

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

FIVE YEAR BUSINESS PLAN

1 July 2015 – 30 June 2020



**Compiled on 28th October 2014 by A. H. V. Davies – Chief Executive Officer of the
Groote Schuur Community Improvement District NPC (GSCID)**

INTRODUCTION

The Grootte Schuur Community Improvement District NPC (GSCID) was initially established at a public meeting held on 4th February 2010 and officially began operations on 1st September 2010. This Business Plan for the next 5 years is therefore based on the considerable experience gained over the past four years.

It may readily be stated with confidence that the overall condition of the public space within our boundaries has greatly improved resulting directly from the management interventions and service delivery of the GSCID particularly in the areas of safety and security, cleanliness of the public space together keeping vagrancy and homelessness under control. These are and will continue to be the basic pillars upon which we operate in the public space within our boundary.

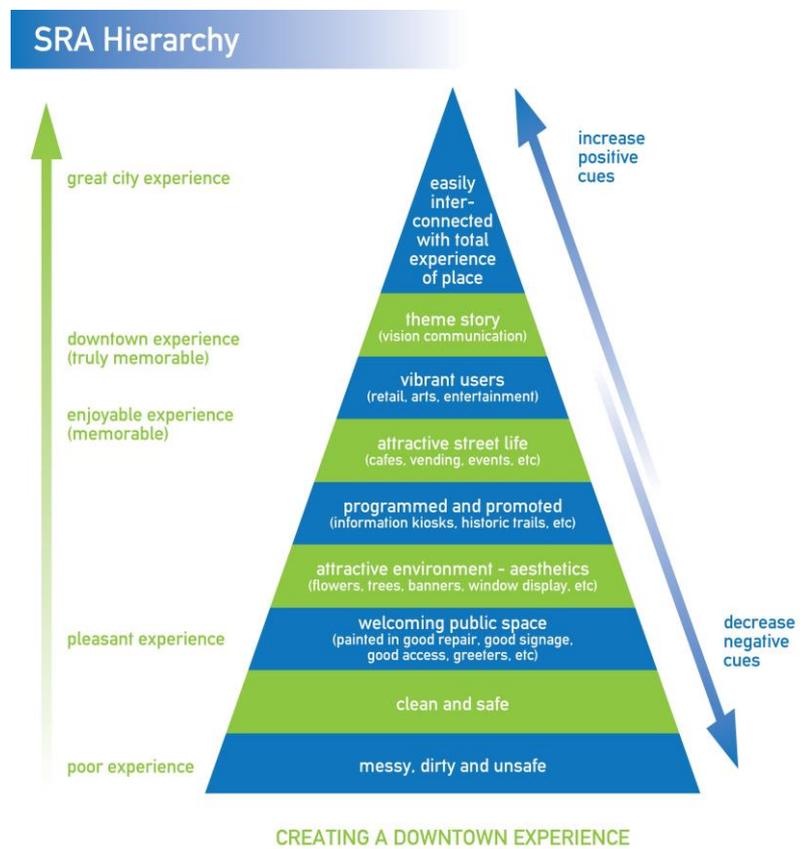
THE PURPOSE

The purpose of this Business Plan is to provide a framework for the 5 Year Term Renewal for the continuance of the GSCID operations for the years 2015/16; 2016/17; 2017/18; 2018/19 and 2019/20 of the Special Rating Area known as the Grootte Schuur Community Improvement District in terms of the Special Rating By-Law of the City of Cape Town.

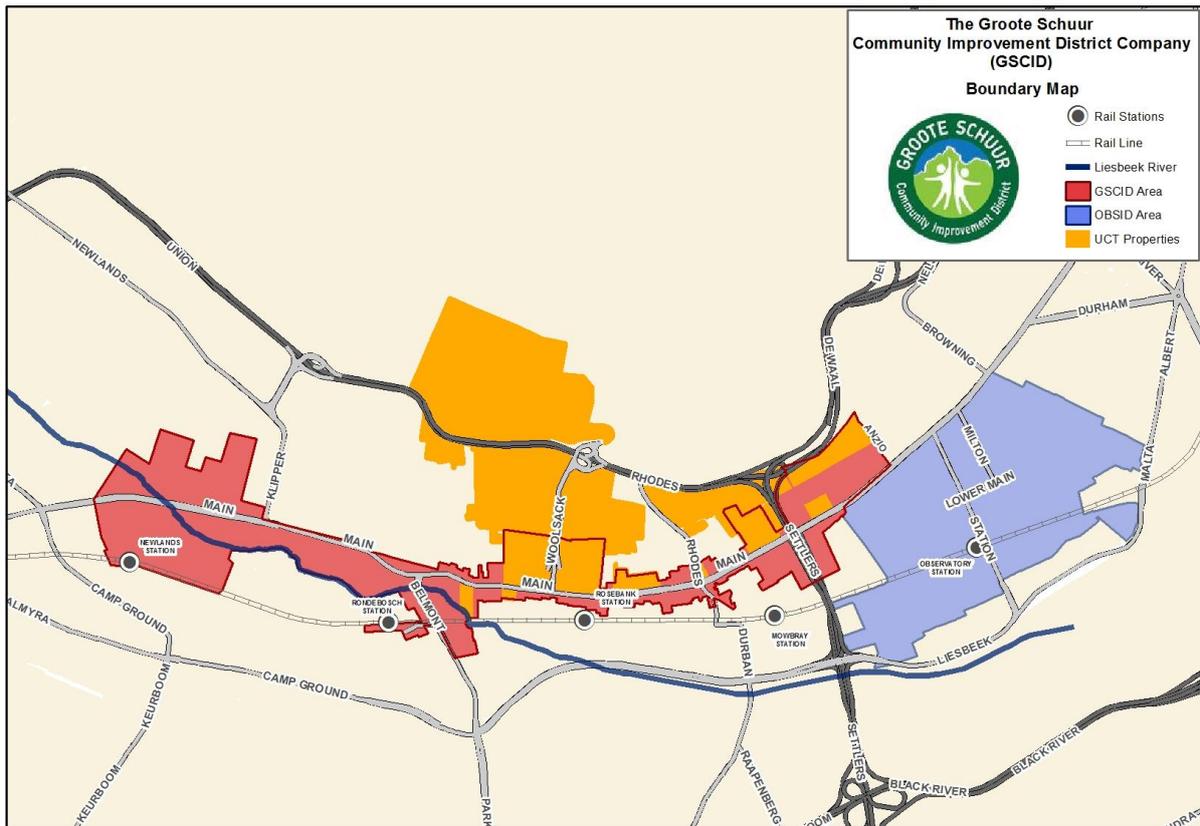
Overall the purpose of the GSCID is planned to continue in our quest to improve our neighbourhoods together by means of continuing to create and manage a safer, cleaner and rejuvenated environment.

The SRA hierarchy pyramid above will indicate our intended overall progression recognising that we are moving into the area

of creating a welcoming public space within our boundaries. Messy, dirty and unsafe and clean and safe are now behind us. We will continue to build upon this foundation.



THE AREA OF OPERATION



This is the identical area within which the GSCID has been successfully operating during the past four years in respect of which renewal for a further five years is requested.

IMPORTANT UNDERTAKINGS

As has been proved by the operations and achievements of the GSCID during the past four years of its existence that

- this SRA will certainly not re-enforce any existing inequities in the development of the City of Cape Town.
- this SRA will continue to operate consistently with the City's IDP as per the relevant Service Department's business plans.

OUR MISSION

Our operations are always undertaken in partnership with UCT, SAPS, the City of Cape Town, commercial and educational institutions, neighbourhood watches and residential associations in the area. We aim to create a safer, cleaner and rejuvenated environment for all by providing additional services to those provided by the City and SAPS.

OUR VISION

We seek to continue to improve our public environments both residential and commercial, to make them sought after, attractive destinations in which to live, work, shop and visit.

OUR GOALS

- Reducing crime generally in the area including drug dealing and prostitution.
- Creating a safer public environment.
- Keeping the streets, pavements and public spaces in the commercial area clean and tidy.
- Seeking to rehabilitate and provide jobs for the homeless.
- Enhancing property values.

MANAGEMENT

During 2014 an important decision was taken due to a reduction in funding the Groote Schuur Community Management NPC, the management company of the GSCID. UCT who generously funded the patrol and administration of the security operations in the adjacent Residential Improvement District (RID) outside the boundaries of the GSCID could no longer carry this funding on its own. Therefore at the beginning of August 2014 UCT reduced the funding to the GSManCo which resulted in a reduced service to the RID.

It is emphasised that this decision has not affected the GSCID funding in any way and the funds saved have been utilised to increase other crime and safety initiatives.

In the proposed future 5 year period it will be necessary to close down the GSManCo management operation completely and manage the GSCID internally. It is proposed to consolidate the two separate budgets into one entity managed by the GSCID Board of Directors continuing with the existing executive management structure. This comprises

- A Chief Executive Officer
- An Operations Manager provided by the Security Service Provider
- A Personal Assistant Office Manager
- A Social Outreach Manager
- A Security Staff Administrator provided by the Security Service Provider

CONTINUING A COMPREHENSIVE SAFETY STRATEGY TOGETHER WITH OUR CLEANING OPERATIONS

Over the past four years we have developed a very effective and successful operational strategy. Over the next five years we intend to improve and build upon this foundation.

Actions

1. The development of this strategy will continue to rely 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 regularly examined and updated.

2. The SRA security initiative will determine strategies by means of an integrated approach with special emphasis of working closely with the Campus Protection Unit of UCT to address the vitally important matter of decreasing crime off the campus together with the SAPS.
3. Likewise, the cleaning operations will be regularly monitored with the objective of constantly seeking improvements in our operational efficiency out on the streets.

PERFORMANCE INDICATORS AND EVALUATION

1. Based on the foregoing strategy the GSCID management team will evaluate the security and cleaning performance 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 needs and develop and implement effective crime prevention strategies for the area.
2. The GSCID in cooperation with UCT will continue regular vehicular patrols planned for the predominantly residential area surrounding the GSCID/UCT eastern boundary adjacent to the Main Road.
3. The GSCID will continue to provide assistance to the SAPS through participation in the local Police Sector Crime Forums on a weekly basis.
4. We will continue to 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.
5. 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.
6. 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 number is in operation and available with security staff, to follow up with all in radio contact with our fully functional Control Room.
7. Detailed daily reports and statistics are kept on our recently implemented Digital Occurrence Book.

SPECIAL ATTENTION AREAS

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, UCT Campus Security and other law enforcement agencies are being and will be identified for focussed security initiatives.

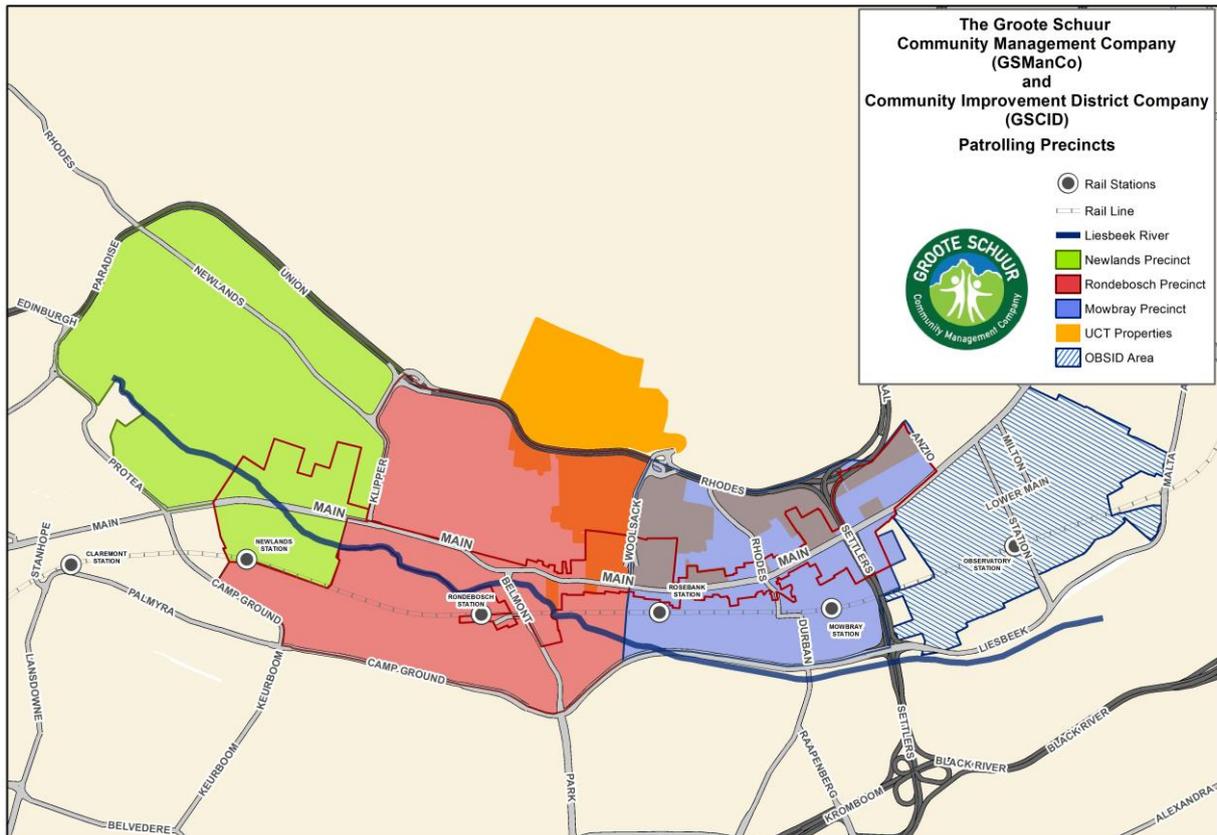
Special attention is given to the monitoring and well-being of the approximately 20 homeless people sleeping within our boundaries. This is a major reduction due to regular monitoring and management of these people between our staff and the City's Law Enforcement Staff.

DEPLOYMENT OF SECURITY RESOURCES

It must also be noted that we now operate with six mobile security caravans, very successfully. They will be moved from strategically located hotspots to other hotspots as indicated by our daily interactions with SAPS. These units have proved to be a very effective deterrent to crimes.



Our extensive area stretching from Newlands in the south to Observatory in the north along the Main Road has been divided into precincts making it easier to manage. This division and the subsequent allocation of manpower to these areas have proved to be more effective. These precincts may be adjusted should this be necessary due to changing crime trends. These precincts are termed Newlands, Rondebosch and Mowbray and may be graphically seen in the map below.



SOCIAL INTERVENTIONS WITH PARTICULAR EMPHASIS ON OUR HOMELESS POPULATION

The GSCID is very proud to report the considerable successes achieved in managing and assisting the homeless on our streets over the past four years where their numbers have been considerably reduced.

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 which it wishes to see within its own neighbourhood. 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. This has a distinct bearing on how we manage our vulnerable homeless population.

The following interventions will be planned for 2015/2020.

Intervention 1

Led by our experienced Social Outreach Manager in close cooperation with the City of Cape Town Law Enforcement personnel 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 towards the homeless. A key focus of the security deployment will be the drug problem in the area.

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 to address these needs. These include sickness and injury, the loss of ID books, repatriation back home and other needs of a compassionate nature.

Intervention 3

During 2015-2020 a comprehensive survey of the homeless, prostitutes and illegal car guards will be maintained with complete profiles and photographs.

Reports

A monthly detailed report will be compiled containing all operational information and statistics. To produce this newly installed Digital Operations Software has been installed which ensure that each and every incident is accurately recorded.

COMMUNICATION AND PUBLIC RELATIONS

During 2015/2020 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 which will include a report back function.

The existing GSCID website will be kept up to date to which the social platforms of Facebook and Twitter have been added. The visitor statistics to our website are simply amazing, 13,331 to date in 2014. The number of visits 31,606 and pages visited 198,777.

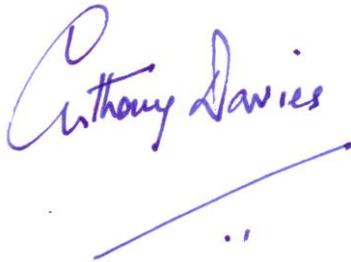
THE GSCID SPATIAL DEVELOPMENT FRAMEWORK

At a total quoted cost of R304 038.00, approved by its Board of Directors and its members at the 2013 AGM, the GSCID has initiated a comprehensive strategic development framework for the area, centered on Main Road from Anzio Road in Observatory to San Souci Road in Newlands. This exciting initiative and the projects that will stem from it are based on the concept of a local identity of a 'learning district'. This represents a major step forward in communicating about and marketing the GSCID precinct as a town and gown community with a rich and diverse heritage. Regular meetings and workshops with representatives from our community will be held from time to time.

FINANCE

The funding over the next five years is proposed to be provided in terms of the Budget Plan attached as Appendix One.

COMPILED BY

A handwritten signature in blue ink that reads "Anthony Davies". The signature is written in a cursive style with a large initial 'A' and a long horizontal stroke at the end.

**AHV Davies
Chief Executive Officer**