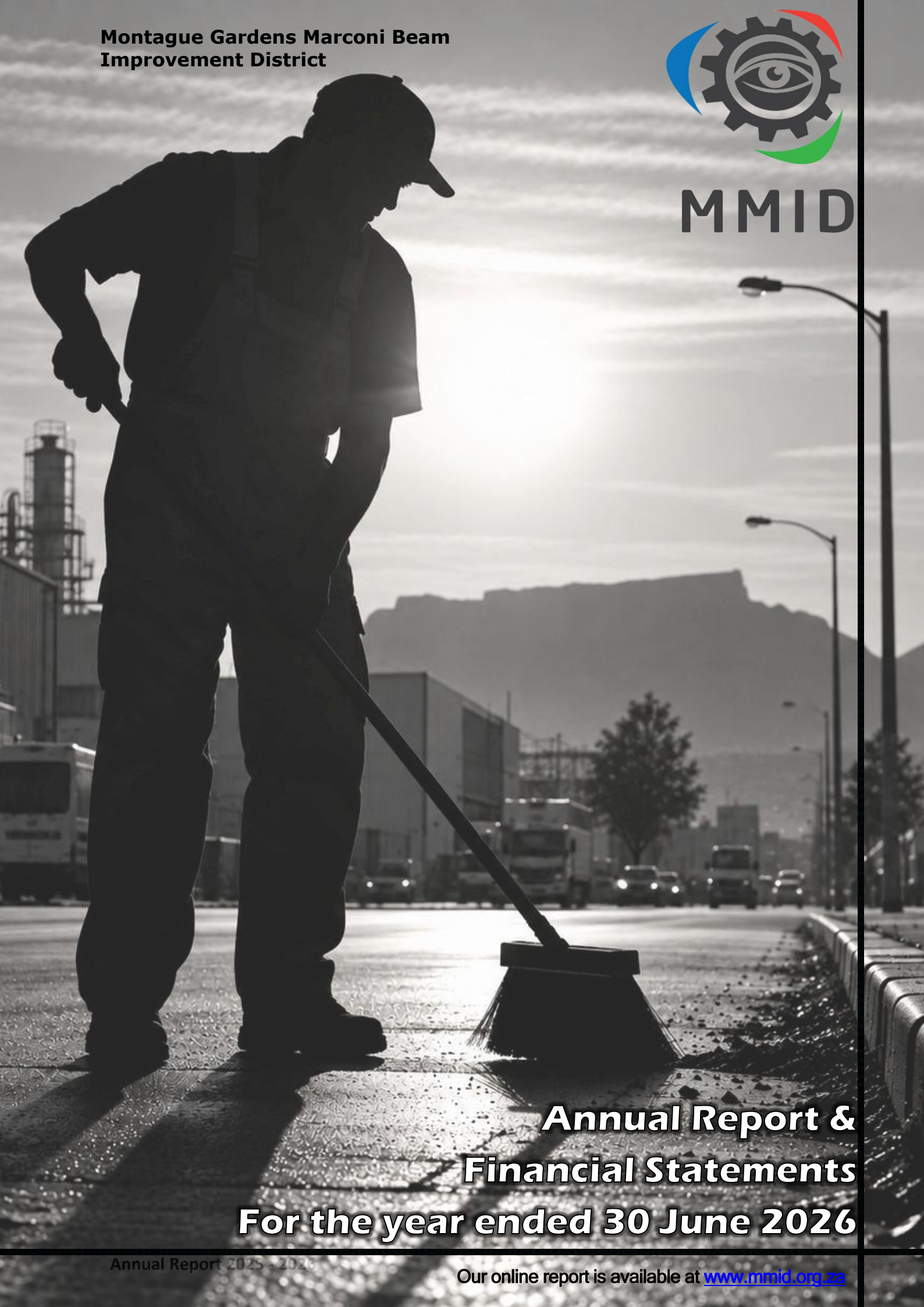
**Montague Gardens Marconi Beam Improvement District**

MMID



# Annual Report & Financial Statements For the year ended 30 June 2026



Our online report is available at www.mmid.org.za

# Contents


**PART A: GENERAL INFORMATION**

1. MMID General Information
2. List of abbreviations or acronyms
3. Foreword by the Chairperson
4. Manager's Overview
5. Statement of responsibility and confirmation of accuracy for the annual report
6. Strategic overview
    - Vision
    - Mission
    - Values
7. Statutory Mandate
8. Organisational Profile
9. Organisational Structure

**PART B: PERFORMANCE INFORMATION**

1. Situational Analysis
    - Service delivery environment
    - Organisational environment
2. Strategic Objectives
3. Complaints Process
4. Performance information
    - Public Safety
    - Cleansing Services
    - Environmental Development Services
    - Social Development Services

**PART C: CORPORATE GOVERNANCE**

1. Application of King IV
2. Governance Structure
    - Board Composition
    - Board Observer
    - Appointment of the board
    - Overview of the board's responsibilities
    - Board Charter
    - Director Independence
    - Attendance at board and committee meetings
3. Ethical Leadership
4. Board oversight of risk management
    - Risk management policy
    - Effectiveness of risk management
5. Accountability and Responsibility

**PART D: FINANCIAL INFORMATION**

1. Report of external auditor
2. Annual financial statements

# 1. GENERAL INFORMATION

| | |
|---|---|
| **Registered name:** | Montague Gardens Marconi Beam NPC |
| **Registration no:** | 2017/285116/08 |
| **Physical address:** | Unit 3, 4 Platinum Close, Platinum Crescent, Milnerton, 7441 |
| **Telephone number/s:** | 021 200 5975 |
| **Email address:** | info@mmid.org.za |
| **Website address:** | www.mmid.org.za |
| **External auditors:** | Cecil Kilpin & Co – Fifth Financial years as our auditors |
| **Banker's information:** | FNB – Montague Gardens Branch |
| **Company Secretary:** | 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 Chairperson's Report for the Montague Gardens–Marconi Beam Improvement District (MMID) for the financial year ending 30 June 2026.
Looking back over the past year, I believe we have a great deal to be proud of. As with any improvement district, there are always challenges, and some days certainly test our patience. However, with the commitment of our staff, the support of our Board and the relationships we have built with our various partners, we have continued to make good progress.

Our goal has always been to make Montague Gardens and Marconi Beam a safer, cleaner and more pleasant place for businesses, property owners and everyone who works in the area.

Public safety, cleaning, urban management and environmental improvements remain at the heart of what we do, and I am pleased that we have continued to deliver on these responsibilities throughout the year.
Our public safety operations remain a priority, and the CCTV camera network, together with our dedicated patrols and partnerships with Star Alarms, Demux, Law Enforcement and SAPS, continues to play an important role in keeping the district safe.

Our Cleaning and Urban Management Teams have also worked tirelessly throughout the year. Their work is not always easy, particularly when dealing with ongoing illegal dumping and the general disregard some individuals have for our public spaces. Nevertheless, they continue to take pride in maintaining the district.

We have also continued with projects aimed at improving the appearance of the area. One of these was the transformation of the garden strip along Montague Drive near Buco. What was previously a rather neglected space has been turned into a much more attractive, water-wise landscape. These are the types of improvements we would like to see more of throughout the district.

From a financial perspective, I am pleased to report that the MMID remains in a healthy financial position. We ended the financial year with a surplus of R717,901 and received an unmodified audit opinion. This reflects the responsible manner in which the finances of the NPC continue to be managed.

**Key Events and Challenges**
Illegal dumping remains one of our biggest ongoing frustrations. Our Cleaning Team spends a considerable amount of time clearing areas, only for some of those same spots to be used as dumping grounds again. It is disappointing, particularly when so much effort goes into keeping the district clean. Unfortunately, this is not a problem that will disappear overnight, but we will continue doing what we can to address it.
Road conditions, traffic concerns and municipal infrastructure have also kept us busy during the year.

The sinkhole and subsequent roadworks along Montague Drive caused considerable disruption to businesses and motorists. Although the main repairs have been completed, work on certain sections is still ongoing. We appreciate the patience of everyone who has been affected. We continue working closely with the City of Cape Town to raise concerns and follow up on matters that affect the district. While progress can sometimes take longer than we would like, we remain committed to finding solutions rather than simply accepting these problems.

On a more positive note, we have also made progress with pedestrian infrastructure, including the recent tarring of walkways along Montague Drive. Improvements such as these may seem small in the bigger picture, but they make a difference to the people who use these routes every day.
Our social development initiatives are another part of the MMID's work that I am particularly proud of.

We have continued supporting the soup kitchens at Milnerton Baptist Church in Sanddrift and Janet's Junction, as well as Community Medics and other deserving community initiatives.

Although our main responsibility is to the improvement district, we also believe in giving back where we can. There are many people and organisations doing wonderful work in our surrounding communities, often with very limited resources, and it is a privilege to be able to support them.

**Short- and Medium-Term Outlook**
Looking ahead, our priorities remain much the same. We want to continue improving public safety, keeping our streets clean, maintaining our infrastructure and finding opportunities to make Montague Gardens and Marconi Beam a more attractive and well-managed business district.

Our current five-year business plan comes to an end in June 2027, and plans for the next five-year term is already underway. This will give us an opportunity to look at what we have achieved, where improvements are still needed and what we would like to accomplish over the next few years.

We are also very aware of the rising cost of doing business and the financial pressures faced by our property owners. It is important that we continue managing the MMID's finances carefully and making sure that the services we provide offer real value.
There will always be more that we would like to do, but we also need to remain realistic about what can be achieved within our available resources.

**Acknowledgements**
I would like to take this opportunity to thank my fellow Board members for their continued support, guidance and willingness to give their time to the MMID. Serving on the Board comes with responsibilities, and I appreciate the effort and input each of you brings to the table.

To our Executive CID Manager, Tammy Maritz, and the MMID staff, thank you for another year of hard work and dedication. There is a tremendous amount of work that takes place behind the scenes, much of which people never get to see. Your commitment to the district and the way you deal with the many challenges that arise are sincerely appreciated.

A special thank you also goes to our Cleaning and Urban Management Teams. You are out there every day, in all kinds of weather, doing work that is often physically demanding and not always appreciated. Please know that your efforts do not go unnoticed.

I would also like to thank Star Alarms, Demux, the City of Cape Town, Law Enforcement, SAPS and all our other service providers and partners. The relationships we have built over the years are important to the work we do, and we value your

continued assistance and cooperation.

Lastly, thank you to our members, property owners and businesses for your continued support and trust in the MMID.

**Conclusion**

When I look at how far the MMID has come over the years, I am reminded that improvements do not happen overnight. They take time, planning, hard work and, quite often, a great deal of patience.

There will always be challenges, and there will always be areas where we can do better. What matters is that we continue moving forward and working towards the same goal.

I believe we have a committed team and a strong foundation to build on, and I look forward to seeing what we can achieve in the year ahead.

Thank you to everyone who has played a part in making Montague Gardens and Marconi Beam a better place to work and do business.

Karen Davis
Chairperson
Montague Gardens – Marconi Beam Improvement District



# MANAGERS OVERVIEW

## General Financial Review of NPC

The MMID ended the 2025/2026 financial year in a good financial position.
Our revenue increased compared to the previous year, although our operating costs also increased. This was mainly due to the rising costs of running the district and maintaining the services we provide.

Despite these increases, we managed our expenditure carefully and ended the year with a surplus.

Our cash reserves remain healthy, which puts us in a good position to continue with our daily operations while also allowing us to plan for future projects and improvements.
We also received an unmodified audit opinion for the financial year, which is always pleasing to report.

## Spending Trends

Public safety continues to account for the largest portion of our operational spending, and rightly so. Keeping Montague Gardens and Marconi Beam safe remains one of our main priorities.

A considerable amount is spent on our 24-hour patrols, CCTV monitoring and maintaining our camera network. These are essential services, and we continue to invest in them to ensure that our public safety operations remain effective.

Staff costs, repairs and maintenance also increased during the year, as did the general cost of goods and services.

We have also continued spending on cleaning, urban management, landscaping and environmental improvements.

As much as we would like to take on additional projects, we also need to be mindful of our budget. Our first responsibility is to ensure that our existing services are maintained and that the funds available to us are spent where they are needed most.

## Capacity Constraints and Challenges

Managing a large industrial and commercial area such as Montague Gardens and Marconi Beam comes with its fair share of challenges, especially with a relatively small team.

Illegal dumping continues to be one of our biggest headaches. We have certain areas that our Cleaning Team attends to repeatedly, sometimes only to find that rubbish has been dumped there again the very next day. It is frustrating, and it takes time away from other work that needs to be done.

Municipal infrastructure is another ongoing challenge. Potholes, damaged roads, broken drain lids, faulty streetlights and traffic-related concerns are just some of the issues we deal with regularly.

While many of these fall under the responsibility of the City of Cape Town, we still spend a considerable amount of time reporting them, following up and trying to get the necessary attention to the problem areas.

Getting City approvals and wayleaves for our own projects can also be a lengthy process. Unfortunately, this sometimes means that projects we would like to get started on have to be put on hold until the necessary paperwork is in place.

Despite these frustrations, we continue working through the challenges and doing what we can with the resources available to us.

## Discontinued Activities

There were no significant changes to the MMID's operations during the financial year, and none of our core services were discontinued.

Some projects experienced delays due to municipal approvals and operational requirements, but these have not been permanently abandoned.

## New or Proposed Activities

We are constantly looking at areas within the district that could benefit from some attention, whether it involves public safety, infrastructure or simply improving the overall appearance of Montague Gardens and Marconi Beam.

During the year, we continued investing in our CCTV camera network and making improvements to our public safety infrastructure.

We also focused on environmental projects, with the garden redevelopment along Montague Drive near Buco being one of the highlights.

This area was transformed into a water-wise garden that not only looks better but is also more practical and easier to maintain. It is a good example of what can be achieved when we identify a neglected space and put some thought into how it can be improved.

We have also been working on the sidewalk improvements along Montague Drive. Although the approval process has taken some time, we have continued pushing forward with the project.
These are the types of improvements we want to continue with, where our budget allows and where the necessary approvals can be obtained.

## Supply Chain Management

We continue following the MMID's procurement procedures when appointing suppliers and purchasing goods or services.

Quotations are obtained and compared, and the necessary approvals are put in place before work proceeds.

We have a responsibility to our property owners to make sure that their money is spent wisely. It is not always about choosing the cheapest quotation but rather ensuring that

we receive good value for money and that the work is done properly.
We also place importance on working with suppliers who are reliable and who understand the standard of work we expect.

## Supply Chain Management Challenges

One of the challenges we face when planning projects is obtaining suitable quotations, particularly for specialised services, landscaping and infrastructure work.
There are also instances where the City requires us to make use of City-approved contractors or suppliers. This can limit our options and, together with the necessary municipal approvals, can delay projects considerably.

Supplier availability, increasing prices and delivery times are other factors that we have to take into account.

We try to plan as far ahead as possible, but there are times when circumstances are simply beyond our control.

We will continue working with reputable suppliers and looking at alternative options where possible, without compromising the quality of work.

## Unsolicited Tender Proposals for the Year Under Review

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

## Audit Report Matters

The previous financial year's audit was clean, with a few minor administrative recommendations that were subsequently addressed.

For the 2025/2026 financial year, our auditors, Cecil Kilpin & Co., issued an unmodified audit opinion.

We continue to ensure that our financial records are properly maintained and that the Board receives regular financial reports.

Good financial management is important to the running of the MMID, and we will continue to maintain the necessary controls and procedures.

## Proposed Measures to Address Any Financial Challenges

Although the MMID is in a healthy financial position, we cannot ignore the continued increase in operating costs.
Everything from salaries and vehicle expenses to repairs, maintenance and service provider costs has an impact on our budget.

We will continue keeping a close eye on expenditure, reviewing costs where necessary and making sure that essential services remain our first priority.

We also need to be realistic when considering new projects. There are many improvements we would like to make throughout the district, but these need to be carefully planned and budgeted for.

Our aim is to continue providing the level of service our property owners expect, while managing the NPC's finances responsibly.

## Material Events After the Reporting Date

The audited annual financial statements confirm that no material events occurred after 30 June 2026 that would have a significant impact on the financial position of the NPC at year-end.
Since the end of the financial year, we have also started preparing the MMID's next five-year business plan, which will cover the period from 1 July 2027 to 30 June 2032.

This is an important process, as it gives us the opportunity to review our current operations, identify areas that need improvement and plan for the next five years.

## Economic Viability of NPC

The MMID remains financially stable and in a sound position to continue operating.
We ended the financial year with a surplus, healthy cash reserves and a positive financial outlook.

The directors have also confirmed in the annual financial statements that the NPC has sufficient resources to continue its operations for the foreseeable future.

As management, we will continue monitoring our finances carefully, keeping operational costs under control where possible and ensuring that the services we provide remain beneficial to our property owners.

## Acknowledgements and Appreciation

I would like to thank our Chairperson, Karen Davis, and the Board of Directors for their continued support, guidance and trust throughout the year. I appreciate the confidence you place in me and the team, as well as your willingness to support the projects and improvements we bring forward.

To Chantelle and Melvyn, thank you for all your hard work and dedication. We are a small office team, and there are days when we have a hundred things happening at once. I appreciate the way you both get stuck in, deal with whatever comes our way and keep things running.

To Johann and our Cleaning and Urban Management Teams, thank you for your efforts throughout the year. Working out on the roads every day is not always easy, especially when you are dealing with illegal dumping, difficult weather conditions and the general challenges that come with maintaining an industrial area. Your work makes a difference, and it is appreciated.

A special thank you to Star Alarms, Demux, Laingscapes and our other service providers. We rely on good working relationships to get things done, and I appreciate your continued assistance and cooperation.

I would also like to acknowledge the City of Cape Town, Law Enforcement, SAPS and our other municipal partners. Although we may not always see eye to eye on every matter, we appreciate the assistance and support we receive in dealing with the many issues affecting our district.

Lastly, thank you to our property owners and businesses for your continued support.
Managing an improvement district is certainly never boring. There is always something that needs attention, a problem to solve or a project that we would like to get off the ground.
What makes the difference is having people who are willing to work together and get things done.

I am proud of what our team has achieved over the past year, and I look forward to continuing the work of making Montague Gardens and Marconi Beam a safer, cleaner and better place to do business.

**Tammy Maritz**
Executive CID Manager
Montague Gardens – Marconi Beam Improvement District NPC

*Tamryn Maritz*

## 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 27 August 2026

*Karen Sam Davis*

Karen Sam Davis
Chairman
Montague Gardens Marconi Beam Improvement District NPC

# 5. STRATEGIC OVERVIEW

## Vision

In 2017, a group of local property owners came together with a common goal: to improve Montague Gardens–Marconi Beam as a place to live, work and invest. This led to the establishment of the NPC, with the aim of coordinating, funding and managing improvements throughout the area through the City Improvement District (CID) model.
Our vision is to establish Montague Gardens–Marconi Beam as one of Cape Town's most progressive, resilient and sought-after urban districts.
This vision goes beyond simply maintaining the area. It is about creating a district that sets a high standard for others to follow – one that is clean, safe and well managed, where businesses can thrive, public spaces are welcoming and the community takes pride in its surroundings.
We recognise that this is an ongoing journey, but it gives direction to everything we do. Through continued investment, collaboration and commitment, we aim to make steady progress towards the district we envision.

## Mission

Our role is to make Montague Gardens–Marconi Beam a better place to work, visit and invest. We do this through the careful and consistent management of the area, working alongside the City of Cape Town while providing additional services where they are needed most.
From cleaner streets and safer public spaces to greener surroundings, our focus is on the everyday improvements that make a real difference. Our team and service providers are committed to maintaining these standards and delivering services effectively, helping create an environment where businesses can thrive and the community can grow.

Our strategy for achieving this vision is outlined in our Business Plan, which is available on our website at 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.

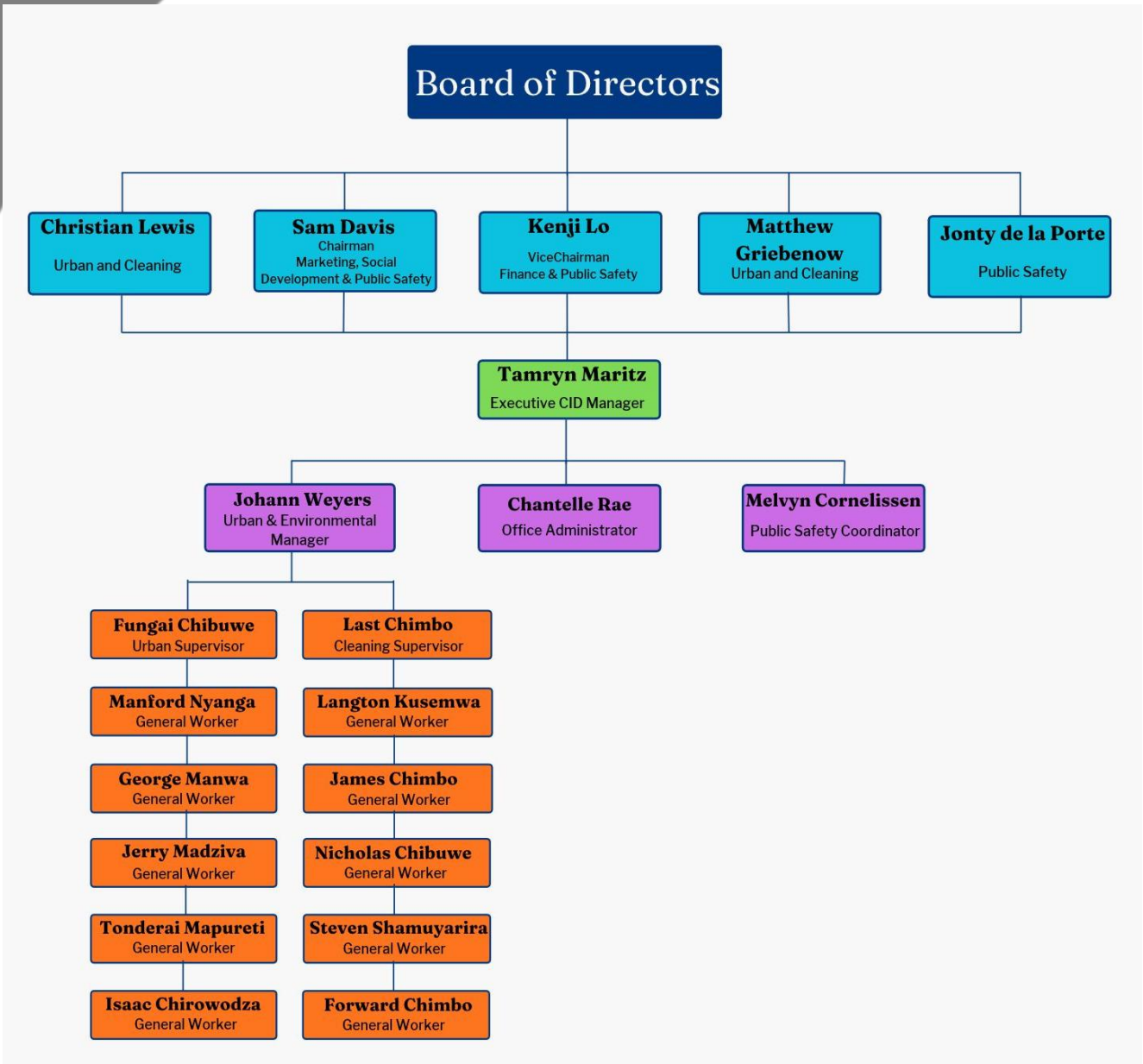
- **Maintenance and Environmental Development**

  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, supported by the expansion of our camera network, which now includes over 143 active cameras.
Our cleaning team consists of 12 general workers, divided into two teams. Their daily efforts play an important role in keeping the district clean and well maintained.
Some of the challenges experienced during the year included recurring sinkholes, ongoing Eskom-related issues, delays in obtaining wayleaves and permits from the City, as well as continued maintenance and repairs to drains, with lids frequently requiring attention due to heavy truck traffic in the area.

### Organisational environment

**Organisational Restructuring:**

During the 2025–2026 financial year, MMID experienced a few internal changes. Two directors stepped down and a new director joined the board.
Operationally, two general workers were reassigned from the cleaning team to the urban team to support the growing number of beautification projects, while two additional cleaning staff were appointed.
The Office Manager's position was also upgraded from CID Manager to Executive CID Manager, with responsibility for overseeing all staff and daily operations.

**Financial Integrity:**

We’re pleased to report that there were no incidents of financial mismanagement, fraud, or maladministration during the 2025–2026 financial year. Our auditors provided positive feedback, noting that our financial systems remain sound and compliant.

### 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.

**Joint Operations with Law Enforcement and Metro**
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
- Removal of illegal structures

**Contractors and Third Parties**

**SPCA**
The SPCA has been a great support throughout the financial year, providing valuable advice and assistance with cases involving neglected and abandoned dogs in the area.

**H-Tee Construction and BvI Civil Engineering**
Both companies have played an important role in our sidewalk improvement projects. As City-approved contractors, BvI assists with ensuring that projects meet the City's requirements, while H-Tee oversees the construction work to ensure it is completed to the required standard. We look forward to working together on future projects.

**Laingscapes**
Laingscapes has partnered with us on several landscaping projects, including the revamp of The Berm, Arden Grove and the gardens in front of Dals to name a few. They also provide valuable advice and plant recommendations to support our beautification efforts.

**Demux**
Demux manages and maintains our camera network and servers, helping us strengthen surveillance and improve public safety across the district.

**Star Alarms**
Star Alarms provides public safety services through 24-hour patrols across the district and monitoring of our camera network from their control room.

## 2. STRATEGIC OBJECTIVES

MMID provides 24-hour public safety patrols across our 38 km² district, with three dedicated vehicles covering the area around the clock. To ensure effective coverage and improve response times, the district is divided into three sectors, each with its own patrol route.
Our CCTV network has expanded to over 143 cameras, including thermal imaging and licence plate recognition (LPR) technology. Daytime footage is recorded for evidentiary purposes, while nighttime monitoring allows for a more active response to incidents as they occur.
We continue to work closely with law enforcement and emergency services, with this ongoing collaboration playing an important role in improving safety and security for everyone who works in or visits the district.

| NUMBER OF ARRESTS FOR PATROLLERS | | NUMBER OF CCTV TRIGGERS | |
|---|---|---|---|
| 2024 - 2025 | 27 | 2024 - 2025 | 19 793 |
| 2025 - 2026 | 31 | 2025 - 2026 | 48 897 |






## MMID Law Enforcement

MMID continues to support a dedicated Law Enforcement Officer working alongside our patrollers to strengthen public safety across the district. The officer provides visible authority and on-the-ground support, helping ensure incidents are handled promptly and professionally. This partnership plays an important role in improving security and providing reassurance to businesses and those who work and visit the area.

| NUMBER OF ARRESTS BY LE | | REMOVED FOR PUBLIC DRINKING/DRUGS | |
|---|---|---|---|
| 2024 - 2025 | 6 | 2024 - 2025 | 870 |
| 2025 - 2026 | 6 | 2025 - 2026 | 1 788 |







## 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 | |
|---|---|---|---|
| 2024 - 2025 | 601 | 2024 - 2025 | 252 |
| 2025 - 2026 | 601 | 2025 - 2026 | 548 |






## Urban and Environmental Upkeeping

The MMID Urban Team plays an important role in maintaining and improving the district's green spaces. From flower beds and verges to public landscapes, the team regularly carries out weeding, planting and general maintenance to keep the area neat and welcoming.

Tree and bush trimming also form part of their work, helping to encourage healthy growth, maintain clear walkways and improve the overall appearance of the district. Their ongoing efforts contribute to a greener, cleaner and more attractive environment for businesses, employees and visitors alike.

| VERGES CUT – M² | | WEEDS REMOVED – M² | |
|---|---|---|---|
| 2024 - 2025 | 62 411 | 2024 - 2025 | 40 952 |
| 2025 - 2026 | 85 787 | 2025 - 2026 | 30 655 |






## Social Development & Economic Development

MMID remains committed to supporting the wider community through ongoing social initiatives and partnerships with local organisations.

We provide monthly grocery assistance to two local soup kitchens:

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

We also contribute monthly towards Janet's Junction Youth Development Programme, which provides after-school support to local children, and Community Medics, who assist with medical emergencies in the area.

During the 2025–2026 financial year, we also supported several additional initiatives, including:

- **Christmas Goodie Bags:** Donated goodie bags for children at both soup kitchens.
- **Animal Welfare:** Supported Cheryl Lyn Rescue Organisation, who assists with cases of dumped and abused animals in the area.
- **Mandela Day:** Contributed bread and spreads to Janet's Junction's sandwich drive, with MMID staff giving their 67 minutes to help prepare sandwiches.
- **Fire Services:** Provided refreshments to firefighters attending to two devastating fires in the district, as a gesture of support and appreciation for their efforts.

- **Youth Sport:** Assisted Phoenix United Football Club with new soccer kits for their various teams.

| ORGANISATIONS ASSISTED | |
|---|---|
| 2024 – 2025 | 11 |
| 2025 – 2026 | 9 |

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.




*Firefighter Donation*




*Christmas Goodie Bags*



*Soup Kitchen*



*Mandela Day*



*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** Keeping the MMID area safe and secure remains one of our main priorities. Our 24/7 armed patrols and growing CCTV network help deter criminal activity and make the area safer for businesses, employees and visitors. Our control room and patrol teams are on hand to respond to incidents as quickly as possible.
Our Public Safety Coordinator, Law Enforcement Officer (LE) and patrollers work together to monitor known hotspots, report suspicious activity, assist at accident scenes and deal with issues such as vagrancy and public disturbances. Their regular presence and ongoing work help keep the district safe around the clock.

**4.1.1.2** This year, we continued to expand our CCTV camera network across the district, working alongside Demux and Star Alarms. The additional cameras have already helped with successful arrests and assisted SAPS with ongoing investigations. This shows the value of working together and using the right resources to improve safety in the area.

| STRATEGIC OBJECTIVE: PUBLIC SAFETY | | | | | |
|---|---|---|---|---|---|
| Measure | Key Performance Indicators | Planned Target 2025/2026 | Actual Achievement 2025/2026 | Deviation from target | 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 deviations |
| Visible Vehicle Patrols | 4 Patrol Vehicles | 4-Day shift 3-Night shift | 4-Day shift 3-Night shift | n/a | Day shift includes LE MMID vehicle |







| STRATEGIC OBJECTIVE: PUBLIC SAFETY – IMPROVE AND CONTINUALLY ASSESS ALIGNMENT OF RESOURCES WITH SAFETY NEEDS OF LOCAL COMMUNITY | | | | | |
|---|---|---|---|---|---|
| Measure | Key Performance Indicators | Planned Target 2025/2026 | Actual Achievement 2025/2026 | Deviation from target | Comments on deviations |
| Public Drinking | Identify Hot Spots | 3 Spots | 2 Spots | -2 | One bottle store closed down |
| Drug Use | Identify Hot Spots | 2 Spots | 2 Spots | - | |
| Trucks Parking/Obstruction | | | | | Locations differ daily |

| STRATEGIC OBJECTIVE: PUBLIC SAFETY – FOSTER TRUST BETWEEN CID SECURITY OFFICIALS AND LOCAL COMMUNITY | | | | | |
|---|---|---|---|---|---|
| Measure | Key Performance Indicators | Planned Target 2025/2026 | Actual Achievement 2025/2026 | Deviation from target | Comments on deviations |
| Safety Statistics in Newsletter | Quarterly Newsletter | 4 a year | 4 a year | - | |

| STRATEGIC OBJECTIVE: PUBLIC SAFETY – INCREASE SAFETY THROUGH PARTNERSHIPS | | | | | |
|---|---|---|---|---|---|
| Measure | Key Performance Indicators | Planned Target 2025/2026 | Actual Achievement 2025/2026 | Deviation from target | Comments on deviations |
| Partners with LE & Metro | Operations | 10 Operations | 7 Operations | -3 | Operations depend on availability from LE and Metro |
| 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 |
| Star Alarms Meetings | Update meetings | 12 | 12 | - | Monthly meetings |

- Feedback on the work carried out by our patrollers, Law Enforcement Officer and Public Safety Coordinator has been encouraging, particularly regarding their efforts to deal with vehicles obstructing access and public drinking. We have also had concerns raised about taxis misusing the MyCiTi lanes and sidewalks. These matters are followed up where possible, through bylaw enforcement and direct engagement to help resolve the issues.

### 4.1.3 We have seen achievements and shortfalls this financial year.

**Achievements:**

- Expanded CCTV network to over 143 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 LE and Metro led to arrests and improved coordination on public drinking and traffic violations

**Shortfalls:**

- Limited daytime monitoring of CCTV footage, making it difficult to keep track of activity throughout the day.
- Limited time with Law Enforcement in the area.
- Ongoing challenges with public drinking and drug use, particularly in areas surrounding bottle stores.
- Delays in response times from Traffic Services and other enforcement departments when assistance is required.

**4.1.4** Safety is a shared responsibility, and we encourage businesses and property owners across the MMID to report any concerns or suspicious activity to us. Their feedback helps us identify problem areas, keep track of emerging hotspots and adjust our patrol routes where needed to ensure we focus on areas that need the most attention.

**4.1.5** The economic, social and environmental impact:

- **Economic:** Fewer incidents of theft and vandalism help protect local businesses, their assets and property values.
- **Social:** A stronger security presence and closer cooperation with enforcement agencies have helped build confidence within the community and create a greater sense of safety.
- **Environmental:** Safer public spaces encourage more people to use shared areas, increase foot traffic and contribute to a more welcoming environment.

Patrol vehicles logged the following number of kilometers from 1 July 2025 to 30 June 2026

| **Star Alarms Vehicles:** | |
|---|---|
| Patrol Vehicle 1: | 88 793.3 km |
| Patrol Vehicle 2: | 84 789.2 km |
| Patrol Vehicle 3: | 92 733.3 km |
| Total: | 266 315.8 km |

| **MMID Vehicle with Law Enforcement:** | |
|---|---|
| Vehicle 1: | 11 347 km |

### 4.1.6 Resource Allocation

| Services | 2024 / 2025 | | | 2025 / 2026 | | |
|---|---|---|---|---|---|---|
| | Projected Expenditure | Actual Expenditure | Under Expenditure | Projected Expenditure | Actual Expenditure | Under Expenditure |
| Public Safety | R 3 176 668 | R 3 149 000 | R 276 668 | R 2 870 050 | R 2 808 394 | R 61 656 |
| Increase fee was lower than expected | | | | Increase fee was lower than expected | | |
| Law Enforcement | R 275 000 | R 238 020 | R 36 980 | R 265 500 | R 243 180 | R 22 320 |
| LE budget was only given after our budget was done. | | | | MMID did not receive a bill for Nov 2025, discovered during audit, paid Aug 2026 | | |
| CCTV Monitoring | R 900 000 | R 706 322 | R 193 679 | R 715 000 | R 697 617 | R 17 383 |
| It depends on how many new cameras are put up. | | | | It depends on how many new cameras are put up. | | |

## 4.2 Cleaning Services

**4.2.4.1** Our cleaning team works hard every day to keep Montague Gardens–Marconi Beam clean and tidy. Their work includes clearing illegal dumping, cleaning up rubbish left behind by vagrants and picking up litter from bins that have been blown over in the wind. They help keep the area neat and presentable for the businesses, employees and visitors who use it every day.

**4.2.4.2 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.

| **STRATEGIC OBJECTIVE: PROVIDE A CLEANER PUBLIC SPACE** | | | | | |
|---|---|---|---|---|---|
| Measure | Key Performance Indicators | Planned Target 2025/2026 | Actual Achievement 2025/2026 | Deviation from target | 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's are adhoc |

| **STRATEGIC OBJECTIVE: ENSURE EFFECTIVE DELIVERY OF CLEANING SERVICES** | | | | | |
|---|---|---|---|---|---|
| Measure | Key Performance Indicators | Planned Target 2025/2026 | Actual Achievement 2025/2026 | Deviation from target | 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 have received positive feedback from property and business owners who appreciate the team's daily cleaning efforts and quick response when issues are reported. Their ongoing presence has made a noticeable difference in keeping the area clean and tidy. Most complaints relate to rubbish blown around by the wind, mess caused by overturned bins or illegal dumping in areas outside the team's scheduled cleaning routes. Whenever these issues are brought to our attention, we do our best to send the team out to attend to them as soon as possible. While we can't always prevent these issues from occurring, we continue to do our best to keep the district looking neat and presentable.

### 4.2.3 Cleaning Services: Achievements & Shortfalls

Over the past year, MMID's cleaning team has continued to meet its daily service targets, making a noticeable difference to the cleanliness and overall appearance of Montague Gardens–Marconi Beam. Some of the key achievements include:

- Daily litter removal and bin cleaning have continued as scheduled, helping to keep the district clean and presentable.
- Illegal dumping remains an ongoing challenge, with the number of reported incidents staying much the same as the previous financial year.
- Recycling continues to form part of the team's daily routine, with collected waste being sorted and recyclables delivered to the appropriate facilities.

**Despite these successes, a few shortfalls were noted:**

- Windblown litter from overturned bins remains a challenge, particularly during periods of strong winds, when rubbish is often scattered across the area.

- Illegal dumping hotspots continue to reappear from time to time, requiring repeat clean-ups and regular monitoring.

- Littering associated with vagrancy remains an issue. As vagrants move through the area, unwanted items and belongings are often discarded on pavements and verges, creating additional cleaning challenges.

- Items left on verges by businesses are also a concern. Some businesses leave unwanted items outside in the hope that vagrants will take them, but when these items are not collected, they are often left behind and contribute to the area's general mess.

Overall, the cleaning team has continued to work hard and deliver good results, meeting most of its targets. MMID will continue to monitor the area's needs and adjust resources where necessary to ensure that cleaning standards are maintained and the district remains clean and presentable.

**4.2.4** Our cleaning team follows a weekly cleaning schedule, but we also rely on feedback from property and business owners to help us keep the area in good condition. When illegal dumping takes place outside the scheduled areas or strong winds cause rubbish to be blown into the streets, these issues are reported to us and we arrange additional clean-ups where needed. This ongoing communication helps us respond to problems as they arise and keep the district clean and tidy.

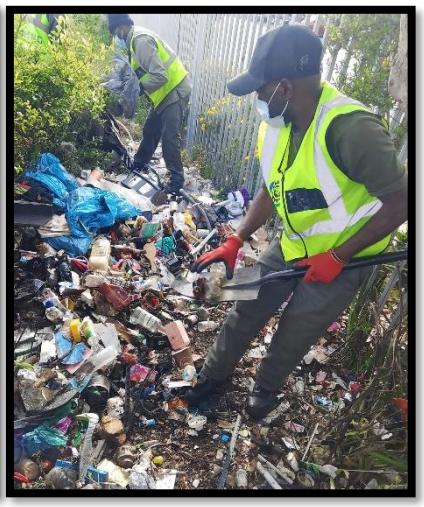
**4.2.5** This year, our cleaning team has made a noticeable difference across Montague Gardens–Marconi Beam. Regular litter removal and the clearing of illegal dumping have helped improve the overall appearance of the area, creating a cleaner and more welcoming environment for local businesses, their staff and visitors.

The team's work also has a positive impact on the community by encouraging pride in the area and reducing health risks associated with unmanaged waste. On the environmental side, the daily sorting of waste and delivery of recyclables to the correct facilities helps reduce the amount of waste going to landfill and supports a cleaner, more sustainable district.

| Cleaning Summary Report | | |
|---|---|---|
| | **2024 – 2025** | **2025 - 2026** |
| Grey Bags Used | 10 630 | 10 714 |
| Tins Collected | 3946 | 4336 |
| Plastic Bottles Collected | 9703 | 11 150 |
| Glass Collected | 4548 | 5558 |
| Unrecyclable Waste | 6930 | 6027 |
| Litter Bins / Green Bins | 1950 | 1908 |
| Collecting of Illegal Dumping | 601 | 601 |
| KG's Recycled | 4252 | 4548 |
| Dead Animals | 3 | 3 |
| Graffiti | 2 | 2 |

| Service | 2024 / 2025 | | | 2025 / 2026 | | |
|---|---|---|---|---|---|---|
| | Projected Expenditure | Actual Expenditure | Under Expenditure | Projected Expenditure | Actual Expenditure | Under Expenditure |
| Cleaning Services | R 3 176 668 | R 3 149 000 | R 276 668 | R 2 870 050 | R 2 808 394 | R 61 656 |
| Second driver appointed, cleaning vehicle not used as much. | | | | | | |





## 4.3 Environmental Upgrading

**4.3.1.1** Our environmental improvement projects form part of the CID model's Green and Beautification focus area, which aims to make public spaces more attractive, welcoming and well maintained.

Through landscaping, new garden installations and ongoing maintenance, we aim to improve the overall appearance of Montague Gardens–Marconi Beam. By adding plants and greenery to key corners and public spaces, we bring more colour and life to the area while creating a more pleasant environment for businesses, employees and visitors.

These projects also complement our cleaning and safety efforts, helping us create a district that looks well cared for and that the community can take pride in.

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

- Planting new gardens at key corners and intersections.
- Selecting plants that bring colour, texture and interest throughout the year.
- Preparing the soil and setting out garden beds.
- Regular watering, weeding and general garden maintenance.
- Replacing damaged or dying plants where necessary.
- Maintaining garden borders and edging to keep the areas neat and well defined.

| STRATEGIC OBJECTIVE: GREENING PUBLIC SPACES | | | | | |
|---|---|---|---|---|---|
| Measure | Key Performance Indicators | Planned Target 2025/2026 | Actual Achievement 2025/2026 | Deviation from target | Comments on deviations |
| Reduce, Reuse, Recycle | Tyre Planters | 21 | 0 | -21 | Project was rejected by Urban Mobility |
| Area Revamp | Revamping of area entrances | 2 | 2 | 0 | The Berm and Buco Strip |
| Upgrading Gardens | Planting of new gardens | 4 | 4 | 0 | Gardens done: Racecourse and Montague Drive, Arden Grove, in front of Midas and Dals |

| STRATEGIC OBJECTIVE: MAINTENANCE OF PUBLIC GREEN AREAS | | | | | |
|---|---|---|---|---|---|
| Measure | Key Performance Indicators | Planned Target 2025/2026 | Actual Achievement 2025/2026 | Deviation from target | Comments on deviations |
| Weeding of verges | Maintenance Schedule | - | 30 655m² | - | Maintenance schedule is followed |
| Cutting of verges | Maintenance Schedule | - | 85 787m² | - | Maintenance schedule is followed |
| Borders/ Edging | Repainting, replacing | - | - | - | Repainting of poles, replacing of broken bricks used for edgings as needed |

| STRATEGIC OBJECTIVE: RENEWING PUBLIC SPACES | | | | | |
|---|---|---|---|---|---|
| Measure | Key Performance Indicators | Planned Target 2025/2026 | Actual Achievement 2025/2026 | Deviation from target | Comments on deviations |
| Tarring of sidewalks | Identified areas | 18 | 0 | -18 | Delay in receiving permits and wayleaves from Urban Mobility and Water and Sanitation |

- Property and business owners have commented positively on the improvements throughout the area, particularly the new gardens, ongoing maintenance and overall appearance of the district. We do, however, receive occasional feedback about areas that still need attention. When this happens, we explain that these areas form part of our maintenance schedule and, where possible, bring the work forward to address them sooner.

| Urban Summary Report | | |
|---|---|---|
| | **2024/2025** | **2025/2026** |
| Grey Bags Used | 3856 | 2848 |
| Trimming of Trees / Palms | 478 | 268 |
| Cutting of verges | 62 411m² | 85 787m² |
| Weeding of flower beds | 40 952m² | 30 655m² |

### 4.3.6 Resource Allocation

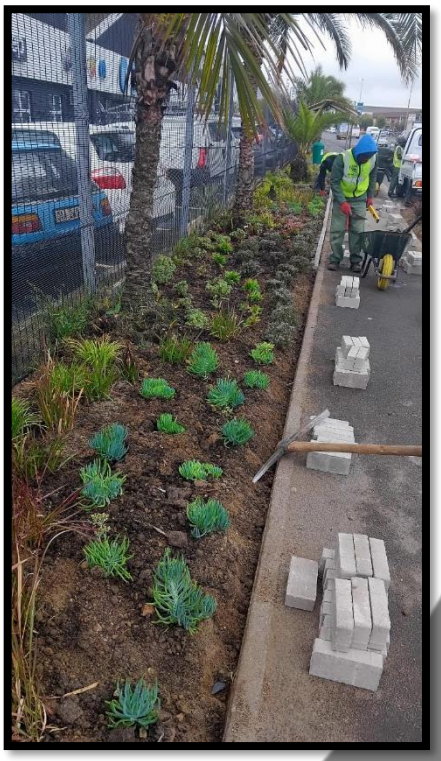
| Service | 2024 / 2025 | | | 2025 / 2026 | | |
|---|---|---|---|---|---|---|
| | Projected Expenditure | Actual Expenditure | Under Expenditure | Projected Expenditure | Actual Expenditure | Under Expenditure |
| Environmental Upgrading | R 188 820 | R 154 666 | R 34 154 | R 220 000 | R 207 508 | R 12 492 |
| Certain projects declined by the City | | | | - | | |
| Project: Sidewalks | R 250 000 | R 116 930 | R 133 070 | R 383 070 | R 85 275 | R 300 495 |
| Delays caused due to waiting for Urban Mobility for permits, weather delays and contactors closure for festive season | | | | Waited several months for the City and the Water and Sanitation department to approve wayleaves and permits | | |



*Montague Drive and Koeberg (Buco Strip)*




*Montague Drive and Koeberg (The Berm)*



*Montague Drive in front of Dals*

## 4.2 Social Development

**4.2.1.1** MMID aims to support local NPOs that are making a difference in the lives of those who are less fortunate and in need of assistance. We do this by helping where we can, whether through donations, groceries, sporting equipment or other items they may need.
Our goal is to lend a helping hand and support these organisations in continuing the valuable work they do within our community.

**4.2.1.2 Ongoing Monthly Support:**

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

**Additional Support This Year:**

- Christmas goodie bags: Provided Christmas goodie bags for children at both local soup kitchens.
- Cheryl Lyn Rescue Organisation: Continued support for the organisation through donations and assistance.
- Mandela Day: Supported the sandwich drive at Janet's Junction by donating bread and spreads, with MMID staff also getting involved in making the sandwiches.
- Firefighter Support: Provided refreshments and snacks to firefighters on two occasions while they were attending to factory fires in the area.
- Phoenix United Football Club: Assisted the association by providing new uniforms for its teams.

**4.4.2**

| STRATEGIC OBJECTIVE: ADDRESS SOCIAL CHALLENGES THROUGH PARTNERSHIP AND COLLABRATION | | | | | |
|---|---|---|---|---|---|
| Measure | Key Performance Indicators | Planned Target 2025/2026 | Actual Achievement 2025/2026 | Deviation from target | 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 Medic (Monetary) | 12 | 12 | - | - |

| STRATEGIC OBJECTIVE: ADDRESS SOCIAL DEVELOPMENT SERVICES | | | | | |
|---|---|---|---|---|---|
| Measure | Key Performance Indicators | Planned Target 2025/2026 | Actual Achievement 2025/2026 | Deviation from target | Comments on deviations |
| Christmas Goodie Bags | Donation to both soup kitchens | 1 | 1 | 0 | - |
| Cheryl Lynn Rescue Donation | Monetary donation | 0 | 1 | +1 | - |
| Janet's Junction Mandela Day | Sandwich Drive | 1 | 1 | 0 | - |
| Firefighter refreshments | Refreshments and snacks | 0 | 1 | +1 | - |
| Phoenix United Football Club | New uniforms | 0 | 1 | +1 | - |

- The NPOs we support have shared their appreciation for the assistance they receive from MMID. Regular grocery donations and support with various community initiatives have helped them continue their work and provide for those who rely on their services.

  No complaints have been received to date regarding MMID's social development initiatives.

4.4.3 **Achievements & Shortfalls**

**What Went Well:**

This financial year, MMID was able to support a total of 9 local organisations. We continued our monthly grocery support to the two local soup kitchens, as well as our support for Janet's Junction youth programme and Community Medics.
We were also pleased to assist the Phoenix Football Association by providing new uniforms for their youth soccer teams.

Mandela Day was another highlight, with MMID donating bread and spreads for the sandwich drive at Janet's Junction, while our staff also got involved in making the sandwiches.

Montague Gardens experienced two devastating factory fires this year, with firefighters spending hours working to bring the blazes under control. We were happy to lend a hand by providing much-needed refreshments and snacks to the firefighters while they worked tirelessly at the scenes.
These are just some of the ways MMID continues to support local organisations, community initiatives and those who need a helping hand.

**Where We Fell Short:**

We regularly receive requests for assistance from organisations and individuals outside the Milnerton district. While we would love to help wherever we can, our focus and available resources are directed towards the Montague Gardens–Marconi Beam area.

Unfortunately, this means we are not always in a position to assist with requests that fall outside our designated area.

4.4.4 Community members play an important role in keeping us informed about the needs and initiatives within the district.

They often bring local organisations, fundraising drives and opportunities to assist to our attention. One example was the blanket drive, which was brought to our attention by a resident and resulted in MMID getting involved.

While final decisions are made by the MMID Board, feedback and suggestions from businesses, property owners and residents help us understand where support is needed and how best to direct our efforts. Whether through conversations, emails or feedback from the community, this input helps us plan and improve our programmes.

### 4.4.5 **Social Impact**

MMID's support has helped local NPOs reach and assist more people in need within the district. Our monthly grocery donations, contributions to youth programmes and assistance with urgent needs have all helped support the valuable work these organisations do.

Through initiatives such as the Mandela Day sandwich drive and our Christmas goodie bags for children at the two soup kitchens, we have also been able to bring a little extra joy and support to those who may otherwise go without.

**Economic Impact**

Through donations of groceries, supplies and sporting goods, we helped ease some of the financial strain on local organisations, allowing them to focus more of their resources on the people they serve.

We also showed our support for firefighters during the two devastating fires in Montague Gardens by providing refreshments and snacks while they worked tirelessly to bring the fires under control.

**Environmental Impact**

MMID's social development initiatives help strengthen local communities by supporting organisations that provide essential services to people in need. Through grocery donations, youth programmes, sporting equipment and assistance during emergencies, we help local organisations continue their work and reach more people.

These contributions also help create opportunities for children and young people, provide support to vulnerable families and bring a sense of care and connection within the broader community. By working alongside local organisations and responding to identified needs, MMID continues to play a part in building a stronger, more supportive community.

| Service | 2024 / 2025 | | | 2025 / 2026 | | |
|---|---|---|---|---|---|---|
| | Projected Expenditure | Actual Expenditure | Under Expenditure | Projected Expenditure | Actual Expenditure | Under Expenditure |
| Social Upliftment | R 125 000 | R 112 962 | R 12 038 | R 60 000 | R 54 005 | R 5 995 |
| - | | | | - | | |
| Additional Social / Projects | R 180 000 | R 168 032 | R 11 968 | R 180 000 | R 178 978 | R 1022 |
| - | | | | - | | |

# 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.

| Principle | How MMID Applies It |
|---|---|
| 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, as far as reasonably possible, during the reporting period. Governance practices have been followed in line with MMID's role as a non-profit company, with all relevant disclosures provided.

## 2. GOVERNANCE STRUCTURE

### 2.1 Board Composition

The Board is satisfied that its members bring a suitable mix of experience, skills and perspectives to support effective governance and informed decision-making. This balance allows the Board to carry out its responsibilities effectively and independently, in keeping 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 |
| Matthew Griebenow | 28 November 2025 | Director of Cleaning and Urban |
| 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)) |
| Christian Lewis | 6 September 2023 | 03 December 2025 | Resigned for personal reasons |
| Jonty De La Porte | 11 October 2024 | 06 August 2025 | Resigned for personal reasons |

## 2.2 Board Observer

In accordance with the City's By-law, the Executive Mayor appoints a Councillor to serve as a Board Observer. The observer attends Board meetings and receives relevant documentation to help ensure that the NPC is fulfilling its mandate.
During this reporting period, Cllr. Anthony Benadie served as the Board Observer, with Cllr. Phindile Maxiti appointed as his alternate. Cllr. Benadie attended 3 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 review the CID's performance and reaffirm the members' mandate. The AGM also provides an opportunity for members to nominate and elect directors to the MMID Board.

New directors are appointed through this formal nomination and election process. When necessary, the Board may also co-opt additional members, in accordance with its governance procedures.

## 2.4 Overview of the board's responsibilities

The Board plays an active role in guiding MMID and overseeing its work. This includes setting the organisation's strategic direction, ensuring that the business plan is realistic and achievable, and monitoring its financial position. Directors are also responsible for ensuring that MMID meets its legal and regulatory requirements, approving the annual budget and reviewing the financial statements before they are presented to members.
Throughout the year, the Board continues to oversee MMID's operations and monitor management's progress in carrying out the agreed business plan.

## 2.5 Board Charter

The Board is satisfied that it has fulfilled its responsibilities in accordance with the Board Charter during the reporting period.

The Board Charter is available on the MMID website under Statutory Documents: 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 | 15 Aug 2025 | 30 Oct 2025 | 28 Nov 2025 | 30 Jan 2026 | 20 Mar 2026 | 12 Jun 2026 | Totals | Notes |
|---|---|---|---|---|---|---|---|---|
| Karen Sam Davis | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | 6/6 | |
| Kenji Lo | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | 6/6 | |
| Christian Lewis | ✓ | ✗ | ✗ | ✗ | ✗ | ✗ | 1/6 | Resigned |
| Jonty de la Porte | ✗ | ✗ | ✗ | ✗ | ✗ | ✗ | 0/6 | Resigned |
| Matthew Griebenow | ✗ | ✗ | ✗ | ✓ | ✓ | ✓ | 3/6 | Joined the board |
| | | | | | | | | |
| Anthony Benadie | ✗ | ✗ | ✗ | ✓ | ✓ | ✓ | 3/6 | Apologies received |

## 3. ETHICAL LEADERSHIP

MMID expects all directors to act with integrity and in the best interests of the organisation. To guide this, a Code of Conduct is in place, setting out the standards expected of Board members in relation to their legal responsibilities, ethical conduct and good governance. The Code is included in the CID Policy, which is available on the MMID website at www.mmid.org.za.

As part of this process, directors are required to declare any personal or business interests that may create a conflict of interest when they join the Board. These declarations are kept on record and updated when necessary. At each Board meeting, directors also complete a declaration of interest to identify any potential conflicts relating to matters on the agenda. Where a conflict arises, it must be disclosed in writing to the Chairperson, and the director concerned is required to excuse themselves from the discussion and decision-making on that matter.

The Code of Conduct is covered during the Board induction process and referred to throughout the year when necessary. The Chairperson is responsible for monitoring compliance and bringing any concerns to the attention of the Board.

The Board is satisfied that directors have fulfilled their responsibilities in accordance with the Code of Conduct during the reporting period. No changes were noted in the declarations of interest that would affect the independence of any director. (King IV Principle 1.3)

# 4. BOARD OVERSIGHT OF RISK MANAGEMENT

## 4.1 Risk Management Policy

The policy sets out MMID's approach to identifying, assessing and managing risks that could affect its operations, reputation, financial stability or ability to deliver on its mandate. It helps guide decision-making, safeguard funds and ensure that MMID remains accountable to its stakeholders.

Risks are reviewed at each Board meeting, with actions to manage or reduce them monitored and recorded. These actions may include adjusting patrols, updating procedures or reallocating funds where necessary.

## 4.2 Effectiveness of Risk Management

- **Board of Directors:** Provides oversight, reviews the organisation's risk exposure and ensures that appropriate controls are in place.
- **Management:** Monitors risks as part of day-to-day operations, implements measures to reduce or manage risks and reports any concerns to the Board.
- **Chairperson:** Raises any concerns, oversees compliance with the policy and facilitates discussions around risk management at Board level.
- **Financial risk:** Overspending, incorrect allocation of funds or failure to meet budget targets.
- **Operational risk:** Disruptions to cleaning, security or other services provided within the district.
- **Reputational risk:** Public complaints, negative media attention or stakeholder dissatisfaction.
- **Compliance risk:** Failure to comply with the CID By-law, City protocols or governance requirements such as King IV.
- **Safety and security risk:** Changes in crime trends, emergency incidents or gaps in patrol coverage.
- **Environmental risk:** Illegal dumping, blocked stormwater drains and other sanitation or environmental concerns.
- **Monitoring and Review**: Risks are reviewed at each Board meeting, with management providing updates on identified risks, actions taken and any further measures required. This allows the Board to keep track of potential issues and ensure that they are addressed where necessary.

## 4.3 Key Business Risks and Opportunities

The Board confirms that no unexpected or significant risks outside the accepted tolerance levels were identified during the reporting period. However, MMID continues to monitor its ongoing risks and take the necessary steps to manage them and prevent potential issues from escalating.

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

- **Service delivery risks:** Ensuring that cleaning, security and maintenance services remain consistent and responsive to the needs of the district.
- **Financial risks:** Managing funds responsibly and ensuring that expenditure remains within the approved budget.
- **Reputational risks:** Maintaining good relationships with stakeholders, building trust and responding to concerns in a timely manner.

- **Environmental risks:** Addressing illegal dumping and reporting blocked stormwater drains to prevent further problems.
- **Safety and security risks**: Keeping up to date with crime trends and maintaining close working relationships with Law Enforcement (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. ACCOUNTABILTY AND RESPONSIBILITY

### 5.1 Performance Reviews

During the reporting period, the Board reviewed MMID's performance against its strategic objectives and operational commitments. The CID continued to deliver its core services, including urban management, public safety and stakeholder engagement, in a consistent and responsive manner.

No significant service disruptions or major deviations from the approved business plan were recorded during the year.

The Board is satisfied with MMID's overall performance and believes that the organisation has continued to fulfil its mandate effectively and responsibly throughout the reporting period.

### 5.2 Delegated limits of authority

The Board has delegated certain responsibilities to management to support the smooth running of MMID's day-to-day operations. These delegations allow management to make decisions and respond to operational needs efficiently, while the Board retains oversight of key governance and financial matters.

During the reporting period, the Board reviewed these delegations to ensure that the balance between Board oversight and operational efficiency remains 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 remains responsible for approving the annual budget, authorising significant expenditure and making key decisions relating to MMID's strategy and governance.

**5.3** Supplier Code of Conduct

MMID aims to work with suppliers who uphold ethical business practices, accountability and good service standards. All suppliers are expected to comply with MMID's Code of Conduct, which sets out expectations around fair labour practices, environmental responsibility, transparency and compliance with relevant laws and regulations.

During the reporting period, the Board reviewed the Supplier Code of Conduct to ensure that it remains in line with MMID's values and governance standards. The Board is satisfied that the current framework supports responsible procurement and clearly communicates the standards expected of suppliers.

The Code is applied throughout the procurement process by:

- Including conduct requirements in supplier agreements and contracts.
- Assessing supplier compliance during the onboarding and renewal process.
- Monitoring supplier performance and conduct as part of ongoing contract management.
- Reserving the right to terminate supplier relationships where breaches of the Code occur.

MMID continues to prioritise working with suppliers who are reliable, conduct their business ethically and understand the importance of contributing positively to the community.

# PART D: FINANCIAL INFORMATION

## 1. REPORT OF EXTERNAL AUDITOR

Cecil Kilpin & Co.
Established 1902
Chartered Accountants (SA)

### 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 2026; 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 2026, and its financial performance and cash flows for the year then ended, in accordance with the IFRS for SMEs Accounting Standard as issued by the International Accounting Standards Board 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 2026", 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: M BRANDERS CA (SA), RA | S SCHONEGEVEL CA (SA), RA | M SPENCER CA (SA), RA | D COX CA (SA), RA
ASSURANCE: L STRATFORD CA (SA), RA | ACCOUNTING: J DE NOBREGA B.ACC, PA (SA)
Addresses: 1 Waterford Mews, Century Boulevard, Century City, 7441 PO Box 74, Century City, 7446
Tel: 021 527 4060 Email: info@cecilkilpin.co.za Website: www.cecilkilpin.co.za

**Cecil Kilpin & Co.**
**Chartered Accountants (SA)**
Established 1902

# 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 IFRS for SMEs Accounting Standard as issued by the International Accounting Standards Board 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: 27/08/2026

PARTNERS: M BRANDERS CA (SA), RA | S SCHONEGEVEL CA (SA), RA | M SPENCER CA (SA), RA | D COX CA (SA), RA
ASSURANCE: L STRATFORD CA (SA), RA | ACCOUNTING: J DE NOBREGA B.ACC, PA (SA)
Addresses: 1 Waterford Mews, Century Boulevard, Century City, 7441 PO Box 74, Century City, 7446
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 2026

## Statement of Financial Position as at 30 June 2026

| | Note(s) | 2026 R | 2025 R |
|---|---|---|---|
| **Assets** | | | |
| **Non-Current Assets** | | | |
| Property, plant and equipment | 2 | 2,960,696 | 3,683,449 |
| **Current Assets** | | | |
| Trade and other receivables | 3 | 167,419 | 62,419 |
| Cash and cash equivalents | 5 | 10,800,615 | 9,606,199 |
| | | **10,968,034** | **9,668,618** |
| **Total Assets** | | **13,928,730** | **13,352,067** |
| **Equity and Liabilities** | | | |
| **Equity** | | | |
| Retained income | | 13,626,891 | 12,908,990 |
| **Liabilities** | | | |
| **Current Liabilities** | | | |
| Trade and other payables | 6 | 169,756 | 105,521 |
| Current tax payable | 4 | 132,083 | 337,556 |
| | | **301,839** | **443,077** |
| **Total Equity and Liabilities** | | **13,928,730** | **13,352,067** |

## Montague Gardens Marconi Beam NPC
(Registration number: 2017/285116/08)
Annual Financial Statements for the year ended 30 June 2026

## Statement of Cash Flows

| | Note(s) | 2026 R | 2025 R |
|---|---|---|---|
| **Cash flows from operating activities** | | | |
| Cash receipts from customers | | 10,988,810 | 10,486,293 |
| Cash paid to suppliers and employees | | (8,663,812) | (8,112,610) |
| Cash generated from operations | 11 | 2,324,998 | 2,373,683 |
| Tax paid | 12 | (336,417) | - |
| **Net cash from operating activities** | | **1,988,581** | **2,373,683** |
| **Cash flows from investing activities** | | | |
| Purchase of property, plant and equipment | 2 | (794,165) | (976,283) |
| **Total cash movement for the year** | | **1,194,416** | **1,397,400** |
| Cash and cash equivalents at the beginning of the year | | 9,606,199 | 8,208,799 |
| **Total cash at end of the year** | 5 | **10,800,615** | **9,606,199** |

# Montague Gardens Marconi Beam NPC

(Registration number: 2017/285116/08)
Annual Financial Statements for the year ended 30 June 2026

## Notes to the Annual Financial Statements

| | 2026 R | 2025 R |
|---|---|---|

### 2. Property, plant and equipment

| | 2026 | | | 2025 | | |
|---|---|---|---|---|---|---|
| | Cost or revaluation | Accumulated depreciation and impairment | Carrying value | Cost or revaluation | Accumulated depreciation and impairment | Carrying value |
| Plant and equipment | 9,474 | (1,974) | 7,500 | 9,474 | (395) | 9,079 |
| Furniture and fixtures | 33,730 | (33,730) | - | 33,730 | (33,337) | 393 |
| Motor vehicles | 976,208 | (766,648) | 209,560 | 976,208 | (596,651) | 379,557 |
| Office equipment | 51,836 | (21,846) | 29,990 | 38,230 | (13,520) | 24,710 |
| Computer equipment | 91,716 | (91,716) | - | 91,716 | (82,334) | 9,382 |
| Surveillance equipment | 6,683,410 | (4,326,316) | 2,357,094 | 6,278,636 | (3,018,308) | 3,260,328 |
| Infrastructure - Hi-Site | 375,787 | (19,235) | 356,552 | - | - | - |
| **Total** | **8,222,161** | **(5,261,465)** | **2,960,696** | **7,427,994** | **(3,744,545)** | **3,683,449** |

**Reconciliation of property, plant and equipment - 2026**

| | Opening balance | Additions | Depreciation | Closing balance |
|---|---|---|---|---|
| Plant and equipment | 9,079 | - | (1,579) | 7,500 |
| Furniture and fixtures | 393 | - | (393) | - |
| Motor vehicles | 379,557 | - | (169,997) | 209,560 |
| Office equipment | 24,710 | 13,606 | (8,326) | 29,990 |
| Computer equipment | 9,382 | - | (9,382) | - |
| Surveillance equipment | 3,260,328 | 404,774 | (1,308,008) | 2,357,094 |
| Infrastructure - Hi-Site | - | 375,787 | (19,235) | 356,552 |
| | **3,683,449** | **794,167** | **(1,516,920)** | **2,960,696** |

**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 |
| | **4,084,626** | **976,283** | **(1,377,460)** | **3,683,449** |

### 3. Trade and other receivables

| | | |
|---|---|---|
| Deposits | 167,419 | 62,419 |

### 4. Current tax receivable (payable)

| | | |
|---|---|---|
| Normal tax | (132,083) | (337,556) |

**Net current tax receivable (payable)**

| | | |
|---|---|---|
| Current liabilities | (132,083) | (337,556) |

## Notes to the Annual Financial Statements

| | 2026<br>R | 2025<br>R |
|---|---|---|
| **5. Cash and cash equivalents** | | |
| Cash and cash equivalents consist of: | | |
| Cash on hand | 1,925 | 1,449 |
| Bank balances | 10,798,690 | 9,604,750 |
| | **10,800,615** | **9,606,199** |
| **6. Trade and other payables** | | |
| Trade payables | 19,429 | 15,152 |
| VAT | 60,236 | 29,595 |
| Other payables | 90,091 | 60,774 |
| | **169,756** | **105,521** |
| **7. Revenue** | | |
| Revenue - Additional Rates Received | 9,834,528 | 9,148,398 |
| Revenue - Additional Rates Retention Received | 698,083 | 659,600 |
| | **10,532,611** | **9,807,998** |
| **8. Other income** | | |
| Insurance proceeds | 7,475 | 19,254 |
| Sundry income | 5,727 | 6,550 |
| Interest received | 544,739 | 577,783 |
| Recycling income | 3,258 | 3,766 |
| | **561,199** | **607,353** |
| **9. Auditor's remuneration** | | |
| Fees | 26,136 | 24,200 |
| **10. Taxation** | | |
| **Major components of the tax expense** | | |
| **Current taxation** | | |
| South African normal tax - year | 130,944 | 140,948 |

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.

| | | |
|---|---|---|
| **11. Cash generated from operations** | | |
| Net profit before taxation | 848,845 | 936,076 |
| **Adjustments for non-cash items:** | | |
| Depreciation | 1,516,920 | 1,377,460 |
| **Changes in working capital:** | | |
| (Increase) decrease in trade and other receivables | (105,000) | 70,942 |
| Increase (decrease) in trade and other payables | 64,233 | (10,795) |
| | **2,324,998** | **2,373,683** |

# Montague Gardens Marconi Beam NPC

(Registration number: 2017/285116/08)
Annual Financial Statements for the year ended 30 June 2026

## Notes to the Annual Financial Statements

| | 2026 R | 2025 R |
|---|---|---|
| **12. Tax paid** | | |
| Balance at beginning of the year | (337,556) | (196,608) |
| Current tax for the year recognised in profit or loss | (130,944) | (140,948) |
| Balance at end of the year | 132,083 | 337,556 |
| | **(336,417)** | **-** |

**13. Related parties**

**Relationships**

| | |
|---|---|
| Related parties | City of Cape Town |
| Members of key management | Yun-Chun (Kenji) Lo |

**Related party balances and transactions with other related parties**

**Related party transactions**

| | | |
|---|---|---|
| **Amounts received from the City of Cape Town** | | |
| Revenue services rendered | 9,834,528 | 9,148,398 |
| Revenue retention refunded | 698,083 | 659,600 |
| **Purchases from (sales to) related parties** | | |
| Yun-Chun (Kenji) Lo | - | 4,500 |

## Statement of Comprehensive Income

| | Note(s) | 2026 R | 2025 R |
|---|---|---|---|
| Revenue | 7 | 10,532,611 | 9,807,998 |
| Other income | 8 | 561,199 | 607,353 |
| Operating expenses | | (10,244,965) | (9,479,275) |
| **Operating surplus** | | **848,845** | **936,076** |
| **Surplus before taxation** | | **848,845** | **936,076** |
| Taxation | 10 | (130,944) | (140,948) |
| **Surplus for the year** | | **717,901** | **795,128** |
| Other comprehensive income | | - | - |
| **Total comprehensive surplus for the year** | | **717,901** | **795,128** |

## Statement of Changes in Equity

| | Retained surplus R | Total equity R |
|---|---|---|
| **Balance at 01 July 2024** | **12,113,862** | **12,113,862** |
| Surplus for the year | 795,128 | 795,128 |
| Other comprehensive income | - | - |
| **Total comprehensive surplus for the year** | **795,128** | **795,128** |
| **Balance at 01 July 2025** | **12,908,990** | **12,908,990** |
| Surplus for the year | 717,901 | 717,901 |
| Other comprehensive income | - | - |
| **Total comprehensive surplus for the year** | **717,901** | **717,901** |
| **Balance at 30 June 2026** | **13,626,891** | **13,626,891** |

Note(s)

# Montague Gardens Marconi Beam NPC

**(Registration number: 2017/285116/08)**
**Annual Financial Statements for the year ended 30 June 2026**

## Detailed Income Statement

| | Note(s) | 2026 R | 2025 R |
|---|---|---|---|
| **Revenue** | | | |
| Revenue - Additional Rates Received | | 9,834,528 | 9,148,398 |
| Revenue - Additional Rates Retention Received | | 698,083 | 659,600 |
| | 7 | **10,532,611** | **9,807,998** |
| **Other income** | | | |
| Insurance proceeds | | 7,475 | 19,254 |
| Sundry income | | 5,727 | 6,550 |
| Interest received | | 544,739 | 577,783 |
| Recycling income | | 3,258 | 3,766 |
| | | **561,199** | **607,353** |
| **Operating expenses** | | | |
| Accounting fees, secretarial and tax fees | | 97,452 | 93,854 |
| Administration and management fees | | 21,260 | 16,173 |
| Advertising and promotions | | 38,261 | 48,140 |
| Auditors remuneration | 9 | 26,136 | 24,200 |
| Bank charges | | 7,859 | 8,435 |
| Cleansing services | | 89,430 | 88,237 |
| Computer expenses | | 20,756 | 22,093 |
| Contingency/sundry | | 7,075 | 6,679 |
| Depreciation | | 1,516,920 | 1,377,460 |
| Employee costs | | 2,456,473 | 2,188,499 |
| Environmental upgrade | | 207,509 | 154,666 |
| Insurance | | 109,415 | 104,002 |
| Law enforcement officers | | 265,284 | 238,020 |
| Meeting expenses | | 16,010 | 15,974 |
| Motor vehicle expenses | | 60,525 | 72,520 |
| Printing and stationery | | 10,479 | 7,110 |
| Project: Additional social | | - | 168,032 |
| Project: Green initiative | | 419,617 | 278,415 |
| Project: Lithium batteries | | 206,978 | 55,270 |
| Project: Side walks | | 82,575 | 116,930 |
| Protective clothing | | 34,811 | 24,701 |
| Public safety | | 2,808,394 | 2,798,742 |
| Public safety : CCTV monitoring | | 697,617 | 706,322 |
| Rent & municipal charges | | 275,900 | 251,829 |
| Repairs and maintenance | | 665,513 | 458,516 |
| Social upliftment | | 54,005 | 112,962 |
| Staff welfare | | 21,097 | 16,449 |
| Telephone and fax | | 10,894 | 10,385 |
| Training | | 15,710 | 14,660 |
| Urban maintenance | | 1,010 | - |
| | | **10,244,965** | **9,479,275** |
| **Surplus before taxation** | | **848,845** | **936,076** |
| Taxation | 10 | (130,944) | (140,948) |
| **Surplus for the year** | | **717,901** | **795,128** |