

Penzance Estate – Special Rating Area NPC **BUSINESS PLAN**
City Improvement Districts (“CIDs”)

Business Plan Period: July 2022 – July 2027



This business plan is available at <http://www.penzance-estate.co.za/>

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PART A: MOTIVATION REPORT

Introduction

The Penzance Estate Special Rating Area “PESRA” was established in July 2017 to ensure that we can maintain and improve our suburb, firstly by safeguarding both residents and visitors alike and protect our property values as a whole but most importantly to create a sustainable operating environment for the achievements of the Penzance Estate Community to continue and grow in the future:

Public Safety has always been our highest priority by means of active security monitoring and active interaction between community neighbourhood watch initiatives, First responder groups as well as consultation with Security Service Providers, SAPS and SANParks, Forestry and Fire. We have had tremendous success in our efforts and have reduced the crime in our area by over 80% over the last 5 years.

We took on an extensive Beautification project, which has seen the entrance to our estate upgraded with levelled pavements, flowerbeds and Penzance Estate entrance signs. Communal areas including verges and public open spaces have been kept clean, vegetation trimmed back to ensure visibility and safety. We have also employed two local Hout Bay residents to assist us with the upkeep of our verges and streets on an ongoing basis.

We worked closely with the city to assist them in communication with residents regarding street light installation, which was successfully implemented in areas of Penzance. We consulted and assisted the roads department with the identification of much-needed infrastructure repair and upgrading to roads in Penzance, of which a major resurfacing of Armour Road was done earlier in 2021. We will continue to work with the city in the identification of such projects and providing a supplementary service to where the scale of the project allows.

We are pleased that PESRA achieved the objectives they set out in 2017 and have great support from all its residents. We hope to continue the work we have been doing to ensure public safety, social upliftment, beautification of our area and supporting the City in the service they provide to our area.

PESRA Contact details

CID Name:	Penzance Estate – Special Rating Area NPC
Address:	13 van Oudtshoorn Street, Hout Bay
Email:	Penzanceestate@gmail.com
Tel:	060 751 5623

Penzance is created by the following boundaries,

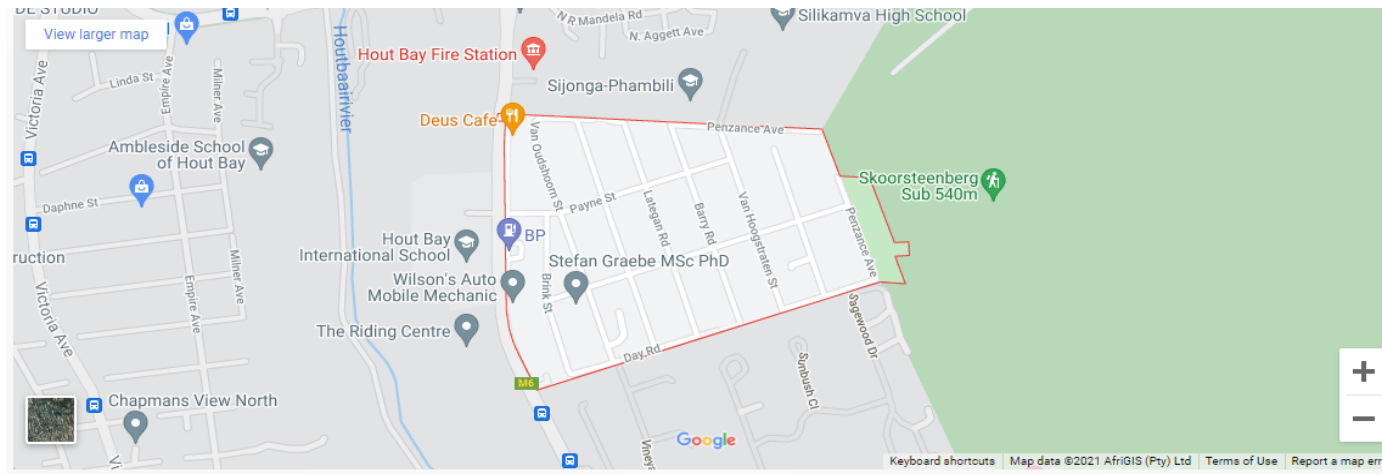
Northern Boundary: Penzance Ave,

Southern Boundary: Day Road, Penzance Estate, Hout Bay/Berg-en Dal Security Estate

Western Boundary: M6 Main Road, Hout Bay

Eastern Boundary: Table Mountain National Park

PESRA area - the map below highlights Penzance by the orange highlighted line



PESRA Mission

It is the mission of the PESRA to maintain a sustainable infrastructure and platform from which the residents and the public will benefit through the enjoyment of the public and private spaces and the protection of the home owners property values.

PESRA Vision

It is the vision of the PESRA to establish and maintain a safe, clean, well-managed residential area that can be enjoyed by all residents and businesses.

PESRA Goals

- Improve Public Safety significantly by proactive visible patrolling and cooperation with existing SAPS and City of Cape Town Law Enforcement efforts as well as other security service providers in the area.
- Creating a safe and clean public environment by addressing issues of maintenance and cleaning of streets, pavements and public spaces.
- Protect property values.
- Support and promote social responsibility in the area.
- The sustained and effective management of the PESRA area.
- To be transparent & accountable: to be achieved through the submission of annual reports to the local community at the Annual General Meeting (AGM), facilitation of local community participation in board meetings and members' meetings of the Non-Profit Company, posting notices and facilitating discussions through our social media platforms and publication of relevant documentation online.

Proposed Services and/or Projects

PESRA would like to extend its term to continue to retain its single residential family-focused community driven neighbourhood status. It would like to retain its status as one of the safest neighbourhoods in Hout Bay and ensure that residents and visitors can enjoy the safe welcoming public areas and in adherence to laws and regulations.

We will continue to respect the natural and built environment by keeping it clean and by removing alien vegetation and adding to biodiversity richness in the area through initiatives aimed at the planting of indigenous vegetation.

In order to address these needs the PESRA will be directed to address 5 main focus areas namely:

- The management of the PESRA operations
- The provision of public safety and security measures in the public areas only
- The cleaning, greening and maintenance of the public spaces in the area

- In cooperation with the relevant City of Cape Town departments, actions will be taken to address and monitor urban management issues related to the public infrastructure in the PESRA
- Marketing and promotional efforts will be undertaken to promote the PESRA as a well-managed and functioning business and residential node.

Residents have expressed their satisfaction with the management of the PESRA and the visual improvements they have seen and experienced, they would like to continue to see improvement and/or upgrades to benefit the area.

Proposed improvements and/or upgrades to address issues and benefit the area.

Public Safety

It is our responsibility to continue to manage and provide the public safety measures that ensure our area maintains its status as one of the lowest crime areas in Hout Bay. We want our residents to continue to feel safe within their homes and our streets, by building on the measures we have established in the last 5 years through visible guarding, electronic active monitoring and ongoing partnership with our local security bodies.

The PESRA will continue to maintain the security fence and place new cameras throughout the suburb at vulnerable points.

Our public safety efforts include 2 x 24/7 foot patrols; vehicle patrols as and when needed; installation and monitoring of 45 CCTV cameras to monitor public spaces; formal communication and co-operation with the SAPS, CPF, CCP and neighbourhood watch associations; and other crime prevention initiatives, such as working with CoCT in installing additional street lighting and continued upgrading and maintenance of Clear Vu fencing.

We are investing in a suitable PTZ camera for PESRA which will allow us to have better visibility on our open public spaces and will be accessed by our local security provider and access given to local City of Cape Town law enforcement.

Cleaning, Beautifying, and Environment

The PESRA will continue to attend to the gardens and verges within the open spaces of our area. We are committed to keeping Penzance Estate free of litter and focus on the upkeep of side verges, removal of alien vegetation in public spaces and the removal of overgrown trees and hedges that obscure traffic visibility or impact our public safety.

The PESRA will continue to invest in the beautification of its boundaries and verges by planting water-wise vegetation and ground cover and landscaping public areas that were previously overgrown and an eyesore.

Upkeep of verges and roads will continue with more targeted projects of beautification throughout all roads in the suburb. General maintenance of roads and City open spaces will continue; and the SRA will support and help to bring a community vegetable garden to fruition.

The SRA is liaising with stakeholders to help create a vegetable garden through Thrive within the greenbelt bordering Penzance Estate. This vegetable garden will create skills, training, and jobs for the local underprivileged community. The CID intends to fully support this project as much as possible.

Areas within the proposed boundaries of the CID where the improvements and/or upgrades will be carried out.

We will focus our improvements on our border fence with the neighbouring Informal Settlement, Imizamo Yethu. We will continue to invest in the upgrading of the fence line to clear vu fencing and install additional CCTV cameras to monitor the fence line.

We will add approximately 10 CCTV monitoring cameras to areas identified as weak spots both on the main road leading into Penzance Estate and smaller side roads that have direct access to the main road via a property boundary.

The total estimated costs of these services and/or projects over the term of the SRA are R5 111 951

Alignment with the City's Integrated Development Plan

Proposed improvements and/or upgrades are consistent with the municipality's IDP and with section 22(4) of the Local Government: Municipal Property Rates Act, No. 6 of 2004 (the "MPRA").

The Safe City

The PESRA aims to create an environment where citizens feel safe. It goes beyond policing and includes aspects such as disaster and risk management, rescue services as well as traffic and bylaw enforcement in order to address safety as a well-rounded concept, while also considering social factors in the SRAs approach.

The Opportunity City

The PESRA focuses on the creation of an environment that stimulates sustainable economic growth, investment and job creation.

Maintenance and Cleansing

We aim to focus our maintenance and cleansing efforts on the removal of sidewalk litter removal and the maintenance and cleansing of all public areas within our boundaries. These upgrades will be carried out within the entire area.

The total estimated costs of these services and/or projects over the 5 year term of the SRA is R431 961 .

Areas within the proposed boundaries of the CID where the improvements and/or upgrades will be carried out.

The improvements and allocation of resources will be applied across the whole area.

Alignment with the City`s Integrated Development Plan

The proposed improvements and/or upgrades are consistent with the municipality's IDP and with section 22(4) of the MPRA.



The Inclusive City

True inclusivity can only be achieved in an environment where there is access to economic opportunities, where citizens feel safe and cared for, and where communities are truly integrated. Therefore, the PESRA incorporates aspects of three SFAs i.e. opportunity city, safe city and caring city.

The Opportunity City

The PESRA focuses on the creation of an environment that stimulates sustainable economic growth, investment and job creation.

Environmental Development

We will continue to focus our efforts on planting trees and flowers; maintaining street verges; installing sidewalk planters in public open spaces.

Areas within the proposed boundaries of the CID where the improvements and/or upgrades will be carried out.

Our efforts will be focused on the entire SRA area. With particular attention on our two main roads, Payne road and Armour road.

Alignment with the City's Integrated Development Plan

The proposed improvements and/or upgrades are consistent with the municipality's IDP and with section 22(4) of the MPRA.

The Inclusive City

True inclusivity can only be achieved in an environment where there is access to economic opportunities, where citizens feel safe and cared for, and where communities are truly integrated. Therefore, the PESRA incorporates aspects of three SFAs i.e. opportunity city, safe city and caring city.



The Opportunity City

The PESRA focuses on the creation of an environment that stimulates sustainable economic growth, investment and job creation.

Promotion of Social and Economic Development

We have participated in the support of local NGO Thrive by providing financial support to projects directly affecting our area. We will continue to give our full support to local NGO Thrive who is aiming to set-up community gardens in the Greenbelt bordering our neighbourhood to support the local community.

The total estimated costs of these services and/or projects over the 5-year term of the CID is R86,262.

Alignment with the City`s Integrated Development Plan

The proposed improvements and/or upgrades are consistent with the municipality's IDP and with section 22(4) of the MPRA.

The Caring City

The Penzance Estate SRA must be welcoming to all people and make residents feel at home. As such, the caring city concentrates on looking after the people of The Penzance Estate SRA, especially those who are most in need of assistance.

The Opportunity City

The Penzance Estate SRA focuses on the creation of an environment that stimulates sustainable economic growth, investment and job creation.



Financial Impact of the CID

As per the City's Special Rating Areas (SRA) Policy, an annual budget is prepared by the PESRA, based on the needs of the area as described in the business plan. The budget provides for envisaged supplementary and related services and actual costs of operation as well as a 3% (three percent) provision for bad debts.

The SRA is funded by all property owners in the PESRA area through an additional property rate levied on the municipal valuation of all eligible properties within the boundaries of the SRA. Additional property rates are variable at the current gazetted rate and are calculated by the City during the City's annual budget process.

The SRA Policy allows for a differentiation in tariffs for the different types of properties and as such a residential and non-residential additional property rate is applicable in the Penzance Estate SRA. Should property owners receive partial or full relief in respect of rates, they would enjoy full exemption from paying any CID Additional Rates. It is, however, incumbent upon the property owner to seek such relief under the City's Rates Policy.

The Additional Rate is expressed as a Rand-in-the-rand and is calculated by dividing the PESRA budget total with the total municipal valuation of all properties within the boundary of the SRA. The PESRA budget and Additional Rate is approved by Council with the City's budget and is applicable over a financial year, which starts on 1 July.

The budget for each year of the Business Plan is as follows:

YEAR	TOTAL EXPENDITURE	REVENUE (Funding Source: Additional Rates)	% INCREASE IN ADDITIONAL RATES REQUIREMENT
1	R1,337,172	R1,337,172	7.0%
2	R1,430,774	R1,430,774	7.0%
3	R1,530,928	R1,530,928	7.0%
4	R1,638,093	R1,638,093	7.0%
5	R1,752,760	R1,752,760	7.0%

Individual contributions by properties owners may be calculated as follows:

1. Municipal valuation x R 0.XXXXXX = Annual contribution (VAT excl.)

Note: R 0.XXXXXX represents the approved CID additional property rate.

2. Annual contribution (VAT excl.) ÷ 12 = Average monthly contribution (VAT excl.)
3. Average monthly contribution (VAT excl.) x 1.15 = Average monthly contribution (VAT incl.)

Proposed Management Structure

The PESRA is managed by a board of directors, elected by the members of the PESRA. A Board of Directors consists of property owners within the PESRA and political representatives from the City of Cape Town attending Board Meetings as an observer.

Elected board members take responsibility for the various portfolios in the company and regular board meetings allow the directors to review current operations and apply corrective measures as required.

The board can appoint service providers and staff to manage the day-to day operations within the PESRA. The supplementary services provided by the PESRA should represent the actual needs of the area according to the vision of the property owners for the area. The services provided are decided upon by the property owners as CIDs are property-owner driven. The PESRA is managed by a PESRA Chairperson appointed by the board and will oversee the day to day delivery of the additional services according to the Business Plan.

All of the above is subject to monitoring and oversight by various departments in the City of Cape Town. The CID Department also advises on administrative and governance compliance.

An Annual General Meeting is held every year to review the performance of the SRA and to confirm the mandate of the members. The budget and implementation plan for the next year is also presented and discussed for approval at the AGM. The AGM also provides the opportunity to elect new directors to serve on the board.

Alignment with the City`s Integrated Development Plan

The proposed management of the PESRA is in support of the IDP pillar for a **Well Run City**:

To deliver on its vision, the PESRA needs to be responsive to its customers' needs and able to sustainably support the various initiatives, programmes and projects by delivering the right services in the most efficient and effective way. The well-run city aspires to do this by focusing on financial and operational sustainability, human resource development and organisational restructuring.

Permissible Amendments to the Business Plan

There are currently no plans to investigate or explore significant changes to the strategy or operations of the PESRA and therefore none are noted here. Should any significant changes be required, such changes will be subject to approval of the Members of the PESRA at an Annual or Special Members` Meeting.

List of all Rateable Properties within the CID

A list of all the rateable properties within the PESRA is attached as Annexure A.

PART B: IMPLEMENTATION PLAN

	PENZANCE ESTATE SPECIAL RATING AREA (PESRA) 5 YEAR IMPLEMENTATION PLAN 1st July 2022 to 30th June 2027
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PROGRAM 1 - PESRA MANAGEMENT & OPERATIONS									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Fully operational PESRA Management Office	Functional and accessible	Ongoing	⇒	⇒	⇒	⇒	⇒	PESRA Manager / PESRA Board	
2. Appointment of relevant service providers	Appointment of appropriately qualified service providers.	3 Years	1			1		PESRA Manager / PESRA Board	Service providers to be reappointed or new providers to be appointed in last year of contract period by means of a competitive process. Well Documented.

3. Board meetings	Bi-monthly Board meetings.	Bi-monthly	6	6	6	6	6	PESRA Manager / PESRA Board	Quorum of directors present at every meeting. Feedback per portfolio. Keep minutes and file resolutions.
4. Monthly Progressive Income and Expenditure Report to CCT	Submit reports to the CID Department timeously.	Monthly	12	12	12	12	12	PESRA Manager	Refer to Financial Agreement. Submit reports to the CID Department by the 15 th of the following month.
5. Audited Annual Financial Statements	Audited Annual Financial Statements with an Unqualified finding.	Annually	1	1	1	1	1	PESRA Manager	Submitted to the City by 31 August of each year.
6. Communicate SRA arrears list	Board Members in arrears cannot participate in meetings.	Monthly	12	12	12	12	12	PESRA Manager	Observe and report concern over outstanding amounts to Board and CID Department.
7. Annual General Meeting	Annual feedback to members at AGM and complying with legal requirements	Annually	1	1	1	1	1	PESRA Manager / PESRA Board	Host successful AGM before 31 December.
8. Submit Annual Report and Annual Audited Financial Statements to Sub-council(s)	Submit AFS and annual report to Subcouncil within 3 months of AGM.	Annually	1	1	1	1	1	PESRA Manager / PESRA Board	Submit proof of submission to CID Department.
9. Successful day-to-day management and operations of the PESRA	Monthly feedback to PESRA Board.	Ongoing	⇒	⇒	⇒	⇒	⇒	PESRA Manager	
10. Maintain Website	Website with all the relevant documents as required by the By-Law and Policy	Ongoing	⇒	⇒	⇒	⇒	⇒	PESRA Manager / PESRA Board	Refer to Program 6-3.

11. CIPC Compliance - Directors change - Annual Returns - Auditors change	CIPC Notifications of changes.	Annually	1	1	1	1	1	PESRA Board	Directors & Auditors change within 10 business days of change. Annual returns within 30 Business days after the anniversary date of the NPC registration.
12. Monthly Reports to the Directors	Report back on all CID related business to be measured and signed off	Monthly	12	12	12	12	12	PESRA Manager	Provide monthly reports to the Directors.
13. Manage and monitor the C3 notification Process	Complete daily reports of C3 notifications and monitor outstanding issues	Monthly	12	12	12	12	12	PESRA Manager	
14. Input to the Integrated Development Plan	Annual submissions to Subcouncil Manager	Annually	1	1	1	1	1	PESRA Manager	October to February of every year.
15. Input to the City Capital/Operating Budgets	Annual submissions to Subcouncil Manager.	Annually	1	1	1	1	1	PESRA Manager	By September of each year.
16. Communicate with property owners	Quarterly newsletter	Quarterly	4	4	4	4	4	PESRA Manager	Keep property owners informed.
17. Mediate issues with or between property owners where all reasonable other avenues have been explored	Provide an informed opinion on unresolved issues and assist where possible	Ongoing	⇒	⇒	⇒	⇒	⇒	PESRA Board & City of Cape Town Departmental Managers and Law Enforcement	
18. Engage with PESRA members	Communicate with PESRA members.	Bi-annually	2	2	2	2	2	PESRA Board	Refer also to Program 6-4
19. Promote and develop Penzance Estate NPC membership	Have a NPC membership that represents the PESRA community Update NPC membership. Ensure that membership application requests are prominent on webpage	Ongoing	⇒	⇒	⇒	⇒	⇒	PESRA Manager / PESRA Board	

20. Build working relationships with Subcouncil Management and relevant CCT officials and departments that deliver services in the Penzance Estate area	Successful and professional relationships with subcouncil management, Area Based Manager and City Departments resulting in enhanced communication, cooperation and service delivery	Ongoing	⇒	⇒	⇒	⇒	⇒	PESRA Manager	
21. SRA renewal application and survey.	Submit a comprehensive renewal application for approval by the members and the City of Cape Town.	In year 5					1	PESRA Manager / PESRA Board	
22. Annual Tax Compliance Status	Within one month after expiry date.	Annually	1	1	1	1	1	PESRA Manager	Submit PIN to CCT Supply Chain Management Department.
23. Budget Review	Board approved budget review to the CCT by end of March.	Annually	1	1	1	1	1	PESRA Manager	Submit Board minutes and approved adjustment budget to the CCT by end of March.
24. Perform Mid-year performance review.	Board approved mid-year review submitted to the CCT by end of March.	Annually	1	1	1	1	1	PESRA Manager / PESRA Board	Submit Board minutes and approved Mid-year performance review to the CCT by end of March. Ensure under/non performance areas are addressed before the end of the financial year.
25. All Directors to receive relevant CID Documents	At the 1 st Board meeting after the AGM, supply all directors with all relevant CID documents	Annually	1	1	1	1	1	PESRA Manager / PESRA Board	
26. Allocation of portfolios	At the first Board meeting after the AGM, assign portfolios to Directors	Annually	1	1	1	1	1	PESRA Manager / PESRA Board	

27. Declaration of interest	Ensure all Directors and Manager sign DOI at every Board Meeting	Bi-monthly	6	6	6	6	6	PESRA Manager / PESRA Board	
28. Vat reconciliation and tax returns	Bi-monthly VAT returns and annual tax returns submitted to SARS on time	Bi-monthly	6	6	6	6	6	PESRA Manager / PESRA Board	
29. Annual approval of Implementation plan and Budgets	Obtain approval from members at AGM for Implementation Plan and Budget	Annually	1	1	1	1	1	PESRA Manager / PESRA Board	

PROGRAM 2 - PESRA PUBLIC SAFETY / LAW ENFORCEMENT INITIATIVES

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Identify the root causes of crime in conjunction with the SAPS, Local Authority and existing Public Safety service using their experience as well as available crime statistics	Incorporate in Public Safety Management Strategy Plan	Ongoing	⇒	⇒	⇒	⇒	⇒	PESRA Manager/ Public Safety Service Provider	This is done comprehensively at the beginning of term and then modified continuously
2. Determine the Crime Threat Analysis of the CID area in conjunction with the SAPS	Incorporate in Public Safety Management Strategy Plan	Ongoing	⇒	⇒	⇒	⇒	⇒	PESRA Manager/ Public Safety Service Provider	
3. Determine strategies by means of an integrated approach to improve public safety	Incorporate in Public Safety Management Strategy Plan	Ongoing	⇒	⇒	⇒	⇒	⇒	PESRA Manager/ Public Safety Service Provider	

4. In liaison with other Public Safety role players and the South African Police Service, identify current Public Safety and policing shortcomings and develop and implement effective public safety strategy	Incorporate in Public Safety Management Strategy Plan	Ongoing	⇒	⇒	⇒	⇒	⇒	PESRA Manager/ Public Safety Service Provider	
5. Approve a Public Safety Management Strategy with clear deliverables and defined performance indicators to guide safety services by the appointed service provider and evaluate levels of service provided.	Documented Public Safety Management Strategy with clear deliverables and defined performance indicators to guide public safety services by the appointed service provider and evaluate levels of service provided.	Revise as often as required but at least annually	1	1	1	1	1	PESRA Manager/ Public Safety Service Provider and approved by the Board	This is done comprehensively at the implementation of the CID and then modified continuously
6. Maintain a manned centrally located office(s) open to the members and residents of the CID to request Public Safety assistance or report information	Appropriately manned and equipped office with skilled staff	Ongoing	⇒	⇒	⇒	⇒	⇒	PESRA Manager/ Public Safety Service Provider	As per Program 1-1
7. Deploy Public Safety resources accordingly and effectively on visible patrols. Public Safety personnel and patrol vehicles to be easily identifiable	Effective safety and Public Safety patrols in the PESRAEstate	Ongoing	⇒	⇒	⇒	⇒	⇒	PESRA Manager/ Public Safety Service Provider	
8. Utilise the "eyes and ears" of all Public Safety and gardening/street cleaning staff, as well as own staff, to identify any breaches	Incorporate feedback and information in Public Safety and safety initiatives of the PESRA	Ongoing	⇒	⇒	⇒	⇒	⇒	PESRA Manager/ Public Safety Service Provider	

9. Assist the police through participation by PESRA in the local Police sector crime forum	Incorporate feedback and information in Public Safety and safety initiatives of the PESRA Report on any Public Safety information of the PESRA to the CPF	Monthly	12	12	12	12	12	PESRA Manager/ Public Safety Service Provider	
10. Monitor and evaluate the Public Safety strategy and performance of all service delivery on a quarterly basis	Report findings to the PESRA Board with recommendations where applicable	Quarterly	4	4	4	4	4	PESRA Manager/ Public Safety Service Provider/ SAPS Crime Intelligence Officer	Refer to Program 1-9
11. On-site inspection of Public Safety Patrol officers	Report findings to the PESRA Board with recommendations where applicable	Daily	⇒	⇒	⇒	⇒	⇒	PESRA Manager/ Public Safety Service Provider	
12. Weekly Public Safety Reports from Contract Public Safety Service Provider	Report findings to the PESRA Board with recommendations where applicable Provide feedback to forum meeting	Weekly	52	52	52	52	52	Public Safety Service Provider	Incorporate into monthly management report to PESRA Board
13. Deploy CCTV cameras monitored by a CCTV Control Room	Effective use of CCTV cameras through monitoring	Ongoing	⇒	⇒	⇒	⇒	⇒		
14. Appoint a CCTV Monitoring service provider	Appointment of appropriately qualified service providers.	3 Years	1			1			
15. Register CCTV Cameras with the City of Cape Town	Cameras registered with the CCT	Ongoing	⇒	⇒	⇒	⇒	⇒	Public Safety Service Provider	

PROGRAM 3 - PESRA CLEANSING & ENVIRONMENTAL INITIATIVES

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Cleansing Strategy to guide cleansing and delivery	Monitor and evaluate the cleansing strategy and performance of all service delivery on a quarterly basis	Quarterly	4	4	4	4	4	PESRA Manager/ Cleansing Service Provider	
2. Appointed Cleaning service provider.	Appointment of appropriately qualified service provider.	3 Years	1			1		PESRA Manager / PESRA Board	Service providers to be reappointed or new providers to be appointed in last year of contract period by means of a competitive process. Well Documented.
3. Additional litter bins and emptying of litter bins.	Quarterly status reports to CCT regarding progress of identified shortcomings	Quarterly	4	4	4	4	4	PESRA Manager/ Solid Waste Department	
4. Cleaning of streets and sidewalks in the PESRA	Cleansing each of the streets within the CID boundary at least once within every two month period	Bi monthly	6	6	6	6	6	PESRA Manager/ Cleansing Service Provider	

5. Health and safety issues reported to CCT with C3 notifications	Monthly evaluations and inspections of reported C3. Report to the Board. Provide an improved healthy urban environment in the PESRA	Ongoing	⇒	⇒	⇒	⇒	⇒	PESRA Manager/ PESRA Board	
6. Monitor and combat Illegal dumping	Removal of illegal dumping when required and applying applicable penalties through law enforcement against transgressors. Report to the Board	Ongoing	⇒	⇒	⇒	⇒	⇒	PESRA Manager/ Cleansing Service Provider/ Law Enforcement Officers/ PESRA Board	
7. Promoting waste minimization through education and awareness on waste and water pollution	Monthly evaluations and inspections Report findings to Board.	Ongoing	⇒	⇒	⇒	⇒	⇒	PESRA Manager/ Cleansing Service Provider, Solid waste Department	
8. Encourage property owners to act responsibly in terms of waste management and encourage recycling initiatives	Monthly evaluations and inspections Report findings to the Board.	Ongoing	⇒	⇒	⇒	⇒	⇒	PESRA Manager / Solid Waste Department	
9. Local NGO to assist in cleaning programs where applicable	As required coordinate cleaning programs and report to the Board	Ongoing	⇒	⇒	⇒	⇒	⇒	PESRA Manager	Refer to program 4-4 and 5-2
10. Recycle waste	Recycle waste collected by cleaning staff where possible and report progress to the Board	Ongoing	⇒	⇒	⇒	⇒	⇒	PESRA Manager/ Cleansing Service Provider	

11. Greening campaigns - Arbor Day	Report to the PESRA Board with recommendations where applicable	Annually	1	1	1	1	1	PESRA Manager	
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PROGRAM 4 - PESRA URBAN MANAGEMENT INITIATIVES

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Identify problem areas with respect to: a. street lighting; b. missing drain covers / cleaning of drains c. maintenance of road surfaces; sidewalks d. cutting of grass / removal of weeds e. road markings / traffic signs	Urban management plan with clear deliverables and defined performance indicators to guide delivery – Report monthly to the Board	Ongoing Monthly reporting to the Board.	⇒	⇒	⇒	⇒	⇒	PESRA Manager	Use the established service levels to design the provision of supplementary services without duplication of effort.

2. Identify and report infrastructure supplementing of existing Council Services: f. Street lighting g. Dumping h. Refuse Removal i. Waterworks j. Sewerage k. Roads and Storm water l. Traffic signals and line painting m. Pedestrian safety n. Road repairs	Monitor and evaluate. Report findings to the PESRA Board with recommendations where applicable	Daily / weekly and monthly reports to the C3 notification process and daily recording of references in the register	⇒	⇒	⇒	⇒	⇒	PESRA Manager	
3. Compile a list of prioritized needs to enhance the objectives of the CID and liaise with the relevant departments to correct	Monitor and evaluate the plan and performance of all service delivery on a quarterly basis. Report findings to the PESRA Board with recommendations where applicable	Quarterly	4	4	4	4	4	PESRA Manager	
4. Work in conjunction with local social welfare and job creation organization and develop the delivery of the supplementary services to improve the urban environment	Development of a long-term sustainable work program	Ongoing	⇒	⇒	⇒	⇒	⇒	PESRA Manager	This is done comprehensively at the term renewal and then modified and managed continuously Also refer to Program 5-2 and 3-10
5. Illegal Poster Removal Notify and monitor the removal of illegal posters by the City of Cape Town	City of Cape Town infrastructure free from illegal posters	Ongoing	⇒	⇒	⇒	⇒	⇒	PESRA Manager	

PROGRAM 5 - PESRA SOCIAL INTERVENTION INITIATIVES									
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					RESPONSIBLE	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Identify and determine strategies by means of an integrated approach to address / homelessness and the relief measures available, current and future.	Social intervention plan with clear deliverables and defined performance indicators to guide delivery	Ongoing	⇒	⇒	⇒	⇒	⇒	PESRA Manager/ NGOs	This is done comprehensively at the implementation of the CID and then modified continuously
2. Work in conjunction with local social welfare and job creation organization and develop the delivery of the supplementary services to improve the urban environment	Social intervention plan with clear deliverables and defined performance indicators to guide delivery	Ongoing	⇒	⇒	⇒	⇒	⇒	PESRA Manager/ NGOs	This will be a longterm plan of action that will take time to develop – Refer to Program 4-4 and 3-10
3. Coordinate Social Development programs and initiatives with City Social Development Department	Meet quarterly	Ongoing	⇒	⇒	⇒	⇒	⇒	PESRA Manager	
4. Public awareness program on social issues		Ongoing	⇒	⇒	⇒	⇒	⇒	PESRA Manager	

PROGRAM 6 - PESRA MARKETING INITIATIVES

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	DURATION IN WEEKS, MONTHS OR YEARS					PERFORMANCE INDICATOR	COMMENTS
			Y1	Y2	Y3	Y4	Y5		
1. Newsletters / Newsflashes	Informative newsletters distributed.	Quarterly	4	4	4	4	4	PESRA Manager	Also refer to Program 1-16
2. Regular Press releases in local Newspapers covering: a. Local Development b. Promoting local Projects c. Social Issues	Regular media exposure	Ongoing	⇒	⇒	⇒	⇒	⇒	PESRA Manager	
3. Maintain Website	Up to date and informative website in compliance with CID legislation.	Ongoing	⇒	⇒	⇒	⇒	⇒	PESRA Manager	Refer to Program 1-10
4. Regular Member communication and meetings	Monthly feedback to PESRA Board at Directors Meeting	Ongoing	⇒	⇒	⇒	⇒	⇒	PESRA Manager	Refer to Program 1-18
5. Establish the PESRA Business Directory and link to website	Up to date directory	Every 6 months	2	2	2	2	2	PESRA Manager	
6. PESRA Signage	Signage to be visible and maintained	Ongoing	⇒	⇒	⇒	⇒	⇒	PESRA Manager	

PENZANCE ESTATE SPECIAL RATING AREA

5 YEAR BUDGET AS PER BUSINESS PLAN

	2022/23	2023/24	2024/25	2025/26	2026/27
INCOME	R	R	R	R	R
Income from Additional Rates	-1 337 172100.0%	-1 430 774100.0%	-1 530 928100.0%	-1 638 093100.0%	-1 752 760100.0%
TOTAL INCOME	-1 337 172100.0%	-1 430 774100.0%	-1 530 928100.0%	-1 638 093100.0%	-1 752 760100.0%
EXPENDITURE	R	R	R	R	R
Employee Related	76 2945.7%	81 6345.7%	87 3485.7%	93 4645.7%	100 0065.7%
Salaries and Wages	73 447	78 588	84 089	89 976	96 274
PAYE, UIF & SDL	1 347	1 441	1 542	1 650	1 766
COIDA	1 500	1 605	1 717	1 838	1 966
Core Business	972 64972.7%	1 040 73572.7%	1 128 58773.7%	1 207 58773.7%	1 292 11873.7%
Cleansing services	75 114	80 372	85 998	92 018	98 459
Environmental upgrading	2 000	2 140	2 290	2 450	2 622
Public Safety	541 041	578 914	619 438	662 798	709 194
Public Safety - CCTV monitoring	339 494	363 259	403 687	431 945	462 181
Social upliftment	15 000	16 050	17 174	18 376	19 662
Depreciation	64 1964.8%	64 1964.5%	68 6904.5%	73 4984.5%	78 6434.5%
Repairs & Maintenance	48 9093.7%	71 2315.0%	90 6375.9%	46 9812.9%	103 7715.9%
General Expenditure	74 0145.5%	79 1955.5%	84 7385.5%	90 6705.5%	97 0165.5%
Accounting fees	10 700	11 449	12 250	13 108	14 026
Advertising costs	4 280	4 580	4 900	5 243	5 610
Auditor's remuneration	23 540	25 188	26 951	28 838	30 856
Bank charges	5 778	6 182	6 615	7 078	7 574
Computer expenses	1 926	2 061	2 205	2 359	2 525
Insurance	6 138	6 568	7 027	7 519	8 046
Marketing and promotions	2 000	2 140	2 290	2 450	2 622
Meeting expenses	2 500	2 675	2 862	3 063	3 277
Minor tools & equipment	6 300	6 741	7 213	7 718	8 258
Printing / stationery / photographic	3 500	3 745	4 007	4 288	4 588
Protective clothing	3 500	3 745	4 007	4 288	4 588
Telecommunication	3 852	4 121	4 411	4 718	5 046
Projects	18 0001.3%	19 2601.3%	25 0001.6%	26 7501.6%	28 6231.6%
Beautification	18 000	19 260	25 000	26 750	28 623
Capital Expenditure (PPE)	42 9953.2%	31 6002.2%	-0.0%	50 0003.1%	-0.0%
CCTV / LPR Cameras	42 995	31 600	-	50 000	-
Bad Debt Provision 3%	40 1153.0%	42 9233.0%	45 9283.0%	49 1433.0%	52 5833.0%
TOTAL EXPENDITURE	1 337 172100.0%	1 430 774100.0%	1 530 928100.0%	1 638 093100.0%	1 752 760100.0%
(SURPLUS) / SHORTFALL	-	-	-	-	-
GROWTH: EXPENDITURE	3.4%	7.0%	7.0%	7.0%	7.0%
GROWTH: ADD RATES REQUIRED	7.0%	7.0%	7.0%	7.0%	7.0%

LIST OF RATEBLE PROPERTIES WITHIN THE PENZANCE SRA

USE DESCRIPTION	St No.	Street	Unit No	Sect ID	M-LIS Key	LIS Key	ERF No	Master/Slave
Resd - 1 Dwell	144	HOUT BAY MAIN ROAD		0	362454	362454	677	
Resd - 1 Dwell	92	HOUT BAY MAIN ROAD		0	362228	362228	678	
Resd - 1 Dwell	1	BRINK STREET		0	362227	362227	679	M
	1	BRINK STREET			362227	362229	680	S
Resd - 1 Dwell	5	BRINK STREET		0	362234	362234	682	
Resd - 1 Dwell	7	BRINK STREET		0	362237	362237	684	
Resd - 2 Dwell	98	HOUT BAY MAIN ROAD		0	362235	362235	685	
Resd - 1 Dwell	13	BRINK STREET		0	362249	362249	687	
Resd - 1 Dwell	100	HOUT BAY MAIN ROAD		0	362244	362244	689	
Resd - 1 Dwell	110	HOUT BAY MAIN ROAD		0	362270	362270	694	
Resd - 2 Dwell	114	HOUT BAY MAIN ROAD		0	362288	362288	697	
Vet Clin/Hosp.	126	HOUT BAY MAIN ROAD		0	362345	362345	705	
Resd - 1 Dwell	4	PAYNE ROAD		0	362360	362360	707	
Resd - 2 Dwell	27	VAN OUDTSHOORN STRAAT		0	362349	362349	712	
Resd - 2 Dwell	25	VAN OUDTSHOORN STRAAT		0	362336	362336	723	
Resd - 1 Dwell	23	VAN OUDTSHOORN STRAAT		0	362326	362326	724	
Resd - 1 Dwell	21	VAN OUDTSHOORN STRAAT		0	362320	362320	725	
Resd - 1 Dwell	20	BRINK STREET		0	362284	362284	727	
Resd - 1 Dwell	13	VAN OUDTSHOORN STRAAT		0	362262	362262	730	
Resd - 1 Dwell	16	BRINK STREET		0	362261	362261	732	
Resd - 1 Dwell	6	BRINK STREET		0	362236	362236	736	
Resd - 1 Dwell	1	VAN OUDTSHOORN STRAAT		0	362232	362232	738	
Resd - 1 Dwell	5	DAY ROAD		0	362231	362231	740	
Resd - 1 Dwell	4	BRINK STREET		0	362233	362233	741	
Resd - 1 Dwell	7	PAYNE ROAD		0	362379	362379	752	
Resd - 1 Dwell	38	VAN OUDTSHOORN STRAAT		0	362396	362396	754	

USE DESCRIPTION	St No.	Street	Unit No	Sect ID	M-LIS Key	LIS Key	ERF No	Master/Slave
Resd - 1 Dwell	42	VAN OUDTSHOORN STRAAT		0	362422	362422	759	
Resd - 1 Dwell	47	LOUW ROAD		0	362451	362451	761	
Resd - 1 Dwell	14	PAYNE ROAD		0	362377	362377	770	
Resd - 1 Dwell	21	LATEGAN ROAD		0	362353	362353	771	
Resd - 1 Dwell	17	LATEGAN STREET		0	362340	362340	772	
Resd - 1 Dwell	13	ARMOUR ROAD		0	362322	362322	773	
Resd - 2 Dwell	7	LATEGAN ROAD		0	362273	362273	774	
Resd - 1 Dwell	11	ARMOUR ROAD		0	362319	362319	775	
Resd - 1 Dwell	18	LOUW ROAD		0	362332	362332	776	
Resd - 2 Dwell	5	LATEGAN ROAD		0	362252	362252	777	
Resd - 1 Dwell	22	LOUW ROAD		0	362344	362344	778	
Resd - 1 Dwell	28	LOUW ROAD		0	362365	362365	779	
Resd - 1 Dwell	18	ARMOUR ROAD		0	362308	362308	781	
Resd - 1 Dwell	13	BARRY ROAD		0	362316	362316	782	
Resd - 1 Dwell	9	BARRY ROAD		0	362289	362289	783	
Resd - 1 Dwell	12	LATEGAN ROAD		0	362278	362278	784	
Resd - 2 Dwell	25	BARRY ROAD		0	362371	362371	788	
Resd - 1 Dwell	23	BARRY ROAD		0	362362	362362	790	
Resd - 1 Dwell	28	LATEGAN ROAD		0	362376	362376	791	
Resd - 1 Dwell	27	BARRY ROAD		0	362390	362390	794	
Resd - 1 Dwell	20	PAYNE ROAD		0	362399	362399	801	
Resd - 2 Dwell	22	ARMOUR ROAD		0	362325	362325	807	
Resd - 1 Dwell	24	ARMOUR ROAD		0	362335	362335	808	M
	24	ARMOUR ROAD			362335	362329	809	S
Resd - 2 Dwell	28	PAYNE ROAD		0	362414	362414	815	
Resd - 1 Dwell	23	ARMOUR ROAD		0	362357	362357	816	
Retail	130	HOUT BAY MAIN ROAD		0	362373	362373	869	
Small Holdings	33	PENZANCE AVENUE		0	362220	362220	1431	

USE DESCRIPTION	St No.	Street	Unit No	Sect ID	M-LIS Key	LIS Key	ERF No	Master/Slave
Resd - 1 Dwell	4	LOUW ROAD		0	362251	362251	1527	
Resd - 1 Dwell	2	ARMOUR ROAD		0	362266	362266	1775	
Resd - 2 Dwell	10	BARRY ROAD		0	362300	362300	2193	
Resd - 1 Dwell	8	LATEGAN ROAD		0	362263	362263	2194	
Resd - 1 Dwell	5	BARRY ROAD		0	362271	362271	2195	
Resd - 1 Dwell	1	BARRY ROAD		0	362259	362259	2196	
Resd - 1 Dwell	3	VAN HOOGSTRAATEN ROAD		0	362276	362276	2249	
Resd - 1 Dwell	15	BRINK STREET		0	362260	362260	2827	
Creche/Educare/Nursery School	25	PENZANCE AVENUE		0	362631	362631	2843	
Resd - 1 Dwell	9	LOUW ROAD		0	362256	362256	2860	
Resd - 2 Dwell	7	LOUW ROAD		0	362246	362246	2861	
Resd - 1 Dwell	1	LOUW ROAD		0	362239	362239	2862	
Resd - 1 Dwell	9	DAY ROAD		0	403829	403829	2863	
Resd - 1 Dwell	8	VAN OUDTSHOORN STRAAT		0	362242	362242	2864	
Resd - 1 Dwell	12	VAN OUDTSHOORN STRAAT		0	362265	362265	2865	
Resd - 1 Dwell	14	VAN OUDTSHOORN STRAAT		0	362275	362275	2866	
Resd - 1 Dwell	25	BRINK STREET		0	362314	362314	2871	
Resd - 1 Dwell	19	BRINK STREET		0	362274	362274	2872	
Resd - 1 Dwell	12	LOUW ROAD		0	362291	362291	2943	
Resd - 1 Dwell	11	LATEGAN STREET		0	362309	362309	2944	
Vacant Residential Land	10	LOUW ROAD		0	362269	362269	2945	
Resd - 1 Dwell	9	BRINK STREET		0	362243	362243	2947	
Resd - 1 Dwell	11	BRINK STREET		0	362248	362248	2948	
Resd - 2 Dwell	22	BRINK STREET		0	362305	362305	2949	
Resd - 1 Dwell	1	LATEGAN ROAD		0	362245	362245	2954	
Resd - 1 Dwell	40	VAN OUDTSHOORN STRAAT		0	362401	362401	2957	
Resd - 1 Dwell	7	ARMOUR ROAD		0	362303	362303	2983	
Resd - 1 Dwell	20	VAN OUDTSHOORN STRAAT		0	362307	362307	2984	

USE DESCRIPTION	St No.	Street	Unit No	Sect ID	M-LIS Key	LIS Key	ERF No	Master/Slave
Resd - 1 Dwell	22	VAN OUDTSHOORN STRAAT		0	362323	362323	2985	
Resd - 1 Dwell	24	VAN OUDTSHOORN STRAAT		0	362327	362327	2986	
Resd - 1 Dwell	26	VAN OUDTSHOORN STRAAT		0	362331	362331	2987	
Resd - 1 Dwell	28	VAN OUDTSHOORN STRAAT		0	362346	362346	2988	
Resd - 1 Dwell	30	VAN OUDTSHOORN STRAAT		0	362354	362354	2989	
Resd - 2 Dwell	8	PAYNE ROAD		0	362359	362359	2990	
Resd - 1 Dwell	10	PAYNE STREET		0	362366	362366	2991	
Resd - 1 Dwell	29	LOUW ROAD		0	362363	362363	2992	
Resd - 1 Dwell	27	LOUW ROAD		0	362355	362355	2993	
Resd - 1 Dwell	25	LOUW ROAD		0	362339	362339	2994	
Resd - 2 Dwell	23	LOUW ROAD		0	362334	362334	2995	
Resd - 1 Dwell	21	LOUW ROAD		0	362328	362328	2996	
Resd - 1 Dwell	19	LOUW ROAD		0	362315	362315	2997	
Resd - 1 Dwell	9	ARMOUR ROAD		0	362306	362306	2998	
Resd - 1 Dwell	4	BARRY ROAD		0	362268	362268	3051	
Resd - 1 Dwell	12	CHRISTIAAN STRAAT		0	362296	362296	3069	
Resd - 1 Dwell	8	CHRISTIAAN STRAAT		0	362298	362298	3070	
Resd - 1 Dwell	5	CHRISTIAAN STRAAT		0	362301	362301	3071	
Resd - 1 Dwell	23	BRINK STREET		0	362299	362299	3236	
Resd - 1 Dwell	19	BARRY ROAD		0	362338	362338	3244	
Resd - 1 Dwell	15	ARMOUR ROAD		0	362330	362330	3245	
Resd - 1 Dwell	22	LATEGAN STREET		0	362347	362347	3246	
Resd - 1 Dwell	21	BARRY ROAD		0	362356	362356	3290	
Resd - 2 Dwell	1	VAN HOOGSTRAATEN ROAD		0	362272	362272	3329	
Resd - 1 Dwell	24	PAYNE ROAD		0	362405	362405	3398	
Resd - 1 Dwell	7	CHRISTIAAN STRAAT		0	362317	362317	3400	
Resd - 1 Dwell	10	VAN OUDTSHOORN STRAAT		0	362255	362255	3431	
Resd - 1 Dwell	32	PAYNE ROAD		0	362383	362383	3650	

USE DESCRIPTION	St No.	Street	Unit No	Sect ID	M-LIS Key	LIS Key	ERF No	Master/Slave
Vacant Residential Land	28	PENZANCE AVENUE		0	362384	362384	3651	
Resd - 1 Dwell	24	CHRISTIAAN STRAAT		0	362369	362369	3653	
Resd - 1 Dwell	26	CHRISTIAAN STRAAT		0	362370	362370	3654	
Resd - 1 Dwell	10	ARMOUR ROAD		0	362290	362290	3664	
Resd - 2 Dwell	13	LOUW ROAD		0	362280	362280	3665	
Resd - 1 Dwell	3	PAYNE ROAD		0	362374	362374	3683	
Resd - 1 Dwell	31	VAN OUDTSHOORN STRAAT		0	362386	362386	3684	
Resd - 1 Dwell	29	VAN OUDTSHOORN STRAAT		0	362378	362378	3685	
Resd - 1 Dwell	48	VAN OUDTSHOORN STRAAT		0	362450	362450	3728	
Resd - 1 Dwell	46	VAN OUDTSHOORN STRAAT		0	362445	362445	3729	
Resd - 1 Dwell	46	PENZANCE AVENUE		0	362312	362312	3752	
Resd - 2 Dwell	33	BRINK STREET		0	362342	362342	3788	
Resd - 1 Dwell	31	BRINK STREET		0	362337	362337	3789	
Resd - Detach	29	BRINK STREET		0	403873	403872	3790	S
Resd - 1 Dwell	27	BRINK STREET		0	403873	403873	3791	M
Resd - 2 Dwell	6	VAN HOOGSTRATEN ROAD		0	362302	362302	3801	
Resd - 1 Dwell	3	CHRISTIAAN STRAAT		0	362292	362292	4119	
Resd - 1 Dwell	1	CHRISTIAAN STRAAT		0	362283	362283	4120	
Resd - 1 Dwell	2	VAN HOOGSTRATEN ROAD		0	362277	362277	4121	
Resd - 1 Dwell	4	VAN HOOGSTRATEN ROAD		0	362281	362281	4122	
Resd - 1 Dwell	8	VAN HOOGSTRATEN ROAD		0	362310	362310	4163	
Resd - 1 Dwell	10	CHRISTIAAN STRAAT		0	362297	362297	4164	
Resd - 1 Dwell	44	LATEGAN STREET		0	362452	362452	4186	
Resd - 1 Dwell	40	LATEGAN ROAD		0	362433	362433	4194	
Resd - 1 Dwell	23	VAN HOOGSTRATEN ROAD		0	362375	362375	4216	
Resd - 1 Dwell	21	VAN HOOGSTRATEN ROAD		0	362367	362367	4217	
Resd - 1 Dwell	19	VAN HOOGSTRATEN ROAD		0	362351	362351	4218	
Resd - 1 Dwell	17	VAN HOOGSTRATEN ROAD		0	362348	362348	4219	

USE DESCRIPTION	St No.	Street	Unit No	Sect ID	M-LIS Key	LIS Key	ERF No	Master/Slave
Resd - 1 Dwell	16	BARRY ROAD		0	362341	362341	4220	
Resd - 1 Dwell	18	BARRY ROAD		0	362350	362350	4221	
Resd - 1 Dwell	20	BARRY ROAD		0	362361	362361	4222	
Resd - 1 Dwell	22	BARRY ROAD		0	362364	362364	4223	
Resd - 1 Dwell	36	VAN OUDTSHOORN STRAAT		0	362387	362387	4228	
Resd - 1 Dwell	24	BARRY ROAD		0	362372	362372	4244	
Resd - 1 Dwell	26	BARRY ROAD		0	362388	362388	4245	
Clinics etc	37	BARRY ROAD		0	362418	362418	4248	
Resd - 1 Dwell	35	BARRY ROAD		0	362419	362419	4249	
Resd - 2 Dwell	33	BARRY ROAD		0	362420	362420	4250	
Resd - 1 Dwell	31	BARRY ROAD		0	362421	362421	4251	
Resd - 1 Dwell	17	PAYNE ROAD		0	362410	362410	4252	
Resd - 1 Dwell	15	PAYNE ROAD		0	362411	362411	4253	
Resd - 1 Dwell	36	LATEGAN STREET		0	362415	362415	4254	
Resd - 1 Dwell	38	LATEGAN STREET		0	362423	362423	4255	
Resd - 1 Dwell	42	LATEGAN ROAD		0	362443	362443	4256	
Resd - 1 Dwell	38	BARRY ROAD		0	362427	362427	4270	
Resd - 1 Dwell	37	VAN HOOGSTRATEN ROAD		0	362444	362444	4271	
Resd - 1 Dwell	35	VAN HOOGSTRATEN ROAD		0	362439	362439	4272	
Resd - 1 Dwell	33	VAN HOOGSTRATEN ROAD		0	362425	362425	4273	
Resd - 2 Dwell	32	BARRY ROAD		0	362424	362424	4274	
Resd - 1 Dwell	34	BARRY ROAD		0	362429	362429	4275	
Resd - 1 Dwell	36	BARRY ROAD		0	362428	362428	4276	
Resd - 1 Dwell	16	PAYNE ROAD		0	362389	362389	4335	
Resd - 1 Dwell	30	LATEGAN ROAD		0	362381	362381	4336	
Resd - 2 Dwell	37	LOUW ROAD		0	362402	362402	4338	
Resd - 1 Dwell	39	LOUW ROAD		0	362412	362412	4339	
Resd - 1 Dwell	39	LATEGAN ROAD		0	362447	362447	4340	

USE DESCRIPTION	St No.	Street	Unit No	Sect ID	M-LIS Key	LIS Key	ERF No	Master/Slave
Resd - 1 Dwell	33	LATEGAN STREET		0	362416	362416	4341	
Resd - 1 Dwell	31	LATEGAN STREET		0	362413	362413	4342	
Resd - 1 Dwell	13	PAYNE ROAD		0	362398	362398	4343	
Resd - 1 Dwell	11	PAYNE ROAD		0	362391	362391	4344	
Resd - 1 Dwell	32	LOUW ROAD		0	362403	362403	4345	
Resd - 1 Dwell	34	LOUW ROAD		0	362409	362409	4346	
Resd - 1 Dwell	37	LATEGAN STREET		0	362438	362438	4348	
Resd - 1 Dwell	38	LOUW ROAD		0	362432	362432	4349	
Resd - 1 Dwell	40	LOUW ROAD		0	362437	362437	4350	
Resd - 1 Dwell	6	LOUW ROAD		0	362446	362446	4367	
Resd - 1 Dwell	8	PENZANCE AVENUE		0	362449	362449	4368	
Resd - 1 Dwell	10	PENZANCE AVENUE		0	362453	362453	4369	
Resd - 1 Dwell	45	LOUW ROAD		0	362436	362436	4378	
Resd - 1 Dwell	43	LOUW ROAD		0	362431	362431	4379	
Resd - 1 Dwell	41	LOUW ROAD		0	362426	362426	4380	
Resd - 2 Dwell	26	LATEGAN STREET		0	362358	362358	4383	
Resd - 2 Dwell	24	LATEGAN STREET		0	362352	362352	4384	
Resd - 2 Dwell	17	BARRY ROAD		0	362333	362333	4385	
Resd - 1 Dwell	15	BARRY ROAD		0	362324	362324	4478	
Resd - 1 Dwell	33	VAN OUDTSHOORN STRAAT		0	362395	362395	4675	
Resd - 1 Dwell	5	VAN OUDTSHOORN STRAAT		0	362240	362240	4772	
Resd - 1 Dwell	7	VAN OUDTSHOORN STRAAT		0	362241	362241	4773	
Resd - 1 Dwell	94	HOUT BAY MAIN ROAD		0	362230	362230	4818	
Resd - 1 Dwell	138	HOUT BAY MAIN ROAD		0	362407	362407	4968	
Resd - 1 Dwell	136	HOUT BAY MAIN ROAD		0	362406	362406	4969	
Resd - 1 Dwell	134	HOUT BAY MAIN ROAD		0	362400	362400	4970	
Resd - 1 Dwell	132	HOUT BAY MAIN ROAD		0	362385	362385	4971	
Resd - 1 Dwell	6	LOUW ROAD		0	362264	362264	5323	

USE DESCRIPTION	St No.	Street	Unit No	Sect ID	M-LIS Key	LIS Key	ERF No	Master/Slave
Serv St&Other	120	HOUT BAY MAIN ROAD		0	362313	362313	5611	
Resd - 1 Dwell	45	PENZANCE AVENUE		0	362219	362219	5613	
Resd - 1 Dwell	43	PENZANCE AVENUE		0	362225	362225	5614	
Resd - 1 Dwell	41	PENZANCE AVENUE		0	362224	362224	5615	
Resd - 1 Dwell	39	PENZANCE AVENUE		0	362223	362223	5616	
Resd - 1 Dwell	37	PENZANCE AVENUE		0	362222	362222	5617	
Resd - 1 Dwell	35	PENZANCE AVENUE		0	362221	362221	5626	
Resd - 1 Dwell	104	HOUT BAY MAIN ROAD		0	362258	362258	5684	
Resd - 1 Dwell	44	VAN OUDTSHOORN STRAAT		0	362430	362430	5693	
Resd - 1 Dwell	14	BRINK STREET		0	362250	362250	5894	
Resd - 1 Dwell	11	VAN OUDTSHOORN STRAAT		0	362257	362257	5895	
Resd - 2 Dwell	10	BRINK STREET		0	362247	362247	5896	
Resd - 1 Dwell	9	VAN OUDTSHOORN STRAAT		0	362253	362253	5897	
Resd - 2 Dwell	16	VAN HOOGSTRATEN ROAD		0	443314	443314	6009	
Resd - 1 Dwell	15	CHRISTIAAN STRAAT		0	443315	443315	6010	
Resd - 1 Dwell	13	CHRISTIAAN STRAAT		0	443316	443316	6011	
Resd - 1 Dwell	11	CHRISTIAAN STRAAT		0	443317	443317	6012	
Resd - 1 Dwell	9	CHRISTIAAN STRAAT		0	443318	443318	6013	
Resd - 1 Dwell	10	VAN HOOGSTRATEN ROAD		0	443319	443319	6014	
Resd - 1 Dwell	12	VAN HOOGSTRATEN ROAD		0	443320	443320	6015	
Resd - 1 Dwell	14	VAN HOOGSTRATEN ROAD		0	443321	443321	6016	
Resd - 1 Dwell	14	CHRISTIAAN STRAAT		0	443322	443322	6017	
Resd - 2 Dwell	16	CHRISTIAAN STRAAT		0	443323	443323	6018	
Resd - 1 Dwell	38	PENZANCE AVENUE		0	443324	443324	6019	
Resd - 1 Dwell	40	PENZANCE AVENUE		0	443325	443325	6020	
Resd - 1 Dwell	42	PENZANCE AVENUE		0	443326	443326	6021	
Resd - 1 Dwell	44	PENZANCE AVENUE		0	443327	443327	6022	
Resd - 1 Dwell	50	PENZANCE AVENUE		0	362304	362304	6226	

USE DESCRIPTION	St No.	Street	Unit No	Sect ID	M-LIS Key	LIS Key	ERF No	Master/Slave
Resd - 1 Dwell	29	DAY ROAD		0	362293	362293	6227	
Resd - 2 Dwell	36	LOUW ROAD		0	362417	362417	6318	
Resd - 2 Dwell	4	ARMOUR ROAD		0	362267	362267	6908	
Retail	140	HOUT BAY MAIN ROAD		0	362408	362408	7779	
Resd - 1 Dwell	22	PAYNE ROAD		0	362404	362404	7906	
Resd - 1 Dwell	29	VAN HOOGSTRATEN ROAD		0	362392	362392	7907	
Resd - 1 Dwell	27	VAN HOOGSTRATEN ROAD		0	362393	362393	7908	
Resd - 1 Dwell	25	VAN HOOGSTRATEN ROAD		0	362380	362380	7909	
Resd - 1 Dwell	2	DAY ROAD		0	362294	362294	7941	
Resd - 1 Dwell	30	VAN HOOGSTRATEN ROAD		0	362435	362435	7953	
Resd - 1 Dwell	32	VAN HOOGSTRATEN ROAD		0	362440	362440	7954	
Resd - 1 Dwell	22	PENZANCE AVENUE		0	362434	362434	7955	
Resd - 1 Dwell	24	PENZANCE AVENUE		0	362442	362442	7956	
Resd - 1 Dwell	29	PAYNE ROAD		0	362441	362441	7957	
Resd - 1 Dwell	31	PAYNE ROAD		0	362448	362448	7958	
Retail	124	HOUT BAY MAIN ROAD		0	362343	362343	8181	
Resd - 2 Dwell	3	ARMOUR ROAD		0	362286	362286	8186	
Resd - 2 Dwell	17	VAN OUDTSOORN STRAAT		0	362285	362285	8187	
Resd - 1 Dwell	1	DAY ROAD		0	438178	438178	8756	
Resd - 1 Dwell	6	BARRY ROAD		0	441749	441749	8775	
Resd - 1 Dwell	8	LOUW ROAD		0	809669	809669	8961	
Vacant Residential Land	32	PENZANCE AVENUE		0	999477	999477	9629	
Resd - Detach	34	PENZANCE AVENUE		0	999478	999478	9630	
Resd - 1 Dwell	36	PENZANCE AVENUE		0	999479	999479	9631	
Resd - 1 Dwell	18	CHRISTIAAN STRAAT		0	999480	999480	9633	
Resd - 1 Dwell	22	CHRISTIAAN STRAAT		0	999551	999551	9638	
Resd - 1 Dwell	27	ARMOUR ROAD		0	999552	999552	9639	
Resd - 1 Dwell	11	VAN HOOGSTRATEN ROAD		0	995700	995700	9653	

USE DESCRIPTION	St No.	Street	Unit No	Sect ID	M-LIS Key	LIS Key	ERF No	Master/Slave
Resd - 1 Dwell	9	VAN HOOGSTRATEN ROAD		0	995699	995699	9654	
Resd - 1 Dwell	4	LATEGAN ROAD		0	1036257	1036257	9658	
Resd - 1 Dwell	9	LATEGAN ROAD		0	995178	995178	9728	
Resd - 1 Dwell	7A	LATEGAN ROAD		0	990128	990128	9729	
Resd - 1 Dwell	30	PAYNE ROAD		0	1050964	1050964	9814	
Resd - 1 Dwell	9	PAYNE ROAD		0	24195233	24195233	10054	
Resd - 1 Dwell	2	LOUW ROAD		0	51208867	51208867	10173	