

Thursday, 9 June 2022

Posted By: CEO's Office

Dear Colleagues

This is a new bi-monthly newsletter from my desk where I reflect on some of the key issues that keeps me awake at night. The intention is to provoke thought, discussion, give a broad view on the CBE and the current risks and together to craft a way forward.

I took up the post as the Chief Executive Officer of the Council for the Built Environment by sharing my mantra with you and I think it is time to re-iterate that with you. We are here at the CBE to deliver a service as a Public Entity and the majority of time at work is spent with fellow colleagues. It is important that we enjoy our work and the eight odd hours spent together. In the six months I have been at the CBE, we have, I myself included, lost focus in the humble jumble of the daily trials, tribulations and hustle. Of utmost importance is that we routinely apply the CPR(+):

- Compliance
- Performance
- Reporting
- + Innovation

“CPR+I” was dearly utilised in ensuring compliance and the daily functioning of the CBE to continue despite an inqorate Council. The Legal Team came to the rescue and clarified the mandate of the Executive Committee as legislated in the CBE Act, Act 43 of 2000. A breath of fresh air, life could go on and the CBE could function yet again. However, the function was not without its normal battles of common understanding and caution. Then again coming to the rescue, six additional Council members were appointed by the Minister of PWI, and the Council is suddenly a full Council and able take up its rightful space to ensure that the CBE delivers on its mandate.

Since 2018 the CBE embarked on developing a new organisational structure to align the operations with the new strategic direction of the 5<sup>th</sup> term of Council. This was done with an external focus in consulting a number of institutions to assist. The difficulty in following this route is that there is no understanding of the organisation, its functions, and its technicalities. As such, this was very much the first instruction I received as CEO – to sort out the challenges experienced in developing a new structure and ensure compliance by 31 March 2022. The journey started with a path plotted in the wilderness, bridges built, and the road completed by year-end. The

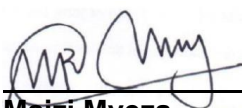
implementation of the new organisational structure is starting to unfold with new duties and responsibilities. This is a new season and for every new season there is excitement in the air.

Saying this, all things have a start and a finish date. The 5th Term Council's term of office is coming to an end on 31 October 2022. The Secretariat has already commenced with the new, in inviting nominations from the various categories to empower the Minister to appoint the 6<sup>th</sup> Term Council to take up the reins.

It is also very enriching to see the wheels started turning with Transformation Collaborative Committees getting off the ground and holding quarterly meetings. Even more so, the appointment of the Women Empowerment and Gender Equality Chairperson: Me Ramaesela Madiba, and Health, Safety, Public Protection, and Universal Access Chairperson: Me Mandisa Pepeta Daki, which will see to these committee now also gaining momentum.

In my musing I often ponder on the word "governance" and "corporate governance" and the way people throw it around as if it will explain limited progress or poor execution. Governance is much bigger than that and carries more weight in responsibility. Governance is the process whereby people in power make decisions that create, destroy, or maintain systems, structures, and processes. Corporate governance is, therefore, the process whereby people in power direct, monitor and lead corporations, and thereby either create, modify, or destroy the structures and systems under which they operate." The dynamics come into being where the systems, structures and processes are in place, but not fully understood nor properly reviewed by the appointed accounting authority. The CBE, as a Schedule 3A Public Entity is governed by its legislation, amongst others the CBE Act and the PFMA. Now, if there is little understanding of the PFMA, the internal and external audit processes and controls, how can the Council ensure the effective direction and management in discharging its functions in building and satisfying the accounting authority. It is clear that more should be done to ensure a proper understanding of governance, government financial systems and controls to ensure direction and guidance aligned with government priorities.

Kind regards



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