

## 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 2023**



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:**

George Ferreira (Chairperson)	TJ's Lekkabraai	<a href="mailto:george@tislekkabraai.co.za">george@tislekkabraai.co.za</a>
Graham Noonan	MacAdams Baking Systems	<a href="mailto:gnoonan@macadams.co.za">gnoonan@macadams.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) / [Facebook](#)

### 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

30 July 2023

#### Blackheath City Improvement District Annual Report 2023

#### *Message from the Chairperson of the Board of Directors*

Dear Members of the Blackheath CID Community,

It is with great pleasure that I present the Annual Report for the year 2023, reflecting the remarkable progress and achievements of the Blackheath City Improvement District. As Chairperson of the Board of Directors, I am proud to lead a passionate team committed to transforming Blackheath into a vibrant and safe mixed use business community for all.

#### **A Year of Collaboration and Impact**

The year 2023 has been characterised by strong collaboration and active engagement among property owners, businesses, residents, and the local authorities. Through the collective efforts of all stakeholders, we have successfully executed a range of projects and services that have significantly improved the environment in Blackheath.

#### **Strategic Focus Areas**

The Blackheath CID remains steadfast in our commitment to four core strategic focus areas:

1. **Public Safety:** Enhancing safety measures and building a secure environment for residents, visitors, and businesses. This includes partnering with law enforcement agencies, implementing CCTV surveillance, and fostering community watch initiatives.
2. **Maintenance and Cleansing:** Preserving the cleanliness and aesthetics of our district through regular maintenance programs and street cleaning services. Our ongoing efforts have ensured that Blackheath remains an attractive place for all.
3. **Environmental Development:** Nurturing a sustainable and green community by beautifying public spaces, creating parks, and promoting environmental awareness and conservation.
4. **Social and Economic Development:** Supporting local businesses, fostering economic growth, and empowering the community through job creation and skills development initiatives.

#### **Achievements and Highlights**

In pursuit of our vision, several achievements have defined our progress during the year:

1. **Public Safety:** We successfully launched a community watch program, resulting in a significant reduction in crime rates and increased community cohesion. Our collaboration with local law enforcement has led to timely responses to security concerns.
2. **Maintenance and Cleansing:** Our team has consistently maintained the cleanliness of the district, ensuring that public spaces are presentable and inviting. The implementation of street art and beautification projects has garnered positive feedback from the community.
3. **Environmental Development:** We established a community garden initiative, promoting sustainable practices and fostering a sense of ownership among residents. Tree-planting drives have contributed to a greener and healthier environment.

4. **Social and Economic Development:** Our support for local businesses through networking events and marketing campaigns has yielded positive results. We facilitated skill development workshops and mentorship programs, empowering individuals to pursue entrepreneurial ventures.

### **Financial Overview**

Our financial prudence and effective resource allocation have enabled us to maintain sustainable operations and deliver impactful projects. The surplus funds and term budget have been effectively managed to ensure that there are savings to fall back on and that funds are utilised efficiently.

### **Looking Ahead**

As we move into the next year, we remain steadfast in our commitment to continuous improvement and community-driven development. The success of the Blackheath CID relies on your active participation and valuable input. Together, we will forge a brighter future for Blackheath.

Thank you for your unwavering support and dedication to the betterment of our community. Let us continue working hand in hand to create a Blackheath we can all be proud of.

**George Ferreira**

**Chairperson of the Board of Directors**

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

### **Chairperson's report to the Blackheath CID's Annual General Meeting held on 19 October 2023.**

Although the business of the day will be our priority during today's meeting, we are critically aware of the concerns emanating from local businesses relating to the stability of the ESKOM power supply to Blackheath. From Load shedding we moved to vandalism of the ESKOM kiosks, rumours were that this was in-house, and that aggrieved ESKOM suppliers and staff were behind these events. Once this stabilised slightly, the constant theft of cables and materials from the kiosks began to proliferate. We have also seen an increase in the theft of power by means of tying into electrical infrastructure from local kiosks to streetlights in the network both in and around the Blackheath area.

We have therefore made the decision to start today's meeting by attending to the business of the day first and then we can hear from our energy partners and have a discussion around how we are able to assist ESKOM in providing support and assistance to protecting ESKOM electrical supply and thereby stabilising the grid slightly by reducing the risk to crime. This of course won't solve the question of load shedding, but there will be other potential solutions tabled today as far as load shedding curtailment and the wheeling of power through the existing ESKOM power grid that may assist with this outcome.

The BCID team has been working tirelessly to bring all the options together and have offered our assistance and resources to all the above options in order to support the outcomes needed to stabilise the ESKOM energy grid in Blackheath. Today we will be tabling an increased budget to allow the fencing of vulnerable ESKOM infrastructure including electrical kiosks and transformers situated in the public space. We have partnered with ESKOM's security branch and local engineers to assist in moving forward with this initiative.

We will table the revised memorandum of Incorporation for approval by the members here today. This document, as well as all other documents relevant to today's meeting, and those outlining the changes to the MOI were all made available in the lead up to this meeting on our website at [www.bcid.co.za](http://www.bcid.co.za).

In partnership with the City of Cape Town's Enterprise and Investment Branch under the guidance of Gerschwin Williams and his team we have also committed to drive other Municipal infrastructure projects in Blackheath. These include the Buttskop Railway bridge, local road repairs and upgrades, attention to traffic calming, safety and daily maintenance, and future planning for truck stacking and embayment.

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 growth.

Our CCTV camera network consists of 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.

The stability of our CCTV network has faced many challenges over the past year with loadshedding and vandalism and theft of Eskom infrastructure and the weather being the major obstacles to up-time. We made the move to install UPS hardware at all our camera locations. We are now also investigating a new high site and will explore every possible avenue available to us to ensure system stability.

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.

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 2022/2023 an amount of R1,153,527.00 was spent on top-up cleaning services and other verge projects and R782,276.00 on public safety, CCTV monitoring and law enforcement. For 2023/2024

these figures will increase to an estimated R1,344,335.00 on cleansing and verge other projects and R815,711.00 will be spent on public safety, CCTV monitoring and law enforcement.

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.

### **CID Manager's Report to the Blackheath Industrial Area for 2023.**

Since I joined the BCID in March 2006, our primary focus has been on infrastructure-led development in the Blackheath Industrial Area. Over the years, we have witnessed substantial annual capital investments made by Property Owners and local authorities, including Eskom and the City of Cape Town.

This financial year saw a considerable increase in both load shedding and the vandalism of and theft from Eskom infrastructure in and around the Blackheath Industrial Area. This has led us to partner with both Eskom and local companies in an effort to protect electrical kiosks and mini substations amongst other essential Eskom infrastructure in the public space. The theft of electricity from infrastructure in the public space also saw a remarkable increase with persons from both Happy Valley and Sophia Town laying hundreds of metres of cabling to tie into streetlights and kiosks, sometimes even tunnelling across our roads along Range Road and the Stellenbosch Arterial Road.

The Blackheath CID led several operations in partnership with Eskom and the local authorities to remove illegal connections. We also partnered with Eskom to secure the underground cables and to relocate some of the smaller kiosks onto private property where possible. Our latest engagements are looking into further securing the kiosks and mini subs with physical barriers.

Our partnership with the City of Cape Town's Business Retention, Investment Facilitation Branch led to the Blackheath Retention and Expansion Surveys and later to the Task Teams that were set up to drive issues like road safety, street lighting and later truck embayment and road network planning. These initiatives are ongoing with regular feedback to the members of the BCID. We are now also driving the load shedding curtailment program through this forum.

To further address local issues, task teams have been formed under the guidance of respective Directors, focusing on specific infrastructure and safety concerns within the Blackheath Industrial Area.

Our efforts prioritise municipal services such as roads and road networks, storm-water management, sewerage systems, water reticulation, public lighting, pedestrian safety, safety at the Buttskop Road Level Crossing, traffic calming measures, painted lines and signs, and the general maintenance of these services. We consistently submit reports to the local authority, emphasising the necessary infrastructure upgrades and providing strong motivations for prioritising local projects.

Through our dedication, the Blackheath area has seen remarkable visual improvements over the years, reflecting the success of our partnership with BCID Members, stakeholders, property owners, and the City of Cape Town. As we anticipate the development of significant private industrial projects in the future, funding from these initiatives will contribute to further infrastructure and road network upgrades. The future of the Blackheath Industrial Area looks bright and promising.

**Brendan van der Merwe**  
*CID 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 31 July 2023 and signed by Mr George Ferreira and Mr Graham Noonan on behalf of the Directors.

**George Ferreira**  
*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.

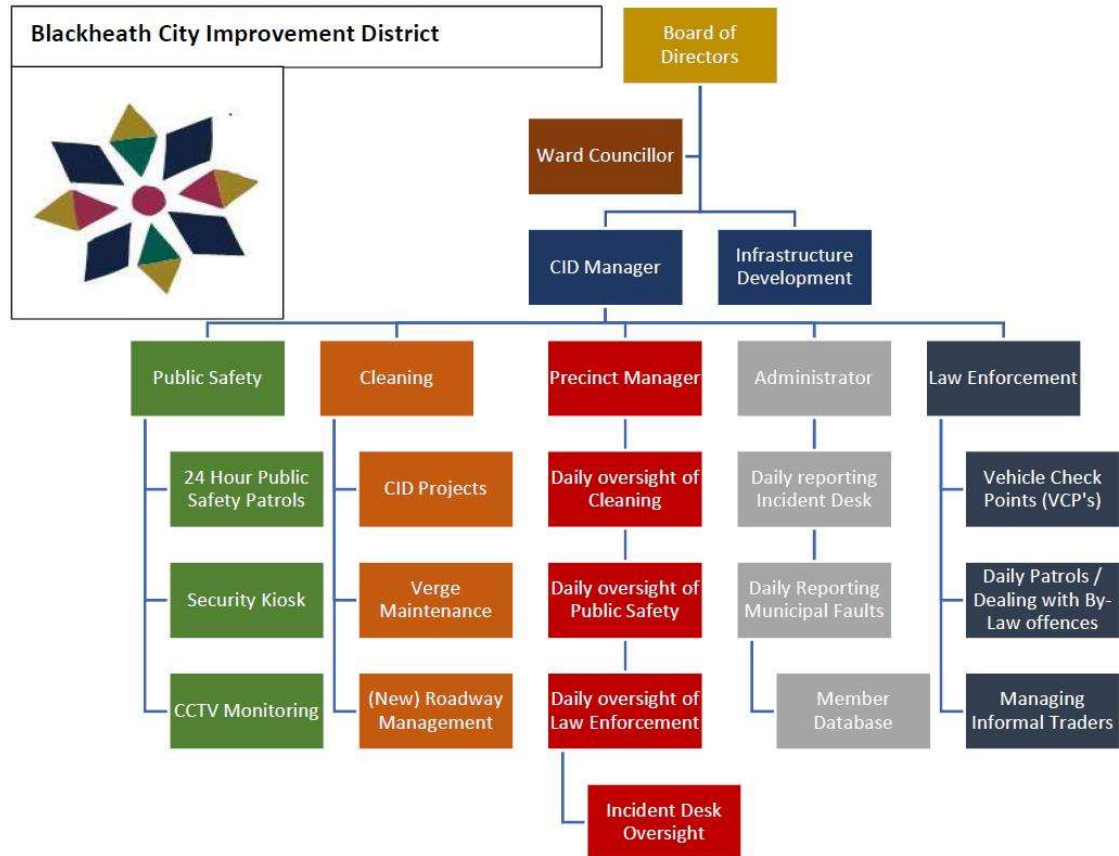
### **7. STATUTORY MANDATE**

The Blackheath City Improvement District NPC is governed by the CID By-law and Section 22 of the Municipal Property Rates Act. Its main responsibility is to consider, develop, and implement improvements and upgrades within the geographical area of the Blackheath City Improvement District, supplementing services provided by the CCT.

Funding for these initiatives comes from additional rates collected by the CCT from qualifying property owners within the CID's registered boundaries. The collected rates are then allocated to the company according to legislation. The CID may also receive additional funding through local fundraising initiatives.

In managing these funds, the company operates under the oversight of the CCT, adhering to the CID By-law and CID Policy, as well as the public procurement principles enshrined in Section 217 of the Constitution of the Republic of South Africa, 1996. These measures ensure transparency, accountability, and effective use of resources for the improvement and development projects within the Blackheath City Improvement District.

## 8. ORGANISATIONAL STRUCTURE



## PART B: PERFORMANCE INFORMATION

### 1. SITUATIONAL ANALYSIS

#### 1.1. Service delivery environment

The BCID's efforts have led to significant upgrades and maintenance in the Blackheath Industrial area. Successfully extending its term for an additional five years in 2020, the BCID is now focused on addressing the impact of future road networks on access to the area, particularly concerning road safety and the phasing-in of embayment for delivery and logistics vehicles.

Crime reduction is a priority for the BCID, and they take a proactive approach using various tools such as CCTV, Mobile Security Units, Law enforcement, and visible Public Safety patrols. Coupled with area cleaning initiatives, they aim to prevent further urban decay.

Working closely with the City of Cape Town, the BCID intends to enhance the area further, with a focus on upgrading facilities and infrastructure around the Blackheath Public Transport Interchange.

## **1.2. Organisational environment**

Summary of Organizational Environment - Blackheath City Improvement District

The Blackheath City Improvement District (CID) operates within the vibrant and diverse community of Blackheath, under the auspices of the City of Cape Town Municipality. As a proactive and community-driven organisation, the CID is dedicated to enhancing the quality of life for residents, visitors, and businesses within its boundaries. Our strategic focus areas encompass public safety, maintenance and cleansing, environmental development, and social and economic growth. Through these pillars, we strive to foster a secure, clean, green, and thriving environment for all.

Collaboration and community engagement are at the heart of our approach. We actively seek input and involvement from property owners, local businesses, residents, and relevant authorities to ensure that our initiatives reflect the unique needs and aspirations of Blackheath. Our strong partnerships with law enforcement agencies have resulted in effective security measures, contributing to a notable reduction in crime rates and the establishment of community watch programs.

As part of our commitment to environmental sustainability, the CID actively promotes green initiatives and beautification projects. From community gardens to tree-planting drives, we aim to nurture a greener and healthier Blackheath. Through regular maintenance programs and street cleaning services, we maintain the cleanliness and aesthetics of the district, ensuring a welcoming and appealing atmosphere for all.

In line with our focus on social and economic development, the CID supports local businesses and empowers the community through skills development programs and job creation initiatives. Our networking events and marketing campaigns provide platforms for local entrepreneurs to thrive and grow.

Financial prudence and efficient resource allocation are paramount to our success. The CID manages funds through a rolling bad debt reserve and term budget, ensuring that resources are utilized effectively and sustainably.

Looking ahead, the Blackheath CID remains committed to continuous improvement and community-driven development. Together with our stakeholders, we will continue to shape a Blackheath that is safe, thriving, and a source of pride for all who call it home. Our success is a testament to the collective dedication and unwavering support of the Blackheath community. With a shared vision and collaborative spirit, we will build a brighter future for Blackheath.

## **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 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

The Blackheath City Improvement District (BCID) is proud to acknowledge the invaluable support and partnership extended to us by the City of Cape Town. As a proactive and community-driven organisation, our success is amplified by the collaborative efforts with the City, which shares our vision for a vibrant and thriving industrial node in Blackheath.

The City of Cape Town has been a key ally in our endeavours to enhance the quality of life within our district. Their unwavering commitment to public safety has been

instrumental in our collective efforts to reduce crime rates and create a secure environment for residents, businesses, and visitors alike. The City's law enforcement agencies have worked closely with our team to implement effective security measures, contributing significantly to the peace and well-being of our community.

Furthermore, the City of Cape Town's support in infrastructure development and maintenance has played a crucial role in shaping a clean and aesthetically appealing environment. Through their commitment to regular maintenance programs and street cleaning services, we have been able to ensure that our streets are tidy and inviting, promoting a sense of pride and belonging within Blackheath.

In addition to their support in safety and infrastructure, the City of Cape Town has been a strong advocate for environmental sustainability and community development. Their collaboration in green initiatives and beautification projects has helped us foster a greener and healthier Blackheath, while their endorsement of skills development programs and job creation initiatives has empowered our community members with meaningful opportunities.

The Blackheath CID extends its heartfelt appreciation to the City of Cape Town for their unwavering support and partnership. As we continue to work together in pursuit of our shared goals, we are confident that our combined efforts will lead to a prosperous and harmonious future for Blackheath. Together, we celebrate the spirit of collaboration and dedication, laying the foundation for a better tomorrow for all.

- 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.
- 4.1.9. The deployment plan is revised both weekly monthly at our sector safety meetings.

***Public safety performance information***

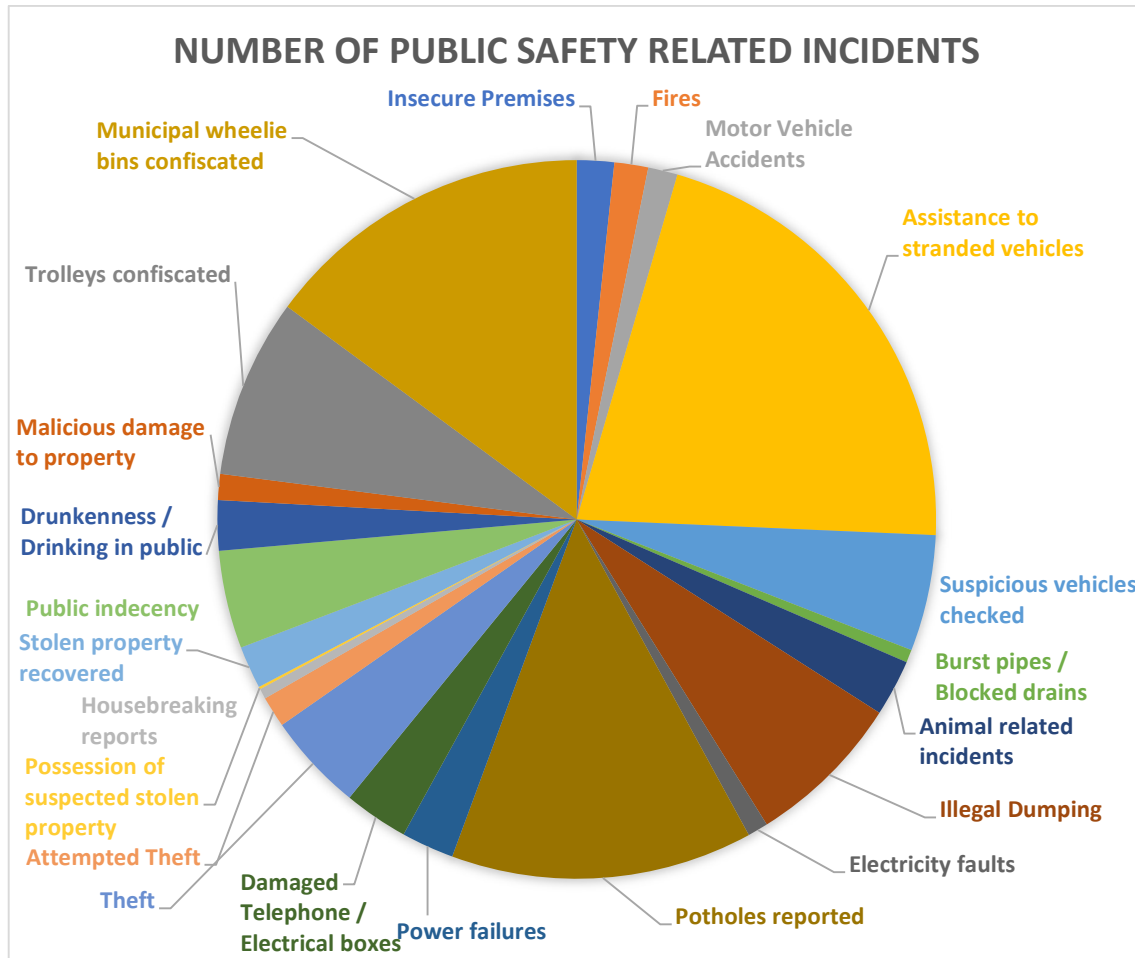
ACTION STEPS	Frequency per year	KEY PERFORMANCE INDICATOR	Comments
1. Identify the root causes of Public Safety in the BCID area in conjunction with the SAPS, Local Authority, Law Enforcement Officer (Rent-A-Cop) and existing Public Safety contractor using their experience as well as available Public 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	Weekly and 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 2022 to 30 June 2023 the two patrol vehicles logged the following number of patrol kilometres:

**Total: 37 135 km**

During the period from 1 July 2022 to 30 June 2023 the BCID identified **26** "Hot Spots" throughout the area.

A total of **1442** "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.

#### 4.1.10. 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 390 783 was expended on the Public Safety initiatives for the year ending July 2023 and an additional R 36 853 was allocated for CCTV monitoring. The Law Enforcement Officer Contract budget was R213 840 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 (2021/2022) and (2) the financial year that is the subject matter of this annual report (2022/2023).*

Service/ Project components	2021/2022			2022/2023		
	Projected Expenditure	Actual Expenditure	(Under)/ Over Expenditure	Projected Expenditure	Actual Expenditure	(Under)/ Over Expenditure
Law Enforcement	R 223 862	R 199 759	R (24 103)	R 213 840	R 213 840	R Nil
Public Safety	R 348 108	R 319 048	R (29 060)	R 340 510	R 340 510	R Nil
CCTV Monitoring	R 41 382	R 41 382	R Nil	R 50 273	R 50 273	R Nil
Incident Desk App	R 31 517	R 31 517	R Nil	R 36 853	R 36 853	R Nil
CCTV / LPR Cameras	R 107 202	R 107 202	R Nil	R 140 800	R 140 800	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, litter picking / verge maintenance to public space.
- 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 in streets removed	3119
Litter in parks and public open spaces removed	259
De-weeding and weed spraying	87
Illegal dumping of builder's rubble removed	146
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	165
Removal of illegal posters and pamphlets	864
Public litter bins serviced	624
Greening, tree pruning and landscaping tasks completed	208
Collect all rocks, half bricks, concrete pieces	184

<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	12
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>6475</b>
<b>Refuse Bags</b>	<b>Count</b>
<b>No of bags of litter collected</b>	<b>4600</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 "2022/2023")*

Service/ Project components	2021/2022			2022/2023		
	Projected Expenditure	Actual Expenditure	(under)/ Over Expenditure	Projected Expenditure	Actual Expenditure	(under)/ Over Expenditure
Cleaning Services	R 692 127	R 692 127	R Nil	R 733 655	R 733 655	R Nil
Environmental Upgrading	R 102 381	R 102 381	R Nil	R 108 545	R 108 545	R Nil
Verge Upgrades	R 213 408	R 193 408	R Nil	R 100 000	R 100 000	R Nil
Additional Cleansing	R 172 708	R 137 748	R (34 960)	R 155 000	R 155 000	R Nil

### 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 donated R 32,911.00 to the local Sing for Africa Grade "R" School in support of their education programme and an additional R75,240.00 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. An additional donation of R5,351 for sundries was also made.

*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 "2022/2023")*

Service/ Project components	2021/2022			2022/2023		
	Projected Expenditure	Actual Expenditure	(Under)/ Over Expenditure	Projected Expenditure	Actual Expenditure	(Under)/ Over Expenditure
Social Upliftment	R 18 605	R 17 223	R (1 382)	R 32 911	R 32 911	R Nil
Donations	R 5 050	R 750	R (4 300)	R 5 351	R 5 351	R Nil
Happy Valley Grade "R" School	R 71 740	R 71 662	R (78)	R 75 240	R 75 240	R Nil

## PART C: CORPORATE GOVERNANCE

### 1. APPLICATION OF KING IV

- 1.1. The NPC recognises the responsibility of handling public funds and places a strong emphasis on fiscal transparency and accountability. As part of our commitment to good corporate governance, the NPC voluntarily adheres to the King Code of Corporate Governance for South Africa, 2016 (King IV), which has been effective since 1 April 2017. King IV outlines 15 voluntary governance principles, each with recommended reporting practices.

In this section (Part C) of the Annual Report, the company explains the specific practices it applies. The Board carefully considered various factors, including the policy of the City of Cape Town (CCT) and the reporting protocols suitable for a non-profit entity like an NPC when determining which reporting practices to adopt. By following these guidelines, the NPC aims to uphold transparency and accountability in managing public funds and carrying out its responsibilities.

- 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 2022/2023	Report back on: Crime Statistics General crime trends VCP's and other joint operations
Number of meetings held during the 2022/2023 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 2022/2023	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 2022/2023 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. George Ferreira</li> <li>2. Brendan van der Merwe</li> <li>3. Responsible Officials from the City of Cape Town</li> </ol>

Key areas of focus during 2022/2023	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 2022/2023 reporting period	4

### 2.7. Attendance at Board and committee meetings

The Board convenes at least 4 times per annum. Quarterly meetings are 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

The NPC places a strong emphasis on maintaining the highest ethical standards for its directors. To ensure ethical conduct, the NPC has adopted a comprehensive code of conduct for directors, outlining their roles, responsibilities, and guidelines for adhering to legal, management, and ethical standards. The code is available online at [www.bcid.co.za](http://www.bcid.co.za).

Upon their appointment, directors are required to disclose in writing to the chairperson any private interests that could potentially lead to a conflict of interest. These declarations are recorded in a register and regularly updated. If any matter before the Board could potentially create a conflict of interest, directors must also disclose this in writing to the chairperson.

In such cases, the director must recuse themselves from the consideration, deliberation, and voting on the matter to ensure transparency and prevent any interference with their ability to act independently and in the best interests of the NPC.

The Board is satisfied that the directors have adhered to their duties as outlined in the Code during the year under review. No changes to the directors' declarations were recorded that could potentially impact their independence. By maintaining these standards, the NPC ensures that its directors act with integrity and in the best interests of the organization.

## PART D: FINANCIAL INFORMATION

### 1. Report of the External Auditor

Please see Annexure "A"

### 2. Annual Financial Statements

Please see Annexure "A"