

EPPING

CITY IMPROVEMENT DISTRICT



5 YEAR BUSINESS PLAN

1 July 2012 – 30 June 2017
Compiled on 26 September 2011

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Company Details

Company Name: Epping City Improvement District (NPO)
Company Registration no: 2001/028149/08;
Address: 24 Gunners Circle
Epping I
7460
Postal Address: P O Box 834
Eppindust
7475;
Telephone: (021) 535-5814
Fax: (021) 535-5804
E-Mail: ecid@ecid.org.za
Website: www.ecid.org.za

ECID Coordinator: Tony Bartram
ECID Ass.Manager Lizette Johnstone

INTRODUCTION

The Epping City Improvement District was established in 2003.

Its core functions are fighting crime and grime.

The ECID is one of 22 CID's currently in operation in the City of Cape Town, 42 jobs have been created as a direct result of the ECID been established.

A total of R 26 501 544.00 in levies and R 3 129 050.00 in other income has been spent.

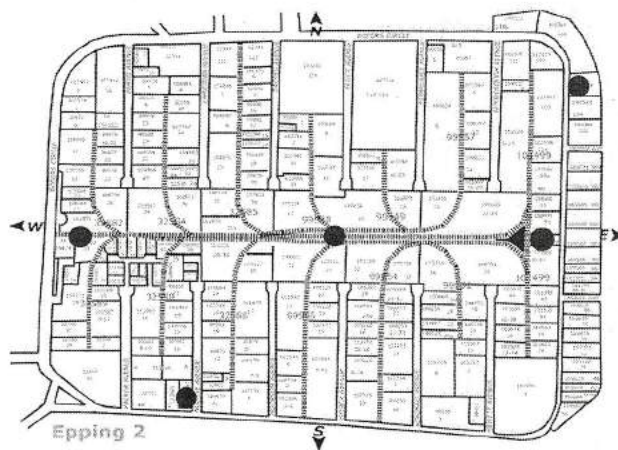
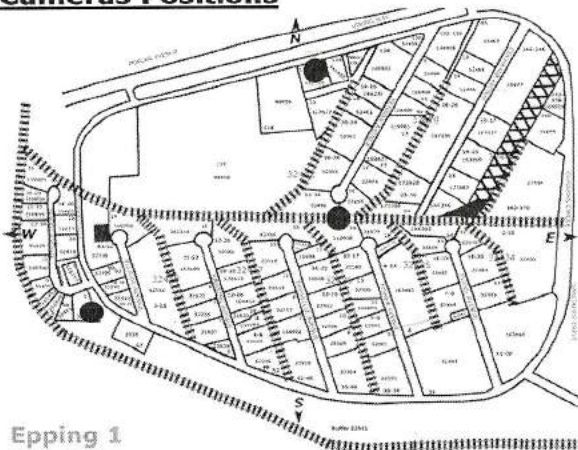
The ECID security operates 24/7 utilising 2 Toyota vehicles and 2 quad bikes manned by 4 security officers.

The Law Enforcement initiative began in March 2009; these officers are dedicated to Epping 1 & 2 and have vehicles marked as ECID Law Enforcement together with the logos of some of the sponsors. This has been a successful project with various by-law infringements being addressed on a daily basis and a total of 6404 fines being issued to date (value R 2 501 450). They have been instrumental in dealing with parking, dumping (especially around the areas of scrap metal dealers) and informal trading as they are able to undertake concerns that the ECID security are not authorised too.

The camera initiative began in September 2010; there are now 8 cameras that are leased with a 24 hour monitoring and maintenance plan. All cameras are Axis Q6032E PT2 with 32x optical zoom; the cameras are monitored by Myertal Tactical Security.

This has proved to be a successful initiative with an increase of arrests, stolen vehicles positively identified and drug related issues dealt with.

Cameras Positions



The cleansing contractor has;

- Removed 462920 black bags of refuse
- 684 tons of illegally dumped rubble
- Pruned 1719 trees
- Cleaned 8313 catch pits / manholes
- The verges are cut on a monthly basis
- General cleaning is done daily.

Approximately 9000 companies have been visited; emergency evacuation procedures, calendars, pens, license disc holders, rulers and emergency numbers have been handed out.

- The ECID have built a parking area in Moody Avenue, this was due to vehicles parking on both sides of the road and trucks having difficulty entering the road. We contacted the companies in the vicinity and enquired if their employees would utilise this parking area to which they agreed and have done so.
- We contributed a third of the costs for a parking area in Hawkins Avenue total \pm R 500 000
- Gated off 14 sidings \pm R12 000 each
- Fenced off 3 sidings \pm R 40 000.00 each
- Erected lights on 15 sidings \pm R 5 000 each
- Installed lighting in 4 alley ways \pm R35 000 per alley
- Repainted the road markings in Epping 2 twice \pm R 100 000.



Figure 1: Siding Gate



Figure 2: Alley way lights



Figure 3: Siding lights



Figure 4: Moody parking area

VISION

To continue improving the security and cleaning initiative, creating a safe and clean working environment for all working and visiting the area, thereby enhancing property values and encouraging more businesses to operate in Epping Industria.

MISSION

To continue improving the security, cleaning marketing and social responsibility initiatives in Epping Industria, thus ensuring the ECID is one of the top performing CID's in Cape Town.

GOALS

Administration

To run a cost effective and efficient CID office that is acceptable to the property owners.

Security

To determine and implement strategies to decrease crime levels, to continue to make use of the security patrols, Law Enforcement Officers and cameras. Continue to collect sponsorships for the Law Enforcement initiative over a 3 year period until the sponsorships are phased out.

Cleaning

To continue with the cleaning operation that is acceptable to property owners and companies.

Marketing

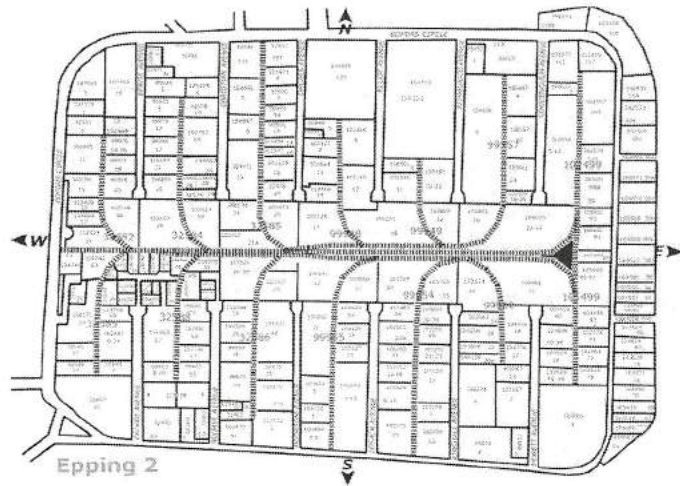
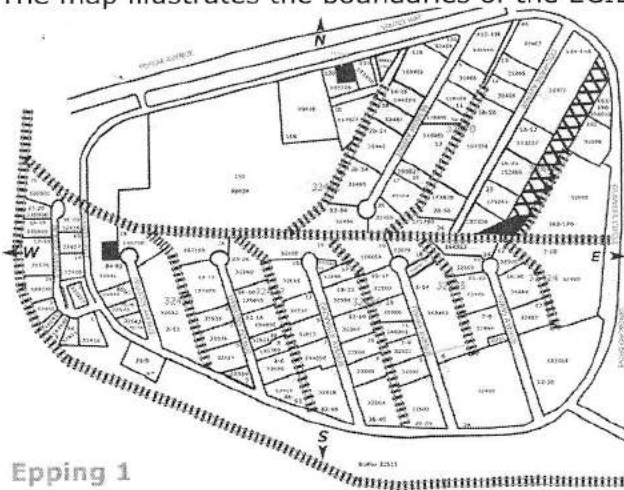
Visit 60 companies per month, informing property owners and companies of ECID actions & activities.

Projects

Identify/Assess/Implement Projects as Needed

ECID BORDERS

The map illustrates the boundaries of the ECID.



FINANCIAL IMPACT

The proposed 5 year financial budget is attached.

MOTIVATION PLAN

1. MANAGEMENT & OPERATIONS

The ECID is administered as a nonprofit company. The Board has a minimum of 7 Directors who meet quarterly and all day to day operations are communicated via e-mail. The Board is elected at the AGM, 1/3 of the Board members stand down yearly but may be reappointed. Four Board Members serve on the security portfolio and two members are financial manager/ accountants. The ECID coordinator's duties are laid down in Just for You Business Support services cc contract which is confirmed by the Board.

Management is on contract to Just For You Business Support Services cc, the ECID coordinator is the member for Just For You Business Support Services cc.

The ECID office will remain at its present location of 24 Gunners Circle Epping 1, the management team consisting of the Coordinator, the Assistant Manager, the ECID Liaison Representative and a part time admin assistant, who together with the Board facilitate the day to day operations of the ECID. The ECID staff have an excellent working relationship with a wide range of Council Departments i.e. roads, parks, public lighting, cleansing, drains and traffic signs. The office works closely with SAP Pinelands and is supported by Law Enforcement and Traffic, the CID is represented on various Police Forums and the Ward Committee.

All financial aspects of the ECID are managed by an independent accounting firm.

2. SECURITY

We aim to ensure that visibility is at its optimal, that there is a rapid response from the patrol teams, and that all security vehicles are operative and presentable. The security needs are constantly being assessed with recommendations submitted to the ECID Board. The vehicles and quad bikes are monitored by the ECID and requests, suggestions; instructions are given as and when required. The ECID use a Geotab tracking system, a digital repeater and digital radios to monitor all the security actions.

Specifications are drawn up for the security contract, tenders are obtained and the Board appoints a contractor.



Figure 5: Security



Figure 6: Security

3. LAW ENFORCEMENT

To continue with the Law enforcement initiative with the officers working Monday-Friday in 2 split shifts of 8 hours each that is hired from the City of Cape Town. The ECID use a Geotab tracking system, a digital repeater and digital radios to monitor all the Law Enforcement officers' actions. A report displaying fines issued are sent to all businesses in Epping on a monthly basis.



Figure 7: Law Enforcement



Figure 8: Law Enforcement

4. CAMERAS TO MONITOR PUBLIC OPEN SPACE

To continue with the monitoring and maintenance of the cameras.

- The existing 8 cameras are leased
- The cameras are monitored 24/7
- The cameras, ECID Security & Law Enforcement are linked together by means of digital radios, enabling a quick and more efficient response
- Another 4 cameras will be installed during 2011
- A scaled monthly report highlighting class "A" incidents are sent to all companies on a monthly basis.
- Further camera installations will be dependent on available funds.



Figure 9: Camera

5. CLEANSING

Continue with the current compliment of 4 teams of 3 people cleaning and maintaining grassed and tarred areas and 3 teams of 2 people to provide general cleaning of the area. Removal of bags and heavy objects is by way of a 5 ton truck. The most challenging areas being around the informal market and the scrap metal dealers and these areas are cleaned on a daily basis.

Specifications are drawn up for the cleansing contact, tenders are obtained and the Board appoints a contractor annually.



Figure 10: Cleaners



Figure 11: Cleansing Team

6. MARKETING & COMMUNICATIONS

- The assistant manager visits \pm 60 Companies per month doing handouts, ascertaining if there are any concerns that the ECID can assist with and also encouraging Property owners to apply for membership of the ECID, (current membership is at 74%); the ECID liaison officer also visits Companies as required.
- Certain marketing activities such as web design etc. are outsourced and a marketing consultant will supply expertise and guidance to the ECID when required.
- Brochures etc. are compiled as required.
- Brochures and company visits result in the Epping City Improvement District having a high profile in the area that is acknowledged by companies and Council.

7. PROJECT

Should a needs assessment highlight the requirements for a major project, the ECID Board will consider the costs and benefits and act accordingly with possible Council input and obtaining/ratifying support from the members at the following AGM.

8. SOCIAL RESPONSIBILITY

The ECID makes donations to the Cart Horse Protection Association and also assist by identifying overloaded horse carts, incorrect harnessing and lack of horse shoes and reporting this to their inspectors.

The ECID also makes donations to the Animal Anti Cruelty League, and assists by taken in stray or injured animals where possible or reporting such cases to their inspectors. Both these organisations are based in Epping 2.

The ECID, in conjunction with Premier Foods, Giant Sweets and Bokomo Oats do a monthly distribution of food packages to the SOS Children's Village in Langa and the Church of the Nazarene in Bonteheuwel who have a soup kitchen and distribution scheme.

The ECID thank Premier Foods, Giant Sweets and Bokomo Oats for their kind donation of food items.



Figure 12: Soup kitchen in Bonteheuwel



Figure 13: SOS-Phiwe Sitemela



Figure 14: Church of the Nazarene-Stan Martin

EPPING CITY IMPROVEMENT DISTRICT

5 YEAR IMPLEMENTATION PLAN

1st July 2012 to 30th June 2017

PROGRAM 1 - MANAGEMENT & OPERATIONS

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Assess future needs and draft action plan for new term Business Plan and budget and submit to Board then AGM for ratification then submit to Council.	Coordinator T Bartram	As required					1 Y	Business Plan finalised by ECID Board and minuted. AGM ratification given for yearly implementation plan. Completed plan approved by Council.	
2. Compile yearly implementation plan and budget if required. Assess yearly needs within term business plan and draft implementation plan for year. Submit to Board then AGM for ratification then submit to Council.	Coordinator T Bartram	Annually	1 Y	1 Y	1 Y	1 Y	1 Y	Yearly implementation plan finalised by ECID Board and minuted. AGM ratification given for yearly implementation plan. Completed plan approved by Council.	
3. Update job description as required or as changes occur.	Coordinator T Bartram	Ongoing	1 Y	1 Y	1 Y	1 Y	1 Y	Job descriptions to be filed & all staff to have updated job descriptions.	
4. Confirm appointment of auditors & arrange annual audit, confirm AGM resolutions. Arrange audit and for auditors to present report at AGM.	Coordinator T Bartram	Annually	1 Y	1 Y	1 Y	1 Y	1 Y	Audit performed to national requirements and all queries answered. Financials passed by AGM.	
5. Confirm appointment of book keepers & monitor financial accounts.	Coordinator T Bartram	Annually	1 Y	1 Y	1 Y	1 Y	1 Y	Book keepers appointed and all accounts are up to date.	
6. Confirm Board resolutions Monitor general ledger quarterly, check income statement, Council income / expense report, bank statement & investments report monthly.	Coordinator T Bartram	Monthly	1 Y	1 Y	1 Y	1 Y	1 Y	All accounts support audit and all accounts kept as required by Auditors.	

PROGRAM 1 - MANAGEMENT & OPERATIONS

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
7. Arrange Board meetings	Coordinator T Bartram	Quarterly	1 Y	1 Y	1 Y	1 Y	1 Y	Board meetings held and minutes taken.	
8. Table any over / under expenditure at Board meeting, confirm reasons in minutes. Table at the AGM, Inform Council.	Coordinator T Bartram	Quarterly/ Annually	1 Y	1 Y	1 Y	1 Y	1 Y	Minutes to support major budget changes. AGM to confirm all major budget deviations. Council confirms major budget changes.	
9. Arrange AGM including venue, PA system, minute taking, advertising etc Arrangements agreed by the ECID Chairperson, all written documents tabled at AGM. Take minutes.	Ass. Manager L Johnstone	Yearly	1 Y	1 Y	1 Y	1 Y	1 Y	Agenda, adverts, financials, Chairpersons report, agenda and business plan distributed. AGM conducted successfully	
10. Monitor creditors / debtors weekly. Draft & sign cheques in accordance with ECID procedures. Prepare invoices for EFT and send to authorised signatories.	Coordinator T Bartram Ass. Manager L Johnstone	Ongoing / Weekly	1 Y	1 Y	1 Y	1 Y	1 Y	All creditors' / debtors monitored by computer weekly. Cheques passed by bank. Signatories authorise and payment is successful.	
11. Attend meetings with Council department as required, report back to coordinator.	Coordinator T Bartram & Ass. Manager L Johnstone	Ongoing	1 Y	1 Y	1 Y	1 Y	1 Y	Meetings attended or apologies sent. Coordinator informed of all developments.	
12. Check SRA arrears information distributed by Council, note all Companies that are ± 6 months or R 5 000.00 in arrears. Contact Companies and offer guidance/ assistance if there is a dispute. All results forwarded to Council	Ass. Manager L Johnstone	Ongoing / Monthly	1 Y	1 Y	1 Y	1 Y	1 Y	All Companies aware of their debt situation. All contacts recorded as they occur. Council contacted where applicable. Arrears to be ± 3% of collection.	
13. Check bank statements on a monthly basis to monitor payment of sponsorships.	Admin Assistant	Monthly	1 Y	1 Y	1 Y			All sponsorships to be up to date.	
14. Maintain an office with equipment as required , update asset register as required and ensure all ECID & JFU equipment is functional.	Coordinator T Bartram	Ongoing	1 Y	1 Y	1 Y	1 Y	1 Y	Asset register clearly splits furniture & equipment between ECID, JFU and staff. Equipment to be 95% functional.	

PROGRAM 2 - SECURITY INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Appoint / renew Security service provider	Coordinator T Bartram	Annually	1 Y	1 Y	1 Y	1 Y	1 Y	Board approved and new contract signed.	
2. Hold monthly meetings with senior management of present security provider.	Security Officer R Ord & Coordinator T Bartram	Monthly	1 Y	1 Y	1 Y	1 Y	1 Y	Log to record details, all discrepancies attended to within 48 hours and coordinator informed.	
3. Hold weekly meetings with site manager of present security provider.	Security Officer R Ord & Coordinator T Bartram	Weekly	1 Y	1 Y	1 Y	1 Y	1 Y	Log to record details, all discrepancies attended to within 48 hours and coordinator informed.	
4. Download and check Geotab.	Security Officer R Ord	Daily	1 Y	1 Y	1 Y	1 Y	1 Y	Log to record details, all discrepancies attended to within 48 hours and coordinator informed.	
5. All security reports to be handed in to R Ord.	Security Officer R Ord	Daily	1 Y	1 Y	1 Y	1 Y	1 Y	Monthly report filed.	
6. Liaise with SAP, Law Enforcement & Traffic Department, attend meetings as required & update electronic communication as required.	Security Officer R Ord	Ongoing	1 Y	1 Y	1 Y	1 Y	1 Y	Attendance log completed and all e mails/calls attended to.	
7. Determine contingency plan with SAPS to enhance ECID objectives, log all details and file. Draft operational plans to SAPS requirements.	Security Officer R Ord	Ongoing	1 Y	1 Y	1 Y	1 Y	1 Y	All details filed. All plans to SAPS format and Coordinator informed of plans.	
8. Implement strategies to supplement SAPS service. Implement strategy according to the plan. Note all discrepancies and amend as required.	Security Officer R Ord	Ongoing	1 Y	1 Y	1 Y	1 Y	1 Y	Strategies implemented within stated time frame and results noted by ECID Board. Log to record details of changes and coordinator informed.	
9. Hold monthly meetings with security providers in the area & SAPS, confirm meeting dates and attend meetings or give apologies. Record details of meetings.	Security Officer R Ord	Monthly	1 Y	1 Y	1 Y	1 Y	1 Y	Log to record details and coordinator informed.	
10. Company to be visited within 72 hours of complaint to address	Security Officer R Ord	Ongoing	1 Y	1 Y	1 Y	1 Y	1 Y	Log to record details of complaint, suggestions to be	

PROGRAM 2 - SECURITY INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
security issues. Record complaint & actions suggested.								noted, and coordinator informed.	
11. Formulate an emergency plan for Epping Industria Liaise with Disaster Risk Management, SAPS, Traffic, Fire Department, Metro Police, Law Enforcement and Environmental Health for implementation procedures.	Ass. Manager L Johnstone	Annually	1 Y	1 Y	1 Y	1 Y	1 Y	Emergency plan in place and all businesses to be in possession of the emergency plan.	

PROGRAM 3 – LAW ENFORCEMENT INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Confirm any changes to yearly contract with Cape Town Law Enforcement Division and arrange for Board to sign the contract	Coordinator T Bartram & ECID Board	Annually	1 Y	1 Y	1 Y	1 Y	1 Y	Contract signed by Board and City of Cape Town.	
2. Interact with Law Enforcement Officers and management daily. Report all non-conformance issues to coordinator.	Security Officer R Ord	Daily	1 Y	1 Y	1 Y	1 Y	1 Y	All conformance issues recorded and reported within laid down time frame	
3. Monitor ECID Law Enforcement vehicles & take appropriate action. Arrange all servicing, maintenance and repairs.	Security Officer R Ord	Weekly	1 Y	1 Y	1 Y	1 Y	1 Y	Inspection sheets completed and filed. Servicing, maintenance & repairs arranged & logged.	
4. Download Geotab and Standard Bank statements pertaining to Law Enforcement vehicles, all discrepancies to be noted and reported to coordinator. Record discrepancies where appropriate.	Security Officer R Ord	Weekly	1 Y	1 Y	1 Y	1 Y	1 Y	Relevant downloads done daily/weekly. Processed information notes all discrepancies and is reported to coordinator within 24 hours.	
5. Send out a monthly report of all fines by Law Enforcement Officers	Ass. Manager L Johnstone	Monthly	1 Y	1 Y	1 Y	1 Y	1 Y	Reports sent out 2 weeks into new month	
6. Continue to encourage businesses to sponsor this project.	Ass. Manager L Johnstone Security Officer R Ord & Coordinator T Bartram	Ongoing	1 Y	1 Y	1 Y			Sponsorships obtained on a sliding scale for 3 years due to phasing out.	

PROGRAM 4 - CAMERA INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Monitor camera system and download data Process downloaded data Arrange Law Enforcement/SAPS action.	Security Officer R Ord	Ongoing	1 Y	1 Y	1 Y	1 Y	1Y	Downloaded data conforms to SAPS specifications for court action. Arrange action within 36 hours of download.	
2. Visit camera control room and record details of visits and inform coordinator of any problems.	Security Officer R Ord	Weekly	1 Y	1 Y	1 Y	1 Y	1Y	Visit details recorded weekly.	
3. Collate crime statistics received from SAPS, ECID security and businesses in Epping.	Security Officer R Ord Ass.Manager L Johnstone	Monthly	1 Y	1 Y	1 Y	1 Y	1Y	Log of all crimes reported to be updated monthly.	
4.Three Class "A" incident reports sent to all Companies	Ass.Manager L Johnstone	Monthly	1 Y	1 Y	1 Y	1 Y	1Y	Reports sent out 2 weeks into new month	

PROGRAM 5 - CLEANSING INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Appoint/renew Cleansing service provider	Coordinator T Bartram	Annually	1 Y	1 Y	1 Y	1 Y	1 Y	Board approved and new contract signed.	
2. Hold meetings with service provider and check attendance / wage sheets.	Coordinator T Bartram	Weekly	1 Y	1 Y	1 Y	1 Y	1 Y	80% of items raised completed within stipulated time frame and monthly reports submitted. Number of workers paid for to tally with wage sheet.	
3. Liaise with the relevant role players at the local authority and submit / report recommendation Record all details and file & inform coordinator.	Ass.Manager L Johnstone	Quarterly	1 Y	1 Y	1 Y	1 Y	1 Y	List of Council role players to be updated quarterly or as required. Recommendations to be to Council requirements.	
4. Prioritise a list of essential needs to enhance the objectives of the ECID. Confirm items with Council Department, draft list and confirm with coordinator.	Ass.Manager L Johnstone	Monthly	1 Y	1 Y	1 Y	1 Y	1 Y	Records to show actions taken and results.	
5. Verges to be cut monthly. Take photos of concerns & send to contractor with instructions to take action within 72 hours of notification.	Ass.Manager L Johnstone	Monthly	1 Y	1 Y	1 Y	1 Y	1 Y	Grass length to be acceptable. All incidents resolved within 72 hours and log to show actions taken and results.	
6. Monitor waste removal and dumping from streets and railway reserve. Take photos of concerns, send to Council and log, all outstanding items to be followed up weekly	Ass.Manager L Johnstone	Weekly	1 Y	1 Y	1 Y	1 Y	1 Y	All incidents resolved and logged to show actions taken and results.	
7. Monitoring of illegal Dumping. Report to Law enforcement / Council / Cleansing contractor	Coordinator T Bartram/Council/ Cleansing Contractor / Law Enforcement	Ongoing	1 Y	1 Y	1 Y	1 Y	1 Y	Removal of illegal dumping and applying penalties through law enforcement against offenders.	
8. Monitor blocked drains, missing/damaged manhole covers, road signs and street lights. Take photos of concerns, send to Council and log all outstanding items to be followed up weekly.	Ass.Manager L Johnstone / Council	Weekly	1 Y	1 Y	1 Y	1 Y	1 Y	All incidents resolved and logged to show actions taken and results.	

PROGRAM 5 - CLEANSING INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
9. Monitor if Council bins need to be emptied and inform Council.	Ass.Manager L Johnstone	Weekly	1 Y	1 Y	1 Y	1 Y	1 Y	Bins emptied in a reasonable time frame.	
10. Catch pit gulley's to be cleaned	Cleansing Contractor	Monthly	1 Y	1 Y	1 Y	1 Y	1 Y	25 catch pit gulley's cleaned and report to show which gulley's have been cleaned.	
11. Road signs to be cleaned of stickers and poster twine.	Cleansing Contractor	Monthly	1 Y	1 Y	1 Y	1 Y	1 Y	Report to show which signs have been cleaned.	
12. Monitor Council open grassed areas and request Council/Contractor to take action.	Ass.Manager L Johnstone	Ongoing	1 Y	1 Y	1 Y	1 Y	1 Y	Open areas to be under control with grass shorter than knee high.	
13. Promote waste wise by encouraging businesses to recycle, reuse and minimize waste	Ass.Manager L Johnstone	Ongoing	1 Y	1 Y	1 Y	1 Y	1 Y	Communicate with Companies in Epping promoting waste minimisation.	

PROGRAM 6 - MARKETING & COMMUNICATION INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Establish and maintain relationships with Companies in Epping by visiting 60 companies per month.	Ass.Manager L Johnstone & Security Officer R Ord	Monthly	1 Y	1 Y	1 Y	1 Y	1 Y	Log to show visits & submitted to Board monthly.	
2. Meet with all property owners to promote membership and raise awareness of the role of the ECID	Ass.Manager L Johnstone	Ongoing	1 Y	1 Y	1 Y	1 Y	1 Y	Maintain a membership of 70% or above	
3. Gardens to be assessed. Certificates/ awards presented and photos taken for website.	Coordinator T Bartram Ass.Manager L Johnstone	Quarterly	1 Y	1 Y	1 Y	1 Y	1 Y	All certificates/ awards to be presented and placed on the website within 28 days.	
4. Receive and send correspondence to ECID owners and tenants as required.	Ass.Manager L Johnstone	Ongoing	1 Y	1 Y	1 Y	1 Y	1 Y	All relevant correspondence to be done within 7 days.	
5. Website updated & maintained.	Ass.Manager L Johnstone	Monthly	1 Y	1 Y	1 Y	1 Y	1 Y	Maintained & 2 items placed on website monthly.	
6. Distribution of handouts & brochures.	Ass.Manager L Johnstone	Ongoing	1 Y	1 Y	1 Y	1 Y	1 Y	Requirements confirmed by ECID Board, completed brochures & handouts to be fault free and distributed within the laid down time frame	

PROGRAM 7 - PROJECTS

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
			1. Identify projects, assess need and draft action plan & submit to ECID Board for approval.	ECID Coordinator T Bartram	Ongoing	1 Y	1 Y		
2. Implement projects.	ECID Coordinator T Bartram	Ongoing	1 Y	1 Y	1 Y	1 Y	1 Y	Finalise action plan, obtain required consents, implement and assess results. All Council / Company agreements drafted and filed. Project implemented and goal achieved.	

EPPING CITY IMPROVEMENT DISTRICT

5 YEAR BUDGET AS PER BUSINESS PLAN

	2012/13	2013/14	2014/15	2015/16	2016/17
EXPENDITURE	R	R	R	R	R
1. Employee Related	-	-	-	-	-
Salaries	-	-	-	-	-
Bonus Provision	-	-	-	-	-
2. Core Business	4,703,366	4,955,968	5,225,059	5,515,580	5,912,797
Cleansing Services	1,341,578	1,422,073	1,507,397	1,597,841	1,693,712
Environmental Upgrading (Greening, landscaping, recycling, etc.)	-	-	-	-	-
Law Enforcement	584,779	631,562	682,087	736,654	795,586
Security Services - CCTV	730,914	692,552	649,011	603,595	639,811
Security Services	2,046,094	2,209,782	2,386,564	2,577,489	2,783,689
Social Upliftment	-	-	-	-	-
3. Depreciation	75,000	75,000	75,000	75,000	75,000
4. Repairs and Maintenance	70,000	80,000	90,000	90,000	90,000
5. Services Accounts ex CCT	-	-	-	-	-
6. Interest Paid	3,860	-	-	-	-
7. General Expenditure	1,260,019	1,331,006	1,406,187	1,485,813	1,570,146
Accommodation (Rent)	32,023	33,944	35,981	38,139	40,428
Administration and management fees	851,758	902,863	957,035	1,014,457	1,075,324
Auditor's remuneration	20,247	21,462	22,750	24,115	25,562
Accounting fees	42,171	44,701	47,383	50,226	53,240
Bank charges	15,714	16,343	16,996	17,676	18,383
Computer expenses (including Website)	4,987	5,187	5,394	5,610	5,834
Contingency / Sundry	20,000	20,000	20,000	20,000	20,000
Insurance	69,858	74,049	78,492	83,202	88,194
Marketing and promotions	15,000	15,000	15,000	15,000	15,000
Meeting expenses	10,000	10,000	10,000	10,000	10,000
Printing and stationery	5,000	5,000	5,000	5,000	5,000
Motor vehicle expenses	113,261	120,057	127,260	134,896	142,989
Projects: Specify	60,000	62,400	64,896	67,492	70,192
Other: Specify	-	-	-	-	-
8. Capital Expenditure	23,248	-	-	-	-
Office Furniture	-	-	-	-	-
Office Equipment	-	-	-	-	-
Computer Equipment	-	-	-	-	-
CCTV Cameras	-	-	-	-	-
Vehicles	23,248	-	-	-	-
9. Future Provision	-	-	-	-	-
Assets	-	-	-	-	-
Operational Project	-	-	-	-	-
Capital Project	-	-	-	-	-
Specify Other	-	-	-	-	-
10. Bad Debt Provision 3%	174,743	188,687	203,750	220,024	236,534
TOTAL EXPENDITURE	6,310,235	6,630,661	6,999,997	7,386,418	7,884,478
INCOME	R	R	R	R	R
1. Revenue - SRA Levy	-5,824,768	-6,289,576	-6,791,657	-7,334,148	-7,884,478
2. Other: Specify	-485,467	-341,085	-208,340	-52,270	-
TOTAL INCOME	-6,310,235	-6,630,661	-6,999,997	-7,386,418	-7,884,478
(SURPLUS) / SHORTFALL	0	0	-0	-0	-0
BUDGET GROWTH	15.45%	7.98%	7.98%	7.99%	7.50%