

Overview of key discussions arising from the Board Strategy Session



From 4 to 5 October 2018, members of the JRA's Board and Executive Committee participated in a Board Strategy Session, during which discussions centred on the JRA's long term goals, objectives and programmes, as reflected in its draft 'Strategy 2022' – alongside the entity's plans for the 2018/19 financial year. Member of the Mayoral Committee (MMC) for Transport, Councillor Makhuba, opened the session with a call for the JRA's leadership to prioritise a clear set of burning issues, including: stabilisation of the JRA's management team; improved project management capabilities and depot capacity; optimal use of procurement to drive economic empowerment; developmentally-focused traffic engineering inputs to address

increasing levels of congestion in areas such Soweto; full delivery on the capex budget; and improved stakeholder engagement. The City Manager extended on this input, requesting particular focus on the mitigation and management of flooding, and delivery on commitments such as traffic signal recabling and improved performance against service standards.

The JRA's Acting Managing Director shared the JRA's draft Strategy 2022 – reflecting on the four primary 'pillars' or priorities (service delivery; good governance and sound fiscal management; human capital development; customer and stakeholder relations) and the set of enablers required to support delivery (technological innovation; strategic partnerships for research and development). Each functional head shared further input. While the Board and members of the management team highlighted areas needing to be updated, all present confirmed their comfort with the revised long-term strategy. Across all discussions focus areas raised as priority issues were: the need for targeted interventions to address Supply Chain Management (SCM) challenges; the importance of proactive internal and external stakeholder engagement and communication; a call for greater capacitation of and improved delivery via depots and regions; the need to embed a more proactive, delivery-driven organisational culture.

Time was also spent engaging on the findings and recommendations arising from Deloitte's analysis of the JRA's project management model – with proposals for improved delivery including the introduction of a centre-led Project Management Unit (PMU), which is similar in nature to that in place at the City of Cape Town Metro and Eskom. In these organisations, the PMU has significantly improved contract management, delivery quality and the management of risk. The JRA recognises the need to bolster its project management capabilities through training of key staff, upgrading of systems and technology, and the establishment of sound governance and oversight mechanisms. This is an area seen as holding massive potential for improved delivery in the future.

After two lengthy days of detailed discussion, Board Chairman Siphon Tshabalala acknowledged the efforts of all involved in the session – with each of the emerging actions to be taken forward and tracked, in this way supporting fruitful delivery on the discussions.