Cape Chamber
OF COMMERCE AND INDUSTRY

Council Governance Meeting

Wednesday, 29th July 2026 at 16h00

Old Mutual West Campus, The Lounge, Jan Smuts Drive, Pinelands

AGENDA

	Duration Time	Who?
1. Welcome	3 min	President
2. Agenda	3 min	President
3. Minutes – 5 February 2026	3 min	President
4. 2025/6 results overview	10 min	Treasurer
5. New strategy & capacity growth update	5 min	CEO
6. Change in KPIs	10 min	CEO
7. Financial status and 5 year investment update	10 min	CEO
8. Branding and marketing research and strategy update	30 min	CEO
9. Business impediment to growth survey conducted by the BER	20 min	CEO
10. Implications: Changes to Council leader roles and responsibilities	20 min	CEO
11. Any Other Business	10 min	
12. Thank you and closure	3 min	President

Cape Chamber
OF COMMERCE AND INDUSTRY

REPORT ON THE VIRTUAL COUNCIL GOVERNANCE MEETING
HELD ON THURSDAY 5th FEBRUARY 2026 AT 16H00

PLEASE NOTE COUNCIL DISCUSSIONS AND DECISIONS ARE STRICTLY CONFIDENTIAL

Attendance: President Jacques Moolman (in the Chair)

J. Lawson, M. Gobey, E. Phillips, D. Wayne Bailey, R. von Hoesslin, C. Lemboe, M. Basson, J. Wiley, C. Duvenhage, A. Donaldson, M. Mathye, R. Achmat, J. Claassen, T. Mabena, V. Davidson, K. Lambrecht, M. Cassim, V. Gordon, D. Zimmerman, C. Vorster, L. Ngqwemla, J. Barnes, S. Mohamed, A. Nell, B. Simelane, E. Cloete, P. Pakoe, N. Boyana, O. Francis, I. Steyn, A. Strydom, M. McKenzie, D. Moskoff, F. Makgato, A. Hanekom, L. Phantshwa, Y. Mlungwana, C. Gamieldien, A. Pheiffer, L. Majatladi, J. Reddy,

Apologies: F. Burgers, T. Gale, C. Hancocks, JC. Kotze, E. Leong Son, V. Loubser, H. Mafoumba, L. Singer, J. Strydom, J. Volschenk, G. Hitge

By Invitation: T. Scholtz, L. du Plessis, N. Solomon, M. Willmers, J. Dearham

---

1. WELCOME

The President opened the meeting and welcomed all Council members and invited guests. He set the context by highlighting recent national and international developments impacting the business environment. These included South Africa's participation at the World Economic Forum, where government sought to present an improving economic outlook and rebuild investor confidence.

He also noted political developments at national level, including changes in party leadership, and confirmed that the African Growth and Opportunity Act (AGOA) had been extended by the United States for a further year, which was viewed as positive for trade.

From a Chamber perspective, the President advised that the Board had recently held an in-depth strategic session. The outcome of this session was a decision to scale certain activities of the Chamber and strengthen internal capacity to support delivery. This would involve further investment in human resources, with details to be finalised.

The President expressed confidence that the Chamber was on a positive trajectory and would continue to make a meaningful economic contribution to its members and partners.

2. AGENDA

The Agenda was **APPROVED**.

<u>Proposer</u>: R. von Hoesslin
<u>Seconder</u>: R. Achmat

3. **MINUTES OF THE PREVIOUS MEETING**

The Minutes of the Council Governance meeting held on the 19th November 2025 was **APPROVED**.

Proposer: M. Cassim
Seconder: I. Steyn

4. **CODE OF CONDUCT**

The President referred to the Code of Conduct and its role in ensuring ethical behaviour, accountability and good governance. The President requested that all Council members signed and completed the documents and to return it to the secretariat.

5. **FINANCIAL UPDATE**

The Honorary Treasurer, Mr Vorster delivered a comprehensive financial update, beginning with an overview of the Chamber's strategic intent to invest in its future capability.

He reported that total revenue for the first six months of the financial year had increased compared to the previous year. This growth was primarily driven by improved certification income, which performed strongly despite broader logistical challenges in the economy. Membership income showed moderate growth.

Gross profit had increased in line with revenue. Operating expenses were higher, reflecting deliberate and planned investment in organisational capacity. This included the onboarding of a Membership Manager and a Communications and Media Officer, increased ICT costs linked to enhanced cybersecurity measures and higher rental costs.

The Honorary Treasurer emphasised that these increases were intentional and aligned with the Board's strategy to build a more capable and resilient organisation. He commended the Chief Executive Officer and finance team for containing other costs, noting that several expense categories had decreased year-on-year.

The balance sheet was described as healthy. Cash reserves were strong, investment portfolios had performed well, and trade receivables had reduced, reflecting improved financial discipline.

The Treasurer highlighted that the Chamber had achieved a positive operating surplus, significantly outperforming the budgeted position, which had anticipated a deficit at this stage. It was noted that while the current performance was encouraging, further investment over the next two to three years would be required before the full financial returns of the strategy were realised.

Proposer: M. McKenzie
Seconder: F. Makgato

6. MEMBERSHIP UPDATE

The Chief Executive Officer, Mr Lawson presented a detailed membership update, including historical trends, current numbers and strategic reflections.

He explained that membership patterns followed a predictable annual cycle, with cancellations occurring after the annual billing period and gradual growth throughout the year. Following changes to membership categories and pricing, including increased fees for premium tiers, a temporary dip had occurred, but overall membership numbers were now higher than before the changes.

The CEO reported that inactive and legacy memberships had been removed to ensure data accuracy. He confirmed that membership growth was broadly on track, with growing interest from larger firms, which was viewed as a positive indicator of the Chamber's relevance.

He shared insights gained from engaging with members who had cancelled their memberships. A recurring theme was difficulty in understanding the Chamber's value proposition. While the Chamber had significantly increased the number and scope of initiatives, the offering had become complex and difficult to articulate clearly.

The CEO outlined a revised approach focused on simplicity and honesty, aiming to avoid over-promising. The proposed value proposition centred on facilitating meaningful connections, enabling collaboration, supporting growth at business, precinct, sector and regional levels and keeping members informed about the business environment. The need for clearer communication and stronger marketing of the Chamber's value was noted and supported by Council.

7. REFLECTION ON COUNCIL EFFICACY FOR ITS VARIOUS COMMITTEES

The CEO led a reflective discussion on the effectiveness of Council structures, portfolio committees, chapters and sector groupings.

He outlined the progress made since the previous year, including the introduction of systemic dialogues, lead firm clusters, revised governance structures and constitutional updates. Positive momentum was reported in areas such as safety and security initiatives and industrial park development, supported by newly appointed project managers.

However, it was acknowledged that not all committees were equally active. Some chapters and initiatives demonstrated strong engagement and tangible outcomes, while others lacked focus or struggled to demonstrate impact. Attendance figures alone were no longer viewed as sufficient indicators of success.

The CEO proposed a series of focused half-day workshops for committees to reflect on performance, clarify purpose and identify opportunities to work more effectively. The emphasis would be on solving real problems faced by members and precincts, rather than hosting activity for its own sake.

Council members supported the proposal and agreed that it would help unlock greater value from Council participation and expertise.

8. WESTERN CAPE BUSINESS CONFIDENCE INDEX

A presentation was delivered by Mr Craig Lemboe of the Bureau of Economic Research (BER) on the Business Confidence Index and its relevance to economic decision-making.

He explained that business confidence plays a critical role in investment, employment and growth. The index provided leading indicators by capturing sentiment and constraints faced by businesses on a quarterly basis. While national and provincial data were robust, more granular city-level insights required higher response rates.

He proposed closer collaboration with the Chamber to encourage member participation in surveys, which would enable more accurate and locally relevant insights. These insights could then be used to support advocacy, policy engagement and evidence-based dialogue with decision-makers.

Council acknowledged the value of the data and supported efforts to increase member participation.

9. INNOVATION AWARDS 2026

The CEO confirmed that the Innovation Awards would be held on 1 June 2026 at City Hall. He explained that the date was selected based on venue availability and the availability of key stakeholders.

He reported that the nomination process had been simplified significantly, with clearer guidance, a shorter submission form, and supporting video material. Unlike previous years, nominations were now open broadly to ensure inclusivity.

Council members were encouraged to actively promote nominations to ensure strong participation and high-quality entries.

10. LOBBY

a) <u>Save SA Film and TV Industry Incentive</u>

A detailed update was provided Mrs Vlokkie Gordon on advocacy efforts to protect the film and television incentive. She explained that long-standing engagement with the relevant department had failed to resolve systemic issues, leading the industry to escalate the matter through a public demonstration and parliamentary engagement.

The demonstration was carefully organised and widely covered by the media. It resulted in parliamentary oversight structures becoming involved and the responsible department being summoned to Parliament.

Council commended the strategic and disciplined approach taken and noted the potential for similar advocacy models to be applied in other sectors.

b) Review of the National Home Builders Registration Council (NHBRC)

Mr Jeremy Wiley outlined concerns regarding the NHBRC's expanded mandate, governance and operational efficiency. He explained that the organisation had grown significantly in size and cost while delivering limited value to industry participants.

Concerns were raised about duplication of municipal functions, increased compliance burdens, delays and rising development costs. Reference was made to recent building failures that highlighted regulatory shortcomings and questioned the effectiveness of oversight.

The Chamber was requested to note the concerns raised by the property development sector and consider appropriate engagement with relevant authorities.

11. THANK YOU AND CLOSURE

The President thanked Council members for their thoughtful contributions and open engagement.

There being no further business for discussion, the President declared the meeting closed at 17h30.

______________________________	________________________
PRESIDENT	DATE