



**PAROW INDUSTRIA CITY IMPROVEMENT DISTRICT (PICID)
5 YEAR IMPLEMENTATION PLAN
1st July 2020 to 30th June 2025**

PROGRAM 1 - PICID MANAGEMENT & OPERATIONS

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Fully operational PICID Management Office	Functional and accessible	Ongoing	➔	➔	➔	➔	➔	PICID Manager / PICID Board	
2. Appointment of relevant service providers	Appointment of appropriately qualified service providers.	3 Years	1Y				1Y	PICID Manager / PICID Board	Service providers to be reappointed or new providers to be appointed in last year of contract period by means of a competitive process. Well Documented.
3. Board meetings	Bi-monthly Board meetings.	6	6	6	6	6	6	PICID Manager / PICID Board	Quorum of directors' present at every meeting. Feedback per portfolio. Keep minutes and file resolutions.
4. Monthly Progressive Income and Expenditure Report to CCT	Submit reports to the CID Department timeously.	12	12	12	12	12	12	PICID Manager	Refer to Financial Agreement. Submit reports to the CID Department by the 15 th of the following month.
5. Audited Annual Financial Statements	Audited Annual Financial Statements with an Unqualified finding.	1	1Y	1Y	1Y	1Y	1Y	PICID Manager	Submitted to the City by 31 August of each year.

6. Communicate PICID arrears list	Board Members in arrears cannot participate in meetings.	12	12	12	12	12	12	PICID Manager	Observe and report concern over outstanding amounts to Board and CID Department.
7. Annual General Meeting	Annual feedback to members at AGM and complying with legal requirements	1	1Y	1Y	1Y	1Y	1Y	PICID Manager / PICID Board	Host successful AGM before 31 December.
8. Submit Annual Report and Annual Audited Financial Statements to Sub-council(s)	Submit AFS and annual report to Sub council within 3 months of AGM.	1	1Y	1Y	1Y	1Y	1Y	PICID Manager / PICID Board	Submit proof of submission to CID Department.
9. Successful day-to-day management and operations of the PICID	Monthly feedback to PICID Board.	Ongoing	➔	➔	➔	➔	➔	PICID Manager	
10. Maintain Website	Website with all the relevant documents as required by the By-Law and Policy	Ongoing	➔	➔	➔	➔	➔	PICID Board/ PICID Manager	Refer to Program 6-2.
11. CIPC Compliance • Directors change • Annual Returns • Auditors change	CIPC Notifications of changes.	1Y	1Y	1Y	1Y	1Y	1Y	PICID Board	Directors & Auditors change within 10 business days of change. Annual returns within 30 Business days after the anniversary date of the NPC registration.
12. Input to the Integrated Development Plan	Annual submissions to Sub council Manager	1Y	1Y	1Y	1Y	1Y	1Y	PICID Manager	October to February of every year.
13. Input to the City Capital/Operating Budgets	Annual submissions to Sub council Manager.	1Y	1Y	1Y	1Y	1Y	1Y	PICID Manager	By September of each year.
14. Communicate with property owners	Monthly newsletter	Monthly	12	12	12	12	12	PICID Manager	Keep property owners informed.
15. Mediate issues with or between property owners	Provide an informed opinion on unresolved issues and assist where possible	Ongoing	➔	➔	➔	➔	➔	PICID Manager & City of Cape Town Departmental Managers and Law Enforcement	
16. Visit 100% of all members	Communicate and visit 100% of all members.	Annually	1	1	1	1	1	PICID Manager	Refer also to Program 6-3

17. Promote and develop PICID NPC membership	Have a NPC membership that represents the PICID community Update NPC membership. Ensure that membership application requests are prominent on webpage	Ongoing	➔	➔	➔	➔	➔	PICID Manager / PICID Board	
18. Build working relationships with Sub council Management and relevant CCT officials and departments that deliver services in the PICID	Successful and professional relationships with sub council management, Area Based Manager and City Departments resulting in enhanced communication, cooperation and service delivery	Ongoing	➔	➔	➔	➔	➔	PICID Manager	
19. SRA renewal application and survey.	Submit a comprehensive renewal application for approval by the members and the City of Cape Town.	In year 5					1Y	PICID Manager / PICID Board	
20. Establish and maintain Website	Informative website with all required documents displayed as required by legislation.	Ongoing	➔	➔	➔	➔	➔	PICID Manager	
21. Annual Tax Compliance Status	Within one month after expiry date.	Annually	1Y	1Y	1Y	1Y	1Y	PICID Manager	Submit PIN to CCT Supply Chain Management Department.
22. Budget Review	Board approved budget review to the CCT by end of February	Annually	1Y	1Y	1Y	1Y	1Y	PICID Manager	Submit Board minutes and approved adjustment budget to the CCT by end of February.
23. Perform Mid-year performance review.	Board approved mid-year review submitted to the CCT by end of February	Annually	1Y	1Y	1Y	1Y	1Y	PICID Manager / PICID Board	Submit Board minutes and approved Mid-year performance review to the CCT by end of February. Ensure under/non-performance areas are addressed before the end of the financial year.

24. All Directors to receive relevant CID Documents	At the 1 st Board meeting after the AGM, supply all directors with all relevant CID documents	Annually	1Y	1Y	1Y	1Y	1Y	PICID Manager / PICID Board	
25. Allocation of portfolios	At the first Board meeting after the AGM, assign portfolios to Directors	Annually	1Y	1Y	1Y	1Y	1Y	PICID Manager / PICID Board	
26. Declaration of interest	Ensure all Directors and Manager sign DOI at every Board Meeting	Bi-monthly	6	6	6	6	6	PICID Manager / PICID Board	
27. Vat reconciliation and tax returns	Bi-monthly VAT returns and annual tax returns submitted to SARS on time	Bi-monthly	6	6	6	6	6	PICID Manager / PICID Board	
28. Annual approval of Implementation plan and Budgets	Obtain approval from members at AGM for Implementation Plan and Budget	Annually	1Y	1Y	1Y	1Y	1Y	PICID Manager / PICID Board	

PROGRAM 2 - PICID PUBLIC SAFETY / LAW ENFORCEMENT INITIATIVES										
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS	
			Y1	Y2	Y3	Y4	Y5			
1. Identify the root causes of crime in conjunction with the SAPS, Local Authority and existing Public Safety service using their experience as well as available crime statistics	Incorporate in Public Safety Management Strategy Plan	Ongoing	➔	➔	➔	➔	➔	PICID Manager/ Public Safety Service Provider	This is done comprehensively at the beginning of term and then modified continuously	
2. Determine the Crime Threat Analysis of the CID area in conjunction with the SAPS	Incorporate in Public Safety Management Strategy Plan	Ongoing	➔	➔	➔	➔	➔	PICID Manager/ Public Safety Service Provider		
3. Determine strategies by means of an integrated approach to improve public safety	Incorporate in Public Safety Management Strategy Plan	Ongoing	➔	➔	➔	➔	➔	PICID Manager/ Public Safety Service Provider		

4. Approve 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.	Documented Public Safety Management Strategy with clear deliverables and defined performance indicators to guide public safety services by the appointed service provider and evaluate levels of service provided.	Revise as often as required but at least annually	1Y	1Y	1Y	1Y	1Y	PICID Manager/ Public Safety Service Provider and approved by the Board	This is done comprehensively at the implementation of the CID and then modified continuously
5. Maintain a manned centrally located office open to the members and residents of the CID to request Public Safety assistance or report information	Appropriately manned and equipped office with skilled staff	Ongoing	➔	➔	➔	➔	➔	PICID Manager	
6. Deploy Public Safety resources accordingly and effectively on visible patrols. Public Safety personnel and patrol vehicles to be easily identifiable	Effective safety and Public Safety patrols in the PICID	Ongoing	➔	➔	➔	➔	➔	PICID Manager/ Public Safety Service Provider	
7. Utilise the "eyes and ears" of all Public Safety and gardening/street cleaning staff, as well as own staff, to identify any breaches	Incorporate feedback and information in Public Safety and safety initiatives of the PICID	Ongoing	➔	➔	➔	➔	➔	PICID Manager/ Public Safety Service Provider	
8. On-site inspection of Public Safety Patrol officers	Report findings to the PICID Board with recommendations where applicable	Daily	➔	➔	➔	➔	➔	PICID Manager/ Public Safety Service Provider	
9. Monthly Public Safety Reports from Contract Public Safety Service Provider	Report findings to the PICID Board with recommendations where applicable Provide feedback to forum meeting	Monthly	12	12	12	12	12	Public Safety Service Provider	Incorporate into bi-monthly management report to PICID Board
10. Deploy CCTV cameras monitored by a CCTV Control Room	Effective use of CCTV cameras through monitoring	Ongoing	➔	➔	➔	➔	➔	PICID Manager/Public safety service provider	

11. Appoint a CCTV Monitoring service provider	Appointment of appropriately qualified service providers.	3 Years	1Y			1Y		PICID Manager/PICID Board	
12. Register CCTV Cameras with the City of Cape Town	Cameras registered with the CCT	Ongoing	➔	➔	➔	➔	➔	PICID Manager	

PROGRAM 3 - PICID CLEANSING & ENVIRONMENTAL INITIATIVES

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Develop a cleansing strategy document	Cleansing strategy document with clear deliverables and defined performance indicators to guide cleansing and delivery.	Annually	1Y	1Y	1Y	1Y	1Y	PICID Manager/ Cleansing Service Provider	Revise as often as required but at least annually.
2. Cleansing Strategy to guide cleansing and delivery	Monitor and evaluate the cleansing strategy and performance of all service delivery on a quarterly basis	Quarterly	4	4	4	4	4	PICID Manager/ Cleansing Service Provider	
3. Appointed Cleaning service provider.	Appointment of appropriately qualified service provider.	3 Years	1Y				1Y	PICID Manager / PICID Board	Service providers to be reappointed or new providers to be appointed in last year of contract period by means of a competitive process. Well Documented.

4. Additional litter bins and emptying of litter bins.	Quarterly status reports to CCT regarding progress of identified shortcomings	Quarterly	4	4	4	4	4	PICID Manager/ Solid Waste Department	
5. Cleaning of streets and sidewalks in the PICID	Cleansing each of the streets within the CID boundary at least once within every month period	Monthly	12	12	6	6	6	PICID Manager/ Cleansing Service Provider	
6. Health and safety issues reported to CCT	Monthly evaluations and inspections of reported issues. Report to the Board. Provide an improved healthy urban environment in the PICID	Ongoing	➔	➔	➔	➔	➔	PICID Manager/ PICID Board	
7. Monitor and combat Illegal dumping	Removal of illegal dumping when required and applying applicable penalties through law enforcement against transgressors. Report to the Board	Ongoing	➔	➔	➔	➔	➔	PICID Manager/ Cleansing Service Provider/ Security provider Officers/ PICID Board	
8. Promoting waste minimization through education and awareness on waste and water pollution	Monthly evaluations and inspections Report findings to Board.	Ongoing	➔	➔	➔	➔	➔	PICID Manager/ Cleansing Service Provider, Solid waste Department	
9. Encourage property owners to act responsibly in terms of waste management and encourage recycling initiatives	Monthly evaluations and inspections Report findings to the Board.	Ongoing	➔	➔	➔	➔	➔	CID Manager / Solid Waste Department	

10. Local NGO to assist in cleaning programs where applicable	As required coordinate cleaning programs and report to the Board	Ongoing	➔	➔	➔	➔	➔	CID Manager	
11. Recycle waste	Recycle waste collected by cleaning staff where possible and report progress to the Board	Ongoing	➔	➔	➔	➔	➔	PICID Manager/ Service Provider	Cleansing

PROGRAM 4 - PICID URBAN MANAGEMENT INITIATIVES

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Identify problem areas with respect to: a. street lighting; b. missing drain covers / cleaning of drains c. maintenance of road surfaces; sidewalks d. cutting of grass / removal of weeds e. road markings / traffic signs	Urban management plan with clear deliverables and defined performance indicators to guide delivery – Report bi-monthly to the Board	Ongoing Bi monthly reporting to the Board.	➔	➔	➔	➔	➔	PICID Manager	Use the established service levels to design the provision of supplementary services without duplication of effort.

<p>2. Identify and report infrastructure supplementing of existing Council Services:</p> <ul style="list-style-type: none"> f. Street lighting g. Dumping h. Refuse Removal i. Waterworks j. Sewerage k. Roads and Storm water l. Traffic signals and line painting m. Pedestrian safety n. Road repairs 	<p>Monitor and evaluate. Report findings to the PICID Board with recommendations where applicable</p>	<p>Daily / weekly and monthly reports to the CCT.</p>	→	→	→	→	→	PICID Manager	
<p>3. Illegal Poster Removal Notify and monitor the removal of illegal posters by the City of Cape Town</p>	<p>City of Cape Town infrastructure free from illegal posters</p>	<p>Ongoing</p>	→	→	→	→	→	PICID Manager	

<p align="center">PROGRAM 5 - PICID SOCIAL INTERVENTION INITIATIVES</p>									
<p align="center">ACTION STEPS</p>	<p align="center">KEY PERFORMANCE INDICATOR</p>	<p align="center">FREQUENCY per year</p>	<p align="center">DURATION IN WEEKS, MONTHS OR YEARS</p>					<p align="center">RESPONSIBLE</p>	<p align="center">COMMENTS</p>
			Y1	Y2	Y3	Y4	Y5		
<p>1. Addressing presence of abandoned and neglected children/persons when detected in area</p>	<p>Tracy Engelke</p>	<p>Ongoing</p>	→	→	→	→	→	<p>PICID Manager/ NGOs/ SAPS</p>	
<p>2. Addressing animal cruelty/condition of animals and abandoned animals (strays and working cart horses) when detected in area.</p>	<p>Tracy Engelke</p>	<p>Ongoing</p>	→	→	→	→	→	<p>PICID Manager/ SPCA</p>	

PROGRAM 6 - MARKETING INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Newsletters / Newsflashes	Informative newsletters distributed.	Quarterly	4	4	4	4	4	PICID Manager	Also refer to Program 1-14
2. Establish and maintain Website	Up to date and informative website in compliance with CID legislation.	Ongoing	➔	➔	➔	➔	➔	PICID Manager	Refer to Program 1-10
3. Regular Member visits and meetings	Bi-Monthly feedback to PICID Board at Directors Meeting	Ongoing	➔	➔	➔	➔	➔	PICID Manager	Refer to Program 1-16
4. Establish the PICID Business Directory and link to website	Up to date directory	Ongoing	➔	➔	➔	➔	➔	PICID Manager	
5. PICID Signage	Signage to be visible and maintained	Ongoing	➔	➔	➔	➔	➔	PICID Manager	