



SALT RIVER BUSINESS IMPROVEMENT DISTRICT (SRBID)

IMPLEMENTATION PLAN

1st July 2019 to 30th June 2024

Relevant year highlighted below

PROGRAM 1 - SRBID MANAGEMENT & OPERATIONS

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Appointment of staff	SRBID Manager / SRBID Board	Ongoing	→	→	→	→	→	Staff Appointed	Staff appointment will be done as required
2. Continued operation of the SRBID Management Office	SRBID Manager / SRBID Board	Ongoing	→	→	→	→	→	Operation SRBID Office	
3. Appointment of relevant service providers	SRBID Manager / SRBID Board	1	1Y		1Y			Appointment of appropriately qualified service providers in a competitive process that is well documented.	Service providers to be reappointed or new providers to be appointed at end of initial contracts (3 Years)
4. Board meetings	SRBID Manager / SRBID Board	12	12	12	12	12	12	Monthly Board meetings minuted	
5. Financial reports to CCT	SRBID Manager	12	12	12	12	12	12	Submit reports timeously by the 15 th of the following month	Refer to Financial Agreement
6. Audited Annual Financial Statements	SRBID Manager	1	1Y	1Y	1Y	1Y	1Y	Unqualified Annual Financial Statements submitted of the City by 31 August of each year	
7. Communicate SRBID Arrears List	SRBID Manager	12	12	12	12	12	12	Observe and report concern over outstanding amounts	
8. Feedback to Members and Annual General Meeting	SRBID Manager / SRBID Board	1	1Y	1Y	1Y	1Y	1Y	Host successful AGM before 31 December	Once a year
9. Submit Management Report and Annual Financial Statements to Sub-council(s)	SRBID Manager / SRBID Board	1	1Y	1Y	1Y	1Y	1Y	Submit AFS and annual report to Subcouncil within 3 months of AGM	

PROGRAM 1 - SRBID MANAGEMENT & OPERATIONS										
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS	
			Y1	Y2	Y3	Y4	Y5			
10. Successful day-to-day management and operations of the SRBID	SRBID Manager	Ongoing	➔	➔	➔	➔	➔	Monthly feedback to SRBID Board at Directors present at every meeting		
11. Maintain Website	SRBID Board SRBID Manager	Ongoing	➔	➔	➔	➔	➔	Website with all the relevant documents as required by the By-Law and Policy	Refer to Program 6-3	
12. Comply with all Company Act requirements	SRBID Board	1Y	1Y	1Y	1Y	1Y	1Y	Comply with section 24 of the Company Act and the following: <ul style="list-style-type: none"> Register Auditors and submit to CIPC within 10 business days of change Register new directors and submit to the CIPC within 10 business days of change Submit annual returns to CIPC within 30 days after the anniversary of the NPC Hosting an AGM 		
13. Monthly Reports to the SRA Directors	SRBID Manager	12	12	12	12	12	12	Report back on all SRBID related business to be measured and signed off	Provide monthly reports to the SRBID Directors	
14. Manage and monitor the C3 notification process	SRBID Manager	12	12	12	12	12	12	Complete daily reports of C3 notifications and monitor existing issues Report to the Board		
15. Submit input to the Integrated Development Plan	SRBID Manager	1Y	1Y	1Y	1Y	1Y	1Y	Annual submissions to Sub-Council Manager	October to February of every year	
16. Submit input to the City Capital Budgets	SRBID Manager	1Y	1Y	1Y	1Y	1Y	1Y	Annual submissions to Sub-Council Manager		
17. Communicate with stakeholders	SRBID Manager	Ongoing	➔	➔	➔	➔	➔	Keep stakeholders informed through monthly newsletter		

PROGRAM 1 - SRBID MANAGEMENT & OPERATIONS									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
18. Mediate issues with or between property owners	SRBID Manager	Ongoing	➔	➔	➔	➔	➔	Provide an informed opinion on unresolved issues and assist where possible	
19. Visit SRBID members	SRBID Manager	Ongoing	➔	➔	➔	➔	➔	Communicate and visit SRBID members	Refer also to Program 6-4
20. Promote and develop SRBID NPC membership	SRBID Manager / SRBID Board	Ongoing	➔	➔	➔	➔	➔	Have an up-to-date NPC membership that represents the SRBID property owners	Refer P 3.1
21. Build working relationships with the City of Cape Town	SRBID Manager	Ongoing	➔	➔	➔	➔	➔	Successful and professional relationships with sub-council management, Area Directors and officials resulting in enhance communication, cooperation and service delivery	
22. Compile the SRA renewal application and survey.	SRBID Manager / SRBID Board	In year 4				1Y		Submit a comprehensive renewal application for approval by the members and the City of Cape Town.	
23. Obtain Annual Tax Clearance Certificate	SRBID Manager		1Y	1Y	1Y	1Y	1Y	Within one month after expiry date of current TCC	
24. Perform Budget Review	SRBID Manager		1Y	1Y	1Y	1Y	1Y	By 28 February and submit adjustment budget and minutes to the CID Unit by 28 February	
25. Apply for Tax Exemption Status	SRBID Manager		1Y					By end of 1 st Financial Year	Registered
26. Present Month Income and Expenditure reports at Board Meetings	SRBID Manager		12	12	12	12	12	Board members are informed of budget information and status	
27. Perform mid-year performance review	SRBID Manager		1Y	1Y	1Y	1Y	1Y	Submit Board Approved mid-year review to the CID Unit by 28 February	
28. Ensure Registrations as vendor with the City of Cape Town is maintained	SRBID Manager		1Y	➔	➔	➔	➔	Registered as active vendor on the CCT database.	Registered
29. Submit VAT Return	SRBID Manager/Accountant		6	6	6	6	6	Successfully submit VAT return to SARS every second month	

PROGRAM 1 - SRBID MANAGEMENT & OPERATIONS

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
30. CIPC Annual Return	SRBID Manager		1	1	1	1	1	Annual returns submitted to CIPC	

PROGRAM 2 - SRBID SECURITY / LAW ENFORCEMENT INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Identify the root causes of crime in conjunction with the SAPS, Local Authority and existing security service using their experience as well as available crime statistics	SRBID Manager	Ongoing	3M	→	→	→	→	Incorporate in Security Management Strategy Plan	This was done comprehensively at the beginning of term. Now modified continuously
2. Determine the Crime Threat Analysis of the SRA area in conjunction with the SAPS	SRBID Manager	Ongoing	3M	→	→	→	→	Incorporate in Security Management Strategy Plan	
3. Determine strategies by means of an integrated approach to address / decrease crime	SRBID Manager	Ongoing	3M	→	→	→	→	Incorporate in Security Management Strategy Plan	
4. In liaison with other security role players and the South African Police Service, identify current security and policing shortcomings and develop and implement effective crime prevention strategy	SRBID Manager	Ongoing	→	→	→	→	→	Incorporate in Security Management Strategy Plan	
5. Develop a Security Management Strategy with clear deliverables and defined performance indicators to guide safety services by the appointed service provider and evaluate levels of service provided.	SRBID Manager	Revise as often as required but at least annually	3M	1Y	1Y	1Y	1Y	Documented Security Management Strategy with clear deliverables and defined performance indicators to guide safety services by the appointed service provider and evaluate levels of service provided.	This was done comprehensively at the beginning. Now modified continuously.

PROGRAM 2 - SRBID SECURITY / LAW ENFORCEMENT INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
6. Deploy security resources accordingly and effectively on visible patrols. Security personnel and patrol vehicles to be easily identifiable	SRBID Manager	Ongoing	➔	➔	➔	➔	➔	Effective safety and security patrols in the SRBID	
7. Utilise the "eyes and ears" of all security and gardening/street cleaning staff, as well as own staff, to identify any breaches	SRBID Manager	Ongoing	➔	➔	➔	➔	➔	Incorporate feedback and information in security and safety initiatives of the SRBID	
8. Assist the police through participation by SRBID in the local Police sector crime forum	SRBID Manager	Monthly	12	12	12	12	12	Incorporate feedback and information in security and safety initiatives of the SRBID Report on any security information of the SRBID to the CPF	
9. Monitor and evaluate the security strategy and performance of all service delivery on a quarterly basis	SRBID Manager	Quarterly	4	4	4	4	4	Report findings to the SRBID Board with recommendations where applicable	Refer to Program 1-15 and Program 6-1
10. On-site inspection of Security Patrol officers	SRBID Manager	Daily	➔	➔	➔	➔	➔	Report findings to the SRBID Board with recommendations where applicable	
11. Obtain Weekly Security Reports from Contract Security Company	SRBID Manager	Weekly	52	52	52	52	52	Report findings to the SRBID Board with recommendations where applicable Provide feedback to forum meeting	Incorporate into monthly management report to SRBID Board
12. Implement, expand and maintain CCTV monitoring system as additional public safety instrument	SRBID Manager	Ongoing		➔	➔	➔	➔	Working CCTV system linked to suitable monitoring and maintenance of the system	
13. Monitor CCTV results and coordinate responses with all public safety stakeholders.	SRBID Manager	Ongoing		➔	➔	➔	➔	Improved public safety through the use of the CCTV system	

PROGRAM 3 - SRBID CLEANSING INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Maintain a cleansing strategy document with clear deliverables and defined performance indicators to guide cleansing and delivery from the appointed service provider.	SRBID Manager	annually	1Y	1Y	1Y	1Y	1Y	Cleansing strategy document with clear deliverables and defined performance indicators to guide cleansing and delivery. Revise as often as required but at least annually	Refer to 1.2
2. Monitor and evaluate the cleansing strategy and performance of all service delivery on a quarterly basis	SRBID Manager	Quarterly	4	4	4	4	4	Modify Cleansing Strategy to guide cleansing and delivery	
3. Co-ordinate the provision of additional litter bins and emptying of litter bins service providers and the relevant City of Cape Town departments.	SRBID Manager/ Solid Waste Department	Quarterly	4	4	4	4	4	Quarterly status reports to Local Authority regarding progress of identified shortcomings	
4. Provide clean streets and sidewalks in the SRBID	SRBID Manager	Bi annually	6	6	6	6	6	Cleansing each of the streets within the CID Boundary at least bi-annually.	
5. Identifying Health and safety issues within the area and reporting to Council with C3 notification reference no's	SRBID Manager	Ongoing	➔	➔	➔	➔	➔	Monthly evaluations and inspections report to the Board Provide an improved healthy urban environment in the SRBID	
6. Monitor and combat Illegal Dumping	SRBID Manager	Ongoing	➔	➔	➔	➔	➔	Removal of illegal dumping as required and applying applicable penalties through law enforcement against transgressors	
7. Identify environmental design contributing to grime such as wind tunnels	SRBID Manager	Quarterly	4	4	4	4	4	Quarterly evaluation of the causes of waste Quarterly evaluation of measures implemented and identification of remedial actions	

PROGRAM 3 - SRBID CLEANSING INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
8. Promoting waste minimization through education and awareness on waste and water pollution	SRBID Manager	Ongoing	➔	➔	➔	➔	➔	Monthly evaluations and inspections Report findings to the Board	
9. Encourage property owners to act responsibly in terms of waste management and encourage recycling initiatives	SRBID Manager	Ongoing	➔	➔	➔	➔	➔	Monthly evaluations and inspections Report findings to the Board	
10. Coordinate with local NGO to assist in cleaning programs where applicable	SRBID Manager	Ongoing	➔	➔	➔	➔	➔	As required	Refer to program 4-6 and 5-2

PROGRAM 4 - SRBID URBAN MANAGEMENT INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Submissions to Ward Allocation, IDP and Capital Budgets	SRBID Manager	1	1Y	1Y	1Y	1Y	1Y	Report to the SRBID Board with recommendations where applicable	October to February
2. 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 Use the established service levels to design the provision of supplementary services without duplication of effort	SRBID Manager	Ongoing	➔	➔	➔	➔	➔	Urban management plan with clear deliverables and defined performance indicators to guide delivery – Report monthly to the Board	

PROGRAM 4 - SRBID URBAN MANAGEMENT INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
3. Identify and report infrastructure supplementing existing Council Services: <ul style="list-style-type: none"> a. Street lighting b. Dumping c. Refuse Removal d. Waterworks e. Sewerage f. Roads and Storm water g. Traffic signals and line painting h. Pedestrian safety i. Road repairs 	SRBID Manager	Daily / weekly and monthly reports to the C3 notification process and daily recording of references in the register						Monitor and evaluate. Report findings to the SRBID Board with recommendations where applicable	
4. Compile a list of prioritized needs to enhance the objectives of the CID and liaise with the relevant departments to correct	SRBID Manager	4	4M	4M	4M	4M	4M	Monitor and evaluate the plan and performance of all service delivery on a quarterly basis. Report findings to the SRBID Board with recommendations where applicable	
5. Greening campaigns - Arbor Day	SRBID Manager	1	1Y	1Y	1Y	1Y	1Y	Report to the SRBID Board with recommendations where applicable	
6. Work in conjunction with local social welfare and job creation organization and develop the delivery of the supplementary services to improve the urban environment	SRBID Manager	Ongoing	➔	➔	➔	➔	➔	Development of a long term sustainable work program	This is done comprehensively at the term renewal and then modified and managed continuously Also refer to Program 5-2 and 3-10
7. Illegal Poster Removal Notify and monitor the removal of illegal posters by the City of Cape Town	SRBID Manager	Ongoing	➔	➔	➔	➔	➔	Public space and City of Cape Town infrastructure free from illegal posters	

PROGRAM 5 - SRBID SOCIAL INTERVENTION INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Identify and determine strategies by means of an integrated approach to address / homelessness and the relief measures available, current and future.	SRBID Manager	Ongoing	➔	➔	➔	➔	➔	Social intervention plan with clear deliverables and defined performance indicators to guide delivery	This is done comprehensively at the implementation of the CID and then modified continuously
2. Work in conjunction with local social welfare and job creation organization and develop the delivery of the supplementary services to improve the urban environment	SRBID Manager	Ongoing	➔	➔	➔	➔	➔	Social intervention plan with clear deliverables and defined performance indicators to guide delivery	This will be a long term plan of action that will take time to develop – Refer to Program 4-6 and 3-10
3. Coordinate Social Development programs and initiatives with City Social Development Department	SRBID Manager	Ongoing	➔	➔	➔	➔	➔	Meet quarterly	
4. Public awareness program on social issues	SRBID Manager	Ongoing	➔	➔	➔	➔	➔	As required	

PROGRAM 6 - SRBID 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	SRBID Manager	Monthly	12	12	12	12	12	Regular informative newsletters	Also refer to Program 1-17
2. Regular Press releases in local Newspapers covering: a. Local Development	SRBID Manager	Ongoing	➔	➔	➔	➔	➔	Quarterly media exposure	

PROGRAM 6 - SRBID MARKETING INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
b. Promoting local Projects c. Social Issues									
3. Maintain Website	SRBID Manager	Ongoing	➔	➔	➔	➔	➔	Up to date and informative website	Refer to Program 1-11
4. Regular Member visits and meetings	SRBID Manager	Ongoing	➔	➔	➔	➔	➔	Monthly feedback to SRBID Board at Directors Meeting	Refer to Program 1-17 and 1-19
5. Establish the SRBID Business Directory and link to website	SRBID Manager	Every 2 months	2	2	2	2	2	Up to dates directory	
6. SRBID Signage			➔	➔	➔	➔	➔	Signage to be visible and maintained	