

**MUIZENBERG IMPROVEMENT DISTRICT**  
**Minutes of the Board Meeting held on Tuesday 24 April 2012**  
**at 17:00 at E309 Empire Building, Beach Road.**

**Present:**

<b>Name</b>	<b>Position</b>	<b>Abbrev</b>
Mark Robinson	Acting Chairman	MarkR
Peter Wright	Director	PW
Elizabeth Milne	Director	EM
Steven Frankal	Director	SF
Janet Annandale	Director	JA
Karen Jordi	MID Manager	KJ
Dorothy Johaadien	Minute taker	DJ

**Matters for Attention:**      **Implementation Plan**  
**GRIT contract**  
**Beachfront parking**  
**Manager's job review**

<b>No</b>	<b>Agenda Item</b>	<b>Decision</b>	<b>Action (Who?)</b>	<b>When</b>
1.	Welcome	In the absence of the Chairman, Mark Robinson took the Chair and the meeting was opened at 17:20.		
2.	Apologies	Mike Romyn, Dave D'Alton and Anthony Dietrich.		
3.	Minutes of Previous Meeting and Matters Arising	<p>The minutes of the previous meeting were considered, approved, and various matters arising were discussed.</p> <p>KJ reported that an auditor had been appointed. The auditor's name is Mike Shrieber, he is familiar with the CID model, is based in the southern suburbs and will charge between R5-6K pa.</p> <p>A meeting had taken place between KJ, AD, SF and EM to discuss the manager's role.</p> <p>The MoneyMarket account had been closed and the funds transferred to the new Call Account.</p> <p>EM reported that she was still working on the GRIT contract, and would finalize a draft and circulate it before the next meeting.</p>	EM	Before next meeting

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4.	Financial Report  March Report	<p>The Financial Report for March was circulated, and it was noted that expenditure had been curtailed as agreed at the last meeting. KJ informed the Directors that the office rent would be paid next month. Other possible expenditure would be for painting on the beach front.</p> <p>The report was accepted by the Directors with no further queries.</p>		
5.	Governance	<p>KJ circulated docs from the Governance workshop held by ISL, being the draft MOI, SRA By-Law and SRA By-Law Policy. These has been circulated to MR and AD prior to the board meeting but unfortunately neither were able to attend this board meeting.</p> <p>The CoCT was proposing that all Special Rating Areas have the same generic Memorandum of Incorporation to simplify matters; the MID is not obliged by law to accept this. If there are any departures these need to be lodged with ISL by 30 April. The Directors expressed surprise at the tight deadlines imposed by the City.</p> <p>KJ reported that the CID/SRA managers had attended the workshop to review the proposed documents. EM queried why no other Director had been invited when AD had not been able to attend; KJ explained that AD was supposed to attend but had not arrived on the day; she had been corresponding with both MR and AD on this matter via email. In the interest of time management KJ highlighted the main issues for the Board's consideration:-</p> <p>Quorum: this would be changed to 20% of membership (from the current 50%). The procedure for inquorate AGMs would remain, ie. the AGM would reconvene at the same time and place the following week.</p> <p>Voting: every property owner with a value up to R5m would get one vote, and an extra vote</p>		

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		<p>for every R500k up to a maximum of 10 votes.  Members' resolutions would be passed by a majority of present members, and special resolutions by 75%.  All CIDs should have a minimum of 5 directors, with no maximum.  KJ noted that the Implementation Plan was still outstanding. SF suggested that a list of outstanding issues should head the minutes in order to focus the minds of the Board.  Provision has been made that a company secretary should be appointed in addition to an auditor. KJ to ask the new auditor whether he could provide this service, and the cost.</p> <p>The Directors agreed to accept the generic MOI as outlined by KJ, and requested that KJ inform the CoCT, while expressing their surprise at the very tight deadlines imposed.</p>	<p>DJ and KJ</p> <p>KJ</p> <p>KJ</p>	<p>done</p> <p>ASAP</p> <p>By 30/4</p>
6.	<p>Beachfront</p> <p>Surfers' Circle</p> <p>Parking</p>	<p>PW and SF had met and discussed the council contract, and wanted to sign it if the rest of the Board agreed. SF pointed out that the contractor must become liable for this contract, not MID. The Directors agreed to sign the contract.</p> <p>The subject of fundraising was discussed, and EM drew attention to the possibility of forming a new Section 21 Company for this purpose. The idea needs further discussion; EM is of the opinion that such a company should handle fundraising for all projects, not just Surfers' Circle.</p> <p>KJ reported on the parking workshop she attended at the local council office. Feedback was made to CoCT requesting that CoCT enter into a facilities management agreement with MID for public parking areas in Muizenberg. KJ does not know how long the process will take before a decision is made. SF to follow up with DD to push this forward.</p>	<p>PW</p> <p>SF and DD</p>	<p>ASAP</p>
7.	<p>Cleaning and Greening</p> <p>Church Road</p>	<p>There had been several complaints from the community about the condition of the subway. The Board decided that as the CoCT were the owners, they should be</p>		

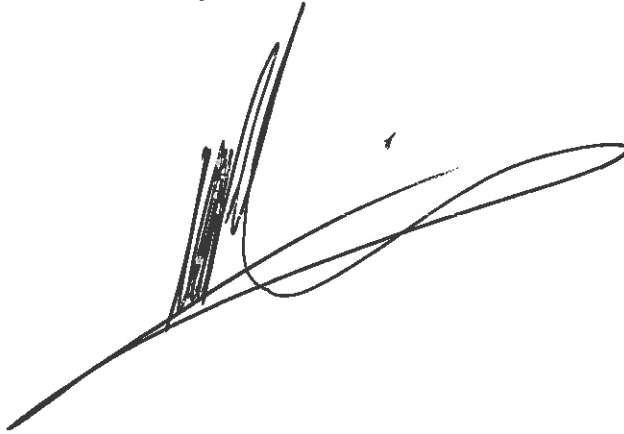
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	subway	pressured to paint out the graffiti and have a regular cleaning programme. KJ to contact the relevant parties in the council to get them to sort this out, and copy in SF.	KJ	ASAP
8.	Marketing	MarkR reported that there had been a good response to the latest newsletter. KJ informed the Board that the trailer donated by the Province had been delivered but was not suitable for the intended function. It was currently parked at the office of GRIT on the Main Road. There was a possibility the Province might fund a retrofit, KJ to find out the cost.	KJ	ASAP
9.	Safety and Security  Beach Buddies	EM presented the security report for April (attached). The Beach Buddies project was going well – the plan is to expand their hours. There was some uncertainty regarding the terms of employment of the 'rent-a-cop'. SF to forward the agreement to KJ and EM, also to find out how the vagrancy and security problems were dealt with at Wembley Square, if possible to get a contact and put in touch with EM.  On the problem of how to stop people giving, the Board decided that this was essentially a marketing job and MarkR would speak to Liz about it.	SF  MarkR	ASAP  ASAP
10.	Other Matters  Manager's leave  Manager's job description  Letter to the Directors	The Board agreed to KJ's request for 9 days leave commencing on 27 April. KJ to follow up on database work before going on leave. Also to put voicemail message on landline and auto responder on email. EM to review the current structure taking into account the business plan, and to draft and circulate a job description for the manager. The salary would be reviewed when the new job description had been approved. KJ requested feedback to her letter sent to the Directors by email; copies were circulated (attached). SF will email his response. EM commented on the constructive approach; MarkR and PW both found the ideas helpful.	KJ  EM  SF	Before 27 April  Before next meeting  Before next meeting

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11.	Date of next meeting	The date of the next Board Meeting was set for Tuesday 15 May, time and venue to be confirmed.		
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**Meeting Closed at: 19h10**

A large, stylized handwritten signature in black ink, consisting of several overlapping loops and a long horizontal stroke extending to the right.

**MUIZENBERG IMPROVEMENT DISTRICT  
(INCORPORATED ASSOCIATION NOT FOR GAIN)**

**FINANCIAL REPORT FOR THE PERIOD  
MARCH, 2012**

	<b>ACTUAL<sub>1</sub></b>	<b>BUDGET<sub>2</sub></b>	<b>ACTUAL<sub>3</sub></b>	<b>BUDGET<sub>4</sub></b>	<b>BUDGET<sub>5</sub></b>	<b>actual<sub>3</sub> vs budget<sub>3</sub></b>
	<b>This Month</b>	<b>This Month</b>	<b>Year to date</b>	<b>Year to date</b>	<b>Annual</b>	<b>%</b>
<b>INCOME</b>						
Levy Income	84197	84198	830261	757773	1010364	82.2
Interest Income	570	-	6837	-	-	0.0
<b>TOTAL INCOME</b>	<b>84766</b>	<b>84198</b>	<b>837097</b>	<b>757773</b>	<b>1010364</b>	<b>82.9</b>

**EXPENDITURE**

<b>Employee Related</b>	<b>10023</b>	<b>18996</b>	<b>94698</b>	<b>170964</b>	<b>227952</b>	<b>41.5</b>
Buildings		4581	0	41229	54972	0.0
MID Manager	8934	9513	78318	85617	114156	68.6
Communications		0			0	0.0
Street Workers		2544	3200	22896	30528	10.5
Secretarial Services	1000	1000	3750	9000	12000	31.3
PAYE & UIF	89	0	757		0	0.0
Bonus Provision		1358	8673	12222	16296	53.2
<b>Contracted Services</b>	<b>54830</b>	<b>48750</b>	<b>583856</b>	<b>438750</b>	<b>585000</b>	<b>99.8</b>
Security	39569	39566	446499	356094	474792	94.0
Cleaning	15261	9184	137357	82656	110208	124.6
<b>Depreciation</b>	<b>3277</b>	<b>0</b>	<b>29493</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Repairs &amp; Maintenance</b>		<b>0</b>		<b>0</b>	<b>0</b>	<b>-</b>
<b>Services Accounts ex CCT</b>		<b>0</b>		<b>0</b>	<b>0</b>	<b>-</b>
<b>Interest Paid</b>	<b>14</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>-</b>
<b>Other Operating Expenditure</b>	<b>15774</b>	<b>16452</b>	<b>189364</b>	<b>148059</b>	<b>197412</b>	<b>95.9</b>
Accounting Fee	0	1980	18240	17820	23760	76.8
Audit Fees	0	967	11910	8703	11604	102.6
Advertising	0	350	6311	3150	4200	150.3
Alarm Rental	0	240	0	2160	2880	0.0
Bank Charges	542	460	4552	4140	5520	82.5
Cellphone	619	490	4110	4410	5880	69.9
Computer Expenses	0	0	0	0	0	0.0
Functions/Meetings	319	400	2767	3600	4800	57.7
Internet	274	110	1452	990	1320	110.0
Insurance	227	880	2044	7920	10560	19.4
Landscape & Garden	0	3578	28195	32202	42936	65.7
Marketing	0	800	13200	7200	9600	137.5
Newsletter	0	623	1200	5603	7470	16.1

Postage	0	108	193	968	1290	15.0
Printing & Stationery	815	540	4695	4860	6480	72.5
Projects	10000	2500	70362	22500	30000	234.5
Rent Paid	1100	1100	9900	9900	13200	75.0
Sundry Expenses	1165	430	3171	3870	5160	61.5
Training	0	180	0	1620	2160	0.0
Telephone	198	500	2251	4500	6000	37.5
Travelling	515	216	4812	1944	2592	135.6

<b>TOTAL EXPENDITURE</b>	83919	84198	897411	757773	1010364	88.8
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<b>(SURPLUS)/SHORTFALL</b>	847	0	-60314	0	0	0.0
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## MID SAFETY & SECURITY PORTFOLIO REPORT - APRIL 2012

### General

Safety and Security in Muizenberg is in fair shape. There have been no major *preventable* incidents. We've had a fatal shooting (outside Bray's - again). The camera footage suggests the fatal outcome of an altercation. SAPS have seen the footage, but have not pursued it, perhaps because the nature of the incident is clear enough, but the assailant's features cannot be discerned.

### Cameras

Myles, Henro of Mantella, Mike, Teuns Schamrel and I are in on-going conversation about the management of camera installations and the maintenance of the existing network. We have agreed on a system for a trial period of 3 months, and will review in July. Costs are likely to be very low.

### Rent-a-Cop

This project seems to have settled into a manageable pattern. The presence of Adrian Fowler as Operations Manager in the local GRIT office has made the LE officer's movements and time management much easier to control. He spends much of his time in the GRIT response vehicle. Unfortunately, this officer (and Law Enforcement generally) is not effective at the time/s he is most needed - at night and at week-ends. This is particularly the case regarding noise nuisance and drinking, etc. on the beachfront during the night. I need to investigate how much co-operation we may be able to expect from Metro Police's 24-hour service and/or from SAPS.

### Security Collaboration

GRIT, Orbis and I have met to arrange co-ordination of their efforts with those of the Beach Buddies, etc. Everyone concerned is happy that we can work together effectively. We have much better radio contact since GRIT are in Main Road. Next, I propose to talk to the security contractors for the Civic Centre. I also need to engage with the managing agents for Checkers Square about security at that site. It is a major gathering ground for various undesirables. WCSS, their contractors, seem pretty ineffective.

Members of the community remain a depressing factor in the security arena. (1) At the week-end GRIT arrested someone who'd been seen by a neighbour stealing antiques from a stoep in Holland Road. The owner declined to prosecute, citing pity for the "desperation" of the criminal. (2) There is a woman who comes on Sundays to run a soup kitchen from her car boot. This Sunday she was robbed of her cell phone by the very man about whom the neighbourhood watch put out a special alert a few weeks ago. He's been arrested, but won't be held for long on so minor a charge. (3) Some businesses are alleged to be providing casual employment - mainly as car guards and parking marshalls - for known criminals and drug dealers.

### Neighbourhood Watching

Patrols continue (currently 5 or 6 formal patrols a week). A newsletter comes out monthly. Some streetsmart groups are functioning well. Others stutter to get going. The NW occasionally puts out special alerts in respect of possible high risk situations.



## **Beach Buddies**

The team is expanding to its full complement (number of available uniforms) of 30, though it's a slow process to settle in new team members. The Buddies have effectively "moved on" the previous regular trouble-makers in the Civic Centre Car Park, and are well on the way to clearing up the gravel expanse on the sea side of Muizenberg station. A move into York Road and the adjacent car park is planned to happen soon.

The team currently starts work at about 07:00 - roughly sunrise - and works through until the beachfront businesses close. An extension of the late shift until the Beach Road and York Road businesses close is next on the cards.

If the team can motivate local businesses to make regular monthly subscription payments, they can move ahead much faster. This is an appeal to MID board members to set an example! Mike, Mark, Steven, Peter! Please!

New Balance have informally and tentatively offered to sponsor shoes. A manufacturer of promotional Tee- shirts has spoken with some of the Buddies about providing these, but has not yet contacted me in this regard. The plan is to offer the sponsor a right to put their logo on a sleeve.

## **Muizenberg Park**

We've held two of the planned meetings - on the environment, and on security. Next up is a meeting with the Council and other government officials who have rights over, duties towards or opinions about the Park. Peter, Janet, Dave Dalton and I need to agree (a) a date and (b) a projected attendance list. The following meeting will be about organising community use of the space before, during and after proposed improvements.

## **Some Questions for Consideration**

- (1) What, if anything, can MID do about businesses that thrive on trade with/from problem people in our area - e.g. Midmar Liquors, Bray's Supermarket, etc.
- (2) What, if anything, can MID do about members of our community who are shooting our security efforts in the foot - see "Security Collaboration" above, giving hand-outs to children on the street, refusing to lay charges, offering illegal employment such as car washing in the street, etc.
- (3) What, if anything, can MID do about a tendency towards vigilantism amongst some members of the community, e.g. the recent shooting, residents who chase and beat up burglars, offers we've had to "take out" dealers in tik and cocaine, etc.

Elizabeth Milne  
23 April 2012

## MID Manager

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**From:** MID Manager [manager@mid.org.za]  
**Sent:** 19 April 2012 05:05 PM  
**To:** Anthony Dietrich; Elizabeth Milne (security@mid.org.za); Janet Annandale; Mark Robinson; Mike Romyn; Peter Wright; Steven Frankal  
**Cc:** Dave Dalton  
**Subject:** Board meeting Tues 24 April  
**Attachments:** DRAFT MID Board Minutes 27 Mar12 1stdraft.doc; DRAFT MID Board Minutes 28 February 2012 2nd draft.doc

Dear Directors,

Please see attached minutes from the last Board meeting.

I wish to raise a matter in response to the amendments that were proposed for the minutes from the previous Board meeting, ie. 28 Feb 2012. I was asked by Elizabeth Milne to strike the reference to the discussion that took place in my absence at the end of the meeting, on the basis that the matter was not discussed as was reported in the minutes. For the record, I wish to note that I sent two follow-up emails to the Directors after the meeting on 28 Feb requesting to be updated on the discussion that had ensued in my absence for the purpose of completing the minutes. After the second request the following was received from Mark Robinson via email on 5 March 2012 (and copied by him to all the Directors):

*It was decided that it is impossible to properly assess your performance without a proper job description. Anthony and Elizabeth will be providing this with your input. In the meantime it was proposed and accepted that a 3% CPIX increase was appropriate until the JD is in place, realistically by end May.*

It is quite clear from this that the discussion that took place was indeed about the Manager's performance and not about the matter on the Agenda as was recorded in the Minutes. Minutes of Board meetings are supposed to be a true reflection of topics of discussion and I am therefore reluctant to alter the minutes as requested. Please see attached proposed second draft.

The next meeting will be on Tuesday 24<sup>th</sup> – please send me items for the Agenda.

Best wishes,  
Karen Jordi

Office: 021 788-1196  
Mobile: 082 463-1525

## **MID Manager**

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**From:** MID Manager [manager@mid.org.za]  
**Sent:** 23 April 2012 06:43 PM  
**To:** Anthony Dietrich; Elizabeth Milne (security@mid.org.za); Janet Annandale; Mark Robinson; Mike Romyn; Peter Wright; Steven Frankal  
**Cc:** Dave Dalton  
**Subject:** Letter to the Directors  
**Attachments:** Letter to the Directors 23.04.12.doc

Dear Directors,

I am aware that certain Board Members are of the opinion that my current performance as MID Manager is not reflecting the level of achievement they expect.

I understand these sentiments but unfortunately I have not been able to engage in any collaborative or meaningful discussion with the members of the board that would lead to a joint understanding of the causes and develop a constructive way forward.

Consequently I have composed a letter that is attached and addressed to all Directors. The letter expresses my understanding of the problems that are facing us at present, and I have made some suggestions on how I feel we could substantially improve the situation. It is meant to be a constructive approach and should not be misconstrued in any other way.

My hope is that the Board will look beyond the issues and emotions and afford me an opportunity to be part of the discussion towards forming a cohesive MID team going forward that will deal with the outstanding issues.

I look forward to your response.

Best wishes,  
Karen Jordi

**Office: 021 788-1196**  
**Mobile: 082 463-1525**

**Directors of the Board:**

J. Annandale, A. Dietrich, S. Frankal, E. Milne, M. Robinson, M. Romyn, P. Wright

Muizenberg Improvement District  
85 Main Road  
Muizenberg

Copy: Cnsl. D. D'Alton

Monday 23 April 2012

Dear Directors,

***Re: Identifying problem areas within the company and suggestions to remedy***

In my role as the MID Manager I feel it is my responsibility to report to the Board on matters that prevent the MID from giving the best value in terms of our service to the community. In the past, on occasions when I have attempted to draw attention to various shortcomings and/or oversights with regards our responsibility to both our members and the public, my efforts have been suppressed. Given the recent events I feel I owe it to myself, to the Directors and to the members, whose interests we serve, to bring to your attention some matters that require consideration.

According to our agreement with the City of Cape Town, our mandate under the SRA By-law is to provide 'social and economic development' and a 'safe and healthy environment' to the property owners within the MID area; this should, by association, include the Muizenberg community, i.e. not just the property owners.

The current reality within the organisation, according to my experience, demonstrates various shortcomings that are impeding our delivery to the community as per our mandate:

- A dysfunctional relationship exists between the Chairman and the Manager. There is virtually no communication, support, direction, trust/understanding directed towards the Manager. This has compromised the Manager's relationships with other Directors.
- There is no current shared strategic plan and there is a tendency to overlap the boundaries between the Manager's function and the Directors causing confusion and inefficiencies.
- The Manager's job description does not cater for the complexity that has evolved within the company since taking up office. There are no measures in place for periodic reviews. This means the Board is unable to assess the quality of performance or gauge the potential for increments.
- The Business Plan does not provide a true picture of the company's business or its current activities. The annual Budget approved by the members of the company is therefore compromised, as this should be drawn from the business plan. Further, there is no Implementation Plan, and thus no way to account to the members on performance against expenditure. On the latter we have failed to comply with one of the criteria according to our agreement with the City.

- The MID is not working as a cohesive body. The portfolios operate in silos and each Director has a unique relationship with the Manager which further complicates the manager's function.
- The MID does not have a shared vision and value system that would provide proper direction and behavioural standards.

**Possible solutions to turn around the effectiveness of the MID are:**

- A commitment by the Chairman and the Board to build a more cohesive unit that supports the Manager in achieving the objectives according to the business plan and meeting the various compliance criteria as set out by the City of Cape Town.
- To achieve the above, a strategic plan needs to be drawn up to clarify the duties of both the Directors and the Manager with key performance indicators for both.
- To write a job description based on the Business Plan and in consultation with the Manager, for the manager's position with agreed measurements and predetermined targets that enable six monthly reviews by the Chairman or by the Director/s responsible for Human Resources.
- To build a more focussed team together with the Manager, that has a shared vision and values for the year/s ahead (according to Business Plan and dependent on the current contract period with the City of Cape Town) that will assist in rebuilding trust and collaboration.

I would like to be part of such a process that will enable the MID to improve its internal structure and functionality, and which will ensure better performance in serving the needs of the community and delivering on our mandate from the City.

Yours sincerely,

**Karen Jordi**  
MID Manager