

ANNUAL REPORT

Strand Business Improvement District NPC
Annual Report and Financial Statements
for the year ended 30 June 2025



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 Registration No: 2014/240759/08
Registered Office: 2nd Floor, Friedman & Cohen, 10 Wesley Street, Strand SP,
 Western Cape, 7140
VAT No: 4890269121

SBID Directors:
 Grant Goodwin - Public Safety
 Barry Friedman - Social Upliftment/Marketing
 Daantjie Malan - Urban Maintenance/Cleansing

Ward - 83
Sub-Council - 8
Principle Board Observer - Carl Punt -
Alternative Board - Chantal Cerfontein -
Observer
Sub-Council Manager - Erika Williams -

Auditors - BGR PYPYR TURNER
Accountant - Boland Secretarial Dienste
Company Secretarial - BGR PYPYR TURNER
Duties

SBID Management
 - Geocentric Urban Management
 - 2, 12th Street Elsies River, 7490
 - info@geocentric.co.za
 - www.geocentric.co.za
 - 021 565 0901

SBID Manager
 Grant Joseph - 074 300 0353 - sbid@geocentric.co.za

Public Safety Service - Secure Rite Security - 086 010 3099
Provider

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

Dear Stakeholders,

The Strand Business Improvement District entered its third five-year term with a renewed commitment to a safe, clean and welcoming central business district. Over the past year, we have worked diligently to uphold our mission of providing supplementary public safety, urban maintenance, and cleaning services in partnership with the City of Cape Town and local stakeholders. Despite limited financial resources, SBID delivered a strong operational performance. Public safety remains our largest expenditure and key priority, with over 60 % of our annual budget dedicated to a team of four daytime public safety officers supported by a CCTV network and night-time reaction vehicle.

Detailed incident statistics show sustained reductions in loitering, public drinking and illegal dumping compared with the previous year, alongside quick responses to isolated spikes in crime such as theft from vehicles.

Our CCTV system was further enhanced to enable live monitoring and AI functionality. Urban maintenance and cleansing also remained core services. By integrating cleaning with social upliftment programmes, we employed and trained previously unemployed individuals to remove litter, illegal posters and graffiti and to de-weed streets and sidewalks.

Recycling initiatives gained traction, contributing to environmental sustainability and supporting the City's Integrated Development Plan objectives.

Financially, SBID remains sound. Audited revenue grew to R1.98 million, with retained income to R1.3 million. This prudent financial management ensures that the organisation can continue to deliver essential services and absorb unforeseen challenges.

Looking ahead, we remain conscious of growing pressures: densification and redevelopment in Strand are accelerating, adding to the demands on public amenities, infrastructure, and traffic management. These trends underscore the importance of the BID model and the value of collective investment in the public realm.

On behalf of the Board, I thank the City of Cape Town, our service providers, property owners and community partners for their steadfast support. Together, we will continue to safeguard Strand's appeal as a vibrant, clean and safe destination for businesses, residents and visitors.

Thank you for your ongoing trust and support.

Sincerely,

Grant Goodman

Chairperson, Strand Business Improvement District Non-profit Company

4. MANAGEMENT OVERVIEW

The 2024/25 financial year demonstrated the SBID's ability to achieve measurable results within tight resource constraints while preparing for future urban growth.

Public Safety and Security

SBID sustained a comprehensive safety plan featuring four daytime foot patrol officers, a night-time reaction vehicle, and a control-room-linked CCTV network of AI-enabled cameras.

Regular coordination with SAPS, City Law Enforcement, community policing forums and private security ensured rapid incident response. Quarterly statistics indicate lower volumes of public disorder and illegal dumping and effective management of sporadic spikes in robbery and theft incidents.

Cleansing and Urban Management

A small but effective cleansing team—recruited via social upliftment programmes—reduced waste, maintained sidewalks and streets, and removed graffiti and illegal posters

A new recycling initiative began, aiming to reduce landfill use and support our social upliftment programme.

Partnerships and Stakeholder Engagement

Engagements with City departments supported the maintenance of street lighting, signage and other public infrastructure.

Financial Performance

Audited results confirm robust finances, and this stability ensures continued service delivery and the capacity to invest in strategic projects like further CCTV expansion and the Strand Circle upgrade.

Looking forward

SBID will continue to work with the City and private sector to address these challenges while safeguarding property values and enhancing the visitor experience.

Our management team remains committed to cost-effective, transparent, and accountable operations. By focusing on safety, cleanliness, and stakeholder collaboration, SBID will sustain a thriving, inclusive and resilient Strand CBD.

Sincerely

Gene Lohrentz

Chief Executive Officer

Geocentric Urban Management as management company for the Strand Business Improvement District

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 29 August 2025 and signed on behalf by:

Grant Goodwin
Chairperson of the Board
29 August 2025

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.

6.2. 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

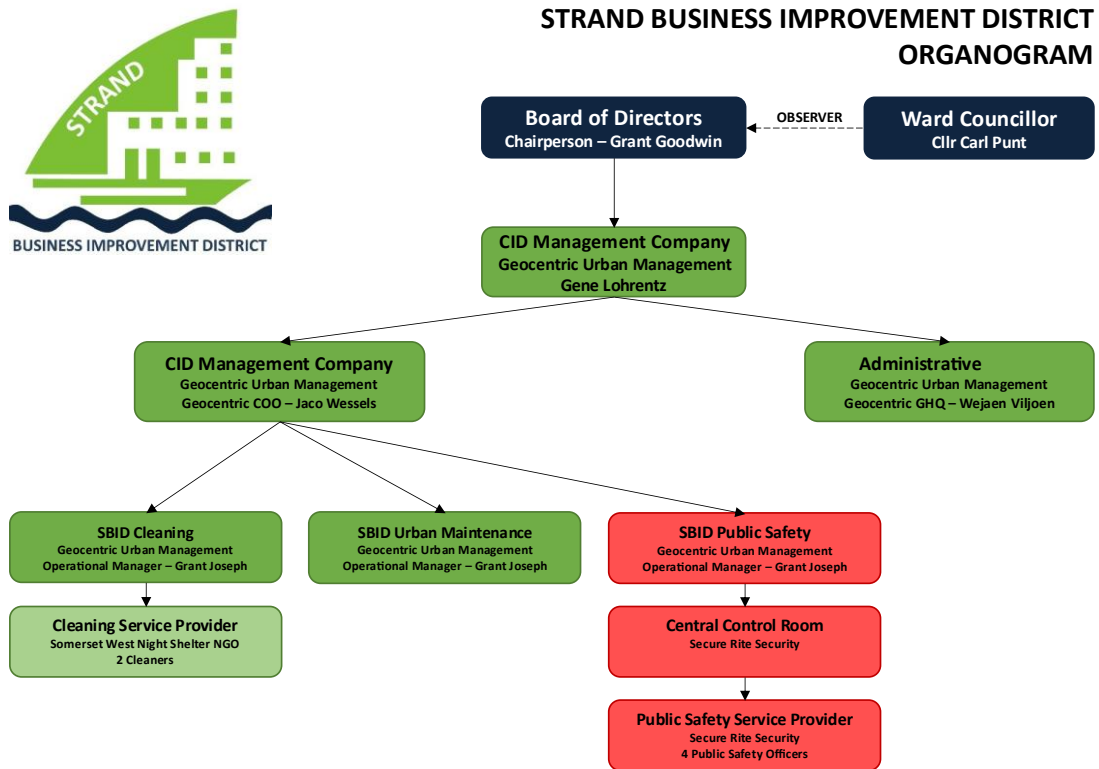
6.3. Our Goals

- 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

Geocentric Urban Management Team			
			
Gene Lohrentz Chief Executive Officer <ul style="list-style-type: none"> • Company enquiries • Proposals • Community groups and liaison 	Jaco Wessels Chief Operating Officer <ul style="list-style-type: none"> • Operational enquiries • Control Room issues • Collaboration requests • CCTV enquiries 	Wejaen Viljoen Admin & Information Manager <ul style="list-style-type: none"> • Admin enquiries • Reports • AGM enquiries • Board Meeting enquiries • HR enquiries 	Grant Joseph CID Manager <ul style="list-style-type: none"> • Day-to-day Operations
Contact Details gene@geocentric.co.za 083 255 7657	Contact Details coo@geocentric.co.za 062 650 3322	Contact Details admin@geocentric.co.za 062 753 4779	Contact Details sbid@geocentric.co.za 074 300 0353

For emergencies contact our 24 hour Control Room on 021 565 0900 or info@geocentric.co.za or visit our website 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 081 869 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. The SBID is seeking approval for a third term at the 2024 Annual General Meeting.

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.

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 CEO and COO 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 (like 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 daytime (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	

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	Comments
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 Incident reports	Ongoing	Public safety officers are inspected and posted to their patrols daily. The Public safety officer's performance is measured on a weekly basis using the incident reports submitted via the incident reporting system and the public safety WhatsApp 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

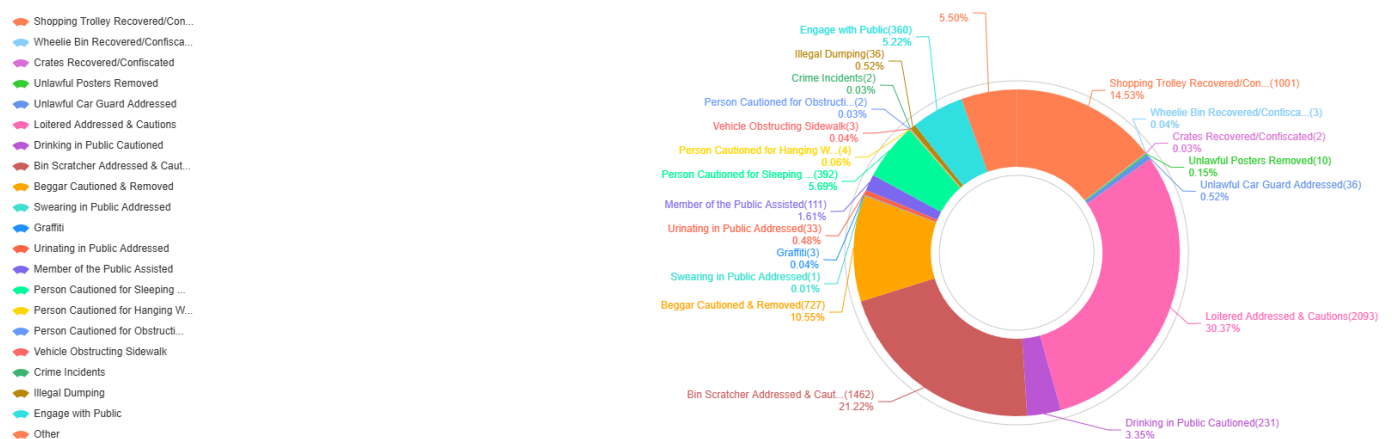
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	Comments
6. Weekly Public Safety Reports from Contract Public Safety Service Provider	Report findings to the SBID Board with recommendations where applicable Incident reports	Weekly	Incident reports See the Table and Graph below
7. Identify "hot spot" areas.	Number of "hot spot" areas identified and the number of "hot spot" visitation for the reporting period	Monthly	

Public Safety Incident Summary Report

Type	2022/23	2023/24	2024/25	2022/23 - 2024/25	2022/23 - 2024/25
Shopping Trolley Recovered/Confiscated	628	1 636	1 001	↑	↓
Wheelie Bin Recovered/Confiscated	15	5	3	↓	↓

Type	2022/23	2023/24	2024/25	2022/23 - 2024/25	2022/23 - 2024/25
Crates Recovered/Confiscated	17	36	2	↓	↓
Unlawful Posters Removed	2	10	10	↑	→
Unlawful Car Guard Addressed	71	69	36	↓	↓
Loitered Addressed & Cautions	1 183	2 428	2 093	↑	↓
Drinking in Public Cautioned	367	286	231	↓	↓
Bin Scratcher Addressed & Cautioned	1 668	1 565	1 462	↓	↓
Beggar Cautioned & Removed	564	1 173	727	↑	↓
Spitting in Public Addressed	0	2	0	→	↓
Swearing in Public Addressed	7	5	1	↓	↓
Graffiti	1	2	3	↑	↑
Fire/Emergencies	1	1	0	↓	↓
Urinating in Public Addressed	17	22	33	↑	↑
Member of the Public Assisted	112	87	111	↓	↑
Person Cautioned for Sleeping in Public Space	583	528	392	↓	↓
Person Cautioned for Hanging Washing in Public	5	1	4	↓	↑
Person Cautioned for Obstructing Sidewalk	10	2	2	↓	→
Vehicle Obstructing Sidewalk	3	0	3	→	↑
Items Recovered	7	7	0	↓	↓
Crime Incidents	4	0	2	↓	↑
Suspicious Persons/Vehicles	1	0	0	↓	→
Illegal Dumping	58	112	36	↓	↓
Engage with Public	684	1 298	360	↓	↓
Urban Defects	6	2	0	↓	↓
Other	442	518	379	↓	↓
TOTAL	6 456	9 795	6 891		

Public Safety Incidents Graph



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 1 086 955 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 "2024/2025")

Service/ Project components	2023/24			2024/25		
	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure
Public Safety	R 1 072 181	R 1 000 209	R 71 972	R1 100 000	R 1 086 955	R 13 045

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 supplementary service 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

Cleansing 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

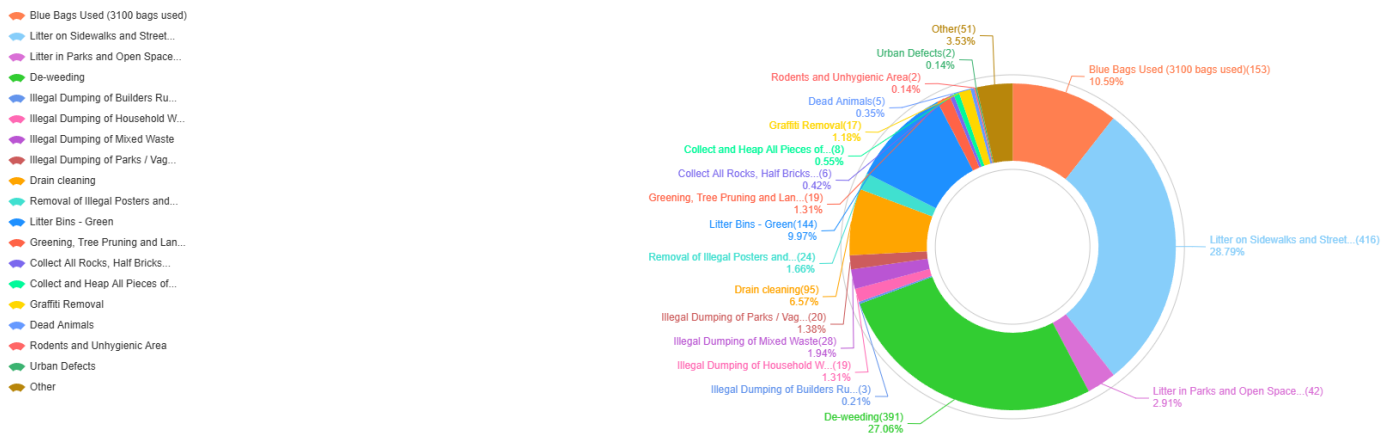
MAINTENANCE OF PUBLIC GREEN AREAS			
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	Comments
1. Mow street verges	Measure effectiveness through Urban Maintenance Statistics	Monthly	See the Table below
2. Tree pruning and landscaping.	Measure effectiveness through Urban Maintenance Statistics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

Cleansing Summary Report

Type	2022/23	2023/24	2024/25	2022/23 - 2024/25	2022/23 - 2024/25
Blue Bags Used	3 214	3 983	3 085	↓	↓
Litter on Sidewalks and Streets	276	449	413	↑	↓
Litter in Parks and Open Spaces	107	40	42	↓	↑
De-weeding	257	424	388	↑	↓
Illegal Dumping of Builders Rubble	4	1	3	↓	↑
Illegal Dumping of Garden Waste	15	3	0	↓	↓
Illegal Dumping of Household Waste	43	33	19	↓	↓
Illegal Dumping of Mixed Waste	64	29	28	↓	↓
Illegal Dumping of Parks / Vagrants	26	6	20	↓	↑

Type	2022/23	2023/24	2024/25	2022/23 - 2024/25	2022/23 - 2024/25
Drain cleaning	117	154	95	↓	↓
Removal of Illegal Posters and Pamphlets from Public Spaces and Non-municipal Infrastructure	14	22	24	↑	↑
Litter Bins - Green	174	213	144	↓	↓
Litter Bins - Red in Parks	24	2	0	↓	↓
Greening, Tree Pruning and Landscaping	28	39	19	↓	↓
Collect All Rocks, Half Bricks, Concrete Pieces	23	23	6	↓	↓
Collect and Heap All Pieces of Wood and Other Objects	3	5	8	↑	↑
Graffiti Removal	25	17	17	↓	→
Dead Animals	12	3	5	↓	↑
Rodents and Unhygienic Area	3	1	2	↓	↑
Ensure Litter is Collected from City	75	0	0	↓	→
Ensure Litter Bins are Emptied from City	72	0	0	↓	→
Ensure All Wheelie bins are Collected	68	0	0	↓	→
Urban Defects	6	6	2	↓	↓
Special Tasks	12	0	0	↓	→
Report Vehicles and Other Accidents	1	1	0	↓	↓
Other	8	21	51	↑	↑
TOTAL	1 647	1 694	1 438		

Cleansing Task Graph



Urban Management Task List

Category	Category	2022/23	2023/24	2024/25	2022/23 - 2024/25	2022/23 - 2024/25
City Parks (Maintenance)	Bush clearing/weed control	2	0	0	↓	→
City Parks (Maintenance)	Mowing	3	0	0	↓	→
City Parks (Maintenance)	Repair irrigation	0	1	0	→	↓
City Parks (Maintenance)	Root trimming/pruning	1	0	0	↓	→

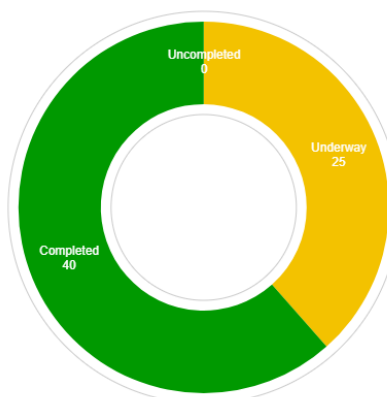
Category	Category	2022/23	2023/24	2024/25	2022/23 - 2024/25	2022/23 - 2024/25
City Parks (Maintenance)	Tree trimming/pruning	1	0	5	↑	↑
City Parks (Maintenance) Total		7	1	5	↓	↑
Electricity (Equipment damage & exposure)	Equipment damaged	3	0	0	↓	→
Electricity (Equipment damage & exposure)	Exposed cable	1	0	0	↓	→
Electricity (Equipment damage & exposure)	Kiosk damaged	3	0	0	↓	→
Electricity (Equipment damage & exposure)	Pole knocked down in vehicle accident	1	0	1	→	↑
Electricity (Equipment damage & exposure) Total		8	0	1	↓	↑
Electricity (Issues resulting from motor vehicle accidents)	Pole knocked down in vehicle accident	0	0	2	↑	↑
Electricity (Issues resulting from motor vehicle accidents) Total		0	0	2	↑	↑
Electricity (Street lighting)	All streetlights are out	2	3	1	↓	↓
Electricity (Street lighting)	Individual streetlights are out	0	0	4	↑	↑
Electricity (Street lighting) Total		2	3	5	↑	↑
Electricity (Wires)	Wires are down	0	1	0	→	↓
Electricity (Wires) Total		0	1	0	→	↓
Litter Bins (Public)	New or additional litter bins required	1	0	0	↓	→
Litter Bins (Public) Total		1	0	0	↓	→
Refuse (Collection and removal)	Non collection of recycling	1	0	0	↓	→
Refuse (Collection and removal)	Request to remove garden refuse	0	0	1	↑	↑
Refuse (Collection and removal) Total		1	0	1	→	↑
Roads and storm water (Maintenance required)	Paint or repaint road marking, lines, etc.	7	0	3	↓	↑
Roads and storm water (Maintenance required)	Repair a pothole	19	12	15	↓	↑
Roads and storm water (Maintenance required)	Repair or replace bollards, guards or handrails	14	1	4	↓	↑

Category	Category	2022/23	2023/24	2024/25	2022/23 - 2024/25	2022/23 - 2024/25
Roads and storm water (Maintenance required)	Repair or replace street name signs	0	0	1	↑	↑
Roads and storm water (Maintenance required)	Repair road or footway	13	1	0	↓	↓
Roads and storm water (Maintenance required)	Traffic and road signs require attention	2	0	4	↑	↑
Roads and storm water (Maintenance required) Total		55	14	27	↓	↑
Roads and stormwater (dumping)	Dumping on stormwater infrastructure	1	0	0	↓	→
Roads and stormwater (dumping) Total		1	0	0	↓	→
Roads and stormwater (flooding)	Flooding of property	0	0	1	↑	↑
Roads and stormwater (flooding)	Flooding of road	1	1	0	↓	↓
Roads and stormwater (Missing covers and grids)	Repair or replace manhole cover or grid	14	7	4	↓	↓
Roads and stormwater (Missing covers and grids) Total		14	7	4	↓	↓
Roads and stormwater (Unsafe surface)	Road surface compromised by oil, sand, etc.	0	4	1	↑	↓
Roads and stormwater (Unsafe surface) Total		0	4	1	↑	↓
Sewer	Cockroach spraying	0	1	0	→	↓
Sewer	Sewer-foul smell	0	0	4	↑	↑
Sewer	Sewer-manhole cover-damaged	3	1	1	↓	→
Sewer	Sewer-manhole cover-stolen/missing	2	1	0	↓	↓
Sewer	Sewer: blocked/overflow	1	9	10	↑	↑
Sewer Total		6	12	15	↑	↑
Solid waste (Dumping, beaches and street sweeping)	Illegal dumping	4	0	0	↓	→
Solid waste (Dumping, beaches and street sweeping) Total		4	0	0	↓	→
Sports and Recreation Facilities	Facilities are dirty/unhygienic or otherwise unacceptable	0	0	1	↑	↑
Sports and Recreation Facilities Total		0	0	1	↑	↑
Stormwater (Blockages)	Stormwater gulley or manhole blocked	1	3	2	↑	↓
Stormwater (Blockages) Total		1	3	2	↑	↓

Category	Category	2022/23	2023/24	2024/25	2022/23 - 2024/25	2022/23 - 2024/25
Traffic (Speeding, taxis, parking, etc.)	Abandoned vehicles	0	0	2	↑	↑
Traffic (Speeding, taxis, parking, etc.) Total		0	0	2	↑	↑
Traffic Signals	Pedestrian lights are out	0	1	0	→	↓
Traffic Signals Total		0	1	0	→	↓
Transport (Speed bumps and signage)	Traffic signage damaged	0	6	0	→	↓
Transport (Speed bumps and signage) Total		0	6	0	→	↓
Water	Bees in water meter/fire hydrant	0	1	0	→	↓
Water	Burst pipe	0	0	2	↑	↑
Water	Leak at fire hydrant	0	0	1	↑	↑
Water	Leak at valve	0	0	1	↑	↑
Water	Meter: missing cover	2	0	0	↓	→
Water	Re-instatement after water incident	0	1	2	↑	↑
Water	Water run to waste	0	0	2	↑	↑
Water Total		2	2	8	↑	↑
TOTAL		103	55	75		

Urban Maintenance Task Graph

■ Uncompleted
■ Underway
■ Completed



- 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 “2024/2025”) – Please see Social Upliftment as the two services are integrated.

4.2.6. Resource Allocation

- In principle the SBID area needs a minimum compliment of 3 daily urban cleaning workers. The budget can only support 2 night shelter workers. Cleaning should also be extended to weekends, but the current budgetary constraints limit the deployment of resources. A comprehensive solid waste management audit for the area is required to ensure that businesses and households in the area meet the very basic waste management requirements of the City, otherwise, the extent of illegal dumping will continue.

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 “2024/2025”)

Service/ Project components	2023/2024			2024/2025		
	Projected Expenditure	Actual Expenditure	(Over)/ Under Expenditure	Projected Expenditure	Actual Expenditure	(Over)/ Under Expenditure
Urban Management	-	-	-	R 20 000	R 18 479	R 1 521

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 it’s 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 “2023/2024”)

Service/ Project components	2023/2024			2024/2025		
	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure
Social Services	R 75 000	R 73 000	R 2 000	R 80 000	R 58 750	R 21 250
Recycling Team (Project)	-	-	-	R 40 000	R 28 500	R 11 500

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. The Board did not appoint any committees during the reporting period due to the size of the Board.

Grant Goodwin - Chairperson	
Portfolio	Public Safety
Barry Friedman - Director	
Portfolio	Social Upliftment
	Marketing
Daantjie Malan - Director	
Portfolio	Urban Maintenance / Cleansing

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 of Directors met regularly throughout the year, in line with the requirements of the City of Cape Town's CID Policy. Meetings were convened at least once every three months, ensuring sound governance, effective oversight, and accountability in driving the implementation of the Business Plan and service delivery priorities.

BOARD MEETINGS					
Director	Total	17/09/2024	05/11/2024	04/02/2025	06/05/2025
Grant Goodwin	4/4	✓	✓	✓	✓
Barry Friedman	2/4	✓	-	-	✓
Daantjie Malan	4/4	✓	✓	✓	✓

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

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.

4. BOARD OVERSIGHT OF RISK MANAGEMENT

4.1. Risk management policy

The SBID board is committed to maintaining a comprehensive risk management policy aimed at safeguarding the SBID's assets and ensuring responsible use of public funds in alignment with its objectives. The risk management policy is integrated into the company's operations and management processes, overseen by the board.

Key elements of the risk management strategy include:

1. **Board Oversight:** The board has the ultimate responsibility for risk management and ensures that a sound internal control system is in place. The board regularly considers risk at its board meetings to ensure that key risk areas are being adequately addressed and monitored by the appointed management company.
2. **Code of Conduct:** As part of the risk management framework, the SBID adheres to a strict code of conduct, ensuring confidentiality and ethical handling of sensitive information.
3. **Internal Controls:** The system of internal controls includes:
 - **Performance Targets:** These are established at each board meeting, with actual performance being tracked on a quarterly basis with every board meeting set out as per

the CID policy and implementation plan. This process helps identify areas of concern and mitigates risk through proactive monitoring.

- **Risk Register:** A detailed risk register is maintained and reviewed by the appointed management company as set out in the implementation plan. This register identifies the SBID's operational risks, assesses the likelihood and potential impact of each risk, and outlines mitigation strategies.

This approach ensures that risk is addressed in a structured and consistent manner, enhancing the SBID ability to achieve its objectives while safeguarding its assets and operations. The board's continuous engagement in the risk management process provides an additional layer of assurance that all significant risks are being appropriately managed.

4.2. Effectiveness of risk management

During the year under review, the appointed management company of the Strand Business Improvement District NPC (SBID) conducted thorough risk assessments to evaluate the effectiveness of its risk management policy and strategy.

The board is satisfied with the adequacy of the systems and processes in place to govern and manage risks. The risk assessments were carried out in accordance with the SBID's established risk framework, ensuring that operational risks were continually identified, monitored, and mitigated. These assessments also included an evaluation of any emerging risks, ensuring that the risk register remained updated and reflective of the company's current risk profile refer to **Annexure C**.

Overall, the board is confident that it has fulfilled its responsibilities in managing and mitigating risks and that the existing systems provide robust support for the company's risk governance objectives.

4.3. Key business risks and opportunities

During the reporting period, the board identified several material risks that could impact the ability of Strand Business Improvement District (SBID) to achieve its strategic objectives. The key risks identified and monitored include:

- Manage the funds and bank accounts of the NPC responsibly.
- Limited night-time public safety patrols
- Theft and/or vandalism of municipal infrastructure.

The board confirms that no unexpected or unusual risks arose during the period under review. Furthermore, all risks were managed within the pre-determined risk tolerance levels, and appropriate mitigation strategies were applied.

In future reporting periods, the board and the appointed management company plans to enhance its risk management processes by incorporating more frequent risk assessments, expanding internal audit functions, and integrating risk management practices more closely with strategic decision-making processes. This will ensure that the organization remains agile and responsive to emerging risks and deliver the supplementary service to the members of the SBID.

5. ACCOUNTABILITY

5.1. Performance reviews

During the reporting period, the SBID board conducted a comprehensive performance review of its governance structures and operations. The assessment covered the effectiveness of the appointed management company, focusing on strategic oversight, decision-making, and risk management. Based on the review, the board is satisfied that the appointed management company has performed its duties effectively and met its responsibilities in overseeing the SBID's performance and achieving its strategic goals.

5.2. Delegated limits of authority

The board has appointed a management company to ensure smooth day-to-day functioning of the SBID. These delegations of authority include decision-making in areas such as operational management, and execution of strategic initiatives.

The board has reviewed these delegations during board meetings for period under review to ensure that there is an appropriate balance between governance oversight and operational efficiency. It confirmed that the existing delegations are appropriate, maintaining a clear distinction between the board's governance responsibilities and management's operational functions. This structure allows for agile decision-making without compromising the board's overall accountability.

5.3. Supplier Code of conduct

The board and appointed management company undertook a review of the supplier code of conduct to ensure alignment with the company's ethical standards and risk management frameworks. The board and appointed management company will review all suppliers that are required to comply with the organization's standards concerning ethical behaviour, sustainability, and legal compliance. The board emphasized the importance of maintaining these standards to mitigate risks associated with supply chain practices, such as performance issues, reputational risks, and non-compliance with regulatory requirements. The SBID has a procurement policy which outlines the procurement of goods and services for the SBID. The procurement process is the acquisition process (purchasing) of goods and/or services. The procurement process is meant to ensure that the SBID's needs are met for the best possible cost in terms of quality, time, and other relevant factors to support the SBID's operations.

PART D: FINANCIAL INFORMATION

1. REPORT OF THE EXTERNAL AUDITOR

See full report below

2. ANNUAL FINANCIAL STATEMENTS

See full report below

RISK REGISTER						Annexure C
RISK DESCRIPTION	IMPACT DESCRIPTION	IMPACT LEVEL	PROBABILITY LEVEL	PRIORITY LEVEL	MITIGATION NOTES	OWNER
Manage the funds and bank accounts of the NPC responsibly	The loss of funds due to a hacking incident	Moderate	Very Low	High	The management of the funds and accounts payment functions are properly separated with separate authorisation and daily and monthly payment limits are imposed.	Management and Board
Limited night-time public safety patrols	The SBID budget does not allow for the deployment of full time night public safety patrol service which leaves the public spaces vulnerable during night-time	High	High	High	The management of the Improvement District will introduce a night-time response team that will respond to AI activations of the CCTV cameras. Along with the installation of more CCTV technology this step will enhance the night-time security of the area.	Management and Service Providers
Theft and/or vandalism of municipal infrastructure	Degradation of the urban landscape. Interruption or total loss of services such as electricity supply, street lights, sewer pump facilities and water supply.	Moderate	High	High	The management team has identified potential municipal infrastructure at risk of vandalism and theft and the public safety teams are continuously monitoring these spaces to detect and prevent criminal activities. Where possible, additional technology such as AI CCTV cameras will be deployed to provide additional safeguards.	Management
Decline in revenue collection or arrears impacting ability to sustain services	Reduction in service delivery quality and inability to meet contractual obligations	High	Moderate	High	Strengthen arrears monitoring, ensure compliance with CID levy collection, and maintain reserves as buffer	Management & Board
Failure or vandalism of CCTV infrastructure, limiting safety coverage	Reduced deterrence of crime, delayed response times, higher safety incidents	High	Moderate	High	Regular technical audits, redundancy systems, maintenance contracts, and expanded AI surveillance	Management & Service Providers
Increase in illegal dumping, vandalism, and poor maintenance undermining CBD appeal	Reduced property values, negative investor perception, health hazards	High	High	High	Cleaning partnerships, accredited pothole repair, community awareness, enforcement against repeat offenders	Management & Service Providers
Surge in alcohol consumption, theft, and loitering during festive/holiday seasons	Higher safety incidents, reputational damage to Strand CBD	High	High (during festive periods)	High	Seasonal deployment of additional safety officers, coordination with SAPS, community policing, stricter enforcement	Public Safety Providers & Management
Dependency on NGOs and limited funding to support social upliftment programmes	Increased homelessness, street children, and social disorder	Moderate	Moderate	Medium	Partnerships with Somerset West Night Shelter, recycling initiatives to create jobs, continued engagement with NGOs	Management & NGOs
Negative public perception due to contractor misconduct or inadequate communication	Reduced stakeholder trust and business participation	Moderate	Moderate	Medium	Strengthen contractor code of conduct, continuous stakeholder engagement, transparent financial and operational reporting	Board & Management

**STRAND BUSINESS IMPROVEMENT DISTRICT NPC
(REGISTRATION NUMBER 2014/240759/08)
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025**

Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2025

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 of South Africa.
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 2025

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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 2025

Directors' Responsibilities and Approval

The directors are required by the Companies Act of South Africa, 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 set 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 have reviewed the company's cash flow forecast for the year to 30 June 2026 and, in the light of this review and the current financial position, they 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 examined 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
14 August 2025



D J Malan

Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2025

Directors' Report

The directors herewith submit their report on the financial statements of Strand Business Improvement District NPC for the year ended 30 June 2025.

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 of South Africa. 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 are satisfied 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.

Independent Auditor's Report

To the Member 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 2025, statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and the 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 2025, and its financial performance and cash flows for the year then ended in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing. 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 as required by the Companies Act of South Africa, and the supplementary information as set out on pages 8 to 14. The other information does not include the financial statements and our auditor's report thereon.

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.

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 the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa, 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 van Wyk CA (SA) RA
14 August 2025

Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2025

Statement of Financial Position as at 30 June 2025

Figures in Rand	Notes	2025	2024
Assets			
Non-Current Assets			
Property, plant and equipment	2	42,893	19,450
Current Assets			
Trade and other receivables	3	101,286	95,851
Cash and cash equivalents	4	1,201,852	926,860
		1,303,138	1,022,711
Total Assets		1,346,031	1,042,161
Equity and Liabilities			
Equity			
Retained income		1,299,691	1,026,056
Liabilities			
Current Liabilities			
Trade and other payables	5	46,340	16,105
Total Equity and Liabilities		1,346,031	1,042,161

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Financial Statements for the year ended 30 June 2025

Statement of Comprehensive Income

Figures in Rand	Notes	2025	2024
Revenue	6	1,975,642	1,756,325
Operating expenses			
Accounting fees		15,863	18,880
Administration and management fees		490,250	462,480
Advertising		5,256	41,740
Auditors remuneration	7	12,750	12,000
Bank charges		1,258	1,184
Depreciation		5,100	4,862
Insurance		3,348	3,261
Minor tools and equipment		2,895	3,336
Protective clothing		3,610	2,943
Public safety		1,086,955	1,000,209
Public safety - CCTV monitoring		-	14,400
Recycling project		28,500	-
Secretarial and tax expense		7,340	8,960
Social upliftment		58,750	73,000
Strand circle upgrade		19,932	-
Urban maintenance		18,479	-
		1,760,286	1,647,255
Operating surplus		215,356	109,070
Investment income	8	58,279	57,057
Surplus for the year		273,635	166,127
Other comprehensive income		-	-
Total comprehensive income for the year		273,635	166,127

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Statement of Changes in Equity

Figures in Rand	Retained income	Total equity
Balance at 01 July 2023	859,929	859,929
Surplus for the year	166,127	166,127
Balance at 01 July 2024	1,026,056	1,026,056
Surplus for the year	273,635	273,635
Balance at 30 June 2025	1,299,691	1,299,691

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Financial Statements for the year ended 30 June 2025

Statement of Cash Flows

Figures in Rand	Notes	2025	2024
Cash flows from operating activities			
Cash generated from operations	10	245,256	120,741
Interest income		58,279	57,057
Net cash from operating activities		303,535	177,798
Cash flows from investing activities			
Purchase of property, plant and equipment	2	(28,543)	-
Net cash from investing activities		(28,543)	-
Total cash movement for the year		274,992	177,798
Cash and cash equivalents at the beginning of the year		926,860	749,062
Total cash at end of the year	4	1,201,852	926,860

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Financial Statements for the year ended 30 June 2025

Accounting Policies

1. Basis of preparation and summary of significant accounting policies

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 Companies Act of South Africa. 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 Significant judgements and sources of estimation uncertainty

In preparing the annual financial statements, management is required to make judgements, estimates and assumptions that affect the amounts represented in the annual financial statements and related disclosures. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results in the future could differ from these estimates which may be material to the annual financial statements.

Critical judgements in applying accounting policies

Management is required to make critical judgements in applying accounting policies from time to time. The judgements, apart from those involving estimations, that have the most significant effect on the amounts recognised in the financial statements, are outlined as follows:

Key sources of estimation uncertainty

The following are the key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year:

Useful lives of property, plant and equipment

The company reviews the estimated useful lives of property, plant and equipment when changing circumstances indicate that they may have changed since the most recent reporting date.

Taxation

Judgement is required in determining the provision for income taxes due to the complexity of legislation. There are many transactions and calculations for which the ultimate tax determination is uncertain during the ordinary course of business. The company recognises liabilities for anticipated tax audit issues based on estimates of whether additional tax will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

1.2 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.

An item of property, plant and equipment is recognised as an asset when it is probable that future economic benefits associated with the item will flow to the company, and the cost of the item can be measured reliably.

Property, plant and equipment is initially measured at cost.

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.

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Financial Statements for the year ended 30 June 2025

Accounting Policies

1.2 Property, plant and equipment (continued)

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 surplus or deficit unless it is included in the carrying amount of another asset.

Gains and losses on disposals are recognised in surplus or deficit.

1.3 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 surplus or deficit) 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.

1.4 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 surplus or deficit using the effective interest rate method.

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Financial Statements for the year ended 30 June 2025

Notes to the Financial Statements

Figures in Rand	2025	2024
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2. Property, plant and equipment

	2025			2024		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
CCTV camera system	52,856	(9,963)	42,893	24,312	(4,862)	19,450

Reconciliation of property, plant and equipment - 2025

	Opening balance	Additions	Depreciation	Closing balance
CCTV camera system	19,450	28,543	(5,100)	42,893

Reconciliation of property, plant and equipment - 2024

	Opening balance	Depreciation	Closing balance
CCTV camera system	24,312	(4,862)	19,450

3. Trade and other receivables

Prepaid expenses	101,286	95,851
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4. Cash and cash equivalents

Cash and cash equivalents consist of:

Nedbank current account	426,720	210,006
Nedbank 32 - day notice account	775,132	716,854
	1,201,852	926,860

5. Trade and other payables

Trade payables	33,076	861
VAT	13,264	15,244
	46,340	16,105

6. Revenue

Rates received - City of Cape Town	1,860,150	1,732,840
Rates retention received - City of Cape Town	115,492	23,485
	1,975,642	1,756,325

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 R1,975,642 to the company in 2024/2025.

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Financial Statements for the year ended 30 June 2025

Notes to the Financial Statements

Figures in Rand	2025	2024
7. Auditors remuneration		
Audit services - prior year	12,750	12,000
8. Investment revenue		
Interest revenue		
Bank	58,279	57,057
9. Taxation		
No provision has been made for the 2025 tax as the company is registered as a Public Benefit Organisation at the Tax Exempt Unit and has no taxable income.		
10. Cash generated from operations		
Net surplus before taxation	273,635	166,127
Adjustments for:		
Depreciation	5,100	4,863
Investment income	(58,279)	(57,057)
Changes in working capital:		
(Increase) decrease in trade and other receivables	(5,435)	(9,046)
Increase (decrease) in trade and other payables	30,235	15,854
	245,256	120,741
11. Directors remuneration		
No emoluments were paid to the directors or any individuals holding a prescribed office during the year.		