

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

**IMPLEMENTATION PLAN**

**1st July 2022 to 30th June 2023**

**PROGRAM 1 – SRA MANAGEMENT**

<b>ACTION STEPS</b>	<b>RESPONSIBLE</b>	<b>FREQUENCY PER YEAR</b>	<b>PERFORMANCE INDICATOR</b>	<b>COMMENTS</b>
1. Fully operational management office	Manager/Board	Ongoing		
2. Appointment of SRA staff	SRA Board	As required	Appointment of appropriately skilled staff via approved appointment process	
3. Appointment of relevant service providers	SRA Manager / SRA Board	As required	Appointment of appropriately qualified and skilled service providers via approved competitive process	
4. Election of Board members, ratification of company secretary	SRA Board	As required	Annually at the AGM	
5. Board meetings	SRA Manager / SRA Board	Not fewer than 4 per year	Duly notified board meetings, with proper minutes	Including nominated City Councillor. The first half hour are available for members or residents to attend and raise issues or concerns.
6. Financial reports to CoCT	SRA Manager	12	Submit reports (15 <sup>th</sup> . Of every month)	Refer to Financial Agreement

7. Audited Financial Statements	SRA Manager	1	Unqualified Financial Audits, submitted to CCT by 31/08	
8. Annual General Meeting	SRA Manager / SRA Board	1 , before December	Chairman's review of year's activities, report on financial statements and approval of following year's budget and implementation plan.	
9. Submit Chairman's Report and Annual Financial Statements to Sub- council(s)	SRA Manager / SRA Board	1	Within 3 months of AGM	
10. Successful day-to-day management and operations of the SRA	SRA Manager	Ongoing	Feedback to SRA Board at Directors Meetings	
11. Maintain SRA website up to date with all relevant documents as required by the By-Law and Policy	Board/SRA Manager			
12. Progress reports to the SRA Directors	SRA Manager	Monthly	Report back on all SRA related business	
13. Submit input to the Integrated Development Plan	SRA Manager	Annual	Annual submissions to Sub-Council Manager as part of CCT public participation process	October to February of every year
14. 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	
15. Communicate with stakeholders	SRA Manager	Quarterly	Keep stakeholders informed through quarterly electronic newsletter	
16. 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	

17. 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 motivation and application, proposed budget and Implementation Plan for approval by the members at the AGM and the City of Cape Town	
18. Obtain tax clearance certificate	SRA Manager	Annually	Within one month after the expiry of the current tax clearance certificate. Submit to the City's Supply Chain Management Department	
19. Submit VAT returns bi-monthly and tax returns annually.	SRA Manager	Bi-Monthly and annually	Submit vat returns bi-monthly and tax returns annually	
20. Update membership register	SRA Manager	Twice per year	Post updated membership register to website	
21. Conduct mid-year performance review	SRA Board	Annually, in January	Submit send board approved mid-year performance review to the City by 31 January	
22. All directors to receive relevant CID documents at first meeting after AGM	Board Chairman	Annually		
23. SRA operations portfolios to be allocated at first board meeting after the AGM	Board Chairman	Annually		
24. All directors and Manager to sign declarations of interest at first board meeting after AGM	Board Chairman	Annually		
25 Review Budget mid-financial year	SRA Board	January or February	Submit board approved mid-year budget review to the City by 28 February	
26. Comply with all Companies Act requirements	SRA Board	Ongoing	<ul style="list-style-type: none"> <li>Changes to directors and/or auditor</li> </ul>	

			reported within 10 days of change <ul style="list-style-type: none"> <li>Annual return paid within 30 days of anniversary of registration of SRA</li> </ul>	
27. C3 notifications to CCT	SRA Manager	Ongoing	Include in monthly report to the board	
28.. Communicate arrears list monthly and observe and report concerns over outstanding amounts	SRA Manager			
29. Monthly Income and Expenditure reports to board members monthly, preferably at board meetings	SRA Manager	Monthly	Present monthly Income and Expenditure reports 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 by uniformed guards in the SRA. Daily recording of visits to 68 electronic stations Guards are regularly inspected. Weekly public safety meetings to discuss issues and plan activities.	
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 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	Attendance at SAPS meetings and report to the Board	
7. Monitor and evaluate the Public Safety Strategy Plan and performance of all safety and security service providers	SRA Manager/ Public Safety Service Provider/ SAPS Crime Intelligence Officer	Quarterly	Report to board as required	

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	Weekly	Incorporate into management reports to the 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		
Inspect and maintain CCTV cameras and public safety signs in good working order	SRA Manager	Quarterly	Inspect and maintain as required and report to the Board	

**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. Maintain 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 by roster at least once within every two month period	SRA Manager/ Cleansing Portfolio		Ensure identified streets and sidewalks in the SRA are kept clean by weekly inspections	
5. Identifying Health and safety issues within the area	SRA Manager	Ongoing	Quarterly evaluations and inspections. Report any problems to the City via C3 notification reference no's	
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 b. street lighting;	SRA Manager	Ongoing	Management plan with clear deliverables and defined performance indicators to guide delivery, which plan is modified from time to time.	

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 and report to the board.	
4. Submissions to Ward Allocation, IDP and Capital Budgets	SRA Manager		Report to the SRA Board with recommendations where applicable in October to February every year.	

**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, which plan may be modified as required	



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 Newsletters / Newsflashes	SRA Manager	Quarterly	Informative newsletters	
2 Press releases in local Newspapers	SRA Manager	Quarterly	Regular media exposure	
3. Maintain Website	SRA Manager	Ongoing	Informative website kept up to date	