

MUIZENBERG IMPROVEMENT DISTRICT NPC
5 YEAR IMPLEMENTATION PLAN
 1 July 2017 – 30 June 2018

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 statutory compliance.	Manager	On-going	→	→	→	→	Ongoing operations & compliance.	
3. Review relevant service providers.	Board of Directors Manager	1			→	→	Annual review of performance and cost evaluation.	
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. Bi-annual review of arrears.	Director & Manager	2		1		1	Reduced accumulative arrears – refund value.	

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			Q1	Q2	Q3	Q4		
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.	Director & 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. Member data bases up to date.	
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. Position the MID as an attractive place to live, work and invest in.	Stakeholder Engagement Director with support from	On-going					Production of media coverage, presentations and audio-visual material that furthers this objective.	This is an overall aim of MID communication with stakeholders

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			Q1	Q2	Q3	Q4		
	different Portfolio Directors							
19. Maintain website & update with news and information.	Service Provider, Director & Manager	On-going	→	→	→	→	Compliance with SRA policy and members access to information.	
20. Regular liaison with and distribution of news to local newspapers.	Director & Manager	On-going	→	→	→	→	Regular media exposure.	
21. Collaborate with other Improvement Districts.	Manager & Board of Directors – Portfolio Specific	On-going	→	→	→	→	Maintain relationships, share ideas and learn from others experiences.	
22. Participate in community initiatives and provide support and or guidance where possible or applicable.	Board of Directors – Portfolio Specific & Manager	On-going	→	→	→	→	Resource mobilization and community engagement.	

Program 2 – PUBLIC SAFETY

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS				PERFORMANCE INDICATOR	COMMENTS
			Q1	Q2	Q3	Q4		
1. Identify the root causes of threats to public safety in conjunction with SAPS, Law Enforcement, Local Authority, Neighborhood Watch and existing security services using their experience and available crime statistics.	Public Safety Service Provider, Director & Manager	On-going	→	→	→	→	Regular review of operations & collaboration with stakeholders.	The MID top-up public safety services do not replace or aim to replace the service of the main service providers with regard to public safety, crime prevention and security. This still remains the responsibility of SAPS, Law Enforcement and Metro Police.
2. Participate in Sector 3 subcommittee forum (established through the MID Operations Forum in 2016) 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.	Director, Public Safety Service Provider & Manager.	Monthly	→	→	→	→	Identify safety threats. Collate feedback and provide strategic input and initiative Joint Operations for the MID area. Joint partnership with all safety and security stakeholders.	The MID top-up public safety services do not replace or aim to replace the service of the main service providers with regard to public safety, crime prevention and security. This still remains the responsibility of SAPS, Law Enforcement and Metro Police.
3. Identify other public safety role players and SAPS, identify current security and policing shortcomings and implement an effective strategy that cultivates collaboration between	Operations Forum, Public Safety Service Provider & Director	On-going	→	→	→	→	Crucial part of public safety strategy.	The MID top-up public safety services do not replace or aim to replace the service of the main service providers with regard to public safety, crime prevention and security. This still remains the responsibility

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			Q1	Q2	Q3	Q4		
relevant service providers.							of SAPS, Law Enforcement and Metro Police.	
4. Deploy public safety patrollers accordingly and effectively on visible patrols. Service providers/personnel to be easily identifiable.	Public Safety Service Provider & Director	On-going	→	→	→	→	Effective safety patrols in the MID.	
5. Partner with Muizenberg Community Safety Initiative (MCSI) and support Neighborhood Watch patrol in conjunction with SAPS and Law Enforcement.	Public Safety Service Provider, MCSI & SAPS	On-going	→	→	→	→	Effective collaborative partnership between community stakeholders to increase public safety. Increase visible patrolling.	
6. Utilize the street cleaning/maintenance team to also be the “eyes and ears” to identify and report any public safety threats.	Public Safety Service Provider	On-going	→	→	→	→	Incorporate feedback and information.	
7. Participate Weekly SAPS meetings.	Public Safety Service Provider	Weekly	→	→	→	→	Provide input based on MID activity and incorporate intelligence gained for patrols.	
8. Participate in the local Joint SAPS Meetings.	Public Safety Service Provider, Director & Manager	Monthly	→	→	→	→	Provide input based on MID activity and incorporate criminal intelligence in patrol.	
9. Monitor and evaluate public safety strategy and performance of all service delivery on a quarterly basis.	Director, Public Safety Service Provider, Manager & Relevant Crime Prevention Authority	Quarterly	1	1	1	1	Report findings to MID Board of Directors with recommendations where applicable.	

Program 2 – PUBLIC SAFETY

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			Q1	Q2	Q3	Q4		
			10. Weekly public safety reports from contractor	Public Safety Service Provider	Weekly	→		
11. Bi-monthly meetings to review and assess findings and recommendations.	Director & Public Safety Service Provider	Monthly	6	6	6	6	Incorporate feedback and information.	
12. Drive the Fencing of Muizenberg Park within the City Structures	Directors	On-going					On-going motivation and budget allocations within various City Departments to fence this recreational area.	This will greatly improve public safety for those frequenting the Muizenberg Park; it will enable better enforcement of by-laws; and assist in monitoring criminal activities in the surrounding areas with SAPS.

Important:

The MID top-up public safety services does not replace or aim to replace the service of the main service providers with regard to public safety, crime prevention and security. This still remains the responsibility of SAPS, Law Enforcement and Metro Police.

The MID also encourages the community to join the Muizenberg Community Safety Initiative to assist with crime prevention.

The MID can also not be held accountable for any incidents of crime on private property and encourages property owners to contract with private residential security as additional safety and security measures.

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.	Director, 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.	Director, Manager & Cleansing Service Provider	Monthly	3	3	3	3	Report findings to the board, follow up on recommendations.	
4. Report cleaning related concerns to City of Cape Town Solid Waste department and Law Enforcement for investigation.	Manager & Cleansing Service Provider	On-going	→	→	→	→	Regular liaison with relevant department regarding progress or collaboration regarding identified shortcomings or challenges.	
5. Cleansing each street within the MID boundary at least once per week.	Cleaning Service Provider	On-going	→	→	→	→	Maintained streets and sidewalks in MID.	
6. Report illegal dumping and notify Council via C3 notification for investigation and removal.	Cleansing Service Provider & Manager	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.	Directors & Cleansing Service Provider	On-going	→	→	→	→	Report findings from service providers.	
8. Collaborate Metrorail/PRASA regarding Joint Operations to maintain the railway reserve.	Director, 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.	Cleansing Service Provider, Director & Manager	Annual - March			1		Collaboration with the City to prepare the area for winter season e.g. blocked drains, etc.	
10. Monitor subways and stations for Graffiti and refer to relevant authorities/resources	Director & Manager	On-going	→	→	→	→	Clean subways and stations, key entry points into the MID Area.	

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 problem buildings.	Director & City of Cape Town	On-going	→	→	→	→	Landscaping, general appearance and building maintenance improvements.	
2. Collaborate with relevant City Departments in respect of problem buildings.	Director, Manager & City of Cape Town	On-going	→	→	→	→	City able to hold to account problem building owners for the maintenance of buildings as well as monitor suspicious activity as reported by members of the community. Database of problem buildings and interaction with the City.	
3. Collaborate with bodies corporate, managing agents and property owners.	Director & Manager	As required	→	→	→	→	General improvement in appearance of properties.	
4. 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.
5. Refer and support 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.	
6. On-going motivation for the City of Cape Town to implement pilot project of Universal Accessibility in the MID.	Director, Manager, Local Organisations, City of Cape Town Tourism.	On-going	→	→	→	→	Muizenberg beach recognized as a UA recreational destination and marketed as such by the City of Cape Town.	The MID area is becoming known as a beach for special needs surf related therapy.

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 * assist homeless residents with finding suitable accommodation. Facilitate community integration, for long term homeless by means of assistance with clean-up campaigns, event clean-ups and assistance with general maintenance of open space areas.	Fieldworker, Social Worker, Manager & Directors with the support of 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.	Directors	On-going.	→	→	→	→	Enables homeless people to search for employment opportunities.	The MID has continuously engaged with the City, Religious institutions, private business and individuals to support or consider sustainable solutions to the plight of the homeless residents for safe storage space for their belongings. These request have met little success thus far.
3. Identify and determine strategies by means of an integrated approach to address homelessness and relief measures available and protocols to follow.	Social Worker, Directors, Manager, City of Cape Town & Department of Social Development	On-going	→	→	→	→	Less people sleeping on the streets.	
4. Offer weekly Open Door Social Work Services.	Social Worker	On-going	→	→	→	→	Public access to social work services.	

Program 5 – SOCIAL DEVELOPMENT								
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS				PERFORMANCE INDICATOR	COMMENTS
			Q1	Q2	Q3	Q4		
5. Research opportunities for skills development and employment opportunities for Street People.	Social Worker, Directors, Manager, City of Cape Town & Departments of Social Development	On-going	→	→	→	→	Increase in number of employment opportunities for Street People including skills development enabling income generation.	
6. Public Awareness Program – Responsible Giving.	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.	
7. Identify Street Children* and facilitate intervention from Social Welfare.	Fieldworker, Social Worker supported by Directors & Manager as well as SAPS, City of Cape Town, Social Development and NPO's.	On-going	→	→	→	→	Ensure street children are referred to a place of safety (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

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 & City of Cape Town Departments.	On-going	→	→	→	→	Decreased informal traders on the beachfront.	
2. Continued motivation to City Departments for controlled parking facilities.	MID Board of Management, Director, Manager & City of Cape Town Departments.	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. 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.

Program 6 – BEACHFRONT INITIATIVE								
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS				PERFORMANCE INDICATOR	COMMENTS
			Q1	Q2	Q3	Q4		
5. 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.	
6. Collaboration with Cape Town Tourism.	Stakeholder Engagement 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. Collaboration with False Bay Business & Tourism Association.	

PROPOSED