

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 2025



Our online report is available at www.bcid.co.za

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PART A: GENERAL INFORMATION

1. GENERAL INFORMATION

| | | |
|-------------------------------|--|---|
| Registered Name: | The Blackheath City Improvement District NPC (BCID) | |
| Company Reg No: | 2005/036286/08 | |
| Registered Office: | Unit 34, Blackheath Small Business Centre, 10 Station Road, Blackheath, 7580 | |
| Postal Address: | P.O. Box 12, Blackheath, 7581 | |
| VAT number: | 4490224245 | |
| BCID Directors: | | |
| George Rheinard Ferreira | (Chairperson) TJ's Lekkabraai | george@tjslekkabraai.co.za |
| Graham Mark Noonan | MacAdams Baking Systems | gnoonan@macadams.co.za |
| Josias Heremias van Zyl | CIP Trust | josh@jhvz.co.za |
| Michiel Christiaan Rust | Neulux Logistics | christiaan@abecotanks.co.za |
| Clifford Wade Toerien | Spear Holdco Pty Ltd | cliff@spearprop.co.za |
| Auditors: | C2M Chartered Accountants Inc | |
| Accountant: | Taxrite Accounting Services | |
| Banking Institution: | The Standard Bank of South Africa Ltd, Cape Gate Branch | |
| Company Secretary: | C2M Taxation Accounting & Statutory Services (Pty) Ltd | |
| BCID Manager: | Brendan van der Merwe | brendan@bcid.co.za |
| 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 | info@bcid.co.za / admin@bcid.co.za |
| | Website | www.bcid.co.za / Facebook |

2. LIST OF ABBREVIATIONS/ACRONYMS

| | |
|------|--|
| BCID | Blackheath City Improvement District NPC |
| 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 August 2025

Members of the Blackheath CID Community,

I am proud to present the Annual Report for the year ending 30 June 2025, reflecting the remarkable progress and achievements of the Blackheath City Improvement District in collaboration with our partners in service delivery within the Blackheath Industrial Area. Our committed team of Directors and staff directed the BCID resources to invest in the future of the Blackheath Industrial Area.

A Year of focus on cleanliness, security and infrastructure

Our mission is to deliver enhanced area management and supplementary municipal services within the Blackheath Industrial Area, with a focus on public safety, maintenance and cleansing, environmental development, and strategic marketing. We actively support the City of Cape Town in rehabilitating and upgrading municipal infrastructure, while promoting social and economic development and striving to create a thriving, sustainable, and inclusive urban environment.

During the period from July 2024 to June 2025 we focussed on upgrading roads infrastructure within the Blackheath Industrial Area. Road safety, well managed roads infrastructure, the improvement at verges along Wimbledon Road and the constant cleaning and mowing and pruning of trees ensures that the Blackheath Industrial Area remains a safe and welcoming Industrial precinct.

Our local crime stats showed that the neighbouring areas of Happy Valley, Kleinvele, Blue Downs, Mfuleni and the Wesbank endured seriously high levels of violent crime, including murder and other serious contact crimes. Extortion and other forms of intimidation also remained high in these areas with business robberies being prevalent in those sectors.

We needed to act and to draw our partners in public safety close, so that we could ensure that we kept these crimes out of Blackheath. Our weekly and monthly Public Safety Sector meetings ensured ongoing engagement and strong partnerships in this space and ensured that we engaged in a proactive approach to crime prevention.

Strategic Focus Areas

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

1. **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, well-managed Industrial Area.
2. **Public Safety:** Enhancing safety measures and partnering with law enforcement agencies, implementing CCTV surveillance, and fostering relationships between the various law enforcement agencies to ensure safety within the public space.
3. **Environmental Development:** Investing in infrastructure projects along Wimbledon Road to ensure pedestrian safety and structured intersections to promote road safety and the proper management of storm water at these busy intersections.
4. **Social and Economic Development:** Supporting local NGO's, fostering economic growth through our business retention and expansion programmes and partnering with Eskom to ensure a stable energy supply to the Blackheath Industrial Area.

Achievements and Highlights

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

1. **Public Safety:** Our well-managed relationship between ourselves and local law enforcement agencies responsible for public safety, resulted in a significant reduction in crime and increased community cohesion. Our collaboration with local law enforcement agencies has led to timely responses to all public safety concerns. Our continued investment in CCTV plays an essential role in the daily monitoring of safety in the Blackheath Industrial Area and allows us to be proactive in our response to crime. Our partnership with the City's contracted Law Enforcement services also ensures that we have additional reach in this space.
2. **Maintenance and Cleansing:** Our cleansing team has consistently maintained the cleanliness of the district, ensuring that public spaces are presentable and well managed, that road reserves are maintained, trees pruned, litter picked and verges mowed regularly and that any service delivery issues along verges are properly reported and dealt with by the local authority.
3. **Environmental Development:** Our tree-planting and greening initiatives have contributed to a greener and healthier environment and the new pedestrian avenue along Wimbledon Road.
4. **Social and Economic Development:** Our partnership with the City's Economic Development Department and specifically the Business Retention and Expansion program provided support for local businesses through networking events and marketing campaigns and has yielded very positive results. We facilitated various workstream meetings to address concerns relating to Road Safety, safe embayment and stacking for logistics vehicles, stable electricity supply and area lighting and facilitated the Eskom load shedding curtailment program. Our partnership with the Sing for Africa Grade "R" School in the neighbouring residential area of Happy Valley where donations to fund early childhood development, skills development programs and feeding schemes that are provided to the community in Happy Valley, proved to be very successful and the positive outcomes were very encouraging.

Key events and challenges

Our major capital project to formalise the verges at intersections along Wimbledon Road took forefront during this period. We spent approximately R996,540 on hard surfacing of verges along Wimbledon Road. Verges at intersection were paved with a locally manufactured exposed aggregate paver. We ensure to procure all our materials and equipment from Blackheath based companies.

Load shedding mitigation, frequent power outages due to various factors including the failure of infrastructure and the vandalism and theft of ESKOM infrastructure were by far the most important issues and our biggest challenges during this period. Our response to this was a further challenge to secure vital ESKOM infrastructure and to find ways to stabilise the electrical supply to the Blackheath Industrial Area. The various task teams dealt very effectively with this complex issue and various public events were held to engage with business owners and to find a way forward in this regard.

We have formed strong partnerships with the management of the various sectors in within Eskom and we will build on this relationship in the future.

This led to, amongst other programs, the birth of the load shedding curtailment program which we embarked on with enthusiasm and drive and, in partnership with ESKOM and local businesses, made huge strides to complete the process of identifying the larger power consumers and their feeder units and have them all complete the registration for this program.

Although load shedding has not been as prevalent as before in this period, we are now ready to participate in this program when the need arises.

Financial Overview and Minimising Risk

Our financial prudence and effective resource allocation has 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 adequate funds in savings and that funds are utilised efficiently.

This year we focussed on mitigating risks related to the running of the day-to-day operation by formulating a risk strategy and by closely monitoring all spending and investments.

Looking Ahead

As we move into the next year, we remain steadfast in our commitment to continuous improvement and community-driven development. We remain optimistic about the growth and interest in the Blackheath industrial area as we continue to attract large-scale investment and development to Blackheath, because of our ongoing efforts and initiatives. We intend to continue to invest in the hard surfacing of verges at intersections throughout the BCID area. This will require large capital investment and will therefore have to be rolled out over several financial years.

In recognising our partners at the City of Cape Town and at ESKOM, Law Enforcement and the South African Police Services and our public safety service provider ST3 Security, your committed efforts are the reason for our success. We thank you sincerely for your ongoing support and commitment to making Blackheath a safe and prosperous Industrial area.

To my fellow Board Members, thank you for your time and dedication to the cause and for your valuable contributions made through our various engagements during the period. We appreciate your ongoing commitment and dedication to the success of the Blackheath Industrial Area.

I would like to recognise Mr Graham Noonan who is set to retire as a board member at the AGM this year. Graham has dedicated 20 years to the establishment and successful management of the BCID and as Financial Director he has dedicated many hours to attending the accounts and finances of the company and many other administrative duties and fiscal responsibilities. Our humble appreciation goes to Graham for his invaluable commitment to the financial success of the BCID and we wish Graham all the very best in his future endeavours.

George Ferreira

Chairperson of the Board of Directors

4. Chief Financial Officer's Annual Report

Chief Financial Officer's report to the Blackheath Industrial Area for the year ended 30 June 2025.

I am pleased to present the financial report for the year ended 30 June 2025. The Blackheath City Improvement District (BCID) ended the year with a deficit of **R174,289**.

The most significant expenditure during the year was the completion of major verge upgrade projects, with a total capital spend of **R996,539**. This investment was funded partly from accumulated surplus capital and partly from the current year's budget, with adjustments made to reallocate funds from other budget lines to the verge upgrades.

Throughout the year, the Board of Directors maintained a strong focus on prudent financial management and risk oversight, ensuring that all decisions relating to capital projects and other discretionary expenditure were taken collectively. Only fixed monthly contractual obligations proceeded without specific Board approval.

The BCID remains in a healthy financial position, with **no outstanding debt** and with **R1,761,012.00** retained in savings at year-end, despite the significant investment in infrastructure improvements.

This reflects the organisation's commitment to responsible fiscal management while continuing to deliver on its mandate to improve and enhance the Blackheath industrial area.

After many years of service, I've decided to step away from my role in the Blackheath City Improvement District. It's a bittersweet moment—one that marks the end of a chapter I've been part of since the very beginning, when Sandy Jeffery from Pallet Supply started the initiative.

Being part of this initiative from its inception has been one of the most meaningful experiences of my professional life. I've had the privilege of working alongside passionate, committed individuals who care deeply about this community. Together, we've faced challenges, celebrated milestones, and built something that I believe will continue to grow and thrive.

I'm proud of what we've achieved—not just in terms of infrastructure and safety, but in the spirit of collaboration and trust that's taken root here. I leave with immense gratitude for the relationships formed, the lessons learned, and the opportunity to contribute to something larger than myself.

Though I'm retiring from the CID, I won't be far. My heart remains firmly rooted in Blackheath, and I'll continue cheering on the team and the community from the sidelines.

Thank you for the journey.

Graham Noonan

Chief Financial Officer

5. Chief Executive Officer's annual feedback

The period under review brought some serious new challenges relating to increased rainfall and increased traffic flow through the Blackheath Industrial Area. It has become clear that formalised storm water infrastructure along Wimbledon and Range Roads will have to form part of the municipality's future planning. The Buttskop rail crossing and extension of the EersteRiv way corridor are also becoming more of a priority considering the impact of traffic and especially heavy vehicles.

We have made much progress in terms of managing the local road networks, but the weather has really impacted on the state of the road networks within Blackheath. Fortunately, the city's road infrastructure management department is very responsive and the BCID has formed a very good relationship with the Municipal roads engineering department with regular communication regarding the state of the network and the needs of the Industrial Area leading to regular improvements being made to the road network.

Safety in Blackheath remains a high priority to us considering the extremely volatile situation in some of the neighbouring residential nodes. Mfuleni and the Wesbank have extremely high murder rates and levels of personal and violent crime. Intimidation and extortion have spilled over into the development space in Blackheath as developers and their contractors are intimidated by the local Happy Valley organised community groups in search of financial opportunities. What is commonly referred to as the "construction mafia" is on our doorstep and in some recent cases has led to public violence because of resistance from the contractors who have been forced to obtain protection orders against these local individuals and groups that also appear to be politically connected.

Despite these challenges we have navigated these risks and development continues unabated within the local area.

Some of the risks we face include affordability, budgetary constraints, Municipal budgetary constraints and operational inadequacies and having too many items on our list of priorities. For this reason, we continue to raise our priorities with the local authorities and save funds to assist us to take on the capital projects intended to improve and uplift the public space.

Our relationship with Eskom is a high priority. We have hosted several public meetings in Blackheath to facilitate debate between Eskom and their customers. Eskom customers have agreed to have the BCID act as intermediary between themselves and Eskom with the intention of keeping customers informed of outages and any pending maintenance projects. We are also urging Eskom to attend to old and outdated infrastructure and to replace fibre kiosks with the new tamper proof steel kiosks.

We will host Eskom at our AGM again this year, again we need to nurture this relationship, because there are no alternatives available to business in Blackheath who are very dependent on power in their manufacturing processes. We hope that our efforts will assist Eskom in providing adequately for the needs of the Industrialists in Blackheath for the foreseeable future proving a quick response to any unscheduled power outages.

Bureaucracy and red tape are an ever-growing reality in the CID space. Tighter regulations, more public scrutiny, more detailed reporting, ever growing challenges in the public space, social ills and crime, budgetary and operational constraints chain together to make this a very challenging space. This does not deter us from fulfilling our mandate and delivering on our mandate to organise, fund, manage and facilitate improvements in the Blackheath City Improvement District for the benefit of the entire local community.

We are excited for the future and will continue to be “committed to making a difference” and I remain a sitting Councillor in the City of Cape Town Municipality.

Brendan van der Merwe

Chief Executive Officer

6. 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.

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 reviewed by Mr George Ferreira and Mr Graham Noonan and signed on behalf of the Directors on the 21st of August 2025.

George Ferreira

Chairperson of the Board

7. STRATEGIC OVERVIEW

7.1. BCID Vision

The Blackheath City Improvement District NPC was established by the local property owners in 2005 to organise, fund, manage and facilitate improvements in the Blackheath City Improvement District for the benefit of the entire local community.

A CID refers to a geographical area, designated as such by the City of Cape Town ("CTT"), in terms of the CID By-law and s.22 of the Municipal Property Rates Act, on application by local property owners. The Blackheath City Improvement District NPC's activities are funded by local property owners through an additional rate levied on their properties.

Our vision is to ensure a clean, safe and sustainable urban environment, for the benefit of all who do business and work in the Blackheath CID, in partnership with the CCT and of all the other stakeholders.

7.2. BCID Mission

Our mission is to deliver enhanced area management and supplementary municipal services within the Blackheath Industrial Area, with a focus on public safety, maintenance and cleansing, environmental development, and strategic marketing. We actively support the City of Cape Town in rehabilitating and upgrading municipal infrastructure, while promoting social and economic development and striving to create a thriving, sustainable, and inclusive urban environment.

Our mission is centred on four key pillars: safety, maintenance and cleansing, greening and beautification and social responsibility.

The strategic guideline to achieving our vision is outlined in our Business Plan, available online at www.bcid.co.za

7.3. BCID Core Values

The Directors and Members of the BCID 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.

Our core values are:

Transparency: Open decision-making so that stakeholders can readily discern our outputs and outcomes.

Accountability: We answer for the execution of our responsibilities.

Performance: We will strive to achieve our strategic objectives.

Stakeholder inclusivity: We will conduct our activities considering the needs, interests and expectations of our stakeholders.

Social responsibility: We aim to deliver economic, social and environmental benefits for all our stakeholders.

Sustainable development: We will meet the needs of the local community without compromising the ability of future generations to meet theirs.

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.

7.4. 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.

8. 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 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 the public procurement principles enshrined in Section 217 of the Constitution of the Republic of South Africa, 1996 (the "Constitution").

These measures ensure transparency, accountability, and effective use of resources for the improvement and development projects within the Blackheath City Improvement District.

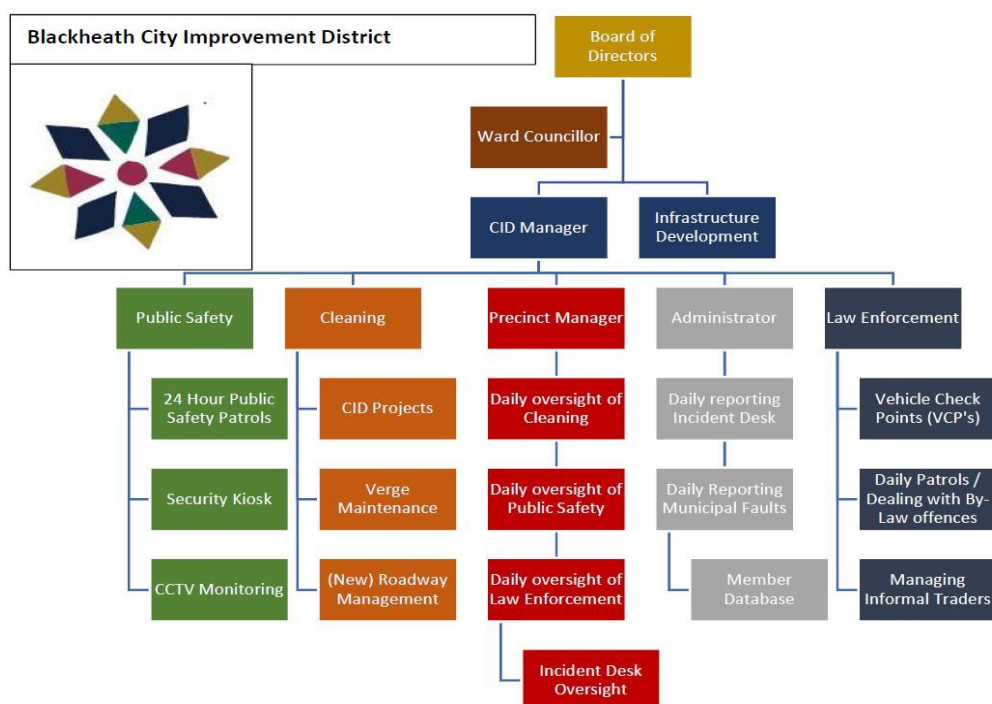
9. ORGANISATIONAL PROFILE

The Blackheath City Improvement District NPC (BCID) is dedicated to enhancing the Blackheath Industrial Area through a range of initiatives that align with our mission and strategic goals. Our primary activities include:

- **Public Safety:** We implement measures to ensure the safety and security of all workers and visitors in the area, directly supporting our mission to create a secure environment.
- **Maintenance and Cleansing:** We provide continuous upkeep and cleaning services to maintain a clean and attractive industrial area, fostering a welcoming atmosphere for businesses and their clients.
- **Marketing and Promotion:** We engage in regular marketing efforts and positive press initiatives to promote Blackheath Industria as a prime location for industrial and commercial activities, contributing to economic growth and development.
- **Environmental Development:** We plan and execute projects to beautify and upgrade public areas, verges, and facilities, supporting our commitment to sustainable development and environmental stewardship.
- **Social and Economic Development:** We promote social and economic initiatives that benefit the local community, aligning with our core value of social responsibility. These activities are designed to achieve our strategic objectives of safety, maintenance, greening, beautification, and social responsibility, ensuring a vibrant and sustainable urban environment for the benefit of all stakeholders.

Our stakeholders, being the property owners of Industrial Properties within the BCID footprint, will benefit directly from the initiatives listed in our business plan that may be found at www.bcid.co.za

10. 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 2021, the BCID is now focused on addressing the impact of future road networks and access to the area, particularly concerning road safety and safety at intersections and the possible phasing-in of embayments for delivery and logistics vehicles.

The electrical supply to the area, including street lighting and load-shedding curtailment.

Crime reduction is a priority for the BCID, and we take a proactive approach using various tools like CCTV, Mobile Security Units, Law enforcement, and visible Public Safety patrols and a close relationship with the local SAPS and the Sector manager. These are coupled with area cleaning initiatives that 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 road infrastructure maintenance and the upgrading of facilities and infrastructure around the Blackheath Public Transport Interchange.

1.2. Organisational environment

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 utilised effectively and sustainably. The BCID brags with the ability to maintain strong relationships with both our staff and business partners, we therefore had no resignations during the term to date. The BCID Manager has been in our employ for over 18 years now and enjoys good relations with members and service providers and manages his profile well in his shared capacity as Councillor in the City of Cape Town.

Looking ahead, the Blackheath CID remains committed to continuous maintenance, 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, together in this partnership.

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 Process

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 and if necessary, service requests are registered with the City of Cape Town and followed up by the BCID cleaning 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 and monthly at our sector safety meetings.

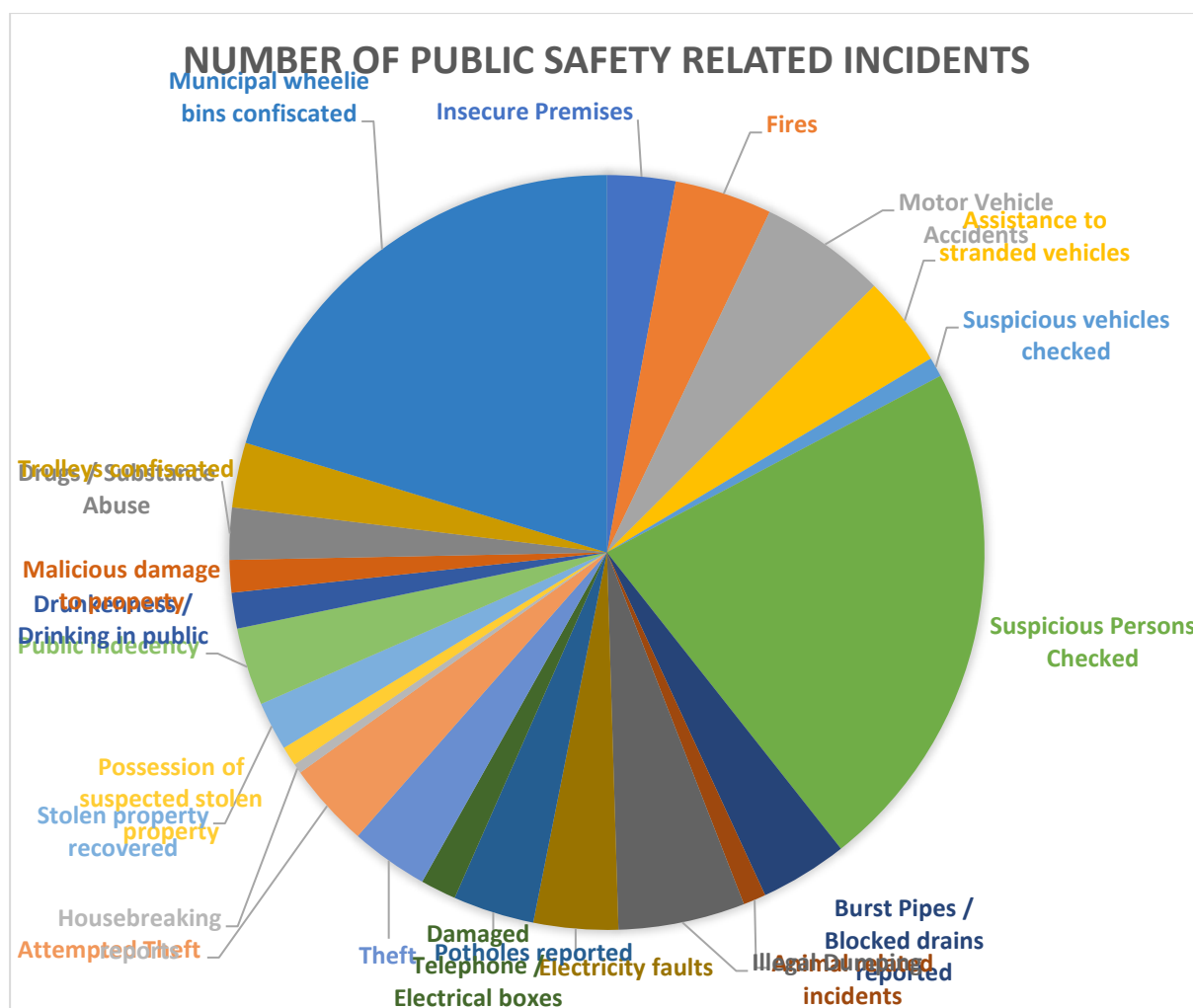
Public safety performance information

| 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 contractors 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, LEO 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 service provided. | Monthly | SLA with Public Safety Service Provider and feedback to BCID Board Meeting and Monthly SAPS Sector Public Safety Meeting. Submit monthly report to Board and annually to 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 providers to ensure good Public Safety service levels daily. | |
| 8. Utilise the "eyes and ears" of all Public Safety and gardening/street cleaning staff, as well as own staff to identify any Public Safety risks. | Ongoing | All staff are trained to report issues via the control room. 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 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 to renew contract by April yearly. |
| 20. Register CCTV Cameras with CCT. | As required. | Cameras Registered with the CCT. | |

| IMPROVE AND CONTINUALLY ASSESS ALIGNMENT OF RESOURCES WITH SAFETY NEEDS OF LOCAL COMMUNITY | | | |
|---|--|---------------------------|---|
| ACTION STEPS | KEY PERFORMANCE INDICATOR | FREQUENCY per year | Comments |
| 1. Deploy Law Enforcement Officers in the BCID in support of the Public Safety Initiative | Measure effectiveness through Law Enforcement Statistics. | Monthly | Monthly area report submitted to BCID Manager. |
| 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 | Incident reports See the Table and Graph below. Patrol vehicle patrol logs 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 |

| Public Safety Incident - By Category | No of Incidents |
|---|------------------------|
| Insecure Premises | 21 |
| Fires | 30 |
| Accidents | 39 |
| Assistance to stranded vehicles | 28 |
| Suspicious vehicles checked | 6 |
| Suspicious persons checked | 159 |
| Burst pipe/blocked drains reported | 27 |
| Horse and Carts checked | 0 |
| Animal Cruelty/Dead | 4 |
| Dumping reported | 39 |
| Electricity faults | 26 |
| Potholes reported | 25 |
| Damage telephone/Electrical boxes | 11 |
| Theft | 24 |
| Attempted theft | 26 |
| Housebreaking | 3 |
| Possession – suspected stolen property | 6 |
| Stolen property recovered | 15 |
| Public indecency | 24 |
| Drunkenness/Drinking in public | 11 |
| Malicious damage to property | 10 |
| Drug related/Substance Abuse | 0 |
| Trolleys confiscated | 20 |
| Wheelie Bins Confiscated | 146 |
| Total | 554 |



From 1 July 2024 to 30 June 2025 the two patrol vehicles logged the following number of patrol kilometres:

Total: 71617

During the period from 1 July 2024 to 30 June 2025 the BCID identified **26** “Hot Spots” throughout the area.

A total of **554** “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 to 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 one patrol vehicle 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 401 803 was expended on the Public Safety initiatives for the year ending July 2024 and an additional R 60 040 was allocated for CCTV monitoring. The Law Enforcement Officer Contract budget was R 225 612 for the period. R 158 124 was spent on enhancing the CCTV Camera Network.

The table below illustrates the actual expenditure compared with the projected expenditure for (1) the financial year preceding the current reporting period (2022/2023) and (2) the financial year that is the subject matter of this annual report (2023/2024).

| Service/ Project components | 2023/2024 | | | 2024/2025 | | |
|-----------------------------|-----------------------|--------------------|---------------------------|-----------------------|--------------------|---------------------------|
| | Projected Expenditure | Actual Expenditure | (Under)/ Over Expenditure | Projected Expenditure | Actual Expenditure | (Under)/ Over Expenditure |
| Law Enforcement | R 225 612 | R 225 612 | R Nil | R 238 020 | R 238 020 | R Nil |
| Public Safety | R 362 750 | R 362 750 | R Nil | R 384 364 | R 384 364 | R Nil |
| CCTV Monitoring | R 60 040 | R 60 040 | R Nil | R 60 272 | R 60 272 | R Nil |
| Incident Desk App | R 39 053 | R 39 053 | R Nil | R 41 194 | R 41 194 | R Nil |
| CCTV / LPR Cameras | R 155 519 | R 158 124 | R 2 605 | R 198 458 | R 198 458 | R Nil |

4.2. **URBAN 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 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

| PROVIDE A CLEANER PUBLIC SPACE | | | |
|---|---|---------------------------|---|
| ACTION STEPS | KEY PERFORMANCE INDICATOR | FREQUENCY per year | Comments |
| 1. Successful daily running of the Cleansing Profile | Monthly reports created | Ongoing | |
| 2. Monitor and evaluate the cleansing strategy and performance of all services delivered monthly. | Daily, weekly and monthly strategy to deal with litter. Reporting to the BCID Board and consultation with the CCT Solid Waste Department. | Monthly | Standing item on BCID Board Meeting Agenda. |
| 3. Co-ordinate the provision of litter bins and emptying of litter bins by various service providers and the relevant CCT departments. | In consultation with the CCT Solid Waste department. | Monthly | See the Table and Graph below |
| 4. Cleansing each of the streets within the BCID boundary at least once within every two-month period. | BCID Precinct Manager ensures the Cleansing Operation is stable | Ongoing | |
| 5. Identifying health and safety / infrastructure issues within the area and reporting to Council via the C3 notification process – record to Incident Desk | BCID Precinct Manager, Cleansing Team, Public Safety Contractor and LEO to report issues via C3 process and on Incident Desk. | Ongoing | A joint responsibility between all role players to ensure good and timeous reporting. |
| 6. Monitor and combat Illegal Dumping | Report acts of illegal dumping via CCT C3 portal and to put preventative measures in place. | Monthly | See the Table and Graph below |
| 7. Dealing with messy tenants | Maintain a clean and safe industrial area by addressing companies and reporting those that litter or spoil the public space to CCT LEO. | Ongoing | |

| RENEWING PUBLIC SPACES | | | |
|--|---|---------------------------|---|
| ACTION STEPS | KEY PERFORMANCE INDICATOR | FREQUENCY per year | Comments |
| 8. Remove graffiti in public spaces. | Measure effectiveness through Cleaning Statistics | Monthly | See the Table and Graph below |
| 9. Remove unlawful or unsightly stickers and posters from public infrastructure. | Measure effectiveness through Cleaning Statistics | Monthly | See the Table and Graph below |
| 10. Bush clearing and verge maintenance initiatives in the public or common areas. | Overgrown areas are managed and cleared due to the failures of the local authority. | Ongoing | Municipal, Provincial and National Government departments urge to managed vacant erven. |

| PROVIDE A WELL-MAINTAINED PUBLIC SPACE | | | |
|--|--|---------------------------|---------------------|
| ACTION STEPS | KEY PERFORMANCE INDICATOR | FREQUENCY per year | Comments |
| 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. | 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 |

| MAINTENANCE OF PUBLIC GREEN AREAS | | | |
|--|--|---------------------------|---------------------|
| ACTION STEPS | KEY PERFORMANCE INDICATOR | FREQUENCY per year | Comments |
| 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 |

| Cleaning Task - By Category | No of Tasks |
|--|--------------------|
| Litter on sidewalks and in streets removed | 284 |
| Litter in parks and public open spaces removed | 266 |
| De-weeding and weed spraying | 114 |
| Illegal dumping of builder's rubble removed | 142 |
| Illegal dumping of garden waste removed | 24 |
| Illegal dumping of household waste removed | 46 |
| Drains cleaned | 88 |
| Removal of illegal posters and pamphlets | 468 |
| Public litter bins serviced | 960 |
| Greening, tree pruning and landscaping tasks completed | 124 |
| Collect all rocks, half bricks, concrete pieces | 148 |
| Collect and heap all pieces of wood and other objects | 84 |
| Graffiti removal | 2 |
| Dead animals removed | 4 |
| Rodents and unhygienic areas addressed | 24 |
| Ensure litter is collected by the city | Daily |
| Ensure litter bins are emptied | Weekly |
| Ensure all wheelie bins are collected | Weekly |
| Special projects | 168 |
| Total | 2946 |
| Refuse Bags | Count |
| Number of bags of litter collected | 4026 |

- 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 “2023/2024”)

| Service/ Project components | 2023/2024 | | | 2024/2025 | | |
|-----------------------------|-----------------------|--------------------|---------------------------|-----------------------|--------------------|---------------------------|
| | Projected Expenditure | Actual Expenditure | (under)/ Over Expenditure | Projected Expenditure | Actual Expenditure | (under)/ Over Expenditure |
| Cleansing Services | R 777 674 | R 777 674 | R Nil | R 819 253 | R 819 253 | R Nil |
| Environmental Upgrades | R 150 000 | R 153 593 | R 3 593 | R 30 000 | R 30 000 | R Nil |
| Greening Projects | R 100 000 | R 100 000 | R Nil | R 35 000 | R 34 823 | R 177 |
| Verge Upgrades | R 130 000 | R 130 000 | R Nil | R 996 539 | R 996 539 | R Nil |
| Additional Cleansing | R 138 000 | R 138 000 | R Nil | R 120 000 | R 120 000 | R Nil |

4.3. **SOCIAL DEVELOPMENT**

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 31 571 to the local Sing for Africa Grade “R” School in support of their education programme and an additional R 77 748 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 “2023/2024”)

| Service/ Project components | 2023/2024 | | | 2024/2025 | | |
|-------------------------------|-----------------------|--------------------|---------------------------|-----------------------|--------------------|---------------------------|
| | Projected Expenditure | Actual Expenditure | (Under)/ Over Expenditure | Projected Expenditure | Actual Expenditure | (Under)/ Over Expenditure |
| Social Upliftment | R 31 571 | R 31 571 | R Nil | R 17 909 | R 17 909 | R Nil |
| Donations | R Nil | R Nil | R Nil | R 15 091 | R 15 091 | R Nil |
| Happy Valley Grade “R” School | R 77 748 | R 77 748 | R Nil | R 85 523 | R 85 523 | 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.

2.7. Board Committees / Task teams

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.

The CCTV Network requires constant monitoring and evaluation of the stability of the camera network is done in partnership with the appointed service provider under the maintenance agreement. The Public Safety Service Provider in charge of monitoring the CCTV Network provides a "per Camera" analysis of the stability of the CCTV Network twice per day at the start of each shift. Any concerns are immediately flagged and escalated for attention by the relevant party to ensure network up-time.

| Security Sector Meeting – Weekly Feedback and Task Team and Monthly Feedback and Strategy | |
|--|---|
| 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"> 1. George Ferreira 2. Brendan van der Merwe 3. Grant Jaars 4. Public Safety Service provider 5. All Law Enforcement Agencies 6. Security Companies and Public Safety Organisations |
| Key areas of focus during 2023/2024 | <p>Report back on:</p> <p>Crime Statistics, General crime trends, VCP's and other joint operations</p> <p>Future planning and action steps</p> |
| Number of meetings held during the 2024/2025 reporting period | 46 |

| Safety at Intersections and vehicle stacking embayments in Blackheath Task Team | |
|--|---|
| Overall role & responsibilities | Oversee the City of Cape Town's overall strategy to attend to road safety within the road network within the Blackheath Industrial Area. |
| Members | <ol style="list-style-type: none"> 1. Graham Noonan 2. Christiaan Rust 3. Joshua van Zyl 4. Brendan van der Merwe 5. Business Retention and Expansion Team 6. City Roads Infrastructure Management Officials |
| Key areas of focus during 2023/2024 | <p>Oversight of the Request for traffic calming within Blackheath</p> <p>Oversight of the planning for truck embayment within Blackheath</p> <p>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</p> |
| Number of meetings held during 2024/2025 reporting period | 2 |

| Electricity and Street lighting Task Team | |
|---|---|
| Overall role & responsibilities | Oversee the planning for additional area lighting within the Blackheath Industrial Area |
| Members | <ol style="list-style-type: none"> 1. George Ferreira 2. Brendan van der Merwe 3. The Business Retention and Expansion Team 4. Responsible Officials from the City of Cape Town |
| Key areas of focus during 2024/2025 | Oversight of the Request for Street Lighting in Range Road, Helene Street and Nicole Avenue. Engaging with Eskom on load shedding and power outages. |
| Number of meetings held during 2024/2025 reporting period | 2 |

2.8. Attendance at Board and committee meetings

The Board convenes at least once a quarter.

The Board Observer, the local Ward Councillor also attends Board Meetings.

Attendance at Board meetings:

| Board members | 26/07/24 | 19/09/24 | 14/11/24 | 20/02/25 | 20/03/25 | 22/05/25 |
|-------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| George Ferreira | Attended | Attended | Attended | Attended | Apology | Attended |
| Graham Noonan | Apology | Attended | Attended | Apology | Attended | Apology |
| Cliff Toerien | Attended | Attended | Apology | Attended | Attended | Apology |
| Joshua van Zyl | Attended | Attended | Attended | Attended | Attended | Attended |
| Christiaan Rust | Attended | Attended | Apology | Attended | Attended | Attended |
| Kariena Mare (Board Observer) | Apology | Apology | Apology | Apology | Attended | Apology |

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.

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 of conduct for Directors 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 organisation.

4. Board oversight of risk management

4.1. Risk management policy

The BCID board is committed to maintaining a comprehensive risk management policy aimed at safeguarding the BCID's assets and ensuring responsible use of public funds in alignment with its objectives. The risk management policy is integrated into the company's operations and management processes, overseen by the board.

Key elements of the risk management strategy include:

1. **Board oversight:** The board has the ultimate responsibility for risk management and ensures that a sound internal control system is on place. The board regularly considers risk at its board meetings to ensure that key risk areas are being adequately addressed and monitored by the BCID Management.
2. **Code of Conduct:** As part of the risk management framework, the BCID Management adheres to a strict code of conduct, ensuring confidentiality and ethical handling of sensitive information.
3. **Internal Controls:** The system of internal controls includes:
 - **Performance Targets:** These are established at each board meeting, with actual performance being tracked on a quarterly basis with every board meeting set out as per the CID Policy and implementation plan. This process helps identify areas of concern and mitigates risk through proactive monitoring.
 - **Risk register:** A detailed risk register is maintained and reviewed by the CID Manager as set out in the Implementation plan. This register identifies the BCID's operational risks, assesses the likelihood and potential impact of each risk, and outlines mitigation strategies.

This approach ensures that risk is addressed in a structured and consistent manner, enhancing the BCID's ability to achieve its objectives while safeguarding its assets and operations. The board's continuous engagement in the risk management process provides an additional layer of assurance that all significant risks are being appropriately managed.

4.2 Effectiveness of risk management

During the year under review, the BCID manager of the Blackheath City Improvement District NPC (BCID) conducted thorough risk assessments to evaluate the effectiveness of the risk management policy and strategy.

The Board is satisfied with the adequacy of the systems and processes in place to govern and manage risks. The risk assessments were carried out in accordance with the BCID's established risk framework, ensuring that operational risks were continually identified, monitored and mitigated. These assessments also included an evaluation

of emerging risks, ensuring that the risk register remained updated and reflective of the company's risk profile.

Overall, the board is confident that it has fulfilled its responsibilities in managing and mitigating risk and that the existing systems provide robust support for the company's risk management objectives.

4.3 Key business risks and opportunities

During the reporting period, the board identified several material risks that could impact the ability of the Blackheath City Improvement District (BCID) to achieve its strategic objectives. The key risks identified and monitored include:

- Manage and fund the bank accounts of the NPC responsibly.
- The potential impact of activities relating to the local "construction mafia".
- The potential impact of civil unrest in the lead up to the local government election and the related political violence.
- The potential impact of illegal occupation of vacant municipal land.
- The potential impact of informal structures and occupation of the railway line.
- Theft and vandalism of municipal infrastructure.
- Theft and vandalism of Eskom infrastructure.
- Deterioration of road infrastructure.

The board confirms that no unexpected or unusual risks arose during the period under review. Furthermore, that all risks were managed within the pre-determined risk tolerance levels and appropriate mitigation strategies were applied.

In future reporting periods, the board and the BCID manager plan to enhance the risk management process by incorporating more frequent risk assessments, expanding the internal audit functions and integrating risk management practiced more effectively with strategic decision-making processes. This will ensure that the organisation remains agile and responsive to emerging risks and deliver the supplementary service to the members of the Blackheath City Improvement District NPC (BCID).

5. Accountability

The principles of accountability remain central to the governance of the organisation. Regular reviews are conducted to ensure compliance with statutory requirements and best practice in corporate governance. Transparency in decision-making processes is maintained, with the board providing clear channels for reporting and oversight. This approach reinforces the integrity of operations and upholds the interests of all stakeholders, fostering trust and sustained engagement.

5.1 Performance Reviews

During the period under review, the BCID board conducted a comprehensive performance review of its governance structures and operations. The assessment

covered the effectiveness of the BCID manager focusing on strategic oversight, decision making and risk management. Based on the review, the board is satisfied that the BCID manager is performing his duties effectively and met his responsibilities in overseeing the BCID's performance and in achieving its strategic objectives.

5.2 Delegated limits of authority

The board has appointed two staff members. The BCID manager and an operational assistant to ensure the smooth day-to-day running of the BCID operation. The delegated authority includes decision making in areas such as operational management and the execution of the strategic initiatives listed in the implementation plan.

The board has reviewed these delegations during board meetings for the period under review to ensure that there is an appropriate balance between governance oversight and operational effectiveness. It is confirmed that the existing delegations are appropriate, maintaining a clear distinction between the board's governance responsibilities and management's operational functions. This structure allows for agile decision making without compromising the board's overall accountability.

5.3 Supplier code of conduct

The board undertook a review of the supplier code of conduct to ensure alignment with the company's ethical standards and risk management framework. The board will review all suppliers that are required to comply with the organisation's standards concerning ethical behaviour, sustainability and legal compliance.

The board emphasised the importance of maintaining these standards to mitigate risk associated with supply chain management processes, such as performance issues, reputational risk and non-compliance with regulatory requirements. The BCID has a procurement policy which outlines the processes to follow in the procurement of goods and services for the BCID.

The procurement process is in place to ensure that BCID's operational needs are met with the best value for money in terms of quality, time and other relevant factors to support its operations.

PART D: FINANCIAL INFORMATION

1. Report of the External Auditor

Please see Annexure "A"

2. Annual Financial Statements

Please see Annexure "A"