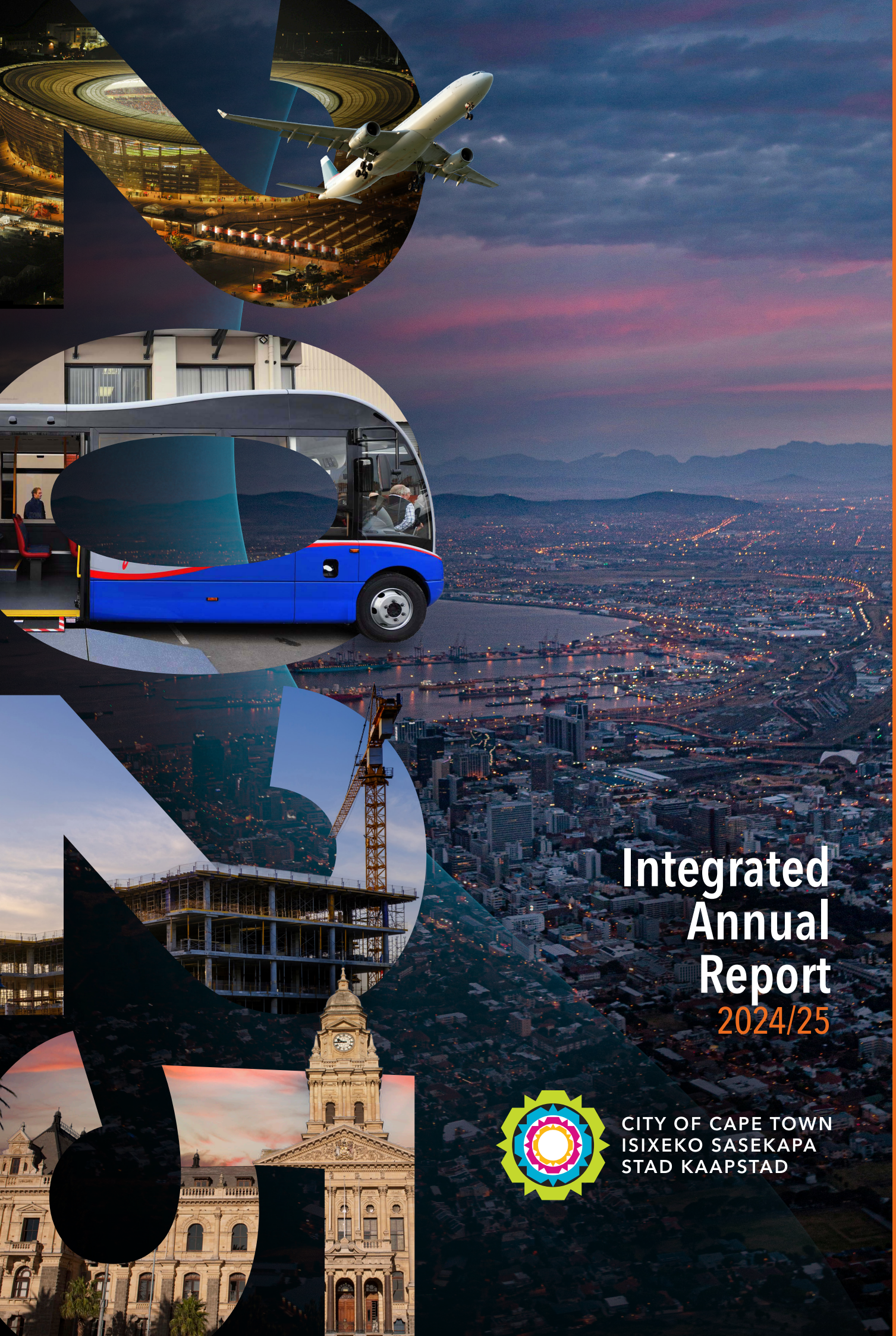

Integrated Annual Report 2024/25

CITY OF CAPE TOWN
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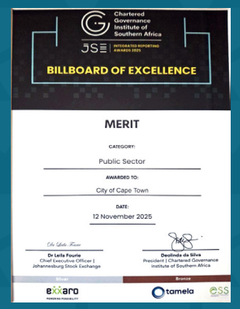
STAD KAAPSTAD



Recognition for Excellence in Integrated Reporting

The City of Cape Town continues to receive national recognition for excellence in transparency, accountability and reporting. The City's 2022/23 Integrated Annual Report (IAR) earned two major national accolades:

> **Best Integrated Annual Report in the South African public sector** at the Johannesburg Stock Exchange (JSE) Integrated Reporting Awards (November 2024).

> **Best Annual Report in South Africa** at the South African Publication Forum Awards, achieving a score of **90.25%.**

These honours reflect the City's commitment to producing concise, reliable and meaningful reporting that demonstrates how value is created for residents and stakeholders. The 2022/23 IAR was evaluated against local and international standards and the International Integrated Reporting Framework, with strong performance across presentation, strategy, governance, sustainability and performance reporting.

In **November 2025**, the City once again received national recognition – this time earning a **Merit Award** in the public sector category at the Integrated Reporting Awards hosted by the Johannesburg Stock Exchange and the Chartered Governance Institute of Southern Africa. This additional accolade reaffirms the City's continued improvements in integrated reporting and its commitment to providing a clearer, more comprehensive picture of organisational performance, value creation and long-term sustainability.

Annual report

2024/25

CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

Making progress possible. Together.

TABLE OF CONTENTS

1. ORGANISATIONAL OVERVIEW AND EXTERNAL ENVIRONMENT 4

1.1 Vision 6
1.2 Values and ethics 8
1.3 Message from the Executive Mayor 10
1.4 Introductory statement by the City Manager 12
1.5 City business context 14
1.6 City in numbers 18

2. BASIS AND PREPARATION OF REPORT 20

2.1 Scope and reporting boundaries 22
2.2 Materiality 22

3. CITY AND REPORTING GOVERNANCE 24

3.1 Legislative requirements and frameworks 26
3.2 Assurance process 27
3.3 Alignment with King IV principles 29

4. BUSINESS MODEL 30

4.1 Flow of strategic performance 32
4.2 Alignment with Sustainable Development Goals to drive value creation 33
4.3 Integrated business and value creation model 34
4.4 Planning and investing for a future-ready City of Cape Town 44

5. RISKS AND OPPORTUNITIES 48

6. STAKEHOLDER ENGAGEMENT 52

6.1 Stakeholder engagement for 2025/26 IDP and budget 54
6.2 Assessing stakeholder satisfaction 55

7. PERFORMANCE AGAINST OUR STRATEGY 56

7.1 Summary of the annual financial statements for 2024/25 59
7.2 Economic growth 62
7.3 Basic services 67
7.4 Safety 78
7.5 Housing 84
7.6 Public space, environment and amenities 89
7.7 Transport 96
7.8 A resilient city 102
7.9 A more spatially integrated and inclusive city 106
7.10 A capable and collaborative city government 110

8. APPENDICES 116

8.1 Appendix A: Consolidated annual financial statements 118
8.2 Appendices B1–B2: Annual performance reports 296
8.3 Other appendices 420

1. Organisational overview and external environment

1.1 Vision

A city of hope for all

South Africa has moved beyond apartheid's injustice, yet many residents still live with poverty and the threat of violent crime.

Our vision is for Cape Town to be a city of hope for all: a prosperous, inclusive and healthy city where people can realise a better future for themselves, their children and their communities. As the city government, we will create the conditions for faster, sustained economic growth so that more Capetonians can lift themselves out of poverty. Over the next five years, this goal will guide our work.

Cape Town will show what is possible when we work together: a place where life chances steadily improve and poverty is reduced. Residents should feel confident that their city government is capable and accountable in delivering the basics.

We seek a city built on good governance, where the economy attracts investment and creates jobs, without the drag of infrastructure failure and corruption.

To make Cape Town South Africa's *city of hope*, the City will use public resources to co-create a city that is caring, inclusive, prosperous, united, respectful, safer and freer.

The City will focus on six priorities, led by economic growth to reduce poverty. These priorities rest on three foundations essential to realising a *city of hope*.

City's six strategic priorities

To realise the vision of a city of hope, the City of Cape Town has identified six strategic priorities that guide its programmes and investments:

Figure 1: City of Cape Town's six strategic priorities

The City's main strategic building blocks

To deliver on its strategic priorities and long-term vision, the City of Cape Town relies on three key building blocks that support and enable effective governance and sustainable development:

Figure 2: City of Cape Town's three foundational enablers

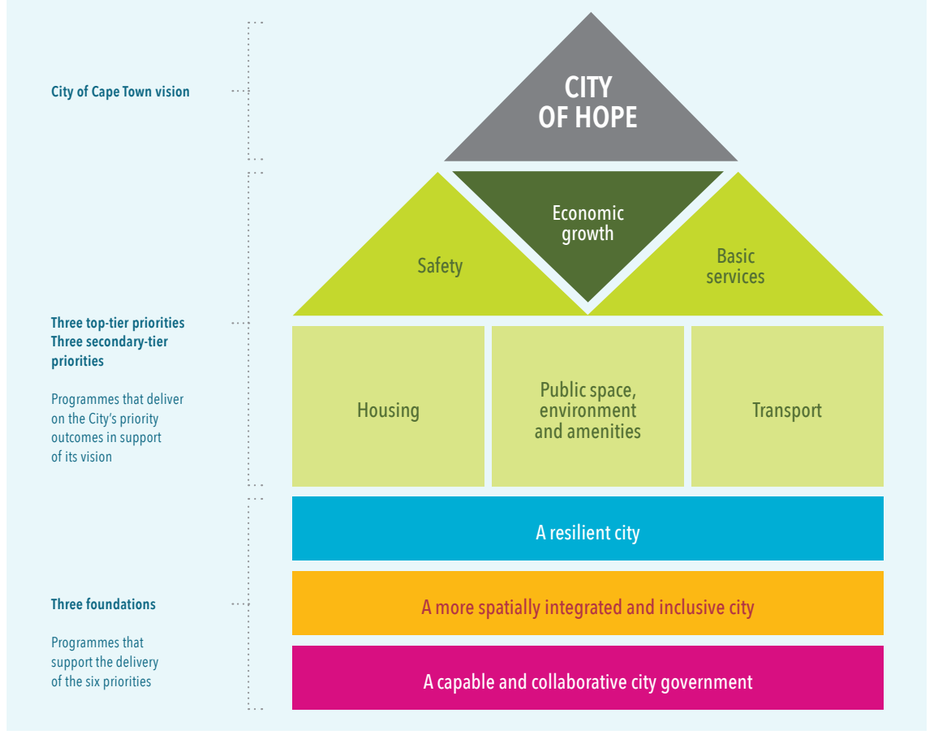
A RESILIENT CITY: Building resilience to climate change, economic shocks and social stresses is essential for long-term sustainability. This includes investing in climate adaptation, disaster risk reduction and infrastructure that can withstand future challenges and ensure that Cape Town remains liveable and secure for generations to come.

A MORE SPATIALLY INTEGRATED AND INCLUSIVE CITY: Addressing the legacy of spatial inequality is central to creating a fairer, more connected Cape Town. This building block focuses on promoting inclusive urban development, improving access to housing and services in well-located areas, and ensuring that all residents can participate in the city's social and economic life.

A CAPABLE AND COLLABORATIVE CITY GOVERNMENT: Delivering on the City's vision requires a high-performing, transparent and accountable administration. This enabler emphasises digital transformation, sound financial management, evidence-based decision making and strong partnerships with communities, businesses and other spheres of government.

Figure 3 below outlines the City's strategic focus areas through to 2027.

Figure 3: City of Cape Town's IDP strategic focus areas



Strategies supporting our vision

There are a range of corporate and transversal strategies that support the delivery of the priorities of the IDP. These include:

- the Inclusive Economic Growth Strategy
- the Water Strategy
- the Energy Strategy
- the Waste Strategy
- the Environmental Strategy
- the Resilience Strategy

These strategies and others can be viewed in the City's online Document Centre or on relevant departmental web pages.

1.2 Values and ethics

The City has adopted five core values that align with the Integrated Development Plan (2022-2027). These values shape the culture of *'a city of hope'* and guide our behaviours, decisions and outcomes.

We prioritise meaningful engagement, proactive problem solving, and exceeding customer expectations. We achieve these by using systems and processes that are simple, effective and fit for purpose.

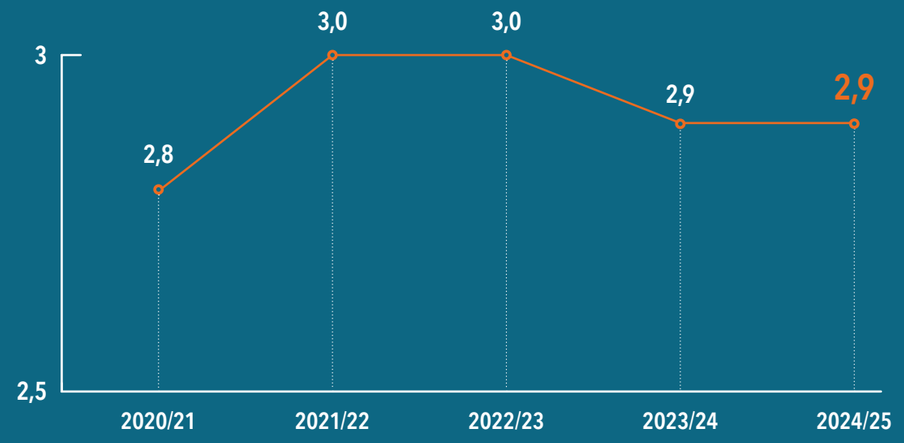
Collaboration across all levels drives effective service delivery. Our workforce is united by these values and the City Ethics Code, which promotes ethical conduct and good decision making. All Council policies support a culture rooted in integrity, responsibility and strategic focus.

City values

Figure 4: City of Cape Town's core values

Trust in the City

We also conduct an annual assessment of residents' trust in the City. These insights serve as a valuable motivator, helping us to improve and strengthen our relationship with the communities we serve. The City has consistently maintained these trust levels over the past few years, staying between 2,8 and 3,0 on a 1-5 scale. This reflects stability in public sentiment.



Rating scale: 1 = poor; 2 = fair; 3 = good; 4 = very good; 5 = excellent

1.3 Message from the Executive Mayor

With two years left in this five-year term of office, it is a good time to reflect on the progress we have made in our mission to build a city of hope for all who call Cape Town home. This report highlights our achievements over the past financial year and shows we are a city government that is responsive to residents' needs and ready for a rapidly evolving future.

We have now reached the home stretch of this term of office, and it is encouraging to look back on the achievements of the past three and a half years – and especially the past financial year – and gauge our progress.

What is very clear from assessing this progress is that we have substantially raised the ambitions of this City to not only serve our residents better today, but also ensure that Cape Town will be ready for the challenges of tomorrow. The importance of this mission cannot be overstated. We must future-proof our city, and make the investments now that will be critical in 10, 20 and 30 years' time.

Throughout the country, in other metros and towns, we are seeing the effects of neglecting to make these investments or kicking the responsibility down the road for a next government to deal with. Many of these municipalities have now reached the point of total service delivery collapse, and any intervention now will likely be too late to stave off disaster.

We vowed that this would never happen in Cape Town – so we have set higher targets each year for infrastructure replacements, upgrades and maintenance. In fact, this progressive, incremental approach shows in the new records we set every year for our capital expenditure. Our achievement of an impressive 92,3% spend of our capital budget for the past financial year amounts to just shy of R10 billion – which is more than the three Gauteng metros combined.

We do not make these investments to win bragging rights. We do so because it is the only way to prepare Cape Town for a future as both the biggest and the fastest-growing metro in South Africa. It is also the only way to show investors in our city that we are open for business, and a good bet for the future. That is how we will grow this economy even more and help lift many more Capetonians out of poverty and into the dignity and independence of work.

Of course, while such infrastructure investment is both critically important and urgent, it also comes at a significant cost, and we have had to enter into some challenging and honest conversations with our residential and commercial ratepayers this year. The alternative would be to leave these investments – and tricky conversations – for a future government to deal with, by which time it would simply be too late. But that is not how we operate and it is not what we set out to achieve.

Our mission, as detailed in the pages of this report, is to build Cape Town into a place of hope, opportunity and dignity for all residents. We want to show the rest of the country that this can be done, and that we do not have to accept decline and failure as inevitable outcomes.

My heartfelt appreciation goes to each and every member of this incredible City of Cape Town team whose commitment, dedication and passion have helped to put our city on a path to prosperity and hope this past financial year. The milestones and successes set out in this report reflect an organisation with a healthy workplace culture, and a very proud record of success.

Geordin Hill-Lewis
Executive Mayor

"Our mission, as detailed in the pages of this report, is to build Cape Town into a place of hope, opportunity and dignity for all residents."

1.4 Introductory statement by the City Manager

I am honoured to present the City of Cape Town's integrated annual report for the 2024/25 financial year. This report demonstrates the City's commitment to transparency, openness, accountability and sustainable development, and adheres to the International Integrated Reporting Framework and the King IV Report on Corporate Governance for South Africa. It offers a comprehensive view of our performance and strategic direction, aligning with global best practices.

Over the past year, we have continued to make meaningful progress in several key areas:

- **Economic growth:** We have supported local economic development through targeted infrastructure investment, land release for development, and initiatives that enable job creation and business growth, including our continued efforts to improve the ease of doing business.
- **Safety:** We have expanded law enforcement capacity and invested in technology to better protect communities and infrastructure.
- **Basic services:** We have made strides in improving water resilience, diversifying our energy supply, and enhancing waste and sanitation services, particularly in vulnerable communities.
- **Infrastructure:** Our capital investment programme continues to grow, with a strong focus on maintaining and upgrading essential infrastructure to support long-term sustainability.
- **Transport:** The expansion of the MyCiTi bus service is making major strides, and we continue to improve roads and stormwater systems.

These achievements were made possible by the City's growing capability in procurement, engineering and programme delivery. Our infrastructure-led growth model rests on sound financial management and a commitment to inclusive development. The City's planned infrastructure portfolio for the next decade now exceeds R118 billion, positioning Cape Town for a more resilient and prosperous future.

In 2024/25 we maintained high capital expenditure at R9,29 billion. This sits alongside the prior year's R9,43 billion and reflects ongoing investment to support Cape Town's long-term growth. Over the next three financial years, we plan to scale up further with an estimated R39 billion capital programme, the largest of its kind among South African municipalities.

Our financial health and governance remain strong. Moody's upgraded the City's credit rating during the year, reflecting prudent financial management, institutional stability and long-term sustainability.

The year was not without challenges. Organised crime and extortion disrupted some infrastructure projects and service delivery, placing staff and contractors at risk. We have increased infrastructure protection and are working with communities to safeguard public assets.

We also faced the effects of climate change, including extreme weather and flooding. These risks reinforce the importance of long-term planning such as the New Water Programme and stormwater master planning, which are designed to build resilience across the City.

Despite these pressures, Team Cape Town delivered. Our staff remain the backbone of our success – resilient, professional and committed to building a city of hope. My sincere thanks to every City employee for your dedication and service.

I also thank Executive Mayor Geordin Hill-Lewis for his leadership and vision, and my executive management team for their collaboration and commitment to excellence. The partnership between political and administrative leadership supports effective metropolitan governance.

To our residents – Thank you for your active participation – through public consultations, reporting service issues and supporting community initiatives. Your engagement strengthens our democracy and helps us serve you better.

The operating environment remains complex and demanding, yet we are focused on delivering our vision of a city of hope that works for all. We are also looking further ahead. In the new financial year, the City will adopt a bold 25-year long-term plan to guide Cape Town's growth and development, reaffirming our commitment to support and service a rapidly growing population.

As we enter the 2025/26 financial year, I am confident that with the continued support of our staff, partners and communities, we will meet the challenges ahead and keep building a more inclusive, thriving and future-ready Cape Town.

Lungelo Mbandazayo
City Manager

1.5 City business context

In addition to reporting on the City's progress towards its vision, this Integrated Annual Report offers insight into the external environment that affects the administration and its operations.

1.5.1 Contextual analysis

Economic context

Cape Town's economy remains resilient and continues to grow, supported by strong business confidence, targeted infrastructure investment, and sectoral expansion – particularly in agriculture, tourism and small enterprise development. The Western Cape's GDP growth has consistently outpaced national averages, driven by sound governance. However, challenges such as high unemployment, poverty and pressure on social services remain key concerns.

Key economic developments snapshot

Business Confidence
Cape Town benefits from stable governance and positive sentiment.

Economic Growth
Cape's Town's GDP grew by 0,7% year- on-year (2024), outperforming national figures.

Infrastructure
City's infrastructure oudget is the largest out of all metros, prioritising projects that support lower-income communities.

Agriculture
Strong export performance in agriculture is boosting related sectors such as manufacturing.

SMME Growth
A vibrant small business ecosystem continues to contribute to employment and innovation.

Tourism
Cape Town named the "Best City in the World" by The Telegraph, reinforcing its global appeal.

Capital Investment and Infrastructure

Cape Town is scaling up infrastructure investment-over **R118 billion** in the next decade—to drive inclusive growth, climate resilience, and service sustainability, prioritising water, mobility, energy, and dignified living.

Labour Market Representation

48%
WORKERS ARE WOMEN
48% of the workforce are women (857,337) up from 46.2% in 2015.

Socio-Economic Challenges

UNEMPLOYMENT AND POVERTY
Persistently high, relative to global benchmarks.

SOCIAL SERVICES PRESSURE
Rising demand and limited resources in education and healthcare.

GLOBAL UNCERTAINTY
Interational trade volatility continues to impact local economic stability.

Labour Market Overview

UNEMPLOYMENT RATE
23.3%
narrow
25.6%
broad

LABOUR PARTICIPATION
54%
absorption
71,3%
participation

DISCOURAGED WORK SEEKERS
24,000

Revenue Management and Tariff Reforms

A total of **231 030** indigent households received monthly City benefits, including:

15 kℓ
of water free of charge

10 kℓ
of sewerage free of charge

100%
property rates rebate

ONE
refuse bin collection free of charge

60 kWh
of electricity free of charge, provided monthly usage did not exceed 450 kWh

zero
No fixed charges

27 000
per month pensioner support

R5.1 b
SA's most inclusive social package

Inclusive budgeting and social support

The City delivered a comprehensive basic services assistance package. In 2024/25, this included:

- Free monthly allocation of 15 kℓ of water and 10,5 kℓ of sanitation for indigent households.
- Full rates relief for properties valued up to R450 000.
- Lifeline electricity tariffs for households earning below R7 500/month.
- No fixed charges for indigent households under revised tariff structures.

Crime

Cape Town continues to face serious safety challenges, with violent crime a major concern. The city's murder rate remains above the national average. While some reported crimes have declined, overall levels remain high. Gang violence is a key driver, especially in historically marginalised communities. Illegal firearms, substance abuse and domestic violence add to the problem. These issues are linked to wider socio-economic factors, including poverty, unemployment and spatial inequality.

The City's response goes beyond traditional policing. We use a whole-of-society approach that combines law enforcement, social development, urban design and community partnerships. Key initiatives include the Law Enforcement Advancement Plan (LEAP) with additional officers in high-crime areas in partnership with the Western Cape Government; neighbourhood safety teams and school resource officers to provide visible policing and support; Violence Prevention through Urban Upgrading, which pairs infrastructure improvements with social programmes; and expanded CCTV and smart-policing tools, including the Emergency and Policing Incident Command (EPIC) system for data-driven deployment and real-time coordination.

Despite these efforts, many residents still report feeling unsafe. Fewer than two-thirds feel safe walking alone during the day. The City is intensifying both situational and social crime prevention, including support for neighbourhood watches, youth programmes and targeted work in high-risk areas.

Cape Town's safety strategy follows international good practice and is based on resilience, inclusion and evidence-led planning. By combining enforcement with prevention and investing in safer public spaces, the City – working with communities and other spheres of government – aims to reduce crime sustainably and build a more secure future for all residents.

Climate and environment

Cape Town is widely recognised as the most biodiverse city in the world, within the Cape Floristic Region – one of six global floral kingdoms and a recognised biodiversity hotspot.

Although the city covers less than 3% of the region, it contains more than 3 300 plant species, including about 190 locally endemic and 400 threatened species. Seven vegetation types occur only in Cape Town, making their conservation a local and global priority.

Cape Town's biodiversity at a glance

15%
of South Africa's plants in 0,2% of the country's surface area

190
locally endemic species

7
vegetation types unique to Cape Town

23%
of Cape Town's land area is formally protected for biodiversity conservation, supporting ecological resilience and sustainability.

The City's Biodiversity Spatial Plan 2025 identifies critical biodiversity areas and ecological support areas that are essential for ecosystem health. Over 65% of the biodiversity network is formally protected, with further gains pursued through stewardship, restoration and strategic land banking.

The Climate Change Strategy commits the City to carbon neutrality by 2050 and prioritises urban cooling, water security, coastal resilience and green infrastructure. The City is recognised by the UN as a Role Model City for ecosystem restoration and is a signatory to the Kunming–Montreal Global Biodiversity Framework, a Ramsar Wetland City and a member of IUCN.

Environmental planning is embedded in the IDP, MSDF and DSDFs so that biodiversity and climate resilience inform land use decisions. The green infrastructure network complements this by mapping spaces that provide services such as flood attenuation, air purification and recreation.

Cape Town's approach integrates science, policy and community action to protect natural heritage while enabling sustainable development.

Risk management and strategy

The City's financial planning considers risks such as unemployment, poverty and global volatility. While inflation has eased and load shedding has subsided, the outlook remains cautious. Adaptive planning is built into the Integrated Development Plan and budget processes and an integrated risk management approach is run across the organisation to continually identify possible risks and ensure controls and action plans are implemented to mitigate risks.

Looking ahead, the City is aligning capital allocations with strategic priorities, ring-fencing trading services for transparency and pursuing performance-based grants under the Metro Trading Services Reform Programme.

1.6 City in numbers

5,03 million
Population

1 543 338
Households

21,4%
AGED 14 AND UNDER

70,6%
working-aged people
(15–64 years)

8,1%
seniors aged 65 and above

18,2%
live below poverty line
Based on monthly household income of R3 500 – derived from the BNG criteria

231 030
indigent households

0,74
HDI SCORE
in 2024 (unchanged from 2023).
Higher that the national average of 0,67

95,7% ↑
Literacy rate
(aged 15 and above)
2023: 95,8%

0,6% ↓
adults with no schooling
(aged 20 and above)
2023: 0,4%

35,8% ↑
Matric as highest level of education
2023: 34,9%

800 ↑
public schools
2023: 793

227 ↑
independent schools
2023: 222

5 349 ↑
Crimes
per 100 000 people
2023: 5 209

1 793 ↓
property-related crimes
2023: 1 862

989 ↑
drug-related crimes
2023: 937

0,7% Average economic growth rate National: 0,4%

Economic output and employment

297 019
Net new jobs
Created between 2020 and 2024.
2019–2023: 153 844

99,6%
piped water
(on property or within 200m)

97,1%
Adequate sanitation
(flush, chemical or ventilated pit toilet)

95,7%
Electricity
(from mains for lighting)

90,8%
Refuse removal
(at least once a week)

Sources: Stats SA 2024 Mid-Year Population Estimates; Stats SA Census 2011 and 2022; Stats SA 2016 Community Survey; SAPS Crime Statistics (2022/23; 2023/24); City Health Department; City Finance Department; IHS Markit Regional eXplorer 2025; Stats SA Quarterly Labour Force Survey 2025; Western Cape Government TB Dashboard; Western Cape Department of Education.

2. BASIS AND PREPARATION OF REPORT

2.1 Scope and reporting boundaries

This 2025 Integrated Annual Report (IAR) is prepared in accordance with the Local Government: Municipal Finance Management Act, Act 56 of 2003 (MFMA). Its reporting boundary follows the strategic priorities set through the City's Integrated Development Plan (IDP) and budgeting processes.

The 2024/25 IAR advances the City's move towards fully integrated reporting, guided by the International Integrated Reporting Framework. It provides a consolidated view of governance, financial, operational, social and environmental performance, including successes, risks, opportunities and challenges for the period 1 July 2024 to 30 June 2025.

2.2 Materiality

The City identifies material matters through its ongoing, integrated IDP process. This process is informed by community needs, stakeholder input, contextual analysis and an assessment of the current state of Cape Town. Material matters also emerge through the performance management system and the annual budget process, which gives effect to the IDP's strategic objectives. In practice, most material matters align with the key priorities in the IDP. Where relevant, this report includes comparative information to support consistency over time.

3. CITY AND REPORTING GOVERNANCE

3.1 Legislative requirements and frameworks

The following documents and frameworks provide the governance and operational guidelines for all City decisions and actions. They also provide the overall framework for this report:

IDP and budgeting processes	The five-year IDP is Cape Town's principal strategic planning instrument, guiding ongoing planning and decision making. It reflects the administration's commitment to its executive authority and aligns with national and provincial legislation, serving as a blueprint to achieve the City's vision in the short to medium term.
Organisational performance management system	The performance management system, mandated by the Municipal Systems Act. Act 32 of 2000, is crucial for planning, monitoring and evaluating the City's performance. It establishes key performance indicators and targets to assess service delivery efficiency, enabling community accountability. The system also helps manage stakeholder expectations. It must be reviewed annually, with community involvement emphasised in the process.
Strategic management framework	The City's annual strategic management framework process informs the plans and supports the strategic objectives contained in the IDP. It is aligned with the budget process over the medium term.
Annual budget	The budget enables the City to deliver on its priorities in the IDP. Turn to page 46 for a business model that details our target value creation outcomes for the current IDP term.
Integrated risk management framework	Section 62(1)(c)(i) of the MFMA mandates the City Manager to ensure effective and transparent financial and risk management systems in the municipality. The City's risk management framework is aligned with ISO 31000 standards and the 2016 King IV Report on Corporate Governance for South Africa.
Integrated Waste Management Plan	The City's Integrated Waste Management Plan (IWMP) is mandated by the National Environmental Management Waste Act, Act 59 of 2008. It details the current status of waste services, action plans for integrated waste management, and necessary interventions to meet demand. Additionally, the annual performance report must include information on the IWMP's implementation related to municipal performance.
Operating revenue framework	The City establishes affordable and fair tariffs to determine its revenue, considering assistance for those unable to pay.
Operating expenditure framework	The City's expenditure against its annual budget is informed by the long-term goal of arriving at a realistic, deliverable medium-term revenue and expenditure framework, within a revenue envelope that is credible and affordable to its ratepayers, the users of its services and other stakeholders.
Municipal cost containment regulations	Municipalities must implement cost containment measures to ensure effective resource use and regularly review their policies. The City complies with these requirements, having an approved cost containment policy. It monitors compliance with minimum competency levels as part of executive directors' performance evaluations, in accordance with the MFMA regulations. Competency levels must be achieved within set timeframes and reported quarterly and annually.
International integrated reporting framework	In preparing and presenting its Integrated Annual Report, the City is guided by the eight content elements from the World Bank's International Integrated Reporting Framework as well as the principles of King IV.

3.2 Assurance process

Governance outcomes

Governance outcomes, as defined by King IV, are what good governance should deliver, including an ethical culture, good performance, effective control and legitimacy.

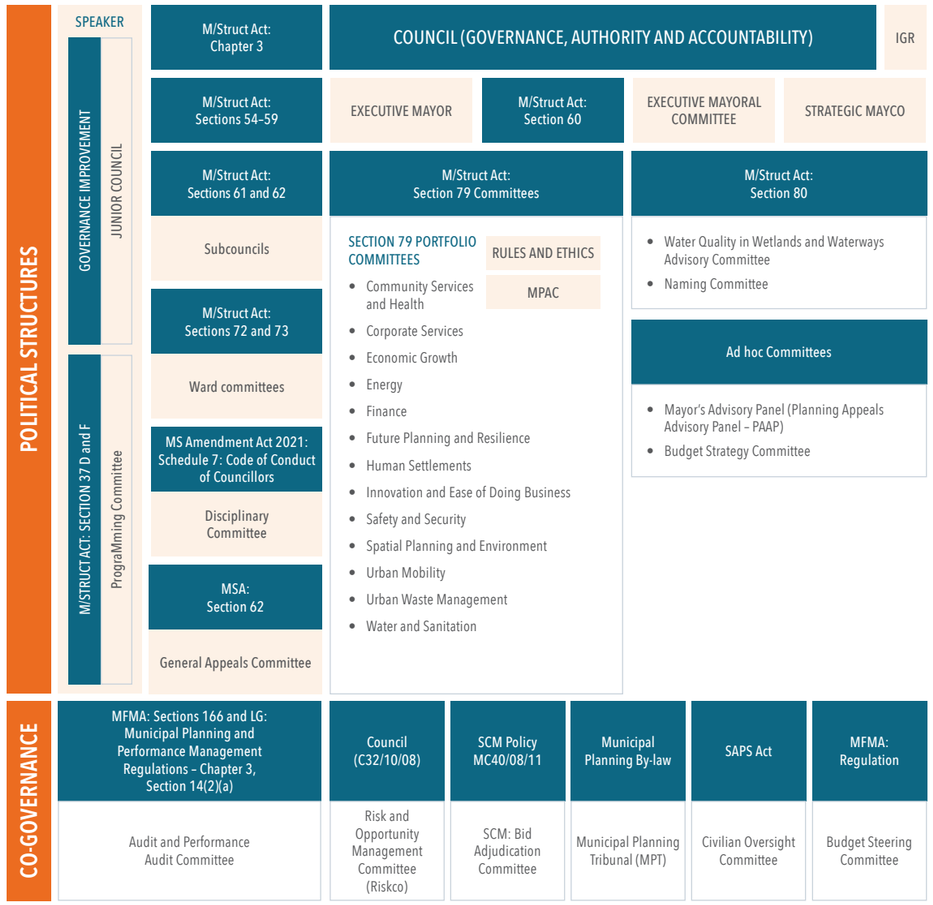
The City works to achieve good governance through two key assurance tools:

1. The **organisational assurance governance framework** sets out the principles for how authority and responsibility are distributed among various stakeholders to ensure effective management. It clarifies governance roles and emphasises thorough management of significant organisational risks.
2. The **combined assurance model** works hand-in-hand with the framework above to integrate and align all governance and oversight activities across the City.

As part of our commitment to corporate governance, ethical leadership and fair and transparent procedures and reporting, the City subscribes to King IV, which Council adopted in 2017.

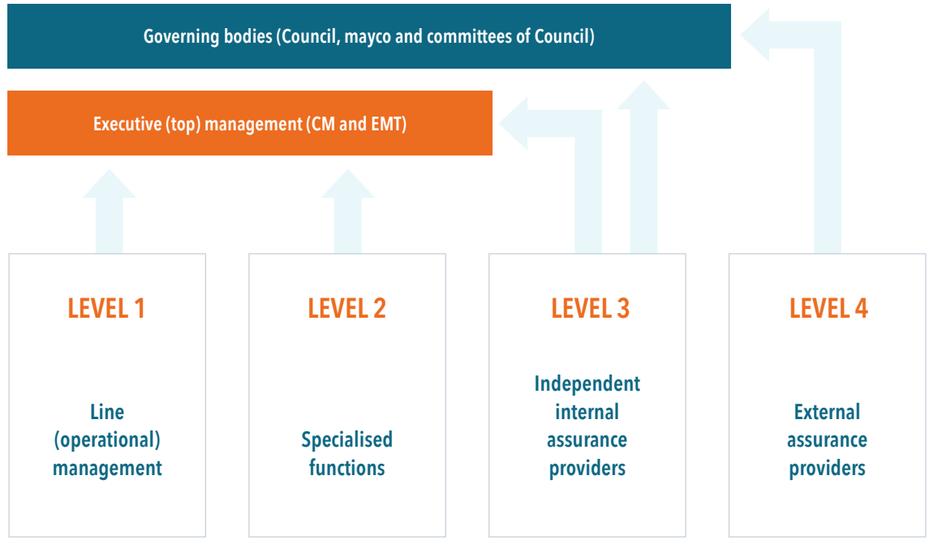
The City ensures the integrity of financial and non-financial information through a combination of monitoring and oversight bodies, as shown below:

Figure 5: City of Cape Town's monitoring and oversight bodies



These structures support the City's governance processes and work, and enhance stakeholder and community participation. The IAR responsibilities require monitoring and oversight by various assurance providers, as illustrated below. This ensures that the City's governance structures are embedded into the report production process.

Figure 6: City of Cape Town's assurance framework



Reporting responsibility	Assurance
Integrated annual report narrative	• Oversight by Audit and Performance Audit Committee (APAC) • Audited by the Auditor-General • Oversight by Municipal Public Accounts Committee (MPAC)
Annual financial statements	• Review by Internal Audit • Audited by the Auditor-General • Oversight by MPAC
Consolidated annual financial statements	• Oversight by APAC • Audited by the Auditor-General • Oversight by MPAC
Annual performance report	• Quarterly review by Internal Audit • Oversight by APAC • Audited by the Auditor-General • Oversight by MPAC
Annual MFMA Circular 88 report	• Oversight by National Treasury • Audited by the Auditor-General

3.3 Alignment with King IV principles

The aim of the various assurance providers is to guide the City towards the outcomes of King IV, which will ensure it embeds a culture of ethical leadership, good governance, enhanced performance and effective internal control and oversight into the administration.

Figure 8: King IV governance framework

4. BUSINESS MODEL

4.1 Flow of strategic performance

The image below sets out the flow of strategic performance in the City. It shows the difference between our priorities, objectives, and programmes, projects and initiatives. Understanding this flow will assist in having a clearer understanding of the performance information in this IAR.

Figure 9: Flow of strategic performance in the City

The six priorities shown earlier in figure 3 (page 7) are linked to three foundational programmes. The 16 objectives underpinning these priorities, in turn, represent the key strategic matters for this five-year term of office. See the figure below.

Figure 10: Six strategic priorities linked to three foundational programmes, supported by 16 objectives for the current five-year term.

4.2 Alignment with Sustainable Development Goals to drive value creation

The City's priorities and objectives are also aligned with the United Nations' 17 Sustainable Development Goals (SDGs). This ensures that as it works to achieve its strategic objectives, the City also contributes to the achievement of the SDGs over time.

The table below shows how the City's six priorities and three foundational programmes align with the SDGs and how each of them contributes to value creation. This approach enhances efficiency, fosters innovation, and strengthens stakeholder relationships, while also addressing important social, environmental and economic challenges.

The performance section of this IAR provides more information on the specific SDGs with which each of the City's strategic objectives are aligned.

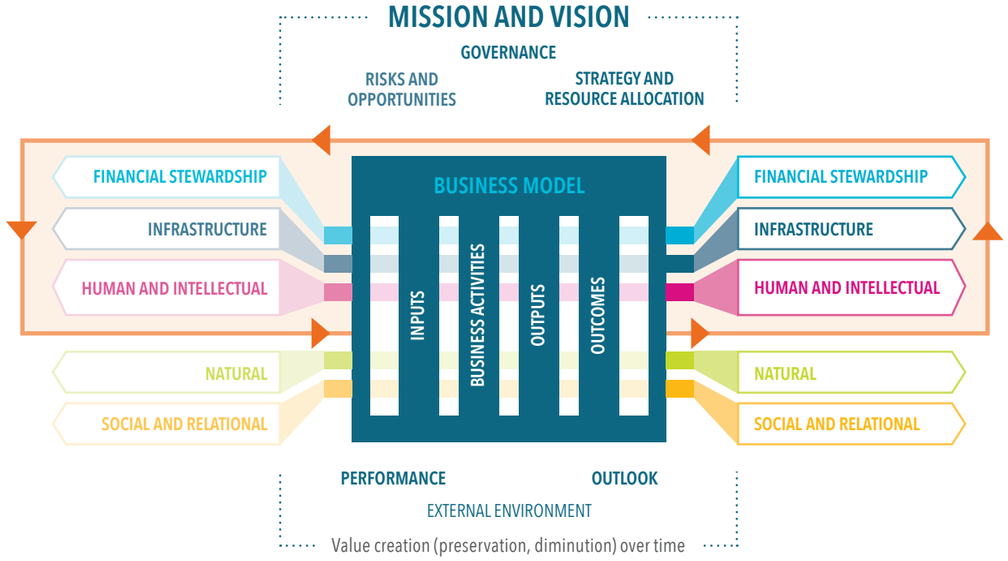
Figure 10: Alignment of priorities and foundational enablers with SDGs and value creation

Priority/foundation	SDGs	Value creation
ECONOMIC GROWTH	1, 2, 3, 8, 9, 10, 11, 17	Financial stewardship, infrastructure, social and relational, human and intellectual, and natural
BASIC SERVICES	1, 3, 6, 7, 8, 9, 10, 11, 12, 14, 15	Financial stewardship, infrastructure and natural
SAFETY	3, 11, 16, 17	Financial stewardship, and social and relational
HOUSING	1, 3, 6, 7, 8, 9, 10, 11, 12, 16, 17	Financial stewardship and infrastructure
PUBLIC SPACE, ENVIRONMENT AND AMENITIES	3, 4, 5, 6, 9, 10, 11, 12, 13, 14, 15, 17	Financial stewardship, social and relational, and natural
TRANSPORT	3, 9, 10, 11	Financial stewardship and infrastructure
RESILIENT CITY	1, 3, 10, 11, 13	Financial stewardship, infrastructure, social and relational, and natural
SPATIALLY INTEGRATED AND INCLUSIVE CITY	2, 3, 5, 9, 10, 11	Financial stewardship and natural
CAPABLE AND COLLABORATIVE CITY GOVERNMENT	2, 3, 9, 10, 11, 16, 17	Financial stewardship, infrastructure, human and intellectual

4.3 Integrated business and value creation model

The City creates value for the residents of Cape Town through an integrated approach, involving all relevant stakeholders. The intention is to continuously embed integrated thinking into our systems and processes. We report transparently on the value we create for Capetonians, visitors, investors and other stakeholders. Our value creation process is encapsulated in our business model, which, in turn, is represented in detail by our IDP implementation plan.

The figure below depicts how the City creates value through the application of its capitals and operations



How the City created value in 2024/25, with comparative insights from the 2023/24 financial year:

CAPITAL: FINANCIAL STEWARDSHIP

The City's financial stewardship ensures long-term sustainability, efficient resource allocation and investor confidence. Through disciplined budgeting, transparent procurement and robust governance, Cape Town maintains its position as South Africa's most financially resilient metro.

Inputs	Processes and supporting structures	Outputs	Outcomes
– **Total budget: R76,79 billion** *(2023/24: R72,37 billion)* – **Operating budget: R65,40 billion** *(2023/24: R61,00 billion)* – **Capital budget: R11,39 billion** *(2023/24: R11,37 billion)*	– Strengthened **supply chain management** practices to ensure efficiency, transparency and value for money. – Robust **financial management** systems supporting fiscal discipline and long-term sustainability. – Enhanced **project and contract management** frameworks to improve delivery and accountability. – Continuous **re-engineering of business processes** to drive innovation, responsiveness and operational efficiency. – Implementation of **segment reporting** for improved financial oversight and performance tracking. – Established **governance structures** that reinforce oversight, accountability and strategic alignment.	**Financial performance and budget execution** – **R67,85 billion total budget spent**, reflecting a 7,9% increase from the previous year *(2023/24: R62,82 billion).* – **R58,56 billion operating budget spent**, supporting service delivery and operational continuity *(2023/24: R53,39 billion).* – **R9,29 billion capital budget spent**, maintaining high levels of infrastructure investment *(2023/24: R9,43 billion).* – **R64,1 billion revenue collected**, up from **R58,95 billion** in 2023/24, driven by a strong payment culture and diversified revenue streams. – **97,83% average payment ratio achieved**, sustaining financial resilience and service reliability *(2023/24: 97,83%).* – **99,9% of supplier invoices settled within 30 days**, exceeding national benchmarks and supporting SME cash flow *(2023/24: 99,9%).* – **Revenue clearance certificates issued within 10 working days** in 99,86% of cases, reflecting efficient financial administration *(2023/24: 99,86%).* **Governance and audit performance** – **Zero repeat audit findings**, demonstrating improved internal controls and compliance. – **100% of tenders in the procurement demand plan completed**, maintaining transparency and procurement discipline. **Financial sustainability and investment** – **R118 billion ten-year infrastructure pipeline**, with over 70% of spend benefiting low-income areas.	**Strengthened financial sustainability** – Cape Town retained its top position in the **Municipal Financial Sustainability Index 2024**, reaffirming its prudent fiscal management and long-term financial viability. – The City received a **clean audit opinion for the third consecutive year** (2023/24), underscoring its commitment to sound financial governance. **Governance excellence** – Cape Town was ranked **#1 in the Governance Performance Index (GPI) 2024** by Good Governance Africa, achieving scores of **at least 4 out of 5** across all governance indicators. – The City's governance model is now recognised as a **benchmark for metropolitan municipalities** in South Africa, demonstrating excellence in **service delivery, financial transparency and economic development**. – The City of Cape Town was recognised as the top-performing metropolitan municipality at the Municipal Performance Awards hosted by the South African Property Owners Association, Ratings Afrika and the Banking Association of South Africa. **Economic growth and job creation** – Cape Town continues to maintain the **lowest unemployment rate among South African metros**. – Strategic infrastructure investments have played a catalytic role in **stimulating economic activity and creating jobs**.

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CAPITAL: FINANCIAL STEWARDSHIP (CONTINUED)

Inputs	Processes and supporting structures	Outputs	Outcomes
		Digital and process innovation – **Electronic invoice submission and real-time dashboards implemented**, improving procurement oversight. – **Segment reporting and outcome-based budgeting embedded**, aligning financial planning with strategic priorities. – **Business process re-engineering advanced**, supporting operational efficiency and financial maturity.	**Increased investor confidence** – The City's strong financial performance and governance credentials have positioned it as a **safe and attractive investment destination**, drawing interest from both domestic and international investors. – A **stable credit rating from Moody's** further reinforces Cape Town's credibility in financial markets.

Challenges
- **Elevated interest rates, increasing the cost of borrowing and impacting municipal financing.**
- **A subdued GDP growth outlook, limiting national economic momentum and revenue potential.**
- **Relative volatility of the rand, affecting import costs and financial stability.**
- **Global supply chain disruptions, contributing to delays and cost escalations in infrastructure delivery.**
- **Geopolitical volatility, introducing uncertainty into trade, investment and commodity markets.**

CAPITAL: INFRASTRUCTURE

Cape Town's infrastructure investment underpins service delivery, economic growth and urban resilience. Strategic planning, engineering excellence and digital transformation drive the expansion and maintenance of critical systems across water, energy, transport and waste.

Inputs	Processes employed	Outputs	Outcomes
– **Capital budget allocation: R11,39 billion, reflecting a sustainedinvestment trajectory** *(2023/24: R11,37 billion).* – **Repairs and maintenance budget: R6,22 billion, supporting asset longevity and service continuity** *(2023/24: R5,9 billion).*	– Strategic supply chain and financial management processes underpin infrastructure delivery and oversight. – Engineering and project management capacity strengthened to support capital programme execution. – Implementation of the Infrastructure Planning and Delivery Framework guided prioritisation and lifecycle planning. – Transport and road infrastructure expanded and maintained to improve mobility, access and service reliability.	**Infrastructure investment** – **R9,29 billion invested in capital works**, mainly across water, energy, transport and waste management infrastructure, with additional allocations supporting broader urban development and strategic priorities. – **R4,07 billion spent on repairs and maintenance**, ensuring asset longevity. **Water and sanitation** – **150 000 metres of pipeline replaced**, including 100 000 metres of sewer and 50 000 metres of water infrastructure. – **99,62% compliance with drinking-water quality standards**, maintaining Blue Drop status.	– Strengthened water resilience through infrastructure renewal, improved efficiency and expanded service coverage. – Capital investment maintained within National Treasury's benchmark range (10-20% of total budget), supporting long-term sustainability. – Infrastructure footprint expanded across key service areas, including water, energy, transport and waste management. – Improved access to basic services, with high coverage levels sustained across water, sanitation, electricity and refuse removal.

CAPITAL: INFRASTRUCTURE (CONTINUED)

Cape Town's infrastructure investment underpins service delivery, economic growth and urban resilience. Strategic planning, engineering excellence and digital transformation drive the expansion and maintenance of critical systems across water, energy, transport and waste.

Inputs	Processes employed	Outputs	Outcomes
	– Infrastructure investment aligned with the City's 10-year, R118 billion capital portfolio, with over 50% annually allocated to basic services. – Utility reform programmes advanced across Energy, Water and Sanitation, and Urban Waste Management, including tariff restructuring and digital service platforms. – Digital transformation accelerated through the Core Application Refresh (CAR) Programme, modernising SAP ERP, Microsoft, and ESRI systems. – Infrastructure protection and risk mitigation strengthened through tactical response units and coordinated site security interventions. – Capital delivery supported by the City's Infrastructure Planning and Delivery Framework and integrated spatial planning instruments (MSDF, DSDPs, LSDFs). – Performance tracking and service coordination enhanced via the EPIC system and Power BI dashboards.	**Water and sanitation** (continued) – **99,19% of households have access to basic water supply**. – **96,4% of households have access to basic sanitation**. – **24,2% non-revenue water**, down from 25,4%. – **Blue Drop and No Drop scores retained**, with improved wastewater reuse volumes. **Energy** – **95,75% of households have access to electricity**. – **251,52 MVA of approved embedded generation capacity**, up from 1427, MVA. – **112,6% electricity losses**, within the < 12% benchmark. – **Average System Interruption Duration Index (ASIDI):[1] 23,2 hours**, and **Average System Interruption Frequency Index (ASIFI): 0,57 occasions**, both below target thresholds, indicating improved reliability of electricity supply. – **133 00+ grid-tied SSEG installations approved**. **Urban Waste Management** – **90,78% of households receive basic refuse removal services**. – **565 946 tonnes of waste diverted from landfill**, with 38,97% of organic waste repurposed. – **255 tonnes of waste intercepted from rivers and oceans** via litterbooms. – **R7,5 million invested in container replacement**, improving informal settlement collection. – **Expansion of Coastal Park MRF and Think Twice recycling programme**, adding 27 000 households.	– Energy access broadened, with increased embedded generation capacity and enhanced support for informal settlement electrification. – Duration and frequency of electricity interruptions reduced, reflecting improved grid reliability and operational performance. – Public transport and road infrastructure upgraded, with significant progress on the MyCiTi metro southeast corridor and non-motorised transport routes. – The City received top honours for its Employer Candidacy Programme for Professional Registration at the Built Environment Recognition Awards, affirming its commitment to professional development. – Investments in digital coordination systems, smart safety technologies and energy grid upgrades laid the foundation for a digitally enabled city. – Digital transformation accelerated, with Microsoft and ESRI platforms implemented and preparations for SAP S/4HANA migration well advanced. – The City's Wayleave Management System was recognised nationally, winning the public sector category at the BCX Digital Innovation Awards.

[1] **Understanding ASIDI and ASIFI:**
- **Average System Interruption Duration Index (ASIDI)** measures the average total hours of electricity supply interruptions per customer annually.
- **Average System Interruption Frequency Index (ASIFI)** measures the average number of interruptions per customer annually.

Both indicators are aligned with **National Treasury benchmarks** as defined in MFMA Circular 88. Lower values reflect improved grid reliability and fewer service disruptions.

CAPITAL: INFRASTRUCTURE (CONTINUED)

Inputs	Processes employed	Outputs	Outcomes
		Transport – **10,1 km of new pedestrian and cycle infrastructure delivered**, with upgrades in Mitchells Plain, Khayelitsha and Gugulethu. – **MyCiTi metro southeast corridor advanced**, with trunk infrastructure, depot construction and bus procurement under way. – **31 public transport interchanges upgraded**, including Nyanga, Somerset West and Vuyani. – **Traffic signal optimisation expanded**, with 49 data stations, 20 fibre connections and 66 secure chambers installed. **Digital and smart infrastructure** – **Energy Services Application and EPIC system deployed**, improving service tracking and coordination. – **Digital platforms expanded**, enabling online applications for electricity, permits and planning.	

Challenges
- **Criminal interference, including construction site extortion, continues to disrupt infrastructure delivery.**
- **Gang-related violence in high-risk areas poses safety risks and delays implementation.**
- **Difficulty in attracting and retaining scarce technical skills affects delivery capacity.**
- **Increasing intensity and frequency of climate-related impacts on infrastructure.**
- **Disaster financing focused on disaster recovery rather than 'building back better' / in a more resilient manner.**

CAPITAL: HUMAN AND INTELLECTUAL

The City's human and intellectual capital reflects its commitment to a capable, professional and responsive administration. Through strategic workforce planning, skills development and digital innovation, the City empowers its employees to deliver high-quality public services.

Inputs	Processes employed	Outputs	Outcomes
– **Talent pool: 28 462 employees at the start of the 2024/25 financial year** *(2023/24: 28 787).* – **Investment in human capital: R18,5billionallocated to employee-related costs** *(2023/24: R17,1 billion).*	– **Human resource management**: Ensuring strategic workforce planning, recruitment and retention aligned with service delivery needs. – **Individual performance management**: Embedding accountability and continuous improvement through structured performance frameworks.	– Talent: 28 768 employees at year-end *(2023/24: 28 787.)* – Staff vacancy rate reduced to 6,27% *(2023/24: 7,39%).* – 95,13% of workplace skills training budget spent *(2023/24: 101,39%).* – 43 962 training opportunities provided *(2023/24: 25 038).* – 1 413 internal bursaries awarded *(2023/24: 957).* – City Employee Pledge and Business Service Charter embedded across departments.	– **518 employees recognised for excellence** at the 2024 City Awards, either individually or as part of high-performing teams. – **Second place awarded to the City** in the *Best Reward Project* category at the South African Reward Association Annual Awards, affirming leadership in organisational development practices.

CAPITAL: HUMAN AND INTELLECTUAL (CONTINUED)

Inputs	Processes employed	Outputs	Outcomes
– **Workplace skills development: R171 million training budget** *(2023/24: R154 million)* **to support accredited learning and professional growth.** – **Internal financial support: 1 413 bursaries awarded to staff for academic advancement** *(2023/24: 957).*	– **Employee wellness**: Supporting staff wellbeing through trauma counselling, resilience programmes and proactive health initiatives. – **Learning and growth management**: Facilitating professional development through accredited training, bursaries and skills programmes. – **Consequence management**: Promoting a culture of accountability and ethical conduct through transparent disciplinary processes. – **Talent management**: Identifying, developing and retaining high-potential employees to build a future-fit administration. – **Digital transformation and process optimisation**: Implementing system upgrades and automation to enhance operational efficiency and service responsiveness.	– Enhanced digital performance tracking via Power BI dashboards and AI-enabled validation. – Transition to outcomes-based performance management initiated. – Employment equity in top three management levels: 76,84% *(2023/24: 76%).* – Staff wellness and trauma support expanded, including nine safety and security officer support days and the appointment of a clinical psychologist. – High City Pulse staff engagement survey participation rate at 40% *(2022/23: 22%).*	– The City received the Top Innovative Municipality award at the Municipal Innovation Recognition Awards (MIRA) in June 2025. – **Operational efficiency and customer service improved** through targeted digital transformation and process optimisation initiatives. – **Staff capabilities and public service quality enhanced**, contributing to a more agile, professional and responsive administration. – **Expanded employee wellness and trauma support**, including resilience-building programmes and clinical psychological services. – Improved staff capabilities and service quality. – Enhanced organisational resilience and digital maturity. – Increased equity and inclusion in the workforce. * **Improved collaboration** as measured by the organisation pillar of the City Pulse improved to 3,6 (out of 5) *(2022/23: 3,4).*

Challenges
- **Attracting and retaining scarce and critical skills, particularly in high-demand technical and professional areas.**
- **Ongoing training requirements in project and contract management to support infrastructure delivery and governance excellence.**
- **Extortion and safety risks affecting staff and contractors in certain high-risk areas, with implications for service continuity and employee wellbeing.**

CAPITAL: NATURAL

Cape Town's natural capital is central to its ecological resilience and climate adaptation strategy. By protecting biodiversity, investing in green infrastructure and promoting sustainable resource use, the City safeguards its environmental assets for future generations.

Inputs	Processes employed	Outputs	Outcomes
– **Legislation, policies and guidelines shaping environmental governance and compliance.** – **Protecting natural resources including air, water, land, minerals and forests.** – **Protecting biodiversity and ecosystem health, supporting ecological resilience and sustainability.** – **Landfill gas infrastructure at Bellville, Coastal Park and Vissershok.** – **Wastewater infrastructure, including upgrades at Zandvliet and Potsdam wastewater treatment works.** – **Citywide Sewer Rehabilitation Programme, improving sanitation and environmental performance.** – **Cape Town Biodiversity Spatial Plan 2025, including the BioNet map, Critical Biodiversity Areas (CBAs) and Ecological Support Areas (ESAs), guiding land use and conservation decisions.** – **Climate Change Strategy and Action Plan, supported by the Green Infrastructure Programme and nature-based water and corridor rehabilitation initiatives.**	– **Strategic conservation planning**, guided by spatial biodiversity data and land use frameworks. – **Delivery of environmental education programmes**, aimed at fostering ecological awareness and responsible citizenship. – **Management and clearing of invasive alien species** to restore ecosystem functionality and biodiversity. – **Operational management of nature reserves**, ensuring the protection and sustainable use of ecological assets. – **Integrated coastal management**, including the implementation of protection measures and rehabilitation of ecological corridors. – **Cross-departmental implementation of the Environment Strategy**, embedding sustainability principles across municipal functions. – **Transversal execution of the Climate Change Action Plan**, promoting coordinated climate resilience and mitigation efforts. – **Sharing of information with residents** through the "Let's Act" campaign.	– **23% of Cape Town's land area is formally protected for biodiversity conservation, supporting ecological resilience and sustainability.** – **40 707 person-days of environmental education delivered**, reaching over 20 000 learners, 878 teachers and 19 000 adults, fostering environmental stewardship across communities *(2023/24: 35 960).* – **8 532 hectares of terrestrial and 317 hectares of aquatic ecosystems cleared of invasive alien species**, contributing to ecosystem restoration and resilience. – **Over 2 760 green jobs created**, amounting to 104 239 person-days of employment through nature-based initiatives. – **6,27% of the coastline equipped with protection measures**, supporting coastal resilience and infrastructure safeguarding *(2023/24: 6,27%).* – **R53 million raised through carbon credit initiatives**, advancing climate finance and low-carbon development *(2023/24: R36 million).* – **15 MW of electricity generated from waste-to-energy projects**, demonstrating progress in circular economy and clean energy transitions *(2023/24: 15 MW).* – **3 429 inland and 488 coastal water samples collected for quality monitoring**, strengthening pollution response and water safety *(2023/24: 2 300 inland; 396 coastal).* – **0,26 tonnes of waste per capita sent to landfill**, indicating improved waste minimisation efforts *(2023/24: 0,25).* – **0,12 tonnes of waste per capita diverted from landfill**, reflecting recycling and resource recovery performance *(2023/24: 0,14).*	– **Strengthened biodiversity protection**, contributing to ecological resilience and long-term sustainability. – **Improved environmental awareness and civic stewardship**, fostered through targeted education and outreach programmes. – **Expanded green employment and accelerated ecosystem restoration**, supporting inclusive economic development and climate adaptation. – **Enhanced waste management performance**, with reduced landfill dependency, increased recycling rates, and greater uptake of clean energy solutions. – **Improved coastal resilience and protection of critical infrastructure** through nature-based interventions and strategic planning. – **Retention of Blue Drop status**, reflecting sustained improvements in water quality and service delivery. – **Greater energy efficiency and increased renewable energy capacity**, aligned with climate mitigation and energy security goals. – **Upgraded infrastructure for landfill gas capture and electricity generation**, advancing circular economy and low-carbon development. – **Strengthened water quality monitoring and pollution response**, enabling proactive environmental management and public health protection. – **Enhanced public health and hygiene**, supported by improved sanitation, water quality and waste management.

CAPITAL: NATURAL (CONTINUED)

Inputs	Processes employed	Outputs	Outcomes
		– **Daily per capita water consumption at 166,45 litres**, maintaining post-drought water-wise behaviour and demand management *(2023/24: 165,6).*	– **Reduced environmental footprint** through integrated resource management and sustainable practices. – **Increased adoption of recycling and circular economy principles**, contributing to resource efficiency and waste reduction. – **Sustained water-wise behaviour**, reflecting the long-term impact of post-drought conservation efforts.

Challenges

- **Urban expansion, placing pressure on natural ecosystems and biodiversity.**
- **Unlawful land occupation, complicating conservation and land use planning.**
- **Environmental pollution, affecting air, water and soil quality.**
- **Increasing intensity and frequency of weather events, impacting on natural systems and resource availability.**
- **Security threats to monitoring teams, particularly in high-risk areas.**
- **Systemic limitations in tracking key environmental indicators, hindering data-driven decision making.**

CAPITAL: SOCIAL AND RELATIONAL

The City's social and relational capital fosters inclusive development, civic trust and community wellbeing. Through partnerships, public engagement and targeted support programmes, the City strengthens social cohesion and empowers residents to participate in shaping their city.

Inputs	Processes employed	Outputs	Outcomes
– National and provincial government departments, providing policy direction and funding support. – Public–private partnerships, enabling collaborative service delivery and investment. – Private investors and property developers, contributing to urban growth and infrastructure.	– **Needs analysis and strategic planning** to inform inclusive economic and social interventions. – **Implementation of the Inclusive Economic Growth Strategy**, promoting equitable development. – **Ease-of-doing-business initiatives**, supporting investment and enterprise growth. – **Facilitation of public–private partnerships**, driving collaborative service delivery and innovation.	– **Social support threshold increased to R22 000**, expanding access to assistance for vulnerable households *(2023/24: R17 500).* – **Over 210 000 residents assisted** through indigent and pensioner support programmes – maintaining the widest reach nationally *(2023/24: 200 000).* – **Free basic services provided**, including 15 kℓ of water, 10,5 kℓ of sanitation and 60 kWh of electricity per household (unchanged from 2023/24). – **40 053 Expanded Public Works Programme (EPWP) job opportunities created**, contributing to short-term employment and income support *(2023/24: 43 962).*	– **Improved community wellbeing**, supported by expanded access to social services and support programmes. – **Strengthened social protection**, ensuring vulnerable groups receive targeted assistance. – **Employment growth**, with a 7,4% year-on-year increase and approximately 43 000 new jobs created; Cape Town's labour force participation rate stands at 74,5% (broad definition), representing over 1,8 million employed residents. – **Stimulated tourism and local economic activity**, contributing to inclusive growth.

CAPITAL: SOCIAL AND RELATIONAL (CONTINUED)

Inputs	Processes and supporting structures employed	Outputs	Outcomes
– Small, medium and micro enterprises (SMMEs), driving local economic activity and job creation. – Local residents, participating in civic processes and benefiting from social programmes. – Business owners, supporting economic development and community engagement. – City-managed economic special-purpose vehicles, facilitating targeted investment and sectoral growth. – The City partners with global and local sustainability networks such as ICLEI, C40, IUCN and Ramsar, leveraging these collaborations to advance best practices in climate resilience, sustainable development and biodiversity management.	– **Provision of alcohol and drug treatment services**, supporting individual and community wellness. – **Operation of Safe Space transitional shelters**, offering support and pathways out of homelessness. – **Delivery of the Strengthening Families programme**, promoting family stability and resilience. – **Upgrades to safety technology**, enhancing public safety and law enforcement capabilities. – **Deployment of law enforcement and public safety measures**, improving community security. – **Apprenticeship and learnership programmes**, advancing youth skills and employability. – **Support for title deed registration and housing access**, improving tenure security. – **Ward committee and community engagement systems**, strengthening participatory governance.	– **749 rough sleepers supported** through transitional shelter and reintegration services *(2023/24: 650)*. – **608 EPWP placements facilitated**, enabling work experience and skills development *(2023/24: 550)*. – **381 referrals made for social grants and care services**, improving access to support systems *(2023/24: 300)*. – **276 668 service requests attended to by LEAP officers**, enhancing responsiveness and public safety *(2023/24: 250 000)*. – **1 594 individuals connected to apprenticeships and learnerships**, promoting youth employability *(2023/24: 440)*. – **2 264 title deeds registered**, improving tenure security and housing access *(2023/24: 4 815)*. – **13 296 social housing units in the development pipeline**, expanding affordable housing provision *(2023/24: 10 000)*. – **87,93% of ward committees functional**, supporting participatory governance *(2023/24: 85,3%)*. – **Quarterly meetings held in 100% of wards**, ensuring consistent community engagement.	– **Enhanced social cohesion**, fostered through community engagement and support initiatives. – **Improved public safety**, driven by responsive law enforcement and targeted interventions. – **Greater law enforcement efficiency**, reflected in increased service delivery and community trust. – **Expanded youth employability** through access to apprenticeships, learnerships and work experience programmes. – **Improved tenure security and housing access**, supported by title deed registration and social housing development. – **Strengthened participatory governance**, with functional ward committees and consistent community engagement enhancing civic trust.

Challenges

- **Limited alignment across spheres of government, affecting policy coherence and programme delivery.**
- **Extortion and safety risks in service delivery areas, undermining staff security and operational continuity.**
- **Constraints in tracking social impact metrics, limiting the ability to measure long-term outcomes and effectiveness.**

4.4 Planning and investing for a future-ready City of Cape Town

Cape Town is preparing to become South Africa's most populous city, with projections showing a population possibly exceeding 7,7 million by 2050. In anticipation of this shift, the City is driving a bold, long-term strategy to build a resilient, inclusive and opportunity-rich urban future. This vision is supported by forward planning, major infrastructure investment, digital innovation and institutional reform – all aimed at realising Cape Town as a city of hope.

Cape Town 2050: A strategic milestone

The release of the draft Cape Town 2050 Long-Term Plan marks a pivotal moment – 25 years after the formation of the unicity – and signals a renewed commitment to shaping the city's next quarter-century. The plan outlines seven strategic pathways, including infrastructure-led growth, spatial integration, climate resilience and utility reform. These are designed to help address persistent challenges such as unemployment, inequality and vulnerability to climate change.

The plan offers both a long-term framework and a clear view of current and historical trends to support more targeted, future-focused decisions. It does not aim to be all things to all people. Rather, it focuses deliberately on areas where the City has a clear mandate, and where it is actively advocating for local government powers to match its constitutional functions and responsibilities.

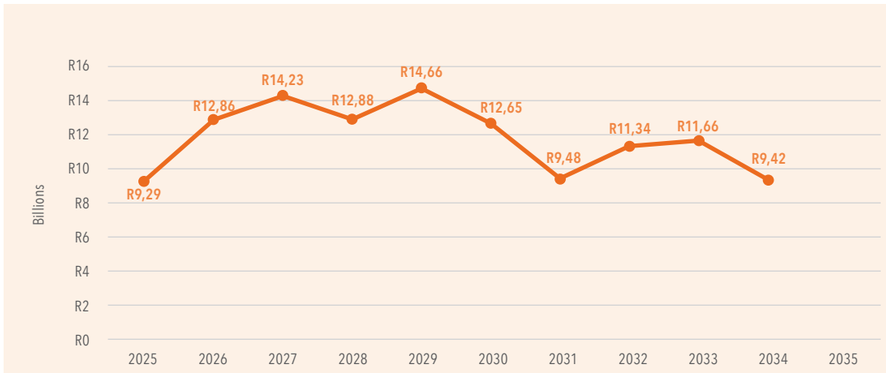
Infrastructure investment: R118 billion over 10 years

Cape Town's long-term resilience depends on a record R118 billion infrastructure investment plan running from 2024/25 to 2033/34. This plan is not fixed – it is designed to evolve over time to reflect changing priorities and new challenges.

Infrastructure investment trajectory

In 2024/25, the City invested R9,29 billion in capital projects. The capital budget is set to peak at R14,6 billion in 2029, before tapering to R9,4 billion in 2034. This reflects a front-loaded strategy: major investments upfront in essential infrastructure, followed by steady upgrades and replacements over time.

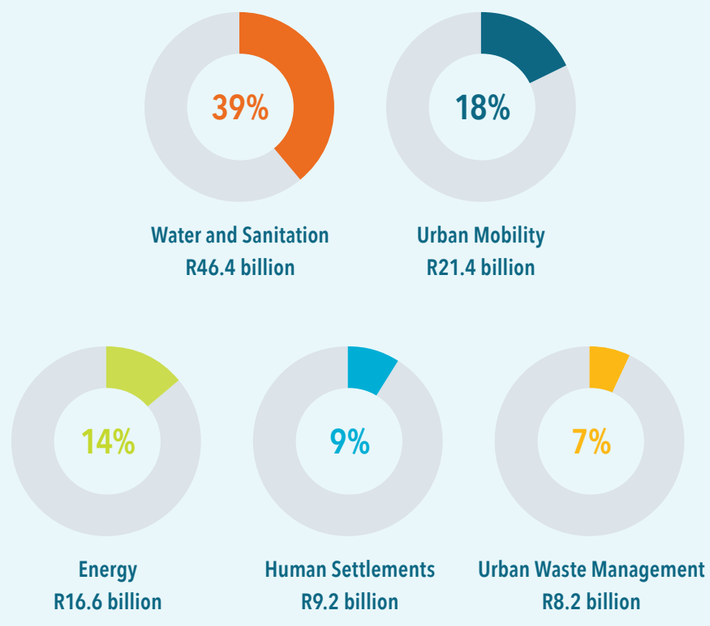
Figure 11: 10-year capital investment trajectory



Sectoral priorities

The following breakdown shows the major funding commitments:

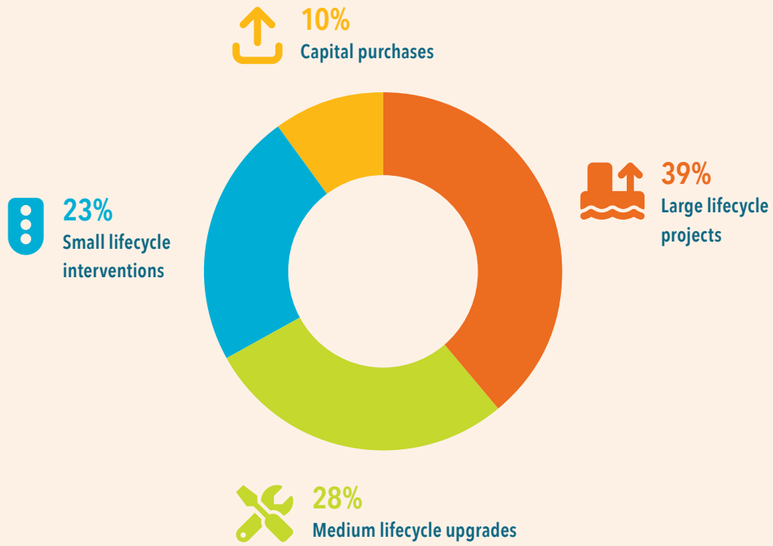
Figure 12: Service delivery sectorial priorities



*Other: 14% (16.7 billion)

Infrastructure lifecycle focus

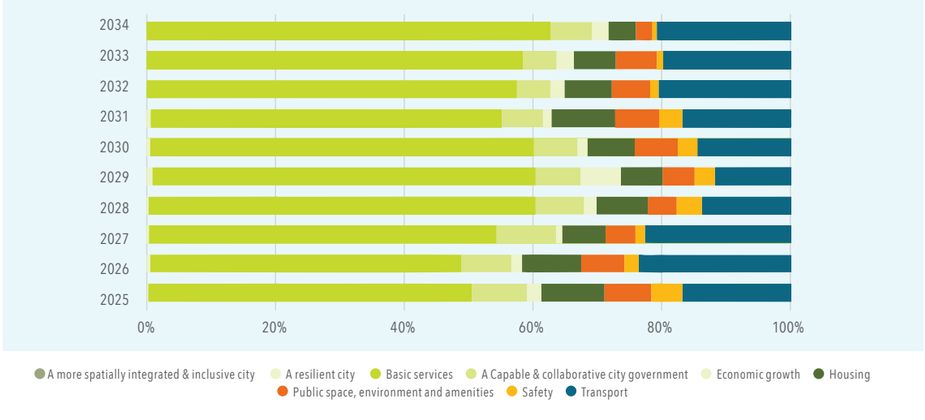
Figure 13: Infrastructure lifecycle focus



IDP alignment

Over 50% of the investment annually supports basic services, with increasing allocations to transport, housing and spatial integration. By 2034, a total of 63,5% of the capital budget will be directed toward basic services, reflecting the City's commitment to universal access and infrastructure equity.

Figure 14: 10-year capital investment: IDP alignment



Utility reform – Building future-fit services

The City is implementing comprehensive utility reform across Energy, Water and Sanitation, and Urban Waste Management. These reforms include:

Figure 15: The City's utility reform focus

Digital transformation and AI integration

Digital transformation is key to Cape Town's future. The Core Application Refresh (CAR) Programme is the City's flagship digital upgrade, modernising systems to improve efficiency, customer service and data use. It supports better service delivery, staff productivity and digital access.

CAR upgrades three major platforms: SAP ERP, Microsoft tools and ESRI geospatial systems. By the end of the 2024/25 financial year, ESRI had been fully implemented, and Microsoft upgrades were nearly complete. The shift to SAP S/4HANA is on track for 2026/27.

Ease of doing business and economic growth

To support growth, the City is improving its business environment through a dedicated Ease-of-Doing-Business Index. This targets quicker licensing, permitting and infrastructure access. The economic strategy focuses on high-growth sectors such as finance, agri-processing and green energy, while also enabling the informal sector through reform and better spatial access.

Investing in safer communities

The City is scaling up safety efforts. The 2025/26 budget includes:

- 700 new municipal police officers
- expanded metro police training facilities
- new technologies: CCTV, bodycams and EPIC systems

These investments support ward-based policing, protect infrastructure and improve community safety.

Fiscal sustainability and global partnerships

The City of Cape Town maintains a fully funded budget and a robust balance sheet, which provides access to concessional loans and strategic international partnerships. The City has secured major financing from:

- **KfW Development Bank** – approximately R2,2 billion in fixed-term concessionary loans for water and energy projects, with further tranches scheduled in 2026 and 2027.
- **Agence Française de Développement (AfD)** – around R4,5 billion in long-term loans in 2013 and 2023 to advance sustainable infrastructure and climate resilience.
- **Nedbank Limited** – R3 billion in structured financing for capital projects, drawn in multiple tranches during 2023/24 and 2024/25.
- **International Finance Corporation** – R2,8 billion, which supports long-term infrastructure investment, drawn down in one tranche in 2025/26.

These arrangements not only provide funding but also bring international technical expertise to drive reform, innovation and skills development. Together, they strengthen the City's ability to deliver resilient infrastructure, expand services to vulnerable communities and accelerate its sustainability agenda.

5. RISKS AND OPPORTUNITIES

Urbanisation, globalisation, technology shifts and climate risk continue to shape Cape Town's environment. These trends deepen the City's links to regional and global systems – bringing both new opportunities and increased risk.

The City takes a broad view of risk. This includes preparing for shocks and managing long-term stresses that affect Cape Town's ability to adapt and recover. At the same time, the City actively seeks out opportunities to build resilience, grow the economy and improve services.

5.1 Key risks

The following risks have been identified as strategic priorities and are actively monitored:

GOVERNANCE AND COMPLIANCE

- Breakdown in governance and legal compliance
- Ineffective intergovernmental collaboration
- Skills shortages and capacity constraints

INFRASTRUCTURE AND SAFETY

- Assets not meeting service delivery or safety standards
- Inadequate or unstable infrastructure for service delivery
- Unlawful land occupation affecting safety and service provision
- Persistent crime and safety concerns

CAPACITY AND RESILIENCE

- Climate change and pollution impacting resources and services
- Limited financial resilience and economic volatility
- Energy insecurity
- Digital vulnerability and cybersecurity threats

5.2 Evolving risks

During the 2024/25 financial year, several risks intensified or emerged, requiring ongoing attention and strategic response:

STAFF SAFETY AND SITE EXTORTION

- Rising extortion and violence on construction sites threaten staff safety and service delivery.
- **City response** – expanded tactical response units and escort services for at-risk teams.

HOUSEHOLD FINANCIAL PRESSURE

- Inflation eased to 3% in December 2024 but economic strain remains.
- Real median wages continue to decline.
- Unemployment in Cape Town is still high, despite being lowest among metros.
- Global uncertainty (e.g. US trade policy) may fuel inflation in 2025.
- **City response** – City growth-focused initiatives are key to reducing long-term pressure.

PUBLIC SAFETY AND INFRASTRUCTURE VANDALISM

- Crime rate remains high at 5 263 incidents per 100 000 residents.
- Ongoing vandalism of infrastructure disrupts services and raises costs.
- Public perceptions of safety are worsening.
- **City response** – strategic priority addressed through IDP safety programmes and targeted investment.

EXTREME WEATHER AND FLOODING

- Record rainfall and flooding, especially in vulnerable areas, were experienced in 2024.
- Projected future intensification and increased frequency of extreme weather events and droughts in 2025 and beyond.
- **City response** – the City continues to invest in climate resilience and disaster risk reduction, readiness and recovery.

6. STAKEHOLDER ENGAGEMENT

6.1 Stakeholder engagement for 2025/26 IDP and budget

KEY HIGHLIGHTS

- Engagement period: March to June 2025
- Over 17 000 comments received
- Majority focused on proposed rates and tariff adjustments

PARTICIPATION CHANNELS

- Digital platforms
- In-person and virtual meetings
- Targeted outreach efforts

COMMUNITY MEETINGS

- 47 subcouncil and ward-based meetings
- 3 200+ residents attended
- Enabled community-specific feedback and discussion

COMMUNICATION EFFORTS

- Newspaper adverts
- Social media outreach
- Radio segments
- Direct messaging (email and bill inserts)

EXTENDED PARTICIPATION

- Additional input invited on amended budget
- Follow-ups with previous participants
- Renewed outreach to community organisations

OUTCOMES

- High level of civic engagement
- Strong commitment to service delivery and local development
- Public input continues to inform planning and policy

CITY'S COMMITMENT

- Transparency
- Responsiveness
- Partnership with residents
- Building a more inclusive and resilient Cape Town

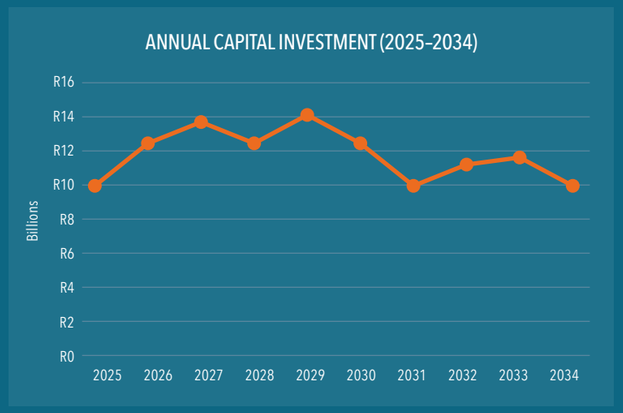
6.2 Assessing stakeholder satisfaction

In the 2024/25 financial year, the City again conducted its annual Community Satisfaction Survey to understand residents' perceptions of the overall quality of services received and assess how well these services meet their needs.

The results show a slight improvement in overall satisfaction among Capetonians, with the average rating increasing to 2,8 out of 5 *(2023/24: 2,7)*. City leadership has carefully reviewed the findings and will implement improvement plans to address areas of concern.

7. PERFORMANCE AGAINST OUR STRATEGY

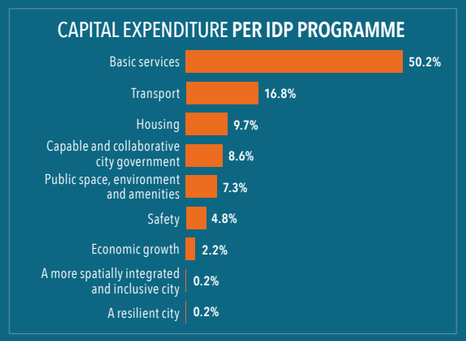
2024/25 PERFORMANCE AT A GLANCE

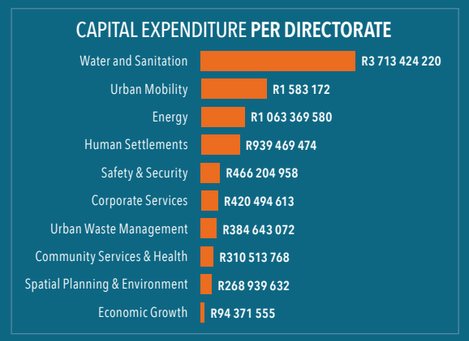


TOTAL 10-YEAR CAPITAL INVESTMENT

R118,5 billion

The foundation for economic growth within the City.





KEY HIGHLIGHTS BY IDP PRIORITY	A more spatially integrated & inclusive city:	A resilient city:	Basic services:
	Installed 214 new electricity connections in informal areas.	**Replaced over 150 000 metres of sewer pipeline.**	**638 000 tonnes of waste diverted from landfill and R220m invested for renewable energy.**
Capable & collaborative city government:	Economic growth:	Housing:	Public space, environment and amenities:
Over R900 million invested in the Core Application Refresh Programme.	**R6.4 billion helped create more than 15 000 jobs through partnerships.**	**Over R900 million invested towards approx. 29 447 housing units for current projects.**	**Retained Blue Drop status for water quality.**
Safety:	Transport:	Water resilience:	Cleanliness & illegal dumping:
500 new law enforcement officers deployed and CCTV detected over 43 000 incidents.	**Invested in MyCiTi Phase 2A, R397 million in PTI upgrades and R647 million for buses.**	**Major upgrades of the Zandvliet WWTW and expansion of the Cape Flats Aquifer.**	**99.84% waste collection coverage rate across informal settlements.**

KPI OVERVIEW

33%	33%	9%	11%
Well above	Above	On target	Below

7.1 Summary of the annual financial statements for 2024/25

The City's annual financial statements for the 2024/25 financial year are summarised below. The performance section of this integrated annual report should be read in conjunction with the financial statements, a full version of which is contained in appendix A.

STATEMENT OF FINANCIAL POSITION – SUMMARY AS AT 30 JUNE 2025

RAND THOUSAND (R'000)

	2025	2024
ASSETS		
Non-current assets	75 849 787	70 371 869
Current assets	23 156 982	21 281 622
TOTAL ASSETS	**99 006 769**	**91 653 491**
LIABILITIES		
Non-current liabilities	13 139 535	10 400 311
Current liabilities	13 144 869	13 972 147
TOTAL LIABILITIES	**26 284 404**	**24 372 458**
NET ASSETS		
Total net assets	72 722 365	67 281 033
TOTAL NET ASSETS AND LIABILITIES	**99 006 769**	**91 653 491**

STATEMENT OF FINANCIAL PERFORMANCE – SUMMARY AS AT 30 JUNE 2025

RAND THOUSAND (R'000)

	2025	2024
REVENUE		
Exchange revenue	36 124 443	32 619 581
Non-exchange revenue	27 882 992	26 337 297
TOTAL REVENUE	**64 007 435**	**58 956 878**
EXPENDITURE		
TOTAL EXPENDITURE	**58 566 103**	**53 399 986**
NET SURPLUS FROM OPERATIONS	**5 441 332**	**5 556 892**
Share of surplus in associate		
Surplus from operations before taxation	**5 441 332**	**5 556 892**
Taxation	-	-
NET SURPLUS FROM OPERATIONS	**5 441 332**	**5 556 892**

CASH FLOW STATEMENT – SUMMARY AS AT 30 JUNE 2025

RAND THOUSAND (R'000)

	2025	2024
CASH FLOW FROM OPERATING ACTIVITIES		
NET CASH FROM OPERATING ACTIVITIES	10 268 540	7 900 371
CASH FLOW FROM INVESTING ACTIVITIES		
NET CASH FROM INVESTING ACTIVITIES	(7 737 017)	(8 020 031)
CASH FLOW FROM FINANCING ACTIVITIES		
NET CASH FROM FINANCING ACTIVITIES	757 432	(703 546)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS	3 288 955	(823 206)
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	10 576 530	7 287 575

Financial sustainability and resilience

The City of Cape Town maintained a strong financial position in 2024/25, with total net assets increasing to R72,82 billion, up from R67,28 billion in the previous year. This growth reflects prudent financial management, sustained investment in infrastructure, and effective service delivery. The City's financial strategy continues to prioritise long-term sustainability, balancing operational efficiency with strategic capital investment.

Revenue growth and diversification

Total revenue increased by 8,7% to R64,1 billion, driven by growth in exchange and non-exchange revenue streams. Service charges contributed R32,62 billion, while property rates rose to R12,79 billion, bolstering the City's robust revenue base. Government grants and subsidies increased to R9,25 billion, supporting key service delivery and infrastructure programmes. The City's diversified revenue mix ensures resilience against economic fluctuations.

Strategic infrastructure investment

Capital expenditure for the year amounted to R9,29 billion, with major allocations to Water and Sanitation (R3,71 billion), Urban Mobility (R1,58 billion), and Energy (R1,06 billion). These investments support the City's long-term infrastructure goals, including improved service reliability, climate resilience and urban mobility. Assets under construction reached R10,73 billion, reflecting the scale of ongoing development. The City remains committed to addressing delays and regulatory challenges in key projects.

Operational efficiency and cost control

Total expenditure increased to R58,57 billion, with employee-related costs at R18,53 billion and bulk purchases at R16,51 billion. Despite inflationary pressures, the City achieved a net operating surplus of R5,54 billion, demonstrating effective cost containment and operational discipline. Repairs and maintenance spending rose to R4,07 billion, ensuring asset longevity and service continuity.

Liquidity and debt management

The City's liquidity position strengthened significantly, with cash and cash equivalents increasing to R10,58 billion. Net cash from operating activities rose to R10,27 billion, reflecting strong cash generation. Borrowings increased to R7,29 billion, with new loans from Nedbank, KfW Development Bank, and AFD, supporting capital programmes. Debt remains affordable, with a healthy net-debt-to-income ratio, and no loans were ring-fenced at year-end.

Governance, risk and compliance

The City continues to uphold high standards of governance and financial accountability. Material losses included electricity losses of R772 million and water losses of R112 million, which are being addressed through targeted interventions. Irregular expenditure amounted to R458 million, and fruitless and wasteful expenditure to R24 million, both of which were disclosed transparently. The City's financial risk management framework ensures robust oversight of liquidity, credit and market risks.

7.2 ECONOMIC GROWTH

7.2.1 The importance of the economic growth priority

Economic growth is central to the City's vision of building a thriving, inclusive and resilient urban economy. As a key priority of the IDP, it is guided by the Inclusive Economic Growth Strategy and the Municipal Spatial Development Framework

Despite progress, Cape Town continues to face structural challenges such as high unemployment, spatial inequality and underdeveloped township economies, compounded by energy insecurity, climate change, housing affordability and global economic volatility.

In response, the City has adopted a systems-based approach that integrates infrastructure investment, regulatory reform and targeted support for high-growth sectors such as tourism, green energy and the digital economy. The City's strategy is underpinned by a balanced scorecard framework, aligning long-term goals with operational delivery.

Figure 16: Key enablers for economic growth

Key interventions include:

- Expanding the Investment and Facilitation Unit
- Delivering catalytic infrastructure
- Rolling out the Expanded Public Works Programme
- Fostering partnerships with business, academia and civil society
- Implementing incentive overlay zones

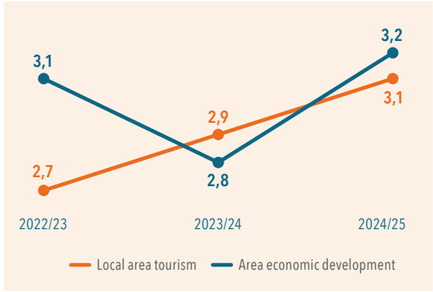
Infrastructure-led growth is at the heart of the City's economic strategy. Cape Town remains South Africa's most affordable metro for properties under R5 million, while leading the country in infrastructure investment with approximately R40 billion allocated over the Medium-Term Revenue and Expenditure Framework. This investment is expected to create around 130 000 construction-related job opportunities and stimulate broader economic growth. Notably, 75% of this funding is directed toward lower-income households, ensuring reliable infrastructure and improved service delivery for the future.

In addition, job creation and a business-friendly environment are central the City's economic growth agenda. Cape Town added 86 000 jobs over the past year, reaching a record 1,83 million employed residents. Despite national employment declining, the City maintains the lowest expanded unemployment rate among metros. These gains reflect meaningful progress towards the City's vision of building a city of hope for all.

Community perception of service delivery

The services delivery scores for the economic growth priority showed improvement for both the local area tourism and area economic development, rising from 2,9 to 3,2 and from 2,8 to 3,1 respectively.

Figure 17: Findings of the 2024/25 Community Satisfaction Survey



Rating scale: 1 = poor; 2 = fair; 3 = good; 4 = very good; 5 = excellent

Strategic alignment

The City's economic growth programmes align with the following SDGs:

7.2.2 Strategic objective 1: Increased jobs and investment in the Cape Town economy

PROGRAMME 1.1: EASE-OF-DOING-BUSINESS PROGRAMME

Strategic focus areas

Note: These are the programme components that are key to helping the City achieve each of its strategic objectives. The performance review section of this report covers all the programmes and aligns with the strategic focus areas for each of these programmes:

Ease-of-Doing-Business: Enhancing Cape Town's investment appeal

As part of Cape Town's leadership in creating a business-friendly environment, the City implemented its own Ease-of-Doing-Business (EoDB) Index. This tool supports data-driven decisions and operational efficiency and tracks performance across 10 key service areas, including utility connections, land use approvals and informal trading permits. Internally, a dashboard enables performance monitoring and targeted action. Externally, a public dashboard provides quarterly updates, promoting transparency for residents, businesses and investors.

Key achievements

- Cape Town became Africa's first metro to launch its own Ease-of-Doing-Business Index.
- Rolled out a public dashboard with quarterly updates for residents, businesses and investors.
- Introduced an internal dashboard for real-time monitoring and targeted intervention.

Service process improvements

As part of its commitment to improving the business environment, the City has significantly reduced turnaround times across several key service areas. These enhancements reflect a broader drive to eliminate administrative inefficiencies and support a more agile, responsive local government.

Key achievements

Faster turnaround times across key services, including major reductions in:

- water connections for businesses
- building plan approvals
- wayleave application approvals

Table 1: Previous and current turnaround times across several key service areas

SERVICE PROCESS	PREVIOUS DURATION	CURRENT DURATION (2024/25)
Property rates clearance certificates	14 days	10 days
Water connection for businesses	38 days	9 Days
Informal trading permit issuance	27 days	17 days
Wayleave application approvals	7-44 days	2-8 days
Connecting to the electricity	41 days	51 days – introduction of Online Service Connection App to help improve performance
Building plan approvals	28 days* (time with City)	11 days* (time spent with City)
Land use approvals	86%**	63%**
Business licence applications	56 days	40,5 days – digitisation under way
Public land transfer process	187 days	111 days

*Average number of days

**Percentage of applications completed within 90 days

Digitising energy services: Smarter, faster connections

The City has launched a new Energy Services Application platform. This online system allows residents and businesses to apply for electricity services, such as new connections, meter upgrades and additional installations, without paperwork or in-person visits.

Key achievements

- Reduced processing times, cutting delays and boosting efficiency
- Automated quotations and tracking improved workflow efficiency
- Enhanced accessibility and visibility via digital platforms for residents and businesses

PROGRAMME 1.2: INVESTMENT AND PARTNERSHIP DEVELOPMENT PROGRAMME

Strategic focus areas

Strategic destination marketing

In 2024/25, Cape Town strengthened its position as a leading global travel destination through award-winning campaigns, high-impact activations and targeted content distribution. Recognition such as *Best City in the World* reinforced its international appeal.

Highlights include:

- **This is Cape Town Magazine (volumes 3 and 4):** Showcasing authentic stories and launched at World Travel Market (WTM) Africa for global reach.
- **London taxi campaign:** 40 branded black cabs promoted Cape Town in partnership with Norse Airlines during WTM London.
- **India market activation:** Out-of-home (OOH) and digital campaigns delivered 330 million impressions, boosting visibility in a key growth market.
- **WTM Africa 2025:** Best Stand Design Award and international engagement with trade and media.
- **New publications:** Five themed brochures, including a food edition launched with Time Out Market, supporting niche marketing.
- **Content partnership programme:** Collaborated with 30 local businesses to amplify authentic stories globally.

Business Retention and Expansion Programme

The City's Business Retention and Expansion (BR&E) Programme strengthened economic resilience in 2024/25 by supporting local enterprises and promoting investment. The programme expanded to four new industrial areas, namely Airport Industria, Paarden Eiland, Beaconvale and Elsies River.

Key achievements

- Completed 60 business surveys to build a detailed investor profile.
- Leased five rail sidings and formalised truck embayments to boost logistics and expansion.
- Hosted the Industrial Stakeholder Summit (21 May 2025) to address carbon neutrality, EU export shifts, and digital transformation in manufacturing.
- Upgraded 4 km of road infrastructure in Epping Industrial to improve cargo movement.
- Achieved up to 66% faster lease approvals for rail sidings through BR&E interventions.

Facilitation of business engagements

The City remains committed to creating a business-friendly environment that drives investment, job creation and inclusive growth.

Key achievements

Facilitated over 180 structured business engagements.

- Enabled R20+ billion in private sector investment across logistics, manufacturing, IT and retail – creating 600+ jobs.
- Extended City incentives, offering R10 million in electricity tariff cuts and R250 000 in fee waivers.
- Partnered with the Atlantis Special Economic Zone to support renewable energy infrastructure.

Growth coalition project: Driving economic growth through strategic partnerships

The City drives economic growth by partnering with a range of special purpose vehicles (SPVs) to stimulate investment and job creation in key sectors such as information communication and technology (ICT), business process outsourcing (BPO), craft and design, clothing and textile manufacturing, marine manufacturing and renewable energy.

Key achievements

Attracted R4,6 billion in private investment across key sectors.

- Created 10 214 jobs in BPO, IT, textiles and marine manufacturing.
- Trained 674 people through sector-led initiatives.

Boosting small business productivity in Cape Town

The City, in partnership with Productivity South Africa, supports SMMEs through the Productivity Efficiency Programme, aimed at improving operational performance, enhancing productivity and safeguarding jobs.

Key achievements

- Continued the Productivity Efficiency Programme with Productivity SA.
- Delivered on-site interventions to improve workflow and prevent job losses.
- Benefited nearly 30 SMEs across catering, manufacturing, retail and printing.

Informal Trading Programme – infrastructure projects

The City's Economic Growth Directorate continues to invest in the development and revitalisation of informal trading infrastructure across Cape Town's communities. These projects aim to improve service delivery, enhance safety and compliance with environmental health standards, and support better spatial management.

Key achievements

- Built 12 trading structures in Bo-Kaap and 25 in Macassar.
- Upgraded Happy Valley business hives and Athlone trading area.
- Completed fencing project at Sir Lowry's Pas's.
- Approved plans for 4th Avenue Market and built cold storage for 30 traders.
- Demarcated bays in Bellville and Montague Gardens.
- Completed designs for key sites, including Adderley Street Flower Market, Langa, Eikendal, Atlantis, Grand Parade, Goodwood and Parow.

Informal trading support and development

The City provided annual training and development opportunities for informal traders, focusing on leadership, customer service, business communication, social media, financial management, environmental health and market management. A dedicated workshop was held for entrepreneurs living with disabilities to promote inclusivity.

Key achievements

- Hosted "My Cape Town" markets and events such as the Company's Garden Market, Steenberg Festival and Khayelitsha Market to boost access.
- Developed or reviewed eight informal trading plans, unlocking 800 trading opportunities.
- Issued 529 trading permits with an average turnaround of 28,74 days.
- Granted 196 mobile business permits and temporary concessions.
- Approved the Mobile Business Policy to formalise mobile vendors citywide.

PROGRAMME 1.3: INCLUSIVE ECONOMIC DEVELOPMENT AND GROWTH PROGRAMME

Strategic focus areas

Creating opportunities through the Expanded Public Works Programme (EPWP)

The Expanded Public Works Programme (EPWP) helps reduce unemployment and promotes inclusive growth.

Key achievements

- Allocated R460 million to 20 multi-year skills projects, expanding access to accredited training.
- Delivered training in law enforcement, conservation and entrepreneurship to boost employability.

PROGRAMME 1.4: TARGETED URBAN DEVELOPMENT PROGRAMME

Strategic focus areas

Advancing inclusive urban development through spatial targeting

The City uses spatial targeting as a way to redress historical spatial inequalities and promote inclusive, well-located urban growth. This approach is guided by the MSDF and the District Spatial Development Frameworks (DSDFs), which prioritise investment in defined geographic areas to enhance access, integration and economic opportunity.

Key achievements

Installation of new public ablution facilities and upgrades to informal trading and market areas in Bellville CBD.

- 500+ housing units completed in Philippi Opportunity Area – with 400 more under construction; Agri-Hub refurbished and final upgrades in progress (R120 million).
- 150 short-term jobs created in Philippi.
- Due diligence progressed for mixed-use development for the Gateway/De Waterkant development across several precincts and rezoning has progressed. Feasibility studies also progressed in parallel to the CBD LSDF for the Foreshore Precincts (under the freeways adjacent to the harbour).
- MyCiTi upgrades and land planning under way in Claremont CBD.
- Pipeline of 6 500+ social housing units advanced in the CBD. Key projects include the redevelopment of Woodstock Hospital, Conradie Park, Goodwood Station and Bothasig Gardens.
- Woodstock, Blaauwberg Road and Sir Lowry's Pass LSDFs approved.
- Incentive overlay zones (IOZs) introduced in five areas to unlock development, streamline approvals, and support spatial transformation, investment and expansion.

7.3 BASIC SERVICES

7.3.1 The importance of the basic services priority

As outlined in IDP, the provision of water, sanitation, electricity and waste services is both a constitutional obligation and a key enabler of dignity, public health and inclusive economic growth.

The City's approach is shaped by a complex urban environment, marked by rapid population growth, spatial inequality, climate risk and fiscal pressures. These challenges are further intensified by ageing infrastructure and increasing service demands in informal settlements and backyard dwellings.

In response, the City has adopted integrated strategies grounded in resilience, innovation and inclusivity:

THE WATER STRATEGY	THE ENERGY STRATEGY	THE URBAN WASTE STRATEGY
– Aims to secure over 300 million litres of water per day in new supply. – Leverages groundwater abstraction, water reuse and desalination. – Supported by demand management and water-wise behaviour.	– Focuses on harnessing new energy supply, alleviating energy poverty, and optimising energy use. – Supported by a future-fit utility model and active participation from residents, businesses and partners.	– Embraces circular economy principles. – Targets 50% diversion from landfill by 2027 through waste minimisation, infrastructure upgrades, and improved service coverage in informal areas.

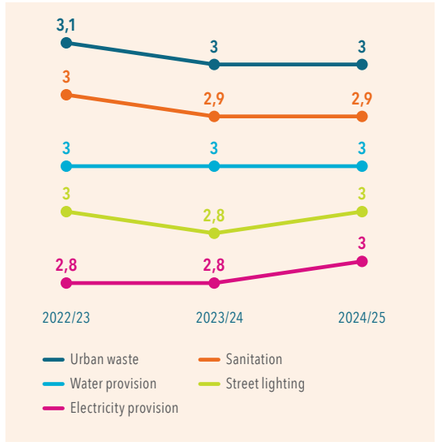
THE MSDF
– Supports these strategies by prioritising investment in the urban core and areas of greatest need, where infrastructure can be delivered more efficiently and equitably. – Allocates substantial resources to water and sanitation upgrades, electrification and waste infrastructure. – Maintains a strong social package for vulnerable households.

By investing in resilient infrastructure and inclusive service delivery, the City addresses immediate needs while laying the foundation for long-term sustainability, competitiveness and social cohesion.

Community perception of service delivery

Service delivery scores across key municipal services remained relatively stable over the three-year period from 2022/23 to 2024/25. Urban waste and street lighting showed slight improvements in 2024/25. Water provision maintained consistent ratings, and electricity provision remained unchanged. These trends reflect steady performance with targeted improvements in specific areas.

Findings of the 2024/25 Community Satisfaction Survey



Rating scale: 1 = poor; 2 = fair; 3 = good; 4 = very good; 5 = excellent

Strategic alignment

The City's basic services programmes align with the following SDGs:

7.3.2 Strategic objective 2: Improved access to quality and reliable basic services

PROGRAMME 2.1: MAINSTREAMING BASIC SERVICE DELIVERY TO INFORMAL SETTLEMENTS AND BACKYARD DWELLINGS

Strategic focus areas

Mainstreaming basic service delivery to informal settlements and backyard dwellings

The City ensures inclusive access to water, sanitation, electricity and waste removal in informal settlements and backyard dwellings, with a focus on dignity, safety and regular service delivery.

Key achievements

Water and Sanitation

- 706 new taps installed, and 5 670 new toilets provided across informal settlements.
- 96% of informal households have free access via communal taps.
- 85% of informal settlements meet the target of one tap per 25 households within 100 m.
- Backyard dwellings receive 200 litres of free water daily.
- Pilots launched in five settlements using Clear Enviro Loo Recirculation systems.

Energy

- 758 subsidised household connections completed, benefiting around 3 100 residents.
- High-mast LED lighting worth 1,9 million installed in Khayelitsha.
- Connected 342 homes in Imizamo Yethu and Khikhi, contributing to nearly 10 000 households reached since 2018.
- Electrified 126 backyard dwellings, targeting residents on City-owned rental properties, supported by a R1,2 million investment.
- Provided free basic electricity (up to 60 units) under the lifeline tariff for qualifying residents.
- Improved safety and infrastructure through the installation of poles and meters. and upgrades – to reduce fire risk and illegal connections.

Waste

- R7,5 million invested in container replacement to strengthen door-to-door collection.
- Expansion of refuse and recycling services in high-density communities.

7.3.3 Strategic objective 3: End load shedding in Cape Town over time

PROGRAMME 3.1: DIVERSIFIED ENERGY SUPPLY PROGRAMME

Strategic focus areas

Securing Cape Town's energy future

The City is accelerating its Diversified Energy Supply Programme to reduce reliance on Eskom, protect residents and businesses from energy insecurity and build a sustainable, decentralised energy future.

Key achievements

- The City has awarded embedded IPP projects and is finalising PPAs. Once operational, these first-round contracts will deliver 180 MW of renewable energy, representing R1,5 billion to R2 billion in investment. A second procurement round and engagement with energy traders is under way.
- Construction started on the Atlantis 7-MW solar plant, the City's first utility-scale renewable energy project, with the intention of adding battery storage system with a minimum power output of 5 MW and a storage capacity of 8 MWh by next year.
- Installed SSEG systems at three WWTW municipal sites, with a contract secured to deliver 12 MW across 13 sites in the next three years.
- Developed a fully permitted 70-MW Paardevlei solar PV plant site ready for the next step
- Over 13 300+ grid-tied SSEG installations approved, adding 108,8 MVA.
- R53 million paid out through Cash for Power incentives.
- Streamlined solar connections via online platform and standardised designs.
- Promoted safe installations through public awareness and installer support.

PROGRAMME 3.2: ENERGY DEMAND RESPONSE PROGRAMME

Strategic focus areas

Energy Demand Response Programme: Ensuring a resilient Cape Town

The City advanced energy resilience to tackle load shedding's erratic energy supply, and build a flexible, decentralised, renewable-powered system. Through voluntary demand response, smart technology and behavioural change, residents are empowered to help reduce grid stress and support renewable integration.

Key achievements

- 3 000+ smart devices installed; on track to deliver 60 MW of interruptible load by 2026.
- Curtailment capacity increased to 40+ MW; smart metering integration under way.
- R55 million in value delivered to 1 800+ SSEG participants; direct payouts now available.
- Continued deployment, supported by a National Treasury grant, enabled real-time load control and improved demand-side management.
- Steenbras Hydro Pumped Storage Scheme buffers the City against up to two stages of national load shedding.
- Steenbras Hydro and plans for battery storage are being optimised to manage variability and support load shedding mitigation.
- Tariff reforms have kept municipal electricity increases to 7,23%, well below Eskom's 11,32%, with targeted support for vulnerable households.

7.3.4 Strategic objective 4: Well-managed and modernised infrastructure to support economic growth

PROGRAMME 4.1: UTILITY BUSINESS MODEL REFORM PROGRAMME

Strategic focus areas

Driving utility reform: Cape Town's leadership in sustainable municipal services

The City is implementing comprehensive utility reforms to ensure financially sustainable, accountable and high-quality service delivery across water, sanitation, electricity and waste. This will protect low-income households while supporting infrastructure investment, environmental and climate resilience and long-term municipal performance.

Key achievements

- Rolled out phases 2 and 3 of the Reactive Incident Management System to all 23 (Water and Sanitation) reticulation depots, improving efficiency, cutting costs, and speeding up responses to service complaints.
- Advanced the programme to replace most City water meters with smart solid-state units as part of an advanced metering infrastructure system.
- Upgraded bulk sewer infrastructure, cleaned sewer lines proactively, deployed dedicated spill response teams, and introduced digital telemetry for better monitoring.
- Adopted a comprehensive utility reform strategy.
- Introduced a dedicated Citywide cleaning tariff for the 2025/26 financial year.
- Developing a new landfill site and explored expansion at Vissershok.
- Progressive transitioning to a full solid waste utility guided by a new circular economy-aligned Waste Strategy.
- Continued upgrading infrastructure such as transfer stations, organic waste infrastructure and fleet modernisation.
- Accelerated transformation of electricity services into a modern, resilient utility.
- Finalised the Smart Grid Roadmap and future system architecture.
- Expanded the e-ElecPortal and launched the Energy Services Application platform.

- Launched bilateral wheeling and tested pooled wheeling models.
- Advanced the distribution system operator function.
- Continued Cash for Power and SSEG support, with 6 400+ approved installations.
- Reduced electricity cross-subsidy to rates account for greater transparency and cost alignment.

PROGRAMME 4.2: INFRASTRUCTURE PLANNING AND DELIVERY SUPPORT PROGRAMME

Strategic focus areas

Scaling up investment

The City is scaling its infrastructure planning and delivery by implanting a bold capital programme to meet growth and resilience needs. Infrastructure-led development is a key catalyst to drive local and provincial growth. Our balanced capital portfolio includes direct and indirect revenue-generating assets across water, energy, mobility and waste services.

Data-driven management

Smarter asset maintenance and predictive modelling for reliability.

Key achievements

- R4,76 billion to expand Macassar WWTW and upgrade Potsdam WWTW.
- R790 million for Citywide water pipeline replacements.
- R110 million to extend sanitation to informal settlements.
- R850 million spent on groundwater recharge and aquifer development (Cape Flats Aquifer).
- R140 million: Treated effluent reuse.
- R126,5 million: Flood alleviation at Sir Lowry's Pass River.
- R140 million+: Marine outfall refurbishments.
- R790 million: Muldersvlei reservoir and pipeline scheme.

PROGRAMME 4.3: EXCELLENCE IN WATER AND SANITATION SERVICE DELIVERY PROGRAMME

Strategic focus areas

Water services: Infrastructure, innovation and resilience

The City is advancing water and sanitation services through major infrastructure upgrades, digital innovation and quality assurance – ensuring reliable, sustainable and compliant service delivery that protects public health, supports environmental and resource resilience, and meets the needs of all communities.

Key achievements

- 100% of formal households have piped water; 97% metered and billed.
- Zandvliet WWTW expanded to 90 Mℓ/day with advanced membrane technology.
- Potsdam WWTW upgrade under way to reach 100 Mℓ/day by 2027.
- Upgrades ongoing at five additional WWTWs.
- 990 kWp solar system at Kraaifontein WWTW, saving R2,4 million annually.
- Centralised control room launched for real-time monitoring.
- 150 000 m of pipeline replaced (100 000 m sewer, 50 000 m water).
- R78 million invested in sewer maintenance; 281 km cleaned.
- 16 pump stations upgraded, adding 350 ℓ/s and reducing call-outs by 22%.
- Blue Drop score of 98,1%; Faure WTP scored highest technically.
- No Drop second place for water conservation and demand management.

Infrastructure renewal and operational performance (2021–2025)

Over the past five financial years, the City has made significant progress in renewing its water and sanitation infrastructure. This sustained investment reflects a deliberate and strategic shift towards preventative maintenance and long-term service reliability.

Key achievements

- Sewer blockages have declined from over 130 000 incidents in 2020/21 to fewer than 88 000 in 2024/25.
- Substantial increase in sewer pipe replacement, from 28 140 metres in 2020/21 to 117 210 metres in 2024/25. The City has consistently met or exceeded its annual replacement targets since 2022/23.
- Pipe bursts have remained relatively stable, hovering around 3 000 to 3 900 incidents annually.
- Water pipe replacement has steadily increased to nearly 67 000 metres in 2024/25, well above the annual target of 50 000 metres.

The City has also made strides in managing water demand and reducing losses. Over the five-year period, total water demand rose from 730 Mℓ/day to 881 Mℓ/day. However, the proportion of non-revenue water declined from 30,74% to 24,20%, as shown in the accompanying graphs. These visualisations illustrate:

- A steady increase in revenue water, indicating improved billing and metering.
- A downward trend in non-revenue water percentage, reflecting operational gains.
- A shift in water composition, with revenue water forming a growing share of total demand.

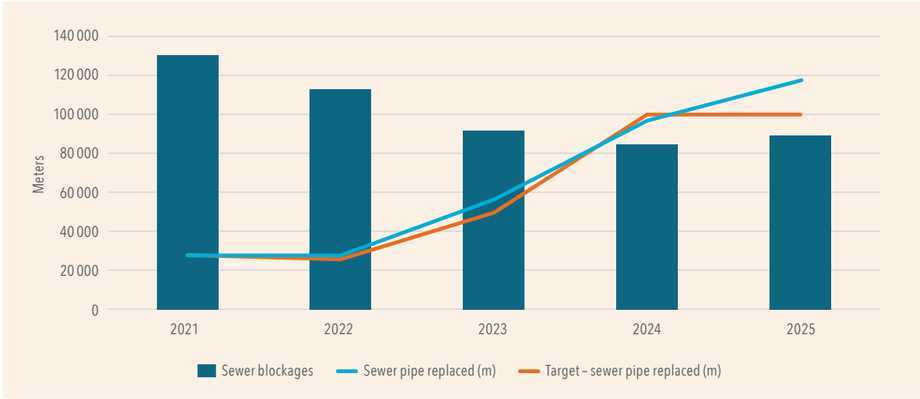
The City has also improved its wastewater treatment and reuse capacity. Wastewater treated increased from 520 Mℓ/day to 605 Mℓ/day, while reuse volumes rose from 40 Mℓ/day to 57 Mℓ/day. This demonstrates a growing commitment to circular water economy principles and resource efficiency.

Operational performance metrics also show encouraging trends. Non-revenue water and water losses have both declined, while the Infrastructure Leakage Index (ILI) – a key indicator of network efficiency – has improved from 4,3 in 2021/22 to 3,1 in 2024/25. These gains reflect better pressure management, leak detection and maintenance practices.

Together, these trends demonstrate the City's commitment to modernising its infrastructure portfolio. Rather than reacting to failures, we are investing in long-term solutions that safeguard service continuity, support economic growth and build public confidence.

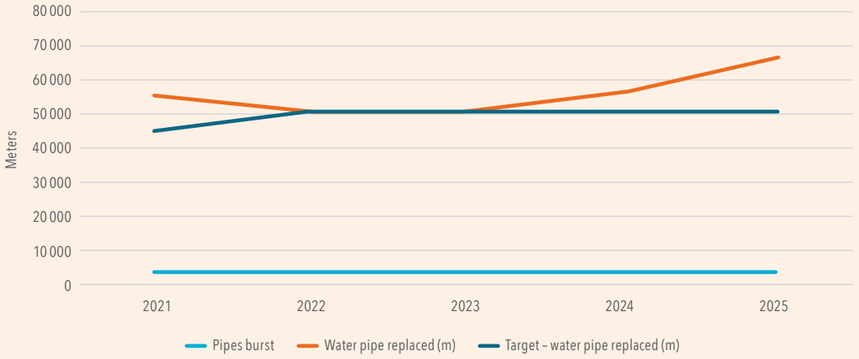
This approach is not merely technical; it is strategic. By strengthening the backbone of basic services, the City is laying the foundation for inclusive development, climate resilience, and a more liveable urban environment.

Figure 18: Sewer system performance (2021-2025)



Annual trends in sewer blockages and sewer pipe replacement volumes, compared against the City's annual replacement targets. The data reflect a steady decline in blockages alongside a significant increase in pipe replacement, suggesting improved infrastructure resilience and service reliability.

Figure 19: Water system performance (2021-2025)



Annual trends in pipe bursts and water pipe replacement volumes, compared against the City's annual replacement targets. While pipe bursts remained relatively stable, the consistent over-achievement of replacement targets indicates a proactive approach to infrastructure renewal and long-term asset management.

Figure 20: Trends in total water demand, revenue water, and non-revenue water from 2020/21 to 2024/25, showing improved water efficiency and billing performance

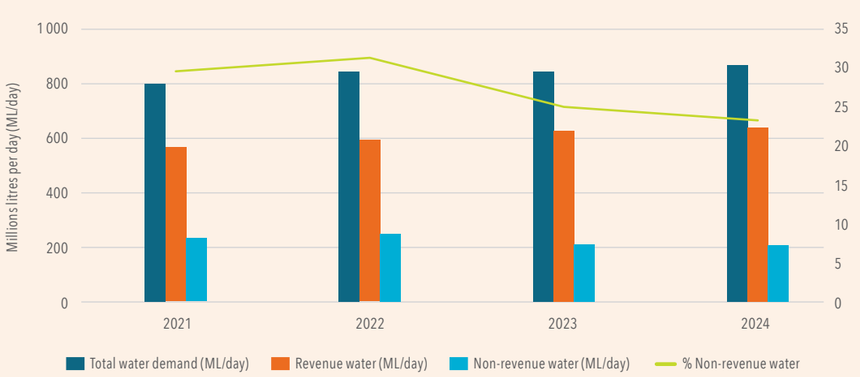


Figure 21: Growth in wastewater treatment and reuse volumes from 2020/21 to 2024/25, supporting circular water economy principles

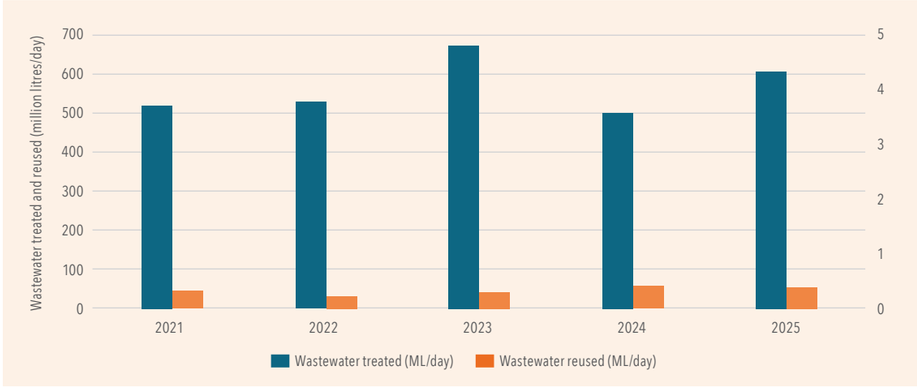
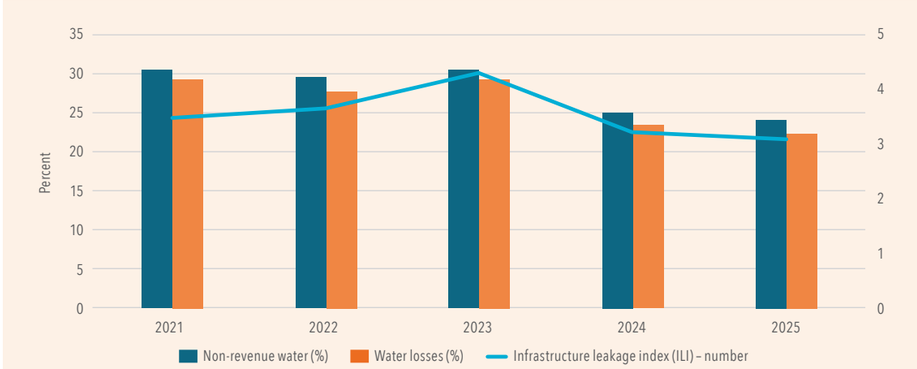


Figure 22: Trends in non-revenue water (%), water losses (%) and the Infrastructure Leakage Index (ILI), indicating improved network efficiency and leak management



PROGRAMME 4.4: WATER RESILIENCE PROGRAMME

Strategic focus areas

Leveraging diverse water sources to secure supply for a growing city

To secure long-term water resilience for a growing Cape Town, the City is advancing its New Water Programme and diversifying supply through groundwater, desalination, water reuse and catchment management. This multi-billion-rand initiative reduces reliance on dams, supports climate adaptation, and ensures sustainable water access for all communities.

Key achievements

- R445 million invested in groundwater development; Strandfontein West commissioned, Philippi under construction, and Table Mountain boreholes operational.
- Atlantis infrastructure upgraded with two new 5-Mℓ reservoirs.
- Desalination feasibility confirmed: 180 Mℓ/day at Witzands, 70 Mℓ/day at Paarden Eiland.
- Cape Flats water reclamation plant to deliver 54 Mℓ/day via managed aquifer recharge (MAR).
- 63 000 hectares of invasive vegetation cleared, restoring 48 Mℓ/day to the system.
- Treated effluent supplied to 120 parks, saving 2,5-3,5 Mℓ/day; new connections completed.
- MAR pilot sites operational in Cape Flats; stormwater harvesting under review.
- R4,93 billion capital funding allocated for 2025/26, rising to R5,84 billion in 2026/27.

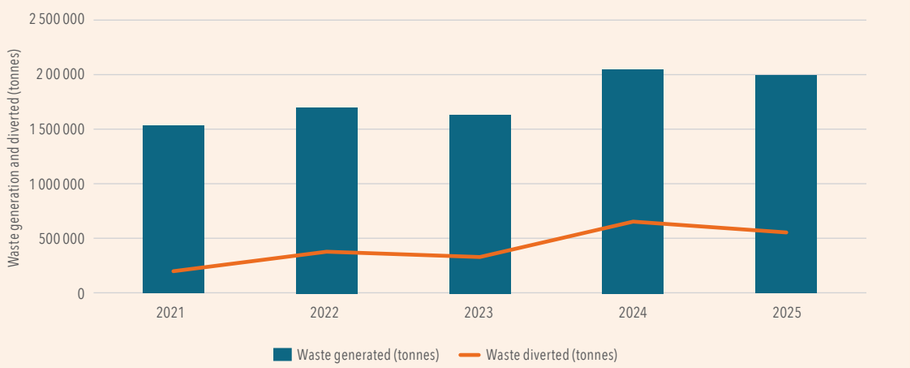
PROGRAMME 4.5: EXCELLENCE IN WASTE SERVICE DELIVERY PROGRAMME

Strategic focus areas

Urban Waste Management Performance (2021–2025)

Between 2021 and 2025, Cape Town saw a 17% rise in urban waste generation, from 1,2 to 1,4 million tonnes. Despite this increase, the City significantly improved its waste diversion efforts, with diverted volumes growing from 300 000 to 500 000 tonnes – an annual increase of 50 000 tonnes. The diversion rate rose from 25% to over 35% as a result of sustained investment in recycling infrastructure and public engagement. Continued progress will depend on scaling circular economy initiatives and driving behavioural change to reduce waste at source.

Figure 23: Waste generation and diversion from 2021 to 2025



Waste management and diversion from landfill

The City is building a sustainable, integrated waste management system focused on minimising landfill use, promoting recycling and resource recovery, and aligning with circular economy principles. This includes infrastructure investment, regulatory reform and community partnerships to ensure long-term environmental and operational resilience.

Key achievements

- Refuse collection services are provided weekly to over 1,1 million households.
- Managed 1,6 million tonnes of waste; 35% diverted from landfill.
- Expanded recycling programmes, MRFs and organic waste infrastructure.
- Strengthened partnerships with informal waste pickers and rolled out public education campaigns.
- Advanced landfill expansion at Vissershok and Coastal Park to extend capacity.
- Initiated feasibility for a regional landfill and leachate treatment plant.
- Progressed plans for an integrated waste facility with alternative technologies.
- Improved treated effluent use in parks, saving potable water.
- Adopted ISO 55 000 asset management principles for smarter fleet and infrastructure planning.
- Enhanced waste collection in informal areas through smart technology and community engagement.

PROGRAMME 4.6: WASTE MINIMISATION AND RECYCLING PROGRAMME

Strategic focus areas

Advancing the circular economy through sustainable waste management

The City is actively embedding circular economy principles into its waste management strategies, moving away from a traditional linear model of consumption and disposal towards one that prioritises resource recovery, reuse and regeneration. This shift not only reduces environmental impact but also supports economic development and job creation.

Key achievements

- 565 946 tonnes of material recovered through recycling and repurposing.
- 38,97% of organic waste diverted from landfill.
- 65 tonnes/day sorting capacity at the new Coastal Park MRF.
- 27 000 households added to the Think Twice recycling programme.
- Organic waste converted into biogas and electricity, powering thousands of homes.
- 81 000 households now served by the Kraaifontein facility after adding 12 000 new service points.
- 100 new jobs created through Coastal Park MRF development.
- 4 931 free home composters distributed in 2024/25.
- Investments in advanced sorting technologies and green infrastructure.

Litterbooms keep 255 tonnes of waste out of Cape Town's rivers and oceans

A smart, low-cost solution is making waves in Cape Town's fight against river pollution. Since January 2025, over 255 tonnes of waste have been intercepted by litterbooms – floating barriers that trap debris before it reaches the ocean.

This is part of a strategic partnership between the City of Cape Town and the Litterboom Project, with eight new booms installed and 12 river wardens employed since May. The initiative not only protects marine life but also creates jobs and supports a circular economy. Collected waste is repurposed into usable materials, with proceeds reinvested into local recycling efforts.

Installation sites include:

- Big Lotus River (Manenberg and Ottery)
- Black River (Athlone)
- Bloemvlei Canal
- Vygieskraal

With 80% of ocean plastic originating from rivers, this upstream approach is helping Cape Town build cleaner waterways and more resilient communities.

PROGRAMME 4.7: PROMOTING CLEANLINESS AND ADDRESSING ILLEGAL DUMPING PROGRAMME

Strategic focus areas

Promoting cleanliness and tackling illegal dumping

The City ensures access to waste management in informal settlements and high-density areas, creating a cleaner and healthier urban environment. It also combats illegal dumping through enforcement, education and infrastructure, while promoting civic pride and well-maintained public spaces.

Key achievements

- Strengthened response to illegal dumping through enforcement, education and infrastructure investment.
- Implemented enhanced monitoring systems and targeted clean-up operations.
- Ran public awareness campaigns and built collaborative partnerships with local stakeholders.
- Supported broader goals of civic pride and environmental protection.

Public awareness initiative

The City promotes responsible waste management and fosters community-wide behaviour change through creative and inclusive engagement.

Key achievements

- Hosted zero-waste living masterclasses and waste-to-art projects.
- Conducted 'positive picketing' at shopping centres, transport hubs and clinics.
- Launched a targeted awareness campaign for businesses.
- Aligned initiatives with global observances such as Earth Day, Global Recycling Day and International Composting Week.
- Rolled out seasonal campaigns such as the #SpringCleanCT drive and summer readiness beach initiative.
- Partnered with local communities, youth and women's organisations, and sporting groups.
- Bingo, the anti-littering mascot, engaged school learners across communities.
- A new TV advert campaign was launched, encouraging residents to 'Bin it in the Bingo bin'
- Held capacity-building sessions with community leaders and neighbourhood watch groups.

Partnerships for sustainable urban waste management

The City promotes sustainable waste management and empowers community recyclers through partnerships with the private sector, NGOs and local communities. It supports national goals to divert waste from landfill, foster innovation and unlock local economic opportunities aligned with South Africa's National Waste Management Strategy.

Key achievements

- Delivered upcycling workshops in partnership with creatives and producer responsibility organisations (PROs).
- Launched a community recycling hub; additional sites are being negotiated.
- Supported facility upgrades to meet health and safety standards.
- Introduced digital dashboards and mobile reporting tools, tracking over 500 tonnes of waste diverted.
- Partnered with tech start-ups and PROs to run awareness campaigns and incentivise household recycling.
- Completed a baseline study on buy-back centres, including tonnage flows and pricing.
- Proposed a support framework for buy-back centres, including training and potential subsidies.
- Convened quarterly interdepartmental forums to align energy, water and waste strategies.
- Revitalised several areas through community-led projects.

Illegal dumping monitoring and enforcement

The City's illegal dumping initiative aims to reduce environmental degradation and improve urban cleanliness through a combination of enforcement, surveillance and public education. It is focused on strengthening community involvement, enhancing monitoring capacity, and ensuring swift response to emerging dumping hotspots.

Key achievements

- Issued over 1 400 notices and imposed approximately R2,1 million in fines for illegal dumping.
- Deployed 64 auxiliary law enforcement officers in hotspot areas through the EPWP.
- Expanded use of mobile and drone surveillance technologies to monitor dumping.
- Operated a 24-hour toll-free hotline for anonymous public reporting of illegal dumping.
- Offered rewards of up to R5 000 for successful tip-offs leading to enforcement action.
- Used real-time surveillance and hotspot mapping to identify new dumping sites.
- Conducted targeted public awareness campaigns in high-risk communities.
- Collaborated with local stakeholders to reinforce responsible waste disposal behaviour.
- Supported ongoing education initiatives to build community ownership and civic pride.

PROGRAMME 4.8: EXCELLENCE IN ENERGY SERVICE DELIVERY PROGRAMME

Strategic focus areas

Energy efficiency in municipal operations

The City's aims to reduce electricity consumption, lower carbon emissions and achieve long-term financial savings across municipal operations. It supports Cape Town's broader climate action goals and contributes to the transition toward a carbon-neutral energy system by 2050.

Key achievements

- Saved over 427 GWh of electricity since 2009.
- Avoided approximately 422,88 tonnes of CO_2e emissions.
- Retrofitted municipal buildings and upgraded streetlights with LED technology.

Driving innovation and sustainability

The City promotes innovation, decentralisation and stakeholder engagement in energy service delivery, while enhancing resilience and expanding access to clean, affordable energy for all residents.

Key achievements

- Enabled residents and businesses to export surplus solar energy through the Cash for Power programme.
- Promoted consumer participation and improved grid resilience.
- Advanced renewable energy integration across municipal operations.
- Expanded electrification in informal settlements.
- Leveraged data-driven asset management to optimise performance and reduce costs.
- Supported a shift toward an inclusive and sustainable municipal energy system.

7.4 SAFETY

7.4.1 The importance of the safety priority

Safety is a core strategic priority for the City of Cape Town, supporting social cohesion, economic confidence and the integrity of public infrastructure. The City's approach to safety is shaped by the evolving nature of threats – particularly the rise of extortion, construction-related criminal networks and vandalism – which undermine service delivery and infrastructure investment.

In 2024/25, the City escalated its response by introducing a dedicated tactical response unit to address site-related violence and extortion. This is part of a broader shift toward intelligence-led, technology-enabled and community-anchored safety strategies.

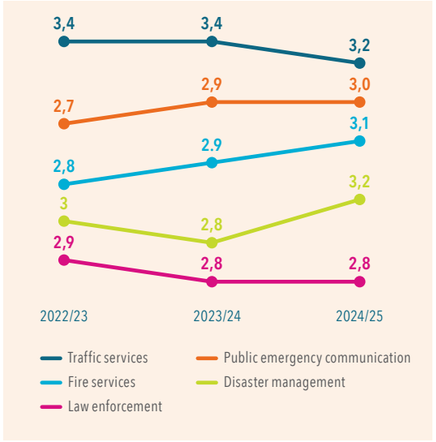
A key reform milestone was the advancement of the One Police Service model, which will integrate Metro Police, Law Enforcement and Traffic Services in a unified operational framework. This will enhance coordination, resource deployment and accountability, while enabling a more agile response to crime and disorder.

The City's safety strategy is further supported by:

- impact evaluations of safety technologies to inform future investment;
- resource optimisation to strengthen under-resourced functions such as Fire and Rescue Services and the Public Emergency Communication Centre; and
- precinct-based safety planning and improved infrastructure for training, emergency response and event management.

Community perception of service delivery with regard to safety

Findings of 2024/25 Community Satisfaction Survey



Rating scale: 1 = poor; 2 = fair; 3 = good; 4 = very good; 5 = excellent

The steady improvement in scores shows that the City's strategic focus on enhancing operational effectiveness and public safety outcomes is working.

Strategic alignment

Safety programmes align with one or all the following SDGs.

7.4.2 Strategic objective 5: Effective law enforcement to make communities safer

PROGRAMME 5.1: ENHANCED POLICING PROGRAMME

Strategic focus areas

Strengthening law enforcement and public safety

The City continues to advance its safety strategy through targeted law enforcement initiatives aimed at improving responsiveness, enhancing tactical capacity and fostering safer communities.

Law Enforcement Advancement Plan (LEAP)

LEAP is central to the City's safety approach, with deployments focused on high-crime areas in partnership with the Western Cape Government. Data-led deployment ensures targeted impact.

Key achievements

- Over 1 200 officers were deployed to high-crime areas in 2024/25.

Project 1000: Expanding visible policing

Launched in December 2023, this programme aims to train and deploy 1 000 new law enforcement officers over 18 months.

Key achievements

- Approximately 800 candidates are expected to graduate in September 2025.

Advocacy for expanded metro police powers

The City continues to engage national stakeholders to amend the South African Police Service Act. Proposed reforms would enable municipal officers to conduct investigations and compile stronger case dockets, improving conviction rates.

Tactical capacity building and SWAT development

Operational readiness is being strengthened through advanced training and simulation. Significant progress was made in establishing a dedicated SWAT Unit, with phase two under way and full deployment expected in 2025/26.

Key achievements

Eleven tactical instructors appointed to the Public Safety Training College.

- Stress exposure training introduced using small-arms simulators.

Traffic Services – mobile fine roadshows

To improve road safety and fine recovery, mobile units were deployed to assist residents with on-the-spot payments, reduce queues and foster positive engagement.

Metro Police – K9 Unit expansion

The Metro Police K9 Unit welcomed four new recruits in 2024/25, bringing the total to 16 dogs trained in narcotics and explosives detection. The unit also engages communities through school visits and public demonstrations.

Operational Support – staff wellness

The Operational Support Services team within the Safety and Security Directorate provides trauma and resilience support to staff.

Key achievements

- A clinical psychologist joined the team in December 2024, enhancing service quality.
- Over the reporting period, nine officer support days were held, focusing on resilience building and stress management, while also raising awareness of the wide range of support services available to staff.

Embedding safety in urban governance

In 2024/25, the City advanced efforts to embed safety as a cross-cutting principle in urban governance. This includes aligning safety objectives with spatial planning, infrastructure investment and service delivery strategies. Through strengthened coordination across directorates, and integration with the Corporate Risk Register and Strategic Management Framework, safety is positioned as a proactive enabler of inclusive growth, resilience, and social cohesion.

PROGRAMME 5.2: SAFETY TECHNOLOGY PROGRAMME

Strategic focus areas

Strengthening safety through technology and infrastructure

The City continues to invest in advanced safety technologies and infrastructure to support a safer, more resilient Cape Town.

Key achievement

- Expansion of the CCTV network and aerial surveillance platforms significantly improved incident detection, emergency response and operational oversight.

Expanding CCTV coverage

CCTV remains central to the City's safety strategy. The Strategic Surveillance Unit (SSU) manages a network of 1 169 cameras across the metro, supporting law enforcement and emergency services. In 2024/25, incident detection rose significantly, prompting the launch of a CCTV analytics pilot to improve real-time pattern recognition and response efficiency. The network is one of the most extensive and integrated in South Africa.

Drone surveillance

Drone technology continues to support the City's safety operations, particularly in crowd monitoring, protest

management and situational awareness in high-risk areas. These deployments form part of a broader strategy to enhance real-time visibility and improve tactical response.

Technology Safety Partnerships

The Technology Safety Partnerships Project supports neighbourhood-level crime prevention through community collaboration and improved access to emergency services. This initiative combines smart technology with community participation to improve safety outcomes and build trust between residents and enforcement agencies.

Key achievements

- Partnerships with neighbourhood watches were strengthened.
- Thousands of safety pamphlets were distributed to raise awareness.
- The CareMonX mobile system was expanded to integrate healthcare-related emergencies with the broader response network.

Highway Patrol and emergency detection

The Highway Patrol Unit now covers nearly 100 km of major routes.

Key achievements

In 2024/25, officers responded to:

- vehicle breakdowns > 4 000
- arrests 340
- traffic offences 69 000
- pedestrian offences 3 248

The ShotSpotter gunfire detection system now covers 9 km² in high-risk areas. This technology enables rapid, coordinated responses in affected communities.

Digital evidence and AI integration

The City's enterprise-level digital evidence system includes body-worn cameras, dashcams with automatic number plate recognition (ANPR), and secure video storage. These tools have improved arrest rates, supported prosecutions, and protected officers from false claims.

Community-based CCTV integration

A pilot framework was introduced to allow neighbourhood watches and City Improvement Districts to link their CCTV feeds to the City's network under regulated protocols.

Youth engagement in safety technology

The City began exploring youth-focused safety tech education, including school-based awareness campaigns and digital literacy programmes linked to surveillance and emergency response systems.

Public Emergency Communication Centre (PECC): Coordinating safety in real time

The Public Emergency Communication Centre (PECC) is a cornerstone of the City's emergency response infrastructure, operating 24 hours a day, seven days a week. Now in its 25th year, the centre plays a vital role in ensuring rapid, informed responses to incidents across Cape Town.

Key achievements

- PECC handled over 1,2 million calls, maintaining an average answering time of under 10 seconds.

Emergency communication officers are trained to triage calls efficiently, dispatch appropriate services and maintain real-time situational awareness across the metro. Seasonal trends – such as increased call volumes during winter storms – are closely monitored to support proactive resource deployment. The centre also plays a key role in disaster coordination, working alongside the Disaster Risk Management Centre and other departments to manage incidents such as flooding, infrastructure damage and public safety risks.

EPIC system: Enhancing safety operations

The City's EPIC (Electronic Performance Information Centre) system plays a pivotal role in coordinating and tracking safety-related service delivery. As a central digital platform, EPIC enables real-time logging, monitoring and resolution of public safety incidents and operational requests across departments.

By streamlining workflows and enabling rapid response, EPIC strengthens the City's ability to deliver integrated, responsive safety services to residents.

Key achievements

- In 2024/25, the system processed 243 387 master service requests and 437 811 service requests.

7.4.3 Strategic objective 6: Strengthen partnerships for safer communities

PROGRAMME 6.1: PARTNERSHIPS FOR COMMUNITY SAFETY PROGRAMME

Strategic focus areas

Community safety and neighbourhood watch support

Strengthening partnerships with community-based safety organisations and the private sector is a key priority in the City's crime prevention and disaster response efforts. The Civil Security Collaboration Initiative (CSCI) enhances coordination between the City and external safety stakeholders.

Neighbourhood watches are increasingly recognised as vital partners in local crime prevention. In 2024/25, the City expanded its support for these groups through enhanced training and resources, including:

- Recognition programmes such as the Neighbourhood Watch Awards.
- Structured collaboration with SAPS, Metro Police and City Improvement Districts.
- Community-led patrols and home security surveys aimed at improving local safety.

Enhanced coordination

CSCI partners have virtual access to the Joint Operations Centre during incidents, with real-time communication and resource deployment facilitated by Safety and Security officials.

Network expansion

In 2024/25, the CSCI network grew to include:

- City Improvement Districts
- private security firms
- Western Cape Civil Defence
- Agri Western Cape
- AfriForum
- neighbourhood watch groups
- community policing forums

Operational readiness

Quarterly mock drills simulate unrest and disaster scenarios. These are coordinated via WhatsApp groups and rotate among partners, strengthening preparedness and inter-agency collaboration.

Auxiliary Law Enforcement Project

The Auxiliary Law Enforcement Project plays a vital role in strengthening the City's frontline safety services, particularly in areas with limited staffing. In 2024/25, the City recruited and trained a new cohort of auxiliary officers, building on the 218 previously appointed. These officers now actively support enforcement operations, contributing to visible policing and improved service delivery across Cape Town.

Key achievements

Between November 2024 and July 2025, approximately 300 auxiliary officers dedicated over 68 000 hours to public safety. Their efforts led to:

- 178 arrests
- confiscation of seven firearms and 18 imitation firearms
- seizure of 1 259 units of alcohol
- issuing of 8 276 fines

Deployed across four geographic areas and supported by specialised units – including Animal Control, Marine, and Rural Safety – these officers play a vital role in bolstering the City's enforcement capacity. Structured training and mentorship programmes ensure operational readiness, while planned expansion will further enhance resilience and responsiveness.

Additional key highlights in 2024/25

Community health and safety integration

The Safety Directorate has begun integrating community health and safety initiatives into its broader safety strategy. This includes:

- public awareness campaigns on domestic violence, substance abuse and gang activity.
- support for vulnerable groups, including youth and informal traders, through targeted outreach and education.

Enhanced use of technology in partnerships

The City is exploring ways to digitally connect community safety partners to improve coordination and response times. This includes:

- mobile platforms for reporting and alerts.
- virtual access to operational dashboards for neighbourhood watches and CIDs.
- pilot programmes for community-based CCTV integration, governed by the City's policy on external camera systems.

Youth engagement and safety education

To build long-term resilience, the City is expanding its youth-focused safety programmes, including:

- school-based safety education in partnership with the School Resource Officer Unit.
- youth volunteer opportunities within neighbourhood watches and auxiliary law enforcement.
- community workshops on conflict resolution and civic responsibility.

PROGRAMME 6.2: HOLISTIC CRIME PREVENTION PROGRAMME

Strategic focus areas

Substance abuse prevention and support

In 2024/25, the City advanced its integrated approach to prevention, education, treatment and enforcement, with a strong emphasis on community support and public awareness.

Key achievements

- Strengthening Families Programme – reached 382 families through 28 resilience-building initiatives.
- Targeted interventions – delivered 88 sessions via *Essentially Me* and *Driving My Future*, engaging over 4 400 participants.
- Public awareness campaigns – hosted major events to raise awareness of drug- and alcohol-related harm.
- Treatment and screening – Matrix® sites screened 2 137 clients and conducted 4 166 follow-ups, with an 83% negative test rate.

Civilian oversight and accountability

The Civilian Oversight Committee (CIVOC) continues to strengthen accountability and transparency in policing and enforcement. In 2024/25, key initiatives included:

- advocating for improved protective gear and trauma-informed training.
- recommending reforms to disciplinary processes and recruitment standards.
- supporting the appointment of a clinical psychologist and mass drug testing.
- proposing measures to reduce emergency vehicle downtime.
- calling for expanded training capacity and psychometric testing for tactical units.

7.5 HOUSING

7.5.1 The importance of the housing priority

Despite ongoing challenges, the City made key progress in 2024/25, pushing forward its Consolidated Land Pipeline to unlock land for affordable and mixed-income housing. This supports the City's Human Settlements Strategy, focused on better spatial planning, diverse housing options, and partnerships with the private sector and government.

But the housing need is still massive. Over 270 000 households live in informal settlements now and by 2028, over 500 000 will need housing assistance, which equates to the provision of approximately 50 000 homes a year.

Delivery is being delayed due to high land costs, red tape, crime targeting contractors (including extortion) and as a result of gang-related violence spilling over on to adjacent construction sites. In response, the City is securing more land, commencing with planning earlier, and proactively safeguarding projects. Upgrading informal settlements is a major focus by performing in-situ upgrades and expanding basic services to improve living conditions.

The 2025/26 budget supports the Human Settlements focus, with large investments in new housing and informal settlement upgrades. A strong social support package backs vulnerable households.

Integrated human settlements development projects ensure people get better access to socio-economic opportunities such as jobs, schools and other social services. This approach reduces inequality. However, delays, as mentioned above, keep people stuck in informal conditions for longer, putting more strain on the City.

The Human Settlements Strategy sees provision of housing as more than shelter and asset – it provides social and economic opportunities, as well as security. It calls for the City to shift from provider to enabler through active support of private sector efforts, micro-developers, and security of tenure in various forms.

By tying housing to a broader economic and spatial plan, the City aims to build a more fair, connected and resilient Cape Town.

Community perception of service delivery

The outcome of the Community Satisfaction Survey for the housing priority indicates an improvement in public perception, with scores increasing from 2,7 in 2023 to 2,8 in 2024.

Findings from the 2024/25 Community Satisfaction Survey

Rating scale: 1 = poor; 2 = fair; 3 = good; 4 = very good; 5 = excellent

Strategic alignment

All the City's housing programmes align with one or more of the following SDGs.

7.5.2 Strategic objective 7: Increased supply of affordable, well-located homes

PROGRAMME 7.1: PARTNERSHIP FOR AFFORDABLE HOUSING PROGRAMME

Strategic focus areas

Delivering affordable housing opportunities through strategic partnerships

The City leverages its land assets to attract private-sector investment into transit-oriented development precincts, supporting economic growth and enabling the development of affordable housing near public transport and employment hubs.

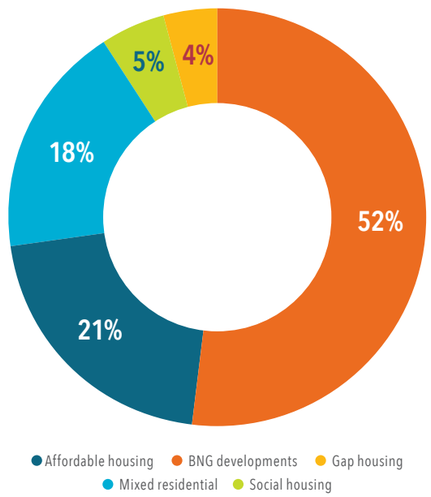
Key achievements

- Approximately 13 296 units under development, including social housing, open-market affordable housing and GAP housing.

Strengthening partnerships to accelerate delivery

Recognising the importance of collaboration, the City is actively facilitating partnerships. These partnerships are supported by national grant frameworks and align with the City's commitment to inclusive, integrated human settlements.

Figure 25: Housing development types: Proportional overview



Key achievements

In the 2024/25 financial year, the City partnered with key stakeholders to accelerate housing delivery. They include:

- private developers – particularly in well-located areas aligned with the City's Spatial Development Framework and Transit-Oriented Development Strategy.
- social housing institutions registered with the Social Housing Regulatory Authority (SHRA) to deliver affordable rental housing in mixed-use precincts.
- community-based organisations through the People's Housing Process (PHP), which empowers beneficiaries to participate in the construction of their homes.

Goodwood Station: A social housing milestone

In a major step toward inclusive urban development, the City helped deliver one of Cape Town's largest affordable housing projects at Goodwood Station. This was made possible through strong intergovernmental collaboration, with the City contributing both grant funding and development incentives to unlock the site's potential. Located near key transport corridors and economic hubs, the project ensures residents enjoy improved access to employment, education and essential services.

Key achievements

Delivered 1 055 well-located rental units, making it one of Cape Town's largest affordable housing developments.

- Valued at over R500 million, the project significantly expanded access to dignified affordable housing for households earning below R32 000 per month in line with the banking sector definition of affordable housing.

PROGRAMME 7.2: TENURE SECURITY PROGRAMME

Strategic focus areas

Subsidised housing tenure initiative

This forms part of the City's broader commitment to advancing housing security and socio-economic empowerment for lower-income residents.

Key achievements

- Completed 2 264 full-title transfers of subsidised housing units, enabling beneficiaries to secure formal tenure and legal ownership of their homes.

PROGRAMME 7.3: INTEGRATED RESIDENTIAL DEVELOPMENT PROGRAMME

Strategic focus areas

Human settlements delivery

During the 2024/25 financial year, the City continued to deliver dignified housing opportunities through a combination of serviced sites, top structures and social housing units. These efforts included several Breaking New Ground (BNG) projects and Enhanced People's Housing Process (EPHP) initiatives, aimed at supporting lower-income households and promoting inclusive urban development. These developments form part of the City's broader commitment to affordable housing and secure tenure across Cape Town.

Key achievements

- Steady progress made on housing construction in Valhalla Park, Greenville phase 4, Belhar Pentech, Sir Lowry's Pass Village, Gugulethu infill, and Pooke se Bos projects.
- Planning and infrastructure preparation is under way for upcoming projects in Macassar, Maroela South (Kraaifontein) and Edward Road (Ottery).

Breaking New Ground (BNG) Programme

The BNG programme continues to provide fully subsidised homes to qualifying households earning R3 500 or less per month, who are registered on the City's Housing Needs Register and meet the criteria outlined in the Housing Allocation Policy.

Key achievements

- Fifty-two homes were handed over to beneficiaries in Gugulethu as part of the Gugulethu infill housing project, which is part of a larger 1 004-unit project.
- Progressed on the Macassar BNG housing project, which will on completion offer 2 469 housing opportunities with integrated public amenities.
- Identified and prioritised well-located infill land parcels and introduced higher-density layouts to optimise land and reduce informality.
- Improved and strengthened internal coordination to address infrastructure cost challenges.
- Continued the delivery of fully subsidised homes to qualifying low-income households, providing dignified living environments to beneficiaries.
- 2 310 top structures completed .
- 873 serviced sites made available for formal housing.

Enhanced People's Housing Process (EPHP)

The Enhanced People's Housing Process approach empowers qualifying beneficiaries to take an active role in the planning, design and construction of their homes, resulting in a stronger sense of ownership and responsibility in the delivery of their homes.

The City continues to scale up the EPHP programme, particularly within priority housing development areas (PHDAs). These areas are well-located and earmarked for integrated development and are central to promoting inclusive and sustainable human settlements.

Key achievements

- Continued to advance the commitment to community-led housing delivery through the EPHP.
- Initiated partnerships with public sector entities such as the National Housing Finance Corporation (NHFC) to support an enabling environment for the housing market.

Land availability and spatial integration

Access to well-located land is a critical factor in addressing Cape Town's housing challenges. Historical spatial inequalities, fragmented ownership and regulatory delays have limited the City's ability to deliver affordable housing where it is most needed. In response, the City has adopted a spatially targeted approach to unlock land and promote inclusive urban development.

Key achievements

- Identified sites for housing development near transport corridors, economic hubs and public amenities to support spatial integration.
- Acquired 69,3741 hectares of land for human settlements.

7.5.3 Strategic objective 8: Safer, better-quality homes in informal settlements and backyards over time

PROGRAMME 8.1: MICRO-DEVELOPER AND ADDITIONAL DWELLING IMPROVEMENT PROGRAMME

Strategic focus areas

Mayor's Priority Programme: Small-scale rental units

Small-scale rental unit (SSRU) housing continues to play a vital role in addressing Cape Town's growing demand for well-located, affordable accommodation. These developments – typically developed and managed by micro and small-scale developers and landlords. They offer multiple-unit micro rental options within existing residential areas, contributing to both housing supply and neighbourhood resilience.

In the 2024/25 financial year, the City of Cape Town advanced its Mayor's Priority Programme for SSRU through a series of targeted interventions aimed at unlocking the sector's potential and promoting sustainable urban development.

Key achievements

- A R20 million Development Charges (DC) Fund was established to subsidise infrastructure costs for qualifying SSRU developers across 194 lower-income areas.
- Amendments to the Municipal Planning By-law were introduced to support up to eight units on developed properties and up to twelve units on vacant land in designated zones.
- A new Local Planning Support Office (LPSO) was launched to assist SSRU developers with land use and building plan applications.
- Partnered with the Isandla Institute and Development Action Group to implement pilot SSRU projects in Langa and Eerste River.

Supporting micro-developers in affordable housing

To reinforce the City's commitment to spatial transformation, we launched the Development Charges Fund, aimed at stimulating development and job creation in historically underserved communities. By subsidising between 50% and 90% of development charges, covering essential infrastructure such as roads, stormwater, water, sanitation and waste services, the initiative supports micro-developers and unlocks investment in areas that need it most.

Key achievements

Supported micro-developers in 194 lower-income areas, enabling small-scale projects in underinvested communities.

- Subsidised infrastructure costs, supporting the focus on delivery of housing supply and services.
- Stimulated local job creation and inclusive growth by unlocking development in low-opportunity areas.

PROGRAMME 8.2: INFORMAL SETTLEMENTS UPGRADING PROGRAMME

Strategic focus areas

Upgrading informal settlements

Informal settlements are one of Cape Town's most pressing urban challenges, reflecting the broader dynamics of rapid urbanisation, socio-economic inequality and constrained public resources. The City continues to respond through a multi-pronged approach that prioritises dignity, safety and access to basic services and protection from climate-related hazards, such as flooding, for residents living in informal conditions.

The City's Upgrading of Informal Settlements Programme (UISP) remains the cornerstone of its efforts to improve living conditions in unplanned settlements. This includes re-blocking initiatives and the enhancement and provision of basic services. It entails reconfiguring existing dense layouts to enable access to water, sanitation, electricity and safer public spaces.

Key achievements

- Four informal settlements progressed to phase 2 of the UISP, following detailed technical assessments and sustainable development planning.
- Introduced a dynamic monitoring system using aerial photography and surveys to track settlement growth and guide responsive service delivery.
- Improved a Citywide Informal Settlements Coordination Structure to improve cross-departmental collaboration and emergency response support.
- Developed a standard operating procedure in 2024/25 to guide interventions in newly established informal settlements.

Backyarder services programme

The City continues to expand its backyarder services implementation programme, which provides access to water, sanitation and electricity for backyard dwellers living on municipal rental properties. These services are supported by long-term infrastructure contracts and form part of the City's broader commitment to inclusive service delivery.

7.6 PUBLIC SPACE, ENVIRONMENT AND AMENITIES

7.6.1 The importance of the public space, environment and amenities priority

Cape Town's public spaces, natural assets and community facilities are central to its identity as a liveable, inclusive and resilient city. They support environmental sustainability, social cohesion, economic activity, tourism and public health. The City continues to prioritise their protection, improvement and fair distribution.

In 2024/25, initiatives included rehabilitating vleis and coastal infrastructure, upgrading parks, and expanding recreational spaces in historically underserved areas. These efforts align with the Environmental Strategy and MSDF, which support compact, connected and climate-resilient development. The MSDF highlights the role of accessible green infrastructure in supporting densification and quality of life.

Interventions are being coordinated at the precinct level to increase impact. This includes optimising and managing public assets, and releasing land through the consolidated land pipeline.

The City is expanding its CBD beautification pilot into a broader programme for public space management, with plans to roll it out to two more CBDs by the end of 2025/26. It is also developing an asset management strategy for environmental, coastal and heritage infrastructure, and implementing the Development Management Optimisation Programme to improve regulatory efficiency.

Well-designed and well-maintained public spaces contribute to spatial justice, economic resilience and community wellbeing. They also help mitigate floods, support biodiversity and reduce urban heat.

Where public spaces are well-maintained and equitably distributed, communities benefit – crime drops, health improves and social bonds strengthen. When neglected, these spaces decline, divide communities and cost more to fix.

By embedding environmental management and public space investment in its broader development agenda, the City is working to build a more inclusive and resilient Cape Town.

Community perception of service delivery

Between 2022/23 and 2024/25, most public amenities in Cape Town maintained stable ratings, with slight improvements in sport fields, swimming pools, beaches, parks and libraries. Parks showed the most notable increase, rising from 2,9 to 3,2. Community Arts and Culture Development saw a gradual decline, while cemeteries fluctuated slightly.

Findings of the 2024/25 Community Satisfaction Survey

Rating scale: 1 = poor; 2 = fair; 3 = good; 4 = very good; 5 = excellent

Strategic alignment

The City's public space, environment and amenities programmes align with the following SDGs:

7.6.2 Strategic objective 9: Healthy and sustainable environment

PROGRAMME 9.1: ENVIRONMENTAL AND BIODIVERSITY MANAGEMENT PROGRAMME

Strategic focus areas

Biodiversity management initiative

The City aims to protect and enhance Cape Town's natural heritage through effective local ecosystem management, guided by the Local Biodiversity Strategy and Action Plan. The initiative aligns with national and global conservation goals and is anchored by the Cape Town Biodiversity Network (BioNet), which supports ecological sustainability and climate resilience.

Key achievements

Protected areas and biodiversity

- 81 754 ha of biodiversity priority areas identified.
- 55 697 ha formally protected (65,5% of priority areas; 22,7% of municipal area).
- Expanded protected areas and improved ecological connectivity.

Invasive species management

- 8 532 ha of terrestrial protected areas cleared.
- 317 ha of aquatic ecosystems cleared.
- 2 693 ha of public open space cleared.

Green jobs

- 2 760+ green jobs created.
- 104 239 person-days of temporary employment.
- 453 full-time equivalent (FTE) jobs.

Nature reserves and revenue

- 680 000+ visitors to city nature reserves.
- ~R22 million in revenue generated.

Environmental education

- 40 707 person-days of environmental learning.
- Reached 20 000+ learners, 878 teachers from 184 schools as well as 19 000 adults.

Environmental protection

- Reactivation of the circum-Peninsula firebreak network (over 100 km of firebreaks) as a collaborative intergovernmental initiative between the City and SANParks to ensure reduction of risk along the urban area – Table Mountain National Park interface.

Green infrastructure initiative

The City protects and enhances Cape Town's green infrastructure through the protection of its natural assets and development of new green infrastructural assests. This initiative supports climate resilience, urban liveability and spatial equity, promoting access to quality green spaces for all communities.

Key achievements

Embedded green infrastructure principles into policy and planning documents such as local area development frameworks.

- Completed the 'Green infrastructure options for improved waterways and catchment management' project – a project in support of both the Green Infrastructure and Liveable Urban Waterways programmes.
- Collaboration with internal and external stakeholders in relation to promoting green infrastructure approaches.
- Published the Green Infrastructure Programme Best Practice Guideline: Urban Green.

PROGRAMME 9.2: CITY HEALTH PROGRAMME

Strategic focus areas

Primary healthcare initiative

The City delivers responsive, inclusive and community-centred healthcare through a network of clinics, substance use treatment sites and environmental health offices. This is guided by the Community-Oriented Primary Care (COPC) model, which integrates clinical services into communities, promoting collaboration, care and community engagement.

Key achievements

Service expansion and innovation

- Community-orientated Primary Care (COPC) model rolled out to 32 sites.
- Mental health screening introduced at all 13 community day centres (CDCs).
- Gender-affirming healthcare pilot launched in area east with Desmond Tutu Health Foundation.
- 'Caring Conversations' platform introduced to enhance staff empathy and patient experience.

Health indicators

- *HIV*: 121 477 clients know their status; 78% on treatment; 85% virally suppressed.
- *TB*: 96% treatment initiation; 75% treatment success rate.
- *Childhood dehydration*: 2,1% of under-fives with diarrhoea diagnosed with moderate/severe dehydration.
- *Diabetes:* 71% of known diabetics received annual HbA1C test.

Efficiency and digital transformation

- Six-multi-month medication supply for stable patients: Piloted at Ikhwezi and Wallacedene.
- Reduced clinic visits and workloads. This initiative received national recognition (eNCA Health Beat, July 2025).
- ELULA system rollout.
- *Patient administration*: Fully implemented.
- *Clinical information*: Piloted with live lab results.
- *Rx pharmacy system*: Digitised dispensing and stock management.

Environmental health initiative

The City aims to modernise and strengthen environmental health services through digital innovation, regulatory enforcement and capacity building, ensuring safer, healthier urban environments in response to growing demands and evolving legislation.

Key achievements

Introduced new case types for open burning, fuel-burning appliances and food inspections.

- Launched online portals for certificates of acceptability, food export applications and burning permits.
- Delivered 13 training courses on digital modernisation solutions, achieving a 95% participant completion rate.
- Finalised stakeholder guidelines and 22 business intelligence reports to support operational efficiency.
- Adopted a new Air Quality Management Plan.
- Enforced national air quality legislation, resulting in a significant industrial fine.
- Recorded 10 days of high air pollution.
- Contributed to revising the national SANS 10103 standard.
- Introduced a sound camera to pinpoint specific noise sources.

7.6.3 Strategic objective 10: Clean and healthy waterways and beaches

PROGRAMME 10.1: HEALTHY URBAN WATERWAYS PROGRAMME

Strategic focus areas

Liveable Urban Waterways (LUW) Programme

The Liveable Urban Waterways (LUW) Programme is a flagship initiative aimed at rehabilitating Cape Town's waterways using green and hybrid infrastructure. It supports effective catchment management while enhancing biodiversity, public amenity and climate resilience.

Key achievements

- *Advanced Upper Elsieskraal and Vygekraal River Corridor Projects:* Combined flood mitigation, ecological restoration and public space upgrades.
- *Progressed Sand/Langevlei Project:* Completed detailed designs and environmental applications.
- Developed masterplan and cost-benefit analysis for two additional catchments.

- Created Cape Town's first green infrastructure business case.
- Strengthened interdepartmental coordination and aligned LUW with broader planning efforts.
- Continued work on a monitoring framework to assess ecological and social outcomes.
- Expanded community engagement through catchment forums and local partnerships.

PROGRAMME 10.2: COASTAL PROGRAMME

Strategic focus areas

Coastal infrastructure initiative

The City of Cape Town continues to invest in coastal infrastructure to protect vulnerable shorelines, enhance public amenities and build climate resilience. Guided by the Coastal Management Programme, interventions focused on high-risk areas requiring urgent action.

Key achievements

- Completed upgrades at Seaforth precinct (Simon's Town) and Small Bay (Bloubergstrand) to improve erosion protection and recreational value.
- Phase 2 of a 1-km seawall and promenade under way at Strand (False Bay) to safeguard infrastructure.
- Began rehabilitation of 1 km of coastline at Muizenberg beachfront, including new protection measures and facility upgrades.
- Ongoing 3-km dune rehabilitation project in Table View to improve access and reduce windblown sand.
- Projects span over 6 km of coastline, combining engineered defences with nature-based solutions.
- Funding sourced from municipal budgets and national grants, including the Urban Settlements Development Grant (USDG).
- Cape Town joined the Ocean Rise and Coastal Resilience Coalition, contributing to global climate adaptation efforts.

Management of marine outfalls

The City manages its three marine outfalls at Green Point, Camps Bay and Hout Bay as part of its wastewater service delivery commitment. These facilities handle around 5% of the City's daily wastewater and operate in line with national regulations and environmental standards.

Key achievements

- All outfalls operated within design capacity, meeting engineering and environmental standards.
- Engagement with the Department of Forestry, Fisheries and the Environment (DFFE) to finalise coastal waters discharge permits.
- Implementation of the approved Environmental Monitoring and Assessment Plan (EMAP), led by independent marine scientists.
- Establishment of a Permit Advisory Forum for quarterly stakeholder engagement and monitoring review.
- All monitoring data independently audited and made publicly accessible to ensure transparency.
- Scientific assessments confirmed no measurable environmental harm from outfall operations.
- Feasibility studies initiated to explore long-term upgrade or replacement options and alternative technologies.

7.6.4 Strategic objective 11: Quality and safe parks and recreation facilities

PROGRAMME 11.1: QUALITY COMMUNITY FACILITIES PROGRAMME

Strategic focus areas

Community facilities initiative

The City continues to invest in community infrastructure, with a focus on equitable access, safety and long-term sustainability.

Key achievements

- Upgraded stadiums, sports grounds, parks and swimming pools across the metro.
- R77 million invested in athletics facilities, including Vygieskraal, Wesfleur and Blue Downs.
- Bishop Lavis and Lentegeur sports grounds improved for accessibility and community events.
- Resurfaced hockey turf at Bellville sports complex to meet competition standards.
- Beacon Valley Park enhanced with child-friendly features and community-supported maintenance.
- Indoor pools in Blue Downs, Strand and Retreat reopened after major upgrades.
- Safety improved through collaboration with SAPS and community engagement.
- Facilities aligned with national safety regulations for recreational events.

Figure 26: CCT community facilities

Cemetery and crematorium provision project

The City continues to prioritise sustainable burial planning by expanding cremation services and promoting alternative interment options such as mausoleums and the reuse of family graves, in response to growing urban demand and limited land availability.

Key achievements

- Maitland Crematorium underwent a major R18 million upgrade, including two new emission-compliant cremators, expanded cold room, hydraulic coffin lift and SCADA system for emissions and operations tracking.
- 5 830 cremations recorded, slightly down from 6 104 the previous year.
- Sir Lowry's Pass Cemetery added 544 berm-style graves to address local burial space constraints.
- Environmental authorisation secured for Kuils River Cemetery expansion; land use applications in progress.

Library facility and access to information project

The City continues to improve both physical and digital access to its library services, supporting literacy, education and digital inclusion. The City's 101 libraries and one satellite library are vital community hubs, offering access to books, digital resources and public programmes.

Key achievements

- Improved physical and digital access across 101 libraries and one satellite library.
- Strengthened virtual library offerings with PressReader, OverDrive (Libby app) and OPAC tools.
- Provided free Wi-Fi and SmartCape computer access for digital inclusion.
- Maintained core services such as lending and advisory support, with flexible opening hours.
- Advanced process automation to streamline service delivery.
- Conducted outreach to schools, ECD centres, nursing homes and informal settlements.
- Sustained investment in infrastructure and digital platforms despite budget constraints.

PROGRAMME 11.2: PARTNERSHIPS FOR QUALITY PUBLIC SPACES PROGRAMME

Strategic focus areas

Friends of Libraries and Parks initiative

The City deepened its collaboration with local communities through the Friends of the Library and Friends of the Park programmes. These volunteer-led groups play a key role in supporting public facilities and promoting literacy, environmental care and civic participation.

Key achievements

- Worked with active Friends groups.
- Volunteers supported fundraising, events, advocacy and activities such as reading circles, book drives, park cleanups and workshops.
- Strengthened participatory governance by involving residents in maintaining inclusive public spaces.
- Maintenance of strong operational interaction between City and SANParks to ensure continued access to the Table Mountain National Park, along with City-managed linkages into the park.

7.7 TRANSPORT

7.7.1 The importance of the transport priority

Transport is more than movement – it is opportunity.

In 2024/25, Cape Town's transport investments continued to shape a more inclusive, connected and resilient city. From expanding the MyCiTi network to enhancing cycling infrastructure, the City's efforts are not only improving mobility, but also unlocking access to jobs, education and services – especially for communities historically excluded from opportunity. These initiatives reflect Cape Town's commitment to building a city of hope through smart, sustainable and people-centred urban mobility.

Cape Town's transport needs are diverse and complex, requiring coordinated action across multiple stakeholders. Strategic direction is essential to guide investment, prioritise limited resources and ensure that transport systems support inclusive urban development.

The City's Comprehensive Integrated Transport Plan (CITP) sets out a vision for a transport system that enables all residents to access opportunities in a sustainable and dignified manner. This means providing reliable, affordable and safe transport options that connect people to employment, education, services and goods, while recognising the influence of spatial form and the growing importance of digital access.

A sustainable and inclusive transport system is central to Cape Town's spatial and economic transformation. The City's strategy is built around the following six key principles:

Accessibility	Affordability
Safety	Reliability
Sustainability	Integration

Strategic alignment

The City's transport programmes also align with the following SDGs:

7.7.2 Strategic objective 12: A sustainable transport system that is integrated, efficient and provides safe and affordable travel options for all

PROGRAMME 12.1: PUBLIC TRANSPORT REFORM PROGRAMME

Strategic focus areas

Transport trends and infrastructure pressures

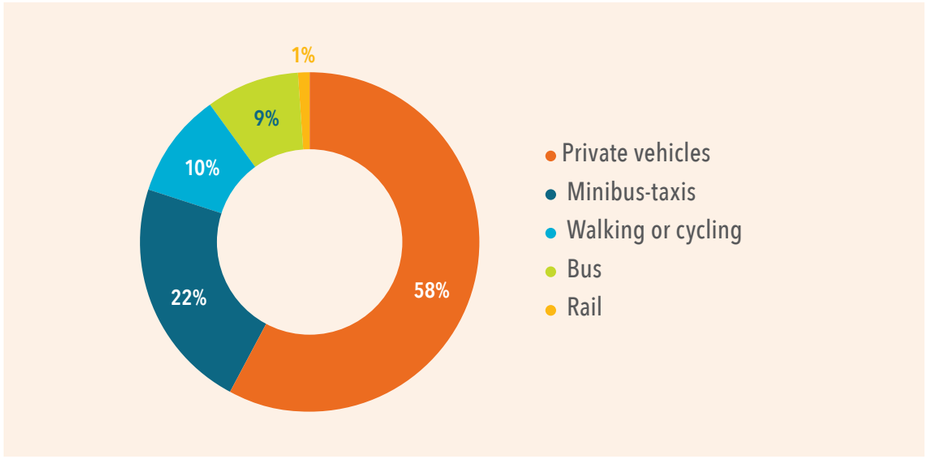
Cape Town's transport system continues to face mounting pressure due to sustained population growth, the underperformance of passenger rail services (despite recent improvements), and increasing competition for limited road space. According to the City's 2024 update of the Comprehensive Integrated Transport Plan (CITP) 2023–2028, the current commuter modal split reflects a heavy reliance on private vehicles, with limited uptake of rail and non-motorised transport options.

The modal split is shown on the following page.

This dependence on road-based transport has exacerbated congestion and accelerated the deterioration of road infrastructure. The shift of freight from rail to road has further increased maintenance demands and costs.

To address congestion and evolving mobility needs, the City is prioritising the maintenance of its transport network and the expansion of infrastructure that supports public and active transport. Although rail services fall outside the City's direct mandate, their decline has had a significant impact on the broader transport system, prompting strategic responses.

Freight transport is also a key area of focus, with collaborative efforts under way between the City and the Western Cape Government to improve efficiency, safety and capacity.



A holistic and sustainable approach to congestion management

The City is shifting its focus from increasing road capacity to improving the movement of people in the most efficient and sustainable manner. The multi-dimensional strategy integrates:

- **operational measures** – including peak/off-peak travel incentives and optimisation of public transport services.
- **behavioural change** – encouraging flexitime, remote working and lift clubs.
- **infrastructure upgrades** – enhancing existing roads and expanding non-motorised transport (NMT) infrastructure.

This approach aims to improve overall mobility, not merely reduce vehicle congestion.

Transit-Oriented Development (TOD) Strategic Framework

Adopted in 2016, the TOD Strategic Framework remains a cornerstone of the City's spatial transformation agenda. In the 2024/25 financial year, the City intensified its focus on transit-oriented development (TOD) through a series of integrated interventions designed to promote spatial transformation and inclusive urban growth. These included the following:

- The strategic release of public land located near MyCiTi and rail corridors to unlock development opportunities and improve access to transport.
- The introduction of densification incentives within transit accessible precincts (TAPs), encouraging compact, mixed-use development around key mobility hubs.
- The alignment of capital investment with spatial transformation objectives, ensuring that infrastructure spending supports long-term urban integration.
- Coordinated development planning along the MyCiTi metro southeast corridor, linking Khayelitsha and Mitchells Plain to Claremont and Wynberg, and reinforcing the corridor's role as a catalyst for equitable growth.

Public Transport Interchange (PTI) Improvement Initiative

The City is making steady progress in enhancing public transport infrastructure through its PTI Improvement Initiative. This programme plays a vital role in improving commuter safety, accessibility, operational efficiency and integration of the various public transport modes – particularly in support of the broader MyCiTi and rail systems.

Key achievements

- Upgraded the Nyanga PTI – one of the busiest in the metro – to improve commuter experience, safety and operational efficiency.
- Delivered smart infrastructure upgrades at three additional PTIs, bringing the total number of smart-enabled interchanges to 31.
- Continued construction and design work at Vuyani, Nolungile, Wynberg, Nonkqubela, Mfuleni and Nyanga PTIs, supporting the expansion of Cape Town's integrated transport network.
- Integrated non-motorised transport (NMT) facilities, such as bike racks and park-and-ride options at PTIs, in line with the Comprehensive Integrated Transport Plan (CITP).

- Maintained alignment between PTI upgrades and the rollout of the MyCiTi metro southeast corridor to ensure cohesive, accessible and efficient public transport infrastructure.

Transport operating company (TOC) pilots

The City launched its second TOC pilot in partnership with the CALTA minibus-taxi association in Mitchells Plain. Supported by the national Department of Transport, the pilot focuses on operational optimisation, automated fare collection, virtual fleet management, and the establishment of a formal transport operating entity.

All participating vehicles are equipped with smart cameras to collect real-time data on passenger volumes, driver behaviour and vehicle performance. The data are critical for planning, monitoring and informing the City's broader strategy for formalising the industry.

At least one additional TOC pilot is planned. Through this collaborative and adaptive approach, the City is laying the foundation for a modern, integrated and inclusive public transport system that recognises the value of the minibus-taxi industry, while steering it towards greater formalisation and long-term sustainability.

PROGRAMME 12.2: RAIL IMPROVEMENT PROGRAMME

Strategic focus areas

National rail devolution in Cape Town

Rail is essential to Cape Town's transport system and key to spatial integration and inclusive growth. But PRASA's declining service quality over the past decade has reduced ridership and hurt the mobility of vulnerable residents.

The City continues to push for passenger rail to be devolved from national to local control. This must be financially viable, strategically sound and backed by a sustainable institutional model.

Local control would allow better planning, integration with other transport modes, and services that meet Cape Town's needs – restoring rail as the backbone of urban mobility. To support this, the City launched the Cape Town Rail Feasibility Study (CTRFS) in July 2023 to assess the risks and viability of taking over rail functions. The Rail Baseline Report was completed in October 2023, followed by the Alternative Institutional Report in December 2024. Council has since approved the development of a business plan for the top three institutional options.

The City and PRASA also created a service level plan (SLP) under the National Land Transport Act, providing a formal structure for cooperation. A joint SLP Steering Committee meets every two months to track progress.

Depending on the model and network scope, a revitalised rail system could deliver R25-R55 billion in economic benefits over 30 years. It would reduce congestion, lower emissions and travel costs, and support a modern, integrated transport system.

PROGRAMME 12.3: BUS RAPID TRANSIT (BRT) PROGRAMME

Strategic focus areas

MyCiTi metro southeast corridor development

The MyCiTi metro southeast corridor – connecting Khayelitsha and Mitchells Plain to Claremont and Wynberg – is the City's largest public transport investment to date. This transformative initiative is designed to significantly improve access and mobility in some of Cape Town's most densely populated areas, while supporting spatial integration and inclusive economic growth.

The corridor's implementation prioritises inclusive transport reform and supports the broader objectives of the Minibus Taxi Industry Transition Programme, which aims to modernise and formalise the sector.

Key achievements

- Approximately 50% completion of the MyCiTi metro southeast corridor by mid-2025, with substantial progress on trunk infrastructure, dedicated bus rapid transit (BRT) lanes and non-motorised transport (NMT) facilities.
- Constructed dedicated BRT lanes and upgraded public transport interchanges (PTIs) along the corridor to support seamless multimodal travel.
- Enhanced pedestrian and cycling infrastructure to improve NMT access and promote safer, more inclusive mobility.
- Integrated existing Golden Arrow and minibus-taxi services into the corridor's operational model, fostering a more cohesive and accessible public transport system.
- Revised the operational model to consolidate three planned vehicle operating companies (VOCs) into two, improving efficiency and reducing administrative complexity.
- Supported the formation of regional taxi companies in four of the five affected regions, enabling them to hold equity in the consolidated VOC and participate meaningfully in the formal public transport system.
- Advanced preparations for contract negotiations with operators, aligned with the corridor's operational launch timeline.

Infrastructure and urban upgrades

Beyond its core transport function, the corridor serves as a catalyst for broader urban regeneration. Infrastructure upgrades are aligned with the City's spatial and transport planning frameworks and are designed to support sustainable urban growth, improve access to economic opportunities, and enhance the overall commuter experience.

Key achievements

Resurfaced intersections, advanced trunk infrastructure and reconfigured intersections along Govan Mbeki Road and in Lansdowne, Hanover Park, Manenberg, Philippi and Mitchells Plain.

- Depot construction in Khayelitsha and Mitchells Plain remained on track for completion.
- Upgraded streetscapes with broader pavements, landscaping and improved street lighting.

Passenger metrics and service quality

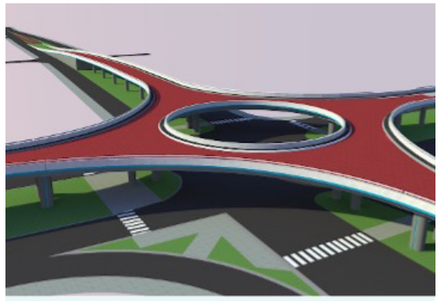
Dial-a-Ride:
54 461
journeys in 2024/25 (2023/24: 55 629) for residents with special needs.

MyCiTi:
20 022 183
journeys in 2024/25 (2023/24: 19 158 628), with 1,06 passengers per kilometre scheduled (2023/24: 1,05).

Punctuality:
78%
of trips operated within the target window in 2024/25 (2023/24: 73%).

Accessibility:
83%
of bus trips met universal access standards, though this indicator is currently under technical review (2023/24: 82%)

Network coverage:
977
scheduled access points included in the MyCiTi network in 2024/25 (2023/24: 946), enhancing convenience and coverage across central Cape Town and the Atlantic Seaboard.



Sky Circle: Cape Town's leap into elevated mobility

The City of Cape Town is constructing South Africa's first freestanding elevated traffic circle – the Sky Circle – at the intersection of Govan Mbeki Road (M9) and Jan Smuts Drive (M17) in Hanover Park.

As part of the MyCiTi metro southeast expansion – the country's largest public transport investment to date – the Sky Circle will rise 6,2 metres above ground, serving MyCiTi buses only. It will enhance access to jobs and services for communities in Hanover Park, Philippi, Lansdowne/Wetton and Yorkshire Estate.

By separating public transport from general traffic, the elevated design will reduce congestion and improve travel times.
Key features include:

- reconfigured ground-level intersection
- dedicated turning lanes and upgraded signals
- improved pedestrian and cycling infrastructure
- enhanced lighting and safety
- upgraded water, sewer and stormwater systems

The hollow design will allow natural light below, preserving visibility and urban aesthetics.

Local economic impact

R15 million will support temporary jobs for residents on the local jobseeker's database, with another R15 million allocated to local subcontractors. Construction will take 44 months. The Hanover Park closed median station on Govan Mbeki Road will follow later.

PROGRAMME 12.4: TRAVEL DEMAND AND CONGESTION RELIEF PROGRAMME

The City continues to implement a range of targeted initiatives to manage travel demand and alleviate congestion across Cape Town's transport network. These efforts are designed to improve mobility, reduce reliance on private vehicles, and support a shift towards more sustainable transport modes.

Strategic focus areas

Targeted road capacity enhancements

Ongoing investment in infrastructure upgrades is addressing key pressure points in the road network, particularly in areas where peak traffic exceeds two hours. Priority projects include:

- Broadway Boulevard (Somerset West)
- Jip de Jager Drive (Bellville)
- Saxdowns and Amandel Roads (Kuils River)
- planning for the Foreshore Precinct Project to improve mobility around the CBD and support precinct development
- new lanes in Durbanville, Strand, Kuils River and Kommetjie, with over 13 kilometres of additional road capacity planned over the medium term

Traffic signal efficiency project

The City is deploying advanced technologies – including vehicle detection systems and advanced traffic signal controllers – to optimise the movement of vehicles, pedestrians and cyclists. These upgrades are improving signal responsiveness and reducing delays during peak periods. In addition, the City has introduced and implemented a reversible bus lane on the R27, prioritising MyCiTi bus progression over general traffic lanes, further enhancing public transport efficiency and reducing congestion.

Key achievements

- Completed 49 data collection stations in 2024/25 (up from 43 in 2023/24) to support real-time traffic signal management and reduce peak-period congestion.
- Installed 20 fibre-optic connections in 2024/25 (up from 12 in 2023/24), enhancing the responsiveness and reliability of traffic signals across the network.
- Ensured usage of 18-metre low-floor diesel buses – to ensure operational readiness.
- Major intersections upgraded with 16 advanced traffic signal controllers, 17 uninterruptible power supply (UPS) units, and 33 connection pillars to improve signal reliability and protect infrastructure from theft and vandalism.

7.7.3 Strategic objective 13: Safe and quality roads for pedestrians, cyclists and vehicles

PROGRAMME 13.1: ROAD SAFETY AND MAINTENANCE PROGRAMME

Strategic focus areas

Road network maintenance and upgrades

Maintaining a high-quality road network remains a top priority for the City, underpinning economic growth and the efficient movement of people and goods.

Key focus areas

Comprehensive maintenance
The City maintains roads, footways, cycleways, bridges, stormwater systems and road-related street furniture.

Upgrades and rehabilitation
Works include resurfacing, rehabilitation, bridge repairs, traffic signal maintenance and stormwater drainage upgrades.

Integrated projects
Road upgrades are coordinated with NMT improvements to ensure cohesive infrastructure development.

Traffic calming
Safety measures are implemented in residential and high-pedestrian areas to protect all road users.

Key achievements

- **Road rehabilitation:** Major projects included class 4 and 5 roads in Bishop Lavis, ancillary works for Jakes Gerwel Road, Victoria Road (Queens Road to Bantry Steps), and Weltevreden Road (Spine to Jakes Gerwel), extending road lifespan by up to 20 years.
- **Road resurfacing:** 1,97% of surfaced municipal road lanes were resurfaced or resealed in 2024/25 *(2023/24: 2,06%).*
- **New road infrastructure:** 1,1 km of new municipal road network was completed in 2024/25 *(2023/24:* 0 km*).*
- **Pothole repairs:** 52% of reported pothole complaints were resolved within the standard municipal response time *(2023/24: 47%).* The City continues to improve its systems to enhance data accuracy and service delivery.
- **Traffic calming:** 148 traffic calming projects were completed – 86 through departmental budgets and 62 via ward allocations.

Bree Street – A cyclist's dream

Bree Street is one of Cape Town's most vibrant urban corridors and the City has taken a bold step towards making it a model of bicycle-friendly design. Known for its eclectic mix of restaurants, boutiques and city buzz, Bree Street now exemplifies the City's vision for inclusive urban mobility.

In partnership with Young Urbanists and the Central City Improvement District (CCID), the City launched a pilot project to enhance cycling infrastructure along this busy stretch. The first phase, which involves protecting the cycle lanes between Shortmarket Street and Riebeek Street, is already well under way.

While Bree Street previously featured a designated cycle lane, recent improvements include tactical bollards and raised kerbs, offering greater protection and usability for cyclists navigating the CBD.

This initiative forms part of a broader vision to establish a 'Safe Passage' – a connected, cyclist – and pedestrian-friendly network linking surrounding neighbourhoods to the city centre. The project is funded through supplier development initiatives (SDI) and supported by various City departments.

Cape Town's transport strategy continues to evolve in response to urban growth, climate challenges and the need for inclusive access. The progress achieved in 2024/25 reflects a strong foundation for future investment, innovation and reform, ensuring that mobility remains a key enabler of opportunity and resilience across the city.

7.8 A RESILIENT CITY

7.8.1 The importance of the resilient city priority

Cape Town's resilience work is driven by overlapping challenges – climate change, economic shocks, inequality and infrastructure strain. The City's Resilience Strategy (2019) continues to guide efforts to build adaptive capacity across communities, institutions and systems, aligned with the IDP and MSDF, and to guide long-term, inclusive growth.

In 2024/25, the City operated under constrained fiscal conditions, with rising service delivery demands and limited national transfers. Despite this, resilience building remained a priority, with targeted investments in climate change response, infrastructure maintenance and community safety. A key challenge was the increasing frequency of climate shocks such as floods and heatwaves, which were worsened by rapid urban growth and ageing infrastructure. In response, the City expanded green infrastructure, improved stormwater systems, and boosted disaster response capabilities.

The City links today's risks to apartheid-era planning, which left many without access to services or opportunities. To counter this, resilience is built into spatial planning, focusing on densification, mixed-use areas, and better transport in marginalised neighbourhoods.

Resilience is not just about surviving crises; it is about building a city that can adapt and thrive. With cross-sector partnerships, data-driven planning and community input, Cape Town is working toward a more inclusive, future-ready city.

Strategic alignment

The City's resilient city programmes align with the following SDGs:

7.8.2 Strategic objective 14: A resilient city

PROGRAMME 14.1: CLIMATE CHANGE PROGRAMME

Strategic focus areas

Climate change response planning and monitoring initiative

The City continues to advance Cape Town's climate resilience through the implementation and monitoring of its Climate Change Strategy and Action Plan (2021). These frameworks underpin our commitment to achieving carbon neutrality by 2050, while promoting inclusive, climate-resilient development.

Closely aligned with the Integrated Development Plan (IDP), the strategy guides climate action across key service areas, including energy security, water resilience, public transport, waste management and urban heat mitigation.

Implementation progress

The latest review (2023/24) of the Climate Change Action Plan indicates that 58 actions – over half the plan – are now actively being implemented. The City has prioritised cost-neutral and co-beneficial interventions, particularly those that enhance energy security, economic resilience and spatial equity.

Strategic partnerships and climate finance

The City's partnerships with global networks such as C40 Cities and the Resilient Cities Network continue to yield tangible benefits.

Key achievements

- Expansion of green infrastructure for flood mitigation.
- Installation of renewable energy systems in municipal buildings.
- Support from the C40 Cities Finance Facility and the German Agency for International Cooperation (GIZ) for the preparation of climate-responsive infrastructure projects.
- Additional funding from the Gates Foundation for an alternative sanitation pilot in informal settlements.

Cape Town retains top global climate rating

The City of Cape Town once again achieved an A-rating for climate action and transparency from the Carbon Disclosure Project (CDP)[2] – one of the few African cities to do so consistently since 2019. In 2024, only 15% of over 1 000 cities assessed received this top rating.

The CDP evaluates cities annually based on their efforts to reduce emissions and adapt to climate risks. Cape Town's consistent A-rating reflects its commitment to transparency, climate resilience and sustainable development.

Key initiatives in 2024/25 included the launch of a Heat Action Plan, a pilot heat mapping study, and continued investment in low-carbon infrastructure. The City is also leading the shift to clean, reliable energy, while promoting economic growth and job creation in green sectors.

Transparent climate action builds investor confidence, helping the City secure lower-cost finance for its R118-billion infrastructure pipeline – much of which focuses on sustainable water, waste and energy solutions.

The City's Climate Change Strategy and Action Plan underpins its goal of achieving carbon neutrality by 2050, while ensuring inclusive, climate-resilient development.

2 Originally founded as the Carbon Disclosure Project, CDP is a non-profit organisation that operates a global system for disclosing climate change responses, aimed at investors, businesses, cities, states and regions.

Mainstreaming climate risk in planning

In 2024/25, the City advanced its efforts to integrate climate risk into capital planning and project management.

Key achievements

- Completed a resilience assessment of the 10-year capital portfolio.
- Conducted a climate budget tagging exercise for the three-year capital budget to identify climate-relevant investments.
- Activated implementation of 58 actions from the Climate Change Action Plan, representing over half of the plan.
- Prioritised cost-neutral and co-beneficial actions that support energy security, economic resilience and urban equity.

Updating risk assessments

Recognising the evolving nature of climate risks, the City has initiated a review of its Climate Change Hazard, Vulnerability and Risk Assessment, with support from the Urban and Municipal Development Fund (UMDF). The updated assessment, due early in the 2025/26 financial year, will ensure that our planning remains responsive to emerging threats and grounded in the latest science.

PROGRAMME 14.2: DISASTER RISK REDUCTION AND RESPONSE PROGRAMME

Strategic focus areas

Disaster resilience and emergency response

In 2024/25, the City strengthened its disaster resilience through a combination of proactive risk assessments, public awareness campaigns and coordinated seasonal readiness efforts. These initiatives are aligned with the City's broader resilience and risk management frameworks, ensuring that emergency preparedness is embedded across departments and communities.

Stormwater preparedness and flood readiness

Ahead of the 2024 winter season, the City cleared over 1 200 km of stormwater infrastructure, significantly reducing the risk of localised flooding. This work formed part of a broader flood mitigation strategy.

Key achievements

- Completion of 30 out of 41 flood alleviation projects.
- Sir Lowry's Pass River upgrade: 60% complete.
- Lourens River phase 1: Construction under way.
- Macassar and Manenberg: Designs 90% complete.

- Stormwater dam repairs approved and licensed.
- Real-time dashboard developed to monitor winter storm impacts and coordinate cross departmental response.

Disaster management volunteer enhancement

The City's Disaster Risk Management Centre (DRMC) expanded its volunteer corps to over 1 100 trained members, supported by facility upgrades and the rollout of a new digital volunteer management system. This system has improved coordination, mobilisation and communication during emergencies.

Major incident and emergency response

The DRMC responded to 5 432 emergency incidents during the year, including 24 major events such as severe flooding, fires and infrastructure disruptions. The disaster coordinating team was activated 22 times, supported by drone surveillance for situational awareness and early-warning systems, reaching over 1,2 million residents.

Enhanced firefighting and community safety

The Fire Wise Programme reached 52 300 residents, promoting fire safety awareness in high-risk areas. A fire-retardant pilot project in Khayelitsha was implemented, covering 150 informal structures. The City also provided mutual aid to neighbouring municipalities, deploying over 90 firefighting personnel and 18 vehicles to assist with major incidents.

PROGRAMME 14.3: INTEGRATED URBAN HEALTH PROGRAMME

Strategic focus areas

This programme guides the City's efforts to improve population health outcomes through integrated strategies that address the determinants of health, support informed decision making, and proactively monitor environmental and health indicators. The programme aims to cultivate health-promoting urban environments, which include poverty reduction, climate resilience and equitable access to basic services, health and community services across all communities.

Conceptual framework and strategic alignment

A conceptual framework was finalised to guide the development of a comprehensive urban health monitoring system. Drawing on international best practice and tailored to Cape Town's unique socio-spatial context, the framework will equip departments with tools to design interventions that address the root causes of poor health – such as inadequate housing, limited access to services and unemployment – through a public health lens.

A key milestone in 2024/25 was the establishment of the Urban Health Programme Steering Committee, tasked with shaping policy direction, coordinating cross-departmental actions and overseeing the development of a monitoring system to track the impact of interventions.

Cape Town's leadership in urban health innovation was recognised at the Partnership for Healthy Cities Summit, where the initiative was showcased as a model for integrated urban health governance. The City continues to engage with global partners to strengthen its technical capacity and leverage international expertise. A key strategic priority for the programme is the establishment of new and fostering of existing partnerships. The City continues its relationship with the Bloomberg Philanthropies Partnership for Health Cities initiative and welcomes collaboration with the following organisations:

- **World Health Organisation** – the City will have its Urban Health programme featured as a case study in forthcoming publications.
- **ICLEI** – collaboration with the newly established Healthy Cities division.
- **Breathe Cities and C40** – supporting air quality monitoring.
- **Africa Centre for Cities** – collaborative support of urban health programme development.

7.9 A MORE SPATIALLY INTEGRATED AND INCLUSIVE CITY

7.9.1 The importance of a more spatially integrated and inclusive Cape Town

The City remains committed to addressing the spatial inequalities inherited from apartheid-era planning, which continue to limit access to housing, services and economic opportunities for many residents. The strategic goal is to foster a more inclusive, integrated and vibrant urban environment.

Strategic focus areas

Spatial integration and transformation	Social inclusion and wellbeing	Transit-oriented development (TOD)	Land use and housing	Urban form and environmental balance	Community participation
District Spatial Development Frameworks (DSDFs) guide local development, supported by enabling mechanisms and ongoing monitoring.	Public services and assets are prioritised for vulnerable communities, including support for rough sleepers and improvements to urban food systems.	Development is focused along public transport corridors to improve accessibility, reduce travel costs and support higher-density, mixed-use neighbourhoods.	Public land is being unlocked for affordable housing and economic activity, promoting mixed-income, mixed-use communities.	Higher densities and mixed land uses are encouraged in the urban core, supported by efficient transport and infrastructure to enhance sustainability and climate resilience.	Residents are encouraged to engage in planning processes and support developments that promote land use diversity and a more compact city.

Strategic frameworks

The Municipal Spatial Development Framework (MSDF), linked to the Environmental Management Framework and aligned with the Integrated Development Plan (IDP), provides long-term spatial guidance and informs district and local planning instruments, resulting in a balanced and informed approach to planning within the City.

Through coordinated planning, targeted investment and active community engagement, the City is working to reshape its urban form and build a more just, connected and resilient Cape Town.

Strategic alignment

The programmes for a more spatially integrated and inclusive Cape Town align with the following SDGs:

7.9.2 Strategic objective 15: A more spatially integrated and inclusive city

PROGRAMME 15.1: SPATIAL INTEGRATION AND TRANSFORMATION PROGRAMME

Strategic focus areas

Urban development planning and frameworks

The City advances its spatial planning agenda through the implementation of the Municipal Spatial Development Framework (MSDF) and eight District Spatial Development Plans (DSDPs). These frameworks guide public and private investment, translating the Citywide vision into practical, localised tools that promote sustainable, inclusive and climate-resilient growth.

Key achievements

- Local Spatial Development Frameworks (LSDFs) adopted for Bellville, Philippi, Maitland and Gordon's Bay.
- Spatial planning inputs embedded into capital investment and land use decision making, aligned with the Medium-Term Revenue and Expenditure Framework (MTREF).
- Preparations initiated for the next review cycle of the MSDF and DSDPs, scheduled to commence in 2025/26.
- Metropolitan land use model updated to project spatial development trends over a 20-year horizon.
- Progress made in aligning spatial planning with the Infrastructure Planning and Delivery Framework and the draft Cape Town Long-Term Plan (2050).

Development enablement mechanisms initiative

To support the implementation of the District Spatial Development Frameworks (DSDFs), the City has prioritised a set of development enablement mechanisms aimed at unlocking investment, accelerating delivery and removing barriers to spatial transformation.

These mechanisms promote better integration between spatial planning, infrastructure provision and land use management, which create a more enabling environment for public and private sector development, particularly in areas earmarked for inclusive growth, densification and economic opportunity.

The key mechanisms are:

- Infrastructure coordination tools to improve cross-sector alignment and delivery efficiency.
- Land release strategies to optimise the use of municipal land assets.
- Streamlined development processes to reduce administrative delays.
- Precinct-level implementation plans to guide targeted investment and development.

Heritage exemption areas

One early-stage intervention involves identifying areas where heritage-related regulatory exemptions may be applied to support appropriate redevelopment and adaptive reuse – particularly in well-located urban areas where heritage constraints may otherwise limit investment.

Key achievements

- Preliminary scoping completed.
- Pilot areas identified for further assessment.
- Stakeholder engagement under way to inform criteria for exemption zones.
- Draft policy framework expected in the next financial year.

Incentive overlay zones

The incentive overlay zone mechanism introduces spatially targeted incentives, such as increased development rights, reduced parking requirements and streamlined approvals, to encourage investment in strategically identified areas. It supports higher-density, mixed-use development aligned with the City's spatial and infrastructure priorities.

Key achievements

- Technical work progressed on defining overlay zone parameters – GIS mapping of potential pilot areas completed.
- Internal consultations to ensure alignment with existing zoning schemes and infrastructure capacity.

These early-stage interventions demonstrate the benefits of coordinated planning and enablement, while informing the refinement and broader rollout of the mechanism across Cape Town.

Spatial strategy monitoring and evaluation

The City's spatial strategy monitoring framework is anchored in the Municipal Spatial Development Framework (MSDF) and District Spatial Development Frameworks (DSDFs). It tracks progress through a set of core and supplementary indicators, enabling evidence-based planning and decision making.

Core indicators monitor changes in land use, density and spatial diversity and supplementary indicators assess urban growth, public investment, housing delivery and shifts in biodiversity and agricultural land.

In 2024/25, the City continued to refine these indicators and improve the quality and accessibility of spatial data. The latest updates are published on the Planning Portal, supporting transparency and informed planning.

Spatial Trends and Implementation Tracking Report

On World Town Planning Day, the City released the second edition of its Spatial Trends and Implementation Tracking Report, covering land use and development patterns from 2012 to 2024. The report supports strategic planning and spatial transformation by presenting key trends across the following components:

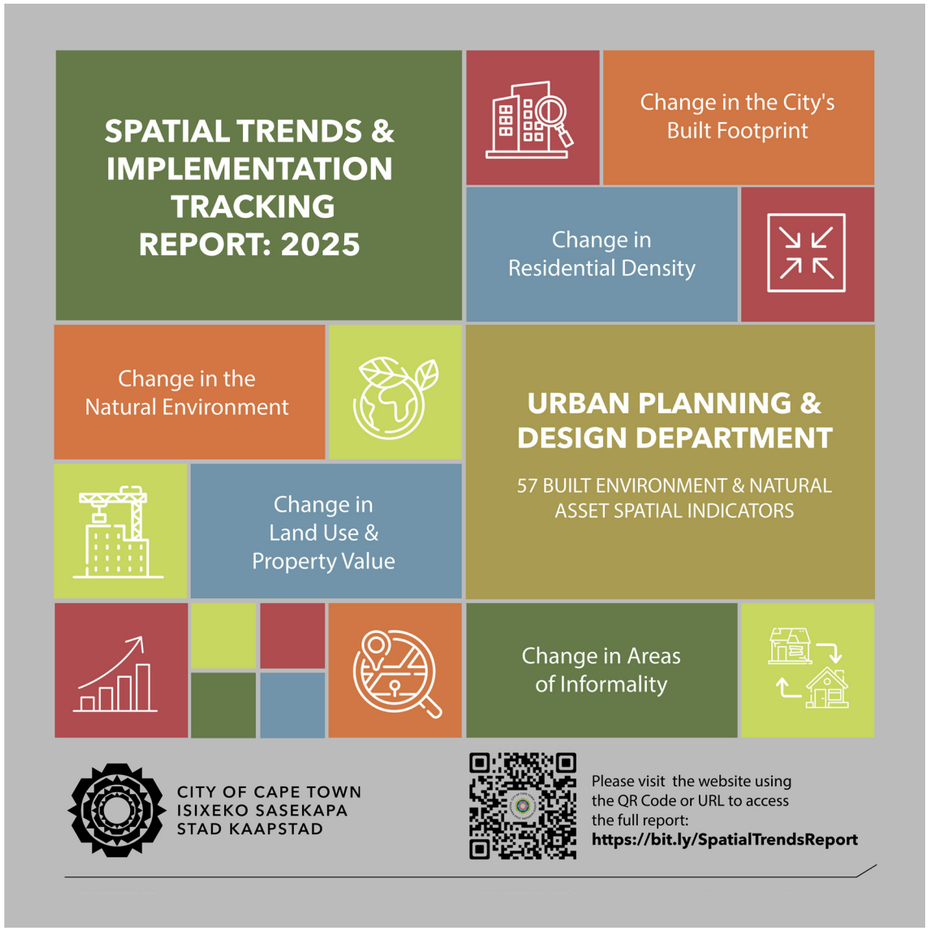
- Expansion of the built environment (3 608 hectares since 2012).
- Growth in formal dwellings (from 783 000 in 2018 to 850 000 in 2022).
- Increased residential density (24% rise since 2012).
- Growth in non-residential land use (13 million m² added between 2012 and 2022).
- Property value shifts, notably along the southern corridor and Atlantic seaboard.

The report highlights the impact of development location and form on commuting distances, infrastructure costs and access to opportunities. It also distinguishes between formal and informal densities, offering a nuanced view of Cape Town's evolving spatial form.

Strategic insights

- Inward growth is increasing in areas aligned with transport, employment and social services.
- Economic activity is consolidating along strategic corridors and nodes.
- Public investment and housing delivery reflect the City's commitment to inclusive growth.

The report is designed to be accessible, featuring interactive maps, infographics and summaries. It is a valuable resource for residents, planners, researchers and investors.



PROGRAMME 15.2: SOCIAL INCLUSION AND WELLBEING PROGRAMME

Strategic focus areas

Supporting people living on the street

In the 2022 Census, 6 630 individuals were recorded as living on Cape Town's streets, which is 68% of the Western Cape's homeless population. The City's Street People Programme Unit prioritises the reintegration of individuals through sustained outreach and support.

Key achievements

- Assisted 5 073 people in transitioning off the streets.
- 691 individuals participated in development programmes.
- 570 work placements secured via the Expanded Public Works Programme (EPWP).
- 627 referrals made for access to social grants and specialised care services.

Safe Space transitional shelter initiative

The Safe Space transitional shelter initiative has facilities at Culemborg (central Cape Town) and Paint City (Bellville). These shelters offer dignified overnight accommodation, ablution facilities, two daily meals and on-site social work services. Clients receive support with identity documents, social grants, family reunification, substance abuse treatment, skills development and job placement. Each individual develops a personal growth plan with the assistance of a dedicated social worker.

Key achievements

- Two Haven night shelters in Retreat and Kensington expanded, adding 240 bed spaces.
- New Safe Space being established in Kuils River.

The City acknowledges that its efforts are strengthened by the contributions of partner organisations. Their dedication and compassion remain essential in supporting some of Cape Town's most vulnerable residents.

Strengthening urban food systems

The City is committed to building a more resilient, inclusive and responsive urban food system – particularly in the face of climate change, economic pressures and social inequality.

Key achievements

Deepened efforts to address food system challenges through strategic partnerships and targeted interventions.

- Advanced pilot initiatives and research projects with ICLEI Africa and the AfriFOODlinks programme.
- Hosted AfriFOODlinks consortium meeting in Cape Town, with representatives from 20 African and European cities.
- Continued support for urban agriculture, informal food traders and community food initiatives.
- Strengthened partnership with the Consumer Goods Council of South Africa to improve emergency coordination and food supply chain resilience. Joint work progressed on food loss and waste reduction, expanding access to affordable, nutritious food.

These initiatives form part of a broader strategy to embed food systems planning into Cape Town's urban development agenda – linking food security with spatial planning, health, economic inclusion and climate resilience.

7.10 A CAPABLE AND COLLABORATIVE CITY GOVERNMENT

7.10.1 The importance of a capable and collaborative City government

A capable and collaborative city government forms the foundation of effective service delivery, institutional resilience and public trust. During the 2024/25 financial year, the City reaffirmed its commitment to modernising governance, improving operational efficiency, and cultivating a culture of innovation and accountability.

The City's strategic efforts have centred on embedding data-informed decision making, enhancing internal systems, and strengthening partnerships across government and civil society. At the heart of this approach is the CAR Programme, which is updating the City's digital platforms and will support significant innovation in employee and resident experience in the coming years.

Alongside this, the City has progressed its Data Strategy, designed to leverage analytics, AI and integrated information systems to improve planning, responsiveness and transparency. These tools are increasingly being used to optimise service delivery, enable real-time performance monitoring, and support evidence-based policy development.

Nonetheless, challenges persist. Rising service demands, fiscal pressures and the complexity of managing a large metropolitan administration call for ongoing innovation and agility. The City's response has been to streamline processes and reduce bureaucratic hurdles, and to embed a strategy-focused culture through the Strategic Management Framework.

The relationship is clear: Where governance is capable and collaborative, services are more reliable, resources are better managed and residents are more engaged. Conversely, weak institutional capacity undermines delivery, erodes public confidence and limits developmental impact.

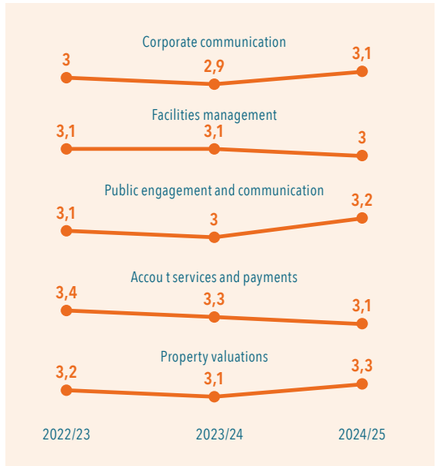
By investing in its people, systems and partnerships, the City is building a government that is not only efficient and accountable, but also responsive to the evolving needs of Cape Town's residents.

Strategic alignment

The capable and collaborative government programmes align with the following SDGs.

Community perception of service delivery

The 2024/25 scores show consistent gains compared to previous years, reflecting the City's commitment to enhancing service quality, responsiveness and citizen engagement.



7.10.2 Strategic objective 16: A capable and collaborative City government

PROGRAMME 16.1: OPERATIONAL SUSTAINABILITY PROGRAMME

Strategic focus areas

Governance and financial sustainability

Cape Town continues to lead South Africa's metros in governance and financial resilience. In 2024, the City scored 4 out of 5 across all pillars of the Good Governance Africa Index, including service delivery, economic development and leadership.

Key achievements

- Moody's credit rating upgraded to Ba2 (stable outlook) for sound financial management.
- Achieved a score of 70 on the Ratings Afrika Financial Sustainability Index, leading all metros by a 14-point margin.
- Ranked first among metropolitan municipalities in the 2024 Governance Performance Index by Good Governance Africa.

Infrastructure investment and financial health

To ensure long-term service sustainability, economic resilience and inclusive growth, the City prioritises infrastructure investment and sound financial governance. These efforts are designed to maintain service excellence, attract investment and support a growing population through strategic, future-focused planning.

Key achievements

- Invested over R9,29 billion in infrastructure as part of a R40-billion, three-year programme
- Allocated 7% of revenue to infrastructure maintenance, the highest proportion nationally.
- Contained debt burden projected at 16% of operating revenue for 2025.
- Sustained strong financial independence, with 82% of revenue generated from own sources.
- Developed a R118-billion, 10-year infrastructure pipeline, supported by a blended finance model leveraging both local and international funding sources.

Strategic economic positioning and governance reform

To strengthen Cape Town's resilience and competitiveness in a challenging national economic climate, the City has adopted a strategy-led approach to budgeting, governance and resident engagement. This approach aims to enhance operational sustainability, improve accountability and ensure that public resources deliver measurable impact.

Key achievements

- Implemented strategy-led budgeting aligned with the IDP.
- Advocated for functional assignments reform to clarify roles, reduce duplication and improve accountability across spheres of government.
- Introduced programme and project impact assessments to evaluate strategic outcomes and improve decision making.
- Embedded evidence-based decision making to support operational sustainability and long-term planning.

Effective supply chain management (SCM)

The City continues to strengthen its SCM function. Through transparent procurement, efficient system and policy-driven reforms, SCM serves as a strategic enabler of infrastructure development and operational resilience.

Key achievements

Processed R46,2 billion in procurement through open and competitive tendering, up from R45 billion in 2023/24.

- Settled 99,90% of supplier invoices within 30 days, exceeding national benchmarks and supporting SME cash flow.
- Improved efficiency through electronic invoice submission and real-time internal dashboards for procurement oversight.
- Strengthened accountability and risk management across the SCM value chain.
- Maintained a comprehensive SCM policy framework, covering demand planning, acquisition, logistics, disposal, risk and performance management.
- Conducted annual policy reviews to ensure alignment with legislation and strategic priorities.

Effective revenue collection and payments to ensure quality service delivery

To sustain high-quality service delivery and build a future-fit municipality, the City continues to strengthen its revenue collection systems and evolve its performance management approach. These efforts ensure financial resilience, operational transparency and strategic alignment with long-term development goals.

Key achievements

- Achieved an average payment ratio of 97,83% for the 12 months ending 30 June 2025.
- Processed municipal account payments as the City's primary income source, fully allocated to service delivery.
- Settled 99,90% of supplier invoices within 30 days, supporting reliable cash flow for SMEs.
- Promoted online payment channels to simplify and streamline customer experience.
- Enabled emailed municipal accounts to improve accessibility and reduce paper usage.
- Reinforced a culture of payment that underpins service reliability and financial discipline.

Advancing outcome-based performance management to lay the groundwork for performance maturity

To improve transparency, agility and service delivery, the City is transitioning from a compliance-based performance management model to one that is strategically aligned and outcomes driven. This supports long-term value creation and ensures that public resources are directed toward measurable impact for residents.

Key achievements

Launched a proof of concept to transition to an outcomes-based performance management system, aligned with the international framework.

- Embedded the principle that strategic objectives are outcomes, anchoring planning, budgeting and implementation to public value.
- Developed an enhanced performance framework featuring:
  - outcome indicators aligned with strategic objectives and IDP priorities.
  - logic models and value chains mapping the journey from inputs to impact.
  - balanced scorecard perspectives for holistic performance tracking.
  - programme and project alignment with strategic outcomes.
- Piloted initiatives in Housing and Safety and Security, producing:
  - strategic scorecards.
  - a Power BI dashboard prototype for real-time insights and in-year testing of data reliability and narrative coherence.

Digital enablement and data strategy

To support the institutionalisation of outcomes-based performance management, the City is leveraging advanced digital tools and data systems. These technologies enhance data quality, promote audit readiness and build capacity across the organisation – ensuring that performance tracking is both strategic and actionable.

Key achievements

Deployed the OPM Digital Performance Tool for real-time tracking of KPIs and strategic outcomes.

- Developed interactive Power BI dashboards for visualising performance data and enabling deeper analysis.
- Introduced AI-enabled validation for anomaly detection, forecasting and scenario modelling.
- Standardised data templates to ensure consistency, auditability and seamless dashboard integration.
- Strengthened data governance and performance oversight across directorates and communities of practice.
- Enhanced capacity to support the transition to outcomes-based performance management.

Business improvement and organisational design

To build a future-fit municipality, the City continues to embed business improvement and organisational design as strategic levers for enhancing service delivery, operational efficiency and responsiveness. These efforts are aligned with the City's vision, and are driven by innovation, data-led decision making and transversal collaboration.

Key achievements

Realigned functions in Risk and Resilience and Public Participation to improve coordination and impact.

- Expanded the Data Science and Contract Management units to strengthen analytical capacity and governance.
- Launched a transversal optimisation programme to streamline operations and improve service integration.

Broadband improvement project

To support efficient service delivery, internal connectivity and digital inclusion, the City continues to invest in high-speed broadband infrastructure. These efforts are central to building a digitally enabled and future-ready municipality, aligned with the City's long-term vision of a city of hope for all.

Key achievements

- Connected 16 additional municipal sites to high-speed fibre *(2023/24: 72)*, bringing the total to 644 sites.
- Installed approximately 15 km of access fibre cabling, expanding the City's fibre network to an estimated 1 657 km *(2023/24: 94,56 km)*.
- Used a cost-effective mix of City-owned infrastructure and leased services to optimise connectivity.
- Achieved over 70% of programme targets, enabling the transition to an operational phase focused on embedding infrastructure into daily operations.
- Strengthened the City's capacity for digital service delivery, internal communication and long-term resilience.

Leveraging digital for enhanced service delivery

As part of the CAR Programme, the City of Cape Town is modernising its customer relations and service management systems to create a more responsive, accessible and inclusive citizen experience. These upgrades are designed to improve service delivery – especially in historically underserved communities.

Key achievements

Replaced outdated contact centre infrastructure to improve responsiveness and reliability.

- Upgraded the SAP Customer Relationship Management (CRM) platform for better integration and performance.
- Integrated all service departments into a single, unified CRM and fault-reporting system, streamlining service coordination.
- Improved the handling of service requests and expanded digital communication channels to enhance accessibility.
- Prioritised inclusive service delivery, with a focus on improving access and responsiveness in historically underserved communities.

PROGRAMME 16.3: EVIDENCE-BASED DECISION MAKING PROGRAMME

Strategic focus areas

New data strategy to drive innovation

To strengthen transparency, data governance and evidence-based decision making, the City launched a new public-facing Data Strategy in 2024/25. Building on the 2018 internal framework, the strategy enhances public access to high-quality data while safeguarding personal information.

Key achievements

Data quality and integrity

- Ongoing Citywide CAR scrub data cleansing.
- Regular reporting to improve data reliability.
- Refined Circular 88 indicators to align with service delivery goals.
- Strengthened audit readiness through better documentation, validation protocols and system integration.

Smart tools and real-time insights

- Introduced automated dashboards for live performance tracking.
- Deployed three AI-powered knowledge bots:
  - **PEXA HR Bot** – provides HR policy guidance in English, Afrikaans and isiXhosa.
  - **Policy and Strategy Bot** – offers instant access to City policies, by-laws and strategy documents.
  - **Development FAQ Bot** – answers common queries on building plans and planning regulations.

AI and responsible innovation

- Established a Responsible AI Framework grounded in ethical data use.
- Ensured AI tools are supported by high-quality, well-governed data.

Collaboration and capacity building

- Delivered targeted training and cross-cutting analysis of performance indicators.
- Standardised data inputs and indicator definitions across departments to improve consistency.

Community and inclusion

- Engaged township communities, local businesses and start-ups in data initiatives.
- Promoted co-creation and feedback loops to ensure inclusive and relevant outcomes.

Strategic alignment

- Aligned data use with long-term financial planning and sectoral priorities.
- Supported evidence-based decisions for infrastructure investment.

PROGRAMME 16.4: PROJECT PREPARATION AND DELIVERY PROGRAMME

Strategic focus areas

Enhancing project management methodology

To ensure efficient, accountable and professional project delivery, the City continues to enhance its infrastructure and capital programme management systems. These improvements support statutory compliance, digital integration and capacity building – aligned with the City's commitment to delivering high-impact services and infrastructure.

Key achievements

Introduced a Lifecycle Framework – with a statutory compliance phase and an execution readiness assessment to ensure projects are legally sound and implementation ready.

- Upgraded the SAP Project Portfolio Management system, featuring automated stage-gates, real-time resource tracking and enhanced stakeholder engagement tools.
- Piloted a stage-gate training module and registered the internal training programme with ECSA.
- Launched a community of practice to support collaboration and knowledge sharing.
- Conducted a maturity assessment to benchmark practices against national and global standards, which inform updates to the C3PM operating model and Citywide guidelines for capital programme execution.
- Standardised templates and reporting tools to improve consistency across directorates.
- Completed a study involving over 60 capital project managers, providing insights to refine training and system design.
- At the 2024 International Project Management Association Awards, earned:
  - first place in the Construction/Engineering category (for Replacement of Pitch at DHL Stadium).
  - second place in the Young Project Manager of the Year (for IRT Phase 2A Project).

PROGRAMME 16.5: CITY FACILITIES AND PROPERTY OPTIMISATION PROGRAMME

Strategic focus areas

Asset leverage project

This is a strategic initiative to optimise the City's immovable property portfolio and support inclusive economic growth, spatial transformation and enhanced service delivery.

Key achievements

- Generated R334 million through leasing and RR262,19 million in sales income (70 properties transferred in 2024/25).
- Restored heritage assets, including the Sea Point Fire Station and Long Street Baths.
- Commenced construction of a Commonwealth War Graves memorial in the Company's Garden.
- Repurposed properties for public benefit, including ECD centres, clinics and recreational spaces.
- Deployed GIS-integrated tools for real-time asset tracking and decision making.
- Enhanced strategic venues to support economic growth, tourism and cultural initiatives, including:
  - Grand Parade: Mandela bench, commemorative tree and interpretive signage.
  - City Hall: Carillon centenary, turret clock restoration and organ assessment.
  - Good Hope Centre: Heritage Impact Assessment and roof refurbishment design.
  - Athlone Stadium: SASREA upgrades and public consultation on partial disposal.
  - Green Point Park: Opened Domed Education Centre and Experiential Garden.
  - Green Point Athletics Stadium: Track resurfaced and certified for international events.

PROGRAMME 16.6: ADVOCACY AND INTERGOVERNMENTAL RELATIONS PROGRAMME

Strategic focus areas

Enhancing service delivery through intergovernmental advocacy

To address service delivery challenges beyond its direct control, the City strengthened its intergovernmental advocacy in 2024/25. These efforts aim to promote collaborative governance, unlock national and provincial support and ensure more responsive, inclusive service delivery.

Key achievements

- **Crime prevention** – advocated for expanded law enforcement powers to improve local safety and community protection.
- **Passenger rail** – continued efforts to devolve rail functions to the City to restore reliable urban mobility.
- **Energy security** – supported national reforms to mitigate up to four stages of load shedding by 2026.
- **Infrastructure investment** – achieved a record R9,29 billion capital spend, with R40 billion planned over the Medium-Term Revenue and Expenditure Framework (MTREF).
- Secured R31 million in technical assistance to support innovation, capacity building and institutional strengthening through technical partnerships.

Leveraging strategic international partnerships

To strengthen Cape Town's global connectivity and local responsiveness, the City continues to deepen community engagement and international partnerships. These efforts support innovation, climate resilience and inclusive development.

Key achievements

- Cape Town won second place at the LivCom awards, held in conjunction with the World Urban Forum, in the category of cities over 400 000.
- Facilitated 125 city-to-city exchanges and partnerships with global organisations, including KfW and AFD.
- Earned international recognition for excellence in project management and urban liveability.

Fostering community pride through urban improvement campaigns

The City promotes civic pride and active citizenship through targeted campaigns and local partnerships. These support sustainable urban development and reinforce the City's vision.

Key achievements

Launched impactful initiatives such as the Give Dignity Campaign and #SpringCleanCT, encouraging support for reintegration efforts, reporting of service issues and participation in cleanup activities to improve public spaces.

- Activated digital and physical engagement platforms, including posters, events and social media outreach.
- Held quarterly ward meetings in all wards, strengthening local accountability and dialogue.
- Delivered successful mural and cleanup projects in partnership with local organisations, enhancing public spaces and community pride.

Enhancing community engagement through digital innovation

To promote inclusive governance, active citizenship and collaborative problem solving, the City invests in digital platforms and innovation challenges. These initiatives empower residents to contribute ideas, engage in real-time discussions and shape municipal strategies.

Key achievements

Upgraded the capetown.gov.za/ideas portal, enabling residents to submit ideas, vote on proposals and participate in real-time discussions on key municipal issues.

- Introduced new features to enhance usability and reach mobile responsiveness for broader access and AI-powered theme analysis to identify trends and priorities.
- Hosted multiple ideation campaigns and innovation challenges, including the "I Mean Business" Ideas Challenge, a Citywide road safety initiative and public input on the Long-Term Plan 2050.
- Began integrating selected ideas into future strategies in partnership with businesses, NGOs and academic institutions.

8. APPENDICES

8.1 APPENDIX A: CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

Reporting entity's mandate 119
Approval of the consolidated annual financial statements 119
Report of the Auditor-General of South Africa 120
Annexure to the Auditor's Report 127
Management comments and corrective actions to be instituted on the matters raised in the report of the Auditor-General 129
Report of the Audit and Performance Audit Committee to the Executive Mayor, Mayoral Committee and Council of the City of Cape Town 132
General information 138
Council members of the City of Cape Town 139
Financial statements and policies 142
Annexures to financial statements 266

8.2 APPENDIX B: ANNUAL PERFORMANCE REPORTS

APPENDIX B1: Annual performance reports

2024/25 annual performance management report – City of Cape Town 298
Definitions for 2024/25 annual performance management report – City of Cape Town 318
2022–2027 Circular 88 outcomes scorecard 326
Definitions for 2022–2027 Circular 88 outcomes scorecard 344
2022–2027 Circular 88 output scorecard 352
Definitions for 2022–2027 Circular 88 output scorecard 376
2022–2027 Circular 88 compliance scorecard 388
Definitions for 2022–2027 Circular 88 compliance scorecard 400

APPENDIX B2: Annual performance reports – entities

2024/25 annual performance management report – Cape Town International Convention Centre 410
Definitions for 2024/25 annual performance management report – Cape Town International Convention Centre 414
2024/25 annual performance management report – Cape Town Stadium 416
Definitions for 2024/25 annual performance management report – Cape Town Stadium 418

8.3 OTHER APPENDICES

APPENDIX C: Abbreviations used in this report 422
APPENDIX D: MFMA Circular 63 appendices 424
APPENDIX E: Annual report of the Municipal Public Accounts Committee to the Council of the City of Cape Town for the year ended 30 June 2025 426
APPENDIX F: 2024/25 integrated governance report 430
APPENDIX G: B-BBEE compliance performance report 444
APPENDIX H: City of Cape Town cost containment information 446
APPENDIX I: 2024/25 Risk Management Committee annual report 450
APPENDIX J: Environmental governance report 454
APPENDIX K: List of references to World Bank International Integrated Reporting Framework 458

8.1 APPENDIX A: CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FINANCIAL INFORMATION

Reporting entity's mandate 119
Approval of the consolidated annual financial statements 119
Report of the Auditor-General of South Africa 120
Annexure to the Auditor's Report 127
Management comments and corrective actions to be instituted on the matters raised in the report of the Auditor-General 129
Report of the Audit and Performance Audit Committee to the Executive Mayor, Mayoral Committee and Council of the City of Cape Town 132
General information 138

FINANCIAL STATEMENTS AND POLICIES

Significant accounting policies 142
Statement of financial position 166
Statement of financial performance 167
Statement of changes in net assets 168
Cash flow statement 169
Statement of comparison of budget and actual amounts 170
Segment report 174
Notes to the consolidated annual financial statements 184

ANNEXURES

A: Schedule of external borrowings 266
B: Analysis of property, plant and equipment and other assets 268
C: Disclosure of bank accounts and investments in terms of section 125(2)(a) and (b) of the MFMA 276
D: Disclosure of grants and subsidies in terms of section 123 of the MFMA 280
E: Appropriation statement (reconciliation: budget and in-year performance) 284
F: Bids awarded to family of employees in the service of the state – 2024 288

APPENDIX A

Abbreviations used in these financial statements 294

REPORTING ENTITY'S MANDATE

The City of Cape Town (hereinafter "the City" or "the Entity") is a high-capacity, category A local authority established in terms of section 151 of the Constitution of the Republic of South Africa, 1996.

The principal activities of the City are to:

- provide democratic and accountable government to the local communities;
- ensure sustainable service delivery to communities;
- promote social and economic development;
- promote a safe and healthy environment; and
- encourage the involvement of communities and community organisations in the matters of local government.

The City's operations are governed by the Local Government: Municipal Structures Act 117 of 1998, the Local Government: Municipal Systems Act 32 of 2000, the Local Government: Municipal Finance Management Act 56 of 2003, and various other acts and regulations.

APPROVAL OF THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

I am responsible for the preparation of these consolidated annual financial statements for the year ended 30 June 2025, as set out on Pages 138 to 293 in terms of section 126(1) of the Local Government: Municipal Finance Management Act 56 of 2003, and have accordingly signed the statements on behalf of the City.

I certify that the salaries, allowances and benefits of councillors as disclosed in note 39.2.2.1 to these consolidated annual financial statements are within the upper limits of the framework envisaged in section 219 of the Constitution of the Republic of South Africa, 1996, read with the Remuneration of Public Office Bearers Act 20 of 1998, and the Minister of Provincial and Local Government's determination in accordance with this act.

Lungelo Mbandazayo
City Manager

REPORT OF THE AUDITOR-GENERAL

TO THE WESTERN CAPE PROVINCIAL PARLIAMENT AND THE COUNCIL OF THE CITY OF CAPE TOWN

REPORT ON THE AUDIT OF THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

OPINION

1. I have audited the consolidated and separate financial statements of the City of Cape Town and its subsidiaries (the group) set out on pages 142 to 265, which comprise the consolidated and separate statements of financial position as at 30 June 2025, consolidated and separate statements of financial performance, consolidated and separate statements of changes in net assets, the consolidated and separate cash flow statements and statement of comparison of budget information with actual information for the year then ended, as well as notes to the consolidated and separate financial statements, including a summary of significant accounting policies.

2. In my opinion, the consolidated and separate financial statements present fairly, in all material respects, the consolidated and separate financial position of the City of Cape Town and its subsidiaries as at 30 June 2025 and its consolidated and separate financial performance and consolidated and separate cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practice (SA Standard of GRAP) and the requirements of the Municipal Finance Management Act 56 of 2003 (MFMA) and Division of Revenue Act 44 of 2024 (Dora).

BASIS FOR OPINION

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the responsibilities of the auditor-general for the audit of the consolidated and separate financial statements section of my report.

4. I am independent of the City of Cape Town in accordance with the International Ethics Standards Board for Accountants' *International Code of ethics for Professional Accountants (including International Independence Standards)* (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.

5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

6. In terms of the IRBA Rule on Enhanced Auditor Reporting for the Audit of Financial Statements of Public Interest Entities, published in Government Gazette No. 49309 dated 15 September 2023 (EAR Rule), I report:

FINAL MATERIALITY

7. The scope of our audit was influenced by my application of materiality. An audit is designed to obtain reasonable assurance whether the financial statements are free from material misstatement. Misstatements may arise due to fraud or error, and they are considered material if individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the consolidated and separate financial statements.

8. My determination of materiality is a matter of professional judgement and is affected by my perception and understanding of the financial information needs of intended users, which is the quantitative and qualitative factors that determine the level at which relevant decisions taken by users would be affected by a misstatement. These factors helped to determine the scope of my audit and the nature, timing and extent of my audit procedures and to evaluate the effect of misstatements, both individually and in aggregate on the consolidated and separate financial statements as a whole.

9. Based on my professional judgement, I determined final materiality for the consolidated financial statements as follows:

MATERIALITY CONSIDERATIONS	CONSOLIDATED FINANCIAL STATEMENTS	SEPARATE FINANCIAL STATEMENTS
Final materiality amount	R588,5 million	R534 million
Basis for determining materiality	1% of total expenditure, as presented in the financial statements	1% of total expenditure, as presented in the financial statements
Rationale for benchmark applied	The City of Cape Town group has a mandate that focuses on delivering services; therefore, expenditure provides the most relevant measure of operational activity, financial accountability, and alignment with stakeholder interests. The budget framework, the nature of municipal services, and the heightened risk of unauthorised, irregular, fruitless, and wasteful expenditure further support the use of total expenditure as the appropriate benchmark.	The City of Cape Town has a mandate that focuses on delivering services; therefore, expenditure provides the most relevant measure of operational activity, financial accountability, and alignment with stakeholder interests. The budget framework, the nature of municipal services, and the heightened risk of unauthorised, irregular, fruitless, and wasteful expenditure further support the use of total expenditure as the appropriate benchmark.

10. A basis of 1% for determining materiality was applied due to the heightened public interest and political scrutiny of the City of Cape Town. The municipality operates in a sensitive risk environment, where even small misstatements are significant to oversight bodies and the public. As an entity funded by taxpayers and government grants, a lower threshold supports greater accountability, strengthens public confidence, and aligns with general public sector expectations regarding the stewardship of public funds.

GROUP AUDIT SCOPE

11. I tailored the scope of the audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, considering the structure of the group and the accounting processes and controls.

12. The group audit focused on testing the consolidation process, including the elimination entries, consolidation adjustments, and the overall accuracy and completeness of the consolidated financial statements.

KEY AUDIT MATTERS

13. Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the consolidated and separate financial statements for the current period. These matters were addressed in the context of my audit of the consolidated and separate financial statements as a whole and in forming my opinion, and I do not provide a separate opinion on these matters.

14. I have determined that there are no key audit matters to communicate in respect of the consolidated and separate financial statements.

EMPHASIS OF MATTERS

15. I draw attention to the matters below. My opinion is not modified in respect of these matters.

MATERIAL IMPAIRMENTS

16. As disclosed in note 9 to the consolidated financial statements, the municipality provided impairment of receivables from exchange transactions of R4,73 billion (2023-24: R5,48 billion) and non-exchange transactions of R3,72 billion (2023-24: R4,00 billion).

MATERIAL LOSSES

17. As disclosed in note 41.3.2.3 to the consolidated financial statements, material electricity losses of R1,06 billion (2023-24: R915.54 million) was incurred, which represents 11,23% (2023-24: 11,00%) of total electricity purchased.

SUBSEQUENT EVENTS

18. I draw your attention to note 40 in the consolidated financial statements. The municipality obtained a significant amount of external funding. The detail of the transaction is further described in the disclosure note. The matter was treated as a non-adjusting subsequent event.

OTHER MATTERS

19. I draw attention to the matters below. My opinion is not modified in respect of these matters.

UNAUDITED DISCLOSURE NOTE

20. In terms of section 125(2) (e) of the MFMA, the municipality is required to disclose particulars of non-compliance with the MFMA in the financial statements. This disclosure requirement did not form part of the audit of the financial statements and, accordingly, I do not express an opinion on it.

UNAUDITED SUPPLEMENTARY SCHEDULES

21. The supplementary information set out on pages 266 to 294 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion on them.

RESPONSIBILITIES OF THE ACCOUNTING OFFICER FOR THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

22. The accounting officer is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with the GRAP and the requirements of the MFMA and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

23. In preparing the consolidated and separate financial statements, the accounting officer is responsible for assessing the City of Cape Town's ability to continue as a going concern; disclosing, as applicable, matters relating to going concern; and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the municipality or to cease operations, or has no realistic alternative but to do so.

RESPONSIBILITIES OF THE AUDITOR-GENERAL FOR THE AUDIT OF THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

24. My objectives are to obtain reasonable assurance about whether the consolidated and separate 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 my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

25. A further description of my responsibilities for the audit of the consolidated and separate financial statements is included in the annexure to this auditor's report. This description, which is located at page 127, forms part of my auditor's report.

REPORT ON THE AUDIT OF THE ANNUAL PERFORMANCE REPORT

26. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I must audit and report on the usefulness and reliability of the reported performance against predetermined objectives for the selected development priorities presented in the annual performance report. The accounting officer is responsible for the preparation of the annual performance report.

27. I selected the following development priorities presented in the annual performance report for the year ended 30 June 2025 for auditing. I selected development priorities that measure the municipality's performance on its primary mandated functions and that are of significant national, community or public interest.

DEVELOPMENT PRIORITY	PAGE NUMBERS	PURPOSE
Basic services	**APR Appendix B1 scorecard:** 298 to 305 **APR Appendix B1 circular 88:** 354 to 359	**Objective 2:** Improved access to quality and reliable basic services **Objective 3:** End load shedding in Cape Town over time **Objective 4:** Well-managed and modernised infrastructure to support economic growth
Housing	**APR Appendix B1 scorecard:** 306 to 307 **APR Appendix B1 circular 88:** 360 to 363	**Objective 7:** Increased supply of affordable, well-located homes **Objective 8:** Safer, better-quality homes in informal settlements and backyards over time

28. I evaluated the reported performance information for the selected development priorities against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the municipality's planning and delivery on its mandate and objectives.

29. In performing the audit, my procedures focused on the material indicators relating to water, sanitation, human settlements and related infrastructure, as well as electricity and energy.

30. I performed procedures to test whether:
    - the indicators used for planning and reporting on performance can be linked directly to the municipality's mandate and the achievement of its planned objectives
    - all the indicators relevant for measuring the municipality's performance against its primary mandated and prioritised functions and planned objectives are included
    - the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that I can confirm the methods and processes to be used for measuring achievements
    - the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
    - the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents

- the reported performance information is presented in the annual performance report in the prescribed manner and is comparable and understandable
- there is adequate supporting evidence for the achievements reported and measures taken to improve performance.

31. I performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion or conclusion.

32. I did not identify any material findings on the reported performance information for basic services and housing.

OTHER MATTERS

33. I draw attention to the matters below.

ACHIEVEMENT OF PLANNED TARGETS

34. The annual performance report includes information on reported achievements against planned targets and provides measures taken to improve performance. This information should be considered in the context of the material findings on the reported performance information.

35. The tables that follow provides information on the achievement of planned targets and lists the key service delivery indicators that were not achieved as reported in the annual performance report. The measures taken to improve performance are included in the annual performance report on pages 298 to 305 and 306 to 307 of Appendix B1 scorecard as well as pages 354 to 363 of Appendix B1 circular 88.

BASIC SERVICES

Targets achieved: **81%** Budget spent: **93%**

KEY SERVICE DELIVERY INDICATOR NOT ACHIEVED	PLANNED TARGET	REPORTED ACHIEVEMENT
2.A – Taps provided in informal settlements (number) (NKPI)	750	706
2.C – Percentage of recognised informal settlements receiving basic waste removal services (ENV3.11)	99%	0
4.F – Service requests for non-collection of refuse resolved within three working days (%) (NKPI)	96%	78,86%
4.G – Percentage of valid customer applications for new electricity connections processed in terms of municipal service standards (EE1.13)	95%	71,90%
EE3.11 – Percentage of unplanned outages that are restored to supply within industry standard timeframes	100%	95,45%

HOUSING

Targets achieved: **37,5%** Budget spent: **92%**

KEY SERVICE DELIVERY INDICATOR NOT ACHIEVED	PLANNED TARGET	REPORTED ACHIEVEMENT
7.A – Well-located land parcels released to the private sector for affordable housing (number)	7	1
7.C – Formal housing serviced sites provided (number)	2 400	873
8.A – Informal settlement sites serviced (number)	1 400	354
HS1.12 – Number of serviced sites	7 100	1 227
HS1.32 – Number of informal settlements upgraded to Phase 2	10	4

MATERIAL MISSTATEMENTS

36. I identified preventable material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information for basic services. Management subsequently corrected all the misstatements, and I did not include any material findings in this report.

REPORT ON COMPLIANCE WITH LEGISLATION

37. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting officer is responsible for the municipality's compliance with legislation.

38. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.

39. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the municipality, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.

40. The material findings on compliance with the selected legislative requirements, presented per compliance theme, are as follows:

PROCUREMENT AND CONTRACT MANAGEMENT

41. Some of the contracts were awarded to bidders based on points given for legislative requirement that differed from those stipulated in the original invitation for bidding, in contravention of SCM regulations 21(b) and 28(1)(a)(i) of the Preferential Procurement Regulations.

OTHER INFORMATION IN THE ANNUAL REPORT

42. The accounting officer is responsible for the other information included in the annual report. The other information does not include consolidated and separate financial statements, the auditor's report and those selected development priorities presented in the annual performance report that have been specifically reported on in this auditor's report.

43. My opinion on the consolidated and separate financial statements, and my reports on the audit of the annual performance report and compliance with legislation do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.

44. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the consolidated and separate financial statements and the selected development priorities presented in the annual performance report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

45. I did not review the other information prior to the date of this auditor's report. When I do receive and read the final information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

INTERNAL CONTROL DEFICIENCIES

46. I considered internal control relevant to my audit of the consolidated and separate financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.

47. The matters reported below are limited to the significant internal control deficiencies that resulted in the material findings on compliance with legislation included in this report.

48. The Bid Evaluation Committee (BEC) did not apply sufficiently rigorous review processes when assessing tender documents, resulting in some bidders not being evaluated against all required responsiveness criteria and functionality specifications. Misinterpretation of functionality requirements led to incorrect scoring and ultimately an incorrect contract award. Additionally, the Bid Specification Committee (BSC) failed to develop clear and unambiguous specifications, which increased the need for judgement by the BEC. Where such judgement was exercised, the decisions were not properly documented.

Auditor-General

Cape Town
26 March 2026

AUDITOR-GENERAL
SOUTH AFRICA

ANNEXURE TO THE AUDITOR'S REPORT

AUDITOR GENERAL'S RESPONSIBILITY FOR THE AUDIT

PROFESSIONAL JUDGEMENT AND PROFESSIONAL SCEPTICISM

- As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the consolidated and separate financial statements and the procedures performed on reported performance information for selected development priorities and on the municipality's compliance with selected requirements in key legislation.

CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

- In addition to my responsibility for the audit of the consolidated and separate financial statements as described in this auditor's report, I also:
- identify and assess the risks of material misstatement of the consolidated and separate 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 my 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 municipality's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made
- conclude on the appropriateness of the use of the going concern basis of accounting in the preparation of the consolidated and separate financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the municipality to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and separate financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the consolidated and separate financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause the municipality to cease operating as a going concern
- evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation
- plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the consolidated financial statements. I am responsible for the direction, supervision and review of audit work performed for purposes of the group audit. I remain solely responsible for my audit opinion.

COMMUNICATION WITH THOSE CHARGED WITH GOVERNANCE

- I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
- I also provide the accounting officer with a statement that I have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

COMPLIANCE WITH LEGISLATION – SELECTED LEGISLATIVE REQUIREMENTS

The selected legislative requirements are as follows:

LEGISLATION	SECTIONS OR REGULATIONS
Municipal Finance Management Act 56 of 2003	Sections: 1, 11(1), 13(2), 14(1), 14(2)(a), 14(2)(b), 15, 24(2)(c)(iv), 28(1), 29(1), 29(2)(b), 32(2), 32(2)(a), 32(2)(a)(i), 32(2)(a)(ii), 32(2)(b), 32(6)(a), 32(7), 33(1)(c)(ii), 53(1)(c)(ii), 53(1)(c)(iii)(bb), 54(1)(c), 62(1)(d), 63(1)(a), 63(2)(a), 63(2)(c), 64(2)(b), 64(2)(c), 64(2)(e), 64(2)(f), 64(2)(g), 65(2)(a), 65(2)(b), 65(2)(e), 72(1)(a)(ii), 112(1)(j), 116(2)(b), 116(2)(c)(ii), 117, 122(1), 122(2), 126(1)(a), 126(1)(b), 127(2), 127(5)(a)(i), 127(5)(a)(ii), 129(1), 129(3), 133(1)(a), 133(1)(c)(i), 133(1)(c)(ii), 165(1), 165(2)a, 165(2)(b)(ii), 165(2)(b)(iv), 165(2)(b)(v), 165(2)(b)(vii), 166(2)(b), 166(2)(a)(iv), 166(5), 170, 171(4)(a), 171(4)(b)
MFMA: Municipal budget and reporting regulations, 2009	Regulations: 71(1)(a), 71(1)(a)(b), 71(2)(a), 71(2)(b), 71(2)(d), 72(a), 72(b), 72(c)
MFMA: Municipal Investment Regulations, 2005	Regulations: 3(1)(a), 3(3), 6, 7, 12(2), 12(3)
MFMA: Municipal Regulations on financial Misconduct Procedures and Criminal Proceedings, 2014	Regulations: 5(4), 6(8)(a), 6(8)(b), 10(1)
MFMA: Municipal Supply Chain Management Regulations, 2017	Regulations: 5, 12(1)(c), 12(3), 13(b), 13(c), 16(a), 17(1)(a), 17(1)(b), 17(1)(c), 19(a), 21(b), 22(1)(b)(i), 22(2), 27(2)(a), 27(2)(e), 28(1)(a)(i), 29(1)(a), 29(1)(b), 29(5)(a)(ii), 29(5)(b)(i), 32, 36(1), 36(1)(a), 38(1)(c), 38(1)(d)(ii), 38(1)(e), 38(1)(g)(i), 38(1)(g)(ii), 38(1)(g)(iii), 43, 44, 46(2)(e), 46(2)(f)
Construction Industry Development Board Act 38 of 2000	Section: 18(1)
Construction Industry Development Board Regulations, 2004	Regulations: 17, 25(7A)
Division of Revenue Act	Sections: 11(6)(b), 12(5), 16(1); 16(3)
Municipal Property Rates Act 6 of 2004	Section: 3(1)
Municipal Systems Act 32 of 2000	Sections: 25(1), 26(a), 26(c), 26(h), 26(i), 29(1)(b)(ii), 34(a), 34(b), 38(a), 41(1)(a), 41(1)(b), 41(1)(c)(ii), 42, 43(2), 45(a), 54A(1)(a), 56(1)(a), 57(2)(a), 57(4B), 57(6)(a), 57A, 66(1)(a), 66(1)(b), 67(1)(d), 74(1), 93B(a), 93B(b), 96(b) Section 93B(a), 93B(b)
MSA: Disciplinary Regulations for Senior Managers, 2011	Regulations: 5(2), 5(3), 5(6), 8(4)
MSA: Municipal Planning and Performance Management Regulations, 2001	Regulations: 2(1)(e), 2(3)(a), 3(3), 3(4)(b), 7(1), 8, 9(1)(a), 10(a), 12(1), 14(1)(b)(iii), 14(1)(c)(ii), 14(4)(a)(i), 14(4)(a)(iii), 15(1)(a)(i), 15(1)(a)(ii)
MSA: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006	Regulations: 2(3)(a), 4(4)(b), 8(1), 8(2), 8(3), 26(5), 27(4)(a)(i)
MSA: Regulations on Appointment and Conditions of Employment of Senior Managers, 2014	Regulations: 17(2), 36(1)(a)
MSA: Municipal Staff Regulations	Regulations: 7(1), 19, 31, 35(1)
MSA: Municipal Systems Regulations, 2001	Regulation: 43
National Environmental Management: Waste Act 59 of 2008	Section: 20(b)
National Water Act 36 of 1998	Section: 22(1)(b)
Prevention and Combating of Corrupt Activities Act 12 of 2004	Section: 34(1)
Preferential Procurement Policy Framework Act 5 of 2000	Sections: 2(1)(a), 2(1)(f)
Preferential Procurement Regulations, 2017	Regulations: 4(1), 4(2), 5(1), 5(3), 5(6), 5(7), 6(1), 6(2), 6(3), 6(6), 6(8), 7(1), 7(2), 7(3), 7(6), 7(8), 8(2), 8(5), 9(1), 10(1), 10(2), 11(1), 11(2)
Preferential Procurement Regulations, 2022	Regulations: 4(1), 4(2), 4(3), 4(4), 5(1), 5(2), 5(3), 5(4)

MANAGEMENT COMMENTS ON THE MATTERS RAISED IN THE REPORT OF THE AUDITOR GENERAL

Management comments and corrective action to be instituted on the matters raised in the report of the Auditor General to the Council on the consolidated annual financial statements of the City of Cape Town for the year ended 30 June 2025 in terms of section 121(4)(e) of the Municipal Finance Management Act, Act 56 of 2003.

The audit report is unqualified with findings for which management comments and corrective actions are required. The findings are categorised under the heading "Report of compliance with legislation and internal control deficiencies" and management comments are also provided in accordance with the relevant finding as per the paragraph references.

PROCUREMENT AND CONTRACT MANAGEMENT

PARAGRAPH 41 AND 48

The finding raised relates to how the legislation has been understood and applied. The City's interpretation and application of the legislation, which is based on recent case law, is different compared to the interpretation of the Auditor-General of South Africa (AGSA).

Following this difference in interpretation and application the City initiated dispute resolution proceedings in terms of the AGSA's Audit Dispute Resolution Policy dated 01 November 2022. The outcome of the dispute remained unfavourable.

The City is considering taking the decision in relation to the dispute on judicial review.

The City's bid committee system is mature and includes various levels of robust review stages which are embedded within the process to enhance governance and ensure compliance. It is for this reason that the City is contemplating taking the above action.

REPORT OF THE AUDIT AND PERFORMANCE AUDIT COMMITTEE

TO THE EXECUTIVE MAYOR, MAYORAL COMMITTEE AND COUNCIL OF THE CITY OF CAPE TOWN FOR THE YEAR ENDED 30 JUNE 2025

The City of Cape Town has made a strategic commitment to be a well-governed City. This includes ensuring that there is effective oversight and monitoring of its governance structures. A core component of this oversight is to have an independent and competent Audit and Performance Audit Committee that is supported by Management and Councillors.

As required by Section 166 of the Local Government: Municipal Finance Management Act 56 of 2003 (hereafter referred to as "MFMA"), the Audit and Performance Audit Committee (hereafter referred to as "the committee" or "APAC") is an independent statutory committee appointed by Council. APAC advises the Municipal Council, political office-bearers, accounting officer and management on matters relating to internal financial controls and internal audits, risk management, and accounting policies; as well as provide advice on the adequacy, reliability and accuracy of financial reporting and information within the City. In addition, the committee advises on performance management, effective governance, compliance with the MFMA, the annual Division of Revenue Act, and any other applicable legislation, performance evaluation, major forensic investigations and/or other issues referred to it by the municipality or municipal entity.

APAC has adopted a formal Terms of Reference that has been approved by the Executive Mayor together with the members of the Mayoral Committee (hereafter referred to as "MayCo"). The committee has conducted its affairs in compliance with its Terms of Reference and has discharged its responsibilities contained therein.

The committee is pleased to present its report for the financial year ended 30 June 2025.

AUDIT AND PERFORMANCE AUDIT COMMITTEE MEMBERS' DETAILS AND MEETING ATTENDANCE

Four ordinary and four special committee meetings were held during the year. The ordinary meetings are held over two days consisting of three sessions. Session 1 covers audit and other matters, session 2 covers confidential matters, and session 3 covers performance matters.

The four special meetings covered the following:

- 2024/25 Annual Financial Statements
- Internal Audit's Review of the 2023/24 Annual Financial Statements
- 2024/25 Annual Progress Report on Corporate Performance and Performance of the City's Entities
- Cape Metropolitan Transport Fund's Annual Financial Statements
- Draft Integrated Annual Report 2024/25
- In-committee discussion with the Auditor-General of South Africa (hereafter referred to as "AGSA") on the 2024/25 audit outcomes
- 2024/25 Internal Audit Adjustment Audit Plan
- 2025/26 Internal Audit Strategic Operational Audit Plan
- 2025/26 Draft Service Delivery and Budget Implementation Plans and Business Plans for Office of the City Manager Departments
- 2025/26 Final Service Delivery and Budget Implementation Plans and Business Plans for Office of the City Manager Departments

Below is the summary of the tenure and qualifications, and meeting attendance of the members:

NAME	TENURE	QUALIFICATIONS	MEETING ATTENDANCE
Mr Tom Blok Chairperson	1 Nov 2021 to 31 Oct 2024 (1st) 1 Nov 2024 to 31 Oct 2027 (2nd)	B Acc/ B Acc (Honours)/ B Com (Honours) (Information Systems Management)/ CA (SA)/ Certified Director/ CISA/ CIA / FCG	100%
Dr Prittish Dala	1 Oct 2020 to 30 Sep 2023 (1st) 1 Oct 2023 to 30 Sep 2026 (2nd)	PhD (Information Technology) / Masters (Information Technology) / BSc Hons (Computer Science) / Bachelor of Information Technology / CD(SA), CISA / CISM / CISSP / LA 27001 / CGEIT / CRISC / CEH / CHFI / CDPSE	100%
Ms Sizo Mzizi	1 Oct 2020 to 30 Sep 2023 (1st) 1 Oct 2023 to 30 Sep 2026 (2nd)	B Com Hons: Financial Management / BTech: Cost and Management Accounting / Post Graduate Diploma: Corporate Law / Post Graduate Certificate: Corporate Governance / Higher Diploma in Education / ACMA CGMA (CIMA) / ACG (ACGISA)	94%
Mr Linda Nene	1 Nov 2018 to 31 Oct 2021 (1st) 1 Nov 2021 to 31 Oct 2024 (2nd)	BCom (Acc)/ Post Graduate Diploma in Management (Corporate Governance)/ Masters in International Business/ CCSA/ General Internal Auditor / Fellow of the IIA SA/ CRMA/ C Prac (SA)/ Risk Management Strategies in the Public Sector	75%
Mr Raaghib Najjaar	1 Apr 2024 to 31 Mar 2027 (1st)	CPA (USA Texas) / CIA (Certified Internal Auditor) / Hons B Compt/CTA / B Compt (Bachelor of Accounting Science) / Certified in Risk Management Assurance (IIA) / B.A. Social Science (Sociology of Development & Anthropology & African Studies in Political Economy)	94%
Ms Crystal Abdoll	1 Nov 2024 to 31 Oct 2027 (1st)	CA(SA)/ Post Graduate Diploma: Certified Internal Auditing, Institute of Internal Auditors/ Certificate in the Theory of Accounting/ B Compt Hons / B Com	100%

The meeting agendas are substantial and require diligent preparation by the APAC members. All members participate in the meetings with the highest levels of commitment, integrity, and objectivity. In addition to APAC members, meetings are attended by the following officials, as required:

- Chief Audit Executive and relevant staff;
- Chief: Ethics and Forensic Services and relevant staff;
- Ombudsman and relevant staff;
- Director: Legal Services and relevant staff;
- MayCo Member: Finance;
- City Manager (or a representative of the Office of the City Manager);

- Members of the Executive Management Team (hereafter referred to as "EMT");
- Representative from the AGSA; and
- Other officials (as required).

In addition to scheduled meetings, the committee meets quarterly with the City Manager and bi-annually with the Executive Mayor to discuss topical and strategic matters.

AUDIT AND PERFORMANCE AUDIT COMMITTEE RESPONSIBILITIES

APAC can report that it has fulfilled all its responsibilities arising from the Terms of Reference and the approved annual work plan for the year under review. This includes compliance with all relevant legislative requirements and Regulation 14 of the Municipal Planning and Performance Management Regulations.

The Committee Chairperson reported the committee's activities to the MayCo and Council on a quarterly basis in a succinct, open, and transparent manner. Detailed, approved minutes were tabled at Council meetings.

During the year under review, the committee's Terms of Reference and Internal Audit Charter were updated and approved by the Executive Mayor together with the members of MayCo.

REVIEW AND EVALUATION OF THE ANNUAL FINANCIAL STATEMENTS

The committee reviewed the unaudited annual financial statements prior to submission to the AGSA (the City's external auditors) and discussed it with management. The committee did not have any unresolved matters with the unaudited annual financial statements at the time of submission for external audit.

The City has received an Unqualified Audit of the annual financial statements for the 20th consecutive year. This achievement reflects strong governance and financial management and reporting practices across the City and is the result of focused attention, sustained effort, and a culture of continuous improvement. APAC is proud to contribute to this outcome.

PERFORMANCE MANAGEMENT

APAC reviews the quarterly reports submitted by the Organisational Performance Management department (as required by Regulation 14 of the Municipal Planning and Performance Management Regulations), together with the performance audits done by Internal Audit. The committee focuses on economy, efficiency, effectiveness, and the impact of key performance indicators and targets, as well as the risks to the City should targets not be achieved.

The AGSA has again given a "useful and reliable" outcome for the annual performance report. Certain findings were raised during the audit, which were corrected by management during the audit and accepted by the AGSA. We emphasise the matters below to provide additional context to the AGSA's audit report:

- A total of 55 indicators are tracked at the executive level, of which 75% were achieved or exceeded. The standards which are set by Council, the Executive Mayor and the Executives often exceed comparative norms, contributing to the overall performance culture of the City.
- While the AGSA audit report makes reference to performance indicator and budget comparisons, there is no direct correlation between the budgets and the performance indicators.
- The specific indicator 2C for basic waste removal services in recognised informal settlements reflects actual performance as zero. This indicator is calculated with very specific interpretation of directives from National Treasury which results in this answer, and the result should be viewed in this context. It therefore does not necessarily give a true reflection of the actual level of service that is provided. This indicator is being discussed with National Treasury.

The matters that have been raised as findings from the audit have been included in the corrective audit action plans. APAC will monitor implementation of these actions. Management continues to monitor performance closely in support of sustained service delivery.

RISK MANAGEMENT

The APAC Chairperson, or a nominee, regularly attends Risk Committee (RiskCo) meetings. The committee acknowledges the effective embedding of risk management processes across the City, with a strong focus on strategic and emerging risks.

RiskCo promotes the value of risk management through a clear "tone from the top", ongoing risk assessment, and the implementation of cost-effective mitigation measures.

EFFICIENCY AND EFFECTIVENESS OF INTERNAL CONTROL

The committee considered the work performed by Internal Audit on a quarterly basis and reviewed Internal Audit's Annual Statement on Governance, Risk Management and Internal Control Processes within the City of Cape Town for the year ended 30 June 2025.

The Internal Audit Annual Statement reflects an ongoing process of continuous enhancement of controls. Consistent with the prior year, some control weaknesses were identified reflecting that ongoing improvement is still required. The committee is satisfied that the controls evaluated are generally adequate, appropriate, and effective in providing reasonable assurance that risks are being managed and/ or objectives are met.

The AGSA has acknowledged that management had identified and accurately disclosed as well as decisively dealt with irregular and expenditure, and that there was no additional irregular or fruitless and wasteful expenditure identified during the audit process. This corroborates the culture of accountability within the City.

The AGSA has raised a material non-compliance finding regarding five contracts that are deemed to be non-compliant with SCM regulations 21(b) and 28(1)(a)(1). We note that management's view differs from the AGSA's interpretation of how these regulations should be applied in practical circumstances. Management are considering a judicial review of this matter as the impact on key SCM principles must be clarified. Once resolved, any necessary adjustments to procedures will be implemented to ensure future consistent application. We will continue to monitor this matter closely and ensure that agreed corrective actions are taken to address any confirmed internal control deficiencies.

RESOLVING INTERNAL CONTROL FINDINGS

Overall, leadership and management have demonstrated a strong commitment to addressing audit findings while balancing operational delivery and enhancement. This reflects a well-managed City.

Internal Audit findings on follow-up audits show that 88% of the recommendations/ agreed actions were implemented, which is well above the target of 75%. This reflects on the value that the Internal Audit function brings to the City. Follow-up audits are undertaken only once management confirm that agreed actions have been implemented.

All other audit findings logged with remediating actions and progress are actively managed by management.

The committee commends both management and Internal Audit for their continued focus on quality and good governance.

INTERNAL AUDIT EFFECTIVENESS

The Internal Audit activities are carried out by an in-house department operating in terms of an Internal Audit Charter and an annually approved audit plan. There was no compromise to the independence or objectivity of the function during the year under review. The Chief Audit Executive (CAE) reports functionally to the committee and administratively to the City Manager.

An internal quality assessment of Internal Audit was completed for the year under review by its in-house Quality Assessment section. The outcome of the assessment was that the Internal Audit activity "Generally Conforms" to the Institute of Internal Auditors' Global Internal Audit Standards and conforms to its internal audit function's charter, plans policies, procedures, practices and applicable legislative and regulatory requirements. Although this is the highest standard of achievement offered, recommendations for continuous improvement were received during the assessment and will be assessed and implemented as appropriate. APAC monitors progress against the implementation plan at the quarterly meetings.

COMBINED ASSURANCE

The Chief Audit Executive's office is responsible for co-ordinating combined assurance. Good progress continues to be made in maturing Combined Assurance across the City. This function remains a work in progress and APAC regularly reviews progress against the annual plan.

GOVERNANCE AND ETHICS

The committee continues to monitor key City-wide governance interventions and provides oversight. Quarterly reports are received on ethics, forensic, legal, financial misconduct and ombuds case management progress. These governance initiatives are continuously evolving and maturing.

On a quarterly basis the committee receives feedback on the activities of the Municipal Public Accounts Committee (MPAC). The committee annually submits a report to the MPAC as part of the annual report oversight process.

DECLARATION OF INTERESTS' PROCESS: MONITORING AND REPORTING OF CITY EMPLOYEES' SUBMISSIONS

The Ethics Branch monitors and reports on Declaration of Interest submissions in collaboration with line departments and EMT. Monitoring is conducted through monthly reporting via the City Manager's Dashboard and quarterly reporting to EMT, highlighting completion status and priority areas requiring attention.

This process is a Key Operating Indicator across all department and directorate scorecards. APAC monitors submission status through bi-annual reports from the Ethics Branch.

For the 2024/25 financial year, a 99% submission rate was achieved for employees at level T14 and above. Supply Chain Management (SCM) conflicted employees were identified, addressed, and reduced to zero by year-end. The SCM conflicted list, provided by the SCM Department, continues to be monitored to prevent AGSA findings.

MUNICIPAL ENTITIES

The committee fulfils an oversight and advisory role in respect of the audit committees of the municipal entities. Two APAC members serve on the audit committees of each of these entities. Minutes of the entities' audit committee meetings are reviewed at APAC meetings.

CONCLUSION

The committee is satisfied with the continuing progress made by the City in improving and progressing in the areas outlined in this report.

APAC remains committed to supporting the City in achieving its vision and strategic objectives, while recognising the economic and social challenges faced by the City and its residents. APAC is cognisant that sustainable service delivery in a vibrant, globally competitive and caring City must be underpinned by good governance and sound administration.

The committee expresses its appreciation to City management, the AGSA, and all internal and specialist assurance providers for their continued support and contribution to the effective functioning of APAC.

Tom Blok

Tom Blok
Chairperson: Audit and Performance Audit Committee

Date: 27 March 2026

GENERAL INFORMATION

AS AT 30 JUNE 2025

BANKERS	AUDITORS	REGISTERED OFFICE
Nedbank Limited 135 Rivonia Campus 135 Rivonia Road Sandown Sandton 2196 PO Box 1144 Johannesburg 2000	**The Auditor-General of South Africa** No 19 Park Lane Building Park Lane Century City 7441 Private Bag X1 Chempet 7442	**City of Cape Town** 12 Hertzog Boulevard Cape Town 8001 PO Box 655 Cape Town 8000

COUNCIL MEMBERS OF THE CITY OF CAPE TOWN

ALDERMEN/ALDERWOMEN

Andrews, EP
Arendse, R
Basson, AJG
Fourie, GD
Hill-Lewis, GG
Jaftha, WD
Jordaan, C
Justus, CR
Kempthorne, ML
Limberg, XT
Moodley, S
Neilson, ID
Pringle, SB
Purchase, FA
Rossouw, SJ
Smith, JP
Sotashe, X
Thompson, TB
Twigg, GG
Uys, TA
Van der Merwe, JFH
Van der Rheede, A
Vos, J

COUNCILLORS

Abbass, S
Achmat, MF
Adams, A
Adams, R
Adams, Y
Addinall, AS
Adonis, M
Adonis, N
Ah-Sing, FK
Akim, WJ
Anstey, E
Arnolds, A
August, S
Badela, DE
Badroodien, ZA
Bam, L
Barends, UM
Benadie, AM
Benge, L
Berry, F
Bodin, K
Booi, PN
Booysen, S
Botha-Rossouw, FR
Bresler, R
Burke, MC
Cameron, R
Cannon, R
Carls, KR
Cassiem, MA
Cerfontein, CS
Chitha, MN
Christians, DJ
Clarke, BR
Classen, GJ
Cottee, DG
Cupido, J
Dambuza, M
Davids, A
Davids, CO
Davids, R
De Beer, AC
Dedezane, T
De Vos, DC
De Vos, PW
Diniso, X
Dudley, DK
Duka, SS
Duli-Mkinase, BZN
Elyas, AZM
Esau, CJ
Francke, P
Franklin, C
Gabuza, A
Gadeni, M
Goliath, DR
Gordon, GE
Gqada, T
Griesel, AJ
Gungxe, LA
Gxasheka, KW
Hansen, B
Harris, W
Haskin, GCR
Helfrich, PG
Hendricks, A
Hendricks, P
Heynes, PC
Higham, F
Hill, RC
Hlohla, NA
Jackson, T
Jacobs, MR
Jacobs, N
Jacobson, PS
Jansen, AJ
Jansen, EE
Jansen van Vuuren, PJ
Janse van Rensburg, C
Jowell, N
Kama, K
Kayi, N
Kleinschmidt, MRH
Kleinsmith, ME
Kobeni, C
Kopman, NF
Kwebulana, AV
Langenhoven, E
Lansdowne, A
Lasiti, U
Liell-Cock, SP
Lightburn, AG
Little, S
Lombard, FP
Lombi, N
Loots, J
Louw, AC
Mabungani, M
Madikane, EM
Makuwa, MS
Mamkeli, S
Manuel, M
Maqungwana, BB
Mare, K
Marr, MJ
Martin, L
Martlow, J
Masiu, DZ

GENERAL INFORMATION (CONTINUED)

AS AT 30 JUNE 2025

COUNCIL MEMBERS OF THE CITY OF CAPE TOWN (CONTINUED)

COUNCILLORS (CONTINUED)

Matanzima, V
Matutu, N
Maxiti, P
Mazwi, L
Mbandezi, S
Mbiza, LN
McFarlane, N
McKenzie, AP
McMahon, IP
Mei, B
Mes, CM
Mhaga, B
Miller, JL
Mills, JS
Minnaar, R
Mjuza, TM
Mkutswana, MA
Mohamed, Y
Mokhathi, T
Moses, AC
Mpengezi, T
Mqina, LM
Mvinjelwa, NC
Mzolisa, PS
Nelson, D
Neumann, W
Ngcombolo, B
Ngubelanga, D
Nikelo, M
Nimmerhout, WM
Nodliwa, S
Notywala, A
Nqavashe, ML
Ntshweza, NA
Ntsodo, A
Nyamakazi, T
Paige, GD
Palm, RH
Payiya, BL
Peck, GC
Peter, XG
Petersen, MJ
Phakade, L
Philander, S
Pimpi, TI
Plaatjies, A
Pophaim, CJ
Potts, A
Punt, CB
Qoba, ZL
Quintas, RM
Raise, MH
Raymond, FHL
Rigby, S
Salie, S
Satarien, N
Sauls, FA
Sawant, E
Schrikker, MR
Sherry, I
Sibunzi, MM
Siebritz, CC
Simangweni, L
Solomons, FJ
Somdaka, L
Sonyoka, LP
Sophazi, Z
Southgate, KG
Stacey, S
Steenberg, CJ
Stevens, JAN
Stuurman, N
Sukers, NRE
Sulelo, Z
Swart, PS
Taliep, S
Tause, PP
Temlett, M
Terblanche, HP
Tetani, A
Thompson, SC
Timm, G
Tyandela, NV
Tyhido, NL
Uygun, EC
Van der Linde, SI
Van der Merwe, B
Van der Ross, PE
Van Reenen, B
Van Zyl, A
Viljoen, R
Visagie, DA
Visser, CL
Visser, J
Walker, FC
Welz, TC
Witbooi, JJ
Woodman, J
Yeko, B
Zumana, S

In the course of the reporting period, the following councillors ceased to be political office-bearers:

Christians, M	02/07/2024	Ndamane, S	16/10/2024	Grose, NE	31/03/2025
Marman, P	12/07/2024	Sono, N	16/10/2024	East, PA	08/04/2025
Nieuwoudt, M	31/07/2024	Tagodien, R	30/10/2024	Lubbe, BM	08/04/2025
Jacobs, B	28/08/2024	Malgas, G	27/01/2025	Ntshuntshe, L	29/04/2025
Brynard, C	31/08/2024	Botya, NA	21/02/2025	Loonat, H	01/05/2025
Van Nelson, S	16/09/2024	Abrahams, F	25/03/2025	Le Goff, T	26/05/2025
Ganger, R	20/09/2024	Majingo, B	27/03/2025	Dalwai, Y	03/06/2025
De Vos, DC	16/10/2024	Chapple, P	31/03/2025		

SIGNIFICANT ACCOUNTING POLICIES

FOR THE YEAR ENDED 30 JUNE 2025

The Entity's significant accounting policies, which are in all material respects consistent with those applied in the previous year, unless specified otherwise, are set out below.

BASIS OF PRESENTATION

The financial statements have been prepared in accordance with the Generally Recognised Accounting Practices (GRAP), standards issued by the Accounting Standards Board (ASB) and approved by the Minister of Finance as effective in accordance with section 122(3) of the Local Government: Municipal Finance Management Act (MFMA) 56 of 2003.

These financial statements have been prepared on an accrual basis of accounting and incorporate the historical cost convention as the basis of measurement, except where indicated otherwise.

The Entity has adopted Directive 5, as issued by the ASB, which outlines the GRAP reporting framework hierarchy. In the absence of an issued and effective standard of GRAP, accounting policies for material transactions, events or conditions have been developed using the principles set out in the "Standard of GRAP 3 on Accounting Policies, Changes in Accounting Estimates and Errors", read with Directive 5.

In preparing the financial statements, management has used assessments and estimates that are based on the best information available at the time of preparation.

GOING-CONCERN ASSUMPTION

These consolidated financial statements have been prepared on a going-concern basis.

OFFSETTING

Assets and liabilities as well as revenue and expenses are not offset, except where it is required by a GRAP standard, or where there is a legally enforceable right to offset the recognised amount and there is an intention either to settle on a net basis or to realise the asset and settle the liability simultaneously.

COMPARATIVE INFORMATION

When the presentation or classification of items in the financial statements is amended, comparative amounts are restated and the nature and reason for such reclassification are disclosed.

Where accounting errors have been identified and/or a change in accounting policy has been made in the current year, the correction is made retrospectively as far as is practicable, and the comparatives are restated accordingly.

USE OF SIGNIFICANT JUDGEMENTS AND ESTIMATES

In the process of applying the Entity's accounting policies, management has made the following significant accounting judgements, estimates and assumptions, which have the most significant effect on the amounts recognised in the financial statements. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognised prospectively.

GOING CONCERN

Included in management's assessment of the City's going-concern status are:

- key financial metrics;
- the general economic conditions and forecast;
- approved medium-term budgets; and
- the City's dependency on grants from National Government and the Western Cape Provincial Government (hereinafter "Province").

The CTICC's ongoing improvement in business levels and profitability for the CTICC allowed the company to generate its own cash resources, enabling the funding of operational and capital needs, ensuring it continues to operate as a going concern.

The Cape Town Stadium (RF) SOC Ltd (CTS), in turn, has implemented its commercial strategy and its operations are funded by the City in terms of a service delivery agreement based on its approved budget, which contributes to the CTS's operational sustainability.

Based on all of the above, management has concluded that the going-concern assumption used in the compiling of its financial statements is appropriate.

MATERIALITY

Materiality is judged according to the size and nature of the item. The deciding factor is whether the omission or misstatement could, individually or collectively, influence users' decisions based on these annual financial statements.

In preparing the annual financial statements, materiality has been considered in:

- deciding what to report in the annual financial statements, and how to present it; and
- assessing the effect of omissions, misstatements and errors in the annual financial statements.

In assessing whether an item, transaction or event is material, specific thresholds for specific items, transactions and events, or aggregations thereof, have been developed. These thresholds are used to make decisions about the reporting of information (i.e. how to recognise, measure, present and disclose items, transactions and events) and serve as a margin of error or framework within which to assess misstatements and errors.

THRESHOLD FOR BUDGET INFORMATION

Variances between budget and actual amounts are regarded as material when the variance is:

- 10% or greater in the statement of financial position, the statement of financial performance, and the cash flow statement; and
- 5% or greater in capital expenditure.

All material differences are explained in note 38 to these consolidated financial statements.

SIGNIFICANT ACCOUNTING POLICIES

FOR THE YEAR ENDED 30 JUNE 2025

USE OF SIGNIFICANT JUDGEMENTS AND ESTIMATES (CONTINUED)

MATERIALITY (CONTINUED)

QUALITATIVE THRESHOLDS

The nature of an item, transaction or event is determined by its inherent characteristics, or the circumstances in which it was undertaken. Items, transactions or events may be considered material:

- if they relate to legal or regulatory requirements, e.g. specific disclosures required by legislation, restrictions on certain transactions or activities imposed by legislation, or breaches of legislation;
- if they constitute related-party transactions;
- depending on their regularity or frequency, e.g. a once-off transfer of funds to another entity in terms of legislation, or a ministerial directive;
- if they result in the reversal of a trend, e.g. changing a surplus to a deficit, or vice versa;
- if they are likely to result in a change in accounting policy;
- if they involve the commencement of a new function, or the reduction or discontinuation of an existing one;
- depending on the degree of estimation or judgement required to determine their value; and
- if they affect the going-concern assumption of the City.

The relative importance of these qualitative factors in determining materiality is a matter of professional judgement.

QUANTITATIVE THRESHOLDS

Quantitative materiality refers to the monetary value of items, transactions or events that are likely to influence users' decisions.

The quantitative materiality per transaction class for the year is as follows:

CLASS OF TRANSACTIONS	LEVEL OF MATERIALITY (R'000)
Revenue	341 935
Expenditure	327 192
Non-current assets	380 520
Current assets	129 631
Non-current liabilities	86 042
Current liabilities	72 961

The materiality calculation is based on the final approved 2024/25 adjustments budget of 24 April 2025 for all classes of transactions.

Based on professional judgement, the overall quantitative value of materiality for the 2024/25 financial year is set at R290 million.

USE OF SIGNIFICANT JUDGEMENTS AND ESTIMATES (CONTINUED)

PENSION AND OTHER POST-EMPLOYMENT BENEFITS

The cost of defined-benefit pension plans and other employment medical benefits is determined using actuarial valuations. The actuarial valuation involves making assumptions about discount rates, expected rates of return on assets, future salary increases, mortality rates and future pension increases. Due to the long-term nature of these plans, such estimates are subject to significant uncertainty.

IMPAIRMENT OF RECEIVABLES

The calculation in respect of the impairment of receivables is based on an assessment of the extent to which debtors have defaulted on payments already due, and an assessment of their ability to make payments. Groups of debtors with similar credit risk characteristics are assessed for impairment, considering factors such as socioeconomic conditions, type of customer, the default period and service-specific payment histories.

The concentration of credit risk is limited, as the customer base is large and unrelated. Accordingly, management believes no further credit provisions are required in excess of the present allowance for doubtful debts.

INVENTORY

The City regards water as inventory once it enters the City's purification network. However, raw water in dams and aquifers is not regarded as inventory, as it is not under the City's control. Control is defined as an entity's ability to access and regulate the benefits of an asset – an ability that the City does not always have in respect of natural resources.

IMPAIRMENT OF PROPERTY, PLANT AND EQUIPMENT

The calculation in respect of the impairment of property, plant and equipment (PPE) is based on an assessment of the extent to which the recoverable amount of the asset has declined below the carrying amount. This was performed across all classes of property, plant and equipment.

As part of the impairment calculation of the CTICC building and asset under construction, management has estimated the recoverable amount by calculating the value-in-use of the cash-generating unit to which the asset belongs. In arriving at the value-in-use, management has had to make significant assumptions regarding expected future cash flows and discount rates, which are disclosed in note 2.

SIGNIFICANT DELAYS IN ASSETS UNDER CONSTRUCTION

The Entity regards delays in assets under construction of more than one year as significant.

RESIDUAL VALUE OF PROPERTY, PLANT AND EQUIPMENT

Management has determined that none of its infrastructural assets have any active market value, and the value of the amount at the end of their useful lives would therefore be insignificant.

USEFUL LIVES OF PROPERTY, PLANT AND EQUIPMENT, INVESTMENT PROPERTY AND INTANGIBLE ASSETS

The useful lives of assets are based on management's estimates. Management considers the impact of technology, service requirements and required return on assets to determine the optimum useful-life expectation, where appropriate. The estimated residual values of assets are also based on management's judgement on whether the assets will be sold, held indefinitely or used to the end of their useful lives, and what their condition will be at that time.

SIGNIFICANT ACCOUNTING POLICIES

FOR THE YEAR ENDED 30 JUNE 2025

USE OF SIGNIFICANT JUDGEMENTS AND ESTIMATES (CONTINUED)

CAPITAL COMMITMENTS APPROVED AND CONTRACTED FOR CAPITAL EXPENDITURE

Capital commitments represent future capital expenditure, exclusive of VAT. The City is committed to spend these amounts due to signed contracts with suppliers and council approved resolutions.

MATERIAL LOSSES

Material losses are losses that occur due to factors other than normal production, and are regarded as material in accordance with the materiality thresholds above.

Losses that occur due to normal production are classified as production costs and factored into the City's tariffs. They, therefore, do not constitute material losses. If actual production losses exceed the budgeted production losses factored into the tariff, the difference is considered a material loss.

PROVISIONS AND CONTINGENT LIABILITIES

Management's judgement is required in recognising and measuring provisions, as well as measuring contingent liabilities, as set out in notes 14 and 35 respectively. Provisions are measured at management's best estimate of the expenditure required to settle the obligation at the reporting date, and are discounted where the effect of discounting is material.

Provision for the rehabilitation of landfill sites is determined based on the advice and judgement of qualified engineers. The valuation of the rehabilitation and post-monitoring costs involves making assumptions about discount rates, expected useful lives of the landfill sites, rehabilitation and post-monitoring periods, and future inflation increases. Due to the long-term nature of these obligations, such estimates are subject to significant uncertainty.

CASH AND NON-CASH-GENERATING ASSETS

Management has determined that only the City's electricity assets and its investment in the associate meet the definition of cash-generating assets, and that the GRAP standard for the impairment of non-cash-generating assets will therefore apply to all other City assets.

The CTICC considers cash-generating assets to be those assets used to host events, being the company's core revenue stream.

PRINCIPAL-AGENT ARRANGEMENTS

Management's judgement is required in determining whether it has entered into a principal-agent arrangement, as set out in note 36. A principal-agent arrangement results from a binding arrangement in which one entity (an agent) undertakes transactions with third parties on behalf and for the benefit of another entity (the principal).

The assessment of whether an entity is a principal or an agent requires the entity to evaluate the rights and obligations of all parties to each binding arrangement so as to establish whether the transactions it undertakes with third parties are for the benefit of another entity or for its own.

SEGMENT REPORTING

In applying GRAP 18 segment reporting, management makes judgements with regard to the identification of reportable segments, as well as regarding what constitutes segment results. This enables users to evaluate the nature and financial effects of the activities in which the segment engages, and the economic environments in which it operates.

USE OF SIGNIFICANT JUDGEMENTS AND ESTIMATES (CONTINUED)

CONTROLLED ENTITIES

Management's judgement is required to determine whether it controls another entity. An entity controls another entity if, and only if, the entity has:

- power over the other entity; and
- exposure, or rights, to variable benefits from its involvement with the other entity; and
- the ability to use its power over the other entity to affect the nature or amount of the benefits from its involvement with such other entity.

Power over the CTICC and CTS is obtained through voting rights based on the City's shares in these two entities. The existence and effect of potential voting rights that are currently exercisable or convertible without restriction are considered when assessing whether the City has power over these entities.

The City is exposed, or has rights, to variable benefits from its involvement with the CTICC and CTS by way of increases or decreases in the value of its investment in these entities, and in return on investment, such as dividends or other distributions.

The City's voting rights enable it to affect the nature and amount of its benefits through voting at shareholder meetings, and, therefore, the City controls the CTICC and CTS.

Management has concluded that the proportion of ownership interests held in the controlled entities equals the voting rights held by the City. None of the controlled entities have non-controlling interests that are material to the City.

ADOPTION OF NEW AND REVISED STANDARDS

STANDARDS, GUIDELINES AND INTERPRETATIONS EFFECTIVE AND ADOPTED IN THE CURRENT YEAR

There are no new or amended pronouncements that are effective for the current year.

STANDARDS, GUIDELINES AND INTERPRETATIONS ADOPTED EARLY

The Entity has not early-adopted any GRAP standard that is not yet effective.

STANDARDS AND INTERPRETATIONS ISSUED, BUT NOT YET EFFECTIVE

At the date of submission of these financial statements, the following pronouncements had been issued and approved, but were not yet effective.

ANNUAL PERIODS COMMENCING ON OR AFTER 1 APRIL 2025

GRAP 104 on Financial Instruments

GRAP 104 was revised in 2021 so as to align with IPSAS 41 on Financial Instruments and IFRS 9 on Financial Instruments. IFRS 9 has substantially revised the way in which financial instruments are classified, how amortised cost is determined, and how and when financial assets are assessed for impairment. The transitional provisions require adoption of the revised GRAP 104 standard in its entirety. Partial or incremental adoption is not permitted. GRAP 104 introduces the expected credit loss model, which includes consideration of forward-looking information. This will affect the impairment of financial assets.

SIGNIFICANT ACCOUNTING POLICIES

FOR THE YEAR ENDED 30 JUNE 2025

CONSOLIDATION

The Entity's financial statements incorporate the financial statements of the controlling entity (City of Cape Town) and both its controlled entities (CTICC and CTS), presented as a single economic entity, and consolidated at the same reporting date as the parent entity.

CONTROLLED ENTITIES

Controlled entities are entities controlled by the Entity. Controlled entities are consolidated from the date that effective control is transferred to the Entity, and are no longer consolidated from the date that effective control ceases.

All intra-economic-entity transactions, balances and unrealised gains and losses are eliminated as part of the consolidated process. The interests of non-controlling shareholders in the consolidated equity and results of the economic entity are shown separately in the consolidated statement of financial position and statement of financial performance respectively. Losses applicable to the non-controlling interest in a controlled entity are allocated to the non-controlling interest, even if doing so causes the non-controlling interest to have a deficit balance. Investments in controlled entities are stated at cost less impairment losses in the separate financial statements of the Entity, with intra-economic-entity investments eliminated on consolidation.

INVESTMENT IN ASSOCIATE

An associate is an entity over which the City has significant influence and that is neither a controlled entity nor an interest in a joint venture. The investment in associate is accounted for by using the equity method from the date on which the entity in which the investment is made becomes an associate of the City. The investment is initially recognised at cost and is then increased or decreased to recognise the City's share of the accumulated surplus or deficit generated subsequent to acquisition.

After application of the equity method, the City determines whether it is necessary to recognise any additional impairment loss in respect of the City's net investment in an associate.

SIGNIFICANT INFLUENCE

Management's judgement is required to determine whether the City holds significant influence over another entity. 'Significant influence' is the power to participate in the financial and operating policy decisions of the investee, yet without having control or joint control over those policies.

There is a rebuttable presumption that a shareholding in excess of 20%, but less than 50%, gives rise to significant influence. Management has concluded that the proportion of ownership interest held in the associate equals the voting rights held by the City.

IMPAIRMENT OF INVESTMENT IN ASSOCIATE

At each reporting date, the Entity assesses whether there is any indication that the investment in the associate may be impaired. If any such indication exists, the recoverable amount of the asset is estimated to determine the extent of any impairment loss. This assessment is based on the difference between the carrying amount of the investment and the recoverable amount. The recoverable amount is determined as the higher of the asset's fair value less costs to sell and its value-in-use. The fair value less costs to sell is the amount obtainable from the sale of an asset in an arm's-length transaction between knowledgeable, willing parties, less costs of disposal. The value-in-use of a cash-generating asset is the present value of the estimated future cash flows expected to be derived from the continuing use of an asset as well as from its disposal at the end of its useful life.

HOUSING FUNDS

The housing development fund was established in terms of the Housing Act 107 of 1997.

HOUSING DEVELOPMENT FUND

Sections 15(5) and 16 of the Housing Act, which took effect on 1 April 1998, required the Entity to maintain a separate housing operating account. This legislated separate operating account is known as the housing development fund and is fully cash-backed.

In addition, section 14(4)(d)(iii)(aa), read with, inter alia, section 16(2) of the Housing Act, also requires that the net proceeds of any letting, sale or alienation of property previously financed from government housing funds be paid into a separate operating account, and be utilised by the Entity for housing development in accordance with the National Housing Policy.

UNREALISED HOUSING PROCEEDS

In order to comply with sections 14(4)(d)(i) and (iii) of the Housing Act, in terms of which all net proceeds need to be paid into the housing development fund, it was necessary to create a holding account that represents the unrealised funds due by long-term housing selling developments and sponsored loan debtors. This account is reduced when debtors are billed for their current loan repayments.

RESERVES

The Entity creates and maintains reserves in terms of specific requirements.

CAPITAL REPLACEMENT RESERVE (CRR)

In order to finance the acquisition of property, plant and equipment and other assets from internal sources, cash amounts are transferred from the accumulated surplus to the CRR.

The following guidelines are set for the creation and utilisation of the CRR:

- The cash funds that back up the CRR are invested until utilised.
- The CRR may only be utilised for purchasing items of property, plant and equipment, and not for their maintenance, unless otherwise directed by Council.
- Whenever an asset is purchased out of the CRR, an amount equal to the cost price of the asset is transferred from the CRR, and the accumulated surplus is credited by a corresponding amount.

INSURANCE RESERVES

SELF-INSURANCE RESERVE

A general insurance reserve has been established and covers claims that may occur, subject to reinsurance where deemed necessary. Premiums are charged to the respective services, taking into account the claims history and replacement value of the insured assets.

Reinsurance premiums paid to external reinsurers are regarded as an expense, and are shown as such in the statement of financial performance. The net surplus/deficit on the insurance operating account is transferred to or from the insurance reserve via the statement of changes in net assets.

A viability valuation report is obtained each year to assess the adequacy of the insurance reserve at year-end.

SIGNIFICANT ACCOUNTING POLICIES

FOR THE YEAR ENDED 30 JUNE 2025

RESERVES (CONTINUED)

INSURANCE RESERVES (CONTINUED)

COMPENSATION FOR OCCUPATIONAL INJURIES AND DISEASES (COID) RESERVE

The City has been exempted from making contributions to the Compensation Commissioner for occupational injuries and diseases in terms of section 84 of the COID Act 130 of 1993.

The certificate of exemption issued by the Commissioner and prescribed by the COID Act requires the City to deposit cash and/or securities with the Commissioner, the market values of which in aggregate shall not be less than the capitalised value of the continuing liability of the City as at 31 December of each year.

The continuing liability is that of annual pensions, the capitalised value of which is determined on the basis of an actuarial determination prescribed by the Commissioner. A COID reserve has been established to equate to the value of the continuing liability. The market value of the securities is determined annually by the Commissioner, and the Entity is required to meet any shortfall in the aggregate value of the securities as at 31 December. Monthly pensions are funded by transferring funds from the reserve to the expense account in the statement of financial performance.

PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment (PPE) are stated at cost less accumulated depreciation and accumulated impairment losses. Where PPE is acquired through non-exchange transactions, the cost is deemed to be the item's fair value on the date of acquisition.

Subsequent expenditure relating to PPE is capitalised if it is probable that future economic benefits or potential service delivery of the assets are enhanced in excess of the originally assessed standard of performance. If expenditure only restores the originally assessed standard of performance, it is regarded as repairs and maintenance, and is expensed.

The Entity maintains and acquires assets to provide a social service to the community, with no intention of disposing of the assets for any economic gain.

PPE is derecognised upon disposal or when no future economic benefits or service potential are expected from its use or disposal. The gain or loss arising from the disposal or retirement of an item of PPE is determined as the difference between the sales proceeds and the carrying value, and is recognised in the statement of financial performance.

PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

DEPRECIATION RATES

Depreciation is calculated using the straight-line method over the estimated useful lives of the assets. The residual value, depreciation method and useful life, if significant, are reassessed annually. If there is any indication of changes, the effect of such changes in estimate is accounted for on a prospective basis. The depreciation rates are based on the following estimated useful lives:

	YEARS		YEARS
INFRASTRUCTURE		**OTHER**	
Roads and paving	10–50	Buildings	2–50
Electricity	15–50	Other vehicles	4–19
Water	15–50	Office equipment	2–16
Sewerage	15–50	Watercraft	5
Telecommunications	10–30	Bins and containers	5
		Landfill sites	8–51
HOUSING	30	Specialised vehicles	10–20
		Library books	1
COMMUNITY		Furniture and fittings	2–15
Community and recreational facilities	20–50	Computer equipment	1–9
Security	5–10	Plant and equipment	2–19
		Living resources	5–12
		Service concession	3–50

Assets under construction are carried at cost. Depreciation of an asset commences when the asset is ready for its use as intended by management. Freehold land is not depreciable, as it has an indefinite useful life.

A living resource is a living animal that the City uses to deliver a mandated service.

INVESTMENT PROPERTIES

Investment properties are immovable land and/or buildings that are held to earn rental income and/or for capital appreciation. Investment property excludes owner-occupied property that is used in the production or supply of goods or services, or for administrative purposes, or property held to provide a social service.

Investment properties are stated at cost less accumulated depreciation and accumulated impairment losses. Where investment properties are acquired through non-exchange transactions, the cost is deemed to be the item's fair value on the date of acquisition.

Investment property other than vacant land is depreciated on the straight-line basis over the useful lives of the assets, estimated at 20 to 50 years.

An investment property is derecognised upon disposal, or when it is permanently withdrawn from use, or when no future economic benefits or service potential are expected from its disposal. Any gain or loss arising from the retirement or disposal of investment property is included in the surplus or deficit in the period of such retirement or disposal.

Direct income and expenses arising from investment property are disclosed as part of general income and expenses, and are thus not disclosed separately, as they are not material.

SIGNIFICANT ACCOUNTING POLICIES

FOR THE YEAR ENDED 30 JUNE 2025

HERITAGE ASSETS

A heritage asset is defined as an asset that has a cultural, environmental, historical, natural, scientific, technological or artistic significance, and is held and preserved indefinitely for the benefit of present and future generations.

Heritage assets are stated at cost less accumulated impairment losses. Where a heritage asset is acquired through a non-exchange transaction, its cost is deemed to be its fair value as at the date of acquisition. Costs incurred to enhance or restore the heritage asset to preserve its indefinite useful life are capitalised as incurred. Day-to-day costs incurred to maintain a heritage asset are expensed.

Transfers to heritage assets are made only when the asset meets the definition of a heritage asset, and transfers from heritage assets are only made when the asset no longer meets the definition of a heritage asset. Transfers to and from heritage assets are done at the carrying amount of the assets transferred, at the date of transfer.

The gain or loss arising from the disposal or retirement of a heritage asset is determined as the difference between the net disposal proceeds, if any, and the carrying value, and is recognised in the statement of financial performance. Heritage assets are not depreciated.

INTANGIBLE ASSETS

An intangible asset is defined as an identifiable non-monetary asset without physical substance, held for use in the production or supply of goods or services, for rental to others or for administrative purposes.

Intangible assets are stated at cost less accumulated amortisation and accumulated impairment losses. Where intangible assets are acquired through non-exchange transactions, the cost is deemed to be the item's fair value on the date of acquisition.

The Entity recognises computer development software costs as intangible assets if the costs are clearly associated with an identifiable and unique system controlled by the Entity, and have a probable benefit exceeding one year. Direct costs include software development, employee costs and an appropriate portion of relevant overheads.

AMORTISATION RATES

Intangible assets are amortised on the straight-line basis over the useful lives of the assets. The residual value, amortisation method and useful life, if significant, are reassessed annually. If there is any indication of changes, the effect of such changes in estimate, is accounted for on a prospective basis.

The amortised rates are based on the following estimated useful lives:

	YEARS
Acquisition of rights	8
Computer software	1–10

IMPAIRMENT OF NON-CASH-GENERATING ASSETS

At each reporting date, the Entity assesses whether there is any indication that a non-cash-generating asset may be impaired. If any such indication exists, the recoverable service amount of the asset is estimated to determine the extent of any impairment loss.

Intangible assets not yet available for use are tested for impairment annually if there is an indication that the asset may be impaired.

The recoverable service amount of a non-cash-generating asset is the higher of fair value less costs to sell and the value-in-use. The value-in-use is the present value of the remaining service potential of the asset, and is determined using the most appropriate of the depreciated replacement cost, restoration cost or service unit approach.

If the recoverable service amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable service amount. An impairment loss is recognised immediately in surplus or deficit.

IMPAIRMENT OF CASH-GENERATING ASSETS

At each reporting date, the Entity assesses whether there is any indication that a cash-generating asset may be impaired. If any such indication exists, the Entity estimates the recoverable amount of the asset.

When the carrying amount of a cash-generating asset exceeds its recoverable amount, it is impaired. The recoverable amount of an asset is the higher of its fair value less costs to sell and its value-in-use.

The fair value less costs to sell is the amount obtainable from the sale of an asset in an arm's-length transaction between knowledgeable, willing parties, less costs of disposal.

The value-in-use of a cash-generating asset is the present value of the estimated future cash flows expected to be derived from the continuing use of an asset as well as from its disposal at the end of its useful life.

RECOGNITION AND MEASUREMENT (INDIVIDUAL ASSET)

If the recoverable amount of a cash-generating asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. This reduction is an impairment loss. An impairment loss is recognised immediately in surplus or deficit.

When the amount estimated for an impairment loss is greater than the carrying amount of the cash-generating asset to which it relates, the Entity recognises a liability only to the extent required by the standards of GRAP.

After the recognition of an impairment loss, the depreciation or amortisation charge for the cash-generating asset is adjusted in future periods to allocate the cash-generating asset's revised carrying amount, less its residual value, on a systematic basis over its remaining useful life.

At each reporting date, a municipality assesses whether there is any indication that an impairment loss recognised in prior periods for assets may no longer exist or may have decreased. If so, the recoverable amounts of those assets are estimated. A reversal of an impairment loss of assets carried at cost less accumulated depreciation or amortisation is recognised immediately in surplus or deficit to the extent that it does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior periods.

Impairment losses on financial assets measured at cost shall not be reversed.

SIGNIFICANT ACCOUNTING POLICIES

FOR THE YEAR ENDED 30 JUNE 2025

IMPAIRMENT OF CASH-GENERATING ASSETS (CONTINUED)

COMPOSITION OF ESTIMATES OF FUTURE CASH FLOWS

Estimates of future cash flows include:

- projections of cash inflows from the continuing use of the asset;
- projections of cash outflows that are necessarily incurred to generate the cash inflows from continuing use of the asset (including cash outflows to prepare the asset for use) and can be directly attributed, or allocated on a reasonable and consistent basis, to the asset; and
- net cash flows, if any, to be received (or paid) for the disposal of the asset at the end of its useful life.

Estimates of future cash flows exclude:

- cash inflows or outflows from financing activities; and
- income tax receipts or payments.

The estimate of net cash flows to be received (or paid) for the disposal of an asset at the end of its useful life is the amount that the Entity expects to obtain from the disposal of the asset in an arm's-length transaction between knowledgeable, willing parties, after deducting the estimated costs of disposal.

DISCOUNT RATE

The discount rate is a pre-tax rate that reflects current market assessments of the time value of money, represented by the current risk-free rate of interest and the risks specific to the asset for which the future cash flow estimates have been adjusted.

CASH AND CASH EQUIVALENTS

Cash includes cash on hand, cash held with banks, and call deposits. Cash equivalents are short-term bank deposits with a maturity of three months or less from inception, readily convertible to cash without significant change in value.

For the purposes of the cash flow statement, cash and cash equivalents consist of cash and cash equivalents as defined above, net of any bank overdrafts.

INVENTORIES

Inventories consist of consumable stock, water and other goods held for use or resale. Inventories are initially measured at cost and subsequently valued at the lower of cost (determined on the weighted-average basis) and net realisable value. Where they are held for distribution or consumption at no charge, or for a nominal amount, inventories are subsequently valued at the lower of cost and current replacement value.

Cost of inventories comprises all costs of purchase, costs of conversion, and other costs incurred in bringing the inventories to their present location and condition. Where inventories are acquired through a non-exchange transaction, their cost is measured at their fair value as at the date of acquisition.

Redundant and slow-moving inventories are identified and written down to their estimated net realisable values or current replacement cost according to their age, condition and utility. Differences arising in the measurement of such inventories at the lower of cost and net realisable value or current replacement cost are recognised as an expense in the period during which the write-down or loss occurs.

The carrying amount of inventories is recognised as an expense in the period during which the inventories are consumed, sold, distributed or written off, unless the cost qualifies for capitalisation to the cost of another asset.

TAXATION

Taxation in the statement of financial performance for the year consists of current and deferred taxation.

Current taxation comprises of tax payable calculated on the basis of the estimated taxable income for the year, using the tax rates enacted at the reporting date, and any adjustment of tax payable for previous years.

Deferred taxation is provided on all temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes, and their tax base, except to the extent that the deferred tax liability arises from the initial recognition of an asset or liability in a transaction that, at the time of the transaction, affected neither accounting profit nor taxable surplus/deficit. The amount of deferred taxation provided is measured at the tax rates expected to apply to the period when the asset is released or the liability is settled, based on the tax rates/laws enacted or substantively enacted by the end of the reporting date.

Deferred taxation is charged to the statement of financial performance, except to the extent that it relates to a transaction that is recognised under net assets, in which case it is recognised under net assets. The effect of any changes in tax rates on deferred taxation is recognised in the statement of financial performance, except to the extent that it relates to items previously charged or credited to net assets.

A deferred taxation asset is recognised to the extent that it is probable that future taxable profits will be available against which the associated unused tax losses and deductible temporary differences may be utilised. A deferred taxation asset is reduced as the realisation of the tax benefit becomes no longer probable.

GRANTS AND TRANSFERS

Grants and transfers received or receivable are recognised as assets when the resources that have been transferred to the Entity meet the definition and criteria for recognition as assets.

A corresponding liability is recognised to the extent that the grant and transfer recognised as an asset is subject to conditions that require that the City either consumes the future economic benefits or service potential of the asset as specified, or that in the event that the conditions are breached, the Entity returns such future economic benefits or service potential to the transferor. The liability is transferred to revenue when the conditions attached to the grants and transfers are met. Grants and transfers that are not subject to any conditions are recognised as revenue when the assets are initially recognised.

Interest earned on the investment of grants and transfers received is treated in accordance with the stipulations set out in the agreement for the receipt of the grant and transfer invested.

PROVISIONS

A provision is recognised when the Entity has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation, and the amount of the obligation can be reliably estimated.

When the effect of discounting is material, provisions are determined by discounting the expected future cash flows that reflect current market assessments of the time value of money. The impact of the periodic unwinding of the discount is recognised in the statement of financial performance as a finance cost. Provision for environmental rehabilitation and employee benefits is disclosed in note 14, and the estimated VAT payable is disclosed in note 10.

ENVIRONMENTAL REHABILITATION PROVISIONS

Estimated long-term environmental provisions, comprising rehabilitation of environmental damage and landfill site closure costs, are based on the Entity's policy, taking into account current technological, environmental and regulatory requirements.

The provision for rehabilitation is recognised as and when the environmental liability arises in terms of legislation. Changes in the measurement of existing environmental liabilities resulting from changes in the estimated timing or amount of the outflow of resources required to settle the obligation, or a change in the discount rate, shall be added to or deducted from the cost of the related asset in the current period. The amount deducted from the cost of the asset shall not exceed its carrying amount. If a decrease in the liability exceeds the carrying amount of the asset, the excess shall be recognised immediately in surplus or deficit. Any unwinding of discount is charged to the statement of financial performance as a finance cost.

SIGNIFICANT ACCOUNTING POLICIES

FOR THE YEAR ENDED 30 JUNE 2025

EMPLOYEE BENEFITS

RETIREMENT BENEFIT PLANS

The Entity provides retirement benefits for its employees and councillors. Retirement benefits consist of defined-contribution plans and defined-benefit plans.

Defined-contribution plans are post-employment benefit plans under which an entity pays fixed contributions into a fund and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods. The contributions to fund obligations for the payment of retirement benefits are charged against income in the year during which they become payable.

Defined-benefit plans are post-employment benefit plans other than defined-contribution plans. The defined-benefit funds are actuarially valued triennially on the projected unit credit method basis. Deficits identified are recovered through lump sum payments or increased future contributions on a proportional basis from all participating municipalities. The contributions and lump sum payments are charged against income in the year during which they become payable.

The Entity does not apply defined-benefit accounting to the defined-benefit plans that are classified as multi-employer plans, as sufficient information is not available to apply the relevant principles. As a result, such plans are accounted for as defined-contribution plans.

POST-RETIREMENT MEDICAL AID: CONTINUED MEMBERS

The Entity provides post-retirement benefits by subsidising the medical-aid contributions of certain retired staff. According to the rules of the medical schemes with which the Entity is associated, a member of the scheme is entitled to remain a member in retirement. Therefore, the Entity will continue to subsidise medical-aid contributions in accordance with the provisions of the employee's employment contract and the Entity's decision on protected rights.

Post-retirement medical-aid contributions paid by the Entity, depending on the employee's contract, could be 70% or a subsidy indicated on a sliding scale. In each case, the employee is responsible for the balance of post-retirement medical-aid contributions. External appointments after 15 December 2000 do not qualify for a post-retirement medical-aid subsidy. Only registered dependants on the medical scheme as at the date of the principal member's retirement are allowed to continue as dependants after retirement. In the event of the death of the principal member, the remaining dependants and children continue to be subsidised, subject to the rules of the post-retirement medical scheme. These contributions are charged to the operating account when employees have rendered the service entitling them to the contribution.

The liability in respect of current pensioners is regarded as fully accrued, and is therefore not split between a past (or accrued) and future in-service element. The liability is recognised at the fair value of the obligation, together with adjustments for remeasurement, and past service costs.

Any unwinding of discount is charged to the statement of financial performance as an employee-related cost. Remeasurements are fully accounted for in the statement of financial performance in the year during which they occur. The projected unit credit method has been used to value the obligation.

SHORT-TERM AND LONG-TERM EMPLOYEE BENEFITS

The cost of all short-term employee benefits is recognised in the period during which the employee renders the related service. The Entity recognises the expected cost of performance bonuses only when the Entity has a present legal or constructive obligation to make such payment, and if a reliable estimate can be made.

The Entity provides long-service leave to eligible employees, payable on completion of years of employment. The Entity's liability is based on an actuarial valuation. Any unwinding of discount is charged to the statement of financial performance as an employee-related cost. Remeasurements of the long-term incentives are fully accounted for in the statement of financial performance. The projected unit credit method has been used to value the obligation.

FINANCIAL INSTRUMENTS

Financial instruments are recognised when the Entity becomes a party to the contractual provisions of the instrument, and are initially measured at fair value. In the case of a financial instrument not subsequently measured at fair value through the statement of financial performance, transaction costs that are directly attributable to the acquisition or issue of the instrument are added to or deducted from the fair value, as appropriate on initial recognition.

Standard of GRAP 108 on statutory receivables does not require disclosure of the risk associated with these transactions. In the absence of such a requirement, the Entity has based its disclosure on standard of GRAP 104, which deals with financial instruments. The risk exposure for these transactions is disclosed under a separate category, "Statutory assets", in note 1 to these financial statements.

NON-DERIVATIVE FINANCIAL ASSETS

The classification of financial assets depends on their nature and purpose, and is determined at the time of initial recognition.

INVESTMENTS AT FAIR VALUE

Non-derivative investments held without the positive intent or ability to hold to maturity. Subsequent to initial recognition, all changes to fair value are recognised through the statement of financial performance.

INVESTMENTS AT AMORTISED COST

Non-derivative investments with fixed or determinable payments and fixed maturity dates, which the Entity has the positive intent and ability to hold to maturity. Subsequent to initial recognition, such investments are measured at amortised cost using the effective interest method less any impairment.

INVESTMENTS AT COST

The City elected in its separate financial statements to account for its investments in controlled entities and associates as financial instruments.

Residual interests that do not have a quoted market price in an active market, and the fair value of which cannot be reliably measured. Subsequent to initial recognition, such investments are measured at cost less any impairment.

Financial assets other than those at fair value are assessed for indicators of impairment at the end of each reporting period. Impairment is considered when there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows of the investment have been affected. The impairment assessment is based on the difference between the carrying amount of the investment and the present value of the estimated future cash flows, discounted at the current market rate of return. In arriving at the estimated future cash flows, management made significant assumptions regarding future cash flows.

Financial assets are derecognised when the rights to receive cash flows from the assets have expired or have been transferred, and the Entity has transferred substantially all risks and rewards of ownership, or when the enterprise loses control of contractual rights that comprise the assets.

NON-DERIVATIVE FINANCIAL LIABILITIES

After initial recognition, the Entity measures all financial liabilities, including payables, at amortised cost, using the effective interest rate method. Financial liabilities include borrowings, other non-current liabilities (excluding provisions) and payables. Interest-bearing external loans and bank overdrafts are recorded net of direct issue costs. Finance charges, including premiums payable, are accounted for on an accrual basis.

Financial liabilities are derecognised when the obligation specified in the contract is discharged or cancelled, or when it expires.

DERIVATIVE FINANCIAL INSTRUMENTS

The Entity holds derivative financial instruments to hedge its foreign-currency risk exposures. Derivatives are initially measured at fair value; any directly attributable transaction costs are recognised in profit or loss, as incurred. Subsequent to initial recognition, derivatives are measured at fair value, and any changes are recognised in profit or loss.

SIGNIFICANT ACCOUNTING POLICIES

FOR THE YEAR ENDED 30 JUNE 2025

PAYABLES

Payables are initially measured at fair value plus transactional cost, and are subsequently measured at amortised cost, using the effective interest rate method.

RECEIVABLES

Receivables that arise from contractual rights are classified as contractual receivables, while receivables that arise from the operation of law are classified as statutory receivables.

Contractual receivables are initially recognised at fair value plus transactional cost, which approximates amortised cost.

Statutory receivables are initially measured at the transaction amount of the corresponding exchange or non-exchange revenue transaction, and are subsequently measured at cost. Property rates are charged in terms of the Local Government: Municipal Property Rates Act 6 of 2004, and City Improvement District (CID) levies and traffic fines in terms of the municipal by-laws. The transaction amounts are based on approved tariff structures. Statutory receivables are derecognised when the rights to the cash flows are settled, transferred, expired or waived.

Included in the contractual receivables from exchange transactions, specifically water, refuse and sewerage, are receivables from availability charges that should be presented as contractual receivables from non-exchange receivables. The revenue relating to these receivables has been correctly split between exchange and non-exchange service charges in note 19.

A provision for impairment of receivables is established when there is objective evidence that the City will not be able to collect all amounts due according to the original terms of receivables. The amount of the provision for impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. Interest is charged on overdue amounts and recognised in the statement of financial performance.

Bad debts are written off in the year during which they are identified as irrecoverable, subject to approval by the appropriate delegated authority.

Amounts receivable within 12 months from the date of reporting are classified as current.

BUDGET INFORMATION

The annual budget figures have been prepared in accordance with the GRAP standards on an accrual basis, and are consistent with the accounting policies adopted by Council for the preparation of these financial statements.

The budget amounts are presented as a separate additional financial statement, called the statement of comparison of budget and actual amounts. Explanatory comments on material differences are provided in the notes to the financial statements.

Comparative information is not required for, and has therefore not been presented in, the statement of comparison of budget and actual amounts.

REVENUE RECOGNITION

Revenue is recognised net of indirect taxes, rebates and trade discounts, and consists primarily of rates, grants from National Government and Province, service charges, rentals, interest received and other services rendered. Revenue is recognised when it is probable that future economic benefits or services potential will flow to the Entity, and when these benefits can be reliably measured. Revenue from non-exchange transactions is generally recognised to the extent that the related receipt or receivable qualifies for recognition as an asset and there is no liability to repay the amount. Revenue arising from the application of the approved tariff charges is recognised when the relevant service is rendered, by applying the relevant authorised tariff. This includes the issuing of licences and permits.

REVENUE FROM EXCHANGE TRANSACTIONS

Exchange transactions are transactions in which the Entity receives assets or services, or has liabilities extinguished, and directly gives approximately equal value to another entity in exchange.

Service charges are levied in terms of the approved tariffs.

Credit meters are read on a periodic basis, and revenue is recognised provided that the economic benefits can be measured reliably. Where estimates of consumption are made, such estimates are recognised as income when invoiced and adjusted upon subsequent actual meter readings. An accrual based on a determined consumption factor is made for consumption not measured as at the end of the financial year.

Electricity services provided on a prepayment basis are recognised at the point of sale. An adjustment for an unutilised portion is made at year-end, based on the average consumption history.

Income in respect of housing rental and instalment sale agreements is accrued monthly.

Interest earned on investments is recognised in the statement of financial performance on a time-proportionate basis, which takes into account the effective yield on the investment. Interest may be transferred from the accumulated surplus to the housing development fund or the insurance reserve.

Interest earned on the following investments is not recognised in the statement of financial performance:

- Interest earned on trust funds is allocated directly to the fund.
- Interest earned on unutilised conditional grants is allocated directly to the creditor "Unspent conditional grants and receipts" if the grant conditions indicate, or where management has determined, that interest is payable to the funder.

Income for agency services, where the Entity acts as an agent, is recognised monthly once the income collected on behalf of principals is earned. The income is recognised in terms of the agency agreement.

Revenue from the sale of goods is recognised when all the following conditions have been satisfied:

- The Entity has transferred to the buyer the significant risks and rewards of ownership of the goods.
- The Entity retains neither continuing managerial involvement to the degree usually associated with ownership, nor effective control over the goods sold.
- The amount of revenue can be measured reliably.
- It is probable that economic benefits or service potential will flow to the Entity.
- The costs incurred or to be incurred in respect of the transaction can be measured reliably.

Revenue from the rendering of services is recognised when:

- It is probable that the economic benefits or service potential associated with the transaction will flow to the Entity; and
- The amount of revenue can be measured reliably.

SIGNIFICANT ACCOUNTING POLICIES

FOR THE YEAR ENDED 30 JUNE 2025

REVENUE RECOGNITION (CONTINUED)

REVENUE FROM NON-EXCHANGE TRANSACTIONS

Non-exchange transactions are transactions where the Entity received revenue from another entity without giving approximately equal value in exchange.

Revenue from rates is recognised when the legal entitlement to this revenue arises. Collection charges are recognised when such amounts are legally enforceable. Interest on unpaid rates is recognised on a time-proportionate basis with reference to the principal amount receivable and the interest rate applicable.

A composite rating system, charging different rate tariffs, is used. Rebates are granted to certain categories of ratepayers, and are deducted from revenue.

Revenue from traffic fines is recognised on the date of the offence.

Donations are recognised on a cash receipt basis or, where the donation is in the form of property, plant and equipment, when the risks or rewards of ownership have transferred to the Entity. Donations are measured at fair value.

Income from the recovery of unauthorised, irregular, fruitless and wasteful expenditure is based on legislated procedures, including those set out in the Local Government: Municipal Finance Management Act 56 of 2003, and is recognised when recovered from the responsible party.

CONSTRUCTION CONTRACTS

ARRANGEMENTS UNDERTAKEN IN TERMS OF THE NATIONAL HOUSING PROGRAMME

In March 2021, the City received level-2 accreditation under the National Housing Code for its participation in the National Housing Programme. This accreditation now means that the City serves as a project developer in terms of arrangements relating to the construction and transfer of houses to the beneficiaries of the National Housing Programme.

Grants received to implement the National Housing Programme are recognised as contract revenue.

Contract revenue comprises:

a) the initial amount of revenue agreed in the contract; and
b) variations in contract work, claims and incentive payments to the extent that:
    i) it is probable that they will result in revenue; and
    ii) they are capable of being reliably measured.

Contract revenue is measured at the fair value of the consideration received or receivable.

When the outcome of a construction contract can be estimated reliably, contract revenue is recognised as revenue based on the stage of completion of the contract activity at the reporting date. The stage of completion is assessed with reference to a review of work performed. Otherwise, contract revenue is recognised only to the extent of contract costs that have been incurred and are likely to be recoverable.

CONSTRUCTION CONTRACTS (CONTINUED)

ARRANGEMENTS UNDERTAKEN IN TERMS OF THE NATIONAL HOUSING PROGRAMME (CONTINUED)

The outcome of a construction contract can be estimated reliably when all the following conditions are satisfied:

a) Total contract revenue, if any, can be measured reliably.
b) It is probable that the economic benefits or service potential associated with the contract will flow to the Entity.
c) Both the contract costs to complete the contract and the stage of contract completion at the reporting date can be measured reliably.
d) The contract costs attributable to the contract can be clearly identified and measured reliably so that actual contract costs incurred can be compared with prior estimates.

Costs incurred to implement the National Housing Programme are expensed as contract costs. Contract costs comprise:

a) costs that relate directly to the specific contract;
b) costs that are attributable to contract activity in general and can be allocated to the contract on a systematic and rational basis; and
c) such other costs as are specifically chargeable to the customer under the terms of the contract.

Contract costs include the costs attributable to a contract from the date of securing the contract up to its final completion. Costs that cannot be attributed to contract activity or be allocated to a contract are excluded from the costs of a construction contract. Such costs include:

a) general administration costs for which reimbursement is not specified in the contract;
b) selling costs;
c) research and development costs for which reimbursement is not specified in the contract; and
d) depreciation of idle plant and equipment that is not used on a particular contract.

As with contract revenue, contract costs are recognised as expenses when the outcome of a construction contract can be estimated reliably, based on the stage of completion of the contract activity at the reporting date.

OTHER TRANSACTIONS RELATED TO HOUSING ARRANGEMENTS

Other transactions may also arise from the housing arrangements. These may fall within the ambit of GRAP 11: Construction Contracts, GRAP 9: Revenue from Exchange Transactions, GRAP 23: Revenue from Non-Exchange Transactions, or GRAP 109: Accounting by Principals and Agents.

- Income from grants pertaining to the planning and construction of civil services for a project is considered to be grants and subsidies in terms of GRAP 23: Revenue from Non-Exchange Transactions.
- Receipts directly attributable to the administration of beneficiaries are accounted for under operational revenue as housing services rendered in terms of GRAP 9: Revenue from Exchange Transactions.
- Receipts to register the title deed in the name of the beneficiary are regarded as receipts and payments on behalf of the beneficiaries in terms of GRAP 109: Accounting by Principals and Agents, which implies that the City is regarded as an agent.

SIGNIFICANT ACCOUNTING POLICIES

FOR THE YEAR ENDED 30 JUNE 2025

LEASES

THE ENTITY AS LESSEE

Operating leases are those where risks and rewards of ownership are not transferred to the lessee. Payments made under operating leases are charged to the statement of financial performance on a straight-line basis over the period of the lease.

THE ENTITY AS LESSOR

Rental income from operating leases is recognised on a straight-line basis over the term of the lease.

GRANTS-IN-AID

The Entity transfers money to individuals, organisations and other sectors of government. When making these transfers, the Entity does not:

- receive any goods or services directly in return, as would be expected in a purchase or sale transaction;
- expect to be repaid in future; or
- expect a financial return, as would be expected from an investment.

These transfers are recognised in the statement of financial performance as expenses in the period during which the events giving rise to the transfer occurred.

BORROWING COSTS

Borrowing costs are recognised as an expense in the period during which they are incurred.

UNAUTHORISED, IRREGULAR, AND FRUITLESS AND WASTEFUL EXPENDITURE

Unauthorised, irregular, and fruitless and wasteful expenditure is accounted for as a capital or an operating expense in the financial statements and classified in accordance with the nature of the expense. Where recovered, it is subsequently accounted for as revenue.

The total amounts, nature and type of these expenses are disclosed in note 41.

SERVICES IN KIND

Services in kind are not recognised as revenue or assets, but the nature and type of services in kind are disclosed in note 21.

RELATED PARTIES

A related party is a person or an entity with the ability to control the Entity either individually or jointly, or the ability to exercise significant influence over the Entity, or vice versa.

Management is regarded as a related party, and comprises the councillors, Executive Mayor, Executive Deputy Mayor, Mayoral Committee (Mayco) members, City Manager and executive directors.

SEGMENT REPORTING

BASIS FOR SEGMENTATION

The City is a complex metropolitan municipality with a wide variety of goods and services managed by various business units. Operations are structured to achieve optimum service delivery, and the City produces various reports in which its activities are presented in several ways.

Reportable segments are organised around the type of service delivered and are aggregated for reporting purposes where management considers the economic characteristics and nature of services as sufficiently similar to warrant aggregation. The components of each aggregated segment are explained under the description of segment operations.

Reportable segments are identified based on activities of the Entity that generate economic benefits or service potential, including internal services that contribute to achieving the Entity's objectives without necessarily generating net cash inflows.

ACCOUNTING POLICY AND MEASUREMENT BASIS

The accounting policies of the reportable segments are the same as the Entity's accounting policies.

Inter-segment pricing is determined on an arm's-length basis, similar to transactions with third parties. Inter-segment revenues are eliminated upon consolidation and reflected in the "Inter-segment offsetting" column of the segment report.

GEOGRAPHIC INFORMATION

All the Entity's operations are located in the Republic of South Africa, in the Cape Town area. Information to report on different geographic areas is not available, and the cost to develop this functionality would be excessive.

STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

		ECONOMIC ENTITY		CITY OF CAPE TOWN	
	Note	**2025**	2024	**2025**	2024
ASSETS					
Non-current assets		**76 367 850**	**70 814 257**	**75 849 787**	**70 371 869**
Property, plant and equipment	2	70 726 296	65 279 647	70 078 421	64 728 478
Heritage assets	3	10 324	10 340	10 324	10 340
Investment property	4	572 701	574 392	572 701	574 392
Intangible assets	5	944 180	839 499	940 199	835 011
Investments	6	3 920 113	3 895 480	4 248 048	4 223 415
Investment in associate	39.1	88 480	59 148	-	-
Long-term receivables	7	94	233	94	233
Deferred taxation	32.1	105 662	155 518	-	-
Current assets		**23 501 587**	**21 523 639**	**23 156 982**	**21 281 622**
Inventory	8	512 961	480 354	510 200	477 648
Receivables	9	8 376 033	8 133 760	8 316 690	8 053 642
From non-exchange transactions		3 130 961	3 115 441	3 135 644	3 119 340
From exchange transactions		5 245 072	5 018 319	5 181 046	4 934 302
Investments	6	3 670 682	5 260 680	3 670 682	5 260 680
Value-added tax	10	82 816	202 070	82 816	201 872
Taxation		1 242	1 480	-	-
Current portion of long-term receivables	7	64	205	64	205
Cash and cash equivalents	11	10 857 789	7 445 090	10 576 530	7 287 575
TOTAL ASSETS		**99 869 437**	**92 337 896**	**99 006 769**	**91 653 491**
LIABILITIES					
Non-current liabilities		**13 139 535**	**10 400 311**	**13 139 535**	**10 400 311**
Borrowings	12	6 529 854	4 093 807	6 529 854	4 093 807
Provisions	14	6 609 681	6 306 504	6 609 681	6 306 504
Current liabilities		**13 323 611**	**14 140 171**	**13 144 869**	**13 972 147**
Deposits	15	643 315	543 754	560 056	455 050
Provisions	14	1 927 892	1 853 019	1 918 135	1 845 184
Payables from exchange transactions	16	8 849 705	8 306 684	8 763 979	8 235 199
Unspent conditional grants and receipts	17	1 141 121	833 187	1 141 121	833 187
Current portion of borrowings	12	761 578	2 603 527	761 578	2 603 527
TOTAL LIABILITIES		**26 463 146**	**24 540 482**	**26 284 404**	**24 372 458**
NET ASSETS					
Total net assets		**73 406 291**	**67 797 414**	**72 722 365**	**67 281 033**
Housing development fund	18	296 487	278 974	296 487	278 974
Reserves		4 953 525	4 396 362	4 953 525	4 396 362
Accumulated surplus		67 767 474	62 769 982	67 472 353	62 605 697
Non-controlling interest		388 805	352 096	-	-
TOTAL NET ASSETS AND LIABILITIES		**99 869 437**	**92 337 896**	**99 006 769**	**91 653 491**

STATEMENT OF FINANCIAL PERFORMANCE

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

		ECONOMIC ENTITY		CITY OF CAPE TOWN	
	Note	**2025**	2024	**2025**	2024
REVENUE					
Exchange revenue		**36 611 445**	**32 994 301**	**36 124 443**	**32 619 581**
Service charges	19	32 509 980	29 301 834	32 525 813	29 312 992
Rental of letting stock and facilities		817 251	673 605	535 280	465 769
Finance income	20	1 943 840	1 917 312	1 921 242	1 902 872
Licences and permits		41 705	43 613	41 705	43 613
Agency services		288 826	278 170	288 826	278 170
Other income	21	742 145	626 852	543 953	463 250
Gains on disposal of property, plant and equipment		267 698	152 915	267 624	152 915
Non-exchange revenue		**27 877 457**	**26 332 189**	**27 882 992**	**26 337 297**
Service charges	19	41 990	42 379	41 990	42 379
Finance income	20	145 735	137 912	145 735	137 912
Other income	21	572 305	365 552	572 305	365 552
Property rates	22	12 786 377	11 981 351	12 791 912	11 986 459
Fuel levy		2 749 549	2 639 290	2 749 549	2 639 290
Fines, penalties and forfeits		2 010 667	1 910 360	2 010 667	1 910 360
Government grants and subsidies	23	9 254 023	8 774 667	9 254 023	8 774 667
Construction contracts	24	233 145	261 227	233 145	261 227
Public contributions	25	83 666	219 451	83 666	219 451
TOTAL REVENUE		**64 488 902**	**59 326 490**	**64 007 435**	**58 956 878**
EXPENDITURE					
Employee-related costs	26	18 638 423	17 200 102	18 529 061	17 107 335
Remuneration of councillors and board members	39.2.2.1	177 039	174 491	175 737	173 249
Impairment	27	2 975 447	2 798 535	3 075 517	2 900 067
Collection costs		263 710	286 886	262 257	285 373
Depreciation and amortisation expenses[1]	2,4,5	3 822 245	3 508 219	3 774 015	3 464 793
Finance costs	28	846 823	828 707	846 823	828 707
Bulk purchases	29	16 511 493	14 078 064	16 511 493	14 078 064
Contracted services	30	3 794 496	3 476 351	3 757 825	3 446 135
Grants and subsidies paid		304 168	296 008	323 647	329 204
General expenses	31	11 513 506	10 962 144	11 302 258	10 778 817
Losses on disposal of property, plant and equipment		7 470	8 242	7 470	8 242
TOTAL EXPENDITURE		**58 854 820**	**53 617 749**	**58 566 103**	**53 399 986**
NET SURPLUS FROM OPERATIONS		**5 634 082**	**5 708 741**	**5 441 332**	**5 556 892**
Share of surplus in associate	39.1	29 332	17 774		
Surplus from operations before taxation		**5 663 414**	**5 726 515**	**5 441 332**	**5 556 892**
Taxation	32.2	(54 537)	46 425	-	-
NET SURPLUS FROM OPERATIONS		**5 608 877**	**5 772 940**	**5 441 332**	**5 556 892**
Attributable to owners of the controlling entity		**5 572 168**	**5 708 895**		
Attributable to non-controlling interest		36 709	64 045		
SURPLUS FOR THE YEAR		**5 608 877**	**5 772 940**		

1 See annexure B for more details.

STATEMENT OF CHANGES IN NET ASSETS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

ECONOMIC ENTITY	Housing development fund	Capital replacement reserve	Insurance reserves	Accumulated surplus	Non-controlling interest	Total
2024						
Balance as at 1 July 2023	**307 275**	**4 074 280**	**615 074**	**56 739 794**	**288 051**	**62 024 474**
Surplus for the year	-	-	-	5 708 895	64 045	5 772 940
Transfer from share purchases	-	-	-	-	-	-
Transfer (from)/to	(25 270)	944 370	(47 430)	(871 670)	-	-
Property, plant and equipment purchased	(3 031)	(1 189 932)	-	1 192 963	-	-
Balance as at 30 June 2024	**278 974**	**3 828 718**	**567 644**	**62 769 982**	**352 096**	**67 797 414**
2025						
Surplus for the year	-	-	-	5 572 168	36 709	5 608 877
Transfer (from)/to	(4 122)	1 553 073	(65 656)	(1 483 295)	-	-
Property, plant and equipment purchased	21 635	(930 254)	-	908 619	-	-
Balance as at 30 June 2025	**296 487**	**4 451 537**	**501 988**	**67 767 474**	**388 805**	**73 406 291**

CITY OF CAPE TOWN	Housing development fund	Capital replacement reserve	Insurance reserves	Accumulated surplus	Total
2024					
Balance as at 1 July 2023	**307 275**	**4 074 280**	**615 074**	**56 727 512**	**61 724 141**
Surplus for the year	-	-	-	5 556 892	5 556 892
Transfer (from)/to	(25 270)	944 370	(47 430)	(871 670)	-
Property, plant and equipment purchased	(3 031)	(1 189 932)	-	1 192 963	-
Balance as at 30 June 2024	**278 974**	**3 828 718**	**567 644**	**62 605 697**	**67 281 033**
2025					
Surplus for the year	-	-	-	5 441 332	5 441 332
Transfer (from)/to	(4 122)	1 553 073	(65 656)	(1 483 295)	-
Property, plant and equipment purchased	21 635	(930 254)	-	908 619	-
Balance as at 30 June 2025	**296 487**	**4 451 537**	**501 988**	**67 472 353**	**72 722 365**

CASH FLOW STATEMENT

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

	Note	ECONOMIC ENTITY 2025	ECONOMIC ENTITY 2024	CITY OF CAPE TOWN 2025	CITY OF CAPE TOWN 2024
CASH FLOW FROM OPERATING ACTIVITIES					
Cash receipts from ratepayers, government and other		59 180 288	53 622 700	58 700 212	53 289 675
Cash paid to suppliers and employees		(49 955 553)	(46 917 177)	(49 633 353)	(46 648 741)
Cash generated from operations	33	9 224 735	6 705 523	9 066 859	6 640 934
Dividend received	33	-	-	3 270	-
Finance income	33	2 045 923	2 006 729	2 024 210	1 992 741
Finance costs	33	(825 799)	(733 304)	(825 799)	(733 304)
Taxation		(4 443)	(1 990)	-	-
NET CASH FROM OPERATING ACTIVITIES		**10 440 416**	**7 976 958**	**10 268 540**	**7 900 371**
CASH FLOW FROM INVESTING ACTIVITIES					
Additions to property, plant and equipment and other		(9 712 246)	(8 852 410)	(9 663 726)	(8 824 051)
Proceeds on disposal of assets		347 471	186 534	347 083	186 319
Decrease in long-term receivables		341	1 013	341	1 013
Decrease in investments		1 579 285	616 688	1 579 285	616 688
NET CASH FROM INVESTING ACTIVITIES		**(7 785 149)**	**(8 048 175)**	**(7 737 017)**	**(8 020 031)**
CASH FLOW FROM FINANCING ACTIVITIES					
Proceeds from borrowings	12	3 435 400	1 000 000	3 435 400	1 000 000
Repayment of borrowings		(2 670 952)	(1 685 895)	(2 670 952)	(1 685 895)
Borrowing transaction fees		(7 016)	(17 651)	(7 016)	(17 651)
NET CASH FROM FINANCING ACTIVITIES		**757 432**	**(703 546)**	**757 432**	**(703 546)**
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		**3 412 699**	**(774 763)**	**3 288 955**	**(823 206)**
Cash and cash equivalents at the beginning of the year		7 445 090	8 219 853	7 287 575	8 110 781
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	11	**10 857 789**	**7 445 090**	**10 576 530**	**7 287 575**

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS – ECONOMIC ENTITY

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

	Note	Approved budget 38.1	Virements 38.2	Final budget 38.1	Actual per annual financial statements classification 38.3	Classification differences 38.4.1	Recognition differences 38.4.2	Actual per budget classification	Variance: Final budget and actual amounts	Actual per budget as a % of final budget amount
STATEMENT OF FINANCIAL POSITION	38.5.1									
Total non-current assets		77 010 075	-	77 010 075	76 367 850	-	-	76 367 850	642 225	99,17
Total current assets	i	26 185 837	-	26 185 837	23 501 587	-	-	23 501 587	2 684 250	89,75
TOTAL ASSETS		**103 195 912**	**-**	**103 195 912**	**99 869 437**	**-**	**-**	**99 869 437**	**3 326 475**	**96,78**
Total non-current liabilities	ii	17 208 751	-	17 208 751	13 139 535	-	-	13 139 535	4 069 216	76,35
Total current liabilities	iii	14 719 086	-	14 719 086	13 323 611	-	-	13 323 611	1 395 475	90,52
TOTAL LIABILITIES		**31 927 837**	**-**	**31 927 837**	**26 463 146**	**-**	**-**	**26 463 146**	**5 464 691**	**82,88**
Total net assets		71 268 075	-	71 268 075	73 406 291	-	-	73 406 291	(2 138 216)	103,00
TOTAL NET ASSETS AND LIABILITIES		**103 195 912**	**-**	**103 195 912**	**99 869 437**	**-**	**-**	**99 869 437**	**3 326 475**	**96,78**
FINANCIAL PERFORMANCE	38.5.2									
Property rates		12 712 797	-	12 712 797	12 786 377	-	-	12 786 377	(73 580)	100,58
Service charges		31 279 059	-	31 279 059	32 551 970	(798 686)	-	31 753 284	(474 225)	101,52
Investment revenue	i	1 088 545	-	1 088 545	2 066 977	(507 894)	-	1 559 083	(487 471)	145,49
Transfers recognised – operational		7 113 717	-	7 113 717	6 887 691	70 079	-	6 957 770	111 447	98,42
Other own revenue		13 576 569	-	13 576 569	7 009 909	6 808 423	-	13 818 332	(722 262)	105,52
Total revenue (excluding capital transfers and contributions)		**65 770 687**	**-**	**65 770 687**	**61 805 759**	**5 571 922**	**-**	**67 377 681**	**(1 606 994)**	**102,44**
Employee costs		19 320 063	21 624	19 341 687	18 638 423	532	-	18 638 955	702 732	96,37
Remuneration of councillors and board members		189 806	855	190 661	177 039	10 096	-	187 135	3 526	98,15
Debt impairment		3 065 161	-	3 065 161	2 975 447	(14 189)	-	2 961 258	103 903	96,61
Depreciation and asset impairment		3 831 177	-	3 831 177	3 822 245	14 188	-	3 836 433	(5 256)	100,14
Finance charges	ii	1 089 466	(1 673)	1 087 793	846 823	676	-	847 499	240 294	77,91
Materials and bulk purchases		23 207 646	(93 668)	23 113 978	16 511 493	6 898 616	-	23 410 109	(296 131)	101,28
Transfers and grants	iii	423 399	(11 221)	412 178	304 168	49 847	-	354 015	58 163	85,89
Other expenditure		14 792 944	84 083	14 877 027	15 579 182	(1 457 567)	-	14 121 615	755 412	94,92
Total expenditure		**65 919 662**	**-**	**65 919 662**	**58 854 820**	**5 502 199**	**-**	**64 357 019**	**1 562 643**	**97,63**
Surplus/(deficit)		**(148 975)**	**-**	**(148 975)**	**2 950 939**	**69 723**	**-**	**3 020 662**	**(3 169 637)**	
Transfers recognised – capital	iv	3 158 243	-	3 158 243	2 599 477	13 045	-	2 612 522	545 721	82,72
Contributions recognised – capital and contributed assets		-	-	-	83 666	(82 768)	-	898	(898)	
Surplus/(deficit) after capital transfers and contributions		**3 009 268**	**-**	**3 009 268**	**5 634 082**	**-**	**-**	**5 634 082**	**(2 624 814)**	
Taxation		16 400	-	16 400	(54 537)	-	-	(54 537)	70 937	
Surplus/(deficit) after taxation		**3 025 668**	**-**	**3 025 668**	**5 579 545**	**-**	**-**	**5 579 545**	**(2 553 877)**	
Share of surplus/(deficit) attributed to minorities		-	-	-	(36 709)	-	-	(36 709)	36 709	
Share of surplus in associate		-	-	-	29 332	-	-	29 332	(29 332)	
Surplus/(deficit) for the year		**3 025 668**	**-**	**3 025 668**	**5 572 168**	**-**	**-**	**5 572 168**	**(2 546 500)**	

	Note	Approved budget 38.1	Virements 38.2	Final budget 38.1	Actual per annual financial statements classification 38.3	Classification differences 38.4.1	Recognition differences 38.4.2	Actual per budget classification	Variance: Final budget and actual amounts	Actual per budget as a % of final budget amount
CASH FLOW STATEMENT	38.5.1									
Net cash from operating		6 579 688	-	6 579 688	10 440 416	(105 006)	-	10 335 410	(3 755 722)	157,08
Net cash from investing	i	(9 396 451)	-	(9 396 451)	(7 785 149)	-	-	(7 785 149)	(1 611 302)	82,85
Net cash from financing	ii	4 240 549	-	4 240 549	757 432	105 006	-	862 438	3 378 111	20,34
Net increase in cash and cash equivalents	iii	**1 423 786**	**-**	**1 423 786**	**3 412 699**	**-**	**-**	**3 412 699**	**(1 988 913)**	**239,69**
Cash/cash equivalents at year-end		**8 848 612**	**-**	**8 848 612**	**10 857 789**	**-**	**-**	**10 857 789**	**(2 009 177)**	**122,71**
CAPITAL EXPENDITURE	38.6									
Community Services and Health	i	347 776	-	347 776	310 514	-	-	310 514	(37 262)	89,29
Corporate Services		436 614	-	436 614	420 495	-	-	420 495	(16 119)	96,31
Economic Growth	ii	127 449	-	127 449	94 371	-	-	94 371	(33 078)	74,05
Energy	iii	1 218 502	-	1 218 502	1 063 369	-	-	1 063 369	(155 133)	87,27
Finance		77 873	-	77 873	75 738	-	-	75 738	(2 135)	97,26
Future Planning and Resilience	iv	26 405	-	26 405	25 034	-	-	25 034	(1 371)	94,81
Human Settlements	v	1 094 530	-	1 094 530	939 469	-	-	939 469	(155 061)	85,83
Office of the City Manager		6 211	-	6 211	6 015	-	-	6 015	(196)	96,83
Safety and Security		472 532	-	472 532	467 103	-	(898)	466 205	(6 327)	98,66
Spatial Planning and Environment	vi	301 989	-	301 989	268 940	-	-	268 940	(33 049)	89,06
Urban Mobility	vii	2 156 762	-	2 156 762	1 583 173	-	-	1 583 173	(573 589)	73,41
Urban Waste Management	viii	416 696	-	416 696	330 954	-	53 689	384 643	(32 053)	92,31
Water and Sanitation	ix	4 713 049	-	4 713 049	3 713 424	-	-	3 713 424	(999 625)	78,79
CTICC	x	57 674	-	57 674	46 927	-	-	46 927	(10 747)	81,37
TOTAL		**11 454 062**	**-**	**11 454 062**	**9 345 526**	**-**	**52 791**	**9 398 317**	**(2 055 745)**	**82,05**[1]

1 *The underspend on capital expenditure is mainly due to contractual contingency provisions that were included in the budget, but remained unspent. These contingencies, intended to cover unforeseen risks, are subject to strict access controls, and their underspend reflects prudent financial management and effective project management. Refer to note 38.6 for more details.*

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS – CITY OF CAPE TOWN

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

	Note	Approved budget 38.1	Virements 38.2	Final budget 38.1	Actual per annual financial statements classification 38.3	Classification differences 38.4.1	Recognition differences 38.4.2	Actual per budget classification	Variance: Final budget and actual amounts	Actual per budget as a % of final budget amount
STATEMENT OF FINANCIAL POSITION	38.5.1									
Total non-current assets		76 103 989	-	76 103 989	75 849 787	-	-	75 849 787	254 202	99,67
Total current assets	i	25 926 167	-	25 926 167	23 156 982	-	-	23 156 982	2 769 185	89,32
TOTAL ASSETS		**102 030 156**	**-**	**102 030 156**	**99 006 769**	**-**	**-**	**99 006 769**	**3 023 387**	**97,04**
Total non-current liabilities	ii	17 208 380	-	17 208 380	13 139 535	-	-	13 139 535	4 068 845	76,36
Total current liabilities	iii	14 592 218	-	14 592 218	13 144 869	-	-	13 144 869	1 447 349	90,08
TOTAL LIABILITIES		**31 800 598**	**-**	**31 800 598**	**26 284 404**	**-**	**-**	**26 284 404**	**5 516 194**	**82,65**
Total net assets		70 229 558	-	70 229 558	72 722 365	-	-	72 722 365	(2 492 807)	103,55
TOTAL NET ASSETS AND LIABILITIES		**102 030 156**	**-**	**102 030 156**	**99 006 769**	**-**	**-**	**99 006 769**	**3 023 387**	**97,04**
FINANCIAL PERFORMANCE	38.5.2									
Property rates		12 712 797	-	12 712 797	12 791 912	-	-	12 791 912	(79 115)	100,62
Service charges		31 279 059	-	31 279 059	32 567 803	(798 686)	-	31 769 117	(490 058)	101,57
Investment revenue	i	1 071 612	-	1 071 612	2 066 977	(507 894)	-	1 559 083	(487 471)	145,49
Transfers recognised – operational		7 069 217	-	7 069 217	6 887 691	70 079	-	6 957 770	111 447	98,42
Other own revenue		13 096 070	-	13 096 070	7 009 909	6 808 423	-	13 818 332	(722 262)	105,52
Total revenue (excluding capital transfers and contributions)		**65 228 755**	**-**	**65 228 755**	**61 324 292**	**5 571 922**	**-**	**66 896 214**	**(1 667 459)**	**102,56**
Employee costs		19 214 080	21 624	19 235 704	18 529 061	532	-	18 529 593	706 111	96,33
Remuneration of councillors		188 313	855	189 168	175 737	10 096	-	185 833	3 335	98,24
Debt impairment		3 065 161	-	3 065 161	3 075 517	(14 189)	-	3 061 328	3 833	99,87
Depreciation and asset impairment		3 804 737	-	3 804 737	3 774 015	14 188	-	3 788 203	16 534	99,57
Finance charges	ii	1 089 466	(1 673)	1 087 793	846 823	676	-	847 499	240 294	77,91
Materials and bulk purchases		23 138 050	(93 668)	23 044 382	16 511 493	6 898 616	-	23 410 109	(365 727)	101,59
Transfers and grants	iii	420 430	(11 221)	409 209	323 647	49 847	-	373 494	35 715	91,27
Other expenditure		14 518 235	84 083	14 602 318	15 329 810	(1 457 567)	-	13 872 243	730 075	95,00
Total expenditure		**65 438 472**	**-**	**65 438 472**	**58 566 103**	**5 502 199**	**-**	**64 068 302**	**1 370 170**	**97,91**
Surplus		**(209 717)**	**-**	**(209 717)**	**2 758 189**	**69 723**	**-**	**2 827 912**	**(3 037 629)**	
Transfers recognised – capital	iv	3 158 243	-	3 158 243	2 599 477	13 045	-	2 612 522	545 721	82,72
Contributions recognised – capital and contributed assets		-	-	-	83 666	(82 768)	-	898	(898)	
Surplus after capital transfers and contributions		**2 948 526**	**-**	**2 948 526**	**5 441 332**	**-**	**-**	**5 441 332**	**(2 492 806)**	

	Note	Approved budget 38.1	Virements 38.2	Final budget 38.1	Actual per annual financial statements classification 38.3	Classification differences 38.4.1	Recognition differences 38.4.2	Actual per budget classification	Variance: Final budget and actual amounts	Actual per budget as a % of final budget amount
CASH FLOW STATEMENT	38.5.1									
Net cash from operating		6 426 858	-	6 426 858	10 268 540	(105 006)	-	10 163 534	(3 736 676)	158,14
Net cash from investing	i	(9 338 777)	-	(9 338 777)	(7 737 017)	-	-	(7 737 017)	(1 601 760)	82,85
Net cash from financing	ii	4 252 506	-	4 252 506	757 432	105 006	-	862 438	3 390 068	20,28
Net increase in cash and cash equivalents	iii	**1 340 587**	**-**	**1 340 587**	**3 288 955**	**-**	**-**	**3 288 955**	**(1 948 368)**	**245,34**
Cash/cash equivalents at year-end		**8 628 162**	**-**	**8 628 162**	**10 576 530**	**-**	**-**	**10 576 530**	**(1 948 368)**	**122,58**
CAPITAL EXPENDITURE	38.6									
Community Services and Health	i	347 776	-	347 776	310 514	-	-	310 514	(37 262)	89,29
Corporate Services		436 614	-	436 614	420 495	-	-	420 495	(16 119)	96,31
Economic Growth	ii	127 449	-	127 449	94 371	-	-	94 371	(33 078)	74,05
Energy	iii	1 218 502	-	1 218 502	1 063 369	-	-	1 063 369	(155 133)	87,27
Finance		77 873	-	77 873	75 738	-	-	75 738	(2 135)	97,26
Future Planning and Resilience	iv	26 405	-	26 405	25 034	-	-	25 034	(1 371)	94,81
Human Settlements	v	1 094 530	-	1 094 530	939 469	-	-	939 469	(155 061)	85,83
Office of the City Manager		6 211	-	6 211	6 015	-	-	6 015	(196)	96,83
Safety and Security		472 532	-	472 532	467 103	-	(898)	466 205	(6 327)	98,66
Spatial Planning and Environment	vi	301 989	-	301 989	268 940	-	-	268 940	(33 049)	89,06
Urban Mobility	vii	2 156 762	-	2 156 762	1 583 173	-	-	1 583 173	(573 589)	73,41
Urban Waste Management	viii	416 696	-	416 696	330 954	-	53 689	384 643	(32 053)	92,31
Water and Sanitation	ix	4 713 049	-	4 713 049	3 713 424	-	-	3 713 424	(999 625)	78,79
TOTAL		**11 396 388**	**-**	**11 396 388**	**9 298 599**	**-**	**52 791**	**9 351 390**	**(2 044 998)**	**82,06**[1]

1 *The underspend on capital expenditure is mainly due to contractual contingency provisions that were included in the budget, but remained unspent. These contingencies, intended to cover unforeseen risks, are subject to strict access controls, and their underspend reflects prudent financial management and effective project management. Refer to note 38.6 for more details.*

SEGMENT REPORT

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

	2025											
	Energy	Water and Sanitation	Urban Waste	Human Settlements	Urban Mobility	Governance, planning and community services	Inter-segment offsetting	**TOTAL CITY OF CAPE TOWN**	CTICC	CTS	Atlantis SEZ	Inter-company offsetting	**TOTAL ECONOMIC ENTITY**
STATEMENT OF FINANCIAL POSITION													
ASSETS													
Non-current assets	14 102 514	21 664 102	3 534 338	6 008 242	17 974 292	12 566 299	-	**75 849 787**	950 832	-	-	(432 769)	**76 367 850**
Current assets	7 460 620	1 588 756	2 301 227	265 765	71 291	75 395 907	(63 926 584)	**23 156 982**	289 397	34 021	-	21 187	**23 501 587**
TOTAL ASSETS	**21 563 134**	**23 252 858**	**5 835 565**	**6 274 007**	**18 045 583**	**87 962 206**	**-**	**99 006 769**	**1 240 229**	**34 021**	**-**	**(411 582)**	**99 869 437**
LIABILITIES													
Non-current liabilities	5 820 190	11 021 976	3 043 819	617 217	963 249	14 258 909	(22 585 825)	**13 139 535**	371	-	-	(371)	**13 139 535**
Current liabilities	3 175 922	3 800 405	672 612	7 714 259	31 690 131	7 432 299	(41 340 759)	**13 144 869**	111 593	39 971	-	27 178	**13 323 611**
TOTAL LIABILITIES	**8 996 112**	**14 822 381**	**3 716 431**	**8 331 476**	**32 653 380**	**21 691 208**	**-**	**26 284 404**	**111 964**	**39 971**	**-**	**26 807**	**26 463 146**
ADDITIONS TO PPE AND OTHER ASSETS	**1 063 268**	**3 722 278**	**330 957**	**911 033**	**1 603 971**	**1 667 092**	**-**	**9 298 599**	**46 927**	**-**	**-**	**-**	**9 345 526**
STATEMENT OF FINANCIAL PERFORMANCE													
REVENUE													
Exchange revenue	**22 711 211**	**8 119 317**	**1 557 613**	**193 132**	**534 697**	**3 008 473**	**-**	**36 124 443**	**498 856**	**71 119**	**-**	**(82 973)**	**36 611 445**
Service charges	22 513 508	7 810 475	1 468 458	(78)	377 175	356 275	-	**32 525 813**	37 119	3 612	-	(56 564)	**32 509 980**
Rental of letting stock and facilities	34	275	-	180 145	408	354 418	-	**535 280**	219 283	62 688	-	-	**817 251**
Finance income	53 477	239 036	38 333	76	8 019	1 582 301	-	**1 921 242**	20 674	1 924	-	-	**1 943 840**
Licences and permits	-	-	-	-	7 910	33 795	-	**41 705**	-	-	-	-	**41 705**
Income from agency services	-	-	-	-	-	288 826	-	**288 826**	-	-	-	-	**288 826**
Other income	141 583	66 024	21 462	12 642	140 302	161 940	-	**543 953**	221 706	2 895	-	(26 409)	**742 145**
Gains on disposal of PPE	2 609	3 507	29 360	347	883	230 918	-	**267 624**	74	-	-	-	**267 698**
Non-exchange revenue	**198 232**	**1 746 046**	**609 150**	**1 461 099**	**1 854 075**	**22 014 390**	**-**	**27 882 992**	**-**	**29 562**	**-**	**(35 097)**	**27 877 457**
Service charges	-	30 720	11 270	-	-	-	-	**41 990**	-	-	-	-	**41 990**
Finance income	-	-	-	-	-	145 735	-	**145 735**	-	-	-	-	**145 735**
Other income	-	-	-	-	-	572 305	-	**572 305**	-	10 083	-	(10 083)	**572 305**
Property rates	-	-	-	-	-	12 791 912	-	**12 791 912**	-	-	-	(5 535)	**12 786 377**
Fuel levy	-	-	-	-	-	2 749 549	-	**2 749 549**	-	-	-	-	**2 749 549**
Fines	8	584	642	127	3 223	2 006 083	-	**2 010 667**	-	-	-	-	**2 010 667**
Government grants and subsidies	198 224	1 695 196	597 238	1 227 827	1 802 689	3 732 849	-	**9 254 023**	-	-	-	-	**9 254 023**
Construction contracts	-	-	-	233 145	-	-	-	**233 145**	-	-	-	-	**233 145**
Public contributions	-	19 546	-	-	48 163	15 957	-	**83 666**	-	19 479	-	(19 479)	**83 666**
Inter-segment revenue	**1 018 752**	**2 948 024**	**3 122 324**	**18 576**	**1 064**	**4 984 571**	**(12 093 311)**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL REVENUE	**23 928 195**	**12 813 387**	**5 289 087**	**1 672 807**	**2 389 836**	**30 007 434**	**(12 093 311)**	**64 007 435**	**498 856**	**100 681**	**-**	**(118 070)**	**64 488 902**

SEGMENT REPORT (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

	2025												
	Energy	Water and Sanitation	Urban Waste	Human Settlements	Urban Mobility	Governance, planning and community services	Inter-segment offsetting	TOTAL CITY OF CAPE TOWN	CTICC	CTS	Atlantis SEZ	Inter-company offsetting	TOTAL ECONOMIC ENTITY
EXPENDITURE	**19 635 188**	**7 688 796**	**3 750 563**	**1 670 179**	**4 372 868**	**21 448 509**	**-**	**58 566 103**	**306 534**	**99 718**	**-**	**(117 535)**	**58 854 820**
Employee-related costs	1 642 762	2 550 184	1 476 502	535 122	994 182	11 330 309	-	**18 529 061**	105 197	4 165	-	-	**18 638 423**
Remuneration of councillors	-	-	-	-	-	175 737	-	**175 737**	874	428	-	-	**177 039**
Impairment	191 630	743 170	107 892	70 762	74	1 961 989	-	**3 075 517**	(100 070)	-	-	-	**2 975 447**
Collection costs	68 169	8 419	1 896	-	-	183 773	-	**262 257**	-	1 453	-	-	**263 710**
Depreciation and amortisation expense	497 151	811 901	254 793	187 225	823 115	1 199 830	-	**3 774 015**	48 230	-	-	-	**3 822 245**
Finance costs	-	-	44 829	-	-	801 994	-	**846 823**	-	-	-	-	**846 823**
Bulk purchases	16 333 059	178 434	-	-	-	-	-	**16 511 493**	-	-	-	-	**16 511 493**
Contracted services	320 705	1 018 750	886 863	10 201	1 198 324	322 982	-	**3 757 825**	29 386	7 695	-	(410)	**3 794 496**
Grants and subsidies paid	4 150	48 207	3 900	-	-	267 390	-	**323 647**	-	-	-	(19 479)	**304 168**
General expenses	577 152	2 328 098	973 204	865 395	1 357 106	5 201 303	-	**11 302 258**	222 917	85 977	-	(97 646)	**11 513 506**
Loss on disposal of PPE	410	1 633	684	1 474	67	3 202	-	**7 470**	-	-	-	-	**7 470**
Inter-segment expenses	**3 119 469**	**3 835 244**	**1 034 626**	**466 372**	**213 582**	**3 424 018**	**(12 093 311)**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL EXPENDITURE	**22 754 657**	**11 524 040**	**4 785 189**	**2 136 551**	**4 586 450**	**24 872 527**	**(12 093 311)**	**58 566 103**	**306 534**	**99 718**	**-**	**(117 535)**	**58 854 820**
Surplus/(deficit)	**1 173 538**	**1 289 347**	**503 898**	**(463 744)**	**(2 196 614)**	**5 134 907**	**-**	**5 441 332**	**192 322**	**963**	**-**	**(535)**	**5 634 082**
Activity-based costing	20 105	(1 873)	34 083	33 910	109 424	(195 649)	-	**-**	-	-	-	-	**-**
Support services	402 909	863 535	483 784	297 574	367 367	(2 415 169)	-	**-**	-	-	-	-	**-**
Surplus/(deficit) from operations	**750 524**	**427 685**	**(13 969)**	**(795 228)**	**(2 673 405)**	**7 745 725**	**-**	**5 441 332**	**192 322**	**963**	**-**	**(535)**	**5 634 082**
Share of surplus in associate	-	-	-	-	-	-	-	**-**	-	-	29 332	-	**29 332**
Taxation	-	-	-	-	-	-	-	**-**	(54 537)	-	-	-	**(54 537)**
Attributable to non-controlling interest	-	-	-	-	-	-	-	**-**	(36 709)	-	-	-	**(36 709)**
NET SURPLUS/(DEFICIT) FROM OPERATIONS	**750 524**	**427 685**	**(13 969)**	**(795 228)**	**(2 673 405)**	**7 745 725**	**-**	**5 441 332**	**101 076**	**963**	**29 332**	**(535)**	**5 572 168**

SEGMENT REPORT (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

	2024											
	Energy	Water and Sanitation	Urban Waste	Human Settlements	Urban Mobility	Governance, planning and community services	Inter-segment offsetting	**TOTAL CITY OF CAPE TOWN**	CTICC	CTS	Atlantis SEZ	Inter-company offsetting	**TOTAL ECONOMIC ENTITY**
STATEMENT OF FINANCIAL POSITION													
ASSETS													
Non-current assets	13 284 286	18 637 618	3 497 029	5 440 528	17 064 681	12 447 727	-	**70 371 869**	907 524	-	-	(465 136)	**70 814 257**
Current assets	6 737 832	2 191 949	1 733 298	118 787	76 303	65 237 710	(54 814 257)	**21 281 622**	188 616	26 189	-	27 212	**21 523 639**
TOTAL ASSETS	**20 022 118**	**20 829 567**	**5 230 327**	**5 559 315**	**17 140 984**	**77 685 437**	**(54 814 257)**	**91 653 491**	**1 096 140**	**26 189**	**-**	**(437 924)**	**92 337 896**
LIABILITIES													
Non-current liabilities	5 519 053	10 199 754	2 419 990	479 013	818 796	10 843 261	(19 879 556)	**10 400 311**	486	-	-	(486)	**10 400 311**
Current liabilities	2 686 567	2 627 021	677 234	6 342 543	28 256 580	8 316 903	(34 934 701)	**13 972 147**	101 904	33 102	-	33 018	**14 140 171**
TOTAL LIABILITIES	**8 205 620**	**12 826 775**	**3 097 224**	**6 821 556**	**29 075 376**	**19 160 164**	**(54 814 257)**	**24 372 458**	**102 390**	**33 102**	**-**	**32 532**	**24 540 482**
ADDITIONS TO PPE AND OTHER ASSETS	**1 111 045**	**3 345 544**	**584 546**	**867 224**	**1 615 585**	**1 866 827**	**-**	**9 390 771**	**43 829**	**-**	**-**	**-**	**9 434 600**
STATEMENT OF FINANCIAL PERFORMANCE													
REVENUE													
Exchange revenue	**20 107 558**	**7 584 903**	**1 434 483**	**215 738**	**464 267**	**2 812 632**	**-**	**32 619 581**	**434 142**	**44 038**	**-**	**(103 460)**	**32 994 301**
Service charges	19 948 137	7 306 325	1 373 833	298	332 366	352 033	-	**29 312 992**	31 406	6 307	-	(48 871)	**29 301 834**
Rental of letting stock and facilities	29	271	-	202 243	573	262 653	-	**465 769**	177 281	30 555	-	-	**673 605**
Finance income	36 058	223 749	40 037	125	12 127	1 590 776	-	**1 902 872**	12 815	1 625	-	-	**1 917 312**
Licences and permits	-	-	-	-	10 737	32 876	-	**43 613**	-	-	-	-	**43 613**
Income from agency services	-	-	-	-	-	278 170	-	**278 170**	-	-	-	-	**278 170**
Other income	120 806	49 696	17 570	12 626	107 742	154 810	-	**463 250**	212 640	5 551	-	(54 589)	**626 852**
Gains on disposal of PPE	2 528	4 862	3 043	446	722	141 314	-	**152 915**	-	-	-	-	**152 915**
Non-exchange revenue	**194 032**	**1 698 421**	**658 411**	**1 416 246**	**1 810 731**	**20 559 456**	**-**	**26 337 297**	**-**	**42 540**	**-**	**(47 648)**	**26 332 189**
Service charges	-	31 159	11 220	-	-	-	-	**42 379**	-	-	-	-	**42 379**
Finance income	-	-	-	-	-	137 912	-	**137 912**	-	-	-	-	**137 912**
Other income	-	-	-	-	-	365 552	-	**365 552**	-	9 344	-	(9 344)	**365 552**
Property rates	-	-	-	-	-	11 986 459	-	**11 986 459**	-	-	-	(5 108)	**11 981 351**
Fuel levy	-	-	-	-	-	2 639 290	-	**2 639 290**	-	-	-	-	**2 639 290**
Fines	3 165	3 023	9 051	6 629	7 796	1 880 696	-	**1 910 360**	-	-	-	-	**1 910 360**
Government grants and subsidies	190 867	1 661 218	638 140	1 148 390	1 611 853	3 524 199	-	**8 774 667**	-	-	-	-	**8 774 667**
Construction contracts	-	-	-	261 227	-	-	-	**261 227**	-	-	-	-	**261 227**
Public contributions	-	3 021	-	-	191 082	25 348	-	**219 451**	-	33 196	-	(33 196)	**219 451**
Inter-segment revenue	**885 162**	**2 440 931**	**2 862 122**	**9 234**	**2 656**	**4 385 444**	**(10 585 549)**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL REVENUE	**21 186 752**	**11 724 255**	**4 955 016**	**1 641 218**	**2 277 654**	**27 757 532**	**(10 585 549)**	**58 956 878**	**434 142**	**86 578**	**-**	**(151 108)**	**59 326 490**

SEGMENT REPORT (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

	2024												
	Energy	Water and Sanitation	Urban Waste	Human Settlements	Urban Mobility	Governance, planning and community services	Inter-segment offsetting	TOTAL CITY OF CAPE TOWN	CTICC	CTS	Atlantis SEZ	Inter-company offsetting	TOTAL ECONOMIC ENTITY
EXPENDITURE	**16 932 768**	**7 326 014**	**3 522 246**	**1 577 782**	**4 295 067**	**19 746 109**	**-**	**53 399 986**	**245 891**	**92 434**	**-**	**(120 562)**	**53 617 749**
Employee-related costs	1 508 797	2 470 578	1 380 905	485 520	928 297	10 333 238	-	**17 107 335**	91 063	1 704	-	-	**17 200 102**
Remuneration of councillors	-	-	-	-	-	173 249	-	**173 249**	743	499	-	-	**174 491**
Impairment	127 198	727 803	119 749	142 467	269	1 782 581	-	**2 900 067**	(101 532)	-	-	-	**2 798 535**
Collection costs	62 467	7 726	2 059	-	-	213 121	-	**285 373**	-	1 513	-	-	**286 886**
Depreciation and amortisation expense	475 846	711 275	215 669	165 399	781 598	1 115 006	-	**3 464 793**	43 426	-	-	-	**3 508 219**
Finance costs	-	-	44 183	-	-	784 524	-	**828 707**	-	-	-	-	**828 707**
Bulk purchases	13 941 386	136 678	-	-	-	-	-	**14 078 064**	-	-	-	-	**14 078 064**
Contracted services	244 079	935 489	760 652	10 286	1 197 145	298 484	-	**3 446 135**	23 388	7 216	-	(388)	**3 476 351**
Grants and subsidies paid	1 900	28 216	2 600	-	-	296 488	-	**329 204**	-	-	-	(33 196)	**296 008**
General expenses	570 588	2 306 601	996 223	772 009	1 387 587	4 745 809	-	**10 778 817**	188 803	81 502	-	(86 978)	**10 962 144**
Loss on disposal of PPE	507	1 648	206	2 101	171	3 609	-	**8 242**	-	-	-	-	**8 242**
Inter-segment expenses	**2 992 424**	**3 081 048**	**888 294**	**389 919**	**148 403**	**3 085 461**	**(10 585 549)**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL EXPENDITURE	**19 925 192**	**10 407 062**	**4 410 540**	**1 967 701**	**4 443 470**	**22 831 570**	**(10 585 549)**	**53 399 986**	**245 891**	**92 434**	**-**	**(120 562)**	**53 617 749**
Surplus/(deficit)	**1 261 560**	**1 317 193**	**544 476**	**(326 483)**	**(2 165 816)**	**4 925 962**	**-**	**5 556 892**	**188 251**	**(5 856)**	**-**	**(30 546)**	**5 708 741**
Activity-based costing	22 814	23 701	49 756	49 275	149 186	(294 732)	-	**-**	-	-	-	-	**-**
Support services	346 177	770 438	395 932	264 829	312 174	(2 089 550)	-	**-**	-	-	-	-	**-**
Surplus/(deficit) from operations	**892 569**	**523 054**	**98 788**	**(640 587)**	**(2 627 176)**	**7 310 244**	**-**	**5 556 892**	**188 251**	**(5 856)**	**-**	**(30 546)**	**5 708 741**
Share of surplus in associate	-	-	-	-	-	-	-	**-**	-	-	17 774	-	**17 774**
Taxation	-	-	-	-	-	-	-	**-**	46 425	-	-	-	**46 425**
Attributable to non-controlling interest	-	-	-	-	-	-	-	**-**	(64 045)	-	-	-	**(64 045)**
NET SURPLUS/(DEFICIT) FROM OPERATIONS	**892 569**	**523 054**	**98 788**	**(640 587)**	**(2 627 176)**	**7 310 244**	**-**	**5 556 892**	**170 631**	**(5 856)**	**17 774**	**(30 546)**	**5 708 895**

1 In the current financial year, the reportable segments were revised to better align with how executive management and Council assess performance and make strategic decisions. Prior-year figures have been revised accordingly to reflect the new segments.

SEGMENT REPORT (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

DESCRIPTION OF SEGMENTS AND PRINCIPAL ACTIVITIES

The following summary describes the principal activities and operations of each reportable segment.

REPORTABLE SEGMENTS	PRINCIPAL ACTIVITIES AND OPERATIONS
Energy	Distributing electricity to residential, commercial and industrial customers in Cape Town, and providing the link between Eskom and electricity consumers. Constructing and maintaining the equipment that transforms the power supply for consumers' needs.
Water and sanitation	Providing residents, business and industry with clean, safe and reliable drinking water. This entails many diverse activities, from the management of water catchment areas and water storage to distribution. Treating wastewater and safely disposing of it back into the environment.
Urban waste	Collecting and disposing of waste in a safe manner, as required by legislation. Ensuring the general cleanliness of the city's streets and public spaces.
Human settlements	Providing sustainable human settlements by delivering adequate housing and upgrading informal settlements.
Urban mobility	Managing and improving the city's transportation systems and public mobility infrastructure, while ensuring a more integrated, safe, accessible, and sustainable transport network.
Governance, planning and community services	All aspects of governance and financial administration in the City, including urban planning and development, public safety, and community services. These functions involve a wide range of activities carried out by various departments.
CTICC	Providing facilities to host conferences and conventions, with the objective of promoting Cape Town as a tourism city.
CTS	Managing and operating Cape Town Stadium on behalf of the City. The vision is to provide a world-class facility for the hosting of major sports events and become the premium venue of choice.

ALLOCATION OF ASSETS, LIABILITIES, REVENUE AND EXPENDITURE

The allocation of assets, liabilities, revenue and expenditure to the various segments is consistent with management's internal reporting and decision-making, which is considered a reasonable basis for allocation.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

1. FINANCIAL RISK MANAGEMENT

Exposure to currency, interest rate, liquidity and credit risk arises in the normal course of the Entity's operations. This note presents information about the Entity's exposure to each of the above risks, the policies and processes for measuring and managing risk, as well as the Entity's management of capital. Further quantitative disclosures are included throughout these financial statements.

The accounting policy for financial instruments was applied to the following statement of financial position items:

	ECONOMIC ENTITY			
	Amortised cost	Fair value	Total carrying amount	Fair value
2025				
Financial assets				
Investments	373 292	7 217 503	7 590 795	7 567 862
Long-term receivables	158	-	158	158
Contractual receivables	4 600 262	-	4 600 262	4 600 262
Cash and cash equivalents	9 395 117	1 462 672	10 857 789	10 857 789
TOTAL	**14 368 829**	**8 680 175**	**23 049 004**	**23 026 071**
Statutory assets				
Receivables	**3 200 480**	-	**3 200 480**	**3 200 480**
2024				
Financial assets				
Investments	2 145 941	7 010 219	9 156 160	9 175 606
Long-term receivables	438	-	438	438
Contractual receivables	4 484 939	-	4 484 939	4 484 939
Cash and cash equivalents	5 793 802	1 651 288	7 445 090	7 445 090
TOTAL	**12 425 120**	**8 661 507**	**21 086 627**	**21 106 073**
Statutory assets				
Receivables	**3 198 319**	-	**3 198 319**	**3 198 319**

1. FINANCIAL RISK MANAGEMENT (CONTINUED)

	CITY OF CAPE TOWN				
	Amortised cost	Fair value	Cost	Total carrying amount	Fair value
2025					
Financial assets					
Investments	373 292	7 217 503	327 935	7 918 730	7 895 797
Long-term receivables	158	-	-	158	158
Contractual receivables	4 536 757	-	-	4 536 757	4 536 757
Cash and cash equivalents	9 113 858	1 462 672	-	10 576 530	10 576 530
TOTAL	**14 024 065**	**8 680 175**	**327 935**	**23 032 175**	**23 009 242**
Statutory assets					
Receivables	**3 206 736**	-	-	**3 206 736**	**3 206 736**
2024					
Financial assets					
Investments	2 145 941	7 010 219	327 935	9 484 095	9 503 541
Long-term receivables	438	-	-	438	438
Contractual receivables	4 408 581	-	-	4 408 581	4 408 581
Cash and cash equivalents	5 636 287	1 651 288	-	7 287 575	7 287 575
TOTAL	**12 191 247**	**8 661 507**	**327 935**	**21 180 689**	**21 200 135**
Statutory assets					
Receivables	**3 199 138**	-	-	**3 199 138**	**3 199 138**

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

1. FINANCIAL RISK MANAGEMENT (CONTINUED)

	ECONOMIC ENTITY		
	Amortised cost	Total carrying amount	Fair value
2025			
Non-derivative financial liabilities			
Borrowings	7 291 432	7 291 432	7 147 150
Payables	7 328 353	7 328 353	7 328 353
TOTAL	**14 619 785**	**14 619 785**	**14 475 503**
Derivative financial liabilities			
Forward exchange contracts	**16 223**	**16 223**	**16 223**
2024			
Non-derivative financial liabilities			
Borrowings	6 697 334	6 697 334	6 608 708
Payables	7 019 362	7 019 362	7 019 362
TOTAL	**13 716 696**	**13 716 696**	**13 628 070**
Derivative financial liabilities			
Forward exchange contracts	**4 247**	**4 247**	**4 247**

	CITY OF CAPE TOWN		
	Amortised cost	Total carrying amount	Fair value
2025			
Non-derivative financial liabilities			
Borrowings	7 291 432	7 291 432	7 147 150
Payables	7 242 627	7 242 627	7 242 627
TOTAL	**14 534 059**	**14 534 059**	**14 389 777**
Derivative financial liabilities			
Forward exchange contracts	**16 223**	**16 223**	**16 223**
2024			
Non-derivative financial liabilities			
Borrowings	6 697 334	6 697 334	6 608 708
Payables	6 947 877	6 947 877	6 947 877
TOTAL	**13 645 211**	**13 645 211**	**13 556 585**
Derivative financial liabilities			
Forward exchange contracts	**4 247**	**4 247**	**4 247**

1. FINANCIAL RISK MANAGEMENT (CONTINUED)

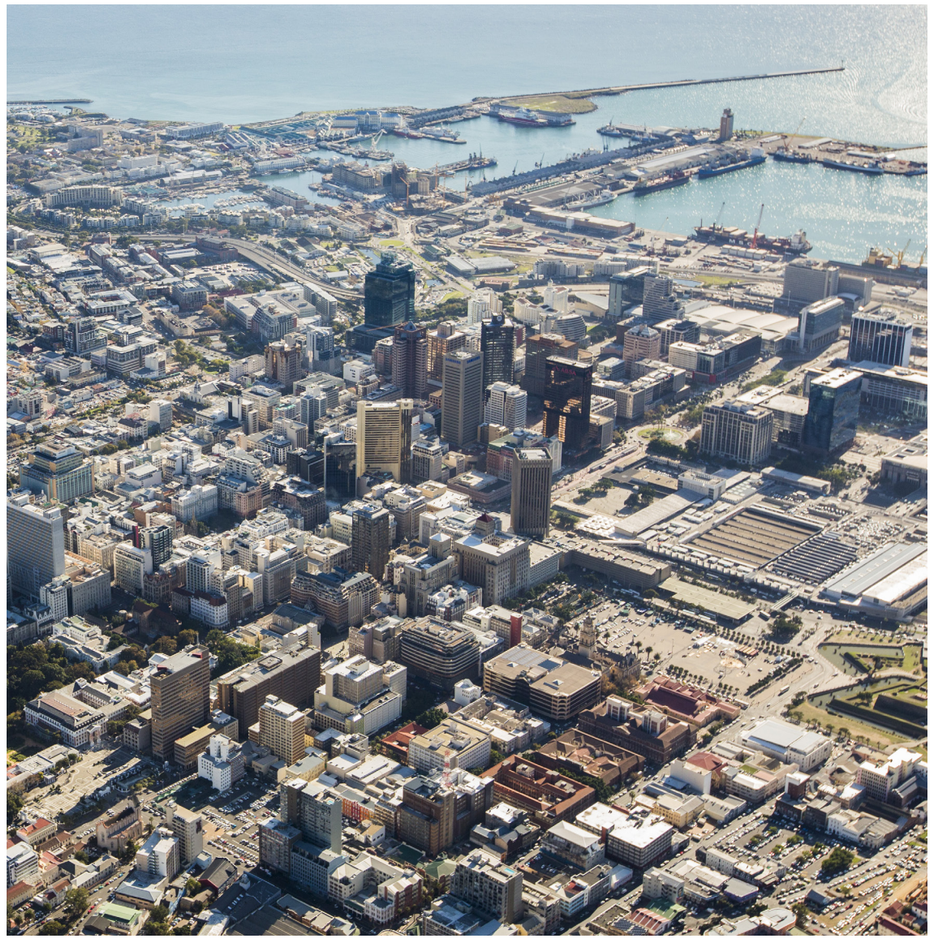
1.1 FAIR VALUES

The following table analyses financial instruments carried at fair value at the end of the reporting period, by level of fair-value hierarchy. The different levels are based on the extent to which quoted prices are used in the calculation of the fair value of the financial instruments, and have been defined as follows:

Level 1: Fair values are based on quoted market prices (unadjusted) in active markets for an identical instrument.

Level 2: Fair values are calculated using valuation techniques based on observable inputs, either directly (i.e. as prices) or indirectly (i.e. derived from prices). This category includes instruments valued using quoted market prices in active markets for similar instruments, quoted prices for identical or similar instruments in markets that are considered less than active, or other valuation techniques where all significant inputs are directly or indirectly observable from market data.

Level 3: Fair values are based on valuation techniques using significant unobservable inputs. This category includes all instruments where the valuation technique includes inputs not based on observable data, and the unobservable inputs have a significant effect on the instrument's valuation. Also, this category includes instruments that are valued based on quoted prices for similar instruments, where significant unobservable adjustments or assumptions are required to reflect differences between the instruments.



NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

1. FINANCIAL RISK MANAGEMENT (CONTINUED)

1.1 FAIR VALUES (CONTINUED)

	ECONOMIC ENTITY			
	Level 1	Level 2	Level 3	Total
2025				
Financial assets				
Investments	2 726 972	4 490 531	-	7 217 503
Cash and cash equivalents	-	1 462 672	-	1 462 672
TOTAL	**2 726 972**	**5 953 203**	**-**	**8 680 175**
Financial liabilities				
Borrowings	**7 291 432**	**-**	**-**	**7 291 432**
Derivative financial liabilities				
Forward exchange contracts	**16 223**	**-**	**-**	**16 223**
2024				
Financial assets				
Investments	2 542 338	4 467 881	-	7 010 219
Cash and cash equivalents	-	1 651 288	-	1 651 288
TOTAL	**2 542 338**	**6 119 169**	**-**	**8 661 507**
Financial liabilities				
Borrowings	**6 697 334**	**-**	**-**	**6 697 334**
Derivative financial liabilities				
Forward exchange contracts	**4 247**	**-**	**-**	**4 247**

	CITY OF CAPE TOWN			
	Level 1	Level 2	Level 3	Total
2025				
Financial assets				
Investments	2 726 972	4 490 531	-	7 217 503
Cash and cash equivalents	-	1 462 672	-	1 462 672
TOTAL	**2 726 972**	**5 953 203**	**-**	**8 680 175**
Financial liabilities				
Borrowings	**7 291 432**	**-**	**-**	**7 291 432**
Derivative financial liabilities				
Forward exchange contracts	**16 223**	**-**	**-**	**16 223**
2024				
Financial assets				
Investments	2 542 338	4 467 881	-	7 010 219
Cash and cash equivalents	-	1 651 288	-	1 651 288
TOTAL	**2 542 338**	**6 119 169**	**-**	**8 661 507**
Financial liabilities				
Borrowings	**6 697 334**	**-**	**-**	**6 697 334**
Derivative financial liabilities				
Forward exchange contracts	**4 247**	**-**	**-**	**4 247**

1. FINANCIAL RISK MANAGEMENT (CONTINUED)

1.2 LIQUIDITY RISK

Liquidity risk is the risk of the Entity not being able to meet its obligations as they fall due. The Entity's approach to managing liquidity risk is to ensure that sufficient cash is available to meet its expected operating expenses and liabilities when due, without incurring unacceptable losses or risking damage to the Entity's reputation. This is achieved by using cash flow forecasts.

The following are contractual liabilities of which interest is included in borrowings:

	ECONOMIC ENTITY			
	Up to 1 year	1–5 years	>5 years	Total
2025				
Non-derivative financial liabilities	**8 767 996**	**4 525 506**	**5 829 516**	**19 123 018**
Borrowings	1 439 643	4 525 506	5 829 516	11 794 665
Capital repayments	761 578	2 459 745	4 070 109	7 291 432
Interest	678 065	2 065 761	1 759 407	4 503 233
Payables	7 328 353	-	-	7 328 353
Derivative liabilities	**16 223**	**-**	**-**	**16 223**
Forward exchange contracts	16 223	-	-	16 223
TOTAL	**8 784 219**	**4 525 506**	**5 829 516**	**19 139 241**

	CITY OF CAPE TOWN			
	Up to 1 year	1–5 years	>5 years	Total
2025				
Non-derivative financial liabilities	**8 682 270**	**4 525 506**	**5 829 516**	**19 037 292**
Borrowings	1 439 643	4 525 506	5 829 516	11 794 665
Capital repayments	761 578	2 459 745	4 070 109	7 291 432
Interest	678 065	2 065 761	1 759 407	4 503 233
Payables	7 242 627	-	-	7 242 627
Derivative liabilities	**16 223**	**-**	**-**	**16 223**
Forward exchange contracts	16 223	-	-	16 223
TOTAL	**8 698 493**	**4 525 506**	**5 829 516**	**19 053 515**

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

1. FINANCIAL RISK MANAGEMENT (CONTINUED)

1.3 CREDIT RISK

Credit risk is the risk of financial loss to the Entity if customers or counterparties to financial instruments fail to meet their contractual obligations, and arises principally from the Entity's investments, receivables, and cash and cash equivalents.

The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk as at 30 June was as follows:

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	2024	**2025**	2024
FINANCIAL ASSETS	**23 049 004**	**21 086 627**	**22 704 240**	**20 852 754**
Investments	7 590 795	9 156 160	7 590 795	9 156 160
Long-term receivables – see note 7	158	438	158	438
Contractual receivables	4 600 262	4 484 939	4 536 757	4 408 581
Cash and cash equivalents	10 857 789	7 445 090	10 576 530	7 287 575
STATUTORY ASSETS				
Receivables	3 200 480	3 198 319	3 206 736	3 199 138
TOTAL	**26 249 484**	**24 284 946**	**25 910 976**	**24 051 892**

INVESTMENTS, AND CASH AND CASH EQUIVALENTS

The Entity limits its exposure to credit risk by investing with only reputable financial institutions that have a sound credit rating, and within specific guidelines set in accordance with Council's approved investment policy. Consequently, the Entity does not consider there to be any significant exposure to credit risk.

LONG-TERM RECEIVABLES

Loans were granted and are managed in accordance with policies and regulations as set out in note 7. The associated interest rates and repayments are clearly defined and, where appropriate, the Entity obtains certain suitable forms of security when granting loans. Allowances for impairment are made in certain instances. No further loans have been awarded.

RECEIVABLES

Receivables are amounts owing by consumers, and are presented net of impairment losses. The Entity has a credit risk policy in place, and the exposure to credit risk is monitored on an ongoing basis. The Entity is compelled in terms of its constitutional mandate to provide all its residents with basic minimum services, without recourse to an assessment of creditworthiness. The objectives, policies and processes for managing and measuring the Entity's risk during the year in review have remained stable. The Entity's strategy for managing risk is inherent in its credit control and debt collection as well as tariff policy measures, which include encouraging residents to install prepaid electricity meters. In certain instances, a deposit is required for new service connections.

1. FINANCIAL RISK MANAGEMENT (CONTINUED)

1.3 CREDIT RISK (CONTINUED)

RECEIVABLES (CONTINUED)

The Entity's maximum exposure to credit risk is represented by the carrying value of each financial asset in the statement of financial position. The Entity has no significant concentration of credit risk, with exposure spread over multiple consumers and not concentrated in any particular sector or geographic area. The Entity establishes an allowance for impairment that represents its estimate of anticipated losses in respect of receivables. The outstanding amounts of the ten largest trade debtors represent R275,14 million (2024: R276,40 million). The average credit period on services rendered is 30 days from date of invoice. Interest is raised at prime plus 1% on any unpaid accounts after the due date. Receivables are provided for based on estimated irrecoverable amounts, as explained in the accounting policy. Additional information relating to the analysis of receivables is given in note 9.

Payments on accounts of consumer debtors who are unable to pay due to an adverse change in their circumstances are renegotiated as part of an ongoing customer relationship. Traffic fines can be disputed in writing, which can lead to a renegotiated fine.

1.4 CAPITAL MANAGEMENT

The primary objective of managing the Entity's capital is to ensure that there is sufficient cash available to support the Entity's funding requirements, including capital expenditure, so that the Entity remains financially sound. This is done by means of the following key ratios:

- **Cost coverage ratio**, which is used to calculate the Entity's ability to meet its monthly operating commitments from cash and short-term investments without collecting any additional revenue during that month
- **Net-debt-to-income ratio**, which is used to determine the affordability of total borrowings to be funded from operating revenue

1.5 PRICE RISK

The Entity is exposed to price risk because of investments held by the Entity and classified as financial instruments carried at fair value. The Entity is not exposed to commodity price risk. To manage its price risk arising from investments, the Entity diversifies its portfolio. Diversification of the portfolio is done in accordance with the limits set by the Entity. The exposure to price risk is not material to the Entity and, consequently, is not elaborated on any further.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

1. FINANCIAL RISK MANAGEMENT (CONTINUED)

1.6 MARKET RISK

Market risk is the risk that changes in market prices, such as interest rates and foreign-exchange rates, may affect the Entity's income or the value of its financial instrument holdings. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on the risk.

1.6.1 INTEREST RATE RISK

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument may fluctuate because of changes in market interest rates. The Entity's exposure to the risk of changes in market rates relates primarily to the Entity's investments with floating interest rates.

The effective rates on financial instruments as at 30 June 2025 were as follows:

MATURITY OF INTEREST-BEARING ASSETS/LIABILITIES

		ECONOMIC ENTITY			
	Weighted average interest rate %	1 year or less	1–5 years	>5 years	Total
FINANCIAL ASSETS					
Investments	9,25	5 133 354	3 700 915	219 198	9 053 467
Cash and cash equivalents	7,73	9 395 117	-	-	9 395 117
TOTAL		**14 528 471**	**3 700 915**	**219 198**	**18 448 584**
Financial liabilities					
Borrowings	9,44	**761 578**	**2 459 745**	**4 070 109**	**7 291 432**

MATURITY OF INTEREST-BEARING ASSETS/LIABILITIES

		CITY OF CAPE TOWN			
	Weighted average interest rate %	1 year or less	1–5 years	>5 years	Total
FINANCIAL ASSETS					
Investments	9,25	5 133 354	3 700 915	219 198	9 053 467
Cash and cash equivalents	7,73	9 113 858	-	-	9 113 858
TOTAL		**14 247 212**	**3 700 915**	**219 198**	**18 167 325**
Financial liabilities					
Borrowings	9,44	**761 578**	**2 459 745**	**4 070 109**	**7 291 432**

1. FINANCIAL RISK MANAGEMENT (CONTINUED)

1.6 MARKET RISK (CONTINUED)

1.6.1 INTEREST RATE RISK (CONTINUED)

SENSITIVITY ANALYSIS

Financial assets

As at 30 June 2025, if the weighted average interest rate at that date had been 100 basis points higher, with all other variables held constant, the fair-value impact on the statement of financial performance would have been R195,24 million (2024: R152,54 million), with the opposite effect if the interest rate had been 100 basis points lower. The sensitivity analysis is performed by dividing the total investment interest earned for the year by the average interest rate earned to give the effect of a one-percent movement in interest rates.

Financial liabilities

As at 30 June 2025, if the interest rate on the Nedbank loan 830021027 at that date had been 100 basis points higher, with all other variables held constant, the fair-value impact on the statement of financial performance would have been R0,636 million (2024: R0,247 million), with the opposite effect if the interest rate had been 100 basis points lower. The sensitivity analysis is performed by computing the difference between the year's interest expense on the Nedbank loan at the current rate of 9,167% and at a rate of 1% higher/lower.

1.6.2 CURRENCY RISK

The Entity is exposed to foreign-currency risk through the importation of goods and services, either directly or indirectly, via the award of contracts to local importers. The Entity manages any material direct exposure to foreign-currency risk by entering into forward exchange contracts. The Entity manages its indirect exposure by requiring the local importer to take out a forward exchange contract at the time of procurement so as to predetermine the rand value of the contracted goods or services.

SENSITIVITY ANALYSIS

Financial liabilities

As at 30 June 2025, if the foreign-exchange rate at that date had been 5% higher, with all other variables held constant, the surplus for the year would have decreased by R9,61 million (2024: R8,70 million) due to the changes in the carrying value of the foreign-exchange liability at the reporting date, with the opposite effect if the foreign exchange rate had been 5% lower.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

2. PROPERTY, PLANT AND EQUIPMENT

ECONOMIC ENTITY	AS AT 30 JUNE 2025			As at 30 June 2024		
	Cost price	Accumulated depreciation	Carrying value	Cost price	Accumulated depreciation	Carrying value
Land and buildings	7 175 645	(2 361 070)	4 814 575	7 042 023	(2 373 199)	4 668 824
Infrastructure	72 790 989	(23 240 213)	49 550 776	66 533 167	(21 293 857)	45 239 310
Community	6 350 029	(2 256 899)	4 093 130	5 881 560	(2 123 638)	3 757 922
Other	16 960 356	(9 391 078)	7 569 278	15 686 368	(8 871 068)	6 815 300
Living resources	2 062	(950)	1 112	1 312	(802)	510
Service concession	6 436 473	(3 729 269)	2 707 204	6 376 347	(3 537 693)	2 838 654
Housing rental stock	3 570 804	(1 580 583)	1 990 221	3 437 764	(1 478 637)	1 959 127
TOTAL	**113 286 358**	**(42 560 062)**	**70 726 296**	**104 958 541**	**(39 678 894)**	**65 279 647**

RECONCILIATION

	Opening balance	Transfers/ adjustments	Additions	Disposals	Depreciation	Impairment	Carrying value
As at 30 June 2025							
Land and buildings	4 668 824	50 409	111 660	(189)	(105 796)	89 667	4 814 575
Infrastructure	45 239 310	(519 821)	6 778 131	(194)	(1 946 614)	(36)	49 550 776
Community	3 757 922	30 850	437 429	-	(132 539)	(532)	4 093 130
Other	6 815 300	276 811	1 693 684	(75 840)	(1 137 957)	(2 720)	7 569 278
Living resources	510	-	750	-	(148)	-	1 112
Service concession	2 838 654	(84)	85 081	(7 725)	(208 722)	-	2 707 204
Housing rental stock	1 959 127	14 592	132 567	(1 830)	(114 235)	-	1 990 221
TOTAL	**65 279 647**	**(147 243)**	**9 239 302**	**(85 778)**	**(3 646 011)**	**86 379**	**70 726 296**

(See annexure B for more details.)

As at 30 June 2024							
Land and buildings	4 292 206	61 273	279 995	(86)	(42 906)	78 342	4 668 824
Infrastructure	40 449 825	(25 533)	6 608 388	(33)	(1 793 337)	-	45 239 310
Community	3 639 578	32 568	210 539	-	(124 763)	-	3 757 922
Other	6 067 362	(88 342)	1 938 878	(39 178)	(1 056 820)	(6 600)	6 815 300
Living resources	206	-	340	-	(36)	-	510
Service concession	3 018 301	(3)	47 041	(168)	(226 517)	-	2 838 654
Housing rental stock	1 972 707	(14 823)	112 171	(2 341)	(108 587)	-	1 959 127
TOTAL	**59 440 185**	**(34 860)**	**9 197 352**	**(41 806)**	**(3 352 966)**	**71 742**	**65 279 647**

2. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

CITY OF CAPE TOWN	AS AT 30 JUNE 2025			As at 30 June 2024		
	Cost price	Accumulated depreciation	Carrying value	Cost price	Accumulated depreciation	Carrying value
Land and buildings	5 753 979	(1 518 541)	4 235 438	5 605 843	(1 429 167)	4 176 676
Infrastructure	72 790 989	(23 240 213)	49 550 776	66 533 167	(21 293 857)	45 239 310
Community	6 350 029	(2 256 899)	4 093 130	5 881 560	(2 123 638)	3 757 922
Other	16 733 239	(9 232 699)	7 500 540	15 473 277	(8 716 998)	6 756 279
Living resources	2 062	(950)	1 112	1 312	(802)	510
Service concession	6 436 473	(3 729 269)	2 707 204	6 376 347	(3 537 693)	2 838 654
Housing rental stock	3 570 804	(1 580 583)	1 990 221	3 437 764	(1 478 637)	1 959 127
TOTAL	**111 637 575**	**(41 559 154)**	**70 078 421**	**103 309 270**	**(38 580 792)**	**64 728 478**

RECONCILIATION

	Opening balance	Transfers/ adjustments	Additions	Disposals	Depreciation	Impairment	Carrying value
As at 30 June 2025							
Land and buildings	4 176 676	53 160	95 044	(100)	(78 442)	(10 900)	4 235 438
Infrastructure	45 239 310	(519 821)	6 778 131	(194)	(1 946 614)	(36)	49 550 776
Community	3 757 922	30 850	437 429	-	(132 539)	(532)	4 093 130
Other	6 756 279	276 811	1 667 074	(75 627)	(1 121 277)	(2 720)	7 500 540
Living resources	510	-	750	-	(148)	-	1 112
Service concession	2 838 654	(84)	85 081	(7 725)	(208 722)	-	2 707 204
Housing rental stock	1 959 127	14 592	132 567	(1 830)	(114 235)	-	1 990 221
TOTAL	**64 728 478**	**(144 492)**	**9 196 076**	**(85 476)**	**(3 601 977)**	**(14 188)**	**70 078 421**

(See annexure B for more details.)

As at 30 June 2024							
Land and buildings	3 895 672	61 273	262 634	(46)	(18 461)	(24 396)	4 176 676
Infrastructure	40 449 825	(25 533)	6 608 388	(33)	(1 793 337)	-	45 239 310
Community	3 639 578	32 568	210 539	-	(124 763)	-	3 757 922
Other	6 014 661	(88 342)	1 917 768	(39 003)	(1 042 205)	(6 600)	6 756 279
Living resources	206	-	340	-	(36)	-	510
Service concession	3 018 301	(3)	47 041	(168)	(226 517)	-	2 838 654
Housing rental stock	1 972 707	(14 823)	112 171	(2 341)	(108 587)	-	1 959 127
TOTAL	**58 990 950**	**(34 860)**	**9 158 881**	**(41 591)**	**(3 313 906)**	**(30 996)**	**64 728 478**

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

2. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

ASSETS UNDER CONSTRUCTION

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
Carrying value	**2025**	**2024**	**2025**	**2024**
Land and buildings	717	5 965	-	-
Infrastructure	9 850 842	6 975 037	9 850 842	6 975 037
Community	264 509	228 388	264 509	228 388
Other	614 488	572 941	614 488	572 941
Service concession	3 543	10 715	3 543	10 715
TOTAL	**10 734 099**	**7 793 046**	**10 733 382**	**7 787 081**
PPE projects				
Significantly delayed				
Infrastructure	533 506	476 527	533 506	476 527
Community	-	359	-	359
Other	26 708	12 299	26 708	12 299
TOTAL	**560 214**	**489 185**	**560 214**	**489 185**

The significant delays in the current year mainly relate to delays in the completion of work at various informal settlements and housing projects worth R426,91 million, the Bayside canal upgrade worth R66,24 million, a new Law Enforcement base worth R30,37 million, and the new Events online application system worth R19,94 million.

Halted				
Infrastructure	84 077	182 776	84 077	182 776
Community	5 999	359	5 999	359
Other	2 514	-	2 514	-
TOTAL	**92 590**	**183 135**	**92 590**	**183 135**

The halted projects in the current year mainly relate to contractual disputes in respect of the Bayside canal upgrade worth R66,24 million, and regulatory delays with regard to the new Noordhoek low-voltage depot worth R11,32 million.

CAPITAL COMMITMENTS

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
Approved and contracted-for capital expenditure	**2025**	**2024**	**2025**	**2024**
Infrastructure	12 832 053	9 228 049	12 832 053	9 228 049
Community	18 834	22 861	18 834	22 861
Other	98 979	222 301	90 934	216 012
TOTAL	**12 949 866**	**9 473 211**	**12 941 821**	**9 466 922**

2. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

REPAIRS AND MAINTENANCE

An amount of R4,07 billion (2024: R3,83 billion) was spent during the year in review. In determining this amount, the Entity has exclusively disclosed amounts charged by service providers.

RESIDUAL VALUE

During the current financial year, the Entity reviewed the estimated useful lives and residual values of PPE, where appropriate – see note 37.

IMPAIRMENT OF NON-CASH-GENERATING ASSETS

The recoverable amount of impaired assets is R6,42 million (2024: R142,78 million). Impairment losses arise mainly from damage to movable and immovable City assets due to accidents and protest actions, storm damage, as well as impairment of land purchased for social housing purposes.

NON-LIVING RESOURCES

The Entity is responsible for the following non-living resources that do not meet the definition of an asset:

- Water in dams and reservoirs: Once treated, water is disclosed as inventory in note 8, and revenue for the sale of treated water is disclosed as service charges in note 19.
- Nature reserves, parks and the coastline: The entrance fees for these areas are not material.

SERVICE CONCESSION ASSETS

The City has made service concession arrangements with three operators on the MyCiTi integrated rapid transit (IRT) system as well as with the CTS. The assets involved are IRT buses, related depots and the CTS. However, the City retains full control over the nature and extent of the services that the operators must perform.

IMPAIRMENT OF CASH-GENERATING ASSETS

The value-in-use amount of R552,1 million (2024: R483,1 million) for the CTICC 1 and CTICC 2 buildings combined exceeded the current carrying value of R451,6 million (2024: R380,4 million) for the relevant assets in that cash-generating unit. As a result, an impairment reversal of R100,5 million (2024: R102,7 million) was recognised at the reporting date.

Significant assumptions applied in arriving at the value-in-use are set out below:

(a) The restrictions imposed on the use of the facility and site in terms of the lease agreement and the memorandum of incorporation.

(b) The CTICC does not own the land on which the convention centre is constructed.

(c) The lack of an active market between a willing buyer and a willing seller, through an arm's-length transaction, based on which to determine the value of the convention centre.

(d) As a result of the above, the value-in-use of the cash-generating unit can only be attributed to the present value of the future cash flows generated through the convention centre itself. The recovery of operations following the lifting of the Covid-19 lockdown regulations has had a positive impact on current and future cash flows from the cash-generating unit and potentially points to an impairment reversal.

(e) No residual value could be attached to the convention centre at the end of its useful life due to its disposal being highly unlikely, with no reliable basis for measuring the disposal value.

(f) The value-in-use was estimated using a discounted flow model that incorporated approved budget figures for a three-year projection period. Cash flows were forecast for an additional four years, assuming revenue growth of 4,25% (2024: 5,2%).

(g) A discount rate of 14,15% (2024: 14,38%) was used. This was calculated using the risk-free rate of 9,96% (2024: 10,06%) associated with the ten-year government bond, adjusted by 4,19 (2024: 4,32) percentage points to take into account the company's long-term borrowing cost of 8,75% (2024: 9,75%), a beta coefficient of 0,76 (2024: 0,76), as well as a market risk premium of 6,10% (2024: 6,10%) for uncertainty regarding the timing and extent of future cash flows.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

3. HERITAGE ASSETS

ECONOMIC ENTITY	AS AT 30 JUNE 2025			As at 30 June 2024		
	Cost price	Accumulated depreciation	Carrying value	Cost price	Accumulated depreciation	Carrying value
Paintings and museum items	10 324	-	10 324	10 340	-	10 340

RECONCILIATION

	Opening balance	Transfers/ adjustments	Additions	Disposals	Carrying value
As at 30 June 2025					
Paintings and museum items	10 340	-	-	(16)	10 324
(See annexure B for more details.)					
As at 30 June 2024					
Paintings and museum items	10 268	-	77	(5)	10 340

Heritage assets are held at cost, as it is impracticable to determine their fair value.

CITY OF CAPE TOWN	AS AT 30 JUNE 2025			As at 30 June 2024		
	Cost price	Accumulated depreciation	Carrying value	Cost price	Accumulated depreciation	Carrying value
Paintings and museum items	10 324	-	10 324	10 340	-	10 340

RECONCILIATION

	Opening balance	Transfers/ adjustments	Additions	Disposals	Carrying value
As at 30 June 2025					
Paintings and museum items	10 340	-	-	(16)	10 324
(See annexure B for more details.)					
As at 30 June 2024					
Paintings and museum items	10 268	-	77	(5)	10 340

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

4. INVESTMENT PROPERTY

ECONOMIC ENTITY	AS AT 30 JUNE 2025			As at 30 June 2024		
	Cost price	Accumulated depreciation	Carrying value	Cost price	Accumulated depreciation	Carrying value
Land and buildings	**642 483**	**(69 782)**	**572 701**	**642 643**	**(68 251)**	**574 392**

RECONCILIATION

	Opening balance	Transfers/ adjustments	Additions	Depreciation	Disposals	Carrying value
As at 30 June 2025						
Land and buildings	**574 392**	**(58)**	**-**	**(1 633)**	**-**	**572 701**
(See annexure B for more details.)						
As at 30 June 2024						
Land and buildings	**576 106**	**-**	**-**	**(1 714)**	**-**	**574 392**

CITY OF CAPE TOWN	AS AT 30 JUNE 2025			As at 30 June 2024		
	Cost price	Accumulated depreciation	Carrying value	Cost price	Accumulated depreciation	Carrying value
Land and buildings	**642 483**	**(69 782)**	**572 701**	**642 643**	**(68 251)**	**574 392**

RECONCILIATION

	Opening balance	Transfers/ adjustments	Additions	Depreciation	Disposals	Carrying value
As at 30 June 2025						
Land and buildings	**574 392**	**(58)**	**-**	**(1 633)**	**-**	**572 701**
(See annexure B for more details.)						
As at 30 June 2024						
Land and buildings	**576 106**	**-**	**-**	**(1 714)**	**-**	**574 392**

REPAIRS AND MAINTENANCE

An amount of R0,04 million (2024: R0,05 million) was spent during the year in review. In determining this amount, the Entity has exclusively disclosed amounts charged by service providers.

5. INTANGIBLE ASSETS

ECONOMIC ENTITY	AS AT 30 JUNE 2025			As at 30 June 2024		
	Cost price	Accumulated amortisation	Carrying value	Cost price	Accumulated amortisation	Carrying value
Acquisition of rights	561 443	(561 443)	-	561 443	(561 071)	372
Computer software	2 260 528	(1 316 348)	944 180	2 009 063	(1 169 936)	839 127
TOTAL	**2 821 971**	**(1 877 791)**	**944 180**	**2 570 506**	**(1 731 007)**	**839 499**

RECONCILIATION

	Opening balance	Transfers/ adjustments	Additions	Amortisation	Disposals	Carrying value
As at 30 June 2025						
Acquisition of rights	372	-	-	(372)	-	-
Computer software	839 127	174 507	106 224	(174 229)	(1 449)	944 180
TOTAL	**839 499**	**174 507**	**106 224**	**(174 601)**	**(1 449)**	**944 180**
(See annexure B for more details.)						
As at 30 June 2024						
Acquisition of rights	5 008	-	-	(4 636)	-	372
Computer software	732 332	18 577	237 171	(148 903)	(50)	839 127
TOTAL	**737 340**	**18 577**	**237 171**	**(153 539)**	**(50)**	**839 499**

Included in computer software above are assets under construction of R110,17 million (2024: R81,46 million). This includes enterprise resource planning (ERP) software development to the value of R106,69 million (2024: R1,95 million) on which there was a significant delay. The delay was due to the ERP software's completion date being extended by three years, to 2030.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

5. INTANGIBLE ASSETS (CONTINUED)

	CITY OF CAPE TOWN					
	AS AT 30 JUNE 2025			As at 30 June 2024		
	Cost price	Accumulated amortisation	Carrying value	Cost price	Accumulated amortisation	Carrying value
Acquisition of rights	561 443	(561 443)	-	561 443	(561 071)	372
Computer software	2 252 128	(1 311 929)	940 199	1 998 769	(1 164 130)	834 639
TOTAL	**2 813 571**	**(1 873 372)**	**940 199**	**2 560 212**	**(1 725 201)**	**835 011**

RECONCILIATION

	Opening balance	Transfers/ adjustments	Additions	Amortisation	Disposals	Carrying value
As at 30 June 2025						
Acquisition of rights	372	-	-	(372)	-	-
Computer software	834 639	174 507	102 523	(170 033)	(1 437)	940 199
TOTAL	**835 011**	**174 507**	**102 523**	**(170 405)**	**(1 437)**	**940 199**
(See annexure B for more details.)						
As at 30 June 2024						
Acquisition of rights	5 008	-	-	(4 636)	-	372
Computer software	728 836	18 577	231 813	(144 537)	(50)	834 639
TOTAL	**733 844**	**18 577**	**231 813**	**(149 173)**	**(50)**	**835 011**

CAPITAL COMMITMENTS

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
Approved and contracted-for capital expenditure	**2025**	**2024**	**2025**	**2024**
Intangible assets	154	3 870	-	3 870
TOTAL	**154**	**3 870**	**-**	**3 870**

6. INVESTMENTS

	ECONOMIC ENTITY		
	Amortised cost	Fair value	Total
As at 30 June 2025			
RSA Government stock	50 546	-	50 546
Guaranteed investment instruments	-	-	-
Other fixed deposits	8 519 278	-	8 519 278
Deposits held with fund managers	-	8 680 175	8 680 175
Net investments	8 569 824	8 680 175	17 249 999
Transferred to current investments	(322 746)	(3 347 936)	(3 670 682)
Transferred to cash and cash equivalents – see note 11	(8 196 532)	(1 462 672)	(9 659 204)
TOTAL	**50 546**	**3 869 567**	**3 920 113**
As at 30 June 2024			
RSA Government stock	51 332	-	51 332
Guaranteed investment instruments	1 859 336	-	1 859 336
Other fixed deposits	5 563 927	-	5 563 927
Deposits held with fund managers	-	8 661 507	8 661 507
Net investments	7 474 595	8 661 507	16 136 102
Transferred to current investments	(2 094 609)	(3 166 071)	(5 260 680)
Transferred to cash and cash equivalents – see note 11	(5 328 654)	(1 651 288)	(6 979 942)
TOTAL	**51 332**	**3 844 148**	**3 895 480**

	CITY OF CAPE TOWN			
	Amortised cost	Fair value	Cost	Total
As at 30 June 2025				
RSA Government stock	50 546	-	-	50 546
Guaranteed investment instruments	-	-	-	-
Other fixed deposits	8 248 193	-	-	8 248 193
Deposits held with fund managers	-	8 680 175	-	8 680 175
Shares in: Atlantis SEZ Company SOC Ltd	-	-	56 500	56 500
CTICC	-	-	884 998	884 998
	8 298 739	8 680 175	941 498	17 920 412
Provision for impairment	-	-	(613 563)	(613 563)
Net investments	8 298 739	8 680 175	327 935	17 306 849
Transferred to current investments	(322 746)	(3 347 936)	-	(3 670 682)
Transferred to cash and cash equivalents – see note 11	(7 925 447)	(1 462 672)	-	(9 388 119)
TOTAL	**50 546**	**3 869 567**	**327 935**	**4 248 048**
As at 30 June 2024				
RSA Government stock	51 332	-	-	51 332
Guaranteed investment instruments	1 859 336	-	-	1 859 336
Other fixed deposits	5 414 426	-	-	5 414 426
Deposits held with fund managers	-	8 661 507	-	8 661 507
Shares in: Atlantis SEZ Company SOC Ltd	-	-	56 500	56 500
CTICC	-	-	884 998	884 998
	7 325 094	8 661 507	941 498	16 928 099
Provision for impairment	-	-	(613 563)	(613 563)
Net investments	7 325 094	8 661 507	327 935	16 314 536
Transferred to current investments	(2 094 609)	(3 166 071)	-	(5 260 680)
Transferred to cash and cash equivalents – see note 11	(5 179 153)	(1 651 288)	-	(6 830 441)
TOTAL	**51 332**	**3 844 148**	**327 935**	**4 223 415**

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

6. INVESTMENTS (CONTINUED)

GUARANTEED INVESTMENT INSTRUMENTS

There are no guaranteed investments for the current financial year (2024: R1,86 billion), as the sinking fund matured on 13 March 2025 – see note 12.

COMPENSATION FOR OCCUPATIONAL INJURIES AND DISEASES (COID) INVESTMENTS

In terms of the COID Act 130 of 1993, the Compensation Commissioner (Department of Employment and Labour) is required to hold investments and guarantees as security for the City's liabilities under the act. The amounts constitute RSA Government stock (bonds) of R50,55 million (2024: R51,33 million) and cash-backed guarantees of R176,62 million (2024: R153,56 million).

7. LONG-TERM RECEIVABLES

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	**2024**	**2025**	**2024**
Exchange transactions				
Other	36 141	36 256	36 141	36 256
Provision for impairment	(36 106)	(36 131)	(36 106)	(36 131)
	35	125	35	125
Housing selling developments	123	349	123	349
Provision for impairment	-	(36)	-	(36)
	123	313	123	313
	158	438	158	438
Transferred to current receivables	(64)	(205)	(64)	(205)
TOTAL	**94**	**233**	**94**	**233**
Reconciliation of impairment provision				
Balance at beginning of the year	36 167	36 310	36 167	36 310
Contribution from provisions	(61)	(143)	(61)	(143)
Balance as at 30 June	**36 106**	**36 167**	**36 106**	**36 167**

7. LONG-TERM RECEIVABLES (CONTINUED)

7.1 OTHER

SPORTING BODIES

To facilitate the development of sporting facilities, loans were historically issued to provide the necessary financial assistance. These loans attract interest at a rate of 3,63–12% per annum, and are repayable over a maximum period of 20 to 40 years.

HOUSING LAND SALE

The long-term loan to the Khayelitsha Community Trust (KCT) (sale of portion 1 to 3, erf 58856) was repayable over 18 years. Annual payments were received, with final billing processed in December 2024. Therefore, there is no outstanding balance.

PUBLIC ORGANISATIONS

Loans to public organisations were granted in terms of the National Housing Policy. At present, these loans attract interest at 1%, and are repayable over 30 years. Since the implementation of the Municipal Finance Management Act (MFMA) and the Housing Act, no further loans have been awarded.

LITIGATION DEBTORS

The City is in an ongoing dispute with a service provider regarding an outstanding claim.

7.2 HOUSING SELLING DEVELOPMENT LOANS

Housing loans were historically granted to qualifying individuals in terms of the National Housing Policy. These loans currently attract interest at 11,25% (2024: 11,75%) per annum, and are repayable over 20 years. The interest rate is determined by Council policy.

The gross debt has decreased due to the implementation of the ownership regularisation programme, which helps raise awareness of the enhanced extended discount benefit scheme. This scheme assists qualifying beneficiaries and occupants with subsidies to accelerate the transfer of their properties.

8. INVENTORY

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	**2024**	**2025**	**2024**
Consumable stock	366 872	349 536	364 111	346 830
Water	39 882	46 300	39 882	46 300
Other goods held for use/resale	106 207	84 518	106 207	84 518
TOTAL	**512 961**	**480 354**	**510 200**	**477 648**

Inventory to the value of R5,52 million (2024: R0,47 million) was scrapped during the year, and R868,86 million (2024: R837,62 million) was expensed. Refer to note 29 for bulk water purchases.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

9. RECEIVABLES

	ECONOMIC ENTITY					
	AS AT 30 JUNE 2025			As at 30 June 2024		
	Gross balance	Allowance for impairment	Net balance	Gross balance	Allowance for impairment	Net balance
FROM NON-EXCHANGE TRANSACTIONS	**6 854 501**	**(3 723 540)**	**3 130 961**	**7 124 302**	**(4 008 861)**	**3 115 441**
Statutory	**6 831 732**	**(3 723 540)**	**3 108 192**	**7 100 516**	**(4 008 861)**	**3 091 655**
Property rates	3 409 546	(1 075 669)	2 333 877	3 719 715	(1 395 556)	2 324 159
City Improvement District (CID) levies	90 874	(21 175)	69 699	92 302	(23 432)	68 870
Government subsidies	305 053	-	305 053	304 000	-	304 000
Traffic fines	3 026 259	(2 626 696)	399 563	2 984 499	(2 589 873)	394 626
Contractual	**22 769**	**-**	**22 769**	**23 786**	**-**	**23 786**
Other receivables	22 769	-	22 769	23 786	-	23 786
FROM EXCHANGE TRANSACTIONS	**9 978 932**	**(4 733 860)**	**5 245 072**	**10 498 407**	**(5 480 088)**	**5 018 319**
Statutory	**92 288**	**-**	**92 288**	**106 664**	**-**	**106 664**
Other receivables	92 288	-	92 288	106 664	-	106 664
Contractual	**9 886 644**	**(4 733 860)**	**5 152 784**	**10 391 743**	**(5 480 088)**	**4 911 655**
Electricity	3 184 448	(792 301)	2 392 147	2 889 718	(772 844)	2 116 874
Water	2 600 849	(1 631 586)	969 263	3 128 234	(2 039 329)	1 088 905
Sewerage	1 086 177	(603 970)	482 207	1 295 778	(763 603)	532 175
Refuse	593 932	(395 038)	198 894	749 350	(518 851)	230 499
Housing rental stock	984 159	(857 725)	126 434	1 002 399	(922 616)	79 783
Housing selling stock	216 587	(210 156)	6 431	224 426	(210 967)	13 459
Other receivables	645 201	(243 084)	402 117	651 336	(251 878)	399 458
Payments made in advance	575 291	-	575 291	450 502	-	450 502
TOTAL	**16 833 433**	**(8 457 400)**	**8 376 033**	**17 622 709**	**(9 488 949)**	**8 133 760**

As at 30 June 2025, the receivables balance included an amount of R243,21 million (2024: R163,81 million) owed by National Government and Province.

9. RECEIVABLES (CONTINUED)

RECONCILIATION OF IMPAIRMENT PROVISION

ECONOMIC ENTITY (CONTINUED)			
	Non-exchange statutory	Exchange contractual	TOTAL
2025			
Balance at beginning of the year	4 008 861	5 480 088	9 488 949
Contributions to provisions	1 872 937	1 107 545	2 980 482
Transfers from provisions	(15 194)	89	(15 105)
Bad debts written off	(2 143 064)	(1 853 862)	(3 996 926)
Balance as at 30 June	**3 723 540**	**4 733 860**	**8 457 400**
2024			
Balance at beginning of the year	3 670 667	5 196 258	8 866 925
Contributions to provisions	1 742 669	1 108 451	2 851 120
Transfers from provisions	(6 478)	-	(6 478)
Bad debts written off	(1 397 997)	(824 621)	(2 222 618)
Balance as at 30 June	**4 008 861**	**5 480 088**	**9 488 949**

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

9. RECEIVABLES (CONTINUED)

ANALYSIS OF RECEIVABLES' AGE IN DAYS FROM NON-EXCHANGE TRANSACTIONS

ECONOMIC ENTITY (CONTINUED)	AS AT 30 JUNE 2025			As at 30 June 2024		
	Gross balance	Allowance for impairment	Net balance	Gross balance	Allowance for impairment	Net balance
Statutory						
Property rates	**3 409 546**	**(1 075 669)**	**2 333 877**	**3 719 715**	**(1 395 556)**	**2 324 159**
Not past due date	1 674 145	-	1 674 145	1 769 055	-	1 769 055
Past due						
0–90	419 162	(5 976)	413 186	407 811	(32 317)	375 494
91–180	160 902	(28 413)	132 489	167 161	(36 949)	130 212
181–365	239 429	(137 361)	102 068	278 527	(191 550)	86 977
365+	915 908	(903 919)	11 989	1 097 161	(1 134 740)	(37 579)
CID levies	**90 874**	**(21 175)**	**69 699**	**92 302**	**(23 432)**	**68 870**
Not past due date	46 286	(1 208)	45 078	45 364	(1 057)	44 307
Past due						
0–90	15 159	(396)	14 763	13 524	(315)	13 209
91–180	3 699	(97)	3 602	4 315	(101)	4 214
181–365	6 424	(168)	6 256	7 735	(180)	7 555
365+	19 306	(19 306)	-	21 364	(21 779)	(415)
Government subsidies	**305 053**	**-**	**305 053**	**304 000**	**-**	**304 000**
Not past due date	305 053	-	305 053	304 000	-	304 000
Traffic fines	**3 026 259**	**(2 626 696)**	**399 563**	**2 984 499**	**(2 589 873)**	**394 626**
Past due						
0–90	392 641	(317 007)	75 634	389 105	(315 421)	73 684
91–180	419 485	(338 679)	80 806	387 388	(314 028)	73 360
181–365	631 540	(509 886)	121 654	710 845	(576 233)	134 612
365+	1 582 593	(1 461 124)	121 469	1 497 161	(1 384 191)	112 970
	6 831 732	**(3 723 540)**	**3 108 192**	**7 100 516**	**(4 008 861)**	**3 091 655**
Contractual						
Other receivables	**22 769**	**-**	**22 769**	**23 786**	**-**	**23 786**
Not past due date	22 769	-	22 769	23 786	-	23 786
	22 769	**-**	**22 769**	**23 786**	**-**	**23 786**
TOTAL	**6 854 501**	**(3 723 540)**	**3 130 961**	**7 124 302**	**(4 008 861)**	**3 115 441**

The two negative net balances in the 365+ category for 2024 represent payments received in respect of government accounts that still needed to be allocated to the respective service charge debt.

9. RECEIVABLES (CONTINUED)

ANALYSIS OF RECEIVABLES' AGE IN DAYS FROM EXCHANGE TRANSACTIONS

ECONOMIC ENTITY (CONTINUED)	AS AT 30 JUNE 2025			As at 30 June 2024		
	Gross balance	Allowance for impairment	Net balance	Gross balance	Allowance for impairment	Net balance
Statutory						
Other receivables	**92 288**	**-**	**92 288**	**106 664**	**-**	**106 664**
Not past due date	92 288	-	92 288	106 664	-	106 664
	92 288	**-**	**92 288**	**106 664**	**-**	**106 664**
Contractual						
Electricity	**3 184 448**	**(792 301)**	**2 392 147**	**2 889 718**	**(772 844)**	**2 116 874**
Not past due date	1 652 023	-	1 652 023	1 467 045	-	1 467 045
Past due						
0–90	563 069	(15 774)	547 295	474 827	(10 122)	464 705
91–180	110 456	(30 281)	80 175	98 388	(21 129)	77 259
181–365	295 647	(187 795)	107 852	257 669	(158 788)	98 881
365+	563 253	(558 451)	4 802	591 789	(582 805)	8 984
Water	**2 600 849**	**(1 631 586)**	**969 263**	**3 128 234**	**(2 039 329)**	**1 088 905**
Not past due date	445 490	-	445 490	515 833	-	515 833
Past due						
0–90	331 520	(27 181)	304 339	351 503	(37 865)	313 638
91–180	178 102	(60 445)	117 657	222 357	(83 389)	138 968
181–365	284 038	(191 170)	92 868	330 960	(227 581)	103 379
365+	1 361 699	(1 352 790)	8 909	1 707 581	(1 690 494)	17 087
Sewerage	**1 086 177**	**(603 970)**	**482 207**	**1 295 778**	**(763 603)**	**532 175**
Not past due date	257 243	-	257 243	271 233	-	271 233
Past due						
0–90	137 784	(8 561)	129 223	165 137	(12 495)	152 642
91–180	72 753	(21 223)	51 530	87 952	(30 521)	57 431
181–365	109 226	(70 353)	38 873	126 181	(83 472)	42 709
365+	509 171	(503 833)	5 338	645 275	(637 115)	8 160
Refuse	**593 932**	**(395 038)**	**198 894**	**749 350**	**(518 851)**	**230 499**
Not past due date	70 040	-	70 040	88 311	-	88 311
Past due						
0–90	77 953	(4 918)	73 035	81 851	(8 096)	73 755
91–180	41 283	(12 220)	29 063	50 039	(16 529)	33 510
181–365	67 032	(43 634)	23 398	86 765	(57 359)	29 406
365+	337 624	(334 266)	3 358	442 384	(436 867)	5 517

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

9. RECEIVABLES (CONTINUED)

ANALYSIS OF RECEIVABLES' AGE IN DAYS FROM EXCHANGE TRANSACTIONS (CONTINUED)

ECONOMIC ENTITY (CONTINUED)	AS AT 30 JUNE 2025			As at 30 June 2024		
	Gross balance	Allowance for impairment	Net balance	Gross balance	Allowance for impairment	Net balance
Contractual (continued)						
Housing rental stock	**984 159**	**(857 725)**	**126 434**	**1 002 399**	**(922 616)**	**79 783**
Not past due date	-	-	-	-	-	-
Past due						
0–90	196 255	(123 915)	72 340	174 872	(130 594)	44 278
91–180	46 221	(29 184)	17 037	27 545	(20 571)	6 974
181–365	100 536	(63 479)	37 057	112 681	(84 150)	28 531
365+	641 147	(641 147)	-	687 301	(687 301)	-
Housing selling stock	**216 587**	**(210 156)**	**6 431**	**224 426**	**(210 967)**	**13 459**
Not past due date	-	-	-	-	-	-
Past due						
0–90	3 572	(757)	2 815	8 721	(1 584)	7 137
91–180	638	(13)	625	1 002	(104)	898
181–365	3 004	(13)	2 991	6 091	(667)	5 424
365+	209 373	(209 373)	-	208 612	(208 612)	-
Other receivables	**645 201**	**(243 084)**	**402 117**	**651 336**	**(251 878)**	**399 458**
Not past due date	305 870	(942)	304 928	301 852	(1 351)	300 501
Past due						
0–90	35 520	(2 156)	33 364	42 407	(1 593)	40 814
91–180	30 607	(4 851)	25 756	18 908	(2 538)	16 370
181–365	53 377	(21 404)	31 973	51 698	(14 749)	36 949
365+	219 827	(213 731)	6 096	236 471	(231 647)	4 824
Payments made in advance	**575 291**	**-**	**575 291**	**450 502**	**-**	**450 502**
	9 886 644	**(4 733 860)**	**5 152 784**	**10 391 743**	**(5 480 088)**	**4 911 655**
TOTAL	**9 978 932**	**(4 733 860)**	**5 245 072**	**10 498 407**	**(5 480 088)**	**5 018 319**
TOTAL RECEIVABLES	**16 833 433**	**(8 457 400)**	**8 376 033**	**17 622 709**	**(9 488 949)**	**8 133 760**

The "Not past due date" category represents customers who have not exceeded the 30-day credit period granted by the City to pay their municipal accounts.

9. RECEIVABLES (CONTINUED)

CITY OF CAPE TOWN	AS AT 30 JUNE 2025			As at 30 June 2024		
	Gross balance	Allowance for impairment	Net balance	Gross balance	Allowance for impairment	Net balance
FROM NON-EXCHANGE TRANSACTIONS	**6 859 184**	**(3 723 540)**	**3 135 644**	**7 128 201**	**(4 008 861)**	**3 119 340**
Statutory	**6 836 415**	**(3 723 540)**	**3 112 875**	**7 104 415**	**(4 008 861)**	**3 095 554**
Property rates	3 414 229	(1 075 669)	2 338 560	3 723 614	(1 395 556)	2 328 058
City Improvement District (CID) levies	90 874	(21 175)	69 699	92 302	(23 432)	68 870
Government subsidies	305 053	-	305 053	304 000	-	304 000
Traffic fines	3 026 259	(2 626 696)	399 563	2 984 499	(2 589 873)	394 626
Contractual	**22 769**	**-**	**22 769**	**23 786**	**-**	**23 786**
Other receivables	22 769	-	22 769	23 786	-	23 786
FROM EXCHANGE TRANSACTIONS	**9 913 964**	**(4 732 918)**	**5 181 046**	**10 413 039**	**(5 478 737)**	**4 934 302**
Statutory	**93 861**	**-**	**93 861**	**103 584**	**-**	**103 584**
Other receivables	93 861	-	93 861	103 584	-	103 584
Contractual	**9 820 103**	**(4 732 918)**	**5 087 185**	**10 309 455**	**(5 478 737)**	**4 830 718**
Electricity	3 184 448	(792 301)	2 392 147	2 889 718	(772 844)	2 116 874
Water	2 600 849	(1 631 586)	969 263	3 128 234	(2 039 329)	1 088 905
Sewerage	1 086 177	(603 970)	482 207	1 295 778	(763 603)	532 175
Refuse	593 932	(395 038)	198 894	749 350	(518 851)	230 499
Housing rental stock	984 159	(857 725)	126 434	1 002 399	(922 616)	79 783
Housing selling stock	216 587	(210 156)	6 431	224 426	(210 967)	13 459
Other receivables	580 754	(242 142)	338 612	573 627	(250 527)	323 100
Payments made in advance	573 197	-	573 197	445 923	-	445 923
TOTAL	**16 773 148**	**(8 456 458)**	**8 316 690**	**17 541 240**	**(9 487 598)**	**8 053 642**

As at 30 June 2025, the receivables balance included an amount of R243,21 million (2024: R163,81 million) owed by National Government and Province.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

9. RECEIVABLES (CONTINUED)

RECONCILIATION OF IMPAIRMENT PROVISION

CITY OF CAPE TOWN (CONTINUED)			
	Non-exchange statutory	Exchange contractual	TOTAL
2025			
Balance at beginning of the year	4 008 861	5 478 737	9 487 598
Contributions to provisions	1 872 937	1 107 545	2 980 482
Transfers from provisions	(15 194)	-	(15 194)
Bad debts written off	(2 143 064)	(1 853 364)	(3 996 428)
Balance as at 30 June	**3 723 540**	**4 732 918**	**8 456 458**
2024			
Balance at beginning of the year	3 670 667	5 195 839	8 866 506
Contributions to provisions	1 742 669	1 107 519	2 850 188
Transfers from provisions	(6 478)	-	(6 478)
Bad debts written off	(1 397 997)	(824 621)	(2 222 618)
Balance as at 30 June	**4 008 861**	**5 478 737**	**9 487 598**

9. RECEIVABLES (CONTINUED)

ANALYSIS OF RECEIVABLES' AGE IN DAYS FROM NON-EXCHANGE TRANSACTIONS

CITY OF CAPE TOWN (CONTINUED)						
	AS AT 30 JUNE 2025			As at 30 June 2024		
	Gross balance	Allowance for impairment	Net balance	Gross balance	Allowance for impairment	Net balance
Statutory						
Property rates	**3 414 229**	**(1 075 669)**	**2 338 560**	**3 723 614**	**(1 395 556)**	**2 328 058**
Not past due date	1 678 828	-	1 678 828	1 772 954	-	1 772 954
Past due						
0–90	419 162	(5 976)	413 186	407 811	(32 317)	375 494
91–180	160 902	(28 413)	132 489	167 161	(36 949)	130 212
181–365	239 429	(137 361)	102 068	278 527	(191 550)	86 977
365+	915 908	(903 919)	11 989	1 097 161	(1 134 740)	(37 579)
CID levies	**90 874**	**(21 175)**	**69 699**	**92 302**	**(23 432)**	**68 870**
Not past due date	46 286	(1 208)	45 078	45 364	(1 057)	44 307
Past due						
0–90	15 159	(396)	14 763	13 524	(315)	13 209
91–180	3 699	(97)	3 602	4 315	(101)	4 214
181–365	6 424	(168)	6 256	7 735	(180)	7 555
365+	19 306	(19 306)	-	21 364	(21 779)	(415)
Government subsidies	**305 053**	**-**	**305 053**	**304 000**	**-**	**304 000**
Not past due date	305 053	-	305 053	304 000	-	304 000
Traffic fines	**3 026 259**	**(2 626 696)**	**399 563**	**2 984 499**	**(2 589 873)**	**394 626**
Past due						
0–90	392 641	(317 007)	75 634	389 105	(315 421)	73 684
91–180	419 485	(338 679)	80 806	387 388	(314 028)	73 360
181–365	631 540	(509 886)	121 654	710 845	(576 233)	134 612
365+	1 582 593	(1 461 124)	121 469	1 497 161	(1 384 191)	112 970
	6 836 415	**(3 723 540)**	**3 112 875**	**7 104 415**	**(4 008 861)**	**3 095 554**
Contractual						
Other receivables	**22 769**	**-**	**22 769**	**23 786**	**-**	**23 786**
Not past due date	22 769	-	22 769	23 786	-	23 786
	22 769	**-**	**22 769**	**23 786**	**-**	**23 786**
TOTAL	**6 859 184**	**(3 723 540)**	**3 135 644**	**7 128 201**	**(4 008 861)**	**3 119 340**

The two negative net balances in the 365+ category for 2024 represent payments received in respect of government accounts that still needed to be allocated to the respective service charge debt.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

9. RECEIVABLES (CONTINUED)

ANALYSIS OF RECEIVABLES' AGE IN DAYS FROM EXCHANGE TRANSACTIONS

CITY OF CAPE TOWN (CONTINUED)	AS AT 30 JUNE 2025			As at 30 June 2024		
	Gross balance	Allowance for impairment	Net balance	Gross balance	Allowance for impairment	Net balance
Statutory						
Other receivables	**93 861**	**-**	**93 861**	**103 584**	**-**	**103 584**
Not past due date	93 861	-	93 861	103 584	-	103 584
	93 861	**-**	**93 861**	**103 584**	**-**	**103 584**
Contractual						
Electricity	**3 184 448**	**(792 301)**	**2 392 147**	**2 889 718**	**(772 844)**	**2 116 874**
Not past due date	1 652 023	-	1 652 023	1 467 045	-	1 467 045
Past due						
0–90	563 069	(15 774)	547 295	474 827	(10 122)	464 705
91–180	110 456	(30 281)	80 175	98 388	(21 129)	77 259
181–365	295 647	(187 795)	107 852	257 669	(158 788)	98 881
365+	563 253	(558 451)	4 802	591 789	(582 805)	8 984
Water	**2 600 849**	**(1 631 586)**	**969 263**	**3 128 234**	**(2 039 329)**	**1 088 905**
Not past due date	445 490	-	445 490	515 833	-	515 833
Past due						
0–90	331 520	(27 181)	304 339	351 503	(37 865)	313 638
91–180	178 102	(60 445)	117 657	222 357	(83 389)	138 968
181–365	284 038	(191 170)	92 868	330 960	(227 581)	103 379
365+	1 361 699	(1 352 790)	8 909	1 707 581	(1 690 494)	17 087
Sewerage	**1 086 177**	**(603 970)**	**482 207**	**1 295 778**	**(763 603)**	**532 175**
Not past due date	257 243	-	257 243	271 233	-	271 233
Past due						
0–90	137 784	(8 561)	129 223	165 137	(12 495)	152 642
91–180	72 753	(21 223)	51 530	87 952	(30 521)	57 431
181–365	109 226	(70 353)	38 873	126 181	(83 472)	42 709
365+	509 171	(503 833)	5 338	645 275	(637 115)	8 160
Refuse	**593 932**	**(395 038)**	**198 894**	**749 350**	**(518 851)**	**230 499**
Not past due date	70 040	-	70 040	88 311	-	88 311
Past due						
0–90	77 953	(4 918)	73 035	81 851	(8 096)	73 755
91–180	41 283	(12 220)	29 063	50 039	(16 529)	33 510
181–365	67 032	(43 634)	23 398	86 765	(57 359)	29 406
365+	337 624	(334 266)	3 358	442 384	(436 867)	5 517

9. RECEIVABLES (CONTINUED)

ANALYSIS OF RECEIVABLES' AGE IN DAYS FROM EXCHANGE TRANSACTIONS (CONTINUED)

CITY OF CAPE TOWN (CONTINUED)	AS AT 30 JUNE 2025			As at 30 June 2024		
	Gross balance	Allowance for impairment	Net balance	Gross balance	Allowance for impairment	Net balance
Contractual (continued)						
Housing rental stock	**984 159**	**(857 725)**	**126 434**	**1 002 399**	**(922 616)**	**79 783**
Not past due date	-	-	-	-	-	-
Past due						
0–90	196 255	(123 915)	72 340	174 872	(130 594)	44 278
91–180	46 221	(29 184)	17 037	27 545	(20 571)	6 974
181–365	100 536	(63 479)	37 057	112 681	(84 150)	28 531
365+	641 147	(641 147)	-	687 301	(687 301)	-
Housing selling stock	**216 587**	**(210 156)**	**6 431**	**224 426**	**(210 967)**	**13 459**
Not past due date	-	-	-	-	-	-
Past due						
0–90	3 572	(757)	2 815	8 721	(1 584)	7 137
91–180	638	(13)	625	1 002	(104)	898
181–365	3 004	(13)	2 991	6 091	(667)	5 424
365+	209 373	(209 373)	-	208 612	(208 612)	-
Other receivables	**580 754**	**(242 142)**	**338 612**	**573 627**	**(250 527)**	**323 100**
Not past due date	249 065	-	249 065	231 949	-	231 949
Past due						
0–90	28 676	(2 156)	26 520	37 296	(1 593)	35 703
91–180	29 809	(4 851)	24 958	16 213	(2 538)	13 675
181–365	53 377	(21 404)	31 973	51 698	(14 749)	36 949
365+	219 827	(213 731)	6 096	236 471	(231 647)	4 824
Payments made in advance	**573 197**	**-**	**573 197**	**445 923**	**-**	**445 923**
	9 820 103	**(4 732 918)**	**5 087 185**	**10 309 455**	**(5 478 737)**	**4 830 718**
TOTAL	**9 913 964**	**(4 732 918)**	**5 181 046**	**10 413 039**	**(5 478 737)**	**4 934 302**
TOTAL RECEIVABLES	**16 773 148**	**(8 456 458)**	**8 316 690**	**17 541 240**	**(9 487 598)**	**8 053 642**

The "Not past due date" category represents customers who have not exceeded the 30-day credit period granted by the City to pay their municipal accounts.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

10. VALUE-ADDED TAX (VAT)

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	2024	2025	2024
VAT receivable	589 606	630 093	589 606	626 851
VAT payable	(506 790)	(428 023)	(506 790)	(424 979)
TOTAL	**82 816**	**202 070**	**82 816**	**201 872**

The City is registered for VAT on the payment basis.

11. CASH AND CASH EQUIVALENTS (BANK AND CASH)

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	2024	2025	2024
Amortised cost	9 395 117	5 793 802	9 113 858	5 636 287
Bank balance[1]	1 167 611	392 052	1 157 611	384 253
Year-end accruals	881	887	881	887
Cash on hand and in transit	30 093	72 209	29 919	71 994
Call and short-term deposits – see note 6	8 196 532	5 328 654	7 925 447	5 179 153
Fair value – see note 6	1 462 672	1 651 288	1 462 672	1 651 288
Call and short-term deposits	1 441 238	1 620 875	1 441 238	1 620 875
Bank accounts managed by fund managers[1]	21 434	30 413	21 434	30 413
TOTAL	**10 857 789**	**7 445 090**	**10 576 530**	**7 287 575**

[1] See annexure C for more details.

12. BORROWINGS

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	2024	2025	2024
Marketable bonds	261 423	2 431 595	261 423	2 431 595
Concessionary loans	3 725 711	3 280 840	3 725 711	3 280 840
Other loans	3 304 298	984 899	3 304 298	984 899
Subtotal – see annexure A for more details	7 291 432	6 697 334	7 291 432	6 697 334
Transferred to current liabilities	(761 578)	(2 603 527)	(761 578)	(2 603 527)
TOTAL	**6 529 854**	**4 093 807**	**6 529 854**	**4 093 807**

A total of R1,86 billion was ring-fenced in 2024 for the repayment of long-term liabilities. No amount has been ring-fenced in the current year to date – see note 6.

12. BORROWINGS (CONTINUED)

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	2024	2025	2024
MARKETABLE BONDS	**261 423**	**2 431 595**	**261 423**	**2 431 595**
Marketable bonds	261 423	2 431 595	261 423	2 431 595
In terms of the City's domestic medium-term note (DMTN) programme registered on the Johannesburg Stock Exchange (JSE) Limited, an unsecured bond totalling R250 million (CCT04) is listed on the JSE. The municipal bond bears interest at a fixed rate of 10,17% per annum. Interest is payable semi-annually and capital will be redeemed by way of semi-annual capital redemptions. The bond will be fully paid on 17 July 2027. Municipal bond CCT03 was repaid in a once-off lump sum on 17 March 2025 (the original redemption date of 15 March 2025 being a non-business day), using a guaranteed investment instrument from Liberty Group Limited.				
CONCESSIONARY LOANS	**3 725 711**	**3 280 840**	**3 725 711**	**3 280 840**
Agence Française de Développement (AFD)	2 259 073	2 540 257	2 259 073	2 540 257
An unsecured loan received in the 2013 financial year, bearing interest at an average fixed rate of 5,76% per annum, as well as a loan received in the 2023 financial year, bearing interest at a fixed rate of 11,30% per annum, both repayable semi-annually in equal instalments of capital, with interest payable on the reducing balance. The first loan will be fully paid on 31 March 2028, and the second on 30 April 2038. Nominal value as at 30 June 2025 was R2,31 billion (2024: R2,61 billion).				
KfW Development Bank	1 466 638	740 583	1 466 638	740 583
An unsecured fixed-term concessionary loan received in the 2019 (two tranches) and 2020 (one tranche) financial years, bearing interest at a fixed rate of 8,107% per annum, as well as a new loan, of which the first tranche was received on 15 May 2025, bearing interest at a fixed rate of 7,79% per annum. The second and third tranches of the new loan will be received in the 2026 and 2027 financial years respectively. A loan fee of R7,01 million was capitalised to the new loan balance. Both loans are repayable semi-annually in equal instalments of capital, with interest payable on the reducing balance. The first loan will be fully paid on 15 November 2033 and the second on15 November 2039. Nominal value as at 30 June 2025 was R1,66 billion (2024: R816 million).				
OTHER LOANS	**3 304 298**	**984 899**	**3 304 298**	**984 899**
Nedbank Limited	3 304 298	984 899	3 304 298	984 899
An unsecured loan, bearing interest at a variable rate, repayable semi-annually in equal instalments of capital, with interest payable on the reducing balance. The interest rate is reset every six months from the loan inception date. The interest rate applicable at 30 June 2025 was 9,17%. This loan was drawn in three tranches: the first tranche (R1 billion) received on 21 June 2024, the second (R1 billion) on 21 August 2024, and the third (R1,5 billion) on 23 December 2024. A loan fee of R17,6 million was capitalised to the loan balance. This loan will be fully paid on 21 June 2039. Nominal value as at 30 June 2025 was R3,31 billion (2024: R1 billion).				
TOTAL – see annexure A for more details	**7 291 432**	**6 697 334**	**7 291 432**	**6 697 334**

For more details about short-term debt facilities available to the Entity, see annexure C.

In compliance with paragraph 7.3(g) of the JSE Debt and Specialist Securities Listings Requirements, Mr H Robbins, manager of the Treasury Department, was appointed as the City's debt officer on 12 October 2021.

In compliance with paragraph 7.16 of the JSE Debt and Specialist Securities Listings Requirements, the City confirms that it has no loans or procurement transactions with any related parties, domestic prominent influential persons or prescribed officers as defined by the JSE.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

13. RETIREMENT BENEFIT INFORMATION

The Entity makes provision for post-retirement benefits to eligible councillors and employees who belong to different pension schemes. These funds are governed by the Pension Funds Act 24 of 1956, and include both defined-benefit (DB) and defined-contribution (DC) schemes. Contributions of R1,83 billion (2024: R1,74 billion) to the DB and DC schemes are expensed as incurred during the year in review. The City's expected contributions for the next reporting period are R2,37 billion.

These schemes are subject to a triennial, biennial or annual actuarial valuation, as set out below.

13.1 DEFINED-BENEFIT SCHEMES

LA RETIREMENT FUND (MULTI-EMPLOYER FUND)

The last statutory actuarial valuation of the fund was performed as at 30 June 2022. An interim funding basis valuation at 30 June 2024 indicated an overall sound financial position with a R203 million surplus and an overall funding level of 106,1%.

SOUTH AFRICAN LOCAL AUTHORITIES (SALA) PENSION FUND (MULTI-EMPLOYER FUND)

The last statutory valuation of the fund at 1 July 2024 revealed a deficit of R2,44 billion and a funding level of 82,9%, having deteriorated further since its previous statutory valuation at 1 July 2021, which indicated a deficit of R2,08 billion and a funding level of 85,5%. That was prior to the approval of a scheme of arrangement (SOA) between the fund and all participating employers. The SOA required all participating employers to contribute an additional 2% per annum over the next five to six years to restore the fund to financial soundness.

However, in light of the continued deterioration in the fund's funding level, it has been concluded that there is no viable SOA that would meet the requirements set out in the financial soundness notice. The board of the fund, in consultation with the valuator, is considering options for the possible funding of the deficit.

13.2 DEFINED-CONTRIBUTION SCHEMES

- LA Retirement Fund (multi-employer fund)
- SALA Pension Fund (multi-employer fund)
- Cape Retirement Fund for Local Authorities (multi-employer fund)
- Municipal Councillors' Pension Fund (multi-employer fund)
- National Fund for Municipal Workers (multi-employer fund)
- Municipal Workers' Retirement Fund (multi-employer fund)
- Cape Town International Convention Centre Company SOC Limited (RF) Provident Fund

13. RETIREMENT BENEFIT INFORMATION (CONTINUED)

13.3 DEFINED-BENEFIT AND DEFINED-CONTRIBUTION SCHEME

CAPE MUNICIPAL PENSION FUND

The last statutory actuarial valuation of the fund was performed as at 30 June 2024, which certified it as being in a financially sound position.

	DB section	DC section	Total
In-service members	102	8 762	**8 864**
Pensioners	1 732	2 900	**4 632**
Membership as at 30 June 2024	**1 834**	**11 662**	**13 496**

	2024 R'million	2023 R'million
Past-service position: DB section	3 238	3 317
DC section	17 244	16 112
Total liabilities	**20 482**	**19 429**
Assets valued at market value	20 814	19 689
Actuarial surplus	216	194

The actuarial surplus is mainly attributable to the DB in-service members, and is not refundable to the employer.

Key financial assumptions	2024 %	2023 %
Actual employer contribution: DB section	20,25	20,25
DC section	18,00	18,00
Net discount rate: Pre-retirement	3,32	3,52
Post-retirement	4,82	4,52
Normal retirement age	65 years	65 years

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

14. PROVISIONS

ECONOMIC ENTITY	AS AT 30 JUNE 2025			As at 30 June 2024		
	Non-current	Current	Total	Non-current	Current	Total
Environmental rehabilitation	334 613	120 897	**455 510**	414 321	120 897	**535 218**
Long-service leave benefits	689 575	107 937	**797 512**	671 501	116 084	**787 585**
Post-retirement healthcare benefits	5 578 067	410 705	**5 988 772**	5 213 830	388 036	**5 601 866**
Leave and other provisions	7 426	1 288 353	**1 295 779**	6 852	1 228 002	**1 234 854**
TOTAL	**6 609 681**	**1 927 892**	**8 537 573**	**6 306 504**	**1 853 019**	**8 159 523**

MOVEMENT FOR THE YEAR

	Environmental rehabilitation	Long-service benefits	Post-retirement healthcare benefits	Leave and other provisions	Total
Opening balance	**535 218**	**787 585**	**5 601 866**	**1 234 854**	**8 159 523**
Service costs	-	61 913	50 357	254	112 524
Interest costs	44 829	94 461	766 941	819	907 050
Payments/utilised	(70 848)	(113 994)	(357 511)	(237 546)	(779 899)
Additional provision raised	-	-	-	1 519 661	1 519 661
Reversals	-	-	-	(1 303 137)	(1 303 137)
Actuarial gains	-	(32 453)	(72 881)	(196)	(105 530)
Remeasurement	(53 689)	-	-	81 070	27 381
TOTAL	**455 510**	**797 512**	**5 988 772**	**1 295 779**	**8 537 573**

CITY OF CAPE TOWN	AS AT 30 JUNE 2025			As at 30 June 2024		
	Non-current	Current	Total	Non-current	Current	Total
Environmental rehabilitation	334 613	120 897	**455 510**	414 321	120 897	**535 218**
Long-service benefits	689 575	107 937	**797 512**	671 501	116 084	**787 585**
Post-retirement healthcare benefits	5 578 067	410 705	**5 988 772**	5 213 830	388 036	**5 601 866**
Leave and other provisions	7 426	1 278 596	**1 286 022**	6 852	1 220 167	**1 227 019**
TOTAL	**6 609 681**	**1 918 135**	**8 527 816**	**6 306 504**	**1 845 184**	**8 151 688**

14. PROVISIONS (CONTINUED)

MOVEMENT FOR THE YEAR

	Environmental rehabilitation	Long-service benefits	Post-retirement healthcare benefits	Leave and other provisions	Total
Opening balance	**535 218**	**787 585**	**5 601 866**	**1 227 019**	**8 151 688**
Service costs	-	61 913	50 357	254	112 524
Interest costs	44 829	94 461	766 941	819	907 050
Payments/utilised	(70 848)	(113 994)	(357 511)	(229 572)	(771 925)
Additional provision raised	-	-	-	1 509 765	1 509 765
Reversed	-	-	-	(1 303 137)	(1 303 137)
Actuarial gains	-	(32 453)	(72 881)	(196)	(105 530)
Remeasurements	(53 689)	-	-	81 070	27 381
TOTAL	**455 510**	**797 512**	**5 988 772**	**1 286 022**	**8 527 816**

14.1 ENVIRONMENTAL REHABILITATION

In terms of the Entity's licensing stipulations for waste landfill sites, provision is made for the estimated cost of rehabilitating waste sites for the portion of land used or contaminated at the reporting date. The provision has been determined based on an independent valuation performed by a firm of consulting engineers on 30 June 2025.

Key cost parameters	2025	2024
Estimated dates of reaching full capacity	Between 2026 and 2040	Between 2030 and 2041
Estimated post-closure rehabilitation time	4 years	4 years
Post-closure monitoring period	30 years	30 years
Average estimated annual inflation rate	3,56%	5,28%
Discount rate at the average borrowing rate	12,57%	12,12%

14.2 LONG-SERVICE BENEFITS

An actuarial valuation has been performed of the Entity's liability for vested long-service benefits to which employees may become entitled upon completion of ten years' service and every five years thereafter. The provision is utilised when eligible employees receive the value of the vested benefits.

DISCOUNT RATE

The nominal and real-zero curves were used to determine the discount rates and consumer price index (CPI) assumptions for the respective periods.

Key financial assumptions	2025	2024
Discount rate	Yield curve	Yield curve
Consumer price index	Difference between nominal and real-yield curves	Difference between nominal and real-yield curves
Salary increase	Equal to CPI + 1%	Equal to CPI + 1%

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

14. PROVISIONS (CONTINUED)

14.3 POST-RETIREMENT DEFINED HEALTHCARE BENEFITS

An actuarial valuation has been performed of the Entity's liability in respect of healthcare benefits to its eligible retirees and retrenched employees. The provision is utilised when eligible employees receive the value of the vested benefits.

The contributions paid are actual contributions paid by the Entity, and the unrecognised actuarial gains and losses have been adjusted accordingly to take into account the difference between the estimated contribution payments determined by the actuary and the actual contributions paid to members by the Entity.

For past service of in-service and retired employees, the Entity recognises and provides for the actuarially determined present value of post-retirement medical-aid employer contributions on an accrual basis, using the projected unit credit method.

The members of medical schemes entitled to a post-employment medical scheme subsidy as at 30 June 2025 constituted 3 650 (2024: 4 289) in-service members and 7 223 (2024: 7 117) pensioners.

It was assumed that the employer's healthcare arrangements and subsidy policy would remain as outlined in the accounting policy, and that the level of benefits and contributions would remain unchanged, with the exception of inflationary adjustments. Implicit in this approach is the assumption that current levels of cross-subsidisation from in-service members to retiree members in the medical scheme are sustainable and will continue.

It is further assumed that the subsidy will continue for eligible members and their spouses until the last survivor's death.

CONTINUATION OF MEMBERSHIP

It is assumed that 100% of in-service members entitled to a post-retirement subsidy retiring from the Entity will remain on the employer's healthcare arrangements.

FAMILY PROFILE

Family profile was based on actual data and, therefore, no assumptions had to be made.

PLAN ASSETS

Currently, no long-term assets are set aside in respect of the employer's post-employment healthcare liability.

DISCOUNT RATE

The fund benefit liability to the City as at 30 June 2025 has been discounted at a rate determined on the basis of the nominal and real-zero curves.

Key financial assumptions	2025	2024
Discount rate	Yield curve	Yield curve
Consumer price index	Difference between nominal and real-yield curves	Difference between nominal and real-yield curves
Healthcare cost inflation rate	CPI + 2%	CPI + 2%

Sensitivity analysis	Change in assumption	Liability	Interest costs	Service costs
Assumptions used		**5 988 772**	**722 445**	**47 882**
Healthcare inflation	1% decrease	5 446 728	657 056	41 432
	1% increase	6 615 193	798 011	55 604
Post-retirement mortality	20% decrease	6 499 804	784 091	51 800
	20% increase	5 574 174	672 430	44 668

14. PROVISIONS (CONTINUED)

14.4 LEAVE AND OTHER PROVISIONS

The majority of the provisions is for annual leave that accrues to employees monthly, subject to certain conditions. The provision of R1,19 billion (2024: R1,12 billion) is an estimate of the amount due to staff as at the financial year-end, based on the value of statutory and non-statutory leave.

15. DEPOSITS

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	2024	2025	2024
Services deposits	530 747	426 282	530 747	426 282
Rental and other deposits	112 568	117 472	29 309	28 768
TOTAL	**643 315**	**543 754**	**560 056**	**455 050**

16. PAYABLES FROM EXCHANGE TRANSACTIONS

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	2024	2025	2024
Trade and other creditors	7 300 072	6 990 719	7 212 346	6 919 234
Payments received in advance	1 521 352	1 287 322	1 521 352	1 287 322
Funds administered on behalf of third parties	28 281	28 643	30 281	28 643
TOTAL	**8 849 705**	**8 306 684**	**8 763 979**	**8 235 199**

Payables are non-interest-bearing and are normally settled on 30-day terms, except for retentions, which are settled in terms of the contract agreement.

Payments received in advance are non-interest-bearing and normally settled on 30-day terms.

17. UNSPENT CONDITIONAL GRANTS AND RECEIPTS

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	2024	2025	2024
Conditional grants from other spheres of government	790 408	501 446	790 408	501 446
National Government	375 593	183 125	375 593	183 125
Province	414 815	318 321	414 815	318 321
Other conditional receipts	350 713	331 741	350 713	331 741
Public contributions	350 713	331 741	350 713	331 741
TOTAL	**1 141 121**	**833 187**	**1 141 121**	**833 187**

INFORMAL SETTLEMENTS UPGRADING PARTNERSHIP GRANT (ISUPG)

The first ISUPG tranche of R201,8 million, which should have been received on 17 July 2024 as per the approved payment schedule, was delayed due to the non-approval of the City's ISUPG business plan. The City addressed the issues raised, and the full tranche was received on 15 August 2024.

The third tranche of R182,8 million, which was scheduled to be received on 19 February 2025, was delayed after National Treasury on 14 February 2025 communicated its intention to stop funds to the amount of R136,5 million, citing underperformance. The City provided a response by 21 February 2025, and R152,8 million was received on 25 March 2025. The R30 million reduction was gazetted accordingly (Government Gazette No. 52381 dated 25 March 2025).

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

17. UNSPENT CONDITIONAL GRANTS AND RECEIPTS (CONTINUED)

PUBLIC TRANSPORT NETWORK GRANT (PTNG)

The third tranche of R474,8 million, which should have been received on 20 March 2025, was stopped after National Treasury on 14 February 2025 communicated its intention to do so, citing underperformance. The City provided a response by 21 February 2025, and the R474,8 million reduction was gazetted accordingly (Government Gazette No. 52381 dated 25 March 2025).

See notes 23, 24, 25 and annexure D for more details of grants from National Government and Province, as well as public contributions.

18. HOUSING DEVELOPMENT FUND

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	**2024**	**2025**	**2024**
Realised housing proceeds				
Balance at beginning of the year	281 762	309 283	281 762	309 283
Income	20 409	24 155	20 409	24 155
Interest	22 895	27 147	22 895	27 147
Expenditure	(25 601)	(78 823)	(25 601)	(78 823)
Balance at end of the year	299 465	281 762	299 465	281 762
Unrealised housing proceeds				
Balance at beginning of the year	(2 788)	(2 008)	(2 788)	(2 008)
Long-term loans realised	(250)	(924)	(250)	(924)
Transfer to impairment provision – selling schemes	60	144	60	144
Balance at end of the year	(2 978)	(2 788)	(2 978)	(2 788)
TOTAL	**296 487**	**278 974**	**296 487**	**278 974**

Unrealised housing proceeds represent loan repayments not yet due in terms of the debtor's loan agreement.

19. SERVICE CHARGES

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	**2024**	**2025**	**2024**
Exchange transactions	32 509 980	29 301 834	32 525 813	29 312 992
Electricity	22 373 792	19 793 584	22 421 032	19 833 703
Water	5 099 011	4 768 667	5 104 377	4 773 938
Sewerage	2 572 695	2 391 146	2 572 695	2 391 146
Refuse	1 251 095	1 186 131	1 251 505	1 186 518
ICASA ECNS licence	26 167	25 715	26 167	25 715
Other	1 187 220	1 136 591	1 150 037	1 101 972
Non-exchange transactions	41 990	42 379	41 990	42 379
Water	14 695	14 757	14 695	14 757
Sewerage	16 023	16 401	16 023	16 401
Refuse	11 272	11 221	11 272	11 221
TOTAL	**32 551 970**	**29 344 213**	**32 567 803**	**29 355 371**

20. FINANCE INCOME

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	**2024**	**2025**	**2024**
Exchange transactions	1 943 840	1 917 312	1 921 242	1 902 872
External investments	1 679 992	1 666 112	1 657 394	1 651 672
Outstanding debtors	362 159	324 026	362 159	324 026
Transferred interest to conditional grants	(98 311)	(72 826)	(98 311)	(72 826)
Non-exchange transactions				
Outstanding debtors	145 735	137 912	145 735	137 912
TOTAL	**2 089 575**	**2 055 224**	**2 066 977**	**2 040 784**

21. OTHER INCOME

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	**2024**	**2025**	**2024**
Exchange transactions	742 145	626 852	543 953	463 250
Development contributions	329 733	265 402	329 733	265 402
Other income	370 960	318 697	172 768	155 095
Gains on foreign-exchange transactions	1 588	2 482	1 588	2 482
Fair-value adjustments	39 864	40 271	39 864	40 271
Non-exchange transactions	572 305	365 552	572 305	365 552
City Improvement Districts (CIDs)	431 181	365 452	431 181	365 452
Emergency relief donations	357	100	357	100
Fair-value adjustments	140 767	-	140 767	-
TOTAL	**1 314 450**	**992 404**	**1 116 258**	**828 802**

The City received services in kind to an estimated value of R28,74 million (2024: R26,73 million) in the form of volunteering.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

22. PROPERTY RATES

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	2024	**2025**	2024
Actual				
Residential, commercial and other	14 949 736	13 960 088	14 955 271	13 965 196
Income forgone	(2 163 359)	(1 978 737)	(2 163 359)	(1 978 737)
TOTAL	**12 786 377**	**11 981 351**	**12 791 912**	**11 986 459**
Valuations per category				
Agriculture	7 322 111	7 101 674	7 322 111	7 101 674
Business and commercial	200 892 372	202 996 622	200 892 372	202 996 622
Industrial	88 934 268	88 062 218	88 934 268	88 062 218
Mining	188 070	236 490	188 070	236 490
Multiple purpose	41 702 697	39 933 855	41 702 697	39 933 855
Organ of state (public service purposes)	30 649 142	31 286 807	30 649 142	31 286 807
Public benefit organisation	4 978 266	4 985 312	4 978 266	4 985 312
Public service infrastructure	5 263 000	5 659 776	5 263 000	5 659 776
Residential	1 363 348 577	1 323 821 890	1 363 348 577	1 323 821 890
Vacant land	31 116 200	30 742 444	31 116 200	30 742 444
Cemeteries and crematoria; animal shelters; local community museums; nature conservation land	658 530	681 901	658 530	681 901
Properties owned by not-for-profit organisations	3 688 759	3 344 954	3 688 759	3 344 954
Specified religious purposes	17 169 793	17 420 949	17 169 793	17 420 949
Miscellaneous	19 250 851	19 606 702	19 250 851	19 606 702
TOTAL valuation at commencement of financial year	**1 815 162 636**	**1 775 881 594**	**1 815 162 636**	**1 775 881 594**

The general valuation roll of 2022 took effect on 1 July 2023 and will be in place for three financial years. The 2022 roll is based on market-related values as at 1 July 2022. Council has approved the preparation of the next valuation roll of 2025, with a valuation date of 1 July 2025. This roll will come into effect on 1 July 2026.

Property valuation adjustments, such as supplementary valuations, objection valuations and Valuation Appeal Board decisions, are processed continuously. Municipal rates are levied daily in terms of the provisions of the rates policy, which makes provision for rebates and exemptions.

The second supplementary valuation roll to the 2022 general valuation roll was prepared in accordance with the requirements of the legislation and was certified on Monday, 30 June 2025.

23. GOVERNMENT GRANTS AND SUBSIDIES

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	2024	**2025**	2024
Unconditional grants	4 912 854	4 575 296	4 912 854	4 575 296
Conditional grants	4 574 314	4 460 598	4 574 314	4 460 598
National Government	3 442 008	3 329 328	3 442 008	3 329 328
Province	1 132 306	1 131 270	1 132 306	1 131 270
Total grants	9 487 168	9 035 894	9 487 168	9 035 894
Housing construction revenue	(233 145)	(261 227)	(233 145)	(261 227)
TOTAL	**9 254 023**	**8 774 667**	**9 254 023**	**8 774 667**
Analysis of government grants and subsidies				
Operating	6 887 691	6 515 305	6 887 691	6 515 305
Capital	2 599 477	2 520 589	2 599 477	2 520 589
TOTAL	**9 487 168**	**9 035 894**	**9 487 168**	**9 035 894**

24. CONSTRUCTION CONTRACTS

HOUSING CONTRACTS

Revenue and expenses at year-end were as follows:

	ECONOMIC ENTITY			
	2025		2024	
	Revenue	Expenses	Revenue	Expenses
Emergency Housing Programme	1 426	1 426	102	102
Enhanced People's Housing Process	50 873	50 873	39 324	39 324
Integrated Residential Development Programme	180 846	180 846	221 801	221 801
TOTAL	**233 145**	**233 145**	**261 227**	**261 227**

IN PROGRESS

	Debtors outstanding	Advances received	Retentions
As at 30 June 2025			
Emergency Housing Programme	24 735	(127)	-
Enhanced People's Housing Process	-	(21 463)	-
Integrated Residential Development Programme	272 309	(32 877)	(10 857)
TOTAL	**297 044**	**(54 467)**	**(10 857)**
As at 30 June 2024			
Emergency Housing Programme	24 735	(127)	-
Enhanced People's Housing Process	-	(31 410)	-
Integrated Residential Development Programme	215 881	(6 560)	(7 571)
TOTAL	**240 616**	**(38 097)**	**(7 571)**

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

24. CONSTRUCTION CONTRACTS (CONTINUED)

HOUSING CONTRACTS (CONTINUED)

Revenue and expenses at year-end were as follows (continued):

	CITY OF CAPE TOWN			
	2025		2024	
	Revenue	Expenses	Revenue	Expenses
Emergency Housing Programme	1 426	1 426	102	102
Enhanced People's Housing Process	50 873	50 873	39 324	39 324
Integrated Residential Development Programme	180 846	180 846	221 801	221 801
TOTAL	**233 145**	**233 145**	**261 227**	**261 227**

IN PROGRESS

	Debtors outstanding	Advances received	Retentions
As at 30 June 2025			
Emergency Housing Programme	24 735	(127)	-
Enhanced People's Housing Process	-	(21 463)	-
Integrated Residential Development Programme	272 309	(32 877)	(10 857)
TOTAL	**297 044**	**(54 467)**	**(10 857)**
As at 30 June 2024			
Emergency Housing Programme	24 735	(127)	-
Enhanced People's Housing Process	-	(31 410)	-
Integrated Residential Development Programme	215 881	(6 560)	(7 571)
TOTAL	**240 616**	**(38 097)**	**(7 571)**

25. PUBLIC CONTRIBUTIONS

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	2024	2025	2024
Unconditional	945	1 610	945	1 610
Conditional	82 721	217 841	82 721	217 841
Contributed assets	898	117	898	117
Other	81 823	217 724	81 823	217 724
TOTAL	**83 666**	**219 451**	**83 666**	**219 451**

26. EMPLOYEE-RELATED COSTS

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	2024	2025	2024
Salaries, wages and allowances	17 776 914	17 023 355	17 667 552	16 930 588
Contributions and benefits paid: current provisions	19 969	13 499	19 969	13 499
Contributions: post-retirement and long-service benefits	869 215	187 982	869 215	187 982
Current service costs	112 524	121 056	112 524	121 056
Interest costs	862 221	811 558	862 221	811 558
Actuarial gains	(105 530)	(744 632)	(105 530)	(744 632)
	18 666 098	17 224 836	18 556 736	17 132 069
Expenditure recharged to capital projects	(27 675)	(24 734)	(27 675)	(24 734)
TOTAL	**18 638 423**	**17 200 102**	**18 529 061**	**17 107 335**

27. IMPAIRMENT

Receivables	3 061 826	2 870 277	3 061 329	2 869 071
Property, plant and equipment	(86 379)	(71 742)	14 188	30 996
TOTAL	**2 975 447**	**2 798 535**	**3 075 517**	**2 900 067**

28. FINANCE COSTS

Borrowings	801 994	784 524	801 994	784 524
Unwinding of discount	44 829	44 183	44 829	44 183
TOTAL	**846 823**	**828 707**	**846 823**	**828 707**

29. BULK PURCHASES

Electricity	16 333 059	13 941 386	16 333 059	13 941 386
Water	178 434	136 678	178 434	136 678
TOTAL	**16 511 493**	**14 078 064**	**16 511 493**	**14 078 064**

30. CONTRACTED SERVICES

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	2024	2025	2024
Transportation services	1 142 086	1 121 397	1 142 086	1 121 397
Refuse removal services	614 215	534 659	614 215	534 659
Sewerage services	868 599	804 975	868 599	804 975
Electrical services	430 807	334 565	420 926	325 001
Waste haulage services	268 161	213 524	268 161	213 524
Other services	470 628	467 231	443 838	446 579
TOTAL	**3 794 496**	**3 476 351**	**3 757 825**	**3 446 135**

Contracted services are mandated services in terms of the Local Government: Municipal Structures Act 117 of 1998, a municipal by-law or the Integrated Development Plan (IDP) that the municipality is expected to have the capacity and expertise to deliver, but are being outsourced instead.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

31. GENERAL EXPENSES

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	2024	**2025**	2024
Auditor remuneration	31 172	28 605	29 511	27 017
CID levies	418 246	354 489	418 246	354 489
Consultants	1 002 433	960 429	987 222	947 022
Electricity – Eskom service areas	274 888	225 943	272 299	223 447
Fair-value adjustments	13 747	16 459	13 747	16 459
Indigent relief	203 980	171 404	203 980	171 404
Loss on foreign-exchange transactions	12 384	5 106	12 370	5 254
Inventory: scrapping	5 518	466	5 518	466
Telecommunications	306 660	333 333	289 752	316 449
Building contractors	2 543 567	2 481 880	2 533 980	2 474 008
Fuel	454 175	550 647	453 744	547 821
Minor tools and equipment	789 784	756 442	721 754	697 218
Security services	1 548 394	1 441 833	1 525 087	1 422 131
Servicing of vehicles and equipment	670 740	684 854	658 439	675 210
Software licences[1]	460 184	291 940	458 591	290 687
Other expenditure	2 779 447	2 660 246	2 719 831	2 611 667
	11 515 319	10 964 076	11 304 071	10 780 749
Contributions to provisions	1 229	1 329	1 229	1 329
	11 516 548	10 965 405	11 305 300	10 782 078
Expenditure recharged to capital projects	(3 042)	(3 261)	(3 042)	(3 261)
TOTAL	**11 513 506**	**10 962 144**	**11 302 258**	**10 778 817**

[1] *Comparative amount: In the current year, 'Software licences' is disclosed as a separate line item. As a result, the comparative amount was reclassified from 'Other expenditure' to 'Software licences'.*

32. TAXATION

32.1 DEFERRED TAXATION

CTICC

Deferred income taxes are calculated on all temporary differences, using a tax rate of 27% (2024: 27%).

At beginning of the year	(155 518)	(107 920)
Temporary differences	49 856	(47 598)
At end of the year	**(105 662)**	**(155 518)**

32.2 TAXATION

Statement of financial performance charge

CTICC	**54 537**	**(46 425)**

33. CASH GENERATED FROM OPERATIONS

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	2024	**2025**	2024
Surplus from operations before taxation	5 663 414	5 726 515	5 441 332	5 556 892
Adjustment for:	5 474 545	4 691 381	5 573 694	4 777 930
Contributed assets	(898)	(117)	(898)	(117)
Contribution to provisions	386 910	(198 425)	384 988	(202 470)
Depreciation and amortisation	3 822 245	3 508 219	3 774 015	3 464 793
Fair-value adjustment	(166 883)	(23 812)	(166 883)	(23 812)
Gains and losses on disposal of assets	(260 228)	(144 673)	(260 154)	(144 673)
Impairment	2 974 950	2 798 261	3 075 517	2 900 067
Inventory scrapping	5 518	466	5 518	466
Unrealised foreign-exchange gains	(16 223)	(4 247)	(16 223)	(4 247)
Dividend received	-	-	(3 270)	-
Borrowing transaction fees	1 238	-	1 238	-
Shares of loss in associate	(29 332)	(17 774)	-	-
Finance income	(2 089 575)	(2 055 224)	(2 066 977)	(2 040 784)
Cash transactions	(2 045 923)	(2 006 729)	(2 024 210)	(1 992 741)
Non-cash transactions	(43 652)	(48 495)	(42 767)	(48 043)
Finance costs	846 823	828 707	846 823	828 707
Cash transactions	825 799	733 304	825 799	733 304
Non-cash transactions	21 024	95 403	21 024	95 403
Operating surplus before working capital changes	**11 137 959**	**10 417 896**	**11 015 026**	**10 334 822**
(Increase)/decrease in inventories	(74 886)	8 285	(77 582)	8 240
Increase in receivables	(3 179 103)	(3 475 436)	(3 200 763)	(3 454 868)
Increase in unspent conditional grants and receipts	307 934	6 435	307 934	6 435
Increase in deposits	99 561	13 504	105 006	15 317
Increase/(decrease) in payables	894 924	(90 692)	879 090	(94 553)
Increase/(decrease) in net VAT	38 346	(174 469)	38 148	(174 459)
CASH GENERATED FROM OPERATIONS	**9 224 735**	**6 705 523**	**9 066 859**	**6 640 934**

34. OPERATING LEASE COMMITMENTS

34.1 THE ENTITY AS LESSEE

Future minimum lease payments under non-cancellable operating leases.

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	2024	**2025**	2024
Buildings	56 691	54 732	56 691	54 732
Payable within one year	34 298	37 831	34 298	37 831
Payable within two to five years	22 393	16 901	22 393	16 901
Other equipment	117	336	117	336
Payable within one year	62	219	62	219
Payable within two to five years	55	117	55	117
TOTAL	**56 808**	**55 068**	**56 808**	**55 068**

Minimum lease payments recognised as an expense during the period amounted to R52,81 million (2024: R54,43 million). Leased premises are contracted for remaining periods of between one and four years, with renewal options available in certain instances.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

34. OPERATING LEASE COMMITMENTS (CONTINUED)

34.2 THE ENTITY AS LESSOR

Future minimum lease income under non-cancellable operating leases.

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	2024	2025	2024
Buildings				
Receivable within one year	157 059	151 387	157 059	151 387
Receivable within two to five years	536 219	498 708	536 219	498 708
Receivable after five years	1 002 547	986 597	1 002 547	986 597
TOTAL	**1 695 825**	**1 636 692**	**1 695 825**	**1 636 692**

The Entity lets properties under operating leases. Property rental income earned during the year was R164,88 million (2024: R135,72 million). The tenants maintain the properties at their cost.

The impact of charging the escalations in operating leases on a straight-line basis over the term of the lease has been an increase of R44,83 million in current-year income.

35. CONTINGENT LIABILITIES

35.1 DISPUTES

Claims by various parties are currently in dispute, and are subject to mediation or litigation. The potential extent of the liability cannot be determined, but a provisional estimate for the City based on management assessment is R83,77 million (2024: R713,74 million).

A current litigation against the CTICC municipal entity relates to a labour court matter with a former employee who alleges that the CTICC dismissed her in contravention of labour law. She is seeking R1 500 000 in damages. The CTICC legal team and management consider it unlikely that the action will succeed and the case is expected to be resolved within the next two years.

35.2 OUTSTANDING INSURANCE CLAIMS

The estimated liability for insurance claims amounts to R326,13 million (2024: R284,05 million). The estimated amount is based on quotations, medical reports and letters of demand received. The merits must still be determined, and could result in a lesser or greater amount.

36. PRINCIPAL-AGENT ARRANGEMENTS

36.1 PRINCIPAL ARRANGEMENTS

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	2024	2025	2024
Collection agents				
Prepaid electricity				
Cigicell, Ontec, Flash and Contour are service providers who serve as agents for the City in the third-party sale of prepaid electricity. All payments are made directly to the City, and the service provider invoices the City for commission payable.				
Commission paid to the agents	68 169	62 468	68 169	62 468
Municipal accounts and fines				
The City also has service providers who serve as third-party agents for the payment of the City's municipal accounts and traffic fines. All payments are paid into the third-party agents' bank accounts, and are then transferred to the City the next day. The agents invoice the City for commission payable and the reimbursement of bank costs.				
Commission paid to the agent	53 586	56 502	53 586	56 502

36.2 AGENT ARRANGEMENTS

Motor vehicle registration services

Agent for Province's Department of Mobility

The City acts as an agent for Province's Department of Mobility, providing motor vehicle registration services on its behalf.

Reconciliation of amounts payable to the department				
Balance owing at the beginning of year	-	-	-	-
Revenue received on behalf of principal (includes commission)	1 398 064	1 362 252	1 398 064	1 362 252
Revenue recognised by City as agency fee (includes VAT)	(317 137)	(303 730)	(317 137)	(303 730)
Revenue paid over to the principal	(1 080 927)	(1 058 522)	(1 080 927)	(1 058 522)
Balance owing at the end of year	**-**	**-**	**-**	**-**

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

36. PRINCIPAL-AGENT ARRANGEMENTS (CONTINUED)

36.2 AGENT ARRANGEMENTS

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	2024	2025	2024
Licensing services				
Agent for Province's Department of Mobility The City acts as an agent for Province's Department of Mobility, providing licensing services on its behalf.				
Reconciliation of amounts payable to the department				
Balance owing at the beginning of year	-	-	-	-
Revenue received on behalf of principal (includes commission)	34 318	37 312	34 318	37 312
Revenue recognised by City as agency fee (includes VAT)	(14 959)	(16 469)	(14 959)	(16 469)
Revenue paid over to the principal	(19 359)	(20 843)	(19 359)	(20 843)
Balance owing at the end of year	-	-	-	-
Collection agents				
Agent for the Road Traffic Infringement Agency The City acts as an agent for the Road Traffic Infringement Agency, collecting traffic fines issued by other municipalities in terms of the Administrative Adjudication of Road Traffic Offences (AARTO) Act 46 of 1998. The City earns commission on all payments collected.				
Reconciliation of amounts payable to the department				
Balance owing at the beginning of year	-	-	-	-
Revenue received on behalf of principal (includes commission)	2 348	1 915	2 348	1 915
Revenue recognised by City as agency fee (includes VAT)	(70)	(57)	(70)	(57)
Revenue paid over to the principal	(2 278)	(1 858)	(2 278)	(1 858)
Balance owing at the end of year	-	-	-	-
Agent for the national Department of Justice and Constitutional Development The City acts as an agent for the national Department of Justice and Constitutional Development, collecting contempt-of-court fines imposed on traffic fine offenders who fail to appear in court. The City does not derive any revenue from this function.				
Reconciliation of amounts payable to the department				
Balance owing at the beginning of year	-	-	-	-
Revenue received on behalf of principal	57 516	70 147	57 516	70 147
Revenue paid over to the principal	(57 516)	(70 147)	(57 516)	(70 147)
Balance owing at the end of year	-	-	-	-

37. CHANGE IN ESTIMATES

ANNUAL REVIEW OF ASSETS' USEFUL LIVES AND RESIDUAL VALUES

The City's annual review of the useful lives of assets resulted in a zero increase (2024: R3,88 million) in the depreciation charge to the statement of financial performance. The annual update of the residual values of assets and other depreciation corrections, in turn, resulted in a decrease of R17,03 million (2024: R74,00 million) in the depreciation charge to the statement of financial performance. It is impracticable to estimate the effect of these changes on future periods.

During the reporting year, the CTICC assessed the estimated useful lives of all its assets, and made revisions where necessary. The change in estimates was required, as the identified items were approaching the end of their useful lives, and management had determined that the assets, being in a good condition and well maintained, would still be in use for an extended period beyond the reporting date. The net effect of the changes in the current year was a reduction of R3,52 million (2024: R2,43 million) in the current depreciation charge. The effect on future years will be a corresponding overall increase in the depreciation charge.

TRAFFIC FINES

The City's revenue from traffic fines was adjusted by R57,90 million (2024: R46,71 million) due to the subsequent reduction to the initial fine amount.

38. BUDGET INFORMATION

PRESENTATION OF STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS

The presentation format adopted for the statement of comparison of budget and actual amounts is based on the Municipal Budget Reporting and Regulation table B1, Adjustments budget summary, as well as table B5, Adjustments budget capital expenditure by vote, as included in the published budget.

38.1 APPROVED AND FINAL BUDGET

The approved budget presented is the most recent adjustments budget approved by Council.

The final budget presented is the most recently approved budget adjusted for virements, and has not been formally reapproved by Council.

38.2 VIREMENTS

The changes from the approved to the final budget are the result of virements in terms of Council-approved policy.

38.3 FINANCIAL STATEMENTS CLASSIFICATION

The actual amounts presented in the column "Actual per annual financial statements classification" correlate with the actual amounts presented in the statement of financial position, the statement of financial performance and the cash flow statement. They have been aggregated, disaggregated or grouped to correspond with the budget line-item descriptions.

The reconciliation in the table below illustrates that the budget and the financial statements amounts correspond for total revenues. The total expenses and net cash flows from operating activities, investing activities and financing activities all directly correlate with the line items in the financial statements.

	ECONOMIC ENTITY	CITY OF CAPE TOWN
	2025	2025
Total revenue (excluding capital transfers and contributions)	**61 805 759**	**61 324 292**
Transfers recognised – capital	2 599 477	2 599 477
Contributions recognised – capital and contributed assets	83 666	83 666
Total revenue per statement of financial performance	**64 488 902**	**64 007 435**

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

38. BUDGET INFORMATION (CONTINUED)

38.4 BUDGET DIFFERENCES

The Municipal Standard Chart of Accounts (mSCOA) format and classification of the budget schedules as issued by National Treasury are not fully aligned with the standards of GRAP, hence the disparity in classification between the budget and the annual financial statements.

The reconciliations below illustrate the classification and recognition differences between the budget and the financial statements amounts for total revenues, total expenses and net cash flows from operating activities, investing activities and financing activities.

38.4.1 CLASSIFICATION DIFFERENCES

	ECONOMIC ENTITY	CITY OF CAPE TOWN
	2025	2025
Financial performance		
Total revenue (excluding capital transfers and contributions)	**61 805 759**	**61 324 292**
Inventory consumed: mSCOA classification	5 502 199	5 502 199
Public contributions: operating (conditional)	68 778	68 778
Public contributions (unconditional)	945	945
Budget	**67 377 681**	**66 896 214**
Total expenditure	**58 854 820**	**58 566 103**
Inventory consumed: mSCOA classification	5 502 199	5 502 199
Budget	**64 357 019**	**64 068 302**
Surplus before capital transfers and contributions	**2 950 939**	**2 758 189**
Public contributions: operating (conditional)	68 778	68 778
Public contributions (unconditional)	945	945
Budget	**3 020 662**	**2 827 912**
Transfers recognised – capital	**2 599 477**	**2 599 477**
Public contributions: capital (conditional)	13 045	13 045
Budget	**2 612 522**	**2 612 522**
Contributions recognised – capital and contributed assets	**83 666**	**83 666**
Public contributions: capital (conditional)	(13 045)	(13 045)
Public contributions: operating (conditional)	(68 778)	(68 778)
Public contributions (unconditional)	(945)	(945)
Budget	**898**	**898**
Cash flow statement		
Net cash from operating	**10 440 416**	**10 268 540**
Increase in deposits	(105 006)	(105 006)
Budget	**10 335 410**	**10 163 534**
Net cash from financing	**757 432**	**757 432**
Increase in deposits	105 006	105 006
Budget	**862 438**	**862 438**

38. BUDGET INFORMATION (CONTINUED)

38.4 BUDGET DIFFERENCES (CONTINUED)

38.4.2 RECOGNITION DIFFERENCES

	ECONOMIC ENTITY	CITY OF CAPE TOWN
	2025	2025
Capital expenditure per financial statement	**9 345 526**	**9 298 599**
Landfill site provision change in estimate	53 689	53 689
Contributed assets	(898)	(898)
Budget	**9 398 317**	**9 351 390**

38.5 EXPLANATION OF VARIANCES GREATER THAN 10%: FINAL BUDGET AND ACTUAL AMOUNTS

38.5.1 STATEMENT OF FINANCIAL POSITION

ASSETS

i) **Total current assets**
The variance is because of the lower-than-anticipated loans draw as well as classification differences between budget classification and actual classification.

LIABILITIES

ii) **Total non-current liabilities**
The variance is due to lower than anticipated loans draw.

iii) **Total current liabilities**
The variance is because of the lower-than-anticipated loans draw as well as classification differences between budget classification and actual classification.

38.5.2 STATEMENT OF FINANCIAL PERFORMANCE

REVENUE

i) **Investment revenue**
The variance is attributed to higher interest rates on short term and call accounts in the course of the 2024/25 financial year, resulting in higher-than-estimated interest revenue returns.

EXPENDITURE

ii) **Finance charges**
The variance is attributed to the delayed drawdown of loans, as per the City's financing strategy, which has resulted in significant savings on external interest payable.

iii) **Transfers and grants**
The variance is because of grants paid to municipal entities which are eliminated upon consolidation

iv) **Transfers recognised – capital**

Energy
The variance is the result of the reclassification of non-exchange revenue recognised via grants and donations to exchange revenue in respect of connection fees.

Human Settlements
The variance is predominantly the result of projects that could not be completed in the 2024/25 financial year due to community unrest, extortion and procurement change-over before the mid-year.

Urban Mobility
The variance is the result of underperformances on several high-value complex construction contracts due to technical challenges, project dependencies, security issues as well as contractor performance on site. Site security issues also discouraged contractors from participating in construction work packages in certain areas. Additionally, delivery of some major equipment was still outstanding by financial year-end. A significant component of the variance is also made up of unspent soft-locked contingency provisions as well as an unspent amount that needs to be paid into the National Revenue Fund.

Water and Sanitation
The variance is the result of on-site challenges following the identification of existing services as well as delays experienced in the recruitment of local labour for projects relating to informal settlement.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

38. BUDGET INFORMATION (CONTINUED)

38.5 EXPLANATION OF VARIANCES GREATER THAN 10%: FINAL BUDGET AND ACTUAL AMOUNTS (CONTINUED)

38.5.3 CASH FLOW STATEMENT

i) **Net cash from operating**
The variance is due to higher-than-expected finance income, as well as savings from finance costs and suppliers and employees.

ii) **Net cash from investing**
The variance is due to lower-than-expected capital expenditure, higher proceeds on disposal of assets as well as better-than-anticipated investments performance.

iii) **Net cash from financing**
The variance is due to lower-than-anticipated loan drawdown as well as savings in repayments of borrowings.

38.6 EXPLANATION OF VARIANCES GREATER THAN 5%: FINAL BUDGET AND ACTUAL AMOUNTS

CAPITAL EXPENDITURE

i) **Community Services and Health**
The variance is predominantly because of unspent contingencies, delays in the implementation of a new night shelter, and the late receipt of quotations for various small projects, which meant that not all work planned for the 2024/25 financial year could be completed by 30 June 2025.

ii) **Economic Growth**
The variance is largely the result of poor contractor performance, delayed statutory approvals, and design finalisation issues. Furthermore, delays were caused by the discovery of underground services (medium-voltage and fibre cables), a historic well that required statutory clearance, high water tables, new regulatory requirements in respect of fire plan submissions, community interference, neighbour boundary constraints, as well as long lead times for structural steel supply.

iii) **Energy**
The variance is largely because of delays in the award and activation of tenders, the expiry of land use management approvals, fewer-than-anticipated applications for new and upgraded supplies, unutilised contingency provisions for construction and insurance, and cost savings realised on completed projects.

iv) **Future Planning and Resilience**
The variance is primarily attributable to the IT system upgrade, which resulted in unanticipated delays in the implementation of the SAP Portfolio and Project Management Integration and Enhancement project as well as the Contract Management System project.

v) **Human Settlements**
The variance is predominantly the result of land acquisitions that were not registered by 30 June 2025, and projects that could not be completed in the 2024/25 financial year due to community unrest, extortion and procurement change-over before the mid-year.

38. BUDGET INFORMATION (CONTINUED)

38.6 EXPLANATION OF VARIANCES GREATER THAN 5%: FINAL BUDGET AND ACTUAL AMOUNTS (CONTINUED)

CAPITAL EXPENDITURE (CONTINUED)

vi) **Spatial Planning and Environment**
The variance is predominantly because of supplier and contractor capacity constraints, contractor non-performance and delays with the delivery and assembly of the hydraulic pump for the weed harvester.

vii) **Urban Mobility**
The variance is the result of underperformance on several high-value, complex construction contracts due to technical challenges, project dependencies and contractor performance on site. Site security issues also discouraged contractors from participating in construction work packages in certain areas. Additionally, delivery of some major equipment was still outstanding by financial year-end. A significant component of the variance is also made up of unspent soft-locked contingency provisions, as well as an unspent amount that needs to be paid into the National Revenue Fund.

viii) **Urban Waste Management**
The variance is largely attributed to unspent contingencies, contract price adjustment approvals that could only be paid on replacement of a component linked to two landfill compactor plant items, unfinished detailed design processes that will be handed over to a new professional services provider in 2025/26, and savings realised on projects during the finalisation of accounts and reconciliation of materials used for project implementation in 2024/25.

ix) **Water and Sanitation**
The variance is predominantly because of contingencies provided for in the budget, a legal dispute, challenging site conditions, and delays experienced following the identification of existing services on site.

x) **CTICC**
The variance is due to projects that commenced, and in many cases have been contracted during the year, but will only be completed in the next financial year due to delays in deliveries of supplies and equipment. The board, at its May 2025 meeting, approved management's request to carry over the committed funds to the 2025/26 financial year.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

39. RELATED-PARTY DISCLOSURES

39.1 MUNICIPAL AND OTHER ENTITIES

During the year, in the ordinary course of business, transactions between the City and the following entities occurred under terms and conditions that were no more favourable than those entered into with third parties in arm's-length transactions.

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	2024	**2025**	2024
CTICC				
The CTICC was established for Cape Town to become host to national and international conferences, with the objective of creating jobs, driving the local economy, and promoting Cape Town as a tourism city.				
Percentage owned			72,70%	72,70%
Arm's-length transactions for the year				
Receivables			4 683	3 899
Payables			-	-
Deposits			89	1 162
Service charges			47 188	39 167
Rental of letting stock and facilities			2 888	2 790
On 30 June 2025, the CTICC declared and paid a dividend that amounted to R3,27 million to the City.				
The City is leasing to the CTICC the land on which CTICC 1 (erf 263) and CTICC 2 (erf 270) are built, on the following terms:				
• Erf 263 for a period of 99 years, commencing on 1 December 2001, at a nominal rental amount of R100 per annum				
• Erf 270 for a period of 30 years, commencing on 31 October 2012 after the signing of the second addendum, at a nominal rental amount of R5 000 per annum				
CAPE TOWN STADIUM (RF) SOC LTD (CTS)				
The CTS municipal entity was established to manage and operate the stadium on behalf of the City. The vision of the stadium is to achieve worldwide recognition as a facility for the hosting of major sports events, and to become the premium venue of choice.				
Percentage owned			100%	100%
Arm's-length transactions for the year				
Receivables			9 478	8 808
Payables			16 314	7 845
Service charges			12 018	12 021
Other income			23 139	20 980
Grants and subsidies paid			19 479	33 196
The City is the sole shareholder in the CTS, which started operating as a municipal entity on 1 February 2018. The City is the holder of 100 ordinary shares issued with no par value.				
The City is leasing to the CTS erf 2188, Green Point, being the stadium precinct, for an initial period of 50 years commencing on 13 November 2019, with the option of renewal for an additional 49 years, at a nominal rental amount of R100 per annum.				

39. RELATED-PARTY DISCLOSURES (CONTINUED)

39.1 MUNICIPAL AND OTHER ENTITIES (CONTINUED)

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	2024	**2025**	2024
CAPE METROPOLITAN TRANSPORT FUND (CMTF)				
The CMTF was created in terms of section 18 of the Urban Transport Act 78 of 1977. The administration of the CMTF vests with the City. The principal activity of the CMTF is to fund the planning and provision of adequate urban transport facilities and all incidental matters.				
Administrator				
Arm's-length transactions for the year				
Funds held on behalf of CMTF	27 068	27 523	27 068	27 523
Transfers	6 584	7 219	6 584	7 219
Interest paid	2 096	2 425	2 096	2 425
Revenue collected	4 148	4 595	4 148	4 595

ATLANTIS SPECIAL ECONOMIC ZONE COMPANY (SOC) LTD

Atlantis Special Economic Zone Company (SOC) Ltd (Atlantis SEZ) is a state-owned entity listed as a schedule 3D entity in terms of section 47(2) of the Public Finance Management Act. Its purpose is to develop a green technology special economic zone (SEZ) in close collaboration with the national Department of Trade, Industry and Competition (DTIC), Wesgro, the City, and Province's Department of Economic Development and Tourism.

On 31 March 2022, the City acquired 45,4% of the Atlantic SEZ's issued ordinary no-par-value shares in an asset-for-shares transaction. The 83 no-par-value shares were acquired by way of transfer of the following three properties valued at R56,50 million:

- Portion of remainder Cape farm 1183 and remainder farm 4-93, located on the corner of Dassenberg Street and Charel Uys Drive, Atlantis Industrial, 221 500 m² in extent (purchase price: R13,28 million)
- Portion of Cape farm 1183-4-1 bounded by Gideon Basson Road and Neil Hare Road, Atlantis Industrial, 386 500 m² in extent (purchase price: R23,18 million)
- Portion of remainder erf 171, portion of remainder erf 277, erf 254 and erf 246, all located along Neil Hare Road, Atlantis Industrial, 386 500 m² in extent (purchase price: R20,03 million)

The investment is carried at cost, amended for the City's share in the Atlantis SEZ profit or loss for the period in review.

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	2024	**2025**	2024
As at 30 June				
Carrying amount				
Opening balance	59 148	41 374		
Share of surplus/(deficit)	29 332	17 774		
TOTAL	**88 480**	**59 148**		
The value of the shares was independently determined and agreed by both parties. There were no other related-party transactions between the City and Atlantis SEZ apart from the sale of land in exchange for shares.				
Percentage owned	45,4%	45,4%	45,4%	45,4%
Atlantis SEZ has a financial year-end of 31 March. The company has provided the City with its management accounts for the period 1 April to 30 June.				

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

39. RELATED-PARTY DISCLOSURES (CONTINUED)

39.1 MUNICIPAL AND OTHER ENTITIES (CONTINUED)

ATLANTIS SPECIAL ECONOMIC ZONE COMPANY (SOC) LTD (CONTINUED)

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	2024	**2025**	2024
Aggregate financial information				
Statement of financial position				
Total assets	211 418	189 745		
Total liabilities	24 503	78 962		
Total net assets	**186 915**	**110 783**		
Statement of financial performance				
Total revenue	101 588	68 271		
Total expenditure	36 915	29 082		
Surplus/(deficit) for the period	**64 673**	**39 189**		
Statement of other comprehensive income				
Share of surplus/(deficit) in associate	**29 332**	**17 774**		

39. RELATED-PARTY DISCLOSURES (CONTINUED)

39.2 EXECUTIVE MANAGEMENT

39.2.1 RELATED-PARTY TRANSACTIONS WITH CLOSE FAMILY MEMBERS OF EXECUTIVE MANAGEMENT

No members of City management have significant influence over the financial or operating policies of the municipal entities.

The following reported transactions occurred on an arm's-length basis between the City and close family members of key management staff members.

39.2.1.1 COUNCILLORS

AS AT 30 JUNE 2025		
Name	Nature of relation	Key management
AFRIVEST BUSINESS SOLUTIONS	Spouse	Cllr Davids, R
Arm's-length transactions for the year		
Rendering of services		**402**
Amount owing		**370**
AFRIWORLD BUSINESS SOLUTIONS	Child	Cllr Davids, R
Arm's-length transactions for the year		
Rendering of services		**11 635**
Amount owing		**4 515**
PINELANDS COMMUNITY IMPROVEMENT	Child	Cllr Davids, R
Arm's-length transactions for the year		
Rendering of services		**12 720**
Amount owing		**-**

As at 30 June 2024		
Name	Nature of relation	Key management
VREDEKLOOF CID	Spouse	Cllr Brynard, C
Arm's-length transactions for the year		
Transfers in terms of Vredekloof CID memorandum of agreement		4 864
Amount owing		-
AFRIVEST BUSINESS SOLUTIONS	Child	Cllr Davids, R
Arm's-length transactions for the year		
Rendering of services		169
Amount owing		-
AFRIWORLD BUSINESS SOLUTIONS	Child	Cllr Davids, R
Arm's-length transactions for the year		
Rendering of services		12 480
Amount owing		4 817

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

39. RELATED-PARTY DISCLOSURES (CONTINUED)

39.2 EXECUTIVE MANAGEMENT (CONTINUED)

39.2.1 RELATED-PARTY TRANSACTIONS WITH CLOSE FAMILY MEMBERS OF EXECUTIVE MANAGEMENT (CONTINUED)

39.2.1.2 EXECUTIVE DIRECTORS

AS AT 30 JUNE 2025

Name	Nature of relation	Key management	
EMPIRE	Sister-in-law	Botto, V	
Arm's-length transactions for the year			
Rendering of services			**581**
Amount owing			**146**
PRICEWATERHOUSECOOPERS (PWC)	Wife	Manus, L	
Arm's-length transactions for the year			
Rendering of services			**52 870**
Amount owing			**10 453**
FAIRBRIDGES WERTHEIM BECKER ATTORNEYS	Daughter	Nassiep, K	
Arm's-length transactions for the year			
Rendering of services			**34 632**
Amount owing			**1 714**

As at 30 June 2024

Name	Nature of relation	Key management	
EMPIRE	Sister-in-law	Botto, V	
Arm's-length transactions for the year			
Rendering of services			349
Amount owing			-
PRICEWATERHOUSECOOPERS (PWC)	Wife	Manus, L	
Arm's-length transactions for the year			
Rendering of services			29 520
Amount owing			14 765
FAIRBRIDGES WERTHEIM BECKER ATTORNEYS	Daughter	Nassiep, K	
Arm's-length transactions for the year			
Rendering of services			34 959
Amount owing			1 821

39. RELATED-PARTY DISCLOSURES (CONTINUED)

39.2 EXECUTIVE MANAGEMENT (CONTINUED)

39.2.2 REMUNERATION OF EXECUTIVE MANAGEMENT

39.2.2.1 REMUNERATION OF COUNCILLORS AND BOARD MEMBERS

SUMMARY OF REMUNERATION BENEFITS

	Annual salary	Car allowance	Social contribution	Subtotal	Retroactive salary increase[1]	Total
2025						
Mayco members	15 048	21	373	**15 442**	(13)	**15 429**
Councillors	157 524	236	2 827	**160 587**	(279)	**160 308**
	172 572	257	3 200	**176 029**	(292)	**175 737**
Controlled entities: board members	1 302	-	-	**1 302**	-	**1 302**
TOTAL	**173 874**	**257**	**3 200**	**177 331**	**(292)**	**177 039**

	Annual salary	Car allowance	Social contribution	Subtotal	Retroactive salary increase[1]	Total
2024						
Mayco members	14 085	20	360	**14 465**	441	**14 906**
Councillors	149 929	227	3 047	**153 203**	5 140	**158 343**
	164 014	247	3 407	**167 668**	5 581	**173 249**
Controlled entities: board members	1 242	-	-	**1 242**	-	**1 242**
TOTAL	**165 256**	**247**	**3 407**	**168 910**	**5 581**	**174 491**

[1] *In October 2024, the Minister of Cooperative Governance and Traditional Affairs proclaimed salary increases for councillors applicable to both the 2023/24 and 2024/25 financial years. The amount of R292 million reflected in the current year represents the variance between the initial provision and the actual increase as proclaimed.*

Councillors are remunerated according to the Remuneration of Public Office Bearers Act 20 of 1998. As councillors have only collective executive powers for planning, directing and controlling the activities of the City, their remuneration is not disclosed individually, but in aggregate.

There are 231 councillor positions, whose aggregate remuneration amounted to R176,03 million for the period in review. The average remuneration per councillor is R0,76 million (2024: R0,73 million) per annum.

Mayco members have such individual executive powers as granted by their delegation. Therefore, their remuneration is disclosed individually in the table on the following page.

A full list of councillors is disclosed on Pages 139 to 140 under "General information".

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

39. RELATED-PARTY DISCLOSURES (CONTINUED)

39.2 EXECUTIVE MANAGEMENT (CONTINUED)

39.2.2 REMUNERATION OF EXECUTIVE MANAGEMENT (CONTINUED)

39.2.2.1 REMUNERATION OF COUNCILLORS

MAYORAL COMMITTEE MEMBERS' REMUNERATION

ANALYSIS OF REMUNERATION BENEFITS

	Annual salary	Car allowance	Social contribution	Total
2025				
Executive Mayor; Future Planning and Resilience				
Ald Hill-Lewis, G	1 628	-	-	**1 628**
Deputy Mayor; Spatial Planning and Environment				
Ald Andrews, E	1 323	-	-	**1 323**
Economic Growth				
Ald Vos, J	1 249	-	-	**1 249**
Finance				
Cllr Mbandezi, S	1 116	-	133	**1 249**
Corporate Services				
Ald Uys, T	1 249	-	-	**1 249**
Community Services and Health				
Cllr Higham, F[1]	547	-	-	**547**
Cllr Van der Ross, P[2]	702	-	-	**702**
Energy				
Ald Limberg, X[1]	1 232	-	-	**1 232**
Cllr Van Reenen, B[2]	17	-	-	**17**
Human Settlements				
Cllr Pophaim, C	1 249	-	-	**1 249**
Safety and Security				
Ald Smith, JP	1 122	21	107	**1 250**
Urban Mobility				
Cllr Quintas, R	1 249	-	-	**1 249**
Urban Waste Management				
Ald Twigg, G	1 116	-	133	**1 249**
Water and Sanitation				
Cllr Badroodien, ZA	1 249	-	-	**1 249**
TOTAL	**15 048**	**21**	**373**	**15 442**

1 *Appointed to Mayco during the year.*
2 *Membership to Mayco terminated during the year.*

39. RELATED-PARTY DISCLOSURES (CONTINUED)

39.2 EXECUTIVE MANAGEMENT (CONTINUED)

39.2.2 REMUNERATION OF EXECUTIVE MANAGEMENT (CONTINUED)

39.2.2.1 REMUNERATION OF COUNCILLORS (CONTINUED)

MAYORAL COMMITTEE MEMBERS' REMUNERATION (CONTINUED)

ANALYSIS OF REMUNERATION BENEFITS (CONTINUED)

	Annual salary	Car allowance	Social contribution	Total
2024				
Executive Mayor; Future Planning and Resilience				
Ald Hill-Lewis, G	1 545	-	-	**1 545**
Deputy Mayor; Spatial Planning and Environment				
Ald Andrews, E	1 256	-	-	**1 256**
Economic Growth				
Ald Vos, J	1 185	-	-	**1 185**
Finance				
Cllr Mbandezi, S	1 057	-	129	**1 186**
Corporate Services				
Ald Uys, T	1 185	-	-	**1 185**
Community Services and Health				
Cllr Van der Ross, P	1 185	-	-	**1 185**
Energy				
Cllr Van Reenen, B	1 185	-	-	**1 185**
Human Settlements				
Cllr Pophaim, C	997	-	-	**997**
Safety and Security				
Ald Smith, JP	1 063	20	103	**1 186**
Urban Mobility				
Cllr Quintas, R	1 185	-	-	**1 185**
Urban Waste Management				
Ald Twigg, G	1 057	-	128	**1 185**
Water and Sanitation				
Cllr Badroodien, ZA	1 185	-	-	**1 185**
TOTAL	**14 085**	**20**	**360**	**14 465**

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

39. RELATED-PARTY DISCLOSURES (CONTINUED)

39.2 EXECUTIVE MANAGEMENT (CONTINUED)

39.2.2 REMUNERATION OF EXECUTIVE MANAGEMENT (CONTINUED)

39.2.2.2 REMUNERATION OF EXECUTIVE DIRECTORS

ANALYSIS OF REMUNERATION BENEFITS

	Annual salary	Bonus	Relocation and car allowance	Social contribution	Travel and subsistence	Total
2025						
City Manager						
Mbandazayo, L	3 619	582	-	457	87	**4 745**
Community Services and Health						
Mandlana, Z	2 771	-	-	224	6	**3 001**
Corporate Services						
Sass, E	3 019	256	-	430	51	**3 756**
Energy						
Nassiep, KM	3 054	167	222	2	51	**3 496**
Economic Growth						
Gelderbloem, R	2 720	157	-	350	9	**3 236**
Finance						
Jacoby, K	2 965	408	228	256	31	**3 888**
Future Planning and Resilience						
Morgan, G	2 836	207	-	234	14	**3 291**
Human Settlements						
Gqiba, NZ	3 555	-	-	2	-	**3 557**
Safety and Security Services						
Botto, V	2 516	347	-	403	4	**3 270**
Spatial Planning and Environment						
McGaffin, R	2 927	-	-	2	20	**2 949**
Urban Mobility						
Campbell, D	2 898	-	-	278	73	**3 249**
Urban Waste Management						
McNeil, J[1]	269	-	-	-	-	**269**
Mayisela, NP[2]	2 005	44	-	180	10	**2 239**
Mdunyelwa, L[3]	668	-	16	57	-	**741**
Water and Sanitation						
Manus, LAV	2 452	186	-	311	10	**2 959**
	38 274	**2 354**	**466**	**3 186**	**366**	**44 646**
CTICC						
Chief executive officer: Motlhabane, TM	2 936	424	-	-	-	**3 360**
Key management: four staff members	8 488	860	-	-	-	**9 348**
CTS						
Chief executive officer: Woodburn, G	1 940	36	11	247	-	**2 234**
Key management: one staff member	1 877	43	11	-	-	**1 931**
TOTAL	**53 515**	**3 717**	**488**	**3 433**	**-**	**61 519**

1 Appointed during the year. 2 Acted as executive director during the year. 3 Contract terminated during the year.

39. RELATED-PARTY DISCLOSURES (CONTINUED)

39.2 EXECUTIVE MANAGEMENT (CONTINUED)

39.2.2 REMUNERATION OF EXECUTIVE MANAGEMENT (CONTINUED)

39.2.2.2 REMUNERATION OF EXECUTIVE DIRECTORS (CONTINUED)

ANALYSIS OF REMUNERATION BENEFITS (CONTINUED)

	Bonus	Annual salary	Relocation and car allowance	Social contribution	Travel and subsistence	Total
2024						
City Manager						
Mbandazayo, L	3 630	362	-	436	59	**4 487**
Community Services and Health						
Mandlana, Z	2 591	-	-	213	-	**2 804**
Corporate Services						
Sass, E	3 035	283	-	426	20	**3 764**
Energy						
Nassiep, KM	3 151	-	222	2	23	**3 398**
Economic Growth						
Gelderbloem, R	2 705	150	-	334	31	**3 220**
Finance						
Jacoby, K	3 011	397	150	300	41	**3 899**
Future Planning and Resilience						
Morgan, G	2 715	198	-	223	35	**3 171**
Human Settlements						
Gqiba, NZ	3 193	-	-	2	32	**3 227**
Safety and Security Services						
Botto, V	2 552	210	-	382	-	**3 144**
Spatial Planning and Environment						
McGaffin, R	2 802	-	-	2	11	**2 815**
Urban Mobility						
Campbell, D	2 774	-	-	265	30	**3 069**
Urban Waste Management						
Mayisela, NP[1]	808	-	-	78	-	**886**
Mdunyelwa, L	2 314	-	109	381	-	**2 804**
Water and Waste						
Manus, LAV[2]	1 252	-	70	74	-	**1 396**
Hugo, E[1]	349	-	19	42	-	**410**
Webster, M[3]	317	-	7	29	-	**353**
	37 199	**1 600**	**577**	**3 189**	**282**	**42 847**
CTICC						
Chief executive officer: Motlhabane, TM	2 601	263	-	-	-	**2 864**
Key management: four staff members	7 154	541	-	-	-	**7 695**
CTS						
Chief executive officer: Woodburn, G[4]	1 182	-	-	170	-	**1 352**
Chief executive officer: De Reuck, L[5]	943	-	-	102	-	**1 045**
Key management: one staff member	1 703	-	-	-	-	1 703
TOTAL	**50 782**	**2 404**	**577**	**3 461**	**282**	**57 506**

1 Acted as executive director in the course of the year. 2 Appointed during the year. 3 Contract terminated during the year.

4 Appointed as chief executive officer in the course of the year. 5 Retired as chief executive officer in the course of the year.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

40. EVENTS AFTER REPORTING DATE

NON-ADJUSTING EVENT

On 3 July 2024, the City signed a loan agreement with the International Finance Corporation in which it was agreed that R2,8 billion would be made available for disbursement to the City. This amount was received on 5 August 2025.

41. DISCLOSURES IN TERMS OF LAW AND REGULATIONS

41.1 POLITICAL PARTIES' ARREARS

At year-end, included in the debtors' the representative political parties owed the Entity zero arrears (2024: R35 820,60) outstanding for more than 90 days.

41.2 BROAD-BASED BLACK ECONOMIC EMPOWERMENT (B-BBEE) ACT

Information on compliance with the B-BBEE Act is included in the annual report under "Appendix G: B-BBEE compliance performance report".

41.3 MUNICIPAL FINANCE MANAGEMENT ACT

41.3.1 SECTION 124(1)(B)

41.3.1.1 DISCLOSURE CONCERNING COUNCILLORS' MUNICIPAL ACCOUNTS IN ARREARS

2025

During the **financial year**, the following councillor was in arrears for more than 90 days, but has since paid the account:

- Arnold, A

As at 30 June 2025, no councillors' rates and services accounts were in arrears for 90 or more days.

2024

During the **financial year**, the following councillors were in arrears for more than 90 days, but have since paid their accounts:

- Mamkeli, S
- Van Nelson, S

As at 30 June 2024, no councillors' rates and services accounts were in arrears for 90 days or more.

41. DISCLOSURES IN TERMS OF LAW AND REGULATIONS (CONTINUED)

41.3 MUNICIPAL FINANCE MANAGEMENT ACT (CONTINUED)

41.3.2 SECTION 125

41.3.2.1 IRREGULAR EXPENDITURE

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	2024	**2025**	2024
Opening balance	626 116	51 633	626 116	51 633
Prior year: adjustment	(142)	(60)	(142)	(60)
	625 974	51 573	625 974	51 573
Expenditure incidents identified in the current year, relating to:	464 808	634 262	463 172	634 262
Current year	1 394	367 805	1 394	367 805
Prior year	463 414	266 457	461 778	266 457
	1 090 782	**685 835**	**1 089 146**	**685 835**
Multi-year contracts[1]	442 311	-	442 311	-
Resolved by Council	(1 493 007)	(59 719)	(1 491 371)	(59 719)
Closing balance	**40 086**	**626 116**	**40 086**	**626 116**
INCIDENTS				
Legal services procurement not in terms of supply chain management (SCM) regulations	73	130	73	130
Expenditure incurred after contract expiry	1 422	8 418	1 422	8 418
Non-compliance with the City's SCM policy, SCM regulations and sections 33, 111 and 116(3) of the MFMA	463 313	625 714	461 677	625 714
TOTAL	**464 808**	**634 262**	**463 172**	**634 262**

1 *Multi-year contracts refer to contracts where expenditure was incurred and instances of non-compliance were previously identified, investigated and resolved by Council in terms of section 32 of the MFMA. However, these contracts remained valid, and further expenditure was incurred, which was again referred to the Municipal Public Accounts Committee for investigation in terms of section 32 of the MFMA.*

41.3.2.2 FRUITLESS AND WASTEFUL EXPENDITURE

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	2024	**2025**	2024
Opening balance	-	12 313	-	12 313
Expenditure incidents identified in the current year, relating to:	23 845	-	23 822	-
Current year	23	-	-	-
Prior year	23 822	-	23 822	-
Resolved by Council	(23 845)	(12 313)	(23 822)	(12 313)
Closing balance	**-**	**-**	**-**	**-**
INCIDENTS				
Other	13 559	-	13 553	-
Interest	33	-	16	-
Duplicate/overpayments	10 253	-	10 253	-
TOTAL	**23 845**	**-**	**23 822**	**-**

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

41. DISCLOSURES IN TERMS OF LAW AND REGULATIONS (CONTINUED)

41.3 MUNICIPAL FINANCE MANAGEMENT ACT (CONTINUED)

41.3.2 SECTION 125 (CONTINUED)

41.3.2.3 MATERIAL LOSSES

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	2024	**2025**	2024
Water losses	**112 032**	**112 539**	**112 032**	**112 539**
In the current year, the material losses were 5,87% (2024: 5,90%). These are predominantly due to unauthorised usage and metering inaccuracies.				
Electricity losses	**771 967**	**633 187**	**771 967**	**633 187**
In the current year, the energy losses were 11,23% (2024: 11,00%). These losses are the result of system operation, theft and vandalism. The production losses amounted to R1,06 billion (2024: R914,54 million).				

41. DISCLOSURES IN TERMS OF LAW AND REGULATIONS (CONTINUED)

41.3 MUNICIPAL FINANCE MANAGEMENT ACT (CONTINUED)

41.3.2 SECTION 125 (CONTINUED)

41.3.2.4 OTHER COMPULSORY DISCLOSURES

	ECONOMIC ENTITY			
	South African Local Government Association (SALGA) contributions	Audit fees	Pay-as-you-earn (PAYE) and Unemployment Insurance Fund (UIF)	Pension and medical aid[1]
As at 30 June 2025				
Opening balance	**(18 900)**	**113**	**226 984**	**415 745**
Subscriptions/fees	18 900	35 252	3 023 670	5 225 157
Amount paid: current year	-	(34 635)	(2 769 659)	(5 007 636)
in advance	(18 872)	-	-	-
previous years	-	(113)	(226 984)	(415 745)
Balance unpaid (included in payables)	**(18 872)**	**617**	**254 011**	**217 521**
As at 30 June 2024				
Opening balance	**(17 663)**	**-**	**210 974**	**385 493**
Subscriptions/fees	17 663	32 414	2 827 563	4 916 443
Amount paid[1]: current year	-	(32 301)	(2 600 579)	(4 500 698)
in advance	(18 900)	-	-	-
previous years	-	-	(210 974)	(385 493)
Balance unpaid (included in payables)	**(18 900)**	**113**	**226 984**	**415 745**

1 Comparative: The current-year and advance payment for the 'Pension and medical aid' amounts were restated following a correction to a transcription issue.

	CITY OF CAPE TOWN			
	South African Local Government Association (SALGA) contributions	Audit fees	Pay-as-you-earn (PAYE) and Unemployment Insurance Fund (UIF)	Pension and medical aid[1]
As at 30 June 2025				
Opening balance	**(18 900)**	**113**	**226 984**	**415 745**
Subscriptions/fees	18 900	33 591	3 023 219	5 213 790
Amount paid: current year	-	(32 974)	(2 769 208)	(4 996 269)
in advance	(18 872)	-	-	-
previous years	-	(113)	(226 984)	(415 745)
Balance unpaid (included in payables)	**(18 872)**	**617**	**254 011**	**217 521**
As at 30 June 2024				
Opening balance	**(17 663)**	**-**	**210 974**	**385 493**
Subscriptions/fees	17 663	30 826	2 827 154	4 906 607
Amount paid[1]: current year	-	(30 713)	(2 600 170)	(4 490 862)
in advance	(18 900)	-	-	-
previous years	-	-	(210 974)	(385 493)
Balance unpaid (included in payables)	**(18 900)**	**113**	**226 984**	**415 745**

1 Comparative: The current-year and advance payment for the 'Pension and medical aid' amounts were restated following a correction to a transcription issue.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

41. DISCLOSURES IN TERMS OF LAW AND REGULATIONS (CONTINUED)

41.4 SUPPLY CHAIN MANAGEMENT REGULATIONS

41.4.1 DEVIATIONS AND MINOR BREACHES

In terms of section 36 of the municipal SCM regulations, any deviation from SCM policy needs to be approved by the accounting officer and noted by Council. The awards listed below have been approved by the accounting officer or his/her delegate (SCM director) and noted by Council.

	ECONOMIC ENTITY		CITY OF CAPE TOWN	
	2025	2024	2025	2024
Deviations: Municipal SCM regulation 36(1)(a)	**85 752**	**1 123 891**	**54 801**	**1 102 751**
Emergency	2 057	27 422	2 057	27 422
Single provider	36 352	1 046 633	32 384	1 036 653
Exceptional case (impractical or impossible)	47 343	49 836	20 360	38 676
Minor breaches: Municipal SCM regulation 36(1)(b)	**2 014**	**707 795**	**2 014**	**707 795**
Minor breaches by an official or committee acting in terms of its delegated powers or duties, which is purely of a technical nature.	2 014	707 795	2 014	707 795
TOTAL deviation/minor breaches approved by the accounting officer or his/her delegated authority, noted by Council and board members	**87 766**	**1 831 686**	**56 815**	**1 810 546**

All deviations considered by the accounting officer are processed in terms of the SCM regulations and the SCM policy. This process entails being assessed by the delegated authority in terms of the stipulated criteria for emergency procurement, availability from only one provider, exceptional circumstances where it is impracticable or impossible to follow the official procedure, or correction of minor technical or legislative breaches.

All minor breaches are considered by the delegated authority and processed in terms of the SCM regulations and the SCM policy. Minor breaches are not an indication of tender irregularities or fraud. Minor breaches are purely of technical or legislative nature and do not impact the outcome or fairness of the award.

The annual financial statements disclose rates-based deviations/minor breaches at zero value as the value of the award is not quantifiable on the date the award was approved by the delegated authority.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

41. DISCLOSURES IN TERMS OF LAW AND REGULATIONS (CONTINUED)

41.4 SUPPLY CHAIN MANAGEMENT REGULATIONS (CONTINUED)

41.4.2 BIDS AWARDED TO FAMILY OF EMPLOYEES IN THE SERVICE OF THE STATE

In terms of section 45 of the municipal SCM regulations, any award above R2 000 to family of employees in the service of the state must be disclosed in the consolidated annual financial statements. The following is a list of declarations recorded and submitted on the City's declaration-of-interest forms. There are no disclosures applicable to the entities for 2024/25.

AWARDS TO FAMILY OF EMPLOYEES IN THE SERVICE OF THE CITY AND OTHER STATE ENTITIES

CITY OF CAPE TOWN		
CONNECTED PERSON	**POSITION HELD IN STATE**	**2025**
ACTOM (PTY) LTD		**10 690**
MAKAMU, CR	NATIONAL GOVERNMENT: EDUCATOR	
LUBBE, T	GAUTENG EDUCATION DEPARTMENT: EDUCATOR	
ACTOM POWER SYSTEMS A DIVISION OF ACTOM (PTY) LTD		**416**
KRUGER, IN	CITY HEAD	
AFRICOAST CONSULTING ENGINEERS (PTY)		**3 452**
MRWETYANA, G	DEPARTMENT OF PUBLIC WORKS: QUANTITY SURVEYOR	
AFRIWORLD BUSINESS SOLUTIONS (PTY)		**10 757**
DAVIDS, R	CITY WARD COUNCILLOR	
ANLO PRINT & MAIL CC		**170**
TAYLOR, N	CITY PROJECT ADMINISTRATOR	
ASSESS 4 U		**6**
MILES, R	IMT DIVISION OF ARMSCOR	
ASEP ELECTRICAL		**9 990**
DE-JESUS, ZA	WESTERN CAPE EDUCATION DEPARTMENT: EDUCATOR	
ATHLONE AUTO TRANSMISSIONS		**3 124**
JOSEPHS, N	WESTERN CAPE GOVERNMENT: CHIEF DIRECTOR	
BARAKA IT SOLUTIONS (PTY) LTD		**68 229**
MOWZER, N	CITY HEAD	
BARENDS F		**45**
BARENDS, T	CITY SAP INTEGRATION SPECIALIST	
BERGSTAN		**35 068**
BEUKES, JR	DEPARTMENT OF SOCIAL DEVELOPMENT: SENIOR SOCIAL WORKER	
DIXON, M	WESTERN CAPE EDUCATION DEPARTMENT: EDUCATOR	
BIDVEST PRESTIGE		**18 828**
SHUENYANE, T	SOUTH AFRICAN REVENUE SERVICE	
BIGEN AFRICA SERVICES		**202 477**
AARTSMA, R	DEPARTMENT OF WATER AND SANITATION: CANDIDATE ENGINEER	

41. DISCLOSURES IN TERMS OF LAW AND REGULATIONS (CONTINUED)

41.4 SUPPLY CHAIN MANAGEMENT REGULATIONS (CONTINUED)

41.4.2 BIDS AWARDED TO FAMILY OF EMPLOYEES IN THE SERVICE OF THE STATE (CONTINUED)

AWARDS TO FAMILY OF EMPLOYEES IN THE SERVICE OF THE CITY AND OTHER STATE ENTITIES (CONTINUED)

CITY OF CAPE TOWN (CONTINUED)		
CONNECTED PERSON	**POSITION HELD IN STATE**	**2025**
BOWMAN GILFILLAN INC (LAND)		**3 689**
BOZALEK, L	WESTERN CAPE HIGH COURT: JUDGE	
DE BEER, B	UNISA	
DE VILLERS, M	COUNCIL FOR SCIENTIFIC AND INDUSTRIAL RESEARCH (CSIR): MANAGER	
DYER, C	NATIONAL DEPARTMENT OF EDUCATION: DEPUTY DIRECTOR	
KAMOETI, M	SITA	
LUMEZA, N	DEPARTMENT OF BASIC EDUCATION	
MALOPE-KGOKONG, B	NATIONAL HEALTH LABORATORY SERVICE (NHLS): NATIONAL MANAGER	
MAMABOLO, S	INDEPENDENT ELECTORAL COMMISSION	
MORGAN, G	CITY	
NKABINDE, N	TRANS CALEDON TUNNEL AUTHORITY	
NYALI, M	DEPARTMENT OF EDUCATION: EDUCATOR	
ODENDAL, J	ARMSCOR SOC LTD: SENIOR MANAGEMENT TECHNICAL	
PILLAY, K	CSIR	
RAMASHI-DUBE, K	DEPARTMENT OF JUSTICE	
RODRIGUES, C	WESTERN CAPE PROVINCIAL PARLIAMENT: SENIOR IT AND DIGITAL OFFICER	
SASS (NEE HARRIS), T	CITY HEAD: COMPLIANCE AND PROBITY	
STEYN, E	WESTERN CAPE HIGH COURT: MAGISTRATE JUDGE	
VAN AARDT, M	BARAGWANATH HOSPITAL COMPLEX: DOCTOR	
VAN DEN HEUVEL, J	DEPARTMENT OF JUSTICE: MAGISTRATE	
VISSER, A	CITY	
BSP CONSULTING ENGINEERS (PTY) LTD		**2 483**
PLAATJES, A	WESTERN CAPE EDUCATION DEPARTMENT: EDUCATOR	
BURGER & WALLACE CONSTRUCTION (PTY)		**12 411**
BREEDS, RD	DEPARTMENT OF HEALTH: MEDICINE	
C & A FRIEDLANDER INC		**10 309**
BELL, A	DEPARTMENT OF EDUCATION: EDUCATOR	
C & M CONSULTING ENGINEERS		**6 128**
NGELE, CB	SOUTH AFRICAN WEATHER SERVICE: TECHNICIAN	
CAPE TRUCK AND VAN		**42 815**
DUKHWE, TV	DEPARTMENT OF ROADS INFRASTRUCTURE MANAGEMENT: PRINCIPAL PROFESSIONAL OFFICER	
CIGI CELL PTY LTD		**58 794**
NYAWANE, TIE	DEPARTMENT OF EDUCATION: PRINCIPAL	
CLUVER MARKOTTER INC		**12 418**
GEYSER, F	OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS	
PECARARO, AJK	WESTERN CAPE DEPARTMENT OF HEALTH	
CONLOG		**16 052**
MOODLEY, L	DEPARTMENT OF HEALTH: DIRECTOR	
DESIGNTEC PRINTING CC		**576**
MSHWESHWE, M	CITY: MANAGER	
DS GXILISHE		**162**
GXILISHE, B	DEPARTMENT OF AGRICULTURE AND FISHERIES: SENIOR ADMINISTRATIVE OFFICER	
GXILISHE, B	WESTERN CAPE EDUCATION DEPARTMENT	
EMPA STRUCTURES		**17 388**
PIERTERSE, G	WESTERN CAPE EDUCATION DEPARTMENT	
ERNST AND YOUNG ADVISORY SERVICES		**110 729**
MAKHAKHE, MM	GAUTENG DEPARTMENT OF HEALTH: MEDICAL DOCTOR	
MASELA, T	SOUTH AFRICAN RESERVE BANK: EXECUTIVE HEAD	
MORRISON, N	DEPARTMENT OF DEFENCE: BOOKKEEPER	
MOSEGEDI, K	CITY OF TSHWANE: INTERNAL AUDITOR	
SIBANYONI, K	BARAGWANATH HOSPITAL: OCCUPATIONAL THERAPIST	
EXECUTIVE SAFETY SERVICE CC		**799**
VISAGIE, T	CITY	

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

41. DISCLOSURES IN TERMS OF LAW AND REGULATIONS (CONTINUED)

41.4 SUPPLY CHAIN MANAGEMENT REGULATIONS (CONTINUED)

41.4.2 BIDS AWARDED TO FAMILY OF EMPLOYEES IN THE SERVICE OF THE STATE (CONTINUED)

AWARDS TO FAMILY OF EMPLOYEES IN THE SERVICE OF THE CITY AND OTHER STATE ENTITIES (CONTINUED)

CITY OF CAPE TOWN (CONTINUED)		
CONNECTED PERSON	**POSITION HELD IN STATE**	**2025**
FAIRBRIDGES WERTHEIM BECKER		**31 984**
SHREEF, W	ANC PARLIAMENT CAUCUS: SENIOR RESEARCHER	
FAYDIES CORPORATE GIFTS		**8 372**
VOTERSEN, MF	CITY: MANAGER	
FG JACOBS TRANSPORT CC		**5 600**
FLAGG, K	WESTERN CAPE EDUCATION DEPARTMENT: EDUCATOR	
JACOBS, Y	WESTERN CAPE EDUCATION DEPARTMENT: EDUCATOR	
POOLE, H	WESTERN CAPE EDUCATION DEPARTMENT: EDUCATOR	
FIKELELA LABOUR SERVICES		**6 382**
JOSEPH, D	NATIONAL ASSEMBLY: MEMBER OF PARLIAMENT	
FS AFRICA SUPPLIERS		**46**
WILLIAMS, MD	CITY SENIOR PROFESSIONAL OFFICER	
G NKOMO INCORPORATED		**24**
NKOMO, M	NATIONAL PROSECUTING AUTHORITY: PROSECUTOR	
GAN'S TOURS CC		**133**
GANAS, S	KWAZULU-NATAL EDUCATION DEPARTMENT: SUBSTITUTE EDUCATOR	
GENLUX LIGHTING A DIVISION OF ACTOM		**5 120**
NEL, I	ACTOM EPC: DIVISIONAL CHIEF EXECUTIVE OFFICER	
GEORGA`S AUTO DISTRIBUTORS FITMENT		**2 297**
DOLF, A	CITY SPECIALIST CLERK	
GIBB		**79 502**
CLOETE, L	DEPARTMENT OF HIGHER EDUCATION AND TRAINING	
DE WET, E	WESTERN CAPE DEPARTMENT OF HEALTH	
HERING, C	DEPARTMENT OF EDUCATION	
HOBSON, G	SA NAVY	
KHUZWAYO, Q	TRANSET PORT TERMINALS: SCM	
KOTZEE, A	BUFFALO CITY METROPOLITAN MUNICIPALITY	
MAPHALALA, B	GAUTENG EDUCATION DEPARTMENT	
MKHIZE, N	BUFFALO CITY METROPOLITAN MUNICIPALITY	
MOJA, J	DEPARTMENT OF HIGHER EDUCATION AND TRAINING	
NAIDOO, B	DEPARTMENT OF HEALTH	
NGCUPE, G	DEPARTMENT OF EDUCATION	
SIGOGO, F	DEPARTMENT OF JUSTICE AND CONSTITUTIONAL DEVELOPMENT	
GREENRO SOLUTIONS (PTY) LTD		**5 388**
THABENG, N	SAP: FORENSIC ANALYST	
HARGRAVES LIBRARY SERVICE		**175**
VAN KESTEREN, A	CITY ADMINISTRATIVE OFFICER	
HAYES INCORPORATED		**166**
AKHERWARAY, F	CITY SUPPORT ASSISTANT	
HENRY FAGAN CONSULTING ENGINEERS AND PROJECT MANAGERS		**36 600**
NAIDOO, P	GAUTENG DEPARTMENT OF HEALTH: DOCTOR	

41. DISCLOSURES IN TERMS OF LAW AND REGULATIONS (CONTINUED)

41.4 SUPPLY CHAIN MANAGEMENT REGULATIONS (CONTINUED)

41.4.2 BIDS AWARDED TO FAMILY OF EMPLOYEES IN THE SERVICE OF THE STATE (CONTINUED)

AWARDS TO FAMILY OF EMPLOYEES IN THE SERVICE OF THE CITY AND OTHER STATE ENTITIES (CONTINUED)

CITY OF CAPE TOWN (CONTINUED)		
CONNECTED PERSON	**POSITION HELD IN STATE**	**2025**
HEROLD GIE ATTORNEYS		**7 868**
MEYER, K	CITY SENIOR CLERK	
HITACHI ENERGY SOUTH AFRICA (PTY) LTD		**18 575**
MWANTEMBE, O	DEPARTMENT OF HEALTH: DOCTOR	
HOWDEN AFRICA COMPRESSORS & TURBINE		**1 848**
CHINGWARU, ZSM	GAUTENG DEPARTMENT OF HEALTH: DEPUTY DIRECTOR	
IAN DICKIE & CO (PTY)		**70**
SAMUELS, D	SAP: WARRANT OFFICER	
IKAPA RETICULATION AND FLOW CC		**45 259**
DAVIDS, C	WESTERN CAPE EDUCATION DEPARTMENT: EDUCATOR	
IMMEX WASTE		**14 055**
DORFLING, A	DEPARTMENT OF EDUCATION: SPEECH THERAPIST	
INDECON INSTRUMENTATION		**3 097**
BARNARD, L	DEPARTMENT OF EDUCATION: TEACHER	
INNOVATIVE TRANSPORT SOLUTION		**34 849**
PRETORIUS, D	CSIR: ENGINEER	
IQ VISION (PTY) LTD		**3 359**
NORMAN, MD	DEPARTMENT OF HEALTH: MEDICAL DOCTOR	
ISUZU TRUCK CENTRE		**350 407**
GOVENDER, S	RANDPARK HIGH SCHOOL: EDUCATOR	
ITHALOMSO (PTY) LTD		**174 360**
FUMBA, SN	CITY SPECIALIST CLERK	
IX ENGINEERS		**7 171**
MASHEGANA, RJ	GAUTENG DEPARTMENT OF HEALTH: NURSE	
JUST BREEZE GENERAL TRADING		**30 950**
MPHAHLELE-NTLADI, M	LIMPOPO DEPARTMENT OF HEALTH: DENTIST	
KEMANZI (PTY) LTD		**53 904**
DU TOIT, J	TRAFFIC SERVICES: INSPECTOR DRIVERS LICENCES	
KEMP EN GENOTE		**6 434**
OCTORBER, DR	CAPE AGULHAS MUNICIPALITY	
WILLIAMS, MC	STELLENBOSCH MUNICIPALITY	
LIKHONA LETHU SERVICES		**680**
RAFU, Z	SOUTH AFRICAN POLICE SERVICE (SAPS)	
LILIAN4ZONKE		**579**
MONK, F	CITY SUBCOUNCIL MANAGER	
MONK, N	CITY ADMINISTRATIVE OFFICER	
LJA CONSTRUCTION CC		**5 537**
ARRIES, L	WESTERN CAPE EDUCATION DEPARTMENT: EDUCATOR	
LENTLE PERFORMANCE IMPROVEMENT		**1 910**
LENTLE, E	GAUTENG EDUCATION DEPARTMENT	
M & C CLEVELAND A DIVISION OF ACTOM (PTD) LTD		**5 646**
LUBBE, T	GAUTENG EDUCATION DEPARTMENT	
NEL, I	CITY	
MAGUGA ATTORNEYS INC.		**2 205**
MGENGWANA, J	SAPS: SENIOR ADMINISTRATOR	
MALHERBE TUBB FAURE INC T/A MHI ATT		**579**
ROSSOUW, JJ	DEPARTMENT OF THE DEPARTMENT: ADMINISTRATOR	
MARCE PROJECTS		**6 644**
SEALE, N	ESKOM: OFFICER	
MASSAMATIC (PTY) LTD		**2 544**
BARNARD, M	WESTERN CAPE DEPARTMENT OF HEALTH: RADIOGRAPHY	

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

41. DISCLOSURES IN TERMS OF LAW AND REGULATIONS (CONTINUED)

41.4 SUPPLY CHAIN MANAGEMENT REGULATIONS (CONTINUED)

41.4.2 BIDS AWARDED TO FAMILY OF EMPLOYEES IN THE SERVICE OF THE STATE (CONTINUED)

AWARDS TO FAMILY OF EMPLOYEES IN THE SERVICE OF THE CITY AND OTHER STATE ENTITIES (CONTINUED)

CITY OF CAPE TOWN (CONTINUED)		
CONNECTED PERSON	**POSITION HELD IN STATE**	**2025**
MASSIVE QUANTUM (PTY) LTD		**6**
HENDRICKS, F	CITY ADMINISTRATIVE OFFICER	
MORE ASPHALT (PTY) LTDO		**8 473**
MOOSA, S		
NCC ENVIRONMENTAL SERVICES (PTY) LTD		**9 886**
RHODA, C	CITY HEAD OF INVASIVE SPECIES PROGRAMME	
NYATIKAZI ENTERPRISE		**2 501**
MBONGO, Z	COLLEGE OF CAPE TOWN: HR MANAGER	
ONE STOP DRIVING SCHOOL (PTY) LTD		**571**
JONAS, C	DEPARTMENT OF EDUCATION: EDUCATOR	
PEGASYS		**109 335**
GALEGO, P	GAUTENG EDUCATION DEPARTMENT	
JACKPERSAD, D	KING DINIZULU HOSPITAL	
NEETHLING, H	GAUTENG EDUCATION DEPARTMENT	
RISHWORTH, D	ESKOM	
STRYDOM, B	PACALTSDORP SECONDARY	
VON DER HEYDEN, S	STELLENBOSCH UNIVERSITY	
WESTON, B	DEPARTMENT OF WATER AND SANITATION	
PROXA SOUTH AFRICA		**507**
LUTHULI, TZG	EKURHULENI METRO MUNICIPALITY: ADMINISTRATIVE OFFICER	
ZWANE, T	EKURHULENO METRO MUNICIPALITY	
PSA AFRICA (PTY) LTD		**2 799**
FROST, T	DEPARTMENT OF JUSTICE (DURBAN)	
RED ANT SECURITY RELOCATION AND EVICTION SERVICES (PTY) LTD		**88 891**
LESIELA, N	MOGALE CITY LOCAL MUNICIPALITY	
REEDS N1 CITY		**1 373**
GOVENDER, S	DEPARTMENT OF EDUCATION: EDUCATOR	
RESOURCE INNOVATIONS AFRICA PTY (LTD)		**10 148**
RAMDEO, K	ETHEKWINI MUNICIPALITY: ELECTRICAL ENGINEER	
RISE UNIFORMS		**243**
NONXUBA, WD	SAP	
SHARK SPOTTERS		**805**
WARIES, T	CITY SENIOR FOREMAN	
SMART CIVIL CONSTRUCTION		**13 038**
MOLEFE, N	CITY HEAD	
SRK CONSULTING SOUTH AFRICA (PTD) LTD		**9 420**
STIFF, A	GAUTENG EDUCATION DEPARTMENT	
STATIC POWER (PTY) LTD		**4 083**
NEL, I	CITY PRINCIPAL PROFESSIONAL OFFICER	
STEDONE DEVELOPMENTS		**31 545**
DUBE, L	DEPARTMENT OF TRANSPORT: CLERICAL POSITION	

41. DISCLOSURES IN TERMS OF LAW AND REGULATIONS (CONTINUED)

41.4 SUPPLY CHAIN MANAGEMENT REGULATIONS (CONTINUED)

41.4.2 BIDS AWARDED TO FAMILY OF EMPLOYEES IN THE SERVICE OF THE STATE (CONTINUED)

AWARDS TO FAMILY OF EMPLOYEES IN THE SERVICE OF THE CITY AND OTHER STATE ENTITIES (CONTINUED)

CITY OF CAPE TOWN (CONTINUED)		
CONNECTED PERSON	**POSITION HELD IN STATE**	**2025**
SUCCIDO ENTERPRISES		**2 939**
KRAMM, L	PRASA: ADMINISTRATOR	
SUNSHINE HELLO DESIGN		**64**
MAROOF, MS	CITY PROFESSIONAL OFFICER	
TERRATECH		**95**
PRETORIUS, AJM	UNIVERSITY OF JOHANNESBURG	
THE OIL CENTRE		**9 219**
MDYOGOLO, LB	WESTERN CAPE EDUCATION DEPARTMENT: EDUCATOR	
TJEKA TRAINING MATTERS (PTY) LTD		**3 605**
NTLATI, B	CITY CLERK	
TOUA, M	GAUTENG EDUCATION DEPARTMENT	
TREE CUTTING PEOPLE		**852**
HLWATIKA, T	CITY HEALTH: CLINIC NURSING PRACTITIONER	
TRIDENTCHEM (PTY) LTD		**2 437**
FEBRUARY, GMT	WESTERN CAPE EDUCATION DEPARTMENT: EDUCATOR	
VAN DER SPUY & PARTNERS (CAPE TOWN)		**239**
DE VRIES, FD	WESTERN CAPE EDUCATION GOVERNMENT: EDUCATOR	
PIENAAR, A	WESTERN CAPE EDUCATION GOVERNMENT: DEPARTMENT HEAD	
WEBBER WENTZEL		**10 344**
ABRAHAM, J	DEPARTMENT OF EDUCATION	
BOTHA, J	DEPARTMENT OF EDUCATION	
BOTHA, J	WESTERN CAPE GOVERNMENT	
COETZEE, P	TSHWANE METRO POLICE DEPARTMENT	
DIAS, N	CITY	
ESTERHUIZEN, I	PRIMARY SCHOOL WIERDAPARK	
LAMOLA, J	SOUTH AFRICAN AIRWAYS	
LEUKES, R	WESTERN CAPE GOVERNMENT	
MAHLANGU, BT	DEPARTMENT OF EDUCATION	
MASEDI, P	CITY OF JOHANNESBURG	
MTHEMBU, T	RAND WATER	
SMIT, JCL	BEAUFORT WEST MUNICIPALITY	
SMITH, A	SAA	
TRUTER, AM	WEST COAST EDUCATION DISTRICT	
TRUTER, C	DEPARTMENT OF EDUCATION	
VAN DEN BANK, P	WESGRO	
WATSON, E	DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION	
WRP CONSULTING ENGINEERS (PTY) LTD		**1 706**
MAMPHITHA, K	SABC: SYSTEM ADMINISTRATOR	
ZANA MANZI SERVICES (PTY) LTD		**358 466**
LUTHULI, G	DESMOND TUTU CHILD AND YOUTH CARE CENTRE: HEAD	
ZUTARI (PTY) LTD		**273 041**
AHLSCHLAGER, HC	SPECIAL INVESTIGATING UNIT: LEGAL REPRESENTATIVE	
JUGWANTH, U	DEPARTMENT OF SPORT, ARTS AND CULTURE: DEPUTY DIRECTOR	
MARQUES, MR	DEPARTMENT OF HOME AFFAIRS: DIRECTOR	
NADASEN, K	DEPARTMENT OF PUBLIC WORKS: DIRECTOR	
NDALA, TJ	GAUTENG EDUCATION DEPARTMENT	
GRAND TOTAL		**2 574 955**

See annexure F for the 2024 list.

ANNEXURE A: SCHEDULE OF EXTERNAL BORROWINGS

AS AT 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

	Contractual interest rate (NACS) %	Loan ID	Redeemable in financial year	Balance as at 30 June 2024	Received during the year	Capitalised during the year	Net interest accrual during the year	Concessionary loan adjustment	Redeemed/ written off during the year	Balance as at 30 June 2025
MARKETABLE BONDS										
Municipal Bond CCT03	11,160	830017007	2025	2 065 505	-	-	(65 505)	-	(2 000 000)	-
Municipal Bond CCT04 (green bond)	10,170	830019504	2028	366 090	-	-	(4 667)	-	(100 000)	261 423
TOTAL MARKETABLE BONDS[1]				**2 431 595**	**-**	**-**	**(70 172)**	**-**	**(2 100 000)**	**261 423**
CONCESSIONARY LOANS										
AFD	5,763	830018500	2028	153 840	-	-	(676)	3 772	(40 000)	116 936
AFD	5,730	830018516	2028	153 739	-	-	(672)	3 810	(40 000)	116 877
AFD	5,755	830018530	2028	153 819	-	-	(675)	3 781	(40 000)	116 925
AFD	5,800	830018523	2028	149 969	-	-	(662)	3 632	(38 961)	113 978
KfW	8,107	830020016	2034	740 583	-	-	(877)	14 036	(85 867)	667 875
AFD	11,300	830020507	2038	1 928 890	-	-	(2 664)	9 198	(141 067)	1 794 357
KfW	7,790	830022015	2040	-	935 400	(7 016)	9 183	(138 864)	60	798 763
TOTAL CONCESSIONARY LOANS				**3 280 840**	**935 400**	**(7 016)**	**2 957**	**(100 635)**	**(385 835)**	**3 725 711**
OTHER LOANS										
Nedbank	9,167	830021027	2039	984 899	2 500 000	-	3 278	-	(183 879)	3 304 298
TOTAL OTHER LOANS				**984 899**	**2 500 000**	**-**	**3 278**	**-**	**(183 879)**	**3 304 298**
TOTAL				**6 697 334**	**3 435 400**	**(7 016)**	**(63 937)**	**(100 635)**	**(2 669 714)**	**7 291 432**

1 A guaranteed investment instrument was established with Liberty Group Limited and used for the repayment of CCT03 through a once-off lump sum payment.

Consolidated annual financial statements

ANNEXURE B:
ANALYSIS OF PROPERTY, PLANT AND EQUIPMENT AND OTHER ASSETS – ECONOMIC ENTITY

AS AT 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

	COST						ACCUMULATED DEPRECIATION						
	Opening balance	Transfers/ adjustments	Additions[1]	Impairments	Disposals	Closing balance	Opening balance	Transfers/ adjustments	Depreciation/ amortisation	Impairments	Disposals	Closing balance	Carrying value
Land and buildings													
Assets under construction	5 965	(5 248)	-	-	-	717	-	-	-	-	-	-	717
Vacant land	1 768 215	459	42 713	-	-	1 811 387	(344 197)	-	-	(10 900)	-	(355 097)	1 456 290
Land and buildings	5 267 843	58 026	68 947	-	(31 275)	5 363 541	(2 029 002)	(2 828)	(105 796)	100 567	31 086	(2 005 973)	3 357 568
	7 042 023	**53 237**	**111 660**	**-**	**(31 275)**	**7 175 645**	**(2 373 199)**	**(2 828)**	**(105 796)**	**89 667**	**31 086**	**(2 361 070)**	**4 814 575**
Infrastructure													
Assets under construction	6 975 037	(1 521 328)	4 397 133	-	-	9 850 842	-	-	-	-	-	-	9 850 842
Telecommunications	1 950 874	13 332	94 240	-	(432)	2 058 014	(772 682)	49	(144 314)	-	238	(916 709)	1 141 305
Drains	2 136 897	52 355	34 076	-	-	2 223 328	(812 090)	-	(79 970)	-	-	(892 060)	1 331 268
Roads	18 033 759	374 645	462 998	-	-	18 871 402	(6 799 095)	(103)	(617 385)	-	-	(7 416 583)	11 454 819
Beach improvements	251 116	24 600	20 749	-	-	296 465	(64 389)	-	(8 441)	-	-	(72 830)	223 635
Sewerage mains and purification	10 264 029	69 104	573 864	-	-	10 906 997	(3 301 533)	-	(297 240)	-	-	(3 598 773)	7 308 224
Security	2 650 011	38 321	257 173	-	-	2 945 505	(1 376 149)	14	(220 624)	(36)	-	(1 596 795)	1 348 710
Electricity peak-load equipment and mains	14 100 641	284 550	603 102	-	(96)	14 988 197	(4 626 414)	-	(327 140)	-	96	(4 953 458)	10 034 739
Water mains and purification	8 066 458	131 422	312 696	-	-	8 510 576	(2 966 116)	-	(217 652)	-	-	(3 183 768)	5 326 808
Reservoirs – water	2 104 345	13 218	22 100	-	-	2 139 663	(575 389)	-	(33 848)	-	-	(609 237)	1 530 426
	66 533 167	**(519 781)**	**6 778 131**	**-**	**(528)**	**72 790 989**	**(21 293 857)**	**(40)**	**(1 946 614)**	**(36)**	**334**	**(23 240 213)**	**49 550 776**
Community assets													
Assets under construction	228 388	(120 775)	156 896	-	-	264 509	-	-	-	-	-	-	264 509
Parks and gardens	373 885	11 027	2 753	-	-	387 665	(126 160)	-	(12 700)	(532)	-	(139 392)	248 273
Libraries	357 829	-	-	-	-	357 829	(122 218)	-	(6 425)	-	-	(128 643)	229 186
Recreational facilities	1 612 041	100 813	70 745	-	-	1 783 599	(830 504)	-	(53 976)	-	-	(884 480)	899 119
Civic buildings	3 309 417	39 975	207 035	-	-	3 556 427	(1 044 756)	(190)	(59 438)	-	-	(1 104 384)	2 452 043
	5 881 560	**31 040**	**437 429**	**-**	**-**	**6 350 029**	**(2 123 638)**	**(190)**	**(132 539)**	**(532)**	**-**	**(2 256 899)**	**4 093 130**
Other assets													
Assets under construction	572 941	(317 064)	358 611	-	-	614 488	-	-	-	-	-	-	614 488
Buildings and land	1 249	-	-	-	-	1 249	(1 249)	-	-	-	-	(1 249)	-
Landfill sites	1 687 029	549 187	30 385	-	-	2 266 601	(869 573)	-	(56 167)	-	-	(925 740)	1 340 861
Furniture, fittings and equipment	1 814 205	5 502	168 412	-	(53 109)	1 935 010	(1 275 690)	171	(145 228)	-	48 243	(1 372 504)	562 506
Bins and containers	84 779	3 292	740	-	(1 278)	87 533	(68 256)	-	(7 401)	-	1 258	(74 399)	13 134
Emergency equipment	74 347	-	5 822	-	(1 002)	79 167	(65 936)	-	(4 686)	-	962	(69 660)	9 507
Motor vehicles and watercraft	3 349 460	104	293 542	-	(158 254)	3 484 852	(1 570 445)	(102)	(312 685)	(2 720)	134 680	(1 751 272)	1 733 580
Plant and equipment	1 753 721	26 871	170 553	-	(39 835)	1 911 310	(1 195 094)	177	(138 734)	-	22 236	(1 311 415)	599 895
Specialised vehicles	3 387 855	702	414 543	-	(237 303)	3 565 797	(1 464 948)	(118)	(216 341)	-	211 176	(1 470 231)	2 095 566
Computer equipment	2 960 782	8 028	251 076	-	(205 537)	3 014 349	(2 359 877)	61	(256 715)	-	201 923	(2 414 608)	599 741
	15 686 368	**276 622**	**1 693 684**	**-**	**(696 318)**	**16 960 356**	**(8 871 068)**	**189**	**(1 137 957)**	**(2 720)**	**620 478**	**(9 391 078)**	**7 569 278**

ANNEXURE B:
ANALYSIS OF PROPERTY, PLANT AND EQUIPMENT AND OTHER ASSETS – ECONOMIC ENTITY (CONTINUED)

AS AT 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

	COST						ACCUMULATED DEPRECIATION						
	Opening balance	Transfers/ adjustments	Additions[1]	Impairments	Disposals	Closing balance	Opening balance	Transfers/ adjustments	Depreciation/ amortisation	Impairments	Disposals	Closing balance	Carrying value
Living resources													
Animals	1 312	–	750	–	–	2 062	(802)	–	(148)	–	–	(950)	1 112
	1 312	**-**	**750**	**–**	**-**	**2 062**	**(802)**	**–**	**(148)**	**–**	**–**	**(950)**	**1 112**
Service concession assets													
Assets under construction	10 715	(9 455)	2 283	–	–	3 543	-	–	-	–	–	–	3 543
Cape Town Stadium	4 881 567	9 355	46 184	–	(221)	4 936 885	(2 660 715)	16	(161 916)	–	220	(2 822 395)	2 114 490
Buses and depots	1 484 065	–	36 614	–	(24 634)	1 496 045	(876 978)	–	(46 806)	–	16 910	(906 874)	589 171
	6 376 347	**(100)**	**85 081**	**–**	**(24 855)**	**6 436 473**	**(3 537 693)**	**16**	**(208 722)**	**–**	**17 130**	**(3 729 269)**	**2 707 204**
Housing rental stock	**3 437 764**	**14 592**	**132 567**	**–**	**(14 119)**	**3 570 804**	**(1 478 637)**	**–**	**(114 235)**	**–**	**12 289**	**(1 580 583)**	**1 990 221**
TOTAL PPE	**104 958 541**	**(144 390)**	**9 239 302**	**–**	**(767 095)**	**113 286 358**	**(39 678 894)**	**(2 853)**	**(3 646 011)**	**86 379**	**681 317**	**(42 560 062)**	**70 726 296**
Heritage assets													
Paintings and museum items	10 340	–	-	–	(16)	10 324	–	–	–	–	–	–	10 324
	10 340	**–**	**-**	**–**	**(16)**	**10 324**	**–**	**–**	**–**	**–**	**–**	**–**	**10 324**
Investment property													
Vacant land	518 142	90	-	–	–	518 232	–	–	–	–	–	–	518 232
Land and buildings	124 501	(250)	-	–	–	124 251	(68 251)	102	(1 633)	–	–	(69 782)	54 469
	642 643	**(160)**	**-**	**–**	**–**	**642 483**	**(68 251)**	**102**	**(1 633)**	**–**	**–**	**(69 782)**	**572 701**
Intangible assets													
Assets under construction	81 463	(17 392)	46 095	–	–	110 166	–	–	–	–	–	–	110 166
Acquisition of rights	561 443	–	-	–	–	561 443	(561 071)	–	(372)	–	–	(561 443)	–
Computer software	1 927 600	191 899	60 129	–	(29 266)	2 150 362	(1 169 936)	–	(174 229)	–	27 817	(1 316 348)	834 014
	2 570 506	**174 507**	**106 224**	**–**	**(29 266)**	**2 821 971**	**(1 731 007)**	**–**	**(174 601)**	**–**	**27 817**	**(1 877 791)**	**944 180**
TOTAL OTHER	**3 223 489**	**174 347**	**106 224**	**–**	**(29 282)**	**3 474 778**	**(1 799 258)**	**102**	**(176 234)**	**–**	**27 817**	**(1 947 573)**	**1 527 205**
GRAND TOTAL PPE AND OTHER ASSETS	**108 182 030**	**29 957**	**9 345 526**	**–**	**(796 377)**	**116 761 136**	**(41 478 152)**	**(2 751)**	**(3 822 245)**	**86 379**	**709 134**	**(44 507 635)**	**72 253 501**

[1] *See note 38 for more details.*

ANNEXURE B:
ANALYSIS OF PROPERTY, PLANT AND EQUIPMENT AND OTHER ASSETS – CITY OF CAPE TOWN

AS AT 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

	COST						ACCUMULATED DEPRECIATION						
	Opening balance	Transfers/ adjustments	Additions[1]	Impairments	Disposals	Closing balance	Opening balance	Transfers/ adjustments	Depreciation/ amortisation	Impairments	Disposals	Closing balance	Carrying value
Land and buildings													
Vacant land	1 768 215	459	42 713	-	-	1 811 387	(344 197)	-	-	(10 900)	-	(355 097)	1 456 290
Land and buildings	3 837 628	52 778	52 331	-	(145)	3 942 592	(1 084 970)	(77)	(78 442)	-	45	(1 163 444)	2 779 148
	5 605 843	**53 237**	**95 044**	**-**	**(145)**	**5 753 979**	**(1 429 167)**	**(77)**	**(78 442)**	**(10 900)**	**45**	**(1 518 541)**	**4 235 438**
Infrastructure													
Assets under construction	6 975 037	(1 521 328)	4 397 133	-	-	9 850 842	-	-	-	-	-	-	9 850 842
Telecommunications	1 950 874	13 332	94 240	-	(432)	2 058 014	(772 682)	49	(144 314)	-	238	(916 709)	1 141 305
Drains	2 136 897	52 355	34 076	-	-	2 223 328	(812 090)	-	(79 970)	-	-	(892 060)	1 331 268
Roads	18 033 759	374 645	462 998	-	-	18 871 402	(6 799 095)	(103)	(617 385)	-	-	(7 416 583)	11 454 819
Beach improvements	251 116	24 600	20 749	-	-	296 465	(64 389)	-	(8 441)	-	-	(72 830)	223 635
Sewerage mains and purification	10 264 029	69 104	573 864	-	-	10 906 997	(3 301 533)	-	(297 240)	-	-	(3 598 773)	7 308 224
Security	2 650 011	38 321	257 173	-	-	2 945 505	(1 376 149)	14	(220 624)	(36)	-	(1 596 795)	1 348 710
Electricity peak-load equipment and mains	14 100 641	284 550	603 102	-	(96)	14 988 197	(4 626 414)	-	(327 140)	-	96	(4 953 458)	10 034 739
Water mains and purification	8 066 458	131 422	312 696	-	-	8 510 576	(2 966 116)	-	(217 652)	-	-	(3 183 768)	5 326 808
Reservoirs – water	2 104 345	13 218	22 100	-	-	2 139 663	(575 389)	-	(33 848)	-	-	(609 237)	1 530 426
	66 533 167	**(519 781)**	**6 778 131**	**-**	**(528)**	**72 790 989**	**(21 293 857)**	**(40)**	**(1 946 614)**	**(36)**	**334**	**(23 240 213)**	**49 550 776**
Community assets													
Assets under construction	228 388	(120 775)	156 896	-	-	264 509	-	-	-	-	-	-	264 509
Parks and gardens	373 885	11 027	2 753	-	-	387 665	(126 160)	-	(12 700)	(532)	-	(139 392)	248 273
Libraries	357 829	-	-	-	-	357 829	(122 218)	-	(6 425)	-	-	(128 643)	229 186
Recreational facilities	1 612 041	100 813	70 745	-	-	1 783 599	(830 504)	-	(53 976)	-	-	(884 480)	899 119
Civic buildings	3 309 417	39 975	207 035	-	-	3 556 427	(1 044 756)	(190)	(59 438)	-	-	(1 104 384)	2 452 043
	5 881 560	**31 040**	**437 429**	**-**	**-**	**6 350 029**	**(2 123 638)**	**(190)**	**(132 539)**	**(532)**	**-**	**(2 256 899)**	**4 093 130**
Other assets													
Assets under construction	572 941	(317 064)	358 611	-	-	614 488	-	-	-	-	-	-	614 488
Buildings and land	1 249	-	-	-	-	1 249	(1 249)	-	-	-	-	(1 249)	-
Landfill sites	1 687 029	549 187	30 385	-	-	2 266 601	(869 573)	-	(56 167)	-	-	(925 740)	1 340 861
Furniture, fittings and equipment	1 762 409	5 502	159 236	-	(46 749)	1 880 398	(1 235 676)	171	(140 221)	-	41 955	(1 333 771)	546 627
Bins and containers	84 779	3 292	740	-	(1 278)	87 533	(68 256)	-	(7 401)	-	1 258	(74 399)	13 134
Emergency equipment	74 347	-	5 822	-	(1 002)	79 167	(65 936)	-	(4 686)	-	962	(69 660)	9 507
Motor vehicles and watercraft	3 261 898	104	284 243	-	(155 558)	3 390 687	(1 517 575)	(102)	(306 556)	(2 720)	131 985	(1 694 968)	1 695 719
Plant and equipment	1 753 721	26 871	170 553	-	(39 835)	1 911 310	(1 195 094)	177	(138 734)	-	22 236	(1 311 415)	599 895
Specialised vehicles	3 387 855	702	414 543	-	(237 303)	3 565 797	(1 464 948)	(118)	(216 341)	-	211 176	(1 470 231)	2 095 566
Computer equipment	2 887 049	8 028	242 941	-	(202 009)	2 936 009	(2 298 691)	61	(251 171)	-	198 535	(2 351 266)	584 743
	15 473 277	**276 622**	**1 667 074**	**-**	**(683 734)**	**16 733 239**	**(8 716 998)**	**189**	**(1 121 277)**	**(2 720)**	**608 107**	**(9 232 699)**	**7 500 540**

ANNEXURE B:
ANALYSIS OF PROPERTY, PLANT AND EQUIPMENT AND OTHER ASSETS – CITY OF CAPE TOWN (CONTINUED)

AS AT 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

	COST						ACCUMULATED DEPRECIATION						
	Opening balance	Transfers/ adjustments	Additions[1]	Impairments	Disposals	Closing balance	Opening balance	Transfers/ adjustments	Depreciation/ amortisation	Impairments	Disposals	Closing balance	Carrying value
Living resources													
Animals	1 312	-	750	-	-	2 062	(802)	-	(148)	-	-	(950)	1 112
	1 312	**-**	**750**	**-**	**-**	**2 062**	**(802)**	**-**	**(148)**	**-**	**-**	**(950)**	**1 112**
Service concession assets													
Assets under construction	10 715	(9 455)	2 283	-	-	3 543	-	-	-	-	-	-	3 543
Cape Town Stadium	4 881 567	9 355	46 184	-	(221)	4 936 885	(2 660 715)	16	(161 916)	-	220	(2 822 395)	2 114 490
Buses and depots	1 484 065	-	36 614	-	(24 634)	1 496 045	(876 978)	-	(46 806)	-	16 910	(906 874)	589 171
	6 376 347	**(100)**	**85 081**	**-**	**(24 855)**	**6 436 473**	**(3 537 693)**	**16**	**(208 722)**	**-**	**17 130**	**(3 729 269)**	**2 707 204**
Housing rental stock	**3 437 764**	**14 592**	**132 567**	**-**	**(14 119)**	**3 570 804**	**(1 478 637)**	**-**	**(114 235)**	**-**	**12 289**	**(1 580 583)**	**1 990 221**
TOTAL PPE	**103 309 270**	**(144 390)**	**9 196 076**	**-**	**(723 381)**	**111 637 575**	**(38 580 792)**	**(102)**	**(3 601 977)**	**(14 188)**	**637 905**	**(41 559 154)**	**70 078 421**
Heritage assets													
Paintings and museum items	10 340	-	-	-	(16)	10 324	-	-	-	-	-	-	10 324
	10 340	**-**	**-**	**-**	**(16)**	**10 324**	**-**	**-**	**-**	**-**	**-**	**-**	**10 324**
Investment property													
Vacant land	518 142	90	-	-	-	518 232	-	-	-	-	-	-	518 232
Land and buildings	124 501	(250)	-	-	-	124 251	(68 251)	102	(1 633)	-	-	(69 782)	54 469
	642 643	**(160)**	**-**	**-**	**-**	**642 483**	**(68 251)**	**102**	**(1 633)**	**-**	**-**	**(69 782)**	**572 701**
Intangible assets													
Assets under construction	81 463	(17 392)	46 095	-	-	110 166	-	-	-	-	-	-	110 166
Acquisition of rights	561 443	-	-	-	-	561 443	(561 071)	-	(372)	-	-	(561 443)	-
Computer software	1 917 306	191 899	56 428	-	(23 671)	2 141 962	(1 164 130)	-	(170 033)	-	22 234	(1 311 929)	830 033
	2 560 212	**174 507**	**102 523**	**-**	**(23 671)**	**2 813 571**	**(1 725 201)**	**-**	**(170 405)**	**-**	**22 234**	**(1 873 372)**	**940 199**
TOTAL OTHER	**3 213 195**	**174 347**	**102 523**	**-**	**(23 687)**	**3 466 378**	**(1 793 452)**	**102**	**(172 038)**	**-**	**22 234**	**(1 943 154)**	**1 523 224**
GRAND TOTAL PPE AND OTHER	**106 522 465**	**29 957**	**9 298 599**	**-**	**(747 068)**	**115 103 953**	**(40 374 244)**	**-**	**(3 774 015)**	**(14 188)**	**660 139**	**(43 502 308)**	**71 601 645**

[1] *See note 38 for more details.*

ANNEXURE C:
DISCLOSURE OF BANK ACCOUNTS AND INVESTMENTS IN TERMS OF SECTION 125(2)(A) AND (B) OF THE MFMA

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

	2025	2024	2023
CITY OF CAPE TOWN			
BANK ACCOUNTS HELD WITH			
Nedbank			
Main bank	1 157 611	384 253	486 048
Salary bank	-	-	-
Cashier's bank	-	-	-
General income bank (primary)	-	-	-
IRT bank	-	-	-
Amortised cost	**1 157 611**	**384 253**	**486 048**
ABSA			
IRT bank	-	-	-
Amortised cost	-	-	-
Amortised cost – see note 11	**1 157 611**	**384 253**	**486 048**
CONTROLLED ENTITIES			
BANK ACCOUNTS			
CTICC			
ABSA Bank – current	16	23	28
Nedbank – CTICC main current	2 174	1 362	1 526
Nedbank – CTICC payroll	60	27	19
Nedbank – CTICC east	1	1	2
Nedbank – CTICC merchant services	295	974	5
Nedbank – CTICC e-commerce	-	1	-
Amortised cost	**2 546**	**2 388**	**1 580**
CTS			
Nedbank – current	**7 454**	**5 411**	**7 412**
TOTAL BANK BALANCES – see note 11	**1 167 611**	**392 052**	**495 040**

	2025	2024	2023
CITY OF CAPE TOWN			
BANK ACCOUNTS MANAGED BY FUND MANAGERS			
FNB			
City of Cape Town	245	497	675
City of Cape Town	-	162	214
City of Cape Town	981	991	6 517
City of Cape Town	3 221	1 614	3 596
City of Cape Town	11 502	4 813	4 549
City of Cape Town	1 028	908	860
City of Cape Town	597	258	204
City of Cape Town	1 521	20 564	329
City of Cape Town	2 080	143	194
City of Cape Town	259	-	-
City of Cape Town	-	463	3 225
Fair value – see note 11	**21 434**	**30 413**	**20 363**
CONTROLLED ENTITIES			
INVESTMENT ACCOUNTS			
CTICC			
Stanlib – bank	64 098	36 130	21 566
Investec – bank	20 290	8 415	15 663
Nedgroup – money market fund	48 723	30 186	13 804
Nedgroup – corporate money market	56 461	31 301	18 843
ABSA Bank – CTICC money market fund	77 268	42 783	25 432
Nedbank – CTICC daily call deposit	4 246	686	4 557
Amortised cost	**271 086**	**149 501**	**99 865**

ANNEXURE C:
DISCLOSURE OF BANK ACCOUNTS AND INVESTMENTS IN TERMS OF SECTION 125(2)(A) AND (B) OF THE MFMA (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

SHORT-TERM DEBT FACILITIES

The City had the following short-term debt facilities with its main banker:

	2025	2024
General banking facility	800 000	800 000
Guarantee facility (cash-covered)	300 000	150 000
Guarantee facility (non-cash-covered)	100 000	30 000
Letter of credit	16 000	16 000
Business travel card	2 000	2 000

The short-term debt facilities are reviewed annually and can be explained as follows:

GENERAL BANKING FACILITY

This facility allows the City quick access to funds should an immediate drawdown into the City's bank account be required.

GUARANTEE FACILITY (CASH-COVERED)

Through this facility, the bank guarantees a payment to a beneficiary on behalf of the client to meet the obligations between the client and the beneficiary. The facility is cash-covered, which means that the client provides cash cover, which is held in an interest-bearing investment account and is then ceded to the bank.

GUARANTEE FACILITY (NON-CASH-COVERED)

Through this facility, the bank guarantees a payment to a beneficiary on behalf of the client to meet the obligations between the client and the beneficiary. There is no cash required in this instance.

LETTER OF CREDIT

A letter of credit is a document issued by the bank, assuring payment to a seller of goods or services, provided that certain documents have been presented to the bank. The documents should prove that the seller has performed the duties specified by an underlying contract, and that the goods/services have been supplied as agreed. In return for these documents, the beneficiary receives payment from the bank that issued the letter.

BUSINESS TRAVEL CARD

The travel card facility is used for all the City's travel expenses (airfares, hotel and accommodation, car hire, travel agent fees, forex, etc.) as the main, cost-effective and reliable card payment solution from the City's main banker. A credit facility is loaded onto the account/card.

ANNEXURE D:
DISCLOSURE OF GRANTS AND SUBSIDIES IN TERMS OF SECTION 123 OF THE MFMA

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

NATIONAL AND PROVINCE GRANT FUNDS

Description	Source	Balance unspent at beginning of the year[1]	Current-year receipts	Conditions met – transferred to revenue: Adjustments	Conditions met – transferred to revenue: Operating	Conditions met – transferred to revenue: Capital	Interest earned	Amounts to be claimed	Balance unspent at the end of the year[1]
NATIONAL GOVERNMENT									
Accreditation: Development Support	Human Settlements	(293)	-	-	-	-	-	-	(293)
City Public Employment Programme (PEP)	National Treasury	-	(130 000)	5 328	121 454	-	-	-	(3 218)
Department of Environmental Affairs and Tourism	Forestry, Fisheries and the Environment	(38)	(220)	-	384	-	-	(126)	-
Dido Valley – Luyolo Land Claim	Human Settlements	-	(14 608)	11 759	695	-	-	-	(2 154)
DME – INEP	Energy	(5)	-	5	-	-	-	-	-
Energy-Efficiency Electricity Demand-Side Management	Energy	-	(7 000)	34	866	6 100	-	-	-
Expanded Public Works Incentive Grant	National Treasury	-	(26 664)	12	26 268	-	-	-	(384)
Finance Management Grant	National Treasury	-	(1 000)	4	996	-	-	-	-
Informal Settlements Upgrading Partnership	Human Settlements	-	(562 368)	67 926	26 678	437 210	-	-	(30 554)
Infrastructure Skills Development	National Treasury	-	(14 000)	-	13 952	48	-	-	-
Municipal Disaster Recovery Grant	Cooperative Governance	(30)	-	30	-	-	-	-	-
Municipal Disaster Recovery Grant Flood Intervention	Cooperative Governance	(357)	(17 544)	727	2 467	-	-	-	(14 707)
National Skills Fund	Higher Education and Training	-	(1 149)	-	1 149	-	-	-	-
Neighbourhood Development Programme	National Treasury	-	(30 237)	45	-	30 192	-	-	-
Philippi Agri-Hub	General Budget Support Allocation	-	-	134	(134)	-	-	-	-
Programme and Project Preparation Support	National Treasury	-	(80 000)	3 203	76 797	-	-	-	-
Public Transport Network Grant	Transport	(21 590)	(2 024 445)	1 195 166	545 018	254 118	-	-	(51 733)
Public Transport Network Grant – BFI	Transport	(96 680)	-	(1 057 971)	-	917 985	-	-	(236 666)
Restructuring Grant – Seed Funding	National Treasury	(173)	-	-	-	-	173	-	-
Urban Settlements Development Grant	National Treasury	(63 530)	(1 091 825)	140 003	39 952	939 516	-	-	(35 884)
TOTAL DORA ALLOCATION		**(182 696)**	**(4 001 060)**	**366 405**	**856 542**	**2 585 169**	**173**	**(126)**	**(375 593)**
National Skills Fund: Interest account		(272)	-	-	297	-	(25)	-	-
Natural Resource Management: Interest account		(14)	-	15	-	-	(1)	-	-
Smart Living Handbook: Interest account		(143)	-	154	-	-	(11)	-	-
TOTAL INTEREST EARNED		**(429)**	**-**	**169**	**297**	**-**	**(37)**	**-**	**-**
TOTAL NATIONAL GOVERNMENT TRANSFERS AND GRANTS		**(183 125)**	**(4 001 060)**	**366 574**	**856 839**	**2 585 169**	**136**	**(126)**	**(375 593)**

NATIONAL AND PROVINCE GRANT FUNDS

Description	Source	Balance unspent at beginning of the year[1]	Current-year receipts	Conditions met – transferred to revenue: Adjustments	Conditions met – transferred to revenue: Operating	Conditions met – transferred to revenue: Capital	Interest earned	Amounts to be claimed	Balance unspent at the end of the year[1]
PROVINCE									
Abet Adult Education	Education	(4)	-	-	-	-	-	-	(4)
Atlantis Kanonkop Phase 2 Top Structures	Infrastructure (Human Settlements)	-	-	2 248	1 059	-	-	(3 307)	-
Belhar Pentech 340 Top Structures	Infrastructure (Human Settlements)	-	-	11 532	-	-	-	(11 532)	-
Bonteheuwel Infill Housing Tops	Infrastructure (Human Settlements)	-	-	(20 568)	25 327	-	-	(4 759)	-
Delft – The Hague Phase 2 (896)	Infrastructure (Human Settlements)	-	-	5 238	-	-	-	(5 238)	-
Delft Sportsfield Development	Cultural Affairs and Sport	-	-	-	-	-	-	-	-
Edward Road Energy-Efficiency Project	Infrastructure (Human Settlements)	(5 111)	-	-	-	-	(421)	-	(5 532)
Edward Street: Grassy Park Development	Infrastructure (Human Settlements)	(12 611)	-	-	3 933	-	-	-	(8 678)
EHP: Langa, Rondevlei, Joe Slovo	Infrastructure (Human Settlements)	(127)	-	-	-	-	-	-	(127)
Eradication of Registration Backlog	Infrastructure (Human Settlements)	(8)	-	-	-	-	-	-	(8)
Financial Management Capability Grant	Treasury	(5)	-	-	-	-	-	-	(5)
Fisantekraal Garden Cities (RDP 4672 units)	Infrastructure (Human Settlements)	-	-	436	-	-	-	(436)	-
Fisantekraal, Greenville, Phase 3	Infrastructure (Human Settlements)	-	-	374	-	-	-	(374)	-
Government Grant Community Development Workers	Western Cape Local Government	(33)	(1 018)	-	829	-	-	-	(222)
Greenville Housing Phase 4 Tops	Infrastructure (Human Settlements)	-	-	124 022	11 463	-	-	(135 485)	-
Greenville Phase 5 BNG units	Infrastructure (Human Settlements)	-	-	-	5 231	-	-	(5 231)	-
Gugulethu Housing Infill Project	Infrastructure (Human Settlements)	(1 781)	-	-	23 645	-	-	(21 864)	-
Harare Infill Housing	Infrastructure (Human Settlements)	-	-	32 233	-	-	-	(32 233)	-
Hazendal Infill – Top Structures	Infrastructure (Human Settlements)	(66)	-	-	-	-	-	-	(66)
Heideveld Housing Infill	Infrastructure (Human Settlements)	(1 491)	-	-	-	-	-	-	(1 491)
HIV/Aids Community-Based Response Projects	Health	(13 229)	(253 037)	-	260 986	-	-	-	(5 280)
Housing Settlements Development Grant	Infrastructure (Human Settlements)	(103 480)	(307 920)	186 537	-	-	-	-	(224 863)
IDA Projects: Urban Engineering	Infrastructure (Human Settlements)	-	-	24 735	-	-	-	(24 735)	-
IDA: Freedom Park Ottery	Infrastructure (Human Settlements)	-	-	(16 467)	1 426	-	-	-	(15 041)
IDA: Imizamo Yethu Hout Bay	Infrastructure (Human Settlements)	-	-	-	43	-	-	(43)	-

ANNEXURE D:
DISCLOSURE OF GRANTS AND SUBSIDIES IN TERMS OF SECTION 123 OF THE MFMA (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

NATIONAL AND PROVINCE GRANT FUNDS									
					Conditions met – transferred to revenue				
Description	**Source**	Balance unspent at beginning of the year[1]	Current-year receipts	Adjustments	Operating	Capital	Interest earned	Amounts to be claimed	Balance unspent at the end of the year[1]
Informal Settlements	Infrastructure (Human Settlements)	(398)	-	-	398	-	-	-	-
Jakkalsvlei Canal Upgrade	Infrastructure (Human Settlements)	(10 427)	-	-	-	-	-	-	(10 427)
Khayelitsha Site C Subsidies	Infrastructure (Human Settlements)	(6 817)	-	-	-	-	(561)	-	(7 378)
Law Enforcement Officers	Community Safety	(463)	-	-	-	-	-	-	(463)
Law Enforcement Officers	Community Safety	(300)	(5 400)	300	5 393	-	(79)	-	(86)
Law Enforcement Officers – Health	Community Safety	-	(4 897)	-	4 311	584	(139)	-	(141)
Law Enforcement Officers – LEAP	Community Safety	(6 288)	(360 000)	6 288	353 000	7 000	(7 473)	-	(7 473)
Library Service: Procurement of Periodicals and Newspapers	Cultural Affairs and Sport	(21)	(1 448)	-	1 439	-	(9)	-	(39)
Library Service Replacement Funding	Cultural Affairs and Sport	(5)	-	-	-	5	-	-	-
Library Metro Grant	Cultural Affairs and Sport	(336)	(5 657)	-	-	5 992	(267)	-	(268)
Macassar BNG Housing Project	Infrastructure (Human Settlements)	(31 740)	-	(48 565)	107 827	-	-	(27 522)	-
Mahama Infill	Infrastructure (Human Settlements)	-	-	322	-	-	-	(322)	-
Maroela Housing (South)	Infrastructure (Human Settlements)	-	-	7 879	716	-	-	(8 595)	-
Metropolitan Land Transport Fund	Transport and Public Works	(4 814)	(10 000)	(8 236)	14 752	-	(45)	-	(8 343)
Morkel's Cottage Strand Housing Project	Infrastructure (Human Settlements)	(1 071)	-	-	12	-	-	-	(1 059)
Morningstar Infill IRDP	Infrastructure (Human Settlements)	(49)	-	-	-	-	-	-	(49)
Municipal Library Support Fund	Cultural Affairs and Sport	(1)	-	-	-	-	-	-	(1)
Municipal Service Delivery and Capacity-Building	WCG Local Government	-	(650)	-	346	-	-	-	(304)
NHBRC Enrolment Fees	Infrastructure (Human Settlements)	(13 098)	-	(16 246)	15 953	-	-	-	(13 391)
Nutrition Supplement Programme	Health	-	(4 575)	744	3 347	-	-	-	(484)
Philippi East Phase 5	Infrastructure (Human Settlements)	(567)	-	-	-	-	-	-	(567)
People's Housing Process Project	Infrastructure (Human Settlements)	(31 410)	-	(37 189)	49 909	-	(2 773)	-	(21 463)
Pooke Se Bos Housing Project	Infrastructure (Human Settlements)	(582)	-	(5 354)	964	-	-	-	(4 972)
Public Library Fund	Cultural Affairs and Sport	(1 015)	(55 339)	-	56 353	-	(1 034)	-	(1 035)
Sir Lowry's Pass HSDG Project	Infrastructure (Human Settlements)	-	-	13 039	1 306	-	-	(14 345)	-
Somerset West Housing Project	Infrastructure (Human Settlements)	(953)	-	-	-	-	-	-	(953)
Sport and Recreation	Cultural Affairs and Sport	-	-	-	-	-	-	-	-
TB Crisis Plan	Health	(30 973)	(43 145)	-	30 774	-	-	-	(43 344)
The Haven District Six Shelter	WCG Local Government	-	(6 500)	-	-	-	(339)	-	(6 839)
Title Deeds Restoration	Infrastructure (Human Settlements)	(3 700)	(7 007)	-	10 676	-	-	-	(31)
Tourism Safety Law Enforcement Unit	Community Safety	-	(2 000)	-	2 000	-	-	-	-
Vaccines	Health	(34 128)	(78 190)	-	88 032	-	-	-	(24 286)
Valhalla Park Integrated Housing Project	Infrastructure (Human Settlements)	-	-	737	329	-	-	(1 066)	-
WC Finance Management Capacity Grant (FMCG)	Treasury	(15)	(150)	15	150	-	(1)	-	(1)
WCED SRT Programme	Education Department	(1 204)	(23 600)	785	24 273	727	(981)	-	-
WCG – Municipal Accreditation and Capacity-Building Grant	Infrastructure (Human Settlements)	-	(20 133)	8 236	11 796	-	-	-	(101)
TOTAL PROVINCE TRANSFERS AND GRANTS		**(318 321)**	**(1 190 666)**	**273 075**	**1 117 998**	**14 308**	**(14 122)**	**(297 087)**	**(414 815)**

Analysis of grants and subsidies

Total National Government transfers and grants	**(183 125)**	**(4 001 060)**	**366 574**	**856 839**	**2 585 169**	**136**	**(126)**	**(375 593)**
Total Province transfers and grants	**(318 321)**	**(1 190 666)**	**273 075**	**1 117 998**	**14 308**	**(14 122)**	**(297 087)**	**(414 815)**
	(501 446)	**(5 191 726)**	**639 649**	**1 974 837**	**2 599 477**	**(13 986)**	**(297 213)**	**(790 408)**

[1] *The balances unspent at the beginning and the end of the year exclude VAT.*

ANNEXURE E:

APPROPRIATION STATEMENT (RECONCILIATION: BUDGET AND IN-YEAR PERFORMANCE) – ECONOMIC ENTITY

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

	2024/25						2024/25					2023/24			
	Original budget	Budget adjustments (i.t.o. s 28 and s 31 of the MFMA)	Final adjustments budget	Shifting of funds (i.t.o. s 31 of the MFMA)	Virement (i.t.o. Council-approved policy)	Final budget	Actual outcome	Unauthorised expenditure	Variance	Actual outcome as % of final budget	Actual outcome as % of original budget	Reported unauthorised expenditure	Expenditure authorised i.t.o. s 32 of the MFMA	Balance to be recovered	Restated audited outcome
FINANCIAL PERFORMANCE															
Property rates	12 712 797	-	12 712 797	-	-	12 712 797	12 786 377	-	-	101	101	-	-	-	-
Service charges	30 391 426	887 633	31 279 059	-	-	31 279 059	31 753 284	-	-	102	104	-	-	-	-
Investment revenue	1 083 910	4 635	1 088 545	-	-	1 088 545	1 581 681	-	-	145	146	-	-	-	-
Transfers recognised – operational	6 963 669	150 048	7 113 717	-	-	7 113 717	6 957 770	-	-	98	100	-	-	-	-
Other own revenue	13 267 169	309 400	13 576 569	-	-	13 576 569	14 298 569	-	-	105	108	-	-	-	-
Total revenue (excluding capital transfers and contributions)	**64 418 971**	**1 351 716**	**65 770 687**	**-**	**-**	**65 770 687**	**67 377 681**	**-**	**-**	**102**	**105**	**-**	**-**	**-**	**-**
Employee costs	19 412 820	(92 757)	19 320 063	-	21 624	19 341 687	18 638 955	-	-	96	96	-	-	-	-
Remuneration of councillors	201 841	(12 035)	189 806	-	855	190 661	187 135	-	-	98	93	-	-	-	-
Debt impairment	3 044 407	20 754	3 065 161	-	-	3 065 161	2 961 258	-	-	97	97	-	-	-	-
Depreciation and asset impairment	3 849 739	(18 562)	3 831 177	-	-	3 831 177	3 836 433	-	-	100	100	-	-	-	-
Finance charges	1 214 301	(124 835)	1 089 466	-	(1 673)	1 087 793	847 499	-	-	78	70	-	-	-	-
Materials and bulk purchases	22 609 013	598 633	23 207 646	-	(93 668)	23 113 978	23 410 109	-	-	101	104	-	-	-	-
Transfers and grants	362 332	61 067	423 399	-	(11 221)	412 178	354 015	-	-	86	98	-	-	-	-
Other expenditure	14 111 813	681 131	14 792 944	-	84 083	14 877 027	14 121 615	-	-	95	100	-	-	-	-
Total expenditure	**64 806 266**	**1 113 396**	**65 919 662**	**-**	**-**	**65 919 662**	**64 357 019**	**-**	**-**	**98**	**99**	**-**	**-**	**-**	**-**
Surplus/(deficit)	**(387 295)**	**238 320**	**(148 975)**	**-**	**-**	**(148 975)**	**3 020 662**	**-**	**-**	**(2 028)**	**(780)**	**-**	**-**	**-**	**-**
Transfers recognised – capital	3 552 052	(393 809)	3 158 243	-	-	3 158 243	2 612 522	-	-	83	74	-	-	-	-
Contributions recognised – capital and contributed assets	-	-	-	-	-	-	898	-	-	-	-	-	-	-	-
Surplus/(deficit) after capital transfers and contributions	**3 164 757**	**(155 489)**	**3 009 268**	**-**	**-**	**3 009 268**	**5 634 082**	**-**	**-**	**187**	**178**	**-**	**-**	**-**	**-**
Taxation	3 094	13 306	16 400	-	-	16 400	(54 537)	-	-	(333)	(1 763)				
Surplus/(deficit) after taxation	**3 167 851**	**(142 183)**	**3 025 668**	**-**	**-**	**3 025 668**	**5 579 545**	**-**	**-**	**184**	**-**	**-**	**-**	**-**	**-**
Share of surplus/(deficit) attributed to minorities	-	-	-	-	-	-	(36 709)	-	-	-	-	-	-	-	-
Share of surplus/(deficit) of associate	-	-	-	-	-	-	29 332	-	-	-	-	-	-	-	-
Surplus/(deficit) for the year	**3 167 851**	**(142 183)**	**3 025 668**	**-**	**-**	**3 025 668**	**5 572 168**	**-**	**-**	**184**	**176**	**-**	**-**	**-**	**-**
CAPITAL EXPENDITURE AND FUNDS SOURCES															
Transfers recognised – capital	3 418 667	(363 224)	3 055 443	-	-	3 055 443	2 480 709	-	-	81	73	-	-	-	-
Public contributions and donations	133 385	(30 586)	102 799	-	-	102 799	60 650	-	-	59	45	-	-	-	-
Borrowing	7 279 730	(229 152)	7 050 578	-	-	7 050 578	5 854 382	-	-	83	80	-	-	-	-
Internally generated funds	1 241 513	3 729	1 245 242	-	-	1 245 242	1 002 576	-	-	81	81	-	-	-	-
Total sources of capital funds	**12 073 295**	**(619 233)**	**11 454 062**	**-**	**-**	**11 454 062**	**9 398 317**	**-**	**-**	**82**	**78**	**-**	**-**	**-**	**-**
CASH FLOWS															
Net cash from (used) operating	6 507 536	72 152	6 579 688	-	-	6 579 688	10 335 410	-	-	157	159	-	-	-	-
Net cash from (used) investing	(10 154 865)	758 414	(9 396 451)	-	-	(9 396 451)	(7 785 149)	-	-	83	77	-	-	-	-
Net cash from (used) financing	4 434 065	(193 516)	4 240 549	-	-	4 240 549	862 438	-	-	20	19	-	-	-	-
Cash/cash equivalents at year-end	**6 727 377**	**2 121 235**	**8 848 612**	**-**	**-**	**8 848 612**	**10 857 789**	**-**	**-**	**123**	**161**	**-**	**-**	**-**	**-**
Net increase in cash and cash equivalents	**786 736**	**637 050**	**1 423 786**	**-**	**-**	**1 423 786**	**3 412 699**	**-**	**-**	**240**	**434**	**-**	**-**	**-**	**-**

ANNEXURE E:

APPROPRIATION STATEMENT (RECONCILIATION: BUDGET AND IN-YEAR PERFORMANCE) – CITY OF CAPE TOWN

FOR THE YEAR ENDED 30 JUNE 2025

All amounts indicated in Rand thousands (R'000)

	2024/25						2024/25					2023/24			
	Original budget	Budget adjustments (i.t.o. s 28 and s 31 of the MFMA)	Final adjustments budget	Shifting of funds (i.t.o. s 31 of the MFMA)	Virement (i.t.o. Council-approved policy)	Final budget	Actual outcome	Unauthorised expenditure	Variance	Actual outcome as % of final budget	Actual outcome as % of original budget	Reported unauthorised expenditure	Expenditure authorised i.t.o. s 32 of the MFMA	Balance to be recovered	Restated audited outcome
FINANCIAL PERFORMANCE															
Property rates	12 712 797	-	12 712 797	-	-	12 712 797	12 791 912	-	-	101	101	-	-	-	-
Service charges	30 391 426	887 633	31 279 059	-	-	31 279 059	31 769 117	-	-	102	105	-	-	-	-
Investment revenue	1 071 910	(298)	1 071 612	-	-	1 071 612	1 559 083	-	-	145	145	-	-	-	-
Transfers recognised – operational	6 919 169	150 048	7 069 217	-	-	7 069 217	6 957 770	-	-	98	101	-	-	-	-
Other own revenue	12 847 906	248 164	13 096 070	-	-	13 096 070	13 818 332	-	-	106	108	-	-	-	-
Total revenue (excluding capital transfers and contributions)	**63 943 208**	**1 285 547**	**65 228 755**	**-**	**-**	**65 228 755**	**66 896 214**	**-**	**-**	**103**	**105**	**-**	**-**	**-**	**-**
Employee costs	19 311 622	(97 542)	19 214 080	-	21 624	19 235 704	18 529 593	-	-	96	96	-	-	-	-
Remuneration of councillors	200 324	(12 011)	188 313	-	855	189 168	185 833	-	-	98	93	-	-	-	-
Debt impairment	3 044 407	20 754	3 065 161	-	-	3 065 161	3 061 328	-	-	100	101	-	-	-	-
Depreciation and asset impairment	3 807 670	(2 933)	3 804 737	-	-	3 804 737	3 788 203	-	-	100	99	-	-	-	-
Finance charges	1 214 301	(124 835)	1 089 466	-	(1 673)	1 087 793	847 499	-	-	78	70	-	-	-	-
Materials and bulk purchases	22 549 872	588 178	23 138 050	-	(93 668)	23 044 382	23 410 109	-	-	102	104	-	-	-	-
Transfers and grants	360 208	60 222	420 430	-	(11 221)	409 209	373 494	-	-	91	104	-	-	-	-
Other expenditure	13 853 428	664 807	14 518 235	-	84 083	14 602 318	13 872 243	-	-	95	100	-	-	-	-
Total expenditure	**64 341 832**	**1 096 640**	**65 438 472**	**-**	**-**	**65 438 472**	**64 068 302**	**-**	**-**	**98**	**100**	**-**	**-**	**-**	**-**
Surplus	**(398 624)**	**188 907**	**(209 717)**	**-**	**-**	**(209 717)**	**2 827 912**	**-**	**-**	**(1 348)**	**(709)**	**-**	**-**	**-**	**-**
Transfers recognised – capital	3 552 052	(393 809)	3 158 243	-	-	3 158 243	2 612 522	-	-	83	74	-	-	-	-
Contributions recognised – capital and contributed assets	-	-	-	-	-	-	898	-	-	-	-	-	-	-	-
Surplus/(deficit) after capital transfers and contributions	**3 153 428**	**(204 902)**	**2 948 526**	**-**	**-**	**2 948 526**	**5 441 332**	**-**	**-**	**185**	**173**	**-**	**-**	**-**	**-**
Share of surplus/(deficit) of associate	-	-	-	-	-	-	-	-	-	-	-				
Surplus for the year	**3 153 428**	**(204 902)**	**2 948 526**	**-**	**-**	**2 948 526**	**5 441 332**	**-**	**-**	**185**	**173**	**-**	**-**	**-**	**-**
CAPITAL EXPENDITURE AND FUNDS SOURCES															
Transfers recognised – capital	3 418 667	(363 224)	3 055 443	-	-	3 055 443	2 480 709	-	-	81	73	-	-	-	-
Public contributions and donations	133 385	(30 586)	102 799	-	-	102 799	60 650	-	-	59	45	-	-	-	-
Borrowing	7 279 730	(229 152)	7 050 578	-	-	7 050 578	5 854 382	-	-	83	80	-	-	-	-
Internally generated funds	1 188 851	(1 283)	1 187 568	-	-	1 187 568	955 649	-	-	80	80	-	-	-	-
Total sources of capital funds	**12 020 633**	**(624 245)**	**11 396 388**	**-**	**-**	**11 396 388**	**9 351 390**	**-**	**-**	**82**	**78**	**-**	**-**	**-**	**-**
CASH FLOWS															
Net cash from (used) operating	6 441 207	(14 349)	6 426 858	-	-	6 426 858	10 163 534	-	-	158	158	-	-	-	-
Net cash from (used) investing	(10 102 203)	763 426	(9 338 777)	-	-	(9 338 777)	(7 737 017)	-	-	83	77	-	-	-	-
Net cash from (used) financing	4 434 065	(181 559)	4 252 506	-	-	4 252 506	862 438	-	-	20	19	-	-	-	-
Cash/cash equivalents at year-end	**6 576 459**	**2 051 703**	**8 628 162**	**-**	**-**	**8 628 162**	**10 576 530**	**-**	**-**	**123**	**161**	**-**	**-**	**-**	**-**
Net increase in cash and cash equivalents	**773 069**	**567 518**	**1 340 587**	**-**	**-**	**1 340 587**	**3 288 955**	**-**	**-**	**245**	**425**	**-**	**-**	**-**	**-**

ANNEXURE F:
BIDS AWARDED TO FAMILY OF EMPLOYEES IN THE SERVICE OF THE STATE – 2024

All amounts indicated in Rand thousands (R'000)

AWARDS TO FAMILY OF EMPLOYEES IN THE SERVICE OF THE CITY AND OTHER STATE ENTITIES

ECONOMIC ENTITY		
Connected person	**Position held in State**	**2024**
CITY	CONSULT CITY OF CAPE TOWN SCHEDULE FOR DETAILS.	**2 098 814**
CTICC		
ADCORP BLU		
MOHULATSE, K	DEPARTMENT OF EDUCATION: DEPUTY CHIEF EDUCATION SPECIALIST	22 998
ALVEO WATER (PTY) LTD		
DANIELS, Y	WESTERN CAPE GOVERNMENT EDUCATION DEPARTMENT: SCHOOL FINANCE AND RECORDS OFFICER	
AT CATERING		
BRINK, M	DOCTOR AT RED CROSS CHILDREN'S HOSPITAL	3 236
BIDVEST PROTEA COIN (PTY) LIMITED		
SELEPE, E	CITY OF TSHWANE	4 003
EPI CREATIVE (PTY) LIMITED		
CROUCH, N	SA MEDICAL RESEARCH COUNCIL	2 729
FUTURE PERFECT CORPORATION CC		
NAIDOO, P	PROJECT MANAGER, CITY OF CAPE TOWN	4 009
NEDBANK LIMITED		
MATOOANE, MA AND NETSHITENZHE, JK	PROJECT MANAGER, EKURHULENI METROPOLITAN MUNICIPALITY AND DIRECTOR AT THE DEPARTMENT OF ENERGY	782
		38 833
GRAND TOTAL		**2 137 480**

CITY OF CAPE TOWN		
Connected person	**Position held in State**	**2024**
ACG ARCHITECTS (PTY) LTD		**375**
MOHAMED, E	CITY HEAD	
AFRIVEST BUSINESS SOLUTIONS		**169**
DAVIDS, R	CITY COUNCILLOR	
AFRIWORLD BUSINESS SOLUTIONS (PTY) LTD		**9 203**
DAVIDS, R	CITY COUNCILLOR	
ANLO PRINT AND MAIL CC		**417**
TAYLOR, N	CITY PROJECT ADMINISTRATOR	
ATHLONE AUTO TRANSMISSIONS		**3 796**
JOSEPH, N	WESTERN CAPE GOVERNMENT: CHIEF DIRECTOR	
BARAKA IT SOLUTIONS (PTY) LTD		**99 209**
NTSHABELE, E	DEPARTMENT OF LABOUR	
BARENDS F		**122**
BARENDS, T	CITY SAP INTEGRATION SPECIALIST	
BERGSTAN SOUTH AFRICA CONSULTING		**15 114**
BEUKES, JR	DEPARTMENT OF SOCIAL DEVELOPMENT: SENIOR SOCIAL WORKER	
CASO, K	DEPARTMENT OF EDUCATION: DEPUTY PRINCIPAL	
BOB C IMPORT/EXPORT AGENCIES CC		**1 320**
PADIACHY, C	CITY HR CLERK	

AWARDS TO FAMILY OF EMPLOYEES IN THE SERVICE OF THE CITY AND OTHER STATE ENTITIES (CONTINUED)

CITY OF CAPE TOWN (CONTINUED)		
Connected person	**Position held in State**	**2024**
BOWMAN GILFILLAN INC (LEGAL)		**1 646**
VAN DEN HEUVEL, J	DEPARTMENT OF JUSTICE: MAGISTRATE	
STEYN, E	WESTERN CAPE HIGH COURT: JUDGE	
BOZALEK, L	WESTERN CAPE HIGH COURT: JUDGE	
DE VILLERS, M	CSIR: MANAGER	
DYER, C	NATIONAL DEPARTMENT OF EDUCATION: DEPUTY DIRECTOR	
VAN AARDT, M	BARAGWANATH HOSPITAL COMPLEX: DOCTOR	
MALOPE-KGOKONG, B	NHLS: NATIONAL MANAGER	
NTOMBIFUTHI, L	DEPARTMENT OF BASIC EDUCATION: EDUCATOR	
NYALI, M	DEPARTMENT OF EDUCATION: EDUCATOR	
ODENDAL, J	ARMSCOR SOC LTD: SENIOR MANAGER TECHNICAL	
RODRIGUES, C	WCPP: SENIOR IT AND DIGITAL OFFICER	
SASS, T	CITY HEAD COMPLIANCE AND PROBITY	
MORGAN, G	CITY EXECUTIVE DIRECTOR: FUTURE PLANNING AND RESILIENCE	
MAMABOLO, S	INDEPENDENT ELECTORAL COMMISSION: CHIEF ELECTORAL OFFICER	
VISSER, A	CITY MANAGER: WASTEWATER	
BSP CONSULTING ENGINEERS (PTY) LTD		**1 561**
PLAATJIES, A	TYGERSIG PRIMARY SCHOOL: EDUCATOR	
C&A FRIEDLANDER INCL		**12 082**
BELL, A	DEPARTMENT OF HIGHER EDUCATION AND TRAINING	
C & M CONSULTING ENGINEERS		**2 314**
NGELE, CB	SOUTH AFRICAN WEATHER SERVICE: TECHNICIAN	
CAPE TRUCK AND VAN		**7 717**
DUKWE, T	CITY PRINCIPAL PROFESSIONAL OFFICER	
CLUVER MARKOTTER INC		**6 303**
PECARARO, AJK	WESTERN CAPE DEPARTMENT OF HEALTH	
GEYSER, F	OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS	
CONLOG		**11 897**
MOODLEY, N	DEPARTMENT OF HEALTH: DIRECTOR	
CSM CONSULTING SERVICES (PTY) LTD		**595**
VANCOILIE, A	DEPARTMENT OF PLANNING: CHIEF TOWN REGIONAL PLANNER	
DESIGNTEC PRINTING CC		**1 032**
MSHWESHWE, M	CITY MANAGER ACCESS TO INFORMATION	
DS GXILISHE		**172**
GXILISHE, B	DEPARTMENT OF AGRICULTURE AND FISHERIES	
GXILISHE, S	WESTERN CAPE DEPARTMENT OF EDUCATION	
EMPA STRUCTURES		**26 088**
PETERSON, G	WESTERN CAPE EDUCATION DEPARTMENT: EDUCATOR	
EPI USE AFRICA (PTY) LTD		**14 333**
JANSE VAN RENSBURG, E	ROAD ACCIDENT FUND: SENIOR MANAGER	
ERNST AND YOUNG ADVISORY SERVICES		**136 073**
MAKHAKHE, MM	GAUTENG DEPARTMENT OF HEALTH: MEDICAL DOCTOR	
MOTSAMAI, E	GAUTENG DEPARTMENT OF EDUCATION: MANAGER	
MORRISON, N	DEPARTMENT OF DEFENCE: BOOKKEEPER	
SOOBRAMONEY, S	ESKOM: SAP ANALYST	
MOSEGEDI, K	CITY OF TSHWANE: INTERNAL AUDITOR	
POTGIETER, P	TRANSNET: MEDICALLY BOARDED (PREVIOUSLY REGIONAL FINANCE MANAGER)	
NKASELA, B	NATIONAL DEPARTMENT OF PUBLIC WORKS: ASSISTANT DIRECTOR	
GOBARDAN, K	DEPARTMENT OF HIGHER EDUCATION AND TRAINING: MINISTERIAL TASK TEAM MEMBER	
MASELA, T	SOUTH AFRICAN RESERVE BANK: EXECUTIVE HEAD	
SOLMS, SV	UNIVERSITY OF JOHANNESBURG: HEAD OF DEPARTMENT	
BRADLEY, RA	UNIVERSITY OF THE WITWATERSRAND: SENIOR LECTURER	
SIBANYONI, K	BARAGWANATH HOSPITAL: OCCUPATIONAL THERAPIST	

ANNEXURE F:
BIDS AWARDED TO FAMILY OF EMPLOYEES IN THE SERVICE OF THE STATE – 2024 (CONTINUED)

All amounts indicated in Rand thousands (R'000)

AWARDS TO FAMILY OF EMPLOYEES IN THE SERVICE OF THE CITY AND OTHER STATE ENTITIES (CONTINUED)

CITY OF CAPE TOWN (CONTINUED)		
Connected person	**Position held in State**	**2024**
EVERY FLUSH TOILET HIRE		**100**
STIMELA, N	SOUTH AFRICAN POLICE SERVICE	
EXECUTIVE SAFETY SERVICE CC		**377**
VISAGIE, T	CITY ADMINISTRATIVE CLERK	
FAYDIES CORPORATE GIFTS		**5 303**
VOTERSEN, MF	CITY MANAGER FINANCE	
FG JACOBS TRANSPORT CC		**4 639**
FLAGG, M	WESTERN CAPE EDUCATION DEPARTMENT: EDUCATOR	
POOLE, C	WESTERN CAPE EDUCATION DEPARTMENT: EDUCATOR	
FIKELELA LABOUR SERVICES		**5 774**
JOSEPH, D	NATIONAL ASSEMBLY: MEMBER OF PARLIAMENT	
G NKOMO INCORPORATED		**225**
NKOMO, M	NATIONAL PROSECUTING AUTHORITY: STATE PROSECUTOR	
GIBB		**53 738**
HERING, C	DEPARTMENT OF TRANSPORT AND PUBLIC WORKS: ENGINEER	
CLARK, C	ESKOM: TECHNICIAN	
PETERSEN, A	DEPARTMENT OF EDUCATION: SUBJECT SPECIALIST	
ALLDERMAN, D	DEPARTMENT OF EDUCATION: EDUCATOR	
MOON, A	CITY HEAD BUSINESS CONTINUITY	
GQOBO, T	ETHEKWINI MUNICIPALITY: CIVIL ENGINEERING TECHNICIAN	
O'REILLY, D	SAPS: WARRANT OFFICER	
JAFTA, S	EASTERN CAPE DEPARTMENT OF TRANSPORT: ASSISTANT MANAGER	
MKHIZE, N	DEPARTMENT OF WATER AFFAIRS: ACCOUNTING CLERK	
BRINK, A	DEPARTMENT OF HEALTH: MEDICAL PRACTITIONER	
BRINK, I	DEPARTMENT OF EDUCATION: EDUCATOR	
CLOETE, L	DEPARTMENT OF HIGHER EDUCATION AND TRAINING: LECTURER	
NIACKER, N	DEPARTMENT OF TRANSPORT: SENIOR ADMINISTRATOR CLERK	
GOOCH, J	DEPARTMENT OF TRANSPORT AND PUBLIC WORKS: HEAD OF DEPARTMENT	
GENLUX LIGHTING A DIVISION OF ACTOM		**4 082**
LUBBE, T	GAUTENG EDUCATION DEPARTMENT: EDUCATOR	
NEL, I	CITY PRINCIPAL PROFESSIONAL OFFICER	
GREENRO SOLUTIONS (PTY) LTD		**18 424**
THABENG, N	SOUTH AFRICAN POLICE SERVICE: FORENSIC ANALYST	
HAIDO ENTERPRISES (PTY) LTD		**5**
MALAHLELA, A	CITY SENIOR PROFESSIONAL OFFICER	
HAYES INCORPORATED		**2 194**
AKHERWARAY, F	CITY SUPPORT ASSISTANT	
HENRY FAGAN CONSULTING ENGINEERS AND PROJECT MANAGERS		**2 065**
NAIDOO, P	GAUTENG DEPARTMENT OF HEALTH: MEDICAL DOCTOR	
HEROLD GIE ATTORNEYS		**5 373**
MEYER, K	CITY SENIOR CLERK	
HITACHI ENERGY SOUTH AFRICA (PTY) LTD		**20 338**
DU BOURG, G	RIVONIA PRIMARY SCHOOL: EDUCATOR	
HOWDEN PROJECTS		**8 300**
CHINGWARU, Z	DEPARTMENT OF HEALTH: MANAGER	
IAN DICKIE & CO (PTY) LTD		**22**
SAMUELS, D	SOUTH AFRICAN POLICE SERVICE: WARRANT OFFICER	

AWARDS TO FAMILY OF EMPLOYEES IN THE SERVICE OF THE CITY AND OTHER STATE ENTITIES (CONTINUED)

CITY OF CAPE TOWN (CONTINUED)		
Connected person	**Position held in State**	**2024**
IKAMVA ENTREPRENEURSHIP DEVELOPMENT		**46**
MOUTON, T	DEPARTMENT OF HEALTH CAPE WINELANDS: HEALTH INSPECTOR	
IKAPA RETICULATION AND FLOW CC		**42 458**
DAVIDS, C	WESTERN CAPE DEPARTMENT OF EDUCATION: EDUCATOR	
IMMEX WASTE		**20 449**
DORFING, A	DEPARTMENT OF EDUCATION: SPEECH THERAPIST	
INDECON INSTRUMENTATION		**5 165**
BARNARD, L	DEPARTMENT OF EDUCATION: EDUCATOR	
INNOVATIVE TRANSPORT SOLUTIONS		**32 663**
PRETORIUS, D	PRASA: CHIEF OPERATING OFFICER	
KHENA, NA	CSIR: ENGINEER	
VAN DER MERWE, M	CITY CLINICAL MEDICAL OFFICER	
ISUZU TRUCK CENTRE		**563 374**
GOVENDER, S	WESTERN CAPE EDUCATION DEPARTMENT: EDUCATOR	
JACOBS, E	CITY PROJECT ADMINISTRATOR	
IX ENGINEERS		**3 058**
MASHEGANA, RJ	DEPARTMENT OF HEALTH: NURSE	
KALEIDOSCOPE EDUCATIONAL SERVICES		**1 794**
ADAMS, A	CITY SENIOR PROFESSIONAL OFFICER	
KEMANZI (PTY) LTD		**7 451**
DU TOIT, J	CITY TRAFFIC INSPECTOR	
KEMP EN GENOTE		**7 804**
WILLIAMS, MC	STELLENBOSCH MUNICIPALITY: LEGAL ADVISOR	
OCTOBER, DR	CAPE AGULHAS MUNICIPALITY	
KEPTRA TRADING		**1 392**
MARAIS, R	WESTERN CAPE DEPARTMENT OF EDUCATION: EDUCATOR	
LEIBRANDT TRAINING ACADEMY CC		**146**
BENJAMIN, H	CORRECTIONAL SERVICES: PSYCHOLOGIST	
LEVENDAL ATTORNEYS		**1 297**
NDHLOVU, K	WESTERN CAPE EDUCATION DEPARTMENT: EDUCATOR	
LIKHONA LETHU SERVICES		**92**
RAFU, Z	SOUTH AFRICAN POLICE SERVICE	
LILIAN4ZONKE		**528**
MONK, F	CITY SUBCOUNCIL MANAGER	
MONK, NL	CITY SCM: SENIOR CLERK	
LUKISWA TRADERS		**49**
LUCAS, L	PROVINCIAL TREASURY: INTERN	
LUKHONZI CONSULTING ENGINEERS		**41 243**
KENNEDY, G	SOUTH AFRICAN POLICE SERVICE: CHIEF ADMINISTRATOR CLERK	
M & C CLEVELAND A DIVISION OF ACTOM		**60 318**
NEL, I	DEPARTMENT OF ENERGY: HEAD	
LUBBE, T	GAUTENG EDUCATION DEPARTMENT: EDUCATOR	
MAGUGA ATTORNEYS INC.		**3 845**
MGEGWANA, KJ	SOUTH AFRICAN POLICE SERVICE: SENIOR ADMINISTRATOR	
MALHERBE TUBB FOURE INC T/A MHI ATTORNEY		**795**
ROSSOUW, J	DEPARTMENT OF TRANSPORT AND PUBLIC WORKS: ROADS RIGHTS	
MAYATS ATTORNEYS		**396**
MAYAT, T	WESTERN CAPE DEPARTMENT OF HEALTH: DOCTOR	
NCC ENVIRONMENTAL SERVICES (PTY) LTD		**15 850**
RHODA, C	CITY TRANSPORT	
NEOTERIC TRADING SERVICES		**975**
JACOBS, AA	CAPE AGULHAS MUNICIPALITY: DIRECTOR OF INFRASTRUCTURE SERVICES	
NYATIKAZI ENTERPRISE		**3 839**
MBONGO, Z	COLLEGE OF CAPE TOWN: HR MANAGER	

ANNEXURE F:
BIDS AWARDED TO FAMILY OF EMPLOYEES IN THE SERVICE OF THE STATE – 2024 (CONTINUED)

All amounts indicated in Rand thousands (R'000)

AWARDS TO FAMILY OF EMPLOYEES IN THE SERVICE OF THE CITY AND OTHER STATE ENTITIES (CONTINUED)

CITY OF CAPE TOWN (CONTINUED)		
Connected person	**Position held in State**	**2024**
ONE STOP DRIVING SCHOOL (PTY) LTD		**93**
JONAS, C	WESTERN CAPE EDUCATION DEPARTMENT: EDUCATOR	
PARKERS BUS SERVICE		**38**
PARKER, RM	WESTERN CAPE DEPARTMENT OF EDUCATION: ACTING DEPUTY PRINCIPAL	
PEGASYS		**109 748**
GREY, P	CITY PROFESSIONAL OFFICER	
WESTON, B	DEPARTMENT OF WATER AND SANITATION: SCIENTIFIC MANAGER	
PSA AFRICA (PTY) LTD		**3 729**
FROST, T	DEPARTMENT OF JUSTICE (DURBAN)	
RED ANT SECURITY RELOCATION AND EVICTION		**51 322**
LESIELA, N	MOGALE CITY LOCAL MUNICIPALITY	
REEDS BELLVILLE		**53**
GOVENDER, S	RANDPARK HIGH SCHOOL: EDUCATOR	
REEDS N1 CITY		**619**
GOVENDER, S	RANDPARK HIGH SCHOOL: EDUCATOR	
RISK RELEASE (PTY) LTD		**379**
DAMONS, A	CITY SPECIALIST CLERK	
ROYAL HASKONINGDHV (PTY) LTD		**1 705**
SITHOLE, S	CITY OF JOHANNESBURG: ASSOCIATE DIRECTOR	
SBANISAMAGALWENI		**118**
MLAMBO, L	CITY PHARMACIST ASSISTANT	
STEDONE DEVELOPMENT		**48 308**
DUBE, L	DEPARTMENT OF TREASURY: CLERK	
SMART CIVIL CONSTRUCTION		**12 818**
MOLEFE, N	CITY HEAD DEBT MANAGEMENT SERVICES	
SUCCIDO ENTERPRISES		**1 828**
KRAMM, L	PRASA: ADMINISTRATOR	
TEMPUS DYNAMICS		**352**
MVALO, M	CITY PROFESSIONAL OFFICER	
THE M		**202**
HANGONE, A	NATIONAL PORTS AUTHORITY: CHIEF MARINE ENGINEER	
THE OIL CENTRE		**4 048**
MDYOGOLO, LB	NTWASAHLOBO PRIMARY SCHOOL: EDUCATOR	
TOXSOLUTIONS KITS AND SERVICES CC		**1 064**
PEARSON, G	RAND WATER: SENIOR EDUCATION ADVISOR	
TRANSPORT TELEMATICS AFRICA (PTY) LTD		**237**
GROENEWALD, JJE	WESTERN CAPE PROVINCIAL GOVERNMENT: TRANSPORT AND PUBLIC WORKS	
TJEKA TRAINING MATTERS (PTY) LTD		**2 159**
NTLANTI, B	MACCASAR CLINIC	
TOUA, M	GAUTENG EDUCATION	
TRIDENTCHEM (PTY) LTD		**3 394**
FEBRUARY, GMT	WESTERN CAPE DEPARTMENT OF EDUCATION: EDUCATOR	
UNAKO HOLDINGS (PTY) LTD		**6**
VAPI, T	DEPARTMENT OF CORRECTIONAL SERVICES: OFFICER	

AWARDS TO FAMILY OF EMPLOYEES IN THE SERVICE OF THE CITY AND OTHER STATE ENTITIES (CONTINUED)

CITY OF CAPE TOWN (CONTINUED)		
Connected person	**Position held in State**	**2024**
VAN DER SPUY & PARTNERS		**882**
VAN ZYL, M	WESTERN CAPE DEPARTMENT OF EDUCATION: HEADMISTRESS	
VONDO TRADING CC		**48**
NEVONDO, N	NATIONAL DEPARTMENT: HUMAN SETTLEMENT	
WEBBER WENTZEL		**11 971**
ABRAHAM, J	DEPARTMENT OF EDUCATION: SECRETARY	
TRUTER, C	DEPARTMENT OF EDUCATION: SCHOOL PRINCIPAL	
TRUTER, AM	WEST COAST EDUCATION DISTRICT: CHIEF EDUCATION SPECIALIST	
WATSON, E	DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION: BOARD MEMBER	
SMIT, JCL	BEAUFORT WEST MUNICIPALITY: DIRECTOR	
THEMBEKILE, B	DEPARTMENT OF EDUCATION: SCHOOL PRINCIPAL	
NONYANE, K	PETRO SA: TECHNICIAN	
SMITH, A	SAA: CABIN CREW MEMBER	
QOLOHLE, S	NATIONAL TREASURY: DIRECTOR	
PRINSLOO, H	DEVELOPMENT BANK OF SOUTHERN AFRICA: RISK ANALYST	
WATSON, B	INDEPENDENT NON EXECUTIVE DIRECTOR OF PIC	
MTHEMBU, T	RAND WATER: CIVIL ENGINEER	
DIAS, N	WESTERN CAPE DEPARTMENT OF THE PREMIER: STATE LAW ADVISOR	
WRP CONSULTING ENGINEERS (PTY) LTD		**1 083**
MAMPHITHA, EK	SABC: SYSTEMS ADMINISTRATOR	
ZANA MANZI SERVICES (PTY) LTD		**285 909**
LUTHULI, G	DESMOND TUTU CHILD AND YOUTH CARE CENTRE: HEAD	
ZUTARI (PTY) LTD		**259 177**
AHLSCHLAGER, HC	SIU: LEGAL REPRESENTATIVE	
NADASEN, K	DEPARTMENT OF PUBLIC WORKS: DIRECTOR	
MARQUES, MR	DEPARTMENT OF HOME AFFAIRS: DIRECTOR	
NDALA, TJ	DEPARTMENT OF EDUCATION: SCHOOL PRINCIPAL	
JUGWANTH, U	DEPARTMENT OF SPORT, ARTS AND CULTURE: DEPUTY DIRECTOR	
GRAND TOTAL		**2 098 814**

APPENDIX A:
ABBREVIATIONS USED IN THESE FINANCIAL STATEMENTS

AARTO	Administrative Adjudication of Road Traffic Offences
AFD	Agence Française de Développement
ASB	Accounting Standards Board
CCT	City of Cape Town
CID(s)	City Improvement District
CMTF	Cape Metropolitan Transport Fund
COID	compensation for occupational injuries and diseases
CPI	consumer price index
CRR	capital replacement reserve
CSIR	Council for Scientific and Industrial Research
CTS	Cape Town Stadium (RF) SOC Limited
CTICC	Cape Town International Convention Centre Company (RF) SOC Limited
DB	defined benefit (scheme)
DC	defined contributions (scheme)
DMTN	domestic medium-term note
DTIC	Department of Trade, Industry and Competition
ECNS	electronic communications network service
ERP	Enterprise Resource Planning
FNB	First National Bank
GRAP	Generally Recognised Accounting Practice
ICASA	Independent Communications Authority of South Africa
IDP	Integrated Development Plan
IRT	integrated rapid transit
ISUPG	Informal Settlements Upgrading Partnership Grant
JSE	Johannesburg Stock Exchange
KCT	Khayelitsha Community Trust
Mayco	Mayoral Committee
MFMA	Local Government: Municipal Finance Management Act
mSCOA	Municipal Standard Chart of Accounts
NACS	nominal annual compounded semi-annually
NHLS	National Health Laboratory Service
PAYE	pay-as-you-earn
PPE	property, plant and equipment
PRASA	Passenger Rail Agency of South Africa
Province	Western Cape Provincial Government
PTNG	Public Transport Network Grant
SAA	South African Airways
SABC	South African Broadcasting Corporation
SALA	South African Local Authorities (Pension Fund)
SALGA	South African Local Government Association
SAP	Systems, Applications and Products
SARS	South African Revenue Services
SCM	Supply Chain Management (Department)
SEZ	special economic zone
SIU	Special Investigating Unit
SOA	scheme of arrangement
UIF	Unemployment Insurance Fund
VAT	value-added tax
WCPP	Western Cape Provincial Parliament

8.2 APPENDIX B: ANNUAL PERFORMANCE MANAGEMENT REPORTS

APPENDIX B1: ANNUAL PERFORMANCE REPORTS

2024/25 annual performance management report – City of Cape Town 298
Definitions for 2024/25 annual performance management report – City of Cape Town 318
2022–2027 Circular 88 outcomes scorecard 326
Definitions for 2022–2027 Circular 88 outcomes scorecard 344
2022–2027 Circular 88 output scorecard 352
Definitions for 2022–2027 Circular 88 output scorecard 376
2022–2027 Circular 88 compliance scorecard 388
Definitions for 2022–2027 Circular 88 compliance scorecard 400

APPENDIX B2: ANNUAL PERFORMANCE MANAGEMENT REPORTS – ENTITIES

2024/25 annual performance management report – Cape Town International Convention Centre 410
Definitions for 2024/25 annual performance management report – Cape Town International Convention Centre 414
2024/25 annual performance management report – Cape Town Stadium 416
Definitions for 2024/25 annual performance management report – Cape Town Stadium 418

APPENDIX B1:
2024/25 ANNUAL PERFORMANCE MANAGEMENT REPORT – CITY OF CAPE TOWN

WELL ABOVE ABOVE ON TARGET BELOW WELL BELOW AT: ANNUAL TARGET

IDP OBJECTIVE	KEY PERFORMANCE INDICATOR	2023/24 ANNUAL PERFORMANCE			2024/25 ANNUAL PERFORMANCE			DIRECTORATE AND RESPONSIBLE EXECUTIVE DIRECTOR
		TARGET	ACTUAL	STATUS	TARGET	ACTUAL	STATUS	
PRIORITY: ECONOMIC GROWTH								
1. INCREASED JOBS AND INVESTMENT IN THE CAPE TOWN ECONOMY	1.A Average number of days taken to process building plan applications of less than 500 m² (HS2.22)	New	New	New	25,00	22,11	↑	**Spatial Planning and Environment** R McGaffin
		Reason for variance: This is a new indicator that was not reported on in 2023/24. The previous indicator was: 1.A Building plans (<500 m²) approved within 30 days (%) **Remedial action:** This is a new indicator that was not reported on in 2023/24.			**Reason for variance:** The process has been well managed above the benchmark thanks to planner vacancies being filled as a matter of priority. **Remedial action:** The momentum will be maintained, as the filling of more planner vacancies will further improve performance. The target will be revisited once a consistent and valid baseline has been established			
	1.B Average number of days taken to process building applications of 500 m² or more (LED3.13)	New	New	New	35,00	35,28	↓	**Spatial Planning and Environment** R McGaffin
		Reason for variance: This is a new indicator that was not reported on in 2023/24. The previous indicator was: 1.B Building plans (>500 m²) approved within 60 days (%) **Remedial action:** This is a new indicator that was not reported on in 2023/24.			**Reason for variance:** The variance is marginal. A review is currently under way to align future target-setting more closely as vacant positions are being filled to process and monitor performance, the new system (DAMS2) and throughput. **Remedial action:** The target will be revisited once a consistent and valid baseline has been established as more vacant positions come online.			
	1.C Percentage of revenue clearance certificates issued within ten working days from time of completed application received (LED3.21)	93%	99,87%	↑	93%	99,86%	↑	**Finance** K Jacoby
		Reason for variance: Above target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** Above target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
	1.D Commercial electricity services applications finalised within industry standard timeframes (%) REMOVED	Removed	Removed	Removed	Removed	Removed	Removed	**Energy** K Nassiep
		Reason for variance: This key performance indicator was removed from the corporate scorecard during the 2023/24 amendment period. **Remedial action:** No further action.			**Reason for variance:** This key performance indicator was removed from the corporate scorecard during the 2023/24 amendment period. **Remedial action:** No further action.			
	1.E Council-approved trading plans developed or revised for informal trading (number)	7	7	●	8	8	●	**Economic Growth** R Gelderbloem
		Reason for variance: On target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** On target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
	1.G Number of work opportunities created through public employment programmes (incl. EPWP, Community Work Programme (CWP) and other related employment programmes) (LED1.21)	35 000	43 962	↑	30 000	40 053	↑	**Economic Growth** R Gelderbloem
		Reason for variance: Line departments implemented projects with higher number of EPWP workers than expected. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** Work opportunities encompass both direct and indirect appointments, with the latter facilitated through external service providers, and not funded by grants. In addition, line departments have been implementing projects with a higher number of EPWP workers than anticipated. **Remedial action:** The target is being reviewed in light of the following: – A reduction in grant funding sources – The Citywide reduction in Mayor's Job Creation Programmes (MJCP) – The skills development approach taken by all directorates in line with the fifth phase of the national Department of Public Works and Infrastructure's EPWP			
	1.H Average time taken to finalise informal trading permits (LED3.12)	40	41,00	↓	30	28,72	↑	**Urban Waste Management** P Mayisela
		Reason for variance: The City experienced major technical problems with the IT system governing the workflow of permit approvals, with some work not flowing for over a month. The problem was reported to Enterprise Resource Planning (ERP). While they were addressing the issue, applications had to be suspended. An enhancement was also made to the system, which led to a further delay of a few weeks. **Remedial action:** Several in-depth analyses have been conducted on the current system, highlighting significant opportunities for improvement. The department is confident that an overhaul will enhance efficiency and customer centricity. The City is in the process of redesigning the application system.			**Reason for variance:** Above target. **Remedial action:** Continue to maintain the momentum and ensure continuous improvements.			

APPENDIX B1:
2024/25 ANNUAL PERFORMANCE MANAGEMENT REPORT – CITY OF CAPE TOWN (CONTINUED)

WELL ABOVE ↑ ABOVE ↑ ON TARGET ● BELOW ↓ WELL BELOW ↓ AT: ANNUAL TARGET

IDP OBJECTIVE	KEY PERFORMANCE INDICATOR	2023/24 ANNUAL PERFORMANCE			2024/25 ANNUAL PERFORMANCE			DIRECTORATE AND RESPONSIBLE EXECUTIVE DIRECTOR
		TARGET	ACTUAL	STATUS	TARGET	ACTUAL	STATUS	
PRIORITY: BASIC SERVICES								
2. IMPROVED ACCESS TO QUALITY AND RELIABLE BASIC SERVICES	2.A Taps provided in informal settlements (number) (NKPI)	700	811	↑	750	706	↓	**Water and Sanitation** L Manus
		Reason for variance: Additional requests were received from newly formed areas, and certain tap types (Ecogator taps) were condemned and replaced across the metro. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** The target was not achieved due to ongoing challenges with extortion, which affected contractors throughout the financial year. These threats caused significant delays in the roll-out and completion of projects in several areas. In addition, delays were experienced in the implementation of tap installation projects due to difficulties in recruiting local labour. Multiple rounds of recruitment were necessary, as there were not enough suitable candidates listed on the jobseekers database. In some cases, applicants were no longer eligible because their details were outdated or they had since moved out of informal settlements after receiving formal housing opportunities. **Remedial action:** Preventative measures have been implemented to reduce delays on future projects. Going forward, early engagement will take place with all relevant stakeholders involved in the recruitment of local labour through EPWP. This will help ensure that the jobseekers database is up to date at the time of project implementation. In addition, the City has intensified its community engagement efforts. Meetings have been held with councillors, community leaders and contractors to raise awareness about the risks of extortion in identified hotspots and to encourage vigilance and early reporting of any threats.		
	2.B Toilets provided in informal settlements (number) (NKPI)	3 000	6 486	↑	3 500	5 670	↑	**Water and Sanitation** L Manus
		Reason for variance: Additional requests were received from newly formed areas, and certain portable flush toilets had reached the end of their lifespan and had to be condemned and replaced across the metro. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** Additional requests were received from newly formed areas, and certain portable flush toilets had reached the end of their lifespan and had to be condemned and replaced across the metro. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
	2.C Percentage of recognised informal settlements receiving basic waste removal services (ENV3.11)	99%	99,84%	↑	99%	0%	↓	**Urban Waste Management** P Mayisela
		Reason for variance: Above target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** The City was unable to service all informal settlements for a consecutive period of 52 weeks. The definition, as defined by National Treasury, requires that informal settlements be serviced for all 52 weeks of the financial year. If one week is missed, the entire services provided to an informal settlement cannot be counted for reporting on the indicator. This rigid interpretation does not account for partial or near-complete service delivery, nor does it allow for contextual barriers beyond the City's control. All informal settlements could not be serviced due to the following ongoing challenges that were present: – Extortion and threats to life. – Hijacking incidents and trauma. – Crimes committed against the monitoring team. The City has no control over these occurrences. In addition, shortage of staff has contributed to the challenges described above. **Remedial action:** Extortion, threats to life, crimes against the monitoring team – Assistance of Safety and Security deployed in high-risk areas, and trauma counselling provided to affected staff. Shortage of staff – Structural changes in the Cleansing Branch are under way to address staff shortages and span of control.		
	2.D Subsidised electricity connections installed (number) (NKPI)	1 500	1 578	↑	750	758	↑	**Energy** K Nassiep
		Reason for variance: Above target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** Above target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
3. END LOAD-SHEDDING IN CAPE TOWN OVER TIME	3.A Installed capacity of approved embedded generators on the municipal distribution network (EE4.12)	New	New	New	152	251,52	↑	**Energy** K Nassiep
		Reason for variance: This is a new indicator that was not reported on in 2023/24. The previous indicator was: 3.A Capacity of additional approved alternative energy sources (small-scale embedded generation (SSEG) grid-tied installations in megavolt ampere (MVA) **Remedial action:** This is a new indicator that was not reported on in 2023/24.			**Reason for variance:** This indicator is entirely shaped by customer behaviour and depends on the systems being applied for. The City has no direct influence on the outcome. **Remedial action:** Continue to maintain momentum and implement improvements wherever possible.			
	3.B Load-shedding level variance (%)	16%	20,42%	↑	16%	24%	↑	**Energy** K Nassiep
		Reason for variance: Above target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** Above target. **Remedial action:** Keep up the momentum and ensure continuous improvement.			

APPENDIX B1:
2024/25 ANNUAL PERFORMANCE MANAGEMENT REPORT – CITY OF CAPE TOWN (CONTINUED)

WELL ABOVE ABOVE ON TARGET BELOW WELL BELOW AT: ANNUAL TARGET

IDP OBJECTIVE	KEY PERFORMANCE INDICATOR	2023/24 ANNUAL PERFORMANCE			2024/25 ANNUAL PERFORMANCE			DIRECTORATE AND RESPONSIBLE EXECUTIVE DIRECTOR
		TARGET	ACTUAL	STATUS	TARGET	ACTUAL	STATUS	
PRIORITY: BASIC SERVICES (CONTINUED)								
4. WELL-MANAGED AND MODERNISED INFRASTRUCTURE TO SUPPORT ECONOMIC GROWTH	4.A Sewer reticulation pipelines replaced (metres)	100 000	96 863	↓	100 000	117 412,76	↑	**Water and Sanitation** L Manus
		Reason for variance: The variance is predominantly due to exhausted contractor capacity on the available term tenders. Furthermore, due to safety concerns, works projects in high-risk areas were rejected. The rejected projects were replaced or re-advertised after community engagement. However, the knock-on effect of this delay and time lost subsequently resulted in the target being missed. The causes, as mentioned above, were beyond the City's control. **Remedial action:** The City has proactively advertised all planned projects for the 2024/25 financial year, in line with the target of 100 000 m sewer reticulation pipeline replaced. The City anticipates that the targeted meterage will be achieved by June 2025.			**Reason for variance:** Several construction-phase projects were carried over from the 2023/24 financial year. The continuity of these projects, coupled with contractor and project management performance that exceeded expectations, contributed significantly to the over-achievement. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
	4.B Compliance with drinking-water quality standards (%)	99%	99,26%	↑	99%	99,62%	↑	**Water and Sanitation** L Manus
		Reason for variance: Above target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** Above target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
	4.C Total augmented water capacity in megalitres per day (MℓD)	40	42,83	↑	42,83	48,91	↑	**Water and Sanitation** L Manus
		Reason for variance: Above target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** The over-performance is largely the result of steady progress on the Table Mountain group aquifer (TMGA) scheme and the invasive alien clearing (IAC) programme. In 2024/25, the TMGA, which is part of the City's groundwater scheme, faced no delays, allowing work to be fast-tracked. Similarly, the IAC programme progressed without interruption. In addition, streamflow levels exceeded initial projections by the project service provider, further contributing to the strong overall performance. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
	4.D Valid applications for residential water services closed within the response standard (%) (NKPI)	80%	90,41%	↑	80%	87,61%	↑	**Water and Sanitation** L Manus
		Reason for variance: The better-than-expected performance is linked to the following key interventions that were implemented: – Continuous monitoring of contractors' performance daily, weekly and monthly – Ensuring improved connection times through daily monitoring of service orders and weekly meetings with contractors – Ensuring that no shortcuts were taken simply to reduce costs, with expectations of high-standard workmanship, and ensuring a reduction in reworks – Ensuring that sufficient time and resources were allocated to jobs – Improving communication on outstanding connections with internal stakeholders, such as Revenue and Distribution Services – Engaging regularly with the SAP Enterprise Resource Planning (ERP) team on technological challenges and enhancements **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** Above target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
	4.E Valid applications for residential sewerage services closed within the response standard (%) (NKPI)	80%	90,41%	↑	80%	87,61%	↑	**Water and Sanitation** L Manus
		Reason for variance: The better-than-expected performance is linked to the following key interventions that were implemented: – Continuous monitoring of contractors' performance daily, weekly and monthly – Ensuring improved connection times through daily monitoring of service orders and weekly meetings with contractors – Ensuring that no shortcuts were taken simply to reduce costs, with expectations of high-standard workmanship, and ensuring a reduction in reworks – Ensuring that sufficient time and resources were allocated to jobs – Improving communication on outstanding connections with internal stakeholders, such as Revenue and Distribution Services – Engaging regularly with the SAP Enterprise Resource Planning (ERP) team on technological challenges and enhancements **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** Above target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			

APPENDIX B1:
2024/25 ANNUAL PERFORMANCE MANAGEMENT REPORT – CITY OF CAPE TOWN (CONTINUED)

WELL ABOVE ABOVE ON TARGET BELOW WELL BELOW AT: ANNUAL TARGET

IDP OBJECTIVE	KEY PERFORMANCE INDICATOR	2023/24 ANNUAL PERFORMANCE			2024/25 ANNUAL PERFORMANCE			DIRECTORATE AND RESPONSIBLE EXECUTIVE DIRECTOR
		TARGET	ACTUAL	STATUS	TARGET	ACTUAL	STATUS	
PRIORITY: BASIC SERVICES (CONTINUED)								
4. WELL-MANAGED AND MODERNISED INFRASTRUCTURE TO SUPPORT ECONOMIC GROWTH	4.F Service requests for non-collection of refuse resolved within three days (%) (NKPI)	90%	61,06%	↓	96%	78,86%	↓	**Urban Waste Management** P Mayisela
		Reason for variance: The withdrawal of two contractors put strain on internal resources and made it harder to close service requests effectively. There were also various other factors affecting the achievement of the target (mostly within the City's control). Issues relating to the extortion of on-site workers affected the delivery of services. **Remedial action:** 1. The service request process is being reviewed to extend the turnaround time from three to eight days. 2. Efforts are under way to fill critical vacancies. 3. Actions are being taken to enhance vehicle availability and operational efficiency, including managing vehicles nearing the end of their economic lifecycle within the budget. 4. New contracts have been implemented to replace contractors in Area South who withdrew due to extortion.			**Reason for variance:** The target was not met due to several challenges in the service request process across multiple departments. Each plays a key role in resolving issues, such as missed waste collections. Although operational teams can usually respond within three working days, delays in manual back-end processing have affected overall turnaround times. **Remedial action:** To address the delays, the City is finalising a new standard operating procedure (SOP) to streamline the administrative processes linked to the C3 notification system. Internally, staff have been reminded of the importance of closing service requests promptly.		
	4.G Percentage of valid customer applications for new electricity connections processed in terms of municipal service standards (EE 1.13)	95%	72,80%	↓	95%	71,90%	↓	**Energy** K Nassiep
		Reason for variance: The City is facing high volumes of applications, which are putting strain on resources and making it hard to meet supply requirements on time. This challenge is manageable and within the City's control. **Remedial action:** With the recent launch of the online small-scale embedded generation (SSEG) application process, the City expects less pressure on other connection approvals, which should improve response times. The City is also continuing to develop the online system to ensure smoother processing for all applications and better overall response times.			**Reason for variance:** The online application system for new electricity (standard electricity) connections is now live. While this marks a significant step forward, uptake of the new system has been gradual. It is anticipated that as more users adopt the online platform, turnaround times for processing these connection requests will improve. **Remedial action:** The immediate priority is to stabilise the online Service Connection (SC) App to ensure a seamless user experience and verify that all functions operate as intended. Once the system is stable, the focus will shift to validating datasets and conducting proactive data analysis. Accordingly, a Power BI–based Service Connections monitoring and tracking tool will be developed. This tool will enable the early identification of bottlenecks in both the quotation process and the delivery of supply to customers. The current phase of work involves determining how to extract the required data from SAP and automate its integration into Power BI.		
PRIORITY: SAFETY								
5. EFFECTIVE LAW ENFORCEMENT TO MAKE COMMUNITIES SAFER	5.A Drone flights used for safety and security activities (number)	1 937	2 835	↑	2 490	3 653	↑	**Safety and Security** V Botto
		Reason for variance: Increased demand, resulting in improvements. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** There was an increased operational demand for drone services during the reporting period. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
	5.B Roadblocks focused on drinking-and-driving offences (number)	676	860	↑	676	854	↑	**Safety and Security** V Botto
		Reason for variance: Additional roadblocks are often set up in response to complaints from residents, even if they were not originally planned. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** Roadblocks were conducted in accordance with operational requirements. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
	5.C Closed-circuit television (CCTV)-detected incidents relayed to responders (number)	9 000	43 457	↑	45 000	58 392	↑	**Safety and Security** V Botto
		Reason for variance: The coordinated responses from both uniformed and non-uniformed staff who handle incidents detected by various CCTV centres are crucial in achieving set goals. The creation of master service requests by these CCTV centres plays a vital role in organising and prioritising responses to address incidents effectively and efficiently. This systematic approach ensures the management and tracking of incidents or service needs reported through CCTV surveillance systems. These factors contributed to the performance being well above target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** The diligent monitoring carried out by the various CCTV surveillance centres, combined with the availability of response staff to attend to the incidents detected via the camera system, contributed to the over-achievement. The City will continue to forward CCTV-detected incidents to policing agencies on the ground to enable both proactive and reactive responses. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.		

APPENDIX B1:
2024/25 ANNUAL PERFORMANCE MANAGEMENT REPORT – CITY OF CAPE TOWN (CONTINUED)

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IDP OBJECTIVE	KEY PERFORMANCE INDICATOR	2023/24 ANNUAL PERFORMANCE			2024/25 ANNUAL PERFORMANCE			DIRECTORATE AND RESPONSIBLE EXECUTIVE DIRECTOR
		TARGET	ACTUAL	STATUS	TARGET	ACTUAL	STATUS	
PRIORITY: SAFETY (CONTINUED)								
6. STRENGTHEN PARTNERSHIPS FOR SAFER COMMUNITIES	6.A New auxiliary law enforcement volunteers recruited (number)	100	218	↑	120	146	↑	**Safety and Security** V Botto
		Reason for variance: Target exceeded as a result of receiving all outstanding peace officer certificates by end of June 2024. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** The recruitment of new auxiliary volunteers was exceeded due to a combination of a deliberate internal strategy aimed at strengthening the unit's operational support capacity, and an unexpectedly high volume of applications. A significant number of applicants met the eligibility criteria, resulting in the need to accommodate more successful candidates than originally planned. To manage future volumes more effectively, the City will implement stricter monitoring of application numbers and introduce shorter application windows. These measures will help regulate intake and ensure that recruitment targets are maintained. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
	6.B Client satisfaction survey for neighbourhood watch support programme (%)	75%	97%	↑	96%	100%	↑	**Safety and Security** V Botto
		Reason for variance: The achievement for 2023/24 was based on neighbourhood watches' satisfaction with the services provided by the department, judging by surveys completed for the period in review. The target for this indicator can be reconsidered during the corporate scorecard mid-year review process. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** Above target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
PRIORITY: HOUSING								
8. SAFER BETTER-QUALITY HOMES IN INFORMAL SETTLEMENTS AND BACKYARDS OVER TIME	7.A Well-located land parcels released to the private sector for affordable housing (number)	5	5	●	7	1	↓	**Human Settlements** N Gqiba
		Reason for variance: On target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** The tenders were unsuccessful, as no responsive bids were received for six land parcels. As a result, the parcels could not be released to developers. This is beyond the City's control. **Remedial action:** The recovery strategy for the next financial year will include a review of the current market engagement approach. A market survey has been issued to better understand the reasons behind the poor responsiveness. Planned initiatives include targeted market engagements and an investment summit, aimed at gathering market insights and refining the overall engagement strategy.			
	7.B Human settlements top structures (houses) provided per housing programme (number)	1 300	1 854	↑	1 860	2 310	↑	**Human Settlements** N Gqiba
		Reason for variance: The contractors exceeded expectations in their delivery schedules for the following projects: – Greenville Phase 4 – Sir Lowry's Pass **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** The Goodwood station social housing project was completed ahead of schedule, and several other housing projects are currently progressing ahead of their construction programmes. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
	7.C Formal housing serviced sites provided (number)	2 700	1 627	↓	2 400	873	↓	**Human Settlements** N Gqiba
		Reason for variance: The contractor for the Macassar project did not complete all the outstanding work on site at the end of June 2024 as per the revised programme, and the remaining sites could not be reported as practically completed. **Remedial action:** The panel of civil contractors will be utilised to complete all outstanding civil works on the project.			**Reason for variance:** The contractor appointed for the Macassar project did not complete the sites in the third phase of the development. An assessment of the outstanding work has been conducted, and a new contractor will be appointed to complete the remaining tasks. **Remedial action:** The City is in the process of appointing a replacement contractor via an agreed fast-track process in terms of the Supply Chain Management Policy to complete the outstanding work for the Macassar housing project.			
	7.D Hectares of land acquired for human settlements in the municipal area (HS1.13)	140	165,85	↑	39	68,9	↑	**Human Settlements** N Gqiba
		Reason for variance: Additional land parcels have been acquired due to an expedited acquisition process. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** Several land acquisitions were expedited. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
	7.E Number of title deeds registered to beneficiaries (HS1.22)	3 250	4 815	↑	2 200	2 264	↑	**Human Settlements** N Gqiba
		Reason for variance: The homeownership transfer programme exceeded its target for the year in review. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** Council approval was obtained for the exemption of section 137 clearance on historical transfers, which enabled the achievement of the annual target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
	8.A Informal settlement sites serviced (number)	1 220	1 124	↓	1 400	354	↓	**Human Settlements** N Gqiba
		Reason for variance: Construction faced delays due to community-related interference and security issues, both of which are beyond the City's control. **Remedial action:** To be delivered during the 2024/25 financial year.			**Reason for variance:** There were delays in appointing contractors for certain areas, including Enkanini and Bosasa Link. Some of the larger projects – Village Heights, Military Heights, Kampies and Monwabisi Park – required additional time for planning. Progress at Village Heights and Military Heights was further affected by community-related delays. **Remedial action:** The City is in the process of implementing alternative measures to fast-track certain planning processes, where possible, to ensure that projects are executed according to the project plans.			

APPENDIX B1:
2024/25 ANNUAL PERFORMANCE MANAGEMENT REPORT – CITY OF CAPE TOWN (CONTINUED)

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		TARGET	ACTUAL	STATUS	TARGET	ACTUAL	STATUS	
PRIORITY: PUBLIC SPACE, ENVIRONMENT AND AMENITIES								
9. HEALTHY AND SUSTAINABLE ENVIRONMENT	9.A Percentage of biodiversity priority areas protected (ENV4.21)	65,25%	65,27%	↑	65,40%	68,13%	↑	**Spatial Planning and Environment** R McGaffin
		Reason for variance: Above target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** Above target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
	9.B Percentage of biodiversity priority areas within the municipality's boundaries (ENV4.11)	81 000	81 743	↑	34,18%	33,34%	↓	**Spatial Planning and Environment** R McGaffin
		Reason for variance: Above target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** Although the goal is to prevent any further unregulated or unmitigated loss of biodiversity in priority areas, some level of loss due to development is expected each year, particularly within the urban edge. **Remedial action:** Monitoring is ongoing, supported by improved mapping based on both field assessments and desktop reviews.			
	9.C Severe/moderate dehydration in children under the age of five presenting at City health facilities with diarrhoea (%)	<4%	2,60%	↑	<3,9%	2,20%	↑	**Community Services and Health** Z Mandlana
		Reason for variance: City Health has met its target successfully. This achievement shows how well the City has integrated environmental health and primary healthcare services, resulting in a significant decrease in diarrhoea cases. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements			**Reason for variance:** Above target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
10. CLEAN AND HEALTHY WATERWAYS AND BEACHES	10.A Percentage of coastline with protection measures in place (ENV5.11)	6,27%	6,27%	●	6,27%	6,27%	●	**Spatial Planning and Environment** R McGaffin
		Reason for variance: On target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** On target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
	10.B Days in a year that vleis are open (%)	75%	93,33%	↑	83%	92,03%	↑	**Water and Sanitation** L Manus
		Reason for variance: There were no complete vlei closures required in any waterbodies, as the water quality was generally good for non-contact recreation. However, one partial closure was required for a small section of a vlei. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** Above target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
11. QUALITY AND SAFE PARKS AND RECREATION FACILITIES	11.A Recreation and Parks open spaces mowed according to annual mowing plan (%)	82%	89,8%	↑	84%	96,98%	↑	**Community Services and Health** Z Mandlana
		Reason for variance: Above target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** As a result of the implementation of an enhanced monitoring process and the City's continued progress towards operational maturity, significant improvements have been achieved. Operations teams are now proactively maintaining open spaces, resulting in actual performance exceeding the initial mowing frequency targets. These targets were set conservatively, based on historical trends and seasonal variations. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
PRIORITY: TRANSPORT								
12. A SUSTAINABLE TRANSPORT SYSTEM THAT IS INTEGRATED, EFFICIENT AND PROVIDES SAFE AND AFFORDABLE TRAVEL OPTIONS FOR ALL	12.A Passengers transported for each scheduled kilometre travelled by MyCiTi buses (ratio)	1,01	1,05	↑	1	1,06	↑	**Urban Mobility** D Campbell
		Reason for variance: Above target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** Above target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
	12.B Passenger journeys travelled on MyCiTi buses (number)	18 500 000	19 335 446	↑	18 900 000	20 022 183	↑	**Urban Mobility** D Campbell
		Reason for variance: Above target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** Above target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
	12.C Road corridors on which traffic signal timing plans are updated (number)	5	6	↑	5	6	↑	**Urban Mobility** D Campbell
		Reason for variance: Staff put in additional effort during the last quarter of 2023/24. This additional capacity is not normally available. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** Efficiency was increased through enhanced planning of the tasks involved in the corridor reviews, including the identification of past bottlenecks and addressing them proactively. Prior lessons were applied to the technical requirements and processes, which allowed quicker completion of certain tasks. In addition, additional working hours were dedicated to the tasks where necessary. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			

APPENDIX B1:
2024/25 ANNUAL PERFORMANCE MANAGEMENT REPORT – CITY OF CAPE TOWN (CONTINUED)

WELL ABOVE ABOVE ↑ ON TARGET BELOW ↓ WELL BELOW AT: ANNUAL TARGET

IDP OBJECTIVE	KEY PERFORMANCE INDICATOR	2023/24 ANNUAL PERFORMANCE			2024/25 ANNUAL PERFORMANCE			DIRECTORATE AND RESPONSIBLE EXECUTIVE DIRECTOR
		TARGET	ACTUAL	STATUS	TARGET	ACTUAL	STATUS	
PRIORITY: TRANSPORT (CONTINUED)								
13. SAFE AND QUALITY ROADS FOR PEDESTRIANS, CYCLISTS AND VEHICLES	13.A Surfaced road resurfaced (kilometres)	169	182,6		150	166,8		**Urban Mobility** D Campbell
		Reason for variance: The target was exceeded due to receiving an additional budget during the adjustments budget process, resulting in more roads being resurfaced. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** The target was exceeded due to additional funding allocated in the adjustments budget. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
	13.B Number of potholes reported per 10 km of municipal road network	56	27,15		56	24,59		**Urban Mobility** D Campbell
		Reason for variance: Since the time of setting the target, the data on pothole complaints became more refined, which in part contributed to the over-achievement. The City also stepped up maintenance action through resurfacing and reseal efforts. **Remedial action:** Although the reporting of potholes is not within the City's control, it is in the process of analysing pothole data in order to consider aligning targets more closely with pothole complaints reported.			**Reason for variance:** The number of potholes reported was lower than the anticipated total. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
PRIORITY: A RESILIENT CITY								
14. A RESILIENT CITY	14.A Public safety awareness and preparedness sessions held in the communities (number)	500	616		500	582		**Safety and Security** V Botto
		Reason for variance: In light of ongoing concerns about fires in informal settlements and heatwaves, the Disaster Risk Management Centre has significantly enhanced its efforts to raise awareness and educate residents on fire and flood prevention. This proactive approach, coupled with the winter readiness plan, has contributed to achieving outstanding performance results. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** A rise in the number of informal settlement fires led to an increase in the need for fire awareness programmes held in communities. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
	14.B New Disaster Risk Management volunteers recruited (number)	55	124		60	107		**Safety and Security** V Botto
		Reason for variance: In the 2023/24 financial year, a total of 124 volunteers were successfully recruited, which was well above the planned target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** There was a significant increase in the number of successful applicants who graduated from the recruitment process. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
	14.C Stormwater cleaning budget spend (%)	90%	98,00%	↑	90,00%	95,10%	↑	**Urban Mobility** D Campbell
		Reason for variance: There was a strong emphasis on cleaning the stormwater system as part of the City's annual winter preparedness efforts to minimise flooding caused by blockages in the system. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** Above target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
PRIORITY: A MORE SPATIALLY INTEGRATED AND INCLUSIVE CITY								
15. A MORE SPATIALLY INTEGRATED AND INCLUSIVE CITY	15.A Local neighbourhood plans approved for mixed-use development (number)	3	4		3	3		**Spatial Planning and Environment** R McGaffin
		Reason for variance: This indicator has an annual target that was due at the end of the fourth quarter of 2023/24. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** On target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
PRIORITY: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT								
16. A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16.A Community Satisfaction Survey Citywide score (1–5)	2,9	2,7	↓	3	2,8	↓	**Future Planning and Resilience** G Morgan
		Reason for variance: The Community Satisfaction Survey showed a slight decrease of 0,1 when compared to the prior year's result. Since it is a perception-based study, it reflects community opinions, which are influenced by various external factors. The report points out that issues such as taxi strikes and the election year played a significant role, which are beyond the City's direct control. **Remedial action:** Collaborate with departments to enhance services in areas with declining composite scores. Executive directors are to submit action plans to the City Manager, outlining measures to address issues in their directorates.			**Reason for variance:** The Community Satisfaction Survey showed an improvement of 0,1 when compared to the prior year's result. Since it is a perception-based study, it reflects community opinions, which are influenced by various external factors, some of which are beyond the City's direct control. **Remedial action:** Collaborate with departments to enhance services in areas with declining composite scores.			
	16.B Opinion of independent rating agency	High investment rating	High investment rating		High investment rating	High investment rating		**Finance** K Jacoby
		Reason for variance: On target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** On target. The investment rating achieved was a Ba2/Aa2.za and NP/P-1.za long and short-term global and national-scale ratings, with a stable outlook. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			

APPENDIX B1:
2024/25 ANNUAL PERFORMANCE MANAGEMENT REPORT – CITY OF CAPE TOWN (CONTINUED)

WELL ABOVE | ABOVE | ON TARGET | BELOW | WELL BELOW | AT: ANNUAL TARGET

IDP OBJECTIVE	KEY PERFORMANCE INDICATOR	2023/24 ANNUAL PERFORMANCE			2024/25 ANNUAL PERFORMANCE			DIRECTORATE AND RESPONSIBLE EXECUTIVE DIRECTOR
		TARGET	ACTUAL	STATUS	TARGET	ACTUAL	STATUS	
PRIORITY: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT (CONTINUED)								
16. A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16.C Audit outcome (GG3.1)	Unqualified audit opinion	Unqualified audit opinion	●	Unqualified audit opinion	Unqualified audit opinion	●	**Finance** K Jacoby
		Reason for variance: On target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** The indicator is aligned with Circular 88, which measures the prior-year (2023/24 financial year) audit outcome. **Remedial action:** As per the National Treasury Circular 88 definition for indicator GG3.1, the target relates to the 2023/24 financial year audit opinion.			
	16.D Total capital expenditure as a percentage of total capital budget	90%	90,30%	↑	90,00%	89,60%	↓	**Finance** K Jacoby
		Reason for variance: Above target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** Immaterial difference. **Remedial action:** No remedial action required.			
	16.E Cash/cost coverage ratio (NKPI) (FM3.11)	1,37:1	1,31:1	↓	2,19:1	N/A – Reporting difference between City and Circular 88 (National Treasury-prescribed) City: 1,73:1 Circular 88: 3,04:1		**Finance** K Jacoby
		Reason for variance: The underperformance of the cash coverage ratio is a direct result of the lower drawdown of loan funding, which in turn resulted in an over-achievement on the debt ratio (refer to indicator 16G) and a saving in the anticipated finance costs. These two ratios are interrelated and must be evaluated together to ensure that cost-effectiveness is applied. **Remedial action:** No further action.			**Reason for variance:** Reporting difference between City and Circular 88 (National Treasury-prescribed). The result per the City's formula is 1,73:1. The result aligned with the Circular 88 formula is 3,04:1. The Circular 88 formula does not account for all restricted cash. One significant exclusion is the cash set aside for the 2025/26 capital programme. In terms of section 18(1)(b) and section 19(1)(d) of the MFMA, funding sources must be considered available only when they are not committed for other purposes. The City recognises the following line items as 'restricted cash': – Housing development – Insurance – Unspent conditional grants (only item aligned with C88) – Capital commitments – Cash-backed guarantees – Shares – Trust funds/Municipal Transport Advisory Bureau (MTAB) Furthermore, while the Circular 88 formula correctly excludes non-cash-flow items when determining monthly cost outflows, it fails to add back loan repayments. These repayments represent actual cash outflows and are therefore included in the City's calculation of monthly expenditure. Details of the calculation are available upon request. **Remedial action:** Consultation between City and National Treasury is under way to address the differences.		
	16.F Net debtors to annual income (NKPI)	17,71%	16,13%	↑	17,08%	15,16%	↑	**Finance** K Jacoby
		Reason for variance: Above target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** Above target. **Remedial action:** No remedial action required.			
	16.G Percentage of total operating revenue to finance total debt (total debt (borrowing)/total operating revenue) (FM2.1)	23,71%	12,23%	●	25,10%	N/A – Reporting difference between City and Circular 88 (National Treasury-prescribed) City: 12,92% Circular 88: 12,22%		**Finance** K Jacoby
		Reason for variance: This indicator assesses the municipality's ability to repay borrowing from its generated revenue. The lower outcome percentage is positive and an improvement when compared to the target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** Reporting difference between City and Circular 88 (National Treasury-prescribed). The result per the City's formula is 12,92%. The result aligned to the C88 formula is 12,22%. Section 18(1)(a) of the MFMA requires that the annual budget be funded from realistic anticipated revenues only. The purpose of this ratio is to test whether sufficient revenue is generated to meet liability repayments. However, the current Circular 88 formula ignores the requirement of section 18 by assuming that all billed revenue will convert to cash inflows, and excludes the impairment of receivables. While the impact in this instance is not material, it could become significant if the collection rate were to fall below 80%. **Remedial action:** Consultation between City and National Treasury is under way to address the differences.		

APPENDIX B1:
2024/25 ANNUAL PERFORMANCE MANAGEMENT REPORT – CITY OF CAPE TOWN (CONTINUED)

WELL ABOVE ABOVE ON TARGET BELOW WELL BELOW AT: ANNUAL TARGET

IDP OBJECTIVE	KEY PERFORMANCE INDICATOR	2023/24 ANNUAL PERFORMANCE			2024/25 ANNUAL PERFORMANCE			DIRECTORATE AND RESPONSIBLE EXECUTIVE DIRECTOR
		TARGET	ACTUAL	STATUS	TARGET	ACTUAL	STATUS	
PRIORITY: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT (CONTINUED)								
16. A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	16.H Kilometres of fibre infrastructure for broadband connectivity installed (kilometres)	78,2	94,56	↑	Removed	Removed	Removed	**Corporate Services** E Sass
		Reason for variance: Approved projects were added to the programme. The 16,355 km (21%) excess beyond the target is attributed to: – 4 km from service-on-demand (SOD) requests; and – 12 km from on-site change requests due to local conditions, such as rerouting fibre trenches because of obstacles on multiple routes. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** This key performance indicator was removed from the corporate scorecard during the 2023/24 amendment period. **Remedial action:** No further action.			
	16.I Employees from the designated employment equity (EE) groups at the three highest levels of management (%) (NKPI)	75%	76,00%	↑	76%	76,84%	↑	**Future Planning and Resilience** G Morgan
		Reason for variance: Above target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** Above target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
	16.J Budget spent on implementation of Workplace Skills Plan (%) (NKPI)	90%	101,39%	↑	95%	95,13%	↑	**Corporate Services** E Sass
		Reason for variance: There was an urgent need for critical and legislative training for employees from the following directorates: Community Services and Health, Future Planning and Resilience, Spatial Planning and Environment, and Urban Waste. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			**Reason for variance:** Above target. **Remedial action:** Continue to maintain the momentum and ensure ongoing improvements.			
	16.K Percentage of official complaints responded to through the municipal complaint management system (GG2.31)	90%	86,29%	↓	90%	87,13%	↓	**Corporate Services** E Sass
		Reason for variance: There was an overall increase in the number of service requests received citywide. This increase necessitated that service departments review and adjust their targets to accommodate the higher workload. **Remedial action:** The audit of the new service standards was in the process of being approved by the indicator owner. This would result in an increase in the number of days it takes for the City to resolve complaints from 25 to 32 days. Moreover, through the Service Request Monitoring Forum, new service level standards were agreed to for the new financial year.			**Reason for variance:** **Human Settlements:** System-related issues were encountered that caused notifications to be misdirected and not reach the appropriate work centres. These challenges affected the processing of notifications. **Community Services and Health:** The Recreation and Parks Department experienced a backlog due to various operational challenges. Most of these issues have now been resolved, and a significant number of older notifications have been closed. This has affected the overall percentage of notifications resolved within the target timeframe. **Urban Mobility:** The department is facing ongoing difficulties in processing notifications, primarily due to system challenges, which have slowed progress. **Remedial action:** **Human Settlements:** The team is actively addressing current challenges that are affecting performance, with efforts focused on sustainable solutions. **Community Services and Health:** New procedures and adjustments have been introduced to reduce and prevent future backlogs. The department remains committed to resolving outstanding notifications, aiming to close at least 90% of them within the designated timeframe to gradually restore operational balance. **Urban Mobility:** A recently implemented data science solution is now being used to address system challenges. This is expected to enhance processing efficiency and streamline operations.			

APPENDIX B1:
DEFINITIONS FOR 2024/25 ANNUAL PERFORMANCE MANAGEMENT REPORT – CITY OF CAPE TOWN

PRIORITY/ OBJECTIVES	KEY PERFORMANCE INDICATOR	DEFINITION
PRIORITY: ECONOMIC GROWTH		
1. Increased jobs and investment in the Cape Town economy	1.A Average number of days taken to process building plan applications of less than 500 m^2 (HS2.22)	The indicator measures the number of days a building plan application to the municipality takes to be processed, from the date of submission of all required information to the date of communication of the initial adjudication results of that application, on average, per application. Measures of the time taken to process appeals of the initial decision, sometimes expressed in relation to "amendment letters" or in terms of a "date of first refusal" are not included in the measurement. Each submission of a complete building plan application starts a new processing cycle for the purpose of the indicator.
	1.B Average number of days taken to process building applications of 500 m^2 or more (LED3.13)	The indicator measures the number of days building plan applications of 500 m^2 or more take to be processed, from the date of submission of all required information to the date of communication of the initial adjudication results of that application, on average, per application. Whether a large building plan application is for commercial or residential purposes does not have a bearing as the proxy of 500 m^2 or more is used in this instance. Measures of the time taken to process appeals of the initial decision, sometimes expressed in relation to "amendment letters" or in terms of a "date of first refusal" are not included in the measurement. Each submission of a complete building plan application starts a new processing cycle for the purpose of the indicator.
	1.C Percentage of revenue clearance certificates issued within ten working days from time of completed application received (LED3.21)	The percentage of revenue clearance certificates issued by the municipality within ten working days of a completed submission. A revenue clearance certificate is issued by the relevant local municipality, and reflects all of the debts collected on the property, including rates. The purpose of this document is to prove that all the outstanding debt on the property has been paid by the seller. A completed submission refers to the point in time when all necessary information has been supplied in relation to the certificate. The ten days, in this instance, refers to ten working days, not days of the week.
	1.D Commercial electricity services applications finalised within industry standard timeframes (%) REMOVED	Measures the percentage of commercial electricity services applications finalised within industry standard timeframes as set by National Rationalised Standard (NRS 047). Refers specifically to the time taken from the acceptance of quotation until supply is finalised. The exact length of the timeframe is determined by agreement with the customer.
	1.E Council-approved trading plans developed or revised for informal trading (number)	Measures the number of Council-approved trading plans developed or revised for informal trading. A trading plan demarcates trading areas within a particular ward or precinct, thereby giving security of tenure to traders and allowing the City to undertake necessary infrastructure upgrades to the facilities to enable dignified and accessible trading opportunities. Trading plans undergo an extensive public consultative process with all stakeholders in an area and they are deemed completed when they are finally passed by full council.
	1.G Number of work opportunities created through public employment programmes (incl. EPWP, CWP and other related employment programmes) (LED1.21)	Simple count of the number of short-term work opportunities provided through the municipality by public employment programmes such as the Expanded Public Works Programme, Community Works Programme and other related infrastructure initiatives. EPWP is a nationwide programme covering all spheres of government and SOEs. EPWP projects employ workers on a temporary or ongoing basis with government, contractors, or other non-governmental organisations under the Ministerial Conditions of Employment for the EPWP or learnership employment conditions. The CWP was established to provide an employment safety net to eligible members of target communities by offering them a minimum number of regular days of work each month. The programme targets unemployed and underemployed people. The stipends participants receive supplement their existing livelihood means and provide them with a basic level of income security. The indicator tracks the number of unique work opportunities generated in the quarter, regardless of the duration.
	1.H Average time taken to finalise informal trading permits (LED3.12)	The indicator measures the average amount of time (taken in days) to finalise informal trading permits in a municipality from the point of complete application to the point of adjudication. An informal trading permit is a permission provided by the municipality to small-scale businesses with limited trading intentions to operate under certain conditions, usually in terms of a by-law, policy or plan governing informal trading in the municipality.

PRIORITY/ OBJECTIVES	KEY PERFORMANCE INDICATOR	DEFINITION
PRIORITY: BASIC SERVICES		
2. Improved access to quality and reliable basic services	2.A Taps provided in informal settlements (number) (NKPI)	Measures the number of taps provided in informal settlements during the period under review. Some taps may, however, have been vandalised or removed after provision. Proxy measure for NKPI per MSA Regulation 10(a).
	2.B Toilets provided in informal settlements (number) (NKPI)	Measures the number of toilets provided in informal settlements during the period under review. Some toilets may, however, have been vandalised or removed after provision. Proxy measure for NKPI per MSA Regulation 10(a).
	2.C Percentage of recognised informal settlements receiving basic waste removal services (ENV3.11)	The proportion of recognised informal settlements within the municipal area which are receiving at least a basic standard of service for refuse collection and cleaning services all weeks in the year. A "recognised informal settlement" refers to any process whereby the municipality officially documents the existence of the informal settlement and its obligations with regard to servicing its residents. This excludes "known" settlements that may emerge in the course of the reporting as a result of land invasions or on private property which the municipality is not responsible for. If the informal settlement has not received a basic standard of service in duration of more than one week, it should not be counted. Informal settlements that have experienced delayed collection of more than a week, or skipped weeks, are not considered to have received a basic standard of refuse removal.
	2.D Subsidised electricity connections installed (number) (NKPI)	Measures the number of subsidised electricity connections installed per annum in informal settlements, public rental stock backyard dwellings (pilot) and low-cost housing. Proxy measure for NKPI per MSA Regulation 10(a).
3. End load-shedding in Cape Town over time	3.A Installed capacity of approved embedded generators on the municipal distribution network (EE4.12)	The total capacity of the embedded generation installations in the municipal distribution network in megavolt ampere.
	3.B Load-shedding level variance (%)	Load-shedding level variance measures the amount of additional energy generated by the City and its contracted suppliers during load-shedding as a percentage of the total demand reduction required by Eskom to keep the network stable.
4. Well-managed and modernised infrastructure to support economic growth	4.A Sewer reticulations pipeline replaced (metres)	Measures the metres of sewer reticulation pipeline that are replaced.
	4.B Compliance with drinking-water quality standards (%)	Measures the potable water sample pass rate according to the SANS 241 standard.
	4.C Total augmented water capacity in megalitres per day (MℓD)	Measures the augmented water production capacity brought online from New Water Programme schemes since the adoption of the Cape Town Water Strategy in 2020 measured in megalitres per day (MℓD) as a cumulative total.
	4.D Valid applications for residential water services closed within the response standard (%) (NKPI)	Measures the number of valid applications for residential water services closed within the standard days, expressed as a percentage of the total number of valid applications for residential water services received. Valid applications are residential/domestic applications where service notifications have been created for the water service and down-payment for the service has been received. Proxy measure for NKPI per MSA Regulation 10(a).
	4.E Valid applications for residential sewerage services closed within the response standard (%) (NKPI)	Measures the number of valid applications for residential sewerage services closed within the standard days, expressed as a percentage of the total number of valid applications for residential sewerage services received. Valid applications are residential/domestic applications where service notifications have been created for the sewerage service and downpayment for the service has been received. Proxy measure for NKPI per MSA Regulation 10(a).
	4.F Service requests for non-collection of refuse resolved within three working days (%) (NKPI)	Measures the number of non-collections for refuse removal, reported and closed within three working days, expressed as a percentage.
	4.G Percentage of valid customer applications for new electricity connections processed in terms of municipal service standards (EE1.13)	This indicator measures the number of valid customer applications for new electricity connections processed within the municipal standard timeframes in relation to the total number of customer applications for new electricity connections. A 'valid customer application' for a new electricity connection refers to an application for which a quote has been supplied and payment made by the applicant, at which point the application becomes 'valid', regardless of whether it is commercial or residential. An electricity connection processed refers to the sequence of procedures between the point of payment for a valid application and obtaining a certificate of compliance (COC) to obtain a final connection (end). The indicator measures the percentage of all valid applications where the time taken between the point of payment and the certificate of compliance fall within municipal standard timeframes, as differentiated per the relevant facilities and categories of applicant.

APPENDIX B1:
DEFINITIONS FOR 2024/25 ANNUAL PERFORMANCE MANAGEMENT REPORT – CITY OF CAPE TOWN (CONTINUED)

PRIORITY/ OBJECTIVES	KEY PERFORMANCE INDICATOR	DEFINITION
PRIORITY: SAFETY		
5. Effective law enforcement to make communities safer	5.A Drone flights used for safety and security activities (number)	Measures the drone flights used for approved safety and security activities through utilisation of partnerships and contracts, in which the drone technology offers enhanced situational awareness and evidence gathering to the benefit of community safety. Seasonal (weather) constraints, as well as the unknown nature of S&S operations will dictate different quarterly utilisation statistics.
	5.B Roadblocks focused on drinking-and-driving offences (number)	Measures the number of roadblocks held with the focus on addressing drinking-and-driving offences of motorists.
	5.C Closed-circuit television (CCTV)-detected incidents relayed to responders (number)	Measures the number of incidents detected on CCTV that were relayed to responders. CCTV incidents monitored by the two CCTV centres require a response in order to deal with an incident. All incidents that require a response must be relayed to the relevant department that can deal with the incident accordingly, i.e. crime, traffic, by-law, fire, other. The number of incidents detected and relayed/passed on to responders for attention.
6. Strengthen partnerships for safer communities	6.A New auxiliary law enforcement volunteers recruited (number)	Measures the number of new auxiliary law enforcement volunteers recruited. Volunteers include law enforcement and support officers, in terms of the City's Auxiliary Law Enforcement Policy.
	6.B Client satisfaction survey for neighbourhood watch support programme (%)	Measures the percentage client satisfaction achieved, by means of a survey after every community engagement, in respect of the main deliverables of the neighbourhood watch support programme, i.e. (a) Crime prevention training, (b) Patrol and crime prevention equipment issued, (c) Guidance provided in respect of Department of Community Safety (DoCS) accreditation, and (d) Guidance provided in respect of crime-prevention initiatives.
PRIORITY: HOUSING		
7. Increased supply of affordable, well-located homes	7.A Well-located land parcels released to the private sector for affordable housing (number)	Measures the number of well-located land parcels released to the private sector. Land parcel refers to a single and finite immovable asset with a measurable extent. Land parcel is confirmed as released through final award notification, allowing the developer to commence with development. 'Well-located' refers to land that is in close proximity to economic opportunities, transport nodes, and social facility support.
	7.B Human settlements top structures (houses) provided per housing programme (number)	Measures the number of human settlements top structures provided per housing programme. Top structures are defined as any built structure providing shelter to a household in a human settlements development by means of any national housing programme, where the main source of funding is the Human Settlements Development Grant (HSDG) in terms of the Division of Revenue Act (DoRA) for such purpose. Definition of a human settlements opportunity per housing programme: A human settlements opportunity is incremental access to and/or delivery of one of the following housing products: A. Subsidy housing (BNG), which provides a minimum 40 m2 house; B. People's Housing Process (PHP) are beneficiaries who maximise their housing subsidy by building or organising the building of their homes themselves; C. Social housing is new rental units, delivered by the City's social housing partners; D. Rental housing, which is community residential units (CRUs), upgrading and redevelopment of existing rental units and hostels; and E. Gap housing is a serviced site, or affordable units for sale.
	7.C Formal housing serviced site provided (number)	Measures the number of formal serviced sites provided. A serviced site is defined as any property providing municipal services (road, water and sewerage) on an individual basis to a household, including high-density residential sites, as well as other non-residential sites related to integrated human settlements developments. The main source of funding for serviced sites is the Urban Settlements Development Grant (USDG) and the Informal Settlement Upgrading Partnership Grant (ISUPG) in terms of the Division of Revenue Act (DoRA) for such purpose.
	7.D Hectares of land acquired for human settlements in the municipal area (HS1.13)	Hectares of land acquired for human settlements development in the municipal area. Therefore, this refers to land acquired in an agreement between at least two parties for which purchase and sales agreement or donation agreements, expropriation notices, or development rights agreements have been concluded. The land is understood to have been acquired with the intention of advancing human settlements development within the municipal area, subject to the subsequent completion of any outstanding planning and approval processes.
PRIORITY: PUBLIC SPACE, ENVIRONMENT AND AMENITIES		
8. Safer, better-quality homes in informal settlements and backyards over time	7.E Number of title deeds registered to beneficiaries (HS1.22)	The number of title deeds registered to beneficiaries within a municipality during the period under assessment. A title deed is a document that proves legal ownership of a property in South Africa. This refers to title deeds registered to beneficiaries of human settlements programmes within the municipal area.
	8.A Informal settlement sites serviced (number)	Measures incremental access to better services as part of an informal settlement upgrading programme: Incremental upgrade of informal areas, which provides a serviced site with or without tenure in accordance with the informal settlement upgrading programme as part of the National Housing Code. A 'serviced site' is defined as a site to which the following services were provided: • Road; • Water; and • Sewerage.
9. Healthy and sustainable environment	9.A Percentage of biodiversity priority areas protected (ENV4.21)	The proportion of land identified through municipal strategic environmental assessments and EMFs as biodiversity priority areas, which are protected through some mechanism. Mechanisms may include stewardship agreements, conventional protected areas, and biodiversity agreements, among others.
	9.B Percentage of biodiversity priority areas within the municipality's boundaries (ENV4.11)	Proportional share of land cover categories aggregated to relate to biological priority areas within the municipality, relative to the total municipal area. It indicates the presence of available habitats across a municipal area important for maintaining ecological processes, expressed in ha. A decline over time indicates a loss of land supporting biodiversity and local ecosystems. Biodiversity priority areas, or areas of high biodiversity importance, are defined by SANBI (2016) as "Natural or semi-natural areas in the landscape or seascape that are important for conserving a representative sample of ecosystems and species, for maintaining ecological processes, or for the provision of ecosystem services".
	9.C Severe/moderate dehydration in children under the age of five presenting at City health facilities with diarrhoea (%)	Measures the percentage of children under five years with diarrhoea presenting to City health facilities that have severe or moderate dehydration.
10. Clean and healthy waterways and beaches	10.A Percentage of coastline with protection measures in place (ENV5.11)	The percentage of coastline with protection measures in place within the municipal area. Protection measures refer to measures for protecting the coastal environment from activities that may detrimentally affect it and are inclusive of periodic maintenance. Protection measures are divided into four main categories: Hard (options influence coastal processes to stop or reduce the rate of coastal erosion); Soft (aim to dissipate wave energy by mirroring natural forces and maintaining the natural topography of the coast); Combined (combining hard and soft solutions is sometimes necessary to improve the efficiency of the options and provide an environmentally and economically acceptable coastal protection system); and Innovative (exploited advancements in specific areas of engineering associated with erosion control namely geotextiles and beach drainage). Protection measures are therefore inclusive of managed retreat too.
	10.B Days in a year that vleis are open (%)	Measures the percentage of days in a year that the Rietvlei, Zeekoevlei and Zandvlei are open to intermediate-contact recreation, excluding dredging and other management activities.
11. Quality and safe parks and recreation facilities supported by community partnerships	11.A Recreation and parks open spaces mowed according to annual mowing plan (%)	Measures the implementation of the Recreation and Parks Department's public open space mowing activities during the year compared to what was planned on the mowing schedule. The minimum mowing cycle targets, and ability to meet these targets, are directly linked to the budget available for the project. The measurement is the frequency of actual moving versus what was planned on the mowing schedule, measured as a percentage. Actual implementation to be compared to what was planned, using minimum mowing standards as articulated in the departments documented "standards per facility type".
PRIORITY: TRANSPORT		
12. A sustainable transport system that is integrated, efficient and provides safe and affordable travel options for all	12.A Passengers transported for each kilometre scheduled on MyCiTi buses (ratio)	Measures the ratio of the passengers transported for each kilometre scheduled on MyCiTi buses. The aim is to have more passengers travelling per kilometre scheduled on the MyCiTi transport system. The purpose of the indicator is to measure efficiency improvements in the usage of MyCiTi buses.
	12.B Passenger journeys travelled on MyCiTi buses (number)	Measures the number of passenger journeys travelled on MyCiTi buses. An efficient, integrated transport system is measured in part through the increase in passenger journeys undertaken. A passenger journey is calculated from the first boarding of a bus at a feeder stop or main station to the last exit from a bus at a feeder stop or main station, including any transfers between buses (single journey).

APPENDIX B1:
DEFINITIONS FOR 2024/25 ANNUAL PERFORMANCE MANAGEMENT REPORT – CITY OF CAPE TOWN (CONTINUED)

PRIORITY/ OBJECTIVES	KEY PERFORMANCE INDICATOR	DEFINITION
PRIORITY: TRANSPORT		
12. A sustainable transport system that is integrated, efficient and provides safe and affordable travel options for all	12.C Road corridors on which traffic signal timing plans are updated (number)	Measures the number of road corridors on which the traffic signal timing plans were updated to account for the impact of changing traffic volumes and patterns on the manner in which traffic signals are coordinated.
13. Safe and quality roads for pedestrians, cyclists and vehicles	13.A Surfaced road resurfaced (km)	Measures the km of surfaced roads resurfaced.
	13.B Number of potholes reported per 10 km of municipal road network	The indicator measures the number of potholes reported to the municipality normalised for the length of the municipality's surfaced road network. A municipal road network typically consists of residential roads and roads in built-up areas within its borders that allow for the movement of goods, services and people that are the responsibility of the municipality to maintain. Potholes are defined as a depression in a road surface, usually asphalt pavement, where traffic has removed broken pieces of the pavement. It is usually the result of water in the underlying soil structure and traffic passing over the affected area. This indicator does not count multiple reports of the same pothole at the same location. Each municipality may have different systems or protocols to determine when it receives multiple reports for the same pothole. The standard operating procedure by the municipality for the indicator should be instructive in this regard.
PRIORITY: A RESILIENT CITY		
14. A resilient city	14.A Public safety awareness and preparedness sessions held in the communities (number)	Measures the number of public and safety awareness sessions with communities based on various risk profiles, community-based risk assessments and social media contact.
	14.B New Disaster Risk Management volunteers recruited (number)	Measures the number of disaster risk management volunteer members recruited from the community and, after appropriate training, officially appointed as volunteers.
	14.C Stormwater cleaning budget spent (%)	Measures the percentage budget spent on stormwater cleaning.
PRIORITY: A MORE SPATIALLY INTEGRATED AND INCLUSIVE CITY		
15. A more spatially integrated and inclusive city	15.A Local neighbourhood plans approved for mixed-use development (number)	Measures the number of local neighbourhood plans approved by Council. A local neighbourhood plan could be a spatial development framework or a precinct plan that identifies areas for, among others, mixed-use development, which would facilitate integration of land uses.
PRIORITY: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT		
16. A capable and collaborative city government	16.A Community Satisfaction Survey Citywide score (1–5)	Measures the score on the Citywide Community Satisfaction Survey; a statistically valid, scientifically defensible score from the annual survey of residents' perceptions of the overall performance of the City. The measure is given against a non-symmetrical Likert scale, where 1 is poor, 2 is fair, 3 is good, 4 is very good, and 5 is excellent. The objective is to improve the current customer satisfaction level.
	16.B Opinion of independent rating agency	Measures the opinion of the independent rating agency. A report that reflects the creditworthiness of an institution to repay long-term and short-term liabilities. Credit ratings provide an analysis of the City's key financial data and are performed by an independent agency to assess the City's ability to meet short and long-term financial obligations. Indicator standard/norm/benchmark: The highest rating possible for local government, which is also subject to the country's sovereign rating.
	16.C Audit outcome (GG3.1)	The audit opinion is defined by the Auditor-General. It is given across a qualitative, ordinal scale, including Unqualified with no findings; Unqualified with findings; Qualified with findings; Adverse with findings; and Disclaimed with findings. For those who have not completed the process, 'Outstanding audits' are recorded.
PRIORITY: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT (CONTINUED)		
16. A capable and collaborative city government (continued)	16.D Total capital expenditure as a percentage of total capital budget	This indicator measures the extent to which budgeted capital expenditure has been spent during the financial year. Capital expenditure is all costs incurred by the municipality to acquire, upgrade, and renew physical assets such as property, plants, buildings, technology, or equipment.
	16.E Cash/cost coverage (NKPI) (FM3.11)	Measures the cash/cost coverage ratio. The ratio indicates the ability to meet at least monthly fixed operating commitments from cash and short-term investments, without collecting any additional revenue during that month. (excluding unspent conditional grants). Proxy measure for NKPI per MSA Regulation 10(g).
	16.F Net debtors to annual income (NKPI)	Measures the net debtors to annual income. Net current debtors are a measurement of the net amounts due to the City that are realistically expected to be recovered. Proxy measure for NKPI per MSA Regulation 10(g).
	16.G Percentage of total operating revenue to finance total debt (total debt (borrowing)/total operating revenue) (FM2.1)	The purpose of the indicator is to provide assurance that sufficient revenue will be generated to repay liabilities. Alternatively, it assesses the municipality's affordability of the total borrowings.
	16.H Kilometres of fibre infrastructure for broadband connectivity installed (km)	Measures the kilometres of fibre cable installed by the City, excluding all private sector infrastructure networks.
	16.I Employees from the employment equity (EE) designated groups in the three highest levels of management (%) (NKPI)	Measures the percentage of employees from employee equity (EE) target (designated) groups employed in the three highest levels of management, in compliance with the City's approved EE Plan and EE Act. Management level 1 – City Manager and executive directors Management level 2 – Portfolio managers and directors Management level 3 – Managers Proxy measure for NKPI per MSA Regulation 10(e).
	16.J Budget spent on implementation of Workplace Skills Plan (%) (NKPI)	Measures the percentage of budget spent on the Workplace Skills Plan. The Workplace Skills Plan outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions that will address the needs arising out of local government's skills sector plan, the IDP, the individual departmental staffing strategies, individual employees' personal development plans and the Employment Equity Plan. Proxy measure for NKPI per MSA Regulation 10(f).
	16.K Percentage of official complaints responded to through the municipal complaint management system (GG2.31)	The number of official complaints responded to as per the municipality-defined norms and standards, as a percentage of the number of official complaints received. A complaint is any formal grievance, concern or issue registered with the municipality as per its established systems and protocols. An official complaint, in this instance, should be formally logged on the Municipal Complaints Management System. 'Norms and standards' refers to the municipality's agreed ability to respond promptly and appropriately to the complaints from the public, in line with protocols determined by the municipality, whether or not this is consistent with any external guidance or benchmarking. Note that resolution refers to an official municipal response to the complaint and does not provide for a determination of 'satisfaction' with the municipal response on the part of the public.

APPENDIX B1:
2022–2027 CIRCULAR 88 OUTCOMES SCORECARD

KEY PERFORMANCE INDICATOR		BASELINE (ANNUAL PERFORMANCE OF 2023/24 VERIFIED)	ANNUAL TARGET 2024/25	ACTUAL ACHIEVED 2024/25	ANNUAL TARGET 2025/26			REASON(S) FOR VARIANCE	REMEDIAL ACTION	REASONS FOR NO DATA, IF NOT PROVIDED
PRIORITY: ECONOMIC GROWTH										
Let's make Cape Town the easiest place to do business and create jobs in Africa										
OBJECTIVE 1: INCREASED JOBS AND INVESTMENT IN THE CAPE TOWN ECONOMY										
LED1.2	Percentage change in the number of individuals in formal employment	New	Nil target	Not applicable.	Indicator moved to tier 3 – removed from IDP[1]					These indicators are exempt from external assessment for the current year, and as a result, no achievements have been reported. Exemption letter dated 25 August 2025.
LED1.6	Percentage change in the number of formal micro-sized and small firms	New	Nil target	Not applicable.	Indicator moved to tier 3 – removed from IDP[1]					These indicators are exempt from external assessment for the current year, and as a result, no achievements have been reported. Exemption letter dated 25 August 2025.
LED2.1	Rates revenue as a percentage of the total revenue of the municipality	26,6%	27%	24,57%	27%			On target.	Not applicable.	
LED2.2	Rateable value of commercial and industrial property per capita	R70 078	Not less than R74 000 per capita	R65 084,70	Not less than R74 000 per capita			City has no control over population growth, and minimal control over development on commercial and industrial properties.	Not applicable.	
Note 1: In accordance with Addendum 6 issued December 2024, the indicator readiness is demoted to tier 3, meaning metros are no longer required to report on the indicator.										
PRIORITY: BASIC SERVICES										
Let's get the basics right as the foundation of a healthy and prosperous city										
OBJECTIVE 2: IMPROVED ACCESS TO QUALITY AND RELIABLE BASIC SERVICES										
WS1.1	Percentage of households with access to basic sanitation [NTRR]	94,6%	91%	96,40%	91%			Not applicable.	Not applicable.	
WS2.1	Percentage of households with access to basic water supply [NTRR]	99%	99%	99,19%	99%			Target achieved.	Not applicable.	
ENV2.1	Tons of municipal solid waste sent to landfill per capita	0,25	0,24	0,26	0,23			The population figure is constantly fluctuating, which makes it challenging to forecast population growth in any given financial year. Therefore, the City has no control over the actual outcome.	Not applicable.	
ENV2.2	Tons of municipal solid waste diverted from landfill per capita	0,14	0,09	0,12	0,11			Target achieved.	Not applicable.	
ENV3.1	Percentage of households with basic refuse removal services or better [NTRR]	86,3%	87%	90,78%	87%			Target achieved.	Not applicable.	
ENV3.2	Percentage of scheduled waste collection service points experiencing collection delays of more than one day	0,0%	Nil target	Not applicable.	0,2%					System limitations, as the system cannot produce the data in line with the definition of the technical indicator description "Waste collection delays of more than one scheduled collection day". Steps: The City is investigating a feasible solution (through the Core Application Refresh (CAR) project) to identify/isolate waste collection delays exceeding more than one day from all other delays. Estimated date of audit readiness: 2026/27

APPENDIX B1:
2022–2027 CIRCULAR 88 OUTCOMES SCORECARD (CONTINUED)

KEY PERFORMANCE INDICATOR		BASELINE (ANNUAL PERFORMANCE OF 2023/24 VERIFIED)	ANNUAL TARGET 2024/25	ACTUAL ACHIEVED 2024/25	ANNUAL TARGET 2025/26			REASON(S) FOR VARIANCE	REMEDIAL ACTION	REASONS FOR NO DATA, IF NOT PROVIDED
OBJECTIVE 3: END LOAD-SHEDDING IN CAPE TOWN OVER TIME										
EE1.1	Percentage of households with access to electricity [NTRR]	94,4%	93%	95,75%	93%			Target achieved.	Not applicable.	
EE3.5	Average System Interruption Duration Index (ASIDI)	Barrier	<3 hours	2,32	<3 hours			Favourable result that is within target.	Not applicable.	
EE3.6	Average System Interruption Frequency Index (ASIFI)	Barrier	<1,3 occasions	0,57	<1,3 occasions			Favourable result that is within target.	Not applicable.	
EE4.4	Percentage total electricity losses	Barrier	<12%	11,26%	<12%			Target achieved.	Not applicable.	
EE4.5	Municipal electricity consumption per 10 000 of the population	New	Nil target	Not applicable.	Nil target					The indicator is a shared National Treasury reporting responsibility, and there are no systems in place to measure municipal buildings or plant directly supplied by Eskom as required by the technical indicator description. The City only has data available for municipal buildings or plant directly supplied by the City. Steps: Action plan will be monitored towards the implementation of the indicator. Estimated date of audit readiness: 2025/26
OBJECTIVE 4: WELL-MANAGED AND MODERNISED INFRASTRUCTURE TO SUPPORT ECONOMIC GROWTH										
WS3.1	Frequency of sewer blockages per 100 km of pipeline	866,80	1 020	893,22	900			The following contributed to the over-performance on the indicator: 1. Sewer pipe replacement increased from 96,86 km in 2023/24 to 117,21 km in 2024/25 (17,36 % increase). 2. Proactive sewer cleaning increased from 265,9 km in 2023/24 to 428,2 km in 2024/25 (37,9 % increase).	None.	
WS3.2	Frequency of water mains failures per 100 km of pipeline	34,73	30	34,53	30			The following factors affect burst rates: – Pressure relief valve failures and vandalism, e.g. Atlantis. – Stress failures caused by soil conditions, e.g. winter rainfall with increased water tables, followed by drier periods during summer. – Planned network maintenance that results in water disruptions requires redirection of flow to ensure continuity of supply, causing a change in velocity and pressure in the network. – Ageing infrastructure does not perform well and is prone to failure with pressure fluctuations. – Delay in implementation of pipe replacement programme pending funding for the creation of engineer positions, e.g. Goodwood, Edgemead, Monte Vista and Parow.	The mitigating measures that have been taken to reduce unplanned outages are: – Installation of anti-vandalism cages (Atlantis) – The Citywide pipe replacement programme – Pressure management	

APPENDIX B1:
2022–2027 CIRCULAR 88 OUTCOMES SCORECARD (CONTINUED)

	KEY PERFORMANCE INDICATOR	BASELINE (ANNUAL PERFORMANCE OF 2023/24 VERIFIED)	ANNUAL TARGET 2024/25	ACTUAL ACHIEVED 2024/25	ANNUAL TARGET 2025/26			REASON(S) FOR VARIANCE	REMEDIAL ACTION	REASONS FOR NO DATA, IF NOT PROVIDED
OBJECTIVE 4: WELL-MANAGED AND MODERNISED INFRASTRUCTURE TO SUPPORT ECONOMIC GROWTH (CONTINUED)										
WS3.3	Frequency of unplanned water service interruptions	5,65	4,81	5,62	4,81			The following factors impact on burst rates: – Pressure relief valve (PRV) failures and vandalism, e.g. Atlantis. – Stress failures caused by soil conditions, e.g. winter rainfall with increased water tables followed by drier periods during summer. – Planned network maintenance resulting in water disruptions require redirection of flow to ensure continuity of supply, causing a change in velocity and pressure in the network. – Aged infrastructure does not perform well and is prone to failure with pressure fluctuations. – Delay in implementation rate for the pipe replacement programme pending funding for creation of engineering positions, e.g. Goodwood, Edgemead, Monte Vista and Parow.	The following mitigating measures have been taken to reduce unplanned outages: – Installation of anti-vandalism cages (Atlantis) – Citywide pipe replacement programme – Pressure management	
WS4.1	Percentage of drinking-water samples complying with SANS 241	Barrier	Nil target	Not applicable.	99%					System limitation, as not all the SANS 241 determinants of drinking water can currently be tested. Steps: The City will investigate the feasibility and cost implications of a system to measure all required determinants. Estimated date of audit readiness: 2025/26
WS4.2	Percentage of wastewater samples compliant with water-use licence conditions	Barrier	Nil target	Not applicable.	80%					System limitation, as not all the determinants of wastewater can currently be tested. Steps: The City will investigate the feasibility and cost implications of a system to measure all required determinants. Estimated date of audit readiness: 2025/26
WS5.1	Percentage of non-revenue water	25,4%	32%	24,20%	32%			The City has undertaken a major bulk water meter replacement programme, which may have affected system input values used for the calculation of non-revenue water (NRW). The department is monitoring changes to NRW in this period. Improved meter and network management may also have contributed to the positive outcome.	None.	
WS5.2	Total water losses	281,07	300	272,03	300			Target achieved.	Not applicable.	
WS5.3	Total per capita consumption of water	165,6	190	166,45	190			Water consumption has remained lower than expected following the 2015/16 drought. Above-average to normal rainfall received in the period may have contributed to lower-than-expected consumption.	None.	
WS5.4	Percentage of water reused	Barrier	Nil target	Not applicable.	Nil target					System limitation, as the data source does not allow for the breakdown of water used by customers for irrigation/non-irrigation purposes. There is no practical way of knowing how the water was used by customers. Steps: The matter was raised with National Treasury at the Technical Working Group meeting. The updated Addendum 6 (applicable for 2025/26) has been assessed, and it was determined that the City's concerns have not been adequately addressed to ensure auditability for the 2025/26 financial year. Estimated date of audit readiness: 2026/27

APPENDIX B1:
2022–2027 CIRCULAR 88 OUTCOMES SCORECARD (CONTINUED)

KEY PERFORMANCE INDICATOR		BASELINE (ANNUAL PERFORMANCE OF 2023/24 VERIFIED)	ANNUAL TARGET 2024/25	ACTUAL ACHIEVED 2024/25	ANNUAL TARGET 2025/26			REASON(S) FOR VARIANCE	REMEDIAL ACTION	REASONS FOR NO DATA, IF NOT PROVIDED
PRIORITY: SAFETY										
Let's make Cape Town communities safer by investing in policing capacity and technology, and strengthening partnerships										
OBJECTIVE 5: EFFECTIVE LAW ENFORCEMENT TO MAKE COMMUNITIES SAFER										
FD1.1	Number of fire-related deaths per 100 000 population	4,70	<5	3,53	<5			Target achieved.	Public awareness campaigns continue.	
FD1.2	Number of disaster and extreme weather-related deaths per 100 000 population	0,17	142	1,79	142			Deaths were as a result of fires across multiple informal settlements.	None.	
FD2.1	Disaster Management Centre readiness	New	Nil target	3	Nil target			The City has successfully achieved the following: 1. Appointed a head for the Disaster Management Centre. 2. The Disaster Management Plan was reviewed on 29 September 2021 (periodically, every five years). 3. An annual report is submitted to the National Disaster Management Centre.	None.	
FD2.2	Fire Service functions in accordance with prescribed requirements	New	Nil target	3	Nil target			The City has successfully achieved the following: 1. Appointed a chief fire officer. 2. The Fire Service has evidence of callouts responded to over the reporting period. 3. The City has established and maintained a Fire Service in accordance with prescribed standards SANS 10090: Community protection against fire.	None.	
GG2.3	Protest incidents reported per 10 000 population	0,28	<5	0,28	<5			The baseline was determined by the previous financial year's numbers. This indicator is determined by external variables.	The City will respond and attend to all reported protest actions and will continue to provide assistance to the South African Police Service.	
PRIORITY: HOUSING										
Let's empower the private sector to increase the supply of affordable housing across the formal and informal markets										
OBJECTIVE 7: INCREASED SUPPLY OF AFFORDABLE, WELL-LOCATED HOMES										
HS1.3	Percentage of informal settlements upgraded to Phase 3	Barrier	Nil target	Not applicable.	1%					The measurement and reporting of the indicator per the technical indicator description is not a true reflection of the performance/work done to upgrade informal settlements. Steps: The City will consult National Treasury to propose a more accurate measurement for reporting on the indicator. Estimated date of audit readiness: 2026/27
HS2.2	Percentage of residential properties in the subsidy market	Barrier	2,0%	1,35%	1,90%			The variance between the target and actual performance is primarily due to slower-than-anticipated delivery and registration of residential properties in the subsidy market.	To improve delivery against the target, the department will improve coordination with key stakeholders to accelerate project implementation and subsequent registration of residential properties in the subsidy market.	
HS2.3	Percentage of households living in formal dwellings who rent [NTRR]	28,5%	30%	30,75%	30%			Target achieved.	Not applicable.	
OBJECTIVE 8: SAFER, BETTER-QUALITY HOMES IN INFORMAL SETTLEMENTS AND BACKYARDS OVER TIME										
HS1.1	Percentage of households living in adequate housing [NTRR]	80,96%	81%	80,96%	81%			Target achieved.	Not applicable.	

APPENDIX B1:
2022–2027 CIRCULAR 88 OUTCOMES SCORECARD (CONTINUED)

KEY PERFORMANCE INDICATOR		BASELINE (ANNUAL PERFORMANCE OF 2023/24 VERIFIED)	ANNUAL TARGET 2024/25	ACTUAL ACHIEVED 2024/25	ANNUAL TARGET 2025/26			REASON(S) FOR VARIANCE	REMEDIAL ACTION	REASONS FOR NO DATA, IF NOT PROVIDED
PRIORITY: PUBLIC SPACE, ENVIRONMENT AND AMENITIES										
Let's restore people's pride in Cape Town by cleaning up our city's public spaces, streets and waterways										
OBJECTIVE 9: HEALTHY AND SUSTAINABLE ENVIRONMENT										
ENV1.3	Percentage of households experiencing a problem with noise pollution [NTRR]	16,6%	Nil target	Not applicable.	Indicator moved to tier 3 – removed from IDP[1]					The indicator is a National Treasury reporting responsibility. The City does not have access to the detailed data necessary for setting appropriate targets and implementing effective remedial actions to address noise pollution. Steps: In November 2024, the City consulted with National Treasury regarding the challenges and concerns. Following this consultation, the readiness of the indicator has been demoted to tier 3 for the 2025/26 financial year, meaning that metros will no longer be required to report on the indicator. The indicator will remain a barrier for the 2024/25 reporting period. Estimated date of audit readiness: N/A – Indicator readiness demoted to tier 3 for the 2025/26 financial year. These indicators are exempt from external assessment for the current year, and as a result, no achievements have been reported. Exemption letter dated 25 August 2025.
Note 1: In accordance with Addendum 6 issued December 2024, the indicator readiness is demoted to tier 3, meaning metros are no longer required to report on the indicator.										
OBJECTIVE 10: CLEAN AND HEALTHY WATERWAYS AND BEACHES										
ENV5.2	Recreational water quality (inland)	Exempt	60%	55,82%	60%			None.	None.	
OBJECTIVE 11: QUALITY AND SAFER PARKS AND RECREATION FACILITIES SUPPORTED BY COMMUNITY PARTNERSHIPS										
HS3.5	Percentage utilisation rate of community halls	23,7%	25%	28,17%	27%			Continuous engagements with staff and regular management PDR (plan, do and review) sessions are used to highlight the importance of hall usage, as well as the recording of information on the SAP real-estate model. An additional management control was introduced by the executive director to monitor key performance indicators on a monthly basis. This preventative control helped monitor hall usage more closely and provides guidance on current and future hall usage initiatives.	Past three financial years' results: 2022/23: 23,54% 2023/24: 23,66% 2024/25: 28,17% The trend will continue to be monitored, actuals versus targets will be reviewed, and relevant adjustments will be proposed.	
HS3.6	Average number of library visits per library	72 834,81	63 000	76 592,39	63 000			The department failed to meet the same target as in 2022/23. A three-year usage/trend analysis (2023/24, 2024/25, 2025/26) will be determined prior to proposing and adjusting the target.	A three-year usage/trend analysis (2023/24, 2024/25, 2025/26) will be determined prior to proposing an adjustment to the target. This will ensure a data-driven and sustainable approach to future planning.	
HS3.7	Percentage of municipal cemetery plots available	7,25%	6%	5,17%	6%			Numerous sites were identified, but the environmental impact assessment process and associated controls for land acquisitions, land use approval, bulk infrastructure design and traffic study could not be concluded in time to yield burial space in the financial year. The following projects were affected: – Sir Lowry's Pass cemetery ±500 burial opportunities. Project completed, but waiting on amended land use, after which burials may commence. – Kuils River cemetery extension ±5 000 burial opportunities. Waiting on Province for approval. Land use application has commenced. – Rusthof cemetery extension ±15 000 burial opportunities. Waiting on Province for approval. Land use application has commenced.	Recreation and Parks is deploying a ten-year pipeline of projects. Budget has been allocated for cemetery development for the three projects in 2025/26. Numerous other projects are expected to yield in excess of 50 000 burial spaces in 2026/27. Due to challenges of delayed processes mentioned above, the department will consider a mid-year amendment as part of the National Treasury process.	

APPENDIX B1:
2022–2027 CIRCULAR 88 OUTCOMES SCORECARD (CONTINUED)

	KEY PERFORMANCE INDICATOR	BASELINE (ANNUAL PERFORMANCE OF 2023/24 VERIFIED)	ANNUAL TARGET 2024/25	ACTUAL ACHIEVED 2024/25	ANNUAL TARGET 2025/26			REASON(S) FOR VARIANCE	REMEDIAL ACTION	REASONS FOR NO DATA, IF NOT PROVIDED
PRIORITY: TRANSPORT										
Let's improve urban mobility through safe, reliable and affordable public transport and well-maintained roads										
OBJECTIVE 13: SAFE AND QUALITY ROADS FOR PEDESTRIANS, CYCLISTS AND VEHICLES										
TR6.2	Number of potholes reported per 10 km of municipal road network	27,15	Nil target	Not applicable.	56					System limitations, as it is impossible to remove duplicate transactions without manual intervention. In addition, incorrect coding due to customer-reported data and inaccurately captured locations in the system increase the risk of reporting errors. These issues necessitate manual intervention, which further heightens the risk of inaccuracies. Steps: The Roads Department is working alongside the Data Science Department to improve the system limitations and eradicate coding errors to improve the accuracy and completeness of the information. Estimated date of audit readiness: 2026/27
PRIORITY: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT										
Let's build a modernised and administratively efficient government that is financially sustainable and empowers residents to contribute to decision-making and improving the city										
OBJECTIVE 16: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT										
GG1.1	Percentage of municipal skills development levy recovered	172,07%	100%	133,70%	100%			Target exceeded, as the organisation has claimed more back than anticipated.	Continuous monitoring of the indicator.	
GG1.2	Top management stability	Barrier	80%	92,96%	80%			Target exceeded. Twelve of the 13 senior manager positions were filled for the entire reporting period.	The 13th position was filled successfully before the end of the financial year.	
GG2.1	Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)	91,4%	90%	92,24%	90%			Target exceeded.	No remedial action required.	
GG2.2	Attendance rate of municipal council meetings by participating leaders (recognised traditional and/or Khoi-San leaders)	Not applicable.	Not applicable.	Not applicable.	Not applicable.					The City does not have any traditional leaders and is therefore unable to implement the indicator. As a result, reporting on this indicator is deemed not applicable.
GG3.1	Audit outcome	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion			The indicator measures the prior-year (2023/24 financial year) audit outcome. The target relates to the 2023/24 audit opinion.	Not applicable.	
GG4.1	Percentage of councillors attending Council meetings	89,3%	75%	91,33%	75%			A positive turnout by councillors for Council meetings ensured over-achievement.	Continue to administratively support councillors' work to ensure adequate attendance of Council meetings.	
GG5.1	Number of alleged fraud and corruption cases reported per 100 000 population	7,52	4,28	7,33	4,28			Ethics and Forensic Services has no control over the amount of alleged cases reported, although they do periodically host fraud awareness sessions with City staff and issue media releases to inform staff and the public of the various reporting methods, such as the 24-hour fraud hotline, dedicated fraud email box and walk-in facility.	None.	
FM1.1	Percentage of expenditure against total budget	Exempt.	94%	Not applicable.	94%					These indicators are exempt from external assessment for the current year, and as a result, no achievements have been reported. Exemption letter dated 26 May 2024.
FM1.2	Municipal budget assessed as funded (Y/N) (national) [NTRR]	Yes	Yes	Not applicable.	Indicator moved to tier 3 – removed from IDP[1]					These indicators are exempt from external assessment for the current year, and as a result, no achievements have been reported. Exemption letter dated 25 August 2025.

APPENDIX B1:
2022–2027 CIRCULAR 88 OUTCOMES SCORECARD (CONTINUED)

KEY PERFORMANCE INDICATOR		BASELINE (ANNUAL PERFORMANCE OF 2023/24 VERIFIED)	ANNUAL TARGET 2024/25	ACTUAL ACHIEVED 2024/25	ANNUAL TARGET 2025/26			REASON(S) FOR VARIANCE	REMEDIAL ACTION	REASONS FOR NO DATA, IF NOT PROVIDED
OBJECTIVE 16: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT (CONTINUED)										
FM2.1	Percentage of total operating revenue to finance total debt (total debt borrowing/total operating revenue)	12,23%	25,10%	Not applicable.	43,30%					Reporting difference between City and Circular 88 (National Treasury-prescribed). The result per the City's formula is 12,92%. The result aligned with the C88 formula is 12,22%. Section 18(1)(a) of the MFMA requires that the annual budget must only be funded from realistically anticipated revenues. The purpose of this ratio is to test whether sufficient revenue is generated to meet liability repayments. However, the current C88 formula ignores the requirement of section 18 by assuming that all billed revenue will convert to cash inflows, and excludes the impairment of receivables. While the impact in this instance is not material, it could become significant if the collection rate were to fall below 80%. Steps: The City consulted with National Treasury regarding the challenges and concerns, and is awaiting feedback. Estimated date of audit readiness: To be confirmed in consultation with National Treasury.
FM2.2	Percentage change in cash-backed reserves reconciliation	41,9%	21%	Not applicable.	-6%					These indicators are exempt from external assessment for the current year, and as a result, no achievements have been reported. Exemption letter dated 25 August 2025.
FM3.1	Percentage change in cash and cash equivalent (short-term)	-0,6%	26%	13,54%	-7%			Result lower than target as a result of lower-than-anticipated loan drawdown.	Not applicable.	
FM4.1	Percentage change in unauthorised, irregular, fruitless and wasteful expenditure	47,8%	Nil target	Not applicable.	Indicator moved to tier 3 – removed from IDP					The measurement and reporting of the indicator per the technical indicator description (TID) is not aligned with the City's approach and the current state of unauthorised, irregular, fruitless and wasteful expenditure, which is below the norms. Steps: The readiness of the indicator has been demoted to tier 3 for the 2025/26 financial year, meaning that metros will no longer be required to report on the indicator. The indicator will remain a barrier for the 2024/25 reporting period. Estimated audit readiness: N/A – Indicator readiness demoted to tier 3 for the 2025/26 financial year. These indicators are exempt from external assessment for the current year, and as a result, no achievements have been reported. Exemption letter dated 25 August 2025.
FM4.2	Percentage of total operating expenditure on remuneration	33,2%	32%	32,71%	32%			Immaterial variance.	Not applicable.	
FM4.3	Percentage of total operating expenditure on contracted services	16,3%	15%	17,41%	15%			Target achieved.	Not applicable.	
FM5.1	Percentage change in own funding (internally generated funds + borrowings) to fund capital expenditure	43,9%	9%	-0,22%	10%			The City's investment strategy has not changed significantly from the previous to the current year, resulting in a change of 0. The City is still in a position to generate funds and sustain capital projects.	Continue with the investment strategy and improve the current funding mix.	
FM5.2	Percentage change in renewal/upgrading of existing assets	51,0%	16%	6,69%	-5%			The City's investment from the previous to the current year shows positive growth. This indicates that the City is adequately investing in asset renewal and upgrading with the aim of protecting and prioritising its existing infrastructure assets. This ensures the sustainability of service delivery.	Continue with the current strategy.	

APPENDIX B1:
2022–2027 CIRCULAR 88 OUTCOMES SCORECARD (CONTINUED)

KEY PERFORMANCE INDICATOR		BASELINE (ANNUAL PERFORMANCE OF 2023/24 VERIFIED)	ANNUAL TARGET 2024/25	ACTUAL ACHIEVED 2024/25	ANNUAL TARGET 2025/26			REASON(S) FOR VARIANCE	REMEDIAL ACTION	REASONS FOR NO DATA, IF NOT PROVIDED
OBJECTIVE 16: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT (CONTINUED)										
FM5.3	Percentage change in repairs and maintenance of existing infrastructure	10,3%	5%	4,78%	5%			Immaterial variance.	Not applicable.	
FM7.1	Percentage change in gross consumer debtors (current and non-current)	Exempt.	Nil target	Not applicable.	6%					The indicator name does not align with the indicator definition and component definition for the 2024/25 financial year. The City cannot report accurately due to the ambiguity caused by the definition and component definition. Steps: Reporting will commence in 2025/26, as the updated Addendum 6 has adequately addressed the misalignment in the indicator name and definitions. Estimated audit readiness: 2025/26
FM7.2	Percentage of revenue growth excluding capital grants	Exempt.	7%	8,98%	8%			Immaterial variance.	Not applicable.	
FM7.3	Percentage of net operating surplus margin	4,5%	5%	3,23%	5%			Pre-audited figures. The overall outcome is positive and reflects that the City generates sufficient revenue to cover costs.	None.	
Note 1: In accordance with Addendum 6 issued December 2024, the indicator readiness is demoted to tier 3, meaning metros are no longer required to report on the indicator.										

APPENDIX B1:
DEFINITIONS FOR 2022–2027 CIRCULAR 88 OUTCOMES SCORECARD

PRIORITY AND STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
PRIORITY: ECONOMIC GROWTH			
1. Increased jobs and investment in the Cape Town economy	LED1. Growing inclusive local economies	LED1.2 Percentage change in the number of individuals in formal employment	The proportional change between the number of Full-Time Equivalent (FTE) individuals in formal employment within a municipal area at the start of the term of government as compared to the amount at the end of the term. Formal employment refers to someone who has undertaken paid work and remuneration which has been declared to the South African Revenue Service. 1.0 FTE equates to an individual that worked for every month in the tax year and 0.5 FTE equates to a person that worked for 50% of the months in the tax year (i.e. six months for a tax year). A tax year starts on 1 March and ends on 28 February.
		LED 1.6 Percentage change in the number of formal micro-sized and small firms	The proportional change between the number formal micro and small firms within a municipal area at the start of the term of government as compared to the amount at the end of the term. Formal micro firms are defined as firms with gross income not exceeding R1 million and total assets not exceeding R5 million. Formal small firms are defined as firms with gross income not exceeding R14 million and total assets not exceeding R10 million. Both categories are only considered as 'formal' if they declare their values to the South African Revenue Service. A tax year starts on 1 March and ends on 28 February.
	LED2. Improved levels of economic activity in municipal economic spaces	LED2.1 Rates revenue as a percentage of the total revenue of the municipality	The R-value of property rates revenue collected by the municipality as a percentage of the total revenue collected by the municipality. Municipal property rates are an amount levied on the market value of immovable property (that is, land and buildings). Revenue, in this instance, refers to income collected by the municipality in R-value within the designated financial period.
		LED2.2 Rateable value of commercial and industrial property per capita	This is the aggregate value of all commercial and industrial land captured on the valuation roll of the municipality, inclusive of additions to the supplementary valuation roll on an annual basis. This should be calculated on the same basis as per the annual financial statements.
PRIORITY: BASIC SERVICES			
2. Improved access to quality and reliable basic services	WS1. Improved access to sanitation	WS1.1 Percentage of households with access to basic sanitation [NTRR]	Percentage of households accessing ('using') a toilet facility that meets minimum standards for basic sanitation out of all households in the municipality. Minimum standards are currently defined as either a flush toilet (sewerage system) and/or flush toilet (septic tank), and/or a pit toilet connected to ventilation (VIP).
	WS2. Improved access to water	WS2.1 Percentage of households with access to basic water supply [NTRR]	Percentage of households with access to basic water supply, defined as the household's main source of drinking water is piped (tap) water inside dwelling/ house, piped (tap) water inside yard, and/or piped water to a community stand: <200 m.
	ENV2. Minimised solid waste	ENV2.1 Tons of municipal solid waste sent to landfill per capita	The percentage of the municipality's solid waste that is disposed of in licensed (sanitary) landfills. Landfills refer to an official site approved for the disposal of waste materials. Municipal solid waste refers to waste collected by or on behalf of municipalities. This is inclusive of household, commercial, bulky, garden and open space cleaning waste, but excludes wastewater, builders or hazardous waste.
		ENV2.2 Tons of municipal solid waste diverted from landfill per capita	The tonnage of the municipality's solid waste that is recycled at centralised recycling centres, divided by the total population of the municipality. Recycled materials include those materials diverted from the waste stream, recovered and processed into new products following local government permits and regulations (International Solid Waste Association).
2. Improved access to quality and reliable basic services (continued)	ENV3. Increased access to refuse removal	ENV3.1 Percentage of households with basic refuse removal services or better [NTRR]	Households with basic refuse removal services or better (defined as a minimum of once weekly collection as defined in the Back to Basics framework) as a percentage of total municipal households.
		ENV3.2 Percentage of scheduled waste collection service points experiencing collection delays of more than one day	This is a measure of the number of scheduled kerbside waste collection service points affected by waste collection delays of more than one scheduled collection day, out of the total population of municipal scheduled kerbside waste collection points over the reporting period. A scheduled waste collection service user is someone residing at a site for which the municipality provides a scheduled kerbside collection service on a weekly basis in terms of the National Environment Management: Waste Act, National Domestic Waste Collection Standards, Section 9a. The service points are proxies for users. The indicator measures the instance of service points affected by collection delays exceeding the scheduled waste collection standard of one collection day in terms of section 9c. "c. When collection has been missed the waste must be removed not later than on the next scheduled collection day". The indicator is measured in terms of scheduled waste collection in relation to the total number of kerbside waste collection service points multiplied by 52 weekly collections.
3. End load-shedding in Cape Town over time	EE1. Improved access to electricity	EE1.1 Percentage of households with access to electricity [NTRR]	Percentage of households that have access to electricity services within the municipal area.
	EE3. Improved reliability of electricity service	EE3.5 Average System Interruption Duration Index (ASIDI)	ASIDI of a network is calculated using a load-based approach rather than a customer-affected approach, and is recommended in utilities where updated customer-network links are not available. ASIDI indicates the average system interruption duration in minutes per KVA served over a defined period.
		EE3.6 Average System Interruption Frequency Index (ASIFI)	ASIFI of a network is calculated using a load-based approach rather than a customer-affected approach, and is recommended in utilities where updated customer-network links are not available. ASIFI indicates the average system interruptions over a defined period.
	EE4. Improved energy sustainability	EE4.4 Percentage total electricity losses	Electricity losses have two components: technical and non-technical. Technical losses occur naturally and consist mainly of power dissipation in electricity system components such as transmission and distribution lines, transformers, and measurement systems. Non-technical losses are caused by actions external to the power system and consist primarily of electricity theft, faulty or inaccurate metres, and errors in accounting and record-keeping. Losses is a measure of unaccounted for energy. Thus, non-payment is not included as losses.
		EE4.5 Municipal electricity consumption per 10 000 of the population	The total amount of electricity consumed by the municipality for administration and delivery of services (lighting, buildings, water and wastewater, etc.) across the entire metropolitan area for the year in kilowatt hours, normalised per 10 000 of the municipal population. This is inclusive of the electricity supply of all municipal buildings and public facilities, public lighting, the operation of water and wastewater treatment works, and other public services that the municipality supplies. It also includes municipal electricity consumed from own generation or embedded generation as well as electricity consumed by the municipal administration in Eskom supplied areas, insofar as this data can be obtained. It does not include electricity sales to residential and commercial customers or Free Basic electricity allocations to residential consumers.
4. Well-managed and modernised infrastructure to support economic growth	WS3. Improved quality of water and sanitation services	WS3.1 Frequency of sewer blockages per 100 km of pipeline	Number of blockages in sewers per 100 km of sewer length per year. Blockages are defined as reported or logged blockages that result in an obstruction of system flow which may be caused by roots, obstructive items or other pipeline disruption.
		WS3.2 Frequency of water mains failures per 100 km of pipeline	Number of water mains failures per 100 km of mains pipe per year. 'Mains' refers to all transmission and distribution pipes for water, the ownership of which is vested in the metro for the purpose of conveying water to consumers.
		WS3.3 Frequency of unplanned water service interruptions	Number of water mains failures per 100 km of mains pipe per year. 'Mains' refers to all transmission and distribution pipes for water, the ownership of which is vested in the metro for the purpose of conveying water to consumers.

APPENDIX B1:
DEFINITIONS FOR 2022–2027 CIRCULAR 88 OUTCOMES SCORECARD (CONTINUED)

PRIORITY AND STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
PRIORITY: BASIC SERVICES (CONTINUED)			
4. Well-managed and modernised infrastructure to support economic growth (continued)	WS4. Improved quality of water (incl. wastewater)	WS4.1 Percentage of drinking-water samples complying with SANS 241	The percentage of water samples measured that comply with the SANS 241 requirements over a 12-month period for the defined parametres. See the SANS 241 requirements for a detailed breakdown of the various tests involved and the associated standard limits for application.
		WS4.2 Percentage of wastewater samples compliant to water-use licence conditions	Percentage of wastewater quality compliance to specified licence/permit/ authorisation requirements tested during the municipal financial year. The percentage is calculated on the basis of aggregated results per water-use licence determinant.
	WS5. Improved water sustainability	WS5.1 Percentage of non-revenue water	Non-revenue water is defined as the sum of unbilled authorised consumption, apparent losses (unbilled unauthorised consumption and meter inaccuracies) and real losses (from transmission mains, storage facilities, distribution mains or service connections).
		WS5.2 Total water losses	Total (apparent and real) losses, expressed in terms of annual volume lost per service connection per day.
		WS5.3 Total per capita consumption of water	The total system input volume minus the total exported (raw and treated) water per population per day of the assessment period.
		WS5.4 Percentage of water reused	The total volume of water recycled and reused as a percentage of the system input volume. System input should include water abstracted and all imported water (raw and treated). Water that has been 'recycled and reused' refers to water reclaimed from discharge sources that is then treated and reused for beneficial purposes including but not limited to: agriculture and irrigation, potable water supplies, groundwater replenishment, industrial processes and environmental restoration. For the purpose of this indicator, it measures only municipal wastewater treated for direct use, inclusive of irrigation purposes.
PRIORITY: SAFETY			
5. Effective law enforcement to make communities safer	FD1. Mitigated effects of fires and disasters	FD1.1 Number of fire-related deaths per 100 000 population	This is a measure of the incidence of reported deaths by the municipality attributed to fire or fire-related causes (e.g. smoke inhalation), normalised per population. This refers to municipal reporting of all known deaths related to fire within the municipal area.
		FD1.2 Number of disaster and extreme weather-related deaths per 100 000 population	This indicator measures the incidence of reported deaths that a municipality considers to be the direct or indirect result of disaster incidents and extreme weather events, normalised per population. Disaster is defined in terms of the Disaster Management Act as "a progressive or sudden, widespread or localised natural or human-caused occurrence which – a) causes or threatens to cause – i) death, injury or disease; ii) damage to property, infrastructure or the environment; or iii) disruption of life of a community; and b) is of a magnitude that exceeds the ability of those affected by the disaster to cope with its effects using only their own resources". Extreme weather refers to unexpected, unusual, severe or unseasonal weather events; weather at the extremes of the historical distribution of the range seen in the past. This could be inclusive of heatwaves, flooding, drought, storm surges, etc. Where fires are the result of extreme weather events or disasters, they would also be considered in this indicator, but would otherwise find expression in the other indicator.
	FD2. Reduced risk of fire and disaster vulnerability	FD2.1 Disaster Management Centre readiness	A Disaster Management Centre is considered 'ready' if the following three conditions are met: 1. An appointed head of centre (Disaster Management); 2. A Disaster Management Plan is updated or reviewed periodically (every five years); 3. An annual report is submitted to the National Disaster Management Centre.
		FD2.2 Fire Service functions in accordance with prescribed requirements	As per the act, a "Local authority may establish a service in accordance with prescribed requirements". A Fire Service is therefore considered 'functional' if it meets the following three conditions: 1. A Fire chief officer has been appointed by the municipality; 2. The Fire Service has evidence of callouts responded to over the reporting period; 3. The municipality has established and maintained a Fire Service in accordance with prescribed standards SANS 10090: Community Protection Against Fire.
PRIORITY: SAFETY (CONTINUED)			
5. Effective law enforcement to make communities safer (continued)	GG2. Improved municipal responsiveness	GG2.3 Protest incidents reported per 10 000 population	The number of protest incidents without municipal authorisation reported to have taken place on a public road or public space within municipal boundaries in the past financial year normalised per the population. This indicator tracks all unauthorised protests reported to occur within the municipal area, not only those related to service delivery. An unauthorised protest is a public display of grievance or concern by a group of more than 15 people for which a written approval from the local municipality has not been obtained in advance. Reported incidents means every unique incident of protest which the municipality has received a direct or indirect report for, whether in-progress or after the fact, regardless of whether the protest was aimed at the municipality or not.
PRIORITY: HOUSING			
7. Increased supply of affordable, well-located homes	HS1. Improved access to adequate housing	HS1.3 Percentage of informal settlements upgraded to Phase 3	This indicator measures the percentage of informal settlements upgraded to Phase 3, in terms of the Housing Code – Upgrading informal settlements, Phase 3: Detailed planning, land rehabilitation and provision of permanent services. Upgraded to Phase 3 is achieved when all the milestones as per upgrading informal settlements Phase 3 have been implemented in an informal settlements.
	HS2. Improved functionality of the residential property market	HS2.2 Percentage of residential properties in the subsidy market	This indicator measures the total number of formalised residential properties on the municipal valuation roll valued at R150 000 or less – what is commonly recognised as the subsidy market range. All residential properties, including those that are zero-rated, are considered in this indicator. This number is divided by the total number of residential properties on the municipal valuation roll (and supplementary valuation roll).
		HS2.3 Percentage of households living in formal dwellings who rent [NTRR]	The total number of all households in the municipality which regularly pay a sum of money or provide a service in return for a place of residence to a second party for the use of residential purposes in formal dwellings as a proportion of all households living in formal dwellings. The tenure status in the General Household Survey will be the sum of the two categories: "1 = Rented from private individual" and "2 = Rented from other (incl. municipality and social housing institutions)".
8. Safer, better-quality homes in informal settlements and backyards over time	HS1. Improved access to adequate housing	HS1.1 Percentage of households living in adequate housing [NTRR]	Adequate housing has seven elements: legal security of tenure, services, affordability, habitability, accessibility, location and cultural adequacy. For the purposes of this indicator, adequate housing is defined as 'formal' housing in terms of the Statistics South Africa definition used in the General Household Survey, which is "A structure built according to approved plans, i.e. house on a separate stand, flat or apartment, townhouse, room in backyard, rooms or flatlet elsewhere", thereby excluding informal (whether in informal settlement or backyard) and traditional dwellings. The indicator is therefore the number of households residing in formal dwellings as a percentage of the total number of households in the municipality.
PRIORITY: PUBLIC SPACE, ENVIRONMENT AND AMENITIES			
9. Healthy and sustainable environment	ENV1. Improved air quality	ENV1.3 Percentage of households experiencing a problem with noise pollution [NTRR]	The percentage of households that report "excessive noise/noise pollution" as an environmental problem experienced in their community.
10. Clean and healthy waterways and beaches	ENV5. Coastal and inland water resources maintained	ENV5.2 Recreational water quality (inland)	The percentage of annual inland recreational water samples taken which met the targeted water quality range for recreational water quality for 'intermediate contact recreation' in terms of the presence of algae, chemical irritants, indicator organisms and pH levels. Recreational inland water quality focuses on human health risks stemming from the presence of microbiological indicator organisms in inland water sources. This includes those inland bodies of water located in coastal areas, even where adjacent to marine environments. This encompasses all forms of contact recreation excluding activities described for full-contact recreation, such as swimming. It is a broad class and includes activities, which involve a high degree of water contact, such as waterskiing, canoeing and angling and those which involve relatively little water contact, such as paddling and wading.

APPENDIX B1:
DEFINITIONS FOR 2022–2027 CIRCULAR 88 OUTCOMES SCORECARD (CONTINUED)

PRIORITY AND STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
PRIORITY: PUBLIC SPACE, ENVIRONMENT AND AMENITIES (CONTINUED)			
11. Quality and safe parks and recreation facilities supported by community partnerships	HS3. Increased access to and utilisation of social and community facilities	HS3.5 Percentage utilisation rate of community halls	The percentage of available hours across all community halls that are booked in a year.
		HS3.6 Average number of library visits per library	The average number of library visits per library per year. This measures only municipality managed libraries.
		HS3.7 Percentage of municipal cemetery plots available	The number of burial plots currently available within active, municipal-owned cemeteries as a percentage of the total amount of burial plots in all municipal-owned cemeteries. Municipalities may have different policies and approaches providing for available plots, including where 'stacking' or other provisions for burial are made. Based on the municipality's current policy provisions and used plots, the indicator measures what percentage of the total available cemetery capacity in active cemeteries is currently utilised.
PRIORITY: TRANSPORT			
13. Safe and quality roads for pedestrians, cyclists and vehicles	TR6. Improved quality of municipal road network	TR6.2 Number of potholes reported per 10 km of municipal road network	The indicator measures the number of potholes reported to the municipality normalised for the length of the municipality's surfaced road network. A municipal road network typically consists of residential roads and roads in built-up areas within its borders that allow for the movement of goods, services and people that are the responsibility of the municipality to maintain. Potholes are defined as a depression in a road surface, usually asphalt pavement, where traffic has removed broken pieces of the pavement. It is usually the result of water in the underlying soil structure and traffic passing over the affected area. This indicator does not count multiple reports of the same pothole at the same location. This indicator is worded such that potholes are counted once and only once they have been reported, signalling awareness of and dissatisfaction with road quality by the public. Each municipality may have different systems or protocols to determine when it receives multiple reports for the same pothole. The standard operating procedure by the municipality for the indicator should be instructive in this regard.
PRIORITY: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT			
16. A capable and collaborative city government	GG1. Improved municipal capability	GG1.1 Percentage of municipal skills development levy recovered	The indicator is a measure of the R-value of the municipal skills development levy recovered for the financial year as a percentage of the total municipal skills development allocation which the municipality could have claimed. The skills development levy is a levy imposed to encourage learning and development in South Africa as a percentage of the municipal salary bill. The funds are paid to the South African Revenue Service and can be recovered on the completion of successful skills development.
		GG1.2 Top management stability	Top management is defined as section 56 and 57 managers, as per the Municipal Systems Act (2000). This refers to the number of actual working days in which all of the top management positions in the municipality are filled by full-time employees not in an acting position, as a percentage of the total number of possible standard working days for those positions in the financial year. Where a full-time employee is under suspension or has taken extended sick leave (more than two weeks), this should not be counted towards the standard working days of a fully appointed official. A calendar year of standard working days is recognised as 246 working days. The number of actual working days where the municipality is 'stable' is therefore the sum of actual working days that each S56 and S57 post was occupied by a fully appointed official (not suspended or vacant) with a valid signed contract and performance agreement as a proportion of the total number of possible standard working days for all of those positions in the calendar year.

PRIORITY AND STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
PRIORITY: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT (CONTINUED)			
16. A capable and collaborative city government (continued)	GG2. Improved municipal responsiveness	GG2.1 Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)	The percentage of ward committees that are deemed to be 'functional' out of all wards in the municipality. Functional is defined as: they have an agreed annual ward committee action plan by end of Q1 of the year under review and had at least four quorate meetings in that year.
		GG2.2 Attendance rate of municipal council meetings by participating leaders (recognised traditional and/or Khoi-San leaders)	The rate of attendance of recognised traditional and Khoi-San leaders at municipal council proceedings in a municipality as a percentage of all recognised traditional and Khoi-San leaders for each council meeting. A traditional leader is any person who, in terms of customary law of the traditional community concerned, holds a traditional leadership position, and is recognised in terms of Traditional and Khoi-San Leadership Act No. 3 of 2019. A Khoi-San leader is a person recognised as a senior Khoi-San leader or a branch head in terms of section 10 and includes a regent, acting Khoi-San leader and deputy Khoi-San leader. 'Recognised leaders' refer to those groups which are officially recognised within the municipal area as set out in the provincial government gazette.
	GG3. Improved municipal administration	GG3.1 Audit outcome	The audit opinion is defined by the Auditor-General. It is given across a qualitative, ordinal scale including: Unqualified with no findings; Unqualified with findings; Qualified with findings; Adverse with findings; and Disclaimed with findings. For those who have not completed the process, 'Outstanding audits' are recorded.
	GG4. Improved council functionality	GG4.1 Percentage of councillors attending council meetings	The average percentage of members of the municipal council that attended council meetings.
	GG5. Zero tolerance of fraud and corruption	GG5.1 Number of alleged fraud and corruption cases reported per 100 000 population	The number of alleged incidents of fraud and corruption reported to the municipality during the period under review, normalised per 100 000 of the population. Corruption is defined broadly in the Prevention and Combating of Corrupt Activities Act 12 of 2004 in chapter 2(s3) and any criminal offence that may fall within the ambit of this definition is included for the purposes of this indicator.
	FM1. Enhanced municipal budgeting and budget implementation	FM1.1 Percentage of expenditure against total budget	The indicator measures the percentage of expenditure in relation to the municipal budget. Expenditure refers to costs incurred by the municipality in the applicable financial year, inclusive of all capital and operational spending. The municipal budget refers to the municipal council approved annual budget for a particular financial year.
		FM1.2 Municipal budget assessed as funded (Y/N) (national) [NTRR]	The budget is assessed in line with section 18 of the Municipal Finance Management Act (MFMA), which states that a budget is funded from either revenue realistically to be collected and accumulated cash-backed reserves not committed for other purposes. Accumulated cash-backed reserves refer to surpluses accumulated from previous years not committed for other purposes. The budget is assessed using the following criteria, namely: i) credibility – to determine if the budget is funded in terms of section 18 of the MFMA, if the municipality adopted a budget process with evidence of sufficient political oversight and public participation revenue planning framework and associated budget assumptions are realistic and indicative of multi-year budgeting; and ii) relevance – to assess if the budget is aligned to the reviewed Integrated Development Plan (IDP) of the municipality and the extent to which national and provincial priorities, including MFMA budget circulars, are considered; and iii) sustainability – to assess whether the budget supports the long-term financial planning and operational sustainability of the municipality over the Medium-Term Revenue and Expenditure Framework (MTREF). National Treasury assesses the tabled budget using the budget assessment tool and makes recommendations to the municipality for consideration.

APPENDIX B1:
DEFINITIONS FOR 2022–2027 CIRCULAR 88 OUTCOMES SCORECARD (CONTINUED)

PRIORITY AND STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
PRIORITY: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT (CONTINUED)			
16. A capable and collaborative city government (continued)	FM2. Improved financial sustainability and liability management	FM2.1 Percentage of total operating revenue to finance total debt (total debt (borrowing)/total operating revenue)	The purpose of the indicator is to provide assurance that sufficient revenue will be generated to repay liabilities. Alternatively, it assesses the municipality's affordability of the total borrowings.
		FM2.2 Percentage change in cash-backed reserves reconciliation	The indicator measures the extent to which a municipality increases its reserves and the basis of cash backing of reserves. Data elements, for the purpose of this indicator, are drawn from the data contained in the budget table A8.
	FM3. Improved liquidity management	FM3.1 Percentage change in cash and cash equivalent (short term)	The purpose of this indicator is to assess the level of liquidity in the municipality. A municipality with improved cash and cash equivalent is considered to be financially healthy and sustainable.
	FM4. Improved expenditure management	FM4.1 Percentage change of unauthorised, irregular, fruitless and wasteful expenditure	The indicator measures the extent to which the municipality has incurred irregular, fruitless and wasteful and unauthorised expenditure. Fruitless and wasteful expenditure is expenditure that was made in vain and would have been avoided had reasonable care been exercised. Irregular expenditure is incurred by the municipality in contravention of a requirement of the law. Unauthorised expenditure includes overspending of the total amount appropriated in the approved budget.
		FM4.2 Percentage of total operating expenditure on remuneration	The indicator measures the extent of remuneration costs to total operating expenditure. To control this indicator, an organisational review needs to be performed to address duplications and inefficiencies. The municipality needs to implement a proper remuneration policy and performance management system. Remuneration includes employee-related costs (permanent and short-term contracts) and remuneration for councillors.
		FM4.3 Percentage of total operating expenditure on contracted services	This indicator measures the extent to which the municipality financial resources are committed towards contracted services to perform municipal-related functions. Contracted services refer to costs incurred by the municipality in relation to services performed on behalf of the municipality by another agency or personnel. This includes outsourced services, contractors and professional and special services.
	FM5. Improved asset management	FM5.1 Percentage change of own funding (internally generated funds + borrowings) to fund capital expenditure	The indicator measures the year-on-year growth of own funding to fund capital expenditure of the municipality. Internally generated funds refer to monies received from borrowings and municipal operating revenue to fund capital expenditure.
		FM5.2 Percentage change of renewal/ upgrading of existing assets	This indicator measures the year-on-year percentage change of assets renewal/ upgrading. It also assesses whether the municipality has improved its investment towards asset renewal as required. Renewal/upgrading of existing assets refers to costs incurred in relation to refurbishment, rehabilitation or reconstruction of assets to return its desired service levels. It is also referred to as restoration of the service potential of the asset.
		FM5.3 Percentage change of repairs and maintenance of existing infrastructure	This indicator measures the extent to which the municipality spent on repairs and maintenance of infrastructure assets. Repairs and maintenance is a group of accounts consisting of labour costs, material costs, secondary costs, etc.
	FM7. Improved revenue and debtors management	FM7.1 Percentage change in gross consumer debtors' (current and non-current)	Consumer debt is non-payment of property rates, charges for services provided and other various financial obligations such as traffic fines or rental of facilities.
		FM7.2 Percentage of revenue growth excluding capital grants	This ratio measures the overall revenue growth excluding capital grants. In addition, this ratio will assist in determining if the increase in expenditure will be funded by the increased revenue base or by some other means.
		FM7.3 Percentage of net operating surplus margin	The indicator assesses the extent to which the municipality generates operating surplus. Operating surplus is the difference between operating revenue and operating expenditure.

APPENDIX B1:
2022–2027 CIRCULAR 88 OUTPUT SCORECARD

KEY PERFORMANCE INDICATOR		BASELINE (ANNUAL PERFORMANCE OF 2023/24 VERIFIED)	ANNUAL TARGET 2024/25	ACTUAL ACHIEVED 2024/25	ANNUAL TARGET 2025/26			REASON(S) FOR VARIANCE	REMEDIAL ACTION	REASONS FOR NO DATA, IF NOT PROVIDED
PRIORITY: ECONOMIC GROWTH										
Let's make Cape Town the easiest place to do business and create jobs in Africa										
OBJECTIVE 1: INCREASED JOBS AND INVESTMENT IN THE CAPE TOWN ECONOMY										
HS2.22	Average number of days taken to process building plan applications of less than 500 m^2	22,81	25	22,11	25			The process has been well managed above the benchmark. This was because planner vacancies were filled as a matter of priority.	The momentum will be maintained and more planner vacancies will be filled, which will have a further impact on performance. The target will be revisited once a consistent and valid baseline has been established.	
LED1.11	Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area	88,0%	80%	86,02%	80%			The overall City performance has exceeded the target by 6%, which is indicative of the City's commitment to invest in its local enterprises and enhance local economic development.	Not applicable.	
LED1.21	Number of work opportunities created through public employment programmes (incl. EPWP, Community Work Programme (CWP) and other related employment programmes)	43 962	30 000	40 053	30 000			Work opportunities encompass both direct and indirect appointments, with the latter facilitated through external service providers, and not funded by grants. In addition, line departments have been implementing projects with a higher number of EPWP workers than anticipated.	The target is being reviewed in light of the following: – Reduction in grant funding sources – The Citywide reduction in the Mayor's Job Creation Programme (MJCP) – The skills development approach taken by all directorates – in line with the national Department of Public Works and Infrastructure's EPWP Phase 5	
LED1.31	Number of individuals connected to apprenticeships and learnerships through municipal interventions	440	1 568	1 594	400			The City received additional grant funding from the Local Government Sector Education and Training Authority (LGSETA), which allowed for the extra opportunities.	Not applicable.	
LED2.11	Percentage of budgeted rates revenue collected	99,1%	92%	97,48%	94%			The over-performance (above National Treasury norm) is attributable to the implementation of the City's credit control policy, debt collection strategies, quality of revenue management and payment culture, and an overall debtors collection rate of 97,83% achieved. However, there is uncertainty about the impact of fixed charges in the 2025/26 financial year. The City foresees a risk of a reduction in debtors collection.	Not applicable.	
LED2.12	Percentage of the municipality's operating budget spent on indigent relief for free basic services	Barrier	Nil target	Not applicable	4%					Barrier: System limitation, as the system is unable to generate reports on the actual expenditure incurred to provide free basic services. No guidance was provided in the 2024/25 addendum on the use of estimates for output indicators. Steps: Reporting will commence in 2025/26 based on the estimated data available. The updated Addendum 6 issued in December 2024 provides guidance on the use of estimates. Estimated audit readiness: 2025/26
LED3.11	Average time taken to finalise business licence applications	49,70	130	49,66	80			A quality improvement plan to reduce the number of days was developed and implemented. Key aspects of the plan included a review of processes to reduce complexity, conclusion of a service agreement, inclusion of customer feedback in improving responses to clients, and inclusion of business licence turnaround times in Health staff's integrated performance management.	The City will ensure it remains on track and maintain current performance.	
LED3.12	Average time taken to finalise informal trading permits	41,20	30	28,72	30			Target achieved.	Continue to maintain the momentum.	

APPENDIX B1:
2022–2027 CIRCULAR 88 OUTPUT SCORECARD (CONTINUED)

KEY PERFORMANCE INDICATOR		BASELINE (ANNUAL PERFORMANCE OF 2023/24 VERIFIED)	ANNUAL TARGET 2024/25	ACTUAL ACHIEVED 2024/25	ANNUAL TARGET 2025/26			REASON(S) FOR VARIANCE	REMEDIAL ACTION	REASONS FOR NO DATA, IF NOT PROVIDED
LED3.13	Average number of days taken to process building applications of 500 m^2 or more	4,53	35	35,28	35			This variance is marginal. A review is currently under way to align future target-setting more closely, as vacant positions are being filled to process and monitor performance, the new system (DAMS2) and throughput.	The target will be revisited once a consistent and valid baseline has been established as more vacant positions come online.	
LED3.21	Percentage of revenue clearance certificates issued within ten working days from time of completed application received	99,87%	93%	99,86%	93%			The City was able to address queries and issues quickly thanks to strong working relationships with internal departments that support the resolution process. The system in place remains reliable, and the established workarounds continue to effectively address occasional system failures.	Continue to maintain the momentum.	
LED3.31	Average number of days from the point of advertising to the letter of award per 80/20 procurement process	198,04	220	266,77	220			The main contributors are functionality scoring, JK Structures judgement, legal opinions, and staff availability.	There is a drive to reduce the reliance on legal requests by the Bid Evaluation Committee (BEC)/Bid Specification Committee (BSC). The City has increased staff capacity at a practitioner level. Detailed scrutiny of reports and movement of tender timelines will be minimised.	
LED3.32	Percentage of municipal payments made to service providers who submitted complete forms within 30 days of invoice submission	99,7%	97%	99,9%	97%			The City excels in processing payments within 30 days (above required 97%), reflecting management's commitment to financial discipline, supported by ongoing monitoring, knowledge-sharing, and commendation from the chief finance officer.	Not applicable.	
PRIORITY: BASIC SERVICES										
Let's get the basics right as the foundation of a healthy and prosperous city										
OBJECTIVE 2: IMPROVED ACCESS TO QUALITY AND RELIABLE BASIC SERVICES										
ENV3.11	Percentage of recognised informal settlements receiving basic waste removal services	99,84%	99%	0%	99%			The City was unable to service all informal settlements for a consecutive period of 52 weeks. The definition, as defined by National Treasury, requires that informal settlements be serviced for all 52 weeks of the financial year. If one week is missed, the entire services provided to an informal settlement cannot be counted for reporting on the indicator. This rigid interpretation does not account for partial or near-complete service delivery, nor does it allow for contextual barriers beyond the City's control. All informal settlements could not be serviced due to the following ongoing challenges that were present: – Extortion and threats to life. – Hijacking incidents and trauma. – Crimes committed against the monitoring team. – The City has no control over these occurrences. In addition, shortage of staff has contributed to the challenges described above.	Extortion, threats to life, crimes against the monitoring team – Assistance of Safety and Security deployed in high-risk areas, and trauma counselling provided to affected staff. Shortage of staff – Structural changes in the Cleansing Branch are under way to address staff shortages and span of control.	
WS4.11	Percentage of water treatment capacity unused	Barrier	Nil target	Not applicable	44,4%					Barrier: No system available to provide actual data. The City uses estimates determined by City officials. No guidance was provided in the 2024/25 addendum on the use of estimates for output indicators. Steps: Reporting will commence in 2025/26 based on the estimated data available. The updated Addendum 6 issued in December 2024 provides guidance on the use of estimates. Estimated date of audit readiness: 2025/26

APPENDIX B1:
2022–2027 CIRCULAR 88 OUTPUT SCORECARD (CONTINUED)

KEY PERFORMANCE INDICATOR		BASELINE (ANNUAL PERFORMANCE OF 2023/24 VERIFIED)	ANNUAL TARGET 2024/25	ACTUAL ACHIEVED 2024/25	ANNUAL TARGET 2025/26			REASON(S) FOR VARIANCE	REMEDIAL ACTION	REASONS FOR NO DATA, IF NOT PROVIDED
OBJECTIVE 3: END LOAD-SHEDDING IN CAPE TOWN OVER TIME										
EE1.11	Number of dwellings provided by the municipality with connections to mains electricity supply	Barrier	No target – customer-driven	1 804	No target – customer-driven			Customer-driven.	No remedial action required.	
EE1.13	Percentage of valid customer applications for new electricity connections processed in terms of municipal service standards	72,8%	95%	71,90%	95%			The online application system for new electricity (standard electricity) connections is now live. While this marks a significant step forward, uptake of the new system has been gradual. It is anticipated that, as more users adopt the online platform, turnaround times for processing these connection requests will improve accordingly.	The immediate priority is to stabilise the online Service Connection (SC) App to ensure a seamless user experience and verify that all functions operate as intended. Once the system is stable, the focus will shift to validating datasets and conducting proactive data analysis. Accordingly, a Power BI–based Service Connections monitoring and tracking tool will be developed. This tool will enable the early identification of bottlenecks in both the quotation process and the delivery of supply to customers. The current phase of work involves determining how to extract the required data from SAP and automate its integration into Power BI.	
EE2.11	Percentage of total residential electricity provision allocated as free basic electricity (FBE)	Barrier	No target – customer-driven	3,15%	No target – customer-driven			Customer-driven.	No remedial action required.	
EE3.11	Percentage of unplanned outages that are restored to supply within industry standard timeframes	Barrier	100%	95,37%	100%			High incidence of theft and vandalism on overhead lines and substations in unsafe areas.	Improve security and take old overhead lines below ground.	
EE3.21	Percentage of planned maintenance performed	Barrier	Nil target	Not applicable	95%					Barrier: System limitation, as the system is unable to extract data/information aligned with the technical indicator description. Steps: A new application has been developed in the system, and reporting will commence in 2025/26. Estimated date of audit readiness: 2025/26
EE4.12	Installed capacity of approved embedded generators on the municipal distribution network	Barrier	152 MVA	251,52 MVA	Indicator replaced with C105			This indicator is entirely shaped by customer behaviour and depends on the systems being applied for. The City has no direct influence over the outcome.	Continue to maintain momentum.	
OBJECTIVE 4: WELL-MANAGED AND MODERNISED INFRASTRUCTURE TO SUPPORT ECONOMIC GROWTH										
WS1.11	Number of new sewer connections meeting minimum standards	Barrier	Nil target	Not applicable	4 500					The technical indicator description is ambiguous, as the formula measures all connections, while the definition specifically refers to consumer units and communal toilet facilities. This poses an audit risk. Steps: The City will consult National Treasury on the ambiguity in the technical indicator description. Auditable reporting can only take place from 2026/27, as the updated Addendum 6 applicable for 2025/26 remained unchanged. Auditable reporting is subject to the outcome of the consultation with National Treasury and an updated addendum.Estimated date of audit readiness: 2026/27
WS2.11	Number of new water connections meeting minimum standards	Barrier	Nil target	Not applicable	2 700					System limitation, as the City is unable to determine the total number of new water connections meeting minimum standards of being located <200 m of a community stand in accordance with the indicator definition. Steps: The City will consult National Treasury on the challenges experienced preventing accurate reporting. Auditable reporting can only take place from 2026/27, as the updated addendum for 2025/26 remained unchanged. Auditable reporting is subject to the outcome of the consultation with National Treasury and an updated addendum.Estimated date of audit readiness: 2026/27

APPENDIX B1:
2022–2027 CIRCULAR 88 OUTPUT SCORECARD (CONTINUED)

KEY PERFORMANCE INDICATOR		BASELINE (ANNUAL PERFORMANCE OF 2023/24 VERIFIED)	ANNUAL TARGET 2024/25	ACTUAL ACHIEVED 2024/25	ANNUAL TARGET 2025/26			REASON(S) FOR VARIANCE	REMEDIAL ACTION	REASONS FOR NO DATA, IF NOT PROVIDED
WS3.11	Percentage of callouts responded to within 48 hours (sanitation/wastewater)	Barrier	Nil target	Not applicable	85%					System limitation, as the Reactive Incident Management Application (RIMA) 2 system, which has been in effect since 2024/25, is still relatively new, and challenges have been encountered regarding the reliability of the data.Steps: System improvements (RIMA mobility application) have been explored, which are scheduled for completion in the 2025/26 financial year. Estimated date of audit readiness: 2025/26
WS3.21	Percentage of callouts responded to within 48 hours (water)	Barrier	Nil target	Not applicable	85%					System limitation, as the Reactive Incident Management Application (RIMA) 2 system, which has been in effect since 2024/25, is still relatively new, and challenges have been encountered regarding the reliability of the data.Steps: System improvements (RIMA mobility application) have been explored, which are scheduled for completion in the 2025/26 financial year. Estimated date of audit readiness: 2025/26
WS4.21	Percentage of industries with trade effluent inspected for compliance	Barrier	Nil target	Not applicable	95%					System limitation, as the City can only measure a limited number of industries inspected, which are selected on a random sample basis due to resource constraints.Steps: Action plans will be monitored to ensure that reporting can commence in 2025/26. Estimated date of audit readiness: 2025/26
WS4.31	Percentage of wastewater treatment capacity unused	Barrier	Nil target	Not applicable	22,4%					No system available to provide actual data. The City uses estimates determined by City officials, as unmetered water connections are challenging to track.No guidance was provided in the 2024/25 addendum on the use of estimates for output indicators.Steps: Reporting will commence in 2025/26 based on the estimated data available. The updated Addendum 6 issued in December 2024 provides guidance on the use of estimates.Estimated date of audit readiness: 2025/26
WS5.21	Infrastructure Leakage Index	Barrier	Nil target	Not applicable	4,4					No system available to provide actual data. The City uses estimates determined by City officials, as unmetered water connections are challenging to track.No guidance was provided in the 2024/25 addendum on the use of estimates for output indicators.Steps: Reporting will commence in 2025/26 based on the estimated data available. The updated Addendum 6 issued in December 2024 provides guidance on the use of estimates.Estimated date of audit readiness: 2025/26
WS5.31	Percentage of total water connections metered	Barrier	Nil target	Not applicable	96%					No system available to provide actual data. The City uses estimates determined by City officials.No guidance was provided in the 2024/25 addendum on the use of estimates for output indicators. Steps: Reporting will commence in 2025/26 based on the estimated data available. The updated Addendum 6 issued in December 2024 provides guidance on the use of estimates. Estimated date of audit readiness: 2025/26
PRIORITY: SAFETY										
Let's make Cape Town communities safer by investing in policing capacity and technology, and strengthening partnerships										
OBJECTIVE 5: EFFECTIVE LAW ENFORCEMENT TO MAKE COMMUNITIES SAFER										
FD1.11	Percentage compliance with the required attendance time for structural firefighting incidents	67,6%	70%	69,99%	70%			A marked increase in attacks on firefighters necessitated escorts, which caused delays in responses.	Ongoing efforts to increase drivers and the commencement of the cadet firefighter programme will ensure adequate resource availability.	

APPENDIX B1:
2022–2027 CIRCULAR 88 OUTPUT SCORECARD (CONTINUED)

KEY PERFORMANCE INDICATOR		BASELINE (ANNUAL PERFORMANCE OF 2023/24 VERIFIED)	ANNUAL TARGET 2024/25	ACTUAL ACHIEVED 2024/25	ANNUAL TARGET 2025/26			REASON(S) FOR VARIANCE	REMEDIAL ACTION	REASONS FOR NO DATA, IF NOT PROVIDED
PRIORITY: HOUSING										
Let's empower the private sector to increase the supply of affordable housing across the formal and informal markets										
OBJECTIVE 7: INCREASED SUPPLY OF AFFORDABLE, WELL-LOCATED HOMES										
HS1.11	Number of subsidised housing units constructed using various human settlements programmes	Exempted	1 860	Not applicable	2 110					These indicators are exempt from external assessment for the current year, and as a result, no achievements have been reported. Exemption letter dated 25 August 2025.
HS1.12	Number of serviced sites	2 751	7 100	1 227	8 400			Formal sites: The contractor appointed for the Macassar project did not complete the sites in the third phase of the development. An assessment of the outstanding work has been conducted, and a new contractor will be appointed to complete the remaining tasks. Informal sites: There were delays in appointing contractors for certain areas, including Enkanini and Bosasa Link. Some of the larger projects – Village Heights, Military Heights, Kampies, and Monwabisi Park – required additional time for planning. Progress in Village Heights and Military Heights was further affected by community-related delays.	Formal sites: The City is in the process of appointing a replacement contractor via an agreed fast-track process in terms of the SCM Policy to complete the outstanding work on the Macassar housing project. Informal sites: The City is in the process of implementing alternative measures to fast-track certain planning processes where possible, to ensure that projects are executed according to the project plans.	
HS1.13	Hectares of land acquired for human settlements in the municipal area	165,85	39	68,89	47			Several land acquisitions were expedited.	Continue to maintain the momentum.	
HS1.22	Number of title deeds registered to beneficiaries	4 815	2 200	2 264	2 350			Council approval was obtained for the exemption of section 137 clearance on historical transfers, which enabled the achievement of the annual target.	Continue to maintain the momentum.	
HS2.21	Number of residential properties developed through state-subsidised human settlements programmes entering the municipal valuation roll	Barrier	1 796	Not applicable	1 860					HS2.21: Barrier: System limitation, as there is no mechanism in place to easily identify properties developed through state-subsidised human settlements programmes on the municipal valuation roll. The valuation roll does not distinguish these properties from others, making it impossible to extract accurate data directly. Consequently, manual identification is required, which is both resource-intensive and prone to error, thereby compromising data reliability and audit readiness. Steps: The Valuations Department, in collaboration with the Human Settlements Directorate, will develop an automated solution to streamline the identification of subsidised properties on the municipal valuation roll. This will involve flagging such properties in the Government Revenue Management (GRM) system, enabling their visibility on the valuation roll. Human oversight will be maintained by the Valuations Department to ensure the accuracy and integrity of the data. Estimated date of audit readiness: 2027/28

APPENDIX B1:
2022–2027 CIRCULAR 88 OUTPUT SCORECARD (CONTINUED)

KEY PERFORMANCE INDICATOR		BASELINE (ANNUAL PERFORMANCE OF 2023/24 VERIFIED)	ANNUAL TARGET 2024/25	ACTUAL ACHIEVED 2024/25	ANNUAL TARGET 2025/26			REASON(S) FOR VARIANCE	REMEDIAL ACTION	REASONS FOR NO DATA, IF NOT PROVIDED
OBJECTIVE 8: SAFER, BETTER-QUALITY HOMES IN INFORMAL SETTLEMENTS AND BACKYARDS OVER TIME										
HS1.31	Number of informal settlements assessed (enumerated and classified)	Barrier	Nil target	Not applicable	5					System limitation, as the City does not enumerate and classify informal settlements because it is not a City function. However, the City identifies pockets of informal settlements for recognition to receive basic services. Steps: The City will consult National Treasury on the challenges experienced preventing reporting on this indicator. Auditable reporting can only take place from 2026/27, as the updated addendum for 2025/26 remained unchanged. Auditable reporting is subject to the outcome of the consultation with National Treasury and an updated addendum. Estimated date of audit readiness: 2026/27
HS1.32	Number of informal settlements upgraded to Phase 2	11	10	4	10			Not all milestones for the identified projects earmarked for upgrading to Phase 2 were achieved before the end of the financial year.	In the 2025/26 financial year, outstanding milestones such as basic interim services and enumeration surveys will be prioritised to ensure completion. Monthly progress monitoring and reporting will be implemented, and pre-planning studies will be fast-tracked where possible to achieve the target for informal settlements upgraded to Phase 2.	
PRIORITY: PUBLIC SPACE, ENVIRONMENT AND AMENITIES										
Let's restore people's pride in Cape Town by cleaning up our city's public spaces, streets and waterways										
OBJECTIVE 9: HEALTHY AND SUSTAINABLE ENVIRONMENT										
ENV1.12	Percentage of air quality monitoring stations providing adequate data over a reporting year	Barrier	70%	53,85%	70%			The reasons for variance include power failures, faulty air conditioners, instrument malfunctions, roof leaks, and communication issues.	Ensure faulty instrumentation is repaired, and procure new instrumentation and new housing units.	
ENV4.11	Percentage of biodiversity priority area within the municipality	33,34%	34,18%	33,34%	34,18%			Although the goal is to prevent any further unregulated or unmitigated loss of biodiversity in priority areas, some level of loss due to development is expected each year, particularly within the urban edge.	Monitoring is ongoing, supported by improved mapping based on both field assessments and desktop reviews.	
ENV4.21	Percentage of biodiversity priority areas protected	65,27%	65,40%	68,13%	65,5%			Target exceeded. The remaining extent of biodiversity priority areas increased slightly (by 11,75 ha) over the past year, despite some loss to development.	Ongoing monitoring from in-field assessments.	
OBJECTIVE 10: CLEAN AND HEALTHY WATERWAYS AND BEACHES										
ENV5.11	Percentage of coastline with protection measures in place	6,27%	6,27%	6,27%	6,27%			On target.	Not applicable.	
ENV5.12	Number of coastal water samples taken for monitoring purposes	860	396	488	396			The above-target performance was a result of the City analysing both *E. coli* and enterococci in the first quarter of 2024, effectively doubling the number of reported samples under ENV5.12. From the second quarter onwards, a transversal decision was made to analyse only enterococci. Therefore, the number of samples dropped, but still aligned with targets.	The momentum will be maintained going forward.	
ENV5.21	Number of inland water samples taken for monitoring purposes	Barrier	2 300	3 429	2 300			The achievement was possible because recreational vleis were sampled two to four times per month, and sea-stormwater outlets twice a month. Furthermore, 65 new water quality monitoring points were added to the City's inland water quality monitoring programme. Sampling commenced in August 2024, and each point was sampled monthly throughout the financial year.	Continue to maintain momentum.	

APPENDIX B1:
2022–2027 CIRCULAR 88 OUTPUT SCORECARD (CONTINUED)

KEY PERFORMANCE INDICATOR		BASELINE (ANNUAL PERFORMANCE OF 2023/24 VERIFIED)	ANNUAL TARGET 2024/25	ACTUAL ACHIEVED 2024/25	ANNUAL TARGET 2025/26			REASON(S) FOR VARIANCE	REMEDIAL ACTION	REASONS FOR NO DATA, IF NOT PROVIDED
PRIORITY: TRANSPORT										
Let's improve urban mobility through safe, reliable and affordable public transport and well-maintained roads										
OBJECTIVE 12: A SUSTAINABLE TRANSPORT SYSTEM THAT IS INTEGRATED, EFFICIENT AND PROVIDES SAFE AND AFFORDABLE TRAVEL OPTIONS FOR ALL										
TR4.21	Percentage of municipal bus services on time	Barrier	Nil target	Not applicable	80%					System limitations, as the City cannot reliably provide the data for its entire fleet due to the nature of the bus operations and the technical equipment required inside vehicles to monitor the data.Steps: Reporting will commence in 2025/26, as the updated Addendum 6 - Technical indicator description has introduced a more flexible approach. It states that if a municipality lacks the necessary systems to provide information for the entire bus fleet, it must specify in its standard operating procedure which component of the fleet it can reliably report on.Estimated date of audit readiness: 2025/26
TR5.11	Number of scheduled public transport access points added	0,00	Nil target	0	Nil target			No contributing projects to be executed during 2024/25.	None.	
TR5.31	Percentage of scheduled municipal bus trips that are universally accessible	82%	Nil target	Not applicable	Nil target					System limitation, as it is not feasible to report in accordance with the technical indicator description. The measurement of universally accessible trips is not clear relating to the deployment of boarding bridges. Steps: The City engaged National Treasury in the November 2024 Technical Working Group meeting for more clarity, and is awaiting formal feedback. National Treasury advised that they would schedule a meeting with the City after internal consultations with the relevant national departments. Estimated date of audit readiness: 2026/27
OBJECTIVE 13: SAFE AND QUALITY ROADS FOR PEDESTRIANS, CYCLISTS AND VEHICLES										
TR6.11	Percentage of unsurfaced road graded	Barrier	100%	116,62%	100%			The prescribed calculation of the indicator allows for counting multiple gradings of the same road, which can result in achieving over a 100% in a financial year.	None.	
TR6.12	Percentage of surfaced municipal road lanes that have been resurfaced and resealed	Barrier	Nil target	Not applicable	1,30%					System limitation, as the City's measurement differs from the technical indicator description. The City measures and reports on the carriageway or road network length, and not length of lanes. Steps: Reporting will commence in 2025/26, as the updated Addendum 6 - Technical indicator description has introduced a more flexible approach. It allows municipalities without a system for tracking municipal road lanes to rely on alternative measurements, such as square meters of pavement, for tracking road maintenance. These municipalities may substitute an alternative unit of measurement for kilometres of municipal road lanes.Estimated date of audit readiness: 2025/26
TR6.13	Kilometres of new municipal road network	0,00	Nil target	Not applicable	Nil target					System limitation, as the City does not currently have a system in place to measure new municipal road networks completed by the Human Settlements Directorate.Steps: Feasible solutions are being investigated to address the challenges experienced, and action plans will be developed and monitored to ensure that reporting can commence in 2026/27. Estimated date of audit readiness: 2026/27

APPENDIX B1:
2022–2027 CIRCULAR 88 OUTPUT SCORECARD (CONTINUED)

KEY PERFORMANCE INDICATOR		BASELINE (ANNUAL PERFORMANCE OF 2023/24 VERIFIED)	ANNUAL TARGET 2024/25	ACTUAL ACHIEVED 2024/25	ANNUAL TARGET 2025/26			REASON(S) FOR VARIANCE	REMEDIAL ACTION	REASONS FOR NO DATA, IF NOT PROVIDED
TR6.21	Percentage of reported pothole complaints resolved within standard municipal response time	Barrier	Nil target	Not applicable	50%					System limitations, as it is impossible to remove duplicate transactions without manual intervention. Additionally, incorrect coding due to customer-reported data and inaccurately captured locations in the system increase the risk of reporting errors. These issues necessitate manual intervention, which further heightens the risk of inaccuracies.Steps: The Roads Department is working alongside the Data Science Department to improve the system limitations and eradicate coding errors to improve the accuracy and completeness of the information.Estimated date of audit readiness: 2026/27
PRIORITY: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT										
Let's build a modernised and administratively efficient government that is financially sustainable and empowers residents to contribute to decision-making and improving the city										
OBJECTIVE 16: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT										
GG1.21	Staff vacancy rate	Barrier	≤10%	6,08%	≤10%			The organisation employed a number of proactive initiatives to ensure that positions are timeously filled.	Continue to monitor and improve on this achievement.	
GG1.22	Percentage of vacant posts filled within six months	Barrier	Nil target	Not applicable	40%					System limitation, as the current system measures from authority to proceed with filling a post up until assumption of duties, which is at a further point than prescribed. The system is also configured to include bulk recruitments, which are excluded from the indicator measurement. System to be amended to tracking up until formal acceptance of the job offer, and to exclude bulk recruitments. Steps: Action plans will be monitored to ensure reporting can commence in 2026/27. Estimated date of audit readiness: 2026/27
GG2.11	Percentage of ward committees with six or more ward committee members (excluding the ward councillor)	85,3%	80%	87,93%	80%			Of the 116 ward committees, a total of 102 had six or more ward committee members.	Continuous collaboration to ensure improvement going forward.	
GG2.12	Percentage of wards that have held a quarterly councillor-convened community meeting	Barrier	100%	100,0%	100%			On target.	None.	
GG2.31	Percentage of official complaints responded to through the municipal complaint management system	Barrier	90%	87,13%	90%			Human Settlements: System-related issues caused notifications to be misdirected and not reach the appropriate work centres. These challenges affected the processing of notifications. Community Services and Health: The Recreation and Parks Department experienced a backlog due to various operational challenges. Most of these issues have now been resolved, and a significant number of older notifications have been closed. This has affected the overall percentage of notifications resolved within the target timeframe. Urban Mobility: The department is facing ongoing difficulties in processing notifications, primarily due to systems challenges, which has slowed progress.	Human Settlements: The team is actively addressing current challenges that are affecting performance, with efforts focused on sustainable solutions. Community Services and Health: New procedures and adjustments have been introduced to reduce and prevent future backlogs. The department remains committed to resolving outstanding notifications, aiming to close at least 90% within the designated timeframe to gradually restore operational balance. Urban Mobility: A recently implemented data science solution is now being used to address these system challenges. This is expected to enhance processing efficiency and streamline operations.	
GG3.11	Number of repeat audit findings	0	5	0	5			Target achieved.	Not applicable.	
GG3.12	Percentage of councillors who have declared their financial interests	95,13%	100%	96,97%	100%			Seven councillors did not declare timely.	Future achievement of this indicator will be monitored by the Speaker.	
GG5.11	Number of active suspensions longer than three months	4	≤13	0	≤13			The organisation employed a number of initiatives to ensure that suspensions are resolved timeously.	Continue improvement on this process.	

APPENDIX B1:
2022–2027 CIRCULAR 88 OUTPUT SCORECARD (CONTINUED)

KEY PERFORMANCE INDICATOR		BASELINE (ANNUAL PERFORMANCE OF 2023/24 VERIFIED)	ANNUAL TARGET 2024/25	ACTUAL ACHIEVED 2024/25	ANNUAL TARGET 2025/26			REASON(S) FOR VARIANCE	REMEDIAL ACTION	REASONS FOR NO DATA, IF NOT PROVIDED
FM1.11	Total capital expenditure as a percentage of total capital budget	Exempt	90%	Not applicable	90%					These indicators are exempt from external assessment for the current year, and as a result, no achievements have been reported. Exemption letter dated 26 May 2024.
FM1.12	Total operating expenditure as a percentage of total operating expenditure budget	Exempt	94,40%	Not applicable	94,40%					These indicators are exempt from external assessment for the current year, and as a result, no achievements have been reported. Exemption letter dated 26 May 2024.
FM1.13	Total operating revenue as a percentage of total operating revenue budget	Exempt	100%	Not applicable	100%					These indicators are exempt from external assessment for the current year, and as a result, no achievements have been reported. Exemption letter dated 26 May 2024.
FM1.14	Service charges and property rates revenue as a percentage of service charges and property rates revenue budget	Exempt	94%	Not applicable	94%					These indicators are exempt from external assessment for the current year, and as a result, no achievements have been reported. Exemption letter dated 26 May 2024.
FM1.21	Funded budget (Y/N) (municipal)	Y	Y	Not applicable	Y					These indicators are exempt from external assessment for the current year, and as a result, no achievements have been reported. Exemption letter dated 25 August 2025.
FM2.21	Cash-backed reserves reconciliation at year-end	R7 405 291 116,92	R9,7 bn	Not applicable	R6,60 bn					These indicators are exempt from external assessment for the current year, and as a result, no achievements have been reported. Exemption letter dated 25 August 2025.
FM3.11	Cash/cost coverage ratio	Exempt	2,19:1	Not applicable	2,38:1					Reporting difference between City and Circular 88 (National Treasury-prescribed). The result per the City's formula is 1,73:1. The result aligned with the Circular 88 formula is 3,04:1. The Circular 88 formula does not account for all restricted cash. One significant exclusion is the cash set aside for the 2025/26 capital programme. In terms of section 18(1)(b) and section 19(1)(d) of the MFMA, funding sources must be considered available only when they are not committed for other purposes. The City recognises the following line items as 'restricted cash': housing development; insurance; unspent conditional grants (only item aligned with C88); capital commitments; cash-backed guarantees; shares; and trust funds/Municipal Transport Advisory Bureau (MTAB). Furthermore, while the Circular 88 formula correctly excludes non-cash-flow items when determining monthly cost outflows, it fails to add back loan repayments. These repayments represent actual cash outflows and are therefore included in the City's calculation of monthly expenditure. The measurement and reporting of the indicator per the technical indicator description (TID) is not aligned with the City's approach and materially misrepresents the City's actual cash allocation situation. Steps: The City consulted with National Treasury regarding the challenges and concerns, and is awaiting formal feedback.Estimated date of audit readiness: TBC in consultation with National Treasury.
FM3.12	Current ratio (current assets/current liabilities)	1,52	1,78:1	1,77	1,38:1			Marginal variance.	Not applicable.	
FM3.13	Trade-payables-to-cash ratio	88,4%	63,35%	60,9%	99,73%			Marginal variance.	Not applicable.	

APPENDIX B1:
2022–2027 CIRCULAR 88 OUTPUT SCORECARD (CONTINUED)

KEY PERFORMANCE INDICATOR		BASELINE (ANNUAL PERFORMANCE OF 2023/24 VERIFIED)	ANNUAL TARGET 2024/25	ACTUAL ACHIEVED 2024/25	ANNUAL TARGET 2025/26			REASON(S) FOR VARIANCE	REMEDIAL ACTION	REASONS FOR NO DATA, IF NOT PROVIDED
FM3.14	Liquidity ratio	0,52	1,08:1	1,09	0,69:1			Target achieved.	Not applicable.	
FM4.11	Irregular, fruitless and wasteful, unauthorised expenditure as a percentage of total operating expenditure	0,07%	0,25%	Not applicable	0,25%					These indicators are exempt from external assessment for the current year, and as a result, no achievements have been reported. Exemption letter dated 25 August 2025.
FM4.31	Creditors payment period	23,7	<30	20,34	<30			The City excels in processing payments within 30 days, reflecting management's commitment to financial discipline, supported by ongoing monitoring, knowledge-sharing, and commendation from the chief finance officer.	None.	
FM5.11	Percentage of total capital expenditure funded from own funding (internally generated funds + borrowings)	72,6%	70%	72,8%	83%			Immaterial variance.	Not applicable.	
FM5.12	Percentage of total capital expenditure funded from capital conditional grants	29,7%	24%	Not applicable	24%					These indicators are exempt from external assessment for the current year, and as a result, no achievements have been reported. Exemption letter dated 25 August 2025.
FM5.21	Percentage of total capital expenditure on renewal/ upgrading of existing assets	57,2%	58%	61,4%	26%			Immaterial variance.	Not applicable.	
FM5.22	Renewal/upgrading of existing assets as a percentage of depreciation/asset impairment	153,9%	182,31%	151,0%	134,65%			The actual outcome is above the 100% norm and is at an acceptable level. The annual target set was based on the capital budget for renewal and upgrading, and the operating budget for depreciation and asset impairment. This indicates that the City is appropriately investing in its existing infrastructure assets.	None.	
FM5.31	Repairs and maintenance as a percentage of property, plant, equipment and investment property	Exempt	8,34%	8,33%	8,50%			The indicator measures the level of repairs and maintenance to ensure that there is adequate maintenance to prevent breakdowns and interruptions to service delivery. A municipality is recommended to spend a minimum of 8% on repairs and maintenance relative to property, plant and equipment (PPE). The actual outcome is more than the norm of 8% and slightly below the target of 8,34%, and is regarded as acceptable.	None.	
FM6.12	Percentage of awarded tenders [over R200 000], published on the municipality's website	100%	100%	Not applicable	98%					These indicators are exempt from external assessment for the current year, and as a result, no achievements have been reported. Exemption letter dated 25 August 2025.
FM6.13	Percentage of tender cancellations	11,8%	15%	Not applicable	15%					These indicators are exempt from external assessment for the current year, and as a result, no achievements have been reported. Exemption letter dated 25 August 2025.
FM7.11	Debtors payment period	23,8	30	20,0	30			The achievement of the 20 days is aligned with the City's Credit Control Policy, debt collection strategies, quality of revenue management, and payment culture.	Not applicable.	

APPENDIX B1:
2022–2027 CIRCULAR 88 OUTPUT SCORECARD (CONTINUED)

KEY PERFORMANCE INDICATOR		BASELINE (ANNUAL PERFORMANCE OF 2023/24 VERIFIED)	ANNUAL TARGET 2024/25	ACTUAL ACHIEVED 2024/25	ANNUAL TARGET 2025/26			REASON(S) FOR VARIANCE	REMEDIAL ACTION	REASONS FOR NO DATA, IF NOT PROVIDED
FM7.12	Collection rate ratio	Exempt	95%	97,83%	95%			The over-performance (above National Treasury norm) is attributable to the implementation of the City's Credit Control Policy, debt collection strategies, quality of revenue management, and payment culture.	Not applicable.	
FM7.31	Net surplus/deficit margin for electricity	2,6%	Nil target	0,7%	Nil target			The overall outcome is positive. It reflects that electricity generates sufficient revenue to cover costs.	None.	
FM7.32	Net surplus/deficit margin for water	11,9%	Nil target	13,7%	Nil target			The Water and Sanitation Directorate is a balanced trading service. The balancing is done in a combined manner, and the margin for wastewater/sanitation and water needs to be seen in a combined view. The outcome is a combined result of revenue and expenditure being lower/higher than estimated, and due to various operational factors during the financial year.	None.	
FM7.33	Net surplus/deficit margin for wastewater	-15,6%	Nil target	-15,6%	Nil target			The Water and Sanitation Directorate is a balanced trading service. The balancing is done in a combined manner, and the margin for wastewater/sanitation and water needs to be seen in a combined view. The outcome is a combined result of revenue and expenditure being lower/higher than estimated, and due to various operational factors during the financial year.	None.	
FM7.34	Net surplus/deficit margin for refuse	-2,0%	Nil target	-6%	Nil target			The lower-than-anticipated outcome is a combined result of revenue and expenditure outcomes being lower/higher than estimated, and due to various operational factors during the financial year.	None.	

APPENDIX B1:
2022–2027 CIRCULAR 88 OUTPUT SCORECARD DEFINITIONS

PRIORITY AND STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
PRIORITY: ECONOMIC GROWTH			
1. Increased jobs and investment in the Cape Town economy	HS2. Improved functionality of the residential property market	HS2.22 Average number of days taken to process building plan applications of less than 500 m²	The indicator measures the number of days a building plan application to the municipality takes to be processed, from the date of submission of all required information to the date of communication of the initial adjudication results of that application, on average, per application. Measures of the time taken to process appeals of the initial decision, sometimes expressed in relation to 'amendment letters' or in terms of a 'date of first refusal' are not included in the measurement. Each submission of a complete building plan application starts a new processing cycle for the purpose of the indicator.
	LED1. Growing inclusive local economies	LED1.11 Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area	This indicator measures the value of municipal operating expenditure that has been spent on payments to contracted organisations with a physical address within the municipal area as a percentage of the total operating expenditure on payments to all contracted organisations. Contracted services are inclusive of consultancy services, and refer to services rendered by any entity outside of the municipality secured through a public procurement process.
		LED1.21 Number of work opportunities created through public employment programmes (incl. EPWP, CWP and other related employment programmes)	Simple count of the number of short-term work opportunities provided through the municipality by public employment programmes such as the Expanded Public Works Programme, Community Works Programme and other related infrastructure initiatives. EPWP is a nationwide programme covering all spheres of government and SOEs. EPWP projects employ workers on a temporary or ongoing basis with government, contractors, or other non-governmental organisations under the Ministerial Conditions of Employment for the EPWP or learnership employment conditions. The CWP was established to provide an employment safety net to eligible members of target communities by offering them a minimum number of regular days of work each month. The programme targets unemployed and underemployed people. The stipends participants receive supplement their existing livelihood means and provide them with a basic level of income security. The indicator tracks the number of unique work opportunities generated in the quarter, regardless of the duration.
		LED1.31 Number of individuals connected to apprenticeships and learnerships through municipal interventions	The number of individuals connected to apprenticeships and learnerships through municipal interventions. Municipal interventions refer to any project, programme or initiative intended to facilitate or implement change among the target population. Apprenticeships and learnerships, in this instance, refer specifically to structured learning processes for gaining theoretical knowledge and practical skills in the workplace leading to a qualification recognised in terms of the National Qualifications Authority.
	LED2. Improved levels of economic activity in municipal economic spaces	LED2.11 Percentage of budgeted rates revenue collected	The R-value of the rates revenue as a percentage of the total rates revenue operating budget. Municipal property rates are an amount levied on the market value of immovable property (that is, land and buildings). Revenue, in this instance, refers to income collected by the municipality in R-value within the designated financial period. The operating rates revenue budget refers to the amount of the municipal operational budget which was targeted within the municipal budget as approved by Council for the financial year.
		LED2.12 Percentage of the municipality's operating budget spent on indigent relief for free basic services	The amount municipal operating budget expended on free basic services to indigent households (R-value) as a percentage of the total operating budget of the municipality for the period. Free Basic services are understood in terms of water, sanitation, electricity and waste removal services only.
1. Increased jobs and investment in the Cape Town economy	LED3. Improved levels of economic activity in municipal economic spaces	LED3.11 Average time taken to finalise business licence applications	The indicator measures the average number of working days a business owner can be expected to wait from the date of submission of a complete business licence application to the date of outcome of licensing decision from the municipality. Business licence applications refer to those businesses applying in terms of the Business Act of 1991. A 'complete application' refers to the point at which all of the required administrative information has been supplied, allowing the municipality to proceed with the processing. A 'finalised' application refers to an application where the municipality has taken a decision to approve or deny the application. An application is considered finalised at the point of the decision, regardless of the time between the decision and the communication of the application outcome.
		LED3.12 Average time taken to finalise informal trading permits	The indicator measures the average amount of time (taken in days) to finalise informal trading permits in a municipality from the point of complete application to the point of adjudication. An informal trading permit is a permission provided by the municipality to small-scale businesses with limited trading intentions to operate under certain conditions, usually in terms of a by-law, policy or plan governing informal trading in the municipality.
		LED3.13 Average number of days taken to process building applications of 500 m² or more	The indicator measures the number of days building plan applications of 500 m² or more take to be processed, from the date of submission of all required information to the date of communication of the initial adjudication results of that application, on average, per application. Whether a large building plan application is for commercial or residential purposes does not have a bearing as the proxy of 500 m² or more is used in this instance. Measures of the time taken to process appeals of the initial decision, sometimes expressed in relation to 'amendment letters' or in terms of a 'date of first refusal' are not included in the measurement. Each submission of a complete building plan application starts a new processing cycle for the purpose of the indicator.
		LED3.21 Percentage of revenue clearance certificates issued within ten working days from time of completed application received	The percentage of revenue clearance certificates issued by the municipality within ten working days of a completed submission. A revenue clearance certificate is issued by the relevant local municipality, and reflects all of the debts collected on the property, including rates. The purpose of this document is to prove that all the outstanding debt on the property has been paid by the seller. A completed submission refers to the point in time when all necessary information has been supplied in relation to the certificate. The ten days, in this instance, refer to ten working days, not days of the week.
		LED3.31 Average number of days from the point of advertising to the letter of award per 80/20 procurement process	The average number of days from the point of advertising to the letter of award per 80/20 procurement process. An 80/20 procurement process refers to public procurement as per the terms of the Preferential Procurement Regulations in terms of the Preferential Procurement Policy Framework Act for bids where an 80/20 Broad-Based Black Economic Empowerment (B-BBEE) thresholds of between R30 000 and R50 million applies. This would apply to tenders awarded within the financial year, and where disputes to the outcome of the tender process were not raised. This does not apply to requests for quotations.
		LED3.32 Percentage of municipal payments made to service providers who submitted complete forms within 30 days of invoice submission	The percentage of municipal payments made to service providers within 30 days of complete invoice submission. The indicator measures the number of payments made on the basis of invoice submissions to the municipality within the accepted standard of 30 days or less. This measures 30 calendar days from the time of submission of an accurate invoice.

APPENDIX B1:
2022–2027 CIRCULAR 88 OUTPUT SCORECARD DEFINITIONS (CONTINUED)

PRIORITY AND STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
PRIORITY: BASIC SERVICES			
2. Improved access to quality and reliable basic services	ENV3. Increased access to refuse removal	ENV3.11 Percentage of recognised informal settlements receiving basic waste removal services	The proportion of recognised informal settlements within the municipal area which are receiving at least a basic standard of service for refuse collection and cleaning services all weeks in the year. A 'recognised informal settlement' refers to any process whereby the municipality officially documents the existence of the informal settlement and its obligations with regard to servicing its residents. This excludes 'known' settlements that may emerge in the course of the reporting as a result of land invasions or on private property which the municipality is not responsible for. If the informal settlement has not received a basic standard of service in duration of more than one week, it should not be counted. Informal settlements that have experienced delayed collection of more than a week, or skipped weeks, are not considered to have received a basic standard of refuse removal.
3. End load-shedding in Cape Town over time	EE1. Improved access to electricity	EE1.11 Number of dwellings provided with by the municipality with connections to mains electricity supply	The number of new residential electricity connections to dwellings energised by the municipality as part of their state-subsidised human settlements development.
		EE1.13 Percentage of valid customer applications for new electricity connections processed in terms of municipal service standards	This indicator measures the number of valid customer applications for new electricity connections processed within the municipal standard timeframes in relation to the total number of customer applications for new electricity connections. A 'valid customer application' for a new electricity connection refers to an application for which a quote has been supplied and payment made by the applicant, at which point the application becomes 'valid', regardless of whether it is commercial or residential. An electricity connection processed refers to the sequence of procedures between the point of payment for a valid application and obtaining a certificate of compliance (COC) to obtain a final connection (end). The indicator measures the percentage of all valid applications where the time taken between the point of payment and the certificate of compliance fall within municipal standard timeframes, as differentiated per the relevant facilities and categories of applicant.
	EE2. Improved affordability of electricity	EE2.11 Percentage of total residential electricity provision allocated as Free Basic Electricity (FBE)	This indicator measures the reliance of municipal residents on FBE for access to electricity by measuring how much of electricity provided by the municipality in MWh is subsidised through FBE. In other words, this indicator measures the extent of free electricity provided by the municipality to its residents as a percentage of the overall total. This is inclusive of free allocations to indigent households. FBE is an amount of electricity determined by municipal policy provided on a monthly basis for free with the aim of assisting poor households to meet basic needs. Depending on the municipal policy, FBE may or may not be targeted exclusively at poor households.
	EE3. Improved reliability of electricity service	EE3.11 Percentage of unplanned outages that are restored to supply within industry standard timeframes	The proportion of unplanned electricity outages where at least 98% of the customers affected by the outage have their electricity supply restored with 24 hours of the incident. The industry standard NRS 047 specifies the restoration of electricity supply to differing proportions of affected customers within the standards of 1.5, 3.5, 7.5, 24 and 168 hours or less. This indicator tracks the 24 hour standard whereby at least 98% of customers affected by an unplanned outage have had their electricity restored. An unplanned outage is defined as a network event that occurs when a piece of equipment is taken out of service immediately, either automatically or as soon as switching operations can be performed, as a direct result of emergency conditions or a major natural event, such as risk to life or equipment.
		EE3.21 Percentage of planned maintenance performed	This is a measure of the actual executed maintenance jobs planned as a percentage of budgeted planned maintenance effort in scheduled 'jobs'. A 'job' is a planned maintenance task scheduled by the municipality.
	EE4. Improved energy sustainability	EE4.12 Installed capacity of approved embedded generators on the municipal distribution network	The total capacity of the embedded generation installations in the municipal distribution network in megavolt ampere.
4. Well-managed and modernised infrastructure to support economic growth	WS1. Improved access to sanitation	WS1.11 Number of new sewer connections meeting minimum standards	The total number of new sewer connections (defined as connections to a flush toilet connected to the sewerage system or a septic tank or a VIP toilet) made by the municipality. This is inclusive of new sewer connections to communal facilities that meet basic sanitation standards.
	WS2. Improved access to water	WS2.11 Number of new water connections meeting minimum standards	Total number of new water connections meeting minimum standards (supply of water is piped (tap) water inside dwelling/institution, piped (tap) water inside yard, and/or community stand: <200 m) made by the municipality. This is inclusive of new water connections to communal facilities that meet minimum standards.
	WS3. Improved quality of water and sanitation services	WS3.11 Percentage of callouts responded to within 48 hours (sanitation/ wastewater)	Percentage callouts (inclusive of outages logged with the municipality and complaints related to outages) responded to within 48 hours (sanitation/ wastewater). Responded to means that someone is on site and has initiated a process of resolving the matter within 48 hours. This does not mean the callout was resolved, only that the matter was logged, appraised and responded to within 48 hours of notification.
		WS3.21 Percentage of callouts responded to within 48 hours (water)	Percentage callouts (outages inclusive of complaints logged over outages) responded to within 48 hours (water). Responded to means that someone is on site and has initiated a process of resolving the matter within 48 hours. This does not mean the callout was resolved, only that the matter was logged, appraised and responded to within 48 hours of notification.
	WS4. Improved quality of water (incl. wastewater)	WS4.11 Percentage of water treatment capacity unused	The percentage of water treatment capacity unused. Water treatment capacity refers to the maximum amount of water that a facility can safely process. The indicator measures the difference between the maximum amount the infrastructure can handle in terms of its available design capacity and the amount currently in use, as a percentage of the total capacity. 'Available design capacity' refers to the overall design capacity that is available on a daily basis. If part of the treatment facility requires refurbishment or is not in operation this should be excluded from 'available design capacity'.
		WS4.21 Percentage of industries with trade effluent inspected for compliance	Number of industries with trade effluent that are inspected during the assessment period as a percentage of the total number of registered industries with trade effluent, at the end of the municipal financial year. Inspections are only counted once per registered industry organisation, regardless of whether multiple inspections follow from the original visit.
		WS4.31 Percentage of wastewater treatment capacity unused	The percentage of wastewater treatment capacity unused. Sewer treatment capacity refers to the maximum amount of sewage that a facility is allowed to treat or to direct to a particular reuse or effluent disposal system. This refers to the collective available design capacity of all facilities servicing the municipal area. 'Available design capacity' refers to the overall design capacity that is available on a daily basis. If part of the treatment facility requires refurbishment or is not in operation, this should be excluded from 'available design capacity'.
	WS5. Improved water sustainability	WS5.21 Infrastructure Leakage Index	The Infrastructure Leakage Index is derived from the structural and operational characteristics of the entire water infrastructure network. It is measured in terms of the real water loss from the supply network of physical distribution systems.
		WS5.31 Percentage of total water connections metered	The number of metered water connections as a percentage of the total number of connections in the municipality.

APPENDIX B1:
2022–2027 CIRCULAR 88 OUTPUT SCORECARD DEFINITIONS (CONTINUED)

PRIORITY AND STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
PRIORITY: SAFETY			
5. Effective law enforcement to make communities safer	FD1. Mitigated effects of fires and disasters	FD1.11 Percentage compliance with the required attendance time for structural firefighting incidents	Structural fire incidents are defined as incidents of fire outbreaks in habitable formal structures (buildings that have approved building plans) and habitable informal structures (informal residential dwellings where no approved building plans exist). The indicator measures the percentage of times that these incidents receive a response within the 14-minute standard. This measure of the attendance time is the difference between the time of call (the time an official call or notice is received at the official call or reporting centre) and the arrival time (refers to the time captured for the first arriving firefighting response unit regardless from where dispatched or regardless of order of dispatch). The indicator therefore measures the number of all incidents where the attendance time was 14 minutes or less as a percentage of all incidents. Attendance time is the difference between the time of call and the time of arrival of the first arriving firefighting response unit at the given address of the incident, (i.e.) Attendance time = time of arrival at given address –s- Time call received by ECC personnel and equipment in minutes and seconds for the year (numerator) divided by the number of fire department responses in the same year (denominator).
PRIORITY: HOUSING			
7. Increased supply of affordable, well-located homes	HS1. Improved access to adequate housing	HS1.11 Number of subsidised housing units constructed using various Human Settlements programmes	The number of all subsidised housing units (in terms of minimum levels of service) constructed within the municipal area in the reporting period. Constructed within the municipal area refers to all housing units with finished construction within the municipal area built in terms of the various Human Settlements programmes for which the provincial government receives the Human Settlements Development Grant (HSDG). This refers to any unit in which a subsidisation on the housing unit is provided, inclusive of all human settlements programmes.
		HS1.12 Number of serviced sites	A site refers to a predetermined area where basic services can be provided, there is some degree of security of tenure and to which a household can be situated or relocated and/or upgraded. This refers to the number of all sites serviced with a new connection(s) achieving water and sanitation to a basic level of service, as well as road access, within the municipality in the financial year. These sites do not include the construction of top structures. A basic level of service is defined as an individual service to each site for water and sanitation (not shared) meeting the national minimum standard (the regulations in terms of the Water Services Act in the case of water and sanitation), or the minimum standards defined by the municipality, whichever is higher. The indicator only measures from the point when the specified basic services have been connected, regardless of the timeframes between water and sanitation connections and road access. This refers to direct connections only and does not provide for indirect connections.
		HS1.13 Hectares of land acquired for human settlements in the municipal area	Hectares of land acquired for human settlements development in the municipal area. Therefore, this refers to land acquired in an agreement between at least two parties for which purchase and sales agreement or donation agreements, expropriation notices, or development rights agreements have been concluded. The land is understood to have been acquired with the intention of advancing human settlements development within the municipal area, subject to the subsequent completion of any outstanding planning and approval processes.
		HS1.22 Number of title deeds registered to beneficiaries	The number of title deeds registered to beneficiaries within a municipality during the period under assessment. A title deed is a document that proves legal ownership of a property in South Africa. This refers to title deeds registered to beneficiaries of human settlements programmes within the municipal area.
	HS2. Improved functionality of the residential property market	HS2.21 Number of residential properties developed through state-subsidised human settlements programmes entering the municipal valuation roll	The indicator is defined as the number of residential properties that directly benefited from state-subsidised human settlements programmes that have entered the municipal valuation roll, inclusive of the supplementary valuation roll. This includes "zero-rated" properties that enter the municipal valuation roll after completion of state-subsidised human settlements development outputs (e.g. housing units). It is inclusive of properties developed through informal settlement upgrading and formalisation processes that result in properties being added to the municipal valuation roll.
8. Safer, better-quality homes in informal settlements and backyards over time	HS1. Improved access to adequate housing	HS1.31 Number of informal settlements assessed (enumerated and classified)	The number of designated informal settlements within the municipal area enumerated and classified according to the NUSP categorisation, or equivalent. Enumeration includes the collection of household level data of informal settlement residents, as well as the levels and status of services in the settlement.
		HS1.32 Number of informal settlements upgraded to Phase 2	This indicator measures the number of informal settlements upgraded to Phase 2, in terms of the Housing Code – Upgrading informal settlements, Phase 2: Project initiation. "…Upgraded to Phase 2" is achieved when all the milestones as per Upgrading informal settlements Phase 2 have been implemented within an informal settlement. This is inclusive of the following: acquisition of land where required; undertaking of a clear socioeconomic and demographic profile/ survey of the settlement; establishing an agreement between the community and municipality; installation of interim services to provide basic water and sanitation services to households on an interim basis; conducting of pre-planning studies to determine detailed geotechnical conditions; and the undertaking of an environmental impact assessment to support planning processes.
PRIORITY: PUBLIC SPACE, ENVIRONMENT AND AMENITIES			
9. Healthy and sustainable environment	ENV1. Improved air quality	ENV1.12 Percentage of AQ monitoring stations providing adequate data over a reporting year	The proportion of air quality (AQ) monitoring stations that are sufficiently functional to provide an accurate indication of air quality over a full reporting year in the municipal area is assessed. Currently, functionality is defined as the capability to provide at least 75% of a full year's worth of anticipated, validated data. In cases where a monitoring station does not plan to collect data for specific air quality measurements, it should not be judged against parametres for which it is not positioned to collect data. The 75% data requirement is specific to each respective station's planned samples for the year.
	ENV4. Biodiversity is conserved and enhanced	ENV4.11 Percentage of biodiversity priority areas within the municipality	Proportional share of land cover categories aggregated to relate to biological priority areas within the municipality, relative to the total municipal area. It indicates the presence of available habitats across a municipal area important for maintaining ecological processes, expressed in ha. A decline over time indicates a loss of land supporting biodiversity and local ecosystems. Biodiversity priority areas, or areas of high biodiversity importance, are defined by SANBI (2016) as "Natural or semi-natural areas in the landscape or seascape that are important for conserving a representative sample of ecosystems and species, for maintaining ecological processes, or for the provision of ecosystem services."
		ENV4.21 Percentage of biodiversity priority areas protected	The proportion of land identified through municipal strategic environmental assessments and EMFs as biodiversity priority areas, which is protected through some mechanism. Mechanisms may include stewardship agreements, conventional protected areas, and biodiversity agreements, among others.
10. Clean and healthy waterways and beaches	ENV5. Coastal and inland water resources maintained	ENV5.11 Percentage of coastline with protection measures in place	The percentage of coastline with protection measures in place within the municipal area. Protection measures refer to measures for protecting the coastal environment from activities that may detrimentally affect it and are inclusive of periodic maintenance. Protection measures are divided into four main categories: Hard (options influence coastal processes to stop or reduce the rate of coastal erosion.); Soft (aim to dissipate wave energy by mirroring natural forces and maintaining the natural topography of the coast); Combined (combining hard and soft solutions is sometimes necessary to improve the efficiency of the options and provide an environmentally and economically acceptable coastal protection system); and Innovative (exploited advancements in specific areas of engineering associated with erosion control namely geotextiles and beach drainage). Protection measures are therefore inclusive of managed retreat too.
10. Clean and healthy waterways and beaches	ENV5. Coastal and inland water resources maintained	ENV5.12 Number of coastal water samples taken for monitoring purposes	The number of coastal water samples taken for monitoring purposes in the municipality. 'Water samples taken', in this instance, refers to samples that have been taken for water quality testing. This refers to the number of samples tested for all relevant monitoring purposes, it does not refer to the number of itemised tests conducted per sample.
		ENV5.21 Number of inland water samples taken for monitoring purposes	The number of inland water samples taken for monitoring purposes in the municipality. 'Water samples taken', in this instance, refers to samples that have been taken for water quality testing. This refers to the number of samples tested for all relevant monitoring purposes, it does not refer to the number of itemised tests conducted per sample.

APPENDIX B1:
2022–2027 CIRCULAR 88 OUTPUT SCORECARD DEFINITIONS (CONTINUED)

PRIORITY AND STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
PRIORITY: TRANSPORT			
12. A sustainable transport system that is integrated, efficient and provides safe and affordable travel options for all	TR4. Improved satisfaction with public transport services	TR4.21 Percentage of municipal bus services on time	The percentage of all scheduled municipal bus service departures 'on time'. 'Scheduled' refers to the time at which the bus is expected to depart. 'On time' is understood to be within a window of two minutes ahead of the scheduled departure time, and up to five minutes after the scheduled departure time. In the event that a municipality does not track 'departures', but does track 'arrivals' at the end destination, arrivals may be substituted uniformly across the TID but this should be specified in the standard operating procedure for the indicator.
	TR5. Improved access to public transport (incl. NMT)	TR5.11 Number of scheduled public transport access points added	The number of new public transport access points which have been constructed and operational in terms of the municipality's functional responsibilities (thus excluding commuter rail stations). A scheduled public transport service in this regard refers to a bus service provided by the municipal fleet (contracted or owned) at periodic intervals.
		TR5.31 Percentage of scheduled municipal bus trips that are universally accessible	The proportion of scheduled municipal bus trips in the municipal area served by municipality owned and/or contracted fleet that are universally accessible across the length of their routes. A municipal bus trip refers to a service that runs from a departure point at the start of a route to an arrival point at the end with various bus service stops on the way. The indicator measures the proportion of all scheduled bus trips that are considered universally accessible – that is every scheduled bus service stop on the route has received a service that is universally accessible for the bus trip. A universally accessible service stops meets the following conditions: 1) It is serviced by a scheduled bus with accessibility provisions; and 2) Boarding bridges meet the accessibility provisions of the bus service. The indicator value is a proportion of all scheduled bus trips for all routes.
13. Safe and quality roads for pedestrians, cyclists and vehicles	TR6. Improved quality of municipal road network	TR6.11 Percentage of unsurfaced road graded	The length of unsurfaced road which has been graded as a percentage of overall unsurfaced road network. Unsurfaced road is understood as a road without a prepared, durable surface intended to withstand traffic volume, usually a tar macadam (asphalt) or concrete surface. Usually dirt, gravel or natural surface. Road 'graded' is the process of restoring the driving surface of a gravel or natural surface road to a desired smoothness and shape by removing irregularities such as corrugations and potholes and redistributing gravel.
		TR6.12 Percentage of surfaced municipal road lanes which have been resurfaced and resealed	The distance of surfaced municipal road lanes (class 3–5) in kilometres which have been resurfaced and resealed in relation to the total road lane length. A lane is part of a carriageway that is designated to be used by a single line of vehicles to control and guide drivers and reduce traffic conflicts. Lane widths may vary in width from 3,1 m at their narrowest, to 5,5 m lanes in higher-order mixed-usage streets. Total municipal road length is measured on a per lane basis, so a road that is four lanes wide for 1 km has a total network length of 4 km for the purpose of this indicator.
	TR6. Improved quality of municipal road network	TR6.13 Kilometres of new municipal road network	The distance of municipal road network built in kilometres within the municipal area, by the municipality (inclusive of all its departments and implementing agents). This is inclusive of both surfaced and unsurfaced roads built by the municipality. A surfaced road refers to road installed with a durable surface material intended to sustain traffic, usually pavement or concrete. Total municipal road network length is measured irrespective of the road lanes for this indicator.
		TR6.21 Percentage of reported pothole complaints resolved within standard municipal response time	The percentage of reported pothole complaints resolved within the standard time, as a percentage of all potholes reported. A reported pothole complaint refers to the report as the incidence, not the number of potholes that may be referred to in a given report. Municipal standard response times and operating procedures for service providers who may undertake this work for the municipality are confirmed at the municipal level in terms of the municipality's standard operating procedure for measuring the indicator.

PRIORITY AND STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
PRIORITY: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT			
16. A capable and collaborative city government	GG1. Improved municipal capability	GG1.21 Staff vacancy rate	The number of unfilled posts in the municipal organisational structure as a percentage of the total number of employee posts in the municipality's organisational structure. The unfilled posts are inclusive of temporary and contract positions that appear on the municipality's approved organisational structure. They are exclusive of unfunded vacant positions on the municipality's approved organisational structure.
		GG1.22 Percentage of vacant posts filled within six months	The percentage of posts for which an appointment decision has been made within six months of the authority to proceed with filling the post. 'Vacant posts' in this instance, refers to all budgeted posts on the municipal organogram for which a recruitment process has been initiated. A position is considered 'filled' when a recruitment decision is made and an offer of appointment formally accepted by a recruit, regardless of the start date. 'Authority to proceed with filling a post' refers to the point of time at which the relevant official authorises the filling of a vacancy in terms of relevant municipal policies and procedures. This refers to an individual post and does not apply to bulk recruitments.
	GG2. Improved municipal responsiveness	GG2.11 Percentage of ward committees with six or more ward committee members (excluding the ward councillor)	The percentage of ward committees that had six or more members, excluding the ward councillor, as a proportion of the total number of wards at the last day of the reporting period.
		GG2.12 Percentage of wards that have held a quarterly councillor-convened community meeting	The number of wards where ward councillors convened at least one community meeting in the quarter as per statutory requirements, as a percentage of all the wards in the municipality. Community meetings refer to any public meeting for which public notice is given, held in the councillor's ward, and at which the ward councillor convenes the meeting. For the purposes of the indicator, a ward cannot report more councillor-convened community meetings than the quarter which is being reported against.
		GG2.31 Percentage of official complaints responded to through the municipal complaint management system	The number of official complaints responded to as per the municipality defined norms and standards, as a percentage of the number of official complaints received. A complaint is any formal grievance, concern or issue registered with the municipality as per its established systems and protocols. An official complaint, in this instance, should be formally logged on the Municipal Complaints Management System. 'Norms and standards' refer to a municipality's agreed ability to respond promptly and appropriately to the complaints from the public, in line with protocols determined by the municipality, whether or not this is consistent with any external guidance or benchmarking. Note that resolution refers to an official municipal response to the complaint and does not provide for a determination of 'satisfaction' with the municipal response on the part of the public.
	GG3. Improved municipal administration	GG3.11 Number of repeat audit findings	'Repeat' findings refer to those findings which have persisted from one year of reporting to the next. These are identified as repeat findings by the Auditor-General on the following administrative areas including but not limited to: i) Annual financial statements and annual report; ii) Strategic planning and performance; iii) Consequence management; and iv) Human Resource management.
		GG3.12 Percentage of councillors who have declared their financial interests	The percentage of all councillors that have declared their financial interests for the financial year being reported against. Financial interests refer to all relevant financial matters or dealings which may create the potential for a conflict of interest.
	GG5. Zero tolerance of fraud and corruption	GG5.11 Number of active suspensions longer than three months	Refers to the total number of active suspensions at the time of reporting that were initiated more than three months prior and had not yet been resolved.

APPENDIX B1:
2022–2027 CIRCULAR 88 OUTPUT SCORECARD DEFINITIONS (CONTINUED)

PRIORITY AND STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
PRIORITY: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT (CONTINUED)			
16. A capable and collaborative city government	FM1. Enhanced municipal budgeting and budget implementation	FM1.11 Total capital expenditure as a percentage of total capital budget	This indicator measures the extent to which budgeted capital expenditure has been spent during the financial year. Capital expenditure is all costs incurred by the municipality to acquire, upgrade, and renew physical assets such as property, plants, buildings, technology, or equipment.
		FM1.12 Total operating expenditure as a percentage of total operating expenditure budget	The indicator measures the extent to which operating expenditure has been spent during the financial year. Operating expenditure (non-capital spending) is costs which the municipality incurs through its normal operations.
		FM1.13 Total operating revenue as a percentage of total operating revenue budget	The indicator measures the extent of actual operating revenue (excl. capital grant revenue) generated in relation to budgeted operating revenue during the financial year. Operating revenue is revenue generated from sale of goods or services, taxes or intergovernmental transfers.
		FM1.14 Service charges and property rates revenue as a percentage of service charges and property rates revenue budget	The ratio measures the extent of actual service charges and property rates revenue generated in relation to budgeted service charges and property rates revenue during the financial year. Service charges include revenue generated from sale of water, electricity, refuse and sanitation. Property rates include revenue generated from rates and taxes charged on properties.
		FM1.21 Funded budget (Y/N) (Municipal)	A municipality considers inputs from the National Treasury and adopts a budget that is funded in line with section 18 of the MFMA which states that a budget is funded from either revenue realistically to be collected and accumulated cash-backed reserves not committed for other purposes. Accumulated cash-backed reserves refer to surpluses accumulated from previous years not committed for other purposes. A budget is funded when a municipality reflects a surplus of R0 or more on budget table A8.
	FM2. Improved financial sustainability and liability management	FM2.21 Cash-backed reserves reconciliation at year-end	This indicator measures the extent to which reserves, which are required to be cash backed are actually backed by cash reserves. Commitments or applications refer to items that must be cash backed such as unspent conditional grants, VAT, working capital requirements, sinking fund or reserves approved by Council. Data elements, for the purpose of this indicator, are drawn from the data contained in the budget table A8.
	FM3. Improved liquidity management	FM3.11 Cash/Cost coverage ratio	The ratio indicates the municipality's ability to meet at least its monthly fixed operating commitments from cash and short-term investment without collecting any additional revenue, during that month.
		FM3.12 Current ratio (current assets/current liabilities)	The ratio is used to assess the municipality's ability to pay back its short-term liabilities (debt and payables) with its short-term assets (cash, inventory, receivables).
	FM3. Improved liquidity management	FM3.13 Trade payables to cash ratio	The ratio indicates the municipality's capacity to pay its creditors with cash and equivalent only.
		FM3.14 Liquidity ratio	This ratio only considers a municipality's most liquid assets – cash and investments. These are the assets that are most readily available to a municipality to pay short-term obligations. It is a stricter and more conservative measure because cash and cash equivalent is only used in the calculation.
	FM4. Improved expenditure management	FM4.11 Irregular, fruitless and wasteful, unauthorised expenditure as a percentage of total operating expenditure	The indicator measures the extent to which the municipality has incurred irregular, fruitless and wasteful and unauthorised expenditure. Fruitless and wasteful expenditure is expenditure that was made in vain and would have been avoided had reasonable care been exercised. Irregular expenditure is incurred by the municipality in contravention of a requirement of the law. Unauthorised expenditure includes overspending of the total amount appropriated in the approved budget.
		FM4.31 Creditors payment period	This indicator reflects the average number of days taken for trade creditors to be paid. It is a useful indicator to measure the cash flow or liquidity position of a municipality. Total outstanding creditors is the total amount owed (capital and operating expenditure) by the municipality. Section 65 of the MFMA clearly prescribes municipalities to pay all monies owed within 30 days of receiving an invoice.
	FM5. Improved asset management	FM5.11 Percentage of total capital expenditure funded from own funding (internally generated funds + borrowings)	The ratio measures the level to which municipality's total capital expenditure is funded through internally generated funds and borrowings. It also assesses the level at which a municipality is able to generate own funds to finance revenue generating assets to enhance and sustain revenue streams.
		FM5.12 Percentage of total capital expenditure funded from capital conditional grants	This ratio measures to what extent a municipality depends on grants to deliver services to its communities. Conditional grants are transfers and subsidies (allocation-in-kind or monetary value) given to municipalities by national or provincial departments as well as other external agencies for specific purposes.
		FM5.21 Percentage of total capital expenditure on renewal/upgrading of existing assets	This indicator measures the extent to which the municipality prioritises or protects its existing infrastructure assets. Renewal/upgrading of existing assets refers to costs incurred in relation to refurbishment, rehabilitation or reconstruction of assets to return its desired service levels. It is also referred to as restoration of the service potential of the asset.
		FM5.22 Renewal/ upgrading of existing assets as a percentage of depreciation/asset impairment	This indicator measures the extent at which the municipality prioritises or protects its existing infrastructure assets. Renewal/upgrading or replacement of existing assets refer to costs incurred in relation to refurbishment, rehabilitation or reconstruction of assets to return its desired service levels. It is also referred to as replacement of an asset.
		FM5.31 Repairs and maintenance as a percentage of property, plant, equipment and investment property	This indicator measures the extent at which the municipality spent on repairs and maintenance of infrastructure assets relative to its asset base. Repairs and maintenance is a group of accounts consisting of labour costs, material costs, secondary costs, etc.
	FM6. Improved supply chain management	FM6.12 Percentage of awarded tenders [over R200k], published on the municipality's website	This indicator measures the extent to which the municipality is open and transparent in the awarding of contracts by advertising details of the winning company on the municipality's website. This indicator also measures the municipality's compliance to MFMA section 75 (1)(g).
		FM6.13 Percentage of tender cancellations	This indicator measures the percentage of tender cancellations in relation to the total number of tender business cases that were recorded, advertised and closed.

APPENDIX B1:
2022–2027 CIRCULAR 88 OUTPUT SCORECARD DEFINITIONS (CONTINUED)

PRIORITY AND STRATEGIC OBJECTIVE	CIRCULAR 88 OUTCOMES	KEY PERFORMANCE INDICATOR	DEFINITION
PRIORITY: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT (CONTINUED)			
16. A capable and collaborative city government	FM7. Improved revenue and debtors management	FM7.11 Debtors payment period	Net debtor days refer to the average number of days required for a municipality to receive payment from its consumers for bills/invoices issued to them for services.
		FM7.12 Collection rate ratio	The ratio measures the revenue collection level of a municipality. It considers the level of increase or decrease of gross debtors relative to annual billed revenue. In addition, in order to determine the real collection rate, bad debts written-off is taken into consideration.
		FM7.31 Net surplus /deficit margin for electricity	Electricity is measured separately to track the extent to which the municipality generates surplus or deficit. Total expenditure, in this context, refers to direct costs, overheard costs and capital financing costs incurred in providing electricity services. Direct costs include employee-related costs, bulk purchases, repairs and maintenance, contracted services, debt impairment, depreciation and other costs not grouped under the above-mentioned categories. Overheard costs, also referred to as indirect costs, are costs that are not directly attributable to a service but are incurred in running a municipality as a whole, for example office space or computer software and all charges or recoveries. Capital financing costs are costs associated with financing infrastructure expansion or rehabilitation of existing assets, for example interest and redemption charges.
		FM7.32 Net surplus /deficit margin for water	Water is measured separately to track the extent to which the municipality generates surplus or deficit. Total expenditure, in this context, refers to direct costs, overheard costs and capital financing costs incurred in providing water services. Direct costs include employee-related costs, bulk purchases, repairs and maintenance, contracted services, debt impairment, depreciation and other costs not grouped under the above-mentioned categories. Overheard costs, also referred to as indirect costs, are costs that are not directly attributable to a service but are incurred in running a municipality as a whole, for example office space or computer software and all charges or recoveries. Capital financing costs are costs associated with financing infrastructure expansion or rehabilitation of existing assets, for example interest and redemption charges.
		FM7.33 Net surplus /deficit margin for wastewater	Wastewater is measured separately to track the extent to which the municipality generates surplus or deficit. Total expenditure, in this context, refers to direct costs, overheard costs and capital financing costs incurred in providing wastewater and sanitation services. Direct costs include employee-related costs, bulk purchases, repairs and maintenance, contracted services, debt impairment, depreciation and other costs not grouped under the above-mentioned categories. Overheard costs, also referred to as indirect costs, are costs that are not directly attributable to a service but are incurred in running a municipality as a whole, for example office space or computer software and all charges or recoveries. Capital financing costs are costs associated with financing infrastructure expansion or rehabilitation of existing assets, for example interest and redemption charges.
		FM7.34 Net surplus /deficit margin for refuse	Refuse is measured separately to track the extent to which the municipality generates surplus or deficit. Total expenditure, in this context, refers to direct costs, overheard costs and capital financing costs incurred in providing refuse services. Direct costs include employee-related costs, bulk purchases, repairs and maintenance, contracted services, debt impairment, depreciation and other costs not grouped under the above-mentioned categories. Overheard costs, also referred to as indirect costs, are costs that are not directly attributable to a service but are incurred in running a municipality as a whole, for example office space or computer software and all charges or recoveries. Capital financing costs are costs associated with financing infrastructure expansion or rehabilitation of existing assets, for example interest and redemption charges.

APPENDIX B1:
2022–2027 CIRCULAR 88 COMPLIANCE SCORECARD

KEY PERFORMANCE INDICATOR		BASELINE (ANNUAL PERFORMANCE OF 2023/24 VERIFIED)	FREQUENCY IN REPORTING	ACTUAL ACHIEVED 2024/25			REASONS FOR NO DATA, IF NOT PROVIDED
PRIORITY: ECONOMIC GROWTH							
Let's make Cape Town the easiest place to do business and create jobs in Africa							
OBJECTIVE 1: INCREASED JOBS AND INVESTMENT IN THE CAPE TOWN ECONOMY							
C8	Number of councillors who completed training	315	Quarterly	183			
C9	Number of municipal officials who completed training	12 220	Quarterly	18 555			
C29	Number of approved applications for rezoning a property for commercial purposes	149	Quarterly	101			
C76	Number of SMMEs and informal businesses benefiting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders	322	Quarterly	893			
C81	Number of new business licence applications	2 054	Quarterly	2 027			
C82	Value of commercial projects constructed by adding all of the estimated cost-of-construction values on building permits	1 280 784 877	Annually	2 766 563 173			
C83	Number of building plans approved after first review	3 575	Quarterly	1 875			
C84	Number of building plans submitted for review	22 158	Quarterly	20 590			
C85	Number of business licences renewed	Barrier	Quarterly	Not applicable			Neither Province's nor the City's legislation provides for the renewal of business licences. As a result, reporting on this indicator is deemed not applicable for the City.
C95	Number of residential properties in the billing system	846 418	Annually	859 214			
C96	Number of non-residential properties in the billing system	172 390	Annually	165 105			
C97	Number of properties on the valuation roll	943 873	Annually	952 414			
C98	Number of building plan applications approved	16 049	Quarterly	16 704			
PRIORITY: BASIC SERVICES							
Let's get the basics right as the foundation of a healthy and prosperous city							
OBJECTIVE 2: IMPROVED ACCESS TO QUALITY AND RELIABLE BASIC SERVICES							
C61	Total number of chemical toilets in operation	14 691	Quarterly	14 693			
C62	Total number of ventilation-improved pit toilets	55	Annually	55			
C63	Total volume of water delivered by water trucks	Barrier	Quarterly	Not applicable			System limitation, as the current system is not automated. The manual process creates a risk to accurate and complete reporting. Steps: A viable system/process that will ensure accurate reporting is being explored. Estimated date of audit readiness: 2025/26
C99	Number of electricity connection applications received	Barrier	Quarterly	Not applicable			System limitation, as the City's measurement differs from the technical indicator description. The City reports on the number of quotations issued, and not the number of applications received. The City is of the view that quotations are a more accurate measure to assess electricity demand. Steps: The City will consult National Treasury on the measurement of the indicator and propose that the City's measurement be considered. Estimated date of audit readiness: 2026/27
OBJECTIVE 3: END LOAD-SHEDDING IN CAPE TOWN OVER TIME							
C57	Number of registered electricity consumers with an embedded generation system	Barrier	Quarterly	13 363			
C58	Total non-technical electricity losses in MWh (estimate)	Barrier	Quarterly	424 019			
C59	Number of municipal buildings that consume renewable energy	Barrier	Quarterly	Not applicable			System limitation, as the City is currently only reporting on Energy's contribution, and not the Citywide total. This poses a risk to complete reporting. Steps: The Energy Directorate will engage the relevant directorates to determine the Citywide total, which will ensure accurate and complete reporting. Estimated date of audit readiness: 2025/26

APPENDIX B1:
2022–2027 CIRCULAR 88 COMPLIANCE SCORECARD (CONTINUED)

KEY PERFORMANCE INDICATOR		BASELINE (ANNUAL PERFORMANCE OF 2023/24 VERIFIED)	FREQUENCY IN REPORTING	ACTUAL ACHIEVED 2024/25			REASONS FOR NO DATA, IF NOT PROVIDED
OBJECTIVE 4: WELL-MANAGED AND MODERNISED INFRASTRUCTURE TO SUPPORT ECONOMIC GROWTH							
C46	Number of approved waste management posts in the municipality	Barrier	Annually	3 378			
C47	Number of waste management posts filled	3 114	Quarterly	3 180			
C60	Total number of sewer connections	5 128	Quarterly	677 781			
PRIORITY: SAFETY							
Let's make Cape Town communities safer by investing in policing capacity and technology, and strengthening partnerships							
OBJECTIVE 5: EFFECTIVE LAW ENFORCEMENT TO MAKE COMMUNITIES SAFER							
C67	Number of paid full-time firefighters employed by the municipality	913	Quarterly	834			
C73	Number of structural fires occurring in informal settlements	Barrier	Quarterly	Not applicable			System limitation, as the current system used for reporting cannot differentiate between fires in formal or informal settlements. The technical indicator description requires reporting on informal settlements only. Steps: The City will reconsider the feasibility and cost implications of enhancing the system to ensure that reporting is aligned with the technical indicator description. Estimated date of audit readiness: 2026/27
C74	Number of dwellings in informal settlements affected by structural fires (estimate)	Barrier	Quarterly	Not applicable			System limitation, as the current system used for reporting cannot differentiate between fires in formal or informal settlements. The technical indicator description requires reporting on informal settlements only. Steps: The City will reconsider the feasibility and cost implications of enhancing the system to ensure that reporting is aligned with the technical indicator description. Estimated date of audit readiness: 2026/27
PRIORITY: HOUSING							
Let's empower the private sector to increase the supply of affordable housing across the formal and informal markets							
OBJECTIVE 7: INCREASED SUPPLY OF AFFORDABLE, WELL-LOCATED HOMES							
C55	Number of housing recipients issued with title deeds	Barrier	Annually	3 232			
PRIORITY: PUBLIC SPACE, ENVIRONMENT AND AMENITIES							
Let's restore people's pride in Cape Town by cleaning up our city's public spaces, streets and waterways							
OBJECTIVE 11: QUALITY AND SAFE PARKS AND RECREATION FACILITIES SUPPORTED BY COMMUNITY PARTNERSHIPS							
C52	Number of maintained sports facilities	152	Annually	149			
C53	Square metres of maintained public outdoor recreation space	55 052 726	Annually	29 052 958			
C54	Number of municipality-owned community halls	201	Annually	206			
C102	Number of incidents of improper disposal of medical waste responded to by the municipality	New	Quarterly	Not applicable			The indicator is new, and the City requires it to be aligned with the National Institute of Communicable Diseases. Steps: The City will consult National Treasury, and once feedback is received, a viable system will be explored to align with the technical indicator description. Estimated date of audit readiness: 2026/27
C103	Number of notifiable medical condition investigations following the prescribed protocols	New	Quarterly	Not applicable			The indicator is new, and the City requires it to be aligned with the National Institute of Communicable Diseases. Steps: The City will consult National Treasury, and once feedback is received, a viable system will be explored to align with the technical indicator description. Estimated date of audit readiness: 2026/27
C104	Number of foodborne disease outbreak investigations following the prescribed protocols	New	Quarterly	Not applicable			The indicator is new, and the City requires it to be aligned with the National Institute of Communicable Diseases. Steps: The City will consult National Treasury, and once feedback is received, a viable system will be explored to align with the technical indicator description. Estimated date of audit readiness: 2026/27

APPENDIX B1:
2022–2027 CIRCULAR 88 COMPLIANCE SCORECARD (CONTINUED)

KEY PERFORMANCE INDICATOR		BASELINE (ANNUAL PERFORMANCE OF 2023/24 VERIFIED)	FREQUENCY IN REPORTING	ACTUAL ACHIEVED 2024/25			REASONS FOR NO DATA, IF NOT PROVIDED
PRIORITY: TRANSPORT							
Let's improve urban mobility through safe, reliable and affordable public transport and well-maintained roads							
OBJECTIVE 12: A SUSTAINABLE TRANSPORT SYSTEM THAT IS INTEGRATED, EFFICIENT AND PROVIDES SAFE AND AFFORDABLE TRAVEL OPTIONS FOR ALL							
C64	Rand value of all direct municipal vehicle operational costs for public transport	Barrier	Quarterly	Not applicable			System limitation, as it is not always possible to isolate direct and indirect operational costs for public transport as required by the technical indicator description. Steps: The City has consulted with National Treasury regarding the reporting requirements and the challenges experienced, and is awaiting their feedback. Estimated date of audit readiness: 2026/27
C65	Total number of scheduled public transport access points	Barrier	Quarterly	Not applicable			The technical indicator description does not specify whether the access points should be operational. This poses a risk for accurate reporting. Steps: The City will consult National Treasury for further clarification and guidance on this matter. Estimated date of audit readiness: 2026/27
C66	Number of passenger trips on scheduled municipal bus services	19 335 446	Quarterly	Not applicable			The technical indicator description does not clearly define passenger trips. The City reports on passenger journeys according to the automated fare collection system. Steps: Reporting will commence in 2025/26, as the updated Addendum 6 – Technical indicator description defines passenger trips. Estimated date of audit readiness: 2025/26
PRIORITY: A RESILIENT CITY							
Let's build a resilient and climate-responsive city by reducing our vulnerability to shocks and stresses							
OBJECTIVE 14: A RESILIENT CITY							
C69	Number of displaced persons to whom the municipality delivered assistance	6 767	Quarterly	32 601			
C72	Date of the last municipal Disaster Management Plan tabled at Council	2021/09/21	Annually	2021/09/21			
C75	Number of people displaced within the municipal area	29 615	Quarterly	126 002			
C90	Date of the last Climate Change Needs and Response Assessment tabled at Council	Barrier	Annually	Not applicable			Due to budget constraints, it has not been possible to commence with the five-yearly review process for the City's Climate Change Hazard, Vulnerability and Risk Assessment Study, and table it at Council. Steps: Feasible solutions will be investigated and action plans will be monitored to ensure reporting can commence in 2026/27.
C91	Date of the last Climate Change Response Implementation Plan tabled at Council	Barrier	Annually	Not applicable			Due to budget constraints, it has not been possible to commence with the five-yearly review process for the City's Climate Change Hazard, Vulnerability and Risk Assessment Study, and table it at Council. Steps: Feasible solutions will be investigated and action plans will be monitored to ensure reporting can commence in 2026/27.
PRIORITY: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT							
Let's build a modernised and administratively efficient government that is financially sustainable and empowers residents to contribute to decision-making and improving the city							
OBJECTIVE 16: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT							
C1	Number of signed performance agreements by the Municipal Manager and section 56 managers	13	Quarterly	13			
C2	Number of Executive Committee or Mayoral Executive meetings held	19	Quarterly	18			
C3	Number of Council portfolio committee meetings held	117	Quarterly	129			
C4	Number of Municipal Public Accounts Committee (MPAC) meetings held	11	Quarterly	14			
C5	Number of recognised traditional leaders within the municipality's boundaries	Barrier	Annually	Not applicable			The City does not have any traditional leaders within its boundaries and is therefore unable to implement the indicator. As a result, reporting on this indicator is deemed not applicable.
C6	Number of formal (minuted) meetings between the Mayor, Speaker and Municipal Manager held to deal with municipal matters	Barrier	Quarterly	Not applicable			Confidentiality of minutes poses a risk. Reporting on this indicator may be against the POPI Act, as confidential discussions take place during said meetings. Steps: The City will consult National Treasury on the concerns preventing disclosure of the meeting minutes. Auditable reporting can only take place from 2026/27, as the updated addendum for 2025/26 remained unchanged. Auditable reporting is subject to the outcome of the consultation with National Treasury and an updated addendum. Estimated date of audit readiness: 2026/27

APPENDIX B1:
2022–2027 CIRCULAR 88 COMPLIANCE SCORECARD (CONTINUED)

KEY PERFORMANCE INDICATOR		BASELINE (ANNUAL PERFORMANCE OF 2023/24 VERIFIED)	FREQUENCY IN REPORTING	ACTUAL ACHIEVED 2024/25			REASONS FOR NO DATA, IF NOT PROVIDED
OBJECTIVE 16: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT (CONTINUED)							
C7	Number of formal (minuted) meetings held to which all senior managers were invited	Barrier	Quarterly	Not applicable			Confidentiality of minutes poses a risk. Reporting on this indicator may be against the POPI Act, as confidential discussions take place during said meetings. Steps: The City will consult National Treasury on the concerns preventing disclosure of the meeting minutes. Auditable reporting can only take place from 2026/27, as the updated addendum for 2025/26 remained unchanged. Auditable reporting is subject to the outcome of the consultation with National Treasury and an updated addendum. Estimated date of audit readiness: 2026/27
C10	Number of work stoppages occurring	0	Quarterly	0			
C11	Number of litigation cases instituted by the municipality	118	Quarterly	119			
C12	Number of litigation cases instituted against the municipality	1 308	Quarterly	2 220			
C13	Number of forensic investigations instituted	342	Quarterly	349			
C14	Number of forensic investigations conducted	66	Quarterly	66			
C15	Number of days' sick leave taken by employees	331 760	Quarterly	331 558,17			
C17	Number of temporary employees employed	1 621	Quarterly	1 728			
C18	Number of approved demonstrations in the municipal area	394	Quarterly	363			
C19	Number of recognised traditional and Khoi-San leaders in attendance (sum of) at all Council meetings	Barrier	Quarterly	Not applicable			The City does not have any traditional leaders within its boundaries and is therefore unable to implement the indicator. As a result, reporting on this indicator is deemed not applicable.
C20	Number of permanent environmental health practitioners employed by the municipality	210	Quarterly	215			
C21	Number of approved environmental health practitioner posts in the municipality	221	Annually	223			
C22	Number of Council meetings held	11	Quarterly	12			
C23	Number of disciplinary cases for misconduct relating to fraud and corruption	20	Quarterly	34			
C24	Number of Council meetings disrupted	0	Quarterly	0			
C25	Number of protests reported	131	Quarterly	135			
C26	Rand value of all tenders awarded	R38 205 061 349,21	Quarterly	R30 587 272 216,24			
C27	Number of all awards made in terms of section 36 of the MFMA Municipal Supply Chain Management Regulations	22	Quarterly	17			
C28	Rand value of all awards made in terms of section 36 of the MFMA Municipal Supply Chain Management Regulations	R2 178 277 512,27	Quarterly	R8 257 038 173,80			
C41	Number of approved engineer posts in the municipality	Barrier	Annually	Not applicable			No system in place to measure the indicator, as the City adopted generic job descriptions for all appointments. Steps: A viable system is being explored that will align with the reporting requirements. Estimated date of audit readiness: 2025/26
C42	Number of registered engineers employed in approved posts	Barrier	Quarterly	Not applicable			No system in place to measure the indicator, as the City adopted generic job descriptions for all appointments. Steps: A viable system is being explored that will align with the reporting requirements. Estimated date of audit readiness: 2025/26
C43	Number of engineers employed in approved posts	Barrier	Quarterly	300			
C44	Number of disciplinary cases in the municipality	808	Quarterly	846			
C45	Number of finalised disciplinary cases	716	Quarterly	622			
C71	Number of procurement processes where disputes were raised	15	Quarterly	15			

APPENDIX B1:
2022–2027 CIRCULAR 88 COMPLIANCE SCORECARD (CONTINUED)

KEY PERFORMANCE INDICATOR		BASELINE (ANNUAL PERFORMANCE OF 2023/24 VERIFIED)	FREQUENCY IN REPORTING	ACTUAL ACHIEVED 2024/25			REASONS FOR NO DATA, IF NOT PROVIDED
OBJECTIVE 16: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT (CONTINUED)							
C77	B-BBEE procurement spend on empowering suppliers that are at least 51% black-owned-based	Barrier	Quarterly	Not applicable			B-BBEE scores or ratings were removed as a required consideration for awards or registration processes in the procurement regulations. New Preferential Procurement Regulations took effect 16 January 2023. Steps: The City will consult National Treasury for guidance on this matter. Estimated date of audit readiness: N/A
C78	B-BBEE procurement spend on empowering suppliers that are at least 30% black women-owned	Barrier	Quarterly	Not applicable			B-BBEE scores or ratings were removed as a required consideration for awards or registration processes in the procurement regulations. New Preferential Procurement Regulations took effect 16 January 2023. Steps: The City will consult National Treasury for guidance on this matter. Estimated date of audit readiness: N/A
C79	B-BBEE procurement spend from all empowering suppliers based on B-BBEE procurement	Barrier	Quarterly	Not applicable			B-BBEE scores or ratings were removed as a required consideration for awards or registration processes in the procurement regulations. New Preferential Procurement Regulations took effect 16 January 2023. Steps: The City will consult National Treasury for guidance on this matter. Estimated date of audit readiness: N/A
C80	Date of the last Council-adopted Development Charges Policy	2020/05/27	Annually	2020/05/27			
C86	Number of households in the municipal area registered as indigent	222 751	Quarterly	231 030			
C87	Number of firms in the formal sector split across 1-digit SIC codes	Outstanding	Annually	Not applicable			These indicators are exempt from external assessment for the current year, and as a result, no achievements have been reported. Exemption letter dated 25 August 2025.
C88	Number of businesses registered with the South African Revenue Service within the municipal area	Exempted	Annually	Not applicable			These indicators are exempt from external assessment for the current year, and as a result, no achievements have been reported. Exemption letter dated 25 August 2025.
C92	Number of agenda items deferred to the next Council meeting	8	Quarterly	4			
C93	Number of awards made in terms of SCM Regulation 32	0	Quarterly	Not applicable			These indicators are exempt from external assessment for the current year, and as a result, no achievements have been reported. Exemption letter dated 25 August 2025.
C94	Number of requests approved for deviation from approved procurement plan	Barrier	Quarterly	Not applicable			The City did not formally adopt National Treasury MFMA Circular 62 – Supply chain management: Enhancing compliance and accountability, in terms of section 168 of the Municipal Finance Management Act. Steps: The City will seek guidance from National Treasury on the matter. Estimated date of audit readiness: To be confirmed in consultation with National Treasury. These indicators are exempt from external assessment for the current year, and as a result, no achievements have been reported. Exemption letter dated 25 August 2025.
C100	Quarterly salary bill of suspended officials	New	Quarterly	2 264 528,05			
C101	Number of dismissals for fraud and corruption	New	Annually	19			

APPENDIX B1:
DEFINITIONS FOR 2022–2027 CIRCULAR 88 COMPLIANCE SCORECARD

KEY PERFORMANCE INDICATORS	DEFINITIONS
PRIORITY: ECONOMIC GROWTH	
OBJECTIVE 1: INCREASED JOBS AND INVESTMENT IN THE CAPE TOWN ECONOMY	
C8 (GG) Number of councillors who completed training	The number of councillors that have received training. A councillor is an individual who is elected to represent their local community and runs their local council. Training can be of any duration, length and need not be formally accredited.
C9 (GG) Number of municipal officials who completed training	The number of municipal officials that have received training. A municipal official is a person in the employ of the municipality who has been delegated to perform any function of the municipality or any function for which the municipality is responsible. Training can be of any duration, length and need not be formally accredited.
C29 (LED) Number of approved applications for rezoning a property for commercial purposes	The number of applications for rezoning a property for commercial purposes approved. Rezoning a property for commercial purposes is when the initial classification assigned for the use of a property (e.g. for residential purposes) is adjusted so that it permits business to be conducted on the property.
C76 (LED) Number of SMMEs and informal businesses benefiting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders	The number of SMMEs and informal businesses benefiting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders, within the municipal area. Digitisation support programme can include: digital infrastructure provision, digital platforms, digital financial services, digital entrepreneurship support and digital skills development. SMME stands for small, medium and micro-enterprises. These businesses range from formally registered, informal and non-VAT registered organisations. Small to medium-sized businesses typically employ over a hundred people and are comparable to the small- and medium-sized enterprises (SME) segment found in developed countries. Micro-enterprises, on the other hand, typically encompass survivalist self-employed persons from the poorest layers of the population. This measures any business who has registered with the municipality to benefit from support for digitisation.
C81 (LED) Number of new business licence applications	The number of new business licence applications received by the municipality. Business licence applications may be required by the municipality as it relates to food provision and other industries. This measures only the 'new' business licence applications received by the municipality. By applying for a licence as a 'new' business, the indicator measures new formal economic ventures pursued within the municipality. The indicator measures only those 'new' licence applications and does not track renewals.
C82 (LED) Value of commercial projects constructed by adding all of the estimated cost-of-construction values on building permits	Municipal construction permits require the capturing of estimated costs for construction. This indicator aggregates all of the estimated costs for the construction permits granted by the municipality.
C83 (LED) Number of building plans approved after first review	The building plan review process is a coordinated process for the review of projects and building plans which generally result in the issuance of a building permit. The process coordinates the review of staff representatives typically from Planning, Building, Engineering and Fire functions. This team reviews each project for compliance with applicable plans and code requirements. Where a building plan of any size, whether commercial or residential, is approved based on one round of municipal review, it is tracked for the purpose of this indicator.
C84 (LED) Number of building plans submitted for review	The total number of building plans submitted for review to the municipality. The building plan review process is coordinated process for the review of projects and building plans which when adjudicated as "approved", generally results in the issuance of a building permit. The process coordinates the review of staff representatives typically from Planning, Building, Engineering and Fire functions. This team reviews each project for compliance with applicable plans and code requirements. This indicator gives a measure of the scale of building plan submissions in total.
C85 (LED) Number of business licences renewed	The number of business licences renewed within the municipal area. Business licences are permits issued by the municipality that allow individuals or companies to conduct business within the municipal area. It is the authorisation to operate a business issued by the local government, in line with local by-laws and provisions.
C95 (FM) Number of residential properties in the billing system	The indicator measures the number of unique properties zoned for residential purposes by the municipality that reflects on the billing system of the municipality. This includes residential properties that are zero-rated.
C96 (FM) Number of non-residential properties in the billing system	The indicator measures the number of unique properties zoned for non-residential purposes by the municipality that reflects on the billing system of the municipality. This includes non-residential properties that are zero-rated.
C97 (FM) Number of properties on the valuation roll	The indicator measures the number of unique properties reflected on the municipal valuation roll. This includes residential properties that are zero-rated and draws from supplementary valuation rolls in years between official valuations.
C98 (LED) Number of building plan applications approved	The number of building plans approved by the municipality. The building plan review process is a coordinated process for the review of projects and building plans which, when adjudicated as "approved", generally results in the issuance of a building permit. An approved building plan application excludes those applications that receive an "amendment letter" or "date of first refusal".
PRIORITY: BASIC SERVICES	
OBJECTIVE 2: IMPROVED ACCESS TO QUALITY AND RELIABLE BASIC SERVICES	
C61 (WS) Total number of chemical toilets in operation	The total number of chemical toilets in operation. A chemical toilet collects human excreta in a holding tank and uses chemicals to minimise odours. These toilets are usually, but not always, self-contained and movable. A chemical toilet is structured around a relatively small tank, which needs to be emptied frequently.
C62 (WS) Total number of ventilation improved pit toilets (VIPs)	A VIP refers to a ventilation improve pit toilet which meets minimum standards in terms of the ventilation of the pit and toilet structure.
C63 (WS) Total volume of water delivered by water trucks	The total volume of water (in kilolitres) delivered by water truck to a municipal area. A water truck is a vehicle designed with a water container for storing and transporting water for consumptive purposes.
C99 (EE) Number of electricity connection applications received	The number of new electricity connection applications received by the municipality. This measures only the new applications received by the municipality, regardless of whether they are 'valid' or complete.
OBJECTIVE 3: END LOAD-SHEDDING IN CAPE TOWN OVER TIME	
C57 (EE) Number of registered electricity consumers with an embedded generation system	The number of registered municipal electricity consumers with an embedded generation electricity system. An embedded generation system refers to small-scale electricity production localised to a site (or sites) within the electricity distribution network, close to the place of consumption. The indicator tracks the total number of registered consumers able to access electricity through alternative means, beyond municipal supply.
C58 (EE) Total non-technical electricity losses in MWh (estimate)	Total non-technical electricity losses in MWh. Electricity loss is a measure of unaccounted for energy. Non-technical electricity losses are caused by actions external to the power system and consist primarily of electricity theft, faulty or inaccurate metres, and errors in accounting and record-keeping. Therefore, by its very nature this indicator will rely on stated assumptions. Municipalities are to generate a measure of non-technical electricity losses in MWh on the basis of their existing procedures in terms of standard operating procedures, while documenting the assumptions or parametres that inform such a measure.
C59 (EE) Number of municipal buildings that consume renewable energy	The number of municipal buildings consuming own renewable electricity or embedded generation. Renewable electricity is understood as renewable own generation and/or embedded generation in municipal buildings themselves. Embedded generation refers to the small-scale production of power connected within the electricity distribution network, located close to the place of consumption. Renewable own generation is electricity generation technology which harnesses a naturally existing energy flux, such as wind, sun, heat, or tides, and converts that flux to electricity for specific own supply, not for sale to customers. Where embedded generation supplies a complex of free-standing structures, all individual structures can be counted as buildings. This is inclusive of buildings leased by the municipality, as well as municipality-owned buildings.
OBJECTIVE 4: WELL-MANAGED AND MODERNISED INFRASTRUCTURE TO SUPPORT ECONOMIC GROWTH	
C46 (ENV) Number of approved waste management posts in the municipality	The number of approved waste management posts. Waste management includes the activities and actions required to manage waste from its inception to its final disposal. This includes the collection, transport, treatment and disposal of waste, together with monitoring and regulation of the waste management process. An approved job post refers to employment posts that have been developed in relation to the Municipal Structures Act of 1998 and the Municipal Finance Management Act of 2003, and has been approved by the Municipal Manager.
C47 (ENV) Number of waste management posts filled	The number of waste management posts filled in terms of the approved structure. Waste management includes the activities and actions required to manage waste from its inception to its final disposal. This includes the collection, transport, treatment and disposal of waste, together with monitoring and regulation of the waste management process.
C60 (WS) Total number of sewer connections	The total number of sewer connections in the municipal area. Sewer connection is any physical connection to a sewage disposal system or sewer system, whether direct or indirect, of a residence building, dwelling, dwelling unit, or other building, including individual units of multiple unit dwellings such as condominiums, townhouses, multiplexes, and apartment buildings.
PRIORITY: SAFETY	
OBJECTIVE 5: EFFECTIVE LAW ENFORCEMENT TO MAKE COMMUNITIES SAFER	
C67 (FD) Number of paid full-time firefighters employed by the municipality	The number of paid full-time firefighters employed by the municipality. A firefighter is a rescuer extensively trained in firefighting, primarily to extinguish hazardous fires that threaten life, property, and the environment as well as to rescue people and animals from dangerous situations. This could be either permanent or fixed-term employment, on a full-time basis.
C73 (FD) Number of structural fires occurring in informal settlements	The indicator measures the number of fires which occurred or originated in an area considered to be an informal settlement by the municipality and affected structures in that area. Structural fire incidents are defined as incidents of fire outbreaks in habitable structures, regardless of their formality (e.g. a fire on a formal structure within an area considered to be an informal settlement would still be counted as the indicator measures the number of fires).
C74 (FD) Number of dwellings in informal settlements affected by structural fires (estimate)	The indicator measures the estimated number of dwellings in an area considered to be an informal settlement by the municipality and affected by structural fires. 'Affected' in this context refers to structures which have sustained physical damage as a result of a fire. Structural fire incidents are defined as incidents of fire outbreaks in habitable structures, regardless of their formality (e.g. a fire on a formal structure within an area considered to be an informal settlement would still be counted as the indicator measures the number of fires).

APPENDIX B1:
DEFINITIONS FOR 2022–2027 CIRCULAR 88 COMPLIANCE SCORECARD (CONTINUED)

KEY PERFORMANCE INDICATORS	DEFINITIONS
PRIORITY: HOUSING	
OBJECTIVE 7: INCREASED SUPPLY OF AFFORDABLE, WELL-LOCATED HOMES	
C55 (HS) Number of housing recipients issued with title deeds	The number of registered housing recipients issued with title deeds by the municipality. A title deed is a document that proves legal ownership of a property in South Africa. In this instance, a housing recipient is a registered beneficiary of state-subsidised housing delivered by housing programmes.
PRIORITY: PUBLIC SPACE, ENVIRONMENT AND AMENITIES	
OBJECTIVE 11: QUALITY AND SAFE PARKS AND RECREATION FACILITIES SUPPORTED BY COMMUNITY PARTNERSHIPS	
C52 (HS) Number of maintained sports facilities	The number of sports facilities maintained by the municipality, inclusive of those owned by the municipality and those maintained by it through agreement for public access. A sports facility is defined by the CSIR Guidelines (2015) as "Active recreation areas including formally provided and maintained playing fields for soccer, rugby, hockey, etc.; playing courts; indoor sports halls; and stadiums. May include ablution facilities, seating, parking, tuck shop and club house."
C53 (HS) Square metres of maintained public outdoor recreation space	Square metres of municipality maintained active outdoor space intended for recreational purposes refers to land owned by the municipality or maintained for public access through agreement with another party. Public recreation space is defined broadly to mean land and open space available to the public for recreation. Recreation space shall include only space that primarily serves a recreation purpose. Includes: parks, outdoor sports facilities and public open space. Does not include beaches, resorts and nature reserves. Does not include pedestrianised streets and sidewalks, but may include pedestrian walkways with primarily a recreational purpose. Facilities charging an access fee may still be regarded as 'public' provided that no other access criteria are applied (annual membership fee, club affiliations, etc.).
C54 (HS) Number of municipality-owned community halls	The number of municipality-owned community halls. A community hall is defined by the CSIR Guidelines for the Provision of Social Facilities in South African Settlements (2015) as a "Centre or hall for holding public meetings, training, entertainment and other functions and having a variety of facilities such as a kitchen, toilets, storage space, etc. which should be provided at nominal rates for hire, with rentals tied to socioeconomic status of area to provide affordable service."
C102 (ENV) Number of incidents of improper disposal of medical waste responded to by the municipality	The indicator measures the number of incidents reported to the municipality of the improper disposal of medical waste. Where an incident has been reported, it is understood that a municipality would respond to the report, diagnose the situation and undertake an appropriate course of action to remedy the situation as per the appropriate protocols.
C103 (ENV) Number of notifiable medical condition investigations following the prescribed protocols	The indicator measures the number of incidents reported to the municipality where notifiable medication conditions are investigated. A notifiable medical condition is defined in terms of the National Health Act: Regulations relating to the surveillance and the control of notifiable medical conditions as – a medical condition, disease or infection of public health importance that is classified as notifiable in terms of regulation 12, annexure A, tables 1–4. They may pose significant public health risks that can result in disease outbreaks or epidemics with high-case fatality rates both nationally and internationally. And prescribed protocols apply on the basis of the notifiable medical condition and should involve environmental health practitioners as per protocol. Any investigation should conclude with a course of action related to the prevention or mitigation of the risk of such incidence in the future, subject to applicable protocols.
C104 (ENV) Number of foodborne disease outbreak investigations following the prescribed protocols	The indicator measures the number of incidents reported to the municipality where foodborne diseases are investigated according to the prescribed protocols, involving an environmental health practitioner. A foodborne disease outbreak is defined as any food poisoning incident involving two or more individuals that are epidemiologically linked to a common food/beverage source (also referred to as foodborne illness or food poisoning). Any investigation should conclude with a course of action related to the prevention or mitigation of the risk of such incidence in the future, subject to applicable protocols.
PRIORITY: TRANSPORT	
OBJECTIVE 12: A SUSTAINABLE TRANSPORT SYSTEM THAT IS INTEGRATED, EFFICIENT AND PROVIDES SAFE AND AFFORDABLE TRAVEL OPTIONS FOR ALL	
C64 (TR) R-value of all direct municipal vehicle operational costs for public transport	The R-value of all direct municipal, and municipally-contracted, vehicle operational costs. Municipal vehicle operational costs refer to the costs of public transport vehicles that vary with vehicle usage, including fuel, tyres, maintenance, repairs, and mileage-dependent depreciation costs. This is also inclusive of the staff and overhead operational costs. Municipality-contracted vehicles refer to fleets that are owned by private transport companies, but are operated by municipalities for public transport purposes. Any definitional clarification should be sought from the latest Division of Revenue Act as it relates to 'operational costs'.
C65 (TR) Total number of scheduled public transport access points	The total number of scheduled public transport access points that are the responsibility of municipalities, which include bus and BRT services. Scheduled public transport service is that which provides access to the scheduled public transport services mentioned above, with a minimum service frequency of 30 minutes during the workday morning peak.
C66 (TR) Number of passenger trips on scheduled municipal bus services	The number of operationalised passenger trips on scheduled municipal bus services, based on fare collection or trip capture on the system.
PRIORITY: A RESILIENT CITY	
OBJECTIVE 14: A RESILIENT CITY	
C69 (FD) Number of 'displaced persons' to whom the municipality delivered assistance	The number of displaced persons (regardless of their nationality) to whom the municipality delivered assistance within the municipal area. A displaced person is a person who was forced to or obliged to leave their home as a result of natural or human-made disasters, conflict, situations of generalised violence or violations of human rights. 'Assistance' in this instance refers to some or all of the following types of assistance: essential food and potable water; basic shelter and housing; appropriate clothing; and essential medical services and sanitation. The origins of displacement, extent and duration does not affect the measure, only the unique number of individuals to which the municipality has provided direct assistance in the reporting period.
C72 (FD) Date of the last municipal Disaster Management Plan tabled at Council	The date (dd/mm/yyyy) of the last municipal Disaster Management Plan tabled at Council. A Disaster Management Plan is required in terms of section 53 of the Disaster Management Act of 2002 and should be submitted to the National Disaster Management Centre by all relevant municipal organs of state and municipal entities in terms of the policy framework for disaster management. The tabling is inclusive of all three levels of Disaster Management Plans in terms of the Disaster Management Policy Framework.
C75 (FD) Number of people displaced within the municipal area	The number of people within the municipal area displaced by natural or human-made disasters, conflict, situations of generalised violence or violations of human rights, as documented by the municipality. Please refer to the definition of disaster in terms of the Disaster Management Act. For the purpose of this indicator, a person displaced by conflict, disaster or extreme weather is someone who was forced or obliged to leave their home from within the municipal area as a result of any category of event. It refers to those individuals documented as known to the municipality and does not pre-suppose that any sphere of government is directly providing for these individuals, only that their displacement from within the municipal area is known.
C90 (ENV) Date of the last Climate Change Needs and Response Assessment tabled at Council	A Climate Change Needs and Response Assessment is a systematic diagnostic exercise undertaken by the municipality at least once every five years to determine the risks, vulnerabilities, and climate change response options in place or available to the municipality. This indicator measures the date when the assessment is tabled at a Council meeting as a matter of public record for the attention of public representatives.
C91 (ENV) Date of the last Climate Change Response Implementation Plan tabled at Council	A Climate Change Needs and Response Implementation Plan sets out the strategies and responses that the municipality will be pursuing over the medium-term. This indicator measures the date when a response implementation plan is tabled at a Council meeting as a matter of public record for the attention of public representatives.
PRIORITY: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	
OBJECTIVE 16: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	
C1 (GG) Number of signed performance agreements by the MM and section 56 managers	This is the count of the total number of signed performance agreements by the municipal manager (section 57) and section 56 managers. A performance agreement is a written contract that establishes the expectations and accountability for meeting a set standard of execution excellence, and the consequences for not meeting them. Two or more parties agree on the actions the performer will execute and agree on the expected results from executing those actions. A municipal manager (MM) is appointed by council. They are the link between the council and the administration, of which they are the head. They have to account for the municipality's income and expenditure, assets and other obligations such as proper adherence to all legislation applicable to municipalities. A section 56 manager is a manager employed under the terms of section 56 of the Local Government: Municipal Systems Act, 2000. They are directly accountable to the municipal manager; or an acting manager directly accountable to the municipal manager under circumstances and for a period as prescribed.
C2 (GG) Number of ExCo or Mayoral Executive meetings held	This is the count of the number of Executive Committee (ExCo) or Mayoral Committee meetings held. A Mayoral committee meeting is a meeting of the committee appointed by the Executive Mayor in terms of section 60 of the Structures Act. An Executive Committee refers to the members of Council elected to serve on an executive structure chaired by the Mayor.
C3 (GG) Number of Council portfolio committee meetings held	This is the count of the number of Council portfolio committee meetings held. Portfolio committees exercise oversight over a particular municipal department or "portfolio".
C4 (GG) Number of MPAC meetings held	This is the count of the number of MPAC meetings held. A Municipal Public Accounts Committee (MPAC) is one of the committees in terms of section 79 of the Local Government: Municipal Structures Act 117 of 1998 to serve as an oversight committee to deal with oversight reports on annual reports as per section 129 (1) of the Municipal Finance Management Act 56 of 2003.
C5 (GG) Number of recognised traditional leaders within the municipality's boundaries	This is a count of the number of recognised traditional leaders within a municipal boundary. A municipal boundary is defined as a line enclosing the geographical area of jurisdiction of a municipal corporation as delineated by territorial legislation. Recognised leaders refer to those groups which the municipal council officially recognises within the municipal area.
C6 (GG) Number of formal (minuted) meetings between the Mayor, Speaker and MM held to deal with municipal matters	This is a count of the number of formal (minuted) meetings between the Mayor, Speaker, and MM held. A Mayor is the head of the executive of the municipality. A Speaker presides at meetings of the Council and performs the duties and exercises the powers delegated to the Speaker as defined in section 59 of the Municipal Systems Act. A municipal manager (MM) is the accounting officer of the municipality appointed by council in terms of section 57 of the Municipal Systems Act.

APPENDIX B1:
DEFINITIONS FOR 2022–2027 CIRCULAR 88 COMPLIANCE SCORECARD (CONTINUED)

KEY PERFORMANCE INDICATORS	DEFINITIONS
OBJECTIVE 16: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT (CONTINUED)	
C7 (GG) Number of formal (minuted) meetings held to which all senior managers were invited	This is a count of the number of formal (minuted) meetings to which all senior managers were invited. A senior manager is a municipal manager or acting municipal manager and includes managers directly accountable appointed in terms of section 56 of the Municipal Systems Act.
C10 (GG) Number of work stoppages occurring	The number of work stoppages. Work stoppage refers to the temporary cessation of work as a form of protest and can be initiated by either employees or management. When initiated by employees, work stoppages refer to a single employee or group of employees ceasing work purposefully as a means of protest.
C11 (GG) Number of litigation cases instituted by the municipality	The number of litigation cases instituted by the municipality. Litigation is an action brought in court to enforce a particular right. It involves a series of steps that may lead to a court trial and ultimately a resolution of the matter.
C12 (GG) Number of litigation cases instituted against the municipality	The number of litigation cases instituted against the municipality. Litigation is an action brought in court to enforce a particular right. It involves a series of steps that may lead to a court trial and ultimately a resolution of the matter.
C13 (GG) Number of forensic investigations instituted	The number of forensic investigations instituted. A forensic investigation is the gathering and analysis of all evidence in order to come to a conclusion about a suspect(s). In municipalities, the broad areas of misconduct that are investigated include irregular, wasteful and unauthorised expenditure; procurement irregularities; appointment irregularities; as well as cash theft, fraud, corruption and malicious administrative practices. This refers to newly instituted or ongoing investigations.
C14 (GG) Number of forensic investigations conducted	The number of forensic investigations conducted which have concluded. A forensic investigation is the gathering and analysis of all evidence in order to come to a conclusion about a suspect(s). In municipalities, the broad areas of misconduct that are investigated include irregular, wasteful and unauthorised expenditure; procurement irregularities; appointment irregularities; as well as cash theft, fraud, corruption and malicious administrative practices. This refers to investigations concluded.
C15 (GG) Number of days' sick leave taken by employees	The number of days sick leave taken by municipal employees. Sick leave is paid time off from work that workers can use to stay home to address their health needs without losing pay. It differs from paid vacation time or time off work to deal with personal matters, because sick leave is intended for health-related purposes.
C17 (GG) Number of temporary employees employed	The number of temporary employees employed by the municipality. Temporary employees refer to those employed on a fixed-term contract in addition to the official organisational structure of the municipality.
C18 (GG) Number of approved demonstrations in the municipal area	The number of approved demonstrations in the municipal area. A demonstration is action by a mass group or collection of groups of people in favour of a political or other cause or people partaking in a protest against a cause of concern; it often consists of walking in a mass march formation and either beginning with or meeting at a designated endpoint, or rally, to hear speakers. An 'approved demonstration' refers to a planned action communicated to the local authority and for which permission has been provided.
C19 (GG) Number of recognised traditional and Khoi-San leaders in attendance (sum of) at all council meetings	The number of recognised traditional and Khoi-San leaders in attendance (sum of) at all council meetings. A traditional leader is any person who, in terms of customary law of the traditional community concerned, holds a traditional leadership position, and is recognised in terms of Traditional Leadership and Governance Framework Act of 2003. A Khoi-San leader is a person recognised as a senior Khoi-San leader or a branch head in terms of section 10 and includes a regent, acting Khoi-San leader and deputy Khoi-San leader. 'Recognised leaders' refer to those groups which the municipal council officially recognises within the municipal area. This includes designated representatives of recognised leaders.
C20 (ENV) Number of permanent environmental health practitioners employed by the municipality	The number of permanent environmental health practitioners employed by the municipality. Environmental health practitioners are dedicated to protecting public health by monitoring and recommending solutions to reduce pollution levels. They use specialised equipment to measure the levels of contaminants in air, water and soil, as well as noise and radiation levels.
C21 (ENV) Number of approved environmental health practitioner posts in the municipality	The number of permanent environmental health practitioners on the approved municipal organogram.
C22 (GG) Number of Council meetings held	The number of council meetings. A council is made up of elected members who approve policies and by-laws for their municipal area. Council meetings are a platform used by councillors to discuss these policies, by-laws and other issues relating to their municipality (e.g. service delivery issues) and to make decisions, through councillor voting, on them. Council meetings are typically open to the general public to attend as well.

KEY PERFORMANCE INDICATORS	DEFINITIONS
OBJECTIVE 16: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT (CONTINUED)	
C23 (GG) Number of disciplinary cases for misconduct relating to fraud and corruption	The number of disciplinary cases for misconduct related to fraud and corruption active in the municipality. A disciplinary case is an alleged instance of misconduct between an employee and employer whereby the employee should present evidence to respond to the allegations against him/her. Fraud is an intentionally deceptive action designed to provide the perpetrator with an unlawful gain or to deny a right to a victim. Fraud typically occurs with regard to finance. Corruption is a form of dishonesty or criminal offence undertaken by a person entrusted with a position of authority, to acquire illicit benefit or abuse power for one's private gain. Corruption may include many activities including bribery and embezzlement. For this definition, all forms of misconduct relating to dishonesty may be considered within the ambit of the measure.
C24 (GG) Number of council meetings disrupted	The number of council meetings where an unplanned disruption forces the municipal council to abandon the proceedings as originally scheduled and it is unable to conclude the agenda on account of the disruption. 'Disruption', in this instance, refers to council meetings where agenda items are not concluded upon, and deferred to the next council meeting. Furthermore, any disruption of council proceedings that results in a suspension of the sitting outside of the planned agenda is also considered a 'disruption'.
C25 (GG) Number of protests reported	A protest reported refers to an unauthorised protest specifically, and excludes approved demonstrations. An unauthorised protest is a public display of grievance or concern by a group of more than 15 people for which a written approval from the local municipality has not been obtained in advance. Reported incidents means every unique incident of protest which the municipality has received a direct or indirect report for, whether in-progress or after the fact, regardless of whether the protest was aimed at the municipality or not.
C26 (GG) R-value of all tenders awarded	The cumulative R-value of all tenders awarded. A tender is an invitation to bid for a project. A tender is 'awarded' when the municipality officially selects an individual/company to carry out the work required to complete a project.
C27 (GG) Number of all awards made in terms of section 36 of the MFMA Municipal Supply Chain Management Regulations	The number of tenders awarded in terms of section 36 of the MFMA and the Municipal Supply Chain Management Regulations. Section 36 of the MFMA and the Municipal Supply Chain Management Regulations of 2005 permits the accounting officer to "dispense with the official procurement processes established by the policy and to procure any required goods or services through any convenient process". This would typically include urgent and emergency cases, single-source goods, and any other cases where it is impractical to follow normal SCM process. In the event of such a decision, the accounting officer is required to report this at the next Council meeting.
C28 (GG) R-value of all awards made in terms of section 36 of the MFMA Municipal Supply Chain Management Regulations	The R-value of all tenders awarded in terms of section 36 of the MFMA and the Municipal Supply Chain Management Regulations. Section 36 of the MFMA and the Municipal Supply Chain Management Regulations of 2005 permits the accounting officer to "dispense with the official procurement processes established by the policy and to procure any required goods or services through any convenient process". This would typically include urgent and emergency cases, single-source goods, and any other cases where it is impractical to follow normal SCM process. In the event of such a decision, the accounting officer is required to report this at the next Council meeting.
C41 (GG) Number of approved engineer posts in the municipality	The number of approved engineering posts. An engineer is a person who designs, builds, or maintains engines, machines, or structures. An approved job post refers to employment posts that have been developed in relation to the Municipal Structures Act of 1998 and the Municipal Finance Management Act of 2003, and has been approved by the Municipal Manager.
C42 (GG) Number of registered engineers employed in approved posts	The number of registered engineers employed in approved posts. A registered professional engineer is a person who is registered as a professional engineer with an official organising body. In South Africa, the statutory body for the engineering profession is the Engineering Council of South Africa (ECSA). An approved job post refers to employment posts that have been developed in relation to the Municipal Structures Act of 1998 and the Municipal Finance Management Act of 2003, and has been approved by the Municipal Manager.
C43 (GG) Number of engineers employed in approved posts	The number of engineers employed in approved posts. An engineer is a person who designs, builds, or maintains engines, machines, or structures with a formal qualification of a BScEng or BEng. An approved job post refers to employment posts that have been developed in relation to the Municipal Structures Act of 1998 and the Municipal Finance Management Act of 2003, and has been approved by the Municipal Manager.
C44 (GG) Number of disciplinary cases in the municipality	The number of active disciplinary cases in the municipality. A disciplinary case is a formal procedure initiated in relation to alleged misconduct on the part of an employee which may result in a warning, sanction or dismissal.
C45 (GG) Number of finalised disciplinary cases	The number of finalised disciplinary cases in the municipality. A disciplinary case is a formal procedure initiated in relation to alleged misconduct on the part of an employee which may result in a warning, sanction or dismissal.
C71 (LED) Number of procurement processes where disputes were raised	The number of procurement processes where disputes were raised in the municipality. A municipality typically allows service providers who were unsuccessful in the tender process 14 days to dispute the outcome of their bid. This process usually takes place before the letter of award is issued to the successful bidder.
C77 (LED) B-BBEE procurement spend on empowering suppliers that are at least 51% black-owned-based	The B-BBEE procurement spend on empowering suppliers that are at least 51% black-owned-based in the municipality. In May 2019 amendments were made to the enterprise and supplier development scorecard and are now in effect. The aim of the preferential procurement scorecard is to encourage the usage of black-owned professional services and entrepreneurs as suppliers while inherently encouraging measured entities to empower themselves on the broad-based principles of B-BBEE.
C78 (LED) B-BBEE procurement spend on empowering suppliers that are at least 30% black women-owned	The B-BBEE procurement spend on empowering suppliers that are at least 30% black women-owned in the municipality. In May 2019 amendments were made to the enterprise and supplier development scorecard and are now in effect. The aim of the preferential procurement scorecard is to encourage the usage of black-owned professional services and entrepreneurs as suppliers while inherently encouraging measured entities to empower themselves on the broad-based principles of B-BBEE.

APPENDIX B1:
DEFINITIONS FOR 2022–2027 CIRCULAR 88 COMPLIANCE SCORECARD (CONTINUED)

KEY PERFORMANCE INDICATORS	DEFINITIONS
OBJECTIVE 16: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT (CONTINUED)	
C79 (LED) B-BBEE procurement spend from all empowering suppliers based on B-BBEE procurement	The B-BBEE procurement spend from all empowering suppliers based on B-BBEE procurement in the municipality. In May 2019 amendments were made to the enterprise and supplier development scorecard and are now in effect. The aim of the preferential procurement scorecard is to encourage the usage of black-owned professional services and entrepreneurs as suppliers while inherently encouraging measured entities to empower themselves on the broad-based principles of B-BBEE.
C80 (LED) Date of the last Council-adopted Development Charges Policy	The date of the last Development Charges Policy adopted by the municipal council. A 'development charge' is also known as a capital contribution, engineering service contribution, bulk infrastructure connection levy or an impact fee (internationally). It is a once-off capital charge to recover the actual cost of external infrastructure required to accommodate the additional impact of a new development on engineering services.
C86 (LED) Number of households in the municipal area registered as indigent	This refers to the number of households on the municipality's indigent register. An indigent register is a municipality-administered list of households in need of economic relief/assistance. Those registered as indigent usually receive rates relief and the allocation of free basic services, including at least 6 kℓ of free water per registered household per month and 50 kWh of electricity per registered household per month. Some municipalities provide more support than the above.
C87 (LED) Number of firms in the formal sector split across 1-digit SIC codes	The number of formal business firms that are split across 1-digit SIC codes within the municipal area for the quarter. The Standard Industrial Classification (SIC) is a system for classifying industries by a four-digit code. It is used by government agencies to classify industry areas. In South Africa SIC codes 1–3 encompass the agriculture, forestry and fishing sector; while SIC codes 5–9 encompass the mining and quarrying sector.
C88 (LED) Number of businesses registered with the South African Revenue Service within the municipal area	The number of businesses registered within the municipal area with SARS in terms of having submitted IT77 forms. This will include all businesses known to SARS with a physical address listed within the municipal area.
C92 (GG) Number of agenda items deferred to the next council meeting	The number of agenda items that have been deferred to the next council meeting because the council has failed to reach a quorum or withheld decisions on those items. Where multiple council meetings have been held, this is the sum total of those items deferred. This does not refer to agenda items referred to other structures, only items for which no decision or action is taken.
C93 (FM) Number of awards made in terms of SCM Reg 32	This indicator measures the number of awards made by means of "piggy back" contracts. MFMA SCM Reg 32 refers to procurement of goods and services secured by other organs of state.
C94 (FM) Number of requests approved for deviation from approved procurement plan	The indicator measures the number of requests approved for deviation from the municipality's approved procurement plan. The indicator also provides the municipality with data on the reasons why the municipality has deviated from the approved procurement plan.
C100 (GG) Quarterly salary bill of suspended officials	The sum of the salary bill for all officials suspended from work or employment for the municipality for misconduct during the reporting period.
C101 (GG) Number of dismissals for fraud and corruption	The number of dismissals for fraud and corruption reported by the municipality. Corruption is defined broadly in the Prevention and Combating of Corrupt Activities Act 12 of 2004 in chapter 2 (s3) and any criminal offence that may fall within the ambit of this definition is included for the purposes of this indicator.

APPENDIX B2:
2024/25 ANNUAL PERFORMANCE MANAGEMENT REPORT – CAPE TOWN INTERNATIONAL CONVENTION CENTRE

WELL ABOVE | ABOVE | ON TARGET | BELOW | WELL BELOW | AT: ANNUAL TARGET

IDP OBJECTIVE	KEY PERFORMANCE INDICATOR	2023/24 ANNUAL PERFORMANCE			2024/25 ANNUAL PERFORMANCE		
		TARGET	ACTUAL	STATUS	TARGET	ACTUAL	STATUS
PRIORITY: ECONOMIC GROWTH							
1. INCREASED JOBS AND INVESTMENT IN THE CAPE TOWN ECONOMY	International events hosted (number)	34	43	↑	45	63	↑
		Reason for variance: Short-term international events booked that were not in the forecast. **Remedial action:** Maintain the momentum.			**Reason for variance:** Events secured were higher than those contracted and expected for the financial year. The over-achievement was further influenced by G20 events that were secured. **Remedial action:** Maintain the momentum.		
	Total events hosted (number)	415	368	↓	380	330	↓
		Reason for variance: Year-on-year, the average length of events has increased, which explains the variance in event numbers. The variance is also indicative of the higher occupancies achieved compared to the previous year. **Remedial action:** Budgeting principles will be amended going forward to include the effect of longer events.			**Reason for variance:** Event numbers are below the target due to large events being booked, most notably international events, affecting the availability of venues for other events. **Remedial action:** The achievement will be taken into account when planning targets for the new financial year.		
	Annual total salary cost spent on training of permanent and temporary staff (%)	4%	8,70%	↑	5%	11,80%	↑
		Reason for variance: Training interventions are higher than forecast for the period, as staff, including new appointments, were sent for new training and refresher training. **Remedial action:** Maintain the momentum.			**Reason for variance:** AIPC (International Association of Convention Centres) training, adult basic education and training, municipal minimum competency training, learnerships, apprenticeships, management development and compliance training were all completed during the period in review **Remedial action:** Maintain the momentum.		
	Minimum aggregate score for all CTICC internal departments and external suppliers (%)	80%	84%	↑	80%	82%	↑
		Reason for variance: Good customer service provided to clients. **Remedial action:** Maintain the momentum.			**Reason for variance:** Minimum aggregate score for all CTICC internal departments and external suppliers achieved. **Remedial action:** Maintain the momentum.		
	Broad-based black economic empowerment (B-BBEE) spend (%)	70%	89%	↑	75%	93%	↑
		Reason for variance: Contracts issued were with suppliers holding valid B-BBEE certificates. **Remedial action:** Maintain the momentum.			**Reason for variance:** Contracts issued were with suppliers holding valid B-BBEE certificates. **Remedial action:** Maintain the momentum.		
	Students employed (number)	4	40	↑	33	42	↑
		Reason for variance: The CTICC employed additional students from various institutions, including ten from the YES! programme. Those from YES! came at no cost to the CTICC. **Remedial action:** Maintain the momentum.			**Reason for variance:** Culinary arts students from hospitality schools were given short-term opportunities. **Remedial action:** Maintain the momentum.		
	Graduates employed (number)	4	8	↑	7	9	↑
		Reason for variance: There was an opportunity to provide employment to a greater number of graduates. **Remedial action:** Maintain the momentum.			**Reason for variance:** Additional graduates were employed in the period in review. **Remedial action:** Maintain the momentum.		

APPENDIX B2:
2024/25 ANNUAL PERFORMANCE MANAGEMENT REPORT – CAPE TOWN INTERNATIONAL CONVENTION CENTRE (CONTINUED)

WELL ABOVE | ABOVE | ON TARGET | BELOW | WELL BELOW | AT: ANNUAL TARGET

IDP OBJECTIVE	KEY PERFORMANCE INDICATOR	2023/24 ANNUAL PERFORMANCE			2024/25 ANNUAL PERFORMANCE		
		TARGET	ACTUAL	STATUS	TARGET	ACTUAL	STATUS
PRIORITY: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT							
16. A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	Employees from the designated employment equity (EE) groups at the three highest levels of management (%)	80%	83,30%	↑	80%	81,30%	↑
		Reason for variance: Vacant positions filled with candidates from the designated groups. **Remedial action:** Maintain the momentum.			**Reason for variance:** Vacant positions filled with candidates from the designated groups. **Remedial action:** Maintain the momentum.		
	Maintain five-star tourism grading by maintaining quality service delivery	Achieve five-star Tourism Grading Council rating	Achieved five-star Tourism Grading Council rating	●	Achieve five-star Tourism Grading Council rating	Achieved five-star Tourism Grading Council rating	●
		Reason for variance: On target. **Remedial action:** Maintain the momentum.			**Reason for variance:** On target. **Remedial action:** Maintain the momentum.		
	Achievement of annual budgeted operating profit (%)	100%	276%	⬆	100%	176%	⬆
		Reason for variance: Events were of a longer duration and achieved better margins. Costs were also well managed. **Remedial action:** Maintain the momentum.			**Reason for variance:** There were numerous short-lead event bookings that had not been on the books or in the pipeline for 2024/25, including many high-value G20 events. **Remedial action:** Maintain the momentum.		
	Total number of capital projects for the year completed or committed (%)	90%	98%	↑	90%	100%	⬆
		Reason for variance: Projects carried over from 2023 were completed, and 98% of 2024 projects were completed. **Remedial action:** Maintain the momentum.			**Reason for variance:** Work on all projects commenced during the year, with 100% achievement noted as at 30 June 2025. **Remedial action:** Maintain the momentum.		
	Opinion of the Auditor-General	Clean audit	Clean audit achieved for 2023/24	●	Clean audit	Not available	Not available
		Reason for variance: On target. **Remedial action:** Maintain the momentum.			**Reason for variance:** 2024/25 audit results are not available as yet. **Remedial action:** Maintain the momentum.		
	Cash/cost coverage ratio	4,5 times	6 times	⬆	5,6 times	9,3 times	⬆
		Reason for variance: Operational costs were well managed, and the retention of cash generated by operations increased. **Remedial action:** Maintain the momentum.			**Reason for variance:** Higher-than-budgeted growth in large high-yielding events and increased client deposits led to the over-achievement. **Remedial action:** Maintain the momentum.		
	Net debtors to annual income	4,80%	4,20%	↑	4%	0,60%	⬆
		Reason for variance: The debtors book was maintained and managed daily to collect debt, resulting in the lower percentage to revenue. **Remedial action:** Maintain the momentum.			**Reason for variance:** Good management of debtors over the period as well as higher revenue achieved led to a lower percentage for this indicator. **Remedial action:** Maintain the momentum.		

APPENDIX B2:
DEFINITIONS FOR 2024/25 ANNUAL PERFORMANCE MANAGEMENT REPORT – CAPE TOWN INTERNATIONAL CONVENTION CENTRE

PRIORITY AND STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	DEFINITION
PRIORITY: ECONOMIC GROWTH		
1. Increased jobs and investment in the Cape Town economy	International events hosted (number)	The indicator measures the total number of international events hosted at the CTICC. International events are defined as events where the majority of the delegates are from outside of South Africa, the minimum amount of delegates attending should be no less than 40 and the duration should be at least two days (one night) in the city.
	Total events hosted (number)	The indicator measures the total number of events hosted at the CTICC.
	Annual total salary cost spent on training of permanent and temporary staff (%)	The indicator measures the percentage annual total salary cost spent on training of permanent and temporary staff.
	Minimum aggregate score for all CTICC internal departments and external suppliers (%)	Customer centricity and service excellence is measured independently on the level of service offered by the CTICC to external clients and recorded as a percentage.
	B-BBEE spend (%)	The indicator measures the percentage expenditure with B-BBEE suppliers measured in terms of the B-BBEE Act. B-BBEE suppliers are defined as those suppliers that have a valid B-BBEE rating certificate or an affidavit in the case of EME and QSE suppliers.
	Students employed (number)	The indicator measures the number of students employed at the CTICC in the financial year (FY).
	Graduates employed (number)	The indicator measures the number of graduates employed at the CTICC in the FY.
PRIORITY: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT		
16. A capable and collaborative city government	Employees from the EE designated groups in the three highest levels of management (%)	The indicator measures the percentage of people from employment equity target groups employed in the three highest levels of management, in compliance with the municipal entity's approved EE plan. Level 1 – Executive directors Level 2 – Senior managers Level 3 – Managers
	Maintain five-star tourism grading by maintaining quality service delivery	The indicator measures the standard of the CTICC as a world-class venue. Defined as five-star grading by South African Tourism.
	Achievement of annual budgeted operating profit (%)	This indicator measures the operating profit achieved. Operating profit is defined as earnings before interest, taxation, depreciation and amortisation (EBITDA).
	Total number of capital projects for the year completed or committed (%)	The indicator measures the percentage of the total number of capital projects completed or committed for the financial year.
	Opinion of the Auditor-General	The indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor-General in determining their opinion. An unqualified audit opinion is where the auditor, having completed the audit, has no reservation as to the fairness of presentation of financial statements and their conformity with general recognised accounting practice. This is referred to as a 'clean audit'. Alternatively, the auditor would issue a qualified audit opinion either in whole or in part over the financial statements if these have not been prepared in accordance with general recognised accounting practice, or the auditor could not audit one or more areas of the financial statements.
	Cash/cost coverage ratio	The ratio indicates the ability to meet at least monthly fixed operating commitments from cash and short-term investments, without collecting any additional revenue during that month.
	Net debtors to annual income	Net current debtors are a measurement of the net amounts due to the municipal entity that are realistically expected to be recovered. Net debtors are defined as gross debtors less impairments and refunds.

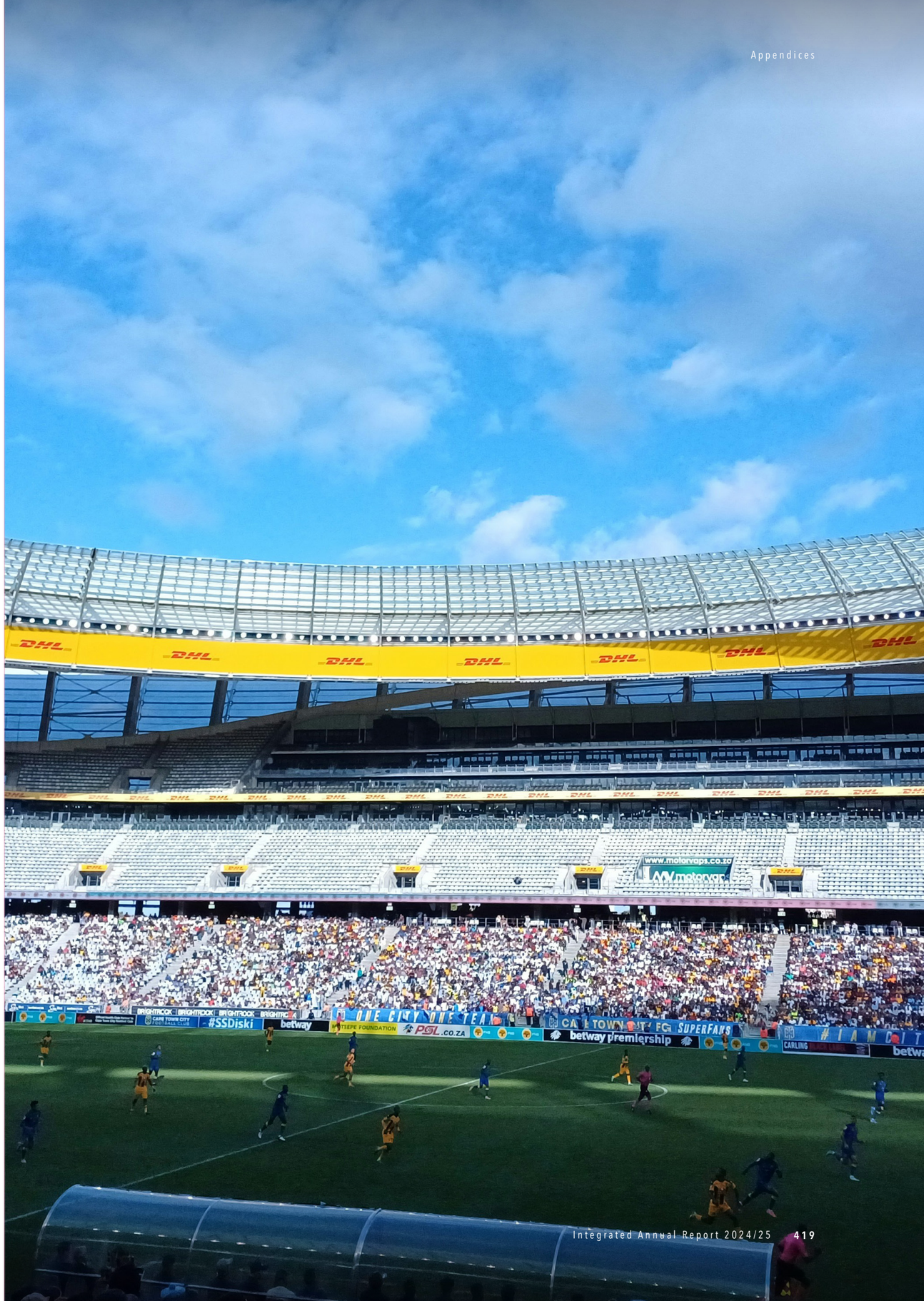
APPENDIX B2:
2024/25 ANNUAL PERFORMANCE MANAGEMENT REPORT – CAPE TOWN STADIUM

WELL ABOVE ↑ ABOVE ↑ ON TARGET ● BELOW ↓ WELL BELOW ↓ AT: ANNUAL TARGET

IDP OBJECTIVE	KEY PERFORMANCE INDICATOR	2023/24 ANNUAL PERFORMANCE			2024/25 ANNUAL PERFORMANCE		
		TARGET	ACTUAL	STATUS	TARGET	ACTUAL	STATUS
PRIORITY: ECONOMIC GROWTH							
1. INCREASED JOBS AND INVESTMENT IN THE CAPE TOWN ECONOMY	Spectator attendance at the DHL Stadium (number)	750 000	748 276	↓	850 000	1 055 139	↑
		Reason for variance: Spectator numbers slightly below target. Contributing factor was the three-month pitch replacement project, which meant that some bowl events fell away. There were also fewer rugby play-offs. **Remedial action:** Continue implementation of business growth strategy.			**Reason for variance:** The variance is largely due to the inclusion of the unplanned Totalsports Two Oceans Marathon expo, increased attendance at several key events, and the successful acquisition of the high-profile Springboks vs Barbarians test in June. While the total number of events was below the projected target, revenue targets were exceeded, driven by a strategic focus on hosting larger-scale events with higher attendance, which generate greater income. **Remedial action:** Maintain the momentum.		
	Events hosted (number)	122	127	↑	135	129	↓
		Reason for variance: Target exceeded despite three-month pitch replacement project and fewer rugby play-offs. Pitch replacement had a lesser impact on non-bowl event numbers. **Remedial action:** No remedial action required.			**Reason for variance:** While falling short of the events target by six, the entity successfully met the attendance and event revenue goals. This reflects the strategic emphasis on prioritising high-impact events with stronger return on investment and return on equity over smaller, less profitable ones. **Remedial action:** Refine event mix planning and explore strategic partnerships to ensure volume targets are met without compromising performance or condition of the facility.		
PRIORITY: PUBLIC SPACE, ENVIRONMENT AND AMENITIES							
11. QUALITY AND SAFE PARKS AND RECREATION FACILITIES SUPPORTED BY COMMUNITY PARTNERSHIPS	Compliance with approved repairs and maintenance programme (%)	100%	100%	●	100%	100%	●
		Reason for variance: On target. **Remedial action:** Maintain the momentum.			**Reason for variance:** On target. **Remedial action:** Maintain the momentum.		
	Compliance with the Occupational Health and Safety Act 85 of 1993 and regulations (%)	100%	100%	●	100%	100%	●
		Reason for variance: On target. **Remedial action:** Maintain the momentum.			**Reason for variance:** On target. **Remedial action:** Maintain the momentum.		
PRIORITY: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT							
16. A CAPABLE AND COLLABORATIVE CITY GOVERNMENT	Achievement of own projected revenue (%)	70%	67,48%	↓	90%	112,67%	↑
		Reason for variance: The entity was not able to achieve its own projected revenue target in 2023/24 due to hosting fewer events that generated significant revenue. The entity was able to host 127 events during the quarter in review, of which 34 were bowl, 61 non-bowl and 32 film shoots. **Remedial action:** No remedial action required.			**Reason for variance:** The entity successfully hosted more events than originally anticipated, including the high-profile South Africa vs New Zealand test match in quarter 1, and the Springboks vs Barbarians fixture in quarter 4. Both events generated substantial revenue. Although the total number of events is below target, the revenue target was exceeded. This is largely due to a strategic focus on securing events with higher attendance, which yield greater income, despite fewer overall bookings. **Remedial action:** Maintain the momentum.		
	Opinion of the Auditor-General	Clean audit	Clean audit	●	Clean audit	Not available	Not available
		Reason for variance: On target. **Remedial action:** Maintain the momentum.			**Reason for variance:** 2024/25 audit results are not available as yet. **Remedial action:** Maintain the momentum.		
	Budget spent on implementation of the Workplace Skills Plan (%)	90%	96,1%	↑	90%	94,76%	↑
		Reason for variance: The entity exceeded the target of 90% of the budget spent. **Remedial action:** Maintain momentum.			**Reason for variance:** A large number of training interventions took place in the last quarter, ensuring that the entity surpassed the target. **Remedial action:** Maintain the momentum.		
	Employees from the designated employment equity (EE) groups at the three highest levels of management (%)	80%	50%	↓	80%	60%	↓
		Reason for variance: Five positions currently make up the top three levels of management. There is one vacancy to be filled, leaving a balance of four positions presently filled. Two of these positions are from the designated EE groups. Vacant positions were not taken into consideration in determining the percentage achieved. **Remedial action:** The entity will be filling one position at the top three levels of management in the first quarter of 2024/25 and will aim to appoint from the designated EE groups to increase the percentage achieved.			**Reason for variance:** Five positions currently make up the top three levels of management, three of which are held by individuals from designated EE groups. **Remedial action:** Vacancies at the top three tiers of management will be filled as current incumbents exit their roles through resignation or retirement, with due consideration given to candidates from designated EE groups.		

APPENDIX B2:
DEFINITIONS FOR 2024/25 ANNUAL PERFORMANCE MANAGEMENT REPORT – CAPE TOWN STADIUM

PRIORITY AND STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	DEFINITION
PRIORITY: ECONOMIC GROWTH		
1. Increased jobs and investment in the Cape Town economy	Spectator attendance at the Cape Town Stadium (number)	Spectators at Cape Town Stadium can be defined as the total number of spectators (persons) who attend any event held at or by Cape Town Stadium through live, hybrid or virtual attendance. These events are inclusive of but not limited to bowl events, non-bowl events, film and still shoots. The indicator measures the total number of spectators who attend any event held at or by Cape Town Stadium through live, hybrid or virtual attendance.
	Events hosted (number)	Events at Cape Town Stadium can be defined as total number of optimal planned, organised and safely executed multi-social events, exhibitions, conferences and/or occasions classified into bowl events (use of pitch and seating tiers), non-bowl events, and shoots. The indicator measures the total number of events planned, organised and safely hosted at Cape Town Stadium.
PRIORITY: ENVIRONMENT, PUBLIC SPACE AND AMENITIES		
11. Quality and safe parks and recreation facilities supported by community partnerships	Compliance with approved repairs and maintenance programme (%)	The indicator measures the approved repairs and maintenance programme. As per the service delivery agreement between Cape Town Stadium (RF) SOC and the City of Cape Town repairs and maintenance refer to all facilities and equipment at Cape Town Stadium. Repairs and maintenance are further defined as preventive maintenance, corrective maintenance, reactive maintenance, emergency maintenance as well as repairs of damages after events. All repairs and maintenance are done from the operating budget. The indicator measures whether the output was achieved as per the plan.
	Compliance with Occupational Health and Safety Acts and Regulations (Act 85 of 1993) (%)	This indicator measures compliance against the Occupational Health and Safety Regulations on event and non-event days as well as contractors at Cape Town Stadium.
PRIORITY: A CAPABLE AND COLLABORATIVE CITY GOVERNMENT		
16. A capable and collaborative city government	Achievement of own projected revenue (%)	This indicator will measure the achievement of the annual projected revenue as per the latest approved budget.
	Opinion of the Auditor-General	The indicator measures good governance and accounting practices and will be evaluated and considered by the AG in determining their opinion. An unqualified audit opinion is where the auditor, having completed the audit, has no reservation as to the fairness of presentation of financial statements and their conformity with Generally Recognised Accounting Practice. This is referred to as a 'clean audit'. Alternatively, the auditor would issue a qualified audit opinion either in whole or in part over the financial statements if these have not been prepared in accordance with Generally Recognised Accounting Practic, or the auditor could not audit one or more areas of the financial statements. Future audit opinions will cover the audit of predetermined objectives.
	Budget spent on implementation of the WSP (%)	The WSP outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions that will address the needs arising out of local government's skills sector plan, the IDP, the individual departmental staffing strategies, individual employees' personal development plans and the employment equity plan. Proxy measure for NKPI.
	Employees from the designated EE groups at the three highest levels of management (%)	The indicator measures the percentage of people from EE target groups employed in the three highest levels of management, in compliance with Cape Town Stadium (RF) approved EE plan. Each directorate contributes to the corporate achievement of targets and goals by implementing its own objectives of quantitative and qualitative goal-setting.



8.3 OTHER APPENDICES

APPENDIX C: Abbreviations used in this report 422
APPENDIX D: MFMA Circular 63 appendices 424
APPENDIX E: Annual report of the Municipal Public Accounts Committee to the Council of the City of Cape Town for the year ended 30 June 2025 426
APPENDIX F: 2024/25 integrated governance report 430
APPENDIX G: B-BBEE compliance performance report 444
APPENDIX H: City of Cape Town cost containment information 446
APPENDIX I: 2024/25 Risk Management Committee annual report 450
APPENDIX J: Environmental governance report 454
APPENDIX K: List of references to World Bank International Integrated Reporting Framework 458

APPENDIX C:
ABBREVIATIONS USED IN THIS REPORT

AARTO	Administrative Adjudication of Road Traffic Offences
AFD	Agence Française de Développement
ASB	Accounting Standards Board
BioNet	Biodiversity Network
BNG	Breaking New Ground
BPO	business process outsourcing
BRT	bus rapid transit
CAR	Core Application Refresh (programme)
CCTV	closed-circuit television
CDP	Carbon Disclosure Project
CID	City Improvement District
CITP	Comprehensive Integrated Transport Plan
city	Cape Town
City or CCT	City of Cape Town metropolitan municipality
CIVOC	Civilian Oversight Committee
CMTF	Cape Metropolitan Transport Fund
CO_2e	carbon dioxide-equivalent
COID	compensation for occupational injuries and diseases
COPC	community-oriented primary care (model)
CPI	consumer price index
CRR	capital replacement reserve
CSCI	Civil Security Collaboration Initiative
CSIR	Council for Scientific and Industrial Research
CTICC	Cape Town International Convention Centre Company (RF) SOC Limited
CTS	Cape Town Stadium (RF) SOC Limited
DB	defined benefit (scheme)
DC	defined contributions (scheme)
DMTN	domestic medium-term note
DRMC	Disaster Risk Management Centre
DSDF	district spatial development framework
DTIC	Department of Trade, Industry and Competition
ECNS	electronic communications network service
EE	employment equity
(E)PHP	(Enhanced) People's Housing Process
EPIC	Emergency and Policing Incident Command
EPWP	Expanded Public Works Programme
ERP	Enterprise Resource Planning
FNB	First National Bank
GDP	gross domestic product
GIS	geographic information system
GRAP	Generally Recognised Accounting Practice
ICASA	Independent Communications Authority of South Africa
IDP	Integrated Development Plan
IOZ	incentive overlay zone
IPP	independent power producer
IRT	integrated rapid transit
ISUPG	Informal Settlements Upgrading Partnership Grant
IWMP	Integrated Waste Management Plan
JSE	Johannesburg Stock Exchange
KCT	Khayelitsha Community Trust
King IV	2016 King IV Report on Corporate Governance for South Africa
LEAP	Law Enforcement Advancement Programme
LED	light-emitting diode
LSDF	local spatial development framework
LUW	Liveable Urban Waterways (programme)
MAR	managed aquifer recharge
Mayco	Mayoral Committee
MFMA	Local Government: Municipal Finance Management Act
MRF	materials recovery facility
mSCOA	Municipal Standard Chart of Accounts
MSDF	Municipal Spatial Development Framework
MTREF	Medium-Term Revenue and Expenditure Framework
NACS	nominal annual compounded semi-annually
NHLS	National Health Laboratory Service
NMT	non-motorised transport
PAYE	pay-as-you-earn
PECC	Public Emergency Communication Centre
PPE	property, plant and equipment
PRASA	Passenger Rail Agency of South Africa
PRO	producer responsibility organisation
Province	Provincial Government of the Western Cape
PTI	public transport interchange
PTNG	Public Transport Network Grant
SAA	South African Airways
SABC	South African Broadcasting Corporation
SALA	South African Local Authorities (Pension Fund)
SALGA	South African Local Government Association
SAP	Systems, Application and Products
SAPS	South African Police Service
SARS	South African Revenue Service
SCM	supply chain management
SDGs	sustainable development goals (United Nations)
SEZ	special economic zone
SHRA	Social Housing Regulatory Authority
SIU	Special Investigating Unit
SMME	small, medium and micro-sized enterprise
SOA	scheme of arrangement
SPV	special-purpose vehicle
SSEG	small-scale embedded generation
SSR	small-scale rental
SWAT	Special Weapons and Tactics (Unit)
TB	tuberculosis
TOC	transport operating company
TOD	transit-oriented development
UIF	Unemployment Insurance Fund
UISP	Upgrading of Informal Settlements Programme
VAT	value-added tax
VOC	vehicle operating company
WCPP	Western Cape Provincial Parliament
WWTW	wastewater treatment works

APPENDIX D:
MFMA CIRCULAR 63 APPENDICES

In line with MFMA Circular 63, the City is required to make the following appendices available as part of its annual reporting:

FUNCTIONS OF MUNICIPALITY

Information about the functions of the municipality is available on page 119 of the City's financial statements.

WARD REPORTING AND WARD INFORMATION

Information about all City wards is available at capetown.gov.za/Work and business/Meet-the-city/City-Council/Wards.

SUPPLY CHAIN MANAGEMENT ISSUES

IRREGULAR EXPENDITURE

Irregular expenditure occurs as a result of non-compliance with legislation. Irregular expenditure does not necessarily mean that there has been fraud and corruption, nor that the City has not received value for money. The City, however, prides itself on good governance, and as such, is implementing many corrective actions to reduce and eliminate irregular expenditure.

RECOMMENDATIONS OF THE AUDIT AND PERFORMANCE AUDIT COMMITTEE

The full recommendations of the Audit and Performance Audit Committee can be found on page 134.

LARGE PROJECTS, AGREEMENTS AND PARTNERSHIPS

Information relating to the City's largest projects, agreements and contracts as well as public–private partnerships is available at www.capetown.gov.za.

SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS

Not applicable. The City is not aware of any backlogs at schools and clinics. For more information, see the annual performance management report on page 300.

SERVICE BACKLOGS WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR PROVIDING THE SERVICE

Not applicable. The City is not aware of any service backlogs experienced by the community where another sphere of government is responsible for providing the service.

RECIPIENTS OF LOANS AND GRANTS

Details of all recipients of the City's loans and grants are available on page 280.

CITY BY-LAWS

Information about all City by-laws is available at capetown.gov.za/Work and business/Meet-the-city/City-Council/Policies-by-laws-and-publications.

CITY WEBSITE WHERE INFORMATION IS AVAILABLE

The City's website where information is available is www.capetown.gov.za.

MUNICIPAL OVERSIGHT COMMITTEES

Information about the City's committees is available at capetown.gov.za/Work and business/Meet-the-city/City-Council/The-City-Council.

INFORMATION PERTAINING TO THE IMPLEMENTATION OF AN EFFECTIVE PERFORMANCE MANAGEMENT SYSTEM AND ORGANISATIONAL DEVELOPMENT

Information is reflected in the City's IDP at capetown.gov.za/Work and business/Meet-the-city/Our-vision-for-the-City/the-citys-idp-2022-2027.

REVENUE COLLECTION BY VOTES AND BY SOURCE, BASED ON PRIOR-YEAR AND CURRENT-YEAR ACTUAL COLLECTIONS

Information is reflected in the City's financial statements on page 174.

CAPITAL EXPENDITURE ON (A) NEW ASSETS PROGRAMME AND (B) UPGRADE/RENEWAL PROGRAMMES

Information is reflected in the City's published budget at https://www.capetown.gov.za/Work%20and%20business/Meet-the-city/The-City-budget.

APPENDIX E:
ANNUAL REPORT OF THE MUNICIPAL PUBLIC ACCOUNTS COMMITTEE TO THE COUNCIL OF THE CITY OF CAPE TOWN FOR THE YEAR ENDED 30 JUNE 2025

1. AUTHORITY, ACCOUNTABILITY AND REPORTING

The Municipal Public Accounts Committee (MPAC) was established as an oversight committee in terms of section 79 of the Municipal Structures Act 117 of 1998 and, in terms of section 32(2) of the Municipal Finance Management Act 56 of 2003 (MFMA), is authorised to investigate the recoverability of unauthorised, irregular, fruitless and wasteful expenditure of the City as instructed by Council or the City Manager.

MPAC is directed by Council or the City Manager and is authorised to investigate any matter referred. This includes instructing other councillors, management and other employees of Council to be present at meetings and have access to any information they require from any councillor or employee. MPAC ensures that all existing City internal alternative dispute resolution processes have been exhausted before proceeding with investigations.

On 27 January 2022 Council approved the appointment of the current MPAC, and changes to the committee were approved at various subsequent Council meetings. On 30 October 2024 Council approved MPAC's revised Terms of Reference (C 52/10/24). MPAC is also governed by the City's System of Delegations.

MPAC has no executive powers, but their findings and recommendations are reported to Council. Reports from the various MPAC Task Teams are considered at the MPAC meetings and a report, containing recommendations, is submitted to Council for final decision-making. The immediate reporting line of MPAC is to Council, via the Speaker. Where necessary, follow-up is performed via the outstanding matters schedule to determine if action has been taken to implement recommendations.

Quarterly reporting on MPAC's activities, as per the Annual Oversight Work Plan, was presented to Council for the four quarters. MPAC hereby presents its annual report for the financial year ended 30 June 2025, which is a cumulative activity statement for the 2024/25 financial year.

2. MEMBERSHIP AND MEETING ATTENDANCE

Ten (10) ordinary meetings and four (4) special meetings were held:

(a) 16 July 2024
(b) 12 August 2024
(c) 10 September 2024
(d) 8 October 2024
(e) 15 October 2024 (special meeting)
(f) 12 November 2024
(g) 3 December 2024 (special meeting)
(h) 31 January 2025 (special meeting)
(i) 11 February 2025
(j) 4 March 2025 (special meeting)
(k) 18 March 2025
(l) 8 April 2025
(m) 13 May 2025
(n) 10 June 2025

The members' attendance at the ordinary and special meetings are set out in the table below:

MPAC members	Membership duration	Present	Apology	Absent
Cllr Y Adams (Chairperson) (CMC)	1 July 2024 to 30 June 2025	100%	0%	0%
Cllr A van Zyl (Deputy Chairperson) (DA)	1 July 2024 to 30 June 2025	93%	7%	0%
Cllr K Southgate (DA)	1 July 2024 to 30 June 2025	100%	0%	0%
Cllr J Witbooi (DA)	1 July 2024 to 30 June 2025	86%	14%	0%
Cllr A Moses (DA)	1 July 2024 to 30 June 2025	93%	7%	0%
Ald J van der Merwe (DA)	1 July 2024 to 18 March 2025	100%	0%	0%
Cllr S Booysen (DA)	1 July 2024 to 30 June 2025	100%	0%	0%
Cllr C Mes (DA)	25 July 2024 to 30 June 2025	92%	8%	0%
Cllr J Loots (DA)	27 March 2025 to 30 June 2025	100%	0%	0%
Cllr B Majingo (ANC)	1 July 2024 to 18 March 2025	91%	9%	0%
Cllr L Phakade (ANC)	1 July 2024 to 30 June 2025	72%	14%	14%
Cllr N Tyhido (ANC)	24 April 2025 to 30 June 2025	100%	0%	0%
Cllr F Botha-Rossouw (FF+)	1 July 2024 to 30 June 2025	93%	7%	0%
Cllr L Ntshuntshe (EFF)	1 July 2024 to 8 April 2025	59%	33%	8%
Cllr L Mazwi (EFF)	28 May 2025 to 30 June 2025	100%	0%	0%
Cllr S van Nelson (GOOD)	1 July 2024 to 12 August 2024	100%	0%	0%
Cllr C Davids (GOOD)	22 August 2024 to 30 June 2025	92%	8%	0%

Present: *Member was present at the meeting*
Apology: *Leave of absence was granted by the Chief Whip in terms of Part 4 Delegation 1(1) of the Council's System of Delegations*
Absent: *No leave of absence was granted by the Chief Whip in terms of Part 4 Delegation 1(1) of the Council's System of Delegations*

Representatives from Ethics and Forensic Services, Internal Audit, Legal Services, the Office of the Speaker and the Office of the City Manager were present at MPAC meetings. The AGSA's representative has a standing invitation to attend MPAC meetings at their discretion.

To facilitate cross-cutting reviews, thirty-seven (37) Task Team meetings were held during the year to consider items referred to MPAC by Council and the City Manager. During some of the Task Team meetings more than one matter was dealt with, while other incidents warranted multiple Task Team meetings to conclude and recommend the way forward.

3. RESPONSIBILITY

MPAC's Annual Oversight Work Plan defines its activities for the year to ensure that it complies with its responsibilities arising from its mandate, delegations and Terms of Reference. The following activities were completed in the execution of its assigned functions and responsibilities:

(A) OVERSIGHT PROCESS

The 2023/24 Annual Reports for the City of Cape Town and its municipal entities were tabled at Council on 30 January 2025. MPAC considered the 2023/24 Annual Reports and raised issues of concern to be addressed by the Executive Management of the City of Cape Town and its municipal entities. MPAC engaged with the City Manager, Executive Management Team and the chief executive officers of the City's municipal entities on 4 March 2025.

After considering the responses to the questions, on 18 March 2025 MPAC recommended that Council adopts the oversight report and approves the annual reports without reservation. This was completed within the legislated timeframes, and the oversight report was approved by Council on 27 March 2025.

(B) REPORTING

(i) The following reports, as per the Annual Oversight Work Plan, were tabled at Council:

- 2024/25 Annual Oversight Report
- MPAC's Annual Report for the year ended 30 June 2024
- Quarterly Report of the Municipal Public Accounts Committee as at 30 June 2024
- Quarterly Report of the Municipal Public Accounts Committee as at 30 September 2024
- Quarterly Report of the Municipal Public Accounts Committee as at 31 December 2024
- Outcome of the 2023/24 Performance Assessment Conducted for MPAC

(ii) Thirty-seven (37) MPAC investigations, totalling R581 969 935,04 of which R542 897 013,35 was irregular expenditure and R39 072 921,69 was fruitless and wasteful expenditure, were completed and reported to Council in terms of section 32 of the MFMA and represents 41% of irregular expenditure and 100% of fruitless and wasteful expenditure recorded as outstanding at 30 June 2025.

(iii) As at 30 June 2025, seventeen (17) MPAC matters, referred for investigation to MPAC in terms of section 32 of the MFMA, are in progress, being finalised or were finalised after year-end by the MPAC Task Teams.

(C) TRAINING AND CAPACITY BUILDING

No.	Event date	Event description
1.	3 September 2024	Induction training for new councillors
2.	31 January 2025	Oversight refresher training
3.	11 February 2025	Lessons from the Mbambisa and Others vs Nelson Mandela Bay Metropolitan Municipality
4.	13 May 2025	Corporate Project, Programme and Portfolio Management (C3PM): Project, Contract and Engineering Individual Competence

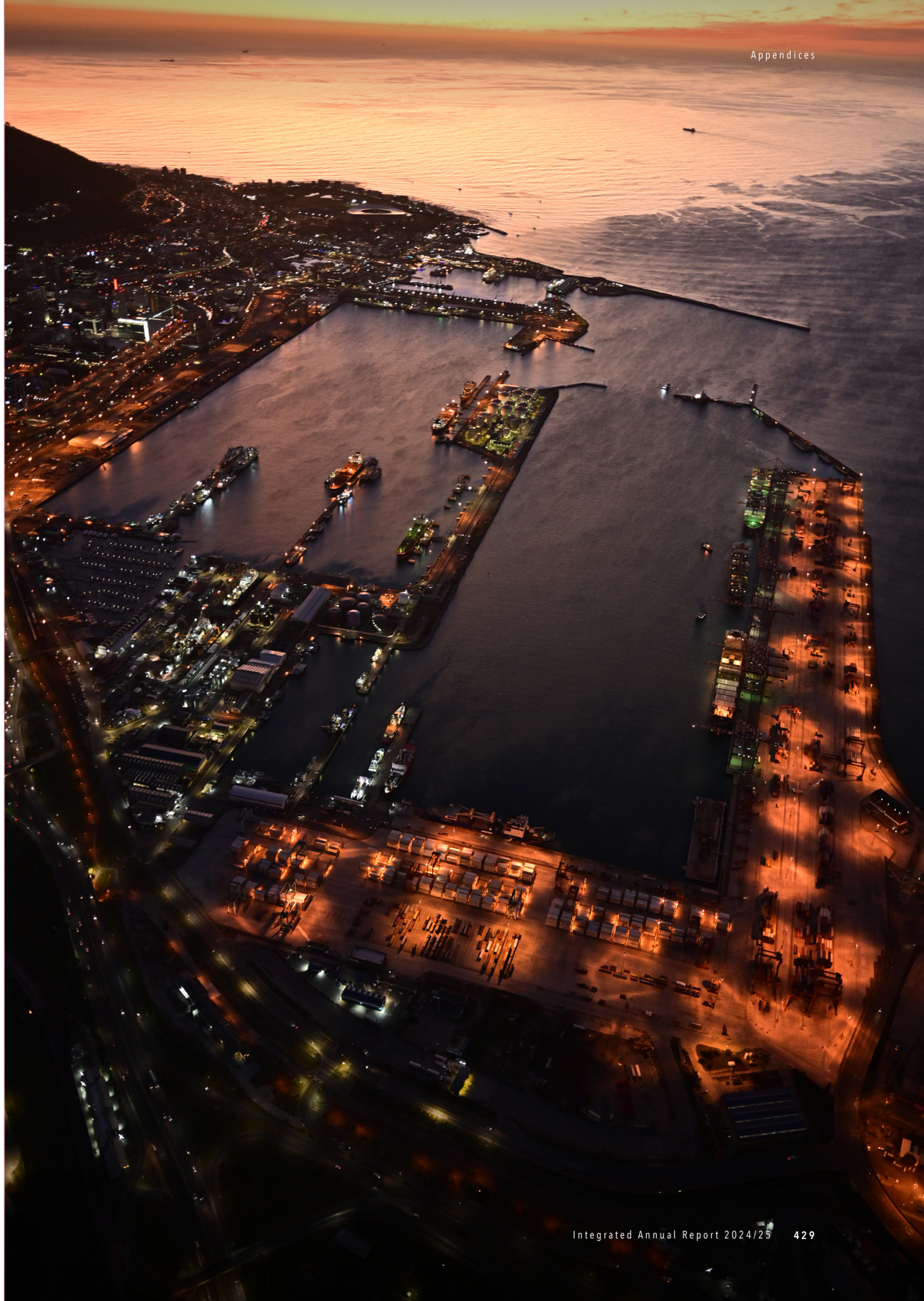
4. CONCLUSION

I would like to extend my gratitude to the relevant councillors and officials, particularly the Executive Committee Support and Internal Audit, for their exceptional management of the committee's workload. We appreciate the valuable advice from our representatives from the City Manager's Office, who significantly contribute to our committee's efforts in enhancing accountability in the City of Cape Town. This contribution is crucial to ensuring the City's financial well-being.

During the 2024/25 financial year, 10 ordinary meetings, 4 special meetings, and 37 Task Team meetings were held. We are also grateful to our fellow councillors who are not members of MPAC who provide us with the necessary support to perform the work we do. We appreciate the often-expressed kind words and confidence that the majority of councillors have for MPAC.

It is essential to note that our committee does not possess executive powers. Reports from Task Teams are reviewed by MPAC, and a comprehensive report with recommendations is submitted to Council for final decision-making. It is important to note that the full Council is the final decision-making authority.

MPAC Chairperson
Councillor Yagyah Adams



APPENDIX F:
2024/25 INTEGRATED GOVERNANCE REPORT

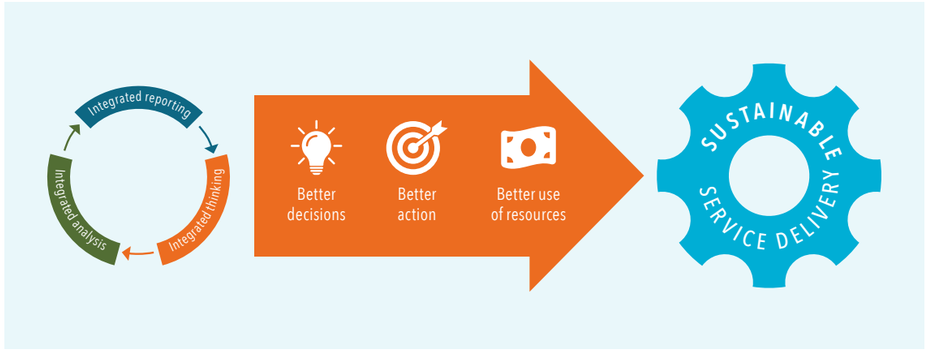
INTRODUCTION

In line with the King IV Report on Corporate Governance for South Africa, 2016 (King IV),[1] the City of Cape Town (City) embraces integrated reporting as a process rooted in integrated thinking aiming to enhance transparency, accountability and sustainable value creation. King IV also promotes integrated thinking as the active consideration of the relationships between an organisation's strategy, governance, performance, and its external environment, while integrated reporting goes beyond financial disclosures and encourages organisations to consider inclusive capitalism aligned to the following six capital model:

- Financial
- Intellectual
- Manufactured
- Human
- Social and relational
- Natural

To enhance good governance, the City promotes collaboration between the different levels of assurance providers (i.e. line management, specialised functions, independent internal and external assurance providers). Through the combined assurance process, these assurance providers integrate reporting efforts to, among others, promote effective assurance coverage of the significant organisational risks and material matters, including but not limited to financial and regulatory matters.

Figure 1: The integrated reporting process and outcomes



**Source of value-creation concept: International Integrated Reporting Council (IIRC) Framework*

1 The latest King V Code on Corporate Governance was published on 31 October 2025 by the Institute of Directors in Southern Africa (IoDSA). At completion of this report, the City had not yet adopted King V; therefore, all references herein are to King IV as last adopted by Council.

MAKING GOVERNANCE AN ENABLER TO IMPROVED AND SUSTAINABLE SERVICE DELIVERY

Per King IV, corporate governance is defined as effective and ethical leadership aimed towards achieving the following governance outcomes, i.e. ethical culture, good performance, effective control and legitimacy that are supported by principles and practices. By applying these principles and practices it helps support the City's value-creation process designed to improve service delivery as depicted in figure 1 above. In the spirit of King IV, the City maintains and strengthens corporate governance through the following key approaches depicted in figure 2 below.

Figure 2: City's key approaches to maintain and strengthen governance

Legislative and Governance Frameworks

MFMA (Act 56 of 2003)

- Ensures transparency in financial, risk, and internal controls.
- Annual Accountability & Responsibility Return by line managers.

King IV Report on Corporate Governance (2016)

- Adopted: 5 December 2017 (C03/12/17).
- Principle- and outcome-based model.
- 16 Principles guide ethical municipal governance.

COSO Internal Control Framework (2013)

- Adopted: 8 January 2023 (C08/01/23).
- 5 components, 17 principles.
- Enhances internal control, risk management, compliance, and reporting.

Ethical Governance

Driven by:

- King IV Principles
- Municipal Systems Act.
- Aligned Ethics Code
- Ethics & Forensics Service (EFS) Department.

Tools:

- Training sessions
- Directives
- Ongoing engagement.

Combating Fraud and Corruption

Policy

- Zero tolerance for Fraud
- Aligned with Principle 3 of King IV.
- Minimise fraud through proactive anti-fraud and corruption initiatives.

Tools:

- 24/7 multilingual fraud hotline.
- EFS-led forensic investigations.
- Oversight by the City Manager.

Consequence Management

Two-pronged approach:

1. Positive Reinforcement approach.
2. Remedial Responses and Reprimands approach.

Purpose:

- Drive accountability.
- Improve service delivery and operational performance.

Risk Governance

Framework:

- Integrated Risk and Resilience Framework
- Guided by MFMA Section 62 and King IV Principle 11.

Purpose:

- Embed risk management across strategy and operations.
- Strengthen performance and sustainability.

COMBINED ASSURANCE

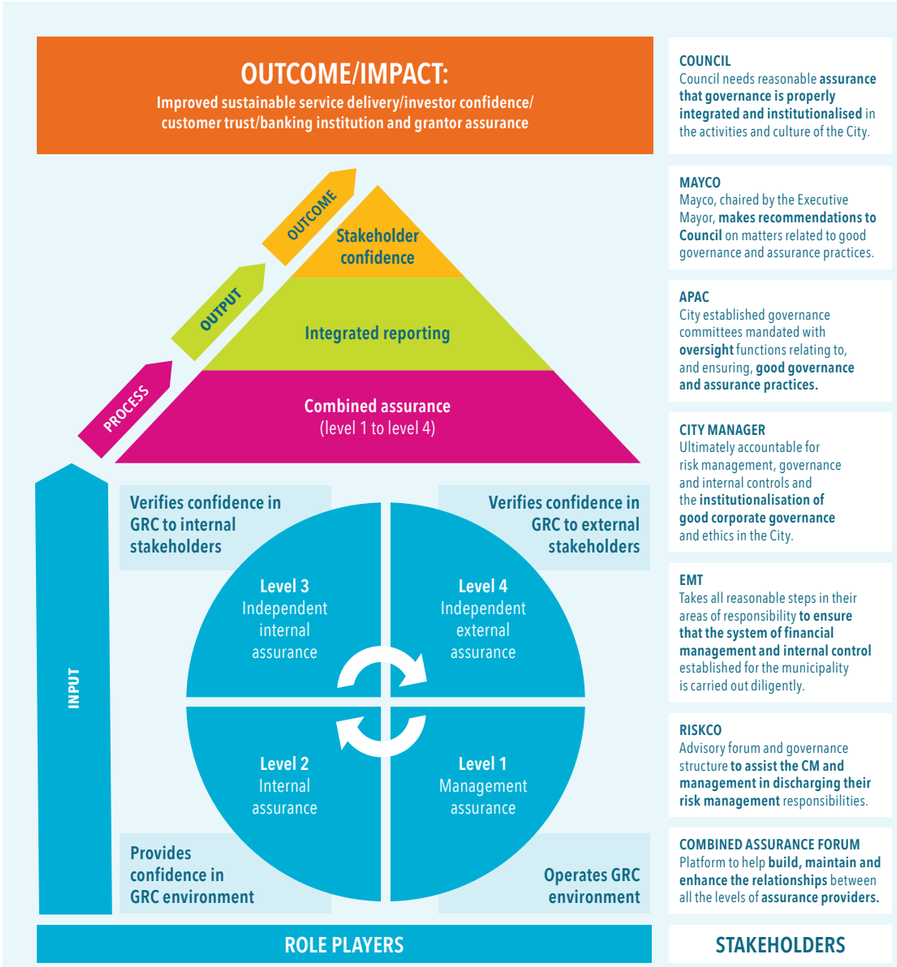
The City's combined assurance approach is guided by the Global Internal Audit Standards and the City's approved Combined Assurance Model (C08/01/23). The aforementioned model is aligned to principle 15 which requires that a combined assurance model be applied to provide a coordinated approach to all assurance activities. The City's combined assurance approach not only takes into account principle 15 of King IV, but also the City's approved Assurance Governance Framework (AGF) and the related combined assurance methodologies.

Through the embedding of combined assurance as a governance process, the City aims to achieve optimal coordination and collaboration between the identified assurance providers. This provides both management and oversight/governance structures such as Council, the Audit and Performance Audit Committee (APAC) and Executive Management Team (EMT) with a single, holistic view of the adequacy of assurance coverage across the City.

COMBINED ASSURANCE MODEL

The City's Combined Assurance Model comprises of the following four levels of assurance providers as depicted in figure 3, each with unique roles in ensuring good corporate and ethical governance practices:

Figure 3: City's Combined Assurance Model



- **Role of level-1 assurance providers:** Level-1 assurance providers identify strategic and operational risks through the risk management process. The City Manager, supported by the EMT, holds ultimate accountability for governance, risk management, and internal controls as mandated by the Municipal Finance Management Act 56 of 2003 (MFMA). Senior managers and financial officials are required to diligently uphold these systems within their areas of responsibility. By promoting ethical leadership and a positive control environment, the City Manager sets the tone from the top.
- **Role of level-2 assurance providers:** These are the corporate specialised functions in the City who provide compliance monitoring and support services to the organisation through the development of processes and controls to identify known and emerging risks; monitor and report on risk and compliance matters in their respective areas of expertise; and advise governance oversight bodies on the control environment, and improvements to the latter. The responsibilities of these functions vary based on the specific nature of their function.
- **Role of level-3 assurance providers:** These are independent IAPs, i.e. Ethics and Forensic Services (EFS), Internal Audit (IA) and the Office of the City Ombudsman (OCO), each with their unique role and mandate to ensure and promote good and ethical corporate governance in the City by providing independent and objective assurance services in line with legislation, professional standards and leading practices. The aforementioned independent IAPs provide assurance and confidence on the effectiveness of the control environment to internal stakeholders.
- **Role of level-4 assurance providers:** Independent external assurance providers such as the Auditor-General South Africa (AGSA) and regulatory inspectors (e.g. National Treasury) are required to provide assurance in accordance with applicable legislation, guidelines, professional standards and industry norms and sector codes. They provide assurance and confidence on the effectiveness of the control environment to internal and external stakeholders.

COLLABORATIONS BETWEEN ASSURANCE PROVIDERS

In line with the principles of combined assurance, the IAPs regularly collaborate, interact and share information with each other and the organisation. During the 2024/25 financial year, integrated collaboration among assurance providers occurred to cultivate partnerships and to further embed combined assurance.

OUTCOMES FROM INTERNAL ASSURANCE PROVIDER

Principle 15 of King IV states that the governing body should ensure that assurance services and functions enable an effective control environment and supports the integrity of information for internal decision-making and external reporting. Per the AGF and the Combined Assurance Model, governance and assurance efforts are undertaken during the year by the various levels of assurance providers. Below is a summary of the key assurance efforts undertaken during the 2024/25 financial year and the related outcomes (where applicable).

LEVEL 1: LINE MANAGEMENT

Line management, as level-1 assurance providers, are critical to the effective functioning of the Combined Assurance Model. Together, the City Manager and senior management are responsible and accountable for risk mitigation and maintaining an effective system of internal control. In alignment with their daily operational responsibilities, and to improve the control environment, line management has applied the following measures to provide assurance towards mitigating the City's strategic and tactical risks and improving internal control processes:

CORPORATE, EXECUTIVE AND DEPARTMENTAL RISK REGISTERS

In alignment with the City's integrated risk management approach, line management identified and reported key risks, opportunities, and controls throughout the financial year. Strategic risks were captured in the City of Cape Town Corporate Risk Register (CCTCRR), with executive directors accountable for implementing and monitoring action plans, while directorate and departmental risks were recorded in their respective registers to support strategic and tactical objectives. The Risk Management Branch in the Risk and Resilience Department facilitated the completion of these registers, with level-1 assurance providers contributing critical inputs to strengthen the City's control environment.

ANNUAL ACCOUNTABILITY AND RESPONSIBILITY RETURNS

Section 78 of the MFMA states that each senior manager of a municipality, and each official of a municipality exercising financial management responsibilities, must take all reasonable steps in their areas of responsibility to ensure that the system of financial management and internal control established for the municipality is conducted diligently. To promote accountability and integrity as well as to create a positive control environment, line management completes an Annual Accountability and Responsibility Return, declaring compliance with requirements of, among others, section 78 of the MFMA for the financial year.

LEVEL 2: SPECIALISED FUNCTIONS

The relationship between the corporate specialised functions and the Combined Assurance and Governance function in Internal Audit (IA) is key to enabling the embedding of combined assurance in the City. Strengthened relationships lead to improved coordination of assurance efforts, thus avoiding duplication aimed at optimising assurance coverages across the City. Assurance activities performed by level-2 assurance providers are utilised for the completion of the Integrated Combined Assurance Plan (ICAP) and Integrated Combined Assurance Report (ICAR) respectively. During the period under review, governance initiatives were undertaken by level-2 assurance providers. This report highlights selected key initiatives executed by the Risk and Resilience, Supply Chain Management and Legal Compliance departments respectively. The inclusion of these assurance providers does not imply inactivity by other assurance providers.

HOW THE CITY PROMOTED RESILIENCE THROUGH THE INTRODUCTION OF THE NEW RISK AND RESILIENCE FRAMEWORK AND BEYOND

The Risk and Resilience Department plays a critical role in safeguarding the City's strategic objectives by identifying, assessing, and monitoring risks, while implementing resilience measures to ensure continuity during disruptions. The strategic risk registers and resilience strategies form the foundation for the combined assurance process, which aligns assurance activities to the City's most significant risks. Figure 4 below highlights the Risk and Resilience initiatives and key achievements during the 2024/25 financial year:

Figure 4: Risk and Resilience initiatives and key achievements

DURING 2024/25 FINANCIAL YEAR

The Risk and Resilience Framework was developed and approved by the City Manager.

MONITORING AND EVALUATION

During 2024/25 financial year, the Risk and Resilience Department undertook monitoring and evaluation of the implementation of two fundamental elements of the City's IDP:

- Resilience Strategy
- Climate Change Action Plan

THE FRAMEWORK

- Supports the objective of building and strengthening resilient systems, processes and role-players within the City.
- Defining linkages between strategy, risk, and resilience.
- Enhancing decision-making (sound, timeous and agile)
- Guiding the development and implementation of action plans for risk mitigation or opportunity capitalisation.

STRENGTHENING ORGANISATIONAL RESILIENCE

The City Business Continuity Coordinating Committee (CBCC) met quarterly to assess and monitor risk and preparations to ensure the continuity o service delivery following anticipated shocks and stresses

MONITORING AND CAPACITY BUILDING

Roll-out training sessions for staff on urban resilience into the City's Leadership onboarding Programme.

SUPPLY CHAIN MANAGEMENT

The Supply Chain Management (SCM) Department oversees the procurement and provisioning of goods and services for the City, ensuring processes are fair, transparent, and aligned with ethical governance principles. Through its specialist functions, SCM mitigates procurement-related risks, including conflicts of interest, and promotes compliance with legislative and policy requirements. These activities form a critical component of the City's Combined Assurance Model. Figure 5 below highlights the SCM initiatives and key achievements during the 2024/25 financial year:

Figure 5: Supply Chain Management governance

DURING 2024/25 FINANCIAL YEAR

The Supply Chain Management (SCM) department continues to oversee the procurement and provisioning of goods and services on behalf of the City.

ENHANCING ETHICAL GOVERNANCE

SCM promoted transparent, fair and conflict- of-interest-free procurement processes through:

- Vetting of City officials' Declarations of Interest (DOI)
- Running diligence checks on each DOI to ensure that section 45 of the SCM regulations is met

STANDARDISING PROCUREMENT PROCESSES

Two initiatives were launched during 2024/25:

- Monthly Bid Committee Chairperson Training
- Quarterly SCM Working Groups

PERFORMANCE AND AUDIT OUTCOME

Audit outcomes key highlights:

- 100% demand plan completion rate for 2023/24 and 2024/25

LEGAL COMPLIANCE SPECIAL INVESTIGATIONS

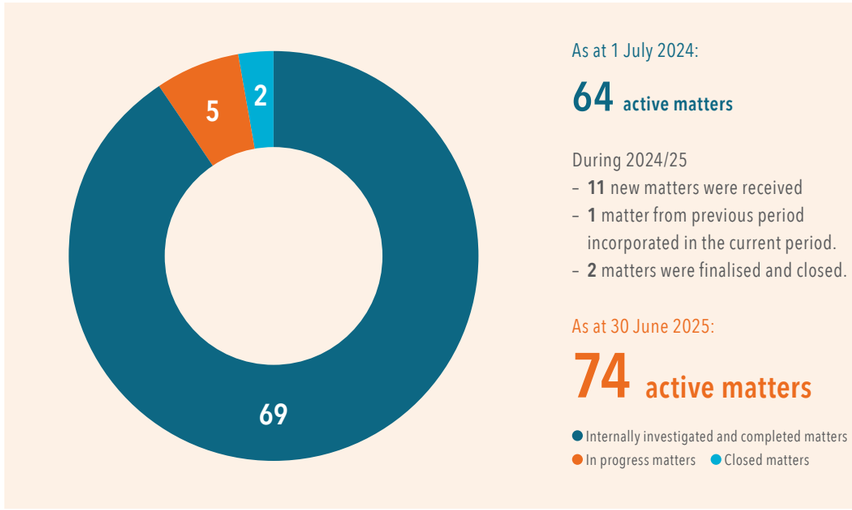
Principle 13 of King IV states that the governing body should govern compliance with applicable laws and adopted, non-binding rules, codes and standards in a way that supports the municipality being ethical and a good corporate citizen. The City continues to coordinate efforts in assisting institutions by providing the required information. The South African Human Rights Commission (SAHRC) and the Public Protector South Africa (PPSA) may request any organ of state to cooperate in mutual trust and good faith by supplying it with information in the exercise of their functions and responsibilities.

The SAHRC and PPSA submit all enquiries/complaints received from members of the public to the City Manager. The City Manager has appointed a designated team in the Legal Services Department as the nodal point to receive, investigate and prepare formal responses on behalf of the City in relation to enquiries/complaints against the City.

SAHRC

As at 30 June 2025, a total of 74 matters are active, 69 of which were internally investigated and completed with the outcomes formally submitted to the SAHRC while five matters are in progress and under investigation by the City. Concerted City efforts and engagements are under way to follow up on and encourage the SAHRC to finalise the 69 outstanding/ active investigations. Figure 6 below depicts the status of SAHRC matters during the 2024/25 financial year.

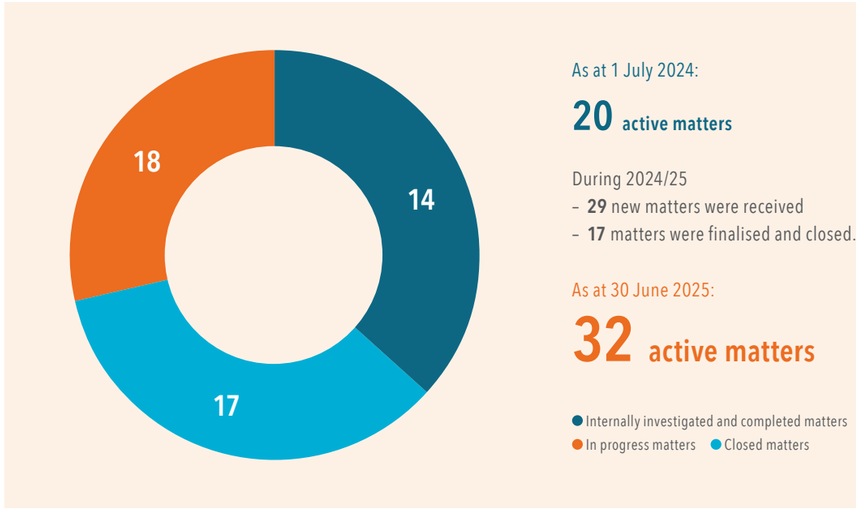
Figure 6: Status of SAHRC matters as at 30 June 2025



PPSA

As at 30 June 2025, a total of 32 matters are active, 14 of which were internally investigated and completed with the outcomes formally submitted to the PPSA while 18 matters are in progress and under investigation by the City. Concerted City efforts and engagements are under way to follow up on and encourage the PPSA to finalise the 14 outstanding/active investigations. Figure 7 below depicts the status of the PPSA matters during the 2024/25 financial year.

Figure 7: Status of PPSA matters as at 30 June 2025



The statistics for the SAHRC and PPSA cases have increased significantly, but the unit continues to address investigations as efficiently as possible without compromising quality. Since the establishment of the designated unit in Legal Services in 2016, all matters have been managed in close coordination with SAHRC and PPSA. While the City's monitoring and reporting mechanism assists in maintaining pressure on these institutions to prioritise and conclude cases, the responsibility for finalising investigations ultimately rests with the SAHRC and PPSA.

COMBINED ASSURANCE AND GOVERNANCE

The Combined Assurance and Governance (CAG) function in the IA Department is responsible for the execution of combined assurance responsibilities. This includes consolidating and reporting relevant information in order to provide a holistic and concise view of governance and combined assurance matters to key stakeholders. The following are key initiatives that were completed to drive combined assurance efforts:

- **Assurance Governance Framework:** During the 2024/25 financial year, the City undertook a comprehensive review of its Assurance Governance Framework (AGF) to align with global best practices and respond to the evolving risk landscape. The updated framework was approved by the City Manager on 7 July 2025, and it reinforces the City's commitment to robust governance oversight, optimised assurance coverage, and transparent reporting to Council, oversight committees and stakeholders.
- **Consequence Management Report:** The Consequence Management Register (CMR) Report provides the City Manager with a holistic view of how consequence management (remedial responses/ reprimands and positive reinforcement) is instituted in the City. During the 2024/25 financial year, the analysis of the reported CMR was completed and submitted to the City Manager and executive directors respectively.
- **Annual Accountability and Responsibility Returns:** An analysis of the Annual Accountability and Responsibility Returns (ARRs) completed by line management for the 2023/24 financial year was undertaken to determine the level of compliance with legislative requirements. The consolidated report, reflecting both a Citywide summary and outcomes, was issued to the City Manager. This report included a year-on-year comparison to highlight whether the City demonstrated progression or regression in the assessed key components of the ARRs.
- **Integrated Combined Assurance Plan:** In accordance with standard 9.5 of the Global Internal Audit Standards, the City strengthened its combined assurance by introducing formal criteria for identifying assurance providers and the comprehensive combined assurance plan was finalised and presented to APAC on 28 November 2024.
- **Assessment of level-2 assurance providers (reliance):** The City's level-2 assurance providers were identified, confirmed and mapped to risk categories as reflected on the ICAP which also included outcomes from a desktop assessment of planned 2024/25 assurance activities. To validate these results, a structured reliance methodology was developed and assessed on a sample of assurance providers from three directorates namely, Corporate Services, Future Planning and Resilience, and Finance to determine potential reliance on the work performed by level-2 assurance providers.
- **Combined Assurance Forum:** The forum is a platform intended to build, maintain and enhance the relationship between assurance providers as per the AGF. Four quarterly meetings were held during the 2024/25 financial year with various speakers invited to present on current governance matters affecting the City. There has been a noticeable increase in dialogue among members outside the forum, stemming from the topics covered by the various presenters. In addition, during meetings and from communications received by the forum secretariat, attendees expressed interest in accessing content from the presentations and connecting with presenters for continued engagements and collaboration beyond the forum.

INTEGRATED RISK MANAGEMENT

The City Integrated Risk Management's (IRM) function facilitates the risk management process required to strengthen governance and accountability. IRM's primary mandate is to assist line management to manage risks more effectively in their respective areas of operations to achieve the organisational objectives. IRM maintains and oversees strategic risk registers (CCTCRR, transversal risk registers and executive directorate risk registers) in line with the IRM standard operating procedure. Each register undergoes formal review and sign-off by the relevant risk owner or assurance provider.

Strategic risk registers

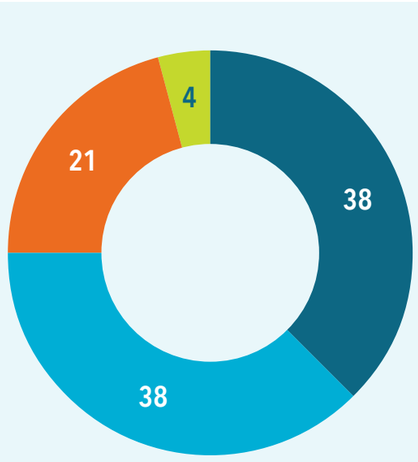
- Strategic risk registers are updated at least twice per financial year, with monthly reviews of the implementation of action plans.
- For the action plans recorded on strategic risk registers, level-2 executive director(s) are identified as the lead action owner to provide feedback on the action plans agreed upon.
- Transversal risk registers (Environmental, Information Systems and Technology, Finance, Fraud and Staff Safety) consider risks that affect the ability of the City and line departments to meet their respective objectives, having an impact across the City (transversal) and grouped into a specific topic. These risks require oversight by one or more specialist internal assurance provider(s), while making it clear that accountability to manage and explore risks/opportunities, implement and maintain controls and implement action plans remains with the relevant line functions.

ORGANISATIONAL BUSINESS CONTINUITY

Business Continuity Management (BCM) is a holistic process that identifies potential threats to an organisation and the impact on business operations if these threats are realised. The process provides a framework for building organisational resilience to these threats once realised and an effective response that safeguards the interests of the organisation's key stakeholders, reputation, brand and value-creating processes.

Figure 8 below highlights the OBC programme's progress across the four focus areas for the period under review. These areas underscore a strong emphasis on foundational continuity planning and stakeholder engagement, both of which remain critical in driving BCM maturity across the City.

Figure 8: OBC focus areas as at 30 June 2025



Organisational Business Continuity

Branch annually reports on Business Continuity planning progress across directorates in order to strengthening organisational resilience.

During 2024/25

OBC key interventions included Business Impact Analysis (BIA), Business Continuity Plans (BCP), testing, Training and awareness activities conducted.

- BIAs & BCPs
- Training / Awareness
- Testing/ Scenario Planning
- BCM Maturity Assessment

ORGANISATIONAL BUSINESS CONTINUITY TESTING

A variety of business continuity test methods have been applied; each tailored to specific objectives and risk scenarios. War games simulate multi-hazard events to assess strategic responses and interdepartmental coordination. These exercises are particularly impactful, fostering broad participation, promoting realistic scenario planning, and strengthening collaboration across directorates.

Evacuation simulations are live exercises focused on testing emergency procedures, logistical readiness, and the ability to relocate critical teams under pressure. These exercises help to improve the quality and accuracy of Business Continuity Plans (BCPs) as well as the responsiveness of teams, individuals and partner organisations in the event of an incident occurring. Collectively, these exercises have significantly enhanced BCM awareness and preparedness across the City.

LEVEL 3: INDEPENDENT INTERNAL ASSURANCE PROVIDERS

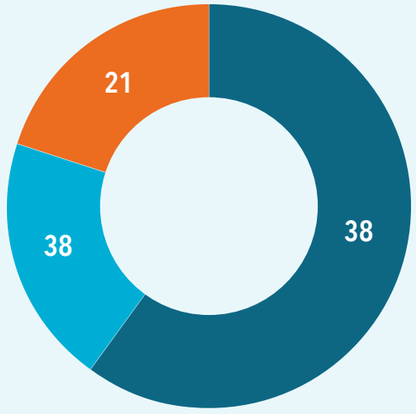
Principle 15 of King IV states that the Council should ensure that assurance services and functions enable an effective control environment, and that these support the integrity of information for internal decision-making and of the organisation's external reports. The current organisational approach to the implementation of combined assurance takes into account the functions and responsibilities of all levels of assurance providers.

Level-3 assurance providers include IA, EFS and OCO. Note that the mandate, authority, and scope of work of these assurance services are indicated in their respective by-laws, functional delegations, charters and SOPs. A summary of the assurance outcomes of engagements completed in the 2024/25 financial year follows below:

ETHICS INVESTIGATIONS

The core mandate of Ethics is to drive processes that protect, nurture, enhance and institutionalise a culture of ethics at the City, including investigating allegations of unethical behaviour and facilitating the implementation of the City's ethics action plan and associated programmes and practices. Ethics investigations are specific instances/ allegations connected to an individual(s) in order to determine, by means of interviews and/or physical evidence collection whether the allegations are supported or not, after which recommended corrective action or closure of the matter is made. Figure 9 below highlights the most prevalent types of ethics investigations with recommendations for the period under review.

Figure 9: Summary of ethics matters as at 30 June 2025



Recommendations made as at 30 June 2025:

- For closure (i.e. no action required, paucity of information, etc.)
- For corrective action (i.e. disciplinary, counselling)
- For control / business improvements / error corrections.

- Recruitment & selection irregularities (including nepotism/favouritism
- Conflict of interest/unauthorsed private work
- Breach of code of conduct / unethical behaviour

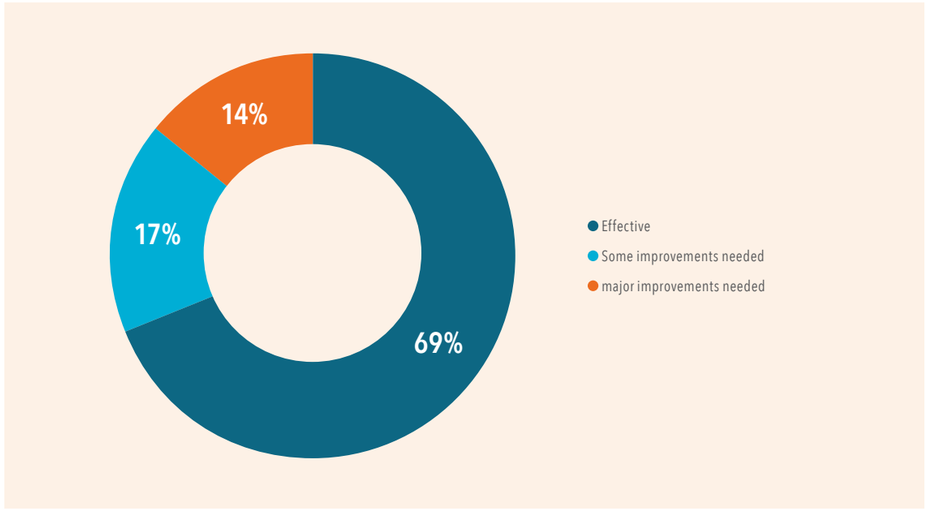
INTERNAL AUDIT

The IA function is a requirement of the MFMA. Section 62 of the MFMA requires, among others, that the accounting officer of a municipality must take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems of internal audit, operating in accordance with any prescribed norms and standards.

To this extent, IA operates in accordance with the IIA International Professional Practices Framework (IPPF). The core mandate of IA is to provide assurance and advisory services with regard to the effective and efficient functioning of risk management, governance and internal controls. In the reporting period, IA executed its risk-based operating plan, which the Mayoral Committee had approved.

During 2024/25 IA completed audit deliverables with assurance engagements, follow-up engagements and advisory engagements. IA also completed auxiliary projects during the 2024/25 financial year. Figure 10 below depicts a graphic representation of the outcomes of the assurance engagements completed and its overall ratings. Note that there were no audit outcomes rated as unsatisfactory for the period under review.

Figure 10: Summary of internal audit outcomes as at 30 June 2025



FORENSIC INVESTIGATIONS

The City has a zero-tolerance approach to fraud, corruption and other criminal activity, maladministration and/or negligence. All allegations reported to the EFS Department are assessed in terms of the zero-tolerance approach and are authorised by the delegated authority and investigated within the mandate of EFS. Allegations, where appropriate, are also referred to line management in the respective directorates for their examination and/or action in accordance with section 8.11.4 of the Fraud Prevention Policy and Response Plan and the executive director's applicable delegations. EFS provides recommendations upon completion of forensic investigations where applicable and monitors the implementation of these recommendations which may include remedial actions, such as, inter alia, instituting corrective action, improvement of the control environment, legal action, and reporting to the relevant authorities and oversight structures.

Furthermore, line management must institute appropriate consequence management and report to the delegated authority, EFS and oversight structures on the outcomes thereof. During 2024/25 EFS completed forensic investigations, lifestyle assessments and preliminary investigations.

OFFICE OF THE CITY OMBUDSMAN

In alignment with King IV principles on alternative dispute resolution, the OCO continues to investigate and support the public in resolving complaints against the City administration. The OCO Department offers an independent, impartial, and a political service that encompasses alternative dispute resolution, formal investigation, advocacy and relationship management, and strategic communication. As an office of last resort, the OCO plays a vital role in ensuring that public complaints are addressed in a manner that is fair, unbiased and free from prejudice.

During 2024/25, the OCO received a range of complaints. Some were redirected or escalated to City departments, while others fell outside the Ombudsman's mandate and, where appropriate, were referred to the relevant regulatory bodies for resolution. A comprehensive analysis of complaints investigated during the period under review highlighted several recurring key issues such as defective electricity meters, backdated electricity consumption charges, rejection of second water rebate applications, inaccuracies in billing and master data records, disputes in the allocation of rental housing stock, and concerns regarding debt collection processes.

LEVEL 4: AUDITOR-GENERAL OF SOUTH AFRICA

The Auditor-General of South Africa (AGSA) produces an annual management report addressed to the accounting officer in which the AGSA details its audit findings. For the 2024/25 financial year, the City received an unqualified audit opinion, with findings relating to compliance with laws and regulations. Material compliance findings were noted in relation to Supply Chain Management. The AGSA confirmed that the City's audited financial statements fully complied with GRAP standards and the Municipal Finance Management Act (MFMA) 56 of 2003, with no material misstatements identified in the financial statements and the annual performance report.

MONITORING OF THE CITY'S CONTROL ENVIRONMENT FOR 2024/25

Improvements to the City's internal control environment are monitored through various mechanisms, including formal reporting on the status of the control environment by independent IAPs, and the inclusion of key performance indicators (KPIs) on the personal scorecards of executive directors and key operational indicators (KOIs) on directorate SDBIPs. Key activities to monitor control improvements for 2024/25 are set out in the paragraphs below.

ANNUAL STATEMENT ON GOVERNANCE, RISK MANAGEMENT AND INTERNAL CONTROLS

In line with the requirements of King IV, IA issues an annual statement on the effectiveness of the City's governance, risk management and controls processes to stakeholders such as the EMT and APAC. Based on the results of the work performed by IA during the 2024/25 financial year, the City received an overall average assessment rating which falls in the "Some improvement needed" category.

INTEGRATED COMBINED ASSURANCE REPORT

The CAG function compiles an Integrated Combined Assurance Report (ICAR) that provides both the City's administrative and governance structures with a single, holistic view of executed assurance activities across the City and the effectiveness of the control environment. The reporting of the combined assurance approach is through the compilation of the ICAP and ICAR. The ICAR, as a backward-looking report, thus reflects the executed assurance activities of the internal and external assurance providers mapped against the City's risk categories. During the 2024/25 financial year the ICAR was concluded and the results reported to APAC on 22 May 2025.

RISK COMMITTEE REPORT

Risk Committee (RiskCo) has compiled and submitted a report on its activities for the financial year to RiskCo and APAC. The report covers key responsibilities as stipulated in its approved terms of reference, and advises the City Manager on matters, which include business continuity, risk management and combined assurance. The RiskCo report is included as an appendix in the City's Integrated Annual Report.

AUDIT AND PERFORMANCE AUDIT COMMITTEE REPORT

APAC submits a report on its activities to the Executive Mayor, Mayoral Committee and Council at the end of each financial year. The report covers key responsibilities as stipulated in its approved terms of reference, and advises Council on matters relating but not limited to governance, risk management and internal controls. The APAC report forms part of the City's Integrated Annual Report.

FINANCIAL MISCONDUCT BOARD

Council established its disciplinary board in terms of regulation 4(1) of the Municipal Regulations on Financial Misconduct Procedures and Criminal Proceedings, which is referred to as the Financial Misconduct Board (FMB). The FMB is an independent advisory body that assists with the preliminary investigation of allegations of financial misconduct and provides recommendations on further steps to be taken regarding disciplinary proceedings, or any other relevant steps to be taken in terms of the regulations. The FMB reports periodically to APAC as well as National Treasury on various aspects of its activities.

ETHICS FUNCTION MATURITY ASSESSMENT CONDUCTED BY EXTERNAL ASSURANCE PROVIDER

During 2024/25 financial year, an appointed external assurance provider conducted an independent assessment of the maturity of the City's Ethics Function. The objective of the assessment was to provide perspectives regarding the scope, organisational design, performance and strategy of the Ethics Function through evaluating key functional elements against best practice frameworks. The assessment results indicated that the Ethics Function achieved a maturity score of 4.20 out of a potential maturity score of 5.00, being regarded as a "managed" Ethics Function. The assessment report emphasised the importance of noting there is a strong correlation between local government organisations with entrenched ethical functions and ethics

training and the achievement of improved service delivery outcomes.

In this context, the City leadership is encouraged to continue supporting the Ethics Function in promoting an ethical culture across all aspects of the City's mandate. The outcome of the assessment was reported to APAC, where it was well received and noted as a positive control environment outcome.

PROACTIVE VERIFICATION OF EMPLOYEE QUALIFICATIONS

The City continuously strives to provide a service of excellence through accountability, trust and upholding the highest standards of integrity. The City Manager tasked the Ethics function in the EFS Department, in conjunction with Human Resources (HR), to embark on a proactive exercise of verifying City employee qualifications on an ongoing basis and to be reported quarterly to the City Manager. In the spirit of ensuring good governance and setting the tone at the top, the qualifications of the City employees were validated.

As at 30 June 2025, 98% negative qualifications have been tracked, resolved and closed. It was noted that 24 City employees were found to have fraudulent qualifications. Of these 24 fraudulent results, 23 employees are no longer City employees due to either their dismissal in terms of City disciplinary processes or resignation before disciplinary action taken. The remaining one City employee has been charged, and the disciplinary hearing is currently in progress. Furthermore, all 24 fraudulent matters have been reported to SAPS and communicated to ER and HR for their further determination and action in terms of withholding pension pay-outs, as per the City Manager's instruction of November 2023.

PERCENTAGE OF INTERNAL AUDIT AGREED RECOMMENDATIONS

Internal Audit verifies the implementation status of its recommendations through a formalised follow-up process, checking whether corrective actions stemming from previous audits and agreed to by line management have been adequately and effectively implemented. The results of follow-up audits are used every quarter to measure the KOI "Percentage Internal Audit recommendations (findings) resolved" for the various directorates. As at 30 June 2025, an average of 88% on this indicator has been achieved, against a target of 75%.

CORRECTIVE ACTIONS TAKEN STEMMING FROM INDEPENDENT INTERNAL ASSURANCE PROVIDERS ENGAGEMENTS

The KPI "Percentage independent internal assurance providers' recommendations implemented" measures the progress made by responsible line managers in implementing recommendations made by the independent internal assurance providers. In addition, the KPI is included on executive directors' personal scorecards and the results are reported to the City Manager via the City Manager's Monthly Performance Dashboard Report.
The results in respect of this KPI are reported to the relevant oversight bodies to ensure that the officials responsible are held accountable, that timely and appropriate actions are taken, and that inaction is dealt with. As of 30 June 2025, an average of 96% recommendations have been achieved, against a target of 85%.

PERCENTAGE DECLARATIONS OF INTEREST COMPLETED

The standard operating procedure for private work and Declarations of Interest (DOI) requires all employees graded at post level T14 and above, Supply Chain Management-conflicted employees, as well as all employees (irrespective of T-grade) involved in certain key business processes to submit a DOI at least once per financial year. Employees graded at T13 and below are required to declare at least once every three years and/or when their circumstances change and the three-year cycle commenced on 1 July 2022 and ended on 30 June 2025. The Ethics function monitors and reports throughout the year on the overall statistics in respect of employee DOIs completed. The summary of results as at 30 June 2025 are reflected in table 2 below.

Table 2: Declaration of Interest summary as at 30 June 2025

As at 30 June 2025	
Staff at level T14 and above	99% (target 100% per year)
Staff at level T13 and below	98% (target 100% by end of 2024/25)
SCM-conflicted employees on the City's database	Zero by the end of the financial year (93 resolved)

KEY GOVERNANCE INTERVENTIONS AND ENHANCEMENTS

Key governance interventions embarked on by the assurance providers are as follows:

- Governance awareness campaigns and training sessions hosted by the independent internal assurance providers across the City.
- Forensic Services held 60 anti-corruption training interventions across various directorates in the City, attended by approximately 2 000 staff members.
- Forensic Services conducted 16 hotline promotions with approximately 651 000 individuals (including staff and ratepayers) reached through campaign messages delivered via desktops, salary slips, rates accounts, radio interviews, and other channels.
- CAG performed Citywide engagements to identify assurance providers, fostering collaboration and ensuring alignment with assurance objectives.
- IRM enhanced RiskCo reporting to enable more effective strategic guidance and oversight.
- IRM streamlined and aligned reporting across stakeholders by introducing a unified reporting structure that addresses the needs of both RiskCo and operational teams to enhance transparency across governance layers.
- Strategic delivery enabled by the improved IRM framework which supported the timely and successful completion of all 2024/25 strategic action plans.
- Ethics involved in collaborative project with IT and HR to update the SAP DOI electronic system with pre-populated information.
- OCO performed advocacy and awareness initiatives to promote OCO services through, inter alia, OCO International Benchmarking Workshop with the Office of the Public Independent Conciliator, North-west and South regions, Cameroon, Africa delegation, and the Ombudsman chaired the webinar held with the African Ombudsman Research Centre (AORC).

APPENDIX G:
B-BBEE COMPLIANCE PERFORMANCE REPORT

SECTION A: DETAILS OF ENTITY	
Name of Entity	City of Cape Town
Registration Number	N/A
Physical Address	12 Hertzog Boulevard, Cape Town, 8000
Telephone Number	(021) 400 1330
Email Address	mogamat.abass@capetown.gov.za
Type of Entity	Metropolitan Municipality
Industry/Sector	Local Government
Relevant Code of Good Practice	Amended Codes Specialised Generic Scorecard
Name of Verification Agency	MSCT BEE SERVICES
Name of Technical Signatory	Stanley Grau

SECTION B: INFORMATION AS VERIFIED BY THE BROAD-BASED ECONOMIC EMPOWERMENT VERIFICATION PROFESSIONAL AS PER SCORECARDS			
B-BBEE Elements	Target Score Including	Bonus Points	Actual Score Achieved
Ownership	e.g. 25 points	n/a	n/a
Management Control	e.g. 19 points	n/a	17,61
Skills Development	e.g. 20 points	0,00	21,01
Enterprise and Supplier Development	e.g. 40 points	2,90	52,27
Socioeconomic Development	e.g. 5 points	n/a	5,00
Total Score	e.g. 109 points	n/a	95,89
Priority Elements Achieved	YES/NO and specify them	Yes – Skills Development Yes – Enterprise Development Yes – ESD – Preferential Procurement Yes – ESD – Supplier Development	
Empower Supplier Status	YES/NO and specify them	Yes	
Final B-BBEE Status Level	2		

SECTION C: FINANCIAL REPORT			
1. BASIC ACCOUNTING DETAILS			
a. Accounting Officer's Name:	Mr. Lungelo Mbandazayo		
b. Address:	12 Hertzog Boulevard, Cape Town 8000		
c. Accounting Policy: (Your accounts are done?)	Weekly	Monthly	Other (specify)
			Annually
d. Have the attached Annual Financial Statements (AFS) and Integrated Annual Report (IAR) been approved by the entity?	Yes		

2. DOCUMENTS ATTACHED	
a) AFS, including Balance Sheet and Income and Expenditure Report, are part of this document	
i) IAR is part of this document	
b. Entity Annual Turnover	R58.9 bn
c. Sign-off and Date	2025/12/15

Lungelo Mbandazayo
City Manager

APPENDIX H:
CITY OF CAPE TOWN COST CONTAINMENT INFORMATION

Measures	2024/25 Budget	Total expenditure	Savings	Comment
	R'000	R'000	R'000	
Use of consultants	1 173 984	1 022 078	151 906	This category includes contracted services, i.e. professional- and advisory services, and contractors. Consultants are used for various repairs and maintenance programmes, outsourced administrative support and medical staff, and for professional- and advisory services. Requests for the use of consultants must be supported by the relevant executive director/senior manager. The YTD expenditure relates to confidential forensic investigations, payment of legal fees, consultancy services for the following projects: Workforce Development Programme, Investment Positioning, Supplier Development Programme, Enterprise Development Programme, planning and conceptual designs, professional services for resurfacing of roads and for scoping and feasibility studies.
Vehicle used for political office-bearers	0	0	0	No provision against this category in the current financial year.
Travel and subsistence	39 906	28 444	11 462	The City's Travel Management Policy sets out the applicable cost containment measures, which are strictly adhered to in the City. The YTD expenditure relates largely to claims submitted by staff, who do not receive an allowance for essential users or participate in a structured travel allowance, using their own vehicles for business purposes. Furthermore, a visit to SAP head quarters in Germany, and a study tour to some European cities took place. In addition, staff visas and Uber transportation costs were paid for staff attending the Smart City Expo World Congress in Spain, as well as the Security Expo and conference in Johannesburg.
Domestic accommodation	2 196	981	1 215	The City's Travel Management Policy sets out the applicable cost containment measures, which are strictly adhered to in the City. Online conferences, meetings, events and training are explored or recommended first, and in-person events are approved strictly in accordance with the City's Cost Containment Policy. The YTD expenditure relates to travel costs for Mayco members to carry out official duties; the City Manager and his security detail; the Legal Services director who attended the African Legal Awards held in Johannesburg; meetings with the national Department of Transport; and other transport-related conferences. In addition, accommodation costs for Metro Police training facilitators providing various training interventions to neighbouring municipalities, and costs for VIP protection staff accompanying councillors to neighbouring municipalities for conferences and meetings needed to be paid.
Sponsorships, events and catering	300 800	266 852	33 948	Sponsorships (consisting of grants-in-aid and sponsorships): All grant-in-aid applications are subject to a screening process to ensure that allocations recommended by the relevant delegated authority comply with the City's Grant-in-Aid Policy as well as other relevant policies. Sponsorships are allocations made to organisations who support the City's strategic objectives. Memoranda of Agreement, indicating clear deliverables, are signed with all organisations and payments are made in tranches based on outcomes of agreed deliverables. Events: An ad hoc committee facilitates selection of events and makes recommendations to the Executive Mayor on which events the City may support in terms of the City's Integrated Development Plan (IDP), and Events Policy. Catering: The City's Catering and Beverage Provision Policy sets out the applicable cost containment measures, which are strictly adhered to in the City. The YTD expenditure relates largely to payments for annual- and ad hoc allocations to support specific programmes/events aligned to the City's IDP and strategic objectives such as the Cape Town Stadium, Cape BPO, GreenCape, Greater Tygerberg Partnership, Cape Innovation and Technology Initiative, and Tourism Development Management.
Communication	101 531	89 115	12 416	The City, as far as possible, uses newspapers with a readership base predominantly within the City's geographical area and also focuses on community newspapers. The function is centralised in the Corporate Services Directorate and is managed by the Communication Department so as to ensure stricter controls, which include the following measures: a) Reducing the number and scale of communication campaigns; b) Reducing the size and range of print- and radio advertising; c) Shifting advertising to the digital space from the traditional print and radio; and d) Increasing the use of social media as a communication tool using insourced resources. The YTD expenditure incurred relates to newspaper and media advertising for the Fire Safety campaign, promotional items for films and event permits, and the Winter Readiness programme. In addition, expenditure was incurred in respect of procuring various corporate merchandise. Expenditure was also incurred for the use of Tender 191S/2021/22: (Provision of Services: Full Spectrum Communication Services Provider). In addition, funds were spent on gifts and promotional items for public awareness as well as the Mayor's Job Creation Projects.
Other related expenditure items – conferences and seminars	3 409	1 221	2 188	The City's Systems and Procedures (SOP) for attendance of seminars, external meetings/workshops and conferences sets out cost containment measures, which are strictly adhered to in the City. The YTD expenditure relates to online events as online conferences, meetings, events and training are recommended and explored first. In-person events are approved strictly according to the City's Cost Containment Policy.

Measures	2024/25 Budget	Total expenditure	Savings	Comment
	R'000	R'000	R'000	
Other related expenditure items – overtime	1 091 959	1 026 486	65 472	The City's Overtime Policy sets out the applicable cost containment measures, which include: a) Guidelines for administration of overtime work on Sundays and public holidays; b) Application and approval process management; c) Approval of overtime work and payment by officials with delegated authority; and d) Monitoring and reviewing provisions and justification of overtime expenditure by relevant directors. Directorates have implemented strict measures to manage overtime and closely monitor the amount of overtime operational staff may claim each month. The YTD expenditure is largely as a result of emergency overtime worked as follows: 1. To ensure the quality and continuity of electrical supply to customers within the City supply area, which at times requires the allocation of resources on a continuous basis including after-hours, public holidays and weekends in order to meet the obligations of the City as a utility provider. These after-hour services have been exacerbated by load theft and vandalism, which has significantly increased as a result of the general state of the economy and unemployment. 2. For staff who are required to attend to emergencies on the reticulation water and sewer network as well as failures at pump stations. 3. To ensure that the Cape Town and Bellville CBDs are cleaned after-hours as there is less traffic flow during these hours. 4. To ensure all waste is removed in order to meet the City's Service Delivery Standards as well as overtime work related to unforeseen cleansing-related activities after-hours and over weekends such as: mechanical street cleaning; clearing of fire debris; clearing of roadways obstructed by sand; and illegal dumping, to name a few. 5. Disposal facilities having to remain open to accommodate refuse removal vehicles for after-hours waste disposal. 6. Workshops having to repair refuse removal vehicles that have broken down after-hours. 7. Overtime worked by the Anti-land Invasion-, Metals Theft-, and other teams that could not be covered by members in shift leading to operations being conducted after-hours. The increase in escort requirements from other directorates, which include VIP protection for councillors and management further contributed to the expenditure. Overtime worked on events including high profile events, i.e. the Springboks vs All Blacks rugby game at DHL Stadium.
Other related expenditure items – office furniture	0	0	0	No provision against this category in the current financial year.
Total	**2 713 785**	**2 435 178**	**278 607**	

APPENDIX I:
2024/25 RISK MANAGEMENT COMMITTEE ANNUAL REPORT

RISK GOVERNANCE

Section 62 of the Municipal Finance Management Act (MFMA) assigns the responsibility for risk management at an administrative level to the City Manager. In line with practice 62 (principle 8) of King IV, a Risk Committee (RiskCo) has been constituted by the City Manager, which serves as the appropriate forum and governance structure to perform oversight over Integrated Risk Management (IRM) and Business Continuity Management (BCM) in the City. Complementary to RiskCo, the established IRM and BCM functions are facilitated by the Risk and Resilience Department in the Future Planning and Resilience Directorate.

The City follows an embedded integrated approach to risk management, processes based on ISO 31000 and customised to find a best fit for the City. IRM is the Citywide application of risk management and includes risk identification, assessment, management, monitoring and reporting thereon. Effective risk management assists in the achievement of the City's objectives in accordance with its Integrated Development Plan (IDP).

BCM is an element of risk control. The primary objective for BCM is to ensure operational resilience by applying best practice approaches as defined by the BCMS ISO 22301:2019 standard and other related organisational resilience standards aimed at ensuring that the City continues to deliver mission critical services in the face of disruptions.

ROLES AND RESPONSIBILITIES

RiskCo has been operational since December 2008, and functions in accordance with its terms of reference that are approved by the City Manager. The RiskCo terms of reference are aligned to the King IV principles of sound corporate governance practices. The RiskCo assists the City Manager and the Executive Management Team (EMT) in discharging their risk management responsibilities. RiskCo advises on matters related to risk governance and reports to the City's Audit and Performance Audit Committee (APAC) on a quarterly basis. In accordance with its terms of reference, RiskCo is not a decision-making committee and is not responsible for the municipal entities of the City.

Several internal functions report to RiskCo and provide information to assist in the effective execution of the RiskCo mandate in terms of the approved terms of reference. The functions that report to RiskCo quarterly are:

- IRM and BCM from the Risk and Resilience Department in the Future Planning and Resilience Directorate; and
- Combined Assurance (CA) from the Internal Audit Department in the Office of the City Manager.

MEMBERSHIP AND MEETINGS HELD

RiskCo members and chairperson are appointed by the City Manager in accordance with the approved RiskCo terms of reference (see table 1). The chief financial officer serves as the RiskCo chairperson. In line with practice 63 of principle 8 of King IV, the APAC chairperson, or an alternative member of APAC, is included as a member of RiskCo to observe and provide feedback to the APAC. The latter oversight structure reports to Council on risk governance as per the APAC terms of reference.

The total number of RiskCo members for 2024/25 were 13.

The RiskCo terms of reference allows that, if a RiskCo member cannot attend a meeting, the member should send a duly authorised representative to attend meetings to ensure continuity.

Guided by the RiskCo terms of reference, the City Manager, City Manager specialist advisor, chief audit executive, Forensic Services chief, Risk and Resilience director, City Ombudsman, Organisational Performance Management director and Strategic Planning (Policy and Strategy) head are standing invitees to RiskCo meetings.

The list of the members, as well as their attendance or representation at the meetings for the 2024/25 financial year, is provided in table 1.

Table 1: Number of RiskCo meetings attended by RiskCo members or duly represented during 2024/25

RiskCo meets on a quarterly basis. During the 2024/25 financial year, these quarterly meetings were held on 19 August 2024, 28 October 2024, 10 February 2025 and 29 April 2025.			
Member	**Attended/ duly represented**	**Member**	**Attended/ duly represented**
Chairperson (chief financial officer)	4	**Executive director: Human Settlements**	4
APAC chairperson	4	**Executive director: Safety and Security**	4
Executive director: Community Services and Health	4	**Executive director: Spatial Planning and Environment**	4
Executive director: Corporate Services	4	**Executive director: Urban Mobility**	3
Executive director: Economic Growth	4	**Executive director: Urban Waste Management**	4
Executive director: Energy	4	**Executive director: Water and Sanitation**	4
Executive director: Future Planning and Resilience	4		

KEY FOCUS OF RISKCO DURING THE FINANCIAL YEAR

The RiskCo agenda is informed by an annual RiskCo workplan, which is monitored in each meeting to ensure completeness of oversight. Meetings are appropriately minuted, and the agendas with detailed information are shared with RiskCo members, standing attendees, and all APAC members in a timely manner. The key focus of the RiskCo during the 2024/25 financial year included:

KEY STRATEGIC RISKS

RiskCo reviews the City's strategic risks (corporate, transversal and executive risk registers) on a biannual basis. These risk registers focus on the City's strategic risks, the key controls that are in place, as well as the action plans to manage such risks to an acceptable level.

The corporate and transversal strategic risk information as well as the monitoring of the implementation of all strategic action plans identified as part of the risk management process were submitted to Mayco following the quarter 1 and 3 updates. Directorate-specific strategic risk information was shared with the relevant Mayco members following the updates facilitated during quarter 2 and 4.

CITY OF CAPE TOWN CORPORATE RISK REGISTER (CCTCRR)

The key strategic risk themes in the CCTCRR as at 30 June 2025 are reported in the Integrated Annual Report.

TRANSVERSAL RISK REGISTERS

The City maintains transversal risk registers, which differ from the executive and departmental risk registers in that they are:

- Topic specific as opposed to organisational structure specific;
- Signed off by assurance providers as opposed to risk owners; and
- Consider risk matters affecting and managed across various directorates.

RiskCo's oversight includes all transversal risk registers maintained by the City, namely:

- Environmental;
- Information Systems and Technology (IS&T);
- Finance;
- Fraud; and
- Staff Safety.

EXECUTIVE RISKS

Executive directors manage risks that could impact their operations and service delivery. These risks can be long or short term in nature, and could potentially have an impact on the directorates' key performance indicators.

RiskCo had oversight of executive risk profile heat maps per directorate including the risk rating movement compared between semesters. Key focus for this year included the Core Application Review project risk register and the risk assessment of compliance with pivotal legislation identified by the City.

CONSOLIDATED MONITORING AND REVIEW OF IMPLEMENTATION OF STRATEGIC ACTION PLANS

The progress with the implementation of the action plans on strategic risks are monitored monthly and reported to RiskCo quarterly. The implementation of action plans is visualised to show progress between quarters, which provides comfort that risks are mitigated and are being managed to a more acceptable level.

RISKCO ASSESSMENTS

During the 2024/25 financial year, RiskCo members completed two assessments:

- The RiskCo self-assessment, which reflects how RiskCo members perceive their performance in relation to the approved terms of reference, yielded a score of 3,86 out of 5.
- The RiskCo assessment on IRM and BCM functions, aimed at determining if the Risk and Resilience Department enables RiskCo to discharge their IRM and BCM responsibilities as set out in the RiskCo terms of reference, yielded an overall score of 4,17 out of 5.

As a collective, the RiskCo members were satisfied with the outcome of the assessments.

INTEGRATION OF RISK MANAGEMENT AND BUSINESS CONTINUITY MANAGEMENT IN THE CITY

IRM and BCM functions have been increasingly integrated into the City of Cape Town. Examples of such integration include the following:

- Top management display leadership commitment to risk management, with their support and participation in risk management efforts during update sessions, as displayed via the City Manager dashboard outcomes on the City's Corporate Risk Register, and through the implementation of all strategic action plans due in the current financial year.
- Risk management principles are embedded in project management processes.
- Collective monitoring of strategic risk registers in alternative quarters streamlines the processes and significantly improves the collaboration of topic-specific risks.
- Risk management is integrated into the combined assurance processes and is utilised as a basis for Internal Audit's annual risk-based audit plan.
- There are various collaborations with various other assurance providers via the risk management processes, some of which integrate into, for example, the strategic planning and organisational performance processes.
- The Corporate Business Continuity Coordination Committee has been established as a steering group for the tracking of potential shock events and the management of shock events as they occur. The committee comprises of Executive Management Leads and representatives from various City operations.
- Top management's ongoing commitment to lead, guide, create collaboration spaces and actively participate in BCM initiatives to build a BCM culture and drive organisational resilience.

CONCLUSION

RiskCo is satisfied that during 2024/25 the City responsibly discharged the Citywide IRM and BCM responsibilities. RiskCo activities carried out for the 2024/25 financial year assisted in the effective fulfilment of the RiskCo roles and responsibilities in accordance with its approved terms of reference.

Kevin Jacoby
Chairperson: Risk Management Committee

APPENDIX J:
ENVIRONMENTAL GOVERNANCE REPORT

The King IV Report on Corporate Governance for South Africa, 2016 (King IV) was adopted by Council on 5 December 2017 and is implemented through the Assurance Governance Framework (AGF) and the Combined Assurance Model depicted therein.

The assurance of good environmental governance is the intended outcome of principle 15 of King IV. This includes assurance on the City's compliance with applicable environmental laws, as per principle 13 of King IV, and the City's environmental governance and performance as a responsible corporate citizen, in line with principle 3 of King IV. This report outlines the ways in which the City ensures sound environmental governance, through the lens of the King IV principles.

LEGISLATIVE AND POLICY STRUCTURES

The City's environmental mandate is derived from the Constitutional objective of the delivery of sustainable services and a safe and healthy environment, together with Schedules 4B and 5B of the Constitution and assignments in terms of provincial and national laws. This is reiterated in the preambles of both the Municipal Structures Act and Municipal Systems Act, which set out the vision of sustainable local government.

The National Environmental Management Act, 1998 and Specific Environmental Management Acts have direct relevance and provide a supporting legislative framework for the City's environmental mandate.

The Integrated Development Plan (2022-2027) (IDP) and Municipal Spatial Development Framework (2023) (MSDF) have a central focus on realising a more sustainable, resilient and resource efficient city. Importantly, the Environmental Strategy, approved by Council in 2017, is the central strategy for providing City leadership with a policy and governance framework for decision-making, management, and operational implementation where the environment is concerned.

Nevertheless, the Environmental Strategy does not sit in a policy vacuum, but is rather located within a broad sustainability policy ecosystem. Many high-level City policies and strategies directly support and contribute towards sustainable development (social, economic and environmental). These include the Inclusive Economic Growth Strategy (2021), Social Development Strategy (2013), Human Settlements Strategy (2021), Resilience Strategy (2019), Water Strategy (2019), Climate Change Strategy (2021), Cultural Heritage Strategy (2005) [1], Cape Town Biodiversity Spatial Plan (2024), Local Biodiversity Strategy [2] and Action Plan (2019), Integrated Coastal Management Policy (2014), Waste Strategy (2025) and Energy Strategy (2023). The City has also adopted a wide range of other sectoral policies which all address aspects of environmental sustainability. The Environmental Strategy is intended to sit alongside these strategies, as part of an overall sustainability model embedded in the IDP.

The Environmental Strategy is currently in the process of review. The updated strategy is intended to focus significantly on implementation, and will include a robust Implementation Framework, Implementation Plan and Monitoring and Evaluation Plan.

ORGANISATIONAL STRUCTURES

The Spatial Planning and Environment Portfolio Committee (the SPE PC), established in terms of section 79 of the Municipal Systems Act (the Systems Act), is charged with oversight of the City's spatial planning and environment functions in terms of Council's System of Delegations. The SPE PC monitors implementation of the Council's IDP and policies and programmes in respect of its delegated functions, and reports to the Executive Mayor, MayCo, and Council.

The City has established various transversal structures to ensure coordination and integration of implementation in relation to various aspects of environmental sustainability. Notably, Council established an Advisory Committee: Water Quality in Wetlands and Waterways, in terms of section 80 of the Systems Act. This section 80 committee comprises both Councillors and co-opted members of the public who are recognised specialists and stakeholders in the broad fields of rivers, wetlands and water quality. The main purpose of this section 80 committee is to advise the Executive Mayor in respect of the planning and implementation of the Mayor's Priority Programme on Sanitation and Inland Water Quality (the MPP) and related programmes in both the Water & Sanitation and Spatial Planning & Environment Directorates.

Other transversal structures include, but are not limited to, the Food Systems Working Group; Open Space Working Group; Community of Practice (CoP) on Green Economy and Circular Economy; Integrated Transport Planning Subcommittee; and Sustainable Development Goals Task Team. Furthermore, at the end of 2024 a City of Cape Town Climate Change Response Forum was established, to enhance the coordination of climate change response activities, monitoring, reporting and knowledge sharing across the organisation, considering the cross-cutting nature of climate change. This transversal forum also forms part of the City's preparation to align and enable implementation of the national Climate Change Act, 2024.

Importantly, in terms of environmental governance, the Environmental Management Department (EMD) is recognised as a Level 2 Assurance provider in terms of the City's Assurance Governance Framework. These responsibilities are aligned with the department's role as a specialist advisor that facilitates and oversees environmental risk management, environmental compliance, State of Environment reporting and the City's Environmental Strategy.

ENVIRONMENTAL MONITORING AND REPORTING

The City reports to the public on environmental performance in a wide range of platforms and publications, including, but not limited to, the Integrated Annual Report, State of Cape Town Report, State of Energy and Carbon Report, Know Your Coast Report [3]; Inland Water Quality Report [4], Cape Town Wetlands Report, Cape Town Resilience Assessment, and City Biodiversity Reports. The City also reports on aspects of environmental sustainability on a range of external platforms, including reporting to the Carbon Disclosure Project (CDP) and the Sustainable Development Goals Voluntary Local Review. Internally, the City reports on environmental sustainability in Service Delivery and Budget Implementation Plans (SDBIP), Corporate Scorecards, and in terms of monitoring and evaluation of implementation of various strategies. The City also reports to National Treasury on Circular 88 waste and environment indicators.

Notably, the City's State of the Environment Report provides a detailed assessment of the state of Cape Town's natural environment and highlight trends over time. The *State of the Environment* monitors and reports on a number of thematic areas, using a range of indicators. In terms of the National Environmental Management Laws Second Amendment Act, 2013 the City is required to publish a State of the Environment Report every 4 years. The most recent report was published in 2022. The City, however, is currently developing an integrated, online, interactive platform for State of the Environment reporting. The launch of the online portal is planned for 2026, to align with the City's 4-year reporting requirement. The online platform will be updated on an ongoing basis as information becomes available, to ensure that data is more up-to-date.

The City's Organisational Performance Management Framework and the Performance Management Policy Framework (Compliance) requires the development of monitoring and evaluation systems for City policies and strategies. To this end, the EMD, in conjunction with the Organisational Performance Management Department, has developed a comprehensive monitoring and evaluation framework for the Environmental Strategy, aligned to the Organisational Performance Management Framework and the Performance Management Policy Framework (Compliance). This framework includes a Performance Management Plan (PMP) and a Logic Model. The Logic Model intends to systematically highlight the ways in which activities undertaken in support of implementation of the Environmental Strategy contribute to intended outcomes and impacts. The PMP and Logic Model is regularly updated and during 2024/25 particular effort was undertaken to align the Logic Model with programmes and initiatives of the IDP.

Since 2020, EMD has reported twice annually to the Audit and Performance Audit Committee (APAC) on environmental compliance and on environmental governance. Going forward, this reporting has been transferred to the Risk Committee (RiskCo). Two annual environmental management reports are now reported to RiskCo; one on environmental governance and the second on environmental compliance.

1 Currently in review
2 Currently in review as part of the Environmental Strategy review

3 Public access to coastal water quality data is available via the City's website – capetown.gov.za/Explore and enjoy/nature-and-outdoors/our-precious-biodiversity/coastal-water-quality
4 Public access to inland water quality data is available via the Open Data Portal on the City's web site – Open Data Portal (arcgis.com)

ENVIRONMENTAL RISK MANAGEMENT

The Environmental Transversal Risk Register (the Environmental TRR) is updated biannually in accordance with the 2024 Integrated Risk Management (IRM) Standard Operating Procedure (SOP) and signed off by the Executive Director: Spatial Planning and Environment as the relevant assurance provider. The most recent TERR (September 2025) was reported to RiskCo in October 2025.

The highest rated risks on the TERR concern pollution impacting the City's watercourses, with a Residual Rating (RR) of 70, and environmental pollution results in a health risk to residents (RR of 64). Whilst the RR of these risks has not changed over a period of three years, several focused interventions have been identified and are in various stages of planning and implementation, the benefits of these will only be visible over time. As a result of the complexity of pollution sources, being both point and non-point in origin, concerns arise for ongoing chronic pollution resulting in health and reputational risks to the City, as discussed below.

Two other transversal environmental risks have, however, been noted to be increasing in either impact or likelihood in 2024 – 2025: Biodiversity loss and ecosystem collapse (RR of 63), and the transversal risks associated with the Polyphagous Shot Hole Borer Beatle (PSHB) (RR of 49). In both cases, the Risk Likelihood (RL) has increased over time. In the case of biodiversity loss, this increase is due to unplanned development and its impact on natural systems, whereas in the case of the PSHB, new reports of infested trees have been increasing city-wide.

ENVIRONMENTAL COMPLIANCE

The Environmental Management Department monitors the City's environmental compliance by recording and tracking significant instances of environmental non-compliance on the Environmental Compliance Register (ECR). The ECR is updated quarterly and reported annually to the City Manager.

The ECR records environmental compliance in respect of national legislation and is aligned with the List of Pivotal Legislation identified by the Compliance Task Team. This includes significant environmental non-compliances and enforcement notices received by the City, as well as significant incidents.

City Manager Directive 10 of 2021 provides the Procedure for the Remediation and Escalation of Environmental Non-compliance (the "Escalation procedure"). Significant non-compliances are reported to relevant service units and management and, if not resolved timeously, escalated to senior management, the relevant Executive Director and finally the City Manager.

In the 2024 – 2025 annual ECR, the critical role of Environmental Compliance Officers (ECOs), professional service providers contracted to oversee environmental compliance on large construction and bulk infrastructure maintenance contracts, was identified as an emerging risk. The infrequency of ECO site visits was highlighted, together with the authoritative powers assigned to these representatives and the related compliance processes, roles and functions to be fulfilled by them. In order to mitigate these risks, EMD and the Corporate Project, Programme and Portfolio Management (C3PM) office identified a range of interventions, including Stage Gate Guideline updates, verification and reporting, updates to SAP Programme and Project Management (PPM) and the development of a dashboard to provide visibility of environmentally sensitive projects, ECO appointment status, exceptions/overdue ECO appointments, and trend indicators. NEMA compliance training was also rolled out by EMD, working with the Project Management Office, and 17 training workshops were facilitated, reaching over 850 Project Managers in the City.

INFRASTRUCTURE AND LARGE CAPITAL PLANNING

In 2021 the EMD developed the Environmental Sector Plan, the first long-term capital plan (15-year plan) and associated capital pipeline that guides investment into CapeTown's environment. In 2024-25, EMD reviewed the Environmental Sector Plan, to update the capital pipeline and re-assess the required capital expenditure requirements (new assets, backlogs and asset renewal) and operating implications against existing financial and institutional resources. Notably, significant emphasis was placed on refining the capital prioritisation model.

EMD further established an Investment Committee to support and monitor implementation of the capital pipeline. The EMD Investment Committee has done significant work on refining and implementing a prioritisation model for capital infrastructure related to the cultural and natural environment of Cape Town.

The City has also taken significant steps to ensure that green infrastructure and environmental management capital projects are properly integrated in the City's infrastructure planning, including the Infrastructure Planning and Development Framework (IPDF), Asset Management Framework and the City's Annual Infrastructure Reports. The 2024-2025 Annual Infrastructure Report sought, in particular, to integrate and report on the significant coastal infrastructure projects undertaken by the City.

PARTNERSHIPS AND STAKEHOLDER ENGAGEMENT

The environment of Cape Town is a shared and common asset that is the joint responsibility of all spheres of government, businesses, citizens, civil society, and the global community. The Environmental Strategy applies to all City departments and articulates the City's position, commitment and intent in realising urban sustainability, and promotes and encourages a whole of society approach to environmental governance Cape Town.

To this end, the City maintains ongoing relationships with local, national and international partnership organisations to deliver on the City's Environmental Strategy. Examples of diverse and external partnerships that facilitate and enhance the implementation of the Environmental Strategy include South African National Parks (SANParks – Table Mountain National Park); South African National Biodiversity Institute (SANBI); CapeNature; national government departments (e.g. Forestry, Fisheries and the Environment; Tourism; and Water & Sanitation); provincial government departments (e.g. Heritage Western Cape and the Department of Environmental Affairs and Development Planning, DEA&DP), international Cities of Malmo, Munich and Aachen; the urban sustainability partners' forum including C40, ICLEI and 100 Resilient Cities; Cape Floristic Region Partnership; project-based partnerships such as the Dassenberg Coastal Catchment Partnership, river ambassadors and source-to-sea programme, Liveable Urban Waterways, Shark Spotters, Mandela Legacy, and the Mayor's Portfolio of Urban Sustainability.

Partnerships are utilised to achieve shared goals and common objectives with external organisations, as well as transversal departments. In 2025/2026, in particular, the City aims to continue to work with provincial and national government agencies in furtherance of the City's environmental management objectives and will work towards identifying and streaming opportunities for collaboration.

APPENDIX K:
LIST OF REFERENCES TO WORLD BANK INTERNATIONAL INTEGRATED REPORTING FRAMEWORK

Framework reference	Description	Page reference
2B	Value creation, preservation or erosion for the organisation and for others	34
2C	The capitals	34
2D	Process through which value is created, preserved or eroded	35
3A	Strategic focus and future orientation	32 to 33
3B	Connectivity of information	*
3C	Stakeholder relationships	52
3D	Materiality	32
3E	Conciseness	*
3F	Reliability and completeness	*
3G	Consistency and comparability	*
4A	Organisational overview and external environment	4
4B	Governance	24
4C	Business model	34
4D	Risks and opportunities	48
4E	Strategy and resource allocation	32
4F	Performance	56 and 298
4G	Outlook	6
4H	Basis of preparation and presentation	20

*Throughout the City's Integrated Annual Report

ACKNOWLEDGEMENTS

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