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**DRAFT**

**Kraaibosch Community**

STRATEGIC PLAN (2025-2035)

**Ideal living**

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## **Foreword and context**

It is a pleasure to present the draft Kraaibosch Community Strategic Plan (2025- 2035) that outlines the proposed strategic objectives of the Kraaibosch community together with the strategic goals, enablers and values we all aspire to live by as a community. This strategy serves as a guideline to define a common vision for all members and direct the Board of Trustees and Management efforts to achieve the vision of Ideal living.

Kraaibosch Country Estate, located on the outskirts of George beneath the Outeniqua Mountains, is a prestigious residential development that embodies the charm of country living. Established as part of the Garden Route's growth, the estate is divided into two sections: Kraaibosch Country Estate and Kraaibosch Manor, each with its own entrance. Managed by a shared and dedicated Homeowners Association, this community has flourished into a secure and tranquil community, offering modern amenities while preserving its Cape Village architectural style and ambiance.

To facilitate the delivery of the Kraaibosch Community strategy, the community commits to grow a meaningful and relevant service culture for the benefit of the entire Kraaibosch Community. At the heart of this service culture, is our value system that the community will aspire to live by daily.

### ***Relations***

An important objective is to build a sustainable and healthy ambiance in the community through a culture characterised by respect, sound relations and a shared system of values. The Chair of the Board of Trustees has embarked on a process to entrench values across all our activities, to promote the notion of servant leadership within the Kraaibosch community and to inspire trust, respect, fairness and a collective sense of responsibility and ownership. This strategy aims to deepen this commitment across the entire community.

### ***Scope of the Strategy***

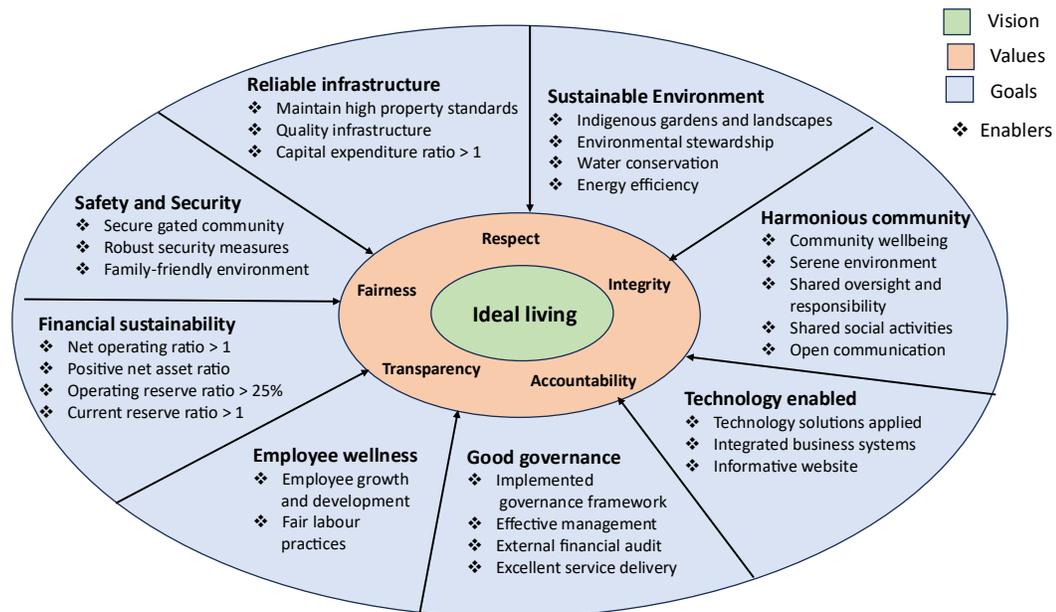
The Kraaibosch Community is home to approximately 1200 persons that reside in Kraaibosch, both as owners and as tenants. The current budget controlled by the Home Owners Association (HOA) for 2025 is approximately R 15 million per annum. There are no plans to increase the size and shape of the Kraaibosch community reflected in this plan, but to direct our resources to enhancing Ideal Living for all residents.

## Local and compliance context

George, nestled in the scenic Western Cape of South Africa, is renowned for its natural beauty and vibrant community. However, the compliance landscape in the area has faced scrutiny following incidents like the Neo Victoria building collapse in 2024, which highlighted systemic failures in regulatory oversight and adherence to safety standards. Investigations revealed lapses in inspections, material quality, and professional qualifications, emphasizing the need for stricter enforcement and accountability. These challenges underscore the importance of robust compliance measures to ensure community safety and sustainable development in the region and underscores the urgent need for the Kraaibosch Community to develop its own strategy vision and pathway that will guide its collective actions and governance moving forward..

## The Kraaibosch Strategy (2025-2035)

The Kraaibosch Strategic Plan (2025-2035) articulates the intentions and aspirations of the entire community as well as the elected Board of Trustees to shape an enhance the living experience of all residents.



**Figure 1 - Strategy at a glance:** This graphic representation of the Kraaibosch strategy (2025-2035) reflects the essential components of the strategy. Central to the achievement of the strategy is the vision of the strategy - "Ideal Living". The surrounding values speak to how "Ideal living " will be achieved and serves to define the culture and steer the desired behaviours in the Kraaibosch community. The eight strategic goals

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inform the substance of the strategy, list key enablers for each goal and aims to translate it into tangible outcomes.

The Kraaibosch Strategy (from 2025) comprises a number of interlinked and complementary components that make up the strategy wheel (Figure 1). Each of these essential and interlinked components of the strategy are illuminated and discussed in more detail below.

## **Vision**

The vision of the collective Kraaibosch community to actively pursue "Ideal Living" for all within the community. This vision also reflects the intrinsic motivation for all residents that live in Kraaibosch to collectively advance this vision by what we do, and how we go about our daily activities.

## **Values as a catalyst**

At the heart of this strategy is the focus on the shared values we aspire to live by across the Kraaibosch community. The values form the foundation of our strategy, complemented by a focus on entrenching a deep *service culture* – where members and tenants are a priority.

The guiding values are respect, fairness, transparency, accountability and integrity. The behaviour and actions of everyone in the Kraaibosch Community should therefore strive to reflect the following:

- *Respect*: we undertake to promote mutual respect, courtesy, and inclusiveness.
- *Fairness*: we undertake to display fairness in all that we do and promote.
- *Transparency*: we undertake to promote and support full transparency in all HOA related matters and dealings to ensure all members could be informed about our collective actions.
- *Accountability*: we promise to be responsible and accountable in the behaviour displayed towards all our members and residents.
- *Integrity*: we promise to uphold the highest levels of integrity in all our operational, financial, governance and mutual relations to steadfastly inspire confidence from the entire Kraaibosch community in the security of their investment and in anticipated life-style experience.

## **Success measures**

### **Goal 1: Safety and Security**

The Kraaibosch community aims to promote the implementation of the most appropriate Safety and Security measures we can afford on our premises. This would strive to:

- Provide a secure gated community
- Implement robust security measures
- Promote a family friendly environment

Strategic Objective	Key Result Indicators (KRI) and Key Performance Indicators (KPI)	2030 Target
<b>Goal 1: Safety and Security</b>		
<b>KRI</b>		
<b>Median Safety and Security score</b>	<b>Members survey</b>	<b>8/10</b>
<b>KPIs</b>		
Secure gated community score	Members survey	8/10
Robust security measures	Members survey	8/10
Family friendly environment	Members survey	8/10

## Goal 2: Reliable Infrastructure

The Kraaibosch community aspires to provide affordable and reliable infrastructure to all its members and tenants by:

- Maintaining high property standards throughout our premises
- Providing and maintaining quality infrastructure on the Estate and Manor
- Ensuring that the capital expenditure ratio exceeds 1. This is to ensure we are investing in infrastructure sustainably by investing more than depreciation rates

Strategic Objective	Key Result Indicators (KRI) and Key Performance Indicators (KPI)	2030 Target
<b>Goal 2: Reliable Infrastructure</b>		
<b>KRI</b>		
<b>Median Infrastructure score</b>	<b>Members survey</b>	<b>8/10</b>
<b>KPIs</b>		
High property standards maintained	Members survey	8/10
Quality infrastructure	Members survey	8/10
Capital Expenditure ratio > 1	Financial statements	10/10

## Goal 3: Sustainable environment

The Kraaibosch community intends to maintain and pursue a living environment that reflects the conservation and environmental stewardship responsibilities aligned with our value system. This would include:

- Maintaining, establishing and encouraging the creation of indigenous gardens and landscapes throughout our premises
- Practice responsible environmental stewardship
- Promote water conservation measures across the Estate and Manor
- Promote and encourage energy efficiency measures throughout our developments

Strategic Objective	Key Result Indicators (KRI) and Key Performance Indicators (KPI)	2030 Target
<b>Goal 3: Sustainable environment</b>		
<b>KRI</b>		
Median Sustainable environment score	Members survey	8/10
<b>KPIs</b>		
Indigenous gardens	Members survey	8/10
Environmental stewardship	Members survey	8/10
Water conservation measures	Member survey	8/10
Energy efficiency measures	Member survey	8/10

### Goal 4: Harmonious Community

The Kraaibosch community seeks to collectively establish a harmonious and vibrant community of residents within the Estate and Manor environments. Also, as every person has different social and personal requirements for their time spent as a resident in the Kraaibosch community. For some, the existence of joint community activities are an essential way of enriching their experiences and lives. Thus, the Kraaibosch community will promote:

- Community wellbeing
- Maintaining a serene environment
- Encouraging shared oversight and responsibility from members
- Offering a range of social activities available to residents
- Establish open communication channels among residents to ensure that all can gain from residing in the Kraaibosch Community.

Strategic Objective	Key Result Indicators (KRI) and Key Performance Indicators (KPI)	2030 Target
<b>Goal 4: Harmonious Community</b>		

<b>KRI</b>		
<b>Median Harmonious Community score</b>	<b>Members survey</b>	<b>8/10</b>
<b>KPIs</b>		
Community wellbeing	Members survey	8/10
Serene environment	Members survey	8/10
Shared oversight and responsibility	Member survey	8/10
Social activities offered	Member survey	8/10
Open communication	Member survey	8/10

### Goal 5: Technology enabled

The wise harnessing of technology can precipitate substantial benefits to any organisation including the Kraaibosch environment. Thus, it is critically important that:

- All available and affordable technology solutions are applied at Kraaibosch
- Integrated business systems are pursued wherever possible and feasible
- An informative and useful website is always maintained

Strategic Objective	Key Result Indicators (KRI) and Key Performance Indicators (KPI)	2030 Target
<b>Goal 5: Technology enabled</b>		

<b>KRI</b>		
<b>Median Technology enabled score</b>	<b>Members survey</b>	<b>8/10</b>
<b>KPIs</b>		
Appropriate technology solutions applied	Members survey	8/10
Integrated business systems	Members survey	8/10
Informative and useful website	Member survey	8/10

### Goal 6: Good Governance

Good governance is an imperative for any healthy non-profit organisation. The Kraaibosch HOA is committed to ensure the implementation of good governance practices across its activities, including:

- Implementing the approved Governance Framework of the Kraaibosch HOA.
- Ensure effective management of the HOA
- Maintain effective and compliant external financial audits
- Strive for excellent service delivery to the community

Strategic Objective	Key Result Indicators (KRI) and Key Performance Indicators (KPI)	2030 Target
<b>Goal 6: Good governance</b>		
<b>KRI</b>		
<b>Median Good Governance score</b>	<b>Members survey</b>	<b>8/10</b>
<b>KPIs</b>		
Governance Framework Implemented	Members survey	8/10
Effective management	Members survey	8/10
Effective and compliant external audits	Members survey	8/10
Excellent service delivery	Member survey	8/10

### Goal 7: Employee wellness

The wellness of employees is a key determinant of the success of an organisation. The Kraaibosch HOA is committed to the wellness and relevant development of all its employees. This includes:

- Promoting relevant employee growth and development
- Ensuring fair labour practices

Strategic Objective	Key Result Indicators (KRI) and Key Performance Indicators (KPI)	2030 Target
<b>Goal 7: Employee wellness</b>		
<b>KRI</b>		
<b>Median Employee wellness score</b>	<b>Members / Employee- BOT survey</b>	<b>8/10</b>
<b>KPIs</b>		
Promoting employee growth and development	Employee-BOT survey	8/10
Fair labour practices	Employee-BOT survey	8/10

## Goal 8: Financial Sustainability

A key objective of the Kraaibosch HOA is to ensure the financial sustainability of our collective investments. This enabler would require that we maintain the following financial performance criteria:

- Maintain a net operating ratio that is larger than 1. This means we do not live beyond our means.
- Ensure a positive net asset ratio. This means that our assets always exceed our liabilities.
- Maintain an operating reserve ratio greater than 25%. This contingency fund is aimed at ensuring that the Kraaibosch HOA can meet all its legal and contractual obligations in the unlikely event of foreclosure.
- Maintain an current reserve ration greater than 1. This measures how long a non-profit can cover its expenses using only its reserves.
- Establish a separate strategic fund to deal with unplanned emergency interventions (~ 10% of turnover).

Strategic Objective	Key Result Indicators (KRI) and Key Performance Indicators (KPI)	2030 Target
<b>Enabler 1: Financial sustainability</b>		
<b>KRI</b>		
<b>Median Financial sustainability score</b>	<b>Members survey</b>	<b>10/10</b>
<b>KPIs</b>		
Net operating ration >1	Financial statements	10/10
Positive net asset ratio	Financial statements	10/10
Operating reserve ration > 25%	Financial statements	10/10
Current reserve ratio > 1	Financial statements	10/10
Strategic emergency fund ~ 10%	Financial statements	10/10

## Delivering the Strategy

To deliver the strategy it is important to ensure that there is clear and sustained monitoring of progress, or lack thereof, across the entire scope of the strategy. The intention is to monitor each of the broad Key Result Indicators using the more specific performance Indicators (KPI's) into the future and to report trends, at least on an annual basis to the HOA. Some of these can be directly measured or extracted from the annual financial statements. Others are more subjective and will need to be polled across the Kraaibosch community on an annual basis using the Survey Monkey

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poll system established by the Board of Trustees. This will establish the degree of satisfaction or agreement experienced across the Kraaibosch community.

Although this is a ten year strategy (2025-2035), it will be reviewed every 2 years by the BOT to ensure that it stays relevant and current to the prevailing landscape.