

# ANNUAL REPORT

Parow Industria Improvement District NPC  
Annual Report and Financial Statements  
for the year ended 30 June 2025



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

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## **PART A: GENERAL INFORMATION**

### **1. GENERAL INFORMATION**

|                       |                                                                              |
|-----------------------|------------------------------------------------------------------------------|
| Registered name:      | Parow Industria Improvement District NPC                                     |
| Registration number:  | 2001/027476/08                                                               |
| Physical address:     | 8 Parin Road, Parow Industria, 7499                                          |
| Postal address:       | PO Box 287, Parow, 7499                                                      |
| Telephone number:     | 021 932 4799                                                                 |
| Email address:        | manager@parowindustriacid.co.za                                              |
| Website address:      | <a href="http://www.parowindustriacid.co.za">www.parowindustriacid.co.za</a> |
| External auditors:    | Nexia Cape Town                                                              |
| Banker's information: | Standard Bank                                                                |
| Company Secretary:    | Mr. Allan Hunt                                                               |

### **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

→ **Mr Andrew Thomson / Parow Industria Improvement District Chairperson**  
Chairmans Report 2025

Parow Industria Improvement District was the first Industrial CID to be established on 01 August 2001. It is a concept based on an international practice model aimed at preventing the degeneration of cities and industrial areas into urban decay.

The Parow Industria Improvement District (PIID) strives towards building confidence in the area as a safe and clean environment in which to conduct business with special attention paid to core responsibilities that encourage investment in the area, halt degeneration and promote economic growth/sustainable development.

The CID has continued to provide a “top up” supplementary urban maintenance service to the City of Cape Town's efforts, and during the period 01 July 2024 to 30<sup>th</sup> June 2025 the following was achieved:

69 potholes were reported and followed up until attended.  
288 faulty streetlights reported and followed up until attended.

The CID works closely with the City of Cape Town to ensure service delivery. The past year was however challenging when noting the number of burst pipes in the area, where reinstatements were not made thereafter. In June 2024 a CCT appointed contractor commenced with 7 of the outstanding 33 reinstatements required on the CID list at the time.

The matter of replacing freshwater pipes to prevent the need for reinstatements was enquired on and was informed we will be dealt with as part of the broader Parow area, but no timeframe was given.

The matter of replacing Stormwater pipes was also enquired on as the current small pipes cannot process the current volumes in times of heavy rains were informed that this will only be addressed in 2030.

The PIID board decided that these critical matters cannot be accepted and requested a meeting with the mayor which took place on 2 May 2025.

Thereafter the CID was informed that freshwater pipe replacements in Assegaaai and Industria Ring Road will now take place in February 2026 which will effectively halve the current number of burst pipes.

The stormwater pipe replacements have been moved forward to 2027/2028 book year.

The mayor's commitment to seeing business thrive and acting on our serious complaints is most appreciated.

In terms of public safety and camera monitoring efforts:

44 accidents were attended.

1283 suspicious people monitored.

948 trolleys checked.

5 dumpings prevented.

In terms of cleansing initiatives 2941 bins and 2064 bags litter/leaves/weeding removed by CID cleaners.

The CID is striving to have the necessary authorities deal with the traffic concerns In the area. This is an ongoing matter and one which is being dealt with behind the scenes in order to eventually instill a culture of compliance. Meetings were held with Traffic services and also COCT Transport Planning department, RIM Law enforcement and Subcouncil and at the end of the bookyear was still ongoing work in progress.

The CID continued to support the work done by SPCA in the area, did grass cutting out of own funds and also embarked on 2 x new pavement projects.

I would like to thank my fellow board members for their input and support during the past year. I believe the CID will continue to go from strength to strength in years to come.

My pledge as chairman is that the CID will endeavor to continuously improve on the standard set, to make Parow Industria a sought-after node in which to do business.

\_\_(original copy on file signed by A Thomson)\_\_\_\_\_

*Andrew Thomson*

*Chairperson: Parow Industria Improvement District NPC*

*Date: 30 September 2025*

#### **4. CHIEF EXECUTIVE OFFICER'S OR TREASURER'S OVERVIEW**

The general financial review of the PIID NPC is that the CID is in a healthy financial position.

There are no capacity constraints and challenges, no discounted activities or supply chain management related challenges. For the year under review there are no finalized, unsolicited tender proposals.

There are no audit reports from previous years which required mitigation.

The economic viability of the PIID is good with no red flags. The PIID has received unqualified audits since inception in 2001.

I would like to use this opportunity to thank the CID manager and assistant for their daily taskings in the CID office, the way expenditure is accounted for, and my fellow board members for their inputs with regards to financial matters to identify where funds need to be spent to best improve the area.

Attached to this document find the full set of audited financial statements for perusal.

\_\_(original copy on file signed by A Hunt) \_\_

*Allan Hunt*

*Parow Industria Improvement District NPC*

*Date: 30 September 2025*

## 5. STATEMENT OF DIRECTOR'S 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 Nexia Cape Town.

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, Plus Accounting, Nexia Cape Town, and SDK Chartered accountants, 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 of the annual financial statements.

Approved by the board on 31 October 2025 and signed on behalf by:

\_(original signed by A Thomson)\_\_\_\_\_

*Andrew Thomson*

*Chairperson of the Board*

*Parow Industria Improvement District NPC*

*Date:30 September 2025*

\_(original signed by A Hunt)\_\_\_\_\_

*Allan Hunt*

*Treasurer*

*Parow Industria Improvement District NPC*

*Date:30 September 2025*

## 6. STRATEGIC OVERVIEW

The Parow Industria Improvement District NPC was established by local property owners in August 2001 to organize, fund, manage and facilitate improvements in the Parow Industria City Improvement District for the benefit of the entire local community. The Parow Industria 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 Parow Industria Improvement District NPC's activities are funded by local property owners through an additional rate levied on their properties.

### 6.1 VISION

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

Furthermore, to decrease crime and grime in the PIID geographical area through effective security patrols, camera surveillance, deploying of mobile trailer to "hot spots" and the provision of additional / supplementary cleansing services.

Also to decrease waste and grime in Parow Industria by creating a waste-wise community, encouraging participation in the City's information waste exchange website, and promoting the reduction of the amount of waste taken to landfill.

### 6.2 MISSION

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

To strive to develop and market a safe, secure, clean, and attractive environment in which to conduct business. To decrease waste and grime in Parow Industria by effective deployment of a group of dedicated cleaners as a top up service to the solid waste workers periodically deployed in the area.



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

## 6.4 GOALS:

The Parow Industria Improvement District, in conjunction with relevant and appropriate stakeholders, provide supplementary services as detailed in the Business Plan for the benefit of business owners in the area.

The PIID Goals are therefor:

- \*To improve public safety.
- \*To conduct camera monitoring functions of the area.
- \*To ensure the area remains clean and free from litter, weeds, long grass and illegal dumping.
- \*To promote communication between business owners and the CID.

## 7. STATUTORY MANDATE

In terms of the CID By-Law and s. 22 of the Municipal Property Rates Act, the Parow Industria Improvement District NPC is tasked with considering, developing, and implementing services provided by the CCT. The funding comes from additional rates collected by CCT from CID 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. ORGANIZATIONAL PROFILE

Parow Industria Improvement District serves as a top-up service to the City of Cape Town, Law Enforcement Departments and SAPS in that :

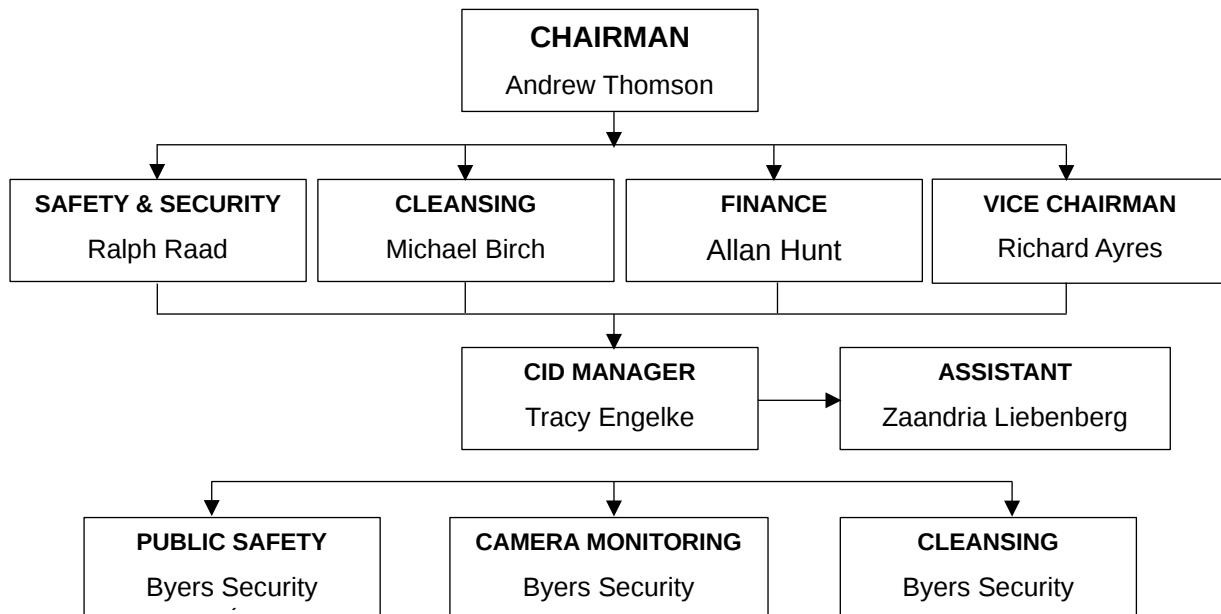
Public safety :we provide public security and camera monitoring of the public space within the PIID geographical area. This is to ensure the safety and security of all workers and visitors in the area, directly supporting our mission to create a secure environment.

Maintenance and Cleansing : Cleaners provide a top-up service to the City of Cape Town's solid waste department, with a continuous upkeep process to maintain a clean area.

Marketing: We provide monthly newsletters to all business owners to keep them informed of what is happening in the area.

Environmental Development: We plan and execute projects to beautify and upgrade public verges in support of our commitment to sustainable development and environmental stewardship.

## 9. ORGANIZATIONAL STRUCTURE



## PART B: PERFORMANCE INFORMATION

### 1. SITUATIONAL ANALYSIS

#### 1.1 SERVICE DELIVERY ENVIRONMENT

The Board is of the opinion that service delivery standards are being met, except for the water and sanitation department where there were numerous constraints and the long outstanding reinstatements timeframes were not met by the end of the financial year. Generally, there are service constraints issues in terms of aspects which the CID needs to rely on CCT to execute regular follow-ups are made to ensure that the necessary prioritization takes place for outer book years in cases where immediate attention is not possible e.g. need for resurfacing of streets. Meetings are called with City officials, when necessary, when service delivery standards are not met so that constraints can be understood and conveyed to business owners on ground level. A meeting also took place with Subcouncil manager to ensure that when matters are escalated it will be effectively dealt with. Since then, numerous regular meetings have ensued.

#### 1.2 ORGANIZATIONAL ENVIRONMENT

The organizational environment is affected by our reliance on various CCT departments which are not all as effective as each other. The environment is regularly assessed in terms of opportunities and threats, and strategic decisions are made in accordance. The PIID is dedicated to enhancing the area within its boundaries by ensuring that our strategic focus areas of public safety, maintenance and cleansing and environmental development are either addressed through own resources or by the relevant accountable departments/authorities.

## **2. STRATEGIC OBJECTIVES**

Strategically the Parow Industria Improvement District works in partnership with the City of Cape Town and the business owners towards the upliftment of the area by maintaining a level of safety and cleanliness to promote the use of and investment in the area. Strategic objectives are aligned with the Special rating area By-Law, 2012, read together with the City of Cape Towns: Special Rating areas policy, 2017. Key objectives are improving public safety by proactive visible patrolling and cooperation with existing SAPS and Law Enforcement efforts as well as other security service providers in the area. Furthermore, creating a safe and clean public environment by addressing issues of maintenance and cleaning of streets and pavements.

## **3. COMPLAINTS PROCESS**

As set out on the CID's website, the complaints process is as follows:

Should you have any complaints with regards to the service of the Parow Industria Improvement District Association personnel and/or its service providers, the following procedure/process is to be followed: Report it to the CID Manager by email: [manager@parowindustriacid.co.za](mailto:manager@parowindustriacid.co.za) or by telephone on 021 932 4799. All complaints by telephone must be followed up with an email for record-keeping purposes and to ensure that the CID responds to each aspect raised. Give a maximum of two weeks for a response. In some instances, the CID cannot resolve the problem and needs to liaise with other stakeholders. Should there be extended delays in obtaining feedback from external stakeholders, you will be informed accordingly. When you have received a response, and it is to your satisfaction, the matter will be considered closed. Should you not be satisfied with the response received, and wish to escalate the matter, then you can request that the CID Manager escalate to the CID board of Directors. The CID Manager will provide you with proof of such an escalation to the relevant portfolio Director. The relevant portfolio Director will then deal with your complaint and advise the CID Manager on actions should such be required. You will receive a written response from the CID Director who will act on behalf of the CID board, with the necessary consultation. Should you not be satisfied with the feedback of the CID Director, you may request an escalation from the next authority. The CID Manager will provide you with proof of such an escalation to the next level of authority, which will be the head of the CID unit in the City of Cape Town, Mr. Joepie Joubert. At this point, the CID unit will address your complaints and provide you with the relevant feedback on the action taken.

## **4. PERFORMANCE INFORMATION**

### **4.1 MANAGEMENT & OPERATION**

The CID is managed by a Board of five Directors elected by its members.

Mr. Andrew Thomson was voted in as Chairman and has held this position for the past two years.

The other directors hold portfolios as follows:

Richard Ayres : Vice Chairman

Allan Hunt: Finance (took over in September 2024 from Mr Morse who retired)

Ralph Raad : Safety and security portfolio

Michael Birch : cleansing

There is a CID manager (Tracy Engelke) and an assistant (Zaandria Liebenberg) who manage the day-to-day administrative processes and command and control over appointed service providers, liaise with COCT stakeholders and assist Business owners with enquiries/concerns. Services provided focused on safety and security in the public space, camera monitoring, cleaning, waste related/environmental issues, effective communication with property /

business owners, addressing the presence of stray / neglected animals, addressing informal trading and encouraging CID membership.

## **4.2 PUBLIC SAFETY/LAW ENFORCEMENT INITIATIVES**

### **4.2.1 CRIME**

Statistics pertaining to proactive and reactive services for the following periods are attached:

- 2023/2024 financial year
- 2024/2025 financial year

Kindly note that the statistics are based on information received from the SA Police and the CID's Security and Camera monitoring service providers. Statistics are attached as per Annexure "A" and "B".

Decreasing crime in the area has always depended heavily on services rendered by the CID security service provider with assistance from Ravensmead SAPS. Meetings are held regularly, but no less than once a month with Ravensmead SAPS VISPOL representatives, on the first Wednesday of each month, aimed at securing the CID business environment in the most effective way possible.

The analysis of changes in crime patterns / threats / tendencies have remained ongoing with a result of crime being kept relatively under control with a decrease from previous years. This was predominantly achieved through security patrols by three guards in two vehicles, deploying a mobile trailer unit at identified hotspots, employing additional foot patrollers to address the hotspot areas as well as the effective monitoring of 62 cameras from the CID's fully functional control room.

The close working relationship between the CID's security service provider, Byers, and SA Police Service Ravensmead also forms an essential part of the success, as in most cases the CID service provider performs a citizen's arrest, and the suspect is then handed over to SAPS Ravensmead. As a result of high levels of crime in the Ravensmead SAPS precinct, their focus is unfortunately divided, and there is a strong need for the CID to manage the situation ourselves within our boundaries, with assistance from Ravensmead SAPS when required.

The CID has its own control room from where calls are taken by 2 controllers who monitor 62 cameras and dispatch responders accordingly. 2 branded vehicles patrol 24/7 within the area. There are 2 responders and 3-foot patrollers who are deployed to hotspots per shift.

One must also never lose sight of the responsibility and involvement on the part of the CID's members as crucial in securing the business environment. The result is the attraction of the right investors with increased property values. Business owners are encouraged to open cases when crime occurs as a reminder that criminal activity will not be entertained, and to ensure that the area's crime statistics are a true reflection of the situation on the ground. Business owners are also encouraged to ensure the first line of defense in terms of safety measures such as security lighting, adequate fencing, alarms etc are in place.

The CID deals directly with the business owners regarding crime related matters which they in turn can convey to their private security service providers.

Integrated expectations from all identified role players include, on the part of the SA Police Service, effective policing with increased visibility, safety tips and awareness "educational drives" and planning / co-ordination of regular blitz operations. On the part of Law Enforcement, the CID required monitoring of informal traders and informal collectors.

Requests are regularly submitted to Traffic Services for enforcement pertaining to traffic violations, especially in Radnor and Stellenberg Road where there is major traffic congestion when employees of two large companies leave the office. The CID always attempts to do traffic management and has proved successful, but it is not always feasible as this is not the primary function and whilst traffic control is being conducted crime is occurring elsewhere within the CID geographical boundaries. In instances where Law Enforcement is required to do traffic control, it is requested by the CID.

The CID has one trailer. This serves as an information kiosk and a place for the appointed foot patrollers to have their lunch close to their deployment site. Predominantly the trailer is parked either in Spin Street close to recycling companies which have a lot of foot traffic or on the corner of Spin and Radnor Road where the most foot traffic in the area is experienced due to residents of the neighboring area utilizing the convenience store, and a major retailer staff reporting on and off duty. Alternatively, the trailer can be deployed to any site within the CID geographical area should it be so required.

The handheld radio communication system which was implemented during December 2008 is still operational. The system offers instantaneous communication between companies and the CID control room.

The aim is to create a dense communication network amongst all businesses and the CID for crime / incident reporting purposes and assistance requiring rapid response from the CID patrol vehicles and SAPS. Business owners are encouraged to consider renting such a handheld radio.

This handheld system has proved to be highly successful as a link between the CID control room and business on-site security service providers, especially in the case of after-hours emergencies.

The CID adheres to a regulation of external and privately-owned CCTV cameras on City Property Policy (Policy number 21207) that was approved by Council on 25 June 2014.

Ensuring and maintaining a reliable wireless network and camera system remains a challenge as external interferences and congestion on the wireless link with limitations in terms of bandwidth place strain on a system of this nature. The technicians of CID's current service provider (Culive) are thanked for their excellent service where faults are attended to promptly and efficiently ensuring that downtime is at an absolute minimum.

The CID had 8 footage requests in the reporting period where footage was handed over to SAPS for use in criminal cases logged.

2 new camera installations were added to the existing network, and 4 cameras were replaced in the reporting period. The router board was replaced in the CID control room and 2 additional 4 TB surveillance hard drives were added. 20 cloud base switches were added to the network poles.

All CID cameras have battery backups installed so even though there might be loadshedding the cameras are able to continue recording during such periods.

The CID broader evacuation / emergency plan for the industrial area following meetings with Disaster Management, Fire Services, SA Police Service and Traffic Services, was once again distributed to all companies in the area via email for printing and display.

A guideline to the harmful effects of hazardous materials stored on site in the CID area has been reduced to writing and placed on file in the control room so that knowledge of the harmful effects that one is dealing with during an emergency or required evacuation could hopefully decrease fatalities, injuries, and damage. This list is periodically updated. The CID office regularly tests the controllers during mock drills on their use of this file in an emergency so that they become familiar with the hazardous materials and how to respond.

The CID regularly piggy backs on large companies in the areas emergency / evacuation exercise to test our response times and that of other stakeholders. Exercises are followed by a de-briefing session where shortcomings are identified and addressed.

#### PUBLIC SAFETY

| NO. | ACTION STEPS                                                                                                                  | KEY PERFORMANCE INDICATOR                                     | FREQUENCY per year | DURATION IN WEEKS, MONTHS OR YEARS |    |    |    |    | RESPONSIBLE                         | REPORTING                                | COMMENTS                                                                                                                                                                                                                                          |
|-----|-------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|--------------------|------------------------------------|----|----|----|----|-------------------------------------|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                                                                                                                               |                                                               |                    | Y1                                 | Y2 | Y3 | Y4 | Y5 |                                     |                                          |                                                                                                                                                                                                                                                   |
| 1.  | Develop a Public Safety strategy & management plan                                                                            | Up to date Public Safety Management and Strategy Plan         | Year 1             | →                                  |    |    |    |    | Board, Manager and Service Provider | Annual Report                            | This is done comprehensively at the beginning of a new term and then modified continuously in conjunction with the SAPS, Local Authority and existing Public Safety service provider using their experience as well as available crime statistics |
| 2.  | Appointing a Public Safety service provider                                                                                   | Contracted PSIRA registered public safety service provider(s) | Year 1             | →                                  |    |    |    |    | Board                               | Board                                    | The Public Safety service provider(s) could include Public Safety Patrols, Control Room services and CCTV Monitoring through a fair, equitable, transparent and competitive process.                                                              |
| 3.  | Review and approve the Public Safety strategy and management plan                                                             | Approved Public Safety strategy and management plan           | Annual             | 1                                  | 1  | 1  | 1  | 1  | Board Manager and                   | Annual Report                            | Clear deliverables and defined performance indicators to guide safety services by the appointed service provider and evaluate levels of service provided.                                                                                         |
| 4.  | Record Public Safety Incidents                                                                                                | Up to date public safety incident records                     | Ongoing            | →                                  | →  | →  | →  | →  | Manager and Service Provider        | Board and Annual Report where applicable | Indicative records to be included in Annual Report                                                                                                                                                                                                |
| 5.  | CID participation in joint operations                                                                                         | Participated in joint operations                              | ADHOC              | 1                                  | 1  | 1  | 1  | 1  | Manager and Service Provider        | Annual Report where applicable           | Participation in joint operations depends on the public safety needs of the area                                                                                                                                                                  |
| 6.  | Deploy Public Safety resources accordingly and effectively on visible patrols. Public Safety personnel and patrol vehicles to | Effective Public Safety patrols                               | Ongoing            | →                                  | →  | →  | →  | →  | Manager and Service Provider        | Operational                              | Utilize the "eyes and ears" of all Public Safety and gardening/street cleaning staff, as well as own staff, to identify any breaches                                                                                                              |

|    |                                    |                                                                               |         |   |   |   |   |   |                                     |                       |                                                                                                                                                              |
|----|------------------------------------|-------------------------------------------------------------------------------|---------|---|---|---|---|---|-------------------------------------|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    | be easily identifiable             |                                                                               |         |   |   |   |   |   |                                     |                       |                                                                                                                                                              |
| 7. | Plan deployment of CCTV cameras    | CCTV Camera deployment included in Public Safety strategy and management plan | Ongoing | → | → | → | → | → | Board, Manager and Service Provider | Board and Operational |                                                                                                                                                              |
| 8. | Register CCTV Cameras with the CCT | Cameras registered with the CCT                                               | Ongoing | → | → | → | → | → | Manager                             | Operational           |                                                                                                                                                              |
| 9. | Monitor CCTV Cameras               | Monitoring CCTV Cameras by appropriately qualified service providers.         | Ongoing | → | → | → | → | → | Manager                             | Operational           | Service providers to be reappointed or new providers to be appointed in the last year of contract period by means of a competitive process. Well Documented. |

### 4.3 CLEANSING INITIATIVES

The CID co-ordinates a cleansing service with four cleaners employed by Byers, the CIDs service provider, providing a daily “top-up” service to COCT from 08:00 until 16:00 Monday to Friday. CID cleaners sweep, pick up litter, do weeding and also trimming of shrubs etc.

The CID works in collaboration with the City of Cape Town cleansing schedule, to ensure that all areas are effectively always covered.

CID cleaners assisted with minor work such as pavement curb reinstatements where COCT took too long to respond, and business owners were getting agitated with the situation.

The CID monitors the work done by cleaners of the CID as well as the COCT. Issues are addressed as they occur with the CID cleaner’s supervisor at Byers and any non-performance on the part of the City cleaners is reported to Priscilla Booysen with the quarterly solid waste/CID meetings.

The CID in the reporting period prevented 5 dumping and had 8 take place whereafter we removed 6 and requested Solid waste to assist with 2.

There were no illegal posters or graffiti which had to be removed in the reporting period due to proactive activities by the control room and responders in the area.

Adequate litter bins are in the area and timeously removed by CCT. On the few occasions when the bins did overflow, after the necessary calls to solid waste, the situation was quickly remedied.

Priscilla Booysen and her team from solid waste are commended for their efforts and prompt feedback when issues are raised.

| MAINTENANCE AND CLEANSING |                                                  |                                                                   |                    |                                    |    |    |    |    |                                     |               |                                                                         |
|---------------------------|--------------------------------------------------|-------------------------------------------------------------------|--------------------|------------------------------------|----|----|----|----|-------------------------------------|---------------|-------------------------------------------------------------------------|
| NO.                       | ACTION STEPS                                     | KEY PERFORMANCE INDICATOR                                         | FREQUENCY per year | DURATION IN WEEKS, MONTHS OR YEARS |    |    |    |    | RESPONSIBLE                         | REPORTING     | COMMENTS                                                                |
|                           |                                                  |                                                                   |                    | Y1                                 | Y2 | Y3 | Y4 | Y5 |                                     |               |                                                                         |
| 1.                        | Develop a maintenance and cleansing strategy and | Up to date maintenance and cleansing strategy and management Plan | Year 1             | →                                  |    |    |    |    | Board, Manager and Service Provider | Annual Report | This is done comprehensively at the beginning of term and then modified |

|     |                                                                              |                                                                 |         |   |   |   |   |   |                              |                                          |                                                                                                                                                                              |
|-----|------------------------------------------------------------------------------|-----------------------------------------------------------------|---------|---|---|---|---|---|------------------------------|------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     | management plan                                                              |                                                                 |         |   |   |   |   |   |                              |                                          | continuously in conjunction with the service provider using their experience as well as available statistics                                                                 |
| 2.  | Appoint a maintenance and cleansing service provider(s)                      | Contracted service provider(s)                                  | Year 1  | → |   |   |   |   | Board                        | Board                                    | Appoint a maintenance and cleansing service provider through a fair, equitable, transparent and competitive process                                                          |
| 3.  | Review and approve the maintenance and cleansing management plan             | Approved maintenance and cleansing strategy and management plan | Annual  | 1 | 1 | 1 | 1 | 1 | Board Manager and            | Annual Report                            | Clear deliverables and defined performance indicators to guide maintenance and cleansing services by the appointed service provider and evaluate levels of service provided. |
| 4.  | Evaluate and review the provision of public litter bins                      | Sufficient public litter bins                                   | Ongoing | → | → | → | → | → | Manager                      | Operational                              | Identify hotspot areas of littering to provide public litter bins and log a CCT service request                                                                              |
| 5.  | Cleaning of streets and sidewalks supplementary to those provided by the CCT | Clean streets and sidewalks in partnership with the CCT         | Ongoing | → | → | → | → | → | Manager                      | Operational                              | Identify hotspot areas of littering to provide additional street cleaning and log a CCT service request                                                                      |
| 6.  | Health and safety issues reported to the CCT                                 | Logged CCT service request resolved                             | Ongoing | → | → | → | → | → | Manager                      | Operational                              | Follow up with the sub-council in respect of outstanding CCT service requests                                                                                                |
| 7.  | Combat Illegal dumping                                                       | Logged CCT service request resolved                             | Ongoing | → | → | → | → | → | Manager                      | Operational                              | Follow-up with relevant department in respect of outstanding CCT service requests                                                                                            |
| 8.  | Removal of illegal posters                                                   | Urban infrastructure free from illegal posters                  | Ongoing | → | → | → | → | → | Manager                      | Operational                              | Monitor the removal of illegal posters by CCT and where relevant log a CCT service request                                                                                   |
| 9.  | Removal of graffiti                                                          | Urban infrastructure free of graffiti                           | Ongoing | → | → | → | → | → | Manager                      | Operational                              | Monitor the removal of graffiti by the CCT and where relevant log a CCT service request                                                                                      |
| 10. | Record maintenance and cleansing activities                                  | Up to date maintenance and cleansing records                    | Ongoing | → | → | → | → | → | Manager and Service Provider | Board and Annual Report where applicable | Indicative records to be included in Annual Report                                                                                                                           |
| 11. | Identify problems, requiring minor maintenance                               | Completed minor maintenance to CCT infrastructure               | Ongoing | → | → | → | → | → | Manager and Service Provider | Operational, Board and Annual Report     | Engage with relevant department before                                                                                                                                       |

|     |                                                                                                                                                                                                                                                                                |                                                                            |         |   |   |   |   |   |         |                                      |                                                                               |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|---------|---|---|---|---|---|---------|--------------------------------------|-------------------------------------------------------------------------------|
|     | to CCT infrastructure and perform relevant maintenance on:<br>a. Water and Sanitation infrastructure<br>b. Roads and Stormwater infrastructure<br>c. Road markings<br>d. Grass cutting in Public Open Spaces incl. Parks<br>e. Street furniture                                |                                                                            |         |   |   |   |   |   |         |                                      | undertaking maintenance                                                       |
| 12. | Identify problems, required maintenance or damage to CCT infrastructure and report to relevant departments including:<br>a. Street lighting<br>b. Water and Sanitation<br>c. Roads and Stormwater<br>d. Traffic signals and road markings<br>e. Public Open Spaces incl. Parks | Report findings to the relevant CCT department and log CCT service request | Ongoing | → | → | → | → | → | Manager | Operational, Board and Annual Report | Follow up with the sub-council in respect of outstanding CCT service requests |

#### 4.4 ENVIRONMENTAL DEVELOPMENT

The CID identifies problem areas and essential needs pertaining to services provided by the City so that these can be channeled to the respective departments e.g. street lighting, removal of illegal dumping, missing drain covers, cleaning / unblocking of drains, trimming of trees, maintenance of road surfaces, sidewalks, cutting of grass, cleansing, placing of litter bins / emptying of litter bins, road markings, road signs, removal of dense bush on CCT property, removing of graffiti etc.

Urban Management initiatives have included:

- Addressing environmental issues.
- Identifying problem areas and essential needs pertaining to services provided by the City of Cape Town.
- Landscaping.
- Upgrade of camera / network re: surveillance system.
- Regular updating of information re: CID's emergency / evacuation guideline and practice of a broader evacuation / emergency plan.

Companies laying fiber cables are monitored by the CID. Details are taken of the companies and where worked, so that if there are any complaints afterwards, and/or verges not left in the same state before commencement of work, then the CID is able to call the company back, through the COCT, to "make good". This process is, however, tedious, and an area is just tarred and on standard when all is dug up again, which is very frustrating. The CID has now also commenced requesting to see wayleaves so that we know who the inspector is at COCT

who needs to sign off on work so that any issues can be addressed before the contractors leave sign and/or sign off takes place. During October/November 2024 CCT Department Roads and Infrastructure management had a fiber company redo substandard tar reinstatements after laying fiber in Denton Street, Parin , Assegai and Stellenberg road. The city is commended for taking this oversight responsibility seriously and not just signing off on work conducted without doing the necessary physical inspections and applying their mind.

The CPTED initiative addresses management issues on the basic elements of crime and a combination of targeted measures to reduce crime. The intention is to promote cooperation between the police, local government, and other role players to improve local-level crime prevention through designing environments that are safer. PIID has an important role to play in shaping the built environment to create a safer community.

The following CPTED issues have been addressed by the CID during 2024/25:

The CID responders conduct daily night shift streetlight checks where faults are reported to COCT for attention by the CID. Turnaround time is monitored and, in most cases, has been very swift except where there is a major substation problem. 288 faulty streetlights were reported in the financial year. Without this active reporting taking place, it allows opportunity for criminals to conduct crime under cover of darkness. A well-lit area acts as an effective deterrent.

A presentable area that is landscaped with trees well-trimmed and grass cut helps against the “broken window” theory. The CID ensures that these services take place and when not done by COCT departments realign funding to execute. Grass cutting was done at CID expense in October 2024, January 2025, March, May and June 2025.

The CID also removed graffiti against vibracrete walls in the area at own expense using the CID cleaners.

The CID monitors vacant land that becomes overgrown as this is a crime generator that poses a threat to safety and security. Such overgrown erven are reported to the COCT for the necessary action. Fortunately, most vacant erven have now been built on and bushes can mostly only be found on the CID boundaries. There were 5 fires in the book year which were required to be extinguished by the Fire Brigade.

Movement networks are monitored, and Traffic services informed of transgressions/traffic congestion. The CID responders also assist with traffic congestion along the main incoming/exit route being the intersection of Radnor and De la Rey Roads on a Friday afternoon when most businesses close at 15:00, creating an influx whereas in the week the closing times seem to be more staggered. A close working relationship between the CID and Law Enforcement led to numerous interventions in the book year where fines were issued for contraventions. On 1 December 2023 a meeting was also held with Law Enforcement and Traffic services about two premises in the area on which complaints were received due to traffic congestion in the street because of activities on site. After this meeting and the guidance given the CID was able to meet with the respective business owners and come up with amicable solutions, which greatly alleviated the problems experienced prior to the intervention. In November 2024 the Urban mobility directorate commenced with a local traffic management investigation within the Parow Industria Area in order to raise various concerns raised by the CID, parking of vehicles on pavements , businesses conducting their premises on pavements and vehicles loading and offloading in the streets causing traffic congestion and vehicles to overtake on the wrong side of the road.

It is hoped that the deployment of dedicated Ward LEO's in September 2025 will further assist with rectifying this problem.

The CID monitors the COCT wetland area in terms of any informal structures, which are then reported to the City's Anti-Land Invasion Unit who promptly attends to this. Fortunately, no interventions were required in this reporting period.

The CID also identified and requested assistance with the following:

The reinstatement of various areas where burst pipes were previously repaired, and reinstatements were not done. The city made a commitment to do all by August 2024. This did however not happen before the end of the financial year under review despite commencing 12 May 2025 on site.

In September 2024 COCT refreshed road surface markings throughout the area.

| ENVIRONMENTAL DEVELOPMENT |                                                                                                              |                                                                                              |                    |                                    |    |    |    |    |                                     |                                                       |                                                                                                                                                                                      |
|---------------------------|--------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|--------------------|------------------------------------|----|----|----|----|-------------------------------------|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| NO.                       | ACTION STEPS                                                                                                 | KEY PERFORMANCE INDICATOR                                                                    | FREQUENCY per year | DURATION IN WEEKS, MONTHS OR YEARS |    |    |    |    | RESPONSIBLE                         | REPORTING                                             | COMMENTS                                                                                                                                                                             |
|                           |                                                                                                              |                                                                                              |                    | Y1                                 | Y2 | Y3 | Y4 | Y5 |                                     |                                                       |                                                                                                                                                                                      |
| 1.                        | Develop an environmental development strategy and management plan                                            | Up to date environmental development strategy and management Plan                            | Year 1             | →                                  |    |    |    |    | Board, Manager and Service Provider | Annual Report                                         | This is done comprehensively at the beginning of term and then modified continuously in conjunction with the service provider using their experience as well as available statistics |
| 2.                        | Promote waste minimization and management thereof through awareness on waste, water, noise and air pollution | Quarterly awareness campaign through newsletters or website to business and property owners. | Quarterly          | 4                                  | 4  | 4  | 4  | 4  | Manager and Service Provider        | Board                                                 | Partner with CCT Urban Waste Management Law Enforcement                                                                                                                              |
| 3.                        | Implementing a recycling programme                                                                           | Recyclable waste collected                                                                   | Ongoing            | →                                  | →  | →  | →  | →  | Manager and Service Provider        | Board and Annual Report                               | By service provider or cleaning staff.                                                                                                                                               |
| 4.                        | Implement and maintain landscaping projects                                                                  | Landscaping projects implemented and maintained                                              | Ongoing            | →                                  | →  | →  | →  | →  | Manager and Service Provider        | Board and Operational                                 |                                                                                                                                                                                      |
| 5.                        | Install and maintain street furniture                                                                        | Street furniture maintained                                                                  | Ongoing            | →                                  | →  | →  | →  | →  | Manager and Service Provider        | Board and Operational                                 |                                                                                                                                                                                      |
| 6.                        | Monitor and report illegal signage and posters                                                               | Report findings to the relevant CCT department and log CCT service request                   | Ongoing            | →                                  | →  | →  | →  | →  | Manager                             | Board, Operational and Annual Report where applicable |                                                                                                                                                                                      |
| 7.                        | Improve green urban environment                                                                              | Green urban environment                                                                      | Ongoing            | →                                  | →  | →  | →  | →  | Manager                             | Board and Operational                                 | Tree planting, maintaining tree wells, road verges, replanting and maintaining flower pots etc.                                                                                      |

#### 4.5 SOCIAL AND ECONOMIC DEVELOPMENT

All informal traders in the area are monitored. Those that do not have permits are provided with the relevant contact details of the COCT official responsible for such aspect so that they can be successfully integrated into the system where possible.

The sharp increase in the number of informal traders in Parow Industria was addressed by the CID with its application to the City for a formal trading plan in the area which was Gazette in August 2018. There were 17 approved sites. The CID has a good working relationship with the Informal trading department member, Noluvo Demane, with regards to the trading plan which is to be revised. The last meeting held was on 1 August 2023. It is envisaged that this

good working relationship between the CID and this City department will bear fruit in the years ahead.

The following steps are taken towards social responsibility:

A yearly donation has been made over the past 3 years to the Cape of Good Hope SPCA who ringfences these funds to address the issue of abandoned, unwanted puppies and kittens by means of a sterilization project in and around the area. This project has proved successful as there is a marked decrease in the number of such cases. In the last book year there were no unwanted puppies or kitten litters abandoned in the area. The SPCA also assists with the removal of sick animals from the area who are lost or abandoned.

The CID makes use of local business as far as possible to execute the work required, for example the servicing of equipment, and addressing environmental issues.

| SOCIAL AND ECONOMIC DEVELOPMENT |                                                                                                |                           |                    |                                    |    |    |    |    |                              |                                                       |          |
|---------------------------------|------------------------------------------------------------------------------------------------|---------------------------|--------------------|------------------------------------|----|----|----|----|------------------------------|-------------------------------------------------------|----------|
| NO.                             | ACTION STEPS                                                                                   | KEY PERFORMANCE INDICATOR | FREQUENCY per year | DURATION IN WEEKS, MONTHS OR YEARS |    |    |    |    | RESPONSIBLE                  | REPORTING                                             | COMMENTS |
|                                 |                                                                                                |                           |                    | Y1                                 | Y2 | Y3 | Y4 | Y5 |                              |                                                       |          |
| 1.                              | Monitor and review implementation of informal trading plans in support of economic development | Managed informal trading  | Ongoing            | →                                  | →  | →  | →  | →  | Manager and Service Provider | Board, Operational and Annual Report where applicable |          |

#### 4.6 COMMUNICATION

The CID has a website [www.parowindustriacid.co.za](http://www.parowindustriacid.co.za) incorporating a home page, frequently asked questions pertaining to CID's, the emergency / evacuation guideline for the area, newsletters, AGM documentation etc, which is periodically updated.

Building community pride is an important step in obtaining the full participation of all property owners as this has a collective benefit for them in those resources are pooled to facilitate collective benefit. These collective benefits include a well-managed area, shared communal pride, safety, and social responsibility with access to possible joint initiatives such as the loadshedding curtailment program. These benefits translate into increased property values and capital investments.

The above is achieved by liaison with property owners and tenants, encouraging them to maintain buildings and landscape street frontages via our monthly newsletters, and one on one conversations. It has been noted that in the past year numerous business owners have undertaken renovations of their buildings which all contribute to a well-maintained area.

The CID sends out a monthly newsletter to all business owners informing them of things happening in the area as well as a comprehensive breakdown of the preceding months crime. As things happen on an ad hoc basis, emails are sent to business owners to ensure they are aware of such issues.

The CID has compiled a directory with all businesses in the area and their contact details which are on the CID website.

## COMMUNICATION

| NO. | ACTION STEPS                                          | KEY PERFORMANCE INDICATOR                             | FREQUENCY per year | DURATION IN WEEKS, MONTHS OR YEARS |    |    |    |    | RESPONSIBLE                         | REPORTING     | COMMENTS                                                                                                                                                                             |
|-----|-------------------------------------------------------|-------------------------------------------------------|--------------------|------------------------------------|----|----|----|----|-------------------------------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                                                       |                                                       |                    | Y1                                 | Y2 | Y3 | Y4 | Y5 |                                     |               |                                                                                                                                                                                      |
| 1.  | Develop a communication strategy and management plan  | Up to date communication strategy and management Plan | Year 1             | →                                  |    |    |    |    | Board, Manager and Service Provider | Annual Report | This is done comprehensively at the beginning of term and then modified continuously in conjunction with the service provider using their experience as well as available statistics |
| 2.  | Maintain Website                                      | Up to date website                                    | Ongoing            | →                                  | →  | →  | →  | →  | Manager                             | Board         | In terms of CCT CID Policy requirements                                                                                                                                              |
| 3.  | Newsletters / Newsflashes                             | Communication distributed                             | Quarterly          | 4                                  | 4  | 4  | 4  | 4  | Manager                             | Operational   | Including use of social media platforms                                                                                                                                              |
| 4.  | Regular interaction with property and business owners | Feedback on interactions                              | Ongoing            | →                                  | →  | →  | →  | →  | Manager                             | Operational   |                                                                                                                                                                                      |
| 5.  | CID information signage                               | Clearly identifiable CID signage                      | Ongoing            | →                                  | →  | →  | →  | →  | Manager                             | Operational   | Signage to be visible and maintained with CCT approval                                                                                                                               |

## 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 non-profit entity such as the NPC. Recommended disclosures under King IV are identified by way of reference to the relevant principle.

- 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

Refer to Part A – point 4.1 above for the organigram of the board.

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, to lead the PIID into the future.

## **2.2 BOARD OBSERVER**

In terms of the By-Law, city councilors 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. Jacqueline Visser as board observer, and Cllr. Thandeka Qqada as her alternate.

## **2.3 APPOINTMENT OF THE BOARD**

All board members are appointed in accordance with a code of conduct which is established to govern the roles and responsibilities of board members, as well as to provide guidelines on the legal management and ethical standards expected of them, which includes the use of public funds, acceptance of gifts and preferential treatment, unauthorized use and disclosure of information, political activities, conflict of interest and procurement.

An Annual General Meeting is hosted annually and provides the opportunity to elect new directors to serve on the board of the PIID. Elected board members take responsibility for the various portfolios of the company and regular board meetings allow for oversight and review and corrective measures, when required.

## **2.4 OVERVIEW OF THE BOARD'S RESPONSIBILITIES**

The Boards responsibilities include the responsible use of public funds, monitoring of acceptance of gifts and preferential treatment, unauthorized use and disclosure of information, political activities, conflict of interest and procurement.

The Board oversees the day-to-day delivery of the additional services according to the Business Plan, which includes the exercising of effective control of the PIID and overseeing of the budget amongst others.

## **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)) During the period under review, the board identified zero instances of non-compliance with the board charter.

## **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 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 ATTENDANCE AT BOARD AND COMMITTEE MEETINGS**

The board convenes every two months. Special board meetings will be held when necessary. In the period under review, zero special board meetings were convened. Details of board meetings are indicated on the CID's website. 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 meetings)).

## **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.parowindustriacid.co.za](http://www.parowindustriacid.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 updated as required.

Directors must further disclose in writing to the chairperson before any board meeting 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 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.

## **4. BOARD OVERSIGHT OF RISK MANAGEMENT**

### **4.1 RISK MANAGEMENT POLICY**

The board is tasked with implementing a sound system of internal controls to safeguard the company's assets and funds and ensure that assets and funds are employed in furtherance of the company's strategic objectives.

The board considers risks at each of its meetings as detailed at para (2.8) above. The system of internal controls put in place by the board includes:

- The five-year strategic plan, approved by the CCT in 2019 which has been implemented across the whole range of company functions.
- Annual performance targets, with actual performance being monitored at least quarterly.
- 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 identify operational risks, establish their likelihood and impact, as well as mechanisms designed to mitigate against these risks, will be incorporated.

The risk management policy is available online at [www.parowindustriacid.co.za](http://www.parowindustriacid.co.za)

## **4.2 EFFECTIVENESS OF RISK MANAGEMENT**

During the year under review, the board fulfilled its risk mandate by reviewing at board meetings convened during 2024/2025. The board is satisfied that the systems and processes in place to govern and manage risk are adequate and that the board has executed its risk management responsibilities satisfactorily.

## **4.3 KEY BUSINESS RISKS AND OPPORTUNITIES**

The board has identified several material issues that could have a significant impact on the company's financial performance and its ability to achieve its strategic objectives. These issues include:

- Failure by our service suppliers to perform their functions adequately, effectively or within the parameters of their authority. Fortunately, this was not the case in the period under review.
- Negative perceptions of some in the local community regarding the company's service delivery or expenditure of public funds. This was not the case in the period under review.

The board confirms that no undue or unexpected risks arose during the period under review.

The board's planned areas of future focus include identifying areas of improvement within the company's risk management process.

## **5. ACCOUNTABILITY AND RESPONSIBILITY**

### **5.1 PERFORMANCE REVIEWS**

The board is satisfied with the overall performance of the CID.

### **5.2 DELEGATED LIMITS OF AUTHORITY**

The board has delegated authority for procurement in emergency situations to the CID manager up to the amount of R5000.00. The CID manager is required to inform the board as soon as possible after any such expenditure.

### **5.3 SUPPLIER CODE OF CONDUCT**

The suppliers' code of conduct meets the NPC's ethical standards and business practices.

## **PART D: FINANCIAL INFORMATION**

### **1. REPORT OF THE EXTERNAL AUDITOR**

Attached as per Annexure C.

## **2. ANNUAL FINANCIAL STATEMENTS**

Attached as per Annexure D.