



CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

The City of Cape Town
Ways of Working (WoW) Framework
Institutional Framework to the IDP 2022 - 2027

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1. Document Purpose & Interpretation:

At the beginning of November 2021, the City of Cape Town entered a new political term, which saw the appointment of a new Executive Mayor. This political change brings with it inevitable changes and enhancements in the strategic objectives of the organisation.

Such change requires a revision and restatement of the manner in which the administration is to prioritise and execute on its operational objectives, in alignment with the new strategic direction.

This document serves to provide guidance on implementation of strategic direction operationally from a people, process, organisational design and technology perspective.

The guidance provided in this document is informed by the new IDP, its strategic objectives; and is therefore to be understood and interpreted in conjunction with the vision and priorities stated within the IDP.

2. Navigating Our Local & Global Context

In recent years, the City has had to contend with a rapidly changing world, political and economic instability within South Africa, an accelerated industrial revolution (4IR) that has challenged us to embrace technology; faster-growing cities, and growing communities as a result of increased urban migration.

2.1. The Evolution of Cities

In the 21st century, cities have become increasingly important in local and global economic, social and political processes and structures. Similar to cities around the world, South African metros are important to the country's development path, with more than 60% of the country's population currently concentrated in the urban centres, and projected to increase to over 70% by 2030. The rapid urbanisation witnessed in this century has presented local governments with a multifaceted challenge of driving economic growth, while ensuring sustainable development in the face of diminishing resources as a result of urbanisation, and more prominently, climate change.

2.2. The Evolving Customer

As cities and their populations evolve, so do the needs of the Municipalities' customer base. As communities' age profile gets younger, and businesses and institutions become more digital, their requirements of the nature of public service provision are also changing. The increased diversity in the customer base, which comprises of citizens, business, tourists and other government and private institutions, presents a challenge for local government to think more creatively about the ways in which it serves these customers. It is also important for local governments to recognise the increased demand from customers for self-service, virtual interaction, access to data and transparency in this digital era, and respond accordingly. Customers require from local government a clear display of customer-centricity and understanding of their needs.

2.3. The Evolving Work Place

Globally, organisations have been making changes to the traditional ways of working, updating and streamlining processes, and increasing people-focus. The City too has in recent years established itself as a leader of innovation in the South African public sector. In keeping true to this, the organisation has been prioritising improvement of our systems and operating models.

The City has embarked on a modernisation journey, and to date these have been some of the identified strategies to modernise its operating models:

- Core Applications review of Information Systems and Technology, to enable business and customer-led digital solutions
- Development and implementation of a Data Strategy to enable data-led decision-making and maturity in the organisation's data management culture
- Modernised tools for Portfolio and Project Management to enhance the City's project management skills, project readiness and processes
- Revision of Customer Operations to establish a single, integrated contact centre, driving customer-centricity through responsiveness and high quality customer care
- Optimising Contract Management processes, to enhance the maturity of the City's contract management approach

Improvement in employee and Citizen engagement has been improved with the establishment of survey tools and engagement mechanisms.

The City has also established an Innovation function to enable an innovation led service delivery planning, through design-led thinking. The embedding of innovation as the culture of the organisation, and enabling of co-creation with citizens, allows the organisation to expand its agility and adaptability to change; creating opportunity for more proactive initiatives to combat shocks and embrace the possibilities that come with change.

3. The New Vision

3.1. Political Term: Evolving with Purpose & Intention

The City is committed to leading Cape Town proactively, into a brighter and more sustainable future, with an even stronger commitment to the being the City that radiates possibility as a beacon of effective public service. The City is striving to getting the basics right, increase ease of doing business, ensuring safety in our communities, creating greater accessibility through our transport systems, bringing service delivery into the 21st century through digitalisation; improving customer focus to ensure a life of dignity for all through equal service delivery and community engagement, and leading the energy revolution by increasing investment in generating our own energy supply.

3.2. Where are we going?

Cape Town must become South Africa's city of hope, where we demonstrate that our country's decline is not inevitable and that we can still attain the society we dreamed of when we adopted our democratic Constitution. It matters profoundly to the future of every single South African that Cape Town provides tangible proof that well-run city governments, working with active citizens, can solve the problems that too many have come to regard as unsolvable.

4. The WoW Framework: Ways of Working

The City's Ways of Working (WoW) framework is an expression of the manner in which the organisation intends to approach its internal operations, customer service, and people management line with its vision. **The framework segments its priorities into four interrelated pillars, which together drive customer, people, process and organisational design as well as technology initiatives, underpinned by the organisation's vision and purpose.** Summed up, the WoW Framework seeks to enable operational practices that put customers first, empower its people and modernise its processes and technology for its customers.

4.1. Ways of Working Framework Overview

Customer | People | Process & Design | Technology

Put Customers first

Putting the customer at the centre of our planning and delivery. Providing all citizens with the necessary services to enjoy a life of hope and dignity. Recognising the diversity of our citizens (indigent and affluent) through clear understanding and anticipation of our customer needs; and diversity of our customers (business and industry) through making it easy to do business in Cape Town.

- Employee behaviour that is solutions focused
- Various Platforms to get Customer voices and ideas
- Reduction of Red Tape
- Simplifying and improving Processes
- Utilise technology to improve and increase service delivery
- Ease of doing business for local and international partners

Improve Processes &

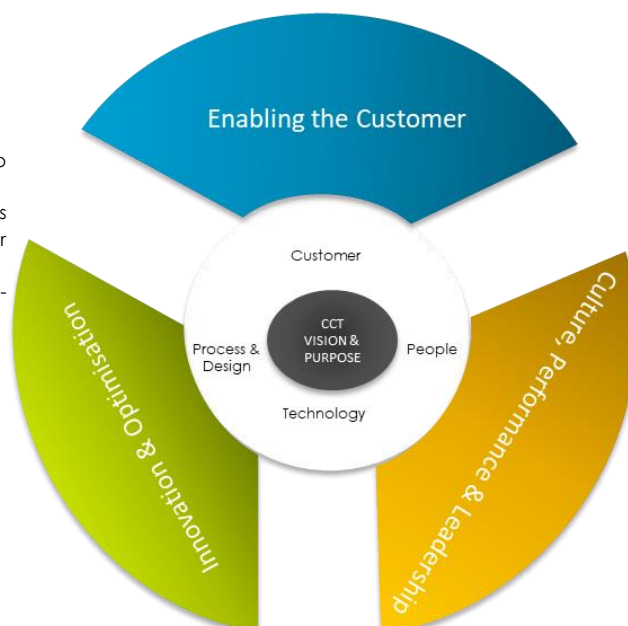
Organisational Design

Continuous improvement of processes to deliver services faster and better.

Review of organisational structures continuously to ensure they are fit for purpose.

Promote a culture of innovation, digital-fluency and better ways of working

- Ongoing Technological Improvements
- Use of Data to improve decision making and delivery
- Innovative Environment
- Collaboration Platforms
- Working spaces designed for flexible working
- Business improvement(BI)
- Organisational Design



Enthusiastic and skilled People

Capable leaders that know how to get the best from their teams. Teams that are highly motivated, in which the pride of being a public servant is the norm. Employees that are purposeful, skilled and driven by a passion to please the customers (internal and external).

- Clear purpose
- Behaviour aligned to City Values
- Skilled Leaders commitment to their Development
- Employees committed to their Development
- High Performance culture through effective Management

5. Unpacking the WoW Framework

5.1. Putting our Customers first

Putting the customer first and providing all citizens with the necessary services to enjoy a life of hope and dignity. Recognising the diversity of our citizens (indigent and affluent) through clear understanding and planning that anticipate and respond to customer needs.

Recognising diversity of our customers through making it easy to interact and to do business in the City. It is equally important to reinforce that the City's customers include our rate and non-rate paying citizens, business, industry, and other public institutions that partner with the organisation.

As the City continues to ensure greater inclusivity, and dignity through equal service delivery and economic opportunities, listening to the customer voices and collaborating with them is critical for success. This requires an evaluation and improvement of customer communication and engagement mechanisms to ensure that they are fit-for purpose and accommodate all citizens and communities of Cape Town.

5.1.1. Employee Behaviour That Puts the Customer at the Centre

Instilling a behaviour ownership of customer problems at all levels in the organisation, and being committed to solving them rather than passing them to someone else. Management of teams in a way that enables all employees to generate solutions that will improve service delivery. Treating customer feedback (internal and external) as gold standard for poor or good performance.

5.1.2. Simplifying and Improving Processes (Reduction of Red Tape)

Simplified and user friendly processes in departments, remove duplications and bottlenecks that create wastefulness and ineffectiveness in our service delivery.

Providing greater transparency of processes and requirements for service requests and supply chain processes.

5.1.3. Ease of Doing Business

Enabling collaboration through digital tools and platforms, for engagement with partners across the public and private sector, locally and globally; making Cape Town a world-class city. Improving our processes and partnering mechanisms to enable seamless interaction with partners to increase investment in Cape Town's economy and job creation.

Enabling the informal sectors to participate in the formal economy through economic development opportunities.

5.1.4. Idea Generation

Driving citizen participation and measurement of the City's effectiveness through citizen satisfaction. Using user-friendly and well-organized idea-sharing platform. Ensuring the customer's voice is heard and used to drive planning and delivery.

5.1.5. Utilise Technology to Improve and Increase Service Delivery (Digitalisation)

As the City increases its digital capacity and process streamlining, it is important to ensure that our citizens and customers are not left behind. This will require a concerted effort to understand our diverse customer bases, their digital literacy, and interaction preferences with our services.

It is important that while we move towards digitalising payment processes, account queries and service requests, we educate and equip the customer bases that may not currently be digital natives, to find comfort and trust in the digital solutions, without removing the option of face-to-face contact.

It is also critical to ensure that in this digital revolution we do not lose the humanity of public service, but rather emphasise the variety of options available to our customers and ensure that our offerings are catering to the varying economic capacities that determine our customers' access to different technologies.

5.2. Enthusiastic and skilled People: Leadership, Performance Culture

Capable leaders that know how to get the best from their teams. Teams that are highly motivated, in which the pride of being a public servant is the norm. Employees that are purposeful, skilled and driven by a passion to please the customers (internal and external).

5.2.1. Culture & Pride in Public Service

Manage employees in a way that ensures that they understand and own the mission of public service. Taking pride in the services we deliver and the customers we serve. Reigniting the esteem and social impact of local government through a working culture that embodies the public service mandate.

Culture & Work Ethic

As the organisation reinvigorates its workforce with an understanding of the mandate of public service, it is important that leadership embeds this mandate in the organisation's work culture. This requires intentional efforts by leadership to successfully establish and drive a strong work ethic that is underpinned by a high performance culture and the spirit of volition; a culture dedicated to customer service. Ensuring that our teams understand how their day-to-day work is part of the bigger picture, and contributes to the City's ability provide services to our communities and cater to the various needs of our customers.

Values

To have employees that take pride in their role as public servants, requires a revival and realignment of our teams with the organisation's stated values and associated behaviours. In so doing, ensuring that our people are interacting amongst themselves and with our customers and communities in a manner that assures them of our commitment to excellent service delivery.

5.2.2. Performance

Strategic Workforce Planning

Ensuring that departments are equipped with a clear framework for their staff requirements, and plans to mitigate risks arising from attrition, retirement, or unavailability of critical and scarce skills, as well as proactively mapping out the development of employees in accordance with defined career streams. Having defined strategies to retain and attract the necessary talent to ensure sustainability of operations and delivery capacity.

Skilling for the Future

The demographic shifts, coupled with disruptions such as automation and other wider technological trends will impact the nature of jobs and the skills required at the City; they will also create opportunities and demand for new roles.

This means that the City needs to further invest in developing its employees' technical skills, alongside soft skills (creativity, empathy, trust, innovation, adaptability, problem solving, social and emotional skills).

The focus on skills development for now and the future will include establishing an audit of existing skills within the organisation. This will support departments in identifying opportunities to upskill, reskill, and repurpose some of their talent based on their skills, to best suit the operational needs of the business, and promote talent development, for a more highly skilled and future-ready workforce.

This will also highlight skills gaps, where there is a need to intensify efforts to attract new talent, and develop strategies to effectively mitigate the attrition of much needed skilled employees.

High Performance culture through effective Management

Fostering a high performance culture requires the City to review its existing performance measurement and management processes and mechanisms used, to ensure that these enable more than just a compliance approach to the way employee outputs are measured. The organisation needs to establish a clear definition of productivity and success measures as relevant to its diverse operations, and clear mechanisms through which productivity and success is measured as more than just time spent at work, but a reflection of an individual's

outputs in line with the City's goals. It is important that performance and productivity engagements between management and teams constantly and consistently reflect the impact on customer experience, in this way, the organisation is capable of concretely reflecting how a high performance culture benefits our customers.

Employee Wellness

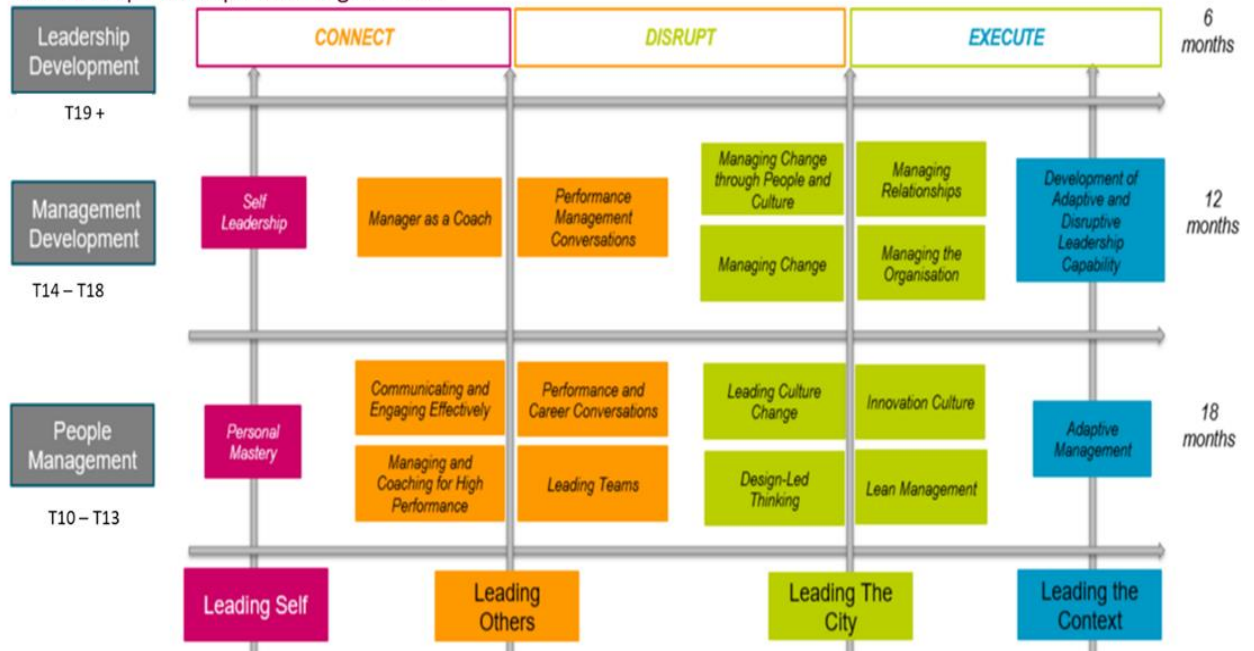
Promoting the prioritisation and embedding of employee health and wellness is a key requirement for a productive and engaged workforce. Continued promotion and uptake of employee wellness services that cater to all the elements of a holistic being, including the physical, mental and emotion wellbeing of our City people, ensures that as our world of work and ways of working evolve, our employees are supported and equipped to not simply cope, but thrive in maintaining a healthy work/life balance in our organisation. Further promoting a people-centred organisation, driven by wellness, productivity and service excellence.

5.2.3. Leadership Development

As our workforce evolves, it is important that our employees are enabled show self-leadership and lead others, and to be led effectively. Effective leaders are those that are committed to their own development. The City needs to ramp up its efforts to build a leadership capability, by boosting uptake of leadership development programmes, mentorship and coaching that have been developed to enable leaders and future leaders to guide their teams effectively, in pursuit of improved service delivery .

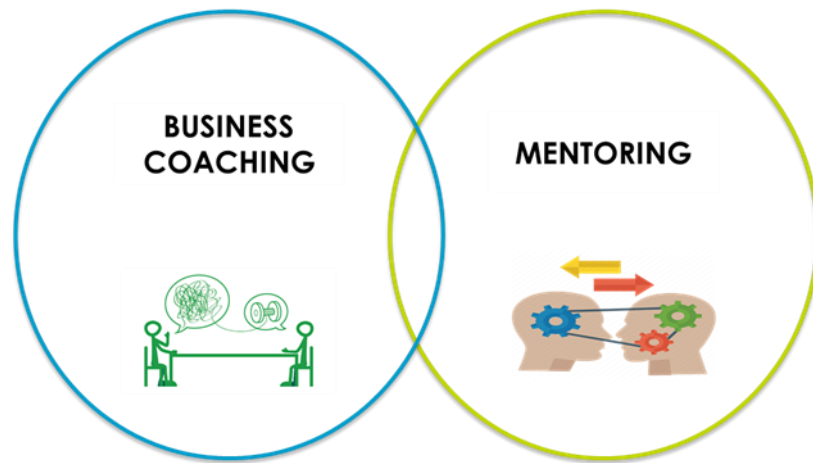
Below are existing the programmes within the City, designed specifically with the context of our complex organisation, to drive a culture of proactive, people-focused leadership:

Leadership Development Programmes:



LEAD Programme : Leading, Engaging and Developing

| COMPLIANCE/ GOVERNANCE | CT MUNICIPAL INDUSTRY SECTOR TRAINING | TECHNICAL MANAGEMENT | PEOPLE MANAGEMENT |
|---------------------------------|---|---|---|
| Awareness of governance systems | Awareness of City strategies and priorities | Introduction to supply chain management (SCM) | People management and organisational behaviour |
| Combined assurance | Purpose of public service and expectation | SCM | Consequence management |
| | Transversal thinking and skills | Finance planning and budgeting | Organisation and position |
| | Customer centricity orientation, including ease of doing business with the City | Programme, project and management | Recruitment and selection |
| | Urban resilience | Contract management | Total rewards |
| | | | Introduction to employee relations and labour relations |
| | | | Employee relations and labour relations |
| | | | Employee wellness |
| | | | Time and attendance |



5.3. Improve Processes & Organisational Design (Innovation & Optimisation)

Promote a culture of innovation, digital-fluency and better ways of working.

5.3.1. Process Optimisation & Organisational Design

The City's internal and external customers remain at the centre of the organisation's operational improvements. As we seek to improve customer satisfaction through operational excellence, we require continuous review and revision of our functions, identifying opportunities to improve on our processes, our organisational design, and day-to-day operations.

The organisation need to embed sustainable ways to ensure that departments have appropriate capacity in terms of staff and financial resources to continue and maintain operations under any condition, while placing emphasis on driving operational efficiencies to eliminate duplication, waste and fruitless and wasteful expenditure.

This means greater reliance on our functional analysis and business improvement initiatives, to support any further technological, structural and work method changes.

5.3.2. Technological enhancement & digitalisation

The City has recognised the need for its underlying technological architecture to go through a revamp and replace legacy systems. To achieve this, the organisation introduced several initiatives to bring the organisation into a digital world, in a context fitting of the City's public and regulatory environment.

The Data Strategy

Developed to ensure the standardisation of the City's data practices and alignment with national and international governance standards (such as King IV and POPIA), and improve the accessibility of data and information within the organisation.

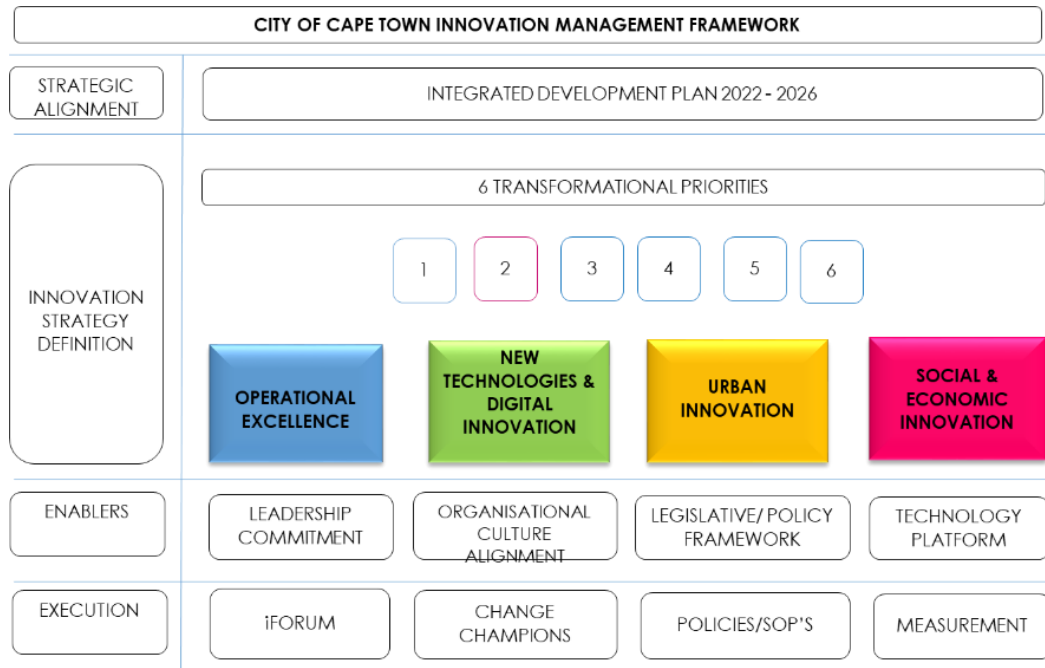
The Core Application Review (CAR)

An initiative designed to execute the review and evolution of the City's Information Systems & Technology operating model over a 10-year period, ensuring systems and platforms that are compatible with the evolving priorities of the organisation, customer needs and future-fit thinking.

Innovation Culture

Driving a culture of innovation and future-thinking to enable strategic and operational swiftness in line with customer needs and challenges. By embedding innovation within its decision-making processes, and enabling of co-creation, the organisation is expanding its agility and adaptability to change, and capacity to respond to shocks and stresses.

The City's innovation culture is driven by the Innovation Management Framework:



Collaboration Platform

A platform designed to enable digital transversal collaboration across departments and directorates, public and with the City's partners in the public and private sector. This contributes towards the City's efforts to modernise and improve the ease of doing business.

5.3.3. Modern Workplace

Across the globe, from as early as the 1990s, the world of work has been changing toward greater flexible working practices within organisations. There has been an acceleration in flexible working over the past 10 years with rapid technology advancements such as universal Wi-Fi, smart phones and tablets, but also owing to more people pushing the agenda for various reasons:

- seeking a better work-life balance as part of a wellness movement to preserve both physical and mental wellbeing;
- challenges around physical commuting both in terms of time spent and cost;
- closing the gender employment gap as flexible working allows those with caring responsibilities to better balance work and home life, and

- The overall productivity gains.

With the City looking to becoming more responsive and accessible through digitalisation, core business operations and more digital products, services and processes will be digitised to future proof the organisation. The organisation will need to develop a more flexible, accessible and responsive workforce. This includes upskilling and reskilling employees to ensure that although their work remains the same, they are able to adapt to the changes in how they do the work.

In terms of adapting the offices and customer interface centres the City will need to review how spaces are designed to cater for greater collaboration, flexible working, and promoting creative thinking and innovation, while ensuring employees are able to be productive and serve customers optimally. Ensuring that as our organisation evolves, and our work culture improves, the customer experience is not compromised.

5.3.4. Environmental Consciousness & Sustainability

The global climate crisis and its local manifestations pose direct and indirect threats to all aspects of the short and long-term well-being of Cape Town. As such, the City has embraced the environmental agenda, and set its priorities on environmental and resource sustainability.

As a city that has been hard-hit by the environmental effects of climate change, as we have experienced increases in natural forest fires and water shortages, the organisation has distinct awareness of the importance of building environmental consciousness and sustainability into our strategic objectives.

Despite our successes as a city to curb water crisis of 2018, ongoing action is imperative both to become even more resilient and help reverse the seen and unseen effects of climate change. This is why the City of Cape Town has committed to becoming carbon neutral by 2050. This will require greater commitment to the efforts of reducing City carbon emissions, through the adoption of the Travel Demand Management Strategy, which seeks to, amongst other great benefits, reduce traffic congestion within the metro.

6. Organisational Design: Our Directorates Enabling the WoW Framework

The City of Town's directorates can be grouped into these main categories: Strategic Planning & Governance | Enabling Service Delivery | Basic Services | Social Services | Spatial Planning | Economic Growth and Mobility.

Our directorates enable the fulfilment of City's strategic vision and the delivery of services. Detailed below is the strategic alignment and manner in which the City's 13 directorates (including Office of the City Manager) bring to life this institutional framework.

6.1. Strategic Planning & Governance

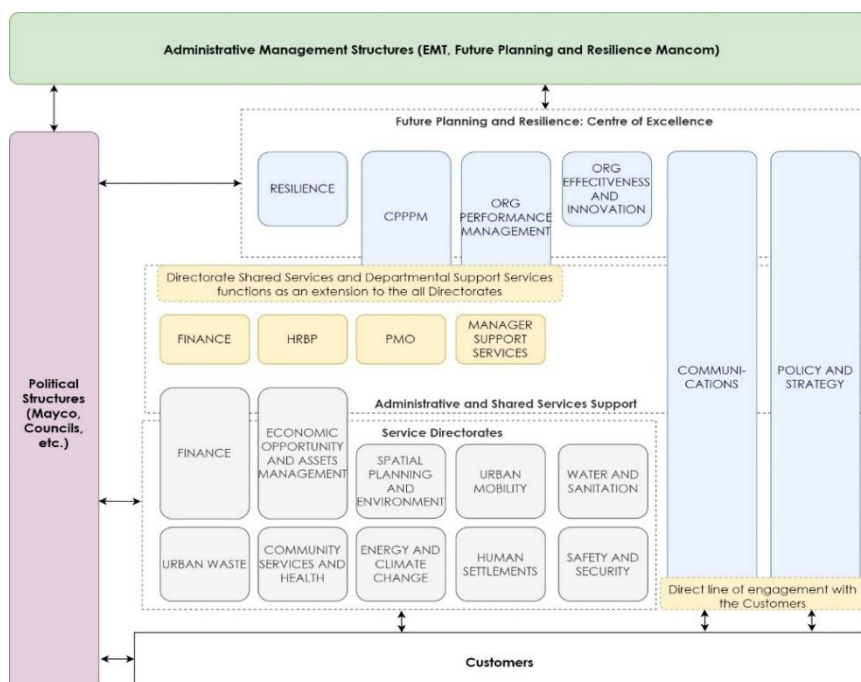
6.1.1. Office of the City Manager

The City Manager is the Accounting officer and accounts directly to the Executive Mayor to drive performance of the administration and ensure that proper governance is adhered to and that the City maintain required standard of accountability.

6.1.2. Future Planning & Resilience Directorate

The Future Planning and Resilience Directorate is responsible for performing medium to long-term strategy and policy development, capital planning and performance management, with the capacity to analyse and develop responses to urban shocks and stresses.

Directorate Value Chain:

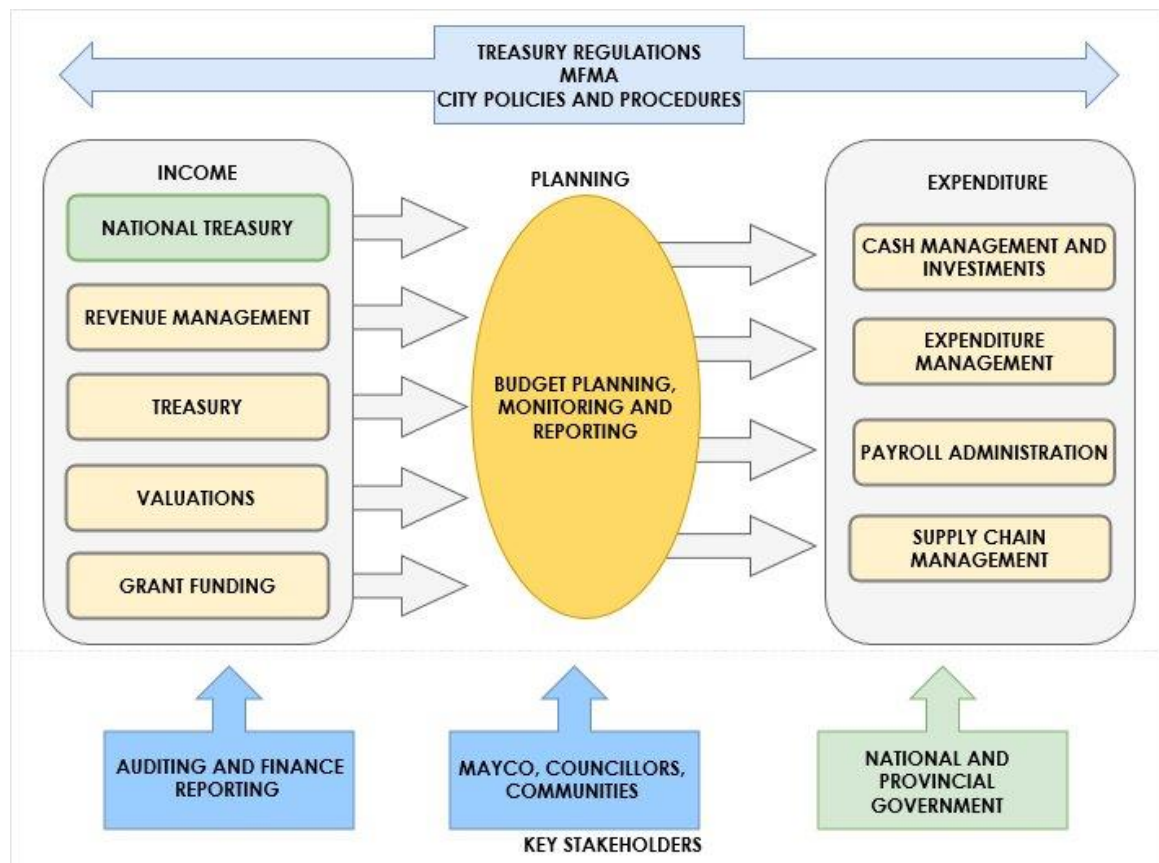


6.2. Enabling Service Delivery

6.2.1. Directorate of Chief Financial Officer

The Finance Directorate promotes sound and sustainable management of the City's financial resources, in compliance with the Municipal Finance Management Act, together with other related legislation, policies and procedures.

Finance seeks to promote sustainability in a manner that meets the present generation's needs, without compromising future generations. It is aligned to the City's aim of recognising sustainability as a key factor in continuing to make progress possible into the future.



Directorate business drivers:

6.2.2. Corporate Services Directorate

The vision of the Corporate Services (CS) Directorate is to provide strategic management and support services to the whole organisation with cutting-edge solutions that enable a customer-centric culture within the City of Cape Town (CCT).

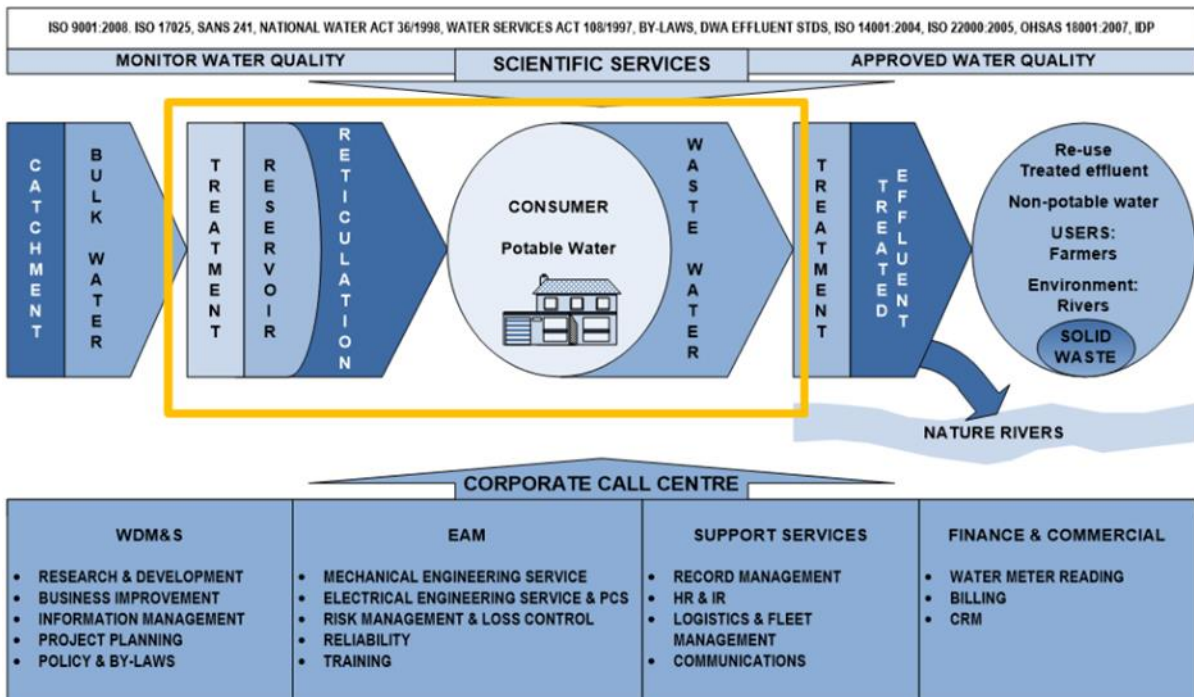
6.3. Basic Services

6.3.1. Water & Sanitation Directorate

Cape Town is vulnerable to climate-change related risks as experienced through the recent water crisis. Regional water resource risks need to be better managed and risks must be further reduced through diversification of sources. Customer interaction and account back office functions must be prioritized as well.

Creating a fit for purpose water provider will require shifts in structure including diversification of water sources and Customer Services to obtain required capabilities and capacity to address risks and challenges.

Directorate Value Chain:



6.3.2. Urban Waste Management Directorate

The Urban Waste directorate is dedicated to the core service delivery mandate of the municipality, with an emphasis on utility modernisation and reform for the purpose of delivering a sustainable and resilient waste management service that delivers an improved quality of life for all residents and an enabling environment for economic growth and job creation.

6.3.3. Energy Directorate

The Energy directorate has dedicated focus on energy security and utility reform, for the purpose of delivering a sustainable, resilient and cost-effective service that delivers improved quality of life to all residents and an enabling environment for economic growth and job creation.

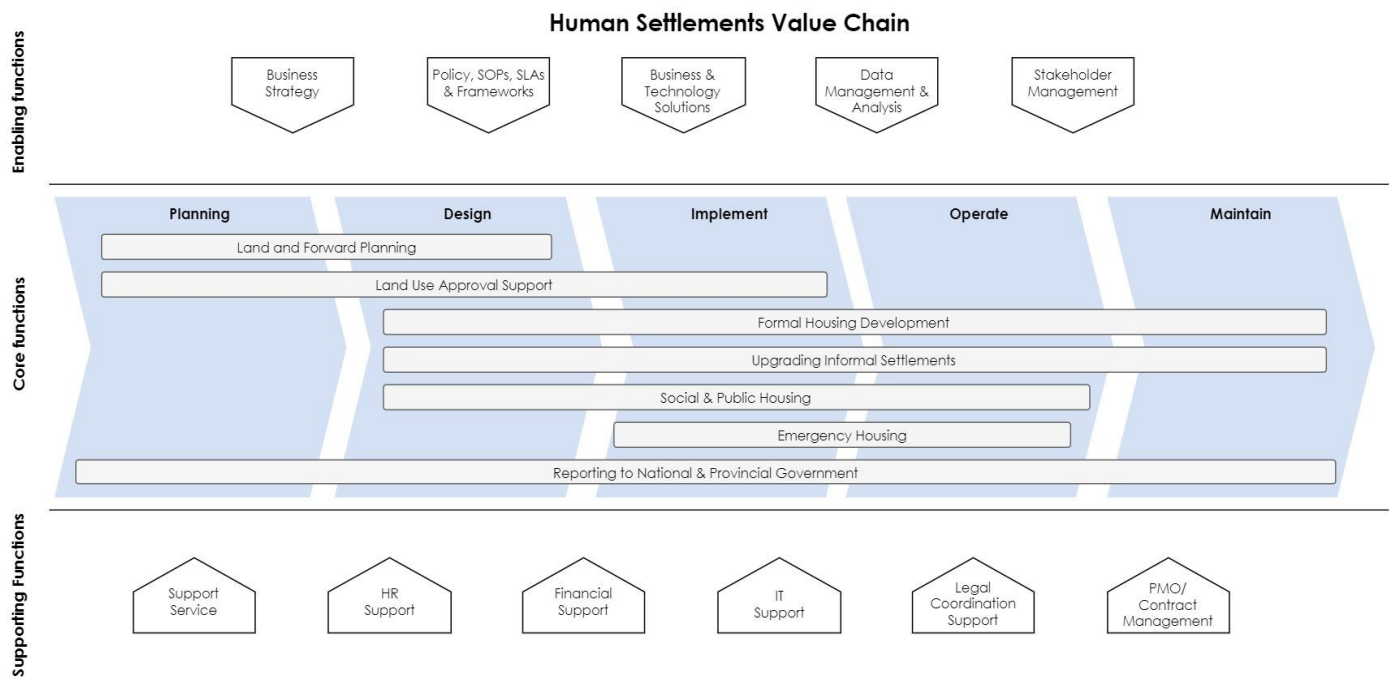
6.4. Social Services

6.4.1. Human Settlements Directorate

The City of Cape Town has a role to play in recognising and supporting the need and desire of low-income households to build their own houses or provide housing opportunities to others. The City's response to informality is detailed through approaches to:

- Develop an inclusive design of informal settlements and emergency housing;
- Support the provision of basic service infrastructure;
- Provide recognition of informal building practices; and
- Provide opportunities for supporting informal structure compliance and tenure

Directorate Value Chain:



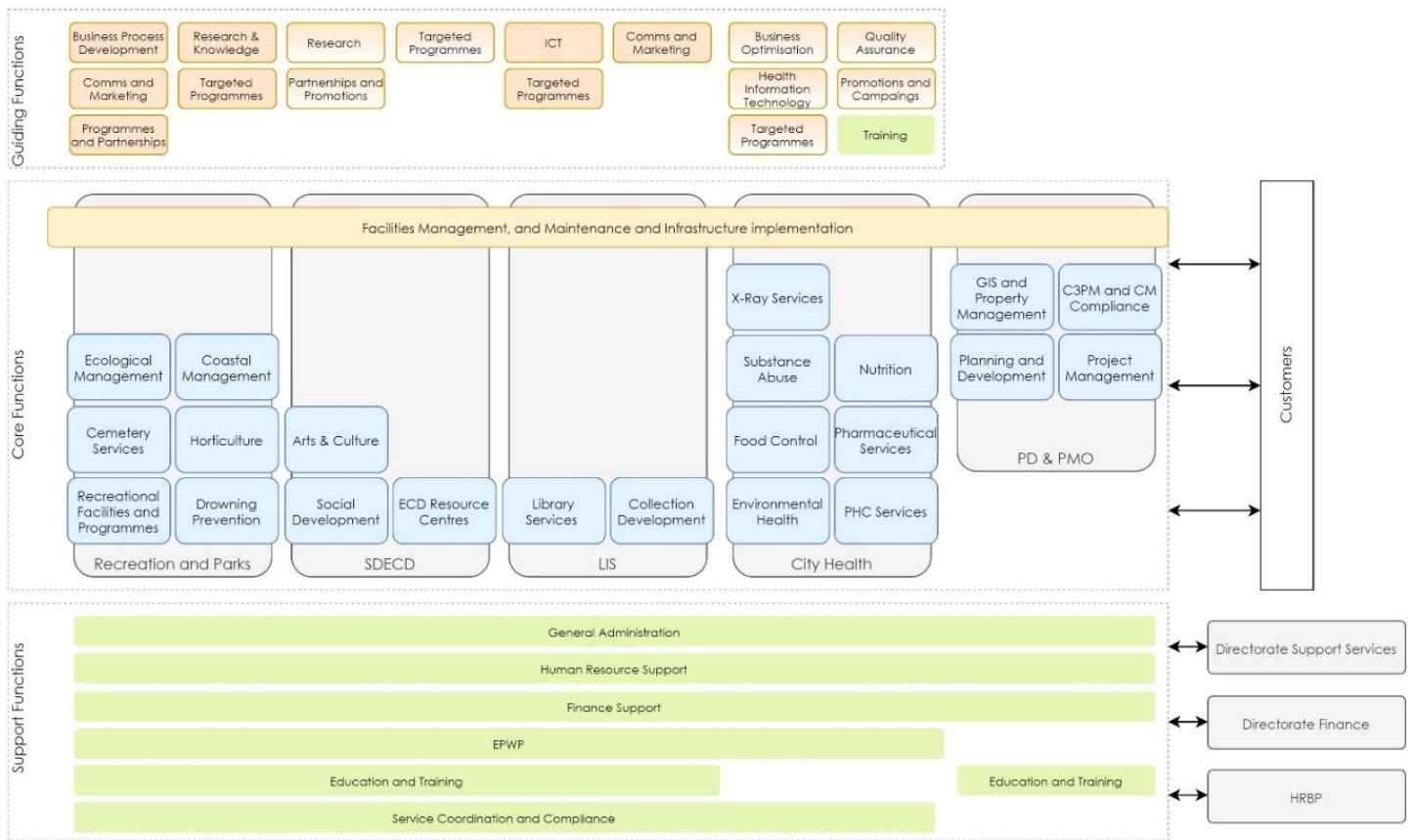
6.4.2. Safety & Security Directorate

The Safety and Security directorate will continue to deliver on one of the municipality's core mandates, to provide protection and security to the communities and communal spaces of Cape Town; ensuring the promotion of a safe-city for all.

6.4.3. Community Services & Health Directorate

The Community Services and Health Directorate (CSH) will continue to provide community facilities, spaces and services, as well as developmental programmes in support of building communities and individuals' capabilities towards improved social well-being of the citizens of Cape Town. The directorate continues to provide a primary healthcare service that ensures increased accessibility of comprehensive basic healthcare services to the communities of Cape Town; bringing healthcare closer to where people live.

Directorate Value Chain:

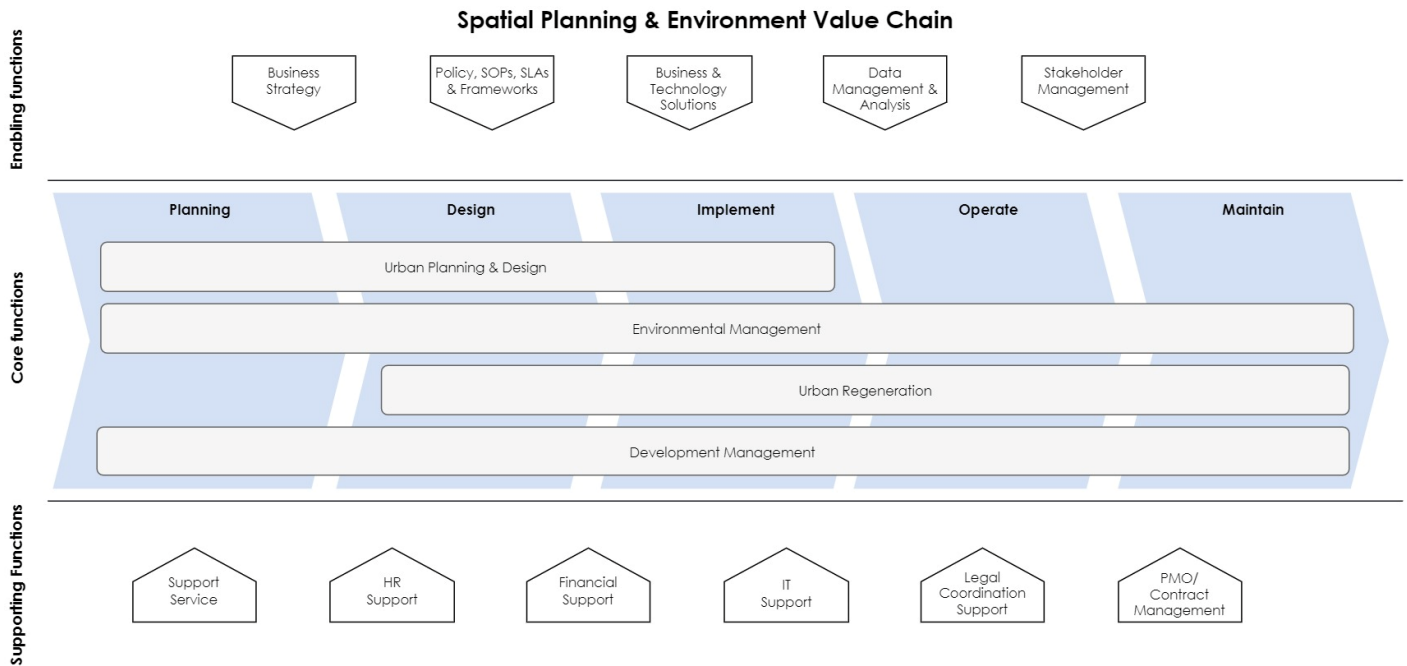


6.5. Spatial Planning, Economic Growth, and Mobility

6.5.1. Spatial Planning & Environment Directorate

The aim of the City of Cape Town's Spatial Planning & Environment Directorate is to develop a dynamic polycentric city, achieving economic, social, institutional and environmental sustainability by means of effective and efficient transport systems, efficient communication networks and effective resource management.

Directorate Value Chain:



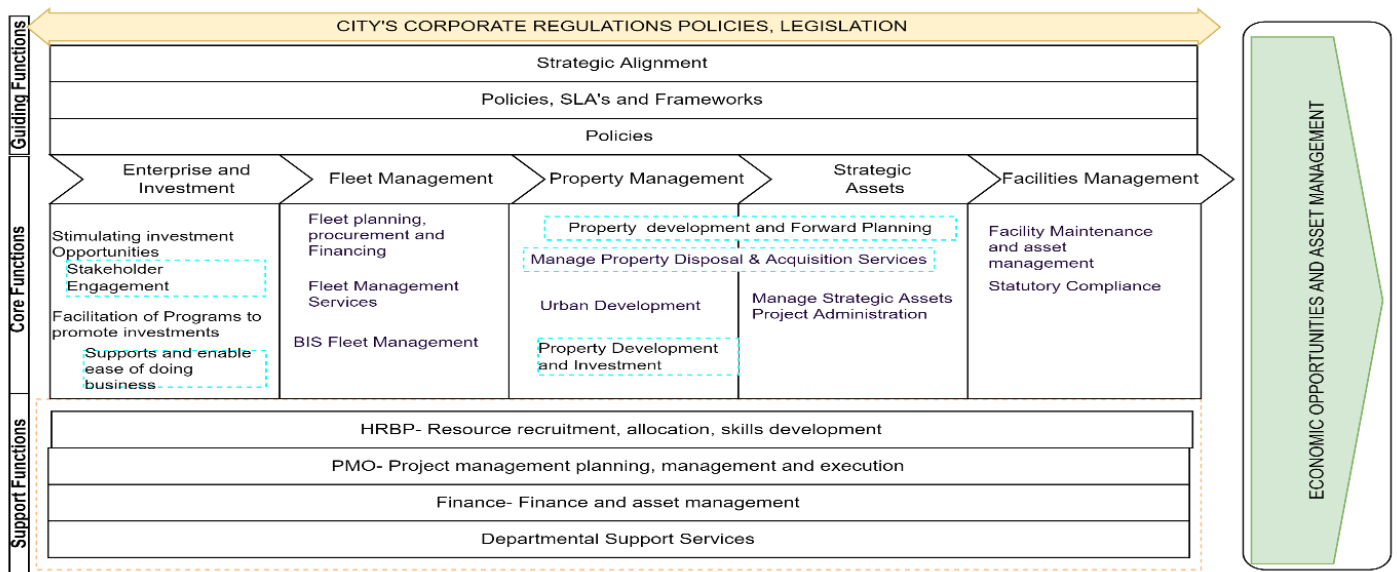
6.5.2. Economic Growth Directorate

The Economic Growth directorate is positioned to channel and enable the city of Cape Town as a centre of opportunities and take the city to the next level of development, in pursuit of this vision the City's mission is as follows:

- To contribute actively to the development of its environment, human and social capital
- To offer high-quality services to all who live in, do business in or visit Cape Town as a tourist
- To be known for its efficient, effective and caring government

As stipulated on the Integrated Development Plan (IDP), the Directorate mandate is to position Cape Town as a City with an environment that is conducive to economic growth, by leveraging its asset portfolio to the best interest of internal and external clients.

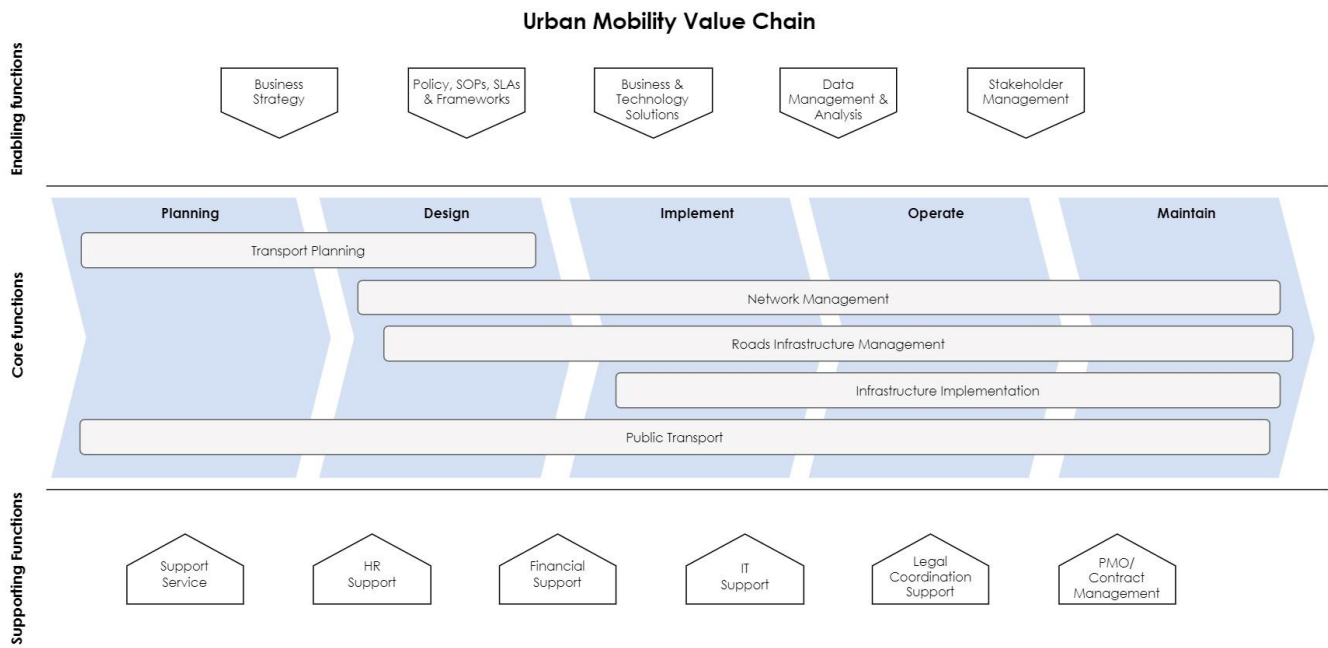
Directorate Value Chain:



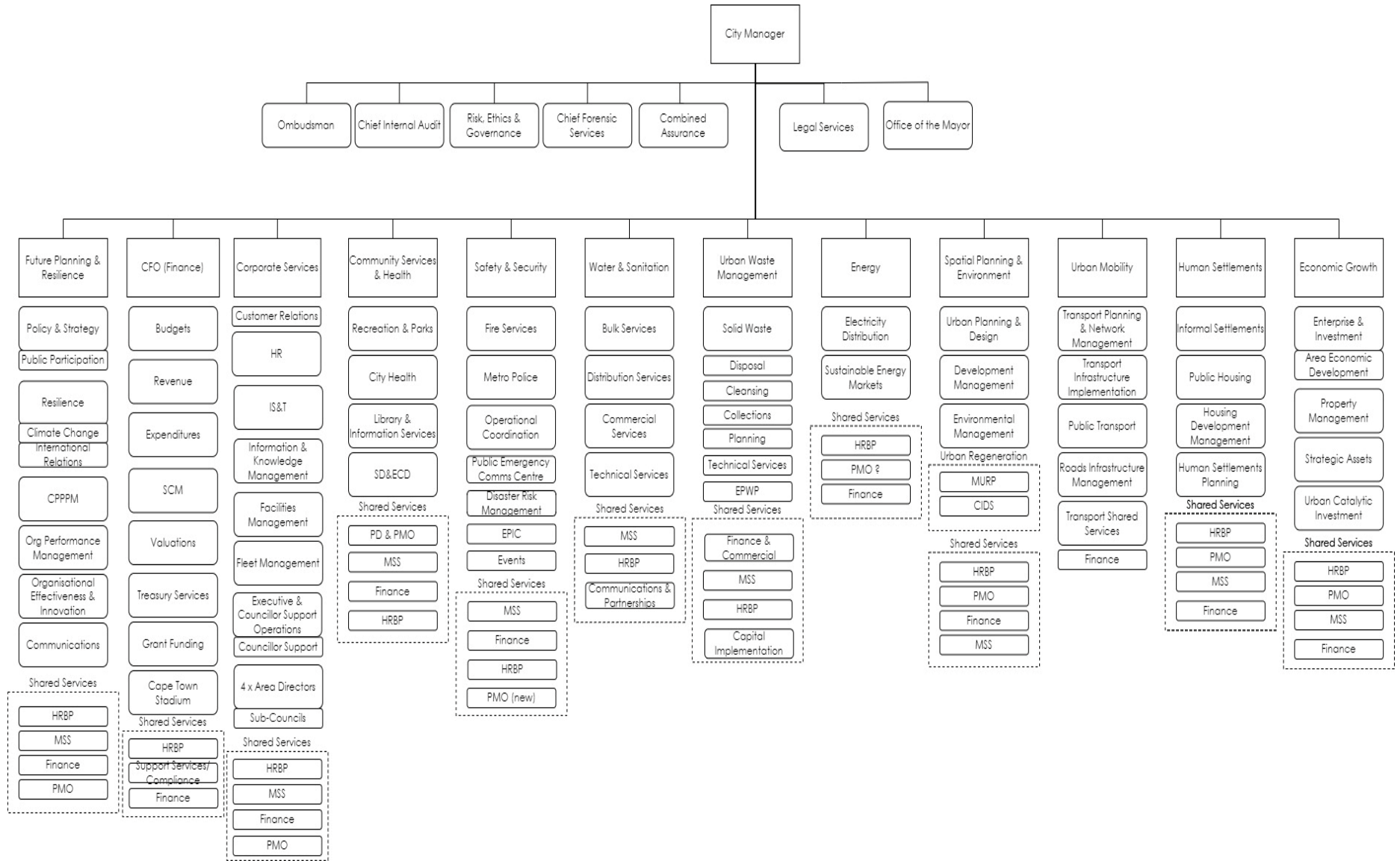
6.5.3. Urban Mobility Directorate

The Urban Mobility Directorate is a driving force for achieving an efficient intermodal network for public and private transport, pedestrians and cyclists. This directorate not only focuses on transport, but also more broadly access to transport, which requires increased collaboration with other spheres of government and the private sector.

Directorate Value Chain:



6.6 COCT Macro Structure at 1 February 2022



7. Conclusion

As the City of Cape Town navigates the task of evolving, adapting and rethinking ways of working, strategic and targeted approach is key to success. A clear lesson from the City's efforts to grapple with the challenges posed by the pandemic is that there is no turning back to the traditional ways of working as a government institution. Our change can no longer be reactive.

It is time now for the City to move forward and take full charge of its evolution; proactively dictating its future and embracing adaptability, to future-proof itself against the inevitability of change and disruption.

The Ways of Working (WoW) Framework serves as a strategic guideline on the organisation's path to sustainability, underpinning the various programmes, which are aimed at driving better service delivery to improve lives of Capetonians. This includes existing programmes and projects, and maintains provision for any programmes that may be developed in the course of time, which align to the City of hope and dignity vision.