Testing feasibility of the Structure

Identify Strategic
 Change Driver

2. Consider
Implications for
Structure

3. Take appropriate Re-alignment Action

Re-aligning the Department to its Strategic Objectives (1)

Strategic
Change Driver

Implications for Structure

Re-alignment action

The vision signals a strategic shift in focus from an internal to an external perspective with the focus on delivery and beneficiaries

1) Focus on each identified beneficiary

Enable delivery on grass roots level

 Establish Externallyfocused Support
 Functions

2) Establish RegionalOffices

Re-aligning the Department to its Strategic Objectives (2)

Strategic
Change Driver

Implications for Structure

Re-alignment action

Need to build Social

Capital through increased participation in sport and culture activities

1) Build capacity to promote and market programmes and events

2) Improve local "presence"

1) Strengthen the marketing and communication function

2) Strengthen capacity in the regions

Re-aligning the Department to its Strategic Objectives (3)

Implications Re-alignment Strategic for Structure **Change Driver** action Consolidate specialist units **Duplication hinders** Establish an Events Eliminate unnecessary efficiency duplication & integrate Management Unit programme delivery 2) Need to optimally Establish a manage internal Facilities Unit More resources closer to **Human Capital** beneficiaries Shift people capacity from central to regions

Re-aligning the Department to its Strategic Objectives (4)

Strategic Change Driver Implications for Structure

Re-alignment action

Maximise utilisation of facilities

Focus on marketing and utilisation of facilities

- 1) Strengthen marketing and communication function
- 2) Empower RegionalOffices to managefacilities

Re-aligning the Department to its Strategic Objectives (5)

Strategic
Change Driver

Implications for Structure

Re-alignment action

Leverage Division X to improve return on tourism

- Recognize tourism
 as a key beneficiary
 in the structure
 - Establish links with tourism structures

Appoint a custodian for Tourism focus

Re-aligning the Department to its Strategic Objectives (6)

Strategic Change Driver Implications for Structure

Re-alignment action

Need to improve delivery through efficiency and accountability

- 1) Enhance focused delivery through internal integration and co-operation
 - Leverage structures
 and business
 processes to achieve
 objectives and
 targets

- Consolidate
 specialist functions
 in centralised units
- 2) Integrate functions in logical units to enhance resource utilisation
 - Empower governance functions with authority

3)

Re-aligning the Department to its Strategic Objectives (7)

Strategic Change Driver Implications for Structure

Re-alignment action

- Regional arm not supporting delivery focus
- Need to decentralize authority

- Decentralise decision making
 - Build capacity at regional level

Establish and empower

Regional Offices

with appropriate
levels of capacity
and authority

Re-aligning the Department to its Strategic Objectives (8)

Strategic Change Driver Implications for Structure

Re-alignment action

Need to enhance
organisational
performance
management, monitoring
and evaluation

Allocate
 responsibilities and
 accountabilities

Focus on monitoring and evaluation

Illustrate
interdependencies and
formalize SLA's

2) Establish a function for measurement and evaluation

Re-aligning the Department to its Strategic Objectives (9)

Strategic
Change Driver

Implications for Structure

Re-alignment action

Strengthen arms length intention in practice

Allocate responsibilities for managing relationships with;

- 1) Public Entities
- 2) Service DeliveryPartners
- 3) FundedOrganisations

Office and Regional
Offices in the
management of
third party
relationships

Re-aligning the Department to its Strategic Objectives (10)

Strategic Change Driver Implications for Structure

Re-alignment action

Insufficient and underutilization of support systems

Focus on the
establishment and
utilisation of
support systems

Establish a unit for
Information
Technology and
support systems

Re-aligning the Department to its Strategic Objectives (11)

Strategic Change Driver Implications for Structure

Re-alignment action

There is a perception of inequitable resourcing between Components

Allocate resources in proportion to mandates and strategy-determined parameters

Ensure that resources are fully harnessed

-) Establish Strategic Management Unit
- 2) Ensure structural redress through appropriate reallocation of resources by consolidating support services

Re-aligning the Department to its Strategic Objectives (12)

Strategic Change Driver Implications for Structure

Re-alignment action

- Take the lead in what's happening at provincial level
- 2) Need for improved co-ordination and utilisation of resources

Make provision for managing major events without impacting on day to day operational programmes

Establish an Events

Management unit

Re-aligning the Department to its Strategic Objectives (13)

Strategic
Change Driver

Implications for Structure

Re-alignment action

There is a need for better cooperation, co-ordination and sharing of resources between the different Components

Create interdependent structures

- Apply the matrix
 model where
 appropriate to share
 resources
- 2) Move support functions out of the line