



Cape Town, South Africa

Smarter Cities Challenge executive summary

Introduction

The City of Cape Town deploys a wide range of municipal assets to generate income and deliver services to its 3.7 million citizens. These include traditional infrastructure assets, such as water and transport, and social assets, such as community centers and libraries. A social asset is a person, physical structure, place, business, service or other accessible resource used by local residents for their personal, social, economic or cultural benefit. Historically, the distribution and utilization of social assets in Cape Town has been informed by events rather than been the product of holistic and integrated planning.

The challenge

During a three-week period in October 2013, a team of six IBM experts worked in Cape Town to deliver recommendations around key issues for Executive Mayor Alderman Patricia de Lille. The IBM Smarter Cities Challenge® team was asked to address the following question:

How can the City of Cape Town effectively use and manage its social assets to optimize service delivery?

Highlights:

- Better manage and secure investments
 - Increase governance and reduce operational risk
 - Extend asset life, reduce inventory costs and control spending
 - Mitigate compliance issues and risk
 - Improve health, safety and environment and security
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Findings and recommendations

The team responded with a holistic, far-reaching approach. Its core recommendation is for the City to define a broad program to institutionalize integrated, citizen-centric social service delivery. The program should focus on the organization, asset lifecycle management, data analytics, design thinking and change management tools and systems that are associated with social assets. An integrated program will help the City to better achieve social and economic objectives by maximizing value from its assets. The outcome will be more integrated, citizen-focused services that deliver benefits through more efficient and effective utilization of current and future social resources, which, in turn, will release operating expenses to more directly serve citizens.

The foundation of the team's recommendation is the creation of a new entity called the Citizen Services Integration Authority (CSIA). The CSIA would drive the utilization of the City's assets across directorates. It must operate with a cross-directorate view of services as consumed by citizens rather than with a view of how services are delivered within each directorate.

Supporting the CSIA should be a broad change management program built around the IBM Better Change methodology. As part of this, the City should take steps to build an end-to-end change management plan that will drive a more optimized and efficient service delivery model for social assets.

The City recognizes the need to better manage its assets for a sustainable future through the creation of integrated asset management plans for high-cost assets, ensuring appropriate infrastructure investment for sustainable development and prioritizing repairs and maintenance (Annual Report 2011/12). The City should build upon the success of the existing Asset Management Plan and adopt an asset lifecycle management approach for social assets. It should expand and accelerate the immovable property asset management framework to release surplus assets, improve analytics and optimize assets, operations, maintenance and security with better directorate accountability.

The City should embrace design thinking as a systematic, iterative and innovative approach to complex problem solving.

Finally, the City should invest in operational data from social assets, with the objective of gaining insight and utilizing it as part of the City's planning process. Analytics is a discipline combining data, tools and expertise, and the recommendations support a broad, enterprise approach to social analytics. Short-term initiatives focus on establishing standards and principles for data collection, while the long-term objective is to incorporate insight from analytics into the planning, investment and design process for social assets in support of change management, the asset lifecycle management and the ongoing operation of the CSIA.

The team's recommendations are summarized in Figure 1.

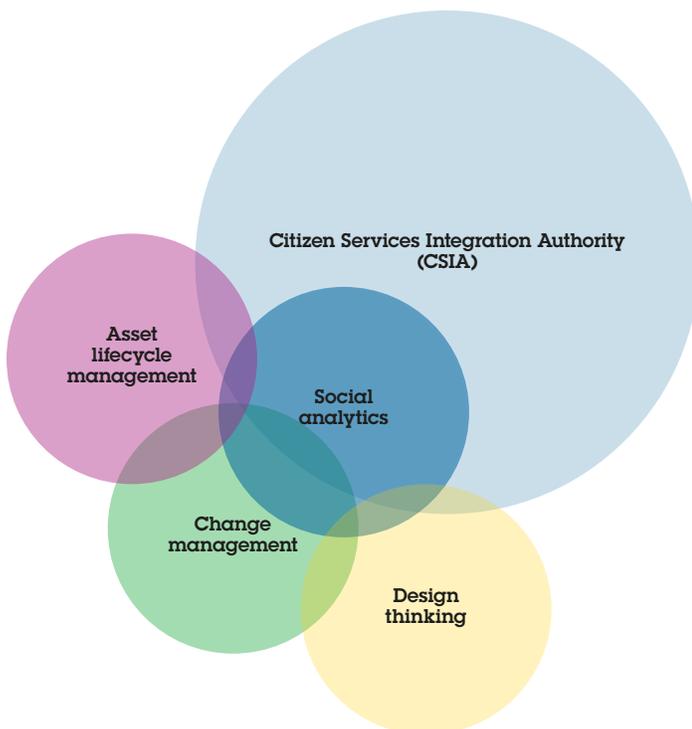


Figure 1: Recommendations

Conclusion

Together, these recommendations are a holistic approach to the challenge of how to better utilize the City's social assets.

For more information

To learn more, send an email to ccca@us.ibm.com or visit smartercitieschallenge.org

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