

SCHEDULE 3

ANNUAL REPORT TEMPLATE



FISH HOEK

BUSINESS IMPROVEMENT DISTRICT

Fish Hoek BID NPC
Annual Report and Financial Statements
for the year ended [*insert date*]

[use of trade mark/logo/graphics/slogans within NPC's discretion]



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

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PART A: GENERAL INFORMATION

1. GENERAL INFORMATION *[either in list/ table form]*

Registered name:	Fish Hoek BID NPC
Registration no:	2000/031844/08
Physical address:	21 Second Avenue, Fish Hoek
Postal address:	21 Second Avenue, Fish Hoek
Telephone number/s:	076 388 9615 /
Email address:	donve@fishhoekbid.co.za
Website address:	www.fishhoekbid.co.za
External auditors:	Mark Lindon and [Number of uninterrupted financial years that the firm has acted as the NP's auditors]
<i>Banker's information:</i>	Standard Bank
Company Secretary:	[xxxx]

2. LIST OF ABBREVIATIONS/ACRONYMS

CEO	Chief Executive Officer
CFO	Chief Financial Officer
CCT	City of Cape Town
KPI	Key performance indicators
SCM	Supply chain management

3. FOREWORD BY THE CHAIRPERSON

- Introduction
- Strategic objectives
- Executive summary of performance outcomes
- Key events / challenges
- Short and medium-term outlook
- Acknowledgments
- Conclusion

Marc Yates
Fish Hoek BID NPC
..November 2024

4. CHIEF EXECUTIVE OFFICER'S [or Executive Manager's / Treasurer's] OVERVIEW

- General financial review of NPC
- Spending trends
- Capacity constraints and challenges
- Discontinued activities
- New or proposed activities
- Supply chain management
- Supply chain management-related challenges
- Any finalised, unsolicited tender proposals for the year under review
- Audit report matters in the previous year and proposed mitigation
- Proposed measures to address any financial challenges
- Material events after the reporting date
- Economic Viability of NPC
- Acknowledgement/s or Appreciation

Mike Reaper
Fish Hoek BID NPC
... November 2024

5. 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 annual report are consistent with the annual financial statements audited by [*name of auditors*]

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 (i.e.), 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 [*date*] and signed on behalf by:

Marc Yates
Fish Hoek BID NPC
... November 2024

Mike Reaper
Fish Hoek BID NPC
... November 2024

6. STRATEGIC OVERVIEW

6.1. Vision

Overview of vision per NPC's business plan. *The Fish Hoek NPC was established by local property owners in 2000 to organise, fund, manage and facilitate improvements in the Fish Hoek City Improvement District for the benefit of the entire local community. The Fish Hoek BID NPC.*

CID refers to a geographical area, designated as such by the City of Cape Town ("CTT"), in terms of the CID By-law and s. 22 of the Municipal Property Rates Act, on application by local property owners. The ... NPC's activities are funded by local property owners through an additional rate levied on their properties.

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

6.2. Mission

Overview of mission per NPC's business plan.

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



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

6.3. Values

Overview of values per NPC's business plan.

Our core values are:

Transparency: Open decision-making so that stakeholders can readily discern our outputs and outcomes.

Accountability: We answer for the execution of our responsibilities.

Performance: We will strive to achieve our strategic objectives.

Stakeholder inclusivity: We will carry out our activities taking into account the needs, interests and expectations of our stakeholders.

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

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

7. STATUTORY MANDATE

Briefly outline the statutory mandate of the NPC.

In terms of the CID By-law and s. 22 of the Municipal Property Rates Act, the Fish Hoek NPC is tasked with considering, developing and implementing improvements and upgrades to the Fish Hoek BID to supplement services provided by the CCT. The funding comes from additional rates collected by the CCT from CID property owners and paid over to the company under the aforesaid legislation, as may be supplemented by local fundraising initiatives. In expending these funds, the company is subject to oversight by the CCT in terms of the CID By-law and Policy, as well as public procurement principles enshrined in s. 217 of the Constitution of the Republic of South Africa, 1996 (the "Constitution").

8. ORGANISATIONAL PROFILE

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

9. ORGANISATIONAL STRUCTURE

Board Directors:

Marc Yates – Chairman

Mike Reaper –

Heather Seymore

Cyril Van Der Merwe

Matthew Mabin

Senior Management:

Riaan Bester – Operations Manager

Donve Botha – Administration & Communications Manager

PART B: PERFORMANCE INFORMATION

1. SITUATIONAL ANALYSIS

1.1. Service delivery environment

Provide an executive summary of the context within which the NPC operates, including:

- The overall performance in respect of each service and any capital improvement projects.
- Difficulties encountered in providing relevant services and in carrying out any improvement projects, as well as proposed remedial measures.
- External factors impacting upon the NPC's service delivery performance and implementation of any improvement project.

1.2. Organisational environment

Provide an executive summary of material developments internal to the NPC, impacting upon its ability to deliver services or implement projects, including:

- Factors in the NPC's organisational framework that may have impacted adversely upon the NPC's performance (e.g. resignations, wasteful expenditure, fraud or maladministration), and any mitigation and disciplinary measures.
- Internal factors that may have contributed to the NPC's successes in the year under review.

2. Strategic Objectives

Provide overview of strategic objectives *per* the NPC's implementation plan and progress towards these goals during the year under review.

3. Complaints Process

Briefly describe the NPC's complaints process, and furnish summary of feedback, complaints and remedial action as they pertain to the respective services and capital improvement projects discussed further below under clause 4 of Part B.

4. Performance Information

4.1. [Service/ Project 1]: [e.g. PUBLIC SAFETY]

4.1.1. Describe service/ project, viz.

4.1.1.1. Discuss purpose of existing services or projects, with reference to the "strategic focus areas" of the CID model (i.e. (1) safety; (2) maintenance and cleansing; (3) greening and beautification, and (4) social responsibility.)

4.1.1.2. List activities that form part of existing services or projects, with reference to the geographical area within which these activities are undertaken (including reference to any material distinction in service levels between different areas within the CID).

4.1.2. Outline strategic objectives in respect of services or projects; **the measures taken to achieve this objective, and Key Performance Indicators (KPIs) in respect of these measures.**

4.1.3. Discuss achievements and shortfalls in respect of attaining the targets for each service or project.

4.1.4. Discuss involvement of stakeholders in the design, implementation, monitoring and evaluation of policies and programs.

4.1.5. Discuss the economic, social and/or environmental impacts of each service or project during the year under review.

[Insert table listing performance information regarding the strategic objectives of the service or project; the measures taken to achieve such objective; the KPIs in respect of each measure, as well as the performance information in respect of each KPI for the financial year that is the subject-matter of this annual report (referred to below as "20yy/20zz")]

STRATEGIC OBJECTIVE: [state objective] [<i>sample text</i> : REDUCE CRIME LEVELS IN PUBLIC AREAS WITHIN CID]					
Measure	Key Performance Indicator	Planned target 20yy/20zz	Actual achievement 20yy/20zz	Deviation from target to actual achievement for 20yy/20zz	Comments on deviations
e.g. Record crime statistics/ incidents.	e.g. Quarterly reports of crime statistics/ incidents	e.g. 4 reports	e.g. 3 reports	e.g. 4 th Quarter report outstanding.	e.g. In respect of the 4 th quarter, the CID is awaiting confirmation from SAPS as to crime statistics in the CID for that period.

e.g. Address factors contributing to crime levels in CID, in consultation with SAPS, CCT, Security Service & other stakeholders	e.g. Number of such factors identified and addressed through stakeholders.	e.g. Address at least 5 such factors.	e.g. Addressed 3 such causes, i.e.: (1) poor lighting in public spaces; (2) inadequate security patrols at night; and (3) vegetation on street curbs obscuring security patrols' line of sight.	e.g. Failed to identify and address 2 additional factors as aforesaid.	e.g. Limited financial resources have hampered CID's ability to address further root causes identified.
e.g. Conduct visible, daily foot patrols.	e.g. Number of day-time foot patrol teams.	e.g. 2 x day-time foot patrol teams.	e.g. 2 x day-time foot patrol teams.	n/a	n/a
e.g. Conduct visible, daily vehicle patrols	e.g. Number of vehicle patrol teams per day shift & night shift.	e.g. 1 x team (day) & 1 team (night)	e.g. 1 x team (day) & 1 team (night).	n/a	n/a
e.g. Install CCTV camera infrastructure.	e.g. number of CCTV cameras installed in CID.	e.g. Install 3 CCTC cameras.	e.g. Installed 2 CCTV cameras, i.e. (1) <i>[insert location]</i> ; and (2) <i>[insert location]</i>	e.g. Failed to install one additional CCTV camera.	e.g. Financial constraints precluded installation of CCTV surveillance at the 3 rd identified location. To be executed in the next reporting period.
STRATEGIC OBJECTIVE: <i>[state objective]</i> <i>[sample text: IMPROVE AND CONTINUALLY ASSESS ALIGNMENT OF RESOURCES WITH SAFETY NEEDS OF LOCAL COMMUNITY]</i>					
Measure	Key Performance Indicator	Planned target 20yy/20zz	Actual achievement 20yy/20zz	Deviation from target to actual achievement for 20yy/20zz	Comments on deviations
e.g. Identify "hot spot" areas.	e.g. Number of "hot spot" areas identified.	e.g. Identify 4 "hot spots".	e.g. Identified 4 hot spots, namely: (1) ..; (2) ...; (3) ...; and (4) ... <i>[insert areas]</i>	e.g. n/a	e.g. n/a
STRATEGIC OBJECTIVE: <i>[state objective]</i> <i>[sample text: FOSTER TRUST BETWEEN CID SECURITY OFFICIALS & LOCAL COMMUNITY]</i>					
Measure	Key Performance Indicator	Planned target 20yy/20zz	Actual achievement 20yy/20zz	Deviation from target to actual	Comments on deviations

				achievement for 20yy/20zz	
e.g. Investigate service delivery complaints re community safety.	e.g. Percentage of total annual complaints investigated to satisfaction of complainant.	e.g. 80% of complaints investigated & concluded.	e.g. 60% of complaints investigated & concluded.	e.g. Failed to investigate/ conclude 20% of complaints.	e.g. The deviation pertains mainly to ongoing investigations of complex complaints that could not reasonably be concluded in the reporting period.
e.g. Evaluation of security officers & camera controllers	e.g. Monthly evaluation reports to CID board.	e.g. Submit 12 reports.	e.g. Submitted 12 reports.	e.g. n/a	e.g. n/a
e.g. On-site inspections of security patrol officers in CID & camera controllers	e.g. weekly assessment of security patrol officers & camera controllers	e.g. 50 weekly assessments.	e.g. conducted 40 weekly assessments.	e.g. Failed to conduct assessments in 10 non-consecutive weeks	e.g. Above average demands upon operational resources precluded assessments during the relevant period.
STRATEGIC OBJECTIVE: [state objective] [sample text: INCREASE SAFETY THROUGH PARTNERSHIPS]					
Measure	Key Performance Indicator	Planned target 20yy/20zz	Actual achievement 20yy/20zz	Deviation from target to actual achievement for 20yy/20zz	Comments on deviations
e.g. Establish formal partnerships with SAPS, Metro Police and local community organisations.	e.g. Number of formal partnerships entered into.	e.g. Enter into 5 such partnerships	e.g. Entered into formal partnerships with Metro Police and ... Neighbourhoodwatch [insert name].	e.g. Failed to enter into a further 3 such partnerships.	e.g. Difficulty sustaining contact with SAPS.
e.g. Liaise with relevant role players of SAPS.	e.g. Monthly meetings with relevant SAPS role players.	e.g. 12 monthly meetings.	e.g. 11 monthly meetings	e.g. Failed to meet in December 20zz.	e.g. Demands upon SAPS resources during festive season, precluded meeting in Dec. 20zz.

- Discuss any *feedback and complaints* received in relation to the relevant service/ project during the year under review, including remedial measures.
- Discuss the NPC's proposed, global *strategies* to address any *under-performance*.

4.1.6. Resource Allocation

- Discuss the NPC's performance in light of available resources, identifying:
 - o the available resources per the approved budget for the year under review; *We have managed with the available resources to maintain the service required.*
 - o actual expenditure in the year under review; *We have managed to work within the approved budget.*
 - o any over/under expenditure and the reason(s) therefor; and *Please fill in as per PIE document*
 - o explanation of proposed mitigation measures, if applicable, in respect of any over/under expenditure.

[Insert table listing information regarding the actual expenditure in respect of the service/project as compared with the projected expenditure for (1) the financial year preceding the current reporting period (which must correspond to the previous year's Annual Report) (referred to below as "20xx/20yy"); and (2) the financial year that is the subject-matter of this annual report (referred to below as "20yy/20zz")]

Service/ Project components	20xx/20yy			20yy/20zz		
	Projected Expen- diture	Actual Expen- diture	(Over)/ Under Expen- diture	Projected Expen- diture	Actual Expen- diture	(Over)/ Under Expen- diture

4.2. [Service/ Project 2]: [e.g. MAINTENANCE AND CLEANSING SERVICES]

4.2.1. Describe service/ project, viz.

- 4.2.1.1. Discuss purpose of existing services or projects, with reference to the "strategic focus areas" of the CID model (i.e. (1) safety; (2) maintenance and cleansing; (3) greening and beautification, and (4) social responsibility.)
- 4.2.1.2. List activities that form part of existing services or projects, with reference to the geographical area within which these activities are undertaken (including reference to any material distinction in service levels between different areas within the CID).

4.2.2. Outline strategic objectives in respect of services or projects; **the measures taken to achieve this objective, and Key Performance Indicators (KPIs) in respect of these measures.**

4.2.3. Discuss achievements and shortfalls in respect of attaining the targets for each service or project.

- 4.2.4. Discuss involvement of stakeholders in the design, implementation, monitoring and evaluation of policies and programs.

Little to no involvement by stakeholders.

- 4.2.5. Discuss the economic, social and/or environmental impacts of each service or project during the year under review.

*[Insert table listing performance information regarding the strategic objectives of the service or project; **the measures taken to achieve such objective; the KPIs in respect of each measure, as well as the performance information in respect of each KPI** for the financial year that is the subject-matter of this annual report (referred to below as “20yy/20zz”)]*

STRATEGIC OBJECTIVE: [state objective] [sample text: PROVIDE A CLEANER PUBLIC SPACE]					
Measure	Key Performance Indicator	Planned target 20yy/20zz	Actual achievement 20yy/20zz	Deviation from target to actual achievement for 20yy/20zz	Comments on deviations
e.g. Develop cleaning strategy to guide delivery from appointed service delivery provider.	e.g. Annual cleaning strategy document to be adopted by CID board.	e.g. 1	e.g. 1	e.g. n/a	e.g. n/a
e.g. Provide (on own initiative or in collaboration with CCT) additional litter bins in public spaces.	e.g. Number of additional litter bins provided by CID and/or CCT.	e.g. 30	e.g. 25	e.g. - 5	e.g. Resources constraints have precluded meeting said target.
e.g. Provide clean streets & sidewalks (i.e. cleaning of municipal bins & removing street litter).	e.g. Number of times <i>all</i> streets within business corridor were cleaned at least once a week.	e.g. 50	e.g. 48	e.g. - 2	e.g. A strike precluded service delivery during two (non-consecutive) weeks.
	e.g. Number of times all other streets within CID was cleaned at least once a month.	e.g. 12	e.g. 12	e.g. n/a	e.g. n/a
STRATEGIC OBJECTIVE: [state objective] [sample text: ENSURE EFFECTIVE DELIVERY OF CLEANING SERVICES]					
Measure	Key Performance Indicator	Planned target 20yy/20zz	Actual achievement 20yy/20zz	Deviation from target to actual achievement for 20yy/20zz	Comments on deviations
e.g. Investigate service delivery complaints re cleansing.	e.g. Percentage of total annual complaints investigated to satisfaction of complainant.	e.g. 70%	e.g. 60%	e.g. - 10%	e.g. The deviation refers mainly to ongoing investigations of complaints submitted during the last two months of the reporting period that could not be concluded before year-end.

STRATEGIC OBJECTIVE: [<i>state objective</i>] [<i>sample text: RENEWING PUBLIC SPACES</i>]					
Measure	Key Performance Indicator	Planned target 20yy/20zz	Actual achievement 20yy/20zz	Deviation from target to actual achievement for 20yy/20zz	Comments on deviations
e.g. remove graffiti in public spaces.	e.g. Number of graffiti works removed.	e.g. 60	e.g. 60	e.g. n/a	e.g. n/a
e.g. remove unlawful or unsightly stickers and posters from public infrastructure	e.g. Number of stickers/ posters removed.	e.g. 50	e.g. 50	e.g. n/a	e.g. n/a

- Discuss any *feedback and complaints* received in relation to the relevant service/ project during the year under review, including remedial measures.
- Discuss the NPC's proposed, global *strategies* to address any *under-performance*.

4.2.6. Resource Allocation

- Discuss the NPC's *performance* in the context of the resources available to the company, identifying:
 - o the available resources per the approved budget for the year under review;
 - o actual expenditure in the year under review;
 - o any over/under expenditure and the reason(s) therefor; and
 - o explanation of proposed mitigation measures, if applicable, in respect of any over/under expenditure.

[Insert table listing information regarding the actual expenditure in respect of the service/ project as compared with the projected expenditure for (1) the financial year preceding the current reporting period (which must correspond to the previous year's Annual Report) (referred to below as "20xx/20yy"); and (2) the financial year that is the subject-matter of this annual report (referred to below as "20yy/20zz")]

Service/ Project components	20xx/20yy			20yy/20zz		
	Projected Expen- diture	Actual Expen- diture	(Over)/ Under Expen- diture	Projected Expen- diture	Actual Expen- diture	(Over)/ Under Expen- diture

4.3. [Service/ Project 3]: [e.g. ENVIRONMENTAL DEVELOPMENT SERVICES]

4.3.1. Describe service/ project, viz.

4.3.1.1. Discuss purpose of existing services or projects, with reference to the “strategic focus areas” of the CID model (i.e. (1) safety; (2) maintenance and cleansing; (3) greening and beautification, and (4) social responsibility.)

4.3.1.2. List activities that form part of existing services or projects, with reference to the geographical area within which these activities are undertaken (including reference to any material distinction in service levels between different areas within the CID).

4.3.2. Outline strategic objectives in respect of services or projects; **the measures taken to achieve this objective, and Key Performance Indicators (KPIs) in respect of these measures.**

4.3.3. Discuss achievements and shortfalls in respect of attaining the targets for each service or project.

4.3.4. Discuss involvement of stakeholders in the design, implementation, monitoring and evaluation of policies and programs.

4.3.5. Discuss the economic, social and/or environmental impacts of each service or project during the year under review.

*[Insert table listing performance information regarding the strategic objectives of the service or project; **the measures taken to achieve such objective; the KPIs in respect of each measure, as well as the performance information in respect of each KPI** for the financial year that is the subject-matter of this annual report (referred to below as “20yy/20zz”)]*

STRATEGIC OBJECTIVE: [state objective] [sample text: GREENING PUBLIC SPACES]					
Measure	Key Performance Indicator	Planned target 20yy/20zz	Actual achievement 20yy/20zz	Deviation from target to actual achievement for 20yy/20zz	Comments on deviations
e.g. Identify & develop sites for communal gardens in partnership with CCT.	e.g. Number of sites identified.	e.g. 1	e.g. 1	e.g. n/a	e.g. n/a
	e.g. Number of sites developed as community gardens.	e.g. 1	e.g. 0	e.g. -1	e.g. Preparation work underway on identified site; development scheduled to be completed in next FY.
e.g. Plant trees in public spaces and along sidewalks.	e.g. Number of trees planted.	e.g. 50	e.g. 40	e.g. 10	e.g. Project suspended due to water restrictions.
e.g. Landscaping of communal areas, such as	e.g. Number of landscaped sites.	e.g. 10	e.g. 10	e.g. n/a	e.g. n/a

traffic circles & centre islands.					
STRATEGIC OBJECTIVE: [state objective] [sample text: MAINTENANCE OF PUBLIC GREEN AREAS]					
Measure	Key Performance Indicator	Planned target 20yy/20zz	Actual achievement 20yy/20zz	Deviation from target to actual achievement for 20yy/20zz	Comments on deviations
e.g. Mow street verges	e.g. Number of streets verges identified for mowing.	e.g. 30	e.g. 35	e.g. +5	e.g. n/a
	e.g. Number of street verges mowed on a monthly basis.	e.g. 10	e.g. 9	e.g. -1	e.g. Poor communication with service provider.

- Discuss any *feedback and complaints* received in relation to the relevant service/ project during the year under review, including remedial measures.
- Discuss the NPC's proposed, global *strategies* to address any *under-performance*.

4.3.6. Resource Allocation

- Discuss the NPC's *performance* in the context of the resources available to the company, identifying:
 - o the available resources per the approved budget for the year under review;
 - o actual expenditure in the year under review;
 - o any over/under expenditure and the reason(s) therefor; and
 - o explanation of proposed mitigation measures, if applicable, in respect of any over/under expenditure.

[Insert table listing information regarding the actual expenditure in respect of the service/ project as compared with the projected expenditure for (1) the financial year preceding the current reporting period (which must correspond to the previous year's Annual Report) (referred to below as "20xx/20yy"); and (2) the financial year that is the subject-matter of this annual report (referred to below as "20yy/20zz")]

Service/ Project components	20xx/20yy			20yy/20zz		
	Projected Expen- diture	Actual Expen- diture	(Over)/ Under Expen- diture	Projected Expen- diture	Actual Expen- diture	(Over)/ Under Expen- diture

4.4. [Service/ Project 4]: [e.g. SOCIAL AND ECONOMIC DEVELOPMENT SERVICES]

4.4.1. Describe service/ project, viz.

4.4.1.1. Discuss purpose of existing services or projects, with reference to the “strategic focus areas” of the CID model (i.e. (1) safety; (2) maintenance and cleansing; (3) greening and beautification, and (4) social responsibility.)

4.4.1.2. List activities that form part of existing services or projects, with reference to the geographical area within which these activities are undertaken (including reference to any material distinction in service levels between different areas within the CID).

4.4.2. Outline strategic objectives in respect of services or projects; **the measures taken to achieve this objective, and Key Performance Indicators (KPIs) in respect of these measures.**

4.4.3. Discuss achievements and shortfalls in respect of attaining the targets for each service or project.

4.4.4. Discuss involvement of stakeholders in the design, implementation, monitoring and evaluation of policies and programs.

4.4.5. Discuss the economic, social and/or environmental impacts of each service or project during the year under review.

[Insert table listing performance information regarding the strategic objectives of the service or project; the measures taken to achieve such objective; the KPIs in respect of each measure, as well as the performance information in respect of each KPI for the financial year that is the subject-matter of this annual report (referred to below as “20yy/20zz”)]

STRATEGIC OBJECTIVE: [state objective] [sample text: PROVIDE & IMPROVE TEMPORARY SHELTER FACILITIES TO HOMELESS PERSONS IN CID]					
Measure	Key Performance Indicator	Planned target 20yy/20zz	Actual achievement 20yy/20zz	Deviation from target to actual achievement for 20yy/20zz	Comments on deviations
e.g. Partnering with NGOs thereby creating employment opportunities for the homeless and safe spaces for youth.	e.g. Number of persons assisted with employment opportunity.	e.g. 2	e.g. 1	e.g. -1	e.g. CID is working together with NGOs to increase employment opportunities for the homeless in order to meet the annual target. e.g. CID is working closely with the City's
	e.g. Number of youth assisted with a safe space.	e.g. 10	e.g. 8	e.g. -2	

					Social Development Department in respect of youth programmes to assist NGOs.
STRATEGIC OBJECTIVE: [state objective] [sample text: ENSURE EFFECTIVE DELIVERY OF SOCIAL DEVELOPMENT SERVICES]					
Measure	Key Performance Indicator	Planned target 20yy/20zz	Actual achievement 20yy/20zz	Deviation from target to actual achievement for 20yy/20zz	Comments on deviations
e.g. Investigate service delivery complaints re social development services.	e.g. Percentage of total annual complaints investigated to satisfaction of complainant.	e.g. 70%	e.g. 70%	e.g. n/a	e.g. n/a
STRATEGIC OBJECTIVE: [state objective] [sample text: DECREASE NUMBER OF CHILDREN LIVING ON THE STREETS]					
Measure	Key Performance Indicator	Planned target 20yy/20zz	Actual achievement 20yy/20zz	Deviation from target to actual achievement for 20yy/20zz	Comments on deviations
e.g. Partner with Department of Social Development ("DSD") & SAPS to provide a place of safety for minors living on the streets.	e.g. Monthly meetings with DSD social workers to discuss projects and specific cases.	e.g. 12	e.g. 12	e.g. n/a	e.g. n/a
	e.g. Monthly meetings with SAPS to discuss projects and specific cases.	e.g. 12	e.g. 12	e.g. n/a	e.g. n/a
	e.g. Number of minors successfully relocated to places of safety or reunited with their families.	e.g. 10	e.g. 8	e.g. -2	e.g. In five cases, minors who were reunited with their families appear to have returned to the streets.
STRATEGIC OBJECTIVE: [state objective] [sample text: JOB CREATION]					
Measure	Key Performance Indicator	Planned target 20yy/20zz	Actual achievement 20yy/20zz	Deviation from target to actual achievement for 20yy/20zz	Comments on deviations
e.g. Identify and carry out job creation projects (e.g. recycling & ...)	e.g. Number of jobs created for local community members.	e.g. 10	e.g. 10	e.g. n/a	e.g. n/a

cleansing initiatives).					
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- Discuss any *feedback and complaints* received in relation to the relevant service/ project during the year under review, including remedial measures.
- Discuss the NPC's proposed, global *strategies* to address any *under-performance*.

4.4.6. Resource Allocation

- Discuss the NPC's *performance* in the context of the resources available to the company, identifying:
 - o the available resources per the approved budget for the year under review;
 - o actual expenditure in the year under review;
 - o any over/under expenditure and the reason(s) therefor; and
 - o explanation of proposed mitigation measures, if applicable, in respect of any over/under expenditure.

[Insert table capturing information regarding the actual expenditure in respect of the service/ project as compared with the projected expenditure for (1) the financial year preceding the current reporting period (which must correspond to the previous year's Annual Report) (referred to below as "20xx/20yy"); and (2) the financial year that is the subject-matter of this annual report (referred to below as "20yy/20zz")]

Service/ Project components	20xx/20yy			20yy/20zz		
	Projected Expen- diture	Actual Expen- diture	(Over)/ Under Expen- diture	Projected Expen- diture	Actual Expen- diture	(Over)/ Under Expen- diture

PART C: CORPORATE GOVERNANCE

1. APPLICATION OF KING IV

1.1. [Brief description of the application of King IV]

Sample text: In recognition of the fact that the NPC is entrusted with public funds, particularly high standards of fiscal transparency and accountability are demanded. To this end, the NPC voluntarily subscribes to the King Code of Corporate Governance for South Africa 2016 (“King IV”), which came into effect on 1 April 2017. King IV contains a series of recommended reporting practices under the 15 voluntary governance principles.

The practices applied by the company are explained in this part (Part C), of the Annual Report. In determining which reporting practices to apply, the board took account of, among others things, the CCT’s policy, and the particular reporting protocols appropriate to a non-profit entity such as the NPC. **Recommended disclosures under KING IV are identified by way of reference to the relevant principle.**

1.2. Compliance with King IV for the reporting period] **Sample text:** The board is satisfied that the NPC has complied with the applicable principles set out in King IV during the period under review, to the extent reasonably possible, are provided fully below. **[NB: in the event that there are changes to the NPC’s governance positions reported in previous years, or cases of material non-compliance, this must be referred to briefly under this sub-heading].**

2. GOVERNANCE STRUCTURE

2.1. Board Composition

[Insert statement as to whether or not the board is satisfied that its composition reflects the appropriate mix of knowledge, skills, experience, diversity and independence as required under principle 7.30(a) of King IV] **(King IV principle 7.30(a))**

[Insert in table/ another format the following details in respect of each director:]

[Full names] [Capacity, e.g. chairperson, non-executive director etc] (King IV principle 7.30 (c))	
Responsibilities	
Qualifications (King IV principle 7.30(e))	
Appointment to the board (King IV principle 7.30(f))	Appointed by AGM or co-opted by the board]
Committee membership	N/A
Skills and experience (King IV principle 7.30(e))	
Career experience (King IV principle 7.30(e))	
Current directorships/ professional positions (King IV principle 7.30(h))	[List directorships of other companies and any other professional positions]

Changes in board composition [insert details of any removals, resignations or retirements]			
Name	Date & Manner of Appointment	Date of termination of directorship	Reason for termination (King IV principle 7.30(i))

2.2. Board Observer

In terms of the By-law, city councillors are designated as “board observers” by the Executive Mayor to conduct oversight of board functions. This oversight entails receiving board documentation and attending board meetings, with a view to ensuring that the company duly executes its statutory mandate. The Executive Mayor has appointed newly elected cllr. Izabel Sherry as board observer, and cllr. Felicity Purchase as her alternate. Cllr. Cllr Sherry attended 5 of the board meetings convened during the period under review.

2.3. Appointment of the board

Nominations are made and voted in at the Annual General Meeting. 2 Directors are required to step down annually, Where they are revoted in, should they accept the nomination again.

2.4. Overview of the board’s responsibilities

*[Executive summary of role of the board, e.g. (1) identifying strategies to implement the NPC’s business plan in a manner that ensures the financial viability of the company and takes adequate account of stakeholder interests; (2) monitoring compliance with applicable legislation, codes and standards; (3) approving the annual budget; (4) overseeing preparation of and approving the annual financial statements for adoption by members; (4) exercising effective control of the NPC and monitoring management’s implementation of the approved budget and business plan, etc....] **New Board***

2.5. Board charter

[Sample text with regard to King IV Principle 6.5(b) requirement]: The board is satisfied that it has fulfilled its responsibilities under the board charter during the period under review. (King IV Principle 6(5)(b)) [or: Other than the issues identified below, the board is satisfied that it has fulfilled its responsibilities under the board charter during the period under review. During the period under review, the board identified the following instances of non-compliance with the board charter. These are.... [list deviations/ cases of non-compliance]



The board charter is available online at _____ [insert CID website].

2.6. Director Independence

[State whether the non-executive board members are independent as contemplated in principle 7.27 and 7.28 of King IV] Sample text: During the period under review, the board formally assessed the independence of all non-executive directors, as recommended by King IV. The board has determined that all of the non-executive directors, including the chairperson, [amend as may be appropriate] are independent in terms of King IV's definition of "independence" and the guidelines provided for in principle 7.28. **(King IV Principle 7.38(a))**

2.7. Board Committees [If the NPC has no board committees, state that the board has not appointed any committees]

The Board has not appointed any Board Committees

2.8. Attendance at board and committee meetings

The board convenes at least once a month. Special board meetings are convened when necessary. In the period under review 4 special board meeting was convened. Particulars of board meetings are detailed in the table below. **The board observes Principle 1(c)(iv) of King IV regarding attendance of meetings. (King IV Principle 6.5 (board meetings) and King IV Principle 8.50(e) (board committee meetings)).**

BOARD MEETINGS													
Director	Total	24/01	28/02	20/03	17/04	22/05	26/06	24/07	21/08	25/09	23/10	0000	01/12
<u>Marc Yates</u>	11/11	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	=	
<u>Mike Reaper</u>	/11												
<u>Matthew Mabin</u>													
<u>Cyril vd Merwe</u>													
<u>Heather Seymore</u>													
Board observer													
[insert name] COMMITTEE MEETINGS [sample table contents]													
Director	Total	[date]	[date]	[date]	[date]	[date]	[date]	[date]	[date]	[date]	[date]	[date]	[date]
[name]	9/12	-	✓	✓	✓	-	-	✓	✓	✓	✓	✓	✓
[name]	10/12	✓	✓	✓	-	✓	✓	✓	✓	✓	-	✓	✓

[Insert appropriate footnotes to indicate whether director gave an apology and/or reason for non-attendance]

3. ETHICAL LEADERSHIP

Directors are required to maintain the highest ethical standards. To this end, the NPC has adopted a code of conduct for directors, which governs their ethical roles and responsibilities, and provides guidelines on the applicable legal, management and ethical standards.



The Code is available online at <https://www.fishhoekbid.co.za>

Upon appointment, directors must declare in writing to the chairperson any private interests which could give rise to a potential conflict of interest. These declarations are kept in a register and are regularly updated.¹

Directors must further disclose in writing to the chairperson if any matter before the board gives rise to a potential conflict of interest. Such a director must recuse himself or herself from consideration and deliberation of, or voting on, the matter giving rise to the potential conflict of interest.

Transparency in personal or commercial interests ensures that directors are seen to be free of personal or business relationships that may materially interfere with their ability to act independently and in the best interests of the NPC.

The board is satisfied that the directors have complied with their duties in terms of the Code during the year under review. No changes to the directors' respective declarations were recorded which could potentially impact their independence. **(King IV principle 1.3)**

4. BOARD OVERSIGHT OF RISK MANAGEMENT

4.1. Risk Management Policy

Provide an executive summary outlining:

- The NPC's risk management policy and strategy, if any.
- ***The board is tasked with implementing a sound system of internal controls to safeguard the company's assets and funds, and ensuring that assets and funds are employed in furtherance of the company's strategic objectives.***
- ***The board considers risk at each of its meetings as detailed at para [2.8] above. The system of internal controls put in place by the board includes:***
 - o ***The five-year strategic plan, approved by the CCT in 2020 which has been implemented across the whole range of company functions.***



The risk register is available online at _____ [CID website]

(King IV Principle 11.9(a))

4.2. Effectiveness of Risk Management

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

- The extent to which the NPC has conducted risk assessments during the period under review to determine the efficacy of its aforesaid policy and strategy, and to identify any new risks. **(King IV Principle 11.9(a))**
- ***Sample text: During the year under review, the board fulfilled its risk mandate by reviewing the company's risk register at meetings in __ and __ [insert relevant calendar months], and considering issues of risk governance as they pertained to matters under consideration at the __ [insert number of meetings] board meetings convened during __ [insert financial year under review]. The board is satisfied that the systems and processes in place to govern and manage risk are adequate and that the board has executed its risk management responsibilities satisfactorily.***

4.3. Key Business Risks and Opportunities

- Key areas of focus during the reporting period, e.g. key risks facing the NPC, unexpected or unusual risks and risks taken outside of risk tolerance levels. **(King IV Principle 11.9(b))**

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

- o ***Failure by our service suppliers to perform their functions adequately, effectively or within the parameters of their authority.***
- o ***Negative perceptions of some in the local community regarding the company's service delivery or expenditure of public funds.***
- o ***Cyber-attacks and the impact on the security of confidential information of the Company and its members.***

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

- Planned areas of future focus. **(King IV Principle 11.9(d)) *New Board***

5. ACCOUNTABILITY AND RESPONSIBILITY

5.1. Performance Reviews

[Brief reference to the type of assessment undertaken, as well as whether the board is satisfied overall with performance.]

5.2. Delegated limits of authority

The board has delegated authority to management; and there is an appropriate balance between governance oversight and operational efficiency.] **(King IV Principle 10.85 and 10.89)**

5.3. Supplier Code of Conduct

Review suppliers code of conduct to ensure that it meets the NPC's ethical standards and business practices. ***New Board***

PART D: FINANCIAL INFORMATION

1. Report of the External Auditor

[Insert audit report issued by the external auditor]

2. Annual Financial Statements

[Attach the audited financial statements]