

**STELLENBOSCH CBD SRA
5 YEAR IMPLEMENTATION PLAN
1st July 2015 to 30th June 2020**

PROGRAM 1 - SRA MANAGEMENT & OPERATIONS									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Appointment of staff	SRA Manager / SRA Board	Ongoing	➔	➔	➔	➔	➔		Staff appointment will be done as required
2. Continued operation of the SRA Management Office	SRA Manager / SRA Board	Ongoing	➔	➔	➔	➔	➔	Operation SRA Office	
3. Appointment of relevant service providers	SRA Manager / SRA Board	1	1Y		1Y			Appointment of appropriately qualified service providers	Service providers to be reappointed or new providers to be appointed at end of initial contracts (3 Years)
4. Board meetings	SRA Manager / SRA Board	12	12	12	12	12	12	Monthly Board meetings	
5. Financial reports to Stellenbosch Municipality	SRA Manager	12	12	12	12	12	12	Submit reports timeously	Refer to Financial Agreement
6. Audited Financial Statements	SRA Manager	1	1Y	1Y	1Y	1Y	1Y	Unqualified Financial Audits	
7. Communicate SRA Arrears List	SRA Manager	12	12	12	12	12	12	Observe and report concern over outstanding amounts	
8. Feedback to Members and Annual General Meeting	SRA Manager / SRA Board	1	1Y	1Y	1Y	1Y	1Y	Host successful AGM	
9. Submit Management Report and Annual Financial Statements to Stellenbosch Municipality	SRA Manager / SRA Board	1	1Y	1Y	1Y	1Y	1Y	Unqualified Financial Audits and comprehensive management reports	
10. Successful day-to-day management and operations of the SRA	SRA Manager	Ongoing	➔	➔	➔	➔	➔	Monthly feedback to SRA Board at Directors present at every meeting	
11. Monthly Reports to the SRA	SRA Manager	12	12	12	12	12	12	Report back on all CID related	Provide monthly

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Directors								business to be measured and signed off	reports to the SRA Directors
12. Manage and monitor defects to the Stellenbosch Municipality	SRA Manager	12	12	12	12	12	12	Complete daily reports of defects and monitor existing issues	
13. Communicate with property owners	SRA Manager	Ongoing	➔	➔	➔	➔	➔	Keep property owners informed through monthly newsletter	
14. Visit SRA members	SRA Manager	Ongoing	➔	➔	➔	➔	➔	Communicate and visit SRA members	
15. Promote and develop SRA NPC membership	SRA Manager / SRA Board	Ongoing	➔	➔	➔	➔	➔	Have a NPC membership that represents the SRA community	
16. Build working relationships with Stellenbosch Municipality Management and relevant officials and departments that deliver services in the SRA	SRA Manager	Ongoing	➔	➔	➔	➔	➔	Successful and professional relationships with sub-council management and officials resulting in enhance communication, cooperation and service delivery	
17. 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 Stellenbosch Municipality.	

PROGRAM 2 - SRA SECURITY / LAW ENFORCEMENT INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Identify the root causes of crime in conjunction with the SAPS, Local Authority and existing security service using their experience as well as available crime statistics	SRA Manager/ Security Service Provider	Ongoing	3M	➔	➔	➔	➔	Incorporate in Security Management Strategy Plan	This is done comprehensively at the beginning of term and then modified continuously

PROGRAM 2 - SRA SECURITY / LAW ENFORCEMENT INITIATIVES										
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS	
			Y1	Y2	Y3	Y4	Y5			
2. Determine the Crime Threat Analysis of the SRA area in conjunction with the SAPS	SRA Manager/ Security Service Provider	Ongoing	3M	➔	➔	➔	➔	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	➔	➔	➔	➔	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	➔	➔	➔	➔	➔	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 CID 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	➔	➔	➔	➔	➔	Appropriately manned and equipped control room with skilled staff		
7. Deploy security resources accordingly and effectively on visible patrols. Security personnel and patrol vehicles to be easily identifiable	SRA Manager/ Security Service Provider	Ongoing	➔	➔	➔	➔	➔	Effective safety and security patrols in the SRA		
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	➔	➔	➔	➔	➔	Incorporate feedback and information in security and safety initiatives of the SRA		
9. Assist the police through	SRA Manager/ Security	Monthly	12	12	12	12	12	Incorporate feedback and		

PROGRAM 2 - SRA SECURITY / LAW ENFORCEMENT INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
participation by SRA in the local Police sector crime forum	Service Provider							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 Intelligence Officer	Quarterly	4	4	4	4	4	Report findings to the SRA Board with recommendations where applicable	
11. On-site inspection of Security Patrol officers	SRA Manager/ Security Service Provider	Daily	➔	➔	➔	➔	➔	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 OR YEARS					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 but at least annually	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	SRA Manager/ Solid Waste Department	Quarterly	4	4	4	4	4	Quarterly status reports to Local Authority regarding	

PROGRAM 3 - SRA CLEANSING INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
emptying of litter bins service providers and the relevant Stellenbosch Municipality departments.								progress of identified shortcomings	
4. Cleansing each of the streets within the SRA Boundary according to the cleaning strategy and schedule.	SRA Manager/ Cleansing Service Provider	Bi annually	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.	SRA Manager	Ongoing	➔	➔	➔	➔	➔	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	➔	➔	➔	➔	➔	Removal of illegal dumping as required and applying applicable penalties through law enforcement against transgressors	
7. Encourage property owners to act responsibly in terms of waste management and encourage recycling initiatives	CID Manage	Ongoing	➔	➔	➔	➔	➔	Monthly evaluations and inspections Report findings	

PROGRAM 4 - SRA URBAN MANAGEMENT INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Identify problem areas with respect to: a. street lighting; b. missing drain covers / cleaning of drains c. maintenance of road	SRA Manager	Ongoing	➔	➔	➔	➔	➔	Urban management plan with clear deliverables and defined performance indicators to guide delivery	This is done comprehensively at the implementation of the CID and then modified continuously

PROGRAM 4 - SRA URBAN MANAGEMENT INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
surfaces; sidewalks d. cutting of grass / removal of weeds e. road markings / traffic signs Use the established service levels to design the provision of supplementary services without duplication of effort									
2. 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 Stellenbosch Municipality and daily recording of references in the register						Monitor and evaluate. Report findings to the SRA Board with recommendations where applicable	
3. Greening campaigns - Arbor Day	SRA Manager	1	1Y	1Y	1Y	1Y	1Y	Report to the SRA Board with recommendations where applicable	
4. 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	➔	➔	➔	➔	➔	Development of a long term sustainable work program	This is done comprehensively at the term renewal and then modified and managed continuously
5. Illegal Poster Removal Notify and monitor the removal of illegal posters by the Stellenbosch Municipality	SRA Manager	Ongoing	➔	➔	➔	➔	➔	Area free from illegal posters	

PROGRAM 5 - SRA SOCIAL INTERVENTION INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Identify and determine strategies by means of an integrated approach to address / homelessness and the relief measures available, current and future.	SRA Manager/ NGOs	Ongoing	➔	➔	➔	➔	➔	Social intervention plan with clear deliverables and defined performance indicators to guide delivery	This is done comprehensively at the implementation of the CID and then modified continuously
2. Work in conjunction with local social welfare and job creation organization and develop the delivery of the supplementary services to improve the urban environment	SRA Manager/ NGOs	Ongoing	➔	➔	➔	➔	➔	Social intervention plan with clear deliverables and defined performance indicators to guide delivery	This will be a long term plan of action that will take time to develop

PROGRAM 6 - SRA MARKETING INITIATIVES									
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Regular and monthly newsletters	SRA Manager	Monthly	12	12	12	12	12	Informative newsletters	
2. Regular Press releases in local Newspapers covering: a. Local Development b. Promoting local Projects c. Social Issues	SRA Manager	Ongoing	➔	➔	➔	➔	➔	Regular media exposure	
3. Establish and maintain Website	SRA Manager	Ongoing	➔	➔	➔	➔	➔	Informative website	
4. Regular Member visits and meetings	SRA Manager	Ongoing	➔	➔	➔	➔	➔	Monthly feedback to SRA Board at Directors Meeting	