

# ZWAANSWYK ASSOCIATION OF PROPERTY OWNERS

2017/18

## PROPOSED BUDGET

EXPENDITURE	As per Business Plan		Proposed Budget		Variance	
	R		R		R	
<b>1. Employee Related</b>	-	0.0%	-	0.0%	-	#DIV/0!
Salaries	-		-		-	
UIF	-		-		-	
Transport allowance	-		-		-	
Bonus Provision	-		-		-	
<b>2. Core Business</b>	<b>687,039</b>	<b>64.3%</b>	<b>715,000</b>	<b>66.2%</b>	<b>27,961</b>	<b>4.1%</b>
Cleansing Services	43,336		45,000		1,664	
Environmental Upgrading (Greening, landscaping, recycling, etc.)	-		-		-	
Law Enforcement Officers	-		-		-	
Security Services - CCTV monitoring	-		-		-	
Security Services	643,703		670,000		26,297	
Social Upliftment	-		-		-	
<b>3. Depreciation</b>	<b>99,077</b>	<b>9.3%</b>	<b>102,000</b>	<b>9.4%</b>	<b>2,923</b>	<b>3.0%</b>
<b>4. Repairs and Maintenance</b>	<b>107,610</b>	<b>10.1%</b>	<b>104,000</b>	<b>9.6%</b>	<b>-3,610</b>	<b>-3.4%</b>
<b>5. Services Accounts ex CCT</b>	<b>8,712</b>	<b>0.8%</b>	<b>5,000</b>	<b>0.5%</b>	<b>-3,712</b>	<b>-42.6%</b>
<b>6. Interest Paid</b>	-	0.0%	-	0.0%	-	#DIV/0!
<b>7. General Expenditure</b>	<b>133,827</b>	<b>12.5%</b>	<b>122,200</b>	<b>11.3%</b>	<b>-11,627</b>	<b>-8.7%</b>
Accommodation (Rent)	-		-		-	
Accounting fees	17,334		10,000		-7,334	
Administration and management fees	64,137		64,000		-137	
Auditor's remuneration	13,868		11,500		-2,368	
Advertising	4,623		4,000		-623	
Bank charges	3,467		3,000		-467	
Computer expenses (including Website)	1,387		1,500		113	
Contingency / Sundry	6,934		-		-6,934	
Donations	-		-		-	
Entertainment	-		-		-	
Insurance	14,451		20,500		6,049	
Lease rental on equipment	-		-		-	
Marketing and promotions	-		-		-	
Meeting expenses	1,733		1,700		-33	
Motor vehicle expenses	-		-		-	
Newsletter expenses	-		-		-	
Office security	-		-		-	
Operational costs	-		-		-	
Postage	-		-		-	
Printing and stationery	2,311		2,500		189	
Protective clothing	-		-		-	
Secretarial duties	2,889		2,500		-389	
Staff welfare (tea, Coffee, etc.)	-		-		-	
Subscriptions	-		-		-	
Telephone and fax	693		1,000		307	
Training	-		-		-	
Traveling	-		-		-	
Other: Specify	-		-		-	
<b>8. Operational Projects</b>	-	0.0%	-	0.0%	-	#DIV/0!
Provide Detail	-		-		-	
Provide Detail	-		-		-	
Provide Detail	-		-		-	
Provide Detail	-		-		-	
<b>9. Capital Projects</b>	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Provide Detail	-		-		-	
Provide Detail	-		-		-	
Provide Detail	-		-		-	
Provide Detail	-		-		-	
<b>10. Capital Expenditure</b>	-	0.0%	-	0.0%	-	#DIV/0!
Office Furniture	-		-		-	
Office Equipment	-		-		-	
Computer Equipment	-		-		-	
CCTV Cameras	-		-		-	
Electric Fence	-		-		-	
Security Equipment	-		-		-	
Vehicles	-		-		-	
Other: Specify	-		-		-	
Other: Specify	-		-		-	
<b>11. Future Provision</b>	-	0.0%	-	0.0%	-	#DIV/0!
Assets	-		-		-	
Operational Project	-		-		-	
Capital Project	-		-		-	
Other: Specify	-		-		-	
<b>12. Bad Debt Provision 3%</b>	<b>32,049</b>	<b>3.0%</b>	<b>32,419</b>	<b>3.0%</b>	<b>370</b>	<b>1.2%</b>
<b>TOTAL EXPENDITURE</b>	<b>1,068,314</b>	<b>100.0%</b>	<b>1,080,619</b>	<b>100.0%</b>	<b>12,305</b>	<b>1.2%</b>

## YEAR IMPLEMENTATION PLAN

1st July 2017 to 30th June 2018

PROGRAM 1 - MANAGEMENT & OPERATIONS				
ACTION STEPS	RESPONSIBLE	FREQUENCY per year	PERFORMANCE INDICATOR	COMMENTS
1. Direction & leadership for the Board and Organisation	CHAIRMAN	ON GOING	Successful implementation of the business plan	
2. Successful Day-to-day management and operations	MANAGER	ON GOING	Regular feedback at board meetings and no of complaints from members	
3. Appointment of staff and consultants	BOARD	AS REQUIRED	Consultants contracts reviewed annually	
4. Appointment of relevant service providers	BOARD	AS REQUIRED	Service provider compliance with terms and contracts	
5. Board meetings	CHAIRMAN	6	Meeting minuted and posted on website	
6. Financial reports to CoCT	MANAGER	12	Monthly reports submitted by manager	
7. Communicate Arrears List	MANAGER	6	Reviewed at board meetings	
8. Audited Financial Statements	BOARD	1	Unqualified audit approved by board and members	
9. Submit Management Report and Annual Financial Statements to Sub-council(s)	MANAGER	1	Confirmation of submission from manager	
10. Feedback to Members and Annual General Meeting	CHAIRMAN	2	Volume of queries from members	
11. Updating membership list	MANAGER	6	Membership reviewed at each board meeting	
12. Establish and maintain Website	COMMS COMMITTEE	ON GOING	Reviewed by board at board meetings	
13. Comply with all Company Act requirements	BOARD	ON GOING	Reviewed by board at board meetings	
14. Interact with property owners	MANAGER	AD HOC	Managers response to member's issues	
15. Visit ZAPO members	DIRECTORS	ON GOING	Feedback at board meetings and at AGM	
16. Promote and develop ZAPO NPC membership	DIRECTORS	ON GOING	New and potential membership reviewed at each board meeting	
17. Vat reconciliation/ tax returns	MANAGER	6	Confirmation from Financial Consultant	
18. Build working relationships with Sub-Council Management and relevant CoCT officials and departments that deliver services in the SRA	MANAGER	ON GOING	Feedback from manger and inspection of council facilities in SRA	
19. Tax Clearance Certificate Apply Timeously for new TCC	MANAGER	1	Confirmation of collection of tax clearance certificate by manager	

**PROGRAM 2 - SECURITY / LAW ENFORCEMENT INITIATIVES**

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	PERFORMANCE INDICATOR	COMMENTS
1. Identify the root causes of Crime in conjunction with existing service provider	SECURITY COMM WITH SERVICE PROVIDER	ON GOING	No of incidents logged	
2. Develop a Security Management Strategy with clear deliverables and defined performance indicators to guide safety services by the appointed service provider and evaluate levels of service provided.	SECURITY COMM	1	Regular feedback from security service provider	
3. Deploy security resources accordingly and effectively on visible patrols. Security personnel and patrol vehicles to be easily identifiable	SERVICE PROVIDER	6	Reviewed at each board meeting and annually with security service provider	
4. Assist the police through participation by SRA in the local police sector crime forum and communicate with Tokai Crime Watch	SECURITY COMM	4	Attend Tokai Community Police Forum meetings	
5. Monitor and evaluate the security strategy and performance of service delivery on a 2 monthly basis	BOARD	6	Reviewed at each board meeting	
a. Weekly fence report	FENCE COMM	52	Reviewed weekly by a director	
b. Maintain Incident Report Desk	MANAGER	ON GOING	Reviewed at each board meeting	
c. On-site inspection of Security Patrol officers	DIRECTORS	AD HOC	Vehicles and officers visible and well presented	
6. CCTV camera monitoring	SERVICE PROVIDER	ON GOING	Report from service provider	

**PROGRAM 3 - CLEANSING AND MAINTENANCE INITIATIVES**

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	PERFORMANCE INDICATOR	COMMENTS
1. Develop a fence and fence strip maintenance strategy with clear deliverables and defined performance indicators to guide cleansing and delivery from the appointed service provider.	FENCE COMM	6	Performance measured and reviewed against Fence Cleaning contract at board meetings	
2. Monitor and evaluate the maintenance strategy and performance of all service delivery	FENCE COMM	12	Report to board at board meetings	
3. Identifying Health and safety issues within the area and reporting to Council with C3 notification reference no's	MANAGER	AD HOC	Reviewed by board as necessary	
4. Monitor and combat Illegal Dumping	DIRECTORS	ON GOING	On-site inspections	
5. Encourage property owners to act responsibly in terms of waste management and encourage recycling initiatives	ENVIRON COMM	ON GOING	Participation of members in recycling programs and promotion of responsible service providers	

**PROGRAM 4 - URBAN MANAGEMENT INITIATIVES**

ACTION STEPS	RESPONSIBLE	FREQUENCY per year	PERFORMANCE INDICATOR	COMMENTS
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 Use the established service levels to design the provision of supplementary services without duplication of effort	MANAGER	ON GOING	Monthly inspections and report to board at board meetings	
2. Identify and report infrastructure supplementing existing Council Services: a. Street lighting b. Dumping c. Refuse Removal d. Waterworks e. Sewerage f. Roads and Storm water g. Traffic signals and line painting h. Pedestrian safety i. Road repairs	MANAGER	ON GOING	Monthly inspections and report to board at board meetings	
3. Monitor maintenance required by council relating to upgrading and repair or roads, pavements, open spaces and street lighting.	MANAGER	ON GOING	Monthly inspections and report to board at board meetings	
4. Compile a list of prioritized needs to enhance the objectives of the CID and liaise with the relevant departments to correct	BOARD	1	Part of annual implementation plan review	
5. Stray dogs/ animals	MANAGER	AD HOC	Circulate to members via social media	

**PROGRAM 5 - SOCIAL INTERVENTION INITIATIVES**

<b>ACTION STEPS</b>	<b>RESPONSIBLE</b>	<b>FREQUENCY per year</b>	<b>PERFORMANCE INDICATOR</b>	<b>COMMENTS</b>
1. Promote community up-liftment by encouraging sustainability.	BOARD	AD HOC	Member involvement through social media	
2. Identify needs in Westlake community and develop relationship with "Soil for Life"	BOARD	6	Review at board meetings	
3. Sourcing labour from local community at Westlake	FENCE COMM	AD HOC	Fence strip maintenance contract erosion maintenance labourer	

**PROGRAM 6 - MARKETING INITIATIVES**

<b>ACTION STEPS</b>	<b>RESPONSIBLE</b>	<b>FREQUENCY per year</b>	<b>PERFORMANCE INDICATOR</b>	<b>COMMENTS</b>
1. Regular newsletters and newsflashes	COMMS COMM	AD HOC	Reviewed by board at board meetings	
2. Establish and maintain a website	COMMS COMM	6	Reviewed by board at board meetings	
3. Maintain Whatsapp group	COMMS COMM	6	Reviewed by board at board meetings	