

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 2024



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

Contents

PART A: GENERAL INFORMATION	3
1. NPC's general information	3
2. List of abbreviations or acronyms	3
3. Foreword by Chairperson	3
4. Management overview	4
5. Statement of responsibility and confirmation of accuracy for the annual report	6
6. Strategic overview	6
6.1. Vision	6
6.2. Goals	6
6.3. Core Values	6
6.4. Operational Goals	7
7. Statutory mandate	7
8. Organisational structure	8
PART B: PERFORMANCE INFORMATION	9
1. Situational Analysis	9
1.1. Service delivery environment	9
1.2. Organisational environment	9
2. Strategic Objectives	9
3. Complaints process	10
4. Performance information by service/project	10
4.1. Public Safety	10
4.2. Urban Maintenance and Cleansing Services	15
4.3. Social development	21
PART C: CORPORATE GOVERNANCE	23
1. Application of King [IV]	23
2. Governance structure	23
2.1. Board composition	23
2.2. Appointment of the Board	23
2.3. Board charter	24
2.4. Independence of the Directors	24
2.5. Board committees	24
2.6. Attendance at Board and Board committee meetings	24
3. Ethical leadership	25
PART D: FINANCIAL INFORMATION	
1. Report of external auditor	
2. Annual financial statements	



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:		
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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 July 2024

Dear Members of the Blackheath CID Community,

It is with great pleasure that I present the Annual Report for the year ending June 2024, reflecting the remarkable progress and achievements of the Blackheath City Improvement District with our partners in service delivery to the Blackheath Industrial Area. As Chairperson of the Board of Directors, I am proud to lead a passionate team committed to transforming Blackheath into a vibrant, secure mixed use business community for all.

A Year of Collaboration and Impact

The period from July 2023 to June 2024 has been characterised by strong collaboration and active engagement among property owners, businesses, residents, and the local authorities. Through the combined efforts of all stakeholders, we have successfully executed a range of projects and services that have maintained and significantly improved the environment in Blackheath. We have also participated in and led the establishment of the load shedding curtailment program that is in a very advanced stage in the Blackheath and the surrounding Industrial and Commercial zones.

Strategic Focus Areas

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

1. **Public Safety:** Enhancing safety measures and building a secure environment for residents, visitors, and business alike. This includes partnering with law enforcement agencies, implementing CCTV surveillance, and fostering relationships between the various law enforcement agencies to ensure the safety of the public at large.
2. **Maintenance and Cleansing:** Preserving the cleanliness and aesthetics of our district through regular maintenance programs and street cleaning services. Our ongoing efforts have ensured that Blackheath remains an attractive, neat and tidy Industrial Area.
3. **Environmental Development:** Nurturing a sustainable and green community by beautifying public spaces, creating parks, and promoting environmental awareness and conservation.
4. **Social and Economic Development:** Supporting local NGO's, fostering economic growth through our business retention and expansion programmes.

Achievements and Highlights

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

1. **Public Safety:** We successfully managed ongoing collaboration between the local agencies responsible for public safety, resulting in a significant reduction in crime rates and increased community cohesion. Our collaboration with local law enforcement has led to timely responses to all public safety concerns.

We have consistently improved our CCTV network by installing UPS power back up systems and the latest technology cameras while perfecting two high site locations to ensure uptime and network stability. The system plays an essential role in the daily monitoring of safety in the Blackheath Industrial Area.

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, and verges mowed regularly and that any service delivery issues along verges are properly reported to 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. School Road is often referred to as the Camps Bay of Blackheath.
4. **Social and Economic Development:** Our support for local businesses through networking events and marketing campaigns has yielded positive results. We facilitated various workstream meetings to address concerns relating to Road Safety, safe embayment and stacking for logistics vehicles, electricity supply and area lighting and facilitated the load shedding curtailment program. We partner with the Sing for Africa Grade “R” School in the neighbouring residential area of Happy Valley with donations to fund early childhood development, skills development programs and feeding schemes that are provided to the community in Happy Valley.

Key events and challenges

Load shedding mitigation 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.

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

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

Looking Ahead

As we move into the next year, we remain steadfast in our commitment to continuous improvement and community-driven development. 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. This past period has seen several large tracks of Industrial land within Blackheath being developed to a very high standard and various others being sold to investors with the intention to develop more high-end industrial landmarks.

To our service providers, partners at the City of Cape Town and at ESKOM, Law Enforcement and the South African Police Services and ST3 Security, your efforts are the reason for our success. We thank you sincerely for your ongoing support and commitment to making Blackheath safe and prosperous.

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.

George Ferreira

Chairperson of the Board of Directors

4. THE BLACKHEATH CITY IMPROVEMENT DISTRICT MANAGEMENT OVERVIEW

Chief Executive Officer's report to the Blackheath Industrial Area for July 2023 – June 2024.

At our last AGM we focused on matters relating to the ESKOM power grid and issues such as load shedding, vandalism of ESKOM kiosks, theft of electrical cables and illegal connections to the electrical infrastructure that had been persistent problems and that had led to many power outages that directly affected the ability of our members to manage their company's production and outputs.

To address these, we heard from our energy partners after the primary business discussions. We aimed to partner with and to assist ESKOM in stabilising the power grid by reducing the risk of crime and damage to electrical infrastructure and discussed potential solutions for load shedding and subsequently developed a plan to introduce load shedding curtailment and power wheeling through the existing ESKOM power supply grid and more specifically the individual ESKOM feeder routes.

The BCID team has been actively working on various options to support ESKOM's efforts. Although we proposed an increased budget for fencing vulnerable ESKOM infrastructure, after partnering with ESKOM's security branch and local engineers, we were unable to obtain the necessary consent to do so and so we were forced to remove this line item from our budget. This was an amount proposed to be spent from our accumulated surplus funding.

With the legislative requirements for way leaves, the demand for specially designed and engineered, manufactured cages, engineers to sign off both the designs and the installations and that these installations would have to be carried out by ESKOM approved service providers, it soon became clear that this would be completely unaffordable and thereby literally impossible. These kiosks are also not our assets and questions were then raised around our ability to spend these funds in this way on ESKOM assets. We soon realised that the cost of running a project of this nature, although very needed at that time, was completely unaffordable and that the funds that we had available were not sufficient.

It was fortunate that our additional security initiatives that were focussed to protect ESKOM infrastructure within the Blackheath Industrial Area appeared to halt the vandalism and theft from ESKOM assets and so this was no longer as big a priority, although load shedding curtailment remained a priority. We continue to have our mobile public safety security patrols focus on all electrical infrastructure, doing regular patrols and inspections on the individual assets within the area with a direct line to ESKOM Security to report any concerns relating to vandalism and / or attempted theft.

The preferred way forward was for ESKOM to replace their aged fibre electrical boxes with the new tamper proof steel power boxes and to consider introducing alarms to the units. We partnered with their Security branch to ensure that we were able to report matters relating to the safety of ESKOM assets as soon as possible and to have them respond both with their security branch and the repair teams in the event that any of their assets were compromised.

The BCID hosted and attended several public engagements and participated in meetings with ESKOM and their clients to ensure that progress was made between the parties toward the finalisation of the load shedding curtailment program.

We also committed to other municipal infrastructure projects in partnership with the City of Cape Town's Enterprise and Investment Branch, including keeping up to date with the Buttskop Railway bridge project, local road repairs, traffic calming measures, and future planning for truck stacking and embayment. A motion was also tabled at a meeting of the City of Cape Town's Urban Mobility Portfolio Committee, to request the City of Cape Town to again visit the need to add the further extension of the EersteRiv Way corridor to the congestion relief priority list. This motion has led to further debate in this regard and the City of Cape Town has committed to collecting development levies to further fund this initiative, although this may still be many years in the future.

We strive to promote the Blackheath Industrial Area as a prime location for manufacturing, logistics, and investment. The availability of vacant industrial land ensured the development of various parcels of land within the Blackheath Industrial area during this period.

The long-anticipated Growth Point Development in Range Road further contributed to the start of the EersteRiv Way road network and the introduction of the long-awaited traffic circle at the corner of Range and Wimbledon Roads. There was a bumpy start to this project with serious concerns being raised regarding the design, levels and layout of the new traffic circle, however after engagements and some alterations, the parties found each other and the general feeling is that the traffic circle is a welcome relief to the congestion experienced at the previous four-way stop controls and that it is by far safer than the previous road layout was. Many experienced the four-way stop controls as an accident waiting to happen and I am sure we all had near misses there at some point over time.

Our CCTV camera network, featuring License Plate Recognition, human detection software, and PTZ cameras, is monitored 24/7 by the public safety service provider. Despite challenges such as load shedding and vandalism, we have installed UPS hardware at camera locations to maintain system stability. We also introduced two new high sites at FANG in Heath Circle and HomeChoice in School Road to ensure that we had both a central high site and another that could assist to ensure stability.

Public safety and security have improved, with efforts focused on providing the best value for additional ratepayers. Our CCTV network ties into the SAPS Crime WhatsApp network and War Room, aiding in crime prevention and prosecution. We had a major arrest take place because of a License Plate Alert that led to a property in Blackheath Industria that was being used to store stolen property from highjacked delivery vehicles. The goods were identified and recovered and several arrests made.

We employ mobile law enforcement officers who work in partnership with our public safety officers. Additionally, a security caravan is placed daily in high-risk areas, acting as a deterrent to crime and information point. This security caravan has received a fresh set of decals and looks very professional.

In 2023/2024, we spent R1,265,674.00 on cleansing services and verge projects, and R845,579.00 on public safety, CCTV and monitoring, and law enforcement. For 2024/2025, we shall spend R1,344,335.00 on cleansing services and verge projects and R889,782.00 on public safety, CCTV and monitoring, and law enforcement. A decision was made to depreciate the CCTV assets over 3 years.

Our focus remains on infrastructure development in Blackheath, strengthening our relationship with local authorities, and fulfilling our mandate to realise our vision for the Blackheath Industrial Area. The resurfacing of Wimbledon and Buttskop Roads, as well as a section of the EersteRiv Way contributed.

We remain very grateful to all our Board Members, partners, service providers and company members for their continued support and commitment to improving the Blackheath Industrial Area.

Brendan van der Merwe

Chief Executive Officer

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

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

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

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 19th of August 2024.

George Ferreira
Chairperson of the Board

6. STRATEGIC OVERVIEW

6.1. 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.

6.2. BCID Mission

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

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

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

6.3. 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 taking into account 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.

6.4. BCID Operational Goals

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

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

- Promoting social and economic development in an environmentally sustainable manner.

7. STATUTORY MANDATE

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

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

In 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.

8. ORGANISATIONAL PROFILE

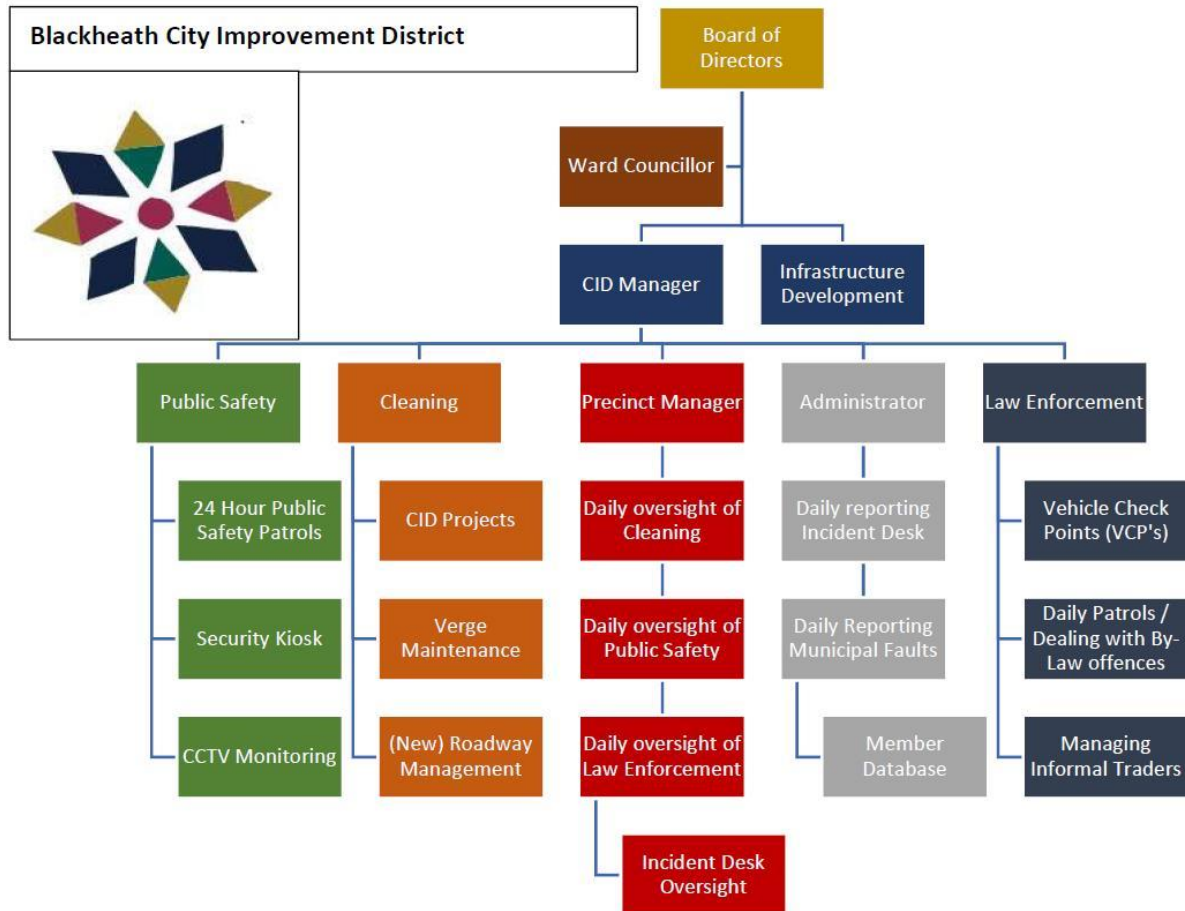
The Blackheath City Improvement District NPC (BCID) is dedicated to enhancing the Blackheath Industrial Area through a range of initiatives that align with our mission and strategic goals. Our primary activities include:

- **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

9. 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 monthly at our sector safety meetings.

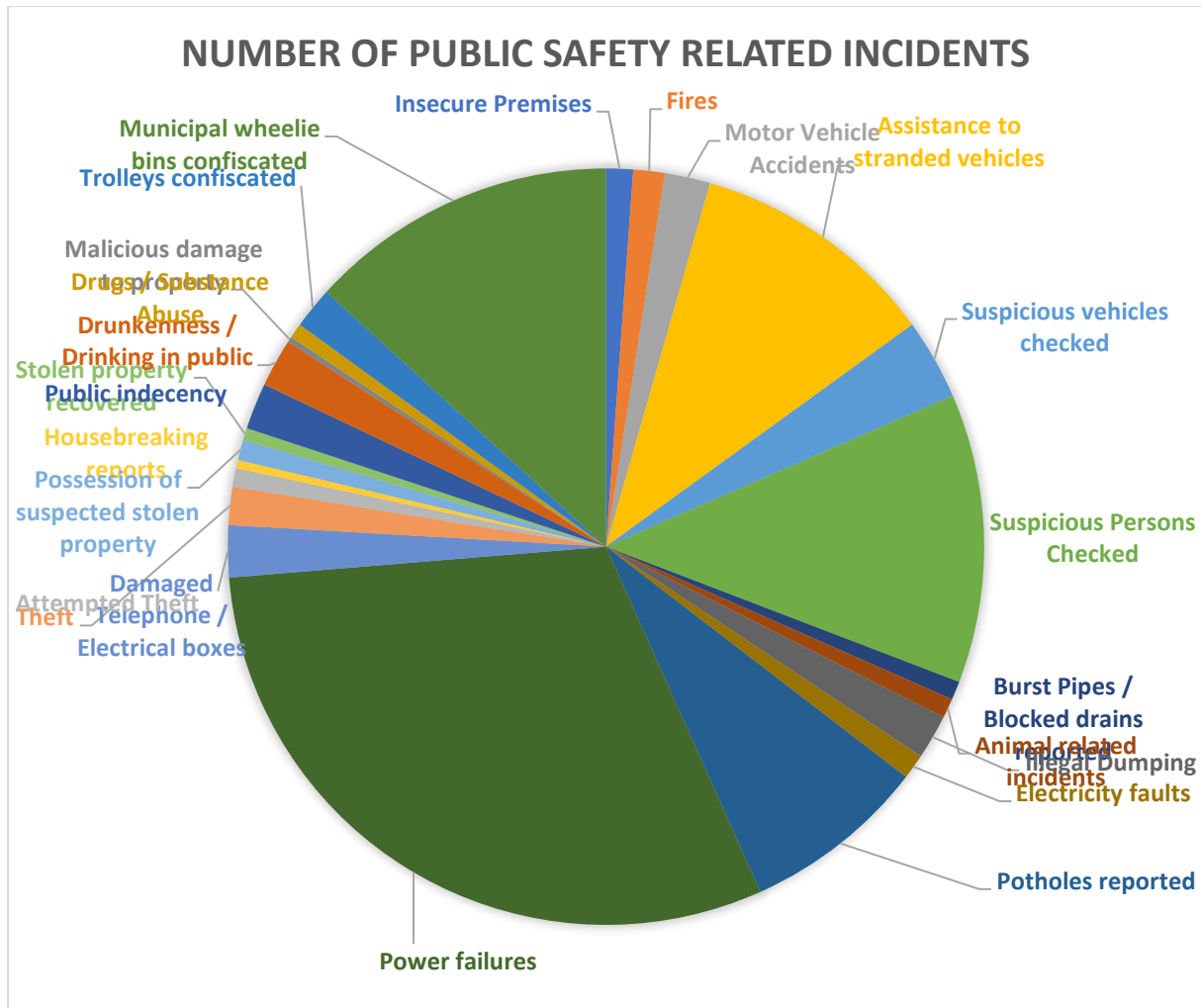
Public safety performance information

ACTION STEPS	Frequency per year	KEY PERFORMANCE INDICATOR	Comments
1. Identify the root causes of Public Safety in the BCID area in conjunction with the SAPS, Local Authority, Law Enforcement Officer (Rent-A-Cop) and existing Public Safety contractor using their experience as well as available Public Safety statistics.	Monthly	Monthly SAPS Sector Public Safety Meeting / Monthly Security Newsletter	SAPS refuse to submit written Public Safety statistics. Notes are taken at meetings.
2. Determine the Public Safety Threat Analysis of the BCID area in conjunction with the SAPS, Rent-A-Cop and other Law Enforcement Initiatives.	Monthly	Monthly SAPS Sector Public Safety Meeting / Monthly Security Newsletter. Report back to BCID Board.	Standing item on Sector 3 Sector Public Safety Forum Meeting agenda.
3. Determine strategies by means of an integrated approach to ensure Public Safety / deter criminals.	Monthly	Monthly SAPS Sector Public Safety Meeting / Monthly Security Newsletter	Standing item on Sector 3 Sector Public Safety Forum Meeting agenda.
4. In liaison with other Public Safety role players, Rent-A-Cop and the SAPS, identify current Public Safety and policing shortcomings and develop and implement effective Public Safety prevention strategies.	Monthly	Weekly and Monthly SAPS Sector Public Safety Meeting / Monthly Security Newsletter	Standing item on Sector 3 Sector Public Safety Forum Meeting agenda.
5. Develop a Public Safety Management Strategy with clear deliverables and defined performance indicators to guide safety services by the appointed service provider and evaluate levels of service provided.	Monthly	SLA with Public Safety Service Provider and feedback to the BCID Board Meeting and Monthly SAPS Sector Public Safety Meeting. Submit monthly report to the Board and annually to the AGM.	Standing item on Sector 3 Sector Public Safety Forum Meeting agenda and BCID Board agenda.
6. Maintain a manned centrally located office(s) open to the members of the BCID to request Public Safety assistance or report information.	Monthly	Fully operational Public Safety Control Room and BCID mobile Public Safety caravan and submit monthly report to SAPS Sector Public Safety Meeting and BCID Board Meeting.	Public Safety Contractor provides control room, places and monitors Public Safety trailer.
7. Deploy Public Safety resources accordingly and effectively on visible patrols. Public Safety personnel and patrol vehicles to be easily identifiable.	Ongoing	Contract Public Safety provider to ensure good Public Safety service levels 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 Sector Public Safety Forum Meeting agenda. Refer to Program 4, point 7.
16. CCTV Monitoring Initiative.	Ongoing	Daily and weekly reports on incident desk to populate monthly reports.	
17. Daily placement and manning of CCTV enabled Public Safety Caravan.	Daily	To Improve public safety in crime hotspot areas.	
18. Daily placement and management of Law Enforcement Officer.	Daily	To Improve public safety in crime hotspot areas.	
19. Application to be submitted by CID to secure Law Enforcement Officer.	Annually	Contract with the CCT signed by the Directors.	Contact Law Enforcement by February to renew contract by April yearly.
20. Register CCTV Cameras with the 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	29
Fires	34
Accidents	49
Assistance to stranded vehicles	267
Suspicious vehicles checked	87
Suspicious persons checked	312
Burst pipe/blocked drains reported	20
Horse and Carts checked	7
Animal Cruelty/Dead	14
Dumping reported	48
Electricity faults	27
Potholes reported	199
Power Failures	767
Damage telephone/Electrical boxes	56
Theft	41
Attempted theft	20
Housebreaking	9
Possession – suspected stolen property	22
Stolen property recovered	13
Public indecency	50
Drunkenness/Drinking in public	52
Malicious damage to property	6
Drug related/Substance Abuse	16
Trolleys confiscated	45
Wheelie Bins Confiscated	334
Total	2524



From 1 July 2023 to 30 June 2024 the two patrol vehicles logged the following number of patrol kilometres:

Total: 45 112 km

During the period from 1 July 2023 to 30 June 2024 the BCID identified **28** “Hot Spots” throughout the area.

A total of **1881** “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	2022/2023			2023/2024		
	Projected Expenditure	Actual Expenditure	(Under)/ Over Expenditure	Projected Expenditure	Actual Expenditure	(Under)/ Over Expenditure
Law Enforcement	R 213 840	R 213 840	R Nil	R 225 612	R 225 612	R Nil
Public Safety	R 340 510	R 340 510	R Nil	R 362 750	R 362 750	R Nil
CCTV Monitoring	R 50 273	R 50 273	R Nil	R 60 040	R 60 040	R Nil
Incident Desk App	R 36 853	R 36 853	R Nil	R 39 053	R 39 053	R Nil
CCTV / LPR Cameras	R 140 800	R 140 800	R Nil	R 155 519	R 158 124	R 2 605

4.2. MAINTENANCE AND CLEANSING SERVICES

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

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

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

4.2.3. Urban infrastructure was improved by:

- Developing and implementing a plan to identify and monitor the status of public infrastructure such as roads, pavements, streetlights, road markings and traffic signs.
- Coordinating actions with the relevant City of Cape Town Municipal Departments to address infrastructure defects, general maintenance and repairs, as well as new infrastructure needs. This was done through direct liaison with the Municipal Departments and their officials in addition to the reporting and monitoring of repairs identified by the CID Manager via the City of Cape Town’s C3 system.

- After a base level of repair and reinstatement was achieved the BCID team implemented local actions to correct minor issues.
- Identifying shortcomings in the basic infrastructure and assisting the Local Authority in planning necessary upgrades and scheduled maintenance in the area.
- Participating in the Business Retention and Expansion Program Survey with Property Owners in Blackheath 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	234
Litter in parks and public open spaces removed	266
De-weeding and weed spraying	127
Illegal dumping of builder's rubble removed	442
Illegal dumping of garden waste removed	26
Illegal dumping of household waste removed	86
Drains cleaned	84
Removal of illegal posters and pamphlets	546
Public litter bins serviced	249
Greening, tree pruning and landscaping tasks completed	131
Collect all rocks, half bricks, concrete pieces	226
Collect and heap all pieces of wood and other objects	96
Graffiti removal	0
Dead animals removed	4
Rodents and unhygienic areas addressed	18
Ensure litter is collected by the city	Daily
Ensure litter bins are emptied	Daily
Ensure all wheelie bins are collected	Weekly
Special projects	287
Total	2822
Refuse Bags	Count
Number of bags of litter collected	2124

- 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	2022/2023			2023/2024		
	Projected Expenditure	Actual Expenditure	(under)/ Over Expenditure	Projected Expenditure	Actual Expenditure	(under)/ Over Expenditure
Cleansing Services	R 733 655	R 733 655	R Nil	R 777 674	R 777 674	R Nil
Environmental Upgrades	R 108 545	R 108 545	R Nil	R 150 000	R 153 593	R 3 593
Greening Projects	R 165 000	R 164 873	R (127)	R 100 000	R 100 000	R Nil
Verge Upgrades	R 100 000	R 100 000	R Nil	R 130 000	R 130 000	R Nil
Additional Cleansing	R 155 000	R 155 000	R Nil	R 138 000	R 138 000	R Nil

4.3. **SOCIAL DEVELOPMENT SERVICES**

4.3.1. The social issues of the area are varied and complex and no single plan or approach will adequately address these issues. The BCID coordinates its social intervention actions with the various NGO's and social improvement organisations in the area to assist in the development of a comprehensive strategy for addressing social issues in conjunction with the City of Cape Town, all relevant social welfare organisations and institutions.

4.3.2. Partnerships between CIDs and NGOs create a more cost-effective approach to the provision of a “top-up” service to the municipal cleaning services when large area clean-ups or specific maintenance tasks are required.

4.3.3. The intention is to employ staff for the cleansing profile from the local area.

4.3.4. The BCID donated R 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	2022/2023			2023/2024		
	Projected Expenditure	Actual Expenditure	(Under)/ Over Expenditure	Projected Expenditure	Actual Expenditure	(Under)/ Over Expenditure
Social Upliftment	R 32 911	R 32 911	R Nil	R 31 571	R 31 571	R Nil
Donations	R 5 351	R 5 351	R Nil	R Nil	R Nil	R Nil
Happy Valley Grade “R” School	R 75 240	R 75 240	R Nil	R 77 748	R 77 748	R Nil

PART C: CORPORATE GOVERNANCE

1. APPLICATION OF KING IV

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

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

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

2. GOVERNANCE STRUCTURE

2.1. Board Composition

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

2.2. Board Observer

In terms of the By-law, City Councillors are designated as “Board observers” by the Executive Mayor to conduct oversight of Board functions. This oversight entails receiving Board documentation and attending Board meetings, with a view to ensuring

that the company duly executes its statutory mandate. The Executive Mayor has appointed the Ward Councillor, Cllr. Kariena Mare as the Board observer.

2.3. Appointment of the Board

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

2.4. Overview of the Board's responsibilities

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

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

2.5. Board charter

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

2.6. Director Independence

During the period under review, the Board formally assessed the independence of all non-executive directors, as recommended by King IV. The Board has determined that all non-executive directors, including the chairperson, are independent in terms of King IV's definition of "independence" and guidelines provided for in principle 7.28.

Board Committees / 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	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 2023/2024 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	<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	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 2023/2024 reporting period	3

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 2023/2024	Oversight of the Request for Street Lighting in Range Road, Helene Street and Nicole Avenue. Engaging with the responsible department to overcome the challenges toward implementation. Driving the issue to a close.
Number of meetings held during 2023/2024 reporting period	4

2.7. Attendance at Board and committee meetings

The Board convenes at least 4 times per annum. Quarterly meetings are required, although the CID aims to meet at least 6 times per annum. Following the dropping of COVID restrictions, all Board Meetings took place in person.

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

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 during the year under review. No changes to the directors' declarations were recorded that could potentially impact their independence. By maintaining these standards, the NPC ensures that its directors act with integrity and in the best interests of the organization.

PART D: FINANCIAL INFORMATION

1. Report of the External Auditor

Please see Annexure "A"

2. Annual Financial Statements

Please see Annexure "A"