROCESSES AND TIMEFRAMES

RESOLVED that a presentation be submitted regarding the innovation regarding renewable energy processes and timeframes focussing on the following elements:

- a) Overview of SSEG process in terms of applications received, processed, how the process works, turnaround times, capacity and other relevant information and number of staff;
- b) Complaints Management (how many complaints have been lodged for the past year to date, turnaround times etc.)
- d) Roles & responsibilities of various departments involved in this process (if applicable).
- e) Innovative interventions as well as red tape reduction interventions planned and underway;
- f) Challenges and recommendations for improvement (with special emphasis on red tape reduction and innovation)
- h) Advise what assistance you may require from the I & E&DB Portfolio Committee.

ACTION: K NASSIEP; M HAW

8. INNOVATION AROUND DISASTER RISK MANAGEMENT (DRM) COMMUNICATION PLAN (STAGE 8 LOADSHEDDING PARTICULARLY WITH RESIDENTS)

RESOLVED that the line dept submit a presentation in respect of Innovation around DRM / Communications dept in terms of the Communication plan in stage 8 loadshedding (focussing on residents).

ACTION:

IEDB06/03/23

Director T Blake gave a brief powerpoint presentation in respect of efforts to improve the processing of deceased estates as follows:

- Deceased estates (private properties; indigent benefits; payment arrangements and legal processes);
- Pro-bono matters;
- Estate matters where there is an immovable property to be transferred and the disbursements;
- Deeds office fees, based on the price/value of the property ,whichever is greater;
- Co-operative Government / Inter Governmental Relations that can assist Municipalities with deceased estates and many other Municipal matters.

Cllrs posed comments / questions as follows:

- ❖ Cllr McMahon mentioned the estimated admin cost R2 600 and queried whether it's percentage based cost. He enquired whether a deceased estate transfer fee would be the same as a purchase, whether the amount excludes the admin fee;
- ❖ Mentioned that estates between R800 000 and R2 Million, referred to Woodstock and Saltriver areas and whether additional (R2 500) be included;
- ❖ He further asked about the timeframes for ETA conclusion;
- ❖ Requested a summarised version of the presentation (user-friendly one pager & link) to issue to residents with estate related matters;
- ❖ Cllr E Anstey advised that individuals do not reach the stage of engaging the Master's office to obtain a certificate (confirming the estate) as they often stuck at the basics. Individuals are reluctant to engage the Master's office due to ownership status and financial implications. He added that the accounts goes into arrears and the officials do not engage the persons as they not able to produce ownership certificates and normally continue for years. He further stated that he only submitted some case studies as Cllrs frequently email him deceased estate related matters for assistance;
- ❖ He highlighted the deceased estates remains an on-going challenge and advised of the financial implication on the City;
- ❖ He enquired whether a budget could be allocated to resolve deceased related cases and that the City may benefit in the long-term from such an initiative;
- ❖ Cllr E Anstey mentioned the longstanding request for South African Local Government Association (SALGA) to allocate budget for this project and enquired which sphere of Government is responsible to pursue the process.

Mr T Blake responded that Revenue established a relationship with the Master's office, who assist qualifying residents to provide letters of authority to make arrangements for a 12 month period. He further added that the relevant policies makes provision for an heir to a property to apply for indigent status.

He added that Revenue dept committed to engage the Panel of Attorneys to review cases and perform pro bono work in order to register the estates. That the Attorneys receives instruction from the Legal Practice Council to attend to

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various pro bono matters as part of their allocation and that the matter vary however it is always on the basis that the party they act for on a pro bono basis, pays the disbursements.

He proposed that Cllrs submit cases where individuals are in a position to pay the admin fee for escalation to the Attorney. He emphasised that the services are not free of charge and referred to the admin/ transfer cost implications.

At this point, Mr T Blake advised that he conducted a presentation to SALGA and various Municipalities and the same issues were being discussed. Mentioned years ago they reviewed a Corporate project, people is not able to pay the cost relating to deceased estates.

He highlighted that the matter was long standing (5/8 years) and suggested that alternate proposals be explored by COGTA; SALGA and National Treasury to allocate funding and engage the Legal fraternity to register deceased estates free of charge however until such project, the cost implications remains a challenge.

The Chairperson, Cllr E Anstey thanked Mr T Blake for an informative presentation.

RESOLVED that:

It is **RECOMMENDED** that the presentation: Efforts to improve the processing of deceased estates, be noted.

ACTION: T BLAKE

IEDB7/03/23 INNOVATIONS AND RED TAPE REDUCTION INITIATIVES IN PROPERTY MANAGEMENT – ECONOMIC GROWTH

Ms R Schnackenberg conducted a presentation outlining Property Management business processes for sales and leases as follows:

- ❖ Vision and department organogram;
- ❖ Immoveable Property Planning branch – Mandate;
- ❖ Acquisitions and Disposals – Mandate;
- ❖ Property Holding – Mandate;
- ❖ Property Transaction Management branch – Mandate;
- ❖ Prevailing Legislation;
- ❖ Key definitions and principles;
- ❖ Acquisitions and disposals branch;
- ❖ Disposals – Legal requirement and disposal process;
- ❖ Summarised process flow (lease of non-viable land and viable land);
- ❖ Tenanting improved property process summary;
- ❖ Demolition process summary;
- ❖ Lease administration and contract management;
- ❖ Active cases and cases per category.

Cllrs posed the following comments/questions:

Cllr F Higham enquired about the status and timeframes for lease renewals and mechanisms to fast track such applications.

Cllr A Kuhl stated that the staff constraints impacts on the workload (technical and bureaucratic processes). She advised in her capacity as Ward Cllr have longstanding lease agreements that's not renewed and enquired about the problem statement and an innovative way forward.

Cllr H Terblanche commended the department for sterling work done relating to property related queries. He further enquired about inter departmental acquisitions (CoCT portfolio) and the process to follow for such transactions.

Ms R Schnackenberg responded as follows that:

Lease timeframes consist of 12-18 months and currently 7000 active cases in the system and is prioritised in terms of the financial implication to the City. She added particularly the commercial portfolios and expired leases which was extended on a month to month basis to continue billing and that several properties are in the tacit phase. Highlighted an increase in billing with the same staff compliment. Mentioned dependency aspects such as waiting on the applicant to pay the advert or successfully negotiate the rental and reviewed ways to streamline and prioritise such transactions.

She further advised regarding inter departmental acquisitions that requires a reservation process, the department submit a request to Property Management to reserve the property for operation purposes. That request is circulated to the responsible line departments to give comment/input. A report is submitted to SC for comment and the Director: Property Management in terms of her delegated authority approves/refuse the reservation.

Cllr H Terblanche queried whether the relevant line department conduct a feasibility study and whether budget is allocated for the reservation and highlighted the delayed timeframes for the site to become operational hence the need for security services to secure the property.

Cllr E Anstey mentioned that Cllrs receives long standing/expired lease renewal applications for approval at SC level for comment/input. He asked about innovative processes and whether Property Management put measures in place prior to the expiry date of the lease. Mentioned that property is earmarked for sale however, the transaction is not concluded. He further enquired about the checks and balances and innovative way forward.

Cllr A Van Zyl enquired about rationalisation of City properties not required for Municipal services and asked about the disposal process. Referred to Recreation and Parks department such as big parks, reduce the parks which is a lengthy process and asked about innovative ideas to conduct the process. That Recreation and Parks have approximately 148 lease agreements and only 15 is concluded. Highlighted that lease related issues remains an on-going challenge and asked about innovation to address the matter and way forward.

Cllr L Mazwi enquired about the long term leases (99 years) timeframe which often only benefit an individual or company.

Director R Gelderbloem responded that rationalisation within Property Management is listed in the scorecard and is an approved City project. Each department has a strategy and operational strategy that impacts on assets. Approach Optimisation and Rationalisation (O&R) review offices across departments, conduct assessment which is not portfolio or directorate based. Verify whether the asset is not required for Municipal purposes in terms of Section 14 Municipal Finance Management Act (MFMA) prior to the transaction. City in terms of the Government Immovable Asset Management Act (GIAMA) that the sole purpose of an asset is to be preserved and not liquidate the asset base. She further added that the City is the biggest owner of land in Cape Town and must ensure to preserve the properties.

She further stated that the onus is on the line department to ensure that they have due processes in place for the reservation. Property Management is not equipped to analyse the need and business case. She understands the frustration at grassroots level as stakeholders reserve property and after 5 years it is not utilised. Review the reservation process and engage departments to determine whether specific sites are required in terms of Municipal services. Explore innovative ideas regarding transactions and obtain legal opinion. Submitted several requests over time for extra resources for operational purposes. Review delegation to expedite processes and improve turnaround time. In addition, Property Management team must deal with illegal occupation and land invasions related matters.

Cllr E Anstey advised that Property Management reserve the right and line departments must identify timeframes for utilisation, depending on the period, short term opportunities for transacting can still take place to generate revenue.

Cllr A Kuhl said that she understand the problem statement and enquired about detailed specifics of staff requests and where the blockages exist with regards to recruitment and selection, budget allocation in order for the PC to innovate and unlock resources and a way forward.

Cllr F Higham requested a detailed breakdown of lease statuses/ blockages additional data and statistics and departmental recommendations to address the issues effective and efficiently. Acknowledged the SAP trigger however several tacit lease properties becomes problem buildings; vacant and security issues in the area.

Cllr A Van Zyl referred to the houses in Evendale Street and whether interim transactions can be considered until the road is constructed. Units cannot be occupied due to being vacant and security is on-site. Agreements with Law Enforcement to be on-site at some units however she stated that this is an example of short term transactions that could take place until the infrastructure is completed. She expressed concern in terms of the reputational damage to the City of Cape Town.

Cllr E Anstey enquired whether the department could consider outsourcing some of the workload on behalf of the City to address the backlog in terms of lease related matters.

Director R Gelderbloem responded that outsourcing was explored a few years ago, particularly for the big portfolios needing renewals and tenants that's been in arrears. She advised that training of the Attorneys were time consuming

specifically on the City's processes such as report writing; formatting and public participation. She added that the Team conducted a proposed realignment programme and still need to engage Human Resources, Labour and Innovation and Operational / Organisational Effectiveness departments for reviewing disposals, categorisation and identifying the responsible person to process it.

She further advised that line departments must be ready when they submit reservation applications as Property Management do not have capacity to perform an oversight role.

Ms R Schnackenberg responded that the re-submission rule prompts 18 months before the lease expires and is able to draw the report on a monthly basis. She said that the Property Transaction Management System allows to draw a report on each portfolio and status of the transaction (monitoring performance based tool).

She advised of prioritisation of leases and mentioned whether the social care lease have a tacit in place or not they still pay the tariff rental. She added she would rather focus on the commercial lease and get a market-related rental in place with the greatest financial impact.

She stated that she did not recommend a long term lease (99 year) in her tenure. She added that a longer term lease would be considered if the nature of the development requires it (amortization). Generally commercial lease is for five years with a renewal option for another five years (tariff renewal), social care is ten years with a renewal option of another ten years and residential properties on a three year cycle which is the standard recommendable cycle.

Cllr E Anstey advised that Cllr Mazwi referred to the property adjacent to Cape Town Stadium and that the City issued a 99 year lease however retain the land. He added that the Woolworths Head office (Cape Town) 99 year lease is expiring and enquired about the status thereof.

Director R Gelderbloem responded that they normally issue 30 plus leases, Granger Bay is on the common and legislation compels not to alienate it, the tenderer will construct multi-use hotel style apartments. The investment based on the dept calculations indicated that a longer term lease was a suitable option.

She's not able to respond to the Woolworths query and will need detailed information to provide feedback.

She further mentioned that the long term leases are based on the value of the land; development value and a good Internal Repairing Insuring lease (IRI) be in place.

Mrs R Schnackenberg stated that she presented on Property Management processes however she could submit additional detailed statistics; cases; problem statements as requested by the Chair.

Cllr F Higham requested that Property Management conduct a follow-up presentation focusing on the elements/problem statements and innovations and identify blockages. Additional detailed information amount of vacant City

properties (timeframes); cost implications such as security cost and corrective measures to address the vacant units.

Enquired about the management of properties by other departments such as Recreation and Park / Housing seeing that most problematic properties belongs to these departments. She enquired what relationship exist between the departments and asked about the oversight role (management). In addition, highlighted a few vandalised properties in the ward 77. She further asked about Property Management's role in respect of properties managed by other line departments.

Director R Gelderbloem responded that 68 000 properties are listed on the departmental database and are not able to advise on the timeframes of vacant units however can provide details of the properties managed by her team. She added that they perform an Asset Performance Assessment (2016) for Recreation and Parks and conducted that exercise for the entire portfolio and made recommendations to the department in terms of Asset Remediation (exercise duration 18 months). She said they completed the exercise for Safety and Security and Covid-19 happened, that Property Management department need to conduct the exercise for the City's office portfolio.

She responded to the oversight query in terms of day-to-day operations the accountable user dept is responsible to manage their own assets. Mentioned that the Property Management oversight mechanism is the Asset Management Assessment exercise that's being conducted periodically.

Cllr I McMahon stated that he attended a meeting at Media City and the the building is underutilised due to most meetings taking place online and remote working arrangements. Referred to the DAMS system that reduce walk-ins at facilities. He further asked whether long-leases are being reviewed terms of operational requirements.

He mentioned shared servitude issues in the system, specifically behind properties poses challenges pertaining to underground infrastructure and the City is not able to provide services due to access, 10 houses share a servitude and one individual do not take responsibility to attend to it. Enquired about ways to address the unintended consequences and who is responsible for the billing implications.

Mrs R Schnackenberg responded that they engage Space management in Spatial Management responsible for the provision of office accommodation reduced the lease portfolio substantially. Challenge dept relinquishing and putting their sustainability plans in place. She suggested that Cllr McMahon engage her separately with regards to the shared servitude related issues.

Cllr E Anstey enquired about the number of active cases in the system and the status thereof. He asked what does LIFT/tenanting refers to in one of the slides.

Mrs R Schnackenberg responded that the slide refers to active transactions in the Property Management system and would be able to provide statistics of leases already concluded not reflecting on the slide.

She added that approximately 4000 leases are in the contract management stage.

She advised that LIFT refers to Lessee; Improved properties; Finance Support and Telecommunication portfolio. Tenanting linked to residential properties, not being leased hence the term tenanting.

Cllr F Higham highlighted the on-going challenge across wards with regards to unsafe conditions of servitudes such as anti-social activities occurring and often zoned TR2 or POS and residents requests that it be enclosed for safety and security reasons. She added that the City won't enclose due to access and residents are not able to lease. She regularly engage Mr J De Goede: Property Management in terms of alley related issues. She expressed frustration that its City's responsibility to be maintain and address anti-social related issues and asked to explore alternatives that not so onerous on the residents.

Cllr H Terblanche stated when developers purchase land and its only transferred and not registered at the Deeds Office and enquired about the next process in terms of such properties. He added that Cllrs often want to consider ward allocation budget for installation of park / play equipment and are often told that it is not City owned property and enquired whether mechanisms are in place for such properties.

Mrs R Schnackenberg responded that if it's part of the development the Public Open Space should be transferred to the City in terms of the transfer provisions. The City do not take confirmatory transfer and would normally await the owner to transfer to the City bearing in mind the cost implication. She added that the Planning legislation changed and that the developers are forced to give effect to the vesting transfers.

She advised that there is alternative options to address the alley related issues, depending who the accountable user dept for instance Urban Mobility or Recreation and Parks must assess whether it can be closed and would only incur maintenance cost. Property Management is not authorised to close-off properties and suggested that it be leased, grant rights to use or engage user dept in terms of closure.

Cllr F Higham responded that the owner dept normally advised that the residents lease the property and thanked Mrs Schnackenberg for advising of alternate options as it is unfair to put the burden on residents to manage City properties.

In response, to Cllr A Van Zyl advised that she will forward an update with regards to the status of the **Everdale** properties. She further stated that tenanted most units excluding units reserved for Law Enforcement and Water and Sanitation departments and engaged them whether they still need it for operational purposes as they have been paying security services. Delay in tenanting in terms of dept tender related issues that's been subsequently resolved.

Cllr E Anstey enquired who review the garden lease projects and why the sale of such properties are not considered as you do not recover the cost through the tariff value of the property.

Mrs R Schnackenberg responded that engagement do take place with the relevant applicant and is advised to purchase if they in a position to do so, most applicants prefer to lease due to the cost implications of a sale such if applicable consolidation; re-zoning and transfer cost.

Director R Gelderbloem stated that departments often want to refer properties/facilities to Property Management and emphasised that a lease is not a solution to a management issue.

In conclusion, Cllr E Anstey stated that lease renewals remains a challenge and proposed that Property Management submit a progress report in terms of the status and timeframes of lease renewals.

The Chairperson, Cllr E Anstey thanked the Property Management officials for an informative presentation.

RESOLVED that:

- a) It is **RECOMMENDED** that the presentation: Property Management business processes for sales and leases be noted;
- b) Mrs R Schnackenberg submits additional detailed statistics; cases; problem statements as requested by the Chair;
- c) That Property Management department submit a progress report in terms of the status and timeframes of lease renewals.

ACTION: R SCHNACKENBERG & M SIMMS

IEDB8/03/23 INNOVATIONS & RED TAPE REDUCTION INITIATIVES IN FLEET MANAGEMENT

Director B van Schoor gave a powerpoint presentation in respect of innovations and red tape reduction initiatives in Fleet Management outlining the following points :

- ❖ Vision and objectives;
- ❖ Strategic key focus areas;
- ❖ 2021/22 Actual vs target highlights;
- ❖ Fleet Management Information Systems (FMIS);
- ❖ Pool Asset Management (PAM);
- ❖ Brake test equipment;
- ❖ Driver behaviour management;
- ❖ Key wins.

Cllr E Anstey commended Fleet Management for the innovations in terms of their Fleet Management Strategy.

Cllr A Kuhl enquired about the timeframes of the fleet amalgamation particularly the cherry pickers and grab trucks used for illegal dumping.

Mr B van Schoor responded that the centralisation of the fleet project is in its infant stage and that consultants were appointed. He added that Water and Sanitation; Solid Waste Management and Electricity dept is still managing fleet within their service and is not in a position to comment in that regard.

He further stated that Fleet Management do assist with cross-collaborations and mentioned that SWM compactors were not readily available and Fleet assisted since SWM only have one workshop and Corporate Fleet have four namely: Bellville; Ndabeni; Hillstar and Khayelitsha (offered to conduct repairs in order to improve turnaround time). He added that centralisation will take place in a phase approach by the end of the year with standard fleet and thereafter specialised fleet.

Cllr Terblanche referred to page 19, driver behaviour management (misuse) and stated that's a challenge to obtain the contact numbers while the vehicle is driving. He further asked whether consideration were given to use smaller vehicles for advertising purposes.

Mr B van Schoor responded that all vehicles are fitted with on-board computers for tracking purposes. He stated that if individuals are unable to record the registration number at least they need to assist with the vehicle description in order for the service provider to pin the location.

He said that he engaged Ms P Reddy: Communications to advertise on big trucks / panel vans for advertising purposes and such a project is being considered. Highlighted a challenge since most of the fleet is Toyota's and Quantum's (as per the tender) which is often targeted and additional branding might pose a risk of hi-jacking or public violence.

He further proposed that Ms P Reddy present her project plan to maximising City's assets particularly fleet for advertising purposes (once the dept is ready to engage the PC in terms of the project plan).

Cllr E Anstey enquired about the amount of staff trained in mechanical workshops and CoCT learnership statistics. He asked about the petrol status and whether the City have tanks available or still make use of approved garages to fill up vehicles via the E-fuel system.

Mr B van Schoor responded that the 3rd round of learnerships are taking place at the workshops with 10 Apprentice's (previously 4 employed and 2 females). Engaged HR for apprenticeship intake end 2023 and highlighted the need for Artisans / Mechanics in the market. Learnerships is an important strategy to maximise the workshops and in addition, emphasised the upgrades at Ndabeni and Khayelitsha.

He said that Council approved a nine year fuel contract with a service provided who have a network across the Metro, Caltex; Engine and Total affiliated to the main service provider and that several sites have back-up systems available and fully operational during loadshedding. All vehicles are fitted with e-fuel devices which allows for fuel to be dispensed. He advised that the City gets discount on Diesel fuel but not on petrol due to it being regulated. Highlighted an estimated saving of R20 Million on fuel (over 12 months) since using the current service provider.

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Cllr E Anstey commended Mr van Schoor for the sterling work done with Fleet and asked who pursue the process to standardise all the fleet.

Mr B van Schoor responded that he's partnering with C3PM branch; Organisational Design and Innovation and Change Management perspective with Executive Director E Sass being the lead and himself as the Project sponsor, driving the project.

That an Institution Plan is in place over 36 months and that the Fleet Management Strategy is five years in existence. Reviewed the plan with Strategy and Policy department to include all Fleet with one CoCT strategy for Fleet and not only for Corporate Fleet. He further stated that he re-allocated R100 000 Million over the five year period of repairs and maintenance to the fiscal. Part of the strategy is to procure vehicles with service plans hence reducing the cost of repairs and maintenance.

The Chairperson, Cllr E Anstey thanked Mr B van Schoor for a detailed and informative presentation.

RESOLVED that:

- (a) the presentation on the Innovations and red tape reduction initiatives in Fleet Management be noted;
- (b) That Ms P Reddy: Communications present the project plan to maximising City's assets particularly fleet for advertising purposes.

ACTION: P REDDY

IEDB9/03/23 EMBEDDING BUSINESS FRIENDLINESS: PROPOSALS FOR AN ORGANISATION-WIDE BUSINESS ENABLEMENT APPROACH

Mr T Siganda gave a brief powerpoint presentation outlining the following points:

- Proposed Ease of Doing Business & Innovation 2.0 Agenda;
- We Mean Business Commitment;
- Red Tape Panels/Market Inquiry;
- Ease of Doing Business & Innovation.

Cllrs posed comments/questions as follows:

- ❖ Cllr F Higham referred to discussions in terms of the role of the Innovation and Ease of Doing Business PC, index focus on Economic Growth however the Innovation focus more on how residents transact with the City and to unblock red tape;
- ❖ Cllr E Anstey emphasised that the focus should be more on residents and their challenges for example deceased estates or water meter reading related issues that must be addressed;
- ❖ Cllr A Van Zyl highlighted the importance of the PC to understand their role and function and the difference in terms of the other PC's and the name of the PC is also confusing;
- ❖ Info/presentation overload review TOR to prevent that PC's duplicate work;

- ❖ Cllr I McMahon stated that he serves on the Economic Growth PC and PC define how to conduct business easier. He added that PC submit ideas to Mr T Siganda for consideration. He referred to the CBD's CIDs idea, most of CBD area not affected by loadshedding however when stage 8 will be implemented the CBD will be affected (did not invest in generators);
- ❖ CID suggested to engage the Electricity and Energy dept to reach out to business reduce power usage and consider energy saving initiatives/measures;
- ❖ I&EDB PC develop innovative ideas and Economic Growth PC focuses on growing businesses;

Mr T Siganda responded that the I&EDB PC was established in 2022 to drive the APEX priority, Innovation and Ease of Doing Business across the organisation. He further stated that the PC engaged approximately 90% of the Directorates to ascertain the status of I&EDB in the organisation and the way forward. He added that although several ideas were generated there was no measuring tool in place and suggested that it be workshopped in future.

He emphasised that the PC have a leadership and advisory role to perform. Politicians and officials are often concern about duplication of roles across the PC's and raised structural issues. Currently I&EDB PC operates on the same level of other PC's therefore losing its ability to influence the system and do not have a transversal effect.

At this point, highlighted that I&EDB PC; other PC's and Directorates share a responsibility to drive innovation and ease of doing business in the organisation and emphasised that transversal leadership is an essential aspect of the process.

He advised that other PC's focus on their oversight; SDBIPS and directorate accountability however Innovation & Ease of doing business PC purpose is to elevate the City to the next level and structural related issues must be discussed and a way forward.

He proposed that the agenda must be focusing on issues that have a transversal related approach as input for consideration and future workshops to take place.

Enquired whether a red tape/market enquiry panels to engage sectors and present specific issues that affects parts of the system when interacting with the City. He added that businesses conduct presentations and enquired whether the PC could play a facilitation role in the space. Lobbying for measures to reduce regulating burden across the PC system. Referred to other Cities that focusses on business friendly innovations and initiatives. He enquired about the PC's role in terms of transversal system changing conversations with the support of the Administration. He mentioned that the proposals must still follow due internal processes.

Mrs R Gelderbloem stated that the proposals are interesting and suggested that additional engagements takes place with the PC Chair and other role-players.

Cllr H Terblanche mentioned mean business aspect residents transacting with the City on a daily basis including the business community. Referred to various digital platforms for submitting ideas and emphasised the importance of being user friendly and effective focusing on the end-user design experience.

Cllr A Kuhl thanked the Administration for the input/comments. She stated that a dept can only innovate once they perform on their baseline and daily operations. She mentioned that the PC is not supposed to do the same as other PC's but need to go above and beyond in terms of the mandate. That the I&EDB PC request high-level presentations not the operational dept processes and procedures that's being presented to the main PC. She stated that a detailed summary of the request be submitted to the directorate in order to adequately conduct and engage the PC.

Cllr D Nelson referred to the Smart living programme and model that the PC could consider as they work across departments and review smart living and processes. He further stated that the dept developed a smart living handbook and was of the view that the I&EDB PC have the potential to review City-wide, develop a strategy focusing on the core principles such a red-tape reduction. Identify dept challenges and advise and recommend in terms of a way forward. Proposed that the PC review and explore formulas for consideration and implementation / timeframes by directorates.

Cllr F Higham concurred with Cllr A Kuhl that proper briefing be provided in order for departments to present their challenges to allow for the I&EDB to resolve and recommend on the matter. She further emphasised the importance of tracking mechanisms and referred to the Recreation and Parks engagement at the February 2023 PC meeting and how the dept are being held accountable and the way forward.

She stated that she encourage residents to submit innovative ideas on one open platform submitting challenges and ideas / proposals to innovate and resolve the issues. She mentioned that Cllrs have been considering the role and function and of the I&EDB PC and thanked Mr T Siganda for eliciting the discussion.

Mr T Siganda thanked the Cllrs for their participation and valued their input and comment (structural issues/review; explore formulas for use by PC; PC reserve the right to engage various directorates). He further stated that the identified challenges must be resolved in order to ensure the effectiveness and efficiency of the I&EDB PC. He advised that he will engage Executive Directors Morgan and Gelderbloem to ensure a conceptual understanding of Ease of doing business mean for the Cllrs and the Administration. He stated that he will support the Secretariat with regards to concerns raised by Cllr Kuhl and Cllr Higham.

Cllr A Van Zyl referred to the Municipal Public Accounts Committee (MPAC) a statutory committee, recommendations made by MPAC is submitted to Council for decision-making and thereafter for implementation. She highlighted the challenge of the I&EDB status and do not have statutory powers to escalate to the next level of authority. She emphasised the importance of identifying specific topics and discuss a way forward.

Cllr A Kuhl stated that the I&EDB PC requires a measuring tool and it could possibly play an advocacy role in respect of unblocking capacity or systemic challenges from an innovative perspective. She further added that the PC focus on transversal advocacy; problem solving and lobbying change and leave the oversight for the regular PC's.

Cllr D Nelson shared Cllr Kuhl's sentiments and stated that the amount of proposed recommendations submitted to the Mayor and approval by Council will serve as a measuring tool for the PC and determine its success.

Executive Director R Gelderbloem clarified that the PC do not duplicate another performance monitoring arm however the innovative recommendations need to be escalated in order to keep track of the status. She added that particularly mandate and discussion required further deliberations and further engagement with the Mayor Ald G Hill Lewis. Suggested that the item be discussed at EMT level and she will engage Executive Director G Morgan and encouraged further discussion with the PC Chair and Mr T Siganda.

The Chairperson, Cllr E Anstey referred to agenda item **IEDB 06/03/23**: Efforts to improve the processing of deceased estates, he submitted various cases for investigation by Revenue Services and Mr T Blake presented his findings and way forward. He queried the measures to drive the outcomes and conclude the matter.

Cllr A Kuhl advised currently there is no clear mandate for reporting that triggers an action from the Mayor's office. She suggested that the PC explore a format to effect change and develop the required monitoring tools to determine the success thereof.

Executive Director R Gelderbloem responded that she engaged the other ED's regarding the I&EDB PC being friendly; identify issues and challenges and provide feedback and assistance in terms of the way forward (foster good working relationships).

The Chairperson, Cllr E Anstey thanked Mr T Siganda for an informative presentation.

RESOLVED that:

- (a) the presentation on the Embedding business friendliness: Proposals for an organization-wide business enablement approach, be noted;
- (b) That further deliberations takes place in terms of the role and function of the I&EDB PC and way forward.

I&EDB10/03/23GENERAL INNOVATION AND EASE OF DOING BUSINESS MATTERS TO BE DISCUSSED

RESOLVED that there were no new General Innovation and Ease of Doing Business matters to be discussed.

THE MEETING CONCLUDED AT 13:20.

CLLR E ANSTEY (CHAIRPERSON)

DATE