

KALK BAY St JAMES SPECIAL RATING AREA (EXTENDED AREA)

5 YEAR IMPLEMENTATION PLAN

1st July 2014 to 30th June 2019

PROGRAM 1 - SRA MANAGEMENT

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1.1. Establishment of Kalk Bay St James SRA	SRA Steering Committee	1	2M					Complete the setup of the SRA	NPC registration Tax clearance VAT application Bank account Vendor registration Appointment of Manager Appointment of Service provider
1.2. Appointment of SRA manager	SRA Board	1	1Y					Appointment of appropriately skilled service provider	Appointment of other service providers will be done as required
1.3. Appointment of relevant service providers	SRA Manager / SRA Board	1	1Y		1Y			Appointment of appropriately qualified service providers	Service providers to be reappointed or new providers to be appointed at end of initial contracts
2. Election of Board	SRA Steering Committee	1	6M	1Y	1Y	1Y	1Y	Management Board elected within 6 months of the establishment and thereafter annually at the AGM	
3. Board meetings	SRA Manager / SRA Board	12	6	4	4	4	4	Quarterly Board meetings	Including SAPS, the Councillor, CEO of security company

4. Financial reports to CoCT	SRA Manager	12	12	12	12	12	12	Submit reports (25 th . Of every month)	Refer to Financial Agreement
5. Audited Financial Statements	SRA Manager	1		1Y	1Y	1Y	1Y	Unqualified Financial Audits	
6. Feedback to Members and Annual General Meeting	SRA Manager / SRA Board	1	1Y	1Y	1Y	1Y	1Y	Host successful AGM before December	
7. Submit Management Report and Annual Financial Statements to Sub- council(s)	SRA Manager / SRA Board	1		1Y	1Y	1Y	1Y	Within 2 months of AGM	
8. Successful day-to-day management and operations of the SRA	SRA Manager	Ongoing daily						Monthly feedback to SRA Board at Directors Meeting	
9. Monthly Reports to the SRA Directors	SRA Manager	12	12	12	12	12	12	Report back on all SRA related business to be measured and signed off	Provide monthly reports to the SRA Directors
10. Submit input to the Integrated Development Plan	SRA Manager	Annual	1Y	1Y	1Y	1Y	1Y	Annual submissions to Sub-Council Manager	October to February of every year
11. Submit input to the Capital Budgets of Council	SRA Manager	Annual	1Y	1Y	1Y	1Y	1Y	Annual submissions to Sub-Council Manager	October to February of every year
12. Communicate with property owners	SRA Manager	Quarterly	4	4	4	4	4	Keep property owners informed through quarterly electronic newsletter	
13. Build working relationships with Sub-Council Management and relevant CoCT officials and departments that deliver services in the SRA	SRA Manager	Ongoing	➔	➔	➔	➔	➔	Successful and professional relationships with sub-council management and officials resulting in enhance communication, cooperation and service delivery	
14. Compile the SRA renewal application.	SRA Manager / SRA Board	In year 4				1Y		Submit a comprehensive renewal application for approval by the members and the City of Cape Town	

PROGRAM 2– SRA SAFETY & SECURITY INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Identify the root causes of crime in conjunction with the SAPS, Local Authority and existing security service using their experience as well as available crime statistics	SRA Manager/ Security Service Provider	Ongoing	3M	➔	➔	➔	➔	Incorporate in Safety and Security Management Strategy Plan	This is done comprehensively at the implementation of the SRA and then modified continuously Adopted annually at the AGM
2. Develop a crime prevention strategy in liaison with other security role players and the South African Police Service by means of an integrated approach to address/decrease crime	SRA Manager/ Security Service Provider	Ongoing	3M	➔	➔	➔	➔	Incorporate in Safety and Security Management Strategy Plan	
3. Develop and implement a Security Management Strategy with clear deliverables and defined performance indicators to guide safety services by the appointed Security Service Provider and evaluate the levels of service provided	SRA Manager/ Security Service Provider	Revise as often as required but at least annually	3M	1Y	1Y	1Y	1Y	Documented Safety and 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	This is done comprehensively at the implementation of the SRA and then modified continuously. Adopted annually at the AGM
4. Ensure that security resources are deployed accordingly and effectively on visible patrols. Security personnel and patrol vehicles to be easily identifiable	SRA Manager/ Security Service Provider	Ongoing	➔	➔	➔	➔	➔	Effective safety and security patrols in the SRA	

5. Utilise the "eyes and ears" of all security and gardening/street cleaning staff, as well as own staff, to identify any breaches	SRA Manager/ Security Service Provider	Ongoing	➔	➔	➔	➔	➔	Incorporate feedback and information in security and safety initiatives of the SRA	
6. Assist the police through participation by SRA in the local Police sector crime forum	SRA Manager/ Security Service Provider	Monthly	12	12	12	12	12	Incorporate feedback and information in security and safety initiatives of the SRA Report on any security information of the SRA to the CPF	
7. Monitor and evaluate the Safety and Security Management Strategy and performance of all safety and security service providers on a quarterly basis	SRA Manager/ Security Service Provider/ SAPS Crime Intelligence Officer	Quarterly	4	4	4	4	4	Report findings to the SRA Board with recommendations where applicable	
8. On-site inspection of Security Patrol officers	SRA Manager/ Security Service Provider	Daily	1Y	1Y	1Y	1Y	1Y	Report findings to the SRA Board with recommendations where applicable	
9. Weekly Security Reports from Security Service Provider	Security Service Provider	Monthly	12	12	12	12	12	Report findings to the Manager with recommendations where applicable Provide feedback to forum meeting	Incorporate into monthly management report to SRA Board
10. Develop a community safety strategy in liaison with other community safety role players by means of an integrated approach to improve community safety, and include this in the Safety and Security Management Strategy Plan	SRA Manager/ Security Service Provider	Quarterly	4	4	4	4	4	Report findings to the SRA Board with recommendations where applicable	

11. Develop and implement clear deliverables and defined performance indicators to guide community safety services by any appointed service provider/s and/or voluntary safety personnel and evaluate the levels of service provided.	SRA Manager/ Community Safety Service Provider	Quarterly	4	4	4	4	4	Report findings to the SRA Board with recommendations where applicable	
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PROGRAM 3– SRA LITTER & CLEANLINESS

ACTION STEPS	RESPONSIBLE	FREQU- ENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Develop a cleansing strategy document with clear deliverables and defined performance indicators to guide cleansing and delivery from the appointed service provider.	SRA Manager/ Cleansing Service Provider	Revise as often as required but at least annually	3M	1Y	1Y	1Y	1Y	Cleansing strategy document with clear deliverables and defined performance indicators to guide cleansing and delivery	This is done comprehensively at the implementation of the SRA and then modified continuously Adopted annually at the AGM
2. Monitor and evaluate the cleansing strategy and performance of all service delivery on a quarterly basis	SRA Manager/ Cleansing Service Provider	Quarterly	4	4	4	4	4	Modify Cleansing Strategy to guide cleansing and delivery	
3. Monitor the provision of adequate litter bins and emptying of litter bins by the relevant City of Cape Town departments.	SRA Manager/ Solid Waste Department	Quarterly	4	4	4	4	4	Quarterly status reports to Local Authority regarding progress of identified shortcomings	
4. Cleansing each of the	SRA Manager/	6	2	2	2	2	2	Ensure identified streets and	

streets identified by the SRA Manager within the SRA Boundary at least once within every two month period	Cleansing Service Provider								sidewalks in the SRA are kept clean	
5. Identifying Health and safety issues within the area and reporting to Council with C3 notification reference no's	SRA Manager	Ongoing	➔	➔	➔	➔	➔		Quarterly evaluations and inspections	
6. Encourage property owners to act responsibly in terms of waste management and encourage recycling initiatives	SRA Manage	Ongoing	➔	➔	➔	➔	➔		Quarterly evaluations and inspections Report findings	

PROGRAM 4– SRA MAINTENANCE OF PUBLIC SPACES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Identify problem areas with respect to: <ul style="list-style-type: none"> a. public parks and gardens and other public areas b. street lighting; c. missing drain covers / cleaning of drains d. maintenance of road surfaces; sidewalks e. cutting of grass / removal of weeds f. road markings/traffic signs 	SRA Manager	Ongoing	➔	➔	➔	➔	➔	Urban management plan with clear deliverables and defined performance indicators to guide delivery	This is done comprehensively at the implementation of the SRA and then modified continuously

2. Compile a list of prioritized needs to enhance the objectives of the SRA and liaise with the relevant departments to correct	SRA Manager	4	1Y	1Y	1Y	1Y	1Y	Monitor and evaluate the plan and performance of all service delivery on a quarterly basis. Report findings to the SRA Board with recommendations where applicable	
3. Monitor and evaluate performance of all service providers on a quarterly basis	SRA Manager	Quarterly	4	4	4	4	4	Modify Cleansing Strategy to guide service delivery	
4. Submissions to Ward Allocation, IDP and Capital Budgets	SRA Manager	1	1Y	1Y	1Y	1Y	1Y	Report to the SRA Board with recommendations where applicable	Refer to Program 1 Item 11

PROGRAM 5– SRA SOCIAL INTERVENTION INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Identify and determine a social intervention strategy by means of an integrated approach to address social issues and the relief measures available, current and future.	SRA Manager/ NGOs	Ongoing	➔	➔	➔	➔	➔	Social intervention plan with clear deliverables and defined performance indicators to guide delivery	This is done comprehensively at the implementation of the SRA and then modified continuously Approved annually at AGM
2. Monitor and evaluate the social intervention strategy and performance of social worker service providers on a quarterly basis	SRA Manager	Quarterly	4	4	4	4	4	Modify Cleansing Strategy to guide service delivery	Approved annually at AGM

PROGRAM 6– SRA MARKETING INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Regular newsletters / Newsflashes	SRA Manager	Quarterly	4	4	4	4	4	Informative newsletters	
2. Regular Press releases in local Newspapers	SRA Manager	Ongoing	➔	➔	➔	➔	➔	Regular media exposure	
3. Establish and maintain Website	SRA Manager	Ongoing	➔	➔	➔	➔	➔	Informative website	