

MUIZENBERG IMPROVEMENT DISTRICT - MID BOARD PORTFOLIOS JULY 2013

The work of the MID Board is divided between 12 portfolios in 3 groups. Group 1 consists of “corporate” portfolios, effectively common to all non-profit organisations:

1. Chair, 2. Governance/Finance, 3. Communication/Marketing and 4. Fundraising.

1. EXECUTIVE CHAIR - Tony Smith (formerly Mike Romyn)

Overall objective of the portfolio - as per 5 year business plan 2010 - 2015 - *to create an effective, purposeful, empowered, informed and action-orientated board, with consequent benefits to the MID members and the MID area.*

- Leads the Board to act as a cohesive unit
- Chairs Board and General Meetings and the Executive Committee
- Leads and sets the tone for MID's interactions with the Membership
- Fronts MID's interactions with other organisations, e.g. FBTBA, MLRA, MHCS, ST & CoCT
- Facilitates and manages portfolio strategies and action plans
- Exemplifies and upholds MID values and standards

2. GOVERNANCE, FINANCE & ADMINISTRATION - Elizabeth Milne (formerly P Ellis-Smith/A Dietrich)

Overall objective for Governance - as per 5 year business plan 2010 - 2015 - *a professionally run, fully compliant company, with informed directors and impeccable operating procedures.* Finance was not a defined portfolio in the 2010 - 2015 business plan.

- Oversees governance, including compliance with national and local laws and by-laws
- Develops policies, protocols and procedures in collaboration with Board colleagues
- Interacts with CoCT on financial matters
- Liaises with MID's Company Secretary, Accountant, Auditors and Public Officer
- Oversees financial aspects of office management
- Oversees HR matters, including recruitment and statutory compliance
- Provides back-up support for the Administration Manager as needed

3. COMMUNICATION & MARKETING - Sandra Voges

Overall objectives - as per the 2010 - 2015 business plan - *clear and unambiguous, comprehensive and regular communication with constituency as an established principle in MID, and to place Muizenberg as a desirable living, commercial and investment destination.* Marketing and communication (community) were separate portfolios.

- Develops MID's communication and marketing strategy
- Keeps MID members informed about MID's activities
- Keeps the general Muizenberg community and the press informed about MID
- Oversees the MID web site, facebook, twitter and other electronic communications
- Channels feed-back from members and the general community to the Board

4. FUNDRAISING - Mike Romyn (new portfolio)

This portfolio did not exist at the time of writing the 2010 - 2015 business plan, but it has become increasingly clear over the years that the realisation of MID's vision for Muizenberg is dependent on MID's ability to access funding additional to the area's rates contributions.

- Leads MID's fund-raising strategy development
- Identifies potential projects for fund-raising support
- Identifies potential funders for MID and its projects
- Develops MID's funding network

Group 2 portfolios are specific to Special Rating Areas or Improvement Districts:

5. Security, 6. Social Development, 7. Environmental Upliftment and 8. Buildings & Maintenance

5. SECURITY AND SAFETY - Dave Jones (formerly Emil Rorke/Elizabeth Milne)

Overall objective - as per the 2010 - 2015 business plan - *to make Muizenberg safer by making the area inhospitable to criminals.*

- Develops security strategies and action plans
- Maintains working relations with SAPS, Municipal Law Enforcement and other security agencies
- Oversees the contracted security service provider - GRIT
- Maintains working relations with MCSI, the Muizenberg neighbourhood watch
- Keeps MID members and the public informed about security and safety in Muizenberg

6. SOCIAL DEVELOPMENT - Marion Wagner

This portfolio did not exist at the time of writing the 2010 - 2015 business plan, but it has become increasingly clear that attention to social development issues contributes significantly to community safety. The overall objective is to develop strategies and action plans to address homelessness, children on the streets and local job creation.

- Develops social development strategies and action plans
- Liaises with relevant City and Government departments
- Liaises with other local organisations concerned with social development
- Liaises with security agencies i.r.o. children at risk on the streets

7. ENVIRONMENTAL UPLIFTMENT - Janet Annandale (formerly Sandy Crossley)

Overall objective - as per the 2010 - 2015 business plan, when the portfolio was *called Cleaning, Greening and Beautification - public spaces in the MID area appropriately beautified, bearing in mind primary and major uses of spaces.*

- Develops strategies and action plans for environmental improvement, e.g. landscaping and public art
- Liaises with relevant City departments
- Liaises with landscapers, artists and others interested in Muizenberg's physical environment
- Oversees execution of projects

8. BUILDINGS & MAINTENANCE - Kelleigh Hamilton (formerly Dmetri Qually/Contractor/Manager)

Overall objective of the portfolio - as per the 2010 - 2015 business plan when the portfolio was called *Urban Renewal and Development* and in the hands of the then Ward Councillor - *Muizenberg with no derelict buildings, and Council and other vacant land at the beachfront developed or earmarked for such*. See Beachfront portfolio below.

- Develops strategies and action plans for urban renewal
- Liaises with relevant City departments
- Maintains pressure on owners of bad buildings
- Oversees MID's cleansing/garden maintenance contractor - NCC

Group 3 portfolios are particular to Muizenberg and its special characteristics and facilities: 9. Community Relations, 10. Beachfront, 11. Park and 12. Village

9. COMMUNITY RELATIONS - Justin Maxwell (formerly Mark Robinson)

Overall objective - as per the 2010 - 2015 business plan, when the portfolio was called Membership and Community - *clear and unambiguous, comprehensive and regular communication with constituency as an established principle in MID*. A need for direct and more extensive involvement with MID members and the wider community has become clear, so management of the portfolio has changed significantly.

- Engages with the community (MID members and other locals) to encourage constructive activism
- Feeds back community attitudes, opinions and project proposals to the Board
- Promotes MID membership among property owners in the MID precinct
- Liaises with community groups engaged in working for the benefit of Muizenberg

10. MUIZENBERG BEACHFRONT - Steven Frankal (formerly Peter Wright)

Overall objective of the portfolio - as per 2010 - 2015 business plan - *to have an attractive and safe beachfront, with plenty of parking and excellent facilities*. See also "Urban Renewal": *Council and other vacant land at the beachfront developed or earmarked for such*.

- Liaises with council i.ro. beachfront development
- Collaborates with the Security Director and Council i.r.o. safety on the beachfront
- Promotes Muizenberg beachfront as an attractive leisure, residential and business area
- Liaises with other local bodies, e.g. FBTBA and MLRA, i.r.o. various beachfront projects

11. MUIZENBERG PARK - George Hill (New portfolio)

This portfolio did not exist when the 2010 - 2015 business plan was written. The Park has been identified as a key SWOT issue in Muizenberg, both potential major attraction and potential disaster.

- Develops a strategy to effectively deal with the threat posed by criminal vagrants living in the Park
- Oversees action by Council and others to deal with this threat
- Co-ordinates development of a community vision and plan for the Park
- Develops an implementation strategy for this vision

12. MUIZENBERG VILLAGE & RECREATION - Peter Wright (New portfolio)

This portfolio did not exist when the 2010 - 2015 business plan was written. Muizenberg Village, essentially the area between Atlantic/Beach and Albertyn Roads, and from Main Road to Vlei Road, houses most of MID's residential members. It absorbs a very significant proportion of both the security and cleansing/maintenance budgets and is the location of most of MID's remaining bad buildings.

- Promotes collaboration between MID's security service provider and the local neighbourhood watch
- Engages with Village building owners to achieve good standards of maintenance and safety
- Engages with Council to ensure good standards of service iro. street lighting, road maintenance, etc.
- Promotes the Village business hub, especially in Killarney, Palmer and Church Roads
- Promotes the establishment and improvement of recreational facilities throughout MID's precinct

13. ADMINISTRATION MANAGER - Chevone Petersen (from 8 July 2013)

Until 2013, the job of MID Manager has been a part time function. It has been variously defined as Manager, Chief Operations Officer and Chief Executive Officer. Until the establishment of Board Portfolios, the Manager's job amounted to attempting to do, alone, everything the MID sought to achieve. MID is a *small* "business". In small businesses, the Board has to roll up its sleeves and get down to work, as well as carrying out its strategic functions and fiduciary duties.

- Opens the MID office from 09:00 to 17:00 daily, with very few exceptions
- Channels MID's communication internally, with the community and with various organisations
- Maintains all MID's financial and other records, e.g. membership list, minutes of meetings
- Gives administrative support to the Chair and the Board as needed

This structure allows volunteer part time Directors to deal effectively with MID's strategies and long term plans as well as engaging directly with some of the practicalities of making MID a meaningful contributor to the Muizenberg community.

The Board's direct involvement in MID's activities enables the MID Administration Manager to keep the MID office open and accessible to Members during normal business hours, and to run the office as a support, administration and communication hub.

Individuals can be replaced within Portfolio functions without disrupting the continuity of MID's service to Members and to the Muizenberg community. Strategic understanding of specific roles will be deepened over time. Members' participation will be easier to accommodate and encourage, where individuals or groups have an interest in specific aspects of MID's work, e.g. environmental services or social development.

This is particularly relevant as MID moves towards the scheduled 2015 renewal of its business plan and contract with the City of Cape Town. It will be easy for interest groups to interact with Portfolio Holders, submit proposals for consideration and possible inclusion, and to participate in and monitor the subsequent implementation of plans.