

OVERKLOOF COMMUNITY IMPROVEMENT DISTRICT

BUSINESS PLAN

01 JULY 2023 – 30 JUNE 2028



OVERKLOOF
IMPROVEMENT DISTRICT



This business plan is available at <https://www.overkloofsra.co.za>

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A. MOTIVATION REPORT

A.1. INTRODUCTION

A City Improvement District (CID) is a community-driven venture, allowing the local community, property owners and local businesses to organise and fund improvements of specific areas within the City. Once established by the City, a non-profit company (the “CID Company”), carries out the improvements and upgrades proposed in its business plan, funded by an additional rate levied on rateable property located within the CID.

The Overkloof Community Improvement District (OCID) was established in 2018 and for the first time introduced a formal structure to several co-operative security and community-building initiatives that had already been gaining momentum in the area. It was the second CID to be registered in Hout Bay and has since been followed by several others. OCID was set-up with majority approval from local homeowners, and as a result of the efforts of a group of dedicated volunteers, it has become a positive force in this small neighbourhood.

Through the CID, the community has managed to engage service providers for local security, maintenance, cleansing and environmental services - and channel the energies of residents. OCID now has improved security in place, and the area has seen a decrease in crime. During the initial five-year term, the community has also made significant progress in rehabilitating two greenbelts in the area to serve recreational needs of residents. Compared to 2017, OCID now has better maintained verges, many new trees, better fire readiness, regular meetings, vibrant community social media channels, a consistent social upliftment programme, proactive communication with the city, and an organised cohesive community.

As we now approach the end of the CID’s first term, it is our intention to extend the CID for a further five years.

Name of the City Improvement District:

Overkloof Community Improvement District (OCID)

Applicant’s name and address for delivery of any notices in respect of the application:

John O’Callaghan

5 Bidoon Close, Hout Bay, 7806

Geographical area of the CID:

OCID is defined by the following boundaries:

Eastern Boundary: Erf 9841, 8406, 8346, 7842-RE

Western Boundary: Erf 2407, 6164, 6163, 6162, 6161, 6160, 6159

Northern Boundary: M6 Main Road, Hout Bay

Southern Boundary: Erf 1748-RE, Erf 4703-RE

Erf 4083, 49 Main Road (Longacre Farm) does not form part of OCID

The area outlined in red reflects the geographical area of OCID. The Rateable Erven are listed in Annexure A.



Strategic Objectives:

The role of the OCID is to provide a sustainable infrastructure and platform that will allow our community to enjoy a safe, harmonious and peaceful natural environment - while ensuring the protection and growth of homeowners' property values.

The vision of the OCID is to ensure that Overkloof:

- Retains its peaceful, close to nature, residential, family friendly, and community driven character.
- Is a neighbourhood where visitors and residents can be safe as they enjoy their homes and public areas.
- Is an area where the abundant natural indigenous biodiversity is encouraged and protected.
- Is kept clean and well looked after
- Has a positive shared sense of community
- Plays its own role in promoting a prosperous, inclusive and healthy Cape Town - where people can see their hopes of a better future become a reality.

The OCID will in conjunction with relevant and appropriate stakeholders, supplement municipal services as detailed in the business plan for the benefit of property owners, and members of the public. More specifically its goals are:

- To improve the safety of residents and visitors of Overkloof.
- To respect and protect the natural and built environment of Overkloof.
- To protect the unique character of Overkloof as a peaceful residential suburb.
- To enhance the verges and shared public places within Overkloof
- To ensure the suburb remains clean and free from litter / illegal dumping.
- To promote and safeguard the interests of the residents of Overkloof.

- To promote and ensure positive and constructive interaction with the greater community of the ward and metropole - taking cognisance of the wider macro socio economic and environmental context and recognising our privileged position within it.

Core Values

- **Transparency & Accountability:** to be achieved through visibility and accessibility of board members through social media channels, submission of updates and annual reports to the local community and publication of relevant documentation online.
- **Collaboration and Community Building:** we recognise our strength comes from working together and collaborating as a community. We will invite and encourage input and participation, and support forums and channels that build community cohesiveness and harmony.
- **Simplicity and Action:** as a small community with limited resource, we will be bias towards simple effective actions that make a positive difference sooner - rather than more complex initiatives which require greater resource investment and face long-term uncertainties.

A.2. PROPOSED SERVICES AND/OR PROJECTS

Community Feedback

The OCID is intended as a supplementary of services provided by the municipality.

When OCID was set up in 2018, a formal survey was done within the area. From the 67 rateable properties in Overkloof we received 43 completed surveys from 38 households.

The top 6 considerations for improvement were identified at the time as:

- Continued monitored security cameras at vulnerable entry points.
- Rapid security and incident vehicle response.
- A crime database and planning of safety measures.
- Inspections and reporting of potholes, water leaks and road hazards.
- Regular patrols.
- Improved co-ordination with City Service Departments.

Despite the desire for improvement - 53% of respondents thought that security in Overkloof was good to excellent. 51% of Overkloof residents at the time also said that the standard of traffic and road signage, street names and road markings was good to excellent. 49% of Overkloof residents mentioned that the upkeep of open areas is poor while half said that maintenance and upkeep of roads was average.

In the intervening 5 years, several additional concerns have emerged at various AGMs and community meetings.

- Vulnerability to mountain fires and fire-readiness
- Invasive alien vegetation
- Water pressure that is too high or too low and aging water infrastructure leading to system damage and outages
- Dangerous intersections coming in and out of the neighbourhood from Main Road.
- Noise nuisance and disturbance from allegedly commercial events

Significant improvement has been made on each of the original concerns in the intervening 5 years, and OCID will continue to address these, together with the additional concerns identified. These are to be addressed within the 4 main areas below:

Improving Public Safety

Public Safety remains the primary concern for the area. The board will appoint a security company to provide the core security services based on multiple quotes, and a review of the offering of the security company.

A security sub-committee will get a daily report from the service provider on what happened the day before, and reports on camera uptime and functionality. Key incidents will be reported back to the community.

Increased presence and awareness during probable criminal activity times (largely predicted by weather and time of day / night and trend information provided by area wide community security initiatives including Hout Bay Neighbourhood Watch (HBNW) and Community Crime Prevention (CCP)) will be provided by external service providers to enhance the safety and security of the area.

As at August 2022, OCID leases 15 cameras (Including 23 LPR Cameras and 2 PTZ Cameras) in 8 locations from our selected service provider Deep Blue. This feeds to an off-site, central monitoring station. The lease includes all installation fees, maintenance fees, cleaning fees, free upgrades every 2 to 3 years, insurance, wireless network with 24/7 monitoring and armed response to these cameras. The cameras are equipped with software to assist the monitoring thereof and response thereto. Should there be a problem visible on the cameras, a response team responds and the public safety committee member will be notified immediately.

The cameras are located throughout the Overkloof area - with an emphasis on potential points of entry and exit.

The CID manages this contract which comes to an end in June 2023. A new RFP process will be followed to renew this arrangement or appoint a new provider from July 2023.

As a supplementary service, CCP are currently employed to provide additional pro-active security in the area and co-ordinate broader community responses to security incidents. These include first responder services, security co-ordination and penetration exercises.

The following improvements to the security infrastructure are planned:

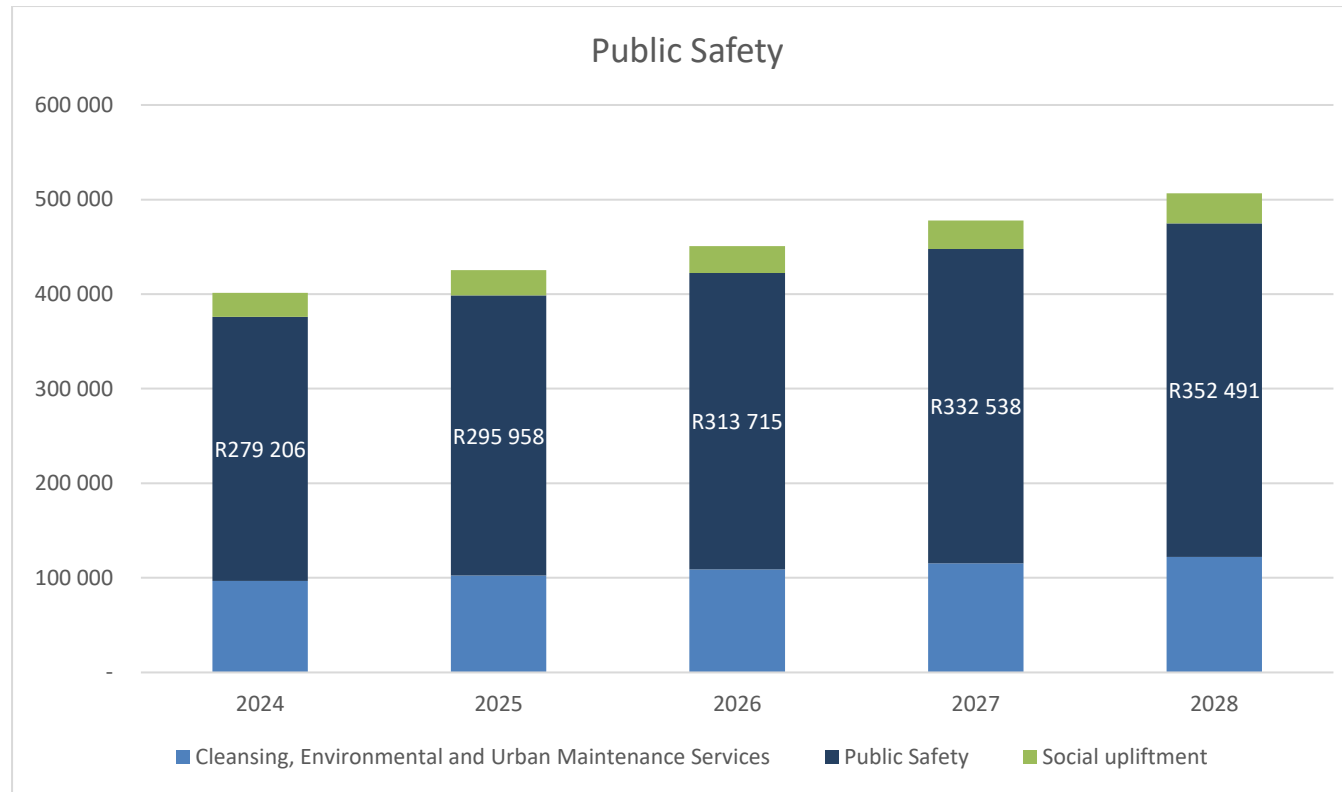
- Introduction of UPS back-up systems to deal with power outages
- Continual upgrading of all cameras and software.
- Ongoing security risk assessments and response
- Investment into new security technology as it becomes available
- Exploration of fencing and vegetation clearing options for improved security on the pipe track boundary.

Liaison with security bodies such as: Hout Bay Community Policing Forum, Hout Bay Neighbourhood Watch, different Security Service Providers active in the greater area, City Law Enforcement, SAPS Hout Bay and liaison with other neighbourhood watch organisations within the greater Cape Town metropole, will assist in the cohesion between the public and private entities' goals of ensuring public safety.

The above approach is consistent with the city's IDP objectives 5 (i.e. Efficient law enforcement to make communities safer) and objective 6 (i.e. Strengthen partnerships for safer communities) and contributes to the achievement of both objectives.

Total estimated costs of these services and/or projects over the term of the CID:

Core Business	2023/24	2024/25	2025/26	2026/27	2027/28
Public Safety - contributions to CCP / HBNW	47,191	50,023	53,024	56,205	59,578
Public Safety - CCTV leasing and monitoring	232,014	245,935	260,691	276,333	292,913
Total Public Safety	279,206	295,958	313,715	332,538	352,491



Cleansing and Urban Maintenance Services

Conducting and promoting clean-up and sustainable development projects in the CID. Ensuring that the CID is clean, tidy and well-maintained by appointing contractors to conduct, supplementary cleaning and maintenance services in the CID. The cleanup will take place at least once a week. The contractors will need to have a team of staff to be able to provide the services to the entire CID area.

Contractors will attend to public areas and removal of alien vegetation, where possible, within the public open spaces and side verges to ensure these are kept free of litter and overgrowth which may be obscuring traffic visibility and /or sight lines of security cameras, which will then be cut back appropriately. Recycling waste is taken to the Hout Bay recycling facility.

The Board will appoint a service provider, after a competitive process, this will include regular clearing and clean up, and said contractor coming in regularly to maintain over hanging trees, cleaning of verges and bushy overgrowth, improving the forested short-cut area.

Contractor's tasks to include:

- Cleaning, Urban Maintenance of CID area - communal areas that include verges and public open spaces to be kept clean, vegetation to be maintained
- Any vegetation that may be blocking the view of security cameras throughout the CID area and above to be cleared / trimmed back
- Emptying of bins on a weekly basis (or more regularly if needed)
- Monitor and advise CID committee of alien clearing requirements, for escalation to the City
- Provide feedback to CID and log on the City C3 portal any infrastructure repair and upgrading needed, such as potholes in roads, burst pipes, stormwater drains, curbing and general road maintenance. Retain reference numbers of call logs and include in monthly report to CID committee
- Monthly writing update of activities undertaken, along with supporting pictures
- Ongoing advice on landscape planning and sourcing of indigenous trees and plants from the City nursery (transport and planting of trees will be a separate engagement)
- Incorporate Social upliftment as much as possible in projects / maintenance work to help ensure positive Social Responsibility impact

The above approach is consistent with the city's IDP objective 4 (i.e. well managed and modernised infrastructure to support economic growth and more specifically 4.7 which speaks to promoting cleanliness and addressing illegal dumping.) It is also consistent with objective 11 (i.e. Quality and safe parks and recreation areas and more specifically 11.1 the quality community facilities programme) and contributes to the achievement of both objectives.

Environmental Development

OCID will work closely with the City to identify instances where repair or upgrade of pavements, curbing and drainage is needed. Reports on burst water pipes, storm water drains leaking, potholes, illegal dumping, road marking, street signs can be logged through the City's C3 System. Where these complaints are not resolved adequately on the set time frames by the CCT departments, it will be escalated within the City.

This will be championed by the environmental & urban management committee member, who will work closely with the City and the CID directors to ensure these are efficiently resolved.

The OCID will continue to improve and upgrade both the Chestnut Drive forest area and the plot that links Overkloof to the pipe track. These to be considered as “green lungs” and positive features for the area.

Communal areas that include verges and public open spaces will be kept cleaner, and vegetation will be trimmed back to ensure visibility and safety by provision of supplementary services which will be an enhancement to services provided by the City.

Alien vegetation presents an environmental risk to Overkloof - not only as a threat to bio-diversity - but also as a fire risk to the area. A project to liaise with the city for the removal of alien vegetation on communal land and restoring indigenous vegetation wherever possible in public spaces will be undertaken, along with general efforts to maintain cleanliness of the area. This will hopefully also encourage private owners to do the same on their properties.

Furthermore the OCID will continue to source and arrange delivery of indigenous trees and shrubs from the City Nursery, and ensure that these are kept hydrated until they mature.

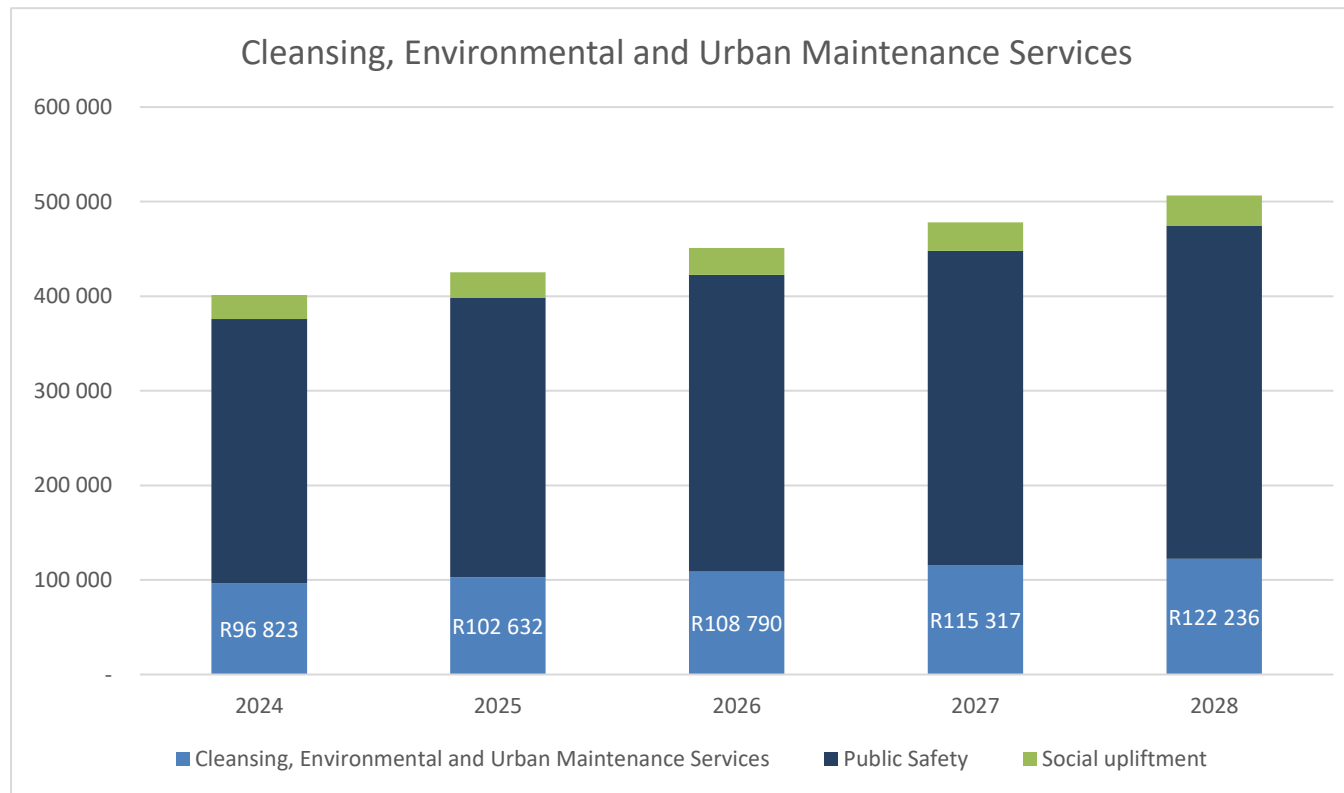
On an ongoing basis we will identify and undertake clearing and environmental management tasks - to improve and maintain verges.

Engendering an even further improved sense of community cooperation will be encouraged.

Ensuring positive Social Responsibility impact through all activities related to residents, the environment, the Overkloof community, the OCID stakeholders, Service Providers, and all other members of the public sphere who may also be considered as stakeholders will be a key goal of the OCID.

Total estimated costs of these services and/or projects over the term of the CID:

Core Business	2023/24	2024/25	2025/26	2026/27	2027/28
Cleansing, Environmental and Urban Maintenance Services	96,823	102,632	108,790	115,317	122,236



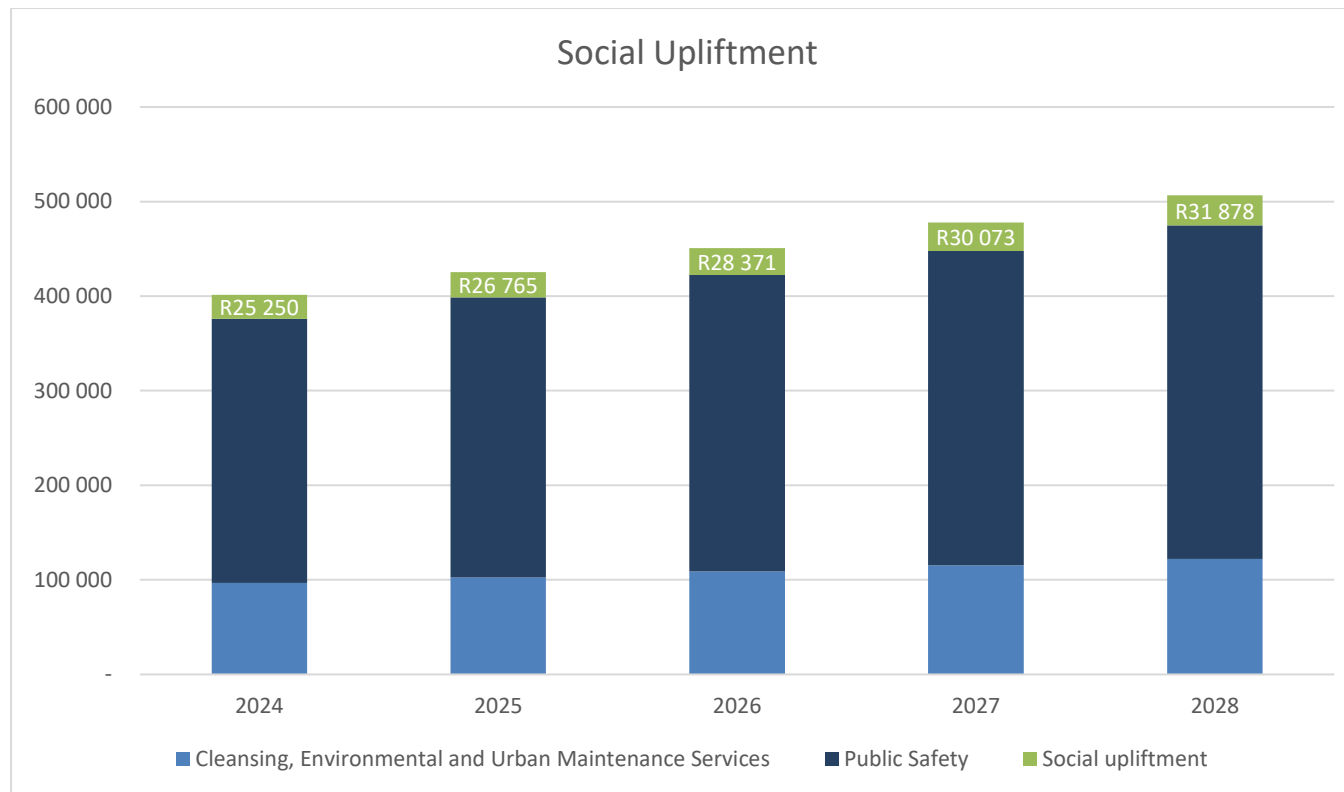
The above approach is consistent with the city's IDP in that it contributes to objective 9 (i.e. Healthy and sustainable environment and more specifically 9.1 the environmental and biodiversity management programme)

Social Upliftment

The CID will work with local NGO's and social improvement organisations in the area (Ladles of Love or similar) to support the most vulnerable in our broader community. We will ensure we make regular contributions of food and other items and encourage broader support for these initiatives in our community.

Total estimated costs of these services and/or projects over the term of the CID:

Core Business	2023/24	2024/25	2025/26	2026/27	2027/28
Social upliftment	25,250	26,765	28,371	30,073	31,878



The above approach is consistent with the city's IDP in that it meets some of the most basic needs and improves well-being in our broader community at the most fundamental level. This is relevant to the overall CCT vision "City of Hope" and strengthens collaboration and partnerships in our community (Objective 6: Strengthen partnerships for safer communities)

A.3. FINANCIAL IMPACT OF THE CID

The CID sets its own budget according to input from its members as per the approved five-year Business Plan. Each year, the CID board has to submit a detailed annual budget to the City for the period commencing on 1 July effective from the first year and ending on 30 June of the last year of the term. The proposed budget may not deviate materially from the approved business plan. The proposed 5 year budget is included in Section 3 of this document. The budget provides for envisaged supplementary and related services and actual costs of operation as well as a 3% (three percent) provision for bad debts.

The CID is funded by all property owners in the CID area through an additional property rate levied on the municipal valuation of all eligible properties within the boundaries of the CID. Additional property rates are variable at the current gazetted rate and are calculated by the City during the City's annual budget process. The City pays the CID a monthly amount equivalent to one-twelfth of its approved budget less 3% retained by the City as a provision for bad debts. The provision for bad debts is kept in a ring-fenced account for the CID. This provision is compared with the arrears as at the end of the financial year. When the latter is less than the provision for bad debts, 75% of the difference is paid to the CID as per a Finance Agreement concluded between the City and the CID.

The SRA Policy allows for a differentiation in tariffs for the different types of properties and as such a residential and non-residential additional property rate is applicable in the OCID. Should property owners receive partial or full relief in respect of rates, they would enjoy full exemption from paying any CID Additional Rates. It is, however, incumbent upon the property owner to seek such relief under the City's Rates Policy.

The Additional Rate is expressed as a Rand-in-the-rand and is calculated by dividing the CID budget total with the total municipal valuation of all properties within the boundary of the CID. The CID budget and Additional Rate is approved by Council with the City's budget and is applicable over a financial year, which starts on 1 July.

The budget for each year of the Business Plan is as follows:

YEAR	TOTAL EXPENDITURE	REVENUE (Funding Source: Additional Rates)	REVENUE (Other Funding Source e.g. Accumulated Surplus / Donations / Sponsorship / Parking etc.)	% INCREASE IN ADDITIONAL RATES REQUIREMENT
1	R533 193	R533 193	-	3%
2	R565 185	R565 185	-	6%
3	R599 096	R599 096	-	6%
4	R635 041	R635 041	-	6%
5	R673 144	R673 144	-	6%

Individual contributions by properties owners may be calculated as follows:

1. Municipal valuation x R 0.XXXXXX = Annual contribution (VAT excl.)

Note: R 0.XXXXXX represents the approved CID additional property rate.

2. Annual contribution (VAT excl.) ÷ 12 = Average monthly contribution (VAT excl.)

3. Average monthly contribution (VAT excl.) x 1.15 = Average monthly contribution (VAT incl.)

e.g. R1 000 000 x R0.001621 = R1 621.00 ÷ 12 = R135.08 x 1.15 = R155.35

A.4. PROPOSED MANAGEMENT STRUCTURE

The OCID is established as a Non Profit Company (NPC) in terms of the Companies Act 71 of 2008. This entity is audited independently and managed by property owners within the boundaries of the CID elected at a Members Meeting.

It is managed as follows:

- By a Board of Directors who will meet quarterly under an elected chairperson.
- The Board of Directors shall comprise a minimum of 3 directors.
- Election of Board Members annually at an Annual General Meeting (AGM).
- One Third of Directors must step down annually, but could be re-elected at the AGM.
- Any eligible registered property owner within the CID boundary can become a member of the NPC, free of charge, on application to the board.
- Only members of the NPC (or their delegated proxy) are eligible to vote at meetings of the NPC.
- The Board of Directors will be responsible for the implementation of the Business Plan.
- The performance of the Board of Directors in the achievement of its objectives as detailed in the Business Plan will be monitored by the Members.
- The NPC has a Memorandum of Incorporation (MOI) as prescribed by the City and as regulated in terms of the Companies Act of 71.
- The books of account will be externally audited and the NPC will appoint, through a competitive process (with quotes etc.), a part time bookkeeper to prepare monthly accounts, and similar requirements. An administrative assistant will be contracted to assist with the admin functions of the CID.

- The progressive income and expenditure reports will be tabled at Board meetings and forwarded to the City monthly.
- Annual Financial Statements need to be, presented at the AGM to the members and subsequently submitted to the sub-council with the annual report.
- The NPC is required to obtain approval for Annual Budgets and Implementation Plan of the next financial year at the AGM, before submitting it to the City of Cape Town for inclusion in the City's budget process.

The CID was established for an initial period of five years and is now to be renewed for a further five years. Term renewals are required if the members require a further five year term. A CID may be dissolved after establishment in accordance with Chapter 4 of the SRA By-law of the City of Cape Town.

A.5. PERMISSIBLE AMENDMENTS TO THE BUSINESS PLAN

At present, there are no plans to explore or implement significant changes to the business plan, operations or strategy of the OCID. Should significant changes be required, these will be subject to the approval of the members of the OCID at an Annual or Special Members' Meeting.



OVERKLOOF COMMUNITY IMPROVEMENT DISTRICT (OCID)

5 YEAR IMPLEMENTATION PLAN

1st July 2023 to 30th June 2028

PROGRAM 1 - OCID MANAGEMENT & OPERATIONS

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
				Y1	Y2	Y3	Y4	Y5		
1	Fully operational OCID Management Structure	Functional and accessible	Ongoing	→	→	→	→	→	OCID Board	
2	Appointment of relevant service providers	Appointment of appropriately qualified service providers.	3 Years	1			1		OCID Board	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.
3	Board meetings	Quarterly Board meetings.	Quarterly	4	4	4	4	4	OCID Board	Quorum of directors present at every meeting. Feedback per portfolio. Keep minutes and file resolutions.
4	Monthly Progressive Income and Expenditure Report to CCT	Submit reports to the CID Department timeously.	Monthly	12	12	12	12	12	OCID Board	Refer to Finance Agreement. Submit reports to the CID Department by the 15th of the following month.
5	Audited Annual Financial Statements	Audited Annual Financial Statements with an Unqualified audit finding.	Annually	1	1	1	1	1	OCID Board	Submitted to the City by 31 August of each year.
6	Communicate OCID arrears list	Board Members in arrears cannot participate in meetings.	Monthly	12	12	12	12	12	OCID Board	Observe and report concern over outstanding amounts to Board and CID Department.
7	Annual General Meeting	Annual feedback to members at AGM and complying with legal requirements	Annually	1	1	1	1	1	OCID Board	Host successful AGM before 31 December.
8	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	OCID Board	Submit proof of submission to CID Department.
9	Successful day-to-day management and operations of the OCID	Monthly feedback to OCID Board.	Ongoing	→	→	→	→	→	OCID Board	

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
				Y1	Y2	Y3	Y4	Y5		
10	Maintain Website	Website with all the relevant documents as required by the By-Law and Policy	Ongoing	→	→	→	→	→	OCID Board	Refer to Program 6-3.
11	CIPC Compliance • Directors change • Annual Returns • Auditors change	CIPC Notifications of changes.	Annually	1	1	1	1	1	OCID Board	Changes in Directors & Auditors to be submitted to CIPC within 10 business days of change. Annual returns within 30 Business days after the anniversary date of the NPC registration.
12	Monthly Reports to the Directors	Report back on all CID related business to be measured and signed off	Monthly	4	12	12	12	12	OCID Board	Provide monthly reports to the Directors.
13	Manage and monitor the C3 notification Process	Complete daily reports of C3 notifications and monitor outstanding issues	Monthly	12	12	12	12	12	OCID Board	Follow up with sub-council in respect of outstanding C3 notifications
14	Input to the Integrated Development Plan	Annual submissions to Subcouncil Board	Annually	1	1	1	1	1	OCID Board	October to February of every year.
15	Input to the City Capital/Operating Budgets	Annual submissions to Subcouncil Board.	Annually	1	1	1	1	1	OCID Board	By September of each year.
16	Communicate with property owners	Annual Newsletter	Annually	1	1	1	1	1	OCID Board	Keep property owners informed.
17	Promote and develop OCID NPC membership	Have a NPC membership that represents the Overkloof community. Update NPC membership. Ensure that membership application requests are prominent on webpage	Ongoing	→	→	→	→	→	OCID Board	
18	Build working relationships with Subcouncil Management and relevant CCT officials and departments that deliver services in the OCID	Successful and professional relationships with subcouncil management, Area Based Board and City Departments resulting in enhanced communication, cooperation and service delivery	Ongoing	→	→	→	→	→	OCID Board	

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
				Y1	Y2	Y3	Y4	Y5		
19	CID renewal application and survey.	Submit a comprehensive renewal application for approval by the members and the City of Cape Town.	In year 5					1	OCID Board	
20	Annual Tax Compliance Status	Within one month after expiry date.	Annually	1	1	1	1	1	OCID Board	Upload Tax Compliance Status via the eServices portal.
21	Budget Review	Board approved budget review to the CCT by end of March.	Annually	1	1	1	1	1	OCID Board	Submit Board minutes and approved adjustment budget to the CCT by end of March.
22	All Directors to receive relevant CID Documents	At the 1st Board meeting after the AGM, supply all directors with all relevant CID documents	Annually	1	1	1	1	1	OCID Board	
23	Allocation of portfolios	At the first Board meeting after the AGM, assign portfolios to Directors	Annually	1	1	1	1	1	OCID Board	
24	Protection of Personal Information Act (POPIA) declaration	At the first Board meeting after the AGM, new Directors to sign the POPIA declaration	Annually	1	1	1	1	1	OCID Board	
25	Declaration of interest	Ensure all Directors and Board sign DOI at every Board Meeting	Bi-monthly	6	6	6	6	6	OCID Board	
26	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	OCID Board	
27	Annual approval of Implementation plan and Budgets	Obtain approval from members at AGM for Implementation Plan and Budget	Annually	1	1	1	1	1	OCID Board	
28	Implement Business Plan	% of budget spent	Annually	90%	90%	90%	90%	90%	OCID Board	Ensure that the benchmark of 90% is attained.

PROGRAM 2 - OCID PUBLIC SAFETY / LAW ENFORCEMENT INITIATIVES

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

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
				Y1	Y2	Y3	Y4	Y5		
1	Identify additional root causes of crime in conjunction with the SAPS, Local Authority and / or existing Public Safety service using their experience as well as available crime statistics	Update in Public Safety Management Strategy Plan	Ongoing	→	→	→	→	→	OCID Board/ Public Safety Service Provider	This is done comprehensively at the beginning of term and then modified continuously
2	Update strategies by means of an integrated approach to improve public safety	Update in Public Safety Management Strategy Plan	Ongoing	→	→	→	→	→	OCID Board/ Public Safety Service Provider	
3	In liaison with other Public Safety role players and the South African Police Service, identify any additional current Public Safety and policing shortcomings and update the public safety strategy and implement it effectively	Update in Public Safety Management Strategy Plan	Ongoing	→	→	→	→	→	OCID Board/ Public Safety Service Provider	
4	Approve the reviewed 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.	Update the Public Safety Management Strategy with clear deliverables and defined performance indicators to guide public safety services by the appointed service provider and evaluate levels of service provided.	Revise as often as required but at least annually	1	1	1	1	1	OCID Board/ Public Safety Service Provider and approved by the Board	This is done comprehensively at the implementation of the CID term and then modified continuously
5	Deploy Public Safety resources accordingly and effectively. Public Safety personnel and patrol vehicles to be easily identifiable	Effective safety and Public Safety patrols in the OCID	Ongoing	→	→	→	→	→	OCID Board/ Public Safety Service Provider	
6	Utilise the "eyes and ears" of all Public Safety and gardening/street cleaning staff, as well as own staff, to identify any breaches	Incorporate feedback and information in Public Safety and safety initiatives of the OCID	Ongoing	→	→	→	→	→	OCID Board/ Public Safety Service Provider	

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
				Y1	Y2	Y3	Y4	Y5		
7	Assist SAPS through participation by OCID in the local Police sector crime forum	Incorporate feedback and information in Public Safety and safety initiatives of the OCID Report on any Public Safety information of the OCID to the CPF	Monthly	12	12	12	12	12	OCID Board/ Public Safety Service Provider	
8	Monitor and evaluate the Public Safety strategy and performance of all service delivery on a quarterly basis	Report findings to the OCID Board with recommendations where applicable	Quarterly	4	4	4	4	4	OCID Board/ Public Safety Service Provider/ SAPS Crime Intelligence Officer	Refer to Program 1-9
9	Regular Public Safety Reports from Contracted Public Safety Service Provider	Report findings to the OCID Board with recommendations where applicable Provide feedback to forum meeting	Weekly	52	52	52	52	52	Public Safety Service Provider	Incorporate into monthly management report to OCID Board
10	Deploy CCTV cameras monitored by a CCTV Control Room	Effective use of CCTV cameras through monitoring	Ongoing	→	→	→	→	→		
11	Appoint a CCTV Monitoring service provider	Appointment of appropriately qualified service providers.	3 Years	1			1			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. Refer to program 1-2.

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PROGRAM 3 - OCID CLEANSING & ENVIRONMENTAL INITIATIVES										
NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
				Y1	Y2	Y3	Y4	Y5		
1	Review a cleansing strategy	Update the Cleansing strategy document with clear deliverables and defined performance indicators to guide the cleansing and delivery.	Annually	1	1	1	1	1	OCID Board/ Cleansing Service Provider	Revise as often as required but at least annually.

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
				Y1	Y2	Y3	Y4	Y5		
2	Review the Cleansing Strategy to guide cleansing and delivery	Monitor and evaluate the cleansing strategy and performance of all service delivery on a quarterly basis	Quarterly	4	4	4	4	4	OCID Board/ Cleansing Service Provider	
3	Appoint Cleaning service provider	Appointment of appropriately qualified service provider.	3 Years	1			1		OCID Board / OCID Board	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. Refer to program 1-2.
4	Additional litter bins and emptying of litter bins.	Quarterly status reports to CCT regarding progress of identified shortcomings	Quarterly	4	4	4	4	4	OCID Board	
5	Cleaning of streets and sidewalks in the OCID	Cleaning each of the streets within the CID boundary at least once within every two month period	Bi-monthly	6	6	6	6	6	OCID Board/ Cleansing Service Provider	
6	Health and safety issues reported to CCT with C3 notifications	Monthly evaluations and inspections of reported C3. Report to the Board. Provide an improved healthy urban environment in the OCID	Ongoing	→	→	→	→	→	OCID Board/OCID Board	Follow up with sub-council in respect of outstanding C3 notifications
7	Monitor and combat Illegal dumping	Removal of illegal dumping when required and applying applicable penalties through law enforcement against transgressors. Report to the Board.	Ongoing	→	→	→	→	→	OCID Board/ Cleansing Service Provider/ Law Enforcement Officers/OCID Board	
8	Identify environmental design contributing to grime such as wind tunnels	Quarterly evaluate the causes of waste, measures implemented and identification of remedial actions. Report to the Board.	Quarterly	4	4	4	4	4	OCID Board/ Cleansing Service Provider/OCID Board	

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
				Y1	Y2	Y3	Y4	Y5		
9	Promoting waste minimization through education and awareness on waste and water pollution	Monthly evaluations and inspections. Report findings to Board.	Ongoing	→	→	→	→	→	OCID Board/ Cleansing Service Provider, Solid waste Department	
10	Encourage property owners to act responsibly in terms of waste management and encourage recycling initiatives	Monthly evaluations and inspections. Report findings to the Board.	Ongoing	→	→	→	→	→	CID Board / Solid Waste Department	
11	Local NGO to assist in cleaning programs where applicable	As required coordinate cleaning programs and report to the Board	Ongoing	→	→	→	→	→	CID Board	Refer to program 4-4 and 5-2
12	Recycle waste	Recycle waste collected by cleaning staff where possible and report progress to the Board.	Ongoing	→	→	→	→	→	OCID Board/ Cleansing Service Provider	
13	Greening campaigns	Advise the OCID Board and provide recommendations where applicable	Annually	1	1	1	1	1	OCID Board	

PROGRAM 4 - OCID URBAN MANAGEMENT INITIATIVES

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
				Y1	Y2	Y3	Y4	Y5		
1	Identify problem areas with respect to: a. street lighting (N/A OCID); 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	Update Urban management plan with clear deliverables and defined performance indicators to guide delivery – Report quarterly to the Board	Ongoing Quarterly reporting to the Board.	→	→	→	→	→	OCID Board	Use the established service levels to design the provision of supplementary services without duplication of effort.

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
				Y1	Y2	Y3	Y4	Y5		
2	Identify and report damage to City of Cape Town infrastructure in the following services: a. Street lighting (N/A OCID) 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	Monitor and evaluate. Report findings to the OCID Board with recommendations where applicable	Regular reports to the C3 notification process and daily recording of references in the register	→	→	→	→	→	OCID Board	
3	Compile a list of prioritized needs to enhance the objectives of the CID and liaise with the relevant departments to correct	Monitor and evaluate the plan and performance of all service delivery on a quarterly basis. Report findings to the OCID Board with recommendations where applicable	Monthly	4	4	4	4	4	OCID Board	

PROGRAM 5 - OCID SOCIAL INTERVENTION INITIATIVES

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
				Y1	Y2	Y3	Y4	Y5		
1	Coordinate Social Development programs and initiatives with relevant role-players	Meet quarterly	Ongoing	→	→	→	→	→	OCID Board	
2	Review Public awareness program on social issues	Updated public awareness program on social issues	Ongoing	→	→	→	→	→	OCID Board	

PROGRAM 6 - OCID MARKETING INITIATIVES

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
				Y1	Y2	Y3	Y4	Y5		
1	Newsletters / Newsflashes / Social media/ Whatsapp	Informative newsletters distributed.	Ongoing	4	4	4	4	4	OCID Board	Also refer to Program 1-16

NO.	ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
				Y1	Y2	Y3	Y4	Y5		
2	Maintain Website	Up to date and informative website in compliance with CID legislation.	Ongoing	→	→	→	→	→	OCID Board	Refer to Program 1-10
3	OCID Signage	Signage to be visible and maintained	Ongoing	→	→	→	→	→	OCID Board	

OVERKLOOF COMMUNITY IMPROVEMENT DISTRICT

PART C

5 YEAR BUDGET AS PER BUSINESS PLAN

	2023/24	2024/25	2025/26	2026/27	2027/28
INCOME	R	R	R	R	R
Income from Additional Rates	-533 193 100.0%	-565 185 100.0%	-599 096 100.0%	-635 041 100.0%	-673 144 100.0%
TOTAL INCOME	-533 193 100.0%	-565 185 100.0%	-599 096 100.0%	-635 041 100.0%	-673 144 100.0%
EXPENDITURE	R	R	R	R	R
Core Business	401 278 75.3%	425 355 75.3%	450 876 75.3%	477 928 75.3%	506 605 75.3%
Cleansing services	-	-	-	-	-
Environmental upgrading	96 823	102 632	108 790	115 317	122 236
Public Safety	47 191	50 023	53 024	56 205	59 578
Public Safety - CCTV monitoring	232 014	245 935	260 691	276 333	292 913
Social upliftment	25 250	26 765	28 371	30 073	31 878
Urban Maintenance	-	-	-	-	-
General Expenditure	112 339 21.1%	119 079 21.1%	126 224 21.1%	133 798 21.1%	141 824 21.1%
Accounting fees	6 000	6 360	6 742	7 146	7 575
Administration and management fees	60 000	63 600	67 416	71 461	75 749
Advertising costs	4 636	4 914	5 209	5 522	5 853
Auditor's remuneration	16 058	17 022	18 043	19 126	20 273
Bank charges	1 989	2 108	2 235	2 369	2 511
Insurance	9 635	10 213	10 826	11 475	12 164
Marketing and promotions	4 494	4 764	5 050	5 353	5 674
Meeting expenses	3 933	4 169	4 419	4 684	4 965
Printing / stationery / photographic	1 124	1 191	1 262	1 339	1 417
Secretarial duties	3 346	3 547	3 760	3 985	4 224
Telecommunication	1 124	1 191	1 262	1 338	1 419
Projects	3 580 0.7%	3 795 0.7%	4 023 0.7%	4 264 0.7%	4 521 0.7%
Rehabilitation Public Open space	3 580	3 795	4 023	4 264	4 521
Bad Debt Provision 3%	15 996 3.0%	16 956 3.0%	17 973 3.0%	19 051 3.0%	20 194 3.0%
TOTAL EXPENDITURE	533 193 100.0%	565 185 100.0%	599 096 100.0%	635 041 100.0%	673 144 100.0%
(SURPLUS) / SHORTFALL	-	-	-	-	-
GROWTH: EXPENDITURE	3.0%	6.0%	6.0%	6.0%	6.0%
GROWTH: ADD RATES REQUIRED	3.0%	6.0%	6.0%	6.0%	6.0%

LIST OF RATEBLE PROPERTIES WITHIN THE OVERKLOOF CID

Category	Use Description	Total Val	Str No	Street Name	LIS Key	ERF No
Residential	Residential Dwelling	6 800 000.00	1	BLACKWOOD CLOSE	363556	4238
Residential	Residential Dwelling	4 500 000.00	2	BLACKWOOD CLOSE	363554	4242
Residential	Guest House	4 900 000.00	3	BLACKWOOD CLOSE	363542	4240
Residential	Residential Dwelling	8 000 000.00	5	BLACKWOOD CLOSE	363537	4771
Residential	Residential Dwelling	5 500 000.00	7	BLACKWOOD CLOSE	363536	5076
Residential	Residential Dwelling	7 000 000.00	9	BLACKWOOD CLOSE	363532	5075
Residential	Residential Dwelling	5 000 000.00	10	BLACKWOOD CLOSE	363527	5072
Residential	Residential Dwelling	4 200 000.00	11	BLACKWOOD CLOSE	363530	5074
Residential	Residential Dwelling	4 900 000.00	12	BLACKWOOD CLOSE	363528	5073
Residential	Residential Dwelling	5 600 000.00	1	BLACKWOOD DRIVE	363585	4236
Residential	Residential Dwelling	5 200 000.00	2	BLACKWOOD DRIVE	363596	4232
Residential	Residential Dwelling	8 400 000.00	4	BLACKWOOD DRIVE	363563	5591
Residential	Residential Dwelling	7 200 000.00	6	BLACKWOOD DRIVE	363566	5590
Residential	Subdivisions	-	6	BLACKWOOD DRIVE	781489	8959
Residential	Residential Dwelling	4 300 000.00	7	BLACKWOOD DRIVE	363581	4966
Residential	Residential Dwelling	3 600 000.00	8	BLACKWOOD DRIVE	363577	4779
Residential	Residential Dwelling	4 000 000.00	10	BLACKWOOD DRIVE	363582	4778
Residential	Residential Dwelling	5 463 000.00	1	BRIDDOON CLOSE	363538	5097

Category	Use Description	Total Val	Str No	Street Name	LIS Key	ERF No
Residential	Residential Dwelling	5 800 000.00	2	BRIDOOON CLOSE	363540	4706
Residential	Residential Dwelling	4 000 000.00	4	BRIDOOON CLOSE	363534	4705
Residential	Residential Dwelling	4 500 000.00	5	BRIDOOON CLOSE	40762321	10056
Residential	Residential Dwelling	4 900 000.00	6	BRIDOOON CLOSE	363529	4704
Residential	Residential Dwelling	5 800 000.00	7	BRIDOOON CLOSE	363524	5647
Residential	Residential Dwelling	3 600 000.00	1A	BRIDOOON CLOSE	1004631	9737
Residential	Residential Dwelling	5 690 000.00	3A	BRIDOOON CLOSE	363531	4702
Residential	Residential Dwelling	4 200 000.00	5A	BRIDOOON CLOSE	363526	5648
Residential	Residential Dwelling	4 700 000.00	1	CEDAR CLOSE	363580	4781
Residential	Residential Dwelling	5 800 000.00	2	CEDAR CLOSE	363595	5129
Residential	Residential Dwelling	4 300 000.00	3	CEDAR CLOSE	363593	5128
Residential	Residential Dwelling	5 000 000.00	1	CHESTNUT DRIVE	363578	4928
Residential	Residential Dwelling	4 000 000.00	3	CHESTNUT DRIVE	363573	4907
Residential	Residential Dwelling	5 000 000.00	4	CHESTNUT DRIVE	363567	4358
Residential	Residential Dwelling	4 900 000.00	5	CHESTNUT DRIVE	363579	4906
Residential	Residential Dwelling	5 306 000.00	6	CHESTNUT DRIVE	363570	5344
Residential	Residential Dwelling	3 500 000.00	7	CHESTNUT DRIVE	363583	4681
Residential	Residential Dwelling	4 552 000.00	9	CHESTNUT DRIVE	363584	4682
Residential	Residential Dwelling	5 007 000.00	11	CHESTNUT DRIVE	363587	4683

Category	Use Description	Total Val	Str No	Street Name	LIS Key	ERF No
Residential	Residential Dwelling	5 800 000.00	13	CHESTNUT DRIVE	363589	4684
Residential	Residential Dwelling	4 500 000.00	15	CHESTNUT DRIVE	363592	4685
Residential	Residential Dwelling	4 700 000.00	17	CHESTNUT DRIVE	363586	4686
Residential	Residential Dwelling	4 500 000.00	19	CHESTNUT DRIVE	363574	4687
Residential	Residential Dwelling	4 200 000.00	20	CHESTNUT DRIVE	363576	4714
Residential	Residential Dwelling	4 300 000.00	21	CHESTNUT DRIVE	363571	4688
Residential	Residential Dwelling	4 552 000.00	22	CHESTNUT DRIVE	363575	4713
Residential	Residential Dwelling	3 900 000.00	23	CHESTNUT DRIVE	363564	4689
Residential	Residential Dwelling	5 349 000.00	24	CHESTNUT DRIVE	363568	4712
Residential	Residential Dwelling	4 000 000.00	25	CHESTNUT DRIVE	363558	4690
Residential	Residential Dwelling	4 800 000.00	26	CHESTNUT DRIVE	363546	4710
Residential	Residential Dwelling	6 000 000.00	27	CHESTNUT DRIVE	363550	4691
Residential	Residential Dwelling	5 000 000.00	28	CHESTNUT DRIVE	363539	4709
Residential	Residential Dwelling	5 000 000.00	29	CHESTNUT DRIVE	363548	4692
Residential	Residential Dwelling	6 400 000.00	30	CHESTNUT DRIVE	363533	4708
Residential	Residential Dwelling	4 700 000.00	32	CHESTNUT DRIVE	363535	4707
Residential	Residential Dwelling	4 000 000.00	33	CHESTNUT DRIVE	363553	4693
Residential	Residential Dwelling	5 000 000.00	35	CHESTNUT DRIVE	363559	4694
Residential	Residential Dwelling	5 000 000.00	37	CHESTNUT DRIVE	363560	4695

Category	Use Description	Total Val	Str No	Street Name	LIS Key	ERF No
Residential	Residential Dwelling	4 700 000.00	38	CHESTNUT DRIVE	363541	4700
Residential	Residential Dwelling	5 400 000.00	39	CHESTNUT DRIVE	363562	4696
Residential	Residential Dwelling	6 300 000.00	40	CHESTNUT DRIVE	363543	4699
Residential	Residential Dwelling	5 300 000.00	41	CHESTNUT DRIVE	363565	4697
Residential	Residential Dwelling	6 500 000.00	42	CHESTNUT DRIVE	363547	4698
Residential	Residential Dwelling	5 300 000.00	43	CHESTNUT DRIVE	363572	4967
Residential	Residential Dwelling	4 800 000.00	44	CHESTNUT DRIVE	363561	4243
Residential	Residential Dwelling	4 000 000.00	2B	NORTHOAKS AVENUE	363613	4231
Residential	Residential Dwelling	4 200 000.00	2D	NORTHOAKS AVENUE	363608	7901
Residential	Residential Dwelling	3 300 000.00	2E	NORTHOAKS AVENUE	363601	4740
Residential	Residential Dwelling	4 600 000.00	1	ROAN AVENUE	363549	4715
Residential	Residential Dwelling	5 400 000.00	2	ROAN AVENUE	363555	4717
Residential	Residential Dwelling	2 503 000.00	3	ROAN AVENUE	363544	4716