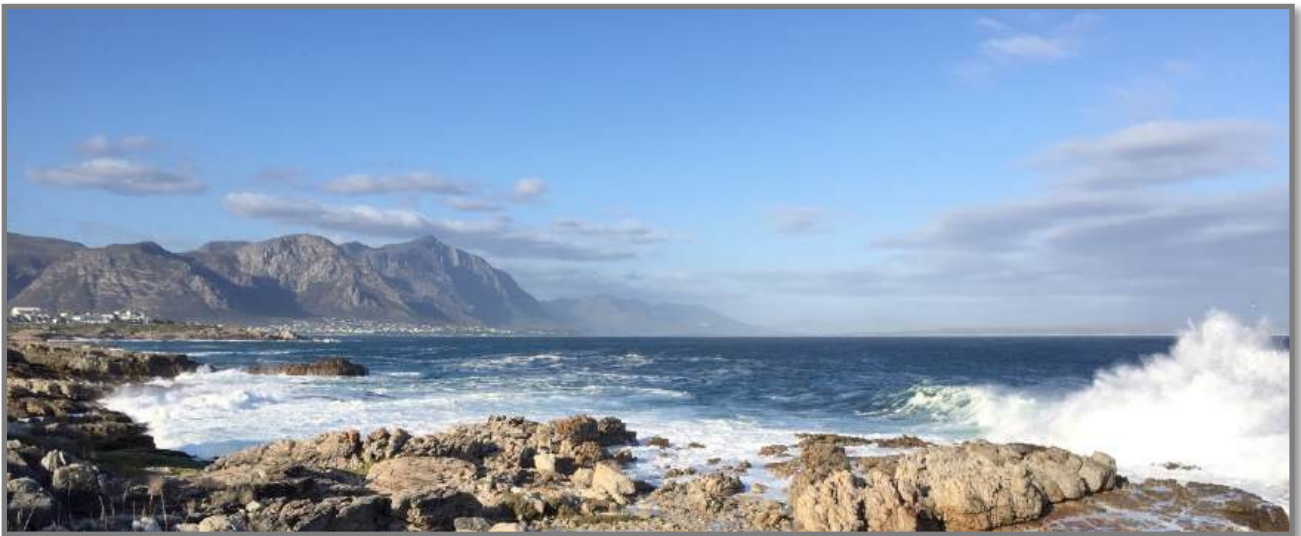




BUSINESS PLAN FOR THE MANAGEMENT OF THE HERMANUS SPECIAL RATING AREA



Basic Information

Name of proposed Special Rating Area: Hermanus Special Rating Area (HSRA)

Town: Hermanus mapped area

Municipality: Overstrand Municipality

Management Body: Hermanus Public Protection (HPP) NPC

Applicant / Contact Person: Mr Gerrit (Jerry) van Niekerk, Chair of Hermanus Public Protection (HPP) NPC, the management body of the HSRA.

Board of Directors of Hermanus Public Protection (HPP) NPC as of July 2024:

(Director biographies are available on the HPP website: <https://hpp.org.za/about/>)

Name	Surname	Portfolio	Email Address
Gerrit	van Niekerk	Chair	chairperson@hpp.org.za
Leon	Rauch	Deputy Chair and Finance	larauch@vodamail.co.za
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Rod	MacLeod	HSRA Term Extension	greatscot@savannahmara.com

Boundaries of the HSRA:

The Hermanus Special Rating Area (HSRA) is a geographical area which includes the suburbs of Westcliff, Westdene, Industria, Northcliff, the Central Business District, Eastcliff, Hermanus Heights, Fernkloof, Kwaiiwater and Voëlklip.

The boundaries of HSRA are from 17th Avenue in the East up to Swartdam Road in the West, with Still Street as the southern border and Fernkloof Nature Reserve as the northern border.

Map of the HSRA:

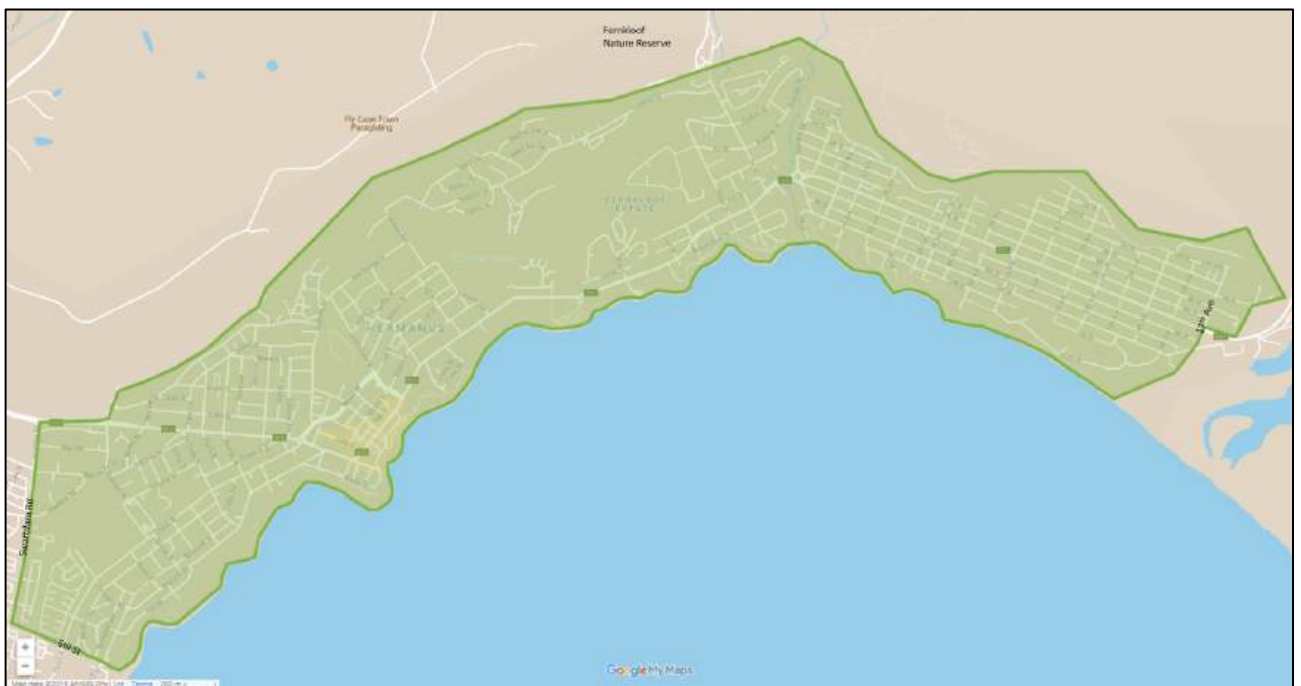


Figure 1: Boundaries of the HSRA

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Definitions

Additional Rates	An additional rate on property in the defined area for the purpose of raising funds for improving or upgrading that area.
By-law	Overstrand Municipality: Special Rating Area By-law 2016
CCTV	Closed Circuit TV. A self-contained surveillance system comprising cameras, recorders and displays for monitoring activities.
Mapped Area	Refers to the geographically defined area within Hermanus with the boundaries being from 17 th Avenue in the East up to Swartdam Road in the West, with Still Street as the southern border and Fernkloof Nature Reserve as the northern border.
HPP	Hermanus Public Protection, a non-profit company and the management body of the HSRA.
HSRA	Hermanus Special Rating Area. A geographically defined mapped area, in which property owners contribute additional rates to enhance and supplement municipal services. The boundaries of the HSRA being 17 th Avenue in the East up to Swartdam Road in the West, with Still Street as the southern border and Fernkloof Nature Reserve as the northern border. Suburbs included in this area are Westcliff, Westdene, Industria, Northcliff, the Central Business District, Eastcliff, Hermanus Heights, Fernkloof, Kwaiwater and Voëlklip.
IDP	Overstrand Municipality's Integrated Development Plan
Management Body	The non-profit company (NPC) structure of the Special Rating Area as contemplated in the Companies Act, which is referred to in the Overstrand Municipality Special Rating Area By-law as "the management body".
NPC	Non-profit Company
OM	Overstrand Municipality
Policy	Overstrand Municipality: Special Rating Area Policy (1 July 2019)
SRA	Special Rating Area. A clearly defined geographical area, in which property owners contribute additional rates to enhance and supplement municipal services.

Executive Summary

This business plan describes the intention of the Hermanus Special Rating Area (HSRA) management body Board, to extend the term of the Special Rating Area (SRA) declared in the town.

The *Overstrand Municipality: Special Rating Areas By-law, 2016* allows property owners to supplement municipal services with top-up services considered by them to be appropriate for satisfying the specific needs of their community. The business plan describes these envisaged services and how they align with the provision of law enforcement and a safe and healthy urban environment as intended in the Overstrand's Integrated Development Plan (IDP) 2024/2025 Final 31st May 2024 (2nd review 2024/25 and amendment of amended 5-year IDP in terms of section 34 of the Municipal Systems Act, 2000).

The boundaries of the HSRA are 17th Avenue in the East up to Swartdam Road in the West, with Still Street as the southern border and Fernkloof Nature Reserve as the northern border. Suburbs included in this area are Westcliff, Westdene, Industria, Northcliff, the Central Business District, Eastcliff, Hermanus Heights, Fernkloof, Kwaiwater and Voëlklip.

A ratepayer opinion survey of property owners shows that there is a perceived need for the maintenance and enhancement of a safe environment and for maintaining preferred standards of cleanliness and the appearance of public areas of the area in terms of the municipal by-laws, safety plan and IDP.

It is the aim of the HSRA management body to assist the Overstrand Municipality (OM) by continuing:

- Improving the monitoring of public areas using advanced technology;
- Identifying, reporting and following up any need for restoring public spaces to prevent urban decay;
- Contributing to maintaining a clean and healthy environment through inspection and by reporting and following up any threat to the environment and any aberration of acceptable levels of cleanliness and appearance of public spaces;
- Contributing to maintaining a safe environment for all the residents and visitors to the area; and

- Monitoring the violation of municipal by-laws and reporting inappropriate behaviour in public areas by informing law enforcement services to deal with these issues.

The cost of providing these services is expected to be around R11,19 million for the first year at current prices, to be sourced by the Overstrand Municipality from rateable property owners, as an additional rate on property value, as envisaged in the five-year budget and implementation plan described in this business plan. The benefits to be gained would include: an improved safe environment and a more attractive urban and natural environment.

In accordance with the Overstrand Municipality Special Rating Area By-law, a non-profit company (NPC) with members has been established, Hermanus Public Protection (HPP) NPC. The HSRA management body, is overseen by a board of directors elected by HPP NPC members who are registered property owners, and act in accordance with the property owners' mandate, and in compliance with the *Overstrand Municipality: Special Rating Areas By-law, 2016* and the *Overstrand Municipality: Special Rating Area Policy*.

1. Introduction

1.1 Overview

Hermanus Public Protection (HPP) nonprofit company (NPC) was established in 2002 under the Community Improvement District (CID) By-law with the objective of combating escalating crime rates.

Due to municipal regulatory changes in 2019, the HPP transitioned to operate under the Overstrand Municipality Special Rating Area By-law and Policy. In March 2020, the Hermanus Special Rating Area (HSRA) was approved by Council, and Hermanus Public Protection (HPP) NPC was appointed as the management body.

The residents in this area contribute – by means of a monthly additional rate levied on their property rates – towards the supplementary services, ensuring a safer, healthier and cleaner environment for the community as a whole. This additional rate should be affordable to property owners and its impact on the average property owner's rates should be as low as possible.

The Hermanus Special Rating Area (HSRA) is a geographical area which includes Westcliff, Westdene, Industria, Northcliff, the Central Business District, Eastcliff, Hermanus Heights, Fernkloof, Kwaiwater and Voëlklip.

The proposed supplementary services include cleansing services; monitoring and patrolling response vehicles (24/7); foot patrols in the CBD, along the Cliff Path and Hoy's Koppie; bicycle patrols in the suburbs; and an advanced monitoring system of CCTV cameras at strategic points as well as selected social development initiatives to ensure a safe and clean environment. All operations are linked to a control room which is staffed 24/7.

It is the intention that the HSRA management body will provide a supplementary service in collaboration with OM Law Enforcement, through the municipal central Incident Command Centre (ICC).

Access to all information will be under strict confidentiality agreements and within the boundaries of what is legally permitted. Sharing information between OM Law Enforcement and other law enforcement agencies (within the confines of their

mandated functions) will be conducted in compliance with the *Protection of Personal Information act* (POPI) and the Promotion of Access to Information act.

1.2 Establishment of the HSRA and the Initial Business Plan

In response to community concerns regarding rising incidents of crime, cleanliness and the need for improved municipal services, a perception survey was conducted in October 2019 to identify the needs and concerns of residents and businesses in the area. A copy of the perception survey report of 2019 is available on the HSRA website.

The survey results highlighted that public safety, litter, and cleanliness were the community's primary concerns. Additionally, the majority of residents expressed a willingness to pay an additional SRA rate to enhance municipal services in these areas.

The initial Business Plan for the period 2020 – 2025 was therefore proposed on the basis that:

- The intended goals of the HSRA were to effectively supplement the services of the Overstrand Municipality through offering public safety, crime prevention and cleansing services; and
- To efficiently manage the services and associated costs of the HSRA.

The initial Business Plan was supported by just over 58% of property owners in the HSRA in 2019 in accordance with the SRA By Law and Policy of the Overstrand Municipality. Subsequently, the Business Plan was also approved by Council, thereby authorising the establishment of the HSRA with effect from 1 July 2020.

1.3 What is an SRA?

“The special rating area model is based on international best practice. It is aimed at preventing the degeneration of towns and the consequential urban decay, and facilitating their upliftment, economic growth and sustainable development.

The Overstrand Municipality recognises special rating areas as a potential tool for assisting it to fulfil its constitutional and statutory obligations to allow property owners

within a geographical area to improve and upgrade their area by means of a property rate in addition to the standard property rate”¹

The Western Cape Government promulgated the *Overstrand Municipality Special Rating Area By-law* (Appendix B) in 2016 and the Overstrand Municipality approved the *Overstrand Municipality: Special Rating Area Policy, as revised* (Appendix C) in 2019, thereby setting the platform for property owners to establish such areas in the Overstrand Municipal area. The HSRA Steering Committee identified special rating area (SRA) legislation as a sustainable means of both addressing issues regarding a safe environment and preventing urban degeneration in 2019.

HSRA property owners would be required to pay an additional rate to fund these supplementary services. The supplementary services, undertaken on behalf of all property owners, will represent provision of systems that enhance effective monitoring and reporting infringements to the authorities.

The additional monthly rate payment for HSRA will be determined by the property’s municipal valuation. It will be collected by the Municipality from property owners in the area and paid over to the management body, a non-profit company (NPC) responsible for operating the SRA. These funds would then be used to cover only the expenses of the HSRA.

The additional rates due by property owners in the area would be in proportion to the municipal valuations on their properties and used for the benefit of the entire community. The cost of the proposed supplementary services will benefit property owners by providing them with a sense of communal pride in a well-managed, safe town.

“Ultimately, the decision whether or not to determine a special rating area rests with the Council in its sole discretion.”

1.4 The HSRA Management Body

Following the approval of the initial 5-year Business Plan by the majority of property owners and by the Overstrand Municipal Council in 2020, the already established non-

profit company (NPC), HPP was designated as the HSRA management body. HPP was incorporated in 1999 (Registration Number 1999/015007/08) and was the original organisation offering a property owner funded service. The Memorandum of Incorporation was amended with the sole purpose of the HPP NPC to provide the supplementary municipal services in the HSRA as outlined in the Business Plan as approved by its members and the municipality.

The cost of these limited supplementary Municipal services is funded from additional Municipal rates paid by all property owners within the HSRA. The cost of the additional rates is shared by property owners in the form of an additional rate based proportionally on the valuation of their properties. Implementation of the business plan is administered by the board of directors of HPP NPC, who are unpaid volunteers, elected by its members, being the property owners within the HSRA, supported by an Executive Officer appointed by the Board.

The HSRA manages its own finances and appoints its own auditors. The interests of the members of HSRA management body, HPP NPC are protected by the provisions of the Companies Act and the Special Rating Area By-Law which include the following:

- The management body retains control over the funds received for implementation of the business plan, which may only be spent within the SRA area and only in accordance with the approved budget.
- The management body and its members are not responsible for debt collection of the HSRA rate or for any bad debts. This is the responsibility of the Municipality.
- The Municipality monitors compliance by the Board of the management body with the By-Law and related Policy and a Finance Agreement entered between the management body and the Municipality.
- A Councillor of the Municipality, appointed by the Mayor as an observer, is entitled to attend and participate, but not vote, at meetings of the Board of the management body.
- The management body is required to submit a five-year business plan and budget for approval by the Municipality and, when approved, company expenditure may not include any items not included in the approved budget.

- An annual budget and implementation plan is approved annually at the AGM of the management body.
- Any amendment of the business plan requires the approval of members and the Municipality.
- The management body is required to submit its audited financial statements and annual report to the Municipality.

1.5 How are the HSRA Additional Rates Calculated?

- The HSRA management confirms the properties within the boundaries of the HSRA, which is then linked by the Municipality to the municipal valuations according to the most recent general valuation roll.
- The HSRA management annually prepares an overall budget for the year. This is based on the specific needs of the HSRA as set out in the approved business plan. Individual contributions are then calculated by dividing up the budget total according to the municipal valuations of each property, proportional to the total valuation of the HSRA.
- The SRA Policy allows for a differentiation in the additional rates for the different types of properties – be it residential or non-residential.
- This tariff is then expressed as a cents in the Rand and is applicable over a financial year, which starts on 1 July.
- The HSRA budget and proposed additional rates must be approved by the Municipality and advertised for comments and objections as part of the Municipality's budget process prior to implementation on 1 July.

1.6 Exemption from Additional Rates

Any property owner who received any form of rates relief from the Municipality will be entirely exempted from the additional HSRA rate.

1.7 Term Renewal Process

Each business plan under the SRA By-Law has a duration of five years. The initial business plan of the HSRA was in respect of the period 1 July 2020 to 30 June 2025. Approval of members of a new Business Plan for the period 1 July 2025 to 30 June 2030 is therefore required. This will be in accordance with the following procedure:

- The management body compiles a new Business Plan, Motivation Report, Implementation Plan and 5-Year Budget for the HSRA.
- The new Plan is approved by the Board and submitted to the Municipality for comment.
- Once reviewed by the Municipality, the renewal is advertised along with the notice of the Annual General Meeting (AGM) in Year 4 of the HSRA's term.
- At the AGM, the members can then vote to adopt the new 5-year Plan and approve the intention to renew.
- The renewal is then considered by the full Council of the Overstrand Municipality.
- Once the renewal has been approved the HSRA commences with the new term on 1 July of the following year.

The following sections of this document motivate for the approval of the new 2025-2030 HSRA Business Plan.

2. Motivation Report

2.1 Executive Summary

Since its inception, the vision of the HSRA is to create and maintain an environment, that is safe, clean, caring and sustainable, for the benefit of all its residents and visitors. This vision remains the basis of this Business Plan.

To achieve this, the HSRA's objectives include supplementing municipal and other public services to maintain the community's quality of life and property values at an acceptable level. These objectives have been implemented by the HSRA since its inception and will continue to be pursued. The Vision and Mission of the HSRA are detailed below.

To monitor the HSRA's performance and assess the views and priorities of its members and residents, the HSRA keeps monthly records of all incidents. Additionally, the Executive Officer and Board members regularly receive feedback from residents about the services provided by the HSRA.

In addition, the Board have held strategic planning sessions with a wide variety of stakeholders. At the planning session held in July 2023, participants listed the top priority which they would like the HSRA to influence. More than seventy percent of the responses received asked that we influence “social development issues”, such as vagrancy, homelessness, and unemployment, in our environment.

Further to this, the HSRA management body has conducted annual satisfaction surveys in June 2021, 2022, and 2023. Feedback from ratepayers have been overwhelmingly positive. Overall, HSRA ratepayers are very satisfied with the services provided, over 90% believe that the HSRA plays an important role in preventing crime and highly rate the effectiveness, professionalism, and response of the HSRA supplementary services. On average, over 75% of ratepayers view the service as excellent value for money. The results of each survey can be found on the HPP website <https://hpp.org.za/hpp-npc-satisfaction-surveys/>.

Further, the HSRA sought the opinion of ratepayers in the area via an online survey in May 2024. The intention of the survey was to determine the general opinion of HSRA

ratepayers regarding the service provided by HPP, the HSRA management body, support for the extension of the HSRA term, willingness to continue to fund the service and another other supplementary services that they would like the HSRA to consider. The purpose of the survey was to support the motivation to the Overstrand Municipality for an extension and thereby determine the future of the HSRA's supplementary services to the community.

The survey contained demographic information followed by 17 public safety, services and extension related questions. The last question gave respondents the opportunity to raise any additional services or initiatives the HSRA should consider implementing.

A total of 375 respondents participated in the survey. Of this, 352 respondents were property owners. Just over 6.2% of existing property owners responded to the survey with the majority answering very positively across the board.

Key findings:

- The majority of respondents, 81% were overall satisfied with the performance of the HSRA and HPP across the board.
- Most respondents believe that the HSRA plays an important role in crime prevention, with 90.26% acknowledging its significant impact.
- Confidence in the governance and management of the HSRA and its management company, HPP, is high. Around 84.77% of respondents reported being either extremely or very confident in the governance and management capabilities of the HPP.
- Respondents generally perceive the services provided by the HSRA as valuable. About 85.15% rated the value for money of these services as very to extremely valuable.
- Respondents ranked the following areas as being most important to devote resources to:
 - o Public safety in open public spaces
 - o Cleanliness and attractiveness of the Hermanus Environment
 - o Vagrancy and homelessness
- A significant majority of respondents expressed strong support for extending the HSRA. Specifically, 90.57% of respondents indicated support (either strongly or somewhat) for extending the HSRA for another five years.

The board has used this extensive information to develop this Business Plan proposal.

2.2 Management of the HSRA

The Business Plan, upon approval by the Municipality, will be implemented by the management body, a non-profit company, incorporated in accordance with provisions of the Companies Act. The management body will be supervised by a Board of Directors elected by its members at the AGM. Property owners may apply for membership which will enable them to participate in the affairs of the management body. An Executive Officer appointed by the Board will implement the day-to-day operations of the management body activities. The Municipality will not be involved in the day-to-day operations but will exercise oversight in respect of the financial and legal compliance.

The management body will continue to manage its own finances and appoint its own contractors and auditors. In addition, monthly financial reports will be submitted to the Municipality to monitor that expenditure is incurred according to the Business Plan.

The Board holds meetings every quarter. Minutes of every meeting are posted on the HPP NPC website.

The Board monitors the performance of the Executive Officer and its own performance via a mid-year review process. The Chairperson of the Board also reports on the HSRA's activities and performance each year to members at the AGM.

2.3 Consistency with Council's Policies and Plans

Factors considered when developing the Business Plan for the HSRA:

- The purpose of the HSRA is to allow an additional rate to be levied on property to raise funds to improve the area;
- The HSRA will not be used to reinforce existing inequities in the development of the Overstrand's area of jurisdiction;
- Will be consistent with the Overstrand's Integrated Development Plan (IDP);
- Will comply fully with the provisions of the By-Law and Policy;
- Will manage, via the management body, the services to be contracted out by the HSRA in accordance with this Business Plan.

2.4 Integrated Development Plan

The Overstrand Municipality (OM) has an **Integrated Development Plan (IDP)** (available in pdf format as Integrated Development Plan Review 2024/2025 Final 31st May 2024 overstrand.gov.za/integrated-development-plan-idp/final-idp-review-and-amendment-2024-25-31-may-2024-1/?layout=default) which describes the effective management of its municipal area. In most instances the IDP satisfies the basic needs of the various communities and areas within the large geographical area OM serves.

*The **Mayor's 3 C priorities** of Communication, Crime Prevention & Law Enforcement and Cost and Ease of doing business with Overstrand **support** the implementation of the current 5 strategic objectives.*

The “*creation and maintenance of a safe and healthy environment*” is listed as one of the 5 strategic goals or objectives of OM.

One of the areas of major concern in HSRA is the safety risk that accompanies public protest / social unrest. In the 2024/25 IDP Review this is identified as one of the top ten risks.

The HSRA co-operates with Overstrand Law Enforcement, Traffic and the South African Police Service to ensure the safety of the public. During various protest actions over the past term, the HSRA has worked closely with all stakeholders sharing information and being available for response in our respective area as needed.

On a day-to-day basis, the HSRA patrollers (in vehicles, on foot and bicycles) offer visible patrolling across the area and act as the front-line source of assistance to members of the public. The patrollers are in contact with the control room operators, who notify law enforcement agencies of emergencies.

According to the IDP 2024/25, the expansion, installation and operation of CCTV cameras, extended patrolling hours in CBD, and patrols on the Cliff Path are a priority for Ward 3.

The HSRA has invested in the installation of CCTV cameras across the bounded area. CCTV surveillance is acknowledged as a valuable and effective tool for the protection of people and property. The HSRA owns and operates cameras at various locations in the

public realm to create a safer community by contributing to the deterrence and response to crime. The CCTV cameras record 24 hours a day, 7 days a week.

Residents of the HSRA acknowledge that the Overstrand Municipality faces challenges in providing sustainable, technology-supported, high-quality services where needed. These challenges are due to the large area it serves, a shortage of resources, and the fact that most offences occur outside normal office hours.

The Board believes that the continuation of current services is essential to maintaining a safe and healthy environment. To achieve this, they propose extending the HSRA term for an additional five years, as supported by the Integrated Development Plan (IDP) statement to:

*Promoting Section 22 of the Municipal Property Rates Act to create **special rating areas** in providing supplementary municipal services.*

In the October 2019 Perception Survey analysis, it stated that although more than half of respondents had never been a victim of crime, safety in the area is a concern. Many participants stated that they do feel safe in Hermanus, but only during the daytime. Many respondents, noted that the foot patrols in the area make them feel safer, but would like to see more patrols at night in the CBD.

In a recent opinion survey (May 2024) vagrancy and homelessness was again raised as an issue that requires targeted interventions. The HSRA intends to continue to collaborate with Overstrand Municipality social development department with its homelessness dignity programme and homelessness working group as outlined in the IDP.

Vulnerability of tourism industry to local, national and global/ international shocks is highlighted as one of the key risks in the Overstrand Municipality area in the IDP.

A sustainable way to achieve the IDP goals of a safe and healthy environment for the community of the HSRA, is to extend the term of the HSRA. Supplementary intervention through coordinated management of the area will further improve public safety and cleansing services. Ongoing joint efforts will ensure that HSRA continues to be a desirable investment and tourism destination.

3. Vision, Mission and Goals

3.1 Vision

The vision of the Hermanus Special Rating Area (HSRA) is to create and maintain an environment, that is safe, clean, caring and sustainable, for the benefit of all its residents and visitors.

3.2 Mission

It is the mission of the Hermanus Special Rating Area (HSRA) to improve the public environment to the benefit of all. To deliver supplementary municipal services as determined by the community, to ensure, in a sustainable manner, a safe, healthy and clean environment for residents and visitors. The services shall be supplementary to those services already provided and rendered by Overstrand Municipality (OM).

3.3 Goals

Goal 1: Management and Control

- To manage the HSRA effectively and sustainably.
- To ensure a safe environment and provide supplementary cleansing services.

To reach this goal a non-profit company (NPC) with members has been formed as defined in section 1 of the Companies Act No 71 of 2008.

Management and Control

The Board

The goal is to ensure that the HSRA is managed effectively and that the Business Plan is carried out. This is achieved primarily through the effective functioning of the Board of the HSRA management body.

The Board will ensure that the HSRA management body complies with all its statutory obligations.

The Board will appoint an Executive Officer under a service contract and will monitor and appraise performance by the Executive Officer.

Members or sub-committees of the Board will also assist in the management of the company as required.

Executive Officer

The Executive Officer will:

- Be responsible for the efficient day to day compliance, management and operation of the HSRA.
- Build good working relationships with members of the HSRA and the Board, Municipality Officials, and other authorities, including SAPS.
- Prepare the required accounts and financial statements and will provide input for development plans and budgets.
- Monitor and appraise performance by the contracted public safety team, cleansing staff and any other service provider.
- Co-ordinate with the Municipality to deal with issues relating to the rendering of services or resolution of disputes.
- Liaise with SAPS and other service providers, to ensure efficient delivery of services.
- Devise and implement projects, communication, marketing and promotion plans approved by the Board of the HSRA management body.
- Attend SRA and other forum meetings as necessary to ensure proficient and professional management of the area.
- Report at least quarterly to the Board on management of the HSRA.
- Send out regular newsletter and press releases; and
- Maintain the HSRA's management body website in good informative order.

The HSRA management body will comply with laws and good practices to ensure ethical conduct, foster trust, and uphold standards of professionalism. Including adhering to National and Municipal legal requirements, industry regulations, and ethical guidelines while maintaining transparency and accountability in all activities. This commitment promotes fairness, safety, and respect for stakeholders, reinforcing the HSRA integrity and reputation.

Service Providers

Service providers will be appointed through a tender process implemented by the HSRA management body. As far as possible the HSRA management body will make use of local service providers. Service provider appointments will be in accordance with the *Overstrand Municipality Special Rating Area By-law and Policy*.

The process and appointment of all service providers will be communicated to property owners on the HSRA management body's website and in newsletters.

Service providers will be appointed and managed with a commitment to good, fair and transparent governance.

Service providers will be contracted to supply supplementary public safety and crime prevention monitoring services and supplementary cleansing services.

Goal 2: Safe Environment

The HSRA's public safety and crime prevention strategy for a safe environment has from the outset been based on visible patrols, supplemented and enhanced in various ways, including several strategically placed surveillance cameras, and close working relationships with SAPS, Law Enforcement, and other interested groups.

The success of this strategy to date is demonstrated by the following:

- On average 46% of the public safety service is proactive crime prevention (i.e. monitoring suspicious activity, unlocked gates or doors, etc.), 30% public assistance (reporting damage infrastructure, assisting with lost dogs, etc.) and 25% responding to crime related incidents (apprehending suspects with dangerous weapons, ensuring the enforcement of by-laws, etc.).
- Public safety patrollers are involved in almost 100 arrests a year.
- Incidents of crime on the Cliff Path have significantly decreased from the levels experienced before regular patrols began in the early 2000s and have nearly been eradicated over the past term.

- Public safety patrollers respond to at least 6,000 incidents each year. These range from assisting with arrests and apprehension of suspects to alerting residents and visitors to open gates and unlocked motor vehicles.

The HSRA's public safety contractor will monitor, patrol the streets and public spaces within the HSRA on 24-hour basis, every day of the year to enhance the protection of our residents and visitors in these public spaces.

This goal is to provide a safe environment by deploying contracted public safety patrollers, supplemented by surveillance cameras that provide a comprehensive public safety service as outlined below. Options will also be considered whereby community safety could be enhanced by alternative or additional means, including community participation.

Supplementary Public Safety and Crime Prevention Services

Primary Objectives:

- Contribute to community safety and response capability;
- Contribute to perceptions of safety and making people feel safe;
- Continually monitor incident rates and crime statistics and apply the information as the basis for deployment of resources;
- Enable data analytics to inform decision-making to prevent or reduce crime; and
- Ensure responsible control of the surveillance camera network system and recorded data.

Crime Prevention and Safety in Public Areas

Providing monitoring and response staff with the necessary qualifications as well as vehicles for HSRA.

In order to improve crime prevention and public safety, the HSRA will participate with inputs into the comprehensive and integrated safety and security plan for the area through municipal processes.

The HSRA management body will participate in any safety and security forums in association with the municipality. This forum will encourage the involvement of

members of the HSRA, property owners, residents, tenants, businesses and representatives of the abovementioned organisations.

Services include:

- Foot patrol officers, bicycle and vehicle patrols throughout the area. The vehicle patrols will be on a 24-hour basis, 7 days a week.
- Foot patrol officers will be used primarily in the CBD and on the Cliff Path which stretches from the New Harbour to Grotto Beach.
- Bicycle patrols will be used primarily on waste collection days across the HSRA.
- Vehicle patrols will be throughout all the suburbs included in the HSRA area.
- Activities will be monitored through GPS tracking from the control centre.
- The HSRA management body will have access to a minimum of 72 monitoring CCTV camera sites.

Crime Prevention Monitoring

The HSRA has installed and monitors a CCTV surveillance camera system across the area. The HSRA currently operates 74 camera sites.

Guiding principles of CCTV surveillance:

1. CCTV is installed to contribute to the protection and safety of the HSRA public spaces and community;
2. CCTV is part of a multi-faceted approach to crime prevention and community safety and installations are based on an evidence-based assessment of public open space or community risk assessment;
3. The contribution and value of a surveillance camera network is acknowledged through Community and Stakeholder consultation; and
4. CCTV systems are maintained to a high operational standard and operated in compliance with all relevant legislation and functional requirements which include the Protection of Personal Information Act as well as the Promotion of Access to Information Act.

It is proposed that this system be maintained and continually enhanced as far as possible, depending on available budget.

The HSRA management body will comply with the OM's strategies and other applicable legislation/policies/By-laws in relation to, among others, regulation of external and internal privately-owned CCTV cameras on OM property, inclusive of open spaces, road intersections, road reserves, etc.

The HSRA management will appoint a service provider who is accredited according to the Private Security and Investigative Services Act (PSISA) and registered at the Private Security Industry Regulatory Authority (PSIRA) to provide monitoring and reporting services as supplementary support for the OM Law Enforcement department. The service provider should be enabled to act in public places and address problems within its legal mandate until the responsible OM Law Enforcement officials or the SAPS arrive at the scene.

The HSRA management will be available in the case of emergencies with clear links to the Disaster Management Plan of OM. All communication in this regard will be relayed in compliance with the municipality's official Communication Policy.

The HSRA will provide input regarding the creating, testing, implementing and updating of an emergency plan for Hermanus as supplement to the Disaster Management Plan of OM as described in the IDP and help coordinate community involvement, if required by the municipality, during the execution of the emergency plan.

The HSRA management body will commit to build on existing working relationships through the relevant OM departments, with the Community Safety Forum and other organisations involved with maintaining a safe environment. This includes giving access to data collected by the various monitoring systems so that any acts in violation with municipal By-laws can be followed up and the necessary evidence for successful prosecution can be found.

[Social Upliftment and Development to ensure a Safe and Clean Environment](#)

According to the ratepayer opinion survey, numerous property owners are concerned about the rising number of vagrant and homeless individuals as well as the accompanying social issues in the area.

The HSRA intends to assist the municipality and other stakeholders with facilitating various interventions to address vagrancy and homelessness within the HSRA.

Liaison and co-operation with other organisations

The HSRA will continue to maintain a close working relationship with Overstrand Law Enforcement, SAPS Hermanus, SAPS Overberg District Operational Command Center (DOCC), registered neighbourhood watch groups, and various private security companies as well as other related stakeholders.

Monitoring performance by the contracted public safety services provider and co-ordination of law enforcement activities

The Executive Officer will monitor performance and regulate efficient services by public safety contractor in the HSRA.

The Executive Officer will ensure that the contracted public safety provider periodically trains the patrollers in its employ in municipal by-laws and local knowledge of the HSRA area.

The Executive Officer will co-ordinate liaison between the HSRA and the contracted public safety contractor, SAPS, and Overstrand Law Enforcement officials.

Goal 3: Clean and Healthy Environment

Primary Objectives:

- Decrease waste and grime in the area through a sustainable cleansing programme;
- Provide additional waste picking along the Cliff Path and Hoy's Koppie;
- Promote waste minimization and recycling in accordance with approved municipal policies and plans; and
- To support OM by monitoring problem areas in order to report on illegal littering; rubbish dumping; blockage of storm water canals; areas and residences that constitute a fire hazard; alcohol abuse in public areas; issues regarding problem animals, the need for the clearing of alien vegetation and fire breaks and the maintenance of foot paths and board walks.

Supplementary Cleansing Services

To establish the most effective cleansing plan for the HSRA, the management have developed a comprehensive cleansing strategy in conjunction with the appointed service provider and the relevant Overstrand Municipality department. The strategy supports existing waste management services, identifies specific management problems and areas and assist in developing waste management and cleansing plans for the area.

The plan will be executed by an appointed cleansing service provider tasked to work in conjunction with the relevant Overstrand Municipality department.

The HSRA will also support the Overstrand Municipality with an effective litter collection service on the Cliff Path and Hoy's Koppie.

The HSRA management body appointed cleansing contractor will conduct its work on a weekly cycle covering the areas identified below.

The HSRA management body cleaning and clearing services team covers the Cliff Path regularly in sections, namely: Roman Rock to the Marine Hotel; Gearings Point to New Harbour; Hoy's Koppie and Bekker's Park and Grotto East to Kraal Rock.

The HSRA cleansing team operate over public holidays. This ensures the areas the HSRA service are clean and tidy for residents and visitors during the increase in activity along the Cliff Path during holiday periods.

The HSRA organises community clean-up events to promote environmental awareness and supports local organisations that promote and educate youth to care for the environment.

The HSRA works with various stakeholders to encourage businesses to maintain properties and improve 'sense of place' as well as provide ad hoc support to deal with localised litter problems.

3.4 Implementation Plan

Implementation Plan for the management of the HSRA. Term: July 2025 to June 2026.

The Implementation Plan will be reviewed annually.

Milestone 1: Management and Control			
Task per milestone	Start and finish date	Responsibility	Performance Indicator
Direction and leadership for the board	Ongoing	HPP NPC Chairperson	Successful implementation of the business plan.
Day-to-day management and operations	Ongoing	HPP NPC Executive Officer	Monthly reports submitted to board.
Responsibilities of the Executive Officer	Ongoing	HPP NPC Chairperson	Executive Officer executes duties aligned with Financial Agreement.
Board meetings	Quarterly	HPP NPC Chairperson	Notice of meetings given appropriately, minutes taken and published on website.
Financial accounting	Ongoing	HPP NPC Executive Officer	Monthly reports submitted to board.
Audit of financial accounting	Within one month after end of financial year.	HPP NPC Financial Director HPP NPC Executive Officer	Unqualified audit report approved by board and members at the AGM.
Financial reports to OM CFO	15 th of every month	HPP NPC Financial Director HPP NPC Executive Officer	Monthly reports submitted to CFO.
Invoice to OM	On or before 25 th of every month	HPP NPC Executive Officer	Monthly invoice submitted to OM (CFO and finance team)
Annual General Meeting	Before 31 December	HPP NPC Board HPP NPC Executive Officer	Notice of meeting given appropriately, chairperson's annual report delivered, audit report approved, auditors appointed, budget approved, amending of MOI approved if required and minutes taken and published on the HPP NPC website.

Submit Annual Financial Statement, Annual Report and AGM Minutes to the OM – CFO and Council	Within two months after the AGM	HPP NPC Board HPP NPC Executive Officer	Submission of Annual Reports to Council / CFO within stipulated time period.
Special General Meeting (s)	As required	HPP NPC Board	As required in line with OM SRA By-law, Policy and MOI.
Structured Liaison with OM	Quarterly, or as required.	HPP NPC Chairperson	Combined Overstrand SRA Meetings with CFO
HPP NPC membership update	Ongoing	HPP NPC Executive Officer	New voting members recorded on database, admitted by Board and notified accordingly.
Communications Monthly Newsletter to members	Once a month	HPP NPC Executive Officer	Newsletter published on HPP NPC website and e-mailed to members.
Compile the HSRA renewal plan application	Every 5 years	HPP NPC Board HPP NPC Executive Officer	Approved at AGM by members.

Milestone 1: Actions

1. Monthly newsletter to all ratepayers. Communicated via WhatsApp, Email and HPP NPC website.
2. Regular articles in local press.
3. Submit AFS, Annual Report and AGM Minutes to OM and Members
4. Propose and finalise all tender processes to ensure continuation of service from 1 July 2025 on a best price to service ratio.

Milestone 2:

Safe Environment

Task per milestone	Start and finish date	Responsibility	Performance Indicator
Enhance structures to promote community involvement in community safety issues.	Ongoing	HPP NPC Board HPP NPC Members	Active involvement in community safety initiatives and structures, as well as OM represented structures.
In liaison with other role players in the Greater Hermanus area, identify current shortcomings that relate to a safe environment and develop and implement effective strategies to address them.	Ongoing	HPP NPC Board HPP NPC Operations Director	Active participation in developing, improving and supporting a unified networked community safety unit with all relevant role players in and around the HPP-NPC zone, and effective liaison and cooperation with SAPS, OM and other Law Enforcement entities.
Inputs in the Review and maintenance of the Community Safety Strategy	Ongoing	HPP NPC Board	Active participation in community safety unit liaisons, coordination's and

specifically aimed at the needs in HPP NPC with clear deliverables and defined performance indicators to guide monitoring services by the appointed service provider and to evaluate levels of provided services.		HPP NPC Operations Director	management meetings, and participation in agreed operational actions and reporting on above.
Expand, improve and maintain a technological advanced camera monitoring system specifically aimed at the needs in HSRA area and support community safety initiatives.	Ongoing	HPP NPC Board HPP NPC Operations Director Service provider	Fully AI Enabled surveillance system operational across the entire HSRA.
Deploy resources (monitoring staff and vehicles) for visible monitoring services according to HPP NPC Community Safety Strategy.	Ongoing	HPP NPC Board Service provider	Service provider compliance with terms and contracts. Monthly reports to HPP NPC Board.
Monitoring of patrolling and control room staff.	Ongoing	Service provider	Service provider compliance with terms and contracts. Monthly reports to HPP NPC Board.
Assistance to SAPS, OM Law Enforcement and other Law Enforcement entities.	Ongoing	Service provider	Provision of information and support with patrolling and control room staff for actions relevant to HPP NPC Community Safety Strategies and applicable laws and policies.
Participate in an effective communication strategy. All communication in this regard will be relayed in compliance with the municipality's official Communication Policy.	Ongoing	HPP NPC Board HPP NPC Communications Director	System for e-mail, social media, SMS, WhatsApp and newspaper communication with community.
Encourage community involvement in community safety strategies and the OM disaster management plan.	Ongoing	HPP NPC Board HPP NPC Members	Community involvement in accordance with the OM disaster management plan approved by the OM Council.
Assist to identify and determine strategies by means of an integrated approach with the OM and key stakeholders to address vagrants and homeless people.	Ongoing	HPP NPC Director Social Upliftment HPP NPC Members OM Social Development Department NGO's	Facilitate the implementation of a plan that will augment Social Upliftment across the greater Hermanus area. This plan must have clear deliverables and defined performance indicators to guide delivery.

Support the OM in Social Upliftment programmes, including NGOs with strong track record in this field.	Ongoing	HPP NPC Director Social Upliftment HPP NPC Members OM Social Development Department NGO's	Facilitate social intervention funding based on a rigorous plan with clear selection criteria.
Facilitate the compilation of a data base of all homeless people in the HSRA area.	Ongoing	HPP NPC Director Social Upliftment HPP Public Safety Officers and Supervisor	To ensure that all homeless are well documented for record keeping purposes.
Milestone 2: Actions			
1. Optimise the value of appropriately selected camera technology infrastructure.			
2. Ensure the participation of ratepayers in suburbs to develop local CCTV deployment plans.			
3. Continue the flexible approach of security providers' resources.			
4. Create a platform that supports collaboration between SAPS, Municipal Law Enforcement, other SRA's in the region, Watch Groups and private security companies.			
5. Assist the OM and various stakeholders with devising a Social Upliftment Plan.			
6. Collaborate with the OM and selective NGOs to implement a Social Upliftment plan.			
7. Assist OM Social Development to identify and document needs of homeless in the HSRA.			
Milestone 3: Healthy and clean environment			
Task per milestone	Start and finish date	Responsibility	Performance Indicator
Identify issues regarding a clean and healthy environment and report to the OM.	Ongoing	HPP NPC Director Cleaving HPP NPC Members	Issues are documented and reported to OM administration in the Overstrand Municipality in an orderly way.
Monitor illegal dumping, littering, fires and arson and report to the OM.	Ongoing	HPP NPC Director Cleaving HPP NPC Members	Video footage of offenders recorded by the monitoring system and made available to OM for their perusal.
Promoting waste minimization and recycling in accordance with approved municipal policies and plans.	Ongoing	HPP NPC Director Cleaving HPP NPC Members	Regular articles on this topic published in the media and on the HPP NPC website to improve public awareness.
Promote litter campaigns to support regular clean-ups and encourage behavioural change.	Ongoing	HPP NPC Director Cleaving HPP NPC Members	Engage with the community, community-based organisations and the media to support and participate in campaigns to clean-up identified areas.

Promote the environmental improvement of the Cliff Path and Hoys Koppie through various initiatives.	Ongoing	HPP NPC Director Cleaving HPP NPC Members	Engage with the Cliff Path Management Group to support ongoing initiatives to improve and promote environmental awareness on the Cliff Path.
Milestone 3: Actions			
1. Promote community clean-up events where required to engender environmental awareness.			
2. Encourage businesses to maintain properties and improve 'sense of place'.			
3. Support Cliff Path Management Group in agreed initiatives.			
4. Provide ad hoc support to deal with localised litter problems			

4. Financial Plan

It is intended that HSRA management body will continue to be funded through a special rate payable by all property owners who do not receive rates exemption. Properties that qualify in terms of policies will be the source of the additional rate. This list of properties will be regularly amended to accommodate changes in ownership as time goes by.

4.1 Source of Funds

Funding of HSRA will be provided from a Special Rating Area rate charged by OM and applied to the owners of valid rateable properties on the OM property database. As of 8 July 2024, there are approximately 5 575 rateable properties in the HSRA.

The additional monthly rate payment for HSRA will be determined by the property's Municipal valuation and will amount to 0.00044 cents in the Rand for 2025/2026 period. The amount will be subject to an annual adjustment.

4.2 Criteria to Qualify for Exemption

In this matter the HSRA will follow the *Overstrand Municipality Special Rating Area Policy*:

"7.1 The Overstrand Municipality's Municipalities Rates Policy applies with the necessary changes to this Policy. In particular, and without limiting the generality of the afore-going, the exemptions, rebates and reductions set out in the Rates Policy apply with the necessary changes in relation to the levying of an additional rate for special rating area purposes.

7.2 Notwithstanding the provisions of paragraph 7.1 above, when the Municipality grants a partial rebate as set out in the Rates Policy, the relevant property owner will be granted a full (100%) rebate in relation to the additional rate.

7.3 Other policies approved by the Council apply with the necessary changes to the collection of additional rates in terms of the Policy, the By-Law and section 22 of the Property Rates Act, including, but not limited to, the Overstrand Municipality Credit Control and Debt Collection Policy.”

4.3 Five-year Term Budget

According to the OM’s SRA Policy the budget for the proposed improvements or upgrades must at least address the following:

- *“An annual budget per line item commencing on 1 July of the first year and ending on 30 June of the last year of the term; and*
- *a budget split for the provision of improvements or upgrades between the different categories of properties.*
- *subject to the provisions of the Property Rates Act, the additional rate in any category of property must not exceed 25% of the municipal property rate. Any deviation must be fully motivated to Council for consideration.”*

4.4 Five-year Term Budget Outline

HERMANUS SRA BUDGET	Term renewal period				
	2025/26	2026/27	2027/28	2028/29	2029/30
KEY ASSUMPTIONS USED					
Annual levy increase	5.0%	5.0%	5.0%	5.0%	5.0%
Annual cost inflation (other than ADT)	6.0%	6.0%	6.0%	6.0%	6.0%
ADT annual increase	1.0%	1.0%	1.5%	5.0%	5.5%
Bad debt provision recovery (percentage of prior year's retention)	75.0%	75.0%	75.0%	75.0%	75.0%
Interest received on 2 months levies held in reserve	6.0%	6.0%	6.0%	6.0%	6.0%
OPERATING INCOME AND EXPENSES					
INCOME					
Levies received	11,137,350	11,694,218	12,278,928	12,892,875	13,537,519
Less Retention for Bad Debt (10%)	(1,113,735)	(1,169,422)	(1,227,893)	(1,289,287)	(1,353,752)
Rate - HSRA	10,023,615	10,524,796	11,051,036	11,603,587	12,183,767
Retention Rebate Recovered	795,525	835,301	877,066	920,920	966,966
Other income					
Donations, insurance claim, other					
Interest	111,374	116,942	122,789	128,929	135,375
Total Income	10,930,514	11,477,039	12,050,891	12,653,436	13,286,107
EXPENDITURE					
HSRA ADMINISTRATION					
HPP EO consulting fee	628,833	666,563	706,557	748,950	793,887
Administrator / Consultancy / Legal Fees	63,998	67,838	71,908	76,223	80,796
Insurance	64,607	68,483	72,592	76,948	81,565
Accounting Fees	37,360	39,601	41,977	44,496	47,166
Bank Charges	4,172	4,422	4,688	4,969	5,267
Auditor / Secretarial Fees	12,921	13,697	14,518	15,390	16,313
Control Room Property Rental	254,400	269,664	285,844	302,994	321,174
Incident Desk - Online Reporting	87,641	92,899	98,473	104,382	110,644
Subscriptions (LPRs, email, website)	81,188	86,059	91,223	96,696	102,498
Control Room Maintenance	42,400	44,944	47,641	50,499	53,529
Expenses (meetings, AGM, staff refreshments)	34,450	36,517	38,708	41,031	43,492
HSRA Term Extension					90,000
Marketing and Communications	15,290	16,207	17,180	18,211	19,303
Repairs and other charges	35,151	37,260	39,495	41,865	44,377
Telephone (Fixed lines & VOIP)	26,726	28,330	30,029	31,831	33,741
Sub-Total	1,389,136	1,472,484	1,560,833	1,654,484	1,843,753
PROJECTS					
Public Safety & Monitoring					
Public Safety & Crime Prevention Management (Public Safety Officers, Response Vehicles, CCTV Monitoring)	8,362,800	8,446,428	8,573,124	9,001,781	9,496,879
CCTV Management (Technical Support and Maintenance)	553,863	587,095	622,320	659,659	699,239
CCTV Analytics Software Licences	21,200	22,472	23,820	25,250	26,765
Toilet Rental Management	50,909	53,964	57,202	60,634	64,272
Tactical Safety Equipment & Training	101,124	107,191	113,623	120,440	127,667
Clean Environment					
Cleansing Management	664,976	704,875	747,167	791,997	839,517
Cleansing & Environmental Projects	25,000	25,000	25,000	25,000	25,000
Sub-Total	9,779,872	9,947,025	10,162,257	10,684,761	11,279,338
AGGREGATE OPERATIONAL EXPENDITURE					
	11,169,008	11,419,509	11,723,090	12,339,244	13,123,090
Operational Surplus / (Deficit) for the year	(238,495)	57,530	327,801	314,191	163,017
CAPITAL EXPENDITURE					
CCTV Replacement and Expansion	200,000	200,000	200,000	200,000	200,000
Control Room IT Infrastructure & Equipment	20,000	20,000	20,000	20,000	20,000
	220,000	220,000	220,000	220,000	220,000
CASH POSITION					
Opening Cash Balance (estimate)	2,909,081	2,450,586	2,288,116	2,395,917	2,490,108
Surplus/(Deficit) for the year	(238,495)	57,530	327,801	314,191	163,017
Movement in net current assets/liabilities					
Capital expenditure	(220,000)	(220,000)	(220,000)	(220,000)	(220,000)
Closing cash balance	2,450,586	2,288,116	2,395,917	2,490,108	2,433,126
Required Retained Balance (2 months levies received)	1,856,225	1,949,036	2,046,488	2,148,812	2,256,253
Operational cash surplus	594,361	339,080	349,429	341,296	176,873

4.5 Other Requirements

“Before the Overstrand Municipality will pay over any additional rates collected to the NPC, the NPC and the Overstrand Municipality must have concluded a written finance agreement regulating, amongst other things:

- *the mechanisms and manner of payment;*
- *how the additional rate is to be held by the NPC;*
- *any parameters relating to expenditure; and*
- *any obligations on the NPC to take out and maintain appropriate insurance.”²¹*

4.6 Existing Inequities

As in every other town in the country inequities exist in Hermanus. One of these is the inequity in financial means. It is important that inequities should not be exacerbated by establishing an SRA as required by the Policy, HSRA funding will be based on the municipal valuation of properties. This means that every rateable property owner will contribute as an additional rate the same number of cents in the Rand value of his/her property, as every other property owner.

Standard municipal rebates and exemptions as currently exercised will apply also to this special rate.

5. Benefits for Property Owners and the Overstrand Municipality

The continuation of the HSRA will continue to offer the following benefits:

- The presence of monitored cameras and increased law enforcement visibility can act as a deterrent to potential criminals, reducing overall crime rates. OM Traffic and Law Enforcement Departments will be supported with monitoring (especially after hours considering the challenge to provide officials 24/7 in all residential areas in the large geographical area that OM serves).
- Monitoring and reporting any signs of degeneration and decay in public areas quickly and effectively.

- The community as a whole will share the benefits of a safe, healthy and clean environment for living, working and relaxing.
- All rateable property owners will share equitably the cost of HSRA operations by contributing the same number of cents according to the Rand value of their properties.
- Visitors will feel safe in the HSRA and will therefore be more inclined to invest in the town and its environment.
- Tourism will also benefit, which is an important point as tourism is a key economic activity of the area.
- A safe, healthy and clean environment will contribute indirectly towards an increase in the value of properties.

6. Disclaimer

The HSRA 5-year business plan has been prepared in good faith based on current conditions. While HPP is committed to achieving the expected outcomes, no assurance can be given that forecasts will be fully realised as various external factors may influence anticipated results.

7. Appendix A – Overstrand Municipality: Special Rating Area By-law
2016

8. Appendix B - Overstrand Municipality: Special Rating Area Policy
(1 July 2024)

9. Appendix C – Survey Report: HSRA Ratepayer Opinion Survey
(June 2024)