

OBSERVATORY IMPROVEMENT DISTRICT NPC – IMPLEMENTATION PLAN 2020-21 – 3rd term – 4th year

Programme 1 : Management and operations

<i>Outcomes:</i>		<i>Outputs:</i>		<i>Timing:</i>
<i>Outcome statement:</i>	<i>Outcome indicators:</i>	<i>Output statement:</i>	<i>Output indicator:</i>	
<p>The Observatory rate payers continue to support the SRA / CID and see value in the services delivered, are actively engaging with our work and give positive feedback when asked</p> <p>The City of Cape Town is satisfied with OBSID's management and operations.</p>	Positive feedback from member surveys	<p>OBSID is effectively managed in line with CID's MOI requirements, NPC registration requirements and guidelines, good management practices and community expectations</p>	OBSID is legislatively compliant	<p>Ongoing</p>
	Increases in property values		General management systems in place and effective	
	No formal objections lodged with the City / special resolutions passed by members to remove SRA status / dissolve the CID		Relationships managed in line with mission statement and to the benefit of the CID	
	No financial irregularities reported through annual audit or other review processes		Community relationships managed and effective	
	CID receives allocated share of retention fund annually		Appropriate levels of staff retention	
	Staff disputes resolved in line with principles of procedural and substantive fairness			

Activities:

Actions:

1. **Manage and maintain with the City of Cape Town CID office:** ensure compliance to City of Cape Town reporting requirements (financial reporting, implementation plans, budgets- annual mid-year reviews, plans and budgets), attend all CID meetings, provide ad hoc reports as requested
2. **Finance management:** ensure compliance with GAAP principles as regards cash management, procurement, creditors and debtor's management, preparation of management accounts, adherence to budget, financial record keeping, annual audit protocols, annual financial statements, asset registers, investment and call account management and related.

3.	Maintenance of performance review system for all activities of OBSID (including Board metrics)
4.	Preparation and submission of all reports to agreed timelines: City of Cape Town, Board of Directors, member reports and others
5.	Ensure that CID complies with all legislative requirements as regards NPC registration, SRA renewals, CLPC requirements, tax and VAT
6.	Participate proactively in various meetings as and when requested to do so by partners (OCA, ONW), other CID's, City of Cape Town, service providers and Board of Directors
7.	Maintain appropriate office systems and functionality: IT infrastructure (hardware and software), shared drives, data management, telephony, printing, internet, time and attendance systems
8.	Ensure that HR systems and practices comply with legal and best practice frameworks – recruitment and selection, employment contracts, leave administration, employee files, working hours, overtime management, job descriptions, performance reviews, training and development, misconduct and incapacity management processes
9.	Ensure adherence to MOI and sound CID membership practices, including but not limited to processing of membership applications, coordination and management of AGM and related
10.	Ensure community complaints and reports are addressed and attended to and feedback given as appropriate
11.	Complete annual review of policies and procedures manual with Board input to ensure continued relevance, effectiveness and suitability

Programme 2 : Security / law enforcement initiatives

Outcomes:		Outputs:		Targets and timing:
<p>Outcome statement:</p> <p>Observatory is recognised for its consistent and effective safety programme, leading to steady reductions in crime, better relationships with the authorities and nearby organisations (neighbourhood watches, CID's and others)</p> <p>The Observatory community perceives the area as "safe" and expresses this in interactions with others</p> <p>Community takes responsibility for staying safe inside of OBSID's public safety programme (i.e. take joint responsibility by being aware and using services as needed)</p>	<p>Outcome indicators:</p> <p>Improved community perception of public safety services</p> <p>Response times to incident reports are improved</p> <p>Crime incident levels remain within norms</p> <p>Public safety resources are proactively allocated within OBSID boundaries</p>	<p>Output statement:</p> <p>OBSID has an effective, efficient and relevant public safety programme, directly contributing to a reduction in crime and the creation of a safer community</p> <p>OBSID is viewed as a professional public safety programme manager with suitably qualified and experience staff and as a result enjoys high levels of support and cooperation from law enforcement, SAPS, traffic and metro police</p> <p>OBSID's outsourced security service provider is rated as professional and "excellent value for money"</p>	<p>Output indicator:</p> <p>Effective public safety service acting as deterrent to criminal element (includes planned operations)</p> <p>By law enforcement, visible mobile and foot patrols in all OBSID areas, LPR and public space monitoring systems deployed and effective, additional resources deployed on "spike/high crime" shifts</p> <p>Effective working relationships in place with law enforcement, SAPS, traffic, DPU and metro police as well as PSSP's (residential and commercial properties)</p> <p>Crime statistics are accurately reported, analysed and preventive actions implemented to address crime spikes or prevent predicted crime trends from occurring</p> <p>Outsourced service provider delivers services in line with OBSID's quality standards and SLA criteria</p>	<p>Ongoing</p>
Activities:				
<p>Actions:</p> <ol style="list-style-type: none"> 1. Management of outsourced security provider against performance framework. 2. Active participation in sector CPF as well as Woodstock CPF (subject to SAPS providing framework for establishment and support) 3. Consistent application of arrest incentive policy in cases where actions directly contribute to arrests being made and cases being recorded with SAPS 4. Manage LPR programme, maintain relationships with LPRUG, and develop improvements in reporting mechanisms for LPR linked activities / arrests. 5. Maintaining working relationships with SAPS Crime Prevention Sector Manager (Woodstock), law enforcement, traffic and metro police teams 6. Ongoing liaison with law enforcement, DPU, traffic, SAPS and metro police to plan and execute effective operations - enforcement of bylaws, crime prevention and etc. 7. Accurate data capturing of all incidents and events daily using Incident Desk, publishing suitable reports on statistics, trends and etc. 				

8. Ongoing case follow up and management - tracking of case numbers, court dates, sentences/ fines and etc. and reporting on same, attending court as and when required
9. Ensure effective working relationship / shared synergies explored with community partners (PSSP's) – establishing and chairing public safety monthly meetings
10. Ongoing safety related communication campaigns activated across all platforms
11. Programme projects:
a. Continuation of CCTV / overview camera mapping within OBSID boundaries, exploring opportunities to allow OBSID access to camera feeds for incident investigation
b. Actively support re-establishment of ONW when approached asked to do so

Programme 3 : Cleansing initiatives

Outcomes:		Outputs:		Targets and timing:
Outcome statement:	Outcome indicators:	Output statement:	Output indicator:	
Observatory is referred to as an area with public infrastructure which is in good repair and is seen as clean and free of litter and unplanned graffiti	OBSID area is perceived / seen as clean with an effective cleaning programme in place City responds to reports in good time due to consistent community pressure	OBSID provides effective and efficient top up cleaning services over and above the City's cleaning programmes, focussed on litter, graffiti, dumping, posters and signage	Streets cleaned on a daily basis from Monday to Friday, high litter areas / high use public litter bins also cleaned over weekends Public litter bins in good repair, emptied as needed and enough bins are sited in litter hot spots Public cleaning campaigns supported and effective	Ongoing
The community gets involved in keeping the streets and public areas clean on their own initiative	Reduction in number of serious infrastructure damage caused by faults not being reported or addressed in good time		Cleaning team are equipped to carry out their duties effectively (skills, training and right equipment / PPE)	
Activities:				
Actions:				
1. Ensuring that cleaning schedules are adhered to, hotspots are checked and cleaned daily, vehicle based pick-ups increased in frequency and team is working to capacity, pilot the introduction of an afternoon cleaning shift (outsourced provider to be contracted)				
2. Ensuring that Streetscapes sheltered employment programme integrates with cleaning priorities and tackles agreed hotspots and high traffic areas, and that beneficiaries are trained in street cleaning and refuse removal, continue to expand work scope to drain cleaning / tree trimming / weeding				
3. Maintaining watching brief on public litter bins, reporting damages / losses to City, working with other providers to install additional litter bins				
4. Continue work in support of Parks and Recreation to maintain and clean access controlled parks				
5. Graffiti identified, removed if not authorised / permitted by property / site owner, management of Straatwerk SLA focussed on graffiti removal				
6. Maintaining functioning relationships with relevant City officials – Area Director, Solid Waste unit				
7. Taking zero tolerance approach with dumpers and businesses without sufficient wheeie bins for their waste - law enforcement to issue fines when warranted				

Programme 4 : Urban management initiatives

Outcomes:		Outputs:		Targets and timing:
Outcome statement:	Outcome indicators:	Output statement:	Output indicator:	
<p>OBSID's public areas are accessed by a wide range of residents for a range of reasons</p> <p>Greening and cleaning initiatives are considered as good examples for other CID's</p>	<p>Increase in property prices</p> <p>Awareness is raised outside of our geographic boundaries about urban management in action in Observatory</p> <p>Public spaces become gathering places - cared for by the community</p> <p>Vendors and traders see increases in revenue</p>	<p>"making places for people" is brought to life</p>	<p>Infrastructure is maintained within City budget constraints</p> <p>Green areas are expanded, healthy and attractive to the eye</p> <p>Streets, public areas, parks and gardens are generally free from litter and weeds and other waste</p> <p>Public hazards (human waste, needles, damaged road and pavement surfaces) are reduced</p>	<p>Ongoing</p>

Activities:

- Actions:**
1. Join up with other partners working on public spaces to explore ways to improve sociability, comfort, uses and access of public spaces
 2. Activate approved placemaking projects through public calls or internal opportunity identification that address public spaces, social cohesion, and ecological sustainability

Programme 5 : Social intervention initiatives

Outcomes:		Outputs:		Targets and timing:
<p>Outcome statement:</p> <p>Observatory is known for its humane, proactive and considered approach to dealing with its transient and or homeless community through the offering of a range of integrated and holistic interventions whilst still ensuring that by laws are enforced, human rights are respected and no-one feels harassed to give to those asking (but give through structured mechanisms)</p>	<p>Outcome indicators:</p> <p>The Observatory community is educated about responsible giving and enables providers to offer support through financial support and donations in kind and stop enabling drug dealers through cash hand-outs to those asking</p>	<p>Output statement:</p> <p>OBSID has an up to date view of those living on the streets and can engage with law enforcement and other providers to offer collaborative solutions and services</p> <p>Effective, compassionate and appropriate case management, facilitates access to those living on the streets by choice and those living on the street due to circumstances beyond their control to services, shelters, work readiness programmes, sheltered employment and supportive housing placement, rehabilitation programmes and other support (identity documents, social welfare grants, referrals for specialist services)</p> <p>Other vulnerable members of the community are listened to and offered a range of support to improve their sense of belonging and neighbourhood care</p>	<p>Output indicator:</p> <p>Street dweller database is up to date and information integrity is assured</p> <p>Case management reviews, client files, additional record keeping and outcomes of applications for documents, grants and other services and support</p> <p>Relationships with other organisations are established, effective and deliver value</p> <p>Local organisations are supported through coordinated individual giving campaigns</p> <p>OBSID's partnerships with Streetscapes offers a work based diversion programme with supportive housing and access to support services on an individual basis</p> <p>Vulnerable community members are offered support</p>	<p>Ongoing</p>
<p>OBSID is seen as an example as regards transient community engagement and management</p>	<p>Those individuals and organisations working with the homeless do so in an integrated approach and actively work together to reduce dependency on handouts whilst not neglecting basic human needs (e.g. for nutrition)</p> <p>Those living on the streets view the support they receive as being respectful of their choices</p>			

Activities:

Actions:

1. **Assess supportive housing vs safe space vs drop in centre concepts** and develop strategies to access services in Observatory
2. **Street dweller / day walker database** – maintain database. Engage with other organisations working with the homeless to compare case notes and build a more accurate record of services offered and accessed via different organisations
3. **Formulate mechanisms and strategies to engage with those living on the streets/transient** to determine needs and ensure transparency and accountability to those affected (AAP principles to be applied to programme design and delivery)
4. Ongoing **individual case management** of persons engaging with social development department - needs assessment, support for document applications, grant applications, access to shelters, referrals to medical services/specialised services – providing linkage officer support as needed to clients
5. Continue to develop and enhance relationships with NPOs' working with same client base – e.g. Tb / HIV care, SANPUD, SWEAT, Gender Dynamix to improve case conferencing and ensure complementary offering of services (not competing services being offered)
6. Expand **outreach work** - ensure that contact is kept with all those living on the streets on a weekly basis- assess needs, offer support as regards options and etc.
7. Work actively with outsourced security service provider to offer **ongoing training and sensitisation of staff** towards those living on the streets and to develop a culture of tolerance, respect and humanity within the confines of by law enforcement
8. Work actively with cleaning team to offer **ongoing training and sensitisation of staff** towards those living on the streets and to develop a culture of tolerance, respect and humanity within the confines of by law enforcement

Programme 6 : Marketing and communication initiatives

Outcomes:		Outputs:		Targets and timing:
Outcome Statement:	Outcome Indicator:	Output Statement:	Output Indicator:	
<p>OBSID is viewed as a reputable source of information, is respected and known for its high level of member engagement/ community engagement through multiple communication channels</p>	Improvements in member satisfaction survey scores	<p>OBSID's communication strategy is clearly defined, applicable to its mission and vision and is activated and effective across all communication channels. The strategy is reviewed at agreed intervals to ensure that it remains applicable, effective and relevant.</p>	Communications strategy documented	<p>Ongoing</p>
	Improved web analytics		Communications plan documented and aligned with strategy	
	Improved Facebook analytics – e.g. page visits, reach, people engaged, likes, comments		<p>OBSID's communication strategy is activated:</p> <ul style="list-style-type: none"> • Website is refreshed and interactive, content kept updated • Quarterly web letters to members • Content in OCA webletters • Regular engagement on social media channels (Facebook, Twitter) • Visual displays • Calls to action campaigns in support of social development partners • Content is published in local newspapers (PR campaigns) 	
<p>OBSID's communications referred to positively on other forums / on other platforms</p>	<p>Donations in kind / funding received from individuals reacting to messaging</p>			
Activities:				
<p>1. Ensure that OBSID's communication strategy is effective and maintained (social media, website, webletters, publication inserts and etc.)</p>				
<p>2. Develop PR strategy for OBSID - more regular contact with local media, submission of opinion pieces</p>				
<p>3. Activate approved communications projects in support of programmes and themes – arts, sport, heritage, culture, public spaces, public safety, social cohesion, local economy, ecological sustainability, business support</p>				

Programme 7 : Business development initiatives

Outcomes:		Outputs:		Targets and timing:
<p>Outcome statement:</p> <p>Observatory is seen as an attractive location for business owners to operate</p> <p>Local businesses see revenue growth</p> <p>Developers are committed to preserving the essence of Observatory whilst doing business in the area</p> <p>Residents buy locally!</p> <p>Observatory has an active retail, wholesale and service provider community, delivering products and services that are needed and wanted by the community</p>	<p>Outcome indicators:</p> <p>Reduction in business closures; empty premises</p> <p>Businesses form strong ties to the community and start to give back to social initiatives</p> <p>Businesses employ staff from the local community</p>	<p>Output statement:</p> <p>OBSID provides a one stop location for the public to access to search for and find businesses, services, accommodation and other products locally</p> <p>Observatory supports its own - small businesses and traders are encouraged, supported and mentored whilst becoming self-sustainable</p> <p>Festivals, events and happenings are well attended and supported by the community</p>	<p>Output indicator:</p> <p>OBSID has regular engagement with business groupings to develop issue based action plans aimed at improving the business community's experience of Observatory</p> <p>OBSID's communication platforms are used to publicise events and happenings (press releases, SEO, tourism platforms)</p> <p>NGO's with offices / centres in Observatory are surveyed and infographics advertising Observatory as a NGO welcoming environment are publicised</p> <p>OBSID has a developed place marketing strategy and encourages visitors / residents / business owners to participate</p>	<p>Ongoing</p>
Activities:				
<p>Actions:</p> <ol style="list-style-type: none"> Engage with business groups within Observatory (North Obs Biz, OCA Business Forum, Obs Biz Security WhatsApp group and develop issue based action plans for further consideration) Activate approved projects that support businesses (projects originating from public calls, business engagements or internal discussions) and the local economy 				

Programme 8 : Arts, heritage, culture and sport

Outcomes:		Outputs:		Targets and timing:
Outcome statement: Observatory's rich history is remembered, preserved and known	Outcome indicators: Community members are actively involved with heritage preservation	Output statement: OBSID contributes to the preservation of memories and narratives, encourages the community to engage with the history of the area, to get active, to get outside and meet their neighbours through the creation of opportunities for interaction	Output indicator: OBSID supports projects intended to claim back public spaces OBSID develops partnerships with other organisations that support our vision for promoting the arts, preserving heritage, defining and respecting diversity and culture and enjoying recreational activities	Annual project planning and implementation cycle commences May annually)
Outcome statement: Observatory's community has access to different artistic programmes	Outcome indicators: Art and culture thrives in Observatory	Output statement: OBSID contributes to the preservation of memories and narratives, encourages the community to engage with the history of the area, to get active, to get outside and meet their neighbours through the creation of opportunities for interaction	Output indicator: OBSID develops partnerships with other organisations that support our vision for promoting the arts, preserving heritage, defining and respecting diversity and culture and enjoying recreational activities	Annual project planning and implementation cycle commences May annually)
Outcome statement: Observatory's narrative is known	Outcome indicators: Observatory's narrative is known	Output statement: OBSID contributes to the preservation of memories and narratives, encourages the community to engage with the history of the area, to get active, to get outside and meet their neighbours through the creation of opportunities for interaction	Output indicator: OBSID develops partnerships with other organisations that support our vision for promoting the arts, preserving heritage, defining and respecting diversity and culture and enjoying recreational activities	Annual project planning and implementation cycle commences May annually)
Activities:				
<p>Actions:</p> <p>1. Develop and activate projects that address programme themes through OBSID public spaces project policy or internal identification of partnerships and opportunities</p>				