























**Lower Kenilworth  
Improvement District**

Bounded by the Railway line, Kenilworth Rd,  
Rosmead Ave and Wetton Rd

**LOWER KENILWORTH IMPROVEMENT DISTRICT (LKID)  
5 YEAR IMPLEMENTATION PLAN  
1 July 2024 - 30 June 2025**

PROGRAM 1 - LKID MANAGEMENT AND OPERATIONS									
ACTION STEPS	RESPONSIBLE	FREQUENCY	Y1	Y2	Y3	Y4	Y5	PERFORMANCE INDICATOR	COMMENTS
1. Appointment of assistants.	LKID Board	Ongoing	→	→	→	→	→	Competent people to assist in running the LKID.	As required, competitive process
2. Continued operation of the LKID Management office	LKID Board	Ongoing	→	→	→	→	→	Efficient operation and office open to public.	
3. Appointment of relevant service providers	LKID Board	In 1 <sup>st</sup> year and year 4	1	0	0	1	0	Appointment of suitably qualified service providers by competitive process	Public safety service provider 4-year contract. Service providers evaluated annually.
4. Board Meetings	LKID Board	Monthly	12	12	12	12	12	Monthly Board Meeting minutes	First 30 mins open to the community.
5. Financial reports to CCT and LKID Board	Finance portfolio	Monthly	12	12	12	12	12	Submit reports timeously by the 15 <sup>th</sup> of following month to CCT.	Refer to Finance Agreement
6. Audited financial statements	Treasurer/Company Secretary	Annually	1	1	1	1	1	Unqualified audit reports submitted to the City by 31 August each year.	
7. Communicate LKID arrears list	Treasurer/Company Secretary	Monthly	12	12	12	12	12	Observe and report concern over outstanding amounts.	No Director can participate in Board Meetings if in arrears with CCT.

8. Feedback to members at AGM	LKID Board	Annually	1	1	1	1	1	AGM completed by 31 December. Approval of : - Annual Report - AFS - Election of Directors - Next year IP & Budget - In year 5 renewed application.	Once a year.
9. Submit Annual Report and Annual Financial Statements to Subcouncil.	Treasurer/Company Secretary	Annually	1	1	1	1	1	Submit AFS and Annual Report to subcouncil within 3 months of AGM.	
10. Successful day-to-day operation of the LKID	LKID Directors	Ongoing	➡	➡	➡	➡	➡	Monthly feedback to Board.	
11. Comply with all requirements of the Companies Act and King IV principles.	Treasurer/Company Secretary	Annually	1	1	1	1	1	Comply with Section 24 of the Companies Act : - register auditors and submit to CPIC within 10 days of any change - register new directors and submit to CIPC within 10 days of any change - submit annual returns to CIPC within 30 days of the anniversary of the NPC	
12. Submit input to CCT Budget & Integrated Development Plan	LKID Board	Annually	1	1	1	1	1	Annual submissions to Subcouncil Manager.	Oct – Feb annually











13. Submit input to City Capital Projects.	LKID Board.	Annually	1	1	1	1	1	Annual submissions to Subcouncil Manager.	Oct – Feb annually
14. Communicate with property owners.	LKID Board	Ongoing						Regular Whatsap messages and quarterly newsletter.	
15. Mediate on issues with and between property owners.	LKID Board	Ongoing						Provide an informed opinion on unresolved issues and assist where possible.	
16. Promote & develop LKID membership.	LKID Board	Ongoing						Maintain an up-to-date membership that represents the LKID community.	Ensure application form on website.
17. Build a working relationship with Subcouncil Management, Area Directors and relevant CCT officials & depts.	LKID Board	Ongoing						Successful & professional relationships with CCT officials, resulting in enhanced comms, cooperation & service delivery.	
18. Obtain annual Tax Clearance Certificate.	Finance Director	Annually	1	1	1	1	1	Within 1 month of expiry of the current TCC.	
19. Perform Budget review	LKID Board	Annually	1	1	1	1	1	Submit adjustments to CCT by 31 March.	
20. Apply for Tax Exemption status.	Finance Director	Y1	1					By the end of the 1 <sup>st</sup> financial year.	
21. Register as a Supplier with CCT	Finance Director	Y1	1					Successfully registered.	
22. Compile the LKID renewal application.	Finance Director	Y5					1	Submit a comprehensive renewal application for approval by the members and CCT by 31 August.	

23. Implement Business Plan	LKID Board	Annually	90%	90%	90%	90%	90%	% of budget spent	Ensure that the benchmark of 90% is attained.
24. Protection of Personal Information Act (POPIA) declaration	LKID Board	Annually	1	1	1	1	1	At the first Board meeting after the AGM, new Directors to sign the POPIA declaration	

PROGRAM 2 - LKID PUBLIC SAFETY									
ACTION STEPS	RESPONSIBLE	FREQUENCY	Y1	Y2	Y3	Y4	Y5	PERFORMANCE INDICATOR	COMMENTS
1. Identify the root causes of crime in conjunction with SAPS, Local Authority existing Security Services using their experience as well as local crime stats.	Public safety portfolio	Ongoing	➡	➡	➡	➡	➡	Use this information to improve Safety & Security in our community as per the Public Safety Security Plan.	
2. Determine the crime threats of the area in conjunction with SAPS.	Public safety portfolio	Ongoing	➡	➡	➡	➡	➡	As above.	
3. Determine strategies by means of an integrated approach to address/decrease crime	Public safety portfolio	Ongoing	➡	➡	➡	➡	➡	As above.	
4. In liaison with other Public Safety role players & SAPS, identify current security and policy shortcomings and develop & implement an effective Public Safety strategy.	Public safety portfolio	Ongoing	➡	➡	➡	➡	➡	As above.	
5. Develop a Public Safety management strategy with clear deliverables and defined performance indicators to guide services provided by the security provider	Public safety portfolio	Revise as often as necessary	➡	➡	➡	➡	➡	Documented Public Safety strategy with clear deliverables. See 11 below.	
6. Deploy Public Safety resources accordingly & effectively. Service	Public safety portfolio	Ongoing	➡	➡	➡	➡	➡	Reduction in incidents. Visible public safety of the area.	Resources include CCTV cameras, monitored 24 x 7

provider vehicles to be easily identifiable									with tactical response.
7. Utilise the "eyes & ears" of all security and street cleaning staff to identify public safety issues.	Public safety portfolio	Ongoing	➡	➡	➡	➡	➡	Incorporate feedback and info into the Public Safety initiatives	
8. Assist SAPS through participation in the local crime forum	Public safety portfolio	Ongoing	➡	➡	➡	➡	➡	Incorporate feedback and info into the Public Safety initiatives	
9. On-site inspection of all security officers	Public safety portfolio	Ongoing	➡	➡	➡	➡	➡	Report findings to LKID Board	
10. Weekly security reports from Contract Security Provider	Public safety portfolio	Weekly	52	52	52	52	52	Report findings to LKID Board	
11. Public Safety Security Plan	Board	Ongoing	➡	➡	➡	➡	➡	Board approved Plan	Regularly updated as Circumstances dictate.

PROGRAM 3 - LKID MAINTENANCE AND CLEANSING									
ACTION STEPS	RESPONSIBLE	FREQUENCY	Y1	Y2	Y3	Y4	Y5	PERFORMANCE INDICATOR	COMMENTS
1. Develop a cleaning strategy document with clear deliverables & defined performance indicators to guide cleansing delivery from the appointed service provider	Cleansing Portfolio & Board	Annually	1	1	1	1	1	Cleansing strategy document with clear deliverables and performance indicators	Negotiate with successful NGO service provider.
2. Coordinate with local NGO to assist in providing cleaning services	Cleansing Portfolio	Annually	1	1	1	1	1	Monitor performance and report to the Board	
3. Monitor and evaluate cleansing strategy & performance	Cleansing Portfolio & Board	Quarterly	4	4	4	4	4	Modify cleansing strategy as required to ensure a cleaner community	Present amended cleansing strategy to Board.
4. Co-ordinate the provision of additional litter bins and emptying of existing bins by the relevant CCT department	Cleansing Portfolio	Quarterly	4	4	4	4	4	Provide a quarterly report regarding identified shortcomings to the Board.	
5. Monitor the state of cleanliness of the streets and sidewalks in the LKID	Cleansing Portfolio	Ongoing	➡	➡	➡	➡	➡	Clean streets & sidewalks. Report back to the Board	
6. Identify Health, Environment & Safety (HES) issues within the area and report to CCT with C3 notification	Cleansing Portfolio	Quarterly	4	4	4	4	4	Quarterly inspection & evaluation to the Board	

7. Monitor and report illegal dumping	Cleansing Portfolio	Ongoing						Liaise with Law Enforcement and Solid Waste for the removal of illegal dumping and penalties for the perpetrators	Report to the Board
8. Work in conjunction with the local social welfare & job creation organisations to develop the delivery of supplementary services to improve the urban environment.	Cleansing Portfolio	Ongoing						Long term sustainable work program.	Modified and renewed annually.













**PROGRAM 4 - LKID ENVIRONMENTAL DEVELOPMENT**

**Revised Scope of Work, post-set up**

- Promoting appropriate neighbourhood development and community
- Promoting effective liaison with City officials and Ward Councillor
- Promoting community empowerment in urban management
- Promoting sustainable and responsible urban management

ACTION STEPS	RESPONSIBLE	FREQUENCY	Y1	Y2	Y3	Y4	Y5	PERFORMANCE INDICATOR
1. Set-up sub-committee of neighbourhood built environment and landscape professionals, businesses (eg landscaping, garden services) and interested residents	Urban Management Portfolio	On-going	➡	➡	➡	➡	➡	Functioning sub-committee, <i>alternatively</i> communication inviting regular input by interested residents
2. Register as I&AP with CCT (replacing KRA)		Once off	1	0	0	0	0	Registered, CCT communications and adverts received for building plans, departures, rezonings, etc
3. Register as a Conservation Body with HWC		Once off	1	0	0	0	0	Registered, adverts received for demolitions, alterations, development in terms of NHRA
4. Communication on urban management issues		On-going	➡	➡	➡	➡	➡	<ul style="list-style-type: none"> <li>• CCT contact list</li> <li>• Neighbourhood responsibilities</li> <li>• Protocols</li> <li>• Website information board regarding projects, comment opportunities etc</li> <li>• Communication via facebook, email, whatsapp group and Telegram as appropriate</li> <li>• Member of Ward 58 Sub-Committee and active involvement therein</li> </ul>
5. Comment on applications,		On-going	➡	➡	➡	➡	➡	Updated land use policy Submissions to authorities which are given

development proposals etc								appropriate weight in decision-making
6. Monitor and report on unauthorised land use		Ongoing	➡	➡	➡	➡	➡	CCT reponse and minimal unauthorised land uses
7. Identify problem areas a. street lighting b. missing drain covers & stormwater drain cleaning c. maintenance of roads & sidewalks d. POS, cutting of grass & removal of weeds e. road markings & traffic signs f. traffic		Ongoing	➡	➡	➡	➡	➡	Encourage resident reporting Report issues of relevance to community as a whole Status Quo report comprehensively undertaken at commencement of LKID and monitored
7. Identify supplementary infrastructure enhancements to benefit the LKID	Infrastructure	Annual, input into LKID budget and CCT Budget & IDP	➡	➡	➡	➡	➡	Projects identified for expenditure and funds spent
9. Greening campaigns		Annual, input into LKID budget and CCT Budget & IDP	➡	➡	➡	➡	➡	Projects identified for expenditure and funds spent
10. Monitor and report on Illegal posters and unauthorised signage		Ongoing	➡	➡	➡	➡	➡	LKID free of illegal posters & signage

PROGRAM 5 - LKID SOCIAL AND ECONOMIC DEVELOPMENT									
ACTION STEPS	RESPONSIBLE	FREQUENCY	Y1	Y2	Y3	Y4	Y5	PERFORMANCE INDICATOR	COMMENTS
1. Work in conjunction with local social welfare & job creation organisations to develop the delivery of supplementary services	Social Dev & Events Portfolio	Ongoing						Social intervention plan with clear deliverables & defined performance indicators to guide delivery	This will be a long term action plan that will take time to develop
2. Co-ordinate social development programs with the City Social Development Dept	Social Dev & Events Portfolio	Quarterly	4	4	4	4	4	Meet quarterly to get feedback	
3. Public awareness program on social issues	Social Dev & Events Portfolio	Ongoing						Keep the community aware of social issues	
4. Plan to hold a food market in spring.	Events & Social Management Portfolio	Annually	1	1	1	1	1	Successful community involvement	
5. Plan for Arts & Craft markets in summer,	Events & Social Management Portfolio	Annually	1	1	1	1	1	Successful community involvement.	

PROGRAM 6 - LKID COMMUNICATION									
ACTION STEPS	RESPONSIBLE	FREQUENCY	Y1	Y2	Y3	Y4	Y5	PERFORMANCE INDICATOR	COMMENTS
1. Newsletters	Communications portfolio	Quarterly	4	4	4	4	4	Quarterly informative newsletters	
2. Regular press releases to local media a. Local developments b. Promoting local projects c. Social issues	Communications portfolio	Ongoing	➡	➡	➡	➡	➡	Keeping the community informed via our local newspaper, The Tatler.	
3. Establish & maintain the Website	Communications portfolio	Monthly	12	12	12	12	12	Monthly updated and informative website	
4. Regular member communications and responses	Communications portfolio	Ongoing	➡	➡	➡	➡	➡	Monthly feedback to LKID Board on member issues.	Communicate with all members regularly.
5. Establish the LKID business directory and link to website	Communications portfolio	Monthly	12	12	12	12	12	Up to date directory reviewed monthly.	
6. Community WhatsApp groups	Communications portfolio	Ongoing	➡	➡	➡	➡	➡	Up to date group addresses to enable residents to communicate	