

ANNUAL REPORT MPTCID 1st July 2024 to 30th June 2025

MPTCID NPC Annual Report and Financial Statements for the year ended 30TH JUNE 2025



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

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PART A: GENERAL INFORMATION

1. GENERAL INFORMATION

Registered name: MITCHELLS PLAIN TOWN CENTRE IMPROVEMENT DISTRICT NPC

Registration no: 2019/337775/08

Physical address: No 4 B Willow Road, Observatory, Cape Town

Postal address: No 4 B Willow Road, Observatory, Cape Town

Telephone number/s: 079 404 5335

Email address: cidmanager@mptcid.org.za

Website address: www.mptcid.co.za

External auditors: CECIL KILPIN & CO - 6 years

Banker's information: STANDARD BANK, CAPE TOWN

Company Secretary: Dylan James Loxton

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. THE CHAIRMANS REPORT

I want to thank all of the stakeholders for their involvement in efforts to improve the trading environment in Town Centre, Mitchell's Plain during the year of this review, from the 1st of July 2024 until the 30th of June 2025.

- **Board of Directors of Mitchell's Plain Town Centre Improvement District**

I am happy to report that in the year under review, the Board of Directors met eight times, as well as at the Annual General Meeting. This was higher than the six times required by law. We had the necessary quorum at every meeting, and I want to particularly thank Alderman Abraham Griesel for his consistent attendance and would also like to thank Solomon Philander, who also attended some meetings. I particularly want to thank the Directors for their contributions to their particular portfolios and, particularly, to Ian van der Merwe for his diligence in supervising the financial aspects of the CID management. I am happy to report that we received a clean audit for our financial statements. I also want to thank the professional team, including PSI and Oracle and, in particular, James Loxton and Zubeir Orrie for their work during the year.

- **Management of the Trading Environment**

The informal trading plan for Town Centre, Mitchell's Plain was implemented in September 2023, and since then 275 out of the total 435 informal trading bays now have legal Tenants signed up and paying their permit fees to the relevant City authorities. Unfortunately, this year has seen a flood of undocumented traders into the Town Centre, which has negatively affected the local traders from the area and the CID Manager is working with the relevant authorities to ensure that these illegal, undocumented traders are removed from the Town Centre. James Loxton liaised with the three informal trading organizations in the Town Centre, as well as the Area Economic Department in the City of Cape Town. By way of example, James has been active in engaging with the informal trading community with "TED Talk"-style discussions in Harmony Square, including question-and-answer sessions. We continue to liaise with the City authorities to ensure that the informal trading bays are properly demarcated and painted out and that the eviction of illegal traders is stepped up.

- **CCTV Monitoring and Surveillance Systems**

Metro Police CCTV monitoring and surveillance systems were completed in August 2024 and are very much integrated with the CID monitoring and surveillance system, which is located adjacent thereto. Once the system was properly implemented, SAPS, Metro Police and law enforcement systems have supplied thirteen officers, two vehicles and radios as part of a permanent deployment to Town Centre.

Security cluster meetings have been held at the CID offices every two weeks (i.e. 26 meetings in the year under review) with SAPS, Metro Police, law enforcement and all private security companies operating in Town Centre, Mitchell's Plain.

As a result of the discussion and strategy around hot-spot crime and the management of the crime-fighting infrastructure, crime-fighting in the year under review has been much improved.

- **Train Services into Town Centre, Mitchell's Plain**

It is with extreme frustration and disappointment that I have to report that, as at the time of writing (Saturday, the 8th of November 2025), the train service into Mitchell's Plain train station has still not been restored. PRASA and the City of Cape Town are to be congratulated for their successful efforts in removing illegal occupiers from the train lines, restoring stolen and damaged train infrastructure, testing the tracks to ensure that they are serviceable and getting us to the point where, by my albeit limited understanding, the trains are now ready to run into Mitchell's Plain station. That said, I simply do not know why the train service has not commenced in Town Centre, Mitchell's Plain, despite the fact that a number of national Tenants are waiting to invest in Town Centre once this train service is restored. In the event that the trains are not restored into Town Centre, Mitchell's Plain, then the CID will be seeking to co-operate with traders, landlords and civil society organizations involved in Town Centre, Mitchell's Plain, to perhaps bring a class action lawsuit against PRASA for its failure to restore the train service, despite the fact that it has now been well over eight years since the last train ran into the Mitchell's Plain Town Centre train station.

To end on a positive note, I am happy to report that, in March 2025, the first vocational education training center opened in Allegra Lane, Town Centre, Mitchell's Plain, and in September 2025, the first graduation ceremony was held for those completing their vocational training.

The Directors, professional team and security guards serving the Mitchell's Plain Town Centre Improvement District are committed to improving the Town Centre in 2026 and look forward to working with all of the stakeholders in order to do so.

[Dr. Bradley Bordiss CEO]
[MPTCID NPC]
[1st December 2025]

4. Executive and Governance Overview

The directors are required by the Companies Act of South Africa, to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is their responsibility to ensure that the annual financial statements fairly present the state of affairs of the company as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with the International Financial Reporting Standard for Small and Medium-sized Entities. The external auditors are engaged to express an independent opinion on the annual financial statements.

The annual financial statements are prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The directors acknowledge that they are ultimately responsible for the system of internal financial control established by the company and place considerable importance on maintaining a strong control environment. To enable the directors to meet these responsibilities, the directors set standards for internal control aimed at reducing the risk of error or loss in a cost-effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the company and all employees are required to maintain the highest ethical standards in ensuring the company's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the company is on identifying, assessing, managing and monitoring all known forms of risk across the company. While operating risk cannot be fully eliminated, the company endeavours to minimize it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The directors have reviewed the company's cash flow for the year to 30 June 2025 and, in the light of this review and the current financial position, they are satisfied that the company has or has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently auditing and reporting on the company's annual financial statements. The annual financial statements have been examined by the company's external auditors Kilpin and Co.

Mitchell's Plain Town Centre Improvement District NPC was incorporated in South Africa and is engaged in improving and uplifting specific geographic areas within the boundaries identified by the directors and approved by property owners, in terms of the Special Rating Area By-Laws of the City of Cape Town and operates principally in Mitchells Plain, Western Cape , South Africa.

The operational results and state of affairs of the company are fully set out in the attached annual financial statements and do not, in our opinion, require any further comment.

The Retention for Bad Debt less provisioning that was paid over to the CID was allocated to Surplus Funded Projects and was in excess of R 154 000-00 surplus for the current year. This has partly been used for the additional support of Infrastructural Public Safety Projects like the Gate and Fence closure system and further CCTV project upgrades .

There have been no material changes to the nature of the company's business from the prior year.

The annual financial statements have been prepared in accordance with International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa. The accounting policies have been applied consistently compared to the prior year.

Full details of the financial position, results of operations and cash flows of the company are set out in the annual financial statements list below in this Report,- See Annexure A attached hereto

The directors are not aware of any material event which occurred after the reporting date and up to the date of this report.

The directors believe that the company has adequate financial resources to continue in operation for the foreseeable future and accordingly the annual financial statements have been prepared on a going concern basis. The directors have satisfied themselves that the company is in a sound financial position. The directors are not aware of any new material changes that may adversely impact the company. The directors are also not aware of any material non-compliance with statutory or regulatory requirements or of any pending changes to legislation which may affect the company.

The directors have performed the required liquidity and solvency tests required by the Companies Act of South Africa

Acknowledgement/s or Appreciation to Cecil Kilpin & Co. who continued in office as auditors for the company for 2024.

At the AGM, the members will be requested to re-appoint Cecil Kilpin & Co. as the independent external auditors of the company and to confirm Mr Nils Nyback as the designated lead audit partner for the 2025/26 financial year.

[James Loxton Executive Manager]
 [MPTCID NPC
 [1st December 2025]

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

We, the Board of Directors of the MPTCID NPC 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 **CECIL KILPIN & CO.**

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 **25th August 2025** and signed on behalf of the **MPTCID NPC** by:

Chairperson of the Board
 [Dr. Bradley Bordiss CEO]
 [MPTCID NPC
 [1st December 2025]

Financial Director /Treasurer
 [Christiaan Van Der Merwe]
 [1st December 2025]

6. STRATEGIC OVERVIEW

6.1. Start-up and Vision

The Mitchells Plain Town Centre Improvement District NPC was established by local property owners in July 2019 to organise, fund, manage and facilitate improvements in the Mitchells Plain Town Centre Improvement District for the benefit of the entire local community. The MPTCID refers to a geographical area, designated as such by the City of Cape Town ("COCT"), in terms of the CID By-law and s. 22 of the Municipal Property Rates Act, on application by local property owners. The MPTCID 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 live and work in the MPTCID geographical boundaries and the greater Mitchells Plain Community, in partnership with the COCT and other stakeholders.

6.2. Specific MPTCID Mission Statement

Our mission is focused on primarily on three of the key four primary pillars of all CID's: Public Safety, Urban Maintenance & Cleansing and Social Upliftment/Responsibility- the 4th being greening and beautification, whilst important, is a secondary consideration to the primary focus, given the budgetary constraints which are limited based on the economic environment.



Our strategy for promoting that vision is detailed in our Business Plan, available online at www.mptcid.co.za

6.3. Core Values of the MPTCID

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 as stipulated in our Implementation Plan

Stakeholder inclusivity: We will carry out our activities taking into account the needs, interests and expectations of our stakeholders as reflected in our Weekly Security Cluster Meeting with SAPS, Law Enforcement, and other Private Security Role-players.

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

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

7. THE STATUTORY MANDATE of MPTCID NPC

In terms of the CID By-law and s. 22 of the Municipal Property Rates Act, the Mitchells Plain Town Centre Improvement District NPC is tasked with considering, developing, and implementing improvements and upgrades to the MPTCID to supplement services provided by the COCT. The funding comes from additional rates collected by the COCT from CID property owners and paid over to the company under the previously mentioned legislation, as may be supplemented by local fundraising initiatives. In expending these funds, the company is subject to oversight by the COCT 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

Briefly outline the primary activities of the MPTCID NPC and how they relate to the MPTCID NPC's mission and primary strategic goals. Who the MPTCID NPC's stakeholders are and the scale of the MPTCID NPC.

9. ORGANISATIONAL STRUCTURE

Insert organogram depicting the MPTCID NPC's organisational structure from the board, down to the senior manager/s.

CEO x 1

And Board **of Directors x 5 Directors – Strategic**

Run by the **Executive Manager x 1 – Operational**

Directed by **Security Manager x 1**

Staffed by **CCTV Control Room Supervisor`s x 2**

And Operational Hot Bodies On duty Guarding x 8

PART B: PERFORMANCE INFORMATION

1. SITUATIONAL ANALYSIS

1.1. Service delivery environment.

To summarise, the MPTCID NPC operates in a broken socio-economic and political service delivery climate including:

- Lack of Service delivery in all key Services supplied by COCT to the Town Centre Area and the Lack of Passenger Rail Services by PRASA to the Mitchells Plain Train Station.
- Lack of Consistency of collateral Service by COCT to support efforts of the MPTCID NPC's projects – Fiscal dumping is a prime example of COCT` MURP department providing relevant services and support with Top Up Contractors but on in 5/7 months of the Year. This undermines the efforts of MPTCID NPC's operations by lack of consistency in carrying out daily operation as well as capital improvement projects. Proposed remedial measures would be to remove inefficient senior management at COCT and to employ senior managers that can plan properly.
- A Security Landscape of Gangsterism and Crime which impacts ability to deliver services safely at Town Centre
-

1.2. Organisational environment

- There are no Factors in the MPTCID NPC's organisational framework that may have impacted adversely upon the MPTCID NPC's performance (e.g. resignations, wasteful expenditure, fraud, or maladministration).
- Hard work and Skilled Contractors have contributed to the MPTCID NPC's successes in the year under review.

2. Strategic Objectives of MPTCID

- Improve Public Safety significantly by proactive visible patrolling and cooperation with existing SAPS and City of Cape Town Law Enforcement efforts as well as other security service providers in the area.
- Maintaining a safe and clean public environment by addressing issues of maintenance and cleaning of streets, pavements and public spaces.
- Manage existing and new public infrastructure for the future benefit of all the users of the area.
- Protect property values.
- Attract new investment to the area.

- Support and promote social responsibility in the area.
- The sustained and effective management of the MPTCID area.

The core values of the MPTCID are focused on the delivery of supplementary municipal services to the community of property and business owners and those that work and visit the commercial shopping precinct area. The Board and the appointed management entity and service providers aimed to deliver these services in a cost-effective and sustainable manner. This requires consistent evaluation of the performance of the service providers and the execution of the day-to-day business of MPTCID in a transparent and accountable manner. This is achieved through:

- rigorous reporting to the Board of Directors and the City of Cape Town,
- facilitation of local community participation in board meetings and members' meetings of the CID company,
- proper accounting and financial reporting that meet auditing standards,
- reporting par years performance to the NPC members at the Annual General Meeting,
- the submission of annual reports to the local Sub council and CID Branch, and
- publication of all relevant documentation online.

3. Complaints Process

The MPTCID NPC's complaints process is overseen by a Board Director. We have had no officials' complaints against the MPTCID Contractors and Staff that have been required to be escalated to Board Level for consideration, in all our years of operation.

4. Performance Information

4.1. PUBLIC SAFETY Report 2024/2025

The year ahead showed promising prospects for the center. With reduction in crime stats recorded and strong show of willingness from law enforcement partners the challenges previously nefarious users of the Town Centre has started to feel a strong push back from authorities over the past year.

The precinct continues to be a priority for the City of Cape Town with a continuous project being rolled out throughout the year. The Metro CCTV control center remains full operational with support from on the ground support staff both from Metro and Law Enforcement. Law Enforcement LEAP officers were still deployed from our offices to increase foot patrols in the precinct along with Metro Police. The security cluster meetings are now headed by SAPS Leadership, and our offices has been established as the command center for all operations in the Town Centre. The synergy between the different security and state enforcement operators has reaped huge benefits leading to more proactive approaches with Metro Police being more active during the day with the support of Law Enforcement LEAP Program and SAPS with Law Enforcement focusing on nighttime activities. A number of special operations targeting specific challenges have been

executed on a regular basis giving consistency to the enforcement of law and order in the precinct.

Criminal trends continue to change in attempts to circumvent our efforts to reduce crime, we however are committed to applying continued pressure on the criminal element to create a safer and thriving community. Overall, the number of incidents recorded has decreased and we remain positive that the CID along with its partners has had a significant role in this positive impact.

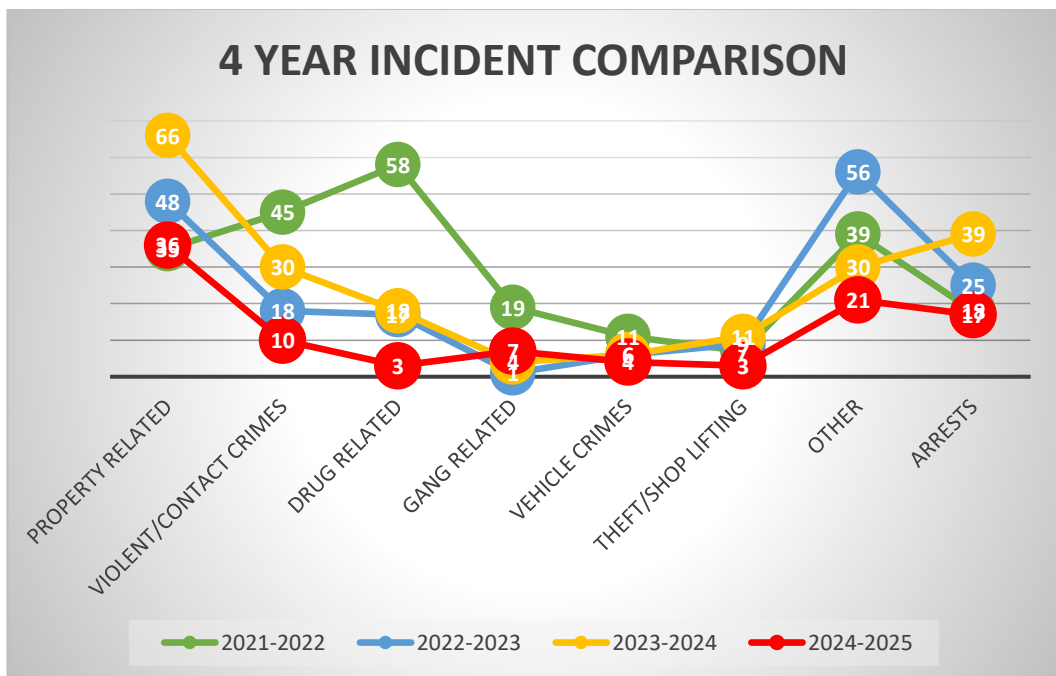
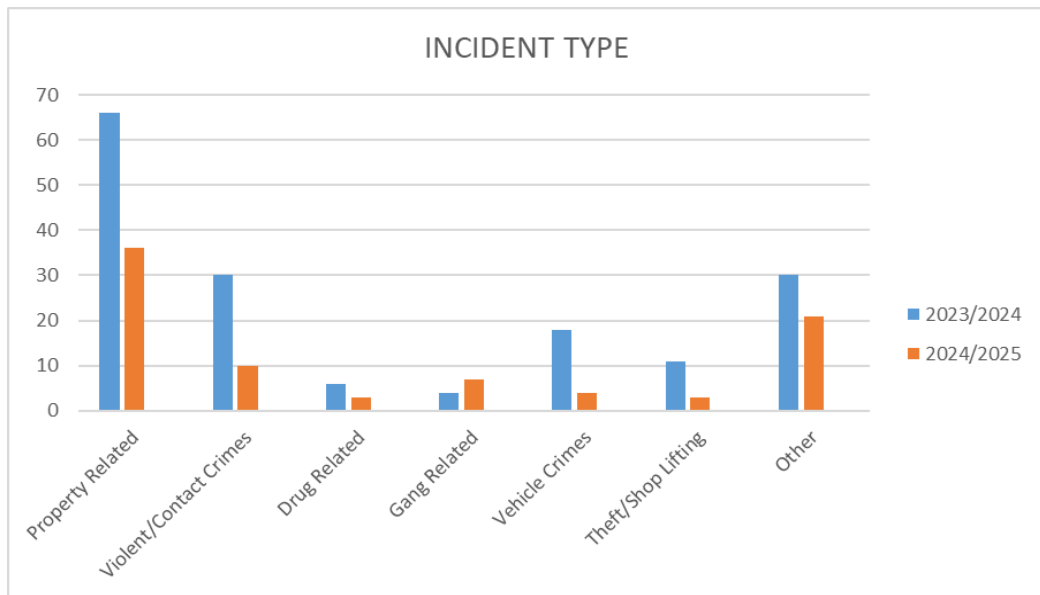
While we have seen many positives our greatest risk unfortunately remains the community we serve, whilst most other CID's criminal element is external and comes from outer lying communities, our criminal element comes directly from the community and surrounding communities. While we still believe that the community at large are victims themselves, the plague of substance abuse, drugs and gangsterism is the fuel for the precincts challenges. However, with constant presence we are able to for most part keep this on the outskirts and boundaries of the precinct. At times it does spill over into the CBD but it no longer does it originate from the Town Centre itself.

On a positive note, the number of incidents has only decreased with property related crimes being shown as the biggest contributor to incidents reported. Contact crimes showed a 7% decrease with drug and gang related incidents showing an increase of 5% and 1.1% respectively which we can attribute to the consistency of increased patrols and special operations. 21% of all incidents reported lead to arrests. Several other arrests related to incidents which took place within in the precinct have not been documented but with the use of CCTV technology SAPS were able to identify and later arrest an undisclosed number of perpetrators

Our offices remain the control center for all joint operations conducted in the precinct and our CCTV System along with our operational experience plays an integral part of the success of these operations. The Metro control center is a great addition to the current systems focusing on areas not covered by our infrastructure allowing us to redistribute resources to other key areas. We remain instrumental in the implementation and execution of operations and a highly valued asset to our Enforcement counterparts.

Incident Types

	Number	Percentage 2023-2024	Percentage 2024-2025
Property Related	36	40,00	42,85
Violent/Contact Crimes	10	18,18	11,90
Vehicle Crimes	3	10,90	3,57
Drug Related	7	2,42	8,33
Gang Related	4	3,63	4,76
Theft/Shop Lifting	3	6,66	3,57
Other	21	18,18	25,00



STRATEGIC OBJECTIVE: [Crime Prevention: REDUCE CRIME LEVELS IN PUBLIC AREAS WITHIN CID]

Measure	Key Performance Indicator	Planned target 2023/2024	Actual achievement 2023/2024	Deviation from target to actual achievement for 2023/2024	Comments on deviations
Record crime statistics/ incidents.	Monthly / Quarterly reports of crime statistics/ incidents	12/12 reports	25/25 reports	4 th Quarter report outstanding. Security Cluster running optimally !	In respect of the Security Cluster meeting 2 times per month !
Address factors contributing to crime levels in CID, in consultation with SAPS, CCT, Security Service & other stakeholders	Number of such factors identified and addressed through stakeholders.	Address at least 5 such factors.	Addressed all 5 such causes, i.e.: (1) poor lighting in public spaces; (2) inadequate security patrols at night; and (3) vegetation on street curbs obscuring security patrols' line of sight.	Infrastructural issues like lighting are not in our control .	COCT need to come to the party and assist with maintenance in real time !
Conduct visible, daily foot patrols.	Number of day-time foot patrol teams.	2 x day-time foot patrol teams.	2 x day-time foot patrol teams.	n/a	n/a
Conduct visible, daily vehicle patrols	e.g. Number of vehicle patrol teams per day shift & night shift.	e.g. 1 x team (day) & 1 team (night)	e.g. 1 x team (day) & 1 team (night).	n/a	n/a
Installed CCTV camera infrastructure.	34 of CCTV cameras installed in CID.	Install 8 additional	Installed 8 CCTV cameras, and	CID CCTV now fully operational	Optimal CCTV System

		CCTV cameras.	6 donated Cameras	with 48 Cameras	
STRATEGIC OBJECTIVE: [Community Safety: IMPROVE AND CONTINUALLY ASSESS ALIGNMENT OF RESOURCES WITH SAFETY NEEDS OF LOCAL COMMUNITY]					
Measure	Key Performance Indicator	Planned target 2023/2024	Actual achievement 2023/2024	Deviation from target to actual achievement for 2023/2024	Comments on deviations
Identify "hot spot" areas.	4 "hot spot" areas identified.	Identify ongoing Dynamic Crime "hot spots".	Identified via Security Cluster meetings	n/a	n/a
STRATEGIC OBJECTIVE: [Metro Police/CID CCTV JV – Provide Location for on site for Security Cluster Briefings and Dispatch: <i>FOSTER TRUST BETWEEN CID SECURITY OFFICIALS & LOCAL COMMUNITY</i>					
Measure	Key Performance Indicator	Planned target 2023/2024	Actual achievement 2023/2024	Deviation from target to actual achievement for 2023/2024	Comments on deviations
Security Cluster and Dispatch from CID Offices	Monthly Security Cluster Meetings and Daily Dispatch of Law Enforcement.	25 Security Cluster meetings held 20 Law Enforcement Offices per Day	100% of Security Cluster Meetings held and 65 % of Law Enforcement Offices Dispatched daily	Need Law Enforcement to increase daily dispatch	The deviation pertains mainly to ongoing staffing issues with Law Enforcement.
Evaluation of security officers & camera controllers	Quarterly evaluation reports to CID Manager	Submit 4 reports.	Submitted 4 reports.	e.g. n/a	e.g. n/a
On-site inspections of security patrol officers in CID & camera controllers	weekly assessment of security patrol officers & camera controllers	50 weekly inspections	44 conducted weekly inspections.	Failed in 6 non-consecutive weeks	Above average demands upon operational resources precluded assessments during the relevant period.
STRATEGIC OBJECTIVE: INCREASE SAFETY THROUGH PARTNERSHIPS]					
Measure	Key Performance Indicator	Planned target 2023/2024	Actual achievement 2023/2024	Deviation from target to actual achievement	Comments on deviations

				for 2023/2024	
Establish formal partnerships with SAPS, Metro Police and local community organisations.	5 Number of formal partnerships entered into.	Enter into 5 such partnerships	Entered into formal partnerships with SAPS Metro Police Law Enforcement and Community Ambassadors /Neighbourhood watch	100% 5 partnerships.	Full co-operation currently
Liaise with Leadership of Law Enforcement relevant role players of SAPS.	Monthly Meetings with Leadership of Law Enforcement	12 Quarterly meetings.	12 monthly meetings	Fully engaged	100%.

4.2. MAINTENANCE AND CLEANSING SERVICES of MPTCID

We have inadequate budgets available to deploy the services of a dedicated public cleaning Service provider to provide the supplementary cleaning services required in the area. We have therefore utilized the Social Upliftment budgets, supporting VOMP (VICTORY OUTREACH MITCHELLS PLAIN) program to provide the top up cleaning staff. To establish the most effective cleaning plan the strategy will support existing waste management services, identify specific management problems and areas and assist in developing additional waste management and cleaning plans for the area.

The plan will be executed by using a small team of Cleaning Staff numbering 8 currently with a supervisor to:

Decrease waste and grime in the area through a sustainable cleaning program.
Provide additional street sweeping, waste picking and additional collection in all the public areas.

This team will operate 4 days per week with Supervisor and materials supplied through this combined Cleaning and Social Upliftment budget.

Urban infrastructure will be improved through additional Urban Maintenance Budgets:

- Continuing 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 will be done through specific liaison

with departments and officials in addition to the reporting and monitoring of repairs identified by the CID Manager.

- As a base level of repair and reinstatement has been achieved the MPTCID team will implement local actions to correct minor issues. The Urban Maintenance programs will be done through `` small projects`` Budgets.

In addition, the urban management team will in consultation with the relevant City Departments to assist with:

- Removal of illegal posters and pamphlets from public spaces and non-municipal infrastructure as noted in the MPTCID Implementation Plan Program
- Painting of road markings and correction of road signs.
- Greening, tree pruning and landscaping.
- Kerb, bollard and paving reinstatements.
- Storm water drain cleaning where required.

STRATEGIC OBJECTIVE: CLEANING SERVICES- PROVIDE A CLEANER PUBLIC SPACE

Measure	Key Performance Indicator	Planned target 2023/2024	Actual achievement 2023/2024	Deviation from target to actual achievement for 2023/2024	Comments on deviations
Develop cleaning strategy to guide delivery from appointed service delivery provider.	Annual cleaning strategy document to be adopted by CID board.	1	1	n/a	n/a
Monitor COCT additional litter bins in public spaces.	additional litter bins provided by CCT.	50	50	n/a	n/a
Provide clean sidewalks and public walkways removing street litter).	Number of times <i>all</i> streets and public walkways within business corridor were cleaned at least once a week.	220	220	100%	Additional Budget Allocated for CID Top up Cleaning Staff

STRATEGIC OBJECTIVE: SOCIAL UPLIFTMENT PROGRAM: ENSURE EFFECTIVE DELIVERY OF CLEANING SERVICES

Measure	Key Performance Indicator	Planned target 2023/2024	Actual achievement 2023/2024	Deviation from target to actual achievement for 2023/2024	Comments on deviations
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Investigate service delivery complaints re cleansing.	100% of total annual complaints investigated satisfaction of complainant.	100%	70%	30 %	Lack of Response from COCT but improving with claims registered on COCT Website
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STRATEGIC OBJECTIVE: Replace Stolen Bick Paving: RENEWING PUBLIC SPACES					
Measure	Key Performance Indicator	Planned target 2023/2024	Actual achievement 2023/2024	Deviation from target to actual achievement for 2023/2024	Comments on deviations
Replace stolen brick paving in public spaces.	All stolen Brick Paving to be replaced.	All Areas	75%	25%	Ongoing Issue at Town Centre and CID assisting with Budget
Remove unlawful or unsightly stickers and posters from public infrastructure	All stickers/posters removed.	All Areas	50%	50%	Underestimated the Cleansing requirement and remains ongoing issue

4.3. ECONOMIC AND SOCIAL DEVELOPMENT SERVICES OF MPTCID

Economic Growth. The MPTCID is working towards the continuous development and improvement of the urban environment through public safety, cleaning, urban management, and social initiatives, all aimed at safeguarding and growing the existing businesses and economic opportunities thereby maintaining and creating employment opportunities. A well-maintained and managed area stimulates investment and MPTCID therefore directly supports further economic growth.

Social Development. The MPTCID supports the City's Social Upliftment Strategies to find lasting solutions for Social Development, which includes supporting individuals to move from the street into places of safety, support NGOs that provide social services and where possible create employment opportunities.

We are not able to fully engage at any meaningful level with these 2 aspects of our services due primarily to Budgetary Constraints

PART C: CORPORATE GOVERNANCE

1. APPLICATION OF KING IV

In recognition of the fact that the MPTCID 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 particular reporting protocols appropriate to a non-profit entity such as the NPC. Recommended disclosures under KING IV are identified by way of reference to the relevant principle.

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

COMPOSITION OF BOARD BY NAME, POSITION AND MEMBERSHIP NO

Bradley Bordiss	Chair and Marketing	No: 0001
Fairoz Osman	Environmental and Public Safety	No: 0002
Ismail Moosajee	Social Upliftment and Development	No: 0003
Shaheem Hendricks	Cleansing and Cleaning	No: 0004
Christiaan van der Merwe	Security	No: 0005
Faizel Hendriks	Dispute Resolution and Complaints	No: 0006

2.2. **Political and Alternate Observers at MPTCID NPC's Board Meetings**

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 Cllr Solomon Philander as board observer, and Cllr Abraham Griesel as alternate. Cllr. Philander attended all 2 of 7 of the MPTCID board meetings convened during the period under review, while cllr. Griesel attended 7 of 7 attended of these meetings when cllr. was unable to attend.

2.3. Appointment of the board

Article 16.1.9 of the MOI states “As required by item 5(1)(b) of Schedule 1 to the Act, at least one third of the longest serving Directors shall retire from office at every AGM. Retiring Directors shall retain office until the close or adjournment of the AGM. A retiring Director shall, however, be eligible for re-election.” All existing Directors of the Board have made themselves available for re-election as directors.

2.4. Overview of the board’s responsibilities

The Executive role of the board is:

- (1) to 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.
- (2) monitoring compliance with applicable legislation, codes and standards.
- (3) approving the annual budget.
- (4) overseeing preparation of and approving the annual financial statements for adoption by members.
- (5) exercising effective control of the MPTCID NPC and monitoring management’s implementation of the approved budget and business implementation plan.

The directors acknowledge that they are ultimately responsible for the system of internal financial control established by the company and place considerable importance on maintaining a strong control environment. To enable the directors to meet these responsibilities, the directors set standards for internal control aimed at reducing the risk of error or loss in a cost-effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the company and all employees are required to maintain the highest ethical standards in ensuring the company’s business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the company is on identifying, assessing, managing and monitoring all known forms of risk across the company. While operating risk cannot be fully eliminated, the company endeavours to minimize it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements.

2.5. Board charter

The board is satisfied that it has fulfilled its responsibilities under the board charter during the period under review. (King IV Principle 6(5)(b)) and by Independent review by the Auditors Cecil Kilpin and Co. There are no cases of non-compliance for the reported period.



The board charter is available online at www.mptcid.co.za

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 of 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. **(King IV Principle 7.38(a))**

2.7. Board Committees

The MPTCID NPC has no board committees

2.8. Attendance at board and committee meetings

All Monthly Board Meeting are convened by the Company Secretary by Electronic Meeting Request and WhatsApp CID Directors Group reminders. The Notice for all the Calendar Year Monthly Directors Meeting is given in January of the year, adequately meeting the notice requirements for the meetings Particulars of board and Observer meetings are detailed in the table below. The board observes Principle 1(c)(iv) of King IV regarding attendance of meetings. (King IV Principle 6.5 (board meetings) and King IV Principle 8.50(e)) (board committee meetings)).

BOARD MEETINGS [sample table contents]													
Board Meeting	Total	July	August	Sept	October	Nov	Dec	Jan	Feb	March	April	May	June
Held	8/12	-	✓	✓	✓	✓	✓	-	✓	-	✓	✓	✓
OBSERVERS COMMITTEE MEETINGS [sample table contents]													
Councillor	Total	July	August	Sept	October	Nov	Dec	Jan	Feb	March	April	May	June
Giesel	7/8	-	✓	✓	✓	-	✓	-	✓	-	✓	✓	
Philander	3/8	-	-	-	-	-	-	-	✓	-	-	✓	✓

3. ETHICAL LEADERSHIP

Directors are required to maintain the highest ethical standards. To this end, the MPTCID 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.mptcid.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.¹

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.

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 MPTCID 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 **(King IV principle 1.3)**

4. BOARD OVERSIGHT OF RISK MANAGEMENT

4.1. Risk Management Policy

Provide an executive summary outlining:

- The MPTCID NPCs has the appropriate Insurance and Assurance in place that serve to mitigate the inherent risks in the Management of an NPC, both financial and personal liability of Directors make up our risk management policy and strategy, if any.
- The board is tasked with implementing a sound system of internal controls to safeguard the company's assets and funds and ensuring that assets and funds are employed in furtherance of the company's strategic objectives.
- The board considers risk at each of its meetings as detailed at para [2.8] above. The system of internal controls put in place by the board includes:
 - o The five-year strategic plan, approved by the CCT in 2024 which has been implemented across the whole range of company functions.
 - o Annual performance targets, with actual performance being monitored at least quarterly.
 - o A risk register, reviewed by the board on a bi-annual basis to identify operational risks, establish their likelihood and impact, as well as mechanisms designed to mitigate against these risks.

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



The risk register is available online at www.mptcid.co.za

5. ACCOUNTABILITY AND RESPONSIBILITY

5.1. Performance Reviews

The Extension of Term has been completed with MPTCID NPC term extended by 5 years. This Extension of Term was completed without any objections from any of Property Owners within the Geographic Boundaries on the CID Operations, whether paid up or not. The board has expressed its satisfaction overall with performance and that of its members and Contractors.

5.2. Delegated limits of authority

Not applicable to the Operations of the MPTCID

5.3. Supplier Code of Conduct

The Board follows the Procurement Policy Guidelines to the letter of the law relating to Suppliers code of conduct and Procurement to ensure that it meets the MPTCID NPCs ethical standards and business practices.

PART D: FINANCIAL INFORMATION

1. Report of the External Auditor

Our online report is available at www.mptcid.co.za/AGM2024

See External Auditors Report and Summary listed below and on our website.

2. Annual Financial Statements – See Annexure A to this Report

Our online report is available at www.mptcid.co.za/AGM2024

MITCHELL'S PLAIN TOWN CENTRE IMPROVEMENT DISTRICT NPC
(Registration number 20191337775108)
Annual Financial Statements
for the year ended 30 June
2025

These annual financial statements were prepared by:
Roslyn Eachus
Accountant