

**BLACKHEATH CITY IMPROVEMENT DISTRICT
IMPLEMENTATION PLAN
1st July 2024 to 30th June 2025**

PROGRAM 1 - MANAGEMENT AND OPERATIONS				
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	KEY PERFORMANCE INDICATOR	COMMENTS
1. Appointment of BCID staff.	BCID Board and BCID Manager	As Required	Appointment of staff via competitive process.	BCID Manager and assistant positions
2. Fully operational BCID Management Office.	BCID Manager	Ongoing	Functional and accessible BCID Office.	
3. Appointment of relevant service providers.	BCID Board	As Required	Service providers to be appointed by means of a well documented fair, equitable, transparent and competitive process.	Review service provider appointment in last year of contract period by means of a well documented fair, equitable, transparent and competitive process.
4. BCID Board meetings.	BCID Board and BCID Manager	Quarterly	4 Meetings per annum (quarterly) with feedback per portfolio.	BCID Manager hosts Board Meetings at BCID Office, holds copies of minutes and any resolutions on file.
5. Monthly Progressive Income and Expenditure Statement Report to CID Department.	BCID Manager	Monthly	Monthly Reports to CID Department by 15th of the following month.	BCID Manager compiles and submits in the first week of every month.
6. Audited Annual Financial Statements.	BCID Manager / BCID Auditors / BCID Board	Annually	Annual Audit by qualified auditors to be submitted to the City by the 31st of August.	BCID Board sign off on AFS once compiled.
7. Communicate Arrears List.	BCID Manager	Monthly	Monthly reports received from CID Department and reporting to BCID Board. Observe and report concerns to CID Department.	Standing item on BCID Board Meeting agenda. Board Members in Arrears cannot participate in meetings.
8. Annual General Meeting.	BCID Board and BCID Manager	Annually	Annual feedback to Members at the Annual General Meeting in terms of legislative requirements.	Host successful AGM before 31 December.
9. Submit Management Report and Audited Annual Financial Statements to the local Sub-council.	BCID Manager	Annually	Submit Audited Annual Financial Statements and Annual Reports to CID Unit and Sub-council within three months of AGM.	Submit proof of submission to CID Department within 30 days of AGM.
10. Progress Reports to the BCID Board.	BCID Manager	Quarterly	Reports to BCID Board Meetings.	Standing item on BCID Board Meeting agenda.
11. Maintain Website.	BCID Manager	Monthly	Newsletters and News Flashes linked to website and other regular information updates.	
12. Comply with all Company Act requirements.	Company Secretary and BCID Manager	Ongoing	Ensure all relevant documents as required by By-Law and Policy are submitted to the CID Department and CIPC notified of changes.	Directors and Auditors changes submitted within 10 days of a change. Annual Returns within 30 business days after the anniversary dates of the WPC Registration.

13. Manage and monitor the C3 notification Process via Incident Desk.	BCID Manager	As Required	Register CCT C3 notification and then transfer to Incident Desk.	Monitor outstanding C3 notifications
14. Input to the Integrated Development Plan.	BCID Manager	Annually	Annual Submissions as per CCT budget public participation process when Council makes updates to the IDP.	
15. Input to the City Capital and Operational Budgets.	BCID Manager	Annually	Annual Submissions to Sub-council Manager.	
16. Interact with property owners and Members of the BCID.	BCID Manager	As Required	At least one official visit to each member in a 12 month period.	
17. Mediate issues with or between property owners.	BCID Manager	As Required	Ensure successful outcomes through mediation.	
18. Promote and develop NPC membership.	BCID Manager	Ongoing	Have an NPC Membership that represents the BCID Community and ensure that membership application requests are prominent on Web Page.	
19. Promote and develop BCID NPC Membership and maintain BCID Members List and Property Database.	BCID Manager / CCT CID Unit	Ongoing	Ongoing updates to membership List and Property database to ensure entities are represented.	Prominent notice on Website
20. Annual tax compliance status.	BCID Manager	Annually	Submit PIN to CCT Supply Chain Management Department.	
21. Vat reconciliation / tax returns.	BCID Manager / Company Secretary	Monthly	Monthly and Annual Tax Returns.	
22. Conduct regular Urban Management Surveys and create a Business Retention Strategy.	BCID Manager / CCT Economic Development	As Required	This is already in progress and partnerships are being solidified with various departments.	The survey is complete and recommendations arising from the survey will now be carried out.
23. Build working relationships with Sub-Council Management and relevant CCT officials and departments that deliver services in the BCID.	BCID Manager	Ongoing	Good relationships have already been established and need to be maintained by the BCID Manager.	
24. Compile the annual CID Implementation Plan and Budget and 5-Year renewal application.	BCID Manager	Annually and every 5 years	Renewals are done in year 5 and approval of Implementation Plan and Budget annually.	Annual approval at the BCID AGM Feedback meeting.
25. Mid-year Performance Review.	BCID Manager	Annually	Report to CID Department by end March after CID Board approval.	
26. Budget Review.	BCID Manager	Annually	Report to CID Department by end March after CID Board approval.	
27. Evaluation of BCID Staff.	BCID Board / Manager	Annually	Report to BCID Manager and Board by end November.	Annual presentation at the BCID AGM Feedback meeting.
28. All CID Directors to receive relevant CID Documents.		Annually	At the first Board Meeting after the AGM, supply all CID Directors with relevant CID documents.	
29. Allocation of Portfolios to CID Directors.		Annually	At the first Board Meeting after the AGM, assign Portfolios to CID Directors.	
30. Declaration of Interests.		quarterly	Ensure all Directors, Board Observers and Manager sign the Declaration of Interests at every Board Meeting.	
31. Implement Business Plan.	BCID Board / Manager	Annually	% Expenditure of Budget	Ensure that the benchmark of 90% is attained.

PROGRAM 2 - PUBLIC SAFETY				
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	KEY PERFORMANCE INDICATOR	COMMENTS
1. Identify the root causes of Public Safety in the BCID area in conjunction with the SAPS, Local Authority, Law Enforcement Officer (Rent-A-Cop) and existing Public Safety contractor using their experience as well as available Public Safety statistics.	BCID Manager / Sector 3 Sector Public Safety Forum / Public Safety Contractor	Monthly	Monthly SAPS Sector Public Safety Meeting / Monthly Security Newsletter	SAPS refuse to submit written Public Safety statistics. Notes are taken at meetings.
2. Determine the Public Safety Threat Analysis of the BCID area in conjunction with the SAPS, Rent-A-Cop and other Law Enforcement Initiatives.	BCID Manager / Sector 3 Sector Public Safety Forum / Public Safety Contractor	Monthly	Monthly SAPS Sector Public Safety Meeting / Monthly Security Newsletter. Report back to BCID Board.	Standing item on Sector 3 Sector Public Safety Forum Meeting agenda.
3. Determine strategies by means of an integrated approach to ensure Public Safety / deter criminals.	BCID Manager / Sector 3 Sector Public Safety Forum / Public Safety Contractor	Monthly	Monthly SAPS Sector Public Safety Meeting / Monthly Security Newsletter	Standing item on Sector 3 Sector Public Safety Forum Meeting agenda.
4. In liaison with other Public Safety role players, Rent-A-Cop and the SAPS, identify current Public Safety and policing shortcomings and develop and implement effective Public Safety prevention strategies.	BCID Manager / Sector 3 Sector Public Safety Forum / Public Safety Contractor	Monthly	Monthly SAPS Sector Public Safety Meeting / Monthly Security Newsletter	Standing item on Sector 3 Sector Public Safety Forum Meeting agenda.
5. Develop 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.	BCID Director and BCID Manager / Public Safety Contractor	Monthly	SLA with Public Safety Service Provider and feedback to the BCID Board Meeting and Monthly SAPS Sector Public Safety Meeting. Submit monthly report to the Board and annually to the AGM.	Standing item on Sector 3 Sector Public Safety Forum Meeting agenda and BCID Board agenda.
6. Maintain a manned centrally located office(s) open to the members of the BCID to request Public Safety assistance or report information.	BCID Manager / Public Safety contractor	Monthly	Fully operational Public Safety Control Room and BCID mobile Public Safety caravan and submit monthly report to SAPS Sector Public Safety Meeting and BCID Board Meeting.	Public Safety Contractor provides control room, places and monitors Public Safety trailer.
7. Deploy Public Safety resources accordingly and effectively on visible patrols. Public Safety personnel and patrol vehicles to be easily identifiable.	BCID Manager / Public Safety contractor	Ongoing	Contract Public Safety provider to ensure good Public Safety service levels on a daily basis.	
8. Utilise the "eyes and ears" of all Public Safety and gardening/street cleaning staff, as well as own staff and Chrysalis Students to identify any Public Safety risks.	BCID Manager	Ongoing	All staff are trained to report issues via the control room. 2 x Chrysalis students on daily bicycle patrols to record any Public Safety Risks. Weekly report to BCID Manager and Monthly report to BCID Board.	Incident Desk assists with this initiative.

9. Assist the Law Enforcement Initiatives through participation by BCID in the local SAPS Sector 3, Sector Public Safety Forum.	BCID Manager / Public Safety Contractors	Monthly	Monthly SAPS Sector Public Safety meetings are held and minutes are recorded and reported to Members via a monthly Public Safety Newsletter.	Standing item on Sector 3 Sector Public Safety Forum Meeting agenda.
10. Monitor and evaluate the Public Safety strategy and performance of all service delivery on a quarterly basis.	BCID Manager / Public Safety Contractors	Quarterly	SLA with Public Safety Service Provider and quarterly feedback to the BCID Board Meeting.	
11. Monthly Public Safety report produced from Incident Desk.	BCID Manager / Public Safety Contractors	Monthly	Public Safety Control Room records all incidents on Incident Desk with weekly reports to the BCID manager and monthly reports to the BCID Board.	
12. Maintain Incident Desk.	BCID Manager / Public Safety Contractors	As Required	Public Safety Contractors and BCID Admin assistant.	
13. On-site inspection of Public Safety Patrol officers.	BCID Manager / Public Safety Contractor	Ongoing	Public Safety supervisor and BCID Manager attend to this.	
14. Weekly Public Safety Reports from Contract Public Safety Company and CCTV Monitoring company.	BCID Manager / Public Safety Contractor	Weekly	Recorded on Incident Desk.	
15. CCTV Area Roll out.	BCID Manager / CCTV Contractor	Ongoing	Annual budget and partnerships with private companies to roll out the network area-wide.	Standing item on Sector 3 Sector Public Safety Forum Meeting agenda. Refer to Program 4, point 7.
16. CCTV Monitoring Initiative.	BCID Manager / Public Safety Contractor	Ongoing	Daily and weekly reports on incident desk to populate monthly reports.	
17. Daily placement and manning of CCTV enabled Public Safety Caravan.	BCID Manager / Public Safety Contractor	Daily	To Improve public safety in crime hotspot areas.	
18. Daily placement and management of Law Enforcement Officer.	BCID Manager / Public Safety Contractors	Daily	To Improve public safety in crime hotspot areas.	
19. Application to be submitted by CID to secure Law Enforcement Officer.		Annually	Contract with the CCT signed by the Directors.	Contact Law Enforcement by February of every year to renew contract by April of every year.
20. Register CCTV Cameras with the CCT.		As and when required.	Cameras Registered with the CCT.	

PROGRAM 3 - MAINTENANCE AND CLEANSING				
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	KEY PERFORMANCE INDICATOR	COMMENTS
1. Successful daily running of the Cleansing Profile.	BCID Manager	Ongoing	Daily and weekly reports on file in office to populate monthly reports.	Supplier is contracted by the BCID Board on a three-year contract. Appoint / Re-appoint.
2. Monitor and evaluate the cleansing strategy and performance of all service delivery on a monthly basis.	BCID Manager	Monthly	Daily, weekly and monthly strategy to deal with litter. Reporting to the BCID Board and consultation with the CCT Solid Waste department.	Standing item on BCID Board Meeting agenda.
3. Co-ordinate the provision of additional litter bins and emptying of litter bins by service providers and the relevant City of Cape Town departments.	BCID Manager	Ongoing	In consultation with the CCT Solid Waste department.	
4. Cleansing each of the streets within the BCID Boundary at least once within every two month period.	BCID Manager	Ongoing	BCID Manager ensures the Cleansing Operation is stable.	
5. Identifying Health and safety / infrastructure issues within the area and reporting to Council with C3 notification reference no's and record on Incident Desk.	BCID Manager	Ongoing	BCID Assistant / Cleansing Team / Public Safety Contractor and Chrysalis Students to report issues via C3 Notifications and on Incident desk	A joint responsibility between all role players to ensure good and timeous reporting.
6. Monitor and combat Illegal Dumping.	BCID Manager	Ongoing	Report acts of illegal dumping via CCT C3 notification process and to put preventative measures in place. Monthly reports to the BCID Board.	A joint responsibility between all role players to ensure good and timeous reporting.
7. Dealing with messy tenants.	BCID Manager	Ongoing	Maintain a clean and safe Industrial Area by addressing companies and reporting those that litter or spoil the public and common areas to the CCT Law Enforcement initiatives.	
8. Promoting litter and general dumping and waste minimisation in the public and common areas through education and awareness campaigns.	BCID Manager	Ongoing	Don't litter and anti-illegal dumping campaigns.	Regular information sharing and pamphlet drops.
9. Coordinate with local Community Leaders to assist in staffing cleansing programs where applicable.	BCID Manager	Ongoing	Partnerships with community leadership allow access to casual staffing for projects at short notice.	Local communities volunteer to assist in adjacent neighbouring areas where local litter impacts on area cleanliness. Refer also Program 5, point 6
10. Bush clearing and verge maintenance initiatives in the Public or common areas.	BCID Manager / Cleansing Team	Ongoing	Overgrown areas are cleared due to failure of local government.	Provincial and National Government departments urged to manage vacant properties when overgrown.
11. Identify problem areas with respect to: a. street lighting; b. missing drain covers / cleaning of drains and storm water inlets c. maintenance of road surfaces, verges and sidewalks d. cutting of grass / removal of weeds e. road markings / traffic signs Partner with various CCT Service Departments and Directorates.	BCID Manager / Public Safety Contractor / Cleansing Team	Ongoing	Reports by all role players inform applications to the relevant budgets through the Sub-council and CCT line departments.	A joint responsibility between all role players to ensure good and timeous reporting.
12. Identify and report infrastructure failures to respective CCT Departments / Directorates: 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	BCID Manager / Public Safety Contractor / Cleansing Team	Ongoing	Reports by all role players inform applications to the relevant budgets through the Sub-council and CCT line departments.	A joint responsibility between all role players to ensure good and timeous reporting.

PROGRAM 4 - ENVIRONMENTAL DEVELOPMENT

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	KEY PERFORMANCE INDICATOR	COMMENTS
1. Submit input to CCT Ward Allocation, IDP and Capital and Operational Budgets.	BCID Manager	Annually	Annually as required by due dates.	
2. Illegal Poster Removal - Notify and monitor the removal of illegal posters by the City of Cape Town.	BCID Manager / Public Safety Contractor / Cleansing Team	Ongoing	CCT deals with the removal and action. Report incidents to the CCT who are responsible to remove illegal posters.	Joint responsibility between all role players to ensure good and timeous reporting and removal.
3. Compile a list of prioritised needs from area surveys to enhance the objectives of the BCID and liaise with the relevant CCT Departments / Directorates to address needs.	BCID Manager	Ongoing	Reports by all role players inform applications to the relevant budgets through the Sub-council and CCT line departments.	A joint responsibility between all role players to ensure good and timeous reporting.
4. Greening campaigns - Arbour Day.	BCID Manager	Annually	In partnership with City Parks and property owners who green their areas.	
5. Stray animals.	BCID Manager / CCT Traffic Services	As and when required	Traffic department deals with livestock being brought into the area to graze. Report incidents to the traffic department when applicable.	A joint responsibility between all role players to ensure good and timeous reporting.
6. Promoting company waste minimization through education and awareness on waste and air and water pollution.	BCID Manager	Ongoing	WISP and Greencape and other role players like Wasteman present.	
7. Encourage property owners to act responsibly in terms of waste management and encourage recycling.	BCID Manager	Ongoing	BCID manager, WISP, Greencape and other role players like Wasteman present.	

PROGRAM 5 - SOCIAL AND ECONOMIC DEVELOPMENT				
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	KEY PERFORMANCE INDICATOR	COMMENTS
1. Identify and determine strategies by means of an integrated approach to address / homelessness and the relief measures available, current and future.	BCID Manager	Ongoing	To support Prioritisation in the formalisation of the Happy Valley Informal Settlement and the completion of the area based infrastructure, including street lighting, ECD Centres and Schools and Sports and Recreation Centres.	A joint responsibility between all role players to ensure good and timeous reporting.
2. Support to Happy Feet Creche.	BCID Manager	Quarterly	Reports of supprt offered to Board Meetings.	
3. Daily support and running of the Sing For Africa Grade "R" School.	BCID Manager	Daily	Successful daily roll-out of early childhood development programmes.	
4. The planning and development of 3 ECD centres in partnership with the Children's Family Trust and associated benefactors.	BCID Manager / Children's Family Trust / Various Benefactors	Ongoing	Successful planning, development and roll-out of early childhood development programmes.	Erven reserved and zoning taking place, now drawing up plans for approval upon completion of above.
5. Work in conjunction with local Subcouncil and Social Development initiatives to address area concerns and populate skills and job seeker databases.	BCID Manager / Sub-council Manager	Ongoing	The CCT EPWP program and local employment initiatives.	Community Leadership and Ward Councillor assists Sub-council secretarial staff.
6. Coordinate with local Community Leaders to assist in staffing cleansing programs where applicable.	BCID Manager	Ongoing	Partnerships with community leadership allow access to casual staffing for projects at short notice.	Refer to Program 3, Point 9.

PROGRAM 6 - COMMUNICATION				
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	KEY PERFORMANCE INDICATOR	COMMENTS
1. Regular Newsletters / Newsflashes.	BCID Manager	Monthly	BCID Manager and BCID Assistant prepare newsletter and regular news flashes.	Refer Program 1, point 11
2. Regular Press releases in local Newspapers covering: a. Local Development b. Promoting local Projects	BCID Manager	As and when required	When and if possible in partnership with the local estate agents / developers.	
3. Maintain Website.	BCID Manager	Monthly	Monthly updates in partnership with website developer to ensure informative website in compliance with CID legislation.	Refer Program 1, point 11
4. Maintain BCID Business Directory and link to website.	BCID Manager	Annually	Annually in partnership with website developer.	Refer Program 1, point 11
5. Regular Member visits and meetings.	BCID Manager	Ongoing	At least one official visit to each member in a 12 month period.	
6. Promote business prospects for the BCID area.	BCID Manager	Ongoing	Regular contact with Estate Agents and Property developers.	
7. BCID Area Signage and street naming project.	BCID Manager	Ongoing	In partnership with benefactors on an ongoing basis due to damage and theft.	Partnerships with suppliers and Benefactors.
8. Management and Administration of BCID Area Surveys.	BCID Manager	Annually	BCID Manager and BCID Assistant conduct annual surveys.	
9. Blackheath Business Retention Strategy.	BCID Manager - CCT Economic Development	Completed in 2021 - Ongoing interaction, City Departments to drive outcomes	A partnership with the CCT's Economic Development Department reporting to the BCID Board and City Council.	The survey is complete and recommendations arising from the survey will now be carried out.
10. Facebook Page Updates.	BCID Manager	Ongoing	Regular updates by the BCID assistant.	Refer Program 1, point 11
11. Special issue based Meetings and Events.	BCID Manager - CCT Economic Development	As and when required	Area specific. Information from the DTI, WISP and other sources.	As and when required.