

BUSINESS PLAN FOR THE ESTABLISHMENT AND MANAGEMENT OF THE LITTLE MOWBRAY AND ROSEBANK IMPROVEMENT DISTRICT (LMRID)

www.lmrid.capetown



Version: July 2015

Compiled in accordance with the By-Law for the establishment of Special Rating Areas, promulgated in Provincial Gazette 7015/2012

Period covered by Business Plan: 1 July 2016 to 30 June 2021

Comments on this business plan can be emailed to: info@lmrid.capetown

Note regarding boundaries of the proposed LMRID:

Should lack of support in either Little Mowbray or Rosebank jeopardise the success of the full proposal, the application will revert to the reduced extent of either Little Mowbray or Rosebank.

The full extent would comprise the Little Mowbray Area and the Rosebank and Durban Road business areas; the reduced extent would comprise either only the Rosebank and Durban Road business areas or Little Mowbray and Durban Road business areas.

NOTE: Property owners are requested to complete the SRA voting form (available to download at www.lmrid.capetown) and submit it before 25th August 2015 using any of the following methods:

1. Mail: PO Box 22, Rondebosch 7701
2. Fax: (021) 685 1596
3. Email: info@lmrid.capetown
4. Hand deliver to your Neighbourhood Watch Block Coordinator (if you don't know who this is send an email to info@lmrid.capetown).
5. Hand deliver and drop-off in mail box: 2 Raleigh Road, Mowbray.

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Annexure 1: LMRID Budget 2016/17 – 2020/21

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Acronyms

Little Mowbray Neighbourhood Wath:	LMNW
Little Mowbray Rosebank Improvement District:	LMRID
Rosebank Mowbray Civic Association:	RMCA
Rosebank Neighbourhood Watch:	RNW

Overview Information

Name:	LITTLE MOWBRAY & ROSEBANK IMPROVEMENT DISTRICT (LMRID)
Commencement Date:	1 July 2016
Municipality:	Cape Town
Website:	www.lmrid.capetown

LMRID Steering Committee

Name		email Address
Marc Gammon	RNW	marc@contextsolutions.co.za
Rae Wolpe	LMNW	rae@impacteconomix.com
Simon Birch	RNW	simon@visser.archi
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Lindsay Kennedy	RNW	kenross@mweb.co.za
Renen Watermeyer	RNW	renen@121.co.za
Jonathan Hobday	RMCA Chair	hobday@sybaweb.co.za

Boundaries of the LMRID (see map on next page showing the LMRID boundary)

Full Extent:-

West Boundary: Liesbeek Parkway and Black River Parkway off-ramp (up to the road reserve);

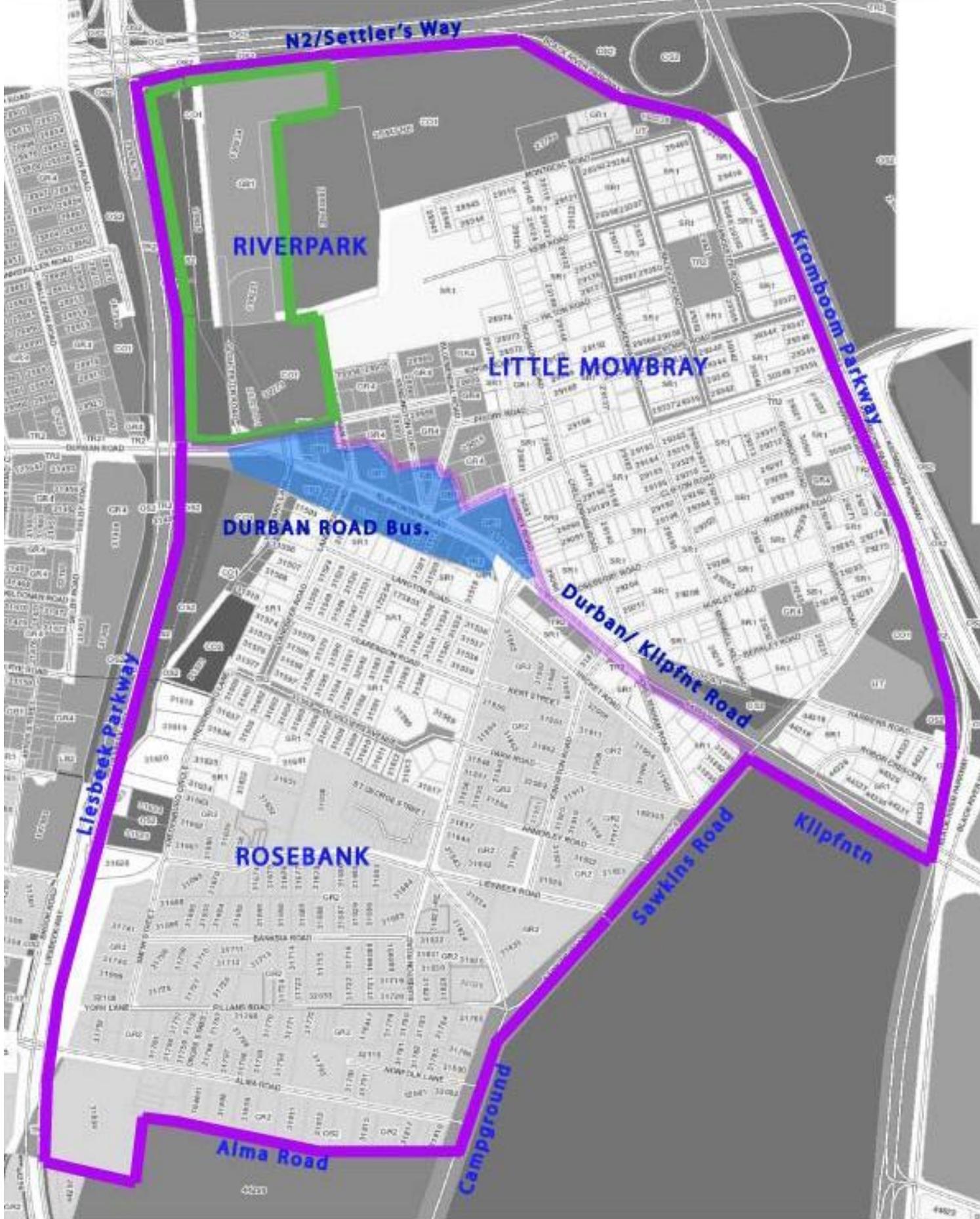
North Boundary: Settler's way (up to the road reserve);

East Boundary:

Kromboom Parkway (up to the road reserve)

Klipfontein, Sawkins, Campground Road (incl. road reserve (Rondebosch Common excluded)

South Boundary: Alma Road (including properties on both sides (Rustenburg High School excluded)



ROSEBANK & LITTLE MOWBRAY IMPROVEMENT DISTRICT
 Precincts Map - Dec 2014

1. INTRODUCTION

1.1. COMMUNITY OVERVIEW

Rosebank and Little Mowbray are among the older suburbs of Cape Town, dating to the beginning of the 1900's, when farmland along the banks of the Liesbeek River began to be developed as residential housing. There are now 487 rateable properties in Rosebank, 424 in Little Mowbray and 54 properties along Durban Road. There are two schools within this area – St Georges and Rhodes High – and RGJS on its border. The Rondebosch Common on its East border, a declared public open space with National Heritage Protection status, is heavily used by a wide number of residents and non-residents for recreational purposes, and is actively managed by the Friends of the Rondebosch Common. The Liesbeek River on its West border, is similarly well-used and managed by the Friends of the Liesbeek River. Durban Road¹ is a major challenge to the improvement of the area: it is a thoroughfare and a part of the proposed “Klipfontein Corridor”, and due to the intended road widening, all properties on its South side have been zoned as Traffic Reserve. This has prohibited development of these properties and left numerous vacant lots as undeveloped, with ensuing neglect.

The recent abandonment of the Klipfontein Corridor in favour of Lansdowne Road as the preferred transport corridor is encouraging, and it is hoped that the proposed “feeder route” status will allow for the rejuvenation of Durban Road as a pleasing commercial precinct to which its residents may one day return.

1.2. PERCEPTION SURVEY

Crime and social problems such as drug use have increased in the area over the past number of years. Also, problems have been experienced in the maintenance of public infrastructure and amenities.

Various ongoing community initiatives attempt to address these problems. For example, local Crime/ Neighbourhood Watches attempt to monitor and control crime in the area in conjunction with SAPS, and the Ratepayers Association monitors the maintenance of public infrastructure. However, the funds and volunteers available to pursue these initiatives are very limited and hence their effectiveness is also limited.

Consequently, a proposal to pursue the possibility of establishing a Special Rating Area (SRA) was made at the Annual General Meeting of the Rosebank Ratepayers Association in May 2012. This proposal was informally (i.e. no vote was taken on the proposal) accepted by the meeting and consequently a Steering Committee of concerned and interested residents was established to pursue the proposal. The Little Mowbray Neighbourhood Watch (LMNW) also identified the need to explore the establishment of an SRA in 2013 and an interim steering committee was established and reports back to the LMNW on progress with the process. Towards the middle of 2013, discussions between the Rosebank and LM Steering Committees began regarding the potential advantages (cost efficiencies, minimizing spillover of crime and social problems for one area to another etc.) of a single SRA for both areas and a decision was made to develop a single business plan and request both communities to express their views on this business plan through the SRA voting process.

The Steering Committees wishes to pursue the establishment of the LMRID as a viable basis to address these problems on a sustainable basis in order to prevent urban decay and a further increase of crime and social problems in the area.

¹ As it is generally known and hereby referred to, but officially largely Klipfontein Road.

Accordingly, both Rosebank and Little Mowbray conducted perception surveys to identify the needs and concerns of residents and businesses in the area. A copy of the Rosebank and Little Mowbray combined perception survey report can be downloaded from www.lmrid.capetown (place the web address in your web browser window- if the link does not work try a different web browser).

The key perception survey results are as follows:

1. 72% of respondents believe overall municipal service delivery in the area is good to excellent and 26% believe that it is fair to poor.
2. **Cleanliness and Recycling:** 70% of respondents believe the area's overall level of cleanliness is good to excellent, while 26% believe it is poor to fair. 77% of respondents believe there is a need for a recycling initiative in the area.
3. **Safety:** 53% of respondents perceive the area to be safe and 38% perceive it to be unsafe overall. 62% of respondents have either been a victim of crime, or someone close to them has, while living or working in the area. 42% of respondents believe the policing efforts in the area are good to excellent, and 55% believe they are fair to poor. 80% of respondents believe additional non-SAPS security services should be available in the area 24 hours/ day/ 7 days a week.
4. **Public spaces, roads, parks and social issues:** 55% of respondents believe the overall condition of public open spaces in the area is good to excellent and 42% believe the condition is poor to fair. 64% of respondents believe homelessness is a problem in the area. 44% of respondents do not believe we have a drug problem in the area, 46% do not know and 10% believe there is a drug problem in the area.
5. **Top up rate to improve services:** 63% of respondents are prepared to pay a top up levy on their rates bill for improved services and public security in the area, 21% are not, and 16% do not know (e.g. it depends on the cost of the top up levy). The Rosebank survey included questions regarding respondent's views on paying different levy amounts. Respondents indicated that they would be prepared to pay additional monthly amounts ranging from R50 to R500 with an amount of R100 most frequently mentioned. Fifty-one respondents indicated that they were agreeable to a percentage increase in rates, the majority of these indicating their acceptance of a 10% increase in rates.

It is however important to take note of many of the general comments of respondents where their willingness to pay is qualified by the feeling that local authorities and government services should be improved in the area irrespective of the formation of the SRA.

The community clearly indicated that the most important issues are:

1. Safety and security
2. Litter and cleanliness
3. Maintenance of public spaces
4. Social issues.
5. Recycling.

2. MOTIVATION

The Steering Group has taken note of the results of the perception survey, which indicate that there is substantial need for improvement in the areas of safety, maintenance of public spaces, recycling, and management of social issues.

A clear majority of residents are prepared to pay a limited additional amount in additional rates in order to achieve these objectives.

As has been the case for a number of years, it is clear from the City of Cape Town's budget that over 50% of the budget is allocated to the provision and upgrading of services in less developed areas of our city, including informal settlements and other areas which require the urgent provision of basic municipal

services. This reality means that many developed communities are left with little option but to institute local additional funding mechanisms to supplement the provision and quality of public services in their areas and thereby to maintain their quality of life and preserve their property values. It is for this purpose that the City Council has legislated for the Special Rating Area By-Law, which allows communities to raise and administer such additional funds to improve and upgrade their areas on a basis such as is proposed in this Business Plan.

The implementation of a properly managed SRA most often results in:

- A **safer public environment** to the benefit of all residents, visitors, students, businesses and property owners.
- **Proactive and co-ordinated communication and direct consultation** with the City's service directorates regarding service delivery to the Rosebank Little Mowbray area.
- **An equitable distribution of the cost to all property owners** for providing supplementary and additional services in the area in proportion to the municipal valuation of the property.
- **The protection and tangible growth in property values** and capital investments which encourages economic and social development in the area.

The Steering Committee has therefore taken account of the above realities and has prepared this Business Plan that:

- Sets the goals of the non-profit company to be formed if this proposal is approved ("the LMRID Company") to focus on the four specific issues identified in the community perception survey as being of highest concern to our community, namely Safety & Security, Litter & Cleanliness, Maintenance of Public Spaces, and Social Issues, in addition, naturally, to Effective Management of the SRA; and
- Reduces, or eliminates, overheads and administration costs (for example rent, insurance, equipment etc.) as far as possible. It is not intended that the LMRID Company will have any employees and all SRA services will be provided by contracted third party service providers. The LMRID Company Managing Agent will report to the Board (to be elected by the property owners).

The LMRID Steering Committee anticipates that the LMRID Company will have a close working relationship with the Ratepayers Associations and Neighbourhood Watches and its committees, which are highly active and respected by the community and the City Council.

The budget included in this Business Plan includes a small but significant Projects budget, in order for the LMRID Company to be able to respond positively to funding requests for the types of projects that promote the objectives of the LMRID Company and fall within the mandate of this Business Plan.

The purposes of the LMRID include the enhancement of, and supplement to, municipal services in order to maintain the quality of life and property values of the community at a superior level. An approved SRA is also better able to monitor the quality of municipal and other services provided to the community.

Since the proposed area is primarily a residential area, the establishment of an SRA requires the support of at least 60% of property owners. If this support is obtained, the cost of enhanced services identified in this Business Plan and Budget will be shared by property owners in the form of an additional rate based proportionally on the valuation of their properties.

These additional rates will be administered by the LMRID Company which will be a Non-Profit Company managed by a Board of Directors, who will be elected by its members. All the property owners within LMRID geographic boundary may apply for membership. The LMRI day-to-day operations will be managed by a Managing Agent to be appointed by the Board. The LMRID Company Managing Agent will manage its own finances and auditors will be appointed by the LMRID Company.

The process of establishing an SRA (improvement district) generally involves the following steps:

- The geographic boundaries of the improvement district (SRA) have to be established.
- All property owners within the defined area should be consulted and exposed to the proposed intervention.
- A perception survey measures the perception of people in the area and highlights specific needs and shortcomings.
- A comprehensive business plan must be developed to address the needs of the area
- A consent period is provided for and a pre-determined majority (60% plus 1) of the properties (i.e the property owners of these properties) must vote in favour of the SRA in order to apply to the City of Cape Town for the establishment of an SRA.
- The full City of Cape Town Council has the final approval of the SRA.
- Once a SRA is approved, all of the property owners within the SRA have to pay the additional rate (except those that qualify for exemption in terms of the SRA By-Law).
- The local authority collects the additional rates from the property owners within the boundary of the SRA and pays the SRA (NPC) monthly one twelfth of its approved budget less 3% which is retained as a provision for bad debt.
- Each SRA has its own board of directors, elected by the members of the SRA. A Board of Directors consists of property owners within the SRA. A political representative from the City of Cape Town appointed to the Board by the City of Cape Town's Executive Mayor will attend Board meetings in an observer capacity.
- A Board is responsible for the management of the SRA, within the framework of the approved SRA business plan and will oversee the implementation thereof.
- The Board must appoint service providers and staff to manage the day-to-day operations within the SRA as per the Business Plan.
- The supplementary services provided should represent the actual needs of the area according to the vision of the property owners for the area. The services provided are decided by the property owners as SRAs are property-owner driven.
- The City of Cape Town local authority must maintain its current level of service and must continue providing similar services when the SRA is in operation. This is to ensure that the SRA services remain supplementary and are not a replacement for local authority baseline services.
- The SRA is established for an initial period of five years. Annual and term renewals are required at the Annual General Meeting of the Non-Profit Company.
- An SRA may be dissolved after establishment in accordance with Chapter 4 of the SRA By-law of the City of Cape Town.

The interests of the members of the Non-Profit Company are protected by the provisions of the Companies Act and the Special Area By-Law which include the following:

- a) The Non-Profit Company will retain control over the additional SRA rates, which may only be spent within the SRA area and only in accordance with the approved Business Plan.
- b) The Non-Profit Company and its members, will not be responsible for debt collection of the SRA rate or for any bad debts. This will be the responsibility of the City Council.
- c) The City Council will monitor compliance by the Board with the Companies Act, SRA By-Law and related Policy, and any agreement entered into between the Non-Profit Company and the City Council.
- d) A Councillor of the City will be appointed by the Executive Mayor as an observer to attend Board meetings as an observer.

- e) The Non-Profit Company will be required to submit a Five Year Business Plan and Budget for approval by the City Council and, when approved, company expenditure may not include any items not included in the approved budget.
- f) The Budget and Implementation Plan will be approved annually at the AGM of the Non-Profit Company by its members.
- g) Any amendment of the Business Plan requires the approval of property owners and the City Council. The non-Profit Company will be required to submit its annual audited financial statements to its members at the AGM and to the City Council for consolidation into City's Annual Financial Statements annually.

The success of the SRA business model outlined above, as set out in the Special Rating Area By- Law No. 7015 of 20 July 2012 and related Policy, is illustrated by the fact that 33 SRAs (as of 1 July 2015) have been approved in the Cape Town municipal area. It should also be noted that these approved SRAs include those in the neighbouring areas of Observatory and Groote Schuur.

The vision of the intended LMRID is to create a safe, clean and pleasant residential area that is a highly sought-after place to live, work and visit, and do business in, because of its integration with its natural surroundings and its safe community atmosphere.

This Business Plan also includes a detailed Implementation Plan giving effect to the Motivation Report and Budget requirements.

3. BUSINESS PLAN

3.1. MISSION, VISION AND GOALS OF THE SRA

Our Vision

To maintain a safe, clean and pleasant area that is a highly sought-after place to live, visit and do business in because of its social harmony and its integration and harmony with its natural surroundings and modest built environment.

Our Mission

The mission of the LMRID is to ensure an environment that is safe and well maintained for the benefit of all its residents and businesses and acting in coordinated partnership with the City of Cape Town, South African Police Services, Metro Police, Resident's Associations, Neighbourhood Watches and other relevant partners.

Our Goals

- a) Reducing crime generally in the area including drug dealing.
- b) Creating a safe and clean public environment by addressing issues of maintenance and cleaning of streets, pavements and public spaces (as well as greening of public spaces, energy efficiency and recycling).
- c) Support and promote social responsibility in the area, including seeking to rehabilitate and facilitate access to jobs for the homeless.
- d) Protecting and enhancing property values.

3.2. MANAGEMENT AND OPERATIONS OF THE SRA

This Business Plan and Budget, upon approval by the City of Cape Town, will be implemented by the Non-Profit Company, which will be a Non-Profit Company, incorporated in accordance with provisions of

the Companies Act. The Non-Profit Company will be supervised by a Board of Directors elected by its members at the AGM and be mandated to implement the Business Plan. Property owners may apply for membership which will enable them to participate in the Non-Profit Company's affairs. A Managing Agency appointed by the Board under a service contract will implement the day-to-day operation of the Non-Profit Company's activities. The City Council will not be involved in the day-to-day operations, but will exercise oversight in respect of financial and legal compliance.

The Non-Profit Company will manage its own finances and appoint its own auditors. The audited financial statements will form part of City Council's consolidated Annual Financial Statements, which are reviewed by the Auditor-General. In addition, monthly financial reports will be submitted to the City Council to monitor that expenditure is incurred according to the Business Plan.

The Non-Profit Company utilize a Managing Agency (contracted on the basis of a Service Level Agreement) to manage service delivery on a daily basis. This is likely to be both the most cost-effective way to manage the SRA (the SRA will not have fixed overhead costs and can discontinue this arrangement should the need arise in future) as well considered to be the most effective.

3.3. EXEMPTIONS FROM IMPROVEMENT LEVIES

Any property owner who receives either partial or full rates relief will be exempted from the additional SRA rate as per the City of Cape Town's SRA By-Law.

3.4. CONSISTENCY WITH THE CITY OF CAPE TOWN'S POLICIES AND PLANS

For reasons that appear from this Business Plan, the proposed LMRID:

- Will be consistent with the City's Integrated Development Plan (IDP); and
- Will manage, via the Non-Profit Company, the additional services in accordance with this Business Plan as amended from time to time.

3.5. SRA SERVICES, ACTIONS, PERFORMANCE INDICATORS AND MONITORING

The SRA Board will ensure that SRA services are monitored and managed on the basis of a 2016/17-2020/21 Implementation Plan which contains targets and performance indicators to monitor and report on the performance of the SRA (see Annexure 3). The Managing Agency will monitor and report on the implementation of the Implementation Plan to the SRA Board (with recommendations where applicable).

The main proposed SRA services and actions include the following:

- a) Provision of two 24 hour vehicular patrols (one for Rosebank and one for Little Mowbray).
- b) Via the Managing Agency, continue to provide assistance to the SAPS through participation in the local Police Sector Crime Forums on a weekly basis.
- c) Utilise the "eyes and ears" of all other security, gardening and street cleaning staff, to identify any security problems and challenges.
- d) Regularly plan and deploy security staff to be used as strategically and effectively as possible in conjunction with the SAPS.
- e) Maintain and continue to keep a centrally located office open and operational. Members and

residents of the SRA may therefore request security assistance or report information at any time. A special emergency phone number will be operational and available with security staff, to follow up with all in radio contact with our fully functional Control Room. Detailed daily reports and statistics will be kept.

- f) Special attention areas will be identified where criminal elements are operating based on crime statistics and the potential for crime to take place. Information gathered from the SAPS, and other law enforcement agencies will be identified for focused security initiatives.
- g) Special attention will be given to the monitoring and well-being of the homeless people sleeping within the boundaries.
- h) Cleansing and public spaces: A service provider will be contracted (on the basis of a Service Level Agreement) to provide street, pavement and public open space cleansing services. Two teams of 3 people (one being a supervisor) will work five days a week on the basis of a maintenance schedule. Budgetary provision has been made for special cleansing initiatives (e.g. cleaning of graffiti) should the need arise. Services will include the following:
 - Provide additional street sweeping, waste picking and additional refuse collection in all the public areas.
 - Removal of illegal posters, graffiti and stickers from non-municipal infrastructure.
 - Coordinating actions with the relevant City of Cape Town's departments to address infrastructure defects. This will be done through specific liaison with departments and officials in addition to the reporting and monitoring of repairs.

After a base level of repair and reinstatement has been achieved the LMRID will implement local actions to correct minor issues. In addition, the LMRID Managing Agent will assist with:

- Graffiti removal from non-municipal infrastructure where possible.
 - Removal of illegal posters and pamphlets from public spaces and non-municipal infrastructure.
 - Painting of road markings and correction of road signs.
 - Greening, tree pruning and landscaping.
 - Kerb, bollard and paving reinstatements.
 - Storm water drain cleaning where required.
- i) Recycling: The City of Cape Town's Solid Waste Management Department have embarked on various recycling projects incorporating waste drop-off facilities completely dedicated to recycling and/or the appointment of waste recycling companies that support the collection and recycling of waste. The SRA will embark on processes to develop and facilitate similar facilities and initiatives for the SRA area in support of the need for recycling programs.

3.6. COMMUNICATION AND PUBLIC RELATIONS

The LMRID web site has been created (www.lmrid.capetown) and a Facebook page will also be created and maintained as required by the SRA By-Law. Key documents will be made available on the web-site. An

existing database of residents and property owners will be updated and used to issue a regular newsletter to residents and property owners. The possibility of establishing issue specific Whats-App groups for instant cell phone communication between residents and property owners will also be investigated and discussed.

Events, public meetings, functions will be held and especially an Annual General Meeting which will include a report back function.

3.7. FINANCE

Annexure 1 contains a summary of the LMRID Budget. The funding for the next five years is proposed to be provided in terms of the Budget Plan attached as Annexure two.

The proposed business plan makes allowance for the accumulation of a small surplus which would need to be allocated to priorities as decided by the SRA Board. It is possible that these priorities may include installation of a CCTV Camera system including Licence Plate Recognition which will allow the immediate detection of motor vehicles that have either been reported stolen or to have been involved in previous crimes (The cost of these technologies is likely to reduce over the next few years).

3.8. PROPERTY OWNER SUPPORT ACTIONS

Property owners with the financial means to contribute beyond their SRA levy for the SRA will be encouraged to support various additional initiatives such as:

- Donation of infrastructure for the deployment of CCTV cameras of properties in strategic locations.
- Job creation and skills development opportunities.
- Funding of voluntary additional services including landscaping of public spaces through an “adopt a spot” initiative.
- Funding of additional security in the public area.
- Donation of supplies and equipment for the operations of the SRA such as uniforms, branding, signage, cleaning equipment.

All additional funding to be approved at an AGM and included into the next year’s Implementation Plan and Budget.

4. NEXT STEPS

Property owners complete SRA voting form (available to download at www.lmrid.capetown) and submit it before 25th August 2015 using any of the following methods:

1. Mail: PO Box 22, Rondebosch 7701
2. Fax: (021) 685 1596
3. Email: info@lmrid.capetown
4. Hand deliver to your Neighbourhood Watch Block Coordinator (if you don’t know who this is send an email to info@lmrid.capetown)
5. Hand deliver and drop-off in mail box: 2 Raleigh Road, Mowbray.

COMPILED BY: Rosebank and Little Mowbray SRA Steering Committees

ANNEXURE 1: FIVE YEAR ROSEBANK LITTLE MOWBRAY SRA BUDGET: 2016/17-2020/21

LITTLE MOWBRAY / ROSEBANK IMPROVEMENT DISTRICT										
18-Jun-15										
5 YEAR BUDGET AS PER BUSINESS PLAN										
	2016/17		2017/18		2018/19		2019/20		2020/21	
	R		R		R		R		R	
EXPENDITURE										
1. Employee Related	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Salaries	-		-		-		-		-	
UIF	-		-		-		-		-	
Transport allowance	-		-		-		-		-	
Bonus Provision	-		-		-		-		-	
2. Core Business	1,486,232	84.0%	1,575,406	84.0%	1,769,973	89.1%	1,866,916	88.6%	1,984,042	88.9%
Cleaning Services	187,941		199,221		211,175		223,345		237,276	
Environmental Upgrading (Greening, landscaping, recycling, etc.)	50,000		53,000		56,180		59,551		63,124	
Law Enforcement Officers	-		-		-		-		-	
Security Services - CCTV monitoring	-		-		100,038		96,787		107,700	
Security Services	1,128,288		1,195,985		1,267,748		1,343,811		1,424,444	
Social Upliftment	120,000		127,200		134,832		142,922		151,498	
3. Depreciation	16,000	0.9%	8,000	0.4%	21,545	1.1%	35,090	1.7%	35,090	1.6%
4. Repairs and Maintenance	-	0.0%								
5. Services Accounts ex CCT	-	0.0%								
6. Interest Paid	-	0.0%								
7. General Expenditure	110,400	6.2%	81,124	4.3%	85,993	4.3%	91,153	4.3%	96,623	4.3%
Accommodation (Rent)	-		-		-		-		-	
Accounting fees	6,000		6,360		6,742		7,147		7,576	
Administration and management fees	36,000		38,160		40,450		42,877		45,450	
Auditor's remuneration	12,000		12,720		13,483		14,292		15,150	
Avertising	-		-		-		-		-	
Bank charges	6,000		6,360		6,742		7,147		7,576	
Computer expenses (including Website)	2,400		2,544		2,697		2,859		3,031	
Contingency / Sundry	5,000		5,300		5,618		5,955		6,312	
Donations	-		-		-		-		-	
Entertainment	-		-		-		-		-	
Insurance	5,000		5,300		5,618		5,955		6,312	
Lease rental on equipment	-		-		-		-		-	
Marketing and promotions	3,000		3,180		3,371		3,573		3,787	
Meeting expenses	-		-		-		-		-	
Motor vehicle expenses	-		-		-		-		-	
Newsletter expenses	-		-		-		-		-	
Office security	-		-		-		-		-	
Postage	-		-		-		-		-	
Printing and stationery	5,000		1,200		1,272		1,348		1,429	
Protective clothing	-		-		-		-		-	
Secretarial duties	-		-		-		-		-	
Seed Capital	30,000		-		-		-		-	
Staff welfare (tea, Coffee, etc.)	-		-		-		-		-	
Subscriptions	-		-		-		-		-	
Telephone and fax	-		-		-		-		-	
Training	-		-		-		-		-	
Traveling	-		-		-		-		-	
Other: Specify	-		-		-		-		-	
8. Operational Projects	-	0.0%								
Provide Detail	-		-		-		-		-	
Provide Detail	-		-		-		-		-	
Provide Detail	-		-		-		-		-	
Provide Detail	-		-		-		-		-	
9. Capital Projects	-	0.0%								
Provide Detail	-		-		-		-		-	
Provide Detail	-		-		-		-		-	
Provide Detail	-		-		-		-		-	
Provide Detail	-		-		-		-		-	
10. Capital Expenditure (PPE)	40,000	2.3%	-	0.0%	50,000	2.5%	50,000	2.4%	50,000	2.2%
Office Furniture	15,000		-		-		-		-	
Office Equipment	5,000		-		-		-		-	
Computer Equipment	20,000		-		-		-		-	
CCTV Cameras	-		-		50,000		50,000		50,000	
Electric Fence	-		-		-		-		-	
Security Equipment	-		-		-		-		-	
Vehicles	-		-		-		-		-	
Other: Specify	-		-		-		-		-	
Other: Specify	-		-		-		-		-	
11. Future Provision	62,840	3.6%	153,871	8.2%	-	0.0%	-	0.0%	-	0.0%
Assets	62,840		153,871		-		-		-	
Operational Project	-		-		-		-		-	
Capital Project	-		-		-		-		-	
Other: Specify	-		-		-		-		-	
12. Bad Debt Provision 3%	53,056	3.0%	56,239	3.0%	59,614	3.0%	63,190	3.0%	66,982	3.0%
TOTAL EXPENDITURE	1,768,528	100.0%	1,874,640	100.0%	1,987,125	100.0%	2,106,349	100.0%	2,232,737	100.0%
INCOME	R									
1. Revenue - SRA Add Rates	-1,768,528	100.0%	-1,874,640	100.0%	-1,987,125	100.0%	-2,106,349	100.0%	-2,232,737	100.0%
2. Other: Specify	-	0.0%								
TOTAL INCOME	-1,768,528		-1,874,640		-1,987,125		-2,106,349		-2,232,737	
(SURPLUS) / SHORTFALL	-		-		-		-		-	
BUDGET GROWTH	0.0%		6.0%		6.0%		6.0%		6.0%	

Annexure 2: Rosebank Little Mowbray SRA 5 Year Implementation Plan: 1st July 2016 To 30th June 2021

PROGRAM 1 - SRA MANAGEMENT & OPERATIONS									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION /FREQUENCY					PERFORMANCE INDICATORS	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Continued operation of the Management Office	SRA Manager / SRA Board	Ongoing	x	X	x	x	x	Accessible office and management (telephone, email responses)	
2. Appointment of relevant service providers	SRA Manager / SRA Board	Year 1 and 3	1Y		1Y			Appointment of appropriately qualified service providers Service Level Agreements monitored re monthly progress reports	Appointments based on adjudication of Competitive quotes Service providers to be reappointed or new providers to be appointed at end of initial contracts (3 Years) or sooner if non-performances).
4. Board meetings	SRA Manager / SRA Board	12	12	12	12	12	12	Monthly Board meetings	First year may be more frequent as the need arises.
5. Financial reports to CoCT	SRA Manager	12	12	12	12	12	12	Submit reports timeously (due 15 th of following month)	Refer to Financial Agreement
6. Audited Financial Statements	SRA Manager	1	1Y	1Y	1Y	1Y	1Y	Unqualified Financial Audits by 31 August.	Refer to Financial Agreement
7. Communicate SRA Arrears List	SRA Manager	12	12	12	12	12	12	Observe and report concerns over outstanding amounts	
8. Feedback to Members and Annual General Meeting	SRA Manager / SRA Board	1	1Y	1Y	1Y	1Y	1Y	Host successful AGM Attendance at AGM	Appointment of Directors and Approval of next year's budget
9. Submit Management Report and Annual Financial Statements	SRA Manager / SRA Board	1	1Y	1Y	1Y	1Y	1Y	Unqualified Financial Audits and comprehensive	

PROGRAM 1 - SRA MANAGEMENT & OPERATIONS										
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS					PERFORMANCE INDICATOR	COMMENTS	
			Y1	Y2	Y3	Y4	Y5			
10. Successful day-to-day management and operations of the SRA	SRA Manager	Ongoing	X	x	x	X	X	Monthly feedback to SRA Board	Directors to be replaced if non-attendance > 3 consecutive meetings	
11. Monthly Reports to the SRA Directors	SRA Manager	12	12	12	12	12	12	Report back on all SRA related business to be measured and signed off	Provide monthly reports to the SRA Directors	
12. Manage and monitor the C3 notification Process	SRA Manager	12	12	12	12	12	12	Complete daily reports of C3 notifications and monitor existing issues		
13. Submit input to the Integrated Development Plan	SRA Manager	1Y	1Y	1Y	1Y	1Y	1Y	Annual submissions to Sub- Council Manager	October to February of every year	
14. Submit input to the Capital Budgets	SRA Manager	1Y	1Y	1Y	1Y	1Y	1Y	Annual submissions to Sub-Council Manager		
15. Communicate with property owners	SRA Manager	Ongoing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Keep property owners informed through monthly		
16. Mediate issues with or between property owners	SRA Manager & City of Cape Town Departmental Managers and Law Enforcement	Ongoing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provide an informed opinion on unresolved issues and assist where possible		
17. Visit SRA members	SRA Manager	Ongoing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Number of visits to members		
18. Promote and develop SRA NPC membership	SRA Manager / SRA Board	Ongoing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	% Property owners registered as members		
19. Build working relationships with Sub-Council Management and relevant CoCT officials and departments that deliver services in the SRA	SRA Manager	Ongoing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Improved CCT service levels for safety, cleansing and maintenance.		

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20. Compile the SRA renewal application.	SRA Manager / SRA Board	In year 4				1Y		Submit a comprehensive renewal application for approval by the members and the City of Cape Town.	
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PROGRAM 2 - SRA SECURITY / LAW ENFORCEMENT INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS					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	SRA Manager/ Security Service Provider	Ongoing	3M	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Reports identifying root causes of various crimes with actions to address root causes. Reports on progress with agreed actions.	This is done comprehensively at the beginning of term and then modified continuously
2. Determine the Crime Threat Analysis of the SRA area in conjunction with the SAPS	SRA Manager/ Security Service	Ongoing	3M	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Incorporate in Security Management Strategy Plan	
3. Determine strategies by means of an integrated approach to address / decrease crime	SRA Manager/ Security Service Provider	Ongoing	3M	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	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	SRA Manager/ Security Service Provider	Ongoing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	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.	SRA Manager/ Security Service Provider	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 is done comprehensively at the implementation of the SRA and then modified continuously.
6. Maintain a manned centrally located office(s) open to the members and residents of the SRA to request security assistance or report information	SRA Manager/ Security Service Provider	Ongoing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Appropriately manned and equipped control room with skilled staff	

PROGRAM 2 - SRA SECURITY / LAW ENFORCEMENT INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS					PERFORMANCE INDICATOR(S)	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
7. Deploy patrol vehicles With security officers accordingly and effectively on visible patrols.	SRA Manager/ Security Service Provider	Ongoing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	24 hour presence of patrol vehicles Average response time to security calls lodged with control room. Monthly reduction in incidents reported to SAPS per crime category	
8. Utilise the "eyes and ears" of all security and gardening/street cleaning staff, as well as own staff, to identify any breaches	SRA Manager/ Security Service Provider	Ongoing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Incorporate feedback and information in security and safety initiatives of the SRA	
9. Assist the police through participation by SRA in the local Police sector crime forum	SRA Manager/ Security Service Provider	Monthly	12	12	12	12	12	Incorporate feedback and information in security and safety initiatives of the SRA Report on any security information of the SRA to the CPF	
10. Monitor and evaluate the security strategy and performance of all service delivery on a quarterly basis	SRA Manager/ Security Service Provider/ SAPS Crime	Quarterly	4	4	4	4	4	Report findings to the SRA Board with recommendations where applicable	
12. Weekly Security Reports from Contract Security Company	Security Service Provider	Weekly	52	52	52	52	52	Report findings to the SRA Board with recommendations where applicable. Provide feedback to forum meeting	Incorporate into monthly management report to SRA Board

PROGRAM 3 - SRA CLEANSING INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Develop a cleansing strategy document with clear deliverables and defined performance indicators to guide cleansing and delivery from the appointed service provider.	SRA Manager/ Cleansing Service Provider	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	This is done comprehensively at the term renewal and then modified continuously
2. Monitor and evaluate the cleansing strategy and performance of all service delivery on a quarterly basis	SRA Manager/ Cleansing Service Provider	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.	SRA Manager/ Solid Waste Department	Quarterly	4	4	4	4	4	Quarterly status reports to Local Authority regarding progress of identified shortcomings	
4. Cleansing each of the streets within the SRA Boundary at least once within every two month period	SRA Manager/ Cleansing Service Provider	Ongoing	6	6	6	6	6	Provide clean streets and sidewalks in the SRA	
5. Identifying Health and safety issues within the area and reporting to Council with C3 notification reference no's	SRA Manager	Ongoing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Monthly evaluations and inspections Provide an improved healthy urban environment in the SRA	
6. Monitor and combat Illegal Dumping	SRA Manager/ Cleansing Service Provider/ Law Enforcement Officers	Ongoing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Report all 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 and poor lighting	SRA Manager/ Cleansing Service	Quarterly	4	4	4	4	4	Quarterly evaluation of the causes of waste Quarterly evaluation	

PROGRAM 3 - SRA CLEANSING INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
								measures implemented and identification of remedial actions	
8. Promoting waste minimization through education and awareness on waste and water pollution	SRA Manager/ Cleansing Service Provider	Ongoing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Monthly inspections Report findings	
9. Encourage property owners to act responsibly in terms of waste management and encourage recycling initiatives	SRA Manage	Ongoing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Monthly inspections Report findings	

PROGRAM 4 - SRA URBAN MANAGEMENT INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Submissions to Ward Allocation, IDP and Capital Budgets	SRA Manager	1	1Y	1Y	1Y	1Y	1Y	Report to the SRA Board with recommendations where applicable	
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	SRA Manager	Ongoing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Urban management plan with clear deliverables and defined performance indicators to guide delivery	This is done comprehensively at the implementation of the SRA and then modified continuously

PROGRAM 4 - SRA URBAN MANAGEMENT INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
Use the established service levels to design the provision of supplementary services without duplication of effort									
3. Identify and report infrastructure supplementing existing Council Services: 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	SRA 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 SRA Board with recommendations where applicable	
4. Compile a list of prioritized needs to enhance the objectives of the SRA and liaise with the relevant departments to correct	SRA 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 SRA Board with recommendations where applicable	
5. Greening campaigns - Arbor Day	SRA Manager	1	1Y	1Y	1Y	1Y	1Y	Report to the SRA 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	SRA Manager	Ongoing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Development of a long term sustainable work program	This is managed continuously

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7. Illegal Poster Removal Notify and monitor the removal	SRA Manager	Ongoing	<input type="checkbox"/>	City of Cape Town infrastructure free from illegal posters.					
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PROGRAM 4 - SRA URBAN MANAGEMENT INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
of illegal posters by the City of								posters	

PROGRAM 5 - SRA SOCIAL INTERVENTION INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS					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.	SRA Manager/ NGOs	Ongoing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Social intervention plan with clear deliverables and defined performance indicators to guide delivery	This is done comprehensively at the implementation of the SRA and then modified continuousl
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	SRA Manager/ NGOs	Ongoing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	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

PROGRAM 6 - SRA MARKETING INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Regular and monthly newsletters / Newsflashes	SRA Manager	Monthly	12	12	12	12	12	Informative newsletters Maintained, informative up to date web site	
2. Regular Press releases in local Newspapers covering Local Development and promoting local Projects	SRA Manager	Ongoing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Regular media exposure	