



## PAROW INDUSTRIA IMPROVEMENT DISTRICT (PIID)

### 5 YEAR IMPLEMENTATION PLAN

1st July 2026 to 30th June 2027

| MANAGEMENT AND OPERATIONS |                                                          |                                                          |                       |                                    |    |    |    |    |                   |                                      |                                                                                                                                                                                                                                                                                      |
|---------------------------|----------------------------------------------------------|----------------------------------------------------------|-----------------------|------------------------------------|----|----|----|----|-------------------|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| NO.                       | ACTION STEPS                                             | KEY PERFORMANCE INDICATOR                                | FREQUENCY<br>per year | DURATION IN WEEKS, MONTHS OR YEARS |    |    |    |    | RESPONSIBLE       |                                      | COMMENTS                                                                                                                                                                                                                                                                             |
|                           |                                                          |                                                          |                       | Y1                                 | Y2 | Y3 | Y4 | Y5 |                   |                                      |                                                                                                                                                                                                                                                                                      |
| 1                         | Appointment of relevant service providers                | Appointment of appropriately qualified service providers | Year 1                | →                                  |    |    |    |    | Manager and Board | Operational                          | Service providers to be appointed by means of a well documented fair, equitable, transparent and competitive process.<br><br>Review service provider appointment in last year of contract period by means of a well documented fair, equitable, transparent and competitive process. |
| 2                         | Appointment of suitably qualified staff                  | Appointed suitably qualified staff                       | Year 1                | →                                  |    |    |    | →  | Manager and Board | Operational                          | Well documented recruitment and selection process.<br><br>For contracted staff, review staff contracts in last year of contract period.                                                                                                                                              |
| 3                         | Appoint an auditor                                       | IRBA registered auditor appointed                        | Year 1                | →                                  |    |    |    |    | Manager and Board | Operational                          | IRBA registered auditor appointed at the AGM.                                                                                                                                                                                                                                        |
| 4                         | Board meetings                                           | Quarterly Board meetings.                                | Quarterly             | 4                                  | 4  | 4  | 4  | 4  | Manager and Board | Annual Report                        | Quorum of directors present at every meeting. Feedback per portfolio. Keep minutes and file resolutions.                                                                                                                                                                             |
| 5                         | Monthly Progressive Income and Expenditure Report to CCT | Submit reports to the CID Branch by 15th                 | Monthly               | 12                                 | 12 | 12 | 12 | 12 | Manager           | Operational and Board                | Refer to Finance Agreement. Submit reports to the CID Branch. Board to track budget implementation and institute corrective measures when required.                                                                                                                                  |
| 6                         | Audited Annual Financial Statements                      | Unqualified Audited Annual Financial Statements          | Annually              | 1                                  | 1  | 1  | 1  | 1  | Manager and Board | Board, Operational and Annual Report | Annual Financial Statements audited and signed by nominated Directors.                                                                                                                                                                                                               |
| 7                         | Submit Annual Financial Statements to City               | Signed Annual Financial Statements submitted to City     | Annually              | 1                                  | 1  | 1  | 1  | 1  | Manager           | Operational                          | Signed AFS submitted to the CID Branch by 31 August of each year.                                                                                                                                                                                                                    |
| 8                         | Review arrears list                                      | Report arrears to board                                  | Quarterly             | 4                                  | 4  | 4  | 4  | 4  | Manager           | Operational                          | Board Members in arrears cannot participate in meetings and members in arrears cannot participate in AGMs.                                                                                                                                                                           |

| NO. | ACTION STEPS                                                                                  | KEY PERFORMANCE INDICATOR                                                                             | FREQUENCY per year | DURATION IN WEEKS, MONTHS OR YEARS |    |    |    |    | RESPONSIBLE       |               | COMMENTS                                                                        |
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|     |                                                                                               |                                                                                                       |                    | Y1                                 | Y2 | Y3 | Y4 | Y5 |                   |               |                                                                                 |
| 9   | Annual feedback to members at AGM                                                             | Host legally compliant AGM                                                                            | Annually           | 1                                  | 1  | 1  | 1  | 1  | Manager and Board | Board         | Host successful AGM before 31 December.                                         |
| 10  | Submit Annual Report and Annual Audited Financial Statements to Sub-council(s)                | Submit AFS and annual report to Subcouncil within 3 months of AGM.                                    | Annually           | 1                                  | 1  | 1  | 1  | 1  | Manager and Board | Operational   | Submit proof of submission to CID Branch.                                       |
| 11  | CIPC Compliance<br>• Annual Returns                                                           | Submit Annual Returns to CIPC within 30 business days of company registration date                    | Annually           | 1                                  | 1  | 1  | 1  | 1  | Manager and Board | Operational   | Submit proof of submission to CID Branch.                                       |
| 12  | CIPC Compliance<br>• Directors change<br>• Auditors change<br>• Company Secretary             | Submit amendments to CIPC within 10 business days of the change                                       | Ad-hoc             | →                                  | →  | →  | →  | →  | Manager and Board | Operational   | Submit proof of submission to CID Branch.                                       |
| 13  | Manage and monitor the service request process                                                | Complete daily reports of service requests and monitor outstanding issues                             | Monthly            | 12                                 | 12 | 12 | 12 | 12 | Manager and Board | Operational   | Follow up with sub-council in respect of outstanding service requests           |
| 14  | Participate in the review / development of the City's Integrated Development Plan             | Annual submissions to Subcouncil Manager                                                              | Annually           | 1                                  | 1  | 1  | 1  | 1  | Manager and Board | Operational   | October to February of every year.                                              |
| 15  | Participate in the City's Capital and Operating Budgets process                               | Annual submissions to Subcouncil Manager.                                                             | Annually           | 1                                  | 1  | 1  | 1  | 1  | Manager and Board | Operational   | By September of each year.                                                      |
| 16  | Maintain NPC membership                                                                       | Up to date NPC membership register                                                                    | Ad-hoc             | →                                  | →  | →  | →  | →  | Manager and Board | Operational   | Maintain up to date membership list on website.                                 |
| 17  | Submit an extension of term application                                                       | Submit a comprehensive extension of term application for approval by the members and the CCT Council. | In year 5          |                                    |    |    |    | 1  | Manager and Board | Operational   | Prepare a new business plan in the last year of term.                           |
| 18  | Annual Tax Compliance Status                                                                  | Within one month after expiry date.                                                                   | Annually           | 1                                  | 1  | 1  | 1  | 1  | Manager and Board | Operational   | Upload Tax Compliance Status via the eServices portal.                          |
| 19  | Adjustment Budget                                                                             | Board approved adjustment budget                                                                      | Annually           | 1                                  | 1  | 1  | 1  | 1  | Manager and Board | Operational   | Submit Board minutes and approved adjustment budget to the CCT by end of March. |
| 20  | First Board meeting post AGM                                                                  | Allocate portfolios, elect Chairperson, sign Declaration of Interest, complete POPIA declaration      | Annually           | 1                                  | 1  | 1  | 1  | 1  | Manager and Board | Operational   | All new directors to receive relevant documents.                                |
| 21  | Register with the Information Regulator of South Africa                                       | Compliance with Information Regulator of South Africa                                                 | Year 1             | →                                  |    |    |    |    | Manager and Board | Operational   |                                                                                 |
| 22  | 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  | Manager and Board | Operational   |                                                                                 |
| 23  | At least 90% of the approved budget is spent on each line item relating to the capital budget | Total capital expenditure as a percentage of total capital budget                                     | Year 1- Year 5     | →                                  | →  | →  | →  | →  | Manager and Board | Annual Report | Total spend for each capital line item must exceed 90%                          |

| NO. | ACTION STEPS                                                                                        | KEY PERFORMANCE INDICATOR                                                                                                                                     | FREQUENCY per year | DURATION IN WEEKS, MONTHS OR YEARS |    |    |    |    | RESPONSIBLE       |               | COMMENTS                                                     |
|-----|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------|----|----|----|----|-------------------|---------------|--------------------------------------------------------------|
|     |                                                                                                     |                                                                                                                                                               |                    | Y1                                 | Y2 | Y3 | Y4 | Y5 |                   |               |                                                              |
| 24  | At least 90% of the approved budget is spent on each line item relating to the core services budget | Total core services (public safety, cleaning and maintenance, environmental and social development) expenditure as a percentage of total core services budget | Year 1- Year 5     | →                                  | →  | →  | →  | →  | Manager and Board | Annual Report | Total spend for each core services line item must exceed 90% |
| 25  | At least 90% of the approved budget is spent on each line item relating to the project budget       | Total project expenditure as a percentage of total project budget                                                                                             | Year 1- Year 5     | →                                  | →  | →  | →  | →  | Manager and Board | Annual Report | Total spend for each project line item must exceed 90%       |

| PUBLIC SAFETY |                                                                   |                                                               |                    |                                    |    |    |    |    |                                     |                                          |                                                                                                                                                                                                                                                   |
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| NO.           | ACTION STEPS                                                      | KEY PERFORMANCE INDICATOR                                     | FREQUENCY per year | DURATION IN WEEKS, MONTHS OR YEARS |    |    |    |    | RESPONSIBLE                         | REPORTING                                | COMMENTS                                                                                                                                                                                                                                          |
|               |                                                                   |                                                               |                    | Y1                                 | Y2 | Y3 | Y4 | Y5 |                                     |                                          |                                                                                                                                                                                                                                                   |
| 1             | Develop a Public Safety strategy and management plan              | Up to date Public Safety Management and Strategy Plan         | Year 1             | →                                  |    |    |    |    | Board, Manager and Service Provider | Annual Report                            | This is done comprehensively at the beginning of a new term and then modified continuously in conjunction with the SAPS, Local Authority and existing Public Safety service provider using their experience as well as available crime statistics |
| 2             | Appoint a Public Safety service provider(s)                       | Contracted PSIRA registered public safety service provider(s) | Year 1             | →                                  |    |    |    |    | Board                               | Board                                    | The Public Safety service provider(s) could include Public Safety Patrols, Control Room services and CCTV Monitoring through a fair, equitable, transparent and competitive process                                                               |
| 3             | Review and approve the Public Safety strategy and management plan | Approved Public Safety strategy and management plan           | Annual             | 1                                  | 1  | 1  | 1  | 1  | Board and Manager                   | Annual Report                            | Clear deliverables and defined performance indicators to guide safety services by the appointed service provider and evaluate levels of service provided.                                                                                         |
| 4             | Record Public Safety Incidents                                    | Up to date public safety incident records                     | Ad-hoc             | →                                  | →  | →  | →  | →  | Manager and Service Provider        | Board and Annual Report where applicable | Indicative records to be included in Annual Report                                                                                                                                                                                                |
| 5             | CID participation in joint operations                             | Participated in joint operations                              | Ad-hoc             | 1                                  | 1  | 1  | 1  | 1  | Manager and Service Provider        | Annual Report where applicable           | Participation in joint operations dependent on the public safety needs of the area                                                                                                                                                                |

| NO. | ACTION STEPS                                                                                                                                         | KEY PERFORMANCE INDICATOR                                                     | FREQUENCY<br>per year | DURATION IN WEEKS, MONTHS OR YEARS |    |    |    |    | RESPONSIBLE                         |                       | COMMENTS                                                                                                                                                 |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|-----------------------|------------------------------------|----|----|----|----|-------------------------------------|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                                                                                                                                                      |                                                                               |                       | Y1                                 | Y2 | Y3 | Y4 | Y5 |                                     |                       |                                                                                                                                                          |
| 6   | Deploy Public Safety resources accordingly and effectively on visible patrols. Public Safety personnel and patrol vehicles to be easily identifiable | Effective Public Safety patrols                                               | Daily                 | →                                  | →  | →  | →  | →  | Manager and Service Provider        | Operational           | Utilise the "eyes and ears" of all Public Safety and gardening/street cleaning staff, as well as own staff, to identify any breaches                     |
| 7   | Plan deployment of CCTV cameras                                                                                                                      | CCTV Camera deployment included in Public Safety strategy and management plan | Ongoing               | →                                  | →  | →  | →  | →  | Board, Manager and Service Provider | Board and Operational |                                                                                                                                                          |
| 8   | Register CCTV Cameras with the CCT                                                                                                                   | Cameras registered with the CCT                                               | Ongoing               | →                                  | →  | →  | →  | →  | Manager                             | Operational           |                                                                                                                                                          |
| 9   | Monitor CCTV Cameras                                                                                                                                 | Monitoring of CCTV Cameras by appropriately qualified service providers.      | Daily                 | →                                  | →  | →  | →  | →  | Manager                             | Operational           | 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. |

| MAINTENANCE AND CLEANSING |                                                                              |                                                                   |                       |                                    |    |    |    |    |                                     |               |                                                                                                                                                                                      |
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| NO.                       | ACTION STEPS                                                                 | KEY PERFORMANCE INDICATOR                                         | FREQUENCY<br>per year | DURATION IN WEEKS, MONTHS OR YEARS |    |    |    |    | RESPONSIBLE                         | REPORTING     | COMMENTS                                                                                                                                                                             |
|                           |                                                                              |                                                                   |                       | Y1                                 | Y2 | Y3 | Y4 | Y5 |                                     |               |                                                                                                                                                                                      |
| 1                         | Develop a maintenance and cleansing strategy and management plan             | Up to date maintenance and cleansing strategy and management Plan | Year 1                | →                                  |    |    |    |    | Board, Manager and Service Provider | Annual Report | This is done comprehensively at the beginning of term and then modified continuously in conjunction with the service provider using their experience as well as available statistics |
| 2                         | Appoint a maintenance and cleansing service provider(s)                      | Contracted service provider(s)                                    | Year 1                | →                                  |    |    |    |    | Board                               | Board         | Appoint a maintenance and cleansing service provider(s) through a fair, equitable, transparent and competitive process                                                               |
| 3                         | Review and approve the maintenance and cleansing management plan             | Approved maintenance and cleansing strategy and management plan   | Annual                | 1                                  | 1  | 1  | 1  | 1  | Board and Manager                   | Annual Report | Clear deliverables and defined performance indicators to guide maintenance and cleansing services by the appointed service provider and evaluate levels of service provided.         |
| 4                         | Evaluate and review the provision of public litter bins                      | Sufficient public litter bins                                     | Ongoing               | →                                  | →  | →  | →  | →  | Manager                             | Operational   | Identify hotspot areas of littering to provide public litter bins and log a CCT service request                                                                                      |
| 5                         | Cleaning of streets and sidewalks supplementary to those provided by the CCT | Clean streets and sidewalks in partnership with the CCT           | Daily                 | →                                  | →  | →  | →  | →  | Manager                             | Operational   | Identify hotspot areas of littering to provide additional street cleaning and log a CCT service request                                                                              |

| NO. | ACTION STEPS                                                                                                                                                                                                                                                                                   | KEY PERFORMANCE INDICATOR                                                  | FREQUENCY<br>per year | DURATION IN WEEKS, MONTHS OR YEARS |    |    |    |    | RESPONSIBLE                  |                                          | COMMENTS                                                                                       |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|-----------------------|------------------------------------|----|----|----|----|------------------------------|------------------------------------------|------------------------------------------------------------------------------------------------|
|     |                                                                                                                                                                                                                                                                                                |                                                                            |                       | Y1                                 | Y2 | Y3 | Y4 | Y5 |                              |                                          |                                                                                                |
| 6   | Health and safety issues reported to the CCT                                                                                                                                                                                                                                                   | Logged CCT service request resolved                                        | Ad-hoc                | →                                  | →  | →  | →  | →  | Manager                      | Operational                              | Follow up with sub-council in respect of outstanding CCT service requests                      |
| 7   | Combat Illegal dumping                                                                                                                                                                                                                                                                         | Logged CCT service request resolved                                        | Ongoing               | →                                  | →  | →  | →  | →  | Manager                      | Operational                              | Follow up with relevant department in respect of outstanding CCT service requests              |
| 8   | Removal of illegal posters                                                                                                                                                                                                                                                                     | Urban infrastructure free from illegal posters                             | Ongoing               | →                                  | →  | →  | →  | →  | Manager                      | Operational                              | Monitor the removal of illegal posters by the CCT and where relevant log a CCT service request |
| 9   | Removal of graffiti                                                                                                                                                                                                                                                                            | Urban infrastructure free of graffiti                                      | Ongoing               | →                                  | →  | →  | →  | →  | Manager                      | Operational                              | Monitor the removal of graffiti by the CCT and where relevant log a CCT service request        |
| 10  | Record maintenance and cleansing activities                                                                                                                                                                                                                                                    | Up to date maintenance and cleansing records                               | Ongoing               | →                                  | →  | →  | →  | →  | Manager and Service Provider | Board and Annual Report where applicable | Indicative records to be included in Annual Report                                             |
| 11  | Identify problems, requiring minor maintenance to CCT infrastructure and perform relevant maintenance on:<br>a. Water and Sanitation infrastructure<br>b. Roads and Stormwater infrastructure<br>c. Road markings<br>d. Grass cutting in Public Open Spaces incl. Parks<br>e. Street furniture | Completed minor maintenance to CCT infrastructure                          | Ongoing               | →                                  | →  | →  | →  | →  | Manager and Service Provider | Operational, Board and Annual Report     | Engage with relevant department before undertaking maintenance                                 |
| 12  | Identify problems, required maintenance or damage to CCT infrastructure and report to relevant department including:<br>a. Street lighting<br>b. Water and Sanitation<br>c. Roads and Stormwater<br>d. Traffic signals and road markings<br>e. Public Open Spaces incl. Parks                  | Report findings to the relevant CCT department and log CCT service request | Ongoing               | →                                  | →  | →  | →  | →  | Manager                      | Operational, Board and Annual Report     | Follow up with sub-council in respect of outstanding CCT service requests                      |

## ENVIRONMENTAL DEVELOPMENT

| NO. | ACTION STEPS | KEY PERFORMANCE INDICATOR | FREQUENCY<br>per year | DURATION IN WEEKS, MONTHS OR YEARS |    |    |    |    | RESPONSIBLE | REPORTING | COMMENTS |
|-----|--------------|---------------------------|-----------------------|------------------------------------|----|----|----|----|-------------|-----------|----------|
|     |              |                           |                       | Y1                                 | Y2 | Y3 | Y4 | Y5 |             |           |          |

| NO. | ACTION STEPS                                                                                                 | KEY PERFORMANCE INDICATOR                                                                    | FREQUENCY<br>per year | DURATION IN WEEKS, MONTHS OR YEARS |    |    |    |    | RESPONSIBLE                         |                                                       | COMMENTS                                                                                                                                                                                 |
|-----|--------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|-----------------------|------------------------------------|----|----|----|----|-------------------------------------|-------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                                                                                                              |                                                                                              |                       | Y1                                 | Y2 | Y3 | Y4 | Y5 |                                     |                                                       |                                                                                                                                                                                          |
| 1   | Develop an environmental development strategy and management plan                                            | Up to date environmental development strategy and management Plan                            | Year 1                | →                                  |    |    |    |    | Board, Manager and Service Provider | Annual Report                                         | This is done comprehensively at the beginning of term and then modified continuously in conjunction with the service provider using their experience as well as available statistics     |
| 2   | Appoint an environmental development service provider(s)                                                     | Contracted service provider(s)                                                               | Year 1                | →                                  |    |    |    |    | Board                               | Board                                                 | Appoint an environmental development service provider(s) through a fair, equitable, transparent and competitive process. This could be an existing service provider.                     |
| 3   | Review and approve the environmental development management plan                                             | Approved environmental development strategy and management plan                              | Annual                | 1                                  | 1  | 1  | 1  | 1  | Board and Manager                   | Annual Report                                         | Clear deliverables and defined performance indicators to guide environmental development services by the appointed or existing service provider and evaluate levels of service provided. |
| 4   | Promote waste minimization and management thereof through awareness on waste, water, noise and air pollution | Quarterly awareness campaign through newsletters or website to business and property owners. | Quarterly             | 4                                  | 4  | 4  | 4  | 4  | Manager and Service Provider        | Board                                                 | Partner with CCT Urban Waste Management as well as Law Enforcement                                                                                                                       |
| 5   | Implement a Recycling programme                                                                              | Recyclable waste collected                                                                   | Ongoing               | →                                  | →  | →  | →  | →  | Manager and Service Provider        | Board and Annual Report                               | By service provider or cleaning staff.                                                                                                                                                   |
| 6   | Install public recycling bins                                                                                | Public recycling bins installed                                                              | Ad-hoc                | →                                  | →  | →  | →  | →  | Manager and Service Provider        | Board and Annual Report                               | By service provider or cleaning staff in partnership with the City                                                                                                                       |
| 7   | Implement and maintain landscaping projects                                                                  | Landscaping projects implemented and maintained                                              | Ongoing               | →                                  | →  | →  | →  | →  | Manager and Service Provider        | Board and Operational                                 |                                                                                                                                                                                          |
| 8   | Install and maintain street furniture                                                                        | Street furniture maintained                                                                  | Ongoing               | →                                  | →  | →  | →  | →  | Manager and Service Provider        | Board and Operational                                 |                                                                                                                                                                                          |
| 9   | Monitor and report illegal signage and posters                                                               | Report findings to the relevant CCT department and log CCT service request                   | Ongoing               | →                                  | →  | →  | →  | →  | Manager and Service Provider        | Board, Operational and Annual Report where applicable |                                                                                                                                                                                          |
| 10  | Improve green urban environment                                                                              | Green urban environment                                                                      | Ongoing               | →                                  | →  | →  | →  | →  | Manager and Service Provider        | Board and Operational                                 | Tree planting, maintaining of tree wells, road verges, replanting and maintaining of flower pots etc.                                                                                    |
| 11  | Monitor environmental health of waterways                                                                    | Report findings to the relevant CCT department and log CCT service request                   | Ongoing               | →                                  | →  | →  | →  | →  | Manager and Service Provider        | Board, Operational and Annual Report where applicable |                                                                                                                                                                                          |

#### SOCIAL AND ECONOMIC DEVELOPMENT

| NO. | ACTION STEPS | KEY PERFORMANCE INDICATOR | FREQUENCY<br>per year | DURATION IN WEEKS, MONTHS OR YEARS |    |    |    |    | RESPONSIBLE | REPORTING | COMMENTS |
|-----|--------------|---------------------------|-----------------------|------------------------------------|----|----|----|----|-------------|-----------|----------|
|     |              |                           |                       | Y1                                 | Y2 | Y3 | Y4 | Y5 |             |           |          |

| NO. | ACTION STEPS                                                                                   | KEY PERFORMANCE INDICATOR                                               | FREQUENCY per year | DURATION IN WEEKS, MONTHS OR YEARS |    |    |    |    | RESPONSIBLE                         |                                                       | COMMENTS                                                                                                                                                                                       |
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|     |                                                                                                |                                                                         |                    | Y1                                 | Y2 | Y3 | Y4 | Y5 |                                     |                                                       |                                                                                                                                                                                                |
| 1   | Develop a social and economic development strategy and management plan                         | Up to date social and economic development strategy and management Plan | Year 1             | →                                  |    |    |    |    | Board, Manager and Service Provider | Annual Report                                         | This is done comprehensively at the beginning of term and then modified continuously in conjunction with the service provider using their experience as well as available statistics           |
| 2   | Review and approve the social and economic development management plan                         | Approved social and economic development strategy and management plan   | Annual             | 1                                  | 1  | 1  | 1  | 1  | Board and Manager                   | Annual Report                                         | Clear deliverables and defined performance indicators to guide social and economic development services by the appointed or existing service provider and evaluate levels of service provided. |
| 3   | Monitor and review implementation of informal trading plans in support of economic development | Managed informal trading                                                | Ongoing            | →                                  | →  | →  | →  | →  | Manager and Service Provider        | Board, Operational and Annual Report where applicable |                                                                                                                                                                                                |

| COMMUNICATION |                                                       |                                                       |                    |                                    |    |    |    |    |                                     |               |                                                                                                                                                                                      |
|---------------|-------------------------------------------------------|-------------------------------------------------------|--------------------|------------------------------------|----|----|----|----|-------------------------------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| NO.           | ACTION STEPS                                          | KEY PERFORMANCE INDICATOR                             | FREQUENCY per year | DURATION IN WEEKS, MONTHS OR YEARS |    |    |    |    | RESPONSIBLE                         | REPORTING     | COMMENTS                                                                                                                                                                             |
|               |                                                       |                                                       |                    | Y1                                 | Y2 | Y3 | Y4 | Y5 |                                     |               |                                                                                                                                                                                      |
| 1             | Develop a communication strategy and management plan  | Up to date communication strategy and management Plan | Year 1             | →                                  |    |    |    |    | Board, Manager and Service Provider | Annual Report | This is done comprehensively at the beginning of term and then modified continuously in conjunction with the service provider using their experience as well as available statistics |
| 2             | Appoint a communication service provider(s)           | Contracted service provider(s)                        | Year 1             | →                                  |    |    |    |    | Board                               | Board         | Appoint a communication service provider(s) through a fair, equitable, transparent and competitive process. This could be an existing service provider.                              |
| 3             | Review and approve the communication management plan  | Approved communication strategy and management plan   | Annual             | 1                                  | 1  | 1  | 1  | 1  | Board and Manager                   | Annual Report | Clear deliverables and defined performance indicators to guide communication services by the appointed or existing service provider and evaluate levels of service provided.         |
| 4             | Maintain Website                                      | Up to date website                                    | Ad-hoc             | →                                  | →  | →  | →  | →  | Manager                             | Board         | In terms of CCT CID Policy requirements                                                                                                                                              |
| 5             | Newsletters / Newsflashes                             | Communication distributed                             | Quarterly          | 4                                  | 4  | 4  | 4  | 4  | Manager                             | Operational   | Including use of social media platforms                                                                                                                                              |
| 6             | Regular interaction with property and business owners | Feedback on interactions                              | Ongoing            | →                                  | →  | →  | →  | →  | Manager                             | Operational   |                                                                                                                                                                                      |

| NO. | ACTION STEPS            | KEY PERFORMANCE INDICATOR        | FREQUENCY<br>per year | DURATION IN WEEKS, MONTHS OR YEARS |    |    |    |    | RESPONSIBLE |             | COMMENTS                                               |
|-----|-------------------------|----------------------------------|-----------------------|------------------------------------|----|----|----|----|-------------|-------------|--------------------------------------------------------|
|     |                         |                                  |                       | Y1                                 | Y2 | Y3 | Y4 | Y5 |             |             |                                                        |
| 7   | CID information signage | Clearly identifiable CID signage | Ad-hoc                | →                                  | →  | →  | →  | →  | Manager     | Operational | Signage to be visible and maintained with CCT approval |