

# **Brackenfell Business Improvement District NPC**

**Annual Report and Financial Statements  
for the year ended 2024**



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Brackenfell Business Improvement District NPC  
2014/155124/08

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

<b>Contents</b>	<b>Pg No.</b>
<b>PART A: GENERAL INFORMATION</b>	<b>1</b>
1. NPC's general information	1
2. List of abbreviations or acronyms	1
3. Foreword by the Chairperson	2
4. Chief Executive Officer's overview	3
5. Statement of responsibility and confirmation of accuracy for the annual report	4
6. Strategic overview	5
6.1. Vision	5
6.2. Mission	5
6.3. Values	5
7. Statutory mandate	6
8. Organisational profile	6
9. Organisational structure	7
<b>PART B: PERFORMANCE INFORMATION</b>	<b>8</b>
1. Situational Analysis	8
1.1. Service delivery environment	8
1.2. Organisational environment	8
2. Strategic Objectives	8
3. Complaints process	8
4. Performance information by service/project	9
4.1. Public Safety	9
4.2. Maintenance and Cleaning Services	13
4.3. Social Development Services	17
<b>PART C: CORPORATE GOVERNANCE</b>	<b>18</b>
1. Application of King IV	18
2. Governance structure	18
2.1. Board composition	18
2.2. Board Observer	18
2.3. Appointment of the board	18
2.4. Overview of the board's responsibilities	18
2.5. Board charter	18
2.6. Director Independence	18
2.7. Board Committees	19
2.8. Attendance at board and committee meetings	19
3. Ethical leadership	19
<b>PART D: FINANCIAL INFORMATION</b>	<b>20</b>
1. Report of external auditor	
2. Annual financial statements	

## PART A: GENERAL INFORMATION

### 1. GENERAL INFORMATION

Registered name:	Brackenfell Business Improvement District NPC
Registration no:	2014/155124/08
Physical address:	Unit 5, Higro Park, Fourie Street, Brackenfell
Postal address:	PO Box 1738, Brackenfell, 7561
Telephone number/s:	(021) 981 4909
Email address:	<a href="mailto:manager@bbid.co.za">manager@bbid.co.za</a>
Website address:	<a href="http://www.bbid.co.za">www.bbid.co.za</a>
External auditors:	Hauman Rodger for the past 10 years
Bankers' information:	FNB, Brackenfell
Company Secretary:	A J De Klerk

### 2. LIST OF ABBREVIATIONS / ACRONYMS

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

Since the establishment of the BBID almost ten years ago we have accomplished great things for the community.

The BBID stands on three legs.

#### 3.1. Security

Bolt Risk Management, under the leadership of Phillip van Zyl is responsible for 24-hour patrolling of the area by vehicle, by foot patrols and cycle patrols. You can identify them with their BBID bibs that they wear.

We have 64 cameras in the area, 19 of which are LPR (license plate readers), which enables us and the whole of the Western Cape to monitor and identify the movement of suspicious vehicles with great success. All the information is shared via the 24-hour control room situated at the Bolt offices in Brackenfell and then distributed across the city's network.

#### 3.2. Upliftment of the Homeless

We have a social obligation to combat homelessness, you will notice that there are very few homeless people and beggars in our area. This is due to the good work of Metamorfosie under the leadership of Gabriel Rossouw. He is also ministering and upskilling between 10 to 12 homeless people daily to enable them to assist with the cleanup of the areas.

#### 3.3. Beautification of the area

With a limited budget we are trying to enhance the look and feel of the area, in future we would like to get the City of Cape Town more involved in the upkeep of the area. Our latest project was the corner of Fans Conradie and Brackenfell Boulevard with the help of Brackenfell nursery as well as the upgrade of the park near Lucas van der Walt.

We are also in negotiations with the owners of Pick n Pay building for funds for further beautification projects.

By closing I would like to thank Cassie for his unwavering support and professionalism that he has maintained in handling the affairs of the BBID and being available 24/7 if needed.



Chairperson of the Board  
JA van der Merwe  
2024-11-18

#### 4. CHIEF EXECUTIVE OFFICER'S OVERVIEW

Once again, the BBID had a successful financial year for 2023-2024 with a surplus of funds to the amount of R1,986,729-00.

The BBID was founded in 2014 when community organizations, together with a group of business owners, noticed that the CBD is not in the state it used to be, and that vagrants and homeless people made the CBD to a certain degree inaccessible for the shoppers and clientele at retail shops. In and around the station things looked bad and the business owners then decided to apply to the CCT for a CID to be implemented with the main objective of supplying security and additional measures to keep the CBD clean and accessible to all shoppers and visitors and to prevent further decay.

Since then, we have made good progress, and we are proud of our achievements.

CCTV and LPR cameras took the biggest portion of the Capital Budget as we continuously spend as much as possible on this ongoing important infrastructure. Pure evidence of the success of LPR cameras can be seen and found on the various LPR groups.

Our next big step is to get connected to fiber. Currently, most of our camera connections are through wireless devices. This is causing streaming that can be disconnected at times. By entering the fiber arena, we would be much less dependent on Wi-Fi signals and transmissions.

During the past year we also obtained a container as a base and storage for our cleaning team.

Spending on security is still the biggest expense but it was also the main reason why the BBID was established.

Homelessness is still and will remain a big concern and can only be addressed with the help of other role-players.

One of our biggest challenges is some service delivery issues on the side of the City due to tender processes and contractors. This puts us under tremendous pressure to reach our goals.

Lastly, I want to acknowledge all our stakeholders, which includes the City of Cape Town, our property owners and ratepayers, the SA Police and other Law Enforcement Agencies and our Security Service Provider. We appreciate you and want to thank you for your contribution in making the BBID so successful.



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Cassie van Zyl – Executive Officer  
Brackenfell Business Improvement District NPC  
2024-11-18

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

We 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 Haumann Rodger.

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.

Approved by the board on 18 November 2024 and signed on behalf by:



Chairperson of the Board  
JA van der Merwe  
2024-11-18

## 6. STRATEGIC OVERVIEW

### 6.1. Vision

The Brackenfell Business Improvement District NPC (BBID) was established by local property owners in 2014 to organize, fund, manage and facilitate improvements within the BBID footprint. The BBID, also referred to as a CID, refers to a geographical area, designated as such by the City of Cape Town to establish and maintain a safe, clean, well-managed CBD area that attracts and retains business investment and activities in the area.

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

### 6.2. Mission

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

It is the mission of the BBID to create an accessible and inviting Central Business District (CBD) area that is attractive and safe for workers, visitors and clients alike.

Our strategy for promoting that vision is detailed in our Business Plan, available online at [www.bbid.co.za](http://www.bbid.co.za).

### 6.3. Values

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 carry out 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.

## 7. STATUTORY MANDATE

In terms of the CID By-law and s. 22 of the Municipal Property Rates Act, the BBID NPC is tasked with considering, developing and implementing improvements and upgrades to the BBID, to supplement services provided by the CCT.

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

## 8. ORGANISATIONAL PROFILE

### 8.1. Overview

The BBID is a dedicated organization committed to enhancing the safety, cleanliness, and overall quality of life within our designated area. Established in 2014, our mission is to foster a vibrant, prosperous, and attractive urban environment for residents, businesses, and visitors alike.

#### Key Services:

- Public Safety and Security:
- Regular patrols by trained security personnel
- Collaboration with local law enforcement agencies
- Implementation of surveillance systems

#### Maintenance and Cleanliness:

- Daily cleaning and waste management
- Graffiti removal and public space upkeep
- Landscaping and beautification projects

#### Urban Development:

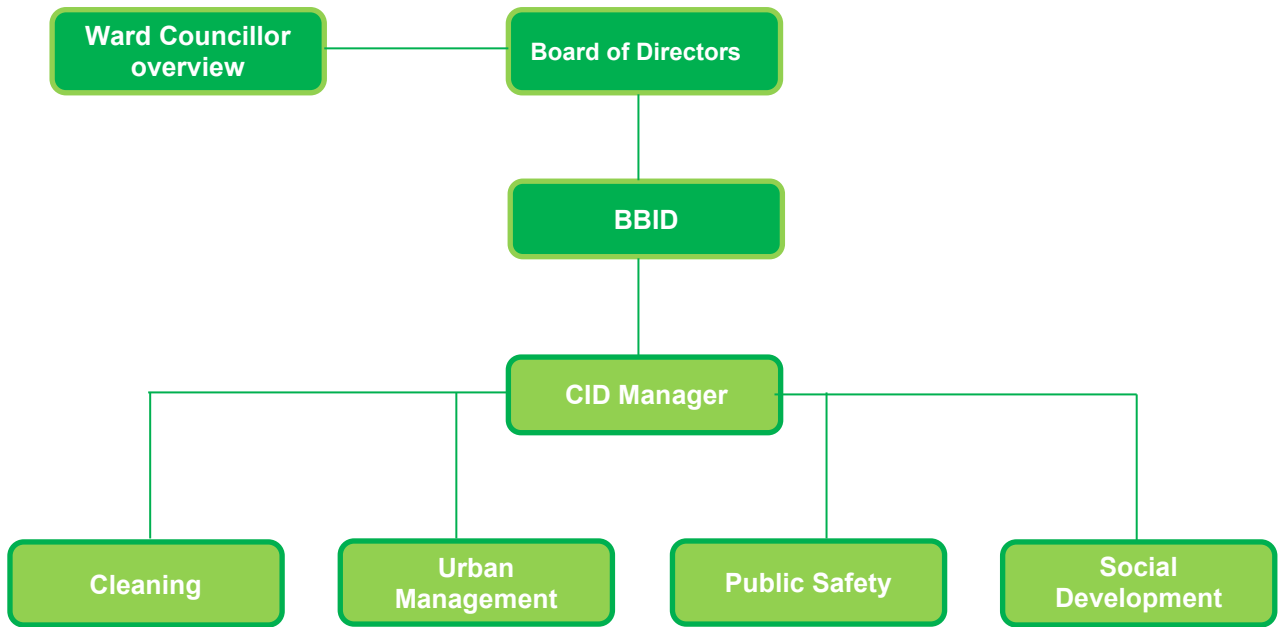
- Infrastructure improvement projects
- Public space enhancements
- Support for new business development

#### Goals:

- Ensure a safe and secure environment
- Enhance the aesthetic appeal of the district
- Support economic growth and development



## 9. ORGANISATIONAL STRUCTURE



## **PART B: PERFORMANCE INFORMATION**

### **1. SITUATIONAL ANALYSIS**

#### **1.1. Service delivery environment**

With continuous support and effort, the BBID managed to keep the CBD clean and neat. With constant effort from our Security Service Provider, we also managed to keep the CBD, and surroundings clean of vagrants and beggars.

Although support from City officials is good, maintaining the parks within the BBID footprint remains a challenge as the services that are supposed to be rendered by the City Department is not always on time or adequate.

The train station remains a problem due to the lack of security and services on Prasa property. Vagrants are using the station as a hiding place and sometimes these unwanted issues are spilling to the CBD area.

#### **1.2. Organisational environment**

In this year, most of the day-to-day activities such as meetings, Board meetings, contact with community organisations and engagements with the City of Cape Town continued as planned and scheduled. Our focus remained on building the relationships and efforts amongst the various partners in the area including the SAPS, Neighborhood Watch's and the Community Policing Forum. Close cooperation with the Ward Councillor, Sub council management and City officials to further improve service delivery has been the focus of these engagements.

### **2. Strategic Objectives**

Strategically, the BBID works in partnership with the City of Cape Town and the property and business owners towards the economic upliftment of the area by maintaining a level of safety and cleanliness to promote the use of and investment in the area. This is achieved through:

- Increased public safety
- Encouraging the maintenance and upgrading of private properties and public spaces in the area.
- Creating a clean and well-maintained public environment
- Assist with the management and solutions to the issues of people living on the streets of Brackenfell

### **3. Complaints Process**

**3.1.** The BBID offers numerous channels for dealing with complaints and/or requests. Some of the channels include the following:

- Telephone or in person in the 24-hour Control Room.
- WhatsApp, Facebook, or other social media.
- Email and via website contact messages.

### 3.2. Process / Procedure

Normal complaints / requests are dealt with by the BBID as follows.

The BBID will follow up with the complainant or person lodging the request or get it resolved in one of the following ways:

- Respond via email or WhatsApp.
- Contact the person telephonically.
- Visit the person at home or on site.
- Lodging a service request with the City of Cape Town.
- Scheduling the necessary tasks or actions to resolve the matter.
- Taking the matter to the next Board Meeting.

Formal complaints should be lodged to the BBID via email. The BBID will act on the complaint including one or more of the following actions:

- Referring serious complaints to the Board.
- Meeting with the complainant to understand the problem and address the issue.
- Scheduling the necessary tasks or actions to resolve the matter by the BBID.
- Logging a service request with the City of Cape Town.
- Communicating with the complainant on the actions taken.
- Follow-up process and communication with the complainant.

## 4. Performance Information

### 4.1. PUBLIC SAFETY

4.1.1. To improve safety and security the BBID 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
- Other stakeholders

4.1.2. The BBID initiative and the inherent security situation of the area require the deployment of public safety patrol officers to adequately 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 foot patrols with the highest number of resources deployed during day-time operations between 06:30 and 17:30 when most businesses are operational in the area. Considering the contributions from other stakeholders such as the SAPS and safety and security efforts from the City of Cape Town the following public safety and security plan is proposed for the BBID.

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 on streets 7 days a week.

4.1.4. The public safety patrol officers are brightly uniformed ambassadors that help to maintain an inviting and comfortable experience by serving as additional “eyes and ears” for local law enforcement agencies. They are the face of the

area. Typically, they get to know the business area very well and often serve as a first point of contact for emergency needs, help law enforcement to maintain order and provide an additional deterrent to crime through their consistent coverage and visibility. Public Safety Patrol Officers are equipped with two-way radios and walk or patrol the area at key times of the day. 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 law enforcement. A small group of well-trained public safety patrol officers have proven to be very successful in securing an area through active engagement with all people in the precinct. Additional training of patrol officers is required to become knowledgeable on issues such as public safety and reporting, first aid and first-responder training, communication skills and homeless outreach services. Beyond basic training the Public Safety Patrol Officers develop a keen awareness and information of specific area safety issues including drug trade, gang presence, poverty, social issues, criminal activity, and behavior. 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:

- 24 Hour Control Room
- 2 Operators per shift
- 2 Armed Response Mobile patrollers during night shift
- 4 Foot patrollers during day shift
- Dedicated Contact Number
- Radio Communication Network
- Satellite tracking of vehicle and foot patrol staff
- LPR (License Plate Recognition) Camera Network
- Overview Cameras Network

4.1.6. Assistance from the City of Cape Town

4.1.7. 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 informs us of the adjustment of the public safety deployment plan for the area. The deployment plan is revised monthly.

### ***Public safety performance information***

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	Comments
1. Identify the root causes of crime in conjunction with the SAPS, Local Authority and existing Public Safety service using their experience as well as available crime and public safety incident statistics.	Incorporate in Public Safety Management Plan	Ongoing	

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	Comments
2. Determine the Crime Threat Analysis of the CID area in conjunction with the SAPS, determine strategies by means of an integrated approach to improve public safety, identify current Public Safety and policing shortcomings and develop and implement effective public safety strategy	Incorporate in Public Safety Management Plan	Ongoing	
3. Deploy Public Safety resources accordingly, and effectively on visible patrols. Public Safety personnel and patrol vehicles to be easily identifiable	Effective Safety and Public Safety patrols in the BBID measured by:  Daily attendance registers Incident reports Patrol vehicle tracking reports Patrol vehicle patrol logs	Ongoing	Public safety officers are inspected and posted to their patrols daily. The Public safety officer's performance is measured on a weekly basis using the incident reports submitted via the incident reporting system and the public safety WhatsApp groups.
4. Assist the police through participation by the BBID in the local Police sector crime forum.	Incorporate feedback and information in Public Safety and safety initiatives of the BBID Report on any Public Safety information of the BBID to the CPF	Monthly	
5. Monitor and evaluate the Public Safety strategy and performance of all service delivery on a quarterly basis	Report findings to the BBID Board with recommendations where applicable	Quarterly	
6. Deploy CCTV cameras monitored by a CCTV Control Room	Effective use of CCTV cameras through monitoring	Ongoing	

<b>IMPROVE AND CONTINUALLY ASSESS ALIGNMENT OF RESOURCES WITH SAFETY NEEDS OF LOCAL COMMUNITY</b>			
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	Comments
7. Weekly Public Safety Reports from Contract Public Safety Service	Report findings to the BBID Board with recommendations where	Weekly	<b>Incident reports</b> See the Table and Graph below <b>Patrol vehicle</b>

<b>IMPROVE AND CONTINUALLY ASSESS ALIGNMENT OF RESOURCES WITH SAFETY NEEDS OF LOCAL COMMUNITY</b>			
<b>ACTION STEPS</b>	<b>KEY PERFORMANCE INDICATOR</b>	<b>FREQUENCY per year</b>	<b>Comments</b>
Provider	applicable  Incident reports patrol vehicle tracking reports Patrol vehicle patrol logs		<b>patrol logs</b> See the Table below
8. Identify “hot spot” areas.	Number of “hot spot” areas identified and the number of “hot spot” visitation for the reporting period	Monthly	See the Table Below

### ***Public Safety Incident Summary Report***

From 1 July 2023 to 30 June 2024, the patrol vehicle patrolled a total of 30,788 km's. This is on average 2,565 km per month or 84 km per day.

During the same period, the BBID identified a number of “Hot Spots” throughout the area. A total of 21,806 hot spot visits were made which is on average 1,817 per month or 59 per day.

The most significant challenge to the public safety operations in BBID remains the limited resources. The unfunctional railway station and surrounding areas require full-time dedicated patrol officers and Law Enforcement as well as Traffic Services. The BBID has limited resources and cannot dedicate its entire Public Safety Deployment to this area alone.

The BBID's overall strategy to address the challenge is based on a multi-disciplinary approach which includes the following measures:

- Engaging the City of Cape Town for the ongoing visibility of Law Enforcement
- Engaging other roll players like Prasa, CPF, NHW's Solid Waste for regular cleanup operations
- Deploy CCTV cameras to enhance the deployment of the Public Safety Operations.

#### **4.1.8. Resource Allocation**

During the reporting period the BBID deployed four public safety foot patrol officers and one mobile patrol vehicle. The security service providers own deployment serves as a backup for the BBID deployment.

The amount of R 2 422 000 was budgeted for the Public Safety deployments for the year and an additional R 92 400 for CCTV monitoring.

<b>Offences 2023</b>	<b>2023</b>	<b>2024</b>
Burglary At Business Premises	8	1
Business Robbery	1	3
Common Robbery	19	20
Malicious Damage to Property	13	9
Robbery With a Weapon Other Than a Firearm	4	9
Robbery With Firearm	8	3
Shoplifting	109	100
Theft From a Motor Vehicle	8	4
Theft Of Motor Vehicle and Motorcycle	23	10
Theft Out of a Motor Vehicle (Also Goods from The Back Of LDV)	44	44

*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”)*

<b>Service/ Project components</b>	<b>2022/2023</b>			<b>2023/2024</b>		
	<b>Projected Expenditure</b>	<b>Actual Expenditure</b>	<b>(Over)/ Under Expenditure</b>	<b>Projected Expenditure</b>	<b>Actual Expenditure</b>	<b>(Over)/ Under Expenditure</b>
<b>Public Safety</b>	<b>2 262 800</b>	<b>2 215 195</b>	<b>47 605</b>	<b>2 422 000</b>	<b>2 385 579</b>	<b>36 421</b>
<b>CCTV Monitoring</b>	<b>92 800</b>	<b>86 394</b>	<b>6 406</b>	<b>92 400</b>	<b>79 800</b>	<b>12 600</b>

## **4.2. MAINTENANCE AND CLEANSING SERVICES**

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

4.2.2. The plan was implemented by establishing a small team of 4 to 6 members, known as Metamorfosi, working weekdays from 08:30 to 13:30, recruited from Brackenfell homeless community to:

- Decrease waste and grime in the area through a sustainable cleaning program.
- Provide additional street sweeping, waste picking and additional refuse collection in all the public areas.
- Removal of illegal posters, graffiti and stickers from non-municipal infrastructure.
- Establish a recycling project on a small scale.

Some of the team members were seeking gainful employment and on-the-job training was provided to improve their skills and utilisation.

#### 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's departments to address infrastructure defects. This was done through specific liaison with departments and officials in addition to the reporting and monitoring of repairs identified by the CID Manager.
- After a base level of repair and reinstatement was achieved the BBID implemented local actions to correct minor issues.

#### *Cleansing and Urban Maintenance performance information*

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

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

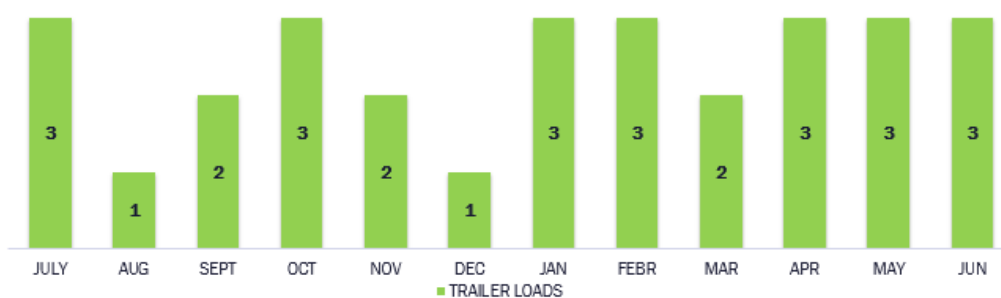


<b>PROVIDE A WELL-MAINTAINED PUBLIC SPACE</b>			
<b>ACTION STEPS</b>	<b>KEY PERFORMANCE INDICATOR</b>	<b>FREQUENCY per year</b>	<b>Comment</b>
1. Develop an urban maintenance strategy to guide delivery from appointed service delivery provider	Measure effectiveness through Urban Maintenance Statistics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

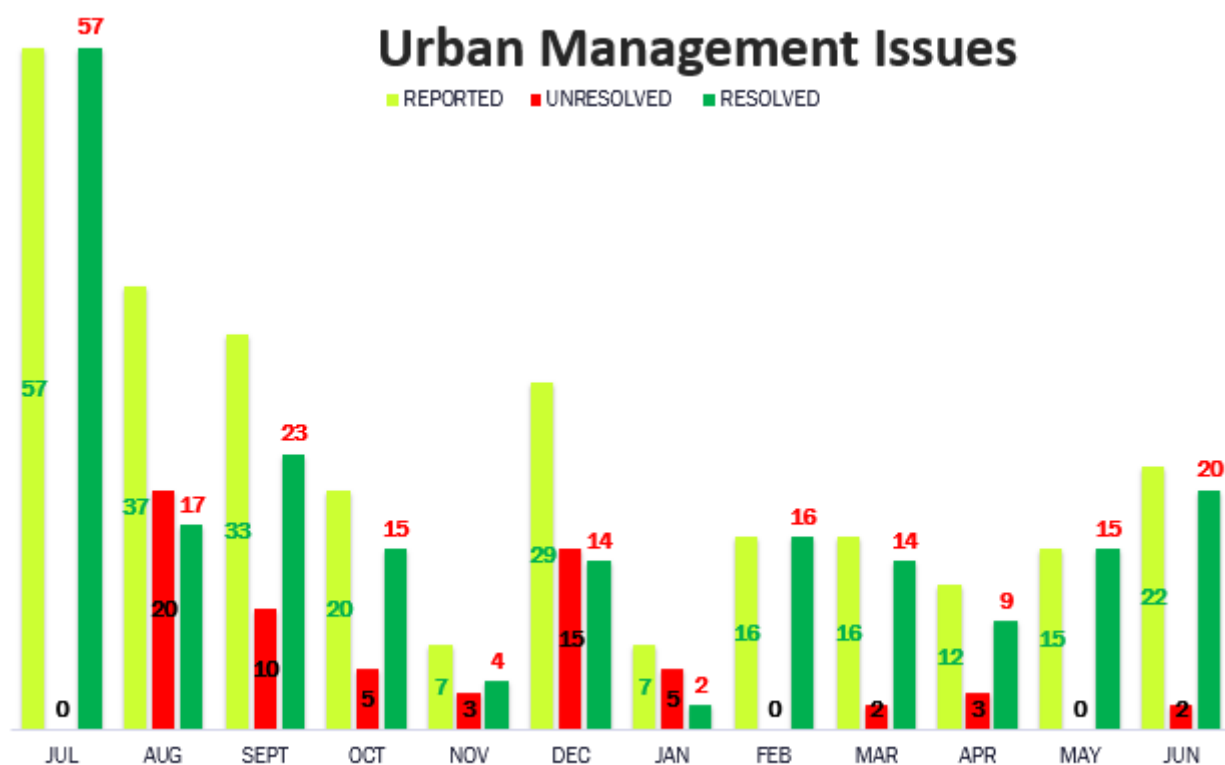
<b>MAINTENANCE OF PUBLIC GREEN AREAS</b>			
<b>ACTION STEPS</b>	<b>KEY PERFORMANCE INDICATOR</b>	<b>FREQUENCY per year</b>	<b>Comment</b>
1. Mow street verges	Measure effectiveness through Urban Maintenance Statistics	Monthly	See the Table below
2. Tree pruning and landscaping.	Measure effectiveness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

### **Cleansing Summary Report**

## Rubbish Dumped Trailer loads of rubbish collected and dumped



## Urban Maintenance Task Summary Report



\*Broken drains, Rubbish bins, Potholes, Littering, Defective Street lights, Damaged signs

- Although the BBID improved the cleanliness of most public environments in the area, the most challenging area remains the Railway Station 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 BBID 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.

#### 4.2.4. Resource Allocation

The BBID deploys 6 day-time cleaners.

*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	(Over)/ Under Expenditure	Projected Expenditure	Actual Expenditure	(Over)/ Under Expenditure
Cleaning Services	212 000	213 778	(1 778)	224 000	245 515	(21 515)
Environmental Upgrading	11 500	9 957	1 543	25 000	26 420	(1 420)
Urban Management	15 000	0	15 000	15 000	9 509	5 491

### 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. Social intervention and development can only be achieved by offering unemployed and/or homeless people an alternative.

4.3.2. Through the development of proactive programs to create work opportunities for homeless people certain NGOs have presented the opportunity to direct their work programs to include cleaning and maintenance services to CIDs. These 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. Resource Allocation

The BBID offered work opportunities to 4 to 6 people living on the streets.

*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	(Over)/ Under Expenditure	Projected Expenditure	Actual Expenditure	(Over)/ Under Expenditure
Social Services	0	0	0	4 000	4 000	0

## PART C: CORPORATE GOVERNANCE

### 1. APPLICATION OF KING IV

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

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

- 1.2.** Compliance with King IV for the reporting period. The board is satisfied that the NPC has complied with the applicable principles set out in King IV during the period under review, to the extent reasonably possible, are 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 BBID 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.

**2.3.** Appointment of the board

An Annual General Meeting is held every year to review the performance of the CID 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 in the company and regular board meetings allow the directors to review current operations and apply corrective measures as 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:

- identifying 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.
- monitoring compliance with applicable legislation, codes, and standards.
- approving the annual budget.
- overseeing preparation of and approving the annual financial statements for adoption by members.
- exercising effective control of the NPC and monitoring management’s implementation of the approved budget and business plan

**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

nonexecutive directors, as recommended by King IV. The board has determined that all the non-executive directors, including the chairperson, are independent in terms of King IV's definition of "independence" and the guidelines provided for in principle 7.28

**2.7. Board Committees**

The Board did not appoint any committees during the reporting period.

**2.8. Attendance at board and committee meetings**

The board convenes at least once every 2 months. An interim Board Information Pack is distributed monthly with the option of convening a special board meeting when necessary.

**3. ETHICAL LEADERSHIP**

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

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

Upon appointment, directors must declare in writing to the chairperson any private interests which could give rise to a potential conflict of interest. These declarations are kept in a register and are regularly updated.

Directors must further disclose in writing to the chairperson if any matter before the board gives rise to a potential conflict of interest. Such a director must recuse himself or herself from consideration and deliberation of, or voting on, the matter giving rise to the potential conflict of interest.<sup>1</sup>

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

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

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

## **PART D: FINANCIAL INFORMATION**

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

*See AR Report Annexure A*

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

*See AR Report Annexure A*