



City Improvement District

**Blackheath**

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# THE BLACKHEATH CITY IMPROVEMENT DISTRICT AGM 16 October 2024



# City Improvement District

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1. Registration
2. Welcome & Apologies
3. Membership
  - 3.1 Resignations
  - 3.2 New Members
4. Quorum to constitute a meeting
5. Previous AGM minutes
  - 5.1 Approval
  - 5.2 Matters Arising
6. Chairperson's Report
7. Feedback on Operations 2023/24
8. Approval of Annual Report 2023/24
9. Noting of Audited Financial Statements 2023/24
10. Budget
  - 9.1 Noting of additional surplus funds utilised in 2023/24 (approved by the Board)
  - 9.3 Approval of surplus funds utilisation for 2025/26
  - 9.4 Approval of the budget 2025/26
11. Approval of Implementation Plan 2025/26
12. Appointment of registered Auditor
13. Confirmation of Company Secretary
14. Election of Board Members
15. General
16. Q & A
17. Adjournment



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# WELCOME

**Welcome and Apologies**

**Membership – Resignations and New Members**

**Quorum to Constitute Meeting**



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# AGM Minutes and Matters Arising from these Minutes



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# Chairman's Report



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# Feedback on Operations 2023/24



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# Approval of Annual Report 2023/24





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# Noting of Audited Financial Statements 2023/24





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Noting of additional  
Surplus Funds spent  
2023/24 -  
Approved by Board



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### Noting of additional Surplus Funds utilised 2023/24

Line Item	Approved Surplus Funding	Adhoc Adjustments- June 2024	Adjustment Budget	Total
<b>Revenue</b>				
Accumulated Surplus (Projects + Capital)	- 332 764	119 416	- 70 000	- 283 348
<b>Total surplus funding in the budget</b>	- 332 764	119 416	- 70 000	- 283 348
<b>Expenditure</b>				
<b>Projects</b>				
Traffic calming	150 000	-	- 150 000	-
Happy Valley Grade "R" School	82 764	- 5 016	- 5 519	72 229
Verge Upgrades	100 000	30 000	-	130 000
ESKOM Infrastructure	-	144 400	190 000	45 600
<b>Capital Expenditure (PPE)</b>				
CCTV / LPR Cameras			35 519	35 519
<b>Total Expenditure funded from Surplus</b>	332 764	- 119 416	70 000	283 348
<b>Difference</b>	-	-	-	-



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# Approval of Additional Surplus Funds utilisation 2025/26



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## Approval of additional Surplus Funds utilisation 2025/26

### EXPENDITURE

#### 1. Projects

Verge Upgrades

Happy Valley Grade "R" School

#### TOTAL EXPENDITURE

### Proposed Budget

R		
	168 942	100.0%
	100 000	
	68 942	
	168 942	100.0%



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# Approval of the Budget 2025/26



# BLACKHEATH CITY IMPROVEMENT DISTRICT

## 2025/26

### PROPOSED BUDGET

	As per Business Plan	Proposed Budget	Variance
<b>INCOME</b>	<b>R</b>	<b>R</b>	<b>R</b>
Income from Additional Rates	-4 650 901 98.9%	-4 650 901 96.5%	- 0.0%
Other: Accumulated Surplus	-50 000 1.1%	-168 942 3.5%	-118 942 2.5%
<b>TOTAL INCOME</b>	<b>-4 700 901 100.0%</b>	<b>-4 819 843 100.0%</b>	<b>-118 942 2.5%</b>
<b>EXPENDITURE</b>	<b>R</b>	<b>R</b>	<b>R</b>
<b>Employee Related</b>	<b>1 551 310 33.0%</b>	<b>1 515 188 31.4%</b>	<b>-36 122 -0.8%</b>
Salaries and Wages	846 757	740 788	-105 969
PAYE, UIF & SDL	345 983	455 967	109 984
Allowances: Locomotion	254 137	216 000	-38 137
COIDA	5 037	3 037	-2 000
Bonus	99 396	99 396	-
<b>Core Business</b>	<b>1 887 852 40.2%</b>	<b>1 807 388 37.5%</b>	<b>-80 464 -1.7%</b>
Cleansing services	869 299	869 299	-
Environmental upgrading	129 279	129 279	-
Law Enforcement Officers	282 620	265 248	-17 372
Public Safety	487 586	407 427	-80 159
Public Safety - CCTV monitoring	51 068	63 893	12 825
Public Safety - Incident Desk	42 751	44 101	1 350
Social upliftment	25 249	28 141	2 892
<b>Depreciation</b>	<b>105 000 2.2%</b>	<b>203 568 4.2%</b>	<b>98 568 2.1%</b>
<b>Repairs &amp; Maintenance</b>	<b>132 247 2.8%</b>	<b>63 679 1.3%</b>	<b>-68 568 -1.5%</b>

<b>General Expenditure</b>	<b>408 126</b>	<b>8.7%</b>	<b>463 509</b>	<b>9.6%</b>	<b>55 383</b>	<b>1.2%</b>
Accounting fees	18 884		21 497		2 613	
Advertising costs	11 528		11 528		-	
Auditor's remuneration	17 096		22 378		5 282	
Bank charges	11 538		11 538		-	
Catering & Food	11 494		5 494		-6 000	
Cleaning costs	23 657		23 657		-	
Communication	12 516		22 516		10 000	
Computer expenses	5 299		15 299		10 000	
Contingency / Sundry	26 446		26 446		-	
Donations	8 480		8 480		-	
Insurance	44 426		44 426		-	
Legal Services	-		18 851		18 851	
Marketing and promotions	11 471		11 471		-	
Meeting expenses	6 953		2 953		-4 000	
Minor tools & equipment	14 152		14 152		-	
Motor vehicle expenses	25 259		25 259		-	
Office rental	70 683		76 320		5 637	
Postage & courier	692		692		-	
Printing / stationery / photographic	16 311		16 311		-	
Protective clothing	20 656		28 656		8 000	
Refreshments and Teas	3 380		3 380		-	



## EXPENDITURE

Telecommunication  
Training

### Projects

Greening Projects  
Additional Cleansing  
Verge Upgrades  
Happy Valley Grade "R" School

### Capital Expenditure (PPE)

CCTV / LPR Cameras  
Computer Equipment  
Office Equipment  
Office Furniture

Bad Debt Provision 3%

### TOTAL EXPENDITURE

(SURPLUS) / SHORTFALL

GROWTH: EXPENDITURE

GROWTH: ADDITIONAL RATES REQUIRED

R		R		R	
36 309		36 309		-	
10 896		15 896		5 000	
<b>330 000</b>	<b>7.0%</b>	<b>480 145</b>	<b>10.0%</b>	<b>150 145</b>	<b>3.2%</b>
120 000		120 000		-	
160 000		160 000		-	
-		100 000		100 000	
50 000		100 145		50 145	
<b>146 839</b>	<b>3.1%</b>	<b>146 839</b>	<b>3.0%</b>	<b>-</b>	<b>0.0%</b>
126 248		126 248		-	
5 299		5 299		-	
6 695		6 695		-	
8 597		8 597		-	
<b>139 527</b>	<b>3.0%</b>	<b>139 527</b>	<b>2.9%</b>	<b>-</b>	<b>0.0%</b>
<b>4 700 901</b>	<b>100.0%</b>	<b>4 819 843</b>	<b>100.0%</b>	<b>118 942</b>	<b>2.5%</b>
-		-		-	

1.7%

6.0%



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# Approval of the Implementation Plan 2025/26

## BLACKHEATH CITY IMPROVEMENT DISTRICT (BCID)

### 5 YEAR IMPLEMENTATION PLAN

1st July 2025 to 30th June 2026

#### MANAGEMENT AND OPERATIONS

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY 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.  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.  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.

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE		COMMENTS
				Y1	Y2	Y3	Y4	Y5			
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.
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 • 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 • Directors change • Auditors change • Company Secretary	Submit amendments to CIPC within 10 business days of the change	Ongoing	→	→	→	→	→	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	Ongoing	→	→	→	→	→	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.



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

PUBLIC SAFETY											
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	Ongoing	→	→	→	→	→	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	Adhoc	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 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	Ongoing	→	→	→	→	→	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	Participate in local safety forums	Attend local safety forums	Quarterly	4	4	4	4	4	Manager and Service Provider	Operational	Participate in existing Neighbourhood Watch, Community Police Forum, other CIDs and SAPS meetings
8	Application to be submitted to secure Law Enforcement Officer	Application submitted to the CCT	Annually	1	1	1	1	1	Manager	Operational	Contact Law Enforcement Department by February of every year. Contract concluded by April of every year
9	Deploy Law Enforcement Officer/s in support of the Public Safety strategy and management plan	Law Enforcement Officers deployed in CID	Ongoing	→	→	→	→	→	Manager and City of Cape Town	Operational	
10	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	
11	Register CCTV Cameras with the CCT	Cameras registered with the CCT	Ongoing	→	→	→	→	→	Manager	Operational	
12	Monitor CCTV Cameras	Monitoring of CCTV Cameras by appropriately qualified service providers.	Ongoing	→	→	→	→	→	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.

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MAINTENANCE AND CLEANSING											
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 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

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE		COMMENTS
				Y1	Y2	Y3	Y4	Y5			
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	Ongoing	→	→	→	→	→	Manager	Operational	Identify hotspot areas of littering to provide additional street cleaning and log a CCT service request
6	Health and safety issues reported to the CCT	Logged CCT service request resolved	Ongoing	→	→	→	→	→	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



NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE		COMMENTS
				Y1	Y2	Y3	Y4	Y5			
11	Identify problems, requiring minor maintenance to CCT infrastructure and perform relevant maintenance on: a. Water and Sanitation infrastructure b. Roads and Stormwater infrastructure c. Road markings d. Grass cutting in Public Open Spaces incl. Parks 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: a. Street lighting b. Water and Sanitation c. Roads and Stormwater d. Traffic signals and road markings 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 per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	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
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

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE		COMMENTS
				Y1	Y2	Y3	Y4	Y5			
5	Implement a Recycling programme where possible	Recyclable waste collected	Ongoing	→	→	→	→	→	Manager and Service Provider	Board and Annual Report	By service provider or cleaning staff.
6	Install public recycling bins if required	Public recycling bins installed	Ongoing	→	→	→	→	→	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 per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	REPORTING	COMMENTS
				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	Appoint a social development service provider(s) if necessary	Contracted service provider(s)	Year 1	→					Board	Board	Appoint a social development service provider(s) through a fair, equitable, transparent and competitive process. This could be an existing service provider.
3	Review and approve the social and economic development management plan if necessary	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.

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE		COMMENTS
				Y1	Y2	Y3	Y4	Y5			
4	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	
5	Promote Social Development awareness	Quarterly awareness campaign through newsletters or website	Quarterly	4	4	4	4	4	Manager and Service Provider	Board	Partner with CCT Social Development & Early Childhood Development Directorate and social welfare organisations
6	Work in conjunction with local social welfare and job creation organisations and develop the delivery of the supplementary services to improve the urban environment	Job creation through social intervention	Ongoing	→	→	→	→	→	Manager and social welfare organisations	Annual Report	Partner with CCT Social Development and social welfare organisations

#### 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	Ongoing	→	→	→	→	→	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	
7	CID information signage	Clearly identifiable CID signage	Ongoing	→	→	→	→	→	Manager	Operational	Signage to be visible and maintained with CCT approval



# Appointment of a Registered Auditor



City Improvement District

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committed to making a difference

# Confirmation of Company Secretary





# Election of Board Members



# Presentations and General / Q & A





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# Meeting Adjourned

Thank you for attending and for your ongoing support