|  |
| --- |
| **VOORTREKKER ROAD CORRIDOR IMPROVEMENT DISTRICT**  **IMPLEMENTATION PLAN**  **1st July 2019 to 30th June 2020** |

**PROGRAMME 1: MANAGEMENT**

| **ACTION STEPS** | **RESPONSIBLE** | **FREQUENCY**  **per year** | **PERFORMANCE INDICATOR** |
| --- | --- | --- | --- |
|
| 1. Build a good working relationship with the Greater Tygerberg Partnership (GTP). | VRCID Manager/ VRCID Board | Ongoing | Annual report to Board on progress and assistance the VRCID provides to the GTP. |
| 1. Appointment of staff. | VRCID Manager/ VRCID Board | As per budget allowance | Appointment of appropriately skilled staff as and when needed by means of a competitive process. |
| 1. Management of VRCID office. | VRCID Manager/ VRCID Board | Ongoing | VRCID office to be professionally managed and to be fully functional and accessible to the public. |
| 1. Evaluation on service delivery of relevant service providers. | VRCID Manager/ VRCID Board | Quarterly | Appointment of appropriately qualified service providers by the Board. |
| 1. Board and Committee meetings. | VRCID Manager/ VRCID Board | Quarterly | Quarterly Board and Committee meetings with feedback per portfolio. |
| 1. Financial reports to CoCT. | VRCID Manager | 12 | Submit reports timeously via the appointed service provider by 15th of every month. |
| 1. Audited Financial Statements. | VRCID Manager | 1 | Unqualified Financial Audits. |
| 1. Communicate VRCID Arrears List. | VRCID Manager | 12 | Observe and report concern over outstanding amounts to Board and CID Unit. Board members in arrears cannot participate in meetings. |
| 1. Feedback to Members at Annual General Meeting. | VRCID Manager / VRCID Board Chairman | 1 | Host successful AGM before 31 December. Annual feedback to members. |
| 1. Successful day-to-day management of the VRCID as per Business Plan. | VRCID Manager | Ongoing daily | Regular feedback to VRCID Board. |
| 1. Submit signed AFS to the City. | VRCID Manager/VRCID Board | Annually | Submit signed AFS to the City by 31 August. |
| 1. Manage and monitor the C3 notification process. | VRCID Manager | 12 | Complete daily reports of C3 notifications and monitor existing issues and report back to the Board. |
| 1. Submit input to the Integrated Development Plan. | VRCID Manager | Annual | Annual submissions to Sub-Council Manager as and when requested by September annually. |
| 1. Submit input to the operational Capital Budgets. | VRCID Manager | Annual | Annual submissions to Sub-Council Manager as and when requested by December annually. |
| 1. Communicate with property owners. | VRCID Manager | Ongoing | Keep property owners informed through monthly newsletters and social media. |
| 1. Mediate issues with or between property owners. | VRCID Manager & Council Managers and Law Enforcement | Ongoing | Provide an informed opinion on unresolved issues and assist where possible. |
| 1. Visit VRCID members. | VRCID Manager | Ongoing | Communicate and visit VRCID members and report back to the Board. |
| 1. Promote and develop VRCID NPC membership. | VRCID Manager / VRCID Board | Ongoing | Have a NPC membership that represents the VRCID community. Ensure that membership application forms are prominent on website. |
| 1. Build working relationships with Sub-Council Management and relevant CoCT officials and departments that deliver services in the VRCID. | VRCID Board | Ongoing | Successful and professional relationships with sub-council management and officials resulting in enhanced communication, cooperation and service delivery. |
| 1. To attend all relevant meetings at both Sub-Councils. | VRCID Manager | 12 | To build successful and professional relationships with sub-council management and officials resulting in enhanced communication, cooperation and service delivery. |
| 1. Establish and maintain an informative website. | VRCID Manager | Ongoing | Informative website updated monthly and legally compliant as per SRA legislation. |
| 1. Comply with all Company Act requirements. | VRCID Manager | Ongoing | Auditors: submit to CIPC within 10 business days of change.  Directors: as above.  Annual returns: submit to CIPS within 30 business days after the anniversary date of the NPC. |
| 1. Compile the SRA renewal application | VRCID Manager | Every 5 Years | Approved at AGM by members. |
| 1. Perform mid-year reviews of staff performance | VRCID Manager | Twice Annually | Reviews of staff performance as part of ongoing training. |
| 1. Ensure Tax Clearance Certificate issued by SARS annually | VRCID Manager | Annually | To ensure compliance and inform City. |
| 1. Budget review. | VRCID / VRCID Board | Annually | Budget review to take place within 3 months after AGM. |
| 1. Submit Management Report and AFS to Sub council. | VRCID Manager | Annually | Submit AFS and annual report to sub council within 3 months of AGM with proof of submission to CID Unit. |
| 1. Perform mid-year review. | VRCID Manager/VRCID Board | Annually | Submit Board approved mid-year review to the City by 31 January. |
| 1. Compile annual Implementation Plan and Budget. | VRCID Manager/VRCID Board | Annually | Board to submit draft IP and Budget to CID Unit for verification and table at AGM for approval by members. |
| 1. Do VAT reconciliation and tax returns. | VRCID Manager | Annually | Bi monthly and annual submissions to SARS. |

**PROGRAMME 2: PUBLIC SAFETY**

| **ACTION STEPS** | **RESPONSIBLE** | **FREQUENCY**  **per year** | **PERFORMANCE INDICATOR** |
| --- | --- | --- | --- |
|
| 1. Identify the root causes of Public Safety issues in partnership with the SAPS, Local Authority, existing security service provider and other security companies within the VRCID using their experience as well as available crime statistics. | Operational Manager/ Precinct Manager/ Public Safety Service Provider | Ongoing | Incorporate in Security Management Strategy Plan and submit quarterly reports to the Board. |
| 1. Determine the Public Safety Threat Analysis of the VRCID area in conjunction with the SAPS. | Operational Manager/ Precinct Manager/ Service Provider | Ongoing | Incorporate in Security Management Strategy Plan and submit quarterly reports to the Board. |
| 1. Determine strategies by means of an integrated approach to address and decrease Public Safety issues. | Operational Manager/ Precinct Manager/ Service Provider | Ongoing | Incorporate in Security Management Strategy Plan and submit quarterly reports to the Board. |
| 1. In liaison with other security role players and the SAPS, identify current security and policing shortcomings and develop and implement effective Public Safety prevention strategy. | Operational Manager/ Precinct Manager/ Service Provider | Ongoing | Incorporate in Security Management Strategy Plan and submit quarterly reports to the Board. |
| 1. Develop a Public Safety Management Strategy with clear deliverables and defined performance indicators to guide safety services by the appointed service provider and evaluate levels of service provided. | Operational Manager/ Precinct Manager/ Service Provider | Revise as often as required but at least bi-annually | Documented Security Management Strategy with clear deliverables and defined performance indicators to guide safety services by the appointed service provider and evaluate levels of service provided. |
| 1. To effectively address Public Safety by ensuring proactive patrolling by VRCID security. | Operational Manager/ Precinct Manager/ Service Provider | Daily | Documented Security Management Strategy with clear deliverables and defined performance indicators to guide security services by the appointed service provider and evaluate levels of service provided. |
| 1. Maintain a manned centrally located office(s) open to the members and residents of the CID to request security assistance or report information. | Operational Manager/ Precinct Manager/ Service Provider | Ongoing | Appropriately manned and equipped operational office and report back to the Board. |
| 1. Deploy security resources accordingly and effectively on visible patrols. | Operational Manager/ Precinct Manager/ Service Provider | Ongoing | Effective and preemptive security patrols in the VRCID. |
| 1. Utilize the "eyes and ears" of all security and street cleaning staff, as well as own staff, to identify any security and or criminal threats. | Operational Manager/ Precinct Manager/ Service Provider | Ongoing | Incorporate feedback and information in Public Safety initiatives of the VRCID. |
| 1. Assist the SAPS through participation by VRCID in the local SAPS sector forum and CPF. | Operational Manager/ Precinct Manager/ Service Provider | Monthly | Incorporate feedback and information in security and safety initiatives of the VRCID. Report any Public Safety information of the VRCID to the CPF. |
| 1. Monitor and evaluate the security strategy and performance of all service delivery on a quarterly basis. | Operational Manager/ Precinct Manager/ Service Provider | Quarterly | Report findings to the Operational Committee with recommendations where applicable. |
| 1. On-site inspection of Security Patrol officers. | Operational Manager/ Precinct Manager/ Service Provider | Daily | Report findings to the Security Service provider and quarterly to the Operational Committee with recommendations where applicable. |
| 1. Weekly Security Reports from Contract Security Company. | Operational Manager/ Precinct Manager/ Service Provider | Weekly | Report findings to the Operational Committee on a quarterly basis with recommendations where applicable. |
| 1. Monitor the objectives of the VRCID employed Law Enforcement Officers. | Operational Manager/ Precinct Manager/ Service Provider | Monthly | Provide effective Law Enforcement management in the VRCID and adjust where applicable. |
| 1. Forming partnerships with other CID’s in the City of Cape Town in terms of best practices. | Operational Manager/ Precinct Manager/ Service Provider | Ongoing | Report findings to the Operational Committee on a quarterly basis with recommendations where applicable. |
| 1. To attend all relevant meetings at both Sub-Councils within the VRCID. | Operational Manager/ Precinct Manager/ Service Provider | Ongoing | To build successful and professional relationships with sub-council management and officials resulting in enhanced communication, cooperation and service delivery. |
| 1. To ensure daily visits to VRCID levy payers/properties and such visits are recorded. | Operational Manager/ Precinct Manager/ Service Provider | Ongoing | Liaison and Visit strategy document with clear deliverables and time scale indicators. VRCID levy payers/properties are visited minimum quarterly. Reports findings to the Board. |
| 1. Timeously and professionally responding to correspondence, telephone calls and e-mails from VRCID levy payers, other businesses and the public within the VRCID. | Operational Manager/ Precinct Manager/ Service Provider | Ongoing | Successful and professional relationships with CID levy payers to enhance the CID. |
| 1. Build a good working relationship with the Dept. of Community Safety with specific reference to the Chrysalis Academy students. | Operational Manager/ Precinct Manager/ Service Provider | Ongoing | Monthly, quarterly and yearly reports submitted on time and continuous use of Chrysalis students deployed to the VRCID. |

**PROGRAMME 3: CLEANING INITIATIVES AND URBAN MANAGEMENT**

| **ACTION STEPS** | **RESPONSIBLE** | **FREQUENCY**  **per year** | **PERFORMANCE INDICATOR** |
| --- | --- | --- | --- |
|
| 1. Monitor and evaluate the cleansing strategy. | Precinct Managers/ Service Provider | Monthly | Monthly report to the Board and Cleansing Strategy to guide cleansing and delivery. |
| 1. Co-ordinate the provision of additional litter bins and emptying of litter bins with service providers and the relevant City of Cape Town departments. | Precinct Managers/ Solid Waste Department | Monthly | Quarterly status reports to Local Authority regarding progress of identified shortcomings. |
| 1. Cleaning of streets within the CID. | Precinct Managers/ Service Provider | Daily/Weekly | Provide clean streets and sidewalks in the VRCID. Every street in VRCID to be swept minimum weekly. |
| 1. Visiting and inspecting of entire VRCID. | Precinct Managers | Ongoing | Daily inspections and evaluations of VRCID area of responsibility. |
| 1. Identifying Health and safety issues. | Precinct Managers | Ongoing | Monthly evaluations and inspections.  Provide an improved healthy urban environment in the VRCID.  Report findings in Board reports and report on C3. |
| 1. Monitor and combat illegal dumping. | Precinct Managers/ Service Provider/ Law Enforcement Officers | Ongoing | Removal of illegal dumping as required and applying applicable penalties through law enforcement against transgressors.  Report findings in Board reports quarterly. |
| 1. Identify environmental design contributing to grime such as wind tunnels | Precinct Managers/ Service Provider | Quarterly | Quarterly evaluation of the causes of waste.  Quarterly evaluation of measures implemented and identification of remedial actions.  Report findings in Board reports quarterly. |
| 1. Promoting waste minimization through education and awareness on waste and water pollution. | Precinct Managers/ Service Provider | Ongoing | Monthly evaluations and inspections.  Report findings in Board reports quarterly. |
| 1. Encourage property owners to act responsibly in terms of waste management and encourage recycling initiatives. | Precinct Managers | Ongoing | Monthly evaluations and inspections.  Report findings in Board reports quarterly. |
| 1. Identify problem areas with respect to:    1. street lighting;    2. missing drain covers / cleaning of drains    3. maintenance of road surfaces; sidewalks    4. cutting of grass / removal of weeds    5. road markings / traffic signs    6. illegal signage and posters    7. problem buildings    8. green litter bins | Precinct Managers | Daily/Weekly and Monthly | Urban management plan with clear deliverables and defined performance indicators to guide delivery.  Report findings in Board reports quarterly. |
| 1. Identify and report infrastructure supplementing existing Council Services:    1. Street lighting    2. Dumping    3. Refuse Removal    4. Waterworks    5. Sewerage    6. Roads and Storm water    7. Traffic signals and line painting    8. Pedestrian safety    9. Road repairs | Precinct Managers | Daily / weekly and monthly reports to the C3 notification process and daily recording of references in the register | Monitor and evaluate. Report findings to the VRCID Board with recommendations where applicable. |
| 1. Greening campaigns. | Precinct Managers | Ongoing | Report to the VRCID Board with recommendations where applicable. |
| 1. Work in conjunction with VRCID Social Development Manager, local social welfare and job creation organization and develop the delivery of the supplementary services to improve the urban environment. | Precinct Managers/ Social Development Manager | Ongoing | Development of a long term sustainable work program in cooperation with VRCID Social Development Manager. |
| 1. Manage and monitor the C3 notification Process. | Precinct Managers | Daily | Complete daily reports of C3 notifications and monitor existing issues.  Report findings in Board reports. |
| 1. Build working relationships with Sub-Council Management and relevant CoCT officials and departments that deliver services in the VRCID. | Precinct Managers | Ongoing | Successful and professional relationships with sub-council management and officials resulting in enhanced communication, cooperation and service delivery.  Meet monthly with Sub Council Chairperson and or Manager in respective area.  Report findings in Board reports. |
| 1. Work in conjunction with property owners within the VRCID to enhance and beautify their properties with specific reference to paving and greening (private gardens and trees). | Precinct Managers | Ongoing | Successful and professional relationships with CID levy payers to enhance the VRCID.  Report findings in Board reports. |
| 1. Timeously and professionally responding to correspondence, telephone calls and e-mails from CID levy payers, other businesses and the public within the VRCID. | Precinct Managers | Ongoing | Successful and professional relationships with CID levy payers to enhance the CID.  Report findings in Board reports. |
| 1. Forming partnerships with other CID’s in the City of Cape Town in terms of urban management and best practices. | Precinct Managers | Ongoing | Report findings to the Operational Committee on a quarterly basis with recommendations where applicable. |
| 1. Identify all new developments within the VRCID in order to keep record on investment into the VRCID. | Precinct Managers | Ongoing | Record and report all new developments as and when such developments take place.  Report findings in Board reports. |
| 1. Build a good working relationship with the Greater Tygerberg Partnership (GTP). | Precinct Managers | Ongoing | Regular interaction with GTP staff when needed on GTP projects. |

**PROGRAMME 4: SOCIAL DEVELOPMENT**

| **ACTION STEPS** | **RESPONSIBLE** | **FREQUENCY**  **per year** | **PERFORMANCE INDICATOR** |
| --- | --- | --- | --- |
|
| 1. Identify and determine strategies by means of an integrated approach to address people living on the streets and the relief measures available, current and future. | Social Development Manager/Field Workers/NGO’s | Ongoing | Implementation of Social intervention plan with clear deliverables and defined performance indicators to guide delivery |
| 1. Work in conjunction with local social welfare and job creation organization and develop the delivery of the supplementary services to improve the urban environment. | Social Development Manager/Field Workers/NGO’s | Ongoing | Implementation of Social intervention plan with clear deliverables and defined performance indicators to guide delivery |
| 1. To create an awareness amongst the community regarding responsible giving as well as services available to those living on the streets. | Social Development Manager/Field Workers/NGO’s | Ongoing | Communication plan to the broader community with deliverables and performance indicators to measure success |
| 1. To initiate and support initiatives to prevent family disintegration in the surrounding communities which contributes to people living on the streets. | Social Development Manager/Field Workers/NGO’s | Ongoing | Social intervention plan with clear deliverables and defined performance indicators to guide delivery |
| 1. To source funding for VRCID Social Development programmes. | Social Development Manager/Field Workers/NGO’s | Ongoing | Social intervention roll-out plan to deliver over and above services where possible. |
| 1. To compile a data base of all homeless in the VRCID area. | Social Development Manager/Field Workers/NGO’s | Ongoing | To ensure that all homeless are well documented for record keeping purposes. |
| 1. Coordinate Social Development programmes and initiatives with City Social Development Dept. | Social Development Manager | Ongoing | To meet quarterly with City officials. |

**PROGRAMME 5: MARKETING AND PUBLIC RELATIONS**

| **ACTION STEPS** | **RESPONSIBLE** | **FREQUENCY**  **per year** | **PERFORMANCE INDICATOR** |
| --- | --- | --- | --- |
|
| 1. Regular newsletters. | VRCID Manager | Quarterly | Informative newsletters and reports to stakeholders. |
| 2. Regular Press releases in local Newspapers. | VRCID Manager | Ongoing | Regular media exposure on Local Developments, promoting local Projects, Social Development Issues and Successes. |
| 3. Establish the VRCID Business Directory and link to website | VRCID Manager | Every 6 months | Business directory that is updated. |
| 4. Identify opportunities to speak at public meetings and conferences to inform businesses of VRCID initiative | VRCID Manager | Ongoing | Request permission from Board and report back. |
| 5. SRA Signage | VRCID Manager | Ongoing | Branding of SRA vehicles, equipment and staff clothing. |