

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 2026



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
John Herbert Neil Barnard	MacAdams Baking Systems	jbarnard@macadams.co.za
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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, Tyger Manor Branch	
Company Secretary:	Brendan van der Merwe assisted by 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 Supervisor	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

27 August 2026

Members of the Blackheath CID Community,

We are pleased to announce the successful renewal of the Blackheath City Improvement District NPC for a new term from 1 July 2026 to 30 June 2031. On 31 March 2026, the City of Cape Town Council approved our application for this extension, providing us with another five years to serve the property owners and visitors of Blackheath Industria. Our renewed commitment is guided by our vision to maintain a clean, safe and sustainable urban environment that benefits everyone who does business or works within the Blackheath CID.

A Year of Focus: Infrastructure, Safety, and Marketing

Our mission remains focused on enhancing area management and delivering supplementary municipal services within the Blackheath Industrial Area BCID boundaries.

Key priorities include public safety, maintenance and cleansing, environmental development, and strategic marketing. We actively support the City of Cape Town's efforts to rehabilitate and upgrade municipal infrastructure while promoting social and economic development to foster a thriving, sustainable, and inclusive urban environment.

Between July 2025 and June 2026, our efforts were concentrated in part on upgrading hard surfaces throughout the industrial area. Improvements to road safety, infrastructure, verges throughout Blackheath and ongoing pruning, mowing, and cleaning have helped keep Blackheath a safe and welcoming industrial precinct. We drove and were motivated for the various improvements made to the storm water infrastructure in Blackheath by the Municipality.

Despite high levels of violent crime, extortion, and business robberies in neighbouring areas such as Happy Valley, Kleinvelei, Blue Downs, Mfuleni, and Wesbank, our proactive approach has helped shield Blackheath from most of these threats. Regular Public Safety Sector meetings with key stakeholders have strengthened partnerships and enabled a coordinated response to crime prevention and incidents of public disorder.

This being a local government election year, we expect some turbulence and potential unrest and will ensure that we coordinate the necessary responses to these threats through the established and well managed partnerships.

Our strategic Focus Areas

The Blackheath CID continues to uphold its commitment to four core focus areas:

1. **Maintenance and Cleansing:** Maintaining the cleanliness and aesthetics of the district through regular maintenance and street cleaning.
2. **Public Safety:** Strengthening safety measures through partnerships with law enforcement, CCTV surveillance, and fostering collaboration among agencies.

3. **Environmental Development:** Investing in infrastructure projects along Wimbledon Road to enhance pedestrian safety, manage stormwater, and improve intersections.
4. **Social and Economic Development:** Supporting local NGOs, encouraging business growth through retention and expansion programs, and partnering with Eskom to ensure a stable energy supply.

Achievements and Highlights

Key achievements this year include:

- **Public Safety:** A strong relationship with law enforcement and the SAPS has contributed to a significant reduction in crime and improved community cohesion. Our ongoing investment in CCTV surveillance facilitates proactive crime monitoring. Collaboration with the City's contracted Law Enforcement services has also enhanced public safety reach.
- **Maintenance and Cleansing:** Our dedicated cleansing team has consistently ensured that public spaces are clean and well maintained, with verges mowed, trees pruned, litter regularly removed, and service issues reported and addressed promptly in collaboration with local authorities.
- **Environmental Development:** Tree planting and greening initiatives have enriched the area, complemented by a new pedestrian avenue along Wimbledon Road. Regular removal of alien vegetation has become an essential part of the daily routine.
- **Social and Economic Development:** Our collaboration with the City's Economic Development Department, especially through the Business Retention and Expansion program, has supported local businesses via networking and marketing. We have addressed key issues such as road safety and energy supply stability, including managing the Eskom load shedding curtailment program. Our partnership with Sing for Africa Grade "R" School in nearby Happy Valley positively impacted early childhood development, skills training, and feeding schemes in the community.

Key Events and Challenges

A major ongoing capital project has been the hardening of verges at intersections throughout Blackheath. During this period, we invested R928,577 in hard surfacing at intersections. Since the start of this project in 2024 we used only locally manufactured exposed aggregate pavers, bringing total spending on verges to R2,167,814.

Power outages remain our biggest challenge. Infrastructure failures, vandalism, and theft of Eskom assets continue to disrupt supply. Though we have built strong partnerships with Eskom management and local businesses, communication challenges with the service provider persist. We strive to extract and share timely information about power outages with the Blackheath business community.

Financial Overview and Risk Management

The BCID maintains a positive financial position, with sufficient resources to implement its business plan for the new term from July 2026 to June 2031. The BCID additional rate therefore remains affordable and provides excellent value for money.

The BCID Directors streamlined and approved a comprehensive Procurement Policy in line with National Legislation and a link was provided to a procurement page on the BCID website at www.bcid.co.za. The Directors also developed and approved the Code of Conduct for Directors that was signed by all of the Directors. The Code of Conduct was established to govern the roles and responsibilities of board members and to provide guidelines on the legal, management and ethical standards expected of them.

Looking Ahead

We remain dedicated to continuous improvement and community-driven development. With ongoing investment interest and vibrant growth in Blackheath, we aim to continue to implement our business plan to ensure that our vision for Blackheath is achieved.

We extend our sincere appreciation to our partners at the City of Cape Town, Eskom, Law Enforcement, the South African Police Services, and ST3 Security for their commitment and collaboration in making Blackheath a safe and prosperous industrial area.

To my fellow Board Members, thank you for your time, dedication, and valuable insights throughout the year. Your continued efforts are integral to the success of BCID and the Blackheath Industrial Area.

George Ferreira

Chairperson of the Board of Directors

4. Chief Financial Officer's Annual Report

27 August 2026

Chief Financial Officer's report to the Blackheath Industrial Area for the year ended 30 June 2026.

I am pleased to present the financial report for the year ended 30 June 2026. The Blackheath City Improvement District (BCID) ended the year with a deficit of **R157,490**. This deficit was reduced by **R16,799** compared to the previous year.

The verge upgrade project continued from 2025, with a total capital spend of **R928,577 (2025 - R996,539)** in the current financial year. The project was majority funded through the current year's budget, with adjustments made to reallocate funds from other budget lines to the verge upgrades.

Throughout the year, the Board maintained prudent financial and risk oversight. All capital projects and discretionary expenditure required Board approval, while fixed contractual obligations proceeded in the ordinary course of business. The Board is pleased to report that the auditor found no instances of fruitless, unauthorised, irregular, or wasteful expenditure incurred by the BCID.

BCID achieved its operational objectives while maintaining a healthy balance sheet and sufficient cash reserves to meet its obligations. The organisation remains committed to prudent resource management and the sustainable delivery of its mandate to improve and enhance the Blackheath industrial area.

Joneil Barnard

Chief Financial Officer

5. Chief Executive Officer's annual feedback

27 August 2026

As we conclude another dynamic term for the Blackheath City Improvement District (BCID), marking the completion of our five-year mandate from 1 July 2021 to 30 June 2026, I am pleased to reflect on our progress and outline our path forward.

During this term, we proactively prepared for the next five-year period. At the Annual General Meeting held on 8 October 2025, members present unanimously supported an extension for the term spanning 1 July 2026 to 30 June 2031. This was subsequently approved by Council at the meeting on 31 March 2026 (item C36/03/26). Following this, the CID budgets were publicly presented and authorized at the Council meeting on 29 June 2026, ensuring our ability to continue delivering supplementary services to the Blackheath Industrial Area into the foreseeable future.

Significant progress has been made in addressing flooding concerns along Range Road. The stormwater infrastructure at the intersection of Range and Electron Roads was comprehensively upgraded to address capacity constraints. Although this season's below-average rainfall limited the full testing of this system, the heavy rainfall event recorded demonstrated the successful prevention of flooding at this location.

BCID maintains a productive partnership with the Municipal Roads Infrastructure Management Department (RIM) to oversee regular maintenance of stormwater infrastructure across the district. We have advocated for the establishment of a permanent Winter Preparedness project, funded by RIM, to ensure timely pre-season maintenance every April ahead of the rainy season.

The department also responds promptly to service requests concerning potholes, road maintenance, stormwater issues, and road markings within our area. The BCID operational team diligently logs all such reports via the Municipal reporting system to ensure swift action.

Safety remains a paramount concern due to the volatile security situation in adjacent residential areas. High rates of violent crime in Mfuleni, Wesbank, and increasingly in Happy Valley have led to intimidation and extortion tactics spilling into Blackheath's development sector. Organized local groups, often referred to as the "construction mafia," pose significant challenges, including instances of public violence and coercion of developers and contractors. Despite these risks, development in Blackheath continues unabated.

Our ongoing challenges include affordability constraints, municipal budget limitations, operational shortcomings, and a broad spectrum of priorities. We continue to engage with local authorities to elevate our concerns and reserve funds to implement capital projects aimed at enhancing and revitalizing public spaces.

Our relationship with Eskom remains a strategic priority. We have facilitated several public forums to encourage dialogue between Eskom and its customers, resulting in BCID being appointed intermediary to enhance communication regarding outages and maintenance activities. We are actively urging Eskom to upgrade outdated infrastructure, including the replacement of fibre kiosks with new tamper-proof steel models.

Eskom will again be invited to our AGM this year as we seek to nurture this critical partnership. Businesses in Blackheath heavily depend on reliable power supply for their manufacturing processes, and we trust our ongoing collaboration will support Eskom's efforts to provide timely responses to unscheduled outages and meet industrial energy needs.

Navigating increasing bureaucracy, regulatory demands, public scrutiny, social challenges, and budgetary constraints continues to test the CID environment. Nonetheless, we remain steadfast in our commitment to organize, fund, manage, and facilitate meaningful improvements throughout the Blackheath City Improvement District for the benefit of the entire community.

We look forward with optimism and will continue to be “committed to making a difference” as I serve in my capacity Company Secretary and as a Proportional Representative Councillor for the City of Cape Town.

Brendan van der Merwe

Chief Executive Officer

6. STATEMENT OF DIRECTORS’ RESPONSIBILITY AND CONFIRMATION OF ACCURACY OF THE ANNUAL REPORT

The Directors are responsible for the preparation and fair presentation of the Annual Report and the Annual Financial Statements of the Blackheath City Improvement District NPC (BCID) for the year ended 30 June 2026. The financial statements have been prepared in accordance with applicable accounting standards and the requirements of the Municipal Property Rates Act, the CID By-law, and relevant regulations.

The Directors acknowledge that they are ultimately responsible for the accuracy, completeness, and integrity of the information presented in this Annual Report. They confirm that the Annual Report is consistent with the financial statements and that to the best of their knowledge and belief, no material facts have been omitted which could make any statement false or misleading.

The Directors have reviewed the Annual Financial Statements and the content of this Annual Report, and in their opinion:

- The Annual Financial Statements fairly present the financial position of the BCID as at 30 June 2026;
- The operations and affairs of the BCID have been managed in accordance with the applicable laws, regulations, and the company’s memorandum of incorporation;
- All applicable governance and risk management processes have been applied.

The Annual Report was approved by the Board of Directors on 27 August 2026 and signed on its behalf by: George Ferreira, *Chairperson of the Board of Directors* and Joneil Barnard, *Chief Financial Officer / Director*

7. STRATEGIC OVERVIEW

7.1. BCID Vision

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

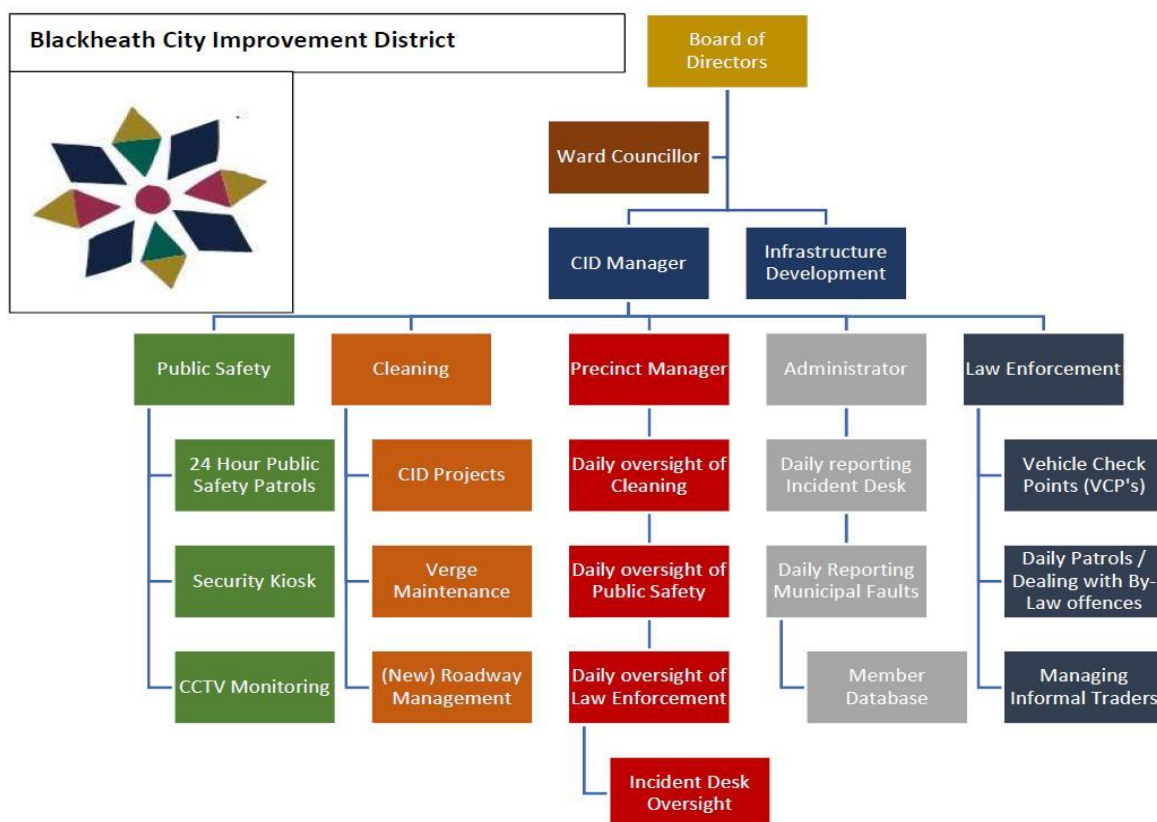
The Blackheath City Improvement District NPC (BCID) is dedicated to enhancing the Blackheath Industrial Area through a range of initiatives that align with our mission and strategic goals. Our primary activities include:

- **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.

The BCID upholds a strict commitment to ethical governance and operational integrity. During the 2025/26 financial year, no instances of fraud, misconduct, irregular expenditure, or disciplinary actions were reported or identified within the organisation. The Board and management maintain robust internal controls, comprehensive risk management policies, and an enforced code of conduct. This framework ensures the prevention, detection, and prompt investigation of any irregularities, reinforcing our zero-tolerance stance on unethical behaviour.

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 prides itself on maintaining strong relationships with both our staff and business partners, with no resignations during the term to date. The BCID Manager has been in our employ for over 18 years

and enjoys good relations with members and service providers while managing 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 monthly at our sector safety meetings.

Public safety performance information:

Our public safety efforts are designed to create a secure and welcoming environment for businesses and workers within BCID. The KPI's reflect our commitment to proactive patrol deployments, CCTV surveillance expansion, and incident monitoring. Despite some delays in camera installations due to budget constraints, patrol coverage and incident response have been maintained at expected levels.

Our collaborative approach with SAPS, law enforcement, and community stakeholders enables us to effectively address safety hot spots and ensure timely incident reporting. Ongoing engagement and continuous assessment of resources allow us to adapt our strategies to emerging risks and operational demands.

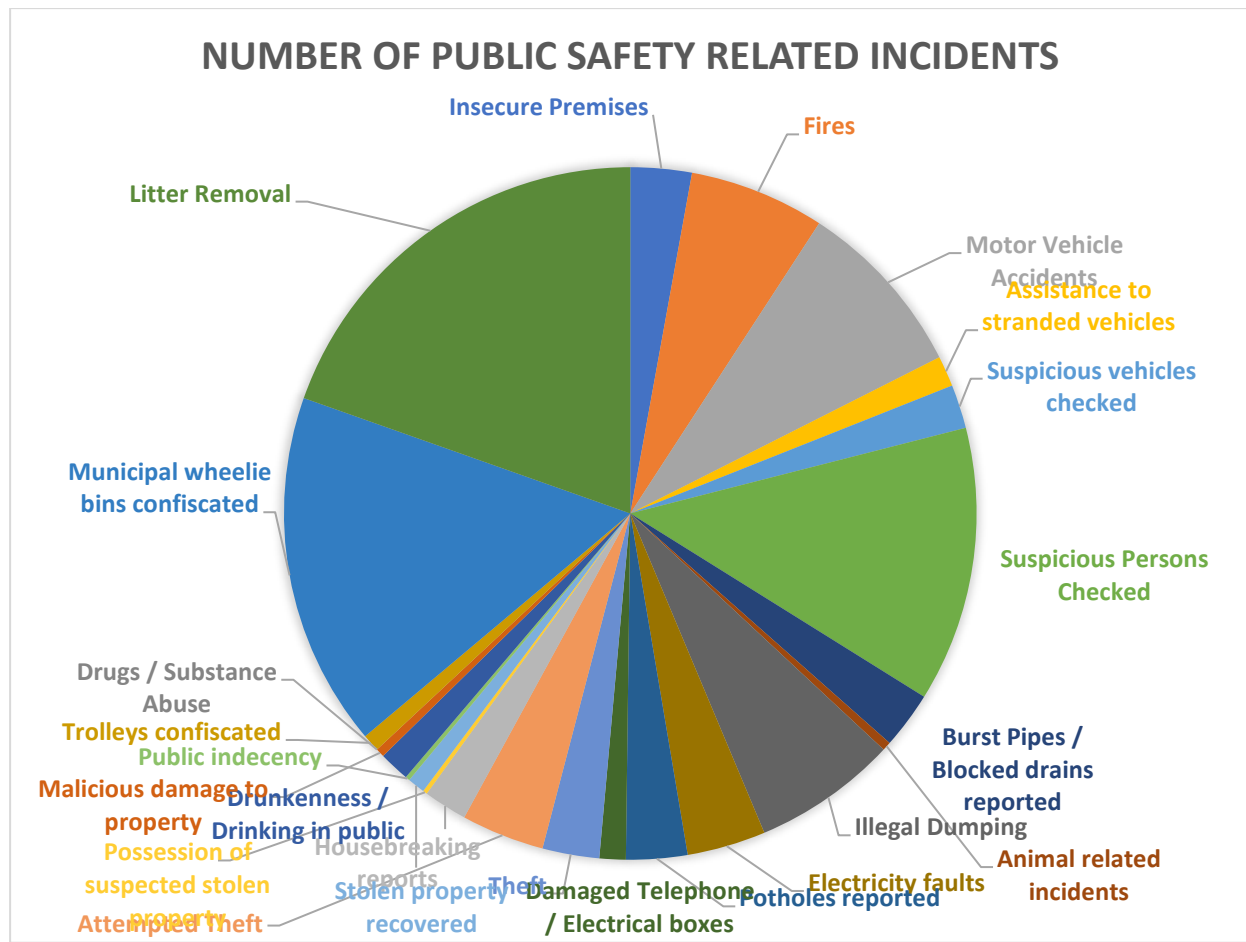
Strategic Objective	Measure	Key Performance Indicator (KPI)	Planned Target (2025/26)	Actual Achievement	Deviation	Comments on Deviation
Improve safety and security in BCID area	Public safety patrol deployment	Number of day and night patrol vehicle teams	1 day + 1 night team	1 day + 1 night team	0	Patrol vehicles deployed as planned, covering 24/7.
	CCTV camera network expansion	Number of CCTV cameras installed	Installation of new cameras	Partially installed (locations specified)	-1 or 2 (estimate)	Installation delayed due to budget/resource constraints.
	Incident reporting	Monthly incident reporting meetings held	60 meetings	58 meetings	0	SAPS and LEO Management not always available to attend meetings.
	Incident reporting	Submit all incident data to Incident Desk	n/a	Daily updates to Incident Desk – monthly reports available to Board	0	ST3 Security and BCID staff ensure all events recorded in Incident Desk Software.
	Hot spot visits	Number of hot spot visits conducted	500 visits	562 visits	+62 visits	Exceeded target through responsive deployment.
	Public safety incident logging	Total number of incidents logged	n/a	511 incidents	n/a	Complete incident logging enhancing monitoring capability.

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 refuses 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 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	14
Fires	31
Accidents	41
Assistance to stranded vehicles	7
Suspicious vehicles checked	10
Suspicious persons checked	63
Burst pipe/blocked drains reported	13
Horse and Carts checked	0
Animal Cruelty/Dead	2
Dumping reported	33
Electricity faults	18
Potholes reported	14
Damage telephone/Electrical boxes	6
Theft	13
Attempted theft	19
Housebreaking	10
Possession – suspected stolen property	1
Stolen property recovered	4
Public indecency	1
Drunkenness/Drinking in public	7
Malicious damage to property	2
Drug related/Substance Abuse	0
Trolleys confiscated	4
Wheelie Bins Confiscated	81
Total	511



From 1 July 2025 to 30 June 2026 the two patrol vehicles logged the following number of patrol kilometres:

Total: 68,424 km's

During the period from 1 July 2025 to 30 June 2026 the BCID identified **28** "Hot Spots" throughout the area.

A total of **562** "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 411 440 was expended on the Public Safety initiatives for the year ending July 2026 and an additional R 64 455 was allocated for CCTV monitoring. The Law Enforcement Officer Contract budget was R 265 284 for the period. R 72 120 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 (2024/2025) and (2) the financial year that is the subject matter of this annual report (2025/2026).

Service/ Project components	2024/2025			2025/2026		
	Projected Expenditure	Actual Expenditure	(Under)/ Over Expenditure	Projected Expenditure	Actual Expenditure	(Under)/ Over Expenditure
Law Enforcement	R 238 020	R 238 020	R Nil	R 265 248	R 265 248	R Nil
Public Safety	R 384 364	R 384 364	R Nil	R 411 440	R 411 440	R Nil
CCTV Monitoring	R 60 272	R 60 272	R Nil	R 64 455	R 64 455	R Nil
Incident Desk App	R 41 194	R 41 194	R Nil	R 43 640	R 43 640	R Nil
CCTV / LPR Cameras	R 198 458	R 198 458	R Nil	R 72 120	R 72 120	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

Urban Maintenance and Cleansing Services performance information

The urban maintenance and cleansing program aims to uphold cleanliness and aesthetic appeal across all public spaces in the BCID. Our KPI results demonstrate strong performance in street cleaning frequency and litter removal, with minor challenges mainly around illegal dumping volumes, which we continue to monitor closely.

Verge mowing and landscaping activities have been executed as planned, although communication with service providers is an area for improvement to avoid future shortfalls. These efforts contribute directly to a cleaner and healthier environment, supporting the attractiveness and functionality of the area for all stakeholders.

Strategic Objective	Measure	Key Performance Indicator (KPI)	Planned Target (2025/26)	Actual Achievement	Deviation	Comments on Deviation
Provide cleaner public spaces	Frequency of street cleaning	Number of cleanings per street per month	At least once every 2 months	Achieved for majority	0	Cleaning rotation maintained; minor delays were handled promptly.
	Illegal dumping removal	Number of illegal dumping incidents cleared	150 removals	280 removals	+130	Illegal dumping is attended immediately.
	Litter bags collected	Number of litter bags collected	5800 bags	5815 bags	+15	Target slightly exceeded, reflecting dedicated effort.
Maintain public greenery and infrastructure	Verge mowing	Number of verges mowed monthly	5 per month	5 per month	0	Target fully met.
	Tree pruning and landscaping	Number of landscaping tasks completed	220 tasks	220 tasks	0	Target fully met.

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 public or common areas.	Overgrown areas are managed and cleared up due to the lack of capacity 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 / plan the correction of urban defects / beautification of public infrastructure - repair, clean, 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	
	2024 -2025	2025 - 2026
Litter on sidewalks and in streets removed	284	520
Litter in parks and public open spaces removed	266	240
De-weeding and weed spraying	114	180
Illegal dumping of builder's rubble removed	142	120
Illegal dumping of garden waste removed	24	55
Illegal dumping of household waste removed	46	105
Drains cleaned	88	156
Removal of illegal posters and pamphlets	468	153
Public litter bins serviced	960	480
Greening, tree pruning and landscaping tasks completed	124	220
Collect all rocks, half bricks, concrete pieces	148	130
Collect and heap all pieces of wood and other objects	84	145

Cleaning Task - By Category	No of Tasks	
Graffiti removal	2	5
Dead animals removed	4	6
Rodents and unhygienic areas addressed	24	18
Ensure litter is collected by the city	Daily	Daily
Ensure litter bins are emptied	Weekly	Weekly
Ensure all wheelie bins are collected	Weekly	Weekly
Special projects	168	125
Port Jackson trees removed		928
Illegal advertisements attended to		153
Total	2946	
Refuse Bags	Count	
Number of bags of litter collected	4026	5815

- 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.

The table below illustrates the actual expenditure compared with the projected expenditure for (1) the financial year preceding the current reporting period (2024/2025) and (2) the financial year that is the subject matter of this annual report (2025/2026).

Service/ Project components	2024/2025			2025/2026		
	Projected Expenditure	Actual Expenditure	(under)/ Over Expenditure	Projected Expenditure	Actual Expenditure	(under)/ Over Expenditure
Cleansing Services	R 819 253	R 819 253	R Nil	R 869 299	R 869 299	R Nil
Environmental Upgrades	R 30 000	R 30 000	R Nil	R Nil	R Nil	R Nil
Greening Projects	R 35 000	R 34 823	R (177)	R 37 799	R 37 799	R Nil
Verge Upgrades	R 996 539	R 996 539	R Nil	R 928 577	R 928 577	R Nil
Additional Cleansing	R 120 000	R 120 000	R Nil	R 160 000	R 160 000	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 33 807 to the local Sing for Africa Grade "R" School in support of their education programme and an additional R 94 075 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 R2 961 for Social Upliftment (Armed response service to School) was also made.

The table below illustrates the actual expenditure compared with the projected expenditure for (1) the financial year preceding the current reporting period (2024/2025) and (2) the financial year that is the subject matter of this annual report (2025/2026).

Service/ Project components	2024/2025			2025/2026		
	Projected Expenditure	Actual Expenditure	(Under)/ Over Expenditure	Projected Expenditure	Actual Expenditure	(Under)/ Over Expenditure
Social Upliftment	R 17 909	R 17 909	R Nil	R 2 961	R 2 961	R Nil
Donations	R 15 091	R 15 091	R Nil	R 33 807	R 33 807	R Nil
Happy Valley Grade "R" School	R 85 523	R 85 523	R Nil	R 94 075	R 94 075	R Nil

The BCID's social development initiatives focus on supporting local communities through targeted donations, social upliftment programs, and partnerships with NGOs. The expenditure and beneficiary numbers show close alignment with our planned targets, with all key projects executed successfully.

Small deviations in the number of beneficiaries served are due primarily to program implementation timelines and external factors. We remain committed to enhancing social outcomes by fostering inclusive opportunities and supporting early childhood development, thereby strengthening the social fabric of the BCID community.

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. CORPORATE GOVERNANCE

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. The Board is satisfied that its composition reflects the appropriate mix of knowledge, skills, experience, diversity and independence as required under principle 7.30(a) of King IV.

George Rheinard Pfeifer Ferreira Chairperson, non-executive director (King IV principle 7.30 (c))	
Responsibilities	Chairperson – Administration / Public Safety
Qualifications (King IV principle 7.30(e))	BSc Agric. Hon
Appointment to the board (King IV principle 7.30(f))	<i>Appointed by AGM on 14/10/2015</i>
Committee membership	Public Safety – Sector Security Meetings Electricity and Street Lighting task Team
Skills and experience (King IV principle 7.30(e))	Logistics, Supply Chain Management, Business Management, Farm Management
Career experience (King IV principle 7.30(e))	Farmer / Entrepreneur
Current directorships/ professional positions (King IV principle 7.30(h))	Director of the following companies: Blackheath City Improvement District NPC Sudwest Wes-Kaap Firelighters Pty Ltd Laritza Investments no 94 Pty Ltd Viacor Trading No 48 Pty Ltd One Vision Investment 218 Pty Ltd Nebavest No 37 Pty Ltd Ngwedi Traning no 16 Pty Ltd Wire and Fire Trading CC Stellenberg Klub 86 Serves on Board of SATEA

John Herbert Neil Barnard Non-executive director (King IV principle 7.30 (c))	
Responsibilities	Chief Financial Officer
Qualifications (King IV principle 7.30(e))	CA(SA), MBA, SAICA-certified Assessor
Appointment to the board (King IV principle 7.30(f))	<i>Appointed by AGM on 08/10/2025</i>
Committee membership	N/A
Skills and experience (King IV principle 7.30(e))	Chartered Accountant
Career experience (King IV principle 7.30(e))	25 years' experience as Finance Executive with a focus on manufacturing and related industries
Current directorships/ professional positions (King IV principle 7.30(h))	Director of Macadams International (Pty) Ltd Director Blackheath City Improvement District NPC

Clifford Wade Toerien Non-executive director (King IV principle 7.30 (c))	
Responsibilities	Director
Qualifications (King IV principle 7.30(e))	Diploma – Business Management
Appointment to the board (King IV principle 7.30(f))	<i>Appointed by AGM on 23/11/2023</i>
Committee membership	N/A
Skills and experience (King IV principle 7.30(e))	Commercial property asset management (Leasing, Legal, Operations, Budgets, HR Management)
Career experience (King IV principle 7.30(e))	36 years in commercial property and asset management and investment.
Current directorships/ professional positions (King IV principle 7.30(h))	Director - Tygervalley Improvement District NPC Blackheath City Improvement District NPC

Josias Heremias van Zyl Non-executive director etc] (King IV principle 7.30 (c))	
Responsibilities	Director
Qualifications (King IV principle 7.30(e))	National Diploma : Real Estate Studies, Master Real Estate Practitioner, Professional Associate Valuer (PPRA/ MIVSA / SACPVP)
Appointment to the board (King IV principle 7.30(f))	<i>Appointed by AGM on 14/10/2015</i>
Committee membership	Safety at Intersections / Capital Projects
Skills and experience (King IV principle 7.30(e))	Focus on buy-side mandates, valuations, zoning / due diligence and deal structuring for developers, owner-occupiers and investors.
Career experience (King IV principle 7.30(e))	Principal of JHVZ (Pty) Ltd. Cape Town industrial and commercial property valuer, broker and developer.
Current directorships/ professional positions (King IV principle 7.30(h))	JHVZ (Pty) LTD The Blackheath City Improvement District NPC

Michiel Christiaan Rust <i>Non-executive director etc] (King IV principle 7.30 (c))</i>	
Responsibilities	Director
Qualifications (King IV principle 7.30(e))	BA Humanities Stellenbosch 2014 / Hon History Stellenbosch 2015. Diploma in Mediation
Appointment to the board (King IV principle 7.30(f))	<i>Appointed by AGM on 12/10/2016</i>
Committee membership	Safety at Intersections
Skills and experience (King IV principle 7.30(e))	Civils / Water Security, Logistics and Property Management
Career experience (King IV principle 7.30(e))	15 Years Logistics Operations and Owner at Transport and Warehousing Company. 8 years Water Security water storage 1800L – 5.8ML reservoirs. Fire systems, Municipal water storage and pressure management.
Current directorships/ professional positions (King IV principle 7.30(h))	Director Neulux Freight / Commercial Manager Derprops 113 (Pty) Ltd

Changes in board composition <i>[insert details of any removals, resignations or retirements]</i>			
Name	Date & Manner of Appointment	Date of termination of directorship	Reason for termination (King IV principle 7.30(i))
Graham Mark Noonan	<i>Appointed by AGM on 24/10/2006</i>	<i>08/10/2025</i>	<i>Retired</i>

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.

The Board of Directors ("the Board") of the Blackheath City Improvement District NPC (BCID) is committed to fostering effective governance, overseeing the organisation's strategic direction, safeguarding assets, and ensuring accountability to stakeholders.

This Board Charter sets out the roles, responsibilities, ethical standards, and governance framework guiding the Board to fulfill its duties in accordance with applicable laws, regulations, and best practice principles.

Purpose

The purpose of the Board Charter is to:

- Define the Board's mandate and responsibilities.
 - Establish the governance principles and ethical standards expected of Directors.
 - Promote transparency, accountability, and sustainable leadership.
 - Ensure effective oversight of BCID's financial and operational performance.
- Board Composition and Appointment
- The Board shall comprise independent, non-executive Directors representing diverse skills and experience.
 - Directors are appointed and elected according to BCID's Memorandum of Incorporation and relevant legislation.
 - The Board shall periodically review its composition to ensure it meets the strategic needs of the organisation.

Roles and Responsibilities

Strategic Oversight

- Set and review strategic objectives and priorities.
- Approve budgets, annual plans, and capital projects.

Financial Governance

- Ensure the integrity of financial reporting and compliance.
- Monitor financial performance and risk management.

Operational Oversight

- Oversee delivery of public safety, maintenance, environmental, and social development initiatives.
- Monitor compliance with applicable laws, regulations, and internal policies.

Risk Management and Internal Controls

- Identify principal risks and ensure implementation of mitigation strategies.
- Review and approve risk management policies.

Governance and Ethics

- Uphold high standards of ethical conduct and integrity.
- Adopt and enforce a Code of Conduct for Directors and staff.
- Manage conflicts of interest transparently.

Board Meetings and Committees

- Convene regular Board meetings with appropriate notice and quorum.
- Establish committees / task teams to support Board governance.

Director Conduct and Ethics

- Directors should act honestly, with integrity, and exercise due care.
- Declare and manage conflicts of interest promptly.
- Maintain confidentiality and avoid misuse of position.
- Comply with all applicable laws and BCID policies.

Evaluation and Review

- Conduct periodic performance evaluations of the Board and its members.
- Review and update the Board Charter annually or as needed.

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.

2.8. Corporate Governance Statement

The BCID is committed to maintaining the highest standards of corporate governance to ensure transparency, accountability, and ethical management of public funds. Our governance practices closely follow the principles outlined in King IV, which guide our oversight, risk management, and board responsibilities.

The Board comprises qualified and independent directors who provide diverse expertise and stewardship. Regular board and committee meetings facilitate active oversight and strategic direction. Ethical leadership is reinforced through a formal code of conduct, conflict of interest disclosures, and ongoing training.

Risk management is embedded in our operational processes, with a detailed risk register reviewed regularly and mitigation strategies implemented proactively. These governance measures build stakeholder confidence and strengthen BCID's capacity to deliver its mandate effectively.

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	1. George Ferreira 2. Brendan van der Merwe 3. Shakiel Brown 4. Public Safety Service provider 5. All Law Enforcement Agencies 6. Security Companies and Public Safety Organisations
Key areas of focus during 2025/2026	Report back on: Crime Statistics, General crime trends, VCP's and other joint operations Future planning and action steps
Number of meetings held during the 2025/2026 reporting period	44

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	1. Joneil Barnard 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 2025/2026	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 2025/2026 reporting period	4 plus 1 Public Meeting for the Buttskop Rail Crossing Road Closure public engagement at the Blackheath Community Hall.

Electricity and Street lighting Task Team	
Overall role & responsibilities	Oversee the planning for additional area lighting within the Blackheath Industrial Area
Members	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 2025/2026	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 2025/2026 reporting period	2

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	03/07/25	03/09/25	21/10/25	28/01/26	12/03/26	19/05/26
George Ferreira	Attended	Attended	Attended	Apology	Attended	Attended
Graham Mark Noonan	Attended	Attended				
John Herbert Neil Barnard			Attended	Attended	Attended	Attended
Wade Clifford Toerien	Attended	Attended	Apology	Attended	Attended	Attended
Joshua van Zyl	Attended	Attended	Apology	Apology	Attended	Attended
Michiel Christiaan Rust	Attended	Attended	Attended	Attended	Attended	Apology
Kariena Mare (Observer)	Apology	Attended	Apology	Apology	Apology	Apology

3. BOARD CHARTER

The Blackheath City Improvement District NPC Board Charter outlines the roles, responsibilities, ethical standards, and governance framework guiding the Board of Directors to ensure effective oversight and accountability.

The full Board Charter document is available for public viewing on our website at: www.bcid.co.za/boardcharter

Additionally, a summary of the key principles and governance commitments from the Board Charter is included in paragraph 2.5 above.

The Board regularly reviews and updates the Charter to remain aligned with best practices and legislative requirements, reinforcing our commitment to transparency, accountability, and sound governance.

4. 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.

5. BOARD OVERSIGHT OF RISK MANAGEMENT

5.1. 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 in 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.

5.2 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.

5.3 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).

6 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.

6.1 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.

6.2 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.

6.3 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

The financial statements presented have been prepared in accordance with applicable accounting standards and audited by independent external auditors to provide a true and fair view of BCID's financial position. The report includes a review of income, expenditure, and capital projects, highlighting prudent financial management and resource allocation. Despite operational and capital investments in infrastructural upgrades, BCID has maintained a balanced financial position with sufficient reserves to fund ongoing activities.

No instances of irregular or wasteful expenditure were reported during the year, reflecting sound internal controls and compliance with procurement policies. The Board and management remain committed to fiscal responsibility and transparency in stewarding public funds for the sustainable development of the Blackheath industrial area.

1. Report of the External Auditor

Please see Annexure "A"

2. Annual Financial Statements

Please see Annexure "A"