

**TO
THE CITY OF CAPE TOWN,
OUR COMMUNITY AND
BOARD OF DIRECTORS**

**THE GROOTE SCHUUR COMMUNITY IMPROVEMENT
DISTRICT COMPANY
(GSCID)**

IMPLEMENTATION PLAN

1 July 2012 – 30 June 2013



**Compiled on 12th January 2012 by A. H. V. Davies – Chief Executive Officer of the
Groote Schuur Community Improvement District Company (GSCID)**

INTRODUCTION

This Implementation Plan has been compiled after one year and three months of operations. The Groote Schuur Community Improvement District Company continues to follow the 2011/2012 plan approved by our original steering committee in 2010 setting out the initiatives to reach our goals. In summary, within our designated boundaries, these goals are:

- To reduce crime
- To create a safer public environment
- To keep the streets, pavements and public spaces clean and tidy
- To rehabilitate and provide jobs for the homeless
- To enhance property values
- To improve the experience of shopping, living and working of all the users and stakeholders within the GSCID.

The major operations of Special Rating Areas are generally two-fold, namely security provision and cleaning of the public space. Colloquially this is known as the management of crime and grime. In the case of the GSCID, it is important to understand that both our in-depth Perception Survey carried out in 2007, and the Base Line Study dated December 2009 have shown that homelessness is a serious and major problem in the GSCID area. This has been confirmed during our fifteen months of operations and continues to be considered a vitally important aspect; in fact it is the basis of all our operations.

SAFETY AND SECURITY IMPLEMENTATION

The initial Implementation Plan in 2010 allowed for the induction and orientation of all security personnel. The security staff complement was deployed onto the site in full uniform and equipment on 1 September 2010. A fully equipped and manned Operations Centre and Control Room was established at the temporary offices of the GSCID. These will continue to operate successfully.

DEVELOPING A COMPREHENSIVE SAFETY STRATEGY

Actions

1. The development of this strategy relies on a close working relationship with SAPS, Local Authority Law Enforcement personnel, UCT Campus Security Staff, other security service providers and law enforcement agencies. Based on the joint expertise and knowledge of these agencies and the actual experience in the SRA area, the Crime Threat Analysis of the CID area will continue to be updated in conjunction with these agencies.
2. The SRA security initiative will determine strategies by means of an integrated approach to address the vitally important matter of decreasing crime in cooperation with the above mentioned entities in particular with the SAPS.
3. Likewise, the cleaning operations will be regularly monitored with the objective of constantly seeking improvements in our efficiency out on the streets.

PERFORMANCE INDICATORS AND EVALUATION

1. Based on the foregoing strategy the GSCID management team will monitor and evaluate the security and cleaning strategy and performance of all service delivery on an on-going basis.
2. The GSCID management will report findings to the GSCID Board with recommendations where applicable.

PROVISIONAL AND ADDITIONAL SECURITY MEASURES

Actions

1. In liaison with other security role players the GSCID will continue to identify current security and policing shortcomings and develop and implement effective crime prevention strategies for the area.
2. As envisaged the GSCID in cooperation with the City of Cape Town will aim to implement additional CCTV security cameras, especially along the Main Road from Mowbray southward as an additional security initiative. UCT, together with ourselves have provided R1 million to the City of Cape Town during 2011/12 for this project. The successful implementation of which promises to make a major impact upon the reduction in crime in our operational area.
3. It is envisaged that the GSCID in cooperation with UCT will initiate the establishment of the Residential Security Initiative planned for the predominantly residential area surrounding the GSCID SRA. This is proposed to be funded fully by UCT.
4. The GSCID will continue to provide assistance to the SAPS through participation in the local Police Sector Crime Forums.
5. We will utilise the "eyes and ears" of all other security, gardening and street cleaning staff, as well as our own staff to identify any security problems and challenges.
6. Based on the addition of the further security measures, we will regularly plan and deploy our security staff to be used as strategically and effectively as possible in conjunction with the SAPS.
7. The GSCID will maintain and continue to keep our manned and centrally located offices open and operational 24/7. Members and residents of the SRA may therefore request security assistance or report information at any time. A special emergency phone is in operation and security staff, on the ground are all in radio contact with the Control Room.

SPECIAL ATTENTION AREAS

Special attention areas are situated where criminal elements are operating and the identification of these areas are based on crime statistics and the potential for crime to take place. Information gathered from the SAPS, UCT Campus Security and other law enforcement agencies are being and will be identified for focussed security initiatives. Special attention is given to the monitoring and well-being of the approximately 120 homeless people within our boundaries.

DEPLOYMENT OF SECURITY RESOURCES

It must also be noted that UCT have donated four mobile security offices, all of which are operating very successfully. They will be moved from strategically located hotspots to other hotspots as a deterrent to crime.



One of our Mobile Security Offices and a Patrol Vehicle

The area has been divided into two sectors to make it more manageable. This division and the subsequent allocation of manpower to these areas continue to be undertaken, based on a reassessment of the area. These sectors may be adjusted and the manpower moved around within the SRA should this be necessary due to changing crime trends.

The security deployment is managed by the Operations Manager responsible for both sectors and all security related operations. The Operations Manager is supported by a Grade A Contract Supervisor and a dedicated security administrative clerk. The Central Control Room is manned by a Grade B officer who is in constant radio contact with all patrolling staff and vehicles on a 24/7 basis.

Sector 1 (Letterstedt to Belmont Road)

The sector 1 area is situated between Letterstedt / Sans Souci Road – and Belmont Road in Rondebosch. The proposed manpower is as follows:

Dayshift

- 1 X Response Officer (Grade A)
- 1x Security Patrol Vehicle
- 3 X Patrolman (Grade C)

Nightshift

- 1 X Response Officer (Grade A)
- 1x Security Patrol Vehicle

Sector 2

The Sector 2 area is situated between Belmont Road in Rondebosch and Anzio Road in Observatory.

Dayshift

- 1 X Response Officer (Grade B)
- 1x Security Patrol Vehicle
- 3 X Patrolman (Grade C)

Nightshift

- 1 X Response Officer (Grade B)
- 1x Security Patrol Vehicle

Controllers

- On dayshifts and night shifts a controller will be on duty on a 24/7 basis

Security Management Staff

- 1 x Contract Supervisor (Grade A). Monday to Friday.
- 1 x Administration Assistant. Monday to Friday

Performance indicators

- a. Keep duty rosters of security patrols and monitor deployment 24/7.
- b. Perform monthly assessment of security patrols and evaluate shortcomings and remedial actions.
- c. Record crime statistics and identify “hot spot areas” and evaluate current efforts accordingly.
- d. Attend monthly meetings with the relevant role players of the SAPS.
- e. Provide monthly reports to GSCID Board.
- f. Assess security patrol officers and provide awards for best performances in various categories.

CLEANSING SERVICES IMPLEMENTATION

CLEANING

Cleansing standards will be maintained to ensure that the residential and economic context is a healthy and clean environment.

The GSCID will continue this operation through Straatwerk Ophelp Projekte in 2012/13. This excellent Cleaning Services provider will continue to provide a ministry of job creation and social assistance to the homeless in parallel with their cleaning operations as set out in the schedule below. In short, the GSCID together with Straatwerk will seek to provide rehabilitation for unemployable and desperate homeless people. They will continue to work in close co-operation with the Solid Waste staff of the City to maintain an acceptable clean public environment.

GSCID Cleaning Deployment Schedule Jul 2012 – Jun 2013

Team size (per shift) and Deployment		
Item		
	Team size	Deployment
Cleaning public spaces:	Foreman + 2 workers	3 Teams per day
Liesbeeck canal		
Cleaning	Foreman + 2 workers	3 x per week
Weeding & pruning		
Weed killing	Foreman + 1 workers	Seasonal
Weed clearing	Foreman + 3 workers	Seasonal
Grass cutting and pruning	Foreman + 3 workers	Seasonal
Graffiti removal		
Graffiti removal for UCT	Foreman + 2 workers	2 x per week
Contingency extras		
Extra Teams	Foreman + 3 workers	Ad Hoc
Recruitment	One person	6 x per week
Bonuses	Per person	1 x per month

SOCIAL INTERVENTIONS

The GSCID's social vision is based on creating a vibrant community of diverse inhabitants committed to a set of values which the majority of stakeholders believe are the essential characteristics of a safe and prosperous community and which it wishes to see within its own neighbourhood and in communities all across South Africa. Any society should exist free from rampant, unchecked and opportunistic crime and that a social and economic environment should exist which promotes the wellbeing of all. The following interventions will be planned for 2012/2013.

Intervention 1

Led by our experienced Social Outreach Manager in close cooperation with the City of Cape Town and the SAPS, the GSCID security presence will act as a major deterrent to crime. Trained security officers will be deployed in strategic locations to monitor any law-breaking behaviour and to act in a compassionate preventative manner. A key focus of the security deployment will be the growing drug problem in the area. These officers are also trained in dealing with social problems.

Intervention 2

The GSCID Social Outreach Manager will continue to engage with homeless persons, prostitutes and other individuals who are involved in potentially harmful behaviour patterns. She will interface closely with the security patrol staff.

Intervention 3

During 2010/2011 a comprehensive survey of the homeless, prostitutes and illegal car guards has been undertaken with complete profiles and photographs. This data base will be maintained and kept up to date in 2012/2013.

Reports

A monthly detailed report will be compiled containing all operational information and statistics.

COMMUNICATION AND PUBLIC RELATIONS

Currently during 2012/13 on going research will be carried out to maintain a GSCID data base of our levy paying property owners and tenants. This will be kept up to date, to enable regular communications to be sent to them. Events, public meetings, functions will be held and especially an Annual General Meeting during the year. This data base will also be used to canvass for members of the GSCID Section 21 Company.

Our GSCID news sheet entitled "THE GROOTE SCHUUR GAZETTE" which will continue to be extensively circulated throughout our area on a regular basis.

The existing GSCID website will be kept up to date.

MANAGEMENT

The overall management of the GSCID will be contracted to a Management Company in 2012. The Management Company will provide management and oversight to both the GSCID SRA and the Residential Security Initiative. The GSCID SRA will continue to operate as a Section 21 Company and will accept a management fee from the Management Company. The Management Company will provide the following services along with other administrative services to the GSCID.

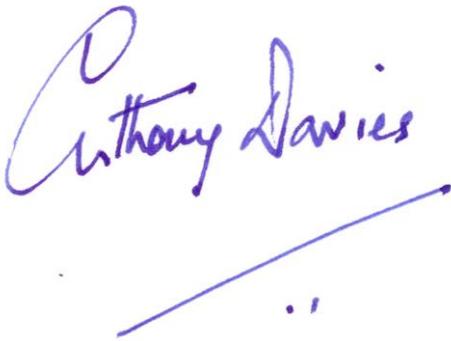
- A Chief Executive Officer
- An Operations Manager
- A Personal Assistant, Office Manager
- A Social Outreach Manager

The Management Company, led by the CEO will be directly responsible to the GSCID Board of Directors. The day to day on the ground management will be the responsibility of the Operations Manager appointed by the Management Company. He will report to the CEO.

CONCLUSION

During past months of operation much has been learnt regarding the needs and the challenges of our area and of its stakeholders. We have also enjoyed a very encouraging measure of success. 2012/2013 will therefore be a year of building upon what has been learnt in over the past fifteen months.

Credit must be given and our thanks to the Executive Director and his colleagues in the Property and Services Branch of the University of Cape Town, for their support in many ways throughout the establishment of the GSCID especially for their generosity in financing our establishment costs. We also thank the Inter Services Liaison Branch team of the City of Cape Town for their support and advice during these months of operations.



AHV Davies
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