

**MUIZENBERG IMPROVEMENT DISTRICT NPC**  
**5 YEAR IMPLEMENTATION PLAN**  
 1 July 2019 – 30 June 2020

<b>Program 1 – Management &amp; Operations</b>								
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 <sup>th</sup> 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.	

## Program 1 – Management & Operations

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS				PERFORMANCE INDICATOR	COMMENTS
			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 to sub-council.	Manager	1		1			Annual financial statements and annual report accepted and minuted as such at sub-council meeting.	
10. Compliance with the Companies Act requirements.	Board of Directors & Manager	On-going	→	→	→	→	Updated Directors list and maintenance of membership lists. 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.	
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.	

## Program 1 – Management & Operations

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS				PERFORMANCE INDICATOR	COMMENTS
			Q1	Q2	Q3	Q4		
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.	
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 Weekly "Open Door" Social Support Services. Office facilities accessible to MID employees during office hours and secure space to store company documentation accessible to the Manager.	

## Program 1 – Management & Operations

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS				PERFORMANCE INDICATOR	COMMENTS
			Q1	Q2	Q3	Q4		
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 budget.	MID Board & Manager	Annually	1				Board to submit draft implementation plan and budget to CID Unit for verification and table at AGM for approval by members.	
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	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

Program 2 – PUBLIC SAFETY								
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS				PERFORMANCE INDICATOR	COMMENTS
			Q1	Q2	Q3	Q4		
shortcomings and implement an effective strategy that cultivates collaboration between relevant service providers.								with regard to public safety, crime prevention and security. This still remains the responsibility 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 – guided by Director & Manager.	On-going	→	→	→	→	Effective public safety patrols in the MID. Service provider log all incidents and report to the MID.	
5. Initiate and support Joint Operations with Law Enforcement/SAPS as the leading agency.	Public Safety Service Provider, Law Enforcement and SAPS.	On-going	→	→	→	→	Through reporting, threats to public safety is identified and request for a Joint Operations is made via the MID, identifying which authorities need to be included i.e. City departments, SAPS and Provincial Social Development (DSD). Decrease in informal structures and opportunity for DSD to assess children living on the streets with families and provide adequate intervention as provided for within the legislative framework. Allows SAPS opportunity to scan individuals for outstanding warrants of arrest.	
6. Support local neighbourhood watch, Muizenberg Community Watch (MCW) and Law	Public Safety Service Provider, MCW & SAPS	On-going	→	→	→	→	Effective collaborative partnership between community stakeholders to increase public safety and	

Program 2 – PUBLIC SAFETY								
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS				PERFORMANCE INDICATOR	COMMENTS
			Q1	Q2	Q3	Q4		
Enforcement in conjunction with SAPS and Law Enforcement.							security. Increase visible patrolling.	
7. 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.	
8. 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.	MID contribute towards purchasing LPR and CCTV cameras to support the Ward Councilor initiatives of central control room for Ward 64. MID will retain ownership and maintain the cameras.
9. 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.	
10. 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.	
11. 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.

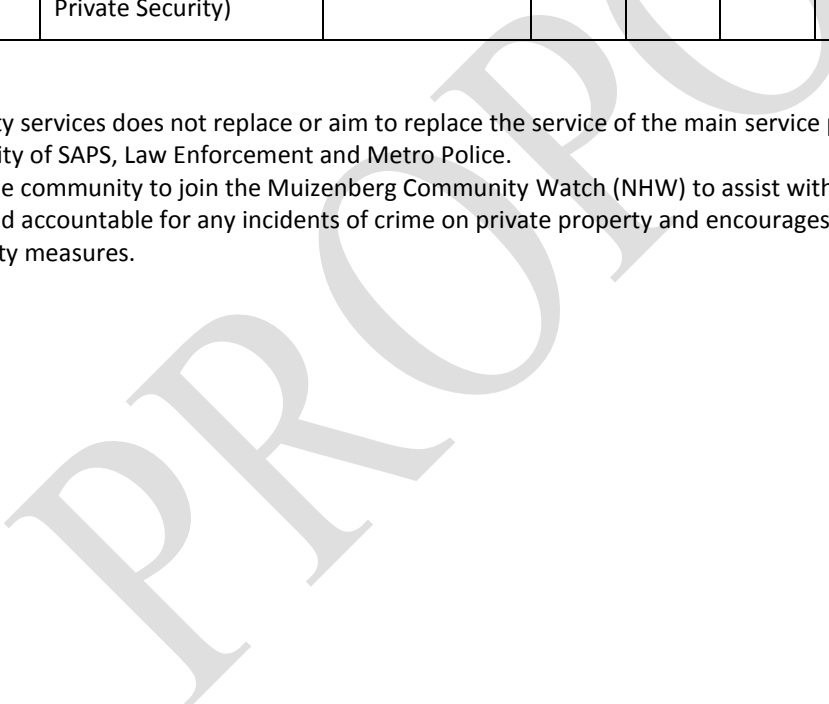
Program 2 – PUBLIC SAFETY								
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS				PERFORMANCE INDICATOR	COMMENTS
			Q1	Q2	Q3	Q4		
12. Bi-monthly meetings to review and assess findings and recommendations.	Director & Public Safety Service Provider	Bi-monthly	6	6	6	6	Incorporate feedback and information.	
13. Participate in Festive Season Safety Planning and Coordination with relevant City Authority, SAPS and NWHs.	Director, Public Safety Service Provider, Manager, Relevant Authorities (City, Provincial and National) and Community Stakeholders (NHWs & Private Security)	Annually		→	→		A festive season where all safety and security stakeholders work together and recognize the value add of each authority. Ensuring a season with a zero tolerance approach to enforcement and safety. Impacting the entire South area positively.	Coordination and planning commences immediately after each Festive Season as per lessons learnt from previous festive period i.e. relationships and strategies are developed to improve implementation and partnerships based on needs identified.

**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 Watch (NHW) 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 cleaning team.	Cleaning Team, Manager & Director	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 street cleaning and performances of all service delivery on a quarterly basis.	Cleaning Team, Manager & Director	Quarterly	1	1	1	1	Modify cleansing strategy if required.	
3. Daily cleaning check report that is reviewed on a weekly basis.	Cleaning Team, Manager & Director	Weekly	→	→	→	→	Identify patterns of concern that requires operational schedule changes or referral to relevant City department.	
4. Report cleansing related concerns to City of Cape Town Solid Waste department and Law Enforcement for investigation.	Cleaning Team, Manager & Director	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 Team	On-going	→	→	→	→	Maintained streets and sidewalks in MID.	
6. Report illegal dumping and notify Council via C3 notification for investigation and removal.	Cleansing Team supported by Manager & Director	On-gong	→	→	→	→	Removal of illegal dumping and penalties through law enforcement against transgressor. Report directly to Solid Waste for action.	
7. Promote waste management through education and	Director, Manager and other NPO partners.	On-going	→	→	→	→	Report findings from cleaning team and community.	

Program 3 – CLEANSING & MAINTENANCE								
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS				PERFORMANCE INDICATOR	COMMENTS
			Q1	Q2	Q3	Q4		
awareness.								
8. Collaborate Metrorail/PRASA regarding Joint Operations to maintain the railway reserve.	Director, Public Safety Service provider, Cleaning Team, 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.	Director & Cleaning Team	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 and Kevin Rack (community volunteer) 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 follow up with City TDA/NMT for budget allocations to implement the Universal Accessibility upgrade plan for Muizenberg.	Director, Manager, Local Organisations, City of Cape Town.	On-going	→	→	→	→	The MID through collaboration with the Believe in Schatzi Organisation successfully motivated for the Universal Accessibility Assessment completed by City TDA/NMT in 2017. Final UA Assessment report and budget allocation is the next step.	Muizenberg is a destination, and the MID beachfront has since become known as an accessible one with various organisations offering adaptive surfing. UA is a human rights issue that MID is continuously driving through relevant City structures in terms of the City IDP and MID mandate.

Program 5 – SOCIAL DEVELOPMENT								
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS				PERFORMANCE INDICATOR	COMMENTS
			Q1	Q2	Q3	Q4		
1. Assist street people/displaced persons * with finding suitable accommodation.	Social Development Officer and City of Cape Town Social Development Directive.	On-going	→	→	→	→	Reduced number of 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 Development Officer, 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 Development Officer, Director, Manager, City of Cape Town & Department of Social Development	On-going	→	→	→	→	Less people sleeping on the streets.	
4. Implement organizational capacity support and personal development programmes for street people.	Social Development Officer and NPO, City and Government Partners identified. Supported by Manager, Director and other stakeholders.	On-going	→	→	→	→	Partnership with organisations offering services to homeless people, i.e. local shelters in the South. Street people committing to, and participating, in personal/skills development workshops.	Currently most of the people living on the streets of MID are involved in car guarding. A significant amount of the “long-term” homeless have been reunified with their families in 2017/18. Requiring a shift in focus i.e. capacitating organisations offering services to homeless people and MID providing

## Program 5 – SOCIAL DEVELOPMENT

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS				PERFORMANCE INDICATOR	COMMENTS
			Q1	Q2	Q3	Q4		
								skills and personal development workshops to those currently on the streets who require a different support implementation.
5. Offer weekly Open Door Social Support Services.	Social Development Officer	On-going	→	→	→	→	Public access to social support services.	
6. Research opportunities for skills development and employment opportunities for Street People.	Social Development Officer, Director, 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.	
7. Public Awareness Program – Responsible Giving and Responsible Outreach	Social Development Officer supported by MID Management in collaboration with the City and NPO's.	On-going	→	→	→	→	Reduction in number of hand-outs that sustain life on the streets preventing intervention of NPO's and Government.	
8. Identify Street Children* and facilitate intervention from Social Welfare.	Social Development Officer and Department of Social Development, supported by MID Management	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.	
9. Participate in City Social Development programs and initiatives.	Social Development Officer, 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.	
10. Joint Fieldwork and Operations.	Social Development Officer, City and Provincial Social Development.	On-going	→	→	→	→	Opportunity to assess the situation on the streets of the MID and access to support services and intervention by relevant social services authorities as per legislation.	

**\*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

PROPOSED

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.	Manager, 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. Refer informal car guard concerns to relevant authorities i.e. Law Enforcement and SAPS.	Public Safety Service Provider, MID Management and relevant authorities.	On-going	→	→	→	→	In the absence of point 2, the support and enforcement needs to come from Law Enforcement and SAPS to improve the behavior of car guards on the beachfront and to hold them to account for disruptive and aggressive behavior towards the public and each other.	This has been a concern for many years. MID went as far as suggesting that City Economic Development consider car guarding as a formal service requiring trading permits that will allow for enforcement by Law Enforcement and accountability on the part of the informal trader i.e. the car guard.
4. Continue discussions with the City to increase number of public toilet facilities on the beachfront and extension of hours in particular on weekends	Director & Manager	On-going	→	→	→	→	Able to accommodate the large volumes of visitors to the area.	

### Program 6 – BEACHFRONT INITIATIVE

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS				PERFORMANCE INDICATOR	COMMENTS
			Q1	Q2	Q3	Q4		
			and public holidays.					
5. Maintenance of gardens at Surfers' corner and Civic Centre. Collaborate with City Departments to improve beachfront area.	Director, Manager, Landscaper & City.	On-going	→	→	→	→	Well maintained gardens.	
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. Also refer to public safety point 13.	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.
7. Collaborate with City Solid Waste Department for late shift cleaning during season.	Director & Manager	On-going	→	→	→	→	Increased visible cleaning and overall improvement of beachfront area.	
8. 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	Quarterly	1	1	1	1	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.	