

MUIZENBERG IMPROVEMENT DISTRICT NPC
5 YEAR IMPLEMENTATION PLAN
 1 July 2018 – 30 June 2019

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.	Board of Directors & 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 15 th of the following month.	Compliance with financial agreement and legislation.
6. Audited Annual Financial Statements.	Manager, Bookkeeper & Auditor	1	1Y				Unqualified financial audit and comprehensive report submitted to the City by 31 August annually.	

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			Q1	Q2	Q3	Q4		
			7. Bi-annual review of arrears.	Director	2			
8. AGM Compliance.	Manager & Board of Directors	1		1			Compliance with Companies Act, and SRA legislation. Host successful AGM before 31 December annually.	
9. Submit management report and Annual Financial Statements.	Manager	1		1			Register Auditors within 10 business days of change. Register Directors within 10 business days of change. Submit annual returns within 30 business days after anniversary date of NPC.	
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 at board meetings.	
12. Financial income and expense management.	Director & Manager	On-going	→	→	→	→	Responsible financial management to ensure board members are informed.	
13. Attend SRA Forum Meetings.	Director & Manager	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			Board approved review of implementation plan and progress submitted to City of Cape Town by 31 January annually.	
15. Application of Tax Clearance Certificate.	Manager / Bookkeeper	1	1				Compliance with City of Cape Town requirements to submit within 1 month after expiry date of TCC.	

Program 1 – Management & Operations

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS				PERFORMANCE INDICATOR	COMMENTS
			Q1	Q2	Q3	Q4		
16. Promote and develop MID membership.	Board of Directors & Manager	On-going	→	→	→	→	Have membership that represents the MID community. Ensure membership application form is prominent on website.	
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.	Service Provider, Director & Manager	On-going	→	→	→	→	Compliance with SRA legislation and members access to information.	
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. 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.	
22. Functional office space.	MID Board & Manager	On-going	→	→	→	→	Functional space to provide Open Door Weekly Social Work Services. Secure space to store company documentation accessible to the Manager.	
23. Where applicable submit input to the integrated development plan.	MID Board & Manager	On-going	→	→	→	→	Annual submission to the Subcouncil as per City of Cape Town Budget process.	
24. Perform budget review.	MID Board & Manager	Annually		1			By 31 January annually.	
25. Compile annual MID implementation plan and	MID Board & Manager	Annually	1				Board to submit draft implementation plan and	

Program 1 – Management & Operations

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS				PERFORMANCE INDICATOR	COMMENTS
			Q1	Q2	Q3	Q4		
			budget.					
26. Vat reconciliation and tax returns.	Bookkeeper	On-going		1		1	Submit bi-annually to SARS.	
27. Where applicable submit input to the City of Cape Town operational and capital budget.	MID Board and Manager.						Annual submission to the Subcouncil as part of the City of Cape Town budget process.	
28. Tax Exemption	MID Board, Manager, Auditor, Bookkeeper.				1		Submit relevant reports required to ensure compliance with requirements.	

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 – guided by Director & Manager	On-going	→	→	→	→	Regular review of operations & collaboration with stakeholders.	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.
2. Participate in Safety and Security Forum initiated by CPF or relevant safety authority 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 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.
3. Identify other public safety role players and SAPS, identify current security and policing shortcomings and implement an effective strategy that cultivates collaboration between	Safety & Security Forums, Public Safety Service Provider, Director & Manager.	On-going	→	→	→	→	Crucial part of public safety strategy.	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

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			Q1	Q2	Q3	Q4		
relevant service providers.							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 – guided by Director & Manager.	On-going	→	→	→	→	Effective public safety patrols in the MID. Service provider log all incidents and report to 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 and security. 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. Support Ward Council and community public safety and security initiatives through infrastructure support such as LPR and CCTV that complement the MID area and enables coordinated response in support of crime prevention and prosecution.	MID Board, Manager, Various Service Providers, NHW’s, SAPS, Ward Councilor.	On-going	→	→	→	→	Coordinated effort in response to flagged vehicles on LPR network, and increased awareness on crime hotspots based on CCTV observations monitored by area control room set up by Ward Cllr. providing SAPS access to footage that can aid in prosecution. Greater collaboration across all safety and security stakeholders.	

Program 2 – PUBLIC SAFETY								
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS				PERFORMANCE INDICATOR	COMMENTS
			Q1	Q2	Q3	Q4		
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.	
10. Weekly public safety reports from contractor	Public Safety 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.
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.	

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 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 cleansing related concerns to City of Cape Town Solid Waste department and Law Enforcement for investigation.	Cleansing Service Provider, supported by Director and Manager	On-going	→	→	→	→	Regular liaison with relevant department regarding progress or collaboration regarding identified shortcomings or challenges.	
5. Cleaning 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	Cleansing Service Provider, supported by Manager & Director	On-gong	→	→	→	→	Removal of illegal dumping and penalties through law enforcement against transgressor. Report directly to	

Program 3 – CLEANSING & MAINTENANCE								
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS				PERFORMANCE INDICATOR	COMMENTS
			Q1	Q2	Q3	Q4		
removal.							Solid Waste for action.	
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, Public Safety and Cleaning 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. Bi-annual infrastructure audit and report findings to relevant City Departments.	Cleansing Service Provider & Director	October & March		1	1		Collaboration with the City to prepare the area for winter season e.g. blocked drains, etc.	
10. Coordinate with local NPO – BISO regarding beach and community clean-up initiatives and support.	Director, Manager and NPO.	On-going.	→	→	→	→	Additional visible cleaning, especially during the Festive Season and Easter Weekend.	

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 bodies corporate, managing agents and property owners.	Director	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. Continue to refer and motivate for the City to extend the free recycling service in the MID area.	Director, Local Residents & Organizations	On-going	→	→	→	→	Reduced environmental waste.	
5. 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.	On-going	→	→	→	→		The MID to be 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.	Fieldworker, Social Worker, Manager & Director 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. Facilitate community integration by means of job creation opportunities and participation in clean-up campaigns, event clean-ups and assistance with general maintenance of open space areas.	Social Worker, Director, Manager, Community Organisations, Field Workers.	On-going	→	→	→	→	Work with NPOs – Cape Mental Health, Friends of Muizenberg Park and any other NPOs or event organisers to utilize the services of street people to manage and assist with clean-up and set-up. Enables job creation and reintegration.	
3. Identify and determine strategies by means of an integrated approach to address homelessness and relief measures available and protocols to follow. Advocacy work.	Social Worker, Director, 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.	
5. Research opportunities for skills development	Social Worker, Director, Manager,	On-going	→	→	→	→	Increase in number of employment opportunities for	

Program 5 – SOCIAL DEVELOPMENT

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS				PERFORMANCE INDICATOR	COMMENTS
			Q1	Q2	Q3	Q4		
			and employment opportunities for Street People.	City of Cape Town & Departments of Social Development				
6. 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.	
7. Identify Street Children* and facilitate intervention from Social Welfare.	Fieldworker, Social Worker supported by Director & 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.	
8. Participate in City Social Development programs and initiatives.	Fieldworker, Social Worker, Director, Manager – MID Board.	On-going	→	→	→	→	Continuous engagement on service requirement, access to services and driving joint support initiatives to benefit those living 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 or implementation of Trading Permits for Car guards that ensure effective enforcement of any transgressions.	MID Board of Management, Director, Manager & City of Cape Town Departments.	On-going	→	→	→	→	Decrease in informal guarding and harassment of the public.	
3. Continue discussions with the City to increase number of public toilet facilities on the beachfront and extension of hours.	Director & Manager	On-going	→	→	→	→	Able to accommodate the large volumes of visitors to the area.	
4. Maintenance of traffic circle gardens at Surfers' Corner. Collaborate with City Departments & FBTBA to improve	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	

Program 6 – BEACHFRONT INITIATIVE

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS				PERFORMANCE INDICATOR	COMMENTS
			Q1	Q2	Q3	Q4		
			beachfront area.					
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.	

Program 7 – MARKETING								
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS				PERFORMANCE INDICATOR	COMMENTS
			Q1	Q2	Q3	Q4		
1. Website	Service Provider, Director & Manager	On-going	→	→	→	→	Update monthly cleaning & public safety reports. Update board meeting minutes. Update news articles. Website maintained. Access to information in terms of company operations, mandate and compliance.	
2. News	Service Provider, Director & Manager	On-going	→	→	→	→	Keeping members and public informed of MID services, achievements and challenges. Regular press releases in the local media and the Chair comment on news relevant to MID area when requested by media.	
3. Social Media	Service Provider, Director & Manager	On-going	→	→	→	→	Share news articles and interesting information on Facebook – keeping followers abreast with MID business.	
4. Newsletter	Service Provider, Director & Manager	On-going	→	→	→	→	Quarterly newsletter is shared via email with MID membership and any other stakeholders, linking to articles on the website. Ensuring access to information relevant to MID services.	