CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

ANNEXURE 32

CAPE TOWN INTERNATIONAL CONVENTION CENTRE (CTICC) (MUNICIPAL ENTITY)

SCHEDULE D (ANNUAL BUDGET AND SUPPORTING TABLES)

2025/26 BUDGET (JUNE 2025)

Making progress possible. Together.

2025/26

Cape Town International Convention Centre Company (RF) SOC Ltd

SCHEDULE D – ANNUAL BUDGETS AND SUPPORTING DOCUMENTATION

CTICC

Contents

PART ONE – ANNUAL BUDGET

1. Chairpersons report and resolutions

Please see separate report.

2. Executive summary

Management has prepared the budget taking into account various forecast events and activities that are likely to occur before and during the budget period. Accordingly, the budget has been prepared on a going-concern basis, which is consistent with that followed in previous years. The number of events hosted are forecast to increase slightly, based on current experiences and factors. As the occupancy levels have increased over the last few years the revenue growth is likely to be driven more through inflationary factors and upselling to clients. Costs are likely to increase above inflation, and consequently the CTICC's rate charged to clients due to their price sensitivities. Management will continue to source goods and services as efficiently as possible during the tender process, to limit the dilution to the bottom line.

The company will continue to fund its capital investment programme using its own cash resources, without requiring any external funding, thereby remaining self-sufficient and operating as a going concern for the foreseeable future.

The key assumptions made in preparing the budget include the following:

a. Events contracted and, on the books, as of January 2025, as well as a "blue-sky" component for the forecast period.

b. Higher costs based on the weak currency, inflation, venue occupancy, increased utility and payroll costs.

c. Increase in maintenance costs of ageing assets, particularly in CTICC 1. Maintenance and replacement program of all equipment and infrastructure allowing the company to sweat (increase the economic useful life) existing assets to retain vital cash resources.

d. The filling of critical vacancies to deliver the five-star service to the clients and guests.

e. Budgeting for salary increments, bonuses and leave pay provisions, taking into account a vacancy factor for the year.

f. Increase in bursaries for staff and unemployed learners and to continue with the learnership programme.

g. The prime overdraft rate, and consequently the interest earned, to reduce by about 100 basis point over the financial year.

h. Travel and accommodation costs were budgeted to events and shows expected during the period with costs increases expected.

3. Annual budget tables

The basis of measurement and accounting policies in preparation of the budget has been consistent with prior years. *Refer 4. Overview of budget-related policies*.

PART TWO – SUPPORTING DOCUMENTATION

1. Overview of budget process

The 2025/26 budget process followed a similar approach to that used in previous years. The budget takes into account the current market conditions, inflation, historical trend analysis and the proposed city budget guidelines. Zero-based budgeting was used, where all expenses were justified and analysed for the centre's needs and cost.

2. Strategic alignment with the City of Cape Town's Integrated Development Plan (IDP)

The CTICC is committed to ensuring its activities align with and support the City of Cape Town's Integrated Development Plan (IDP). The CTICC's business plan is geared towards developing the sectors identified by the City of Cape Town and the Western Cape Government as strategic areas for job creation and economic growth.

Annexure A illustrates the alignment between the CTICC and the City of Cape Town. The CTICC's business strategy is geared towards driving the knowledge economy and contributing to growth in the key economic sectors identified by both the City of Cape Town and the Western Cape Government as strategic areas for job creation and economic growth. The economic sectors identified include:

- Oil and Gas
- Tourism
- Agro-processing
- Business Process Outsourcing
- Renewables
- Film
- Electricity
- Water
- ICT
- Logistics
- Financial Services
- Education
- Health
- Marine

The City of Cape Town's IDP focus areas compared to the CTICC's Business Objectives has been attached as Annexure A.

3. Key performance indicators 2025/26

As a results-driven organisation, much emphasis is placed on attainment of targets, firstly at an organisational level, and then cascading down to departmental and finally to individual performance assessments. The system of performance management is integral to achieving the financial and non-financial targets. The CTICC's performance is measured by the City of Cape Town against a set of Key Performance Indicators (KPIs). These are reviewed annually. The KPIs as referred to in Annexure B, have two specific financial areas namely, operating profit and capital projects.

These are key performance indicators which measure the financial performance of the CTICC.

4. Overview of budget related policies

The budget policies effective at the time of the budget preparation are as follows:

- 4.1 Annual Leave Policy
- 4.2 Asset Management Policy
- 4.3 Business Travel and Subsistence Policy
- 4.4 Cancellation Terms and Conditions Policy
- 4.5 Cost Containment Policy
- 4.6 Credit Control and Debt Collection Policy
- 4.7 Non-executive Directors and Independent Audit Committee Members' Remuneration Policy
- 4.8 Optimal Yielding Policy
- 4.9 Entertainment Policy
- 4.10 Fraud Policy
- 4.11 Investment Policy
- 4.12 Mobile Device Policy
- 4.13 Overtime Policy
- 4.14 Petty Cash Policy
- 4.15 Procedures for Acceptance and Receipt of Gifts Policy
- 4.16 Remuneration, Reward and Recognition Policy
- 4.17 Uniform Policy

These policies are available for inspection upon request.

5. Overview of budget assumptions

Revenue

The budget prepared for the year based on the above assumptions into account reflects that the company will achieve Revenue of R461.2 million, which is 7.6% above the 2024/25 adjustment budget.

Venue rental of R200.1 million is projected, which is 8.1% above the prior year. The revenue will be achieved through the hosting of 390 events during the year, including 38 international events.

Food and beverage revenues of R175.7 million is expected from these events as well as revenue generated by the coffee shops, restaurants and through the services provided at the Artscape Theatre.

Other revenues of R66.2 million is expected and includes parking revenue of R24.9 million and Sub-contracted services of R33.2 million.

Direct Costs

Total direct costs are budgeted to be R98.2 million, an increase of 7.6% on the prior year due to the increased events, with the direct personnel costs increasing over the prior year as the company makes use of labour broker staff to assist during events.

Indirect Costs

Total indirect costs are budgeted at R268.5 million, an increase of 7.4% on the prior year, due to the increase in costs that are higher than inflation in many instances, such as the utility costs. The following has been taken into account when budgeting for the indirect costs:

a. Salary increments and bonus provided.
b. Filling of critical vacancies.
c. Increase in training and related spend with the increase in staff numbers.
d. Building and maintenance costs increasing as the entire facility is in use and maintained to five-star grading status.
e. Utility costs increase due to an increase in usage with higher events and the increased tariffs.
f. Higher marketing costs which is a reverse of the decision in prior years to reduce these costs during the pandemic.
g. Attendance of various industry and trade events attended locally and internationally is resulting in the Travel costs increasing, however the costs per traveler are much higher than previous years.

A brief explanation for the increases in the expense categories are as follows:

- Personnel costs are expected to increase by 5.9%, due to the budget reflecting the costs for the full year for all posts on the organogram, a cost-of-living increment of 5.0% from 1 July 2025, provisions for the company and individual performance bonus, study assistance and training costs. A vacancy rate has been included in the budget as it is not expected that all posts will be filled for the entire period.
- Utility costs, expected to increase by 9.6% due to the higher electricity and water tariffs

anticipated in July, municipal rates, increased usage for higher events and the increase in insurance premiums. The increase is expected below the actual tariff increase as usage in the peak winter months are expected to be lower than the previous financial year, where there were large events hosted in July and August 2024.

- Maintenance costs increase by 10.0% due to the increase in event numbers and preventative maintenance carried out on the infrastructure.
- Building costs are increasing by 10.8% as event numbers are higher, resulting in increases in security, cleaning, refuse removal and pest control, as well as the increases in rates from the service providers.
- Marketing and corporate communications are expected to be lower by 4.6%, a decrease as there are no own events planned during the budget period; however, the company will continue with its marketing and communication activities and attend industry-related events both locally and internationally to remain top of mind.
- Travel and accommodation costs are expected to increase by 6.4% as the company participates at international trade shows and events, conduct client engagement meetings to attract business and clients.
- Advisors and professional services costs are expected to increase by 9.5%, due to a price increase in internal audit, governance and risk resources, company secretary, legal fees, customer surveys, labour relations and staff wellness service providers.
- Office costs are increasing by 11.5% with increases expected in bank charges, external audit, printing and stationery and secure cash handling.
- Computer expenses are increasing by 7.8% due largely to the higher staff complement and currency fluctuations with the weak exchange rate, inflationary increases and ancillary products required for equipment issued to staff.
- Catering materials increased by 9.7% due to an increase in the number of events hosted and price increases.

Depreciation of R51.2 million has been budgeted for the year, this is increasing from the previous year due to the increased capital expenditure.

There is no budget required for an impairment loss or reversal based on the value in use calculation conducted.

6. Overview of budget funding

The CTICC is a cash generating entity and based on the forward book, the entity's operational and capital expenditure will be self-funded through cash generated from operational activity and reserves.

7. Expenditure on allocations and grant programs

The CTICC is not the beneficiary of allocations and grants, and all operational and capital expenditure are funded through cash generated and reserves.

8. Board member allowances and employee benefits

The Board of Directors and Audit and Risk Committee members do not receive any allowances and are only paid fees for their attendance of board and committee meetings. The fees are determined by the City in terms of national guidelines issued by National Treasury. The fees breakdown for the budget year is as follows:

Detail	Members	Chairperson
Board and Committee meetings Committees include: Audit Committee Nominations and Governance Committee Finance Committee Social and Ethics Committee HR & Remuneration Committee Strategy Committee Ad Hoc Meetings	**R 813 823**	**R 97 310**

The following table represents the personnel employed by the CTICC.

Detail	Count	R'000
No. of board members	10	911
Senior managers (Incl. CEO)	5	13 723
Other managers	27	25 264
Other staff members	227	69 361
Total personnel	**269**	**109 259**

9. Monthly targets for revenue, expenditure and cash flow

REFER ANNEXURE C

10. Contracts having future budgetary implications

The contracts with suppliers have been included in the normal operational expenditure budget.

11. Capital expenditure details

REFER ANNEXURE C

12. Legislation compliance status

The legislative checklist is done on an annual basis and there are no areas of non- compliance.

13. Other supporting documents

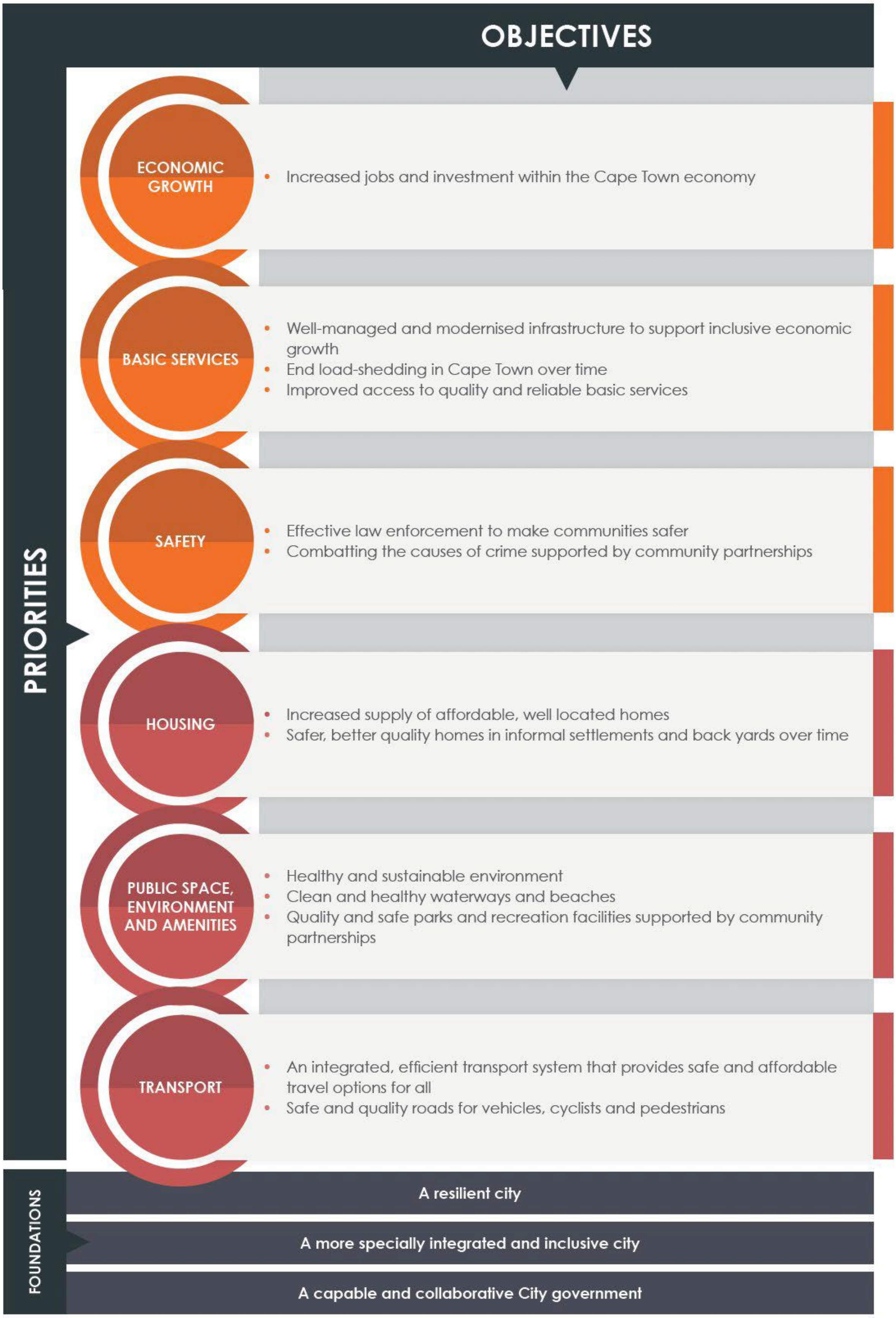
None.

14. Chief Executive Officers quality certification

REFER ANNEXURE D

ANNEXURE A

The City of Cape Town's Integrated Development Plan



Source: City of Cape Town, 2022

ANNEXURE A (conti.)

CTICC

The Alignment of the CTICC's Business Objectives and the City of Cape Town's Integrated Development Plan Priorities

City of Cape Town 2022 – 2027 IDP Priorities	CTICC Business Objectives (2022– 2027)
Inclusive economic growth	The CTICC aims to: o Maximise economic impact and job creation through business events o Diversify the business to incorporate other revenue models o Maintain good corporate governance o Maintain good customer service o Continue human capital development of workforce o Good corporate citizenry
Public space, environment and amenities	The CTICC aims to: o Maintain the accredited quality of our infrastructure o Limit the business' operations impact on the environment o Improve our health and hygiene protocols and standards to reduce exposure to communicable diseases
Safety	The CTICC aims to: o Create a safe environment around the CTICC precinct o Create a safe working environment for our staff

ANNEXURE B

Key Performance Indicators

#	Category	IDP Priority	Objective	Programme	Indicator	Indicator Definition	TARGET 2024/2025	TARGET 2025/2026	TARGET 2026/2027	TARGET 2027/2028
1	International events	Inclusive Economic Growth	1. Increased jobs and investment within the Cape Town economy	1.3 Inclusive economic development and growth	International events hosted (number)	The indicator measures the total number of international events hosted at the CTICC. International events are defined as an event where the majority of the delegates are from outside of South Africa. The minimum number of delegates attending should be no less than 40 and the duration should be at least two days (one night) within the city.	45	38	38	40
	Total events hosted	Inclusive Economic Growth	1. Increased jobs and investment within the Cape Town economy	1.3 Inclusive economic development and growth	Total events hosted (number)	The indicator measures the total number of events hosted at the CTICC.	380	390	405	415
2	Human Capital Development	Inclusive Economic Growth	1. Increased jobs and investment within the Cape Town economy	1.3 Inclusive economic development and growth	Annual total salary cost spent on training of permanent and temporary staff (%)	The indicator measures the percentage annual total salary cost spent on the training of permanent and temporary staff	5%	5.5%	5.5%	6.0%
3	Customer Centricity and Service Excellence	Inclusive Economic Growth	1. Increased jobs and investment within the Cape Town economy	1.3 Inclusive economic development and growth	Minimum aggregate score for all CTICC internal departments and external suppliers (%)	Customer centricity and service excellence are measured independently on the level of service offered by the CTICC to our external clients and recorded as a percentage.	80%	80%	80%	80%
4	Supply Chain Procurement from B-BBEE Suppliers	Inclusive Economic Growth	1. Increased jobs and investment within the Cape Town economy	1.3 Inclusive economic development and growth	B-BBEE spend (%)	The indicator measures the percentage of 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.	75%	80%	80%	80%
5	Tertiary Student Programme: Contribution to Youth Employment and Skills Development [3]	Inclusive Economic Growth	1. Increased jobs and investment within the Cape Town economy	1.3 Inclusive economic development and growth	Tertiary students employed (Number)	The indicator measures the number of students employed at the CTICC in the FY [3]	33	20	20	20

#	Category	IDP Priority	Objective	Programme	Indicator	Indicator Definition	TARGET 2024/2025	TARGET 2025/2026	TARGET 2026/2027	TARGET 2027/2028
6	Graduate Programme: Contribution to Youth Employment and Skills Development	Inclusive Economic Growth	1. Increased jobs and investment within the Cape Town economy	1.3 Inclusive economic development and growth	Graduates employed (Number)	The indicator measures the number of graduates employed at the CTICC in the FY	7	6	6	6
7	Number of people from the employment equity target groups employed in the three highest levels of management, in compliance with the municipal entity's approved employment equity plan	A Capable and Collaborative City Government	16. A Capable and Collaborative City Government	16.2 Modernised and Adaptive Governance	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	75%	80%	80%	80%
8	Quality Offering	A Capable and Collaborative City Government	16. A Capable and Collaborative City Government	16.1 Operational Sustainability	Maintain five-star tourism grading through effective management of maintenance quality service delivery.	Asset maintenance is defined as preventative maintenance, corrective maintenance, reactive maintenance, emergency maintenance as well as repairs of damages after events.	Achieve 5 Star Tourism Grading Council Rating	Achieve 5 Star Tourism Grading Council Rating	Achieve 5 Star Tourism Grading Council Rating	Achieve 5 Star Tourism Grading Council Rating
9										
	Achievement of annual Operating Profit	A Capable and Collaborative City Government	16. A Capable and Collaborative City Government	16.1 Operational Sustainability	Achievement of annual budgeted Operating Profit [2] (%)	This indicator measures the operating profit achieved. Operating profit is defined as earnings before interest, taxation, depreciation and amortisation (EBITDA).	100%	100%	100%	100%
	Total number of capital projects	A Capable and Collaborative City Government	16. A Capable and Collaborative City Government	16.1 Operational Sustainability	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.	90%	90%	90%	90%

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#	Category	IDP Priority	Objective	Programme	Indicator	Indicator Definition	TARGET 2024/2025	TARGET 2025/2026	TARGET 2026/2027	TARGET 2027/2028
10										
	External Audit Report	A Capable and Collaborative City Government	16. A Capable and Collaborative City Government	16.1 Operational Sustainability	Opinion of the Auditor-General	Measures the opinion of the Auditor-General. The indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor-General (AG) in determining its opinion. The AG has various approved opinions and the City will be measured against these opinions based on the outcome of the audit. 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. A "clean audit" is an unqualified audit opinion with no material findings on compliance with laws, regulations and predetermined objectives.	Clean Audit Report	Clean Audit Report	Clean Audit Report	Clean Audit Report
11										
	Ratio of Cost Coverage maintained (RCC)	A Capable and Collaborative City Government	16. A Capable and Collaborative City Government	16.1 Operational Sustainability	Cash/cost coverage ratio (NKPI)	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.	5.6 times	6 times	6 times	6 times
	Net Debtors to Annual Income (ND)	A Capable and Collaborative City Government	16. A Capable and Collaborative City Government	16.1 Operational Sustainability	Net Debtors to annual income (NKPI)	Net current debtors are a measurement of the net amounts due to the municipal entity that are realistically expected to be recovered. Net Debtors is defined as gross debtors less impairments and refunds.	4.0%	4.0%	4.0%	4.0%

1. *The targets are a draft and will be presented to the CTICC Board for approval in March 2025.*
2. *Operating profit/ (loss) is defined as earnings before interest, taxation, depreciation and amortisation (EBITDA).*
3. *The employment of students are only on a temporary basis, based on business requirements and the CTICC's capacity to manage the student portfolio, additional opportunities could become available on an ad-hoc basis during the year.*

ANNEXURE C

Table D1 Budget Summary

Description	2021/22	2022/23	2023/24	Current Year 2024/25			Medium Term Revenue and Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Financial Performance									
Property rates	–	–	–	–	–	–	–	–	–
Service charges	–	–	–	–	–	–	–	–	–
Investment revenue	1 557	5 595	12 815	12 000	16 933	16 933	18 873	20 524	22 423
Transfer and subsidies - Operational	–	–	–	–	–	–	–	–	–
Other own revenue	98 100	272 506	387 718	350 284	411 520	411 520	442 321	469 372	498 352
Total Revenue (excluding capital transfers and contributions)	**99 657**	**278 101**	**400 533**	**362 284**	**428 453**	**428 453**	**461 194**	**489 896**	**520 775**
Employee costs	54 114	72 285	90 469	97 671	102 456	102 456	108 347	114 030	120 010
Remuneration of councillors	603	628	744	913	889	889	911	952	995
Depreciation and Debt impairment	(88 406)	11 056	(58 106)	42 069	26 440	26 440	51 370	52 670	53 671
Finance charges	–	–	–	–	–	–	–	–	–
Inventory consumed and bulk purchases	10 428	41 870	59 270	51 489	62 994	62 994	67 423	71 516	75 835
Transfers and subsidies	2 124	2 124	2 969	2 124	2 969	2 969	2 969	2 969	2 969
Other expenditure	64 856	109 817	150 546	156 689	171 963	171 963	187 186	198 315	210 437
Total Expenditure	**43 718**	**237 780**	**245 892**	**350 954**	**367 712**	**367 712**	**418 207**	**440 452**	**463 917**
Surplus/(Deficit)	**55 939**	**40 321**	**154 642**	**11 330**	**60 741**	**60 741**	**42 987**	**49 444**	**56 858**
Transfers and subsidies - capital (monetary allocations)	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind - all)	–	–	33 609	–	–	–	–	–	–
contributions	**55 939**	**40 321**	**188 251**	**11 330**	**60 741**	**60 741**	**42 987**	**49 444**	**56 858**
Income Tax	49 600	14 622	(54 488)	3 094	16 400	16 400	11 407	13 350	15 352
Surplus/ (Deficit) for the year	**6 339**	**25 699**	**242 739**	**8 236**	**44 341**	**44 341**	**31 580**	**36 094**	**41 506**
Capital expenditure & funds sources									
Capital expenditure	**10 375**	**26 580**	**43 829**	**52 662**	**57 674**	**57 674**	**75 039**	**73 795**	**62 594**
Transfers recognised - capital	–	–	–	–	–	–	–	–	–
Borrowing	–	–	–	–	–	–	–	–	–
Internally generated funds	10 375	26 580	43 829	52 662	57 674	57 674	75 039	73 795	62 594
Total sources of capital funds	**10 375**	**26 580**	**43 829**	**52 662**	**57 674**	**57 674**	**75 039**	**73 795**	**62 594**
Financial position									
Total current assets	57 471	116 285	180 167	165 019	232 582	232 582	269 763	315 158	369 961
Total non current assets	728 630	719 329	905 517	705 322	906 086	906 086	900 551	895 524	886 438
Total current liabilities	52 492	84 214	93 456	101 955	102 215	102 215	102 568	106 925	110 871
Total non current liabilities	235	203	486	371	371	371	83	–	265
Community wealth/Equity	733 374	751 197	991 741	768 015	1 036 083	1 036 083	1 067 662	1 103 757	1 145 263
Cash flows									
Net cash from (used) operating	(12 108)	77 506	94 271	66 174	152 675	152 675	108 200	112 844	109 617
Net cash from (used) investing	40 625	(26 580)	(43 829)	(52 662)	(57 674)	(57 674)	(75 039)	(73 795)	(62 594)
Net cash from (used) financing	–	–	–	–	(11 957)	(11 957)	2 553	3 598	6 040
Cash/cash equivalents at the year end	**50 733**	**101 659**	**152 101**	**142 998**	**212 530**	**212 530**	**248 244**	**290 891**	**343 954**

Table D2 Budgeted Financial Performance (revenue and expenditure)

Description	2021/22	2022/23	2023/24	Current Year 2024/25			Medium Term Revenue and Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Revenue									
Exchange Revenue									
Service charges - Electricity	–	–	–	–	–	–	–	–	–
Service charges - Water	–	–	–	–	–	–	–	–	–
Service charges - Waste Water Management	–	–	–	–	–	–	–	–	–
Service charges - Waste Management	–	–	–	–	–	–	–	–	–
Sale of Goods and Rendering of Services	–	21 738	24 018	22 771	23 225	23 225	24 850	26 538	28 341
Agency services	–	–	–	–	–	–	–	–	–
Interest	–	–	–	–	–	–	–	–	–
Interest earned from Receivables	–	–	–	–	–	–	–	–	–
Interest earned from Current and Non Current Assets	1 557	5 595	12 815	12 000	16 933	16 933	18 873	20 524	22 423
Dividends	–	–	–	–	–	–	–	–	–
Rent on Land	–	–	–	–	–	–	–	–	–
Rental from Fixed Assets	39 504	120 604	177 282	167 022	183 668	183 668	198 508	210 605	223 437
Licence and permits	–	–	–	–	–	–	–	–	–
Special rating levies	–	–	–	–	–	–	–	–	–
Operational Revenue	58 595	130 164	186 418	160 491	204 627	204 627	218 963	232 229	246 574
Total Revenue (excluding capital transfers and contributions)	**99 657**	**278 101**	**400 533**	**362 284**	**428 453**	**428 453**	**461 194**	**489 896**	**520 775**
Expenditure									
Employee related costs	54 114	72 285	90 469	97 671	102 456	102 456	108 347	114 030	120 010
Remuneration of councillors	603	628	744	913	889	889	911	952	995
Bulk purchases - electricity	–	–	–	–	–	–	–	–	–
Inventory consumed	10 428	41 870	59 270	51 489	62 994	62 994	67 423	71 516	75 835
Debt impairment	(45)	99	1 207	240	240	240	180	180	180
Depreciation and asset impairment	(88 361)	10 957	(59 313)	41 829	26 200	26 200	51 190	52 490	53 491
Finance charges	–	–	–	–	–	–	–	–	–
Contracted services	26 059	53 136	70 399	72 031	77 029	77 029	85 370	89 585	94 008
Transfers and subsidies	2 124	2 124	2 969	2 124	2 969	2 969	2 969	2 969	2 969
Irrecoverable debts written off	–	–	–	–	–	–	–	–	–
Operational costs	38 563	56 214	80 078	84 658	94 923	94 923	101 816	108 729	116 429
Losses on disposal of Assets	–	303	216	–	–	–	–	–	–
Other Losses	234	164	(146)	–	11	11	–	–	–
Total Expenditure	**43 718**	**237 780**	**245 892**	**350 954**	**367 712**	**367 712**	**418 207**	**440 452**	**463 917**
Surplus/(Deficit)	**55 939**	**40 321**	**154 642**	**11 330**	**60 741**	**60 741**	**42 987**	**49 444**	**56 858**
Transfers and subsidies - capital (monetary allocations)	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind)	–	–	33 609	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	**55 939**	**40 321**	**188 251**	**11 330**	**60 741**	**60 741**	**42 987**	**49 444**	**56 858**
Income Tax	49 600	14 622	(54 488)	3 094	16 400	16 400	11 407	13 350	15 352
Surplus/(Deficit) after income tax	**6 339**	**25 699**	**242 739**	**8 236**	**44 341**	**44 341**	**31 580**	**36 094**	**41 506**
Share of Surplus/Deficit attributable to Joint Venture	–	–	–	–	–	–	–	–	–
Share of Surplus/Deficit attributable to Minorities	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) attributable to municipality	**6 339**	**25 699**	**242 739**	**8 236**	**44 341**	**44 341**	**31 580**	**36 094**	**41 506**
Share of Surplus/Deficit attributable to Associate	–	–	–	–	–	–	–	–	–
Intercompany/Parent subsidiary transactions	–	–	–	–	–	–	–	–	–
Surplus/ (Deficit) for the year	**6 339**	**25 699**	**242 739**	**8 236**	**44 341**	**44 341**	**31 580**	**36 094**	**41 506**

Table D3 Capital Budget by asset class and funding

Vote Description	2021/22	2022/23	2023/24	Current Year 2024/25			Medium Term Revenue and Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Capital expenditure by Asset Class/Sub-class									
Other assets	**5 774**	**17 827**	**26 922**	**29 805**	**34 417**	**34 417**	**33 014**	**37 100**	**36 790**
Operational Buildings	5 774	17 827	26 922	29 805	34 417	34 417	33 014	37 100	36 790
Municipal Offices	5 774	17 827	26 922	29 805	34 417	34 417	33 014	37 100	36 790
Computer Equipment	4 601	7 142	9 527	12 926	13 326	13 326	28 570	23 585	17 644
Computer Equipment	4 601	7 142	9 527	12 926	13 326	13 326	28 570	23 585	17 644
Furniture and Office Equipment	–	1 209	6 373	5 136	5 136	5 136	9 970	8 950	4 265
Furniture and Office Equipment	–	1 209	6 373	5 136	5 136	5 136	9 970	8 950	4 265
Machinery and Equipment	–	401	1 008	4 795	4 795	4 795	3 485	4 160	3 895
Machinery and Equipment	–	401	1 008	4 795	4 795	4 795	3 485	4 160	3 895
Total capital expenditure on assets	**10 375**	**26 580**	**43 829**	**52 662**	**57 674**	**57 674**	**75 039**	**73 795**	**62 594**
Funded by:									
National Government	–	–	–	–	–	–	–	–	–
Provincial Government	–	–	–	–	–	–	–	–	–
Parent Municipality	–	–	–	–	–	–	–	–	–
District Municipality	–	–	–	–	–	–	–	–	–
Transfers recognised - capital	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Borrowing	–	–	–	–	–	–	–	–	–
Internally generated funds	10 375	26 580	43 829	52 662	57 674	57 674	75 039	73 795	62 594
Total Capital Funding	**10 375**	**26 580**	**43 829**	**52 662**	**57 674**	**57 674**	**75 039**	**73 795**	**62 594**

Table D4 Budgeted Financial Position

Description	2021/22	2022/23	2023/24	Current Year 2024/25			Medium Term Revenue and Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
ASSETS									
Current assets									
Cash and cash equivalents	50 733	101 659	152 101	142 998	212 530	212 530	248 244	290 891	343 954
Trade and other receivables from exchange transactions	–	–	–	–	–	–	–	–	–
Receivables from non-exchange transactions	2 645	9 752	22 391	16 892	14 215	14 215	15 551	18 076	19 682
Current portion of non-current receivables	2 124	2 124	2 969	2 124	2 969	2 969	2 969	2 969	2 969
Inventory	1 968	2 751	2 706	3 006	2 868	2 868	2 998	3 220	3 356
VAT	–	–	–	–	–	–	–	–	–
Other current assets	–	–	–	–	–	–	–	–	–
Total current assets	**57 471**	**116 285**	**180 167**	**165 019**	**232 582**	**232 582**	**269 763**	**315 158**	**369 961**
Non current assets									
Investments	–	–	–	–	–	–	–	–	–
Investment property	–	–	–	–	–	–	–	–	–
Property, plant and equipment	437 410	452 731	552 907	449 240	572 846	572 846	581 687	592 980	602 215
Biological assets	–	–	–	–	–	–	–	–	–
Living and non-living resources	–	–	–	–	–	–	–	–	–
Heritage assets	–	–	–	–	–	–	–	–	–
Intangible assets	–	–	–	–	–	–	–	–	–
Trade and other receivables from exchange transactions	–	–	–	–	–	–	–	–	–
Non-current receivables from non-exchange transactions	168 679	166 555	196 349	162 307	193 380	193 380	190 410	187 441	184 471
Other non-current assets	122 541	100 043	156 261	93 775	139 861	139 861	128 454	115 104	99 752
Other non-current assets	–	–	–	–	–	–	–	–	–
Total non current assets	**728 630**	**719 329**	**905 517**	**705 322**	**906 086**	**906 086**	**900 551**	**895 524**	**886 438**
TOTAL ASSETS	**786 101**	**835 614**	**1 085 684**	**870 341**	**1 138 669**	**1 138 669**	**1 170 313**	**1 210 682**	**1 256 399**
LIABILITIES									
Current liabilities									
Bank overdraft	–	–	–	–	–	–	–	–	–
Financial liabilities	–	–	–	–	–	–	–	–	–
Consumer deposits	30 293	44 186	42 374	56 746	44 789	44 789	47 342	49 284	51 501
Trade and other payables from exchange transactions	22 199	36 237	43 247	37 685	48 759	48 759	45 991	47 922	49 139
Trade and other payables from non-exchange transactions	–	–	–	–	–	–	–	–	–
Provision	–	3 791	7 835	7 524	8 666	8 666	9 235	9 720	10 230
VAT	–	–	–	–	–	–	–	–	–
Other current liabilities	–	–	–	–	–	–	–	–	–
Total current liabilities	**52 492**	**84 214**	**93 456**	**101 955**	**102 215**	**102 215**	**102 568**	**106 925**	**110 871**
Non current liabilities									
Financial liabilities	–	–	–	–	–	–	–	–	–
Provision	235	203	486	371	371	371	83	–	265
Long term portion of trade payables	–	–	–	–	–	–	–	–	–
Other non-current liabilities	–	–	–	–	–	–	–	–	–
Total non current liabilities	**235**	**203**	**486**	**371**	**371**	**371**	**83**	**–**	**265**
TOTAL LIABILITIES	**52 727**	**84 417**	**93 942**	**102 326**	**102 586**	**102 586**	**102 651**	**106 925**	**111 136**
NET ASSETS	**733 374**	**751 197**	**991 741**	**768 015**	**1 036 083**	**1 036 083**	**1 067 662**	**1 103 757**	**1 145 263**
COMMUNITY WEALTH/EQUITY									
Accumulated surplus/(deficit)	(595 054)	(577 230)	(336 686)	(560 413)	(292 345)	(292 345)	(260 765)	(224 671)	(183 165)
Reserves and funds	1 328 428	1 328 428	1 328 428	1 328 428	1 328 428	1 328 428	1 328 428	1 328 428	1 328 428
Other	–	–	–	–	–	–	–	–	–
TOTAL COMMUNITY WEALTH/EQUITY	**733 374**	**751 197**	**991 741**	**768 015**	**1 036 083**	**1 036 083**	**1 067 662**	**1 103 757**	**1 145 263**

Table D5 Budgeted Cash Flow

Description	2021/22	2022/23	2023/24	Current Year 2024/25			Medium Term Revenue and Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
CASH FLOW FROM OPERATING ACTIVITIES									
Receipts									
Property rates	–	–	–	–	–	–	–	–	–
Service charges	–	–	–	–	–	–	–	–	–
Other revenue	97 968	272 506	371 052	350 284	411 520	411 520	442 321	469 372	498 352
Transfers and Subsidies - Operational	–	–	–	–	–	–	–	–	–
Transfers and Subsidies - Capital	–	–	–	–	–	–	–	–	–
Interest	1 557	5 595	12 349	12 000	16 933	16 933	18 873	20 524	22 423
Dividends	–	–	–	–	–	–	–	–	–
Payments									
Suppliers and employees	(111 633)	(200 595)	(289 130)	(296 110)	(275 778)	(275 778)	(352 994)	(377 052)	(411 158)
Finance charges	–	–	–	–	–	–	–	–	–
Transfers and Subsidies	–	–	–	–	–	–	–	–	–
NET CASH FROM/(USED) OPERATING ACTIVITIES	**(12 108)**	**77 506**	**94 271**	**66 174**	**152 675**	**152 675**	**108 200**	**112 844**	**109 617**
CASH FLOWS FROM INVESTING ACTIVITIES									
Receipts									
Proceeds on disposal of PPE	–	–	–	–	–	–	–	–	–
VAT Ccontrol (Receipts)	–	–	–	–	–	–	–	–	–
Decrease (increase) in non-current receivables	51 000	–	–	–	–	–	–	–	–
Decrease (increase) in non-current investments	–	–	–	–	–	–	–	–	–
Payments									
Capital assets	(10 375)	(26 580)	(43 829)	(52 662)	(57 674)	(57 674)	(75 039)	(73 795)	(62 594)
NET CASH FROM/(USED) INVESTING ACTIVITIES	**40 625**	**(26 580)**	**(43 829)**	**(52 662)**	**(57 674)**	**(57 674)**	**(75 039)**	**(73 795)**	**(62 594)**
CASH FLOWS FROM FINANCING ACTIVITIES									
Receipts									
Short term loans	–	–	–	–	–	–	–	–	–
Borrowing long term/refinancing	–	–	–	–	–	–	–	–	–
Increase (decrease) in consumer deposits	–	–	–	–	(11 957)	(11 957)	2 553	3 598	6 040
Payments									
Repayment of borrowing	–	–	–	–	–	–	–	–	–
NET CASH FROM/(USED) FINANCING ACTIVITIES	**–**	**–**	**–**	**–**	**(11 957)**	**(11 957)**	**2 553**	**3 598**	**6 040**
NET INCREASE/ (DECREASE) IN CASH HELD	**28 518**	**50 926**	**50 442**	**13 513**	**83 045**	**83 045**	**35 714**	**42 647**	**53 063**
Cash/cash equivalents at the year begin:	**22 215**	**50 733**	**101 659**	**129 485**	**129 485**	**129 485**	**212 530**	**248 244**	**290 891**
Cash/cash equivalents at the year end:	**50 733**	**101 659**	**152 101**	**142 998**	**212 530**	**212 530**	**248 244**	**290 891**	**343 954**

Supporting Table SD1 Measurable performance targets

Performance target description	Unit of measurement	2021/22	2022/23	2023/24	Current Year 2024/25			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
1. Operating Profit	Percentage achievement of annual budgeted operating profit	37%	100%	276%	100%	100%	100%	100%	100%	100%
2. Capital Projects	Percentage of the total number of capital projects for the year completed and committed	92%	100%	98%	90%	90%	90%	90%	90%	90%
3. Capital Expenditure	Maintain five star tourism grading through effective management of maintenance & quality of service delivery	Achieved Five Star Tourism Grading Council	Five Star Tourism Grading Achieved	Five Star Tourism Grading Achieved	Achieve Five Star Tourism Grading Council	Achieve Five Star Tourism Grading Council	Achieve Five Star Tourism Grading Council	Achieve Five Star Tourism Grading Council	Five Star Tourism Grading Achieved	Five Star Tourism Grading Achieved
4. Events	Number of events hosted compared to annual budgeted target	226	427	368	445	380	380	390	405	415
4. Events	Number of international events hosted compared to budgeted target	5	33	43	34	45	45	38	38	40
5. External Audit Report	Clean Audit Report ([1])	Clean Audit Report (2nd quarter)	Clean Audit achieved	Clean Audit achieved	Clean Audit Report (2nd quarter)	Clean Audit Report (2nd quarter)	Clean Audit Report (2nd quarter)	Clean Audit Report (2nd quarter)	Clean Audit achieved	Clean Audit achieved
6. Human Capital Development	Percentage of annual total salary cost spend on training of permanent and temporary staff	4.5%	5.3%	8.7%	4.0%	5.0%	5.0%	5.5%	5.5%	6.0%
7. Minimum Competency Level	Number of senior managers registered for MFMA Competency Course	12	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
8. Customer Centricity and Service Excellence	78% of minimum aggregate score for all CTICC internal departments and external suppliers	87%	85%	84%	80%	80%	80%	80%	80%	80%
9. Procurement	Supply Chain Procurement from BBBEE suppliers measured in terms of BBBEE Act	88%	90%	89%	75%	75%	75%	80%	80%	80%
10. Financial ratios							–			
o Ratio of cost coverage maintained (RCC)	Total cash and investments , less restricted cash for monthly operating expenditure	4.6 times	5.4 times	6 times	4.5 times	5.6 times	5.6 times	6 times	6 times	6 times
o Net debtors to annual income (ND)	Net current debtors divided by total operating revenue	1.7%	2.9%	4.2%	3.5%	4.0%	4.0%	4.0%	4.0%	4.0%
o Debt coverage by own billed revenue (DC)	Total debt divided by total annual operating income	0%	0%	0%	0%	0%	0%	0%	0%	0%
11. Student program							–			
Contribution to youth employment and skills development	Number of students opportunities provided	1	13	40	10	33	33	20	20	20
12. Graduate program										
Contribution to youth employment and skills development	Number of graduate opportunities provided	2	4	8	6	7	7	6	6	6
13. The number of people from the employment equity target groups employed in the three highest levels of management in compliance with a municipal entity's approved employment equity plan	Percentage of Exco, Manco & Leadership positions held by persons from designated groups	86%	82%	83%	80%	80%	80%	80%	80%	80%

Supporting Table SD2 Financial and non-financial indicators

Description of indicator	Basis of calculation	2021/22	2022/23	2023/24	Current Year 2024/25			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Borrowing Management										
Credit Rating										
Capital Charges to Operating Expenditure	Finance charges & Depreciation / Operating Expenditure	-202%	5%	-24%	12%	7%	7%	12%	12%	12%
Borrowed funding of capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Safety of Capital										
Gearing	Long Term Borrowing / Funds & Reserves	0%	0%	0%	0%	0%	0%	0%	0%	0%
Liquidity										
Current Ratio	Current assets / current liabilities	1.09	1.38	1.93	1.62	2.28	2.28	2.63	2.95	3.34
Current Ratio adjusted for debtors	Current assets/current liabilities less debtors > 90 days	1.09	1.38	1.93	1.62	2.28	2.28	2.63	2.95	3.34
Liquidity Ratio	Monetary Assets / Current Liabilities	0.97	1.21	1.63	1.40	2.08	2.08	2.42	2.72	3.10
Revenue Management										
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts / Last 12 Mths Billing		0%	0%	0%	0%	0%	0%	0%	0%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	174%	64%	55%	50%	49%	49%	45%	43%	40%
Longstanding Debtors Reduction Due To Recovery	Debtors > 12 Mths Recovered / Total Debtors > 12 Months Old									
Creditors Management										
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA s 65(e))									
Creditors to Cash and Investments		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Funding of Provisions										
Percentage Of Provisions Not Funded	Unfunded Provisions/Total Provisions									
Other Indicators										
Employee costs	Employee costs/Total Revenue - capital revenue	54.3%	26.0%	22.6%	27%	24%	24%	23%	23%	23%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Repairs & Maintenance	R&M/Total Revenue - capital revenue	8.3%	4.2%	3.4%	4%	3%	3%	3%	3%	3%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	-88.7%	3.9%	-14.8%	12%	6%	6%	11%	11%	10%
Financial viability indicators										
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	-	-	-	-	-	-	-	-	-
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	0%	0.0%	0.0%	0%	0%	0%	0%	0%	0%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	2790%	4.3	3.8	3.2	3.5	3.5	3.5	3.2	3.0

Supporting Table SD3 Budgeted Investment Portfolio

Investments by Maturity Name of institution & investment ID	Interest Rate	Opening balance	Interest to be realised	Partial / Premature Withdrawal	Investment Top Up	Closing Balance
Cash		259	–	–	–	**259**
Nedbank - Call Deposit - 03/7881544007/000105		0	–	–	–	**0**
ABSA Bank - Current - 4072900553		187	–	–	–	**187**
ABSA Bank - Exh Serv - Current - 4072900731		35	–	–	–	**35**
ABSA Bank - Treasury Account - 40-7373-1246		0	–	–	–	**0**
ABSA Bank - Convenco Account - 40-7373-3701		1	–	–	–	**1**
ABSA Bank - Call Deposit - 4074708347		–	–	–	–	**–**
Stanlib - Bank 000-402-184 (1199539) ref No. 551436367	8.33	39 115	–	–	7 143	**46 258**
Investec Bank - (462097) 1008645	8.21	39 115	–	–	7 143	**46 258**
Nedgroup Money Market - (800167964) - 8319631	8.42	39 115	–	–	7 143	**46 258**
ABSA Bank - CTICC Money Market - 9316676360	8.40	39 115	–	–	7 143	**46 258**
Nedgroup Corp Money Market - (800167964) 8292731	8.34	33 451	–	–	7 143	**40 593**
ABSA Bank - CTICC East - Current - 4072900228		0	–	–	–	**0**
ABSA Bank - CTICC East - Call Deposit 4083941322		0	–	–	–	**0**
Absa Bank - CTICC East - Money Market (6241084-ZAR-2201-0)		–	–	–	–	**–**
Nedbank - CTICC Main Current - 1151569623		3 676	–	–	–	**3 676**
Nedbank - CTICC Merchant Services - 11515696658		22	–	–	–	**22**
Nedbank - CTICC Payroll - 1151569666		27	–	–	–	**27**
Nedbank - CTICC East - 1151569674		1	–	–	–	**1**
Nedbank - CTICC E-Commerce - 1151569682		0	–	–	–	**0**
Nedbank - CTICC Daily Call Deposit Account - 037232511442	7.50	18 411	–	–	–	**18 411**
	0	**212 530**	**–**	**–**	**35 714**	**248 244**

Supporting Table SD4 Board member allowances and staff benefits

Summary of Employee and Board Member remuneration	2021/22	2022/23	2023/24	Current Year 2024/25			Medium Term Revenue and Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Remuneration									
Board Members of Entities									
Board Fees	603	628	744	913	889	889	911	952	995
Sub Total - Board Members of Entities	**603**	**628**	**744**	**913**	**889**	**889**	**911**	**952**	**995**
% increase		**4%**	**18%**	**23%**	**19%**		**3%**	**4%**	**4.5%**
Senior Managers of Entities									
Basic Salaries and Wages	8 012	8 464	11 461	12 292	12 292	12 292	13 723	14 410	15 130
Sub Total - Senior Managers of Entities	**8 012**	**8 464**	**11 461**	**12 292**	**12 292**	**12 292**	**13 723**	**14 410**	**15 130**
% increase		**6%**	**35%**	**7%**	**7%**		**12%**	**5%**	**5.0%**
Other Staff of Entities									
Basic Salaries and Wages	46 102	63 821	79 008	85 379	90 165	90 165	94 624	99 620	104 879
Sub Total - Other Staff of Entities	**46 102**	**63 821**	**79 008**	**85 379**	**90 165**	**90 165**	**94 624**	**99 620**	**104 879**
% increase		**38%**	**24%**	**8%**	**14%**		**5%**	**5%**	**5.3%**
Total Municipal Entities remuneration	**54 716**	**72 913**	**91 213**	**98 583**	**103 345**	**103 345**	**109 259**	**114 982**	**121 005**

Supporting Table SD5 Summary of personnel numbers

Summary of Personnel Numbers	2023/24			Current Year 2024/25			Budget Year 2025/26		
Number	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
Municipal Council and Boards of Municipal Entities									
Board Members of municipal entities	9	–	9	10	–	10	10	–	10
Municipal entity employees									
CEO and Senior Managers	5	5	–	5	5	–	5	5	–
Other Managers	22	22	–	27	27	–	27	27	–
Professionals	*193*	*186*	7	*227*	*206*	*21*	*227*	*206*	*21*
Finance	20	20	–	21	21	–	21	21	–
Other	173	166	7	206	185	21	206	185	21
Total Personnel Numbers	**229**	**213**	**16**	**269**	**238**	**31**	**269**	**238**	**31**
% increase		(7.0%)	(92.5%)	1 581.3%	1 387.5%	93.8%	767.7%	(11.5%)	(87.0%)
Total entity employees headcount	**229**	**213**	**16**	**269**	**238**	**31**	**269**	**238**	**31**
Finance personnel headcount	**20**	**20**		**21**	**21**		**21**	**21**	
Human Resources personnel headcount	**5**	**5**		**5**	**5**		**5**	**5**	

Supporting Table SD6 Budgeted monthly cash and revenue/expenditure

Description	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework		
R thousands	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Operating Revenue By Source															
Exchange Revenue															
Service charges - Electricity	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Service charges - Water	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Service charges - Waste Water Management	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Service charges - Waste Management	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Sale of Goods and Rendering of Services	1 778	1 719	2 192	2 241	2 317	1 600	1 386	2 429	2 316	2 316	2 316	2 242	24 850	26 538	28 341
Agency services	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Interest	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Interest earned from Receivables	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Interest earned from Current and Non Current Assets	1 364	1 456	1 499	1 616	1 639	1 589	1 598	1 582	1 615	1 646	1 653	1 616	18 873	20 524	22 423
Dividends	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Rent on Land	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Rental from Fixed Assets	6 819	9 503	22 160	27 837	22 547	3 987	6 914	22 134	16 807	16 000	28 789	15 012	198 508	210 605	223 437
Licence and permits	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Special rating levies	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Operational Revenue	10 417	18 055	23 853	29 281	24 939	9 407	2 588	23 071	19 215	20 645	20 034	17 459	218 963	232 229	246 574
Total Revenue (excluding capital transfers and contributions)	**20 378**	**30 733**	**49 705**	**60 975**	**51 441**	**16 582**	**12 485**	**49 216**	**39 953**	**40 606**	**52 792**	**36 328**	**461 194**	**489 896**	**520 775**
Operating Expenditure By Type															
Employee related costs	9 338	9 216	9 127	9 412	9 274	7 770	8 385	9 291	9 132	9 315	9 244	8 844	108 347	114 030	120 010
Remuneration of councillors	–	–	253	–	–	219	–	–	219	–	–	219	911	952	995
Bulk purchases - electricity	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Inventory consumed	3 432	5 335	7 607	9 182	7 296	2 729	755	6 955	5 831	6 491	5 886	5 924	67 423	71 516	75 835
Debt impairment	–	–	–	–	–	–	–	–	–	–	–	180	180	180	180
Depreciation and asset impairment	4 266	4 266	4 266	4 266	4 266	4 266	4 266	4 266	4 266	4 266	4 266	4 266	51 190	52 490	53 491
Finance charges	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Contracted services	6 413	6 973	7 736	8 384	7 650	6 213	5 575	7 715	7 200	7 402	7 083	7 025	85 370	89 585	94 008
Transfers and subsidies	247	247	247	247	247	247	247	247	247	247	247	247	2 969	2 969	2 969
Irrecoverable debts written off	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Operational costs	8 596	9 020	8 660	9 919	9 383	5 655	7 008	8 787	8 221	8 446	8 536	9 584	101 816	108 729	116 429
Losses on disposal of Assets	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other Losses	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Expenditure	**32 292**	**35 058**	**37 896**	**41 410**	**38 116**	**27 100**	**26 236**	**37 261**	**35 118**	**36 167**	**35 263**	**36 289**	**418 207**	**440 452**	**463 917**

Description	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework		
R thousands	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Capital expenditure by Asset Class/Sub-class															
Other assets	**2 751**	**2 751**	**2 751**	**2 751**	**2 751**	**2 751**	**2 751**	**2 751**	**2 751**	**2 751**	**2 751**	**2 751**	33 014	37 100	36 790
Operational Buildings	2 751	2 751	2 751	2 751	2 751	2 751	2 751	2 751	2 751	2 751	2 751	2 751	33 014	37 100	36 790
Municipal Offices	2 751	2 751	2 751	2 751	2 751	2 751	2 751	2 751	2 751	2 751	2 751	2 751	33 014	37 100	36 790
													–	–	–
Computer Equipment	2 381	2 381	2 381	2 381	2 381	2 381	2 381	2 381	2 381	2 381	2 381	2 381	28 570	23 585	17 644
Computer Equipment	2 381	2 381	2 381	2 381	2 381	2 381	2 381	2 381	2 381	2 381	2 381	2 381	28 570	23 585	17 644
													–	–	–
Furniture and Office Equipment	831	831	831	831	831	831	831	831	831	831	831	831	9 970	8 950	4 265
Furniture and Office Equipment	831	831	831	831	831	831	831	831	831	831	831	831	9 970	8 950	4 265
													–	–	–
Machinery and Equipment	290	290	290	290	290	290	290	290	290	290	290	290	3 485	4 160	3 895
Machinery and Equipment	290	290	290	290	290	290	290	290	290	290	290	290	3 485	4 160	3 895
													–	–	–
Total capital expenditure	**6 253**	**6 253**	**6 253**	**6 253**	**6 253**	**6 253**	**6 253**	**6 253**	**6 253**	**6 253**	**6 253**	**6 253**	75 039	73 795	62 594

Description	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
R thousands															
CASH FLOW FROM OPERATING ACTIVITIES															
Receipts															
Property rates	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Service charges	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other revenue	19 014	29 277	48 205	59 359	49 802	14 993	10 887	47 634	38 338	38 960	51 139	34 712	442 321	469 372	498 352
Transfers and subsidies - operating	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfer and subsidies - capital	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Interest	1 364	1 456	1 499	1 616	1 639	1 589	1 598	1 582	1 615	1 646	1 653	1 616	18 873	20 524	22 423
Dividends	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Payments															
Suppliers and employees	(29 416)	(29 416)	(29 416)	(29 416)	(29 416)	(29 416)	(29 416)	(29 416)	(29 416)	(29 416)	(29 416)	(29 416)	(352 994)	(377 052)	(411 158)
Finance charges	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Dividends paid	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers and Subsidies	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
NET CASH FROM/(USED) OPERATING ACTIVITIES	**(9 038)**	**1 317**	**20 289**	**31 558**	**22 025**	**(12 834)**	**(16 931)**	**19 800**	**10 537**	**11 190**	**23 376**	6 912	108 200	112 844	109 617
CASH FLOWS FROM INVESTING ACTIVITIES															
Receipts															
Proceeds on disposal of PPE	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
VAT Control (Receipts)	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Decrease (increase) other non-current receivables	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Decrease (increase) in non-current investments	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Payments															
Capital assets	(6 253)	(6 253)	(6 253)	(6 253)	(6 253)	(6 253)	(6 253)	(6 253)	(6 253)	(6 253)	(6 253)	(6 253)	(75 039)	(73 795)	(62 594)
NET CASH FROM/(USED) INVESTING ACTIVITIES	**(6 253)**	**(6 253)**	**(6 253)**	**(6 253)**	**(6 253)**	**(6 253)**	**(6 253)**	**(6 253)**	**(6 253)**	**(6 253)**	**(6 253)**	(6 253)	(75 039)	(73 795)	(62 594)
CASH FLOWS FROM FINANCING ACTIVITIES															
Receipts															
Short term loans	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Borrowing long term/refinancing	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Increase (decrease) in consumer deposits	(896)	224	(2 016)	(717)	2 060	–	(3 807)	314	(717)	3 314	896	3 897	2 553	3 598	6 040
Payments															
Repayment of borrowing	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
NET CASH FROM/(USED) FINANCING ACTIVITIES	**(896)**	**224**	**(2 016)**	**(717)**	**2 060**	**–**	**(3 807)**	**314**	**(717)**	**3 314**	**896**	3 897	2 553	3 598	6 040
NET INCREASE/ (DECREASE) IN CASH HELD	**(16 187)**	**(4 712)**	**12 020**	**24 588**	**17 832**	**(19 088)**	**(26 992)**	**13 861**	**3 567**	**8 251**	**18 018**	4 556	35 714	42 647	53 063
Cash/cash equivalents at the year begin:	**212 530**	**196 343**	**191 630**	**203 650**	**228 239**	**246 071**	**226 983**	**199 992**	**213 852**	**217 419**	**225 670**	243 689	212 530	248 244	290 891
Cash/cash equivalents at the year end:	**196 343**	**191 630**	**203 650**	**228 239**	**246 071**	**226 983**	**199 992**	**213 852**	**217 419**	**225 670**	**243 689**	248 244	248 244	290 891	343 954

Supporting Table SD7a Capital expenditure on new assets by asset class

Description	2021/22	2022/23	2023/24	Current Year 2024/25			Medium Term Revenue and Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Capital expenditure on new assets by Asset Class/Sub-class									
Other assets	**4 900**	**9 997**	**14 168**	**21 466**	**26 078**	**26 078**	**19 564**	**23 150**	**22 740**
Operational Buildings	4 900	9 997	14 168	21 466	26 078	26 078	19 564	23 150	22 740
Municipal Offices	4 900	9 997	14 168	21 466	26 078	26 078	19 564	23 150	22 740
Computer Equipment	3 529	3 787	8 502	3 676	4 076	4 076	8 900	6 285	5 115
Computer Equipment	3 529	3 787	8 502	3 676	4 076	4 076	8 900	6 285	5 115
Furniture and Office Equipment	–	1 209	6 373	3 035	3 035	3 035	5 450	5 400	950
Furniture and Office Equipment	–	1 209	6 373	3 035	3 035	3 035	5 450	5 400	950
Machinery and Equipment	–	–	1 008	860	860	860	820	710	930
Machinery and Equipment			1 008	860	860	860	820	710	930
Total Capital Expenditure on new assets	**8 429**	**14 993**	**30 051**	**29 037**	**34 049**	**34 049**	**34 734**	**35 545**	**29 735**

Supporting Table SD7b Capital expenditure on renewal of existing assets by asset class

Description	2021/22	2022/23	2023/24	Current Year 2024/25			Medium Term Revenue and Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Capital expenditure on renewal of existing assets by Asset Class/Sub-class									
Other assets	**874**	**7 831**	**12 754**	**8 339**	**8 339**	**8 339**	**13 450**	**13 950**	**14 050**
Operational Buildings	874	7 831	12 754	8 339	8 339	8 339	13 450	13 950	14 050
Municipal Offices	874	7 831	12 754	8 339	8 339	8 339	13 450	13 950	14 050
Computer Equipment	1 072	3 355	1 025	9 250	9 250	9 250	19 670	17 300	12 529
Computer Equipment	1 072	3 355	1 025	9 250	9 250	9 250	19 670	17 300	12 529
Furniture and Office Equipment	–	–	–	2 101	2 101	2 101	4 520	3 550	3 315
Furniture and Office Equipment	–	–		2 101	2 101	2 101	4 520	3 550	3 315
Machinery and Equipment	–	401	–	3 935	3 935	3 935	2 665	3 450	2 965
Machinery and Equipment		401		3 935	3 935	3 935	2 665	3 450	2 965
Total capital expenditure on renewal of existing assets	**1 946**	**11 587**	**13 779**	**23 625**	**23 625**	**23 625**	**40 305**	**38 250**	**32 859**

Supporting Table SD7c Expenditure on repairs and maintenance by asset class

Description	2021/22	2022/23	2023/24	Current Year 2024/25			Medium Term Revenue and Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Repairs and maintenance expenditure by Asset Class/Sub-class									
Other assets	**8 227**	**11 740**	**13 672**	**14 056**	**12 735**	**12 735**	**13 924**	**14 550**	**15 205**
Operational Buildings	8 227	11 740	13 672	14 056	12 735	12 735	13 924	14 550	15 205
Municipal Offices	8 227	11 740	13 672	14 056	12 735	12 735	13 924	14 550	15 205
Total expenditure on repairs and maintenance of assets	**8 227**	**11 740**	**13 672**	**14 056**	**12 735**	**12 735**	**13 924**	**14 550**	**15 205**

Supporting Table SD7d Depreciation by asset class

Description	2021/22	2022/23	2023/24	Current Year 2024/25			Medium Term Revenue and Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Depreciation by Asset Class/Sub-class									
Other assets	**39 391**	**40 128**	**43 425**	**41 829**	**26 200**	**26 200**	**51 190**	**52 490**	**53 491**
Operational Buildings	39 391	40 128	43 425	41 829	26 200	26 200	51 190	52 490	53 491
Municipal Offices	39 391	40 128	43 425	41 829	26 200	26 200	51 190	52 490	53 491
Total Depreciation by Asset Class/Sub-class	**39 391**	**40 128**	**43 425**	**41 829**	**26 200**	**26 200**	**51 190**	**52 490**	**53 491**

Supporting Table SD9 Detailed capital budget

R thousand													2025/26 Medium Term Revenue & Expenditure Framework		
Function	Project Description	Type	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Lattitude	Audited Outcome 2023/24	Current Year 2024/25 Full Year	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
Building Enhancements											26 922	–	–	–	–
	Carry Over From The 2023/24 Capex Budget			Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	4 612	–	–	–
	CTICC 1 Control Room Decommissioning And Upgrade To Voc.	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	250	450	–
	CTICC 1 Auditorium Accessibility for Persons with Disabilities (H	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	659	–	–
	CTICC 1 Freeway Logo Change	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	550	–	–
	CTICC Traffic Wayfinding Signage & VMS Decommissioning	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	200	–	–
	CTICC 2 ICT Office Expansion	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	430	–	–
	CTICC 1 Old Beverage Office Refurb (Store Room)	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	60	–	–
	CTICC 2 Maintenance Office Alteration	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	150	–	–
	CTICC 1 HVAC Upgrade For Energy Saving	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	1 750	–	–
	Parking 1 Office, Control Room And Server Upgrade	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	450	–	–
	CTICC 2 B-2 Interface HVAC Installation	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	–	–	–
	CTICC 2 South Escape Gate	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	60	–	–
	Charging Stations And Lock Boxes	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	100	200	200
	CTICC Replacement Of Power Factor Correction	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	250	250	–
	CTICC Replacement Of Emergency Lighting System	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	500	500	–
	HVAC Pump Replacement/Refurbishment	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	500	500	–
	Extraction System Refurbishment	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	250	250	250
	Blind Refurbishment/Replacement	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	–	1 000	500
	CTICC 1 Hot Box Upgrade	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	250		–
	Boiler Replacement	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	500	500	–
	Meeting Room Fixed Furniture Upgrade	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	–	300	340
	Systematic Controller Replacement	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	250	750	1 000
	Sustainability (Green Top Garden/Waste Separation Equipment/F	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	100	500	–
	Roof Refurbishment & Painting	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	3 000	2 000	2 500	2 500
	CTICC 1 Waste Area Upgrade-(Can Be Removed In 2025/2026)	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	1 575	–		–
	CTICC 2 Deck Upgrade (Balconies)	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	1 850	175	200	200
	CTICC 2 Coffee Shop Kitchen Upgrade (Can Be Removed 2025	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	300	–		–
	CTICC External Cladding And Tiling	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	2 000	250	350	750
	CTICC Epoxy Floor Refurbishment	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	1 500	1 200	1 200	1 600
	New Vehicle Purchase (Golf Kart)	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	100	–	250	–
	Mountain View Terrace –Clearing Area (Phase 2 Ablutions 2026/	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	300	–	750	
	HVAC Meeting Pods Enhancement (Move Units Outside)	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	–		–
	Walk In Fridges, Freezers & Plant Refurbishment	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	1 000	500	1 000
	Refurbishment & Repairs Of All High Level Steel Structures & Inte	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	250	350	400	450
	Lights Replacement To LED's	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	400	400	400	–
	FOH Woodwork And Door Replacement/Refurbishment	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	1 000	–	500	–
	Wayfinding – Static Signage & Safety (Focus on Wayfinding Ste	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	450	1 000	1 000
	Upgrade Of Parking Entry And Exit Booms With Tap & Go	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	–		–
	Facade & Aluminium Doors Refurbishment	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	450		550
	Audi 1 & 2 Replacement Of House Lights To LED's	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	–		
	Scanning Of All External Building Steelwork	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	–	300	–
	Ups Refurbishment/Replacement	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	500		500	–
	Parking Bays Indicator Systems	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	–		–
	Power Charging Stations (USB/Wireless) (See Above Can Be R	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	–		–
	Replacement Of Hall Floor Boards	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	300	1 000	1 000	1 500
	Extra 100kva For Emergency Lighting, 50kva Per Ups.	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	–		–
	Replacement Of Office Furniture	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	100	100	150	150
	New Portable Db's	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	100	100	100	100
	CTICC Projector Rooms Upgrade	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	–	250	250
	Replace Rope Lights (Can Be Removed)	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	–		–
	Refurbishment Of Operable Walls (Note Loading Doors)	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	–	500	–
	Vertical Transportation Refurbishment/Replacement	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	3 000	3 000	3 500	4 500
	Transformer Refurbishment & Replacement	Renewal	Protect and enhance our environmental assets and natural reso	Growth	1	Operational Buildings	Municipal Offices	115	18.4269°	-33.9160°	–	–	–		2 000

R thousand													2025/26 Medium Term Revenue & Expenditure Framework		
Function	Project Description	Type	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Lattitude	Audited Outcome 2023/24	Current Year 2024/25 Full Year	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
	Repairs And Renovations To The External Building	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	500	450	500	1 000
	Repairs And Renovations To The Internal Building	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	500	450	500	1 000
	Replacement Of All Fire Escapes Doors And Push-Bars	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	–	200	200	–
	Carpet Replacement	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	1 000	4 000	–	4 000
	Installation Of An Air Cooled Chiller To Reduce Water & Electricit	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	–	–	–	–
	Cooling Tower Upgrade	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	250	–	–	500
	Light Replacement To Led (Remove See Above)	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	–	–	–	–
	Window Sun Louvres Replacement	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	–	–	–	–
	High Level Internal Steel Work Refurbishment	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	–	–	500	–
	Glazed Canopy Replacement	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	–	–	–	–
	Operable Walls Refurbishment (See Above Can Be Removed)	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	500	–	–	–
	Ceiling Tiles Replacement	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	–	–	1 000	–
	Expansion Joints Rework	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	250	–	–	–
	Refurbishment Of Plumbing And All FOH Ablutions	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	–	–	1 750	–
	Modification Of The Kitchens	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	–	–	500	500
	Re-Screed Of Parking Areas - P1 & P3 Parkades	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	–	–	–	–
	Installation And Upgrade Of Irrigation	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	200	–	–	–
	Physically Challenged Access (See Above Can Be Removed)	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	–	–	–	–
	Replacement Of External Sliding Doors (Can Be Removed See /	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	200	–	–	–
	Fire Escape Doors Replacement	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	200	–	200	300
	Power And Water Monitoring Live Consumption (Can Be Remov	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	–	–	–	–
	External Fencing Replacement/Refurbishment	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	–	–	–	500
	Security Hut (Can Be Removed)	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	–	–	–	–
	Kitchen Hydro Boils Replacements	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	100	–	–	–
	Concrete Repairs At P1 Parking Levels	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	500	–	–	–
	Switchgear Refurbishment & Replacement	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	–	–	1 000	–
	Consulting Services For Redesign Of Vent & Fresh Air Supply. (	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	–	–	–	–
	Replace Lighting Control Dali System (Can Be Removed -See A	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	–	–	–	–
	Consulting For Design Of Aircon Piping And Valves Replacemen	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	–	–	–	–
	HVAC Controllers Replacement	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	–	–	–	–
	Solar Photovoltaic For Additional Energy Savings Consulting & I	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	–	–	–	–
	CCTV (Analogue Camera Replacement)	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	1 000	1 200	1 500	1 300
	CCTV Head End	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	799	800	800	950
	CCTV (Ip Cameras)	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	500	500	500	650
	Upgrade Of Surveillance	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	1 100	2 000	1 000	1 000
	Cyclic Replacement Of Fire System Components	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	1 500	1 500	1 500	1 000
	Upgrade Of Fire System Head End	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	–	500	500	600
	E-Tap Field And Dali Head End Replacements	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	320	100	100	150
	Cyclic Audible Evacuation Replacement	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	320	250	200	250
	Automated Electronic Defibrillator (AED)	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	–	–		250
	EVAC Chairs (Can Be Removed 2026/2027)	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	260	280	–	–
	Fire System Enhancements	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	350	400	2 500	1 500
	Cyclic Replacement Of Access Control Components (CC)	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	–	50	50	100
	Monitoring Of External And Public Doors (CC)	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	1 080	350	350	150
	Access Control Replacement	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	100	250	200	250
	CTICC 2 Building	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	1	*Operational Buildings*	*Municipal Offices*	115	18.4269°	*-33.9160°*	–	2 000	2 000	2 000	2 000

R thousand													2025/26 Medium Term Revenue & Expenditure Framework		
Function	Project Description	Type	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Lattitude	Audited Outcome 2023/24	Current Year 2024/25 Full Year	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
IT & Electronic Infrastructure											9 527	–	–	–	–
	Integrated Systems Infrastructure	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	**1**	*Computer Equipment*	*Computer Software and Applications*	**115**	18.4269°	*-33.9160°*	–	4 916	9 185	7 955	6 820
	Network Infrastructure	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	**1**	*Computer Equipment*	*Computer Software and Applications*	**115**	18.4269°	*-33.9160°*	–	2 950	6 600	4 950	2 920
	Office Automation	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	**1**	*Computer Equipment*	*Computer Software and Applications*	**115**	18.4269°	*-33.9160°*	–	3 510	8 085	4 420	6 844
	Server Infrastructure	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	**1**	*Computer Equipment*	*Computer Software and Applications*	**115**	18.4269°	*-33.9160°*	–	1 950	4 700	6 260	1 060
Kitchen Enhancements	Kitchen Enhancements	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	**1**	*Machinery and Equipment*	*Municipal Offices*	**115**	18.4269°	*-33.9160°*	1 008	4 795	3 485	4 160	3 895
Catering Furniture & Equipment	Catering Furniture & Equipment	**Renewal**	*Protect and enhance our environmental assets and natural reso*	*Growth*	**1**	*Furniture and Office Equipment*	*Municipal Offices*	**115**	18.4269°	*-33.9160°*	6 373	5 136	9 970	8 950	4 265
Entity Capital expenditure											**43 829**	**57 674**	**75 039**	**73 595**	**62 594**

CTICC

31 January 2025

ACCOUNTING OFFICER QUALITY CERTIFICATION

I, **Taubie Motlhabane**, the accounting officer of Cape Town International Convention Centre Company (RF) SOC Limited, hereby certify that the annual budget for 2025/26 financial year and the supporting documentation have been prepared in accordance with the Municipal Finance Management Act and the regulations made under the Act, and that the budget and supporting documentation are consistent with the Integrated Development Plan of the parent municipality, the service delivery agreement with the parent municipality and the business plan of the entity.

Print name Taubie Motlhabane

Accounting Officer & Chief Executive Officer

Signature ________ Date *31 January 2025*

Print name Wayne De Wet

Chief Financial Officer

Signature ________ Date 31 January 2025

Cape Town International Convention Centre

DIRECTORS: N Pangarker (Chairperson), A Cilliers, JC Fraser, W Parker, B Mdebuka, TT Motlhabane (CEO), AI Van Den Broecke, R Rheeder, RP Ravens, C Vorster, W De Wet CA(SA) (CFO).

Cape Town International Convention Centre Company (RF) SOC Ltd (Convenco), Registration no. 1999/007837/30

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