

MUIZENBERG IMPROVEMENT DISTRICT NPC
5 YEAR IMPLEMENTATION PLAN
 1 July 2016 – 30 June 2017

Program 1 – Management & Operations								
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS				PERFORMANCE INDICATOR	COMMENTS
			Q1	Q2	Q3	Q4		
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. Review relevant service providers. Initiate cleansing tender as per governance requirements.	Board of Directors & Manager	1			→	→	Annual review of performance and cost evaluation. Implement tender process for cleansing services as per governance requirements.	
4. Board meetings.	Chair, Board of Directors & Manager	12	3	3	3	3	Monthly board meetings.	
5. Financial reports to City of Cape Town.	Manager & Bookkeeper	12	3	3	3	3	Submit reports timeously by the 10 th of the following month.	Compliance with agreements and legislation.
6. Annual Financial Statements.	Manager, Bookkeeper & Auditor	1	1Y				Unqualified financial audit and comprehensive report.	
7. Quarterly review of	Director & Manager	20	1	1	1	1	Reduced accumulative arrears –	

Program 1 – Management & Operations

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			Q1	Q2	Q3	Q4		
arrears.							refund value.	
8. AGM Compliance.	Manager & Board of Directors	1		1			Compliance with SRA Policy & relevant legislation.	
9. Submit management report and Annual Financial Statements to City of Cape Town and sub-council.	Manager	1		1			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	3	3	3	3	Report on all MID related business.	
12. Financial income and expense management.	Board of Directors & Manager	On-going	→	→	→	→	Responsible financial management.	
13. Attend SRA Forum 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		1			Review of implementation plan and progress.	
15. Application of Tax Clearance Certificate in August.	Manager / Bookkeeper	1	1				Compliance with City of Cape Town requirements.	
16. Promote and develop MID membership.	Director & Manager	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.	Board of Directors & Manager	On-going	→	→	→	→	Successful relationships and partnerships regarding service delivery, resource mobilization and marketing.	
18. Maintain website & update with news and information.	Director & Manager	On-going	→	→	→	→	Compliance with SRA policy and members access to information.	

Program 1 – Management & Operations

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			Q1	Q2	Q3	Q4		
19. Regular press releases in local newspapers.	Director	On-going	→	→	→	→	Regular media exposure.	
20. Collaborate with other Improvement Districts.	Manager & Board of Directors	On-going	→	→	→	→	Maintain relationships, share ideas and learn from others experiences.	
21. Establish MID business networking forum.	Director & Manager	New initiative	1	1	1	1	Collaboration and focus on commercial investment, participation in MID and initiatives to enhance the Muizenberg experience.	
22. Participate in community initiatives and provide support and or guidance where possible or applicable.	Board of Directors & Manager	On-going	→	→	→	→	Resource mobilization and community engagement.	
23. Boundary extension process implementation and follow through.	Board of Directors & Manager	On - going	→	→	→	→	Achieve 60% approval in the new extended area in Q1. Council Approval and implementation 1 July 2017.	Subject to MID membership approval at the AGM on 17 November 2015.

Program 2 – PUBIC SAFETY & SECURITY								
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS				PERFORMANCE INDICATOR	COMMENTS
			Q1	Q2	Q3	Q4		
1. Identify the root causes of crime in conjunction with SAPS, Local Authority and existing security services using their experience and available crime statistics.	Security Service Provider, Director & Manager	On-going	→	→	→	→	Regular review of operations & collaboration with stakeholders.	
2. Determine the crime threat analysis of the MID area in conjunction with SAPS.	Security Service Provider, Director & Manager	On-going	→	→	→	→	Regular review of operations & collaboration with stakeholders.	
3. Lead MID Operations Forum with key stakeholders (SAPS, Law Enforcement, Metro Police, Metrorail/PRASA, MCSI, CPF & Relevant City Departments, Private Security Companies operating in the MID area). Address threats to public safety and security.	Director, Security Service Provider & Manager.	Monthly	→	→	→	→	Identify safety and security threats, review analytics as per incident reporting. Collate feedback and provide strategic input on Joint Operations for the MID area. Joint partnership with all safety and security stakeholders.	
4. Identify other security role players and SAPS, identify current security and policing shortcomings and implement an effective strategy that cultivates	Operations Forum, Security Service Provider & Director	On-going	→	→	→	→	Crucial part of security strategy.	

Program 2 – PUBIC SAFETY & SECURITY

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS				PERFORMANCE INDICATOR	COMMENTS
			Q1	Q2	Q3	Q4		
			collaboration between relevant service providers.					
5. Deploy security resources accordingly and effectively on visible patrols. Service providers/personnel to be easily identifiable.	Security Service Provider.	On-going	→	→	→	→	Effective safety and security patrols in the MID.	
6. Partner with Muizenberg Community Safety Initiative (MCSI) and support Neighbourhood Watch patrol in conjunction with SAPS.	Security Service Provider, MCSI & SAPS	On-going	→	→	→	→	Effective collaborative partnership between community stakeholders to increase public safety and security. Increase visible patrolling.	
7. Utilize the street cleaning/maintenance team to also be the “eyes and ears” to identify and report any security breaches/threats.	Security Service Provider	On-going	→	→	→	→	Incorporate feedback and information.	
8. Participate in Weekly SAPS meetings.	Security Service Provider	Weekly	→	→	→	→	Provide input based on MID activity and incorporate criminal intelligence in patrol.	
9. Participate in the local Joint SAPS Meetings.	Security Service Provider/Manager/Director	Monthly	→	→	→	→	Provide input based on MID activity and incorporate criminal intelligence in patrol.	
10. Monitor and evaluate security strategy and performance of all service delivery on a quarterly basis.	Director, Security Service Provider & Relevant Crime Prevention Authority	Quarterly	1	1	1	1	Report findings to MID Board of Directors with recommendations where applicable.	

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			Q1	Q2	Q3	Q4		
11. Weekly security reports from contract security service provider.	Security service provider	Weekly	→	→	→	→	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. Bi-monthly meetings to review and assess findings and recommendations.	Director & Security Service Provider	Monthly	6	6	6	6	Incorporate feedback and information.	

PROPOSED

Program 3 – CLEANSING & MAINTENANCE								
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS				PERFORMANCE INDICATOR	COMMENTS
			Q1	Q2	Q3	Q4		
1. Maintain cleansing strategy document with clear deliverables and defined performance indicators to guide cleansing and deliverables from the appointed service provider.	Director, Manager & Cleansing Service Provider	Annually				1	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 & Cleansing Service Provider	Quarterly	1	1	1	1	Modify cleansing strategy if required.	
3. Monthly cleansing reports from service provider for review and assessment during monthly meetings with cleansing service provider.	Manager & Cleansing Service Provider	Monthly	3	3	3	3	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	→	→	→	→	Regular liaison with 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. Report directly to Solid Waste for action.	

Program 3 – CLEANSING & MAINTENANCE								
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS				PERFORMANCE INDICATOR	COMMENTS
			Q1	Q2	Q3	Q4		
7. Promote waste management through education and awareness.	Director & Cleansing Service Provider	On-going	→	→	→	→	Report findings from service providers.	
8. Collaborate Metrorail/PRASA regarding Joint Operations to maintain the railway reserve.	Director, Security Service Provider, Manager & Organizations	On-going	→	→	→	→	Metrorail/PRASA accountable for the management of their property and contributions towards clean public spaces. Effective partnership between MID and Metrorail/PRASA.	
9. Annual infrastructure audit and report findings to relevant City Departments.	Manager & Cleansing Service Provider	Annual - March			1		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
			Q1	Q2	Q3	Q4		
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.	Dependent on community support and funds availability.
4. Encourage urban art initiatives.	Director & Local Artists	Per Project basis.	→	→	→	→	Enhanced appearance of public space in line with heritage area.	Dependent on relevant permissions obtained from City Departments.
5. Research recycling initiatives for possible consideration and implementation in the MID area in collaboration with the City and other organisations.	Director, Local Residents & Organizations	On-going	→	→	→	→	Reduced environmental waste.	

PROPOSED

Program 5 – SOCIAL DEVELOPMENT								
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS				PERFORMANCE INDICATOR	COMMENTS
			Q1	Q2	Q3	Q4		
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 suitable storage space for long term homeless people to store their belongings during the day.	Director.	On-going.	→	→	→	→	Enables homeless people to search for employment opportunities.	
3. 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, City of Cape Town, Sub-Council, NPO's.	On-going	→	→	→	→	Less people sleeping on the streets.	
4. Research opportunities for skills development and employment opportunities for Street People.	Director, Manager, Safer Together, Event Managers, City of Cape Town Departments &	On-going	→	→	→	→	Increase in number of employment opportunities for Street People including skills development enabling income generation.	

Program 5 – SOCIAL DEVELOPMENT

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS				PERFORMANCE INDICATOR	COMMENTS
			Q1	Q2	Q3	Q4		
				Community.				
5. 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.	
6. 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
			Q1	Q2	Q3	Q4		
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. Continued motivation to City Departments for controlled parking facilities.	Director, Manager & City of Cape Town Department.	On-going	→	→	→	→	Decrease in informal guarding and harassment of the public.	
3. Maintenance of traffic circle gardens at Surfers' Corner. Collaborate with City Departments & FBTBA to improve beachfront area near bathing huts.	Director, Manager, Landscaper & City.	On-going	→	→	→	→	In-line with the upgrade of 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. 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.	The MID is a unique geographical area in that there is no barrier between its boundary and the vast open recreational space i.e. the Beachfront. This presents a significant challenge to public safety and security. The privately owned and live monitored cameras on the beachfront plays a big role in proactive action from private business in support of MID

Program 6 – BEACHFRONT INITIATIVE

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			Q1	Q2	Q3	Q4		
5. 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.	The MID is a unique geographical area in that there is no barrier between its boundary and the vast open recreational space i.e. the Beachfront. This presents a significant challenge to public safety and security. It is therefore imperative that City and Government Law Enforcement effectively contribute to the safety and security of this public space.
6. Collaborate with City Solid Waste Department for late shift cleaning throughout the year.	Director & Manager	On-going	→	→	→	→	Increased visible cleaning and overall improvement of beachfront area.	
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.	