

**KALK BAY St JAMES SPECIAL RATING AREA (EXTENDED AREA)**

**5 YEAR IMPLEMENTATION PLAN**

1st July 2014 to 30th June 2019

Adjusted for 2018/2019

**PROGRAM 1 – SRA MANAGEMENT**

<b>ACTION STEPS</b>	<b>RESPONSIBLE</b>	<b>FREQUENCY PER YEAR</b>	<b>PERFORMANCE INDICATOR</b>	<b>COMMENTS</b>
1. Appointment of SRA staff	SRA Board	As required	Appointment of appropriately skilled staff via approved appointment process	
2. Appointment of relevant service providers	SRA Manager / SRA Board	As required	Appointment of appropriately qualified and skilled service providers via approved appointment process	
3. Election of Board members	SRA Board	As required	Annually at the AGM	
4. Board meetings	SRA Manager / SRA Board	Not fewer than 4 per year	Duly notified board meetings, with proper minutes	Including nominated City Councillor
5. Financial reports to CoCT	SRA Manager	12	Submit reports (15 <sup>th</sup> . Of every month)	Refer to Financial Agreement
6. Audited Financial Statements	SRA Manager	1	Unqualified Financial Audits, submitted to CCT by 31/08	
7. Annual General Meeting	SRA Manager / SRA Board	1 , before December	Chairman’s review of year’s activities, report on financial	

			statements and approval of budget	
8. Submit Chairman's Report and Annual Financial Statements to Sub- council(s)	SRA Manager / SRA Board	1	Within 3 months of AGM	
9. Successful day-to-day management and operations of the SRA	SRA Manager	Ongoing	Feedback to SRA Board at Directors Meeting	
10. Progress reports to the SRA Directors	SRA Manager	Monthly	Report back on all SRA related business	
11. Submit input to the Integrated Development Plan	SRA Manager	Annual	Annual submissions to Sub-Council Manager as part of CCT public participation process	
12. Submit input to the Capital and Operational Budgets of Council	SRA Manager	Annual	Annual submissions to Sub-Council Manager as part of CCT public participation process	
13. Communicate with property owners	SRA Manager	Quarterly	Keep property owners informed through quarterly electronic newsletter	
14. 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	
15. Compile the SRA renewal application and annual approval of Implementation Plan and Budget.	SRA Manager / SRA Board	In year 4 , annually as applicable	Submit a comprehensive renewal application, proposed budget and Implementation Plan for approval by the members and the City of Cape Town	

16. Tax clearance certificate	SRA Manager	Annually	Apply timeously	
17. Submit VAT returns bi-monthly and tax returns annually.	SRA Manager	Bi-Monthly and annually	Submit vat returns bi-monthly and tax returns annually	
18. Update membership register	SRA Manager	Twice per year	Post updated membership register to website	
19. Review Implementation Plan mid-financial year and report to CCT by 31 January	SRA Board	January		
20. Review Budget mid-financial year and report to CCT by 31 January	SRA Board	January		
21. Comply with all Companies Act requirements	SRA Board	Ongoing	<ul style="list-style-type: none"> <li>• Changes to directors and/or auditor reported within 10 days of change</li> <li>• Annual return paid within 30 days of anniversary of registration of SRA</li> </ul>	
22. C3 notifications to CCT	SRA Manager	Ongoing	Include in monthly report to the board	

**PROGRAM 2 – SRA PUBLIC SAFETY INITIATIVES**

<b>ACTION STEPS</b>	<b>RESPONSIBLE</b>	<b>FREQUENCY PER YEAR</b>	<b>PERFORMANCE INDICATOR</b>	<b>COMMENTS</b>
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/ Public Safety Service Provider	Ongoing	Incorporate in Public Safety Strategy Plan	

2. Develop an integrated strategy in liaison with other security role players and the South African Police Service by means of an integrated approach to address crime	SRA Manager/ Public Safety Service Provider	Ongoing	Incorporate in Public Safety Strategy Plan and related action plan	
3. Develop and implement a Public Safety Strategy Plan with clear deliverables and defined performance indicators to guide safety services by the appointed Public Safety Service Provider and evaluate the levels of service provided	SRA Manager/ Security Service Provider	Revise as often as required	Public Safety tasks are aligned with the Public Safety Strategy Plan	
4. Ensure that security resources are deployed accordingly and effectively on visible patrols. Security personnel and patrol vehicles to be easily identifiable. Incident log and reports to be maintained	SRA Manager/ Public Safety Service Provider	Ongoing	Effective public safety 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/ Public Safety Service Provider	Ongoing	Include results in monthly reports to the board	
6. Assist the police through participation by SRA in the local Police sector crime forum	SRA Manager/ Public Safety Service Provider	Ongoing	Regular attendance at SAPS meetings	
7. Monitor and evaluate the Public Safety Strategy Plan and performance of all safety and security service providers on a quarterly basis	SRA Manager/ Public Safety Service Provider/ SAPS Crime		Report to board as required	

	Intelligence Officer			
8. On-site inspection of Public Safety patrol officers	SRA Manager/ Public Safety Service Provider	Weekly	At weekly Public Safety meetings	
9. Weekly Public Safety reports from Public Safety Service Provider	Public Safety Service Provider	Monthly	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 Public Safety Strategy Plan	SRA Manager/ Public Safety Service Provider	As required		

**PROGRAM 3 – SRA LITTER AND CLEANLINESS**

<b>ACTION STEPS</b>	<b>RESPONSIBLE</b>	<b>FREQUENCY per year</b>	<b>PERFORMANCE INDICATOR</b>	<b>COMMENTS</b>
1. Develop a cleansing strategy document with clear deliverables and performance indicators to guide cleansing activities.	SRA Manager/ Cleansing Portfolio	Revise as often as required  but at least annually	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

2. Monitor and evaluate the cleansing strategy and performance of service delivery on a quarterly basis	SRA Manager/ Cleansing Portfolio	Quarterly	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	Quarterly status reports to Local Authority regarding progress of identified shortcomings	
4. Cleansing each of the streets identified by the SRA Manager within the SRA Boundary at least once within every two month period	SRA Manager/ Cleansing Portfolio		Ensure identified streets and 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 Manager	Ongoing		

**PROGRAM 4 – SRA MAINTENANCE OF PUBLIC SPACES**

<b>ACTION STEPS</b>	<b>RESPONSIBLE</b>	<b>FREQU-ENCY per year</b>	<b>PERFORMANCE INDICATOR</b>	<b>COMMENTS</b>
1. Identify problem areas with respect to: a. public parks and gardens and other public areas	SRA Manager	Ongoing	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

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				
2. Compile a list of prioritized needs to enhance the objectives of the SRA and liaise with the relevant departments to correct	SRA Manager	Quarterly	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	Modify Cleansing Strategy to guide service delivery	
4. Submissions to Ward Allocation, IDP and Capital Budgets	SRA Manager		Report to the SRA Board with recommendations where applicable	

**PROGRAM 5 – SRA SOCIAL DEVELOPMENT INITIATIVES**

<b>ACTION STEPS</b>	<b>RESPONSIBLE</b>	<b>FREQUENCY per year</b>	<b>PERFORMANCE INDICATOR</b>	<b>COMMENTS</b>
1. Identify and determine a social development strategy by means of an integrated approach to address social issues and the relief	SRA Manager/ Social Development Portfolio	Ongoing	Social development 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.

measures available, current and future.				
2. Monitor and evaluate the social development strategy and performance of social worker service provider on a quarterly basis	SRA Manager/ Social Development Portfolio	Quarterly	Modify Social Development Strategy to guide service delivery	
<b>PROGRAM 6 – SRA MARKETING INITIATIVES</b>				
<b>ACTION STEPS</b>	<b>RESPONSIBLE</b>	<b>FREQU-ENCY per year</b>	<b>PERFORMANCE INDICATOR</b>	<b>COMMENTS</b>
1. Regular newsletters / Newsflashes	SRA Manager	Quarterly	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	