

**PAROW INDUSTRIA IMPROVEMENT DISTRICT ASSOCIATION (CID/SRA)**

**2019/20 IMPLEMENTATION PLAN**

**PROGRAM 1 – MANAGEMENT AND OPERATIONS**

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	PERFORMANCE INDICATOR	COMMENTS
1. Effective Management of the CID by a Board of Directors elected by its Members and operated by a management team that is appointed by the Board of Directors.	Chairperson A. Raad and Directors with the following portfolios: Financial, Cleansing, Security, Administration and projects.	Ongoing	Regular meetings and evaluation. Preparation of business / implementation plans with monitoring thereof in terms of achievements, work in progress and shortfalls. Encourage membership to the CID in terms of acquiring increased active participation in decision making processes.	Effective Management will be aimed at facilitating investment in the area with promotion of economic growth and sustainable development coupled with new job creation activities. These would relate to environmental issues, effective communication with property / business owners, security service providers and Law Enforcement. This would include supporting entrepreneurship, cleansing, urban management, social intervention and marketing initiatives.
2. Effective Management of Finances	CID Board of Directors with one Director appointed as Financial Head, Tracy Engelke (Book keeper), Plus Account for computerized version of financials and Nexia	Ongoing	Preparation of budgets, regulation of expenditure, careful consideration of capital expenditure, regular inspection of financial status and financial registers, submission of progressive income and expenditure statements to the City of Cape Town, audit conducted by a reputable auditing firm. A review of these	The CID Board of Directors has numerous control mechanisms in place pertaining to approval of expenditure and record keeping. The Director appointed as the Financial Head is officially appointed during a Board Meeting and this is recorded in the Minutes of Meeting. All Directors have a responsibility in terms of

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	Cape Town (auditors & secretarial duties). Further engagement takes place by SDK, Durbanville (Chartered Accountants and Registered Auditors) to in accordance with the International Standard on Related Services applicable to compilation engagements issue a statement of financial position and other related statements following the audit done by Nexia C/Town		steps in terms of identifying any shortcomings or irregularities with the necessary steps taken in that regard. Confirmation at Annual General Meetings of use of appointed auditors for preparation of financial statements and performance of secretarial duties.	the MOI and Companies Act.
3. Promote Membership to CID, encouraging active participation in decision making processes.	Director Admin & Projects portfolio & CID Manager	Ongoing	Use of Newsletters, CID website, visits to companies, Annual General Meetings. Report to CID Board	
4. Facilitate effective communication with business owners and CID Members thus enabling CID to provide an efficient service.	Director appointed in Administration and projects portfolio and CID Manager	Ongoing	Newsletters, meetings, reports to CID Board.	
5. Regular updating of CID Data Base in order to promote effective communication with property/ business owners on their integration into the CID area.	Director appointed in Administration and projects portfolio and CID Manager	Ongoing	Visits to newcomers. Promote CID's activities in newsletters. Regular updates to data base which is also provided to security service provider (control room) for ease of reference in A/H emergencies.	

## PROGRAM 2 – SECURITY / LAW ENFORCEMENT INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	PERFORMANCE INDICATOR	COMMENTS
1. Keep record of crime statistics/ incidents and identify “hot spot areas.”	CID Manager	Ongoing	Measurement. Comparisons	
2. Identify root causes of crime by conducting the necessary research/analysis.	Director appointed in Security portfolio and CID Manager	Ongoing	Quarterly evaluation of the number/ type of root causes identified.	
3. Identify environmental design contributing to crime.	Director appointed in Security portfolio and CID Manager	Ongoing	Quarterly evaluation	
4. Address root causes of crime in conjunction with SAPS, Local Authority, Security Service and other stakeholders.	Director appointed in Security portfolio and CID Manager	Ongoing	Number of contributing factors addressed through stakeholders	
5. Determine the Crime Pattern Analysis (CPA) and the crime threat analysis (CTA) of the CID area in conjunction with SAPS.	Director appointed in Security portfolio and CID Manager	Ongoing	Monthly assessment of CPA and CTA and quarterly report to CID	
6. Determine the strategies by means of an integrated approach to address/ decrease crime according to the CPA and CTA.	Director appointed in Security portfolio and CID Manager	Ongoing	Quarterly assessment of Strategies/ measures (including the effective utilization of the security service)	
7. Liaise with relevant role players of the South African Police Service.	Director appointed in Security portfolio and CID Manager	Ongoing	Monthly meetings with the relevant SAPS role players.	
8. Identify shortcomings of SAPS in relation to the effective policing of the CID area.	Director appointed in Security portfolio and CID Manager	Ongoing	Quarterly evaluation of short comings.	

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	PERFORMANCE INDICATOR	COMMENTS
9. Determine a contingency plan in corroboration with the SAPS to enhance the objectives of the CID.	Director appointed in Security portfolio and CID Manager	Ongoing	Quarterly evaluation regarding the rendering of services by the SAPS.	
10. Implement strategies to supplement the services of SAPS.	Director appointed in Security portfolio and CID Manager	Ongoing	Quarterly evaluation of implemented strategies / quarterly report to the CID Board	
11. Assistance to police by gathering relevant information to facilitate effective and practical crime prevention strategies. Assistance to police on regular updates of the CID profile.	CID Manager	Ongoing	Monthly meetings with the SA Police service with monthly report to the CID Board.	
12. Regulate an efficient service by security patrol officers and camera surveillance monitoring staff	Director appointed in Security portfolio and CID Manager	Ongoing	Obtain weekly duty rosters of security patrol officers.	
13. Liaise with Security Manager and Camera Control Room Manager	CID Manager	Ongoing	Weekly meetings with Security Managers. Weekly assessment and evaluation of Security Officers / Camera Controllers	
14. On-site inspections of security patrol officers in CID / Camera controllers	CID Manager	Ongoing	Weekly assessment of security patrol officers and camera controllers.	
15. Evaluation of security officers and camera controllers	CID Manager	Ongoing	Monthly evaluation report to CID Committee. Armed response "Officer of the year", "Officer preventing the most dumping", and "Best Controller" competitions taking place annually.	
16. Regulate efficient monitoring and maintenance of CCTV Surveillance Systems.	Director appointed in Security portfolio and CID Manager	Ongoing	Weekly meetings with Managers. Weekly assessment and evaluation of service.	

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	PERFORMANCE INDICATOR	COMMENTS
17. Regular interaction/ blitz operations/ safety awareness with SAPS, Traffic, Fire Services, Fire Safety	CID Manager	Ongoing	Evaluation, planning and regular meetings with the role players.	
18. Encourage companies to implement effective lighting at businesses in addition to legible street numbering	CID Manager	Ongoing	Newsletters	
19. Ensure effective radio communication systems between the CID, STR Communications, CID security / camera monitoring service providers and SAPS.	CID Manager	Ongoing	Evaluation, planning and regular meetings with the role players. Monthly assessment.	
20. In conjunction with identified relevant role players consider crime prevention through environmental planning and design.	Director appointed in Security portfolio and CID Manager	Ongoing	Identify relevant role players. Give consideration to identified aspects aimed at crime prevention through planning and design. These incorporate any required planning recommendations in terms of vacant land, pedestrian infrastructure, urban renewal. Design recommendations to be aimed at cross-cutting issues (lighting, landscaping, and signage), design ("greening", walkways, taxi ranks / public transport, pedestrian-friendly environment and formalizing informal trading.	

### PROGRAM 3 – CLEANSING INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	PERFORMANCE INDICATOR	COMMENTS
1. Identify the root causes of grime by conducting necessary research/ analysis	Director appointed in Cleansing portfolio and CID Manager	Ongoing	Monthly evaluation of the number/ type of root causes.	
2. Identify environmental design contributing of grime.	Director appointed in Cleansing portfolio and CID Manager	Ongoing	Monthly evaluation of the environmental design contributing to grime	
3. Address root causes of grime.	Director appointed in Cleansing portfolio and CID Manager	Ongoing	Number of contributing factors addressed.	
4. Co-ordinate a cleansing service	CID Manager	Ongoing	Conduct regular meetings with cleaners, surveys of area, keep statistics pertaining to number of bins filled with litter etc that are removed.	
5. Co-ordinate the provision and emptying of litter bins with the City of Cape Town.	CID Manager	Ongoing	Monthly evaluations and inspections.	
6. Co- ordination of signage warning offenders with regard to illegal dumping and littering	CID Manager	Ongoing	Regular monitoring and reports to City of Cape Town where signage is lacking or has been removed.	

## PROGRAM 4 – URBAN MANAGEMENT INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	PERFORMANCE INDICATOR	COMMENTS
1. Awareness campaigns relating to environmental issues. Promote education on waste / water / pollution / safe waste disposal methods	All the CID Board of Directors and CID Manager	Ongoing	Newsletters, functions, education of employers and employees	
2. Encourage business owners to: - <ul style="list-style-type: none"> <li>• Practice cleaner production methods/waste minimization</li> <li>• Identify the source of their waste streams</li> <li>• Conduct mass and energy balances</li> <li>• Assign costs to waste streams and set priorities</li> <li>• Address the sources of waste</li> <li>• Register all available waste/needs on the COCT Integrated Waste Exchange <a href="http://www.capetown.gov.za/iwex">www.capetown.gov.za/iwex</a></li> </ul>	CID Manager	Ongoing	Evaluation of reports received from participating business owners. Newsletters sent to members.	
3. The “Dare to Dream Campaign” where the CID has a goal to become the first truly integrated “waste wise” area where industrialists, schools and residents all play their part in reducing, recycling and re-using of waste. Promote growth of the project with review of current	Director appointed in Administration and projects portfolio and CID Manager	Ongoing	Meetings, projects and reports to CID Board. Ongoing evaluation and assessment with reports to CID Board and all Members. Keep record of: - <ul style="list-style-type: none"> <li>- waste types/ volumes diverted from landfill as result of the project</li> <li>- income generated through recycling that is channeled to a local school.</li> <li>- Jobs created</li> </ul>	

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	PERFORMANCE INDICATOR	COMMENTS
status.				
<p>4. Identify problem areas and essential needs pertaining to services provided by the City of Cape Town so that these can be channeled to the respective departments within the City e.g.:</p> <ul style="list-style-type: none"> <li>• Street lighting;</li> <li>• Dumping; refuse removal</li> <li>• Missing drain covers/cleaning of drains</li> <li>• Planting, felling, trimming, pruning of trees'</li> <li>• Maintenance of road surfaces; sidewalks</li> <li>• Cutting of grass/ removal of weeds</li> <li>• Cleansing; placing of litter bins/emptying of litter bins</li> <li>• Road markings/ traffic signs</li> </ul>	Director appointed in Administration and projects portfolio and CID Manager	Ongoing	Assessment and evaluation of CID/SRA area and reports received from tenants and landlords. Reports channeled to the City of Cape Town. Analysis of shortcomings. Quarterly report to CID/SRA Board and reports to the City in the event of any matters reported not addressed within a reasonable time.	
5. Liaise with the relevant role players of the local authority.	CID Manager	Ongoing	Monthly meetings with the relevant role players of the Local Authority regarding progress of identified shortcomings.	



ACTION STEPS	RESPONSIBLE	FREQUENCY per year	PERFORMANCE INDICATOR	COMMENTS
6. Compile a priority list of essential needs to enhance the objectives of the CID	Director appointed in Administration and projects portfolio and CID Manager	Ongoing	Submission to CID Board Re: services/financial approval.	
7. Circulate useful COCT contact numbers to Members	CID Manager	Ongoing	Circulate and update information by means of newsletters.	
8. Gradual replacement of current 18 dome cameras as these reach the end of their lifespan and this becomes necessary.	All CID Directors and CID Manager	Ongoing	Assessment of cameras ongoing. As replacement becomes necessary, obtain quotations and present to CID Board for approval. Implementation.	The 18 dome cameras have been replaced in August 2015. It will therefore only be necessary to start re-visiting gradual replacement again towards the end of the current 5 yr implementation plan and budget.
<p>9. Implementation of Phase 4 (6 cameras) CCTV Surveillance System plus license plate recognition cameras at all entrances (4) to CID</p> <ul style="list-style-type: none"> <li>• Liaise with relevant role players including COCT Metropolitan Police Dept &amp; Vetting Committee</li> <li>• Determine the contingency plan</li> <li>• Assign costs</li> <li>• Obtain a mandate from members</li> <li>• Implementation</li> </ul>	All CID Directors and CID Manager	Installation of system extending over 5-year period.	Assessment of current system in terms of successful expansion of the system on current infrastructure. Evaluate, investigate current blind spots. Reports and applications to relevant role players. Application to be dealt with in accordance with the COCT's Regulation of External and Privately-owned CCTV cameras on City Property Policy no 21207. Implementation and comparison of crime statistics to follow.	Consideration be given to possibly making use of some of the cameras removed from the old system which may still be useful, with the remainder kept in storage for use as spare parts, to be considered for re-installation at identified "hot spots". Consideration and investigation into License Plate Recognition cameras.

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	PERFORMANCE INDICATOR	COMMENTS
10. Effective broader evacuation/ emergency planning guideline for the CID area. Regular practice of plan.	Director appointed in Security / Safety portfolio and CID Manager	Ongoing	<p>Regular updates pertaining to levels / types / volumes of hazardous materials stored in SRA, number of vehicles and people on average during day and night etc so that emergency guideline for SRA can be adapted accordingly. Regular meetings with relevant role players eg SAPS, Disaster Management, Traffic, Law Enforcement, CID Security. Implementation. Emergency plan / guideline in writing and circulated to all business owners in a flip chart format. Annual practice of plan.</p> <p>Assessment, planning &amp; quotations for submission to CID Board. Engagement with the COCT and implementation.</p>	
11. Landscaping of communal areas ie Traffic circles and centre islands (placing of stone chip pathways and planting of hardy shrubs / thorn trees).	Director appointed in Administration and projects portfolio and CID Manager	Ongoing		

## PROGRAM 5 – SOCIAL INTERVENTION INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	PERFORMANCE INDICATOR	COMMENTS
1. Job creation through implementation of required services and recycling. For recycling see item number 3 of Program 4 supra.	CID Manager	Ongoing	Measurement	
2. Addressing presence of abandoned and neglected children when CID becomes aware of this	CID Manager	Ongoing	Reports to SA Police Service Ravensmead for the necessary action involving the Magistrates Court and welfare organizations. Reports by CID Manager to CID Board	
3. Addressing animal cruelty / condition of animals and abandoned animals (strays and working cart horses)	CID Manager	Ongoing	Meetings with Animal anti-cruelty, Cart Horse Association and report by CID Manager to CID Board	
4. Promote community up–liftment by encouraging sustainability. Participate in a project (by providing waste that is used to generate income) together with Oasis Association (non-profit organization) providing services for men, woman and children with intellectual disabilities.	CID Manager	Ongoing	Meetings with Oasis Association Evaluate, investigate and implement. Monthly reports to CID Board.	
5. Continued support to “adopt a business initiative “where local companies can transfer economic and management skills to micro business (Ravensmead Business Park). Support the objectives of	CID Manager	Ongoing	Reports to the CID Board. Promotion by means of Newsletters.	

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	PERFORMANCE INDICATOR	COMMENTS
the tenants of the facility in gaining exposure to business opportunities with a platform for growth/ development.				
6. Encourage extensive community involvement with regard to recycling incorporating residents and schools.	Director appointed in Administration and projects portfolio and CID Manager	Ongoing	Investigate, evaluate and implement. Report to the CID Board	
7. Co-operation with the City of Cape Town in their endeavor towards implementation of a formal trading plan for SRA. Promote the trader's activities amongst CID Members and their employees in support of the informal traders.	Director appointed in Administration and projects portfolio and CID Manager	Ongoing	Regular meetings with relevant role players from the City of Cape Town and Law Enforcement. Implementation by the COCT. Reports to COCT by SRA with regard to any complaints received by members or transgressions by informal traders.	

## PROGRAM 6 – MARKETING INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	PERFORMANCE INDICATOR	COMMENTS
1. Distribution of newsletters to tenants and landlords within the Improvement District area.	CID Manager	Ongoing	Monthly distribution of newsletters in the CID area. Quarterly report to the CID Board	
2. Hosting social function for CID tenants, landlords and invited guests.	Director: Administration and Projects portfolio and CID Manager	Ongoing	Annual function following AGM to be held to encourage liaison between business / property owners. Where matters of communal interest to the business community arise, for example new legislation, power cuts etc., special functions will be arranged and hosted with reports submitted to CID Board	
3. Liaising with tenants and landlords by means of visits and quarterly meetings.	CID Manager	Ongoing	Quarterly visits and Meetings to be conducted and report submitted to CID Board. Suggestions/ ideas by Tenants/ landlords to be submitted to CID Board.	
4. Encourage maintenance of buildings and landscaping of street frontages.	CID Manager	Ongoing	Assessment of maintenance and street frontages and quarterly reports to the CID Board	
5. Media coverage of: - <ul style="list-style-type: none"> <li>• Promoting the CID/SRA and business prospects of the area</li> </ul>	All CID Directors and CID Manager	Ongoing	Annual assessment and evaluation of media coverage.	
6. Awareness campaigns within the CID area to be conducted by distribution of brochures to ensure that employers and employees are well informed pertaining to the activities of the CID.	CID Manager	Ongoing	Annual surveys to be conducted by CID Manager.	

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	PERFORMANCE INDICATOR	COMMENTS
7. Appropriate signage within the industrial area promoting the CID	All CID Directors and CID Manager	Ongoing	Investigate, evaluate, quotations for submission to CID Board.	
8. Maintain a website for the CID	CID Manager	Periodic updates	Regular evaluation and updates.	
9. Maintain an electronic format Business Directory for CID/SRA to promote services amongst members	CID Manager	Periodic updates	Regular updates.	