

**MMID IMPLEMENTATION PLAN 2021 - 2022**  
**PROGRAMME 1 - MMID MANAGEMENT & OPERATIONS**

	<b>ACTION STEPS</b>	<b>KEY PERFORMANCE INDICATOR</b>	<b>FREQUENCY</b>	<b>RESPONSIBLE</b>	<b>COMMENTS</b>
1.1	Meet & network with other CID managers	Good relations & sharing of information of common interest	Ongoing	Operations (Ops) Manager	
1.2	Staff performance evaluations	Good work performance & satisfied staff - performance bonuses. Driven by results	Twice a year	Chair / Director - Operations	
1.3	Audited Annual Financial Statements	Audited Annual Financial Statements with an Unqualified finding	Annually	Director - Finance / Admin Manager	Submitted to the City by 31 August of each year
1.4	Perform mid-year performance review	Board approved mid-year review submitted to the CCT by end of February	Annually	Board / Ops Manager / Admin Manager	Submit Board minutes and approved Mid-year performance review to the CCT by end of February. Ensure under/non performance areas are addressed before the end of the financial year
1.5	Monthly Reports to the Directors	Report back on all CID related business to be measured and signed off.	Monthly	Ops Manager / Admin Manager / Projects Co-Ordinator	Provide monthly reports to the Directors
1.6	Communicate MMID arrears list	Board Members in arrears cannot participate in meetings.	Monthly	Admin Manager	Observe and report concern over outstanding amounts to Board and CID Department.
1.7	CIPC Compliance <ul style="list-style-type: none"> <li>• Directors change</li> <li>• Annual Returns</li> <li>• Auditors change</li> </ul>	CIPC notifications of changes	Annually	MMID Board / Ops Manager / Admin Manager	Directors & Auditors change within 10 business days of change. Annual returns within 30 Business days after the anniversary date of the NPC registration.
1.8	Fully operational MMID Management Office	Effectively run, accessible, and responsive office. Have good communication with stakeholders, directors, property owners & community.	Ongoing	Ops Manager / Admin Manager	Functional and accessible
1.9	Monthly Progressive Income and Expenditure Report to CCT	Submit reports to the CID Department timeously.	Monthly	Director - Finance / Admin Manager	Refer to Financial Agreement. Submit reports to the CID Department by the 15th of the following month.
1.10	VAT reconciliation and tax returns	Bi-monthly VAT returns and annual tax returns submitted to SARS on time	Bi-monthly	Director - Finance / Admin Manager	
1.11	Manage and monitor C3 notification process	Complete daily reports of C3 notifications and monitor outstanding issues	Monthly	Admin Manager / Project Co-ordinator	Maintenance issues dealt with timeously
1.12	Board Meetings	Bi-monthly Board Meetings	Bi-monthly	MMID Board / Ops Manager / Admin Manager	Quorum of directors present at every meeting. Feedback per portfolio. Keep minutes and file resolutions.
1.13	Declaration of interest	Ensure all Directors and Manager sign DOI at every Board Meeting	Bi-monthly	MMID Board / Admin Manager	
1.14	Input to the City Capital / Operating Budgets	Annual submissions to Subcouncil Manager	Annually	MMID Board / Ops Manager / Admin Manager	By September of each year

	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY	RESPONSIBLE	COMMENTS
1.15	Input to the Integrated Development Plan	Annual submissions to Subcouncil Manager	Annually	MMID Board / Ops Manager / Admin Manager	October to February of every year
1.16	Submit Annual Report and Audited Annual Financial Statements to Sub-council(s)	Submit AFS and annual report to Subcouncil within 3 months of AGM.	Annually	Chair / Director - Finance / Admin Manager	Submit proof of submission to CID Department
1.17	Mediate issues with or between property owners	Provide an informed opinion on unresolved issues and assist where possible.	Ongoing	Ops Manager / CCT Departmental Managers / Law Enforcement	
1.18	Promote and develop MMID NPC membership	Have a NPC membership that represents the MMID community Update NPC membership Ensure that membership application requests are prominent on webpage	Ongoing	MMID Board / Ops Manager / Admin Manager	
1.19	Annual approval of Implementation plan and Budgets	Obtain approval from members at AGM for Implementation Plan and Budget	Annually	MMID Board / Ops Manager / Admin Manager / Project Co- ordinator	
1.20	Annual General Meeting	Annual feedback to members at AGM and complying with legal requirements.	Annually	MMID Board / Ops Manager / Admin Manager / Project Co- ordinator	Host successful AGM before 31 December
1.21	All Directors to receive relevant CID Documents	At the 1 <sup>st</sup> Board meeting after the AGM, supply all directors with all relevant CID documents	Annually	MMID Board / Admin Manager	
1.22	Allocation of portfolios	At the first Board meeting after the AGM, assign portfolios to Directors	Annually	MMID Board	
1.23	Build working relationships with Subcouncil Management and relevant CCT officials and departments that deliver services in the MMID	Successful and professional relationships with subcouncil management, Area Based Manager and City Departments resulting in enhanced communication, cooperation and service delivery	On-Going	MMID Board / Ops Manager /Admin Manager / Project Co- ordinator	
1.24	Annual Tax Compliance Status	Within one month after expiry date.	Annually	Director - Finance / Admin Manager	Submit PIN to CCT Supply Chain Management Department
1.25	Budget Review	Board approved budget review to the CCT by end of February.	Annually	MMID Board / Ops Manager /Admin Manager / Project Co- ordinator	Submit Board minutes and approved adjustment budget to the CCT by end of February.
1.26	Present monthly income and expenses at board meetings	Finance Director to present monthly income and expenditure to Board of Directors	Monthly	Director - Finance / Admin Manager	
1.27	CID renewal application and survey	Submit a comprehensive renewal application for approval by the members and the City of Cape Town.	In year 5	MMID Board / Ops Manager /Admin Manager / Project Co- ordinator	
1.28	Appointment of relevant service providers	Appointment of appropriately qualified service providers	3 Years	MMID Board / Ops Manager /Admin Manager	Service providers to be reappointed or new providers to be appointed in last year of contract period by means of a competitive process. Well Documented

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### PROGRAMME 2 - MMID PUBLIC SAFETY

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

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

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### PROGRAMME 3 - MMID CLEANSING

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

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**PROGRAMME 4 - MMID URBAN MANAGEMENT**

	ACTION STEPS	PERFORMANCE INDICATOR	FREQUENCY	RESPONSIBLE	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	Urban management plan, with clear deliverables and defined performance indicators to guide delivery;	Ongoing	Director - Cleaning / Urban / Ops Manager / Project Co-ordinator/ Service Providers	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 CCT departments to correct	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	Quarterly	Director - Cleaning / Urban / Ops Manager	
4.3	Greening & cleaning campaigns - Arbor Day; Competitions / incentives to create best verges; Urban vegetable farms	Successful competitions / incentives - wide participation by business/ property owners; Marketing opportunity for the area & participants	Quarterly	Director - Cleaning / Urban / Marketing / Ops Manager / Project Co-ordinator	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	Develop a long-term sustainable work programme	Ongoing	Director - Cleaning / Urban / Social / Ops Manager / Project Co-ordinator	Managed continually
4.5	Notify the City of Cape Town about, and monitor the removal of illegal posters by the City of Cape Town	MMID without illegal posters & signs	Ongoing	Ops Manager / Project Co-ordinator / Cleaning Supervisor	
4.6	Identify infrastructure maintenance and development Project, and develop project plans for these	CoCT repairs were identified/repared	Annually	Director - Urban / Ops Manager / Project Co-ordinator	
4.7	Appointing contractors for identified development and maintenance Project	Well-managed and completed Project	Ongoing	Director - Urban / Ops Manager / Project Coordinator	

	ACTION STEPS	PERFORMANCE INDICATOR	FREQUENCY	RESPONSIBLE	COMMENTS
4.8	Monitor, report to CCT/Green Scorpions - environmental and noise pollution offenders	Stop offenders; Monthly reports to directors	Ongoing	Director - Cleaning / Ops Manager	
4.9	Reporting / monitoring of items per 4.1, above, by C3 notification.	Written report of C3 notifications, follow up both telephonically and by e-mails and completion of work reported	Ongoing	Admin Manager / Project Co-ordinator	

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**PROGRAMME 5 - MMID SOCIAL DEVELOPMENT**

	ACTION STEPS	PERFORMANCE INDICATOR	FREQUENCY	RESPONSIBLE	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	Clean streets, alien plants kept under control; Number of work opportunities created in period reported on	Ongoing	Director - Social / Ops Manager / Project Co-ordinator / Cleaning Supervisor	
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	Clean streets, alien plants kept under control; Number of work opportunities created in period reported on	Ongoing	Director - Social / Ops Manager / Project Co-ordinator	
5.3	Where possible, provide skills development opportunities through NGOs	Number of individuals equipped with new skills & able to leave the streets	Ongoing	Director - Social / Ops Manager / Project Co-ordinator	
5.4	Monitor and record homeless people living in the area and involve social welfare and NGOs	NGOs, social welfare made aware of numbers & individuals. Increase in NGO's working in the area	Ongoing	Ops Manager / Project Co-ordinator	
5.5	Link social development programs and initiatives with those of the CCT Social Development Department Programs	Programme put in place with local social development department for upliftment	Ongoing	Ops Manager / Project Co-ordinator	



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**PROGRAMME 6 - MMID MARKETING, STAKEHOLDER RELATIONS & PUBLIC RELATIONS**

	<b>ACTION STEPS</b>	<b>PERFORMANCE INDICATOR</b>	<b>FREQUENCY</b>	<b>RESPONSIBLE</b>	<b>COMMENTS</b>
6.1	Communicate with property owners	Informative quarterly newsletters	Quarterly	Director - Marketing / Admin Manager	Keep property owners informed
6.2	Newsflashes		Ad Hoc	Director - Marketing / Admin Manager	
6.3	Promote the MMID and business prospects of the area through contact with the media (press releases) and through promotional campaigns	Media exposure.	Ongoing	Director - Marketing / Admin Manager	
6.4	Regular member visits	Monthly feedback to MMID Board at board meetings	Ongoing	Director - Marketing / Ops Manager / Admin Manager	
6.5	Establish the MMID Business Directory, with link to website	Up-to-date directory	On-going	Director - Marketing / Admin Manager	
6.6	Maintain the existing MMID website	Informative website	Ongoing	Director - Marketing / Ops Manager / Admin Manager	
6.7	Build working relationships with Sub-Council management / departments that deliver services in the MMID	Good co-operation and working relationships	Ongoing	Director - Marketing / Ops Manager / Admin Manager	Refer to programme 1
6.8	Build relationships with property owners & businesses	Positive feedback from stakeholders.	Ongoing	Director - Marketing / Ops Manager / Admin Manager	
6.9	Through communication with stakeholders, enhance and extend the MMID services required by them	Strong evidence of interaction, input and participation of stakeholders Evidence that the MMID is providing service beyond the 6 programmes	Ongoing	Director - Marketing / Ops Manager / Admin Manager	
6.10	Public awareness programme for the social development programs	Local business and owners working with the MMID in the programs	Ongoing	Director - Social / Ops Manager / Project Co-ordinator	
6.11	Social Media Updates: <ul style="list-style-type: none"> <li>• Local Development</li> <li>• Promoting local Project</li> <li>• Social Issues and Campaigns</li> <li>• Security initiatives</li> </ul>	Informative Media - Up to date	Weekly	Director - Marketing / Admin Manager	
6.12	CID Signage	Prominent branding of the CID area		Director - Marketing / Admin Manager	