

## ANNUAL REPORT



**City Improvement District**

**Blackheath**

committed to making a difference

**The Blackheath City Improvement District NPC**

**Annual Report and Financial Statements**

**For the year ended 30 June 2022**



Our online report is available at [www.bcid.co.za](http://www.bcid.co.za)

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## PART A: GENERAL INFORMATION

### 1. GENERAL INFORMATION

**Company:** The Blackheath City Improvement District NPC (BCID)  
**Company Reg No:** 2005/036286/08  
**Registered Office:** 21 Wimbledon Road, Blackheath, 7580  
**VAT number:** 4490224245

**BCID Directors:**

Andre Smuts (Chairperson)	Rocla	<a href="mailto:andre.smuts@isgroup.co.za">andre.smuts@isgroup.co.za</a>
Graham Noonan	MacAdams Baking Systems	<a href="mailto:gnoonan@macadams.co.za">gnoonan@macadams.co.za</a>
George Ferreira	TJ's Lekkabraai	<a href="mailto:george@tjslekkabraai.co.za">george@tjslekkabraai.co.za</a>
Joshua van Zyl	CIP Trust	<a href="mailto:josh@jhvz.co.za">josh@jhvz.co.za</a>
Christiaan Rust	Neulux Logistics	<a href="mailto:christiaan@abecotanks.co.za">christiaan@abecotanks.co.za</a>

**Auditors:** C2M Chartered Accountants Inc  
**Accountant:** Taxrite Accounting Services  
**Company Secretarial Duties:** C2M Taxation Accounting & Statutory Services (Pty) Ltd

**BCID Manager:** Brendan van der Merwe

**Public Safety Service:** ST3 Security 021 905 3399 / 086 000 BCID  
**Contact Details:** CID Manager 021 905 0929 / 082 927 0515  
 Precinct Manager 021 905 0929 / 063 783 1212  
 Control Room 021 905 3399 / 086 000 2243  
 Email [brendan@bcid.co.za](mailto:brendan@bcid.co.za) / [admin@bcid.co.za](mailto:admin@bcid.co.za)  
 Website [www.bcid.co.za](http://www.bcid.co.za)

### 2. LIST OF ABBREVIATIONS/ACRONYMS

BCID	Blackheath City Improvement District
MURP	Mayoral Urban Regeneration Programme
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CCT	City of Cape Town
KPI	Key Performance Indicators
SCM	Supply Chain Management

### **3. FOREWORD BY THE CHAIRPERSON**

#### **CHAIRPERSON'S REPORT**

**12 October 2022**

These are exciting times for us with the advent of many more major developments, both Industrial and Commercial and then Residential, within and around the Blackheath Industrial Area. Since inception the Blackheath CID has set out to promote the area and to attract large scale development and investment within the Blackheath Industrial Area. The recent sale of large tracks of Industrial land will ensure that the future development of the area remains a priority, creating new investment and employment opportunities and further contributions to the additional rates, lightening the Additional Rate burden on contributing property owners within the BCID footprint.

We have managed to attract an increase in manufacturing and logistical types of undertakings and we have consistently surveyed and measured area performance by means of the Business Retention and Expansion type surveys that are carried out every 5 years or so in partnership with the City of Cape Town's Investment Facilitation Unit from the City's Enterprise & Investment Department.

The survey outcomes assist in identifying complimentary service providers and product manufacturers, suitable business operations and outlines both the positive and negative aspects of doing business in Blackheath. These outcomes assist us in marketing the Blackheath area and in attracting further investment. Blackheath is very centrally located and provides easy access to most or all of the main Cape Town road arteries, like the Strand and Stellenbosch Arterial Roads and the R300 and N1 and N2 Motorways.

We continue to strive to promote the Blackheath Industrial Area as a preferred destination for both manufacturing and logistical partners, as well as to investors who are looking to grow their property portfolios and develop high end, purpose built Industrial Units to the rental market. The availability of vacant Industrial land makes this possible and provides for a guarantee of future development.

The survey outcomes led to the establishment of three Sub-committees that were provided with a mandate to address the three top priorities that emerged in response to the survey. Safety at intersections, Public Lighting and truck stacking and embayment were the three top concerns raised by local business during the survey. In addition to this, we also have our Joint Sector Security Meetings that take place on a weekly basis. SAPS, Traffic Services and Law Enforcement, the local Security Companies and BCID Management attend these meetings. Lately we have included our electricity service providers, ESKOM and the City of Cape Town who we have collaborated with to ensure a stable Electricity supply.

Whilst addressing crime the improvement district made further progress over the past year in its efforts to raise the levels of public safety and security as well as cleaning in public open spaces throughout the BCID geographical area. The efforts of the Board and our managers remain focussed on ways to ensure that additional ratepayers within the BCID geographical area receive the best value for their additional rates. We believe that it is essential that we provide a visible improvement to the area on a daily basis.

Our CCTV camera network includes License Plate Recognition or LPR, Human detection software and overview and PTZ cameras. These cameras are monitored through the local ST3 Control Room on a 24/7 basis on both a black screen and real time monitoring basis and have been extremely effective in the observation of suspicious vehicles that are loaded on the LPR Network from all around the City of Cape Town. The network increases the effectiveness of our law enforcement personnel and public safety officers dramatically.

This significantly reduces reaction times and provides for a prepared response where members do not have to enter a suspicious scene blindly, but rather forewarned of the threat and rather prepared to face any potential risk. The Blackheath CCTV network ties into the SAPS Crime WhatsApp network and to the SAPS War Room and has already proven effective in assisting SAPS in arresting perpetrators of crimes committed within the BCID and at the same time provides the evidence necessary to prosecute.

We employ two mobile law enforcement officers to work in partnership with our public safety officers, provided by ST3 Security. In addition to this the Security Kiosk is placed daily at high-risk areas as a deterrent to crime and to record movement with its range of on-board CCTV and recording equipment, whilst also acting as an information kiosk to persons seeking assistance or directions.

In 2021/2022 an amount of R829,875.00 was spent on top-up cleaning services and R698,908.00 on public safety, CCTV Monitoring and law enforcement. For 2022/2023 these figures will increase to an estimated R853,655.00 on cleaning and R756,269.00 will be spent on public safety, CCTV monitoring and law enforcement.

The planned future development of large tracks of Industrial Property will contribute largely through development levies to the completion of the planned road networks by the City of Cape Town. The Blackheath Level Crossing, the extension of the Eerste River Way and the planned redesign of the Range Road are included in these major infrastructure programs. Further traffic calming projects are planned for future rollout.

We aim to continue our focus on infrastructure-based development in Blackheath, solidifying our relationship with the local authority and nurturing this relationship, while delivering on our mandate in order that we can realise our future vision for the Blackheath Industrial Area.

Personally, I have made the decision to accept a retirement Package from my employer and will therefore be standing down today after joining the BCID as a Director in June 2008. Please allow me to thank the following people. The directors of the BCID for assisting me in my duties as chairman. Then Brendan and his team for making things happen on time and as smooth as clockwork. The City of Cape Town for their support in getting things done. And finally, to you the members in trusting the board of directors to have your best interest at heart. I will surely miss my time at the BCID and wish you all of the best for the future.

**Andre Smuts**  
***BCID Chairperson***

#### **4. THE BLACKHEATH CITY IMPROVEMENT DISTRICT MANAGEMENT OVERVIEW**

Infrastructure led development has been our priority since I joined the BCID some 16 years ago in March 2006, we have seen large annual capital investments in the Blackheath Industrial Area by Property Owners and the local authorities including Eskom and the City of Cape Town.

We have achieved this by partnering with the officials of the respective City of Cape Town departments and assisting them in identifying infrastructure failures and short-comings and assisting them in the future planning of the required upgrades to these essential services. This is done by painstakingly creating awareness of the respective issues, raising them in planned correspondence with the local authority, leading discussions with the users of their requirements, and then making application to the various City of Cape Town funding streams or budgets and the IDP in a formal manner.

In addition to this, through area-based surveys and other information gathering activities like the Blackheath Business Retention and Expansion report, certain task teams have been formed under the stewardship of the respective Directors flowing from their respective portfolios to drive local issues.

The City of Cape Town's IDP, Annual Budgets, Adjustment Budgets, Ward Allocations Budgets and MURP funding all provide Capital towards achieving these infrastructure upgrades. We strive to secure some form of funding in one or all these budgets annually by submitting reports to the local authority highlighting the required infrastructure upgrades with a strong motivation to assist them in prioritising local projects.

Roads and road networks, Stormwater, Sewerage, Water reticulation, Public Lighting, Pedestrian Safety, Safety at the Butskop Road Level Crossing, Traffic Calming, Painted Lines and signs and the general maintenance of all these services are just some of the municipal services we prioritise during the various budget processes.

COVID-19 deserves a mention; it had a negative impact on service delivery from most of the City's departments. The Blackheath CID, however, continued to deliver all the services in our basket of services, as per our business plan, as an essential service provider. Our teams have operated as per normal since the inception of lockdown and we have continued to provide the highest levels of service to the Blackheath Industrial community throughout the different levels of lockdown and post COVID.

I remain truly grateful to the BCID Members and other stakeholders, property owners and the City of Cape Town and especially the Members of the Board of the BCID for their ongoing support. Without these partnerships, the CID model would most certainly fail and the Blackheath Industrial Area would most definitely fall into a state of almost total disrepair again, the way I found it in 2006.

Those who have a long history with the Blackheath Industrial Area would be well aware of the visual improvements to the Blackheath area over the years of effort by the BCID. We can surely guarantee that this trend will continue and that the future of the Blackheath Industrial Area remains very bright.

We expect some very large private Industrial Developments to come online over the next few years and more infrastructure and road network upgrades funded by these developments through their development contributions. The cost of the additional Rates or CID Levies will therefore spread over a larger rates base and will offer relief for the property owners. This means that instead of the CID Levies increasing year on year by CPIX or similar, they will potentially decrease.

**Brendan van der Merwe**

***CID Business Manager***

## **5. STATEMENT OF DIRECTORS' RESPONSIBILITY AND CONFIRMATION OF ACCURACY OF THE ANNUAL REPORT**

We hereby confirm that, to the best of our knowledge:

All information and amounts disclosed in the annual report are consistent with the annual financial statements audited by C2M Chartered Accountants Inc and the approved CID Budgets.

The Directors consider the annual report, taken as a whole, to be accurate, fair, balanced, and free of material omissions.

The Financial Statements, prepared in accordance with the applicable accounting standards give a true and fair view of the assets, liabilities, and financial position of the company.

The external auditors have been engaged to express an independent opinion on the annual financial statements.

The Annual Financial Statements were approved by the Board on 21 July 2022 and signed by Mr Andre Smuts and Mr Graham Noonan on behalf of the Board of Directors:

**Andre Smuts**  
*Chairperson of the Board*

## **6. STRATEGIC OVERVIEW**

### **6.1. BCID Vision**

To transform the Blackheath Industrial Area into a sought after and preferred, attractive and secure, centrally located Industrial and Commercial business district and thereby enable business retention and expansion.

### **6.2. BCID Mission**

To provide enhanced area management and additional municipal services, including public safety, cleansing and marketing campaigns and assist the City with their focus on, the rehabilitation of and the upgrade to, municipal infrastructure within the Blackheath Industrial Area, whilst promoting social development.

### **6.3. BCID Core Values**

The Directors and Members of the BCID will embrace opportunities with integrity to improve the overall satisfaction of the Property Owners and Members of the BCID by strategic and ethical management of our resources and effective interaction and respectful engagement with our service partners.

The BCID is built on a set of core values. We live by the values that have shaped our success and the success of the Blackheath Industrial Area. Our reputation depends upon it. Our members can see the difference these values make in our business, and they can see the tangible results.

The Blackheath regeneration process stands upon the strength and pillars of successful private-public partnerships at both operational and strategic levels.

We are transparent and accountable and this we achieve through the submission of annual reports to the local community, facilitation of local community participation in Board meetings and members' meetings of the BCID NPC, and in the publication of relevant documentation online at [www.bcid.co.za](http://www.bcid.co.za).

#### **6.4. BCID Operational Goals**

The BCID aims to promote Blackheath Industria as a sought after and preferred Industrial and Commercial Node by:

- Regular marketing and other positive press-based initiatives
- Endeavouring to offer a future for potential buyers and the development of new businesses
- Creating an environment that cares and values the safety and security of all workers and guests
- Establishing a clean, up-market Industrial Area that is attractive, well-governed and has a process whereby issues can be addressed and resolved with local infrastructure owners
- Creating a competent, competitive industrial node with a large skills base, growing capabilities
- Supporting the local business community and their staff by assisting them with issues regarding their personal safety by:
  - Improving public safety
  - Constant maintenance and cleansing
  - Planned environmental development, including but not limited to beautifying and upgrading public areas, verges and facilities; and
  - Promoting social and economic development in an environmentally sustainable manner.

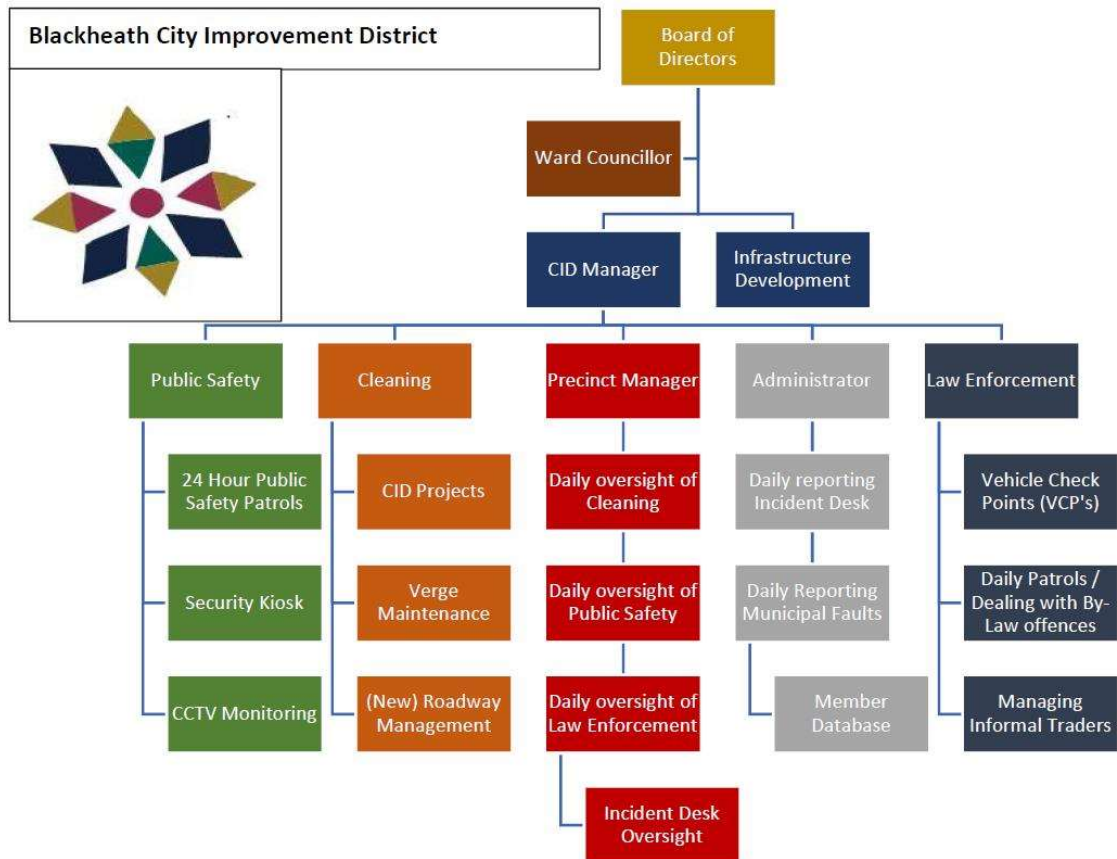
### **7. STATUTORY MANDATE**

In terms of the CID By-law and S.22 of the Municipal Property Rates Act, the Blackheath City Improvement District NPC tasks itself to consider, develop and implement improvements and upgrades within the Blackheath City Improvement District geographical area and to supplement services provided by the CCT.

The funding is provided from additional rates collected by the CCT from qualifying property owners within the CID's registered boundaries and paid over to the company under the aforesaid legislation and may be supplemented by local fundraising initiatives. In expending these funds, the company is subject to oversight by the CCT in terms of the CID By-law and CID Policy, as well as public procurement principles enshrined in Sect.217 of the Constitution of the Republic of South Africa, 1996 (the "Constitution").



## 8. ORGANISATIONAL STRUCTURE



## PART B: PERFORMANCE INFORMATION

### 1. SITUATIONAL ANALYSIS

#### 1.1. Service delivery environment

Through the efforts of the BCID the Blackheath Industrial area has been suitably upgraded and maintained. The BCID successfully achieved the support of its members to extend its term for an additional five years in 2020. During this term, the BCID aims to address the significant impact that planned future road networks will have on access to the Industrial area and road safety in particular that is linked to a planned phasing-in of embayment for the stacking of delivery and logistics vehicles.

A proactive approach to the reduction of crime through our various CCTV, Mobile Security Unit and both Law enforcement and visible Public Safety patrols are our primary focus linked hand in hand with area cleaning initiatives to prevent further urban decay.

In the light of these challenges, the BCID aims to continue to enhance the area and work closely with the City of Cape Town to upgrade its facilities and infrastructure around the Blackheath Public Transport Interchange.

The declaration of Improvement Districts as essential service providers allowed the BCID to continue to deliver services throughout the national lockdown and this supported our efforts to address crime and grime within Blackheath Industria.

## **1.2. Organisational environment**

Many of the day-to-day activities such as operational meetings, board meetings, contact with local property owners and especially engagements with the City of Cape Town and Law Enforcement agencies were impeded by the various levels of the national lockdown. Online video conferencing offered a much-needed solution to maintaining progress and momentum. These online engagements focussed on dealing with the impact of the pandemic and the provision of services by the various Service Providers in the area including Law Enforcement, the SAPS and the Blackheath CID Action Teams.

## **2. Strategic Objectives**

Strategically, the BCID works in partnership with the City of Cape Town and the property and business owners, as well as its service providers toward the improvement of the area by maintaining a level of safety and cleanliness that promotes the use of, and attracts further investment in the area.

### ***This is achieved through:***

- Increased public safety.
- Encouraging the maintenance and upgrading of private properties and front of house
- Creating a clean and well-maintained public environment
- Various area based greening projects.
- Assist with the management and solution to scrap collectors and trolley / wheelie bin brigades on the streets of Blackheath.

## **3. Complaints Procedure**

The BCID offers numerous channels for dealing with complaints. Formal complaints are lodged to the BCID management via email. The BCID management will act on the complaint including one or more of the following actions:

- Referring serious complaints to the Business Manager and/or the Board of Directors.
- Meeting with the complainant to understand the problem and address the issue.
- Scheduling the necessary tasks or actions to resolve the matter.
- Logging a service request with the City of Cape Town if applicable.
- Communicating with the complainant on the actions taken.
- Follow-up process and communication with the complainant until the matter is resolved.
- Complaints are received via website contact messages and from email replies to newsletters, as well as by telephone and email.
- The precinct manager receives telephonic complaints, as does the central control room. The central control room number is visible on all patrol vehicles.

Most of the complaints relate to Municipal service issues, electrical faults, incidents of crime or perceived criminal activity or relates to littering and illegal dumping. Unless an immediate response is required, safety and crime incidents are dealt with through our monthly meetings with the SAPS or through the adjustment of our public safety deployment plans. The BCID

cleaning team clears illegal dumping as soon as possible, or if necessary, service requests are registered with the City of Cape Town and followed up by the BCID team until completed.

#### **4. Performance Information**

##### **4.1. Public Safety**

4.1.1. To improve safety and security the BCID developed a comprehensive and integrated public safety plan for the area in conjunction with an appointed service provider. These actions include coordination and cooperation with:

- The South African Police Service
- Local Community Policing Forums
- Other existing security services in the area
- City of Cape Town Safety and Security Directorate
- Community organisations
- Property Owners and other stakeholders

4.1.2. The BCID initiative and the inherent security situation of the area require the deployment of public safety patrol officers to adequately monitor and secure the public areas. Such a deployment can be expensive to implement and therefore the focus of the public safety plan is on roaming vehicles and the Security Kiosk. Considering the contributions from stakeholders such as the SAPS and safety and security efforts from the City of Cape Town's Law Enforcement Services, a proactive public safety plan has been developed for the BCID.

4.1.3. This plan involves the deployment of Public Safety Patrol Officers (similar to the concept of Neighbourhood Safety Ambassadors) and a public CCTV surveillance system to provide a reassuring presence within the public areas, 7 days a week, for 24-hours a day.

4.1.4. The public safety patrol officers are uniformed ambassadors that help to maintain an inviting and comfortable experience by serving as additional "eyes and ears" for the local law enforcement agencies. They are the face of the area. Typically, they get to know their neighbourhood and community very well and often serve as a first point of contact for emergency needs, help law enforcement to identify issues and to maintain order and provide an additional deterrent to crime through their constant coverage and visibility.

Public Safety Patrol Officers are equipped with two-way radios and patrol the area at key times of the day and night. They become an integral part of general law enforcement, often being the ones to identify public safety issues and form an extension of the SAPS and the local authority's law enforcement initiative. This group of well-trained public safety patrol officers have proven to be successful in securing the area through active engagement with the public in the area. They are the eyes and ears in the public space.

The additional training of patrol officers is required and is ongoing in order for them to become knowledgeable on issues such as public safety and incident reporting, first aid and first-responder training and with developing communication skills. Beyond basic training the Public Safety Patrol Officers develop a keen awareness and information of specific neighbourhood safety issues including drug trade, gang presence, poverty, social issues, criminal activity, and behaviour, as well as mediation and conflict management.

If required patrol officers also provide walking escorts to people entering businesses early or staff leaving work late or elderly and vulnerable people feeling insecure.

4.1.5. The public safety plan includes:

- One public safety patrol vehicle patrolling the area on a 24/7 basis.
- One mobile command post.
- Radio communications network.
- Centralised Control Room and CCTV monitoring
- CCTV camera network comprising of LPR, Overview, Human Detection and PTZ cameras and camera monitoring, as set out in the implementation plan.
- A 24-Hour emergency telephone line into the Control Room – 086 000 BCID (2243)

4.1.6. Assistance from the City of Cape Town

4.1.7. The BCID will further enhance its public safety initiative through close cooperation with the Safety and Security Directorate of the City of Cape Town through the “Rent-A-Cop” LEO contracted service. Law Enforcement Officers from the City of Cape Town are deployed in the area to enforce City By-Laws during daytime and this service is funded by additional rates.

4.1.8. The activities of the Public Safety Officers and patrols are measured through a comprehensive management system for the logging of public safety incidents. The logging, mapping and analysis of these incident reports via the Incident Desk Desktop Application informs decision making in the public safety deployment plan for the area. The deployment plan is revised monthly at our sector safety meeting.

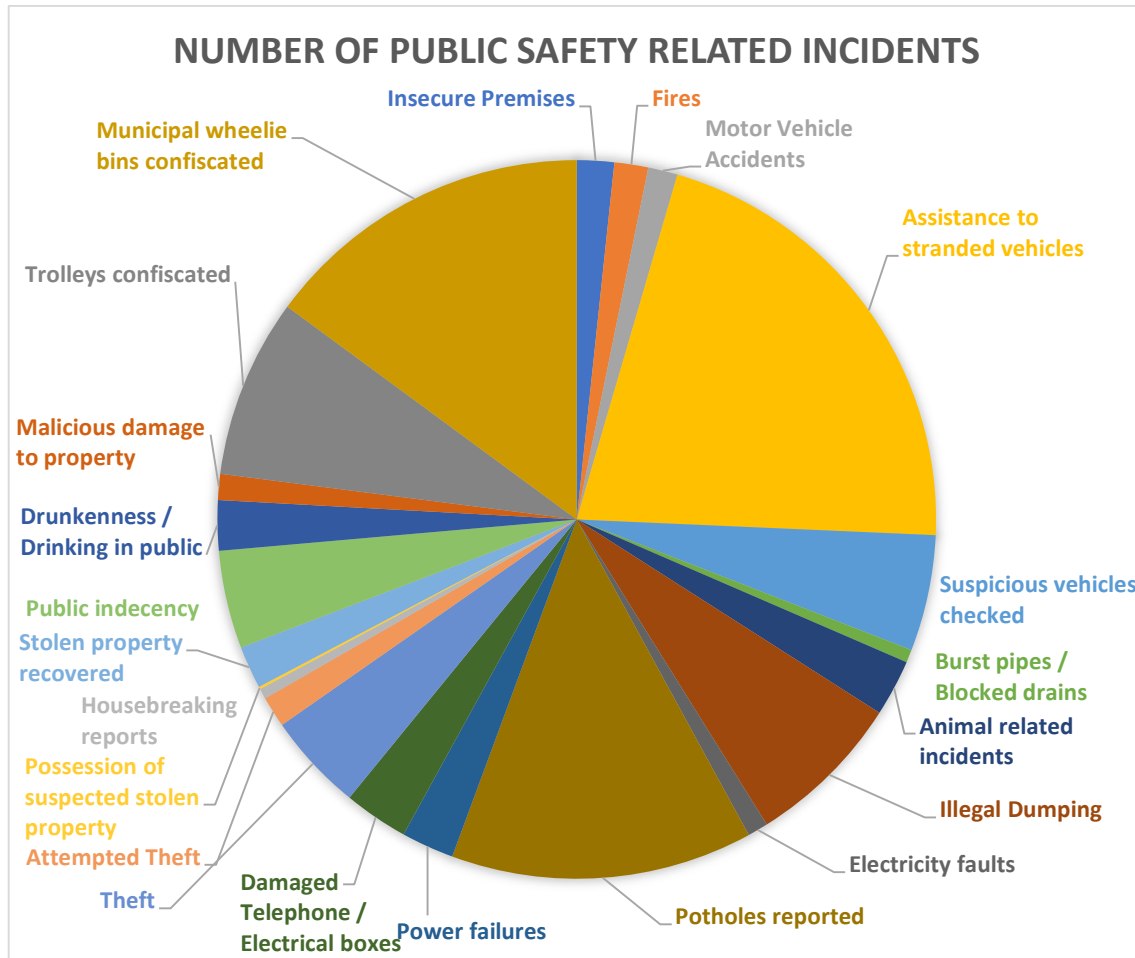
***Public safety performance information***

ACTION STEPS	Frequency per year	KEY PERFORMANCE INDICATOR	Comments
1. Identify the root causes of Public Safety in the BCID area in conjunction with the SAPS, Local Authority, Law Enforcement Officer (Rent-A-Cop) and existing Public Safety contractor using their experience as well as available Public Safety statistics.	Monthly	Monthly SAPS Sector Public Safety Meeting / Monthly Security Newsletter	SAPS refuse to submit written Public Safety statistics. Notes are taken at meetings.
2. Determine the Public Safety Threat Analysis of the BCID area in conjunction with the SAPS, Rent-A-Cop and other Law Enforcement Initiatives.	Monthly	Monthly SAPS Sector Public Safety Meeting / Monthly Security Newsletter. Report back to BCID Board.	Standing item on Sector 3 Sector Public Safety Forum Meeting agenda.
3. Determine strategies by means of an integrated approach to ensure Public Safety / deter criminals.	Monthly	Monthly SAPS Sector Public Safety Meeting / Monthly Security Newsletter	Standing item on Sector 3 Sector Public Safety Forum Meeting agenda.
4. In liaison with other Public Safety role players, Rent-A-Cop and the SAPS, identify current Public Safety and policing shortcomings and develop and implement effective Public Safety prevention strategies.	Monthly	Monthly SAPS Sector Public Safety Meeting / Monthly Security Newsletter	Standing item on Sector 3 Sector Public Safety Forum Meeting agenda.
5. Develop a Public Safety Management Strategy with clear deliverables and defined performance indicators to guide safety services by the appointed service provider and evaluate levels of service provided.	Monthly	SLA with Public Safety Service Provider and feedback to the BCID Board Meeting and Monthly SAPS Sector Public Safety Meeting. Submit monthly report to the Board and annually to the AGM.	Standing item on Sector 3 Sector Public Safety Forum Meeting agenda and BCID Board agenda.
6. Maintain a manned centrally located office(s) open to the members of the BCID to request Public Safety assistance or report information.	Monthly	Fully operational Public Safety Control Room and BCID mobile Public Safety caravan and submit monthly report to SAPS Sector Public Safety Meeting and BCID Board Meeting.	Public Safety Contractor provides control room, places and monitors Public Safety trailer.
7. Deploy Public Safety resources accordingly and effectively on visible patrols. Public Safety personnel and patrol vehicles to be easily identifiable.	Ongoing	Contract Public Safety provider to ensure good Public Safety service levels on a daily basis.	
8. Utilise the "eyes and ears" of all Public Safety and gardening/street cleaning staff, as well as own staff and Chrysalis Students to identify any Public Safety risks.	Ongoing	All staff are trained to report issues via the control room. 2 x Chrysalis students on daily bicycle patrols to record any Public Safety Risks. Weekly report to BCID Manager and Monthly report to BCID Board.	Incident Desk assists with this initiative.
9. Assist the Law Enforcement Initiatives through participation by BCID in the local SAPS Sector 3, Sector Public Safety Forum.	Monthly	Monthly SAPS Sector Public Safety meetings are held, minutes recorded and reported to Members in a monthly Public Safety Newsletter.	Standing item on Sector 3 Sector Public Safety Forum Meeting agenda.
10. Monitor and evaluate the Public Safety strategy and performance of all service delivery on a quarterly basis.	Quarterly	SLA with Public Safety Service Provider and quarterly feedback to the BCID Board Meeting.	

11. Monthly Public Safety report produced from Incident Desk.	Monthly	Public Safety Control Room records all incidents on Incident Desk with weekly reports to the BCID manager and monthly reports to the BCID Board.	
12. Maintain Incident Desk.	As Required	Public Safety Contractors and BCID Admin assistant.	
13. On-site inspection of Public Safety Patrol officers.	Ongoing	Public Safety supervisor and BCID Manager attend to this.	
14. Weekly Public Safety Reports from Contract Public Safety Company and CCTV Monitoring company.	Weekly	Recorded on Incident Desk.	
15. CCTV Area Roll out.	Ongoing	Annual budget and partnerships with private companies to roll out the network area-wide.	Standing item on Sector 3 Sector Public Safety Forum Meeting agenda. Refer to Program 4, point 7.
16. CCTV Monitoring Initiative.	Ongoing	Daily and weekly reports on incident desk to populate monthly reports.	
17. Daily placement and manning of CCTV enabled Public Safety Caravan.	Daily	To Improve public safety in crime hotspot areas.	
18. Daily placement and management of Law Enforcement Officer.	Daily	To Improve public safety in crime hotspot areas.	
19. Application to be submitted by CID to secure Law Enforcement Officer.	Annually	Contract with the CCT signed by the Directors.	Contact Law Enforcement by February of every year to renew contract by April of every year.
20. Register CCTV Cameras with the CCT.	As required.	Cameras Registered with the CCT.	

<b>IMPROVE AND CONTINUALLY ASSESS ALIGNMENT OF RESOURCES WITH SAFETY NEEDS OF LOCAL COMMUNITY</b>			
<b>ACTION STEPS</b>	<b>KEY PERFORMANCE INDICATOR</b>	<b>FREQUENCY per year</b>	<b>Comments</b>
1. Deploy Law Enforcement Officers in the BCID in support of the Public Safety Initiative	Measure effectiveness through Law Enforcement Statistics	Monthly	
2. Weekly Public Safety Reports from Contract Public Safety Service Provider	Report findings to the BCID Board with recommendations where applicable Incident reports Patrol vehicle tracking reports Patrol vehicle patrol logs	Monthly	<b>Incident reports</b> See the Table and Graph below. <b>Patrol vehicle patrol logs</b> See the Table below
3. Identify "hot spot" areas.	Number of "hot spot" areas identified and number of "hot spot" visitation for the reporting period	Monthly	See the Table Below

<b>Public Safety Incident - By Category</b>	<b>No of Incidents</b>
Insecure Premises	16
Fires	25
Accidents	31
Assistance to stranded vehicles	331
Suspicious vehicles checked	132
Suspicious persons checked	363
Burst pipe/blocked drains reported	20
Animal Cruelty/Dead	43
Dumping reported	49
Electricity faults	13
Potholes reported	124
Power Failures	81
Damage telephone/Electrical boxes	42
Theft	36
Attempted theft	17
Housebreaking	7
Possession – suspected stolen property	11
Stolen property recovered	11
Public indecency	70
Drunkenness/Drinking in public	16
Malicious damage to property	17
Trolleys confiscated	204
Wheelie Bins Confiscated	276
<b>Total</b>	<b>1935</b>



From 1 July 2021 to 30 June 2022 the two patrol vehicles logged the following number of patrol kilometres:

**Total: 42 981 km**

During the period from 1 July 2021 to 30 June 2022 the BCID identified **22** “Hot Spots” throughout the area.

A total of **4026** “Hot Spot” visits were conducted.

- The most significant challenge to the public safety operations in BCID remains the limited resources. The various Public Transport Interchanges (PTI’s) require near full-time dedicated officers and Law Enforcement as well as Traffic Services management. The BCID has limited resources and cannot dedicate its entire Public Safety Deployment to the PTI areas alone.
- The BCID’s overall strategy to address the challenge is based on a multi-disciplinary approach which includes the following measures:
  - The deployment of the Mobile Command Post.
  - Engaging the City of Cape Town for the deployment of additional Law Enforcement Officers for the Blackheath Public Transport Interchanges including regular VCP’s by the Traffic Services Taxi Unit.



- Extending the CCTV camera network to enhance the Public Safety Operations.

#### 4.1.9. Resource Allocation

- During the reporting period the BCID deployed two patrol vehicles during the daytime along with the Mobile Public Safety Command Post and 2 public safety officers in one patrol vehicle at night.
- A budget of R 436 088 was expended on the Public Safety initiatives for the year ending July 2021 and an additional R 39 990 was allocated for CCTV monitoring. The Law Enforcement Officer Contract budget was R199 532 for the period.

*The table below illustrates the actual expenditure compared with the projected expenditure for (1) the financial year preceding the current reporting period (2020/2021) and (2) the financial year that is the subject matter of this annual report (2021/2022).*

Service/ Project components	2020/2021			2021/2022		
	Projected Expenditure	Actual Expenditure	(Under)/ Over Expenditure	Projected Expenditure	Actual Expenditure	(Under)/ Over Expenditure
Law Enforcement	R 199 532	R 199 532	R Nil	R 223 862	R 199 759	R (24 103)
Public Safety	R 354 778	R 316 230	R (38 548)	R 348 108	R 319 048	R (29 060)
CCTV Monitoring	R 39 990	R 39 990	R Nil	R 41 382	R 41 382	R Nil
Incident Desk App	R 27 430	R 27 430	R Nil	R 31 517	R 31 517	R Nil
CCTV / LPR Cameras	R 92 428	R 92 428	R Nil	R 107 202	R 107 202	R Nil

## 4.2. MAINTENANCE AND CLEANSING SERVICES

4.2.1. The BCID deployed the services of a dedicated public cleaning service to provide the “top-up” or “additional” cleaning services required in the Blackheath area. To establish the most effective cleaning plan the strategy supports existing waste management services, identifies specific waste management problems and specific areas and assists in developing additional focussed cleaning plans for the area.

4.2.2. The plan was executed by establishing a small team to:

- Decrease waste and grime in the area through a sustainable cleaning programme.
- Provide additional street sweeping, waste picking and additional refuse collection in all the public areas.
- Assist with the maintenance of vegetation and the mowing of verges within the area.
- Perform minor civil works to improve or repair the verges and other public spaces.
- Removal of illegal posters, graffiti and stickers from non-municipal infrastructure.

4.2.3. Urban infrastructure was improved by:

- Developing and implementing a plan to identify and monitor the status of public infrastructure such as roads, pavements, streetlights, road markings and traffic signs.
- Coordinating actions with the relevant City of Cape Town Municipal Departments to address infrastructure defects, general maintenance and repairs, as well as new infrastructure needs. This was done through direct liaison with the Municipal

Departments and their officials in addition to the reporting and monitoring of repairs identified by the CID Manager via the City of Cape Town's C3 system.

- After a base level of repair and reinstatement was achieved the BCID team implemented local actions to correct minor issues.
- Identifying shortcomings in the basic infrastructure and assisting the Local Authority in planning necessary upgrades and scheduled maintenance in the area.
- Participating in the Business Retention and Expansion Program Survey with Property Owners in Blackheath in order to identify infrastructure and basic area shortcomings and developing action teams to drive the top three identified priority issues.

4.2.4. In addition, the urban management team, in consultation with the relevant Municipal Departments assisted with:

- Graffiti removal from non-municipal infrastructure where possible.
- Removal of illegal posters and pamphlets from public spaces and non-municipal infrastructure as noted in the BCID Implementation Plan.
- Painting of road markings and correction of road signs.
- Painting of Fever Trees to discourage debarking
- Greening, tree planting, tree pruning and landscaping.
- Kerb, bollard and paving reinstatements and freestanding street name kerbstones.
- Storm water drain cleaning where required.
- Verge mowing and weed spraying and weed removal.

4.2.5. The cleaning contingent deployed teams in various areas and rotated through the BCID. On-the-job training was provided to improve their skills and their ability to be more efficient. They also received specialist training for the management of brush cutters and petrol saws. The cleaning and urban maintenance team includes:

- 6 x urban management workers per day. The shifts run Monday to Friday
- 1 x urban management supervisor
- 1 x precinct manager

### ***Cleaning and Urban Maintenance performance information***

<b>PROVIDE A CLEANER PUBLIC SPACE</b>			
<b>ACTION STEPS</b>	<b>KEY PERFORMANCE INDICATOR</b>	<b>FREQUENCY per year</b>	<b>Comments</b>
1. Develop cleaning strategy to guide delivery from appointed service delivery provider.	Measure effectiveness through Cleaning Statistics	Monthly	
2. Coordinate the provision of additional litterbins in public spaces.	Record and Report findings to the BCID Board and the CCT with recommendations where applicable	Annually	
3. Provide clean streets & sidewalks (i.e. cleaning of municipal bins & removing street litter).	Measure effectiveness through Cleaning Statistics	Monthly	See the Table and Graph below
4. Remove Illegal Dumping from Public Spaces.	Measure effectiveness through Cleaning Statistics	Monthly	See the Table and Graph below

<b>RENEWING PUBLIC SPACES</b>			
<b>ACTION STEPS</b>	<b>KEY PERFORMANCE INDICATOR</b>	<b>FREQUENCY per year</b>	<b>Comments</b>
5. Remove graffiti in public spaces.	Measure effectiveness through Cleaning Statistics	Monthly	See the Table and Graph below
6. Remove unlawful or unsightly stickers and posters from public infrastructure.	Measure effectiveness through Cleaning Statistics	Monthly	See the Table and Graph below

<b>PROVIDE A WELL-MAINTAINED PUBLIC SPACE</b>			
<b>ACTION STEPS</b>	<b>KEY PERFORMANCE INDICATOR</b>	<b>FREQUENCY per year</b>	<b>Comments</b>
1. Develop an urban maintenance strategy to guide delivery from appointed service delivery provider.	Measure effectiveness through Urban Maintenance Statistics	Monthly	
2. Identify and report urban defects through collaboration with the City of Cape Town.	Record and Report findings to the BCID Board and the CCT with follow-up action where applicable  Measure effectiveness through Urban Maintenance Statistics	Monthly	See the Table below
3. Identify and plan the correction of urban defects and beautification of public infrastructure through repair, cleaning, and painting.	Measure effectiveness through Urban Maintenance Statistics	Monthly	See the Table below

<b>MAINTENANCE OF PUBLIC GREEN AREAS</b>			
<b>ACTION STEPS</b>	<b>KEY PERFORMANCE INDICATOR</b>	<b>FREQUENCY per year</b>	<b>Comments</b>
1. Mow street verges.	Measure effectiveness through Urban Maintenance Statistics	Monthly	See the Table below
2. Tree planting, pruning and landscaping.	Measure effectiveness through Urban Maintenance Statistics	Monthly	See the Table below

<b>Cleaning Task - By Category</b>	<b>No of Tasks</b>
Litter on sidewalks and streets removed	561
Litter in parks and public open spaces removed	86
De-weeding and weed spraying	87
Illegal dumping of builder's rubble removed	105
Illegal dumping of garden waste removed	98
Illegal dumping of household waste removed	86
Illegal dumping of mixed waste removed	416
Illegal dumping by vagrants cleaned	83
Drains cleaned	39
Removal of illegal posters and pamphlets	53
Public litter bins serviced	624
Greening, tree pruning and landscaping tasks completed	208
Collect all rocks, half bricks, concrete pieces	84

<b>Cleaning Task - By Category</b>	<b>No of Tasks</b>
Collect and heap all pieces of wood and other objects	48
Graffiti removal	24
Dead animals removed	10
Rodents and unhygienic areas addressed	24
Ensure litter is collected by the city	Daily
Ensure litter bins are emptied	Daily
Ensure all wheelie bins are collected	6
Special tasks	36
<b>Total</b>	<b>480</b>
<b>Refuse Bags</b>	<b>Count</b>
<b>No of bags of litter collected</b>	<b>4500</b>

- Although the BCID improved the cleanliness of most public environments in the area, the most challenging area remains the Public Transport Interchange and surrounding streets and open spaces. The large number of unpermitted informal traders makes a significant contribution to the generation of public litter and organic waste as they simply dispose of litter and unwanted fruit and vegetables in the streets and on the sidewalks.
- The BCID is in constant liaison with the City of Cape Town to address both the origin and the result of this problem through concerted efforts to curb unpermitted trade and formalise solid waste management for the area. A formal agreement exists between the BCID and the Solid Waste Department for the removal of collected litter in bags on a regular basis.

#### 4.2.6. Resource Allocation

- The BCID Cleaning teams are deployed to attend to the cleanliness of the entire Blackheath CID area and work via a pre-approved work schedule whilst also responding to emergencies like dropped loads and other daily events like illegal dumping and general littering.
- They also serve to manage the verges throughout the area by attending to additional mowing, tree pruning and other essential services.

*Actual expenditure compared with the projected expenditure for (1) the financial year preceding the current reporting period and (2) the financial year that is the subject-matter of this annual report (referred to below as "2021/2022")*

<b>Service/ Project components</b>	<b>2020/2021</b>			<b>2021/2022</b>		
	<b>Projected Expenditure</b>	<b>Actual Expenditure</b>	<b>(under)/ Over Expenditure</b>	<b>Projected Expenditure</b>	<b>Actual Expenditure</b>	<b>(under)/ Over Expenditure</b>
<b>Cleaning Services</b>	<b>R 652 950</b>	<b>R 652 950</b>	<b>Nil</b>	<b>R 692 127</b>	<b>R 692 127</b>	<b>R Nil</b>
<b>Environmental Upgrading</b>	<b>R 45 097</b>	<b>R 45 030</b>	<b>R (67)</b>	<b>R 102 381</b>	<b>R 102 381</b>	<b>R Nil</b>
<b>Verge Upgrades</b>	<b>R 100 000</b>	<b>R 21 911</b>	<b>R ( 78 089)</b>	<b>R 213 408</b>	<b>R 193 408</b>	<b>R Nil</b>

### 4.3. SOCIAL DEVELOPMENT SERVICES

- 4.3.1. The social issues of the area are varied and complex and no single plan or approach will adequately address these issues. The BCID coordinates its social intervention actions with the various NGO's and social improvement organisations in the area to assist in the development of a comprehensive strategy for addressing social issues in conjunction with the City of Cape Town, all relevant social welfare organisations and institutions.
- 4.3.2. Partnerships between CIDs and NGOs create a more cost-effective approach to the provision of a "top-up" service to the municipal cleaning services when large area clean-ups or specific maintenance tasks are required.
- 4.3.3. The intention is to employ staff for the cleansing profile from the local area.
- 4.3.4. The BCID followed an alternative approach during this period by supporting the initiatives of the City of Cape Town, and local NGO's. The BCID assisted the City of Cape Town in identifying people in need during the prolonged lockdown. In addition, the BCID donated R 8,241.00 to the local Sing for Africa Grade "R" School in support of their education programme and an additional R59,645.00 to the provision of an additional classroom that would accommodate 40 further Grade "R" learners from disadvantaged backgrounds in an ever growing demand for early childhood development in the area.

*Actual expenditure compared with the projected expenditure for (1) the financial year preceding the current reporting period and (2) the financial year that is the subject matter of this annual report (referred to below as "2019/2020")*

Service/ Project components	2020/2021			2021/2022		
	Projected Expenditure	Actual Expenditure	(Under)/ Over Expenditure	Projected Expenditure	Actual Expenditure	(Under)/ Over Expenditure
Social Upliftment	R 7 221	R 4 091	R (3 130)	R 18 605	R 17 223	R (1 382)
Donations	R 5 050	R 4 150	R (900)	R 5 050	R 750	R (4 300)
Happy Valley Grade "R" School	R 63 364	R 59 645	R (3 719)	R 71 740	R 71 662	R (78)

## PART C: CORPORATE GOVERNANCE

### 1. APPLICATION OF KING IV

- 1.1. In recognition of the fact that the NPC is entrusted with public funds, particularly high standards of fiscal transparency and accountability are demanded. To this end, the NPC voluntarily subscribes to the King Code of Corporate Governance for South Africa 2016 ("King IV"), which came into effect on 1 April 2017. King IV contains a series of recommended reporting practices under the 15 voluntary governance principles.

The practices applied by the company are explained in this part (Part C), of the Annual Report. In determining which reporting practices to apply, the Board took account of, among other things, the CCT's policy, and the reporting protocols appropriate to a non-profit entity such as an NPC.

- 1.2. Compliance with King IV for the reporting period. The Board is satisfied that the NPC has complied with the applicable principles set out in King IV during the period under review, to the extent reasonably possible, as provided fully below.

## **2. GOVERNANCE STRUCTURE**

### 2.1. Board Composition

The Board is satisfied that the Board of the NPC is compiled by a representative group of directors representing the interests of the varied property owner groups within the BCID footprint.

### 2.2. Board Observer

In terms of the By-law, City Councillors are designated as “Board observers” by the Executive Mayor to conduct oversight of Board functions. This oversight entails receiving Board documentation and attending Board meetings, with a view to ensuring that the company duly executes its statutory mandate. The Executive Mayor has appointed the Ward Councillor, Cllr. Kariena Mare as the Board observer.

### 2.3. Appointment of the Board

An Annual General Meeting is hosted annually to review the performance of the BCID and to confirm the mandate of the members. The AGM provides the opportunity to elect new directors to serve on the Board of the NPC. Elected Board members take responsibility for the various portfolios of the company and regular Board meetings allow the directors to provide oversight of, and a review of, current operations and to apply corrective measures, as and when required.

### 2.4. Overview of the Board’s responsibilities

The Board oversees the day-to-day delivery of the additional services according to the Business Plan. In executing this task, the Board:

- Identifies strategies to implement the NPC’s business plan in a manner that ensures the financial viability of the company and takes adequate account of stakeholder interests.
- Monitors compliance with applicable legislation, codes, and standards.
- Sets and amends the annual budget and any expenditure from savings.
- Oversees the preparation of and approves the annual financial statements for adoption by the members of the NPC at the AGM.
- Exercises effective control of the NPC and monitors the management’s application of the approved budget, implementation, and business plans.

### 2.5. Board charter

The Board is satisfied that it has fulfilled its responsibilities under the Board charter during the period under review.

### 2.6. Director Independence

During the period under review, the Board formally assessed the independence of all non-executive directors, as recommended by King IV. The Board has determined that

all non-executive directors, including the chairperson, are independent in terms of King IV's definition of "independence" and guidelines provided for in principle 7.28.

#### Board Committees

The Board appointed a CCTV project committee to oversee the procurement and implementation of the CCTV camera network. The Board is satisfied that the committee has fulfilled its responsibility in accordance with their terms of reference for the reporting period as required.

<b>Security Sector Meeting – Weekly Feedback and Task Team and Monthly Feedback and Strategy</b>	
Overall role & responsibilities	Oversee the Public Safety Profile and Law enforcement and Crime reduction strategies. Identify and address crime patterns.
Members	<ol style="list-style-type: none"> <li>1. George Ferreira</li> <li>2. Brendan van der Merwe</li> <li>3. Grant Jaars</li> <li>4. All Law Enforcement Agencies</li> <li>5. Security Companies</li> </ol>
Key areas of focus during 2021/2022	Report back on: Crime Statistics General crime trends VCP's and other joint operations
Number of meetings held during 2021/2022 reporting period	10

<b>Safety at Intersections and vehicle stacking embayments in Blackheath Task Team</b>	
Overall role & responsibilities	Oversee the procurement and implementation of the CCTV Camera Network
Members	<ol style="list-style-type: none"> <li>1. Graham Noonan</li> <li>2. Christiaan Rust</li> <li>3. Joshua van Zyl</li> <li>4. Brendan van der Merwe</li> </ol>
Key areas of focus during 2021/2022	Oversight of the Request for traffic calming within Blackheath Oversight of the planning for truck embayment within Blackheath Oversight of the safety at the various intersections, including the Buttskop Rail crossing and Range Road / Stellenbosch Arterial intersections Progress on the Eerste River Way upgrades
Number of meetings held during 2021/2022 reporting period	4

<b>Street lighting Task Team</b>	
Overall role & responsibilities	Oversee the procurement and implementation of the CCTV Camera Network
Members	<ol style="list-style-type: none"> <li>1. Andre Smuts</li> <li>2. George Ferreira</li> <li>3. Brendan van der Merwe</li> </ol>

	4. Responsible Officials from the City of Cape Town
Key areas of focus during 2021/2022	Oversight of the Request for Street Lighting in Range Road, Helene Street and Nicole Avenue. Engaging with the responsible departments to overcome the challenges toward implementation. Driving the issue to a close
Number of meetings held during 2021/2022 reporting period	5

### 2.7. Attendance at Board and committee meetings

The Board convenes at least 4 times per annum. Quarterly meetings are now required, although the CID aims to meet at least 8 times per annum. Following the dropping of COVID restrictions, all Board Meetings took place in person.

## 3. Ethical Leadership

Directors are required to maintain the highest ethical standards. To this end, the NPC has adopted a code of conduct for directors, which governs their ethical roles and responsibilities, and provides guidelines on the applicable legal, management and ethical standards.

The Code is available online at [www.bcid.co.za](http://www.bcid.co.za)

Upon appointment, directors must declare in writing to the chairperson any private interests that could give rise to a potential conflict of interest. These declarations are recorded in a register and are regularly updated.<sup>1</sup>

Directors must further disclose in writing to the chairperson if any matter before the Board gives rise to a potential conflict of interest. Such a director must recuse himself or herself from consideration and deliberation of, or voting on, the matter giving rise to the potential conflict of interest.

Transparency in personal or commercial interests ensures that directors are seen to be free of personal or business relationships that may materially interfere with their ability to act independently and in the best interests of the NPC.

The Board is satisfied that the directors have complied with their duties in terms of the Code during the year under review. No changes to the directors' respective declarations were recorded which could potentially impact their independence.

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<sup>1</sup> The code of conduct provides that the register is under the control of the chairperson and is kept confidential.



## **PART D: FINANCIAL INFORMATION**

### **1. Report of the External Auditor**

Please see Annexure "A"

### **2. Annual Financial Statements**

Please see Annexure "A"