



MUIZENBERG IMPROVEMENT DISTRICT (MID) 5 YEAR IMPLEMENTATION PLAN 1st July 2020 to 30th June 2025

MANAGEMENT & OPERATIONS									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Direction & leadership for the Board and Organization.	Lead the team to set a clear vision and measurable objectives. Set strategies and action plans. Monitor the process and give feedback to the team and membership. Board and staff operate within the MID value system and ensures each director's buy in and accountability.	Ongoing	→	→	→	→	→	Chair	
2. Continued operation of MID management function.	Ongoing operations & compliance	Ongoing	→	→	→	→	→	Chair & Operations Manager	

3. Appointment of relevant service providers.	Appointment of appropriate qualified service providers based on organizational strategy and requirements. Annual review of performance and cost evaluation.	1 year						Board	
4. Board meetings.	Monthly Board meetings	12	12	12	12	12	12	Chair & Admin Assistant	
5. Financial reports to City of Cape Town.	Submit reports to the CID Department by the 15 th of the month	12	12	12	12	12	12	Bookkeeper	
6. Audited Annual Financial Statements.	Unqualified financial audit and comprehensive report.	1	1	1	1	1	1	Bookkeeper & Auditor	Submitted to the City by 31 August of each year.
7. Quarterly review of arrears.	Reduced accumulative arrears – refund value	4	4	4	4	4	4	Operations Manager	Observe and report concern over outstanding amounts to Board and CID Department.
8. AGM Compliance.	Compliance with SRA policy and legislation	1	1	1	1	1	1	Board & Admin Assistant	Host successful AGM before 31 December.
9. Submit management report and Annual Financial Statements to City of Cape Town and sub-council.	Comprehensive management report and unqualified audit.	1	1	1	1	1	1	Board & Admin Assistant	

10. Compliance with the Companies Act requirements. • Directors change • Annual Returns • Auditors change	Registration of Directors and CIPC compliance	Ongoing	→	→	→	→	→	Company Secretary & Board	Directors & Auditors change within 10 business days of change. Annual returns within 30 Business days after the anniversary date of the NPC registration.
11. Monthly reporting on MID activities and finances	Report on all MID business	12	12	12	12	12	12	Directors	
12. Financial income and expense management	Responsible financial management	12	12	12	12	12	12	Bookkeeper & Board	
13. Attend SRA Forum & Sub Council Meetings.	Remain abreast with what is happening in the City, participation and ongoing relationships.	Ongoing	→	→	→	→	→	Operations Manager and Director	
14. Submit mid-year report to the City of Cape Town.	Review of implementation plan and progress.	2	2	2		2	2	Board	
15. Application of Tax Clearance Certificate in August.	Compliance with City of Cape Town requirements.	1	1	1	1	1	1	Bookkeeper	Submit PIN to CCT Supply Chain Management Department.
16. Promote and develop MID membership	Have membership that represents the MID community.	Ongoing	→	→	→	→	→	Board	

17. Cultivate working relationships with City of Cape Town departments, community stakeholders and key decision makers.	Successful relationships and partnerships regarding service delivery, resource mobilization and marketing.	Ongoing	→	→	→	→	→	Operations Manager & Board	
18. Maintain website & update with news and information.	Compliance with SRA policy and members access to information.	Ongoing	→	→	→	→	→	Admin Assistant	
19. Compile the SRA renewal & application survey	Submit a comprehensive renewal application for approval by the members and the City of Cape Town.	In 4 years				1		Board	
20. Regular press releases in local news papers	Regular media exposure	Ongoing	→	→	→	→	→	Board	
21. Collaborate with other Improvement Districts.	Maintain relationships, share ideas and learn from others experiences	Ongoing	→	→	→	→	→	Board	
22. Establish MID business networking forum.	Collaboration and focus on commercial investment, participation in MID and initiatives to enhance the	Ongoing	→	→	→	→	→	Board	

	Muizenberg experience.								
23. Participate in community initiatives and provide support and or guidance where possible or applicable	Resource mobilization and community engagement.	Ongoing	→	→	→	→	→	Operations Manager & Board	
24. Budget Review	Board approved budget review to the CCT by end of February	Annually	1Y	1Y	1Y	1Y	1Y	Operations Manager & Board	Submit Board minutes and approved adjustment budget to the CCT by end of February.
25. Perform Mid-year performance review.	Board approved mid-year review submitted to the CCT by end of February	Annually	1Y	1Y	1Y	1Y	1Y	Operations Manager / Board	Submit Board minutes and approved Mid-year performance review to the CCT by end of February. Ensure under/ nonperformance areas are addressed before the end of the financial year.
26. All Directors to receive relevant CID Documents	At the 1st Board meeting after the AGM, supply all directors with all relevant CID documents	Annually	1Y	1Y	1Y	1Y	1Y jj”	Operations Manager / Board	
27. Allocation of portfolios	At the first Board meeting after the AGM, assign portfolios to Directors	Annually	1Y	1Y	1Y	1Y	1Y	Operations Manager / Board	

28. Declaration of interest	Ensure all Directors and Manager sign DOI at every Board Meeting	Bi-monthly	6	6	6	6	6	Operations Manager / Board	
29. Vat reconciliation and tax returns	BI-monthly VAT returns and annual tax returns submitted to SARS on time	Bi-monthly	6	6	6	6	6	Operations Manager / Board	
30. Annual approval of Implementation plan and Budgets	Obtain approval from members at AGM for Implementation Plan and Budget	Annually	1Y	1Y	1Y	1Y	1Y	Operations Manager / Board	

PUBLIC SAFETY

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Analyse sources and types of crime in the MID area in consultation with relevant security bodies.	A written report detailing sources and types	2	2	2	2	2	2	Operations Manager	
2. Compile a threat analysis in consultation with relevant security bodies	A written report detailing threats	1	1	1	1	1	1	Operations Manager	
3. Construct a strategy based on 1 and 2 above	Strategy document	1	1	1	1	1	1	Board & Operations Manager	
4. Identify weaknesses with existing security	Regular review of progress	4	4	4	4	4	4	Operations manager & Board	

bodies and implement effective coordination plan									
5. Develop a security management plan with clear deliverables and defined performance indicators to guide safety services by the appointed service provider and evaluate levels of service provided. Manager, Director & Security Service P	Regular reviews	4	4	4	4	4	4	Operations Manager & Service Provider	
6. Deploy security resources accordingly and effectively on visible patrols. Service providers/personnel to be easily identifiable.	Effective safety and security patrols in the MID with real-time communication from camera control room.	Ongoing	→	→	→	→	→	Operations Manager & Service Provider	
7. Utilize the street cleaning/maintenance team to also be the “eyes and ears” to identify and report any security breaches/threats	Provide with radio link to control room and obtain regular feedback	Ongoing	→	→	→	→	→	Operations Manager & Service Provider	
8. Participate in the local Joint SAPS Meetings.	Incorporate feedback and monitor	Ongoing	→	→	→	→	→	Operations Manager & Service Provider	
9. Monitor and evaluate security strategy and performance of all	Report findings to MID Board of Directors with	4	4	4	4	4	4	Operations Manager & Director	

service delivery on a quarterly basis.	recommendations where applicable								
10. Monitor CCTV cameras.	Preventative measure as well as use of footage by SAPS should any criminal activities be captured on camera.	Ongoing	→	→	→	→	→	Service Provider	

MAINTENANCE AND CLEANSING									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Develop cleaning and maintenance strategy	Presentation to Board	1	1	1	1	1	1	Operations Manager	
2. Ensure staff carefully monitored and administered and given sufficient supplies	Monthly report to Board	Ongoing	>	>	>	>	>	Operations Manager	
3. Monitor COCT cleaning of their roads	Monthly report to Board	Ongoing	>	>	>	>	>	Operations Manager	
4. Monitor effective maintenance of COCT parks, green areas, and beach area	Monthly report to Board	Ongoing	>	>	>	>	>	Operations Manager	
5. Deep clean all roads weekly where MID responsible.	Monthly report to Board	Ongoing	>	>	>	>	>	Operations Manager	

6. Litter pick all roads at least three times per week where MID responsible.	Monthly report to Board	Ongoing	>	>	>	>	>	Operations Manager	
7. Weed all gutters and pavements weekly	Monthly report to Board	Ongoing	>	>	>	>	>	Operations Manager	
8. Do C3 requests for all infrastructural faults and illegal dumping	Monthly report to Board	Ongoing	>	>	>	>	>	Operations Manager	
9. Promote adequate waste disposal with all private and public bodies in particular Metrorail	Quarterly review	4	4	4	4	4	4	Operations Manager	

ENVIRONMENT DEVELOPMENT

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Collaborate with relevant City Departments in respect to open spaces and bad buildings.	Landscaping, general appearance and building maintenance improvements.	Ongoing	>	>	>	>	>	Operations Manager	
2. Collaborate with bodies corporate, managing agents and property owner	Reasonably Maintained buildings. No criminal occupants	Ongoing	>	>	>	>	>	Operations Manager	
3. Establish greening projects in suitable open spaces and maintain.	New projects	Ongoing	>	>	>	>	>	Operations Manager	
4. Encourage urban art initiatives.	New appropriate projects	Ongoing	>	>	>	>	>	Board & Operations Manager	

5. Research recycling initiatives for possible consideration and implementation in the MID area in collaboration with other organizations	Reduction of waste	Ongoing	>	>	>	>	>	Board & Operations Manager	
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SOCIAL AND ECONOMIC DEVELOPMENT									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Create & maintain data base of homeless persons	Complete up to date list	Ongoing	>	>	>	>	>	Operations Manager	
2. Coordinate with law enforcement to prevent sleeping in economically sensitive areas & times.	No sleeping in identified areas and times.	Ongoing	>	>	>	>	>	Operations Manager	
3. Identify short term protected sleeping place(s)	Available & approved places	Ongoing	>	>	>	>	>	Operations Manager & COCT	
4. Negotiate with COCT for Safe Place in or near Muizenberg.	COCT approved budget & plan for capital and operating costs.	Ongoing	>	>	>	>	>	Board	
5. Initiate and partially finance feeding schemes for homeless in approved location & times.	Securing appropriate place and funding	Ongoing	>	>	>	>	>	Director & Operations Manager	

6. Communicate with relevant bodies to assist those homeless persons who want assistance with rehabilitation.	Rehabilitation of those homeless wanting assistance.	Ongoing	>	>	>	>	>	Director & Operations Manager	
7. Continue UTurn funding to assist with homelessness.	Signed contract	Ongoing	>	>	>	>	>	Director & Operations Manager	
8. Identify Street Children* and facilitate intervention from Social Welfare.	List of names	Ongoing	>	>	>	>	>	Operations Manager	

Definitions

- Street People are defined as those who are living on the streets of Muizenberg and many have been in the community for many years.
- Vagrants are defined as those who wander from place to place – with no fixed address.
- Street People/Displaced People are people who for any reason use the outdoors as a place of abode for a lengthy period of time
- A Street Child is a person aged 6-14 who for any reason leaves his/her family unit and community to live on the street. Some may live on the street with their parents
- Street Adolescent is a person between the ages of 14-18 who for any reason leaves his/her family unit and community to live on the street. According to the Children’s Act, any child, 17 years and under, that begs, works or lives on the street for any period of time is a street child
- Day Strollers are those that come into an area on a regular basis to seek part time employment or the collecting and recycling of materials to supplement their income and return to their communities at night