



The Cape Chamber of Commerce & Industry and the Cape Higher Education Consortium

WESTERN CAPE ECONOMY INNOVATION AWARDS NOMINATION FORM 2026

Please complete this nomination form accurately, completely, but succinctly.

1. Contact details

Nominator (Person)	Nominating Organisation	Signature	Date	e-mail address
Michelle Ellis	WCG: Red Tape Reduction Unit	<i>M Ellis</i>	28.2.2026	Michelle.ellis@westerncape.gov.za

Nominated Person	Nominated Organisation	Sub-sector one of the following: Private Sector or Academia or Public Sector or Non-Profit	Cell phone number	e-mail address
Aeysha Augustus	WCG: Red Tape Reduction Unit	Public	0723364693	Aeysha.augustus@westerncape.gov.za
Michael Janse Van Rensburg	CEO: Heritage Western Cape	Public and Regulator		Michael.jansevanrensburg@westerncape.gov.za
Colette Scheermeyer	Heritage Western Cape	Public and Regulator		Colette.scheermeyer@westerncape.gov.za
Waseefa Dhansay	Heritage Western Cape	Public and Regulator		Waseefa.dhansay@westerncape.gov.za
The entire Heritage Western Cape team involved in the Nomination (can be requested)				

2. Short description

±100-word description of what the innovation / solution is and who needs to be recognised for which parts of the solution.

(e.g. new service /product /solution /regulation /infrastructure /institutional capacity)

Through lean management development programme training led by the Red Tape Reduction Unit in partnership with Heritage Western Cape, the Heritage permit application process was streamlined, as well as Digitised with the migration to SAHRIS, by removing redundant steps, reducing delays, and cutting waste while maintaining regulatory compliance for a competitive economy.

Heritage Western Cape undertook Lean management training with the Lean Institute Africa (UCT: GSB) to optimize how tools can be used to deliver value, build a culture of continuous improvement, identify bottlenecks, enable faster approvals with clearer communication for Property Developers, businesses and citizens within the Province. This efficiency lowered administrative costs and encouraged investment in heritage projects, stimulating restoration and tourism.

Importantly, the Red Tape Reduction Unit's Aeysha Augustus with Michelle Ellis and the entire Heritage Western Cape Organisation, deserve recognition for driving this transformation. Their collaboration ensured that a Legislative and Regulated process CAN BE IMPROVED responsibly, delivering economic growth and greater value to citizens and the economy.

3. Detailed description

Please answer all the questions (a) to (j) below, and **place answers** in the **prescribed place** as indicated in the **table below** (to construct a results chain).

For instance, the answer to question (a) should be written in the third column next to (a).

- a. What is the target business group/s that this innovation serves and improves?
- b. How many of these target businesses have already utilised this new solution?
- c. How did these businesses access and receive the new solution?
- d. What did this new solution help these businesses become better at?
- e. How did this help to improve their business performance? *Increased sales, lower costs, increased investment, increased employment, increased exports?*
- f. What exactly is this new innovative solution?
- g. What makes it new, compared to what existed before? (Novelty in WC economy)
- h. What makes it better than what existed before?
- i. How is/was the new solution made available to the target market / business group?
- j. What will ensure that the financial viability / sustainability of providing the innovative solution and the beneficial consequences remain intact over this period? *E.g. profitable business with an enduring competitive advantage in the market.* What is the expected longevity of this solution? *E.g. 5yrs, 10 yrs, 10+ years*

Output: A new catalytic innovation established, serves the WC economy	Outcome: Improved business environment (for the target business group)	Impact: Which target group of businesses benefitted & what improved for them	Longevity: Duration of benefits
<p>f) Application of Lean management capabilities and skills by Heritage Western Cape - to reduce waste and improve efficiency within a Legislative process such as the Heritage Permit Application process to drive value for the economy – with the Lean Institute Africa, UCT, GSB</p> <p>g) This is the first time in the WC that a Regulator has implemented solutions so rapidly after undergoing Lean management training.. It is also the first time HWC has identified wasteful steps/delays/red tape for both the Organisation, as well as a Critical Legislative Process enabling economic growth for the Province, in order to drive investment and create jobs for citizens (a culture of EODB)</p> <p><i>They immediately implemented countermeasures (action plans) they have learned from the training – which resulted in the Heritage Permit Application itself being refined before the Digitisation process and migration to SAHRIS for all applications (moving away from paper based – to digital for the first time ever). This is also the first time the process itself was reviewed using extensive data and problem solving by the entire process team and organisation, led by the CEO, using lean management toolkits/training.</i></p>	<p>i) Webinars are being hosted and have already commenced to educate the public on the SAHRIS portal and the digitisation of the Permit process as well as the migration; Awareness via Linked In, social media and the Website;</p> <p>Platforms as a speaker to engage stakeholders and businesses</p> <p>- WC Property Developers Forum 2025:</p> <p>- Investment Summit of the Western Cape 2025</p> <p>-Red Tape Reduction Provincial Task Team:</p> <p>j) HWC has partnered with the RTRU on multiple National and Local platforms as part of advocacy</p>	<p>a. Property Developers; Businesses; Built Environment; Citizens; Municipality – all these stakeholders benefit from the culture that was created by Heritage Western Cape to improve a regulated process, while driving value for the economy (using lean tools and methodology)</p> <p>b. 3,500 individual citizens 1200 interacted with HWC and permitting system; 2800 applications (2024-2025)</p> <p>d. <i>Faster, more predictable turnaround times allowed developers to plan construction and investment schedules with greater certainty; Transparent tracking of applications built trust with investors, partners, and clients;</i>Improved compliance and understanding of the Heritage Permit Application process; Reduced risk of non-compliance penalties or delays due to incomplete documentation</p> <p>e) Less contentious submissions due to clear communication meant faster approvals; notifications of</p>	<p>j) Heritage WC have included the countermeasures and actions plans into their HOMS and internal SOP's, as well as Service Deliver Improvement Plan. HWC has also included Lean tools to contribute to optimisation of service delivery and efficiency to its client it serves.</p> <p>This ensures accountability, public trust and transparency as it intends to also migrate to a completely Digital Process with SAHRIS, with an already improved Heritage Permit application process using the Lean methodology/skills acquired</p> <p>improvements have already been implemented, with longevity spanning into the future 5-10 years as a culture of continuous improvement was developed within Heritage WC</p> <p>The duration of the benefits will last many years -until further improvements iterate</p>

<p><i>h) The Heritage Permit Application process was improved by the removal of certain steps by HWC – resulting in faster turnaround times and decisions for businesses; Action Plans implemented with improvements and optimisation toolkits;(Continuous Governance improvement committed to for efficient service delivery)</i></p> <p>h)Migration to SAHRIS portal: Redevelopment of Application for SAHRIS Integration using Lean tools</p> <p>Digitisation of Heritage Applications:</p> <p>Applying the lean tools to digitize the application process for clients, businesses and citizens</p>		<p>decisions were quickly disseminated to businesses/professionals (which meant flow of value to the customer to commence further processes to develop. Based on testimonials/letters)</p> <p>e) Trust in the process by HWC – that turnaround times were fair and transparent and clear.</p> <p>e)Investment readiness: Faster turnaround times for decisions meant clear timeframes for development/construction, which contributes to investment readiness for property developers and the Province</p>	
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After completing the table, read from left to right. Check for coherence and improve if needed.

4. Declaration of Evidence to verify the results chain

What supporting evidence can you provide to verify that the results stated above are as stated?

	Output: A new catalytic innovation established, serves the WC economy	Outcome: Improved business environment (for the target business group)	Impact: Which target group of businesses benefitted & what improved for them	Longevity: Duration of benefits
What evidence can be provided? e.g. Records, reports, peer reviews, and so forth	<p>Testimonials, Letters and peer reviews from the Property Development sector, Heritage Professionals and Councils / Bodies as well as Business Community;</p> <p>Reports; Annual performance Plans; Action plans; SOP's; Visual communication developed with citizen/business experience</p> <p>Interviews with HWC as an organisation – mindset shift of Lean that created a culture of continuous improvement</p> <p>Webinars already hosted by HWC for the Property and Built Environment;</p> <p>Reports signed by Delegated Authorities</p>	<p>From the testimonials, letters and peer reviews, one will validate the sentiment experienced by the clients and HWC stakeholders, of the improvements implemented by Heritage Western Cape and the Heritage Permit application process – and what they experienced</p> <p>The reports and webinars intend to re-affirm the experience of the client and business community</p>	<p>Property Developers; Heritage Practitioners; Citizens; Business; Municipalities</p> <p>Other Provinces – Heritage Western Cape is setting the bar Nationally in terms of this approach – using Lean management to reduce turnaround times, develop a CULTURE of continuous improvement to drive value for the economy , while fulfilling its role as a Regulator</p>	Immediate – 5-10 years with a culture of continuous improvement taking place

5. Select the best category of award for this innovation

Sector	Award	Mark with “X”
Private Sector	6 x Catalytic innovations that contribute to growth	
	1 x Provincial- or National-government systemic innovation most impactful on economic growth	X
Public Sector	1 x Local & District Municipal innovation that is impactful on growth of their local economy	
	1 x Public-sector innovation, enhancing good governance	X
Safety & Security	1 x Innovation enhancing safety & security	
Labour Market	1 x Labour market efficacy award Reducing impediments to increased employment	
	1 x Research the most impactful on competitiveness of Industry	
Academia	1 x Tertiary education best aligned to Industry / market needs	
	1 x Most successful start-up / spin-out	
	1 x Entrepreneurship development in higher education	
Industry Sector Bodies	1 x Institution/s strengthening stakeholder cooperation to enhance competitiveness of their Industry	
Organised Business	1 x Institution/s strengthening stakeholder cooperation to enhance competitiveness of their business precincts	

6. Check that you completed all that is necessary.

7. Submit this documented and/or video-recorded to innovation@capechamber.co.za.

Thank you for helping us discover and celebrate the champions shaping a better WC economy!