



MMID

# **Annual Report & Financial Statements**

**For the year  
ended  
30 June 2025**

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## PART A: GENERAL INFORMATION

### 1. GENERAL INFORMATION

<b>Registered name:</b>	Montague Gardens Marconi Beam NPC
<b>Registration no:</b>	2017/285116/08
<b>Physical address:</b>	Unit 3, 4 Platinum Close, Platinum Crescent, Milnerton, 7441
<b>Telephone number/s:</b>	021 200 5975
<b>Email address:</b>	info@mmid.org.za
<b>Website address:</b>	www.mmid.org.za
<b>External auditors:</b>	Cecil Kilpin & Co – Three Financial years as our auditors
<b>Banker's information:</b>	FNB – Montague Gardens Branch
<b>Company Secretary:</b>	Waterford Mews Secretarial Services

### 2. LIST OF ABBREVIATIONS/ACRONYMS

NPC	Non-Profit Company
MMID	Montague Gardens – Marconi Beam Improvement District
PSO	Public Safety Officer
PSV	Public Safety Vehicles
CCTV	Closed Circuit Television
CID	City Improvement District
SAPS	South African Police Services
LE	Law Enforcement
SWM	Solid Waste Management
SSP	Security Service Providers
LPR	License Plate Recognition
MOI	Memorandum of Incorporation

### 3. FOREWORD BY THE CHAIRPERSON

I am pleased to present the Chairman's Report for the Montague Gardens–Marconi Beam Improvement District (MMID) for the financial year ending 30 June 2025.

Looking back over the past year, I feel both proud and encouraged by the progress we've made together and how we've managed to face our challenges head-on. Every year brings its own set of hurdles, but it also brings opportunities to grow stronger as a community.

As Chairman of the Board, it's been a privilege to work alongside such a passionate and hardworking team—people who truly care about making Montague Gardens a cleaner, safer, and more vibrant place to do business. The MMID continues to deliver vital services over and above what the City provides—focusing on public safety, cleaning, maintenance, greening, and social upliftment. Our mission remains the same: to create a space where businesses can thrive and people can feel proud to work and live.

This year has come with its fair share of challenges. We've had a few sinkholes pop up again—thankfully fewer than the previous year—but still enough to keep us on our toes. The construction of the new sewer line has also made things tricky, with more dust and sand blowing into the area and keeping our cleaning team extremely busy.

Another ongoing frustration has been the power outages caused by Eskom. Unfortunately, the MMID doesn't have any control over these interruptions—or any direct line of communication with Eskom to get information faster. We share in the frustration that our business and property owners feel, as we are all in the same boat. I do ask that you please continue to show patience and kindness to the MMID team—they do their very best to keep everyone informed and up to date during these difficult situations.

Despite the obstacles, we've seen real progress this year—proof that teamwork and community spirit can achieve a lot.

Our partnerships with Star Alarms and Demux continue to make a real difference. Demux has done excellent work with our installations, while Star Alarms keeps a close eye on the CCTV monitoring. Together, they've helped reduce crime in the area—something that's reflected in the drop in our incident reports.

MMID continues to support two local soup kitchens that feed children, the elderly, and anyone who needs a warm plate of food. This remains close to our hearts. It's a simple gesture that goes a long way in building kindness and care in our community.

We're also incredibly proud of Janet's Junction, which now has its own space in Platinum Junction. The laptops we donated last year are being put to good use—helping kids learn computer skills, do their homework, and even prepare CVs for job opportunities. It's wonderful to see these resources being used to give young people hope and practical tools for their future.

As we supported the community medics last year, we shall again this year. Thanks to their fast and quick assistance in medical emergencies, what a fantastic team they have.

Keeping our members informed is a big part of what we do. Our Facebook page and WhatsApp groups have become valuable communication tools—especially the Safety group, which allows members to report suspicious activity instantly. Our patrollers are then able to respond within minutes, and that makes a big difference.

We also stay in regular contact with the City of Cape Town, logging C3 reports and following up on issues like infrastructure repairs and service delivery on behalf of our members. The goal is always the same—to keep the lines of communication open and to make sure our community stays informed and connected.

As we look to the year ahead, MMID remains committed to improving the area and supporting the businesses that keep it going. We'll continue to plan carefully and manage our budget responsibly, always keeping in mind the financial pressures that many business and property owners face.

Our aim is to provide the best possible service in the most cost-effective way—making sure that every rand is used wisely to keep Montague Gardens safe, clean, and functional.

I want to thank everyone who continues to support the MMID—our members, the local community, our service providers, and our partners in safety and law enforcement. Your collaboration and commitment make all the difference.

To my fellow Board Members, thank you for your time, input, and ongoing dedication. And lastly, to our MMID staff—you are the heartbeat of this organisation. Your dedication, positivity, and resilience never go unnoticed. From keeping the Board updated to managing the teams on the ground and staying connected with our community—you do it all, and you do it with heart.

Thank you for making Montague Gardens a place we can all be proud of.

Karen Sam Davis  
Chairman

*Karen Sam Davis*

# MANAGERS OVERVIEW

## General Financial Overview

The MMID remains financially stable and continues to operate within the approved budget. Our spending has been focused mainly on safety, cleaning, maintenance, and administration — the areas that have the biggest impact on our community. Rising fuel prices, equipment repairs, and general cost increases have been challenging, but we've managed to stay on track without compromising service delivery.

## Spending Trends

Most of our expenditure continues to go toward public safety and environmental upgrading, as those remain our core services. We've also invested in maintaining and improving our camera network, replacing damaged equipment, and supporting our social development projects.

## Capacity Constraints and Challenges

We operate with a small but dedicated team, and they've done exceptionally well under pressure. Eskom, ongoing roadworks, pipe bursts, sinkholes and illegal traders have made day-to-day operations difficult at times. Despite this, our staff and contractors have remained committed and consistent, often going the extra mile to get things done.

## Discontinued Activities

There were no major projects permanently stopped during the year, although some initiatives were put on hold due to delays with City approvals, City infrastructure being repaired (sinkholes, potholes, reinstatements from pipe bursts) or changes in service provider availability.

## New and Proposed Activities

We're in the process of expanding our CCTV coverage, which will strengthen safety across the area. We're also planning a few smaller upgrades — improved lighting, cleaner public spaces, and more community involvement through local projects.

On the social side, our ongoing support for two local soup kitchens and Janet's Junction continues to make a big difference. The after-school program provides a safe space for children to learn computer skills and just be kids, which is something we're proud to be part of.

## Supply Chain Management

We follow the City's Supply Chain Management (SCM) processes for all spending — from getting quotes to awarding contracts — to make sure everything is transparent and properly documented. This helps us stay compliant with the City's regulations and ensures that ratepayers' money is used responsibly.

## **SCM Challenges**

Getting quotes for specialised services can be tricky, especially for technical installations like cameras or infrastructure repairs. We've also experienced delays in getting approvals from certain City departments, which can hold up projects. (CCTV Cape Town) We're working on improving communication channels and expanding our supplier list to make procurement smoother going forward.

## **Unsolicited Tender Proposals**

No unsolicited tender proposals were received or finalised during the year under review.

## **Audit Report Matters**

Our last audit was clean, with only a few small admin recommendations — all of which have been resolved. Financial controls remain strong, and we continue to ensure compliance with all legal and reporting requirements.

## **Financial Challenges and Mitigation**

Like everyone, we've felt the impact of increased costs. Our approach has been to plan carefully, prioritise essential spending, and look for savings where possible. We're also keeping a close eye on cash flow to make sure the MMID stays financially sustainable.

## **Material Events After the Reporting Date**

There were no major financial or operational events after the reporting date that would affect the organisation's stability.

## **Economic Viability**

The MMID remains economically viable, with good management and a strong focus on service delivery. Our partnerships with the City, LE, SAPS and private security providers continue to strengthen our position and ensure value for the community.

## **Acknowledgements**

A big thank-you to the City of Cape Town, Law Enforcement, SAPS, Star Alarms, Demux, and all our partners for their ongoing support.

To our Board of Directors — your guidance and commitment are greatly appreciated. And to our MMID staff and service providers — thank you for your dedication, hard work, and positive attitude. You've helped us maintain high standards and deliver real results for our area.

Tamryn Martiz  
CID Manager

*Tamryn Martiz*

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

As the Board of the Montague Gardens–Marconi Beam Improvement District, we confirm—based on the information available to us—that:

- The figures and details shared in this annual report align with the audited financial statements prepared by our appointed auditors.
- We believe the report, taken as a whole, presents a fair, accurate, and balanced reflection of the organisation's activities, with no material omissions.
- The financial statements, prepared in line with the relevant accounting standards, offer a clear and honest view of the company's assets, liabilities, and overall financial position.
- Independent auditors were appointed to review and provide an objective opinion on the financial statements.

This statement was approved by the Board on

*Karen Sam Davis*

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Karen Sam Davis  
Chairman  
Montague Gardens Marconi Beam Improvement District NPC

## 5. STRATEGIC OVERVIEW

### Vision

Back in 2017, a group of local property owners came together with a shared goal: to make Montague Gardens–Marconi Beam a better place to live, work, and invest in. That’s how the NPC was born—to organise, fund, and manage improvements across the area through the City Improvement District (CID) model.

Our vision is to shape Montague Gardens–Marconi Beam into Cape Town’s most progressive, resilient, and sought-after urban district.

This is where we’re headed—not just maintaining the basics but building a district that leads by example. One that’s clean, safe, and smart. A place where businesses thrive, public spaces invite, and the community feels proud to belong. We know it’s a stretch, but that’s the point. Every step we take is about moving closer to that future.

### Mission

We’re here to make Montague Gardens–Marconi Beam a better place to work, visit, and invest in. That means managing the area with care, consistency, and a hands-on working alongside the City of Cape Town and adding extra services where they’re needed most. From cleaner streets to safer spaces and greener corners, we’re focused on the details that make a difference. Our team and service providers are committed to doing the job well, every day, so the district can thrive, and the community can grow.

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

### Values

- **Transparency**  
We keep things open and honest—whether it’s how decisions are made, how funds are used, or how services are delivered. Our monthly reports, public meetings, and regular updates are all part of making sure stakeholders stay informed and involved.
- **Accountability**  
We take ownership of what we do and how we do it. From responding to service requests to tracking performance, we hold ourselves to a high standard and make sure our actions match our promises.
- **Performance**  
We aim to deliver quality work, consistently. Whether it’s keeping the streets clean, improving safety, or managing contractors, we set clear goals, monitor progress, and look for ways to do better.
- **Social Development**  
We support upliftment through practical steps—like partnering with local organisations for job creation, offering training opportunities, and helping vulnerable groups access resources and support.
- **Sustainable Development**  
We think long-term. That means planting trees, promoting recycling, and making sure upgrades to public spaces are environmentally responsible and built to last.

## 6. STATUTORY MANDATE

The Montague Gardens–Marconi Beam NPC operates under the CID By-law and Section 22 of the Municipal Property Rates Act. Its role is to plan and carry out improvements within the MMID City Improvement District, helping to boost the services already provided by the City of Cape Town.

These projects are funded through an extra rate paid by property owners in the area. The City collects these funds and allocates them to the NPC, as set out in the legislation. Local fundraising also plays a part in supporting our work.

All spending is monitored by the City to make sure it follows the rules of the CID By-law and Policy, as well as the public procurement principles laid out in Section 217 of the South African Constitution.

## 7. ORGANISATIONAL PROFILE

- **Public Safety**

We have three dedicated patrollers on duty around the clock, every day of the week, supported by a fully equipped control room. In addition, a Law Enforcement Officer is assigned to the area five days a week, working closely with the MMID’s public safety coordinator to strengthen our response and visibility.

- **Cleaning**

Our cleaning team of six works daily to keep the district clean and welcoming. They tackle everything from clearing illegal dumping to picking up litter, emptying green bingo bins and sweeping the gutters, making sure public spaces stay neat and well-maintained.

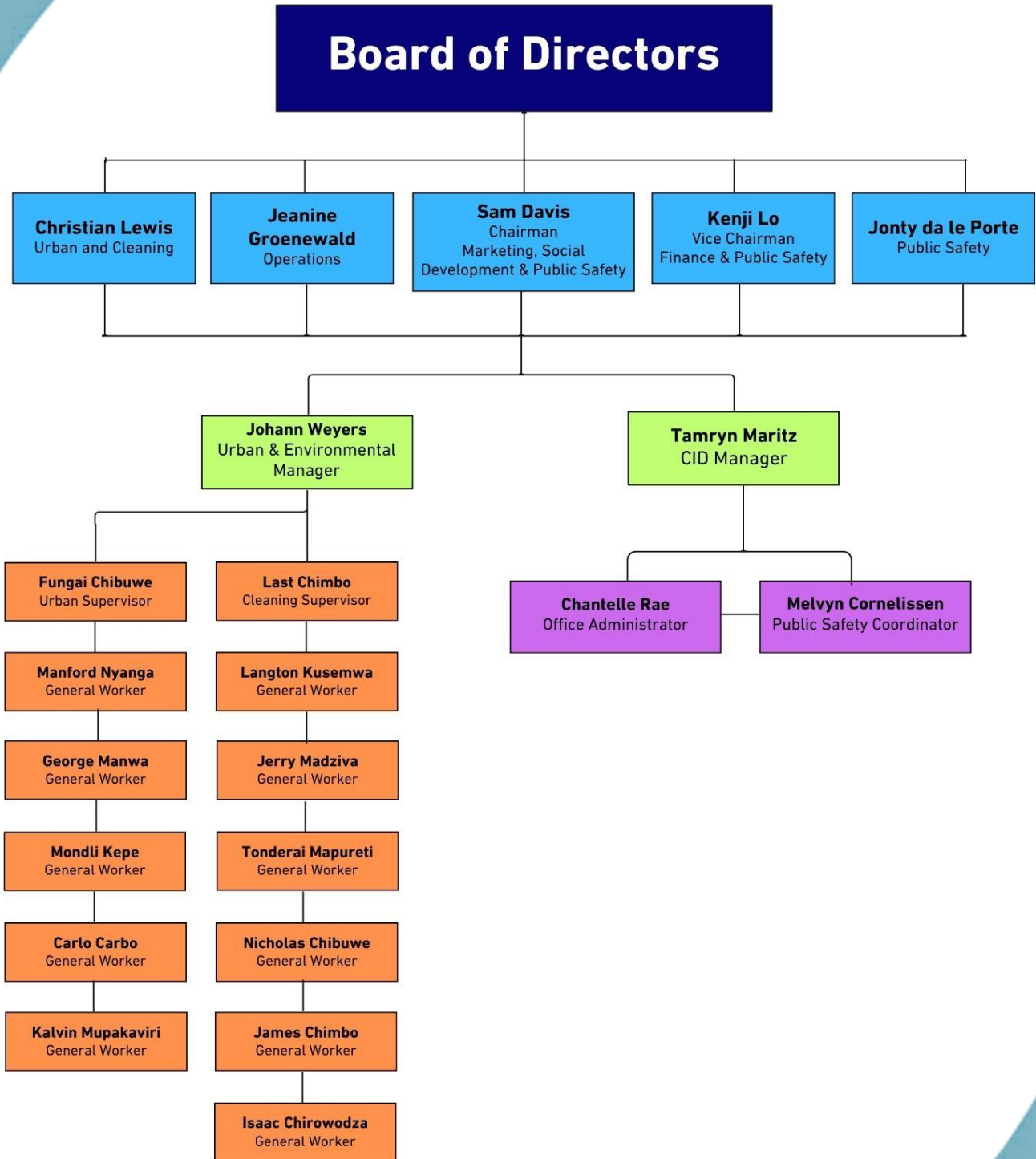
- **Maintenance and Environmental Development**

Our urban team of six takes care of the flower beds throughout Montague Gardens—building, planting, and maintaining them to keep the area looking vibrant. Their work includes watering, weeding, and planting. They also cut and maintain the City verges, helping to keep public spaces looking beautiful.

- **Social Development**

We actively support several recognised organisations in our district whenever help is needed. This includes assisting two local soup kitchens, partnering with a youth development initiative, and contributing to a medical response team that serves the area. Through these efforts, we aim to strengthen the wellbeing and resilience of our community.

## 8. ORGANISATIONAL STRUCTURE



## PART B: PERFORMANCE INFORMATION

### 1. SITUATIONAL ANALYSIS

#### **Service delivery environment**

Security in the area continues to improve, thanks to the expansion of our camera network, which now includes over 130 active cameras. On the cleaning side, we've welcomed a new team member, bringing our total to 12 general workers split evenly across two teams. Their daily efforts help keep the district clean, safe, and well-maintained.

While progress continues across the district, the MMID has faced a few ongoing challenges this financial year. One issue involves the Port Jackson trees at the bottom of Station Road. The land is owned by Transnet, and despite repeated efforts, we've struggled to get feedback or action from them regarding the removal of these invasive trees. We've faced delays from the City's Water and Sanitation department in two areas: replacing broken drain covers—often damaged by heavy vehicles—and reinstating roads and pavements after burst pipe repairs. We continue to follow up to ensure these issues are resolved.

Ongoing sewer line construction has led to significant sand blowing into the area, particularly along Railway Road. This has affected both the streets and nearby businesses.

Additionally, burst pipes continue to cause damage to gardens and surrounding infrastructure, adding to the maintenance burden.

#### **Organisational environment**

##### **Organisational Restructuring:**

In the 2024–2025 financial year, the MMID saw a few internal shifts. Two directors stepped down. Operationally, we reassigned two general workers from the cleaning team to the urban team to better meet the needs of our growing beautification projects.

##### **Financial Integrity:**

We're pleased to report that there were no incidents of financial mismanagement, fraud, or maladministration during the 2024–2025 financial year. Our auditors provided mostly positive feedback, noting that our financial systems remain sound and compliant. One recommendation was to ensure that all invoices reflect our full company name, rather than the abbreviated "MMID," to maintain consistency and clarity in documentation.

## Contributing Factors to Success:

This financial year, the MMID has deepened its partnerships across multiple domains which played a big part of the successes we have had. Additionally, we have built closer working relationships with organisations such as SAPS, Cheryl Lyn's Rescue Organisation, and the SPCA to address a range of public safety and welfare concerns.

### Joint Operations with SAPS

Together with Law Enforcement, SAPS, and our Public Safety coordinator they have conducted targeted operations addressing:

- Public drinking violations
- Traffic disruptions
- Illegal vendors
- Emergency Situations

SAPS provides the MMID with consistent support in curbing illegal alcohol consumption in public spaces, helping to restore order and improve the overall atmosphere in affected areas. Their presence reinforces authority and ensures swift action when needed.

### Animal Welfare Interventions

Animal rescue collaborations have been especially impactful. Cheryl Lyn's Rescue assisted in two notable cases:

- A severely neglected Boerboel was found on Railway Road, suffering from mange and malnourishment. The dog was safely removed and received veterinary care.
- A second case involving a Pitbull tragically ended in the animal's death due to sustained abuse. Our Law Enforcement Officer arrested the owner, and the case was handed over to SAPS detectives for further investigation. These incidents highlight the importance of swift, coordinated action in protecting vulnerable animals.

In a joint effort involving SAPS, SPCA, LE, and MMID personnel, an abandoned vehicle was discovered one afternoon. Inside was a small puppy, alone and visibly shaken. Our Public Safety Coordinator along with our LE officer and SAPS initiated an investigation and discovered the vehicle had been there since early morning, LE control room established who the owner of the vehicle was. In our efforts to rescue the puppy the owner arrived on scene, intoxicated. He was then escorted to Milnerton SAPS, where a docket was opened and the owner voluntarily relinquished the puppy to MMID care. We're happy to report the puppy has since been rehomed and is thriving in a safe, loving environment.



## 2. STRATEGIC OBJECTIVES

### Public Safety

The MMID maintains round-the-clock patrols across our 38 km<sup>2</sup> district, with three public safety vehicles covering the area 24/7. To boost visibility and response times, the zone is divided into three sectors—each with its own patrol route.

Our surveillance network has grown to over **130 CCTV cameras**, including thermal imaging and license plate recognition (LPR) units. While daytime footage is recorded for evidence, nighttime footage is actively monitored to support real-time response. We continue to work closely with LE and emergency services, and this collaboration has played a key role in making the area safer and more secure for everyone who works, and visits here.

Number of arrests for Patrollers		Number of CCTV triggers	
2023 - 2024	30	2023 - 2024	9459
2024 - 2025	27	2024 - 2025	19793



### MMID Law Enforcement

The MMID remains committed to keeping a dedicated Law Enforcement Officer on board—a role that’s proven essential in strengthening our public safety efforts. Working alongside our patrollers, this officer brings visible authority and practical support on the ground, helping to manage incidents swiftly and professionally.

It’s a partnership the community has come to value. The presence of a uniformed officer doesn’t just improve response—it reassures residents and businesses that safety is being taken seriously. This collaboration continues to shape both how security is delivered and how it’s experienced across the district.

Number of arrests for LE		Removed for public drinking	
2023 - 2024	1	2023 - 2024	21
2024 - 2025	6	2024 - 2025	870



## Cleaning

Keeping the MMID clean and well-maintained is a daily priority. Our in-house cleaning team—led by a dedicated Supervisor/Driver and supported by five general workers—covers the district in five sectors, with each sector assigned to a specific day of the week. This rotation ensures that every road gets attention at least once a week.

The system has proven both efficient and cost-effective. And when urgent issues pop up outside the scheduled cleaning day, our supervisor steps in to resolve them quickly reinforcing our commitment to responsive service.

Since bringing cleaning operations in-house in 2021, we’ve seen a noticeable drop in illegal dumping and a reduced need for recycling clean-ups. It’s a clear sign that consistent, visible maintenance is making a difference.

Illegal Dumping Collected		Tons Recycled	
2023 - 2024	642	2023 - 2024	6931
2024 - 2025	601	2024 - 2025	4252



## Urban and Environmental Upkeeping

The MMID Urban Team plays a hands-on role in keeping the district’s green spaces looking their best. From flower beds and verges to public landscapes, they’re out there regularly weeding, planting, and tidying up—making sure the area stays vibrant and welcoming.

Tree and bush trimming is also part of their routine, helping to promote healthy growth and keep walkways clear. It’s not just about aesthetics—it’s about creating a space that feels cared for and inviting to everyone who passes through.

Thanks to their consistent work, the MMID has become greener, cleaner, and more enjoyable for businesses and visitors alike.

Verges Cut – m2		Weeds removed – m2	
2023 - 2024	135 317	2023 - 2024	26 788
2024 - 2025	62 411	2024 - 2025	40 952



## Social Development & Economic Development

MMID remains committed to supporting the wellbeing of our broader community—not just through safety and cleanliness, but through meaningful social outreach.

We provide **monthly grocery support** to two local soup kitchens:

- **Milnerton Baptist Church**
- **Janet’s Junction Soup Kitchen**

In addition, we contribute monthly to **Janet’s Junction Youth Development Programme**, which offers after-school support to local children, and to **Community Medics**, whose team regularly assists us with medical emergencies in the area.

This financial year, we were also able to support several other impactful causes:

- Christmas goodie bags for children at both soup kitchens
- Assisted Motorwise with blanket donation for orphaned children
- Donated soccer balls to a Mercedes Benz Football Club from Joe Slovo
- Makro voucher donation for residents of Joe Slovo affected by a devastating fire—handed over to Cllr Anthony Benadie, who purchased essentials for those in need
- Supported Cheryl Lyn Rescue Organisation, who helped collect and rehabilitate a neglected Boerboel found in Railway Road.
- Mandela Day sandwich drive at Janet’s Junction—MMID donated bread and spreads, and staff contributed their 67 minutes to making sandwiches.
- Mandela Day donation to Marconi Beam Primary School with paint and supplies to refurbish the school fence.
- As part of our commitment to reuse and reinvest, MMID donated three TVs—previously used for camera monitoring before transitioning to Star Alarms—to three local organisations doing great work in the community:

- Milnerton Lions Club
- Robertson House
- Huis Zonnekus

Organisations assisted	
2023 - 2024	7
2024 - 2025	11

These efforts reflect our belief that a safe, clean district is only part of the picture—a thriving community also needs compassion, collaboration, and care.



Joe Slovo Fire Donation



Janet’s Junctions Mandela Day



Kiddies Goodie Bags



Motorwise Blanket Drive



Milnerton Baptist Church Soup Kitchen

### 3. COMPLAINTS PROCESS

MMID offers several ways for the public to submit complaints—via email, phone, WhatsApp, or through our website. Every complaint is logged and sent directly to the Executive CID Manager, who assesses the issue and delegates it to the relevant department, whether Urban Management or Public Safety.

If the matter can't be resolved at operational level, it's escalated to the Board of Directors for discussion and a collective decision. Actions may include scheduling tasks, meeting with the complainant, or logging service requests with the City of Cape Town. We aim to respond within 2–3 working days, with a resolution rate of 95% within 7 days.

### 4. PERFORMANCE INFORMATION

#### 4.1 Public Safety

4.1.1.1 Creating a safer, more secure district remains at the heart of MMID's work. With 24/7 armed patrols and a growing surveillance network, we're actively reducing crime and deterring unwanted activity. Our control room and patrol teams are equipped to respond quickly to incidents, ensuring help is never far away when it's needed most. Our public safety patrollers work around the clock to keep the area protected. LE, our public safety coordinator and patrollers are responsible for monitoring hotspots, reporting suspicious behaviour, assisting at accident scenes, and addressing concerns related to vagrancy and public disturbance.

4.1.1.2 This year, in partnership with Demux and Star Alarms, we expanded our camera network across the district. These new installations have already contributed to successful arrests and have helped SAPS with ongoing investigations. It's a clear example of how smart infrastructure and strong collaboration can make a real difference on the ground.

#### 4.1.2

STRATEGIC OBJECTIVE: PUBLIC SAFETY					
Measure	Key Performance Indicators	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from target 2024/2025	Comments on deviations
Foot Patrols on Foot Bridge	3 Patrol Vehicles	3 – Day Shift 3 – Night Shift	3 – Day Shift 3 – Night Shift	n/a	No Deviation
Visible Vehicles Patrols	4 Patrol Vehicles	4 – Day Shift 3 – Night Shift	4 – Day Shift 3 – Night Shift	n/a	Day Shift includes MMID LE Vehicle



STRATEGIC OBJECTIVE: PUBLIC SAFETY – IMPROVE AND CONTINUALLY ASSESS ALIGNMENT OF RESOURCES WITH SAFETY NEEDS OF LOCAL COMMUNITY					
Measure	Key Performance Indicators	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from target 2024/2025	Comments on deviations
Public Drinking	Identify Hot Spots	4 spots	5 spots	+1	
Drug Use	Identify Hot Spots	2 spots	2 spots	-	
Trucks Parking Obstruction	Monitor area	Daily Patrols	Daily Patrols	-	Location differs daily

STRATEGIC OBJECTIVE: PUBLIC SAFETY – FOSTER TRUST BETWEEN CID SECURITY OFFICIALS AND LOCAL COMMUNITY					
Measure	Key Performance Indicators	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from target 2024/2025	Comments on deviations
Safety Statistics in Newsletters	Quarterly Newsletter	4 a year	4 a year	-	

STRATEGIC OBJECTIVE: PUBLIC SAFETY – INCREASE SAFETY THROUGH PARTNERSHIPS					
Measure	Key Performance Indicators	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from target 2024/2025	Comments on deviations
Partner with SAPS	Operations	52 Weeks a year	25 Weeks a year	-27 Weeks	Operations only began in January 2025
Partner with BP Terminal	Risk and Safety meeting	Ongoing as per their schedule	Ongoing as per their schedule	-	Invited for drills and things that may affect the CID

- Over the past year, our patrollers, Law Enforcement Officer, and Public Safety Coordinator have received consistent praise for their visible impact—removing obstructive vehicles and addressing public drinking. We’ve also fielded complaints, especially around taxis misusing MyCiTi lanes and sidewalks. These issues are taken seriously, with bylaws enforced and direct engagement where possible.

4.1.3 We have seen achievements and shortfalls this financial year.

**Achievements:**

- Expanded CCTV network to over 130 cameras, improving coverage and investigative support.
- Maintained 24/7 armed patrols across all three sectors, with rapid response times and visible presence.
- Successful joint operations with SAPS led to arrests and improved coordination on public drinking and traffic violations.

**Shortfalls:**

- Limited daytime monitoring of surveillance footage.
- Continued challenges with security gates being left open by businesses/properties impacting overall security.

4.1.4 Safety is a collective effort across the MMID, and we've made it easy for business and property owners to share concerns directly with us. Their input helps us track emerging hotspots and fine-tune patrol routes in real time.

4.1.5 The economic, social and environmental impact:

- **Economic:** Reduced incidents of theft and vandalism have helped protect local businesses and property values.
- **Social:** Increased patrol visibility and collaboration with other enforcement units have improved community confidence and reduced fear of crime.
- **Environmental:** Safer public spaces encourage more foot traffic and responsible use of shared area.

Patrol vehicles logged the following number of kilometers from 1 July 2024 to 30 June 2025

Star Alarms Vehicles	
Patrol Vehicle 1:	88 679.12 km
Patrol Vehicle 2:	90 318.12 km
Patrol Vehicle 3:	98 504.21 km
Total:	277 501.5 km

MMID Vehicle with Law Enforcement	
July to June	10 653 km

**4.1.6 Resource Allocation**

Services	2023/2024			2024/2025		
	Projected Expenditure	Actual Expenditure	Under Expenditure	Projected Expenditure	Actual Expenditure	Under Expenditure
Public Safety	R 3 674 160	R 2 793 784	R 880 376	R 3 176 668	R 3 149 000	R 276 668
Service providers did not increase annual fees			Increase fee was lower than expected			
Law Enforcement	R 270 200	R 225 612	R 44 588	R 275 000	238 020	R 36 980
LE budget was only given after our budget was done.			LE budget was only given after our budget was done.			
CCTV Monitoring	R 583 200	R 677 489	R94 289	R 900 000	R706 322	R 193 679
It depends on how many new cameras are put up.			It depends on how many new cameras are put up.			

## 4.2 Cleaning Services

4.2.1.1 Our cleaning team plays a hands-on role in keeping Montague Gardens–Marconi Beam looking clean and cared for. From clearing up illegal dumping to tackling messes left behind by vagrants or bins blown over in the wind, they're out there every day making sure the area stays neat, safe, and presentable for everyone who works and visits here.

### 4.2.1.2 Activities Included in Daily Cleaning Services:

- Sweeping gutters and pavements
  - Picking up litter across public areas
  - Clearing illegal dumping sites
  - Cleaning the City's green Bingo bins
  - Sorting collected waste into recyclables and non-recyclables
  - Delivering recyclables to the appropriate recycling facilities
- These tasks are carried out **daily** by the MMID cleaning team to help keep the area clean, safe, and presentable.

### 4.2.2

STRATEGIC OBJECTIVE: PROVIDE A CLEANER PUBLIC SPACE					
Measure	Key Performance Indicators	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from target 2024/2025	Comments on deviations
Cleaning Schedule	Weekly Schedule	52 weeks	52 weeks	-	Skeleton staff during festive season
Illegal Dumping	When reported	Daily clean up	Daily clean up	-	These dumping are ad hoc

STRATEGIC OBJECTIVE: ENSURE EFFECTIVE DELIVERY OF CLEANING SERVICES					
Measure	Key Performance Indicators	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from target 2024/2025	Comments on deviations
Inhouse sorting for recycling	Sorted Monday to Friday	255 days a year	230 days a year	-25 days	Public Holidays and weather constraints
Removal of recycled materials	Weekly	52 weeks a year	49 weeks a year	-3 weeks	Recycling plant goes for annual shutdown
Non-Recyclables	Bi – Weekly	104 times a year	118 times a year	+14 times a year	There are weeks were more trips are done

- We've received positive feedback from property and business owners who appreciate the daily cleaning and quick responses. The team's presence has made a real difference in keeping the area tidy.

Most complaints are about windblown rubbish, mess from overturned bins, or dumping that happens outside the scheduled cleaning zones. When these are reported, we send the team out to sort it as soon as possible. It's not always perfect, but we do our best to stay on top of it.

#### 4.2.3 Cleaning Services: Achievements & Shortfalls

Over the past year, MMID's cleaning team has consistently met its daily service targets, with visible improvements across Montague Gardens–Marconi Beam. Key achievements include:

- **Daily litter removal and bin cleaning** have remained on schedule, contributing to a cleaner area.
- **Illegal dumping** has seen a decrease, with less sites being reported.
- **Recycling** continues to be done by the team on a daily basis.

Despite these successes, a few shortfalls were noted:

- **Windblown litter from overturned bins** continues to be a challenge, especially during high-wind periods.
- **Dumping hotspots** occasionally reappear, requiring repeat clean-ups and ongoing monitoring.
- **Vagrants** in the area are still an issue when it comes to the cleanliness of the area, as they move along the area, they discard of unwanted items by throwing them on the ground.

Overall, the cleaning team has shown strong performance and commitment, with most targets met or exceeded. MMID continues to refine its response strategies and allocate resources where needed to maintain high service standards.

4.2.4 Our cleaning team works off a weekly schedule, but we rely heavily on input from property and business owners to keep things running smoothly. If dumping happens outside the scheduled zone or strong winds blow rubbish into the streets, they let us know—and we send the team out for ad hoc clean-ups. That kind of day-to-day feedback helps us stay responsive and keep the area looking its best.

4.2.5 This year, our cleaning team made a noticeable difference across Montague Gardens–Marconi Beam. Regular litter removal and illegal dumping clean-ups helped improve the overall appearance of the area, which in turn supports local businesses by creating a more welcoming environment for clients and staff.

Socially, the presence of a consistent cleaning service has helped build community pride and reduced health risks linked to unmanaged waste. Environmentally, our daily sorting and delivery of recyclables to proper facilities has kept a significant amount of waste out of landfills—supporting a cleaner, more sustainable district.

**Cleaning Summary Report**

	<b>2023 – 2024</b>	<b>2024 - 2025</b>
Grey Bags Used	13 614	10 630
Tins Collected	3634	3946
Plastic Bottles Collected	12 743	9703
Glass Collected	5243	4548
Unrecyclable waste	8966	6930
Litter Bins/Green Bins	2564	1950
Collecting of Illegal Dumping	642	601
KG's Recycle	6931	4252
Dead Animals	6	3
Graffiti	2	2

Service	2023/2024			2024/2025		
	Projected Expenditure	Actual Expenditure	Under Expenditure	Projected Expenditure	Actual Expenditure	Under Expenditure
Cleaning Services	R 261 471	R 145 260	R116 211	R 150 000	R 88 237	R 61 763
				Second driver appointed, cleaning vehicle not used as much.		



Cleaning Team



### 4.3 Environmental Upgrading

- 4.3.1.1 Our environmental upgrading projects fall under the CID model's Green and Beautification focus area, which aims to create a more attractive, welcoming, and well-maintained public space.

The purpose of these services is to enhance the visual appeal of Montague Gardens–Marconi Beam through thoughtful landscaping, garden installations, and ongoing maintenance. By upgrading key corners and public areas with plants that offer colour, texture, and year-round interest, we're not only improving the look and feel of the neighbourhood—we're also encouraging community pride and supporting a more positive business environment.

These upgrades are designed to complement our cleaning and safety efforts, creating a district that feels cared for and inviting to all who pass through.

#### 4.3.1.2 Activities Included in Environmental Upgrading Projects:

- Planting new gardens at key corners and intersections
- Choosing plants that add colour, texture, and movement all year round
- Preparing soil and laying out garden beds
- Regular watering, weeding, and general upkeep
- Replacing any damaged or dying plants

#### 4.3.2

STRATEGIC OBJECTIVE: GREENING PUBLIC SPACES					
Measure	Key Performance Indicators	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from target 2024/2025	Comments on deviations
Pots on center medians	Beautify Montague drive	12	0	-12	Project rejected by Urban Mobility
Planting of trees	Donation from Cllr	10	0	-10	Waiting for approval from parks and recreation

STRATEGIC OBJECTIVE: MAINTENANCE OF PUBLIC GREEN AREAS					
Measure	Key Performance Indicators	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from target 2024/2025	Comments on deviations
Weeding of verges	Identified on patrols	-	40 952m <sup>2</sup>	-	The amount of weeding depends on the need and the season/growing patterns
Cutting of trees	Identified on patrols	-	478	-	Trees are cut when needed, The city and businesses also cut trees in the district

STRATEGIC OBJECTIVE: RENEWING PUBLIC SPACES					
Measure	Key Performance Indicators	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from target 2024/2025	Comments on deviations
Removal of graffiti	When reported	3	2	-1	Planned based on previous year. Graffiti is not common in the district.
Tarring of sidewalks	Identified areas	5	2	-3	Delays caused due to waiting for Urban Mobility for permits, weather delays and closure for festive

- We've had plenty of positive feedback from property and business owners who've noticed the improvements—whether it's the new gardens, ongoing maintenance, or the overall cleanliness of the area. Every so often, concerns are raised about spots that still need attention. When that happens, we reassure them those areas are already part of our maintenance plan, and where possible, we adjust priorities to address them sooner.

Urban Summary Report		
	2023/2024	2024/2025
Grey Bags Used	17 177	3856
Trimming of Trees / Palms	428	478
Cutting of verges	135 317 m <sup>2</sup>	62 411m <sup>2</sup>
Weeding of flower beds	26 788 m <sup>2</sup>	40 952m <sup>2</sup>

#### 4.3.6 Resource Allocation

Service	2023/2024			2024/2025		
	Projected Expenditure	Actual Expenditure	Under Expenditure	Projected Expenditure	Actual Expenditure	Under Expenditure
Environmental upgrading	R 200 000	R 90 880	R 109 120	R 188 820	R 154 666	R 34 154
				Certain projects were declined by the City		
Projects: Sidewalks	-	-	-	R 250 000	R 116 930	R 133 070
Project only started 2024/2025				Delays caused due to waiting for Urban Mobility for permits, weather delays and contractors closure for festive season		



Sidewalk Project Team



Urban Team



## 4.4 Social Development

4.4.1.1 Our aim is to support and uplift local NPOs who are working to improve lives in the area. These organisations help the less fortunate and underprivileged, and we back their efforts by assisting where we can, whether it be with donations, groceries, sporting goods, or other practical items.

It's about lending a hand where we can and helping them continue the work they're already doing so well.

### 4.4.1.2 Ongoing Monthly Support:

1. Grocery donations to two local soup kitchens:
2. Milnerton Baptist Church
3. Janet's Junction Soup Kitchen
4. Contributions to Janet's Junction Youth Development Programme
5. Monthly support for Community Medics, who assist with medical emergencies in the area

### Additional Support This Year:

- Christmas goodie bags for children at both soup kitchens
- Blanket donations for orphaned children
- Soccer ball donation to Mercedes Benz Football Club (Joe Slovo)
- Makro voucher donation for Joe Slovo residents affected by fire—handed to Cllr Anthony Benadie
- Support for Cheryl Lyn Rescue Organisation
- Mandela Day sandwich drive at Janet's Junction—MMID donated bread and spreads, and staff helped make sandwiches
- Mandela Day donation to Marconi Beam Primary School—paint and supplies to refresh the school gate

### Reinvestment & Reuse:

- Donation of three retired monitoring TVs to:
  - Milnerton Lions Club
  - Robertson House
  - Huis Zonnekus



TV Donation: Robertson House



**Community Medics**

## 4.4.2

STRATEGIC OBJECTIVE: ADDRESS SOCIAL CHALLENGES THROUGH PARTNERSHIP AND COLLABORATION					
Measure	Key Performance Indicators	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from target 2024/2025	Comments on deviations
Partner with NGOs for feeding (groceries), youth development and medical assistance	Milnerton Baptist Soup Kitchen	12	12	-	
	Janet's Junction Soup kitchen	12	12	-	
	Janet's Junction youth development (Monetary)	12	12	-	
	Community Medics (Monetary)	12	12	-	

STRATEGIC OBJECTIVE: SOCIAL DEVELOPMENT SERVICES					
Measure	Key Performance Indicators	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from target 2024/2025	Comments on deviations
Ad hoc Donations	Christmas Goodie Bags for children	1	1	-	
	Blanket Donation	0	1	+1	MMID donated to a community initiative
	Soccer Ball Donation	1	1	-	
	Joe Slovo Fire	0	1	+1	MMID donated a Makro voucher to the Cllr to help those effected
	Cheryl Lyn Rescue Donation	0	1	+1	Assists with abandoned animals in the area
	Mandela Day – Sandwich drive	1	1	-	
	Paint donation to Marconi Beam Primary	0	1	+1	Request for assistance from school

STRATEGIC OBJECTIVE: REINVESTMENT AND REUSE					
Measure	Key Performance Indicators	Planned Target 2024/2025	Actual Achievement 2024/2025	Deviation from target 2024/2025	Comments on deviations
Asset Donation	Donation of tv monitors no longer in use.	0	3	+3	Donated unused tv monitors to local NPO's

- We've received positive feedback on the support we've provided to local NPOs. Many have expressed appreciation for the donations and practical help, especially the consistent grocery support and involvement in community initiatives.

No complaints have been received to date regarding our social development work.

#### 4.4.3 **Achievements & Shortfalls**

##### **What Went Well:**

We were able to support more organisations this year—11 in total, up from 7 last year. Monthly groceries went to two soup kitchens, and we continued backing Janet's Junction's youth programme and Community Medics. We also responded to urgent needs, like the Joe Slovo fire and the animal rescue in Railway Road. Mandela Day was a highlight, with staff getting involved and donations going where they were needed. Even our old monitoring TVs found new homes with local groups doing good work.

##### **Where We Fell Short:**

We often receive requests for help from organisations and individuals outside the MMID boundary. As much as we'd like to assist, our mandate and resources are focused on the Montague Gardens–Marconi Beam area, which means we're not always able to respond to those appeals.

- 4.4.4 Community members play an active role in helping us stay informed about what's happening in the district. They often bring local drives, organisations, and needs to our attention—like the blanket drive, which was flagged by a resident and led to MMID's involvement.

While formal decisions are made by the MMID board, input from stakeholders helps shape how we respond and where we focus our efforts. Whether it's through direct conversations, emails, or on-the-ground feedback, their involvement helps guide the design, implementation, and adjustment of our programmes.

#### 4.4.5 **Social Impact**

Our support has helped local NPOs reach more vulnerable people in the district. Monthly groceries, youth programme contributions, and emergency relief have all made a real difference in daily life. And through initiatives like the Mandela Day sandwich drive and Christmas goodie bags, we've been able to bring dignity and joy to those who often go without.

**Economic Impact**

Through donations of groceries, supplies, and sporting goods, we eased some of the financial strain on local organisations, giving them more room to focus on the people they serve. Repurposing items like unused TVs also made a difference, allowing valuable resources to be redirected to groups doing meaningful work.

**Environmental Impact**

Social development isn't usually linked to the environment, but we've made reuse part of our approach. Donating old monitoring equipment helps cut down on waste, and supporting animal rescue adds to the wellbeing of our urban community.

Service/ Project	2023/2024			2024/2025		
	Projected Expenditure	Actual Expenditure	Under Expenditure	Projected Expenditure	Actual Expenditure	Under Expenditure
Social Upliftment	R 174 900	R 117 292	R 57 608	R 125 000	R 112 962	R 12 038
Budgeted for monthly donation to Janet's Junction – there was a delay in their NPO paperwork				-		
Additional Social / Projects	-	-	-	R 180 000	R 168 032	R 11 968
Only started in the 2024/2025 year				-		



TV Donation: Milnerton Lions Club



Soup Kitchen Donation



TV Donation: Huis Zonnekuis



Janet's Junction Mandela Day

## PART C: CORPORATE GOVERNANCE

### 1. APPLICATION OF KING IV

- 1.1. As a non-profit company managing public funds, MMID takes its governance responsibilities seriously. We voluntarily apply the King IV Code of Corporate Governance to help guide how we operate, make decisions, and stay accountable to our stakeholders.

We've included a principle-by-principle compliance matrix this year. It shows how we've applied each of the 15 King IV principles in a way that makes sense for our structure, resources, and role within the City of Cape Town's framework.

<b>Principle</b>	<b>How MMID Applies It</b>
Ethical leadership	The board leads with integrity and fairness, keeping the community's best interests in mind.
Organisation values and strategy	Our mission and values guide everything we do—from daily operations to long-term planning.
Responsible corporate citizenship	We support local organisations, promote safety, and help keep the area clean and functional.
Stakeholder relationships	We stay in regular contact with property and business owners.
Performance and reporting	We report on progress, challenges, and impact through our annual report and regular updates.
Board responsibilities	The board oversees governance and ensures we stay accountable and aligned with City requirements.
Board composition	Directors are appointed based on CCT guidelines and bring relevant experience to the table.
Board committees	The board operates as a single unit; no formal subcommittees are in place at this time.
Evaluation of board performance	Board performance is reviewed informally; formal evaluations are being considered.
Appointment of management	Day-to-day operations are handled by management, with oversight and support from the board.
Risk governance	Risks are monitored through regular reporting and board oversight, with input from the City.
Technology and information	We use digital tools for monitoring and communication.
Compliance governance	We follow all relevant laws, City protocols, and apply King IV principles where appropriate.
Remuneration governance	Staff salaries follow budget; board members are not paid.
Assurance	Financials are independently reviewed, and we maintain transparency through open reporting and feedback.

- 1.2 The board is satisfied that MMID has applied the relevant principles of the King IV Code during the reporting period, as reasonably possible. Governance practices have been implemented in line with our role as a non-profit company, and disclosures are provided in full.

## 2. GOVERNANCE STRUCTURE

### 2.1 Board Composition

The Board is satisfied that its composition brings together the right mix of experience, skills, perspectives, and independence. This diversity helps the Board stay effective, make informed decisions, and carry out its responsibilities with clarity and balance—aligned with the intent of King IV principle 7.30(a).

Board Composition:		
Name	Date of Appointment	Portfolio
Karen Davis	4 February 2020	Chairman, Director of Social Development, Marketing and Public Safety
Kenji Lo	4 February 2020	Vice Chairman, Director of Finance and Public Safety
Christian Lewis	6 September 2023	Director of Cleaning and Urban
Jeanine Groenewald	20 April 2023	Director of Operations
Jonty de la Porte	11 October 2024	Director of Public Safety

Changes in board composition:			
Name	Date of Appointment	Date of termination of directorship	Reason for termination (King IV principle 7.30(i))
Jeanine Groenewald	20 April 2023	30 August 2024	Personal Reasons
Jonty de la Porte	11 October 2024	6 August 2025	Personal Reasons

## 2.2 Board Observer

In line with the City's By-law, the Executive Mayor appoints a Councillor to serve as a board observer, someone who attends meetings and receives documentation to help ensure the NPC is fulfilling its mandate. For this reporting period, Cllr. Anthony Benadie was appointed as the board observer, with Cllr. Phindile Maxiti named as his alternate. Cllr. Benadie attended 4 of the 6 board meetings held during the year.

## 2.3 Appointment of the board

An Annual General Meeting (AGM) is held each year to assess the performance of the CID and reaffirm the members' mandate. The AGM also gives the opportunity for members to nominate and elect directors to the MMID board.

The MMID appoints new directors through a formal nomination process at the Annual General Meeting (AGM) or, when necessary, by co-opting members as decided by the Board of Directors.

## 2.4 Overview of the board's responsibilities

The board plays a hands-on role in shaping and guiding the MMID's work. They help set strategy, make sure the business plan is achievable, and keep a close eye on finances to ensure the organisation stays on solid ground. Directors also make sure MMID meets its legal and regulatory obligations, approve the annual budget, and review financial statements before they're presented to members. Throughout the year, they maintain oversight of operations and check that management is delivering on the agreed plan.

## 2.5 Board Charter

The board is confident that it fulfilled its responsibilities as set out in the board charter during the reporting period

The board charter is available online under statutory documents at [www.mmid.org.za](http://www.mmid.org.za).

## 2.6 Director Independence

During the reporting period, the board carried out a formal assessment of the independence of all non-executive directors, as recommended by King IV. This included reviewing each director's professional relationships, financial interests, and involvement in the company to ensure there were no conflicts that could compromise objective oversight. Based on this review, the board is satisfied that all non-executive directors—including the chairperson—meet King IV's definition of independence, as outlined in principle 7.28.

## 2.7 Board Committees

The MMID currently does not have any board committees.

## 2.8 Attendance at Board Meetings

The board meets at least once every 2 months; Special board meetings are convened when necessary. Particulars of board meetings are detailed in the table below.

Director	16 Aug 2024	11 Oct 2024	21 Nov 2024	14 Feb 2025	25 Apr 2025	13 Jun 2025	Totals	Notes
Karen Sam Davis	✓	✓	✓	✓	✓	✓	6/6	
Kenji Lo	✓	✓	✓	✓	✓	✓	6/6	
Christian Lewis	✓	✓	✓	✗	✓	✓	5/6	Apologies
Jeanine Groenewald	✗	✗	✗	✗	✗	✗	0/6	Resigned in Aug
Jonty de la Porte	✗	✓	✓	✓	✗	✗	3/6	Joined in Oct 2024 Resigned Aug 2025
Anthony Benadie	✓	✓	✗	✓	✗	✓	4/6	Apologies

## 3. ETHICAL LEADERSHIP

MMID expects its directors to act with integrity and put the organisation's interests first. To support this, we've put a Code of Conduct in place that outlines what's expected from board members—covering legal responsibilities, ethical behaviour, and good governance. The Code is available in the CID policy online at [www.mmid.org.za](http://www.mmid.org.za)

Ethics aren't just a box we tick. When directors join the board, they declare any personal or business interests that could pose a conflict. These declarations are kept and updated as needed. At every board meeting, directors also sign a declaration of interest to confirm whether anything on the agenda presents a potential conflict. If something does, they disclose it in writing to the chairperson and step back from that item—no discussion, no vote.

We revisit the Code during board induction and refer to it when needed throughout the year. The chairperson keeps an eye on compliance and raises any concerns directly with the board.

The board is confident that directors have upheld their responsibilities in line with the Code during the review period. No changes were noted in the declarations that would affect any director's independence. (King IV principle 1.3)

## 4. BOARD OVERSIGHT OF RISK MANAGEMENT

### 4.1 Risk Management Policy

The policy outlines MMID’s approach to identifying, assessing, and managing risks that could impact its operations, reputation, financial stability, or ability to deliver on its mandate. It supports sound decision-making, protects public funds, and ensures MMID remains accountable to its stakeholders.

Risks are reviewed at each board meeting, and mitigation actions—like adjusting patrols, updating protocols, or reallocating funds—are tracked and recorded.

### 4.2 Effectiveness of Risk Management

- **Board of Directors:** Provides oversight, reviews risk exposure, and ensures appropriate controls are in place.
- **Management:** Monitors risks day-to-day, implements mitigation strategies, and reports to the board
- **Chairperson:** Raises concerns, ensures compliance with this policy, and facilitates board-level risk discussions.
- **Risk Categories Monitored**  
MMID actively monitors the following types of risk
- **Financial risk:** Overspending, misallocation of funds, or failure to meet budget targets.
- **Operational risk:** Disruptions in cleaning, security, or infrastructure services.
- **Reputational risk:** Public complaints, media scrutiny, or stakeholder dissatisfaction.
- **Compliance risk:** Breaches of CID By-law, City protocols, or governance codes (e.g. King IV).
- **Safety and security risk:** Crime trends, emergency incidents, or gaps in patrol coverage.
- **Environmental risk:** Illegal dumping, blocked stormwater drains, or sanitation hazards.
- **Monitoring and Review**  
Risks are reviewed at each board meeting, with updates provided by management.

### 4.3 Key Business Risks and Opportunities

The board confirms that no unexpected or out-of-tolerance risks came up during the reporting period. That said, there are ongoing risks we continue to monitor closely—nothing unusual, but important to stay ahead of.

Some of the key areas we've kept an eye on include:

- **Service delivery risks:** Making sure cleaning, security, and maintenance stay consistent and responsive.
- **Financial risks:** Managing public funds carefully and sticking to the approved budget.
- **Reputational risks:** Maintaining trust with stakeholders and responding to concerns quickly.
- **Environmental risks:** Dealing with illegal dumping and reporting of blocked stormwater drains before they become bigger problems.
- **Safety and security risks:** Staying in step with crime trends and working closely with LE, SAPS and private security teams.

#### Looking Ahead

In the coming year, the board plans to strengthen how we manage and report on risk. We'll be looking out for new risks tied to urban growth, and exploring ways to improve how we respond to environmental issues and engage with the community.

## 5. ACCOUNTABILITY AND RESPONSIBILITY

### 5.1 Performance Reviews

During the reporting period, the board reviewed MMID's overall performance against its strategic objectives and operational commitments. The CID continued to deliver core services—urban management, safety, and stakeholder engagement—with consistency and responsiveness.

No significant service disruptions or deviations from the business plan were recorded.

The board is satisfied with MMID's overall performance and believes the organisation remained effective, accountable, and aligned with its mandate throughout the year.

## 5.2 Delegated limits of authority

The board has delegated certain responsibilities to management to keep day-to-day operations running smoothly. These delegations are practical and allow for quick decision-making, while the board retains oversight of key governance and financial matters.

During the year, the board reviewed these delegations to make sure the balance between oversight and operational efficiency is still appropriate.

Here's a summary of some of what's been delegated:

Area	Who handles it	What they're allowed to do
Urban & Cleaning Team	Urban Manager	Oversees cleaning, and maintenance services
Communication	Administrator	Sends out information posters, newsletters, logs issues with the City etc
Finances	CID Manager	All finances including, invoicing, salaries, wages, payments of service providers etc
Public Safety	CID Manager, Office Admin & Public Safety Coordinator	Working with LE, SAPS and Star Patrollers
Procurement	CID Manager, Urban Manager & Admin	Request quotes and place orders once approved. This includes preferred service providers
Human Resources	CID Manager	All staff related matters

The board continues to approve the annual budget, sign off on large expenses, and make decisions that affect MMID's strategy and governance.

## 5.3 Supplier Code of Conduct

MMID works with suppliers who share its commitment to ethical business practices, accountability, and service quality. All suppliers are expected to comply with MMID's Code of Conduct, which outlines standards around fair labour, environmental responsibility, transparency, and compliance with relevant laws and regulations.

During the reporting period, the board reviewed the Supplier Code of Conduct to ensure it remains aligned with MMID's values and governance standards. The board is satisfied that the current framework supports responsible procurement and reflects the organisation's ethical expectations.

The Code is applied during procurement by:

- Including conduct clauses in supplier agreements and contracts
- Assessing supplier compliance during onboarding and renewal
- Reviewing supplier performance and conduct as part of contract management
- Reserving the right to terminate relationships where conduct breaches occur

MMID continues to prioritise working with suppliers who demonstrate integrity, reliability, and a shared commitment to community impact.

## PART D: FINANCIAL INFORMATION



Established 1902

### Independent Auditor's Report

To the Members of Montague Gardens Marconi Beam NPC

Report on the Audit of the Annual Financial Statements

#### Opinion

We have audited the annual financial statements of Montague Gardens Marconi Beam NPC (the company) set out on pages 7 to 16, which comprise the statement of financial position as at 30 June 2025; and the statement of comprehensive income; the statement of changes in equity; and the statement of cash flows for the year then ended; and notes to the annual financial statements, including a summary of significant accounting policies.

In our opinion, the annual financial statements present fairly, in all material respects, the financial position of Montague Gardens Marconi Beam NPC as at 30 June 2025, and its financial performance and cash flows for the year then ended, in accordance with International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa.

#### Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Annual Financial Statements section of our report. We are independent of the company in accordance with the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards). We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Other Information

The directors are responsible for the other information. The other information comprises the information included in the document titled "Montague Gardens Marconi Beam NPC annual financial statements for the year ended 30 June 2025", which includes the Directors' Report as required by the Companies Act of South Africa and the supplementary information as set out on pages 17 to 18. The other information does not include the annual financial statements and our auditor's report thereon.

Our opinion on the annual financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the annual financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the annual financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

PARTNERS: N NYBACK CA (SA), RA | M BRANDERS CA (SA), RA | S SCHONEGEVEL CA (SA), RA | M SPENCER CA (SA), RA | D COX CA (SA), RA  
 TAX: E CONRADIE B.COMPT (HONS), PG.DIP (TAX) | VREDENBURG BRANCH: J DE NOBREGA BA<sub>cc</sub>  
 1 Waterford Mews, Century Boulevard, Century City, 7441 PO Box 74, Century City, 7446 Docex 21, Century City  
 Tel: 021 527 4060 Email: info@cecilkilpin.co.za Website: www.cecilkilpin.co.za

## Independent Auditor's Report

### Responsibilities of the Directors for the Annual Financial Statements

The directors are responsible for the preparation and fair presentation of the annual financial statements in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa, and for such internal control as the directors determine is necessary to enable the preparation of annual financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the annual financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

### Auditor's Responsibilities for the Audit of the Annual Financial Statements

Our objectives are to obtain reasonable assurance about whether the annual financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual financial statements.

As part of an audit in accordance with International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the annual financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the annual financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the annual financial statements, including the disclosures, and whether the annual financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Cecil Kilpin & Co.  
 Chartered Accountants (SA)  
 Registered Auditors  
 Per Partner: Sidney Schonegevel

Century City

Date: 28/08/2025

PARTNERS: N NYBACK CA (SA), RA | M BRANDERS CA (SA), RA | S SCHONEGEVEL CA (SA), RA | M SPENCER CA (SA), RA | D COX CA (SA), RA  
 TAX: E CONRADIE B.COMPT (HONS), PG.DIP (TAX) | VREDENBURG BRANCH: J DE NOBREGA BAcc  
 1 Waterford Mews, Century Boulevard, Century City, 7441 PO Box 74, Century City, 7446 Docex 21, Century City  
 Tel: 021 527 4060 Email: info@cecilkilpin.co.za Website: www.cecilkilpin.co.za

## 2. ANNUAL FINANCIAL STATEMENTS

### Montague Gardens Marconi Beam NPC

(Registration number: 2017/285116/08)

Annual Financial Statements for the year ended 30 June 2025

#### Statement of Financial Position as at 30 June 2025

	Note(s)	2025 R	2024 R
<b>Assets</b>			
<b>Non-Current Assets</b>			
Property, plant and equipment	2	3,683,449	4,084,626
<b>Current Assets</b>			
Trade and other receivables	3	62,419	133,361
Cash and cash equivalents	5	9,606,199	8,208,799
		<b>9,668,618</b>	<b>8,342,160</b>
<b>Total Assets</b>		<b>13,352,067</b>	<b>12,426,786</b>
<b>Equity and Liabilities</b>			
<b>Equity</b>			
Retained income		12,908,989	12,113,861
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Trade and other payables	6	105,522	116,317

### Montague Gardens Marconi Beam NPC

(Registration number: 2017/285116/08)

Annual Financial Statements for the year ended 30 June 2025

#### Statement of Cash Flows

	Note(s)	2025 R	2024 R
<b>Cash flows from operating activities</b>			
Cash receipts from customers		10,486,293	9,920,116
Cash paid to suppliers and employees		(8,112,610)	(7,189,077)
Cash generated from operations	12	2,373,683	2,731,039
Finance costs		-	(1,074)
<b>Net cash from operating activities</b>		<b>2,373,683</b>	<b>2,729,965</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	2	(976,283)	(1,334,370)
<b>Total cash movement for the year</b>		<b>1,397,400</b>	<b>1,395,595</b>
Cash and cash equivalents at the beginning of the year		8,208,799	6,813,204
<b>Total cash at end of the year</b>	5	<b>9,606,199</b>	<b>8,208,799</b>

## Montague Gardens Marconi Beam NPC

(Registration number: 2017/285116/08)

Annual Financial Statements for the year ended 30 June 2025

### Notes to the Annual Financial Statements

	2025 R	2024 R
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#### 2. Property, plant and equipment

	2025			2024		
	Cost or revaluation	Accumulated depreciation and impairment	Carrying value	Cost or revaluation	Accumulated depreciation and impairment	Carrying value
Plant and equipment	9,474	(395)	9,079	-	-	-
Furniture and fixtures	33,730	(33,337)	393	33,730	(32,035)	1,695
Motor vehicles	976,208	(596,651)	379,557	976,208	(404,248)	571,960
Office equipment	38,230	(13,520)	24,710	38,230	(5,874)	32,356
Computer equipment	91,716	(82,334)	9,382	91,716	(63,803)	27,913
Surveillance equipment	6,278,636	(3,018,308)	3,260,328	5,311,827	(1,861,125)	3,450,702
<b>Total</b>	<b>7,427,994</b>	<b>(3,744,545)</b>	<b>3,683,449</b>	<b>6,451,711</b>	<b>(2,367,085)</b>	<b>4,084,626</b>

#### Reconciliation of property, plant and equipment - 2025

	Opening balance	Additions	Depreciation	Closing balance
Plant and equipment	-	9,474	(395)	9,079
Furniture and fixtures	1,695	-	(1,302)	393
Motor vehicles	571,960	-	(192,403)	379,557
Office equipment	32,356	-	(7,646)	24,710
Computer equipment	27,913	-	(18,531)	9,382
Surveillance equipment	3,450,702	966,809	(1,157,183)	3,260,328
	<b>4,084,626</b>	<b>976,283</b>	<b>(1,377,460)</b>	<b>3,683,449</b>

#### Reconciliation of property, plant and equipment - 2024

	Opening balance	Additions	Depreciation	Closing balance
Furniture and fixtures	5,056	-	(3,361)	1,695
Motor vehicles	568,107	170,652	(166,799)	571,960
Office equipment	6,954	29,160	(3,758)	32,356
Computer equipment	46,442	-	(18,529)	27,913
Surveillance equipment	3,208,925	1,134,558	(892,781)	3,450,702
	<b>3,835,484</b>	<b>1,334,370</b>	<b>(1,085,228)</b>	<b>4,084,626</b>

#### 3. Trade and other receivables

Deposits	62,419	62,419
VAT	-	70,942
	<b>62,419</b>	<b>133,361</b>

#### 4. Current tax receivable (payable)

Normal tax	(337,556)	(196,608)
<b>Net current tax receivable (payable)</b>		
Current liabilities	(337,556)	(196,608)

## Montague Gardens Marconi Beam NPC

(Registration number: 2017/285116/08)

Annual Financial Statements for the year ended 30 June 2025

### Notes to the Annual Financial Statements

	2025 R	2024 R
<b>5. Cash and cash equivalents</b>		
Cash and cash equivalents consist of:		
Cash on hand	1,449	378
Bank balances	9,604,750	8,208,421
	<b>9,606,199</b>	<b>8,208,799</b>
<b>6. Trade and other payables</b>		
Trade payables	15,153	95,752
VAT	29,595	-
Other payables	60,774	20,565
	<b>105,522</b>	<b>116,317</b>
<b>7. Revenue</b>		
Rates received	9,148,398	8,630,565
Rates retention received	659,600	407,309
	<b>9,807,998</b>	<b>9,037,874</b>
<b>8. Other income</b>		
Insurance proceeds	19,254	15,896
Sundry income	6,550	9,305
Interest received	577,783	572,413
Recycling income	3,766	-
	<b>607,353</b>	<b>597,614</b>
<b>9. Auditor's remuneration</b>		
Fees	24,200	24,500
<b>10. Finance costs</b>		
SARS - Interest and penalties	-	1,074
<b>11. Taxation</b>		
<b>Major components of the tax expense</b>		
<b>Current taxation</b>		
South African normal tax - current year	140,948	139,466

The non-profit company is subject to tax at the company rate 27% on the net investment income, in excess of R50 000, in terms of Section 10(1)(e)(i)(cc) of the Income Tax Act.

## Montague Gardens Marconi Beam NPC

(Registration number: 2017/285116/08)

Annual Financial Statements for the year ended 30 June 2025

### Notes to the Annual Financial Statements

	2025 R	2024 R
<b>12. Cash generated from operations</b>		
Net surplus before taxation	936,076	1,284,905
<b>Adjustments for:</b>		
Depreciation	1,377,460	1,085,228
Finance costs	-	1,074
<b>Changes in working capital:</b>		
(Increase) decrease in trade and other receivables	70,942	284,628
Increase (decrease) in trade and other payables	(10,795)	75,204
	<b>2,373,683</b>	<b>2,731,039</b>
<b>13. Tax paid</b>		
Balance at beginning of the year	(196,608)	(57,142)
Current tax for the year recognised in surplus or shortfall	(140,948)	(139,466)
Balance at end of the year	337,556	196,608
	-	-
<b>14. Related parties</b>		
<b>Relationships</b>		
Members of key management	Yun-Chun (Kenji) Lo	
<b>Related party balances and transactions with key management personnel of the company or its parent</b>		
<b>Related party transactions</b>		
<b>Purchases from (sales to) related parties</b>		
Yun-Chun (Kenji) Lo	4,500	-
<b>15. Directors' and prescribed officer's remuneration</b>		
No emoluments were paid to the directors or any individuals holding a prescribed office during the year.		

## Montague Gardens Marconi Beam NPC

(Registration number: 2017/285116/08)

Annual Financial Statements for the year ended 30 June 2025

### Statement of Comprehensive Income

	Note(s)	2025 R	2024 R
Revenue	7	9,807,998	9,037,874
Other income	8	607,353	597,614
Operating expenses		(9,479,275)	(8,349,510)
<b>Operating surplus</b>		<b>936,076</b>	<b>1,285,978</b>
Finance costs	10	-	(1,074)
<b>Surplus before taxation</b>		<b>936,076</b>	<b>1,284,904</b>
Taxation	11	(140,948)	(139,466)
<b>Surplus for the year</b>		<b>795,128</b>	<b>1,145,438</b>
Other comprehensive income		-	-
<b>Total comprehensive income for the year</b>		<b>795,128</b>	<b>1,145,438</b>

## Montague Gardens Marconi Beam NPC

(Registration number: 2017/285116/08)

Annual Financial Statements for the year ended 30 June 2025

### Statement of Changes in Equity

	Retained income R	Total equity R
<b>Balance at 01 July 2023</b>	<b>10,968,423</b>	<b>10,968,423</b>
Surplus for the year	1,145,438	1,145,438
Other comprehensive income	-	-
<b>Total comprehensive income for the year</b>	<b>1,145,438</b>	<b>1,145,438</b>
<b>Balance at 01 July 2024</b>	<b>12,113,861</b>	<b>12,113,861</b>
Surplus for the year	795,128	795,128
Other comprehensive income	-	-
<b>Total comprehensive income for the year</b>	<b>795,128</b>	<b>795,128</b>
<b>Balance at 30 June 2025</b>	<b>12,908,989</b>	<b>12,908,989</b>

Note(s)

## Montague Gardens Marconi Beam NPC

(Registration number: 2017/285116/08)

Annual Financial Statements for the year ended 30 June 2025

### Detailed Income Statement

	Note(s)	2025 R	2024 R
<b>Revenue</b>			
Rates received		9,148,398	8,630,565
Rates retention received		659,600	407,309
	7	<b>9,807,998</b>	<b>9,037,874</b>
<b>Other income</b>			
Insurance proceeds		19,254	15,896
Sundry income		6,550	9,305
Interest received		577,783	572,413
Recycling income		3,766	-
		<b>607,353</b>	<b>597,614</b>
<b>Operating expenses</b>			
Accounting fees, secretarial and tax fees		93,854	80,220
Administration and management fees		16,173	-
Advertising and promotions		48,140	48,492
Auditors remuneration	9	24,200	24,500
Bank charges		8,435	7,808
Cleansing services		88,237	145,260
Computer expenses		22,093	18,187
Contingency/sundry		6,679	77,226
Depreciation		1,377,460	1,085,228
Employee costs		2,188,499	1,673,379
Environmental upgrade		154,666	52,173
Insurance		104,002	78,881
Law enforcement officers		238,020	225,612
Legal expenses		-	24,804
Meeting expenses		15,974	16,016
Minor tools & equipment		-	12,375
Motor vehicle expenses		72,520	39,323
Printing and stationery		7,110	12,301
Project: Additional social		168,032	-
Project: Green initiative		278,415	480,120
Project: Lithium batteries		55,270	90,087
Project: Side walks		116,930	-
Protective clothing		24,701	19,779
Public safety		2,798,742	2,793,784
Public safety : CCTV monitoring		706,322	677,489
Rent & municipal charges		251,829	231,789
Repairs and maintenance		458,516	275,046
Social upliftment		112,962	117,292
Staff welfare		16,449	15,388
Telephone and fax		10,385	9,806
Training		14,660	17,145
		<b>9,479,275</b>	<b>8,349,510</b>
<b>Operating surplus</b>			
Finance costs	10	-	(1,074)
		<b>936,076</b>	<b>1,285,978</b>
<b>Surplus before taxation</b>			
Taxation	11	(140,948)	(139,466)
		<b>795,128</b>	<b>1,145,438</b>