

**MUIZENBERG IMPROVEMENT DISTRICT NPC**  
**5 YEAR IMPLEMENTATION PLAN**  
 1 July 2015 to 30 June 2020

<b>Program 1 – Management &amp; Operations</b>									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Direction & leadership for the Board and Organization.	Director - Chair	On-going	→	→	→	→	→	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 operates within the MID value system and ensures each director's buy in and accountability.	
2. Continued operation of MID management office.	Manager	On-going	→	→	→	→	→	Ongoing operations & compliance.	
3. Appointment of relevant service providers.	Board of Directors & Manager	1	1Y					Appointment of appropriate qualified service providers based on organizational strategy and requirements. Annual review of performance and cost evaluation.	
4. Board meetings.	Chair, Board of Directors & Manager	12	12	12	12	12	12	Monthly board meetings.	
5. Financial reports to City of Cape Town.	Manager & Bookkeeper	12	12	12	12	12	12	Submit reports timeously by the 10 <sup>th</sup> of the following month.	Compliance with agreements and legislation.
6. Annual Financial Statements.	Manager, Bookkeeper & Auditor	1	1Y	1Y	1Y	1Y	1Y	Unqualified financial audit and comprehensive report.	

## Program 1 – Management & Operations

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
7. Quarterly review of arrears.	Manager & Director	20	4	4	4	4	4	Reduced accumulative arrears – refund value.	
8. AGM Compliance .	Manager & Board of Directors	1	1Y	1Y	1Y	1Y	1Y	Compliance with SRA Policy & relevant legislation.	
9. Submit management report and Annual Financial Statements to City of Cape Town and sub-council.	Manager	1	1Y	1Y	1Y	1Y	1Y	Comprehensive management report and unqualified audit.	
10. Compliance with the Companies Act requirements.	Board of Directors & Manager	On-going	→	→	→	→	→	Updated Directors list and maintenance of membership lists.	
11. Monthly reporting on MID activities and finances	Board of Directors & Manager	12	12	12	12	12	12	Report on all MID related business.	
12. Financial income and expense management.	Board of Directors & Managers	On-going	→	→	→	→	→	Responsible financial management.	
13. Attend SRA Forum & Sub Council Meetings.	Manager & Director	On-going	→	→	→	→	→	Remain abreast with what is happening in the City, participation and ongoing relationships.	
14. Submit mid-year report to the City of Cape Town.	Manager	1	1Y	1Y	1Y	1Y	1Y	Review of implementation plan and progress.	
15. Application of Tax Clearance Certificate in August.	Manager / Bookkeeper	1	1Y	1Y	1Y	1Y	1Y	Compliance with City of Cape Town requirements.	
16. Promote and develop MID membership.	Manager & Director	On-going	→	→	→	→	→	Have membership that represents the MID community.	
17. Cultivate working relationships with City of Cape Town departments, community stakeholders and key decision makers.	Manager & Director	On-going	→	→	→	→	→	Successful relationships and partnerships regarding service delivery, resource mobilization and marketing.	
18. Maintain website & update with news and information.	Manager	On-going	→	→	→	→	→	Compliance with SRA policy and members access to information.	

## Program 1 – Management & Operations

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
19. Compile the SRA renewal & application survey.	Manager & Board of Directors	In four years				1Y		Submit a comprehensive renewal application for approval by the members and the City of Cape Town.	
20. Regular press releases in local news papers.	Manager & Director	On-going	→	→	→	→	→	Regular media exposure.	
21. Collaborate with other Improvement Districts.	Manager & Board of Directors	On-going	→	→	→	→	→	Maintain relationships, share ideas and learn from others experiences.	
22. Establish MID business networking forum.	Manager & Director	New initiative						Collaboration and focus on commercial investment, participation in MID and initiatives to enhance the Muizenberg experience.	
23. Participate in community initiatives and provide support and or guidance where possible or applicable.	Manager & Board of Directors	On-going	→	→	→	→	→	Resource mobilization and community engagement.	

Program 2 – PUBIC SAFETY & SECURITY									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Identify the root causes of crime in conjunction with SAPS, Local Authority and existing security services using their experience and available crime statistics.	Manager, Director & Security Service Provider	On-going	3M	→	→	→	→	Incorporate into security management strategy plan.	Security management plan is part of the tender process and will be implemented in the new term and modified continuously as the security landscape changes/evolves.
2. Determine the crime threat analysis of the MID area in conjunction with SAPS.	Manager, Director & Security Service Provider.	On-going	3M	→	→	→	→	Incorporate into security management strategy plan.	
3. Determine strategies by means of an integrated approach to address/decrease threats to public safety & security.	Manager, Director & Security Service Provider	On-going	3M	→	→	→	→	Incorporate into security management strategy plan.	
4. Identify other security role players and SAPS, identify current security and policing shortcomings and implement an effective strategy that cultivates collaboration between relevant service providers.	Manager, Director & Security Service Providers	On-going	→	→	→	→	→	Incorporate into security management strategy plan.	

Program 2 – PUBIC SAFETY & SECURITY									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
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 Provider	Review as often as required, but at least annually.	3M	→	→	→	→	Documented security management strategy with clear deliverables and defined performance indicators to guide safety services by the appointed service provider and regular evaluation of service provided.	This is done comprehensively at implementation level and monitored and evaluated continuously.
6. Deploy security resources accordingly and effectively on visible patrols. Service providers/personnel to be easily identifiable.	Manager/Security Service Provider.	On-going	→	→	→	→	→	Effective safety and security patrols in the MID.	
7. Utilize the street cleaning/maintenance team to also be the “eyes and ears” to identify and report any security breaches/threats.	Manager/Security Service Provider	On-going	→	→	→	→	→	Incorporate feedback and information.	
8. Participate in the local Joint SAPS Meetings.	Manager/Security Service Provider	On-going	→	→	→	→	→	Incorporate feedback and information.	
9. Monitor and evaluate security strategy and performance of all service delivery on a quarterly basis.	Manager, Director, Security Service Provider & Relevant Crime Prevention Authority	Quarterly	4	4	4	4	4	Report findings to MID Board of Directors with recommendations where applicable.	
10. Monitor CCTV cameras.	Security Service Provider	On-going	→	→	→	→	→	Preventative measure as well as use of footage by SAPS should any criminal activities be captured on camera.	

Program 2 – PUBIC SAFETY & SECURITY									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
11. Weekly security reports from contract security service provider.	Security service provider	Weekly	52	52	52	52	52	Report findings to MID Board of Directors with recommendations where applicable and provide feedback at Joint Forum meetings.	Incorporate into monthly management report to MID Board.
12. Monthly meetings to review and assess findings and recommendations.	Manager, Director & Security Service Provider	Monthly	12	12	12	12	12		

PROPOSED

### Program 3 – CLEANSING & MAINTENANCE

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Develop a cleansing strategy document with clear deliverables and defined performance indicators to guide cleansing and deliverables from the appointed service provider.	Manager, Director & Cleansing Service Provider	Annually	1Y	1Y	1Y	1Y	1Y	Cleansing strategy document with clear deliverables and defined performance indicators to guide cleansing and maintenance delivery.	Review as often as required but at least annually.
2. Monitor and evaluate the cleansing strategy and performances of all service delivery on a quarterly basis.	Manager, Director & Cleansing Service Provider	Quarterly	4	4	4	4	4	Modify cleansing strategy if required.	
3. Monthly cleansing reports from service provider for review and assessment during monthly meetings with cleansing service provider.	Manager, Director & Cleansing Service Provider	Monthly	12	12	12	12	12	Report findings to the board, follow up on recommendations.	
4. Coordinate services with City of Cape Town Solid Waste department and Law Enforcement.	Manager & Cleansing Service Provider	On-going	→	→	→	→	→	Quarterly status report to relevant department regarding progress or collaboration regarding identified shortcomings.	
5. Cleansing each street within the MID boundary at least once per week.	Cleaning Service Provider	On-going	→	→	→	→	→	Clean streets and sidewalks in MID.	
6. Identify illegal dumping and notify Council via C3 notification for investigation and removal.	Manager & Cleansing Service Provider	On-gong	→	→	→	→	→	Removal of illegal dumping and penalties through law enforcement against transgressor.	

Program 3 – CLEANSING & MAINTENANCE									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
7. Promote waste management through education and awareness.	Manager & Cleansing Service Provider	On-going	→	→	→	→	→	Report findings from service providers.	
8. Collaborate with various civil society organizations and improvement districts regarding Metrorail waste accumulation on their property.	Manager, Director & Organizations	On-going	→	→	→	→	→	Hold Metrorail accountable for the management of their property and contributions towards clean public spaces.	
9. Annual infrastructure audit and report findings to relevant City Departments.	Manager & Cleansing Service Provider	Annual - March	Y1	Y1	Y1	Y1	Y1	Collaboration with the City to prepare the area for winter season e.g. blocked drains, etc.	



## Program 4 – ENVIRONMENTAL UPLIFTMENT

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Collaborate with relevant City Departments in respect to open spaces and bad buildings.	Director & City of Cape Town	On-going	→	→	→	→	→	Landscaping, general appearance and building maintenance improvements.	
2. Collaborate with bodies corporate, managing agents and property owners.	Director & Manager	As required	→	→	→	→	→	General improvement in appearance of properties.	
3. Establish greening projects in suitable open spaces and maintain.	Director & Landscaper	Per Project basis.	→	→	→	→	→	More green areas well designed and maintained.	
4. Encourage urban art initiatives.	Director & Local Artists	Per Project basis.	→	→	→	→	→	Enhanced appearance of public space in line with heritage area.	
5. Research recycling initiatives for possible consideration and implementation in the MID area in collaboration with other organizations.	Director, Local Residents & Organizations	On-going	→	→	→	→	→	Reduced environmental waste.	

**Program 5 – SOCIAL DEVELOPMENT**

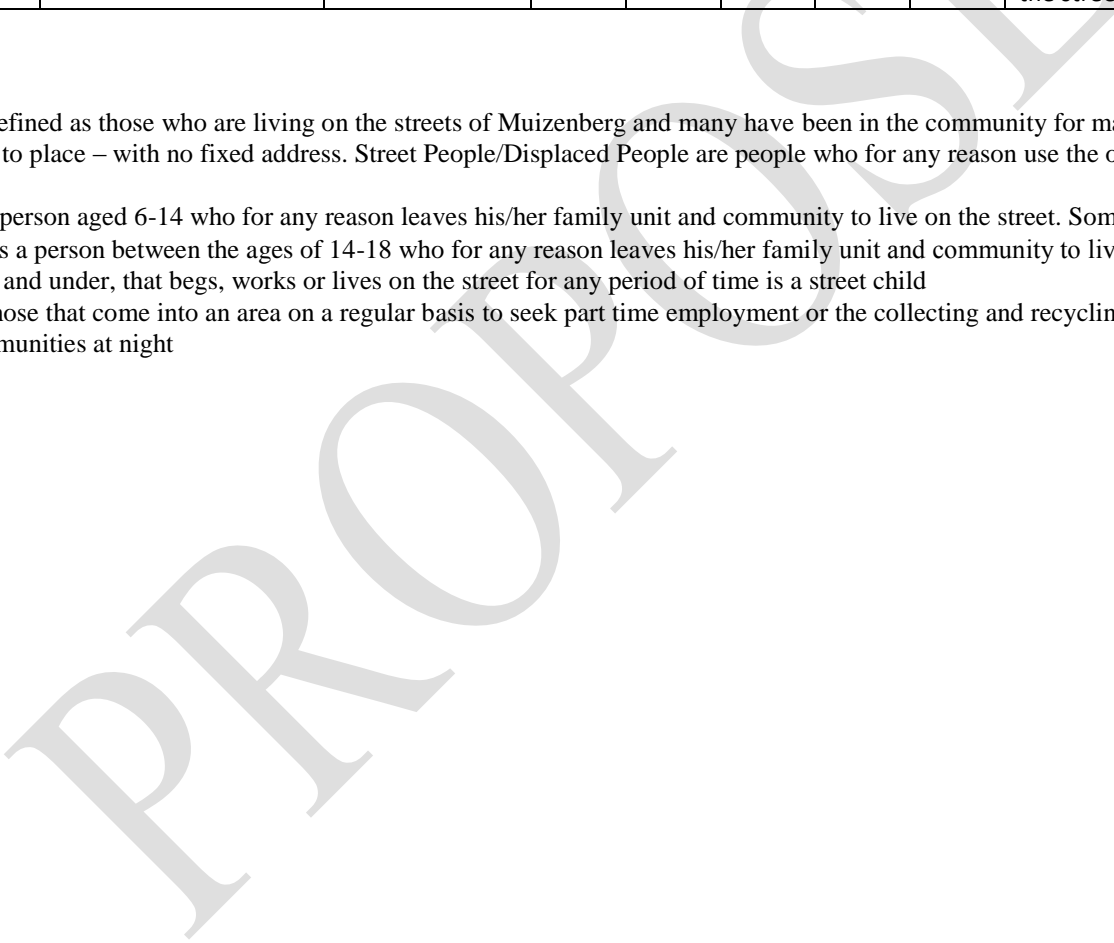
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Street people/displaced persons * find suitable accommodation for the long term homeless people living in MID. Facilitate community integration by means of assistance with clean-up campaigns, event clean-ups and assistance with general maintenance of open space areas.	MID Board of Directors, Manager, Safer Together, SAPS, Law Enforcement, City of Cape Town Social Development Directive and Displaced People Unit	On-going	→	→	→	→	→	Reduced number of long term homeless people by finding suitable accommodation. Encourage rehabilitation and reintegration as well.	
2. Identify and determine strategies by means of an integrated approach to address homelessness and relief measures available and protocols to follow.	MID Board of Directors, Manager, Sub-Council, NPO's.	On-going	→	→	→	→	→	Less people sleeping on the streets.	
3. Research opportunities for skills development and employment opportunities for Street People.	Director, Manager, Safer Together, Event Managers, City of Cape Town Departments & Community.	On-going	→	→	→	→	→	Increase in number of employment opportunities for Street People including skills development enabling income generation.	
4. Public Awareness Program – Responsible Giving.	MID Board of Directors, Manager, Media, City of Cape Town and NPO's.	On-going	→	→	→	→	→	Reduction in number of hand-outs that sustain life on the streets preventing intervention of NPO's and Government.	

**Program 5 – SOCIAL DEVELOPMENT**

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
5. Identify Street Children* and facilitate intervention from Social Welfare.	Director, Safer Together, SAPS, City of Cape Town, Social Development and NPO's.	On-going	→	→	→	→	→	Ensure street children are removed (by social workers or police officers) as soon as detected. Children are discouraged from begging on the streets.	

**\*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



Program 6 – BEACHFRONT INITIATIVE									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Collaborate with Project Management Unit Sports & Recreation Department regarding permits for informal traders.	Director, Manager & City of Cape Town Departments.	On-going	→	→	→	→	→	Decreased informal traders on the beachfront.	
2. Controlled parking facilities – management agreement under consideration by the City of Cape Town.	Director, Manager & City of Cape Town Department.	On-going	→	→	→	→	→	Decrease in informal guarding and harassment of the public.	
3. Upgrade of traffic circle infrastructure at Surfers' Corner in partnership with the City of Cape Town and Ward Council.	Directors, Ward Councilor, City of Cape Town Roads Department.	Completion Y1	1Y					In-line with the plans to upgrade the Muizenberg Beachfront and commercial centre of the MID area. Traffic circle design approved by City Road's Department – successful collaboration between MID & City of Cape Town Departments and Ward Councilor.	
4. Increased security and visibility (2 Law Enforcement Officers) – especially during season when there is an influx of visitors to the beach.	Securitas & Private Beachfront Business Owners in collaboration with MID	Full Day Shifts – 7 days per week	1Y	1Y	1Y	1Y	1Y	Increased safety on the beachfront.	
5. 8x CCTV cameras around perimeter of Empire Complex – private business initiative.	Private Business	24/7	→	→	→	→	→	Live monitoring of the area – increased and improved safety and security.	

**Program 6 – BEACHFRONT INITIATIVE**

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
6. Collaboration with City and Government Departments regarding increased security presence during season.	Director, SAPS, Law Enforcement & Metro Police.	On-going	→	→	→	→	→	Visible security and decrease in criminal activity, harassment and by-law infringements.	
7. Collaboration with Cape Town Tourism.	Director, Manager & Cape Town Tourism	On-going	→	→	→	→	→	Increased focus on Muizenberg as a key destination for locals and visitors and increased investments to drive the business economy.	

PROPOSED