



**PAROW INDUSTRIA IMPROVEMENT DISTRICT (PIID)
IMPLEMENTATION PLAN
1st July 2023 to 30th June 2024**

PROGRAM 1 – PIID MANAGEMENT AND OPERATIONS

ACTION STEPS	KEY PERFORMANCE INDICATOR	RESPONSIBLE	COMMENTS
1. Fully operational PIID Management Office	Functional and accessible	PIID Manager / PIID Board	
2. Appointment of relevant service providers	Appointment of appropriately qualified service providers.	PIID Manager / PIID Board	<p>Service providers to be reappointed or new providers to be appointed in last year of contract period by means of a competitive process. Process to be well documented.</p> <p>Current service providers terms ending as follows: Public safety and camera monitoring: Byers: 2025 Cleansing: Byers:2025 Camera maintenance: Market Demand T/A Culive: October 2025</p>
3. Board meetings	Bi-monthly Board meetings.	PIID Manager / PIID Board	Quorum of directors' present at every meeting. Feedback per portfolio. Keep minutes and file all resolutions made.
4. Monthly Progressive Income and Expenditure Report to CCT	Submit reports to the CID Department timeously.	PIID 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.	PIID Manager	Submitted to the City by 31 August of each year.

ACTION STEPS	KEY PERFORMANCE INDICATOR	RESPONSIBLE	COMMENTS
6. Communicate PIID arrears list	Board Members in arrears cannot participate in meetings.	PIID 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	PIID Manager / PIID Board	Host successful compliant AGM before 31 December yearly
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.	PIID Manager / PIID Board	Submit proof of submission to CID Department.
9. Successful day-to-day management and operations of the PIID	Monthly feedback to PIID Board.	PIID Manager	
10. Maintain Website	Website with all the relevant documents as required by the By-Law and Policy	PIID Board/ PIID Manager	Refer to Program 6-2.
11. CIPC Compliance <ul style="list-style-type: none"> • Director's change • Annual Returns • Auditors change 	CIPC Notifications of changes.	PIID Board	Directors & Auditors change within 10 business days of change. Annual returns within 30 Business days after the anniversary date (31 November annually) of the NPC registration.
12. Input to the Integrated Development Plan	Annual submissions to Sub council Manager	PIID Manager	October to February of every year.
13. Input to the City Capital/Operating Budgets	Annual submissions to Sub council Manager.	PIID Manager	By September of each year.
14. Communicate with property owners	Monthly newsletter	PIID Manager	Keep property owners informed.
15. Mediate issues with or between property owners	Provide an informed opinion on unresolved issues and assist where possible	PIID Manager & City of Cape Town Departmental Managers and Law Enforcement	

ACTION STEPS	KEY PERFORMANCE INDICATOR	RESPONSIBLE	COMMENTS
16. Visit 100% of all members	Communicate and visit 100% of all members.	PIID Manager	Refer also to Program 6-3
17. Promote and develop PIID NPC membership	Have a NPC membership that represents the PIID community. Update NPC membership. Ensure that membership application requests are prominent on webpage	PIID Manager / PIID Board	
18. Build working relationships with Sub council Management and relevant CCT officials and departments that deliver services in the PIID	Successful and professional relationships with sub council management, Area Based Manager and City Departments resulting in enhanced communication, co-operation, and service delivery	PIID Manager	
19. SRA renewal application and survey.	Submit a comprehensive renewal application for approval by the members and the City of Cape Town.	PIID Manager / PIID Board	PIID renewal to commence in 2024.
20. Annual Tax Compliance Status	Within one month after expiry date.	PIID Manager	Expiry is in October yearly. Submit PIN to CCT Supply Chain Management Department.
21. Budget Review	Board approved budget review to the CCT by end of February	PIID Manager	Submit Board minutes and approved adjustment budget to the CCT by end of February.
22. Perform Mid-year performance review.	Board approved mid-year review submitted to the CCT by end of February	PIID Manager / PIID 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.

ACTION STEPS	KEY PERFORMANCE INDICATOR	RESPONSIBLE	COMMENTS
23. All Directors to receive relevant CID Documents	At the 1 st Board meeting after the AGM, supply all directors with all relevant CID documents	PIID Manager / PIID Board	
24. Allocation of portfolios	At the first Board meeting after the AGM, assign portfolios to Directors	PIID Manager / PIID Board	
25. Declaration of interest	Ensure all Directors and Manager sign DOI at every Board Meeting	PIID Manager / PIID Board	
26. Vat reconciliation and tax returns	Bi-monthly VAT returns and annual tax returns submitted to SARS on time	PIID Manager / PIID Board	
27. Annual approval of Implementation plan and Budgets	Obtain approval from members at AGM for Implementation Plan and Budget	PIID Manager / PIID Board	
28. Implement Business Plan	% of budget spent	PIID Board	Ensure that the benchmark of 90% is attained.
29. Protection of Personal Information Act (POPIA) declaration	At the first Board meeting after the AGM, new Directors to sign the POPIA declaration	PIID Manager / PIID Board	

PROGRAM 2 – PIID PUBLIC SAFETY

ACTION STEPS	KEY PERFORMANCE INDICATOR	RESPONSIBLE	COMMENTS
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	PIID 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 PIID area in conjunction with the SAPS	Incorporate in Public Safety Management Strategy Plan	PIID 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	PIID Manager/ Public Safety Service Provider	
ACTION STEPS	KEY PERFORMANCE INDICATOR	RESPONSIBLE	COMMENTS
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.	PIID 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 PIID to request Public Safety assistance or report information	Appropriately manned and equipped office with skilled staff	PIID 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 PIID	PIID 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 PIID	PIID Manager/ Public Safety Service Provider	
8. On-site inspection of Public Safety Patrol officers	Report findings to the PIID Board with recommendations where applicable	PIID Manager/ Public Safety Service Provider	
9. Monthly Public Safety Reports from Contract Public Safety Service Provider	Report findings to the PIID Board with recommendations where applicable Provide feedback to forum meeting	Public Safety Service Provider	Incorporate into bi-monthly management report to PIID Board
10. Deploy CCTV cameras monitored by a CCTV Control Room	Effective use of CCTV cameras through monitoring	PIID Manager/Public safety service provider	

ACTION STEPS	KEY PERFORMANCE INDICATOR	RESPONSIBLE	COMMENTS
11. Appoint a CCTV Monitoring service provider	Appointment of appropriately qualified service providers.	PIID Manager/PIID Board	
12. Register CCTV Cameras with the City of Cape Town	Cameras registered with the CCT	PIID Manager	

PROGRAM 3 - PIID CLEANSING AND ENVIRONMENTAL INITIATIVES

ACTION STEPS	KEY PERFORMANCE INDICATOR	RESPONSIBLE	COMMENTS
1. Develop a cleansing strategy document	Cleansing strategy document with clear deliverables and defined performance indicators to guide cleansing and delivery.	PIID 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	PIID Manager/ Cleansing Service Provider	
3. Appointed Cleaning service provider.	Appointment of appropriately qualified service provider.	PIID Manager / PIID 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	PIID Manager/ Solid Waste Department	

ACTION STEPS	KEY PERFORMANCE INDICATOR	RESPONSIBLE	COMMENTS
5. Cleaning of streets and sidewalks in the PIID	Cleansing each of the streets within the PIID boundary at least once within every week period	PIID 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 PIID	PIID Manager/ PIID 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	PIID Manager/ Cleansing Service Provider/ Security provider Officers/ PIID Board	
8. Promoting waste minimization through education and awareness on waste and water pollution	Monthly evaluations and inspections Report findings to Board.	PIID 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.	PIID Manager / Solid Waste Department	
10. Local NGO to assist in cleaning programs where applicable	As required coordinate cleaning programs and report to the Board	PIID Manager	
11. Recycle waste	Recycle waste collected by cleaning staff where possible and report progress to the Board	PIID Manager/ Cleansing Service Provider	

PROGRAM 4 – URBAN MANAGEMENT INITIATIVES			
ACTION STEPS	KEY PERFORMANCE INDICATOR	RESPONSIBLE	COMMENTS
1. Identify problem areas with respect to: <ul style="list-style-type: none"> 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	PIID Manager	Use the established service levels to design the provision of supplementary services without duplication of effort.
2. Identify and report infrastructure supplementing of existing Council Services: <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 	Monitor and evaluate. Report findings to the PIID Board with recommendations where applicable	PIID Manager	
3. Illegal Poster Removal Notify and monitor the removal of illegal posters by the City of Cape Town	City of Cape Town infrastructure free from illegal posters	PIID Manager	

PROGRAM 5 – SOCIAL INTERVENTION INITIATIVES			
ACTION STEPS	KEY PERFORMANCE INDICATOR	RESPONSIBLE	COMMENTS
1. Addressing presence of abandoned and neglected children/persons when detected in area	Keeping record of number of cases	PIID Manager/ NGOs/ SAPS	
2. Addressing animal cruelty/condition of animals and abandoned animals (strays and working cart horses) when detected in area.	Project with SPCA – allocation of funding to be ring fenced for use in the Parow Industria and surrounding community (Uitsig/Ravensmead) from where the problem stems.	PIID Manager/ SPCA	

PROGRAM 6 – MARKETING INITIATIVES			
ACTION STEPS	KEY PERFORMANCE INDICATOR	RESPONSIBLE	COMMENTS
1. Newsletters / Newsflashes	Informative newsletters distributed.	PIID Manager	Also refer to Program 1-14
2. Establish and maintain Website	Up to date and informative website in compliance with CID legislation.	PIID Manager	Refer to Program 1-10
3. Regular Member visits and meetings	Bi-Monthly feedback to PIID Board at Directors Meeting	PIID Manager	Refer to Program 1-16
4. Establish the PIID Business Directory and link to website	Up to date directory	PIID Manager	
5. PIID Signage	Signage to be visible and maintained	PIID Manager	