

CAPE TOWN CENTRAL CITY IMPROVEMENT DISTRICT

ANNUAL REPORT 2026

Cape Town
Central City
Improvement
District


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GENERAL INFORMATION

SECTION A

NPC's General Information

Registered name
Cape Town Central City Improvement District NPC

Registration no
1999/009132/08

VAT no
4010190603

Physical address
13th floor, One Thibault, cnr Long St & Hans Strijdom Ave, Cape Town, 8001

Telephone number
021 286 0830

Email address
carmenita@capetownccid.org (CCID Office)

Website address
www.capetownccid.org

External auditors
BDO South Africa Inc; nine uninterrupted financial years as the CCID's auditors

Company Secretary
Sabrina Lee Hallett-Hardenberg
(RSFCOSEC Corporate Secretarial Services)

CCID CEO
Tasso Evangelinos
021 286 0830 | tasso@capetownccid.org

Business Manager
Stephen Willenburg
021 286 0832 | stephen@capetownccid.org

List of Acronyms & Abbreviations

CCID	Cape Town Central City Improvement District
CID	City Improvement District
CEO	Chief Executive Officer
CFO	Chief Financial Officer
COCT	City of Cape Town
DSD	Department of Social Development
KPIs	Key Performance Indicators
LEOs	Law Enforcement Officers
Safety & Security	CCID Safety & Security department
PSOs	CCID Public Safety Officers
SAPS	South African Police Service
Urban	CCID Urban Management department
Social	CCID Social Development department
Comms	CCID Communications department



CHAIRPERSON'S REVIEW



Rob Kane

So much has been written about why certain businesspeople and athletes achieve success. Why does one person appear to have an edge? Why does one business excel while another struggles? A dominant thread runs through these success stories, one of resilience, of sheer determination, of never giving up, of doing what you have to do when you least feel like it.

For 26 years, the CCID has fought this battle. And yes, there have often been times when it's been tough, with despair added to the mix. And yet, here we are. We work and live in a CBD that is thriving; one in which as soon as the yellow tower cranes are taken down off a completed development, they are erected a few hundred metres away for another.

This continual construction activity has driven the total value of property from R6 billion in 2006 to R42.6 billion in 2025. The Cape Town CBD is undoubtedly the most economically successful downtown in South Africa.

The CCID has played a fundamental role in laying an unshakeable foundation for the investor confidence we see all around us. Investors like certainty, and they like stability, and they need to know that the economic landscape surrounding their investment is there for the long term.

With current CBD developments valued at R12.8 billion (41 % up from the previous year), investors are clearly seeing the city centre as a "safe bet".

The CCID's initial mandate was to focus on the fundamentals: stabilising and ensuring public safety, elevating urban cleanliness, and constructively managing the complex socio-economic challenges of a bustling urban hub. Working 24/7 with the City of Cape Town and other partners, we slowly reclaimed the CBD and laid the groundwork for a safe, stable, welcoming urban ecosystem.

With those pillars in place, we shifted our strategic focus outward, positioning the CBD as a premier destination to live, work, invest, and visit. With this focussed messaging, the CBD caught the eye of developers, hoteliers and other investors.

Fourteen years ago, we introduced the *State of Cape Town Central City Report* (SCCR). This detailed report supplied hard statistical data, confidence surveys and tracked changing trends. Produced by our Communications team, it has been acknowledged for its quality overseas. The SCCR quickly became a "go-to" for the investment community, an invaluable tool for local and offshore investors, developers, the banks, and retailers. Investors became increasingly confident, and our latest edition, SCCR 2025, indicates that the city centre is going from strength to strength and is now the dominant commercial investment node in South Africa.

It's no wonder that our inner city is being called "Boom Town" by the Executive Mayor of Cape Town, Geordin Hill-Lewis, and other influential supporters of its success.

DEFYING THE GLOBAL SLUMP

While other CBDs both here and abroad struggle to remain relevant, the Cape Town city centre stands out as a resilient exception. Driven by forward-thinking property developers, adaptable business owners, and a steady influx of residents and visitors, our CBD navigated the macroeconomic headwinds of 2025/2026 with impressive agility.

Urban resilience requires continuous innovation. As landlords reimagine traditional office spaces to sustain the CBD's vibrancy, the CCID has cultivated an environment optimised for economic stability and growth. This effort coincided with the continued influx of tourists visiting our shores, and the Cape Town CBD.

"... continual construction activity has driven the total value of property from R6 billion in 2006 to R42.6 billion in 2025 ... investors are clearly seeing the city centre as a 'safe bet'."

OPERATIONAL DEMANDS

While this injected vitality into the urban hub, the year-on-year surge in footfall naturally exerted substantial pressure across all CCID operational divisions.

Maintaining a pristine, safe CBD requires the reallocation of financial resources. The CCID Safety & Security department actively managed heightened urban density, while our Urban Management's team of sweepers worked tirelessly to keep the streets immaculate and appealing. The department's work includes maintaining street furniture, street and pavement repairs, removing graffiti, filling potholes, fixing and painting bollards, planting trees and more. Concurrently, our Social Development team navigated the complexity of homelessness within our footprint, reaching out to those living on the street, providing care parcels in winter, and working with partners to place them in shelters.

GROWING WITH PARTNERS

Over the years, the dynamics in the CBD have become complex. CCID CEO Tasso Evangelinos and his executive team are constantly implementing new initiatives. The result is another year of exceptional performance. The organisation, which indirectly sustains over 700 jobs via its service providers, deserves our commendation for safeguarding the CBD.

The CCID's model relies on providing critical, top-up services that complement the work of our partners at the City and SAPS. Our achievements this past year are a product of effective collaboration. I extend our gratitude to the CEO for his leadership and alignment with our business-friendly goals. Finally, I would like to thank the CCID Board of Directors; their support, sharing of knowledge, specialised expertise, dedication and mutual passion for what we call "town" has once again ensured our CBD, and the CCID, remains on an upward trajectory.



CEO'S OVERVIEW

Tasso Evangelinos



Looking back on an exciting year in the Cape Town CBD, it gives me great pleasure to report that, once again, the CCID held its own in ensuring our urban hub is safe, clean, business-friendly, and welcome to all. All our departments delivered service of a very high standard, matched by commitment, dedication and consistency. One of the signatures of the CCID is that we show up. Every single day. We do the work that is required of us, and more, to ensure our CBD works as it should. This was certainly a feature of the year under review.

As we celebrated 26 years in an ever-evolving CBD, the CCID paid attention to the fundamentals of maintaining a world-class inner city. This entailed ensuring clean streets through effective urban management, safe public spaces through visible policing and strategic monitoring, and integrated social services through innovative programmes and collaborations to uplift those living with homelessness. We also vigorously promoted our work and the CBD as a not-to-be-missed investment opportunity, while, on the financial front, attaining a clean audit yet again.

During the period under review, the CCID increased its geographical footprint in the CBD from 1.6 km² to 1.74 km². Operating in this thriving business node — where people want to live, work, invest and visit — is a privilege. It is also a huge challenge. With the inner city becoming busier, day and night, and fast becoming what planners call a "24-hour city", the demand for our services increased substantially.

I am therefore proud to report that the CCID's four departments rose to the challenges on the ground and once again delivered excellent work.

"During the period under review, the CCID increased its geographical footprint in the CBD from 1.6 km² to 1.74 km². Operating in this thriving business node — where people want to live, work, invest and visit — is a privilege."

SAFETY & SECURITY

To support the continuous influx of workers, business and leisure tourists and local visitors to the CBD, CCID Safety & Security increased the number of Public Safety Officers to 345 officers. They were strategically deployed to manage crime hotspots and work in shifts 24/7. The department refined its crime prevention measures and worked diligently with its partners to maintain a safe CBD. Service provider Byers Security Solutions lived up to expectations and excelled in the level of service delivery. Improved collaboration with SAPS and City Law Enforcement resulted in 4 358 joint operations. There was a significant year-on-year reduction in reported crime, decreasing from 1 289 to 999 incidents. In the period under review, 70 126 safety interventions were conducted, and 1 465 arrests were secured for various crimes in the CBD.

The department's commitment and efficiency were recognised by SAPS Central Police Station with a Certificate of Partnership Recognition.

URBAN MANAGEMENT

Daily cleaning and maintenance of the CCID's footprint remained the focus of Urban Management. A total of 1 334 tonnes of litter and illegal waste were removed to landfill. Cigarette-butt litter remained a concern, with 3 035 kg of ciggie butts removed from CCID cigarette-butt bins in the CBD.

Maintaining the infrastructure of the CBD was also a priority: bollards, railings, parking bays, and street lines were painted or repainted. They repaired bollards, traffic lights, storm water drains, potholes, paving and replaced drain covers and damaged kerbstones. Greening initiatives included the planting and trimming of trees, maintenance of







CLOCKWISE FROM TOP LEFT: A Public Safety Officer on patrol in the CBD; The Haven Night Shelter CEO Shaddie Valayadum helps to prepare a meal for homeless clients; the Communications department hosted the annual Business Breakfast to launch the latest *State of Cape Town Central City Report 2025*.

1 018 tree wells, and the removal of debris. Projects included the beautification of the public realm through the hanging of seasonal baskets, festive season props, bollard art and tree wrapping; deep cleaning and high-pressure hosing of hotspots and priority areas; recycling and waste diversion.

The department also responded to emerging challenges including illegal dumping, litter hotspots, deteriorating infrastructure, vandalism and areas requiring additional cleaning.

SOCIAL DEVELOPMENT

Social Development, with its partner NGOs, responded to the needs of people experiencing homelessness in the CBD, guided by empathy and respect. The team, including auxiliary social and field workers, provided 2 511 services in total and interacted with homeless individuals 2 238 times — a substantial increase on the year before.

The department's key project was the launch of a temporary shelter, the Safe Sleeping Zone, in partnership with The Haven Night Shelter. This allowed the chronic homeless to find a bed during the harsh winter months. The department's Peer Field Worker Project, whereby stable individuals with lived experience of homelessness support those still living rough, continued to strengthen the CCID's outreach efforts.

Ongoing night-time operations extended engagement with the homeless, ensuring consistent support. During the annual Winter Readiness Campaign, the department sponsored 65 beds at Youth Solutions Africa and The Haven Night Shelter in addition to the 43 beds sponsored throughout the year. Other notable projects included the rolling out of a mental health survey and a Safe Sober Space Pilot Project enabling participants to become sober and receive appropriate social support.

COMMUNICATIONS

Communications reached a myriad stakeholders through a sophisticated approach, providing lively, well-researched, engaging, high-calibre content across digital, print and social media platforms. It upheld the CCID's organisational reputation, highlighted the achievements of our operational departments, promoted our stakeholders (big and small), and put the spotlight on investment opportunities in the CBD. Working with Magna Carta PR, the department increased the year-on-year total AVE media exposure by 47 %, from R7 705 549 to R11 365 246. A total of 323 clips were generated in broadcast, print and online media.

"By achieving its 26th consecutive unqualified audit, the CCID proved its financial stability. This is testament to a vigilant Finance department, a knowledgeable Board, and dedicated CCID staff."

Delivering high quality digital and print publications was de rigueur: the 84-page CCID flagship investment report, *State of Cape Town Central City Report 2025 — A year in review*, continued to be a highly-regarded investment tool; four issues of *City Views*, the CCID's urban newspaper, were produced and continue to be extremely popular. Innovative marketing collateral — on the CCID's work and the allure of the CBD — was produced including a new map of Long & Loop Streets, a companion volume to the Bree Street Map, which was updated. A map on the East City is currently in production.

Key Communications projects included a successful social media influencer campaign; promoting and overseeing the organisation's brand refresh with service provider North Creative Agency; and two campaigns in video format for Safety & Security and Social Development.

IN CLOSING

By achieving its 26th consecutive unqualified audit, the CCID proved its financial stability. This is testament to a vigilant Finance department, a knowledgeable Board, and dedicated CCID staff.

There were no unusual spending trends during the year under review, and the organisation's finances are healthy and extremely stable.

Supply chain management was excellent. As indicated above, all departments took on new projects to meet changing demands and offer innovative solutions to pressing needs. There were capacity constraints in two departments, namely Urban Management and Communications, with both operating without a full complement of team members. This did not affect the standard of work, nor the output of either department. Steps have been put in place to remedy the situation.

There were no finalised or unsolicited tender proposals during the year under review.

While the number of fulltime staff complement is 20+, indirectly through its service providers, the CCID provides employment for over 700 people, and employment opportunities through its NGO partners to vulnerable members of society. This is both humbling and a source of pride for the CCID. To quote Westen Cape Premier Alan Winde in the *State of Cape Town Central City Report 2025 — A year in review:* "Nothing gives a person dignity quite like a job."

Key to our success in the CBD are our effective and meaningful collaborations with our partners, which include SAPS and the City of Cape Town.

To quote the Premier once again, in the same publication: "I am immensely proud of the work being done in the Western Cape to improve the lives of our residents and to build a province where opportunity, dignity, and hope can flourish.

"Nowhere is this hard work more evident than in Cape Town, where partners such as the CCID have worked side-by-side with us in laying the foundation of hope and dignity.

"For over two decades, the CCID has worked tirelessly to help ensure that Cape Town's city centre remains safe, clean, vibrant, and welcoming. The organisation's contribution to urban management, public safety, social development, and economic growth has played an important role in strengthening Cape Town's reputation as a world-class city and an attractive destination for investment and tourism."

With this approach top of mind, we will continue to work hard to make you proud of us and our CBD.

TASSO EVANGELINOS
CEO: CCID

Statement of Directors' Responsibility

AND CONFIRMATION OF ACCURACY OF THE ANNUAL REPORT

We confirm that, to the best of our knowledge:
All information and amounts disclosed in the 2026 Annual Report are consistent with the annual financial statements audited by BDO South Africa Incorporated.

The directors consider the Annual Report, taken as a whole, to be accurate, fair, balanced and free of material omissions. The Financial Statements, prepared in accordance with the applicable accounting standards give a true and fair view of the assets, liabilities and financial position of the company.
The external auditors have been engaged to express an independent opinion on the annual financial statements.

Approved by the board on 24 August 2026 and signed on its behalf by:



Rob Kane
Chairperson of the Board
September 2026



Grant Elliott
Deputy chairperson of the Board
September 2026

Strategic Overview

VISION AND MISSION

Founded in November 2000 by local property owners, the Cape Town Central City Improvement District (CCID) is a public-private partnership that originally served as the operational branch of the former Cape Town Partnership.

The primary goal was to rescue the Cape Town CBD from its declining state of "crime and grime", transforming it into a secure, clean, welcoming, and energetic urban hub

As the pioneer City Improvement District (CID) in South Africa, the CCID has since earned national and international recognition as a highly praised example of public-private collaboration. At present, the Cape Town CBD is acknowledged as the country's most prosperous and business friendly inner city.

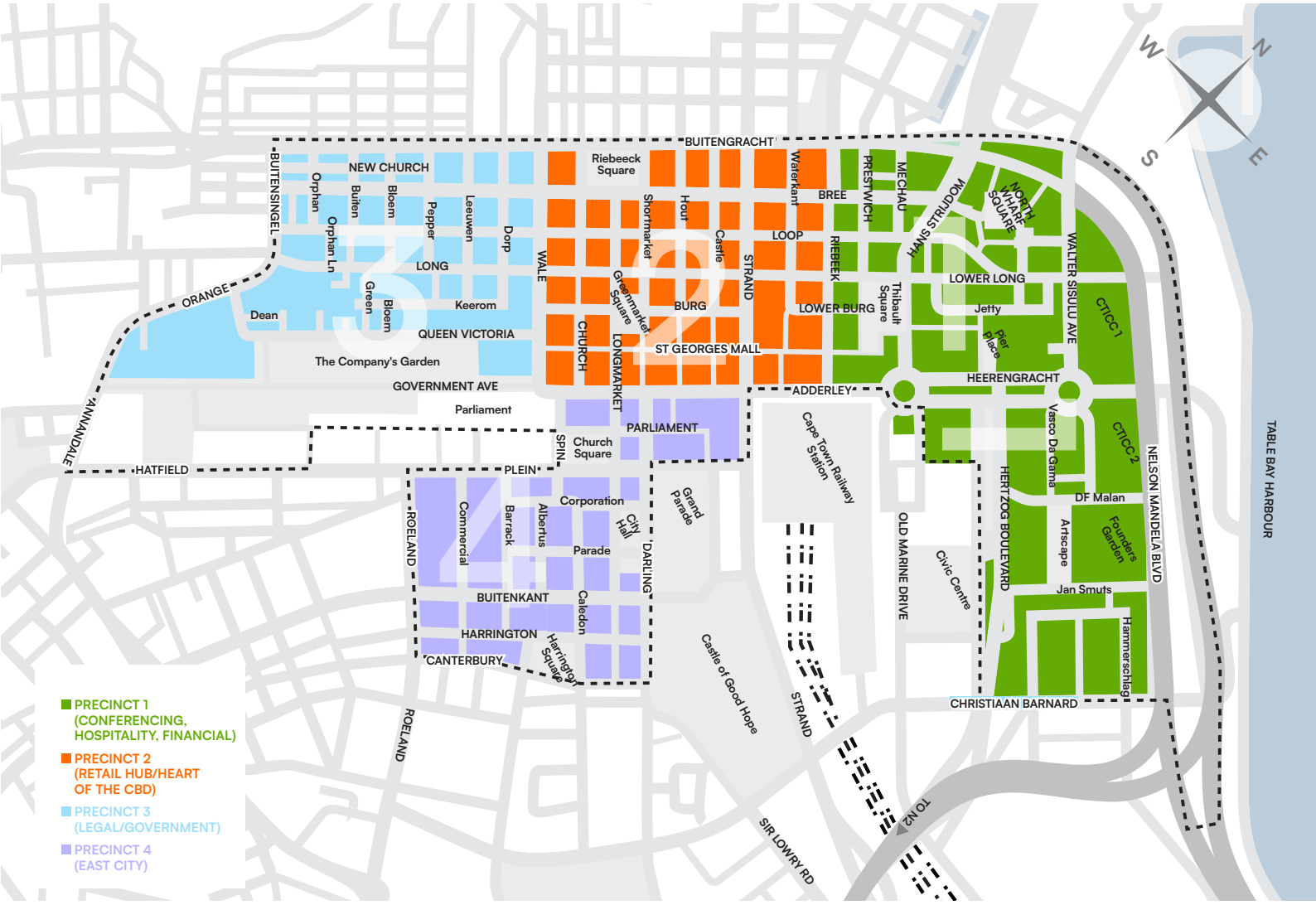
Having successfully fulfilled its initial objective of transforming the CBD into a bustling live-work-play environment, the organisation broadened its scope in 2011 by introducing an "Open for Business" initiative designed to drive additional investment into the city centre.

Functioning as an NPO guided by an independent board of directors, the CCID collaborates closely with both public authorities and private entities to oversee, market, and improve the Cape Town CBD. Driven by dedication, hard work, fresh ideas, and persistence, the CCID remains committed to maintaining an active urban core that appeals to visitors, locals, and investors. The framework for achieving this objective is outlined in the organisation's Business Plan, which can be accessed online at www.capetownccid.org.

VALUES

Our core values are excellence, impact, passion, inclusion and accountability. These are upheld through the way staff interact with each other, through personal communication with stakeholders by Urban precinct managers, Social Development auxiliary field and peer field workers, and Safety & Security managers and night managers. The values are also demonstrated in detailed quarterly board reports.

The CCID also regularly communicates with its stakeholders via print, digital, e-mail and social media channels — including the Annual Report — and by reporting on its successes and challenges at its AGM.



Statutory Mandate

In terms of the City of Cape Town's CID bylaw and Section 22 of the Municipal Property Rates Act, the CCID operates in a special rates area (SRA) in which it delivers complementary top-up services to ratepayers in addition to those provided by its primary partners — the City and the South African Police Service (SAPS) — in the areas of Safety & Security, Urban Management and Social Development. The CCID also has a Communications department and a Finance/HR department.

The CCID operates in the traditional Central Business District of Cape Town across 1.74 km². This geographical footprint is bordered in the northeast by Table Bay Harbour, including the V&A Waterfront, and by the residential suburbs around the rest of the perimeter known as the Atlantic Seaboard in the northwest, the City Bowl (to the west and south) and District Six and Woodstock (to the southeast).

The CCID's operational boundaries are indicated on the map above which is divided into four precincts: Precinct 1 (the Foreshore), Precinct 2 (which stretches from Riebeek Street to Wale Street), Precinct 3 (which is between the Company's Garden and Buitengracht, Wale and Buitensingel Streets), and Precinct 4 (the East City).

This footprint is marked out by the broken black line on the map above.

Through hard work, innovation and determination, the CCID continues to ensure a vibrant CBD that attracts tourists, residents and investors alike.

Organisational Profile & Structure

The CCID works within its 1.74 km² footprint to provide complementary top-up services in the areas outlined by its operational departments, namely Safety & Security, Urban Management and Social Development in the traditional Central Business District of the Cape metropole.

A public-private partnership, the CCID was established by local property owners to ensure the city centre remains safe, clean, inclusive and business-friendly.

The operational activities of the organisation ensure it meets its mandate, ensuring that the CBD retains its stature as South Africa's most economically sound city centre.

Its stakeholders are primarily commercial and residential property owners, business owners, people who work in the CBD, visit the area and do business there.

BOARD
CHAIRPERSON
ROB KANE

↓

DIRECTORS

MICHAEL BAUER | TAMRA CAPSTICK-DALE | SAMANTHA CLINGHAM | GRANT ELLIOTT (DEPUTY CHAIRPERSON) | TIM HARRIS | JEFF KLEU | SAMANTHA LAMBERT | JULIAN LEIBMAN | JOY MILLAR | NAWAL RAMASAR | RIAAN VAN WYK | WOUTER DE VOS

↓

CEO
TASSO EVANGELINOS

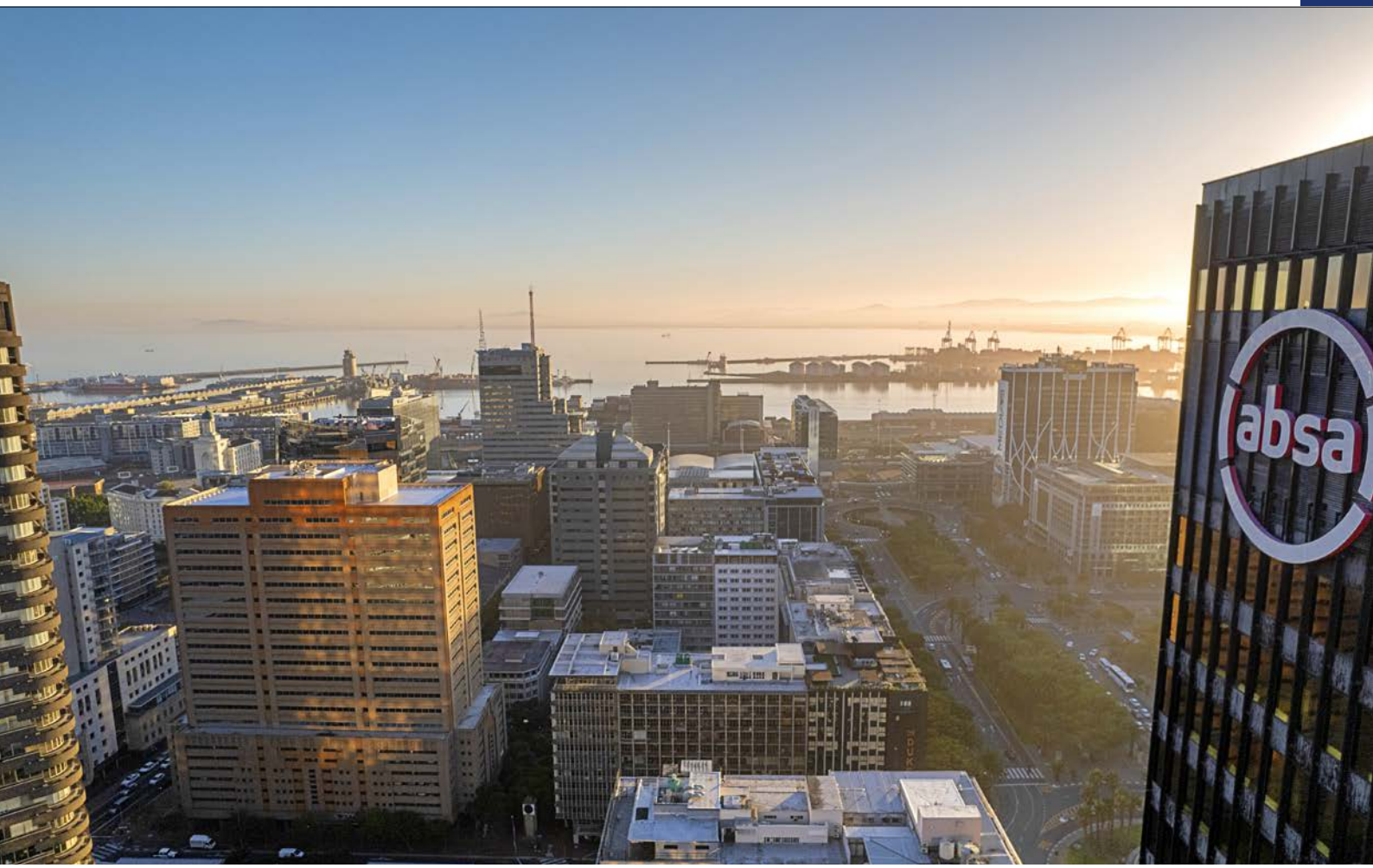
MANAGER FINANCE & HR	MANAGER SAFETY & SECURITY	MANAGER URBAN MANAGEMENT	MANAGER COMMUNICATIONS	MANAGER SOCIAL DEVELOPMENT
STEPHEN WILLENBURG	JURIE BRUWER	KALLY BENITO	SHARON SOROUR-MORRIS	TARA GERARDY-BISSOLATI




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PERFORMANCE INFORMATION

SECTION B



1. Situational Analysis

1.1 SERVICE DELIVERY ENVIRONMENT

In the financial year under review, the CBD continued to hold its own as South Africa's premier urban hub. Footfall into the area continued to increase with workers returning to the post-pandemic workplace and landlords reporting consistent demand for office space. Commercial and mixed-use property developments, valued collectively at R6.1 billion and in various stages of development, also increased the CBD's office space offering.

With Cape Town's tourism and hospitality market delivering a strong performance in 2025/26, the Central City reaped the benefits of robust international air arrivals and expanded air connectivity. This influx of local and international visitors led hotel trade to strengthen during the period under review.

Cape Town continued to win many accolades in the review period as a top tourist destination, which contributed to the huge influx of people to the inner city. The dominance of residential developments in the Central City's property pipeline for 2025/26, and mixed-use developments with a residential component, also added to the rise in footfall.

While this influx of visitors and workers was welcome, it renewed pressure on the CCID's operational teams. Demonstrating agility and resilience, our departments adapted swiftly to these shifting demands, working closely with key partners to keep the CBD safe, clean, caring, and open for business.

The organisation did not experience external factors that impacted its service delivery in the period under review.

CCID Safety & Security remained persistent and consistent, working hard to leave no stone unturned in its quest to keep crime at bay. This was underpinned by a significant increase in planned, joint crime

Cape Town continued to win many accolades as a top tourist destination, which contributed to the huge influx of people to the inner city. The dominance of residential developments in the Central City's property pipeline for 2025/26, and mixed-use developments with a residential component, also added to the rise in footfall.

prevention operations with its partners at SAPS and City of Cape Town Law Enforcement agencies. This resulted in over 900 arrests in the year under review. There was also a dramatic decrease in the number of crime incidents in the CCID's footprint over the festive season following successful planning and redeployment of CCID security officers. Strategic use of technology, intelligence-driven operations and real-time partnerships also led to a reduction in crime.

Urban Management contended with additional cleaning demands in public spaces and streets, building on the gains it made in the previous financial year. Maintaining infrastructure, addressing cleaning issues in high-pedestrian areas such as St Georges Mall, and collaborating with other communities to ensure a cleaner CBD were on the agenda. Two key Urban Management projects, namely its Toilet Project which provides clean, serviced, mobile ablution facilities in town, and a recycling project to reduce waste and promote environmental awareness among stakeholders (while providing employment), continued to make an impact. The department also rolled out several beautification initiatives to promote its vision of a vibrant and welcoming urban environment.

Homelessness remained prevalent in the CBD, with aggressive begging an ongoing problem, as unemployment and other social challenges led to people becoming homeless. While the Western Cape continues to record the lowest unemployment rate in South Africa, the country continued to shed jobs amid a climate of low economic growth. Incidences of substance misuse, mental illness, poor physical health and a lack of empowerment opportunities continue to plague people experiencing homelessness. To give homeless people in the Cape Town CBD a chance to move off the streets, CCID Social Development continued to collaborate with its primary and NGO partners to provide more shelter space.

New collaborations led to ground-breaking work rehabilitation projects. The department's peer-to-peer field worker programme, in which formerly homeless individuals who are now stable offer support to those living on the streets in a structured programme, continued to make a substantial difference. Through two programmes, Social Development also amplified its efforts to remove used needles off the streets to create a safer CBD.

The CCID's Communication department continued to vigorously promote the CCID's operational work, uphold its reputation, communicate with stakeholders, and drive business and property investment into the CBD. Several innovative new projects were undertaken, including a keepsake map of Bree Street retailers, and a campaign for CCID Safety & Security to highlight the prevalence of credit-card fraud.

1.2 ORGANISATIONAL ENVIRONMENT

In the financial year under review, the CCID consolidated the performance and output of each department.

Urban Management continued to deliver on its mandate to ensure a clean, neat and pleasing public realm by maintaining strict cleaning and litter-picking standards regardless of the challenges of keeping a bustling CBD in good nick day and night. With more and more people entering the CBD to work, play, live and visit, Urban Management had its hands full but diverted teams strategically when necessary.

Marking its third year with security service provider Byers Security Solutions, the Safety & Security department continued to elevate downtown safety. Having established a deep understanding of the unique demands required to protect a bustling urban core, the service provider delivered a high-impact presence felt by stakeholders, visitors, and residents alike.

The Communications department continued to deliver on its mandate to promote the operational work of the CCID, its stakeholders and the merits of investing in South African's most economically successful CBD.

The department operated with a vacancy in the year under review for a writer/editor. With highly skilled and experienced media professionals few and far between, the department was not successful in finding a suitable candidate. This is a priority for the new financial year as it navigates the fast and ever-changing media and corporate communications milieu. The research department employed the services of an extra data capturer to better manage workflow and delivery demands.

Overall, this year highlighted the exceptional and steady leadership of the CEO and Board of Directors, supported by a proficient, dedicated management team and hard-working and loyal staff.

All operations were executed timeously and to an excellent standard, culminating in the CCID securing its 26th consecutive clean audit. Robust oversight by the Board and Business Manager successfully prevented wasteful expenditure and ensured strict compliance with corporate governance principles.

Overall, this year highlighted the exceptional and steady leadership of the CEO and Board of Directors, supported by a proficient, dedicated management team and hard-working and loyal staff.

2. Strategic Objectives

The CCID carries out the following measures to achieve its objectives:

- Improving public safety and securing the CBD by working with partners including SAPS, the City's Law Enforcement agency, Community Police Forum, neighbourhood watches and other central improvement districts;
- Maintaining, cleaning and upgrading public areas by working with the City of Cape Town;
- Engaging in sustainable social development to uplift the Central City's most vulnerable individuals by collaborating with partner NGOs, various City departments and the Provincial Department of Social Development;
- Promoting the CCID's day-to-day operations, upholding the organisation's reputation, giving stakeholders and visitors accurate information and driving economic investment in the CBD by promoting retailers, property investment opportunities and what the CBD has to offer.

3. Complaints Process

All complaints are investigated. Below is a framework of how the CCID addresses these:

- **Crime complaints:** Every call, incident, report and complaint is logged electronically. This data is plotted on a map of the CCID's four precincts to show where crime is occurring. The system sends real-time alerts by way of SMS and email, and that information is communicated directly to officers on the ground. While this is a CCID Safety & Security system, it ensures that complaints relating to other CCID departments, or the organisation, are brought forward and addressed.
- **Day-to-day complaints** are received verbally or telephonically, and via the organisation's channels such as the website, social media, office number and 24-hour emergency number (082 415 7127). Depending on the nature of the complaint, these are promptly dealt with by department heads, precinct managers, operational teams on the ground as well as social and field workers who engage with the CCID's homeless daily.
- The CCID's website has contact details of the CEO's office and all department heads, allowing the public to submit specific complaints online to the relevant department for remedial action.
- Critical grievances are referred to the CEO and the CCID board of directors.







Safety & Security

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Urban Management

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DEPARTMENT REVIEWS





Social Development

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Communications

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The CCID's departments excelled in 2026. Here is an overview of their work and achievements in the year under review

SAFETY & SECURITY

At the CCID, we believe that consistency builds credibility. We therefore concentrated our efforts on ensuring we created and maintained a stable environment in the inner city, working closely with our primary partners, SAPS and the City of Cape Town.

Our success was a result of various factors:

- Commitment from our service provider, Byers Security Solutions, which understood our operational environment, overcame challenges and lived up to expectations, ultimately excelling in the level of service delivery;
- Continuous improved commitment from, and collaboration with, SAPS and other Law Enforcement agencies (including the City of Cape Town's 24/7 closed-circuit television surveillance and control unit, Cyclops), which all played a vital role in our operational successes;
- Dedicated interaction from all our valued stakeholders, including residential and commercial building managers, event organisers, retailers, and informal traders.

Through the application of proven strategies and advanced crime analytics, we upgraded our operational and management models. These enhancements strengthened our ability to protect our personnel, assets, operations, and reputation, while simultaneously bolstering corporate confidence and continuity.

To ensure the Central City was a safe environment for all, the department:

- **Improved the around-the-clock visible presence** of our Public Safety Officers, through well-planned, visible foot and vehicle patrols within our footprint, backed up by 4 mobile units and 3 supervisory vehicles.
- **Averted crime** through well-planned joint crime prevention operations in identified hotspot areas, with SAPS, CCID-funded Law Enforcement Officers on mobile response units, and City of Cape Town Law Enforcement agencies.
- **Ensured a safe festive season for visitors and tourists** by devising and implementing a targeted Festive Season Preparedness Plan.
- **Leveraged upgraded technology,** thereby improving operational processes, day-to-day management and the precision of our analytics for crime patterns and trends.
- **Managed and improved relationships** with service providers, primary Law Enforcement partners and CBD stakeholders.

TOP FIVE HIGHLIGHTS

01 / Improved collaboration with SAPS and the CCID's Law Enforcement partners which resulted in 4 358 joint crime-prevention operations.

02 / A significant year-on-year reduction in reported crime, decreasing from 1 289 to 999 incidents, alongside a substantial increase in total arrests from 906 to 1 465, which included an all-time monthly high of 171 arrests in March.

03 / Successfully executed the Festive Season Preparedness Plan, resulting in a substantial reduction in recorded crime during the peak period of 15 November 2025 to 15 January 2026, with incidents decreasing to 153 from 235 during the corresponding period of the previous year.

04 / Continued use of technology, intelligence-driven operations and real-time partnerships with SAPS, City Law Enforcement agencies and stakeholders on the ground, to reduce criminal behaviour within the CCID footprint.

05 / The Safety & Security department was awarded a Certificate of Partnership Recognition by SAPS Central, formally acknowledging a shared commitment to trust, collaboration, and mutual operational support.



"Safety and security is only effective when it ceases to be rhetoric and becomes a purposeful action"

– Manuel Reyno Maurial

MEET THE TEAM

The department fulfilled its mandate through the dedication of a highly experienced team comprising a senior manager, two day managers and three night managers. The department's strategy included the deployment of:

- 330 Public Safety Officers (PSOs), deployed in shifts 24/7, 365 days a year, with an additional 15 officers deployed at night from 15 November 2025 to 30 June 2026.
- 16 CCID-funded City of Cape Town Law Enforcement Officers (LEOs), scheduled according to a 24/7 roster, ensured there were four LEOs on duty during the day and night.
- 6 CCID-funded City of Cape Town Traffic Wardens deployed from Monday to Friday to monitor non-moving traffic violations and alleviate peak-hour traffic congestion at key intersections during peak times while on duty.
- 4 lock-up response vehicles on a 24/7 basis.
- 5 management vehicles used by 2 dedicated Byers Security Solutions' managers and 9 supervisory staff on a 24/7 basis



FROM LEFT TO RIGHT: Martinus "TJ" Jenkins (day manager), Alec van de Rheede (day manager), Jurie Bruwer (head of department), Gary Dyssel (night manager), Edward Edwardes (night manager) and Bennie Jacobs (night manager).





FROM LEFT TO RIGHT: Night managers, from left, Edward Edwardes and Gary Dyssel, and day managers, from left, Martinus "TJ" Jenkins and Alec van de Rheede, on duty in the Cape Town CBD.



THIS PAGE: Safety & Security manager Jurie Bruwer briefs two Public Safety Officers in St Georges Mall.

SPOTLIGHT ON 2025/26 PROJECTS

1. CRIME-PREVENTION OPERATIONS

Public Safety Officers (PSOs) and mobile response units patrolled the CCID's 1.74 km² footprint 24/7, collaborating with SAPS, City Law Enforcement and Traffic to conduct joint crime prevention operations to tackle various crimes. We conducted 4 358 operations over the last year and affected 1 465 arrests compared with 906 recorded during the previous year.

2. DISPLACED PERSONS UNIT (DPU)

During this period, this unit removed 22 558 people from identified hotspot areas within our footprint, preventing 127 structures from being erected.

3. ENFORCING THE LAW

Our 16 CCID-funded City Law Enforcement Officers (LEOs) continued to play a pivotal role in safeguarding the CBD. There was a significant increase in the number of ad hoc crime prevention operations conducted with the LEOs. They work alongside PSOs, but as they have powers of arrest, they give the CCID the full reach of the law by being able to issue fines for all bylaw contraventions. A total of 2 299 crime prevention operations were conducted with our LEOs, and they issued 5 803 fines for non-moving and bylaw contraventions

In addition, six CCID-funded City of Cape Town Traffic Wardens managed peak-hour congestion at key CBD intersections. Outside of rush hour, the team targeted stationary vehicle violations — including illegal parking in loading zones, disabled bays, public areas, and on yellow or red lines — resulting in 22 878 fines issued.

4. TACKLING CARD SCAMMING.

Through joint operations, the team collaborated with SAPS and its Crime Intelligence Unit to share information and held weekly planning meetings to track card-scamming trends, tactics, and hotspots. This intelligence successfully drove targeted undercover operations alongside SAPS, Crime Intelligence, and Cyclops. Consequently, card scamming incidents dropped significantly compared to the previous year, falling from 122 to 43 incidents. The department is finalising an educational campaign in collaboration with Cape Town Tourism which highlights the modus operandi of card scammers so that tourists and other visitors are aware and do not become victims.

5. IMPROVED PARTNERSHIPS

The department continued to enhance its relations with SAPS, the City of Cape Town (Law Enforcement, Traffic, Metro Police, Cyclops Camera Unit), the Western Cape Government (departments of Community Safety and Economic Opportunities), the Cape Town Central Community Police Forum, Cape Town Tourism and the Cape Chamber of Commerce and Industry.

6. USE OF TECHNOLOGY

The department invested significantly in available technology to maximise operational efficiency and planning capabilities. Key advancements included launching an Electronic OB (Occurrence Book) system and securing an administrative user upgrade for the Incident Desk platform to optimise data output. Crucially, the integration of AI analytics into the Incident Desk application allowed the team to evaluate crime patterns and generate real-time hotspot heat maps. These technological insights have enabled precise manpower deployment directly to high-crime areas.

RESOURCE ALLOCATION

Service/Project components	2024/2025 Expenditure			2025/2026 Expenditure		
	Projected	Actual	(Over)/ Under	Projected	Actual	(Over)/ Under
	(R)	(R)	(R)	(R)	(R)	(R)
Public Safety	67,084,572	66,930,978	153,594	74,780,130	74,155,717	624,413

In 2024/2025, the underspend represents only 0.23 % of the budget or projected expenditure and is therefore immaterial. Actual expenditure is represented by the following items in the Annual Financial Statements: Law Enforcement Officers (R213,524); Project - Public Safety (Additional Law Enforcement) (R4,641,877); Project - Public Safety (additional Resources) R5,030,634); Project Public Safety DPU (Illegal Structure Removal) R1,511,131; Public Safety (R55,533,812). Underspend in 2025/2026 relates mainly to: (1) credits and penalties imposed on service providers for short-postings and officer infringements; (2) unutilised budget for incentives to reward officers for infringement-free service; and (3) savings related to uniforms and bibs as a result of a new supplier to provide these items. The 2025/2026 immaterial underspend represents less than 1% of the projected expenditure for the year.



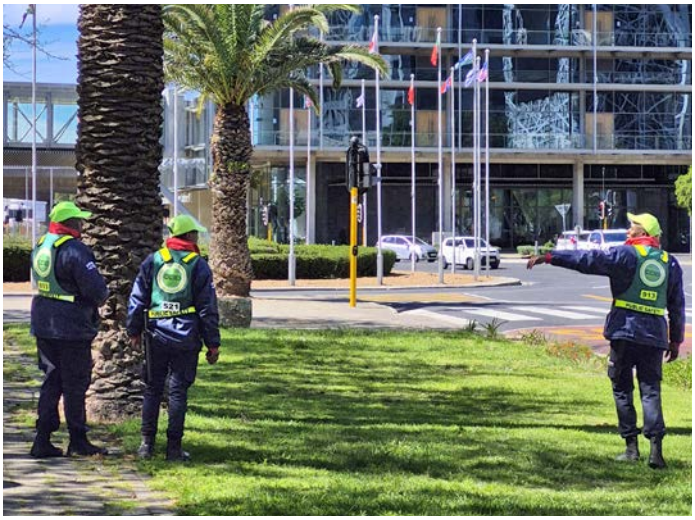




CLOCKWISE FROM TOP:
Members of a CCID joint crime prevention operation with SAPS, City Law Enforcement Officers (LEOs) and CCID-funded LEOs; a Public Safety Officer (PSO) outside a CCID Safety & Security mobile kiosk on North Wharf on the Foreshore; one of the department's 345 safety officers on patrol in the CBD; PSOs on patrol on Heerengracht; two of Safety & Security's fleet of vehicles; a PSO hands out a safety awareness pamphlet to a member of the public in the Cape Town CBD.







STRATEGIC OBJECTIVES

- **Stakeholder involvement:** Strategic operational planning cannot take place in isolation. The department engaged with SAPS, City Law Enforcement, and the City of Cape Town Safety and Security Directorate across every stage of the operational management cycle to secure shared ownership and collaboration in the implementation of specific action plans to address specific crime trends and hotspot areas. We maintained consistent and transparent communication channels with all the key partners to track progress, monitor and evaluate the impact of the initiatives and, where necessary, devise strategies to be more effective.
- **Economic, social and environmental impact:** The success of our safety and security strategies could be seen in the increase in business confidence according to the CCID's quarterly Business Confidence Index. As a result, this attracted local and foreign investment, raised property values and boosted local, national and international tourism.
- **Feedback or complaints:** According to the index, in Q2 2025, crime and safety concerns remained the biggest challenge, cited by 38 % of retail business owners. However, a year later, in Q2 2026, crime and safety concerns dropped to 13.7 %, which proved that our strategies were effective.



01: REDUCE CRIME IN THE CCID FOOTPRINT

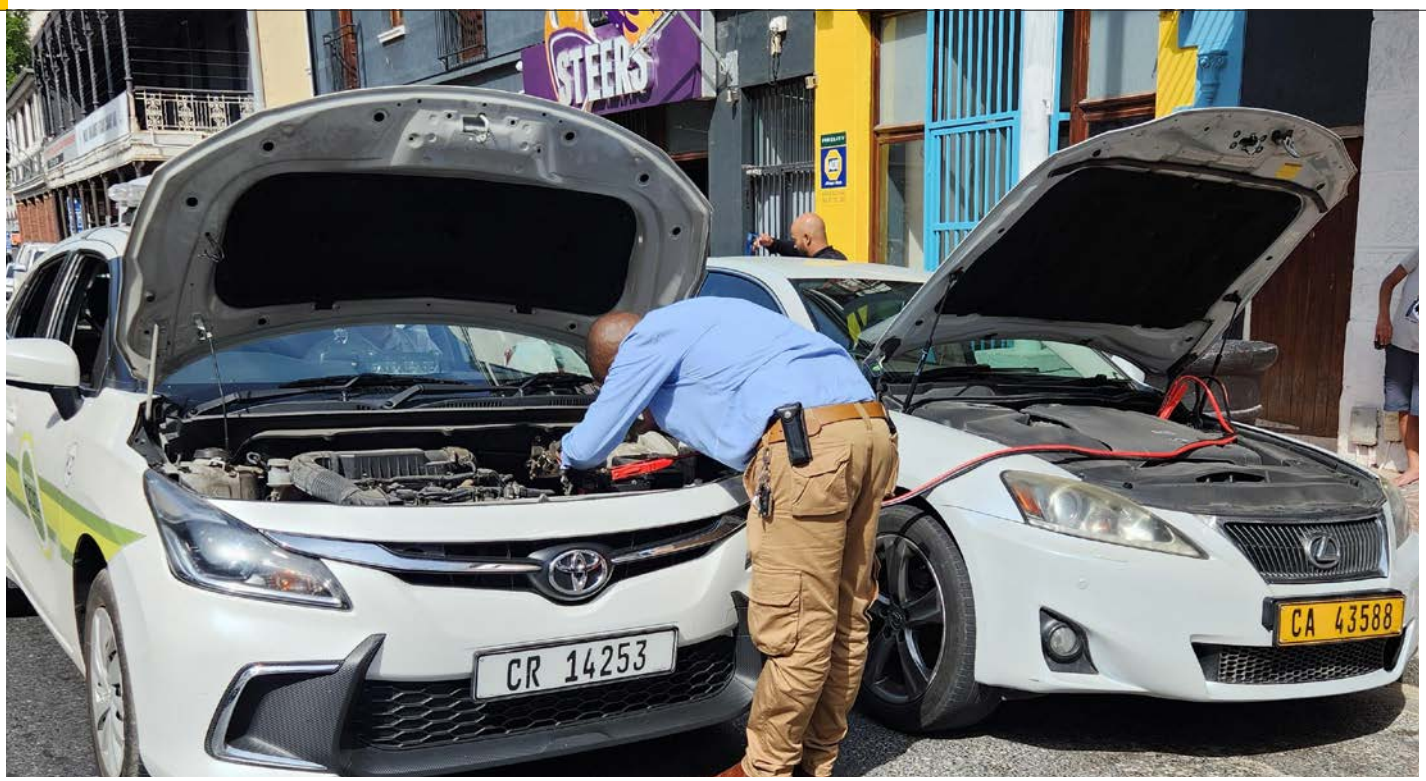
*** between target and actual achievement*

Measure	KPI	Planned target 2025/2026	Actual achievement 2025/ 2026	Deviation**	Comments on deviation
Keeping up-to-date records of crime statistics/ trends and hotspot areas	Daily, weekly and monthly reports	Daily, weekly and monthly	Maintained a 100 % success rate on the required reports	No deviation	
Conducting crime threat analysis using SAPS, City of Cape Town (CoCT) and own crime statistics	Continuous sharing of relevant crime statistics by all key role players	Daily and weekly	Maintained a 100 % sharing of crime statistics with SAPS, but sharing of information from the City was restricted to specific events	Failed to get the required daily and weekly statistics from the City. This improved during specific events	Working on relationship with CoCT-SSIMS to receive regular crime statistics which can be incorporated into the crime threat analysis. Overall, reported crime incidents decreased by 28 %
Conducting daily joint crime prevention operations	Conduct at least 8 daily crime prevention operations	4 x daytime and 4 x nighttime operations	Managed to conduct a minimum of 12 daily crime prevention operations with SAPS and Law Enforcement	Consistently conducted 4 more daily operations than required	Due to excellent working relationships with SAPS and Law Enforcement, number of recorded arrests for various crimes increased by 59 %

02: INCREASE SAFETY INITIATIVES THROUGH PARTNERSHIP MANAGEMENT AND BUILDING TRUST WITH STAKEHOLDERS

*** between target and actual achievement*

Measure	KPI	Planned target 2025/2026	Actual achievement 2025/ 2026	Deviation**	Comments on deviation
Establish a formal programme to evaluate the SLA with our security service provider	Monthly formal KPI scorecard and corrective action plan	Monthly performance and compliance score of higher than 94 %	Maintained and average of 95.1 % KPI Scorecard	1 % above required	Dedication of management team to consistently maintain a high level of service played a significant role in this achievement
Establish a formal partnership with SAPS, Law Enforcement, Traffic, Cyclops and local community through the Police sub-sector meetings	Attend monthly Community Police Forum meetings	Monthly	100 % attendance	None	No deviation recorded
	Attend daily and weekly planning meetings with SAPS	Daily and weekly	100 % attendance		
	Attend monthly management meetings with Law Enforcement, Traffic and Cyclops	Monthly	100 % attendance		
	Attend/chair monthly Police Sub-sector (1,4,6) meetings	Monthly	100 % attendance		
Developing and maintaining relationships with CBD stakeholders	Daily meetings (day and night) with CBD stakeholders	At least 5 visits per day to CBD stakeholders	Maintained an average of 9 stakeholder visits daily	4 more than the required 5 visits	Commitment from the CCID Safety & Security management team which understands and values the impact of sustained relationships with relevant stakeholders in the CBD



ABOVE Safety & Security team members regularly attend to vehicle emergencies in the Cape Town CBD.

03: INCREASE SAFETY AWARENESS OF THE PUBLIC AND EVERYONE WORKING AND VISITING THE CBD

*** between target and actual achievement*

Measure	KPI	Planned target	Actual achievement	Deviation**	Comments on deviation
Implement a targeted awareness programme to support and create safety awareness for visitors, the public and within the business and residential sectors	Distribution of Safety & Security awareness collateral to hotels, Airbnbs and on street level	As required; dedicated monthly awareness campaigns on street level	Distributed 62 000 Safety & Security crime-awareness collateral during the period	N/A	N/A
	Giving safety talks and advice on crime trends and safety tips	As required	Regular safety briefing with Cape Town Tourism, Cape Town Chamber of Commerce, and management teams of various hotels	No deviation as these were ad hoc requests	
	Visiting existing and new clients and supplying them with Safety & Security marketing collateral	Daily	Visited all new businesses and maintained an average of 9 daily visits to existing stakeholders	Exceeded expectations	

04: PROVIDING SWIFT PUBLIC ASSISTANCE WHEN REQUIRED

*** between target and actual achievement*

Measure	KPI	Planned target	Actual achievement	Deviation**	Comments on deviation
Responding swiftly to assist the public when necessary	Measure consistency by keeping monthly statistics of type, and total number, of assistance rendered	Monthly measurement of response to vehicle accidents/ emergencies, medical emergencies, alarm activations, unsecured premises	Responded to 911 motor vehicle accidents, 326 medical emergencies, rendered assistance to 451 members of the public, and responded to 17 alarm activations, 74 unsecured premises and 297 noise complaints.	Cannot record deviation because every month's statistics differ. Only consistency can be measured	Fully complied with the monthly recording of type of public assistance responses

SAFETY & SECURITY IN NUMBERS

PUBLIC SAFETY INCIDENTS

2 450
PUBLIC SAFETY INCIDENTS

1 465
TOTAL NUMBER OF ARRESTS

COMMON ASSAULT & GBH: 52	MALICIOUS DAMAGE TO PROPERTY: 70	RAPE/ATTEMPTED RAPE: 2	ATTEMPTED THEFT OUT OF MOTOR VEHICLE: 15	MURDER: 0
CARD SCAMMING: 41	POSSESSION OF CAR/ HOUSEBREAKING IMPLEMENTS: 14	ROBBERY: 169	CELL PHONE THEFT: 26	ATTEMPTED MURDER: 2
GENERAL THEFT: 3	POINTING A FIREARM: 10	ATTEMPTED ROBBERY: 26	CHAIN-SNATCHING: 73	FIGHTING IN PUBLIC: 159
ATTEMPTED THEFT: 10	POSSESSION OF A DANGEROUS WEAPON: 120	ARMED ROBBERY: 7	TRESPASSING: 6	DRINKING IN PUBLIC: 479
HOUSEBREAKING: 13	POSSESSION OF AN ILLEGAL SUBSTANCE: 822	BUSINESS ROBBERY: 4	DRINKING & DRIVING: 32	
ILLEGAL IMMIGRATION: 26	POSSESSION OF STOLEN PROPERTY: 120	SHOPLIFTING: 36	THEFT OF MOTOR VEHICLE: 8	
POSSESSION OF ILLEGAL FIREARM: 15		THEFT OUT OF MOTOR VEHICLE: 85	FRAUD: 5	

MAJOR SAFETY INTERVENTIONS

70 126
TOTAL SAFETY INTERACTIONS RECORDED

RENDERING OF PUBLIC ASSISTANCE

REPORTS OF FIRES: 19	NATURAL DEATHS REPORTED: 15	VEHICLE ASSISTANCE: 34	FIREARMS/ IMITATION FIREARMS CONFISCATED: 17	SUSPECTS TRANSPORTED TO CAPE TOWN CENTRAL POLICE STATION: 1 491
ILLEGAL TRADING OFFENCES: 89	PUBLIC ASSISTANCE: 451	UNSECURED PREMISES DETECTED: 74	DANGEROUS WEAPONS CONFISCATED: 169	JOINT CRIME PREVENTION OPERATIONS WITH LAW ENFORCEMENT PARTNERS: 4 358
MEDICAL ASSISTANCE: 326	SUSPICIOUS BEHAVIOUR DETECTED: 1 918	ALARM ACTIVATIONS: 17	STOP-AND-SEARCH OPERATIONS: 12 736	OTHER INTERVENTIONS REPORTED: 47 192
MOTOR VEHICLE ACCIDENTS: 911	UNSECURED VEHICLES DETECTED: 12	NOISE COMPLAINTS: 297		

CCID-FUNDED CITY TRAFFIC WARDENS

ISSUING & VALUE OF FINES



DRIVING UNLICENSED CAR
5 745
R2 872 500

DRIVING WITHOUT A LICENCE
16
R8 000

PARKING ON A RED LINE
1 324
R662 000

PARKING IN A YELLOW LINE
1 170
R566 000

PARKING IN A LOADING ZONE
4 551
R3 640 800

PARKING ON ISLAND OR SIDEWALK
1 634
R749 500

DOUBLE PARKING
14
R4 200

EXCEEDING PARKING LIMIT
0
R0

PARKING IN DISABLED BAYS
680
R544 000

PARKING IN MINIBUS BAYS
20
R10 000

PARKING IN BUS BAYS
2 557
R2 045 600

PARKING IN MOTORCYCLE BAYS
212
R106 000

PARKING IN PRIVATE DRIVEWAYS
6
R3 000

PARKING IN MANNER CAUSING DANGER AND OBSTRUCTION
2 182
R2 182 000

PARKING AT PEDESTRIAN CROSSING
1
R500

PARKING OUTSIDE WHITE LINES
4
R1 200

PARKING IN TAXI ZONES
1 673
R836 500

PARKING IN FIRE ZONES
30
R24 000

PARKING IN A PROHIBITED AREA
214
R107 000

PARKING ON THE WRONG SIDE OF THE ROAD
21
R11 500

PARKING 5M FROM INTERSECTION
0
R0

NUMBER PLATES NOT SABS APPROVED
1
R500

FAILURE TO DISPLAY A NUMBER PLATE
55
R25 500

SMOOTH TYRE
2
R1 000

FAILURE TO STOP AT STOP SIGN
320
R160 000

ABUSIVE LANGUAGE
1
R500

OUTSTANDING TRAFFIC FINES
9
R2 700

FAILURE TO COMPLY
0
R0

DISREGARDING A PEDAL CYCLE LANE
435
R435 000

POLICE BAY
0
R0

JAY WALKING
0
R0

LITTERING
1
R500

TOTAL FINES ISSUED 22 878

FINES ISSUED

TOTAL VALUE OF FINES R15 000 000

VALUE OF FINES

CCID-FUNDED LAW ENFORCEMENT OFFICERS

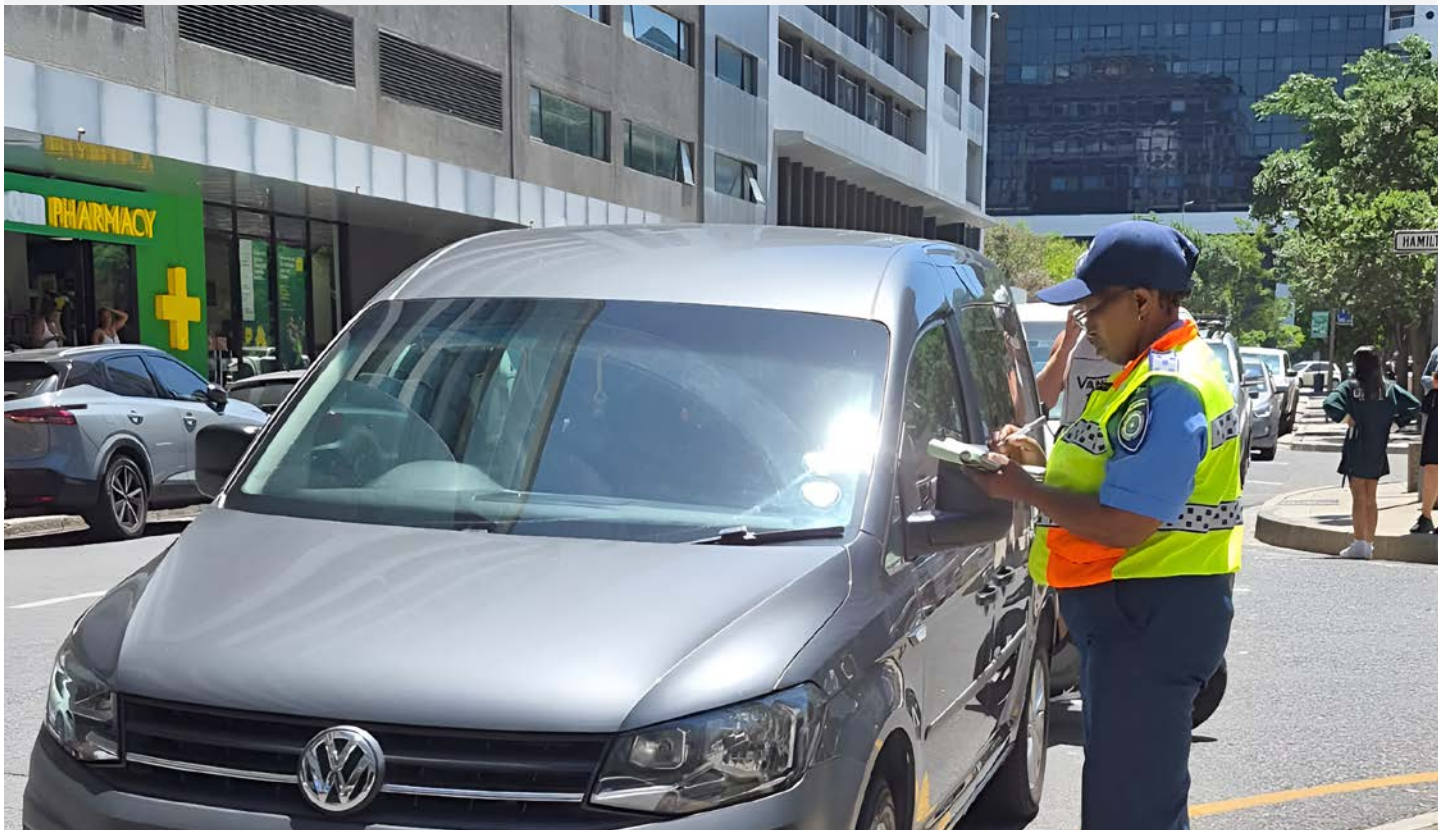
ISSUING & VALUE OF FINES

TOTAL VALUE OF FINES

R5 140 800

VALUE OF FINES | FINES ISSUED

NON-MOVING VIOLATIONS	CONTRAVENING BYLAWS
4 953	850
R4 328 000	R812 800



ABOVE: CCID-funded Traffic Wardens monitor non-moving traffic violations and alleviate peak-hour traffic congestion at key intersections in the CBD.



THE YEAR AHEAD

"Safety & Security will enhance its credibility by consistently evaluating and adapting the strategies which guide our performance and outcomes. Where necessary, we will alter our tactics to maximise performance and deliver measurable successes.

"We will evaluate our visible manpower deployment strategies to ensure that we provide adequate service to all the new developments within our footprint and continually invest in advanced operational technologies to strengthen our operational capabilities."

Jurie Bruwer, CCID Safety & Security manager

URBAN MANAGEMENT

Creating a cleaner, well-functioning and welcoming Central City is at the heart of CCID Urban Management's work. Throughout 2026, our dedicated teams continued to work tirelessly to keep the Cape Town CBD clean, well-maintained, vibrant and attractive for everyone who lives, works, visits, does business and invests here.

From daily cleaning and maintenance to recycling, greening, beautification and public-realm improvements, the year saw a continued focus on making a visible and meaningful difference to the CBD. Every clean street, planted or trimmed tree, and enhanced public space contributes to creating a Central City that people can be proud of.

In striving to maintain a clean, welcoming and well-managed inner city 24/7, CCID Urban Management remained focused on delivering consistent, responsive services while identifying new opportunities to improve the quality, appearance and functionality of the Central City.

During the year, Urban Management worked closely with the City of Cape Town, J&M Cleaning Services, Straatwerk, Khulisa Social Solutions and other stakeholders. The focus extended beyond routine cleaning of the city centre to include deep and specialised cleaning such as high-pressure hosing to complement regular hotspot cleaning, as well as ongoing maintenance and responsive service delivery.

Greater emphasis was also placed on greening and reducing waste to landfill through initiatives such as recycling and organic waste diversion.

The strategy and objectives of the department focused on:

- **Maintaining a clean, well-managed CBD 24/7** through professional sweeping, street cleaning, litter picking, waste collection, re-bagging and emptying and monitoring green bins.
- **Enhancing cleaning standards through targeted and deep-cleaning interventions,** including high-pressure hosing, hotspot cleaning and cleaning of areas requiring additional attention.
- **Reducing waste to landfill** by recycling and the diversion of organic waste from landfill.
- **Reducing cigarette-butt litter** through the provision and maintenance of 325 CCID-branded cigarette-butt bins, encouraging responsible waste disposal.
- **Maintaining stormwater infrastructure** by clearing municipal inlets, stormwater drains and channels to assist with keeping these systems functional and the public realm free of accumulated waste and debris.
- **Removal** of illegal dumping, debris, graffiti, tags, illegal posters, stickers, strings and other unwanted materials.
- **Monthly** monitoring of rodent-control boxes and reporting of areas requiring intervention.
- **Undertaking minor infrastructure repairs and maintenance,** including the repair, restoration, replacement or reinstatement of paving, potholes, sidewalks, bollards, street signs, minor road defects, drain covers and public benches.
- **Refreshing and maintaining public infrastructure,** including painting, street markings and other minor public-realm improvements.
- **Expanding greening and landscaping initiatives** through tree planting, tree care, trimming, watering, weeding, spraying, cleaning and maintaining tree wells, as well as improving the overall appearance of the CBD's urban landscape.
- **Driving beautification and placemaking initiatives** to enhance the visual appeal and character of the Central City through hanging baskets, planters, public art and other creative installations
- **Promoting** recycling, organic waste diversion, greening and environmentally conscious urban-management practices.
- **Responding to emerging challenges** including illegal dumping, litter hotspots, deteriorating infrastructure, vandalism and areas requiring additional cleaning or maintenance interventions.

RIGHT Inner-city beautification projects in St Georges Mall such as tree wrapping and bollard painting enhanced the urban realm.



"Every clean street, planted or trimmed tree, and enhanced public space contributes to creating a Central City that people can be proud of."

TOP FIVE HIGHLIGHTS

01 / Moving beyond routine cleaning, the department focused on deep cleaning, high-pressure hosing and hotspot sanitation, enabling targeted responses to areas requiring additional attention. An additional lunch-time cleaning team was introduced during peak periods to ensure that high-traffic areas remained clean and presentable.

02 / Planting new trees to enhance the green appeal of the Central City in addition to the department's tree and shrub planting schedules. In May, 52 new trees were planted.

03 / Strengthening recycling and organic waste diversion, to reduce the amount of waste sent to landfill and promote more sustainable waste-management practices across the CBD.

04 / Festive season beautification projects including installing two Christmas trees, festive props and hanging baskets.

05 / Transforming ordinary streetscapes through bollard and planter art to promote a sense of place and enhance the vibrancy of the public realm.

MEET THE TEAM

The department met its mandate through the commitment of a dedicated, skilled and knowledgeable team comprising a manager, a precinct manager, a precinct co-ordinator, a night precinct co-ordinator, and a contracted precinct support staff member.

Through its service providers it employed:

- 64 professional day- and night-time cleaning members deployed via J&M Cleaning Services. The 44-member day team included 37 sweepers, 4 supervisors, 2 managers and a driver who worked from 07h30 to 16h30. The 20-member night shift included 16 sweepers, 2 supervisors, 1 manager and a driver who worked from 19h30 to 04h30. Both teams worked seven days a week.
- A lunch-time shift sweeping team comprising 6 members (5 sweepers and 1 supervisor) deployed via J&M Cleaning Services. They worked from 12h00 to 14h00.
- A late-afternoon shift sweeping team comprising 6 members (5 sweepers and 1 supervisor) was also deployed via J&M Cleaning Services. They worked from 16h00 to 20h00.



FROM LEFT TO RIGHT: Lucky Mangezi (precinct co-ordinator), Carlisle Marankey (precinct manager), Kally Benito (head of department), Peter Chirwa (contracted precinct co-ordinator), and Daniel Makalani (night precinct co-ordinator).

- Semi-skilled cleaning, litter-picking, Technical, Road Maintenance and other staff provided by NGO Straatwerk. Work opportunities were created six days a week for 3 teams: Technical, Road Maintenance and Opruim.
- A six-member Road Maintenance team consisted of 2 team leaders and 4 operators. Following the departure of one member, the team had 3 permanent operators, with the fourth operator position supplemented by casual labour to maintain operational capacity.
- The Technical team consisted of 2 team leaders and 4 operators. Six operators are required for the team to function at full capacity. Casual labour is used to fill 2 vacant operator positions to support deployment.
- The Opruim Programme created 342 four-hour shift job opportunities each week. Participants supported a range of activities, including supervisions, hotspot cleaning, litter picking, recycling, general administration, storekeeping and gatekeeping. In total 728 people participated in the rotation. These figures include the additional opportunities created during the festive season.
- Uniform laundry opportunities: 20 job opportunities were created for people with disabilities to provide laundering services for CCID uniforms.



ABOVE: Wooden wine barrels were painted and planted with trees to enhance Waterkant Street as part of Urban Management's beautification of the inner city.

SPOTLIGHT ON 2025/26 PROJECTS

1. DEEP CLEANING & HIGH-PRESSURE HOSING

The department introduced a more targeted approach to cleaning through weekly deep cleaning and high-pressure hosing of priority areas and hotspots. This strengthened cleaning standards beyond routine sweeping and litter collection, helping to tackle built-up grime, stains and odours in high-footfall areas. The initiative began in July 2025 and covered approximately 80 sites weekly.

2. GREENING THE CENTRAL CITY

Fifty-two new trees were planted during May and June, contributing to a greener, more attractive and climate-resilient public environment. The project also supported the department's longer-term focus on increasing greenery and improving the quality of public spaces.

3. BEAUTIFICATION PROJECTS

A range of beautification projects added colour, identity and visual interest to the Central City, including the installation of 134 seasonal hanging baskets in St Georges Mall and the continued painting of 88 bollards and 22 planters in Waterkant Street, aimed at enhancing the visual appeal and experience of public spaces.

4. STRENGTHENING RECYCLING & WASTE DIVERSION

The department continued to expand its focus on recycling and waste diversion, working with our recycling teams who recover recyclable items from the CBD stream. The organic waste collected further strengthened these efforts. Two teams of four members continued to use special trolleys to collect and remove tones of recyclable material from over 350 green bins and several CBD businesses every weekday.

5. STRENGTHENING ESSENTIAL PUBLIC AMENITIES

Urban teams maintained a strong focus on public toilets, ensuring these services remained clean, functional and accessible while contributing to a more inclusive and welcoming Central City.

TARGETS: ACHIEVEMENTS & SHORTFALLS

Urban Management achieved the planned service frequencies and maintained continuous cleansing, maintenance and public realm services across the CCID footprint during the 2025/26 financial year. Cleaning services, particularly sweeping in the CBD, were delivered on a 24/7/365 basis, with additional resources deployed during identified peak pedestrian periods, including the lunch-hour shift from 12h00 to 14h00 and the bridging-the-gap shift from 16h00 to 20h00.

The department recorded significant operational outputs during the year, including 1 334 tonnes of litter and illegally dumped waste removed to landfill, 5 993 municipal drain cleanings, 1 974 storm water drain cleanings and 962 drainage channel cleanings. Road and public-realm maintenance also included 534 paving repairs, 265 potholes repaired, 156 damaged kerbstones replaced, and 130 road signs reinstated.

Greening and beautification activities continued throughout the four precincts, including the planting of 52 new trees, maintenance of 1 018 tree wells, trimming of 86 trees and the installation of 134 floral/festive baskets. These activities supported the ongoing improvement of the appearance of the Central City.

Where numerical targets were not specified in the original service plan, performance has been reported against the planned service frequency rather than creating an artificial numerical target. The principal operational shortfalls were therefore managed through daily monitoring, prioritisation of high-intervention areas and redeployment of available resources were required.

STAKEHOLDER INVOLVEMENT

Urban Management works closely with City of Cape Town departments and our service providers in the design, implementation and monitoring of its services. The approach is based on regular communication, operational reporting, incident logging, site inspections and the identification of areas requiring additional intervention.

Key stakeholders include the City of Cape Town's relevant departments, particularly Solid Waste/Urban Waste Management, Roads, Parks, as well as contracted service providers responsible for cleaning (J&M Cleaning Services) and recycling and gardening (Straatwerk) and public toilet services (Khulisa Social Solutions). These stakeholders assist with matters that fall within their respective mandates and support the coordination of services within the Central City.

Stakeholder input and operational feedback are incorporated into the identification of priority areas, including locations affected by general waste and litter, illegal dumping, high pedestrian volumes, infrastructure defects, cleansing requirements and greening needs. Performance is monitored through daily inspections, service-provider checks, statistics, incident reporting and ongoing communication with stakeholders.

The department also works with the above stakeholders on specific initiatives such as organic waste diversion, stormwater and municipal drain maintenance, and other public-realm improvements. This collaborative approach assists in ensuring that services remain responsive to changing conditions and the needs of the Central City.

IMPACT OF SERVICES & PROJECTS

Cleaning and cleansing services — The cleansing programme contributes to a cleaner, more attractive and functional Central City, and supports the attractiveness of the CBD for businesses, employees, visitors and customers. Socially, cleaner streets and public areas improve the experience of people using the Central City and reduce the presence of waste and unsightly conditions.

Illegal dumping and waste removal — The removal of litter and illegally dumped waste reduces health, safety and visual hazards in public spaces. During the year, 1,334 tonnes of litter and illegally dumped waste were removed to landfill. This contributes to improved public-space conditions and helps prevent waste from accumulating in areas used by pedestrians and businesses.

Recycling and waste diversion — The recycling initiative supports environmental sustainability by diverting recyclable materials from the general waste stream and recovering items for reuse or recycling. The project also supports responsible waste management practices within the Central City and contributes to a more sustainable urban environment.

Organic Waste Collection — The collection of autumn leaves and organic material supports waste diversion and resource recovery, reducing the quantity

RESOURCE ALLOCATION

Service/Project components	2024/2025 Expenditure			2025/2026 Expenditure		
	Projected	Actual	(Over)/ Under	Projected	Actual	(Over)/ Under
	(R)	(R)	(R)	(R)	(R)	(R)
Urban management	13,364,067	13,390,458	-26,391	14,927,047	14,814,176	112,871

In both financial years, the actual spend versus budget variance is barely negligible with 100.2 % in 2024/2025 (0.2% overspend) and 99.24 % in 2025/2026 (0.24 % underspend). Project costs for 2024/2025 included in actual expenditure related to further beautification of the CBD as well as recycling services. In 2025/2026 project costs were further expanded to include additional festive season cleansing services (R371k). Both recycling services (R372k) and beautification upgrades (R1.2m) again featured under project costs for 2025/2026, with the beautification upgrades receiving a boosted budget from the approved amount of R916 000 in 2024/2025.

of organic material requiring disposal and supporting beneficial reuse of organic waste.

High-pressure deep cleaning — High-pressure deep cleaning improves hygiene and the condition of heavily used public areas. The service provides additional intervention at identified sites and supports a cleaner, more presentable and healthier public environment.

Maintenance of public infrastructure — Repairs to paving, potholes, kerbs, road signs, drain covers, bollards and other infrastructure reduce hazards and contribute to the quality and usability of the public realm.

Drain and storm water maintenance — Regular municipal and stormwater drain cleaning assists with the effective functioning of drainage infrastructure and reduces the accumulation of waste and debris within the system.

Greening and beautification — Greening initiatives improve the visual quality and attractiveness of the Central City while providing environmental and social benefits.

Graffiti and illegal advertising removal — The removal of graffiti, illegal stickers, posters and unsightly strings protects the appearance of public infrastructure and contributes to a more welcoming urban environment.

Cigarette-butt waste management — The dedicated collection of cigarette-butt waste reduces litter in public areas and prevents this waste from remaining in the public environment or entering drainage systems.

Overall impact — Collectively, Urban Management services contributed to the economic attractiveness, social usability and environmental quality of the Central City. The combination of daily cleansing, responsive maintenance, infrastructure repairs, waste diversion and greening and beautification initiatives supported a cleaner, safer, more functional and more attractive CBD during the year under review.







CLOCKWISE FROM TOP LEFT:

A professional sweeper cleans a green bin on Thibault Square.

The Road Maintenance team reinstate paving in Loop Street.

Storm water drains are cleaned regularly to prevent flooding in the Central City.

Another paving reinstatement by the Road Maintenance crew to ensure the Central City is safe, welcoming and attractive.



STRATEGIC OBJECTIVES

01. CLEANING AND CLEANSING



*** between target and actual achievement*

Measure	KPI	Planned target 2025/26	Actual achievement	Deviation**	Comments on deviation
Provide continuous cleaning across the CCID footprint	Availability of cleansing service	24/7, 365 days a year	Service provided 24/7, 365 days a year	Achieved	Daily sweeping and litter-picking services were provided throughout the CCID footprint
Provide additional cleansing during peak periods	Additional cleansing shifts deployed	Mon-Fri 12h00-14h00 lunch shift and 16h00-20h00 bridging-the-gap shift	5 sweepers and 1 supervisor deployed during each additional shift in high-pedestrian areas	Achieved	Additional shifts were used to address increased pedestrian activity and litter generation during peak periods
Provide daily sweeping and green-bin servicing in St Georges Mall	Frequency of sweeping and green-bin emptying	Daily	Daily service provided	Achieved	Green bins were emptied and serviced as part of routine cleaning
Conduct daily cleaning inspections and monitor service-provider performance	Cleaning checks and performance monitoring	Daily	Daily on-the-ground checks and statistics monitored	Achieved	Performance was monitored through operational inspections and statistics
Provide litter-picking services on pavements, in pots, tree wells and median islands	Frequency of litter-picking	Daily	Daily litter-picking undertaken	Achieved	Litter-pickers were deployed daily throughout the CCID footprint
Audit green-bin requirements	Green-bin audit	Biannually	Audits undertaken and information provided to the City	Operational target met	The City's Urban Waste Management Department is responsible for replacing bins; Urban Management provides information on additional/ replacement requirements
Address illegal dumping	Illegal dumping removed from public spaces	Daily	1 334 tonnes of litter and illegally dumped waste removed to landfill	Actual recorded; numerical target not specified in original plan	Illegal dumping remained an ongoing operational challenge. Urban Management removed dumped waste throughout the CBD and transferred waste to the City's waste truck
Maintain electrical substations free of litter	Electrical substations cleaned	Monthly	Cleaning undertaken when access was provided by the City	Operational target; access dependent	Urban Management requested access from the City to clean substations. These areas are outside the department's normal duties but were attended to enhance the city centre
Clean and disinfect bird-dropping areas and public-space hotspots	Hotspot cleaning service	Daily; 06h00-17h00, Monday-Sunday	Daily hotspot cleaning undertaken	Achieved	Hotspot teams dealt with unsightly areas requiring additional cleaning intervention
Deep clean dirty pavements, sidewalks, refuse-bin areas and hotspot areas	High-pressure cleaning interventions	Approximately 80 sites weekly from July 2025	Approximately 80 sites weekly	Achieved	Sites were identified by the CCID according to operational needs and communicated weekly for high-pressure cleaning
Collect recyclable material from green bins and businesses	Recyclable material collected	Daily collection	36 384 kg collected	Actual recorded; numerical target not specified in original plan	Two recycling teams of 4 members each collected cardboard, paper, glass, reusable plastic and cans across the CCID's precincts

02. MAINTENANCE AND PUBLIC REALM

*** between target and actual achievement*

Measure	KPI	Planned target	Actual achievement	Deviation**	Comments on deviation
Remove graffiti and tags	Graffiti incidents removed	Weekly monitoring/ removal	1 820 incidents removed	Actual recorded	Ongoing removal maintained the appearance of the Central City
Remove illegal stickers	Illegal stickers removed	Weekly	1 692 removed	Actual recorded	Regular removal undertaken from public infrastructure
Remove illegal posters	Illegal posters removed	Weekly	607 removed	Actual recorded	Regular removal undertaken from public infrastructure
Remove unsightly strings	Unsightly strings removed	Weekly	1 551 removed	Actual recorded	Regular removal undertaken to improve the public realm
Clean municipal drains	Number of municipal drain cleanings	Monthly	5 993 cleanings; 4 379 kg debris removed	Actual recorded; service frequency exceeded where required by operational need	Drains were cleaned and cleared to maintain drainage and reduce blockages
Clean storm water drains	Number of storm water drain cleanings	Monthly	1 974 cleanings; 39 044 kg debris removed	Actual recorded; service frequency exceeded where required by operational need	Drains were monitored and unblocked as required
Clean drainage channels	Channels cleaned	Monthly	962 channels cleaned; 2 657 kg waste removed	Actual recorded; service frequency exceeded where required by operational need	Channels were maintained free of debris and litter
Repair damaged paving	Paving repairs completed	Weekly	534 repairs	Actual recorded; numerical target not specified	Repairs were undertaken to address damaged paving and reduce pedestrian hazards
Reinstate loose/ damaged kerbstones	Damaged kerb stones replaced	Weekly	156 replaced	Actual recorded; numerical target not specified	Loose and damaged kerbstones were attended to as identified
Repair potholes	Potholes repaired	Weekly	265 repaired	Actual recorded	Potholes were identified and repaired as part of ongoing road maintenance
Repair and reinstate road signs and poles	Road signs reinstated/repaired	Weekly	130 road signs reinstated; 5 sign poles removed	Actual recorded	Missing, damaged or incorrectly positioned signs were attended to
Replace damaged/ missing drain covers	9x9 drain covers replaced	Weekly	108 replaced	Actual recorded	Damaged or missing covers were replaced to reduce public safety hazards
Replace damaged/ missing drain covers	12x12 drain covers replaced	Weekly	51 replaced	Actual recorded	Damaged or missing covers were replaced
Attend to six-hole drain lids	Six-hole drain lids attended to	Weekly	13 attended to	Actual recorded	Drain lids were attended to as defects were identified
Complete cement/ brick reinstatements	Cement reinstatements completed	Weekly	93 completed	Actual recorded	Reinstatement work was undertaken as required

02. MAINTENANCE AND PUBLIC REALM (CONTINUED)

*** between target and actual achievement*

Measure	KPI	Planned Target	Actual achievement	Deviation***	Comments on deviation
Repaint road markings	Road-marking interventions	Weekly	126 yellow/white/red lines; 146 parking bays; 34 loading zones; 11 disabled bays; 17 fire-hydrant markings; 57 lines blacked out	Actual recorded; numerical target not specified	Road markings were refreshed as required to maintain visibility and functionality
Repair or replace bollards	Bollards repaired/ installed	Weekly	44 repaired or installed	Actual recorded	Bollards were repaired or replaced as required
Inspect pest-control/ rodent boxes	Rodent baiting boxes inspected	When required	Inspection of 690 rodent boxes	Actual recorded; target is needs-based	CCID teams inspected boxes and liaised with City Environmental Health Services for bait replacement where required
Maintain cigarette-butt bins	Cigarette-butt bins serviced	When required; monthly emptying	325 bins emptied monthly; 3 035 kg cigarette-butt waste removed	Actual recorded; target is needs-based	Additional bins were installed where required to reduce cigarette-butt litter
Maintain public lighting	Loose/damaged lighting covers attended to	When required	Not separately quantified in original performance statistics	Actual recorded	The activity was undertaken as defects were identified; no separate 2025/26 total is recorded in the supplied statistics
Maintain green litter bins	Loose green-bin straps secured	When required	Not separately quantified in original performance statistics	Achieved	Straps were secured as defects were identified







FROM LEFT TO RIGHT Maintaining the CCID's 325 cigarette-butt bins; professional cleaners from J&M Cleaning Services; bollards in Waterkant Street were hand-painted by street artists with indigenous fauna and flora as part of Urban Management's improvement of the public realm.

03. GREENING AND BEAUTIFICATION

*** between target and actual achievement*

Measure	KPI	Planned target	Actual achievement	Deviation**	Comments on deviation
Plant new trees and shrubs	New trees planted	Winter months	52 trees planted across all four precincts	Actual recorded; seasonal target achieved	Trees were planted during May and June 2026 in partnership with City Parks
Provide gardening and landscaping services	Gardening/ landscaping interventions	Weekly	5, 98 kg gardening debris removed to landfill	Actual recorded; numerical intervention target not specified	Gardening services included landscaping in communal areas such as traffic circles and centre islands
Trim trees	Trees trimmed	When required	86 trees trimmed	Actual recorded; target is needs-based	Trees were trimmed where required to maintain the public realm
Maintain tree wells	Tree wells maintained	Monthly	1 018 tree wells maintained; 1 817 kg debris removed	Actual recorded; numerical target not specified	Tree wells were maintained to keep them uncluttered and litter-free
Control weeds	Weed-control interventions	Three times per year	1 565 kg debris removed after weeding	Actual recorded and achieved	Weeding was undertaken as part of ongoing gardening and public-realm maintenance
Remove plastic from trees	Unsightly plastic removed from trees	When required	Not separately quantified in original performance statistics	Achieved	Plastic was removed as identified during routine maintenance
Install floral and festive baskets	Floral/festive baskets installed	Bi-annually	134 installed in St Georges Mall	Achieved	Baskets were installed to enhance the appearance of St Georges Mall
Tree wrapping	Trees wrapped for festive/ seasonal presentation	Annually	580 trees wrapped during the 2025 spring/summer season	Achieved	Tree wrapping formed part of the seasonal beautification programme
Collect autumn leaves and divert to organics	Leaves collected and diverted to organic farms	Seasonal in autumn	112 658 kg collected and distributed to organic farms by the City	Actual recorded; seasonal target achieved	Collection was undertaken in partnership with CoCT and J&M Cleaning Services
Water trees, particularly newly planted trees	Trees watered	Fortnightly	54 trees watered fortnightly	Actual recorded	Watering was undertaken by Straatwerk Technical teams

04. WASTE DIVERSION AND SOCIAL / ENVIRONMENTAL RESPONSIBILITY

*** between target and actual achievement*

Measure	KPI	Planned target	Actual achievement	Deviation**	Comments on deviation
Divert recyclable material from general waste	Recyclable waste diverted	Daily	36 384 kg collected for recycling	Actual recorded; Achieved	Recycling included cardboard, paper, glass, reusable plastic and cans
Divert organic material from general waste	Organic material diverted	Seasonal	112 658 kg of leaves diverted to organic farms	Actual recorded; seasonal target achieved	Leaf material was collected across all four precincts and distributed to organic farms by the City
Support cleaner and more dignified public spaces through targeted hotspot cleaning	Hotspot interventions	Daily	Daily service provided	Achieved	Targeted cleansing addressed unsightly areas and supported the quality and usability of public spaces.

URBAN MANAGEMENT IN NUMBERS

URBAN MANAGEMENT INTERVENTIONS

INCIDENTS OF GRAFFITI REMOVED
1 820

ILLEGAL STICKERS REMOVED
1 692

ILLEGAL POSTERS REMOVED
607

UNSIGHTLY STRINGS REMOVED
1 551

NUMBER OF TIMES MUNICIPAL DRAINS WERE CLEANED
5 993

DEBRIS REMOVED FROM MUNICIPAL DRAINS
4 379 KG

NUMBER OF TIMES STORM WATER DRAINS CLEANED
1 974

DEBRIS REMOVED FROM STORM WATER DRAINS
39 044 KG

CHANNELS CLEANED
962

WASTE REMOVED FROM CHANNELS
2 657 KG

CIGGIE-BUTT LITTER REMOVED FROM THE CCID'S 325 CIGARETTE-BUTT BINS
3 035 KG

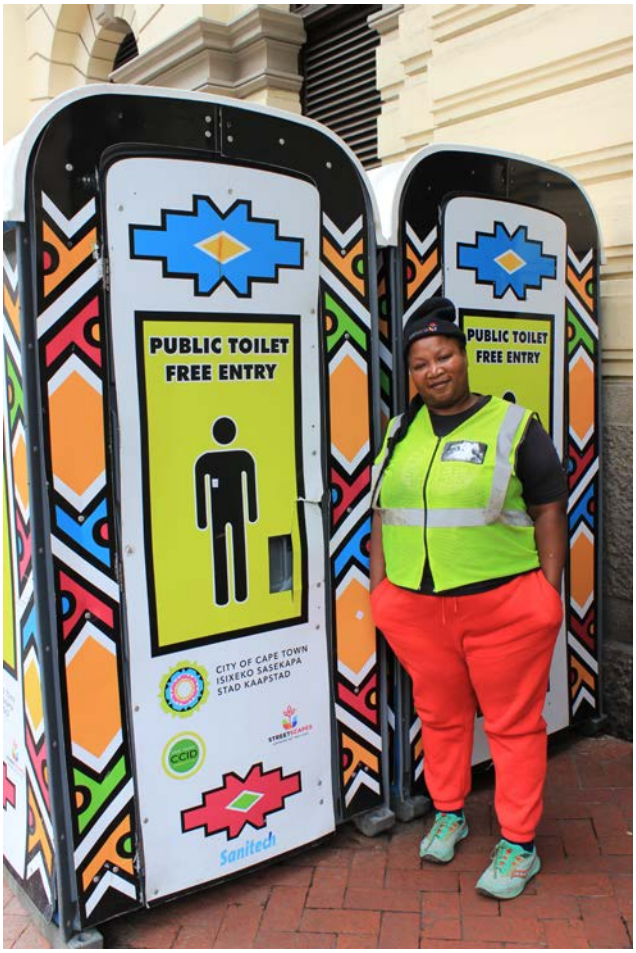
ORGANICS COLLECTED
112 658 KG

RECYCLING
36 384 KG

TONNES OF LITTER AND ILLEGALLY DUMPED WASTE REMOVED TO LANDFILL
1 334 TONNES

BAGS USED TO CLEAR WASTE AND ILLEGAL DUMPING TO LANDFILL
275 733

BAGS USED TO REBAG TORN BAGS AND WASTE AROUND OVERFLOWING BLACK WHEELIE BINS
617







FROM LEFT TO RIGHT: The department's Public Toilet Project continued to be an indispensable part of maintaining a hygienic CBD; members of the Recycling team collect cardboard and other recyclable materials to reduce waste in the Central City; trees being planted on Heerengracht.

ROAD MAINTENANCE REPAIRS

PAVING REPAIRS
534

POTHOLES REPAIRED
265

DAMAGED KERBSTONES REPLACED
156

ROAD SIGNS REINSTATED
130

9X9 DRAIN COVERS REPLACED
108

12X12 DRAIN COVERS REPLACED
51

STORM WATER DRAINS REPAIRED
12

CHANNELS REPAIRED
7

CEMENT REINSTATEMENTS COMPLETED
93

SIGN POLES REMOVED
5

6-HOLE DRAIN LIDS ATTENDED
13

BOLLARDS REPAIRED OR INSTALLED
44

TRAFFIC LIGHTS REPAIRED
9

FIRE HYDRANT MARKINGS PAINTED
17

BENCHES VARNISHED IN ST GEORGES MALL
8

PARKING BAYS PAINTED
146

BOLLARDS AND RAILINGS PAINTED
21

YELLOW, WHITE AND RED LINES REPAINTED
126

LOADING ZONES REPAINTED
34

LINES BLACKED OUT
57

DISABLED PARKING BAYS PAINTED
11

RODENT BAITING BOXES INSPECTED
690

BAGS OF CLOTHING REMOVED FROM MUNICIPAL DRAINS
207

BAGS OF LITTER REMOVED FROM MUNICIPAL DRAINS
627

GARDENING SERVICES' TEAM OUTCOMES

FLORAL AND FESTIVE BASKETS INSTALLED IN ST GEORGES MALL TO ENHANCE THE AREA
134

GARDENING DEBRIS REMOVED TO LANDFILL
5 198 KG

PLANTED NEW TREES
52

TREE WELLS MAINTAINED IN THE CBD
1 018

DEBRIS REMOVED WHILE MAINTAINING TREE WELLS
1 817 KG

TREES TRIMMED IN THE CBD
86

DEBRIS REMOVED WHILE TRIMMING TREES
452 KG

DEBRIS REMOVED AFTER WEEDING
1 565 KG

LOGGED INCIDENTS

ROAD MAINTENANCE INCIDENTS LOGGED
1 321

TECHNICAL INCIDENTS LOGGED
564

CITY OF CAPE TOWN INCIDENTS LOGGED
548

TOTAL LOGGED (INCL. OTHER INCIDENTS) THIS PERIOD
4 421



THE YEAR AHEAD

"The year ahead is an opportunity to build on what we have achieved, embrace new ideas and turn every challenge into an opportunity to create a cleaner, greener and more vibrant Central City."

Kally Benito, CCID Urban Management manager

SOCIAL DEVELOPMENT

Social Development provided integrated social services to vulnerable and homeless people in the Central City. The team responded to immediate social needs, while creating sustainable pathways towards improved wellbeing, reintegration, employment and independence.

In the year under review, Social Development's services strategically supported its broader mission to create a safer, more inclusive and functionally supportive environment for marginalised individuals living on the street.

Services provided during the year under review included street-based outreach and engagement, shelter referrals and placements, family reunification, referrals to government and partner services, employment and skills development, work-based reintegration, subsidised accommodation, emergency shelter and Winter Readiness interventions, and child-protection referrals.

The department's programme operated through peer-led outreach and a partnership-based model, recognising that homelessness requires a coordinated response involving shelters, government departments, NGOs, community organisations and other stakeholders.

The overall purpose of the programme was to:

- Provide vulnerable and homeless persons with access to appropriate social services and support;
- Provide access to safe temporary shelter and accommodation;
- Facilitate family reunification and reconnection with support networks;
- Link clients to healthcare, rehabilitation, psychosocial and substance-use services;
- Assist clients to access identity documents, grants and government services;
- Create employment and skills-development opportunities;
- Support clients through reintegration programmes and pathways towards self-sufficiency; and
- Contribute to safer and more functional public spaces within the CBD.

TOP FIVE HIGHLIGHTS

01 / The peer field worker programme continued to strengthen the department's street-based outreach, with ongoing night-time operations extending engagement and social support beyond daytime hours and ensuring a consistent presence for homeless individuals.

02 / As part of the Winter Readiness Programme, the department partnered with The Haven Night Shelter to provide a 60-bed Safe Sleeping Zone for chronic homeless individuals. The referral-based service offered safe, warm accommodation, sanitation, peer support, night supervision and social work services, while linking clients to longer-term support and reintegration pathways.

03 / The department rolled out a Mental Health Survey which provided valuable insight into the mental health needs and barriers experienced by homeless people in the CBD. The findings will help inform best practices, strengthen referral pathways and guide more responsive and accessible support services for the homeless community.

04 / In addition to the 65 Winter Readiness beds, the department subsidised 43 shelter beds monthly across The Haven Night Shelter and Youth Solutions Africa.

05 / The department continued to build strong partnerships with key stakeholders, improving coordination and access to psychosocial support, rehabilitation, skills development, family reunification and other essential services for individuals experiencing homelessness.



The department's pilot emergency shelter with The Haven Night Shelter provided accommodation during the winter months for up to 60 people a night.





FROM LEFT TO RIGHT: CCID Social Development members support The Haven Night Shelter's blanket drive: peer field workers engaging with a man experiencing homelessness.

KEY ACTIVITIES INCLUDED:

- **Outreach and engagement:** Street-based assessments, welfare checks, referrals and ongoing engagement with homeless and vulnerable persons across the CBD;
- **Basic needs and emergency support:** Distribution of essential items and facilitating access to emergency assistance and social services;
- **Healthcare and harm reduction:** Healthcare referrals, harm-reduction interventions, substance-use support, treatment referrals and access to opioid substitution therapy;
- **Shelter and accommodation:** Referrals and placement into partner shelters, sponsored beds and emergency accommodation;
- **Psychosocial support:** Assessments, case management, counselling, advocacy, referrals and ongoing client support;
- **Employment and skills development:** Referrals to work-readiness programmes, skills development, employment opportunities and structured work projects;
- **Peer support and behaviour change:** Peer-led outreach, engagement, harm reduction education and behaviour-change support;
- **Family reunification and reintegration:** Family tracing and reunification, assistance with documentation, social support and reintegration planning;
- **Stakeholder collaboration:** Co-ordination with the City of Cape Town, NGOs, shelters, healthcare providers and community organisations to strengthen referral and support pathways;
- **Winter readiness and preventative support:** emergency temporary shelter operations, sponsored accommodation, hygiene and basic-needs support, and increased outreach during periods of heightened vulnerability.

These activities were primarily undertaken within the Cape Town CBD and CCID-managed footprint, with referrals and reintegration activities extending beyond the CBD where required to access appropriate services, accommodation, family networks and employment opportunities.

MEET THE TEAM

Social Development's work was supported by a dedicated multi-disciplinary team comprising 1 manager, 1 auxiliary social worker, and 2 field workers. They were assisted by 1 contract project counsellor, 1 contract night peer supervisor and 15 peer field workers. The team's strength was reflected in its collaborative approach and strong sense of cohesion, with members working closely together, sharing knowledge and drawing on one another's skills and experience.

This collective approach strengthened service delivery and continuity of care, enabling the team to respond effectively and holistically to the complex and diverse needs of individuals experiencing homelessness and vulnerability across the CBD.



FROM LEFT: Kaylin van Willigh (project counsellor), Sibusiso Simama (night peer supervisor), Abygail Arendse Dyani (field worker), Lonwabo Simanga (night peer supervisor), Tara Gerardy-Bissolati (head of department), Herbert November (auxiliary social worker).

SPOTLIGHT ON 2025/26 PROJECTS

1.PEER FIELD WORKER PROJECT

The programme employs stable individuals with lived experience of homelessness and substance use to engage and support people living on the streets. In the year under review, it focused on relationship-building, harm reduction and behaviour change, with day and night outreach extending the department's reach and strengthening trust with vulnerable individuals. Out of 15 peer field workers, 14 (93.3 %) successfully found jobs after the programme.

2. STREETSCAPES PROJECTS

Streetscapes implemented two rehabilitative reintegration projects through its urban gardening programme and Needle Return Incentive Project. They gave participants the opportunity to develop skills, build routine and work towards becoming independent.

The gardening projects developed work-readiness, responsibility, teamwork and practical employment skills, while promoting confidence, purpose and positive engagement.

The Needle Return Incentive Project combined harm-reduction education with meaningful participation, promoting the safe disposal of used needles while encouraging responsibility, work-related skills and improved public health outcomes.

3. SAFE SOBER SPACE PILOT PROJECT

The Safe Sober Space Pilot Project provided a non-punitive, harm-reduction service for homeless individuals who were intoxicated and unable to access conventional overnight accommodation. The project offered a safe and supervised environment where participants could stabilise, become sober and receive appropriate peer engagement and social support.

The service aimed to reduce immediate risks associated with sleeping on the street while intoxicated, and provided an opportunity for participants to engage with Social Development services once stabilised. Where appropriate, individuals were advised to consider longer-term accommodation, substance-use support, family reunification, employment and other reintegration pathways. The trial project showed the value of providing a low-threshold, client-centred intervention that meets people's immediate needs while opening doors for them to get long-term support later.

4. SOUPER TROOPERS PROJECT

The four-month Souper Troopers Moving On Project allowed 62 participants to gain practical skills, workplace preparation and holistic support. Training focused on areas linked to employment opportunities. Participants received peer and psychosocial support to strengthen their confidence and readiness for work.

A total of 48 participants (77.4 %) got formal jobs, supporting their transition to greater financial independence, stability and sustainable reintegration.





LEFT AND RIGHT: Beds at the temporary overnight shelter, the Safe Sleeping Zone in District Six, a collaboration between the CCID and The Haven Night Shelter; The Haven Moira Henderson House shelter where the CCID sponsors bed space.

RESOURCE ALLOCATION

Service/Project components	2024/2025 Expenditure			2025/2026 Expenditure		
	Projected	Actual	(Over)/ Under	Projected	Actual	(Over)/ Under
	(R)	(R)	(R)	(R)	(R)	(R)
Social Services	8,112,554	8,101,374	11,180	8,762,996	8,681,638	81,358

The Social Services budget was well managed in both financial years as can be seen from the immaterial underspends (less than 1 % of projected expenditure) illustrated above.

STRATEGIC OBJECTIVES

The Social Development department's operational approach during 2025/26 centred on early engagement, coordinated referrals, harm reduction, shelter access, psychosocial support, skills development and sustainable reintegration. Through strong partnerships and a combination of frontline outreach and structured programmes, immediate needs were addressed while creating longer-term pathways towards stability and independence.

ACHIEVEMENTS AND SHORTFALLS

The department achieved strong overall performance during the year under review, with most planned targets either achieved or exceeded.

The primary shortfalls related to child protection referrals, where eight children were referred against a target of 10. This shortfall was primarily attributable to limited suitable placement options for children seeking to transition off the streets and the small number of street children.

There was also a shortfall in partner meetings, reporting and performance reviews, with 40 completed against a target of 48. Time constraints and the fact that some meetings were conducted quarterly contributed to this deviation.

A minor deviation occurred within the Winter Readiness Programme due to delays in securing some beds. Capacity was subsequently moved to District Six, ensuring that additional accommodation remained available.

STAKEHOLDER INVOLVEMENT

Stakeholder involvement was central to the implementation and monitoring of the CCID Social Development programme. Services were informed by the needs of homeless clients, direct engagement, feedback, case trends and ongoing assessment of barriers experienced by clients.

Services were continuously adapted in response to evidence gathered through client engagements, referrals, programme monitoring and stakeholder feedback.

ECONOMIC, SOCIAL AND/OR ENVIRONMENTAL IMPACTS

During the year under review, Social Development recorded 2 550 positive social, economic and environmental outcomes, exceeding the target of 1 850.

Social impacts included increased access to shelter, healthcare, government services, psychosocial support and family reunification.

Economic impacts included supporting clients to access employment opportunities, skills development, vocational training and work-based reintegration, thereby promoting greater independence and self-sufficiency. However, limited funding and available resources constrained the scale and sustainability of these interventions and, consequently, the number of clients who could be supported into meaningful economic opportunities.

Social Development interventions contributed to improved safety, dignity and social inclusion for homeless and vulnerable persons. Through outreach, social support, access to accommodation, referrals and reintegration services, clients were supported to address immediate needs and reconnect with family, community and essential services. These interventions created pathways towards greater stability, independence and participation in the broader community.

However, persistent homelessness, substance use, mental health challenges, family breakdown and limited access to affordable and appropriate accommodation continued to affect the sustainability of outcomes. Limited shelter capacity, funding and resources also constrained the number of clients who could receive longer-term support. In some cases, repeated returns to the streets limited sustained reintegration and increased the ongoing demand for Social Development interventions.

Through outreach, social support, access to accommodation, referrals and reintegration services, clients were supported to address immediate needs and reconnect with family, community and essential services.













CLOCKWISE FROM TOP LEFT: Donations received from our stakeholder Southern Sun V&A Waterfront; the CCID has donation bins in several residential and commercial buildings in the Central City; Social Development took part in the 2026 Homeless Convention at the City Hall; donations from stakeholders are distributed to our NGO partners; a client receives a haircut during The Haven's Give Dignity Project day; bunk beds at the Safe Sleeping Zone.

01. PROVIDE AND IMPROVE TEMPORARY SHELTER FACILITIES TO HOMELESS PERSONS



*** between target and actual achievement*

Measure	KPI	Planned target	Actual achievement	Deviation***	Comments on deviations
Shelter referrals and placements	Number of clients referred and placed in shelter	135	186	+51	Target exceeded. 186 clients were successfully placed in available shelter and accommodation, providing a safe alternative to street homelessness
Provide subsidised shelter through Youth Solutions Africa	Number of subsidised beds available and utilised	18	18	No deviation	The 18 subsidised beds were utilised for CCID referrals as space became available, supporting access to emergency accommodation
Provide subsidised shelter and transitional accommodation through The Haven Night Shelter	Number of subsidised shelter and transitional accommodation beds	25 Napier beds + 14 transitional/ peer beds	25 Napier beds + 14 transitional/ peer beds	No deviation	Additional accommodation and transitional support were provided to clients experiencing homelessness
Winter Readiness Programme	Number of additional beds and emergency support services provided	Additional 65 beds	Achieved	Minor deviation	A delay in securing some beds resulted in capacity being moved to District Six, ensuring that additional accommodation remained available

02. ENSURE EFFECTIVE DELIVERY OF SOCIAL DEVELOPMENT SERVICES



*** between target and actual achievement*

Measure	KPI	Planned target	Actual achievement	Deviation***	Comments on deviations
Conduct street-based outreach and client engagement	Number of client engagements conducted	650	1,391	+741	Target significantly exceeded. 1,391 client engagements were completed by fieldworkers and peers, providing ongoing outreach, support, education and referrals across the CBD
Make referrals to partner organisations	Number of referrals made to partner organisations	200	210	Target exceeded	210 referrals were made to partner organisations, including healthcare, rehabilitation, psychosocial and substance-use services. Not all referrals were suitable for the receiving organisation's programme
Assist clients with government services	Number of clients assisted with IDs, grants and government services	10	15	+5	Target exceeded. 15 clients were assisted with identity documents and grant applications, improving access to essential government services and support
Support clients into employment and training	Number of clients supported into employment or training	30	30	No deviation	30 clients were supported into employment through skills development, employment readiness and ongoing support. Some clients subsequently dropped out of the programme
Support family reunification	Number of successful family reunifications	45	71	+26	Target exceeded. 71 clients were supported with family reunification, including financial assistance where required, enabling reconnection with established support networks

03: SUPPORT PATHWAYS OUT OF HOMELESSNESS THROUGH REINTEGRATION AND EMPLOYMENT



*** between target and actual achievement*

Measure	KPI	Planned target	Actual achievement	Deviation***	Comments on deviations
Partner with DSD and NGOs to create employment opportunities	Number of persons assisted with employment	14	30	+16	Target exceeded. Collaboration with DSD and NGO partners supported employment opportunities and pathways towards self-sufficiency
Streetscapes reintegration programme	Number of clients participating in reintegration programmes	14	14	No deviation	14 clients were supported through work-based reintegration, meaningful activity, skills development and psychosocial support. Recruitment may be delayed where clients drop out of the programme
Souper Troopers Moving On Project	Number of participants enrolled and progressing towards employment	48	62 enrolled; 48 progressed to employment	Target exceeded	62 participants were enrolled against a target of 48. Of these, 48 clients progressed into employment through vocational training, psychosocial support and workplace-readiness assistance

04. EFFECTIVE STAKEHOLDER AND PARTNER MANAGEMENT TO SUPPORT SERVICE DELIVERY



*** between target and actual achievement*

Measure	KPI	Planned target	Actual achievement	Deviation***	Comments on deviations
Stakeholder engagements and collaborative initiatives	Number of stakeholder engagements and collaborative initiatives	25	39	+14	Target exceeded. Strong stakeholder engagement supported collaborative responses to homelessness and improved coordination of social services
Partner relationship management	Number of partner meetings, reporting and performance reviews completed	54	80	+26	Time constraints affected the team from achieving more, with some meetings taking place quarterly. A significant number of partner engagements and reports were nevertheless completed
Community and business engagement	Engagements with businesses, residents and community stakeholders regarding homelessness-related concerns	85	96	+11	Engagements addressed homelessness-related concerns, strengthened relationships and supported coordinated responses within the CBD
Feedback on complaints	Number of complaints responded to/ addressed	70	Under Target	69	Complaints were monitored and addressed promptly, with appropriate follow-up and referrals undertaken to resolve concerns and improve service delivery.

05. DECREASE NUMBER OF CHILDREN LIVING ON THE STREETS

Measure	KPI	Planned target	Actual achievement	Deviation**	Comments on deviations
Refer children to statutory services	Number of children referred for intervention	10	8	-2	Limited suitable placement options were available for children seeking to transition off the streets. Continued engagement with statutory services is required to identify appropriate places of safety and sustainable interventions

06. CREATE POSITIVE SOCIAL, ECONOMIC AND ENVIRONMENTAL OUTCOMES

Measure	KPI	Planned target	Actual achievement	Deviation**	Comments on deviations
Implement interventions that generate positive outcomes	Number and nature of positive social, economic and environmental outcomes	1 850	2 550	+700	Target exceeded. Interventions contributed to improved access to shelter and services, employment and reintegration opportunities, family reunification, and safer and cleaner public spaces across the CBD









CLOCKWISE FROM TOP LEFT: CCID peer field workers; clients receiving haircuts and a meal (below) during The Haven's Project Dignity day, supported by the CCID; mental health professionals conducted a mental health survey among homeless individuals assisted by CCID night peer field workers.

SOCIAL DEVELOPMENT IN NUMBERS

Service delivery increased significantly between the 2024/25 and 2025/26 annual reporting periods.

In 2024/25, the programme recorded 1 244 interactions, contributing to a total of 1,682 engagements. In comparison, the 2025/26 reporting period recorded 2 238 interactions, 273 Psychosocial Interventions, with 2,511 services provided in total.

This represents a substantial increase in both engagement and overall service delivery, demonstrating the growing reach, demand for, and capacity of the Social Development programme to respond to the needs of people experiencing homelessness within the CCID footprint.

FEEDING SCHEME

NUMBER OF MEALS SERVED AND ENGAGEMENTS
96 767

NUMBER OF NEEDLES RETURNED TO TB HIV CARE ON FEEDING-SCHEME DAYS
2 379

TOTAL SERVICES PROVIDED 2 550

HEALTHCARE
17

EMPLOYMENT ASSISTANCE
30

SHELTER ASSISTANCE
186

GOVERNMENT APPLICATION
15

CHILDREN AT RISK ENGAGEMENTS
8

FAMILY REINTEGRATION
71

SOCIAL INTERVENTIONS
96

STAKEHOLDER ENGAGEMENTS
39

REFERRALS
210

PEER INDIVIDUAL COUNSELLING/ SUPPORT
95

PEER GROUP COUNSELLING
152

BIO-PSYCHOSOCIAL ASSESSMENTS
7

COURSE WORK GROUPS
16

PSYCHOSOCIAL REFERRALS
3

DAY FIELDWORKER DATA
697

NIGHT FIELDWORKERS DATA
648

MENTAL HEALTH SURVEYS
260

273 TOTAL PSYCHOSOCIAL INTERVENTIONS

2 238 TOTAL GENERAL INTERACTIONS



THE YEAR AHEAD

"Social Development plans to strengthen evidence-based, holistic and person-centred responses to homelessness, guided by empathy and respect. A key priority will be the potential expansion of emergency shelter space, as well as the peer field worker programme, increasing the department's outreach capacity. The department also plans to develop targeted mental health interventions and improved referral pathways to ensure future services are informed by the needs of the homeless community. Through strong partnerships and continued innovation, the department will work towards an inclusive CBD where every vulnerable person is acknowledged, treated with dignity and connected to meaningful support and opportunities."

Tara Gerardy-Bissolati, CCID Social Development manager

COMMUNICATIONS

First and foremost, the Communications department upheld the reputation of the CCID as South Africa's foremost city improvement district. It amplified the work and vision of its operational departments, as well as vigorously promoting the inner city as a leading business, tourism and investment destination while giving airtime to stakeholders in our 1.74 km² footprint.

Through the strategic and dedicated promotion of the CCID's operational teams, namely Safety & Security, Urban Management, and Social Development, the Communications department elevated the CCID's reputation among its diverse stakeholders and levy payers as well as to a broader local and national audience.

This included promoting CBD retailers and businesses, as well as the Central City as an attractive destination to live, work, do business, invest and enjoy. The department's strategy focused on:

- **Refining its all-encompassing Communications strategy** to fulfil its two mandates, namely Business As Usual (promoting the work of the CCID in its geographical footprint) and Open For Business (encouraging business investment into the area by presenting evidence of the CBD economic success).
- **Researching and writing content** for several publications, both print and digital.
- **Engaging with the media** to make the work of the CCID visible in the media and to keep the CBD top of mind for investors and visitors.
- **Working with service providers,** including its PR agency Magna Carta, and various other content creation agencies and influencers, to enhance its offering and optimise media coverage on the CCID and the CBD.
- **Producing and distributing marketing collateral** to inform the public, promote the organisation, and publicise events and the excellent retail offering in town.
- **Creating content** for the CCID's social media and other online platforms, including its website.
- **Conceptualising and rolling out** departmental campaigns and social media influencer campaigns.
- **Organising the CCID's special events.**
- **Developing and maintaining stakeholder relationships** across the board.

TOP FIVE HIGHLIGHTS

01 / Communications garnered airtime for the CCID and the CBD, generating 323 media clips (across broadcast, print and online media) to an advertising value equivalent (AVE) of R11 365 246.00 and a potential reach of 587 220 159 people.

02 / The CCID brand was refreshed in collaboration with North Agency to modernise the CCID's brand mark and reassert its position as an organisation with civic authority and respect in the Cape Town CBD. The new brand roll-out will be done in the new financial year.

03 / The department published its award-winning publications, namely the CCID's digital *Annual Report 2025*, and its digital and print publications, namely its flagship economic report, *State of Cape Town Central City Report 2025* and its quarterly lifestyle newspaper, *City Views*.

04 / Exceptional and innovative marketing collateral to promote the CBD was produced and distributed, including the 1st edition of the Long & Loop Streets Map, an update of the Bree Street Map and the 7th edition of the Cape Town CBD Eateries Map.

05 / Two digital campaigns were conceived, one for Safety & Security and the other for Social Development. The latter, "This Is Not My Forever", used personal storytelling to drive home the message that people who are experiencing homelessness can uplift themselves with the right support; the former targeted credit card fraud using AI-generated videos to capture three scenarios prevalent in the CBD to which tourists fall prey. The videos were also adapted with on-screen text in seven foreign languages.



A campaign, "This Is Not My Forever", was produced for Social Development highlighting that homelessness does not have to be permanent.





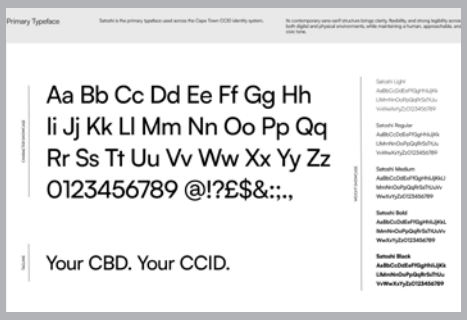


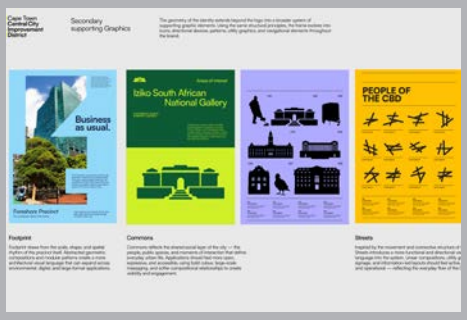












MEET THE TEAM

The Communications department met its mandate through the expertise of a small but hard-working team which comprised 3 full-time team members: 1 manager, 1 project co-ordinator and 1 online co-ordinator. The department staff writer/editor position remained vacant during the year under review while the needs of the department were being reassessed. Positions will be filled in the new financial year. The department also has a research unit made up of 1 data analyst, 1 GIS expert, and 2 data capturers.



ABOVE: The Comms team, from left, Aziza Patandin (project co-ordinator), Scott Arendse (online co-ordinator) and Sharon Sorour-Morris (head of department).



ABOVE: The department organises all the CCID's events, from the Annual General Meeting to the Business Breakfast, above, which is held to present the findings of the annual *State of Cape Town Central City Report – A year in review*.

SPOTLIGHT ON 2025/26 PROJECTS

1. BRAND REFRESH

The CCID embarked on a brand refresh with North to revitalise its corporate identity and to reassert its role in maintaining a safe, clean, integrated and business-oriented Central City. The rollout of the new brand mark across the CCID campaign will be done in the new financial year to update all branded collateral including mobile kiosks, branded vehicles, signs, trolleys etc.

2. DATA AND RESEARCH

Property and research data for the *State of Cape Town Central City Report 2025 — A Year in Review* (SCCR): CCID data capturers collected extensive data for the Communications department's flagship publication, *State of Cape Town Central City Report 2025 — A year in review* (SCCR). This pivotal research cast a spotlight on the economic landscape of the Central Business District (CBD) in 2025. It offered a sophisticated analysis of the economic activities defining the CCID's four precincts, alongside an in-depth examination of property investment dynamics and shifting retail trends. Furthermore, it evaluated commercial and residential property trajectories, tracking occupancy and vacancy rates, while casting a discerning eye over the vital metrics of the visitor economy.

Social media audit: The department sought the assistance of content creation agency The Digital Dolls to assess its social media offering across platforms including Facebook, LinkedIn and Instagram. The company did a SWOT analysis, looking at content, reach, engagement and followers across the platforms and came up with suggestions on how to use them to their full potential to build on what has already been achieved while expanding the reach and influence of the channels in telling the CCID's story.

Business Confidence Index Survey: The CCID's data capturers engaged with over 300 retailers in the inner-city during Q3 and Q4 of 2025 and Q1 and Q2 of 2026 to assess their business confidence levels. The survey was launched in 2020 to monitor the impact of Covid-19 on business owners in the inner city and has been successful in not only gauging confidence but also building relationships between the CCID and entrepreneurs, allowing the organisation to better understand their needs and tailor services accordingly.

First Thursdays Survey: Another annual dipstick survey was conducted in December 2025 using a team of student ambassadors to analyse the impact of the monthly First Thursdays Cape Town event on the CBD's night-time economy. Survey feedback also enabled the CCID's operational departments to plan adequately for the event to ensure the CBD is a safe and welcoming environment.

3. PRINT AND DIGITAL PUBLICATIONS

***State of Cape Town Central City Report 2025 — A year in review* (SCCR):** The Communications department produced and published the 84-page issue of its highly regarded investment report. Findings of the 14th edition, one of the largest to date, were presented at the CCID's annual Business Breakfast at Portside in August 2025 to influential Cape Town business and property leaders. A total of 3 000 copies of the report — an indispensable resource for business leaders and property investors looking to capitalise on opportunities within the CBD — were printed. Highly sought after, the publication is a definitive guide for strategic investment in the inner city. Print and digital copies were distributed to business leaders in Cape Town and Johannesburg, and to SLOW lounges at airports in Cape Town, Durban and Johannesburg.

Annual Report 2025: The department produced the 2025 CCID *Annual Report* which was presented at the Annual General Meeting of the organisation, organised by Comms and held at SunSquare Cape Town City Bowl.

City Views: Four issues of the quarterly newspaper, *City Views*, were produced. A total of 280 000 copies were distributed to Central City retailers, visitor information centres, and inner-city residents, as well as to residential post boxes in the greater Cape metropole and SLOW lounges at Cape Town International Airport, Oliver Tambo International Airport and King Shaka International Airport.

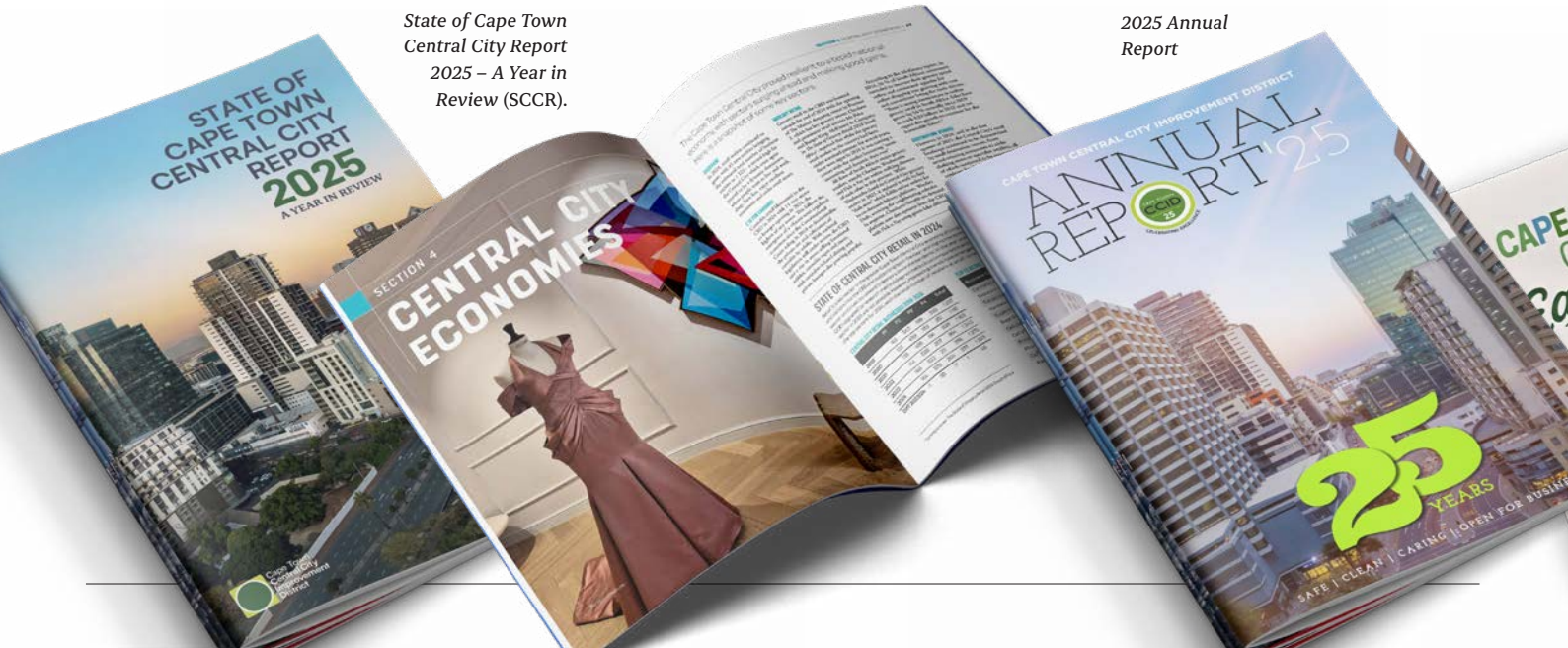
Newsletter: The CCID's bimonthly digital Newsletter continued to experience steady organic growth with the number of national and international subscribers increasing from 7 234 subscribers in July 2025 to 11 300 in May 2026. Across six editions, the Newsletter highlighted everything driving the downtown economy — from pioneering CCID projects, surveys, and campaigns to the state of the Cape Town CBD. Features also championed the inner city's growth by spotlighting new eateries, retail spaces, innovative entrepreneurs, emerging property trends and new developments.

Social media platforms: The department paid special attention to its social media offerings, acknowledging that people increasingly turn to these platforms to get news updates and information on events, and happenings in the CBD. Following an audit of its platforms and their reach by The Digital Dolls, the department is reassessing how it uses these platforms with the aim of reaching more people with the right kind of content. The department continued to communicate with its stakeholders and share informative updates through its three Facebook pages — CCID Facebook, City Views and Social Development — as well as LinkedIn, Instagram and YouTube. These channels were also used to promote CBD retailers and the operational work of the CCID. In the period under review, the total amount of Facebook followers across the three increased to 25 197 followers, with the flagship page, CCID Facebook, making up the bulk of support with 21 992 followers.

Newsflashes: Communications kept stakeholders informed with one Newsflash on the State of the Nation address and the subsequent road closures in the CBD before and during the event.

Website: The CCID's website informed the public about the organisation and how it operates in the CBD. It is also a repository of departmental and campaign information. All stories that appeared in the CCID Newsletter, and media releases, were posted on the website. Social media posts drove traffic to the website.

LED screen: The department reduced its outdoor LED screens from two to one in the year under review. The screen, located on CCID Safety & Security's mobile trailer in the busy pedestrian thoroughfare of lower St Goerges Mall, was used to



State of Cape Town Central City Report 2025 – A Year in Review (SCCR).

2025 Annual Report

promote the CCID's work and campaigns, with messaging advising visitors and tourists on how to stay safe when in the CBD, and educational messages on the consequences of litter.

Contact database: The department contracted with a service provider which maintains the CCID contact database. This included a functionality review and updates.

4. MARKETING COLLATERAL

Cape Town CBD Eateries Map: The 7th edition of the department's popular Cape Town CBD Eateries Map was produced and distributed. The number of listed venues increased by 12 % from 132 to 148 eateries. These included fine dining, casual dining, African, Asian and Italian establishments which were listed along with wine bars and coffee shops. The map, with useful contact numbers and major tourist attractions in town, was distributed to featured venues as well as residential complexes, visitor centres, embassies and consulates.

Bree Street Map: Communications updated the 2nd edition of the unique map created last year with Brian Paul to promote retailers in and around Bree Street. With a sub-title "The Ultimate Guide to the Coolest Street in Cape Town", the map was distributed to retailers represented in the map, visitor centres, residential complexes and hotels. A total of 30 000 maps were distributed in the period under review.

Long & Loop Streets Map: A map highlighting popular destination retail venues in Long & Loop streets was produced to complement the Bree Street Map and distributed to retailers. A total of 30 000 maps were distributed in the period under review.

East City Map: A third map, which was also designed by Brian Paul, highlighting key destination retailers in this precinct, and including Buitenkant, Harrington, Caledon and Canterbury Streets, was conceived and went into production. It will be printed and distributed in the new financial year

Branded ciggie pouches: A total of 40 000 CCID-branded anti-litter cigarette-butt pouches — another popular CCID marketing collateral item — were handed out in the CBD around key visitor areas in the Central City to help curb cigarette-butt litter. After the Cape Town CBD Eateries map, the pouches are the second most popular CCID collateral item and are regularly requested by individuals and organisations.

5. MEDIA COVERAGE

Communications achieved a total media exposure value of R11 365 246 in the period under review, potentially reaching more than 587 million readers through online, print and broadcast media. The department worked closely with its PR service provider, Magna Carta, to get airtime and print and online space. Most of the coverage fulfilled its "Open for Business" mandate to promote the Central City as a top business and property investment destination, as well as driving footfall into the area by highlighting destination retail venues, events, trends, and the achievements of key business stakeholders

6. CCID CAMPAIGNS

Communications conceptualised and/or implemented the following campaigns:

Credit-card fraud safety awareness campaign

With card scamming a problem in the CBD and other areas of the city, this was highlighted in a new digital campaign, using AI-generated videos, for CCID Safety & Security.

City Views Spring 2025





FROM LEFT TO RIGHT: The department's bimonthly digital newsletter reaches over 11 000 subscribers per issue; Facebook is the CCID's most powerful social media platform; the campaign for Safety & Security on credit card fraud; an article promoting the business prospects of the Central City.

Working with creative agency, Runjack, and in collaboration with Cape Town Tourism, the following measures were applied:

- Three AI-generated videos, depicting real-life scenarios and the most common *modus operandi* used by credit-card fraudsters to target visitors to the Central City and the greater Cape metropole, were produced.
- Versions with text in six languages were produced and will be distributed to consulates and embassies for use on their websites to provide visitors with information on how to stay safe in the Central City.
- The campaign will be launched on social media in the new financial year, and the videos will also be distributed to hotels and Airbnbs in the Central City and further afield for use in their in-house telecommunication systems.
- The videos will also be widely distributed by Cape Town Tourism to their hospitality network as well as at information kiosks at Cape Town International Airport and other key visitor centres.
- A poster has also been produced for use in lobbies and hotel lifts.
- The 2025 safety educational campaign, "Stroll Smart, Stay Sharp", has also been updated with the new CCID brandmark. This campaign, which comprises an animated AI-generated video as well as a flyer (print and digital) explains the main petty crimes in the CBD (including credit-card fraud) and contains emergency contact numbers.
- In the year under review, 70 000 flyers were printed and distributed by CCID Safety & Security team members to members of the public as well as to important and relevant stakeholders.
- Social media posts promoting the "Stroll Smart, Stay Sharp" campaign continued to be shown on the CCID outdoor LED screen.

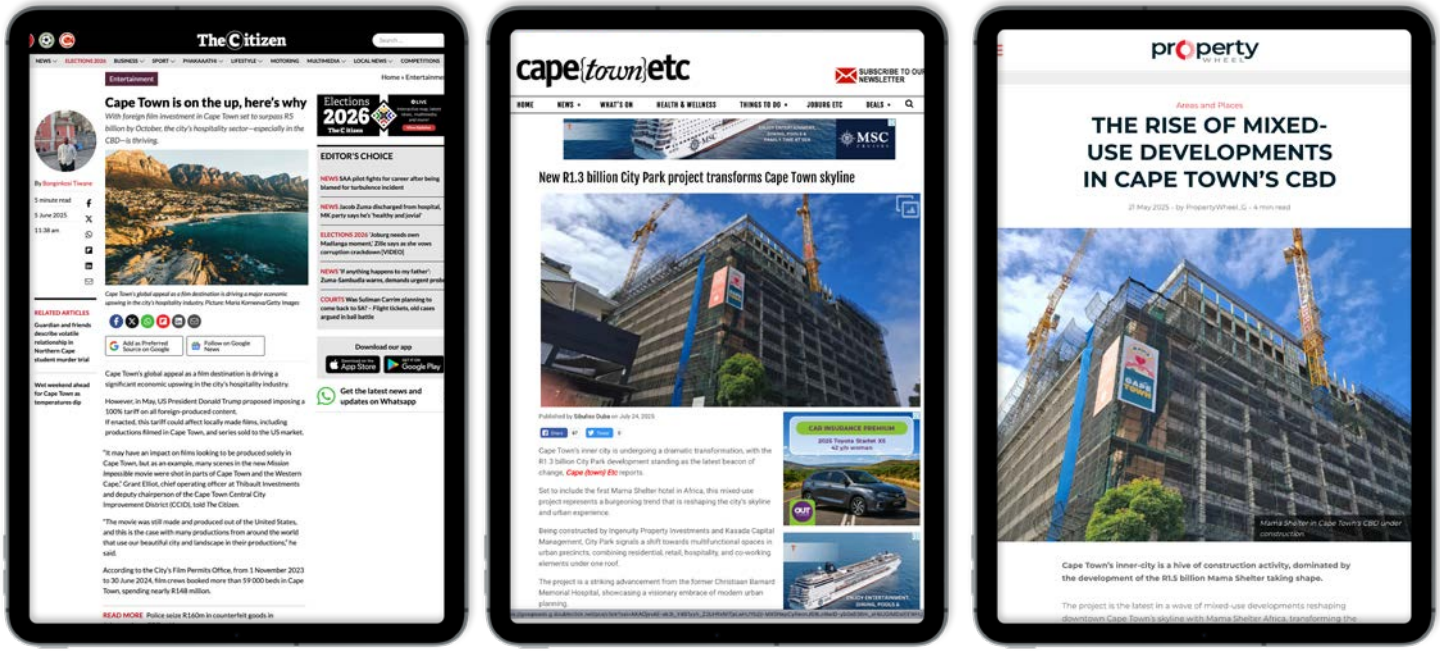
7. "THIS IS NOT MY FOREVER" SOCIAL DEVELOPMENT CAMPAIGN

In the year under review the department worked with Firecracker Marketing and NND to produce a poignant and powerful digital campaign for CCID Social Development called "This Is Not My Forever". Through personal storytelling by people experiencing homelessness and those who have managed to change their lives, the campaign shows that homelessness does not have to be permanent, and individuals experiencing homelessness can move to a better place in their lives with the right support. It advocates for the right of those experiencing homelessness to be treated with dignity and respect and highlights the key programmes of CCID Social Development and its key NGO partners that are making a difference through job opportunities, social support and more. Most importantly it addresses how corporates, big business and the public can get involved and offer financial or other support. The campaign will be launched by Magna Carta and rolled out on social media in the new financial year.

8. SOCIAL MEDIA INFLUENCER CAMPAIGN

In the year under review, the department ran a Social Media Influencer campaign with four key influencers namely Sam Linsell, Candice-Lee Kannemeyer, Vuyo Hlela and Mandisa Banda.

The aim was to encourage viewers to visit the Central City. Each spent a day in town, visiting designated venues and highlighting the CCID collateral including maps and brochures, and seamlessly including the CCID at work in their reels (CCID Public Safety Officers on patrol and cleaners at work). The campaign was



FROM LEFT TO RIGHT: Working with its service provider, Magna Carta, the department secured coverage in print, broadcast and online publications to the AVE (advertising value equivalent) of over R11 million on stories about the work of the CCID and the CBD as an investment destination.

a huge success. Platforms used were Instagram, Instagram Reels and Stories, TikTok and Facebook. A total of 132 747 views were achieved by all the creators on all platforms: Sam Linsell (30 905), Vuyo Hlela (72 972 incl boosted reel), Candice-Lee Kannemeyer (15 924), and Mandisa Banda (12 946).

FEEDBACK AND COMPLAINTS

- The department received positive feedback on its publications from stakeholders. Both *City Views* and *State of Cape Town Central City Report 2025 — A year in review* are highly regarded. The department receives an increasing number of enquiries about sponsored content or advertisements in the publication. At present this is not in the business model.
- Social media invited positive and negative comments from users. Our increasing popularity on social media reveals that we are doing something right and giving people what they want to read. However, negativity abounds on these platforms as a matter of course. Negative comments on our social media pages, mainly Facebook, are from people who often mistake the CCID for a political party, misunderstand our mandate and our geographical footprint or believe we are the City of Cape Town. Negative comments are often about arrests and the judicial system and these are managed with factual politeness.

RESOURCE ALLOCATION

Service/Project components	2024/2025 Expenditure			2025/2026 Expenditure		
	Projected	Actual	(Over)/ Under	Projected	Actual	(Over)/ Under
	(R)	(R)	(R)	(R)	(R)	(R)
Communications	4,900,929	4,116,535	784,394	5,060,827	4,757,432	303,395

Communications expenditure in 2025/26 was R303,395 (6 %) below budget, mainly due to lower spending on campaigns (R124,500), publications (R147,790), public relations (R95,853) and collateral (R70,088). These savings were partly offset by an authorised R169,606 overspend on communications projects. Overall, several planned communications activities cost less than budgeted or were not fully utilised. In 2024/2025 the total allocated budget was underspent by R784,394 which was directly related to: (1) Lower than anticipated spend on public relations (R288,000); (2) Unutilised project budget (R245,488); and (3) Savings of R194,761 related to the International Downtown Association Conference hosted in Cape Town in March 2025.

STRATEGIC OBJECTIVES

01: SUPPORTING THE WORK OF THE CCID

OBJECTIVES	KEY PERFORMANCE INDICATOR	FREQUENCY	COMMENTS
To provide support across CCID operational departments.	Comprehensive and reputation-enhancing media exposure as well as continuous engagement and reach on social media.	Daily	An estimated audience of readers/viewers across a broad spectrum

02: PROMOTE THE CBD

OBJECTIVES	KEY PERFORMANCE INDICATOR	FREQUENCY	COMMENTS
Promote the CBD as a welcoming and inclusive destination that's ideal to invest in, do business, live, work, play, and visit.	Continued new property and business investment into the CBD. Stable commercial vacancy rates. High percentage of Business Confidence in CBD.	Daily	The *State of Cape Town Central City Report 2025 — A year in review* (SCCR) reported that property investment in the Cape Town CBD exceeded R12 billion, up from R9.03 billion in 2024 98 % of retailers interviewed in the CCID's Q4 2024 Business Confidence surveyed said they were "satisfied" with current business conditions

03: UPHOLD THE CCID'S REPUTATION

OBJECTIVES	KEY PERFORMANCE INDICATOR	FREQUENCY	COMMENTS
Manage the CCID's reputation.	Created awareness of the CCID and its work. Managed and reduced negative media exposure. Monitored comments & feedback on social media, interacting with social media users where necessary with correct information while also providing new information.	Daily	The CCID retained its reputation and cemented its position as an effective, reliable, consistent organisation intent on managing the CBD with its partners.



THE YEAR AHEAD

"With the communications landscape evolving by the minute, CCID Communications plans to refine its modus operandi on several fronts. It is excited to roll out the new CCID brand identity to reassert the organisation's presence in the CBD. Acknowledging the growing power of social media and the online space, Comms is already making appropriate changes to its social media offering and will be using more video and people-oriented content going forward, without losing its professional voice. New projects to engage stakeholders and draw people into the CBD are also on the cards … from new printed and digital maps to other sophisticated placemaking communication tools. AI is also a new avenue for CCID Comms and the cautious, yet clever, application is in the offing."

Sharon Sorour-Morris, CCID Communications manager

COMMUNICATIONS IN NUMBERS

COMMUNICATIONS INTERVENTIONS BY CATEGORY

NEWSLETTERS PRODUCED
6

NEWSLETTER SUBSCRIBERS PER MONTH
11 300 +

NEWSFLASHES PRODUCED
1

SUBSCRIBERS REACHED ACROSS ONLINE PLATFORMS (3 FACEBOOK PAGES, INSTAGRAM, YOUTUBE, LINKEDIN, CCID NEWSLETTER)
41 788

ORGANIC FACEBOOK REACH
6 862 190
(Up from 1 634 016 recording during the previous period)

SPONSORED FACEBOOK REACH
98 669

FACEBOOK POSTS
824
(648 on CCID page, 123 on City Views page, 53 on Social Development page)

NUMBER OF LINKEDIN IMPRESSIONS
79 913

VIEWS ON INSTAGRAM
38 020

VISITORS TO THE WEBSITE
159 000

BUSINESS CONFIDENCE INDEX SURVEYS
4

CCID EVENTS ORGANISED
2
(Business Breakfast & AGM)

LAUNCH
1
Social Development's Safe Space Sleeping Zone

CAMPAIGNS CONCEPTUALISED, LAUNCHED AND/OR ROLLED OUT
2

COLLATERAL PRODUCED FOR THE CCID'S MANY CAMPAIGNS

SAFETY & SECURITY "STROLL SMART, STAY SHARP" A5 FLYERS PRINTED & DISTRIBUTED
70 000

CBD EATERIES MAP 7TH EDITION:
Updated, reprinted and distributed to featured restaurants, residential complexes, visitor centres, embassies and consulates.
60 000

BREE STREET MAP 2025:
The Ultimate Guide to the Coolest Street in Cape Town: distributed to retailers on the map, visitor centres, residential complexes and hotels.
30 000

LONG & LOOP STREETS MAP:
Complementary map to the Bree Street Map; distributed to retailers on the map, visitor centres, residential complexes and hotels.
30 000

CCID-BRANDED CIGGIE POUCHES:
Distributed around hotels, ATMs and other key visitor areas
40 000

PRINTED PUBLICATIONS

CITY VIEWS URBAN NEWSPAPER
PRODUCED **4 x** A YEAR
280 0000
copies distributed; digital copy online

STATE OF CAPE TOWN CENTRAL CITY REPORT 2025
PRODUCED **1 x** YEAR
3 000
copies printed; digital copy online

MEDIA EXPOSURE

TOTAL MEDIA EXPOSURE ACHIEVED
R11 365 246

CLIPS GENERATED ACROSS BROADCAST, PRINT AND ONLINE
323

ESTIMATED AUDIENCE OF READERS
587 220 159

TOTAL MEDIA EXPOSURE VALUE ACHIEVED THROUGH BROADCAST MEDIA
R1 024 557

TOTAL MEDIA EXPOSURE VALUE ACHIEVED THROUGH ONLINE MEDIA
R8 123 004

TOTAL MEDIA EXPOSURE VALUE ACHIEVED THROUGH PRINT MEDIA
R2 217 685

CORPORATE GOVERNANCE

SECTION C

1 Application of King IV

1.1. The Cape Town CCID NPC recognises that its stewardship of public funds requires high standards of fiscal transparency, accountability and ethical governance. For the financial year from 1 July 2025 to 30 June 2026, the NPC voluntarily applies the principles and recommended practices of the King IV Report on Corporate Governance for South Africa 2016 ("King IV"), having regard to the City of Cape Town's applicable policies and to the nature, size and activities of a nonprofit company. This Part C explains how the relevant King IV principles and practices were applied during the reporting period.

1.2. King IV follows an apply-and-explain approach. The Board has considered the principles and recommended practices relevant to the NPC and, in this Part C, explains the practices applied and how they support the intended governance outcomes. Where a recommended practice was not applied or was adapted to the NPC's circumstances, the relevant disclosure should explain the approach adopted and the reasons for it.

1.3. King V was released after the start of the reporting period and applies to financial years beginning on or after 1 January 2026. Accordingly, King IV remains the applicable framework for this Annual Report. The Board will assess and prepare for the transition to King V, including its Disclosure Framework, for the NPC's financial year beginning on 1 July 2026.



2. Governance Structure

2.1. BOARD COMPOSITION AND LEADERSHIP

The Board is satisfied that its composition represents a balanced and representative group of directors who reflect the diverse property owner interests across the CCID footprint. Under King IV recommendations, the Board functions as the primary focal point and custodian of corporate governance, ensuring that its size, diversity, and collective skills enable effective leadership, strategic direction, and objective oversight.

Rob Kane

Responsibilities	Chairperson, Board member
Appointment to the board (King IV principle 7.30(f)) Committee membership	3 January 2007 Appointed at AGM
Skills and experience (King IV principle 7.30(e))	Finance Committee, Safety & Security sub-committee
Current directorships/ professional positions (King IV principle 7.30(h))	CEO & co-founder of Boxwood Property Fund

Grant Elliott

Responsibilities	Deputy chairperson, Board member
Appointment to the board (King IV principle 7.30(f)) Committee membership	28 August 2012 Appointed at AGM
Skills and experience (King IV principle 7.30(e))	Finance Committee, Remuneration committee, Safety & Security sub-committee, Parking Lot sub-committee, Communications sub-committee
Current directorships/ professional positions (King IV principle 7.30(h))	COO of One Thibault Investments

Tamra Capstick-Dale

Responsibilities	Board member
Appointment to the board (King IV principle 7.30(f)) Committee membership	24 February 2011 Appointed at AGM
Skills and experience (King IV principle 7.30(e))	Finance Committee, Communications sub-committee
Current directorships/ professional positions (King IV principle 7.30(h))	MD of Corporate Image

Julian Leibman

Responsibilities	Board member
Appointment to the board (King IV principle 7.30(f)) Committee membership	10 October 2000 Appointed at AGM
Skills and experience (King IV principle 7.30(e))	Finance Committee, Safety & Security sub-committee
Current directorships/ professional positions (King IV principle 7.30(h))	Director on the Cape Regional Board of Investec

Nawal Ramasar

Responsibilities	Board member
Appointment to the board (King IV principle 7.30(f)) Committee membership	21 October 2003 Co-opted by the Board
Skills and experience (King IV principle 7.30(e))	Communications sub-committee, Social Development sub-committee
Current directorships/ professional positions (King IV principle 7.30(h))	MD of Active Blue Valuation Solutions

Riaan van Wyk

Responsibilities	Board member
Appointment to the board (King IV principle 7.30(f)) Committee membership	23 February 2010 Appointed at AGM
Skills and experience (King IV principle 7.30(e))	Social Development sub-committee Urban Management sub-committee
Current directorships/ professional positions (King IV principle 7.30(h))	Head of Real Estate Management at Woolworths

Michael Bauer

Responsibilities	Board member
Appointment to the board (King IV principle 7.30(f)) Committee membership	16 November 2020 Appointed at AGM
Skills and experience (King IV principle 7.30(e))	Parking Lot sub-committee, Social Development sub-committee, Urban Management sub-committee
Current directorships/ professional positions (King IV principle 7.30(h))	MD of SAproperty.com

Samantha Clingham

Responsibilities	Board member
Appointment to the board (King IV principle 7.30(f)) Committee membership	15 November 2021 Appointed at AGM
Skills and experience (King IV principle 7.30(e))	Remuneration committee, Safety & Security sub-committee
Current directorships/ professional positions (King IV principle 7.30(h))	Operations Director for the Cape Region at Southern Sun

Samantha Lambert

Responsibilities	Board member
Appointment to the board (King IV principle 7.30(f)) Committee membership	15 November 2021 Appointed at AGM
Skills and experience (King IV principle 7.30(e))	Parking Lot sub-committee, Social Development sub-committee, Urban Management sub-committee
Current directorships/ professional positions (King IV principle 7.30(h))	GM (Coastal) of REIT, Redefine Properties

Joy Millar

Responsibilities	Board member
Appointment to the board (King IV principle 7.30(f)) Committee membership	18 November 2022 Appointed at AGM
Skills and experience (King IV principle 7.30(e))	Social Development sub-committee Urban Management sub-committee
Current directorships/ professional positions (King IV principle 7.30(h))	Asset manager at Benzing Properties

Tim Harris

Responsibilities	Board member
Appointment to the board (King IV principle 7.30(f)) Committee membership	18 November 2022 Appointed at AGM
Skills and experience (King IV principle 7.30(e))	Communications sub-committee Urban management sub-committee
Current directorships/ professional positions (King IV principle 7.30(h))	Partner at public sector advisory firm Consulum, former CEO of Wesgro. Co-founder of The Mission for Inner City Cape Town

Jeff Kleu

Responsibilities	Board member
Appointment to the board (King IV principle 7.30(f)) Committee membership	18 November 2024 Appointed at AGM
Skills and experience (King IV principle 7.30(e))	Safety & Security sub-committee
Current directorships/ professional positions (King IV principle 7.30(h))	CEO and co-founder of Capital Point Commercial

Wouter de Vos

Responsibilities	Board member
Appointment to the board (King IV principle 7.30(f)) Committee membership	26 February 2024 Appointed at AGM
Skills and experience (King IV principle 7.30(e))	Remuneration Committee, Safety & Security sub-committee
Current directorships/ professional positions (King IV principle 7.30(h))	Regional head for the Western Cape at Growthpoint Properties

Murray Clark

Responsibilities	Board member
Appointment to the board (King IV principle 7.30(f)) Committee membership	18 November 2022 Appointed at AGM
Skills and experience (King IV principle 7.30(e))	Social Development sub-committee, Urban Management sub-committee
Current directorships/ professional positions (King IV principle 7.30(h))	Co-founder and CEO of Neighbourgood

Changes in board composition

Name	Date & Manner of Appointment	Date of termination of directorship	Reason for termination (King IV principle 7.30(i))
Murray Clark	18 November 2022	28 April 2026	Clark resigned from the CCID Board to focus on his growing business commitments and evolving priorities

2.2. MUNICIPAL OVERSIGHT AND BOARD OBSERVERS

In accordance with the City of Cape Town's City Improvement District By-law, designated city councillors serve as non-voting "board observers" appointed by the Executive Mayor. This role provides independent external oversight of the Board's functions without compromising the Board's autonomous decision-making. Observers receive all board documentation and attend meetings to monitor that the company duly executes its statutory mandate and aligns with municipal public policy objectives. The Executive Mayor appointed Cllr. Ian McMahon as the principal board observer and Cllr. Matthew Kempthorne as his alternate.

2.3. APPOINTMENT OF THE BOARD

Nomination, election, and portfolio allocation

The annual mandate of the Board is confirmed by members at the Annual General Meeting (AGM), where property owners elect new directors in a formal, transparent process. Upon election, individual Board members assume responsibility for specific operational and strategic portfolios aligned with the CCID Business Plan. Regular, scheduled board meetings allow directors to evaluate operational performance, oversee management execution, and apply corrective measures as required.

2.4. OVERVIEW OF THE BOARD'S RESPONSIBILITIES

The Board is ethically and legally bound to provide effective, responsible oversight of the company's day-to-day delivery of additional services under the approved Business Plan. In alignment with King IV governance outcomes (ethical culture, performance, effective control, and legitimacy), the Board's primary governance responsibilities include:

Strategy & viability: Identifying, evaluating, and approving strategies to implement the NPC's business plan, ensuring long-term financial viability while balancing multi-stakeholder interests.

- **Compliance & governance:** Monitoring full compliance with applicable legislation, statutory codes, regulations, and ethical governance standards.
- **Financial stewardship:** Reviewing, questioning, and approving the annual operating budget.
- **Reporting oversight:** Overseeing the preparation and integrity of the annual financial statements prior to recommending them for adoption by members.
- **Internal control & management Oversight:** Exercising effective ongoing control over company operations and evaluating executive management's implementation of approved plans and budgets.

2.5. BOARD CHARTER

The Board operates under a formal Board Charter that clearly sets out its responsibilities, role division, and operational procedures. The Board is satisfied that it has fulfilled its duties and obligations in terms of its charter throughout the period under review.

2.6. DIRECTOR INDEPENDENCE AND CATEGORISATION

In compliance with King IV (Principle 7), the Board formally conducts an annual evaluation of the independence of all non-executive directors. This assessment examines character, judgement, and any relationships or circumstances likely to affect — or appear to affect — unbiased decision-making. Following the review for the period under consideration, the Board determined that all non-executive directors, including the Chairperson, meet the criteria for independence set out in King IV, demonstrating freedom from conflicts of interest or obligations that could compromise their duty to act strictly in the best interest of the NPC.

2.7. BOARD COMMITTEES

To assist the Board in discharging its oversight duties, the Board delegates specific responsibilities to standing committees and specialised sub-committees without abdicating its ultimate accountability. Each committee operates under defined Terms of Reference approved by the Board. The individual board committees are satisfied that they have fulfilled their respective mandates and governance duties during the reporting period.

2.7.1 Finance Committee (Fincom)

Fincom provides independent assurance, objective oversight, and advice to the Board regarding financial controls, financial reporting integrity, risk management, and overall fiscal governance. In accordance with governance best practice, the committee consists exclusively of non-executive directors. Convenes quarterly.

- **Composition:** Rob Kane, Julian Leibman, Tamra Capstick-Dale, and Grant Elliott.
- **Meetings & Attendance:** Four formal meetings were held during the financial year ending 30 June 2026.

2.7.2 Remuneration Committee (Remcom)

Remcom provides oversight of human resources management and remuneration practices to ensure fair, responsible, and market-aligned compensation structures that promote the retention of skilled management. Convenes twice a year.

- **Mandate:** Reviews and advises on HR policies and procedures, evaluates performance frameworks, and approves annual remuneration adjustments and performance incentives.
- **Composition:** Samantha Clingham, Grant Elliott, and Wouter de Vos.

2.7.4 Parking Lot Sub-Committee

- **Mandate:** Formed to evaluate the strategic viability of leasing designated public parking facilities from the City of Cape Town. Oversight includes planning, implementing, and monitoring parking management systems designed to generate revenue for reinvestment into surrounding urban renewal projects.
- **Composition:** Samantha Lambert, Michael Bauer, and Grant Elliott.

2.7.5 Safety & Security Sub-Committee

- **Mandate:** Provides high-level direction, strategic guidance, and performance monitoring to the CCID's Safety and Security department, assessing operational efficiency and approving new security initiatives and public safety deployments. Convenes quarterly.
- **Composition:** Rob Kane, Samantha Clingham, Julian Leibman, Grant Elliott, and Wouter de Vos.

2.7.7 Urban Management Sub-Committee

- **Mandate:** Provides governance input and high-level operational oversight for projects managed by the CCID Urban Management department, focusing on infrastructure maintenance, public space enhancements, and cleanliness. Convenes quarterly.
- **Composition:** Tim Harris, Samantha Lambert, Michael Bauer, Joy Millar, and Riaan van Wyk.

2.7.6 Social Development Sub-Committee

- **Mandate:** Guides and evaluates initiatives of the Social Developmental department including social outreach frameworks, and specialised relief projects, ensuring social interventions align with local community needs and ethical standards. Convenes quarterly.
- **Composition:** Samantha Lambert, Nawal Ramasar, Michael Bauer, Joy Millar, and Riaan van Wyk.

2.7.3 Communications Sub-Committee

- **Mandate:** Directs strategic communications, advises the internal Communications Department, and monitors brand reputation, financial allocations for campaigns, and media reach. Convenes quarterly.
- **Composition:** Tamra Capstick-Dale, Tim Harris, and Nawal Ramasar. Convenes quarterly.

2.8. MEETING FREQUENCY AND GOVERNANCE LOGISTICS

The Board meets formally on a quarterly basis, convening additional special meetings when urgent strategic matters arise. To facilitate informed decision-making and independent scrutiny, comprehensive Board Information Packs are compiled and distributed to all directors well in advance of scheduled meetings. During the period under review, the Board convened four ordinary meetings.

3. Ethical Leadership

3.1. ETHICAL FOUNDATION

In alignment with King IV (Principle 1), the Board recognises that ethical leadership is the foundation of effective and sustainable corporate governance. The Board is committed to steering the NPC with integrity, competence, responsibility, accountability, fairness, and transparency. Directors are held to the highest standards of ethical conduct, ensuring that all decisions and strategies reflect the organisation's role as a steward of public funds and community trust.

3.2. CODE OF CONDUCT AND STANDARDS

To operationalise this commitment, the Board has formally adopted a comprehensive Code of Conduct for directors.[1] This code governs the ethical roles, responsibilities, and legal duties of board members, providing clear operational guidelines on:

- Statutory fiduciary duties and the duty of care and skill.
- Applicable legal, managerial, and professional standards.
- The mandatory maintenance of confidentiality regarding sensitive board deliberations and documentation.

3.3. CONFLICT OF INTEREST MANAGEMENT AND DECLARATIONS

Transparency in personal, commercial, and professional interests is vital to ensuring that directors are — and are seen to be — free from relationships that could materially interfere with their objective judgement. To enforce this, the governance framework mandates strict conflict of interest protocols:

- **Initial and ongoing declarations:** Upon appointment, directors must formally declare in writing to the Chairperson any private interests or directorships that could give rise to a potential conflict of interest. These declarations are recorded in a formal register, which is kept under the direct control of the Chairperson and maintained as strictly confidential. The register is regularly updated to reflect changing circumstances.
- **Meeting disclosure and recusal:** Directors must further disclose in writing to the Chairperson if any specific matter before the Board gives rise to a potential or perceived conflict of interest. Any director so conflicted must immediately recuse themselves from the meeting, taking no part in the consideration, deliberation, or voting on the matter.

3.4. BOARD EVALUATION OF COMPLIANCE

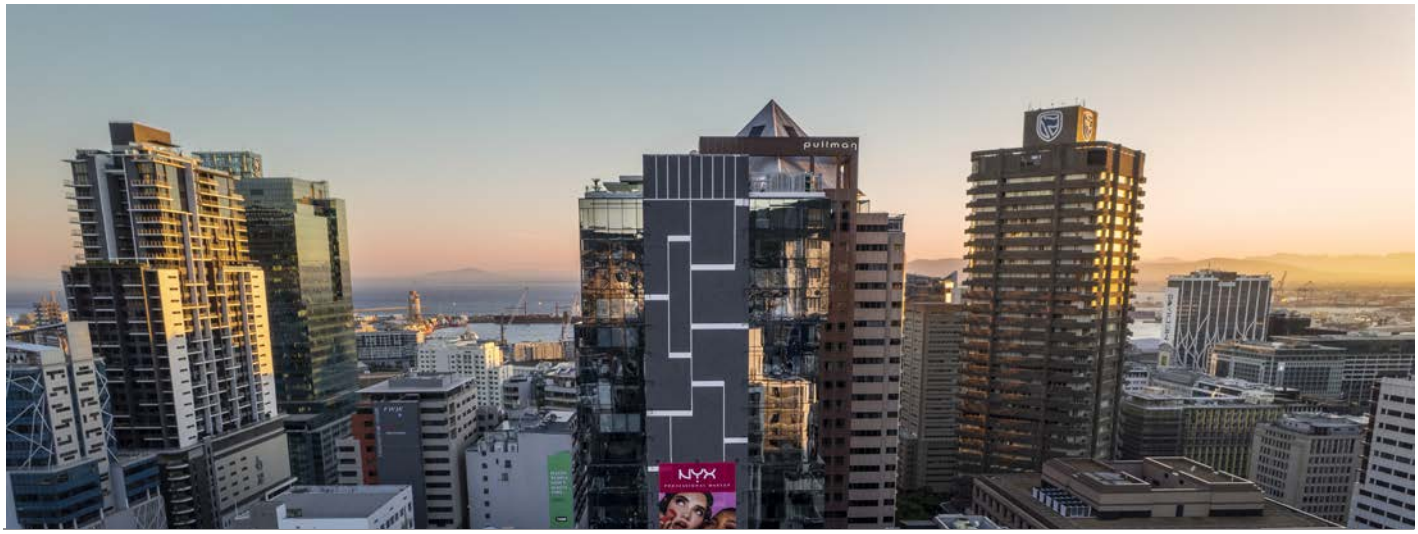
The Board is satisfied that all directors have fully complied with their legal duties and the standards outlined in the Code of Conduct during the period under review.

3.5. PRACTICAL APPLICATION: COMMERCIAL INDEPENDENCE AND TRANSPARENCY

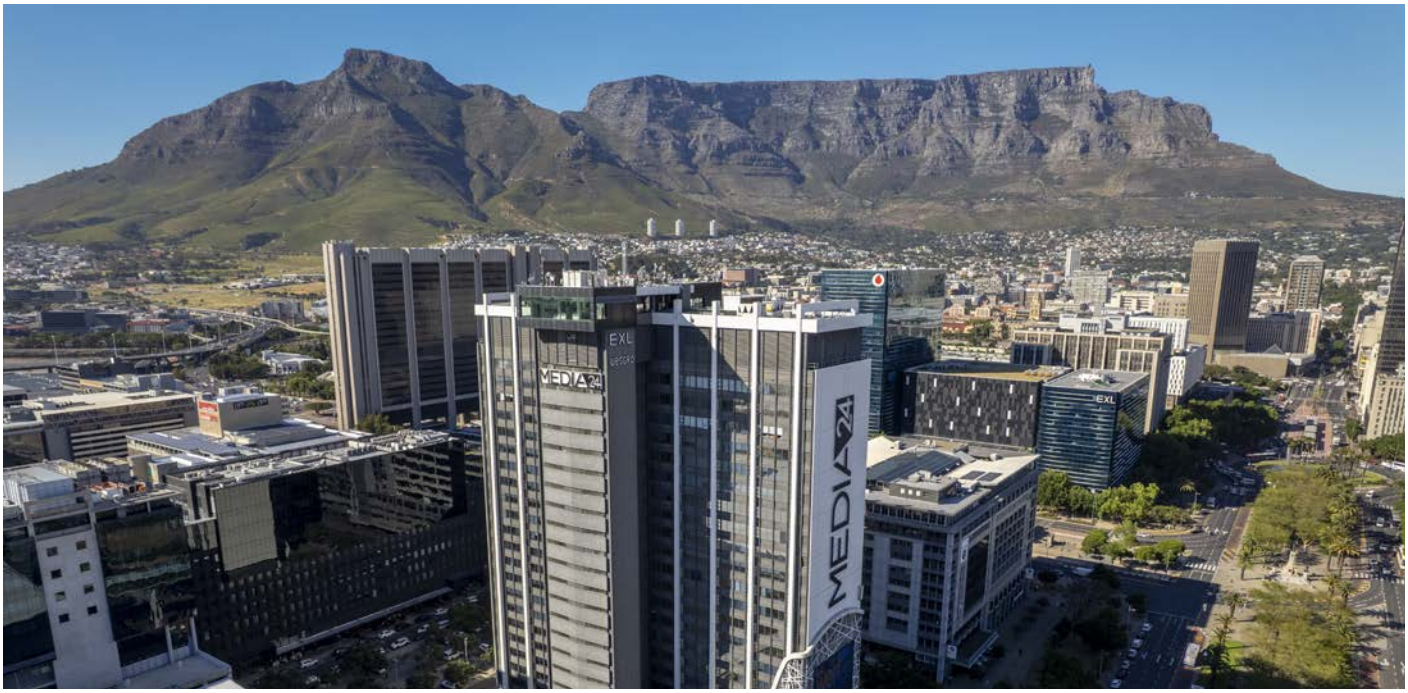
To demonstrate these governance and ethics principles in practice, the NPC maintains rigorous oversight of related party transactions. As detailed in the 2025 Annual Financial Statements, the Cape Town CCID entered into a lease agreement for office premises from Thibault Investments (Pty) Ltd on 1 July 2025. Grant Elliott is both a director of Thibault Investments (Pty) Ltd and the Cape Town CCID.

While the decision to contract with Thibault Investments (Pty) Ltd for the leased premises was approved unanimously by the Cape Town CCID Board based on commercial merit and operational suitability, Grant Elliott strictly adhered to King IV conflict-of-interest protocols: he recused himself from any discussions as well as the decision-making process in this regard, thereby upholding the integrity and independence of the Board's governance framework.

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



4. Board Oversight of Risk Management



4.1 RISK MANAGEMENT POLICY

The Board is responsible for overseeing a sound system of risk management and internal control to safeguard the CCID's assets and funds and to provide reasonable assurance that these are employed in furtherance of the organisation's strategic objectives.

The Board considers risk on an ongoing basis as part of its governance responsibilities. A key component of the CCID's risk management process is its risk register, which records identified matters that could negatively affect the organisation, together with relevant information regarding each matter, its risk rating and progress or updates in addressing the matter. The register includes matters relating to contractual arrangements, legal matters and taxation.

The risk register is presented, discussed and reviewed at each meeting of the Finance Committee and the Board. This regular review enables identified risks to be monitored and reassessed and provides an opportunity for any emerging risks and appropriate mitigating actions to be considered.

4.2 EFFECTIVENESS OF RISK MANAGEMENT

During the year under review, the Board fulfilled its risk oversight responsibilities by regularly considering the risk register and matters relating to risk governance. The Finance Committee also reviewed the register as part of its oversight responsibilities.

The matters recorded in the risk register were monitored during the reporting period, with progress and developments recorded as appropriate. At 30 June 2026, all matters included in the risk register were assessed as low risk.

The Board is satisfied that the processes in place to identify, monitor and manage risk are appropriate to the nature and scale of the CCID's operations and that it discharged its risk management responsibilities satisfactorily during the year under review.

4.3 KEY BUSINESS RISKS AND OPPORTUNITIES

During the year under review, the Board monitored the matters recorded in the risk register, including risks associated with contractual arrangements, legal matters and taxation. The register also records progress and developments in respect of these matters, thereby enabling the Board to monitor their potential impact on the organisation.

At 30 June 2026, all identified matters recorded in the risk register were rated as low risk. Accordingly, the Board did not identify any material matters that were considered likely to have a significant adverse impact on the CCID's financial performance or its ability to achieve its strategic objectives.

The Board will continue to monitor the CCID's risk environment through the regular review of the risk register and will consider emerging risks, changes in existing risks and appropriate mitigation measures as part of this process.

5. Accountability and Responsibility

5.1 PERFORMANCE REVIEWS

The managers of the NPC's departments all undertake performance reviews with team members twice a year. These are submitted to the CEO for review. Appropriate action is taken to correct any issues or problems with accountability and performance. KPIs are reviewed by the CEO who reports to the Remuneration Committee at the end of the calendar year when bonuses are given.

Each department head also conducts regular performance evaluations and reviews with key service providers to ensure that standards are being met, and key requirements are in place.

5.2 DELEGATED LIMITS OF AUTHORITY

The Board did not delegate any authority to management in the year under review other than decisions made in the sub-committee meetings or approved and instructed by the CEO during the period under review.

5.3 SUPPLIER CODE OF CONDUCT

Each department of the NPC has supplier codes of conduct and terms set out in their contracts governing business standards and ethical business practices. These are rigorously upheld and reviewed if necessary or if a new service provider comes on board.




THE
RUBIK

FINANCIAL INFORMATION

SECTION D

Contents

The reports and statements set out below comprise the financial statements presented to the members:

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General Information

Country of incorporation and domicile
South Africa

Nature of business and principal activities
The company provides additional security, cleansing, maintenance services, marketing and social development in the Cape Town City area

Registered office
13th Floor,
1 Thibault Square
Cnr Long St & Hans Strijdom Ave
Cape Town
8001

Directors
R Kane (Chairperson)
G Elliott (Deputy Chairperson)
R Van Wyk
T Capstick-Dale
NK Ramasar
JD Leibman
M Bauer
S Clingham
S Lambert
T Harris
J Millar
W De Vos
J Kleu

Auditors
BDO South Africa Inc.
Registered Auditors

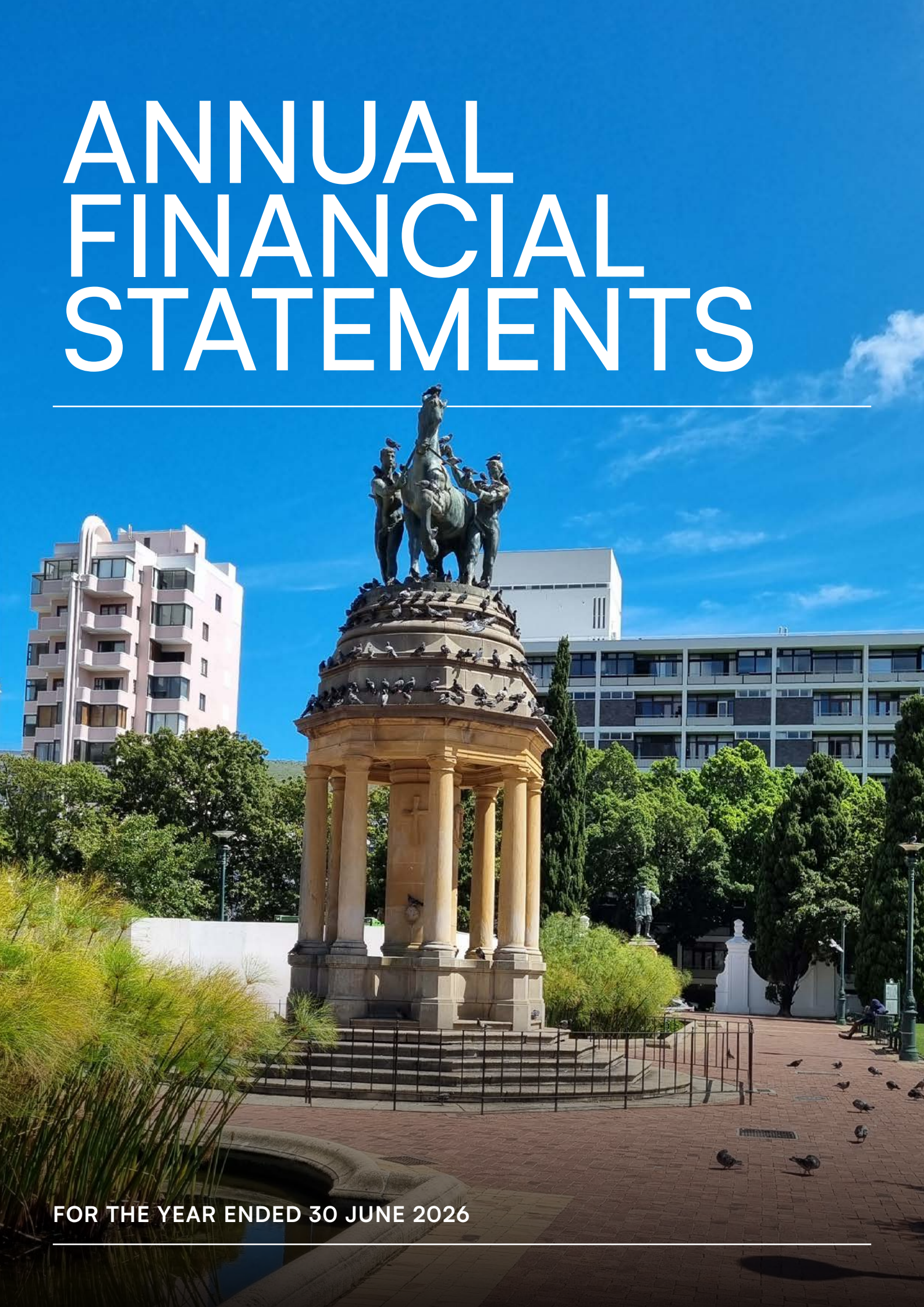
CCID registration number
1999/009132/08

Level of assurance
These annual financial statements have been audited in compliance with the applicable requirements of the Companies Act 71 of 2008.

Preparer
The annual financial statements were independently compiled by:
Metis Advisory Services Proprietary Limited

A Pangarker CA(SA)

ANNUAL FINANCIAL STATEMENTS



FOR THE YEAR ENDED 30 JUNE 2026

Independent Auditor's Report

To the Directors of Cape Town Central City Improvement District NPC

OPINION

We have audited the financial statements of Cape Town Central City Improvement District NPC (the company) set out on pages 81 to 93, which comprise the statement of financial position as at 30 June 2026, and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Cape Town Central City Improvement District 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 OF OPINION

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the 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 "Cape Town Central City Improvement District 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. The other information does not include the financial statements and our auditor's report thereon.

Our opinion on the 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 financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the 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.

RESPONSIBILITIES OF THE DIRECTORS FOR THE FINANCIAL STATEMENTS

The directors are responsible for the preparation and fair presentation of the 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 the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as

BDO South Africa Incorporated
Registration number: 1995/002310/21
Practice number: 905526
VAT number: 4910148685
Chief Executive Officer: LD Mokoena

A full list of all company directors is available on www.bdo.co.za

The company's principal place of business is at The Wanderers Office Park, 52 Corlett Drive, Illovo, Johannesburg, where a list of directors' names is available for inspection. BDO South Africa Incorporated, a South African personal liability company, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

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 FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the 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 ISAs 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 financial statements.

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

- Identify and assess the risks of material misstatement of the 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 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 financial statements, including the disclosures, and whether the 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.

BDO South Africa Inc.

BDO South Africa Incorporated
Registered Auditors

Fayaz Mohamed
Director
Registered Auditor

26 August 2026

119 - 123 Hertzog Boulevard
Foreshore
Cape Town, 8001

Directors' Responsibilities and Approval

The directors are required by the Companies Act 71 of 2008 to maintain adequate accounting records and are responsible for the content and integrity of the financial statements and related financial information included in this report. It is their responsibility to ensure that the financial statements fairly present the state of affairs of the company as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with the FRS for SMEs Accounting Standard as issued by the International Accounting Standards Board. The external auditors are engaged to express an independent opinion on the financial statements.

The financial statements are prepared in accordance with the IRS for SMEs Accounting Standard as issued by the International Accounting Standards Board and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The directors acknowledge that they are ultimately responsible for the system of internal financial control established by the company and place considerable importance on maintaining a strong control environment. To enable the directors to meet these responsibilities, the board of directors sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the company and all employees are required to maintain the highest ethical standards in ensuring the company's business is conducted in a manner that in all reasonable circumstances is above reproach.

The focus of risk management in the company is on identifying, assessing, managing and monitoring all known forms of risk across the company. While operating risk cannot be fully eliminated, the company endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

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

The directors have reviewed the company's cash flow forecast for the year to 30 June 2027 and, in the light of this review and the current financial position, they are satisfied that the company has or has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently auditing and reporting on the company's financial statements. The financial statements have been examined by the company's external auditors and their report is presented on pages 77 to 78.

The financial statements set out on pages 81 to 93, which have been prepared on the going concern basis, were approved by the board of directors on 24 August 2026 and were signed on its behalf by:

Approval of annual financial statements



R Kane



G Elliott

Directors' Report

The directors have pleasure in submitting their report on the financial statements of Cape Town Central City Improvement District NPC for the year ended 30 June 2026.

1. BUSINESS ACTIVITIES

The company provides additional security, cleansing, maintenance services, communications and social development in the Cape Town City area.

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

2. REVIEW OF FINANCIAL RESULTS AND ACTIVITIES

The financial statements have been prepared in accordance with the IFRS for SMEs Accounting Standard as issued by the International Accounting Standards Board and the requirements of the Companies Act 71 of 2008.

During the year under review the company operated independently of any shared services. The main business and operations of the company during the year under review have continued as in the past year and we have nothing further to report thereon. The financial statements adequately reflect the results of the operations of the company for the year under review and no further explanations are considered necessary.

3. DIRECTORS

The directors in office at the date of this report are as follows:

R Kane (Chairperson)
G Elliott (Deputy Chairperson)
T Capstick-Dale
NK Ramasar
R Van Wyk
JD Leibman
M Bauer
S Clingham
S Lambert
M Clark (resigned 28 April 2026)
T Harris
J Millar
W De Vos
J Kleu

4. EVENTS AFTER THE REPORTING PERIOD

There have been no facts or circumstances of a material nature that have occurred between the reporting date and the date of this report that have a material impact on the financial position of the company at the reporting date.

5. GOING CONCERN

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

STATEMENT OF COMPREHENSIVE INCOME

Figures in Rand	Notes	2026	2025
Revenue	2	129 754 907	114 238 621
Other income	3	88 878	313 808
Expenditure		(126 192 744)	(114 117 409)
Surplus from operations	4	**3 651 041**	**435 020**
Finance income	5	3 515 153	3 292 681
Deficit on scrapping of plant and equipment		(2 507)	-
Finance costs		(4 524)	(5 330)
Surplus before taxation		**7 159 163**	**3 722 371**
Taxation	6	(929 478)	(867 280)
Surplus for the year		**6 229 685**	**2 855 091**
Other comprehensive income		-	-
Total comprehensive income for the year		**6 229 685**	**2 855 091**

STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2026

Figures in Rand	Notes	2026	2025
Assets			
Non-Current Assets			
Plant and equipment	7	2 169 236	2 684 440
Current Assets			
Trade and other receivables	8	77 520	84 105
Cash and cash equivalents	9	53 105 173	47 020 386
		53 182 693	**47 104 491**
Total Assets		**55 351 929**	**49 788 931**
Equity and Liabilities			
Equity			
Project funded reserve		7 677 000	5 464 654
Working capital contingency reserve		33 044 549	30 101 708
Accumulated surplus		11 039 021	9 964 523
		51 760 570	45 530 885
Liabilities			
Current Liabilities			
Trade and other payables	10	2 661 954	2 540 957
Current tax payable		929 405	1 717 089
		3 591 359	4 258 046
Total Equity and Liabilities		**55 351 929**	**49 788 931**

STATEMENT OF CHANGES IN EQUITY

Figures in Rand	Project funded reserve	Working capital contingency reserve	Accumulated surplus	Total equity
Balance at 01 July 2024	**10 462 614**	**26 528 244**	**5 684 936**	**42 675 794**
Surplus for the year	-	-	2 855 091	2 855 091
Other comprehensive income	-	-	-	-
Total comprehensive income for the year	**-**	**-**	**2 855 091**	**2 855 091**
Transfer between reserves	(4 997 960)	3 573 464	1 424 496	-
Total changes	**(4 997 960)**	**3 573 464**	**1 424 496**	**-**
Balance at 01 July 2025	**5 464 654**	**30 101 708**	**9 964 523**	**45 530 885**
Surplus for the year	-	-	6 229 685	6 229 685
Other comprehensive income	-	-	-	-
Total comprehensive income for the year	**-**	**-**	**6 229 685**	**6 229 685**
Transfer between reserves	2 212 346	2 942 841	(5 155 187)	-
Total changes	**2 212 346**	**2 942 841**	**(5 155 187)**	**-**
Balance at 30 June 2026	**7 677 000**	**33 044 549**	**11 039 021**	**51 760 570**

STATEMENT OF CASH FLOWS

Figures in Rand	Notes	2026	2025
Cash flows from operating activities			
Cash generated from operations	11	4 826 255	657 395
Finance income		3 515 153	3 292 681
Finance costs		(4 524)	(5 330)
Tax paid	12	(1 717 162)	-
Net cash from operating activities		**6 619 722**	**3 944 746**
Cash flows to investing activities			
Purchase of plant and equipment	7	(546 310)	(1 191 414)
Proceeds from sale of plant and equipment	7	11 375	253 825
Net cash to investing activities		**(534 935)**	**(937 589)**
Total cash movement for the year		**6 084 787**	**3 007 157**
Cash at the beginning of the year		47 020 386	44 013 229
Total cash at end of the year	**9**	**53 105 173**	**47 020 386**

Accounting Policies

GENERAL INFORMATION

Cape Town Central City Improvement District NPC (the "Company") is a company domiciled in South Africa. The address of the Company's registered office is 1 Thibault Square, cnr Long St & Hans Strijdom Ave, Cape Town.

1. BASIS OF PREPARATION AND SUMMARY OF MATERIAL ACCOUNTING POLICIES

The financial statements have been prepared on a going concern basis in accordance with the IFRS for SMEs Accounting Standard as issued by the International Accounting Standards Board, and the Companies Act 71 of 2008. The financial statements have been prepared on the historical cost basis unless otherwise stated, and incorporate the principal accounting policies set out below. They are presented in South African Rands.

These accounting policies are consistent with the previous period.

1.1 Significant judgements and sources of estimation uncertainty

Use of judgements and estimates

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

1.2 Plant and equipment

Plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses.

When parts of an item of plant and equipment have different useful lives, they are accounted for as separate items of plant and equipment.

Subsequent costs

The company recognises in the carrying amount of an item of plant and equipment the cost of replacing part of such an item when that cost is incurred if it is probable that the future economic benefits embodied with the item will flow to the Company and the cost of the item can be measured reliably. All other costs are recognised in profit or loss as an expense when incurred.

Depreciation

Depreciation is charged to profit or loss on a straight-line basis over the estimated useful lives of each part of an item of plant and equipment.

Residual values, if significant, are reassessed annually.

The estimated useful lives for the current and comparative periods are as follows:

Item	Depreciation method	Average useful life
Body-worn cameras	Straight line	3 years
Breathalyzers	Straight line	3 years
Computer hardware	Straight line	3 years
Computer server	Straight line	5 years
Computer software	Straight line	2 years
Containers	Straight line	10 years
Digital screens	Straight line	6 years
Fittings	Straight line	3 years
Furniture	Straight line	6 years
Leasehold improvements	Straight line	shorter of lease term and useful life
Leasehold improvements - Company Gardens	Straight line	2 years
Motor vehicles	Straight line	5 years
Office equipment	Straight line	6 years

1.3 Financial instruments Measurement

Non-derivative financial instruments

Non-derivative financial instruments comprise receivables, cash and cash equivalents and payables.

Non-derivative financial instruments are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition non-derivative financial instruments are measured as described below.

A financial instrument is recognised if the company becomes party to the contractual provisions of the instrument. Financial assets are derecognised if the company's contractual rights to the cash flows from the financial assets expire or if the company transfers the financial asset to another party without retaining control or substantially all risks and rewards of the asset.

Financial liabilities are derecognised if the company's obligations specified in the contract expire or are discharged or cancelled.

Non-derivative financial instruments are measured at amortised cost using the effective interest method, less any impairment losses. Subsequent to initial recognition these instruments are measured as set out below.

Trade and other receivables

Trade and other receivables originated by the company are stated at amortised cost less allowance for doubtful debts.

Cash and cash equivalents

For the purpose of the statement of cash flows, cash and cash equivalents comprise cash on hand which are available for use by the company unless otherwise stated. Subsequent to initial recognition cash and cash equivalents are measured at amortised cost.

It is policy that three months cash reserves are held to mitigate any unforeseen circumstances.

Trade and other payables

Payables are recognised at amortised cost.

1.4 Tax
Current tax assets and liabilities

Current tax for current and prior periods is, to the extent unpaid, recognised as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess is recognised as an asset.

Deferred tax assets and liabilities

A deferred tax liability is recognised for all taxable temporary differences. A deferred tax asset is recognised for all deductible temporary differences and for the carry forward of unused tax losses. Deferred tax assets and liabilities are measured at an amount that includes the effect of the possible outcomes of a review by the tax authorities using tax rates that, on the basis of enacted or substantively enacted tax law at the end of the reporting period, are expected to apply when the deferred tax asset is realised or the deferred tax liability is settled.

Deferred tax asset balances are reviewed at every reporting date. When necessary, a valuation allowance is recognised against the deferred tax assets so that the net amount equals the highest amount that is more likely than not to be realised on the basis of current or future taxable profit.

Tax expenses

Tax expense is recognised in the same component of total comprehensive income or equity as the transaction or other event that resulted in the tax expense.

1.5 Impairment

The carrying amounts of the company's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated.

An impairment loss is recognised whenever the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. Impairment losses are recognised in the statement of comprehensive income.

Calculation of recoverable amount

The recoverable amount of other assets is the greater of their net selling price and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

Reversals of impairments

An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

1.6 Revenue

Revenue comprises revenue income from ratepayers which is collected by the City of Cape Town on the entity's behalf, net of retention revenue retained. The revenue is recognised monthly upon receipt.

1.7 Finance income

Finance income comprises interest income on funds invested. Interest income is recognised as it accrues, using the effective interest method.

1.8 Other income

Other income includes surplus on sale of plant and equipment and sundry income. Sales and service income are recognised when incurred, once the ownership benefits have been passed to the buyer and upon conclusion of any service obligation.

1.9 Reserves

Project funded reserves are allocated in advance in line with the member approved budget for the upcoming financial year. The working capital contingency reserve represents three months' revenue and interest anticipated in the new financial year. The holding of two months' revenue in reserve is the City of Cape Town's requirement, however, the CCID Board of Directors increased this measure to allow for sufficient working capital ensuring that the company can meet its financial obligations in an emergency situation.

Notes to the Annual Financial Statements

Figures in Rand	2026	2025

2. REVENUE

Additional Rates Received	117 303 817	103 025 519
Additional Rates Retention Received	12 451 090	11 213 102
	129 754 907	**114 238 621**

3. OTHER INCOME

Surplus on sale of plant and equipment	11 375	253 825
Sundry income	77 503	59 983
	88 878	**313 808**

4. SURPLUS FROM OPERATIONS

Surplus from operations for the year is stated after accounting for the following:

Surplus on sale of plant and equipment	11 375	253 825
Deficit on scrapping of plant and equipment	2 507	-
Depreciation on plant and equipment	1 059 007	857 010
Salaries	17 586 589	15 846 172
Auditor's remuneration	171 000	159 000
Public safety	67 233 280	55 533 812
Social upliftment	8 681 638	8 101 374
Cleansing services	13 111 583	12 023 855
Marketing and promotions	4 744 011	3 800 447

5. FINANCE INCOME

Interest income

Interest received on bank balance	**3 515 153**	**3 292 681**

6. TAXATION

Figures in Rand	Notes	2026	2025
Major components of the tax expense			
Current taxation			
South African normal tax - current year		929 478	867 280
Reconciliation of the tax expense			
Reconciliation between accounting surplus and tax expense			
Accounting surplus		7 159 163	3 722 371
Tax at the applicable tax rate of 27% (2025: 27%)		1 932 974	1 005 040
Tax effect of adjustments on taxable income			
Gross receipts and accruals not subject to income tax under s10(1)(e)(i)(cc)			
Revenue: Additional Rates Received		(35 033 825)	(30 844 428)
Non-taxable receipts		(20 926)	(16 195)
Receipt of capital nature		(3 071)	(68 533)
		(35 057 822)	**(30 929 156)**
Deductions / exemptions			
s11(a) deductions - Expenditure		34 072 717	30 811 701
s11(a) deductions - Finance costs		1 222	1 439
s10(1)(e)(i)(cc) Basic exemption		(13 500)	(13 500)
s10(1)(e)(i)(cc) Allowable deductions		(6 113)	(8 244)
		34 054 326	**30 791 396**
		929 478	**867 280**
Finance income		3 515 153	3 292 681
Less: Allowable expenditure		(72 642)	(80 532)
Net taxable income		**3 442 511**	**3 212 149**
Tax at 27%		**929 478**	**867 280**

7. PLANT AND EQUIPMENT

	2026			2025		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
Body-worn cameras	826 301	(592 283)	234 018	813 391	(514 803)	298 588
Breathalyzers	27 112	(4 519)	22 593	-	-	-
Computer hardware	713 129	(559 843)	153 286	691 708	(588 155)	103 553
Computer server	140 353	(35 088)	105 265	140 353	(7 018)	133 335
Computer software	65 191	(65 191)	-	65 191	(55 899)	9 292
Containers	655 293	(394 387)	260 906	505 911	(341 306)	164 605
Digital screens	306 955	(278 610)	28 345	306 955	(227 450)	79 505
Fittings	171 590	(151 837)	19 753	171 590	(124 926)	46 664
Furniture	433 922	(386 454)	47 468	433 922	(373 810)	60 112
Leasehold improvements	969 990	(881 082)	88 908	1 029 811	(913 280)	116 531
Leasehold improvements - Company Gardens	47 896	(47 896)	-	47 896	(47 896)	-
Motor vehicles	3 002 126	(1 820 074)	1 182 052	3 002 126	(1 364 659)	1 637 467
Office equipment	173 345	(146 703)	26 642	195 875	(161 087)	34 788
Total	**7 533 203**	**(5 363 967)**	**2 169 236**	**7 404 729**	**(4 720 289)**	**2 684 440**

RECONCILIATION OF PLANT AND EQUIPMENT - 2026

	Opening balance	Additions	Scrapped	Depreciation	Closing balance
Body-worn cameras	298 588	179 122	-	(243 692)	234 018
Breathalyzers	-	27 112	-	(4 519)	22 593
Computer hardware	103 553	168 221	-	(118 488)	153 286
Computer server	133 335	-	-	(28 070)	105 265
Computer software	9 292	-	-	(9 292)	-
Containers	164 605	149 382	-	(53 081)	260 906
Digital screens	79 505	-	-	(51 160)	28 345
Fittings	46 664	-	-	(26 911)	19 753
Furniture	60 112	-	-	(12 644)	47 468
Leasehold improvements	116 531	22 473	(2 507)	(47 589)	88 908
Motor vehicles	1 637 467	-	-	(455 415)	1 182 052
Office equipment	34 788	-	-	(8 146)	26 642
	2 684 440	**546 310**	**(2 507)**	**(1 059 007)**	**2 169 236**

RECONCILIATION OF PLANT AND EQUIPMENT - 2025

	Opening balance	Additions	Depreciation	Closing balance
Body-worn cameras	329 518	142 846	(173 776)	298 588
Computer hardware	202 495	39 347	(138 289)	103 553
Computer server	-	140 353	(7 018)	133 335
Computer software	20 442	-	(11 150)	9 292
Containers	215 196	-	(50 591)	164 605
Digital screens	130 664	-	(51 159)	79 505
Fittings	62 509	8 853	(24 698)	46 664
Furniture	58 564	14 807	(13 259)	60 112
Leasehold improvements	157 549	7 466	(48 484)	116 531
Motor vehicles	1 147 605	821 980	(332 118)	1 637 467
Office equipment	25 494	15 762	(6 468)	34 788
	2 350 036	**1 191 414**	**(857 010)**	**2 684 440**

27 body-worn cameras with a nil book value were sold for R10 125 during the year.
11 body-worn cameras with a nil book value were scrapped during the year.
Leasehold improvements with a book value of R2 507 were scrapped during the year.
Office equipment with a nil book value was scrapped during the year.
Computer equipment with a nil book value was scrapped and sold for R1 250 during the year.

Figures in Rand	2026	2025

8. TRADE AND OTHER RECEIVABLES

Trade receivables	77 520	5 994
Prepayments	-	60 758
Staff loans	-	17 353
	77 520	**84 105**

The Company receives revenue income from the City of Cape Town ("the City"), which the City collects from ratepayers. In terms of the agreement, the City retains a reserve of 3% of all payments due to the CCID. This reserve covers any short fall which may be suffered by the City as a result of non-payment or short payment of the CCID revenue by property owners. The 3% retention revenue is only recognised as income once received. The retention revenue is not recognised in accounts receivable.

9. CASH AND CASH EQUIVALENTS

Cash and cash equivalents consist of:		
Cash management (call accounts and fixed deposit)	51 048 357	43 733 204
Operational	2 056 816	3 287 182
	53 105 173	**47 020 386**

10. TRADE AND OTHER PAYABLES

Accruals	1 002 777	1 179 456
Other payables	1 437 538	1 250 981
Value Added Tax (VAT) payable	221 639	110 520
	2 661 954	**2 540 957**

11. CASH GENERATED FROM / (USED IN) OPERATIONS

Surplus before taxation	7 159 163	3 722 371
Adjustments for:		
Depreciation	1 059 007	857 010
Surplus on sale of plant and equipment	(11 375)	(253 825)
Deficit on scrapping of plant and equipment	2 507	-
Finance income	(3 515 153)	(3 292 681)
Finance costs	4 524	5 330
Changes in working capital:		
Decrease in trade and other receivables	6 585	13 440
Increase/decrease in trade and other payables	120 997	(394 250)
	4 826 255	**657 395**

Figures in Rand	2026	2025

12. TAX REFUNDED / (PAID)

Balance at beginning of the year	(1 717 089)	(849 809)
Current tax for the year recognised in profit or loss	(929 478)	(867 280)
Balance at end of the year	929 405	1 717 089
	(1 717 162)	**-**

13. OPERATING LEASE COMMITMENTS

Operating leases — as lessee (expense)

Minimum lease payments due		
- within one year	977 209	923 265
- in second to fifth year inclusive	3 136 129	4 071 540
	4 113 338	4 994 805

CCID leases premises and equipment under operating leases. The lease agreements for the majority of the premises and equipment utilised are for the minimum annual payments under non-cancellable operating leases. The office premises lease was renewed and extended for a further five years from 1 July 2025 until 30 June 2030.
A compounded annual rate of 6%, escalating at the anniversary of the commencement date is in effect per the contract. The Rentals escalation for the equipment is 10% per annum.

Equipment operating leases for two printers were commenced on 1 August 2022 and 1 April 2024. The rental contract which ended on 30 June 2026 was renegotiated to a lower rate with a 4 year term and annual escalations of 10% per annum.

14. CONTINGENCIES

Non-taxable remuneration classification error

A bona fide inadvertent error occurred in the payroll set up during the 2016 - 2018 financial years, which resulted in taxable remuneration being classified as non-taxable. The error gave rise to an employees' tax liability which has been calculated and provided for in the financial statements for the year ended 30 June 2020.

SARS has indicated that a 200% Understatement Penalty (USP) may be raised and allowed the company the opportunity to provide reasons as to why the penalty should not be raised accordingly.

If raised at 200%, the penalty will total R179 830.42 and interest calculated on the total tax debt will amount to R88 458.73. The interest calculated only pertains to the period up until the date of the submission to SARS at the end of February 2020.

The directors have made use of the opportunity to present reasons to SARS and believe that the circumstances do not warrant such a severe USP. The directors are confident that SARS will not raise the USP at 200%. Due to the amount of the USP not being considered material by the directors, interest on the total outstanding liability cannot be measured reliably and is therefore not provided for in the annual financial statements. As of 30 June 2026, SARS has acknowledged our submission, but has not provided any further response on the matter to date.

15. RELATED PARTIES

Relationships

City of Cape Town
The services paid by council are the supplementary municipal services the CCID is performing on behalf of the City.

Council funds these services by way of an additional property rate charged to all property owners within the boundary of the CCID. In addition to the amounts received, the CCID pays the City for security and traffic services.

This expenditure is allocated to Law Enforcement Officers and Public Safety expense line items in the Detailed Income Statement

Thibault Investments Proprietary Limited
The Cape Town CCID entered into a lease agreement for office premises from Thibault Investments (Pty) Ltd on 1 July 2025.

Grant Elliott is both a director of Thibault Investments (Pty) Ltd and the Cape Town CCID. The decision to contract with Thibault Investments (Pty) Ltd for the leased premises was approved unanimously by the Cape Town CCID Board. In the interest of good governance Grant Elliott recused himself from any discussions as well as the decision-

Transactions with related parties

Material related party transactions		
Amounts received from the City of Cape Town		
Revenue services rendered	117 303 817	103 025 519
Revenue retention refunded	12 451 090	11 213 102
Amounts paid to the City of Cape Town		
Learner Law Enforcement Officers	4 243 968	3 805 761
Traffic Wardens	1 047 460	1 049 640
Other sundry amounts	6 207	18 056
Amounts paid to Thibault Investments Proprietary Limited		
Lease rentals on operating lease	1 128 321	1 044 711

16. DIRECTORS' REMUNERATION

No emoluments were paid to the directors or any individuals holding a prescribed office during the year.

17. GOING CONCERN

As at 30 June 2026 and up to the date of signing these financial statements, no events or conditions have occurred that would impact the entity's ability to continue as a going concern.

18. EVENTS AFTER THE REPORTING PERIOD

There have been no facts or circumstances of a material nature that have occurred between the reporting date and the date of this report that have a material impact on the financial position of the company at the reporting date.

DETAILED INCOME STATEMENT

Figures in Rand	Notes	2026	2025
Revenue			
Additional Rates Received		117 303 817	103 025 519
Additional Rates Retention Received		12 451 090	11 213 102
	2	**129 754 907**	**114 238 621**
Other income			
Finance income	5	3 515 153	3 292 681
Surplus on sale of plant and equipment		11 375	253 825
Sundry income		77 503	59 983
		3 604 031	**3 606 489**
Expenditure (refer to page 95)		**(126 192 744)**	**(114 117 409)**
Operating surplus	4	7 166 194	3 727 701
Finance costs		(4 524)	(5 330)
Deficit on scrapping of plant and equipment		(2 507)	-
		(7 031)	**(5 330)**
Surplus before taxation		**7 159 163**	**3 722 371**
Taxation	6	(929 478)	(867 280)
Surplus for the year		**6 229 685**	**2 855 091**

DETAILED INCOME STATEMENT

Figures in Rand	2026	2025
Expenditure		
Accounting and taxation fees	(11 000)	-
Advertising costs	(13 421)	(10 849)
Auditor's remuneration	(171 000)	(159 000)
Bank charges	(36 258)	(33 533)
Books, periodicals & subscriptions	(99 216)	(90 300)
Catering and food	(32 489)	(7 561)
Cleaning costs (office)	(100 628)	(91 946)
Cleansing services	(13 111 583)	(12 023 855)
Communication	(220 496)	(197 266)
Computer expenses	(480 026)	(404 593)
Consultants — Human Resources	(438 520)	-
Depreciation	(1 059 007)	(857 010)
Insurance	(297 971)	(282 599)
Law Enforcement Officers	(5 291 428)	(213 524)
Lease Rental on equipment	(70 296)	(63 930)
Legal fees	(92 686)	(265 525)
Marketing and promotions	(4 744 011)	(3 800 447)
Motor vehicle expenses	(960 022)	(964 382)
Office rental	(942 655)	(851 040)
Printing / stationery / photographic	(108 995)	(91 638)
Project - Environmental Upgrading (Beautification Projects)	(1 358 093)	(1 046 489)
Project - Environmental Upgrading (Recycling)	(344 500)	(320 114)
Project - International Downtown Association Conference (Cape Town Hosting)	-	(305 239)
Project - Parking (Professional Consulting Fee)	-	(26 850)
Project - Public Safety (Additional Law Enforcement)	-	(4 641 877)
Project - Public Safety (Additional Resources)	-	(5 030 634)
Project - Public Safety DPU (Illegal Structure Removal)	(1 631 009)	(1 511 131)
Public Safety	(67 233 280)	(55 533 812)
Rates & Service Accounts (only CCT)	-	(9 482)
Refreshments and Teas	(106 767)	(130 091)

DETAILED INCOME STATEMENT - CONT.

Figures in Rand	2026	2025
Salaries and wages	(17 586 589)	(15 846 172)
Secretarial duties	(7 500)	(374 467)
Social upliftment	(8 681 638)	(8 101 374)
Telecommunication	(278 732)	(257 748)
Training	(191 409)	(124 020)
Travel	(220 919)	(219 774)
Utilities (not CCT)	(270 600)	(229 137)
	(126 192 744)	**(114 117 409)**

WITH THANKS

As another busy and successful year ends, I have a welcome opportunity to celebrate the milestones and achievements of the CCID over the course of the past 12 months. This year, we have drawn on 26 years of making a difference in the Cape Town CBD. Our impact is not achieved in isolation, however, and we share our success with all the key players who share our goals to ensure the Cape Town CBD is safe, clean, welcoming and business-friendly.

At the heart of our mission, and the essence of our identity, lies an unyielding commitment to getting the basics right. We pride ourselves on focusing on the small things, with the bigger picture squarely in focus. We do this by working hard and giving our best every single day. We make sure we don't miss anything.

As I say every year, we do not uphold the excellent standing of the CBD through our own efforts alone. We do not operate in isolation. We depend entirely on our dedicated staff, our Board, and our diverse network of partners, stakeholders, service providers, and collaborators to sustain our high standards and realise our vision of a world-class inner city.

I extend sincere thanks to the many partners and collaborators who share our vision for downtown Cape Town. Firstly, to the Executive Mayor of Cape Town, Geordin Hill-Lewis, thank you for your remarkable leadership, for your intelligent and positive approach, and for your unwavering determination in positioning the Central City and Cape Town as a City of Hope, and as a premier global destination for investment.

I would also like to thank the Executive Mayor's executive team, including Deputy Mayor Alderman Eddie Andrews and Alderman James Vos, MayCo member for Economic Opportunities and Asset Management. We are also thankful for councillors Ian McMahon (Ward 115), Matthew Kempthorne (chairperson of the Good Hope subcouncil) and Girshwin Fouldien (manager Council 16). We also thank our supportive partners at the City of Cape Town.

To the directors of the CCID Board, your ongoing commitment and expertise was vital to the seamless operation of the organisation in the year under review. It is a privilege to work closely with you all in our quest to ensure the CBD remains a top-class urban hub. I would like to thank chairperson Rob Kane for his ongoing support and guidance. And to Michael Bauer, Tamra Capstick-Dale, Samantha Clingham, Wouter de Vos, Grant Elliott, Tim Harris, Jeff Kleu, Samantha Lambert, Julian Leibman, Joy Millar, Nawal Ramasar, and Riaan van Wyk, we are better off for your involvement in our organisation. We wish Murray Clark, who resigned during the review period, everything of the best and thank him for his contribution.

Finally, I would like to express my gratitude to the CCID's exceptionally capable and dedicated management team, who enthusiastically drive the organisation's objectives forward, as well as to the entire CCID staff for their dedication to maintaining our reputation.

On behalf of Jurie Bruwer (Safety & Security), Kally Benito (Urban Management), Sharon Sorour-Morris (Communications), Tara Gerardy-Bissolati (Social Development) and Stephen Willenburg (Business Manager), I would like to thank:

SAFETY & SECURITY

Byers Security Solutions, South African Police Service, City of Cape Town (Law Enforcement, Traffic, Metro Police and Cyclops Camera Unit), Western Cape Government (departments of Community Safety and Economic Opportunities, Safety and Security Directorate), Cape Town Central Community Police Forum, Cape Town Tourism, CBD businesses, Body Corporates of residential complexes and the Hospitality Group.

URBAN MANAGEMENT

City of Cape Town (City Parks, Electricity Services, Environmental Health, Facilities Management, Outdoor Advertising, Public Lighting, Events & Partnerships, Roads & Stormwater, Urban Waste Management, By-law Enforcement: Urban Waste, Collections, Revenue, Traffic Signals and Water & Sanitation), J&M Cleaning Services, Straatwerk Technical, Road Maintenance and Opruim management and teams and Streetscapes.

SOCIAL DEVELOPMENT

City of Cape Town's Social Development, Early Childhood Development and DSD teams, *Afrikaanse Christelike Vroueverenigingen (ACVV)*, The Haven Night Shelter, Streetscapes, New Somerset Hospital, Saartjie Baartman Centre for Women and Children, Service Dining Rooms, TB HIV Care, The Hope Exchange, U-turn Homeless Ministries, Western Cape Government Department of Social Development, Western Cape Street Children's Forum, Youth Solutions Africa, District Six, Souper Troupers, The Trauma Centre, St Anne's Homes, Scalabrini, The Homestead, SAPS, the Mayor's Office, the SA Network of People Who Use Drugs (SANPUD), and Dr Marie Venn.

COMMUNICATIONS

Magna Carta Public Relations, Firecracker Marketing, Runjack, NORTH Agency, Media Machine, Media Support, Tandym Print South Africa, Viking Print, CTP Printers, Trident Press, CitiSprint, Jarovi Trading, Long Life Lettering, Vega Graphics, Community Life Media, The Digital Dolls, TCB Media, Charles Chirongoma, Glen Stavridis, Jacqueline Basson, Amanda Thomas, Sean Robertson, Grant Mashonga, Sam Bainbridge, Brian Paul, Carmen Lorraine, Ed Suter, Ryan Warneke, Renee Moodie, Kirsty de Groot, Libby Peacock, Mary Corrigall, Liza Perold and Kim Maxwell.

Tasso Evangelinos
CEO: CCID

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EDITORIAL

Communications manager: Sharon Sorour-Morris
Editor: Sharon Sorour-Morris
Managing Editor: Aziza Patandin
Online coordinator: Scott Arendse
Design: Sam Bainbridge
Copy editor: Renee Moodie
Images: Ryan Warneke, Carmen Lorraine, Ed Suter, Scott Arendse, Sharon Sorour-Morris



13th floor |One Thibault | Cnr Long St & Hans Strijdom Ave | Cape Town 8001

Tel: +27 21 286 0830 | Email: carmenita@capetownccid.org

www.capetownccid.org