

IMPLEMENTATION PLAN 2020 / 2021
PROGRAMME 1 - MMID MANAGEMENT & OPERATIONS

	ACTION STEPS	RESPONSIBLE	FREQUENCY	PERFORMANCE INDICATOR	COMMENTS
1.1	Meet & network with other CID managers	Operations (Ops) Manager	Ongoing	Good relations & sharing of information of common interest	
1.2	Have financial statements audited	Director - Finance	Annually	Unqualified audits produced by 31 August	
1.3	Submit audited & signed financial statements to the CoCT	Director - Finance	Annually	Submit by 31 August	
1.4	Submit mid-year performance review to the CoCT	Chair/Ops Manager/Admin Manager	Annually	Submit by 30 January	
1.5	Provide monthly reports to MMID directors	Ops Manager / Admin Manager	Monthly	Report items to be assessed, and the status of each one to be recorded per portfolio	
1.6	Follow up MMID arrears	Admin Manager	Monthly	Minimal arrears	
1.7	Compile CID renewal application	Board of Directors / Ops & Admin Manager	Yearly	Submit draft BP to CoCT by 31 August 2021 - approved at AGM	
1.8	Comply with Company Act requirements and CID Legislation	Board of Directors / Ops & Admin Manager	Ongoing	Record new directors, update resolutions, mandates, minutes of meetings	Annual returns, notifications of director changes, resolutions, etc. Company secretary, membership, directors, board meetings, AGM
1.9	Ongoing operation of the MMID office	Ops & Admin Manager	Monthly	Effectively run, accessible, responsive; good communication with stakeholders, directors, property owners & community	
1.10	Prepare and send financial reports to CoCT	Director - Finance	Monthly	By the 15th of the following month	
1.11	Manage and monitor C3 notification process	Admin Manager	Monthly	Report daily on C3 notifications, and record the status of each one	Maintenance issues dealt with timeously
1.12	Hold monthly board meetings	Board of Directors / Ops Manager & Admin Manager	Monthly	Manager to work with Portfolio directors to provide monthly reports	
1.13	Submit input to the City's capital budgets	Director - Finance / Ops Manager	Annually	Make annual submission to sub-council manager by 31 December	
1.14	Submit input to the Integrated Development Plan	Board of Directors / Ops Manager	Annually	Make annual submission to sub-council manager by 31 December	
1.15	Submit management report and annual financial statements to sub-council(s)	Chair / Director - Finance / Ops Manager	Annually	Submit to CoCT three (3) months after the AGM	
1.16	Mediate matters/issues arising among property owners	Board of Directors / Ops & Admin Manager	Ongoing	Bring MMID and Directors' expertise to bear; assist where possible.	
1.17	Staff performance evaluations	Director - Operations	Twice a year	Good work performance & satisfied staff - performance bonuses. Driven by results	
1.18	Hold Annual General Meetings	Board of Directors / Ops & Admin Manager	Annually	Hold successful/informative and well attended AGM's.	
1.19	Build working relationships with sub-council managers and CoCT offices and departments that deliver services	Board of Directors / Ops & Admin Manager	On-Going	Maintain relationships with COCT managers and service delivery managers	

IMPLEMENTATION PLAN 2020 / 2021
PROGRAMME 1 - MMID MANAGEMENT & OPERATIONS

	ACTION STEPS	RESPONSIBLE	FREQUENCY	PERFORMANCE INDICATOR	COMMENTS
1.20	Submit annual tax returns and apply for tax exemption status	Director - Finance	Annually	Either have the accounts firm or manager obtain the Tax Returns and Tax Exemption Status	
1.21	Perform budget reviews	Director - Finance / Ops Manager	Annually	Comprehensive budget reviews complete by 31 January	
1.22	Present monthly income and expenses at board meetings	Director - Finance / Ops Manager	Monthly	Finance Director to present monthly income and expenditure to Board of Directors	

IMPLEMENTATION PLAN 2020 / 2021
PROGRAMME 2 - MMID PUBLIC SAFETY

	ACTION STEPS	RESPONSIBLE	FREQUENCY	PERFORMANCE INDICATOR	COMMENTS
2.1	Enter into service-level agreement with CCTV provider	Director - Finance / Public Safety	Annually	Maintenance of CCTV equipment when necessary	Monitor service & maintenance contract
2.2	Arrange finance of CCTV equipment	Director - Finance / Public Safety	As per contract	Competitive process	
2.3	Start process of installing CCTV cameras/monitoring of CCTV cameras by service provider (s)	Chair / Director - Finance / Public Safety / Ops Manager	Daily	Installation of CCTV equipment as required per Business Plan	
2.4	Enter into agreement to monitor CCTV camers	Director - Finance / Public Safety		arrests/prevention of crime incidents	
2.5	Liaise with other security role players and SAPS to identify current security and policing shortcomings, and incorporate this into the crime prevention strategy	Ops Manager / Security Service Provider (SSP)	Ongoing	Incorporate in security management strategy plan (SMSP)	
2.6	Meet with safety & security role players - SAPS, Law Enforcement, Metro Police, community policing forums, & start co-ordinating efforts	Ops Manager	Monthly	Good working relationships, communication & co-ordination, leading to a general reduction in crime	
2.7	Develop a security management strategy (SSM) with clear deliverables and defined performance indicators to guide safety services provided by the appointed service provider, and evaluate the levels of service provided	Director - Public Safety / Ops Manager	Revise as necessary, but at least annually	Documented security management strategy with clear deliverables and defined performance indicators to guide safety services by the appointed service provider and to be used for evaluating levels of service provided	
2.8	Deploy security resources effectively on visible patrols. Security personnel and patrol vehicles to be easily identifiable as per contract	Ops Manager / SSP	Revise as necessary, but at least annually	24-Hour presence of patrol vehicles Patrols logged via satellite tracking software; Monthly reduction in incidents reported to SAPS per crime category	
2.9	Utilize security, cleaning staff, homeless and business owners to identify security threats	Ops Manager	Ongoing	Incorporate feedback and information in security and safety initiatives of the MMID	results driven/interaction
2.10	Assist the SAPS by participating in the local SAPS sector community crime forum	Ops Manager / SSP	Revise as necessary, but at least annually	Incorporate feedback and information in security and safety initiatives of the MMID; Report on any security information of the MMID to the CPF	
2.11	Monitor and evaluate the security strategy and performance of all service delivery on a quarterly basis	Director - Public Safety / Ops Manager / SSP	Quarterly	Report findings to the MMID board, with recommendations where applicable	
2.12	Obtain daily & weekly security reports from the contracted security provider (s)	Ops & Admin Manager / SSP	Weekly	Incorporate into monthly management report to MMID board	Report problems in writing to the contractor immediately
2.13	Liaise with SAPS concerning crime and related issues	Ops Manager / SSP	Weekly	Report findings to the MMID board, with recommendations where applicable. Manager to act immediately to pro-actively prevent crime	Incorporate into monthly management report to MMID board
2.14	Liaise with Metro Police and Law Enforcement	Ops Manager / SSP	Weekly	Incorporate into monthly management report to MMID board Report findings to the MMID board, with recommendations where applicable	Operations, results driven

IMPLEMENTATION PLAN 2020 / 2021
PROGRAMME 2 - MMID PUBLIC SAFETY

	ACTION STEPS	RESPONSIBLE	FREQUENCY	PERFORMANCE INDICATOR	COMMENTS
2.15	In conjunction with the security service, record crime statistics and analyze trends	Director - Public Safety / Ops & Admin Manager / SSP	Ongoing	Report findings to the MMID board, with recommendations where applicable Incorporate into monthly management report to MMID board Amend the security plan when necessary	
2.16	Identify locations to install CCTV cameras	Director - Public Safety / Ops & Admin Manager / SSP	Ongoing during initial roll out phases	Report progress to the MMID board, with recommendations where applicable Incorporate into monthly management report to MMID board	Applications to the City for wayleaves, wireless, property owners
2.17	Relocate or install CCTV cameras at crime hot spots, as identified	Director - Public Safety / Ops & Admin Manager / SSP / CCTV service provider	Ongoing	Incidents of crime reduced at crime hot spots	Incorporate into monthly management report to board
2.18	Manager to visit security patrollers on patrol	Ops Manager	Daily	Motivated officers who are well trained and know what their roles are.	Effective, focused patrols
2.19	Monitor the objective of the CID employed Law Enforcement	Ops & Admin Manager / CoCT Safe and Security Directorate	Daily	Provide effective Law Enforcement in the WID and adjust where applicable	

IMPLEMENTATION PLAN 2020 / 2021

PROGRAMME 3 - MMID CLEANSING

	ACTION STEPS	RESPONSIBLE	FREQUENCY	PERFORMANCE INDICATOR	COMMENTS
3.1	Develop a cleansing strategy document with clear deliverables and defined performance indicators to guide cleansing	Director - Cleaning / Ops Manager / Cleaning Service Provider (CSP)	Every 3 months in the 1st year of operations	Cleansing strategy document with clear deliverables and defined performance indicators to guide cleansing and delivery; revise as often as required	Done comprehensively at the beginning of each term; modified continually
3.2	Appoint cleaning service provider in line with MMID requirements & expression of interest document	Board of Directors	Three-year term	The service contract will be reviewed every 6 months based on performance	
3.3	Cleaning service provider to provide 4 x general workers/cleaners	Board of Directors	Three-year term	The service contract will be reviewed every 6 months based on performance	
3.4	Commence an ongoing cleaning programme in the area	Ops Manager / CSP	Daily	Clean common areas	A clean & well-maintained area
3.5	Organise monthly clean-ups by employing unemployed people from the area	Ops Manager / Project Coordinator	Monthly	Major clean-ups; employ unemployed people month for monthly clean-ups, and report to Board	A clean & well-maintained area
3.6	Identify health and safety issues within the area, and report to CoCT with C3 notification reference no's	Ops & Admin Manager	Ongoing	Monthly evaluations and inspections; Provide an improved, healthy urban environment in the MMID	
3.7	Monitor and combat illegal dumping	Ops Manager / CSP / Law Enforcement officers / SSP	Ongoing	Report all removal of illegal dumping as required, and apply applicable penalties through law enforcement against transgressors	Encourage community to report illegal dumping
3.8	Promote waste minimization through education and awareness on waste and water pollution	Director - Cleaning / Ops Manager / CSP	Ongoing	Monthly inspections; Report findings	
3.9	Encourage property owners to act responsibly in terms of waste management, and encourage recycling initiatives	Director - Cleaning / Ops Manager / CSP	Ongoing	Newsletters and highlighting businesses that do well on the website & in the media	
3.10	Arrange cleaning of bushes and alien plants	Director - Cleaning / Ops Manager / Projects Coordinator	Ongoing	Bushes cleared	
3.11	Encourage property owners and tenants to clear alien plants from verges.	Director - Cleaning / Ops Manager / Projects Coordinator	Ongoing	Regular visits to all property owners and tenants where a problem area has been identified.	
3.12	Monitor and evaluate the cleansing strategy and performance of all service delivery on a quarterly basis	Director / Ops Manager/ CSP	Quarterly	Modify Cleansing strategy to guide cleansing and delivery with report to the Board	
3.13	Co-ordinate the provision of additional litter bins and emptying of litter bins and the relevant City of Cape Town departments	Admin Manager	Quarterly	Quarterly status report to Local Authority / Board regarding progress of identified shortcomings	

IMPLEMENTATION PLAN 2020 / 2021
PROGRAMME 4 - MMID URBAN MANAGEMENT

	ACTION STEPS	RESPONSIBLE	FREQUENCY	PERFORMANCE INDICATOR	COMMENTS
4.1	Identify problem areas with respect to: ^ Street lighting ^ Missing drain covers/cleaning of drains ^ Maintenance of road surfaces, sidewalks ^ Cutting of grass / removal of weeds ^ Road markings / traffic signs ^ Refuse removal ^ Waterworks ^ Sewerage ^ Roads and storm water ^ Traffic signals & traffic lights ^ Pedestrian safety ^ Road repairs ^ Use the established service levels to design the provision of supplementary services without duplication of effort	Director - Cleaning / Urban / Ops Manager / Admin Manager/ Service Providers	Ongoing	Urban management plan, with clear deliverables and defined performance indicators to guide delivery;	Done comprehensively at the beginning of each term; modified continually
4.2	Compile a list of prioritised needs to enhance the objectives of the MMID, and liaise with the relevant CoCT departments to correct	Director - Cleaning / Urban / Ops Manager	Quarterly	Monitor and evaluate the plan and performance of all service delivery on a quarterly basis; Report findings to the MMID Board, with recommendations where applicable	
4.3	Greening & cleaning campaigns - Arbor Day; Competitions / incentives to create best verges; Urban vegetable farms	Director - Cleaning / Urban / Marketing / Ops Manager / Projects Coordinator	Quarterly	Successful competitions / incentives - wide participation by business/ property owners; Marketing opportunity for the area & participants	Clean, tidy & green verges
4.4	Work in conjunction with local social welfare and job creation organization, and develop the delivery of the supplementary services to improve the urban environment	Director - Cleaning / Urban / Social / Ops Manager / Projects Coordinator	Ongoing	Develop a long-term sustainable work programme	Managed continually
4.5	Notify the City of Cape Town about, and monitor the removal of illegal posters by the City of Cape Town	Ops & Admin Manager / Cleaning Supervisor	Ongoing	MMID without illegal posters & signs	
4.6	Identify infrastructure maintenance and development projects, and develop project plans for these	Director - Urban / Ops Manager / Project Coordinator	Annually	CoCT repairs were identified/repared	
4.7	Appointing contractors for identified development and maintenance projects	Director - Urban / Ops Manager / Project Coordinator	Ongoing	Well-managed and completed projects	
4.8	Monitor, report to CoCT/Green Scorpions - environmental and noise pollution offenders	Director - Cleaning / Ops Manager	Ongoing	Stop offenders; Monthly reports to directors	
4.9	Reporting / monitoring of items per 4.1, above, by C3 notification.	Admin Manager	Ongoing	Written report of C3 notifications, follow up both telephonically and by e-mails and completion of work reported	

IMPLEMENTATION PLAN 2020 / 2021
PROGRAMME 5 - MMID SOCIAL DEVELOPMENT

	ACTION STEPS	RESPONSIBLE	FREQUENCY	PERFORMANCE INDICATOR	COMMENTS
5.1	Liaise with local NGOs & social welfare organisations, and support them where possible to work with homeless people to reduce and control homelessness in the area	Director - Social / Ops Manager/ Project Coordinator / Cleaning Supervisor	Ongoing	Clean streets, alien plants kept under control; Number of work opportunities created in period reported on	
5.2	Where possible, provide direct work opportunities for homeless people; Work with job creation organization, and develop delivery of the supplementary services to improve the urban environment	Director - Social / Ops Manager/ Project Coordinator	Ongoing	Clean streets, alien plants kept under control; Number of work opportunities created in period reported on	
5.3	Where possible, provide skills development opportunities through NGOs	Director - Social / Ops Manager/ Project Coordinator	Ongoing	Number of individuals equipped with new skills & able to leave the streets	
5.4	Monitor and record homeless people living in the area and involve social welfare and NGOs	Ops Manager / Project Coordinator	Ongoing	NGOs, social welfare made aware of numbers & individuals. Increase in NGO's working in the area	
5.5	Link social development programs and initiatives with those of the CoCT Social Development Department Programs	Ops Manager / Project Coordinator	Ongoing	Programme put in place with local social development department for upliftment	

IMPLEMENTATION PLAN 2020 / 2021

PROGRAMME 6 - MMID MARKETING, STAKEHOLDER RELATIONS & PUBLIC RELATIONS

	ACTION STEPS	RESPONSIBLE	FREQUENCY	PERFORMANCE INDICATOR	COMMENTS
6.1	Quarterly newsletters	Director - Marketing / Admin Manager	Quarterly	Informative newsletters	
6.2	Newsflashes	Director - Marketing / Admin Manager	Ad Hoc		
6.3	Promote the MMID and business prospects of the area through contact with the media (press releases) and through promotional campaigns	Director - Marketing / Admin Manager	Ongoing	Media exposure.	
6.4	Regular member visits	Director - Marketing / Ops & Admin Manager	Ongoing	Monthly feedback to MMID Board at board meeting	
6.5	Establish the MMID Business Directory, with link to website	Director - Marketing / Admin Manager	On-going	Up-to-date directory	
6.6	Maintain the existing MMID website	Director - Marketing / Ops Manager/ Admin Manager	Ongoing	Informative website	
6.7	Build working relationships with Sub-Council management / departments that deliver services in the MMID	Director - Marketing / Ops & Admin Manager	Ongoing	Good co-operation and working relationships	
6.8	Build relationships with property owners & businesses	Director - Marketing / Ops & Admin Manager	Ongoing	Positive feedback from stakeholders.	
6.9	Through communication with stakeholders, enhance and extend the MMID services required by them	Director - Marketing / Ops & Admin Manager	Ongoing	Strong evidence of interaction, input and participation of stakeholders Evidence that the MMID is providing service beyond the 6 programmes	
6.10	Public awareness programme for the social development programs	Director - Social / Ops Manager/ Project Coordinator	Ongoing	Local business and owners working with the MMID in the programs	
6.11	Social Media Updates: • Local Development • Promoting local Projects • Social Issues and Campaigns • Security initiatives	Director - Marketing / Admin Manager	Weekly	Informative Media - Up to date	
6.12	SRA Signage	Director - Marketing / Admin Manager		Prominent branding of the CID area	