

ANNUAL REPORT

Strand Business Improvement District NPC
Annual Report and Financial Statements
for the year ended 30 June 2022



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

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PART A: GENERAL INFORMATION

1. GENERAL INFORMATION

Company:	Strand Business Improvement District NPC (SBID)		
	Non-Profit Company		
Company Reg No:	2014/240759/08		
Registered Office:	2 nd Floor, Friedman & Cohen, 10 Wesley Street, Strand SP, Western Cape, 7140		
VAT number:	4890269121		
SBID Board:	Grant Goodwin (Chairperson)	-	Friedman & Cohen
	Barry Friedman	-	Friedman & Cohen
	Daantjie Malan	-	Malan Lourens Viljoen Inc
Auditors:	BGR PYPYR TURNER		
Accountant:	Boland Secretarial Dienste		
Company Secretarial Duties:	BGR PYPYR TURNER		
SBID Management:	Geocentric Urban Management No 2 12th Street Elsies River Industrial 7490 info@geocentric.co.za www.geocentric.co.za 083 255 7657		
SBID Manager:	Michael van Meyeren		
Public Safety Service:	Secure Rite Security		
Contact Details:	CID Manager	-	Geocentric Urban Management
	Control Room	-	021 565 0900
	Email	-	info@strandbid.co.za
	Website	-	www.strandbid.co.za

2. LIST OF ABBREVIATIONS/ACRONYMS

SBID	Strand Business Improvement District
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CCT	City of Cape Town
KPI	Key Performance Indicators
SCM	Supply Chain Management

3. FOREWORD BY THE CHAIRPERSON

2022 is a year that offered more normality when compared to the aftermath of Covid lockdowns. Conditions however remained difficult with significant increases in the cost of living and the continuous loadshedding challenges. In the light of these new challenges, the Strand Business Improvement District (Strand BID) board and management team have remained steadfast in our commitment to providing top-up services in Strand. Embracing and implementing adaptability into our vision now seems entrenched in our day-to-day operations as well as our strategic thinking.

Our strategic objectives for 2022 included improving public safety, public cleanliness, and supporting law enforcement activities to make the Strand BID a destination for businesses, residents, and real estate investors. During the year, we spent R 860 209 on public safety. We funded our cleaning operation as an extension of our social upliftment programme to the value of R 69 000 and completed an urban management project of R 11 250. This represents 65% of the budget.

During 2021/22 we made took the first steps to introduce technological interventions to increase public safety through a CCTV camera project. This plan includes the roll-out of 6 static cameras with video analytics to detect movement in our area at night. These types of cameras are essential as they allow the team at the central control room to track and intervene in criminal and suspicious activity in real-time.

The additional support provided by our public safety partner, other security companies, the Strand Neighbourhood Watch and our Ward Councillor has bolstered our efforts to sustain improvement in Strand.

Our progress is only possible when we fluidly work in partnership with all the different role players, and we therefore thank all our partners for taking our hand throughout the year.

To our partners at the City of Cape Town, SAPS, and our service providers Secure Rite Security; your efforts are the cornerstone upon which we build a better environment for all. We thank you sincerely for your persistence, professionalism, and resilience.

I would in particular like to thank Gene Lohrentz, and his entire team at Geocentric, who again served our community so well, often during very difficult circumstances. Gene, I am grateful for your unwavering commitment and loyalty to our community and for the professional manner in which your team at Geocentric conducts themselves no matter how mundane the task.

Lastly to our board members, a sincere word of thanks for your time and valuable contributions over the year.

Grant Goodwin
Chairperson

4. STRAND BUSINESS IMPROVEMENT DISTRICT MANAGEMENT OVERVIEW

The aspiration to effectively deliver within a stable operational environment for 2022 quickly faded as our country and communities faced the impending challenges brought on by yet another global conflict. The subsequent impact created by this international conflict led to the rise in energy and other costs. Simultaneously the domestic impact of continued load shedding not only challenged the cost of operations, but it also created and increased the socio-economic pressure on the most vulnerable people in our communities.

Addressing the continued and relentless attack on public infrastructure along our railway corridors, electricity substations, public transport facilities and even private property, we were compelled to adapt our public safety strategy. Using technology to improve our detection and subsequent response to these incidents has proven effective in most cases. The significant escalation in fuel costs prompted our strategic move to use more technologically efficient based solutions. The Strand BID took the first steps towards the deployment of Artificial Intelligence enabled cameras to allow us to focus on the right solution, at the right place, throughout the precinct.

Our primary focus is always on how we can adapt to the ever-changing circumstances and continue to optimally deliver our valuable services to the Strand community. This year saw us working closer than ever with the City of Cape Town, our Ward Councillor and Sub-Council Manager to continually address and solve public needs through our operations.

Having a clean, safe, and welcoming environment is essential to attracting new investments into the Strand Business Improvement District. This drive also saw the Future Strand initiative leaving the nest of the Strand BID as a fledgling Public Benefit organization that can now function independently and support new investment in the Strand CBD and surrounds.

We realise that the social environment also needs our support. Continuing our partnership with the Helderberg Night Shelter to provide job opportunities for cleaning tasks in the Strand BID remains a vital partnership. The successful outcome of this initiative created two work opportunities within our community, and which will sustain further opportunities in the next financial year.

To our primary stakeholders, the property owners, we thank you for your unwavering support. The relentless onslaught of economic and financial challenges has not prevented you from continuing your investment in the Strand area. Our commitment to improve the Strand precinct remains steadfast and firm.

Gene Lohrentz

CEO – Geocentric Urban Management

Appointed Management Company of the STRAND BUSINESS IMPROVEMENT DISTRICT NPC

5. STATEMENT OF DIRECTORS' RESPONSIBILITY AND CONFIRMATION OF ACCURACY OF THE ANNUAL REPORT

We confirm that, to the best of our knowledge:

- All information and amounts disclosed in the annual report are consistent with the annual financial statements audited by Pyper Turner Auditors Inc.
- The directors consider the annual report, taken as a whole, to be accurate, fair, balanced, and free of material omissions.
- The Financial Statements, prepared in accordance with the applicable accounting standards give a true and fair view of the assets, liabilities, and financial position of the company.
- The external auditors have been engaged to express an independent opinion on the annual financial statements.

Approved by the board on 30 August 2022 and signed on behalf by:

Grant Goodwin
Chairperson of the Board
30 August 2022

6. STRATEGIC OVERVIEW

6.1. Vision

The Strand CBD is a well-established business district area that has experienced a systematic decline in business investment and activity. To some degree, the decline in business vitality is attributed to the development of a regional shopping mall that offers a controlled public environment perceived to be more convenient and safer for shoppers and visitors. The CBD's decline is further associated with increased homelessness in the area and the area became a target of property related crime. The lack of dedicated urban management was evident in some parts of the CBD where public and municipal infrastructure fell into neglect and disrepair.

With the implementation of the Strand Business Improvement District these problems were systematically addressed to counter any potential for further urban decay and the further increase of crime in the area. This timely intervention and coordinated management of the area preserved the existing infrastructure and contributed to the viability of the area as a vibrant central business district.

The vision of the SBID is to maintain a safe, clean, well-managed CBD area that attracts and retains business investment and attractive retail opportunities.

Mission

The mission of the SBID is to create and maintain an inviting and safe business district attractive and safe for visitors and shoppers alike.

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

6.2. Our Goals

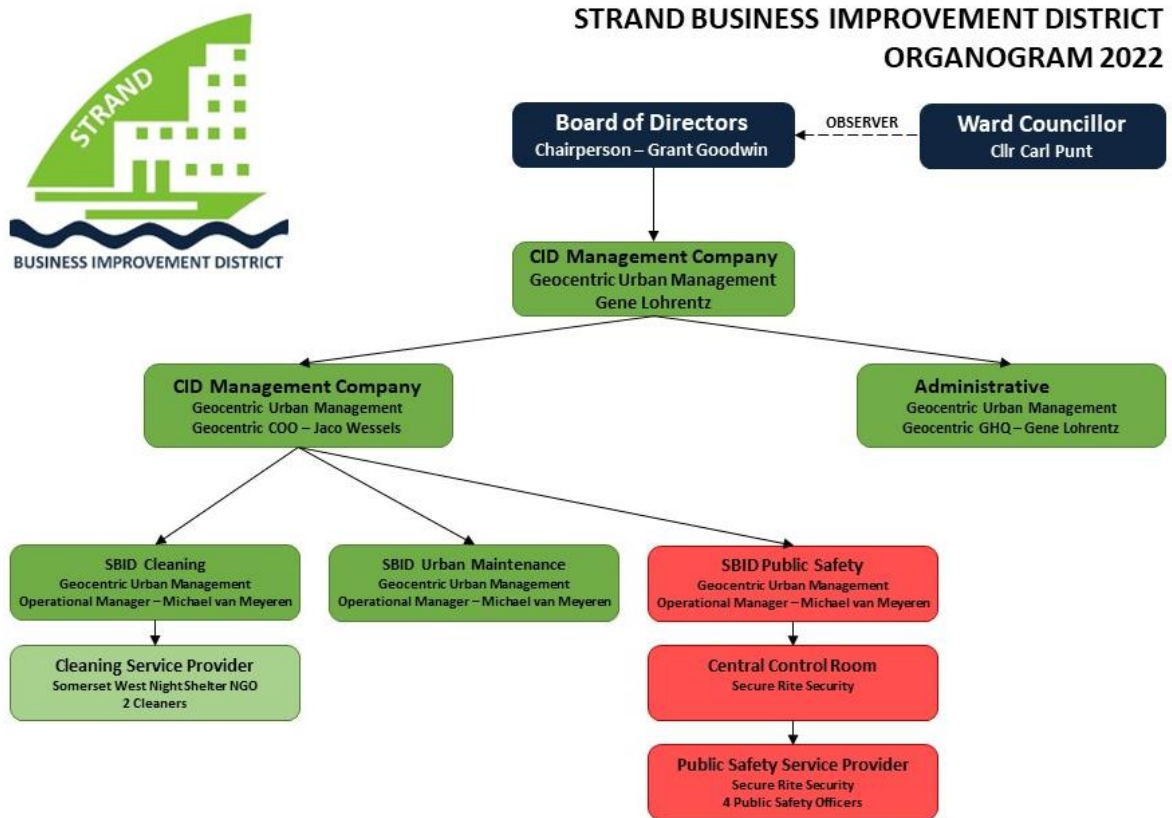
- Reducing crime significantly by proactive visible patrolling and cooperation with existing SAPS and City of Cape Town Law Enforcement efforts as well as other security service providers in the area.
- Creating a safe and clean public environment by addressing issues of maintenance and cleaning of streets, pavements and public spaces.
- Manage existing and new public infrastructure for the future benefit of all the users of the area.
- Protect property values.
- Attract investment to the area.
- Support and promote social responsibility in the area
- The sustained and effective management of the SBID area.

7. STATUTORY MANDATE

In terms of the CID By-law and Section 22 of the Municipal Property Rates Act, the Strand Business Improvement District NPC is tasked with considering, developing and implementing improvements and upgrades to the Strand Business Improvement District area to supplement services provided by the CCT. The funding comes from additional rates collected by the CCT from CID property owners and paid over to the company under the aforesaid legislation and may be supplemented by local fundraising initiatives. In expending these funds, the company is subject

to oversight by the CCT in terms of the CID By-law and Policy, as well as public procurement principles enshrined in s. 217 of the Constitution of the Republic of South Africa, 1996 (the “Constitution”)

8. ORGANISATIONAL STRUCTURE



9. MEET THE TEAM



Meet the Team



WE ARE A TEAM AND NOT ONLY GENE

Gene Lohrentz Chief Executive Officer	Micaela Bester Personal Assistant	Jaco Wessels Chief Operating Officer	Wejaen Viljoen Admin & Information Manager
<ul style="list-style-type: none"> • Company enquiries • Proposals • Community groups and liaison 	<ul style="list-style-type: none"> • Admin enquiries • Meeting requests 	<ul style="list-style-type: none"> • Operational enquiries • Control Room issues • Collaboration requests • CCTV enquiries 	<ul style="list-style-type: none"> • Admin enquiries • Reports • AGM enquiries • Board Meeting enquiries • HR enquiries
Contact Details gene@geocentric.co.za 083 255 7657	Contact Details admin@geocentric.co.za 061 997 4869	Contact Details jaco@geocentric.co.za 062 650 3322	Contact Details wejaen@geocentric.co.za 062 753 4779

For emergencies contact our 24 hour Control Room on 021 565 0900 or visit our [Geocentric website](https://www.geocentric.co.za)

Join our community WhatsApp group for realtime updates by sending a message with your name, surname, business name and business street address to +27 81 869 8911

PART B: PERFORMANCE INFORMATION

1. SITUATIONAL ANALYSIS

1.1. Service delivery environment

Through the efforts of the SBID the area has been upgraded and maintained. The SBID completed its initial five-year term and successfully achieved the support of its members to extend its term for an additional five years. During this term the SBID is repositioning itself to support the future revitalisation of the Strand economy through the Future Strand initiative.

In the light of these challenges the SBID aims to continue to enhance the area and work closely with the City of Cape Town to upgrade its infrastructure in the Strand CBD.

1.2. Organisational environment

Many of the day-to-day activities such as meetings, Board meetings, contact with community organisations and engagements with the City of Cape Town continued as planned. The appointed BID manager, Mr Erasmus retired after serving in the position for seven years. A new management team will be appointed to manage the SBID.

2. STRATEGIC OBJECTIVES

Strategically, the SBID works in partnership with the City of Cape Town and the property and business owners towards the economic upliftment of the area by maintaining a level of safety and cleanliness to promote the use of and investment in the area. This is achieved through:

- Increased public safety
- Encouraging the maintenance and upgrading of private properties and public spaces in the area.
- Creating a clean and well-maintained public environment
- Assist with the management and solution to the issues of people living on the streets of Strand.

3. COMPLAINTS PROCESS

The SBID offers numerous channels for dealing with complaints. Formal complaints are lodged to the SBID management via email. The SBID management will act on the complaint including one or more of the following actions:

- Referring serious complaints to the COO and CEO of the management company and/or the Board
- Meeting with the complainant to understand the problem and address the issue
- Scheduling the necessary tasks or actions to resolve the matter by the SBID team
- Logging a service request with the City of Cape Town
- Communicating with the complainant on the actions taken
- Follow-up process and communication with the complainant until the matter is resolved
- Complaints are also received via website contact messages, email replies to newsletters and feedback via various social media platforms including dedicated WhatsApp groups which are monitored via the central control room.

- Telephonic complaints are also dealt with via the operational manager or the central control room.

Most of the complaints relate to crime incidents or perceived criminal activity or relates to illegal dumping and vagrancy. Unless immediate response is required, safety and crime incidents are dealt with through our monthly meetings with SAPS or through the adjustment of our public safety deployment plans. Illegal dumping is either cleared by the SBID cleaning team as soon as possible or if necessary, a service request is logged with the City of Cape Town and followed up until completed.

4. PERFORMANCE INFORMATION

4.1. PUBLIC SAFETY

- 4.1.1. To improve safety and security the SBID developed a comprehensive and integrated public safety plan for the area in conjunction with an appointed service provider. These actions include coordination and cooperation with:

- The South African Police Service
- Local Community Policing Forums and Neighbourhood Watch
- Other existing security services in the area
- City of Cape Town Safety and Security Directorate
- Community organisations
- Other stakeholders

- 4.1.2. The SBID initiative and the inherent security situation of the area require the deployment of public safety patrol officers to adequately secure the public areas. Such a deployment can be expensive to implement and therefore the focus of the public safety plan is on roaming foot patrols with the highest number of resources deployed during day-time operations between 06:30 and 17:30 when most businesses are operational in the area. Considering the contributions from other stakeholders such as the SAPS and safety and security efforts from the City of Cape Town the following public safety and security plan is proposed for the SBID.

- 4.1.3. This plan involves the deployment of Public Safety Patrol Officers (similar to the concept of Neighbourhood Safety Ambassadors) to provide a reassuring presence on streets 7 days a week.

- 4.1.4. The public safety patrol officers are brightly uniformed ambassadors that help to maintain an inviting and comfortable experience by serving as additional “eyes and ears” for local law enforcement agencies. They are the face of the area. Typically, they get to know their neighbourhood and community very well and often serve as a first point of contact for emergency needs, help law enforcement to maintain order and provide an additional deterrent to crime through their consistent coverage and visibility. Public Safety Patrol Officers are equipped with two-way radios and walk or patrol the area at key times of the day. They become an integral part of general law enforcement, often being the ones to identify public safety issues and form an extension of the SAPS and the local authority law enforcement. A small group of well-trained public safety patrol officers have proven to be very successful in securing an area through active engagement with all people in the precinct. Additional training of patrol officers is required to become knowledgeable on issues such as public safety and reporting, first aid and

first-responder training, communication skills and homeless outreach services. Beyond basic training the Public Safety Patrol Officers develop a keen awareness and information of specific neighbourhood safety issues including drug trade, gang presence, poverty, social issues, criminal activity, and behaviour. If required patrol officers also provide walking escorts to people entering businesses early or staff leaving work late or elderly and vulnerable people feeling insecure.

4.1.5. The public safety plan includes:

- 4 x public safety patrol officers patrolling the area on foot, 7 days per week during the day-time (06:30 – 17:30).
- Radio communications network.
- Centralised Control Room
- Ad-hoc day and night-time patrols per vehicle and motorcycle provided by the Public Safety Service Provider.

4.1.6. Assistance from the City of Cape Town

4.1.7. The SBID will further enhance its public safety initiative through close cooperation with the Safety and Security Directorate of the City of Cape Town to link in with their initiative to support a safer public environment. This effort will be focused on utilising the services of Law Enforcement officers from the City of Cape Town in the area.

4.1.8. The activities of the Public Safety Officers and patrols are measured through a comprehensive management system for the logging of public safety incidents. The logging, mapping and analysis of these incident reports informs the adjustment of the public safety deployment plan for the area. The deployment plan is revised monthly.

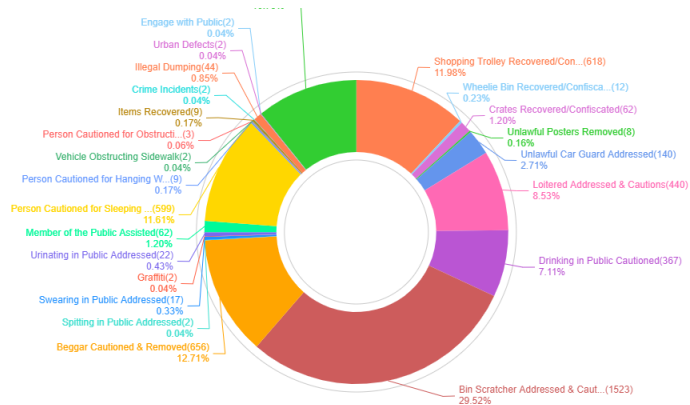
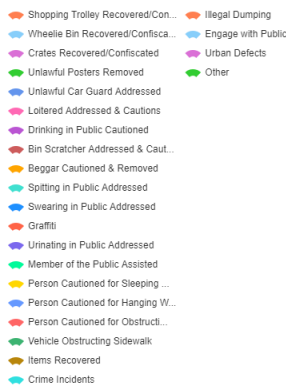
Public safety performance information

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	Comments
1. Identify the root causes of crime in conjunction with the SAPS, Local Authority and existing Public Safety service using their experience as well as available crime and public safety incident statistics.	Incorporate in Public Safety Management Plan	Ongoing	
2. Determine the Crime Threat Analysis of the CID area in conjunction with the SAPS, Determine strategies by means of an integrated approach to improve public safety, identify current Public Safety and policing shortcomings and develop and implement effective public safety strategy	Incorporate in Public Safety Management Plan	Ongoing	
3. Deploy Public Safety resources accordingly and effectively on visible patrols. Public Safety personnel and patrol vehicles to be easily identifiable	Effective Safety and Public Safety patrols in the SBID measured by: Daily attendance registers	Ongoing	Public safety officers are inspected and posted to their patrols daily. The Public safety officer's

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	Comments
	Incident reports		performance are measured on a weekly basis using the incident reports submitted via the incident reporting system and the public safety Whatapp groups.
4. Assist the police through participation by SBID in the local Police sector crime forum.	Incorporate feedback and information in Public Safety and safety initiatives of the SBID Report on any Public Safety information of the SBID to the CPF	Monthly	
5. Monitor and evaluate the Public Safety strategy and performance of all service delivery on a quarterly basis	Report findings to the SBID Board with recommendations where applicable	Quarterly	

IMPROVE AND CONTINUALLY ASSESS ALIGNMENT OF RESOURCES WITH SAFETY NEEDS OF LOCAL COMMUNITY			
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	Comments
6. Weekly Public Safety Reports from Contract Public Safety Service Provider	Report findings to the SBID Board with recommendations where applicable Incident reports	Weekly	Incident reports See the Table and Graph below
7. Identify “hot spot” areas.	Number of “hot spot” areas identified and the number of “hot spot” visitation for the reporting period	Monthly	See the Table Below

Public Safety Incidents- By Category	No of Incidents
Shopping Trolley Recovered/Confiscated	618
Wheelie Bin Recovered/Confiscated	12
Crates Recovered/Confiscated	62
Unlawful Posters Removed	8
Unlawful Car Guard Addressed	140
Loitered Addressed & Cautions	440
Drinking in Public Cautioned	367
Bin Scratcher Addressed & Cautioned	1523
Beggar Cautioned & Removed	656
Spitting in Public Addressed	2
Swearing in Public Addressed	17
Graffiti	2
Fire/Emergencies	0
Urinating in Public Addressed	22
Member of the Public Assisted	62
Person Cautioned for Sleeping in Public Space	599
Person Cautioned for Hanging Washing in Public	9
Person Cautioned for Obstructing Sidewalk	3
Vehicle Obstructing Sidewalk	2
Items Recovered	9
Crime Incidents	2
Suspicious Persons/Vehicles	0
Illegal Dumping	44
Engage with Public	2
Urban Defects	2
Other	557
TOTAL	5160



The most significant challenge to the public safety operations in SBID remains the limited resources. The budget does not allow for night-time deployment and patrols.

The SBID's overall strategy to address the challenge is based on a multi-disciplinary approach which includes the following measures:

- Working closely with the Strand Neighbourhood Watch.
- Engaging the City of Cape Town for the deployment of additional Law Enforcement Officers for the Strand.
- Constantly adjusting the deployment plan and deployment times of the existing resources to address issues as they arise.
- Engaging with businesses to apply the necessary security measures to their properties.

4.1.9. Resource Allocation

A budget of R 860 209 was expended on the Public Safety deployments for the year.

Actual expenditure compared with the projected expenditure for (1) the financial year preceding the current reporting period and (2) the financial year that is the subject-matter of this annual report (referred to below as "2020/2021")

Service/ Project components	2020/21			2021/22		
	Projected Expenditure	Actual Expenditure	(Over)/ Under Expenditure	Projected Expenditure	Actual Expenditure	(Over)/ Under Expenditure
Public Safety	R 842 400	R 784 636	R 57 764	R 861 000	R 860 209	R 791

4.2. MAINTENANCE AND CLEANSING SERVICES

4.2.1. The SBID does not have adequate budget to deploy the services of a dedicated public cleaning service to provide the "top-up" or additional cleaning services required in their area. To establish the most effective cleaning plan the strategy was incorporated in the social upliftment plan for the SBID. As part of the Social Reintegration Plan, two workers deployed by the Somerset West Night Shelter NGO performs the duties of a public cleaning service. This is augmented by the SBID management identifying and using existing waste management services, identify specific management problems and areas and assist in developing additional waste management and cleaning plans for the area.

4.2.2. The plan was executed by establishing a small team to:

- Decrease waste and grime in the area through a sustainable cleaning programme.
- Provide additional street sweeping, waste picking and additional refuse collection in all the public areas.
- Removal of illegal posters, graffiti and stickers from non-municipal infrastructure.

4.2.3. Urban infrastructure was improved by:

- Developing and implementing a plan to identify and monitor the status of public infrastructure such as roads, pavements, streetlights, road markings and traffic signs.
- Coordinating actions with the relevant City of Cape Town's departments to address infrastructure defects. This was done through specific liaison with departments and officials in addition to the reporting and monitoring of repairs identified by the CID Manager.
- After a base level of repair and reinstatement was achieved the SBID team implemented local actions to correct minor issues.

4.2.4. In addition, the urban management team, in consultation with the relevant City Departments assisted with:

- Graffiti removal from non-municipal infrastructure where possible.
- Removal of illegal posters and pamphlets from public spaces and non-municipal infrastructure as noted in the SBID Implementation Plan.
- Greening, tree pruning and landscaping.
- Storm water drain cleaning where required.

4.2.5. The cleaning team members are recruited from homeless people seeking gainful employment and on-the-job training was provided to improve their skills and utilisation. The cleaning and urban maintenance team includes:

- 2 x urban management workers per day for 4 hours. The shifts run Monday to Friday

Cleaning and Urban Maintenance performance information

PROVIDE A CLEANER PUBLIC SPACE			
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	Comments
1. Develop cleaning strategy to guide delivery from appointed service delivery provider	Measure effectiveness through Cleaning Statistics	Monthly	
2. Provide (on own initiative or in collaboration with CCT) additional litter bins in public spaces.	Record and Report findings to the SBID Board and the CCT with recommendations where applicable	Annually	
3. Provide clean streets & sidewalks (i.e. cleaning of municipal bins & removing street litter).	Measure effectiveness through Cleaning Statistics	Monthly	See the Table and Graph below
4. Remove Illegal Dumping from Public Spaces	Measure effectiveness through Cleaning Statistics	Monthly	See the Table and Graph below

RENEWING PUBLIC SPACES			
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	Comments
5. Remove graffiti in public spaces	Measure effectiveness through Cleaning Statistics	Monthly	See the Table and Graph below
6. Remove unlawful or unsightly stickers and posters from public infrastructure	Measure effectiveness through Cleaning Statistics	Monthly	See the Table and Graph below

PROVIDE A WELL-MAINTAINED PUBLIC SPACE			
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	Comments
1. Develop an urban maintenance strategy to guide delivery from appointed service delivery provider	Measure effectiveness through Urban Maintenance Statistics	Monthly	
2. Identify and report urban defects through collaboration with CCT	Record and Report findings to the SBID Board and the CCT with follow-up action where applicable Measure effectiveness through Urban Maintenance Statistics	Monthly	See the Table below
3. Identify and plan the correction of urban defects and beautification of public infrastructure through repair, cleaning, and painting.	Measure effectiveness through Urban Maintenance Statistics	Monthly	See the Table below

MAINTENANCE OF PUBLIC GREEN AREAS			
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	Comments
1. Mow street verges	Measure effectiveness through Urban Maintenance Statistics	Monthly	See the Table below
2. Tree pruning and landscaping.	Measure effectiveness through Urban Maintenance Statistics	Monthly	See the Table below

Cleaning Tasks	No of Tasks
Refuse Bags filled	3361

Urban Management Task List

Category	Sub-Category	Underway	Completed	Total
Electricity (Equipment damage & exposure)	Equipment damaged	0	1	1
Electricity (Equipment damage & exposure)	Equipment has been tampered with	0	1	1
Electricity (Equipment damage & exposure)	Exposed cable	0	1	1
Electricity (Equipment damage & exposure) Total		0	3	3
Electricity (Street lighting)	All streetlights are out	0	6	6
Electricity (Street lighting)	Individual streetlights are out	0	7	7
Electricity (Street lighting) Total		0	13	13
Roads and storm water (Maintenance required)	Paint or repaint road marking, lines, etc.	0	1	1
Roads and storm water (Maintenance required)	Repair a pothole	0	10	10
Roads and storm water (Maintenance required)	Repair or replace bollards, guards or handrails	0	3	3
Roads and storm water (Maintenance required)	Repair road or footway	0	5	5
Roads and storm water (Maintenance required) Total		0	19	19
Roads and stormwater (Missing covers and grids)	Repair or replace manhole cover or grid	0	20	20
Roads and stormwater (Missing covers and grids) Total		0	20	20
Sewer	Sewer-foul smell	0	1	1
Sewer	Sewer-manhole cover-damaged	0	4	4
Sewer	Sewer-manhole cover-stolen/missing	0	3	3
Sewer	Sewer: blocked/overflow	0	6	6
Sewer Total		0	14	14
Stormwater (Blockages)	Stormwater gulley or manhole blocked	0	6	6
Stormwater (Blockages) Total		0	6	6
Water	Burst pipe	0	1	1
Water	Leak in road/pavement/underground	0	1	1
Water Total		0	2	2
TOTAL		0	77	77

- Although the SBID improved the cleanliness of most public environments in the area, the most challenging area remains the Public Transport Interchange and surrounding streets and open spaces. The large number of homeless people makes a significant contribution to the generation of public litter through bin-picking at night when there are no patrol officers present.
- The SBID is in constant liaison with the City of Cape Town to address both the origin and the result of this problem through concerted efforts.

Actual expenditure compared with the projected expenditure for (1) the financial year preceding the current reporting period and (2) the financial year that is the subject-matter of this annual report (referred to below as “2020/2021”) – See Social Upliftment as the two services are integrated.

4.3. SOCIAL DEVELOPMENT SERVICES

4.3.1. The social issues of the area are varied and complex and no single plan or approach will adequately address these issues. The SBID coordinates its social intervention actions with the various NGO's and social improvement organisations in the area to assist in the development of a comprehensive strategy for addressing social issues in conjunction with the City of Cape Town, all relevant social welfare organisations and institutions. Social intervention and development can only be achieved by offering unemployed and/or homeless people an alternative which the SBID supports with its cleaning programme.

4.3.2. Resource Allocation

- Two (2) job opportunities were created for cleaning and maintenance staff members recruited from the Somerset West Night Shelter.

Actual expenditure compared with the projected expenditure for (1) the financial year preceding the current reporting period and (2) the financial year that is the subject-matter of this annual report (referred to below as “2020/2021”)

Service/ Project components	2020/21			2021/22		
	Projected Expenditure	Actual Expenditure	(Over)/ Under Expenditure	Projected Expenditure	Actual Expenditure	(Over)/ Under Expenditure
Social Services	R 67 392	R 51 900	R 15 492	R 72 783	R 69 000	R 3 783

PART C: CORPORATE GOVERNANCE

1. APPLICATION OF KING IV

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

The practices applied by the company are explained in this part (Part C), of the Annual Report. In determining which reporting practices to apply, the board took account of, among other things, the CCT’s policy, and the reporting protocols appropriate to a non-profit entity such as the NPC.

- 1.2. Compliance with King IV for the reporting period. The board is satisfied that the NPC has complied with the applicable principles set out in King IV during the period under review, to the extent reasonably possible, are provided fully below.

2. GOVERNANCE STRUCTURE

2.1. Board Composition

The Board is satisfied that the Board of the NPC is compiled by a representative group of directors representing the interests of the varied property owner groups within the SBID footprint.

2.2. Board Observer

In terms of the By-law, city councillors are designated as “board observers” by the Executive Mayor to conduct oversight of board functions. This oversight entails receiving board documentation and attending board meetings, with a view to ensuring that the company duly executes its statutory mandate. The Executive Mayor has appointed Cllr. Carl Punt as board observer.

2.3. Appointment of the board

An Annual General Meeting is held every year to review the performance of the CID and to confirm the mandate of the members. The AGM provides the opportunity to elect new directors to serve on the board of the NPC. Elected Board members take responsibility for the various portfolios in the company and regular board meetings allow the directors to review current operations and apply corrective measures as required.

2.4. Overview of the board’s responsibilities

The Board oversees the day-to-day delivery of the additional services according to the Business Plan. In executing this task, the Board:

- identifying strategies to implement the NPC’s business plan in a manner that ensures the financial viability of the company and takes adequate account of stakeholder interests.
- monitoring compliance with applicable legislation, codes, and standards.

- approving the annual budget.
- overseeing preparation of and approving the annual financial statements for adoption by members.
- exercising effective control of the NPC and monitoring management's implementation of the approved budget and business plan

2.5. Board charter

The board is satisfied that it has fulfilled its responsibilities under the board charter during the period under review.

2.6. Director Independence

During the period under review, the board formally assessed the independence of all non-executive directors, as recommended by King IV. The board has determined that all the non-executive directors, including the chairperson, are independent in terms of King IV's definition of "independence" and the guidelines provided for in principle 7.28.

2.7. Board Committees

No Board Committees were appointed. The Board members did however support and participate in the Future Strand initiative.

2.8. Attendance at board and committee meetings

The board convenes at least once every 2 months. An interim Board Information Pack is distributed monthly with the option to convene a special board meeting when necessary. In the period under review, physical meetings were severely disrupted due to the national lockdown and subsequently, update meetings were scheduled through video conferencing. In accordance with the MOI of the company, decisions noted during such meetings were ratified by individual email approvals after the meetings. These documents have been kept as a record of these decisions.

3. Ethical Leadership

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

The Code is available online at www.strandbid.co.za

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

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

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

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

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

PART D: FINANCIAL INFORMATION

1. Report of the External Auditor

See full report below

2. Annual Financial Statements

See full report below

**STRAND BUSINESS IMPROVEMENT DISTRICT NPC
(REGISTRATION NUMBER 2014/240759/08)
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2022**

Pyper Turner Incorporated
Registered Auditors
Issued 30 August 2022

Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2022

General Information

Country of incorporation and domicile	South Africa
Nature of business and principal activities	General upliftment of Strand central business district area
Directors	B S Friedman G M Goodwin D J Malan
Registered office	2nd Floor Friedman and Cohen 10 Wesley Street Strand Western Cape 7140
Business address	2nd Floor Friedman and Cohen 10 Wesley Street Strand Western Cape 7140
Postal address	PO Box 1029 Strand 7139
Auditors	Pyper Turner Incorporated Registered Auditors
Company registration number	2014/240759/08
Tax reference number	9017/135/25/3
Level of assurance	These financial statements have been audited in compliance with the applicable requirements of the Companies Act 71 of 2008.
Preparer	The financial statements were independently compiled by: J D Knoblauch Professional Accountant (SA)

Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2022

Index

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

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Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2022

Directors' Responsibilities and Approval

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

The financial statements are prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

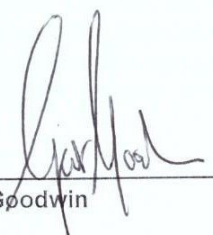
The directors acknowledge that they are ultimately responsible for the system of internal financial control established by the company and place considerable importance on maintaining a strong control environment. To enable the directors to meet these responsibilities, the directors sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the company and all employees are required to maintain the highest ethical standards in ensuring the company's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the company is on identifying, assessing, managing and monitoring all known forms of risk across the company. While operating risk cannot be fully eliminated, the company endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

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

The directors are satisfied that the company has or has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently auditing and reporting on the company's financial statements. The financial statements have been audited by the company's external auditors and their report is presented on pages 5 to 6.

The financial statements set out on pages 7 to 14, which have been prepared on the going concern basis, were approved by the directors and signed on their behalf by:



G M Goodwin

D J Malan

30 August 2022

Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2022

Directors' Report

The directors submit their report on the financial statements of Strand Business Improvement District NPC for the year ended 30 June 2022.

1. Nature of business

Strand Business Improvement District NPC is incorporated in South Africa with interests in the services industry. The company operates in South Africa.

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

2. Review of financial results and activities

The financial statements have been prepared in accordance with International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act 71 of 2008. The accounting policies have been applied consistently compared to the prior year.

Full details of the financial position, results of operations and cash flows of the company are set out in these financial statements.

3. Directors

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

B S Friedman
G M Goodwin
D J Malan

There have been no changes to the directorate for the period under review.

4. Events after the reporting period

The directors are not aware of any material event which occurred after the reporting date and up to the date of this report.

5. Going concern

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



PYPER TURNER

CHARTERED ACCOUNTANTS (SA)
REGISTERED AUDITORS

Independent Auditor's Report

To the members of Strand Business Improvement District NPC

Opinion

We have audited the financial statements of Strand Business Improvement District NPC set out on pages 7 to 14, which comprise the statement of financial position as at 30 June 2022, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Strand Business Improvement District NPC as at 30 June 2022, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act 71 of 2008.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the financial statements section of our report. We are independent of the company in accordance with the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards). We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The directors are responsible for the other information. The other information comprises the Directors' Report on page 4, as required by the Companies Act 71 of 2008.

Our opinion on the financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

PYPER TURNER INCORPORATED | Reg. no. 2005/020068/21

SAICA Reg no. 00014492 | IRBA Reg no. 947601 | SAIPA Reg no. ATC2099 | VAT no. 4910220062

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A First Floor, Sunshine Tour House, Golf Village, 2 De Beers Avenue, Somerset West, 7130 | PO Box 385, Somerset Mall, 7137

Directors: EJ Turner CA (SA) RA | E Neethling CA (SA) RA | E van Wyk CA (SA) RA | GC Pieterse CA (SA) RA

Responsibilities of the directors for the Financial Statements

The directors are responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act 71 of 2008, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Pyper Turner Incorporated
Registered Auditors
Director: E J Turner CA (SA) / RA

30 August 2022

Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2022

Statement of Financial Position as at 30 June 2022

Figures in Rand	Notes	2022	2021
Assets			
Non-Current Assets			
Property, plant and equipment	2	24 312	-
Current Assets			
Trade and other receivables	3	80 563	74 942
Cash and cash equivalents	4	650 058	642 121
		730 621	717 063
Total Assets		754 933	717 063
Equity and Liabilities			
Equity			
Retained surplus		745 398	705 286
Liabilities			
Current Liabilities			
Trade and other payables	5	9 535	11 777
Total Equity and Liabilities		754 933	717 063

Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2022

Statement of Comprehensive Income

Figures in Rand	Notes	2022	2021
Revenue	6	1 463 460	1 330 572
Other income			
Interest received	7	24 043	26 945
Operating expenses			
Accounting fees		11 362	11 971
Advertising		1 175	-
Auditors remuneration	8	18 400	16 950
Bank charges		1 252	1 328
CIPC fees		450	450
Consulting fees		75 000	180 000
Entertainment and meetings		1 735	1 997
Insurance		4 565	3 261
Interest - SARS		43	-
Legal fees		-	3 500
Management services		396 000	374 730
Minor tools & equipment		1 838	1 839
Projects		69 000	51 900
Protective clothing		-	2 512
Security		855 321	774 652
Urban maintenance		11 250	-
		1 447 391	1 425 090
Surplus / (deficit) before taxation		40 112	(67 573)
Taxation	10	-	(158 096)
Surplus / (deficit) for the year		40 112	(225 669)

Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2022

Statement of Changes in Equity

Figures in Rand	Retained surplus	Total equity
Balance at 01 July 2020	930 955	930 955
Deficit for the year	(225 669)	(225 669)
Balance at 01 July 2021	705 286	705 286
Surplus for the year	40 112	40 112
Balance at 30 June 2022	745 398	745 398

Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2022

Statement of Cash Flows

Figures in Rand	Notes	2022	2021
Cash flows from operating activities			
Cash generated from (used in) operations	11	8 206	(100 873)
Interest income		24 043	26 945
Tax paid	12	-	(158 096)
Net cash from operating activities		32 249	(232 024)
Cash flows from investing activities			
Purchase of property, plant and equipment	2	(24 312)	-
Total cash movement for the year		7 937	(232 024)
Cash at the beginning of the year		642 121	874 145
Total cash at end of the year	4	650 058	642 121

Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2022

Accounting Policies

1. Presentation of financial statements

The financial statements have been prepared on a going concern basis in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities, and the of the Companies Act, 71 of 2008. The financial statements have been prepared on the historical cost basis, and incorporate the principal accounting policies set out below. They are presented in South African Rands.

These accounting policies are consistent with the previous period.

1.1 Property, plant and equipment

Property, plant and equipment are tangible assets which the company holds for its own use or for rental to others and which are expected to be used for more than one period.

Property, plant and equipment is initially measured at cost and is subsequently stated at cost less accumulated depreciation and any accumulated impairment losses.

Cost includes costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

Property, plant and equipment with a cost of R7,000.00 or less per item, is depreciated in full during the year of acquisition.

Depreciation of an asset commences when the asset is available for use as intended by management. Depreciation is charged to write off the asset's carrying amount over its estimated useful life to its estimated residual value, using a method that best reflects the pattern in which the asset's economic benefits are consumed by the company.

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Depreciation method	Average useful life
CCTV camera system	Straight line	5 years

The depreciation charge for each period is recognised in profit or loss unless it is included in the carrying amount of another asset.

Gains and losses on disposals are recognised in profit and loss.

1.2 Financial instruments

Initial measurement

Financial instruments are initially measured at the transaction price (including transaction costs except in the initial measurement of financial assets and liabilities that are measured at fair value through profit or loss) unless the arrangement constitutes, in effect, a financing transaction in which case it is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial instruments at cost

Equity instruments that are not publicly traded and whose fair value cannot otherwise be measured reliably without undue cost or effort are measured at cost less impairment.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, demand deposits and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. These are initially and subsequently recorded at fair value.

Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2022

Accounting Policies

1.3 Revenue

Revenue is recognised to the extent that the company has transferred the significant risks and rewards of ownership of goods to the buyer, or has rendered services under an agreement provided the amount of revenue can be measured reliably and it is probable that economic benefits associated with the transaction will flow to the company. Revenue is measured at the fair value of the consideration received or receivable, excluding sales taxes and discounts.

Interest is recognised, in profit or loss, using the effective interest rate method.

Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2022

Notes to the Financial Statements

Figures in Rand	2022	2021
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2. Property, plant and equipment

	2022			2021		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
CCTV camera system	24 312	-	24 312	-	-	-

Reconciliation of property, plant and equipment - 2022

	Opening balance	Additions	Closing balance
CCTV camera system	-	24 312	24 312

3. Trade and other receivables

Prepaid expenses	80 563	74 942
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4. Cash and cash equivalents

Cash and cash equivalents consist of:

Nedbank current account	33 386	29 491
Nedbank 32 day notice account	616 672	612 630
	650 058	642 121

5. Trade and other payables

Trade payables	250	1 337
VAT	9 285	10 440
	9 535	11 777

6. Revenue

Rates received - City of Cape Town	1 443 538	1 330 572
Rates retention received - City of Cape Town	19 922	-
	1 463 460	1 330 572

In accordance with the Finance Agreement, the City pays over 97% of the annual budget to the CID in 1/12th instalments and retains 3% as a provision for bad debts. Accordingly, the City paid over R1,443,538 to the company in 2021/22. Retention of R19,922 was refunded to the company in 2021/22.

7. Investment revenue

Interest revenue		
Bank	24 043	26 945

Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2022

Notes to the Financial Statements

Figures in Rand	2022	2021
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8. Auditors remuneration

Audit services	11 000	10 000
Tax- and secretarial services	7 400	6 950
	<u>18 400</u>	<u>16 950</u>

9. Finance costs

10. Taxation

Major components of the tax expense

Current taxation

South African normal tax - prior periods under provision	<u>-</u>	<u>158 096</u>
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No provision has been made for 2022 tax as the company is registered as a Public Benefit Organisation at the Tax Exempt Unit and has no taxable income.

11. Cash generated from (used in) operations

(Deficit) surplus before taxation	40 112	(67 573)
Adjustments for:		
Interest received	(24 043)	(26 945)
Changes in working capital:		
Trade and other receivables	(5 621)	(6 982)
Trade and other payables	(2 242)	627
	<u>8 206</u>	<u>(100 873)</u>

12. Tax paid

Current tax regarding 2015 assessment	<u>-</u>	<u>(158 096)</u>
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13. Directors' remuneration

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