

ANNUAL REPORT

Strand Business Improvement District NPC
Annual Report and Financial Statements
for the year ended 30 June 2026



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

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PART A: GENERAL INFORMATION**1. GENERAL INFORMATION**

Registered Name:	Strand Business Improvement District NPC (SBID) Non-Profit Company
Registration No:	2014/240759/08
Physical Address:	2nd Floor, Friedman & Cohen, 10 Wesley Street, Strand SP, Western Cape, 7140
Postal Address:	PO BOX 1029, Strand, Western Cape 7139
Telephone Number/s:	SBID Manager/s: Grant Joseph – 074 300 0353
Email Address:	info@sbid.co.za
Website Address:	www.strandbid.co.za
External Auditors:	BGR PYPYR TURNER
Banker's Information:	Nedbank
Company Secretary:	Wejaen Viljoen

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,

It is my privilege to present the Strand Business Improvement District's (SBID) Annual Report for the financial year ended 30 June 2026. Since its establishment in 2014, the SBID has remained committed to creating a safer, cleaner and better-managed Strand Central Business District (CBD), supporting local businesses, protecting property values and promoting economic growth.

Our work continues to be guided by the 2024–2029 Business Plan, with a focus on public safety, urban cleaning and maintenance, environmental management, social upliftment, economic development and sound governance. These objectives are essential to maintaining an attractive business district that serves property owners, businesses, residents, workers and visitors.

During the year, public safety remained a key priority. The completion of an additional CCTV installation phase in August 2025 increased the network to 17 operational cameras, strengthening surveillance coverage and supporting incident monitoring. Cleaning, recycling, urban maintenance and social upliftment initiatives also continued, alongside regular communication with members and stakeholders.

Financially, the SBID maintained a positive position. Revenue increased from R1.976 million in 2024/2025 to R2.136 million in 2025/2026, while operating expenditure rose from R1.760 million to R1.941 million. The organisation recorded an operating surplus of R194,830 and a surplus of R256,522 after investment income and taxation. Pyper Turner Incorporated issued an unqualified audit opinion on the annual financial statements.

Despite these positive results, rising operational costs, particularly fuel and public safety expenses, remain a challenge. Ongoing infrastructure concerns and social challenges require continued cooperation with the City of Cape Town, SAPS, service providers and social organisations.

Looking ahead, the SBID will focus on maintaining effective public safety services, improving operational efficiency, managing expenditure carefully and supporting a clean, attractive and functional CBD. Further CCTV development, improved incident management, recycling and social upliftment remain important priorities, subject to available funding and the necessary approvals.

I extend my sincere appreciation to my fellow Board members, Geocentric Urban Management, our service providers, the City of Cape Town, SAPS, community organisations and all other stakeholders for their continued cooperation. Above all, I thank our property owners and members for their financial contributions, trust and support. Your commitment enables the SBID to continue delivering services that benefit the Strand community.

Although challenges remain, the SBID enters the next financial year with a clear strategic direction and a sound financial foundation. We remain committed to responsible management, practical service delivery and constructive partnerships to protect investment and build a safer, cleaner and better-managed Strand.

Thank you for your continued support.

Yours sincerely,

Grant Goodman

Chairperson

Strand Business Improvement District NPC

4. MANAGEMENT OVERVIEW

Dear Stakeholders,

General Financial Review of the NPC

The Strand Business Improvement District NPC (SBID) continued to fulfil its mandate of providing supplementary public safety, cleansing, urban maintenance, environmental development, social upliftment and communication services within the Strand Central Business District (CBD) during the financial year ended 30 June 2026.

The financial statements were prepared in accordance with the IFRS for SMEs Accounting Standard and the requirements of the Companies Act 71 of 2008. The financial statements were audited by Pypier Turner Incorporated, which issued an unqualified audit opinion.

The organisation maintained a positive financial position during the reporting period, with increased revenue, stronger cash reserves and positive accumulated equity. Nevertheless, the increase in operating expenditure and the ongoing cost of providing public safety services require continued financial oversight.

Revenue increased by approximately 8.1% compared with the previous financial year. This increase was primarily attributable to additional rates received from the City of Cape Town and the receipt of retained rates relating to the bad-debt provision.

Operating expenditure increased by approximately 10.3%, resulting in a lower operating surplus than in the previous year. Despite this increase, the NPC remained financially viable and recorded a positive surplus for the year.

Spending Trends

Public safety remained the largest expenditure category during the year, reflecting the importance of security patrols, incident response and surveillance in maintaining a safe business environment.

The principal expenditure trends were as follows:

- **Public safety:** Expenditure increased from R1,086,955 to R1,172,656, representing approximately 60.4% of total operating expenditure for 2025/2026.
- **CCTV monitoring:** Expenditure of R35,217 was recorded for CCTV monitoring, reflecting the ongoing operational costs associated with the surveillance network.
- **Administration and management:** Expenditure increased from R490,250 to R519,660.
- **Recycling project:** Expenditure increased from R28,500 to R41,250, supporting the organisation's environmental and recycling objectives.
- **Social upliftment:** Expenditure increased from R58,750 to R71,000.
- **Urban maintenance:** Expenditure decreased from R18,479 to R16,992.
- **Investment income:** Interest earned on available cash reserves increased from R58,279 to R65,572.

The expenditure profile reflects the SBID's continued prioritisation of public safety while maintaining funding for recycling, social upliftment, administration and urban maintenance.

The Board and management recognise that the cost of maintaining effective public safety services, particularly in an environment of rising fuel and service delivery costs, requires ongoing monitoring.

Expenditure must be carefully balanced against the need to maintain adequate patrol coverage and operational responsiveness.

The organisation will continue to review expenditure against the approved budget and ensure that any proposed adjustments are supported by operational requirements, available funding and the necessary Board approvals.

Capacity Constraints and Challenges

The SBID operates within the financial and operational parameters of its approved Business Plan and annual budget. As a City Improvement District, the organisation provides supplementary services and relies on cooperation with the City of Cape Town, SAPS, contracted service providers and other stakeholders to address broader urban management concerns.

Several capacity constraints and challenges were evident during the reporting period:

- **Urban management and municipal infrastructure**

The SBID continues to identify and report defects affecting public infrastructure, including maintenance concerns in public spaces and the need for repairs to facilities such as the Strand Circle fountain. The resolution of these matters often depends on the relevant City departments and their available resources and response times. The organisation must therefore continue to distinguish between work that falls within its supplementary service mandate and infrastructure repairs that remain the responsibility of the City.

- **Peak-period service demands**

Strand experiences increased activity during the festive season and other peak periods. These periods place additional pressure on public safety, cleaning and maintenance resources. Advance planning, appropriate staffing and coordination with municipal departments and security partners remain necessary to maintain service levels.

New or Proposed Activities

The SBID's activities during and following the reporting period remain guided by its approved Business Plan for 1 July 2024 to 30 June 2029.

The following developments and proposed activities are relevant to the organisation's future operations:

- **CCTV network expansion**

The SBID completed a CCTV installation phase in August 2025, bringing the total number of cameras operating within the district to 17.

A further proposal to install three additional cameras in Abegglen Street, providing coverage towards Market Street, Terhoeven Street and Fagan Street, was presented for consideration. The implementation of this extension remains subject to the appropriate approvals, funding and procurement processes.

- **Urban maintenance and environmental improvements**

The organisation will continue to support cleaning, recycling, landscaping and the maintenance of public spaces in accordance with its Business Plan. The proposed restoration of the Strand

Circle fountain remains dependent on the technical assessment of the pump and motor, confirmation of the required work and an appropriate quotation.

- **Social upliftment and stakeholder engagement**

The SBID will continue supporting social upliftment and recycling initiatives in cooperation with relevant organisations. Communication with members and businesses through newsletters, digital platforms and stakeholder engagements will remain important in promoting transparency and encouraging participation. These activities should be implemented in accordance with approved budgets and the relevant Board and City of Cape Town requirements.

Supply Chain Management

The SBID is committed to responsible procurement, proper financial controls and the transparent appointment and management of service providers.

The organisation's procurement activities must support its operational requirements while ensuring that expenditure is reasonable, properly authorised and aligned with its approved Business Plan and budget.

During the reporting period, the NPC continued to rely on contracted providers for public safety and management services. The financial statements reflect expenditure on public safety, CCTV monitoring, administration and management, accounting and audit services, recycling and social upliftment.

The procurement and management of these services require appropriate documentation, clear service agreements and ongoing performance monitoring.

Procurement policy and compliance

The review of the procurement policy provides an opportunity to confirm that the organisation's procedures, approval processes and supporting documentation remain appropriate and consistent with the applicable requirements.

On the information available, there is no indication that the NPC is unable to continue its operations. Its financial position provides a reasonable basis for the continued delivery of its mandate, provided that sound financial and operational controls remain in place.

Acknowledgements and Appreciation

Management wishes to express its appreciation to the Board of Directors for its continued guidance, oversight and commitment to the objectives of the Strand Business Improvement District.

Our appreciation extends to the public safety service provider and personnel, the individuals involved in cleaning, recycling and maintenance, and all service providers who contributed to the delivery of supplementary services during the reporting period.

We thank the City of Cape Town, SAPS, relevant municipal departments, community organisations, property owners, businesses and other stakeholders for their cooperation and continued engagement.

Finally, we acknowledge the property owners and members whose contributions provide the financial foundation for the SBID's work. Their continued support enables the organisation to pursue its objective of maintaining a safer, cleaner and better-managed Strand CBD.

Management remains committed to responsible financial administration, sound governance and the delivery of practical services that benefit the businesses and broader community of Strand.

Yours 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 31 August 2026 and signed on behalf by:

Grant Goodwin
Chairperson of the Board
31 August 2026

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.

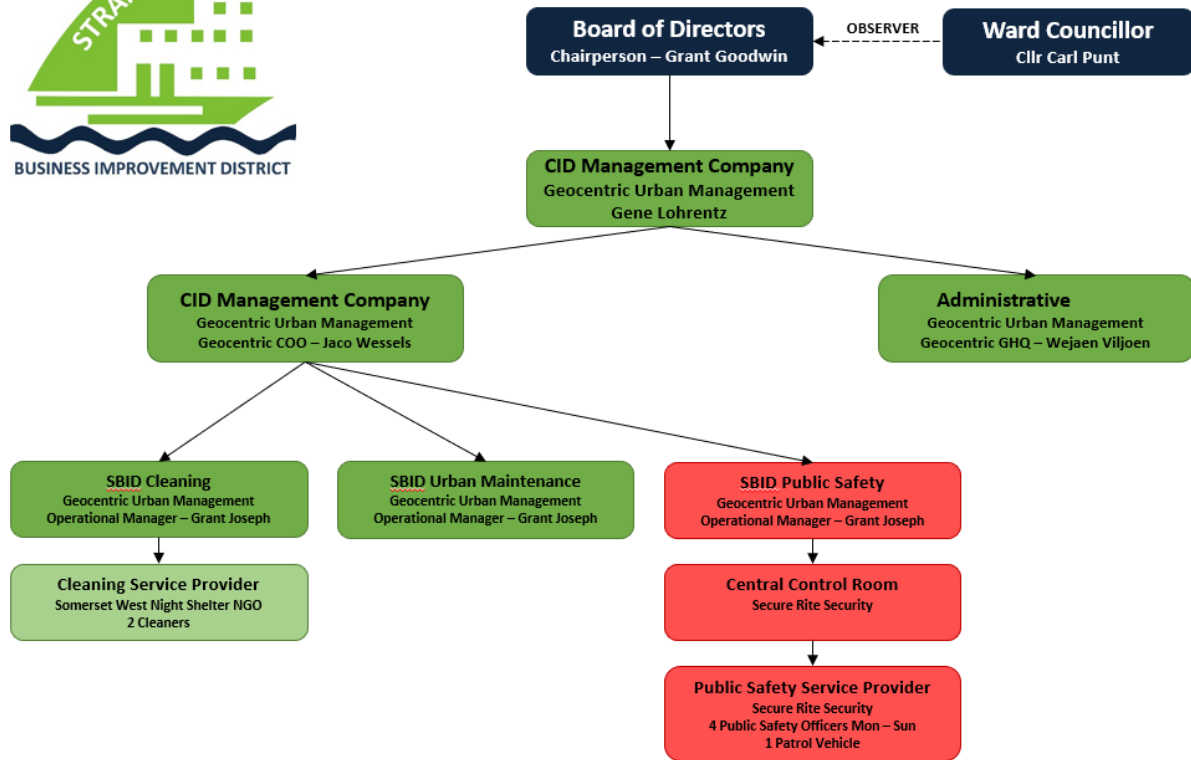
7. STATUTORY MANDATE

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



STRAND BUSINESS IMPROVEMENT DISTRICT ORGANOGRAM



9. MEET THE TEAM



Geocentric Urban Management Team



Gene Lohrentz
Chief Executive Officer

- Company enquiries
- Proposals
- Community groups and liaison

Contact Details

gene@geocentric.co.za
083 255 7657

Jaco Wessels
Chief Operating Officer

- Operational enquiries
- Control Room issues
- Collaboration requests
- CCTV enquiries

Contact Details

coo@geocentric.co.za
062 650 3322

Wejaen Viljoen
Admin & Information Manager

- Admin enquiries
- Reports
- AGM enquiries
- Board Meeting enquiries
- HR enquiries

Contact Details

admin@geocentric.co.za
062 753 4779

Grant Joseph
CID Manager

- Day-to-day Operations

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).
- 1 x public safety patrol vehicle responding to night-time incidents identified by the CCTV cameras.
- 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 inform 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	

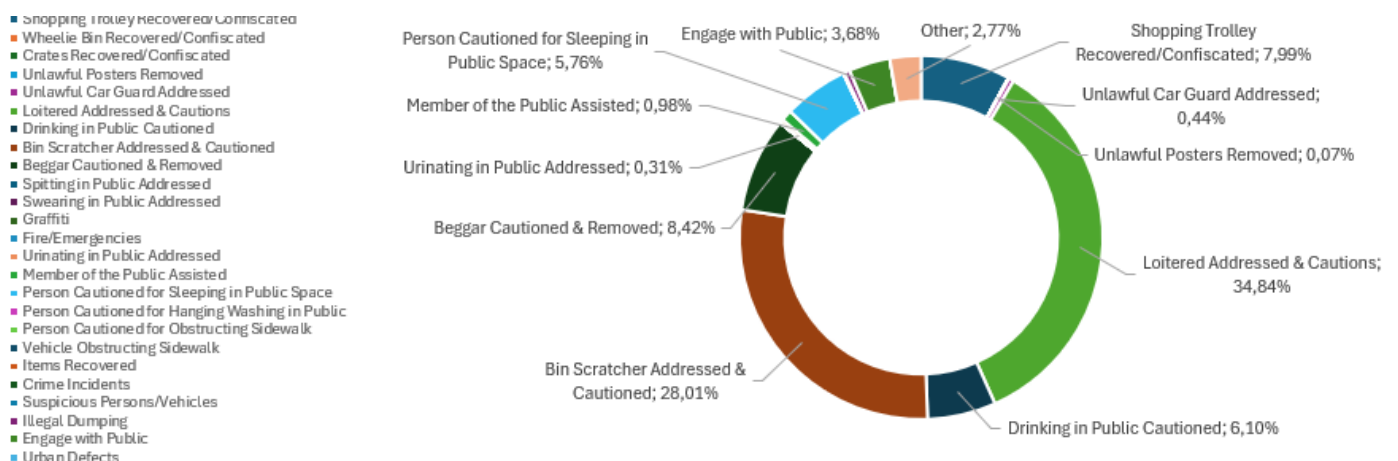
IMPROVE AND CONTINUALLY ASSESS ALIGNMENT OF RESOURCES WITH SAFETY NEEDS OF LOCAL COMMUNITY

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	2023/24	2024/25	2025/26	2023/24 - 2025/26	2024/25 - 2025/26
Shopping Trolley Recovered/Confiscated	1 636	1 001	545	↓	↓
Wheelie Bin Recovered/Confiscated	5	3	0	↓	↓
Crates Recovered/Confiscated	36	2	0	↓	↓
Unlawful Posters Removed	10	10	5	↓	↓
Unlawful Car Guard Addressed	69	36	30	↓	↓
Loitered Addressed & Cautions	2 428	2 093	2 378	↓	↑
Drinking in Public Cautioned	286	231	416	↑	↑
Bin Scratcher Addressed & Cautioned	1 565	1 462	1 912	↑	↑
Beggar Cautioned & Removed	1 173	727	575	↓	↓
Spitting in Public Addressed	2	0	0	↓	→
Swearing in Public Addressed	5	1	0	↓	↓
Graffiti	2	3	2	→	↓
Fire/Emergencies	1	0	0	↓	→
Urinating in Public Addressed	22	33	21	↓	↓
Member of the Public Assisted	87	111	67	↓	↓
Person Cautioned for Sleeping in Public Space	528	392	393	↓	↑
Person Cautioned for Hanging Washing in Public	1	4	0	↓	↓
Person Cautioned for Obstructing Sidewalk	2	2	1	↓	↓
Vehicle Obstructing Sidewalk	0	3	2	↑	↓
Items Recovered	7	0	1	↓	↑
Crime Incidents	0	2	1	↑	↓
Suspicious Persons/Vehicles	0	0	1	↑	↑
Illegal Dumping	112	36	35	↓	↓
Engage with Public	1 298	360	251	↓	↓
Urban Defects	2	0	0	↓	→
Other	518	379	189	↓	↓
TOTAL	9 795	6 891	6 825		

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 1 172 656 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 "2025/2026")

Service/ Project components	2024/25			2025/26		
	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure
Public Safety	R1 100 000	R 1 086 955	R 13 045	R 1 197 500	R 1 172 656	R 24 844*
CCTV monitoring	-	-	-	R 57 240	R 35 217	R 22 023*

**The budgeted amount exceeded the contract value awarded for Public Safety following a public procurement process. The remaining budget will be allocated towards additional public safety resources during the festive season and/or the expansion of CCTV infrastructure*

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 for cleaning and maintenance. The shifts run Monday to Friday.
- 2 x urban management workers per day for 2 hours for recycling. 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

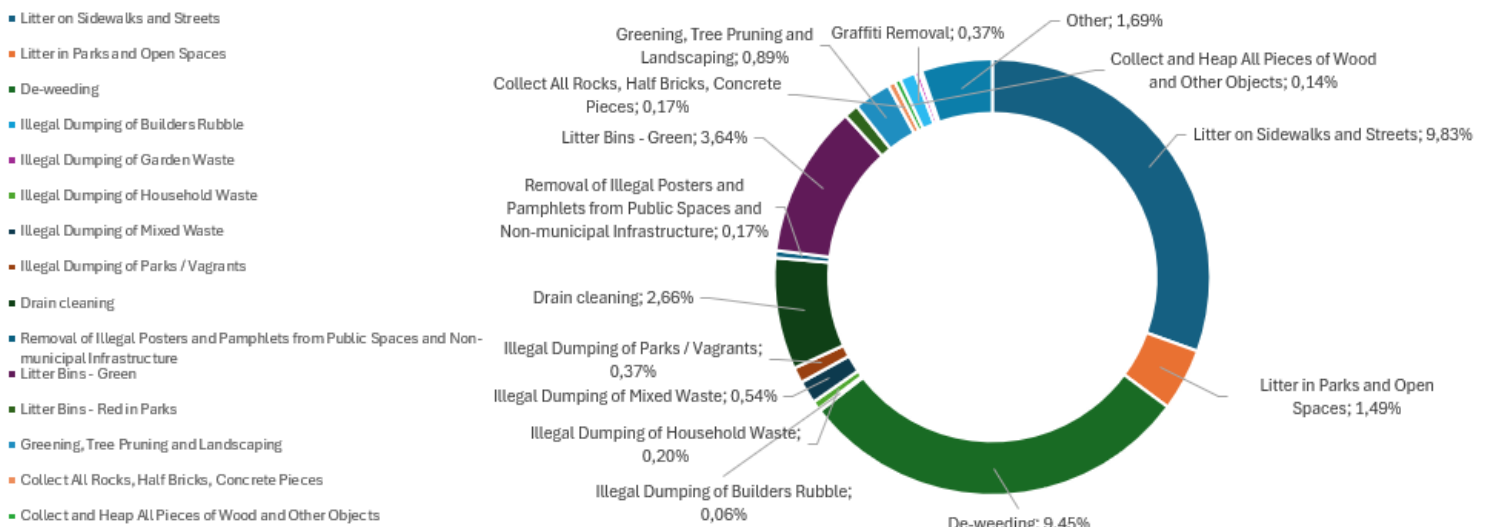
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	Comments
1. Mow street verges	Measure effectiveness through Urban Maintenance Statistics	Monthly	See the Table below
2. Tree pruning and landscaping.	Measure effectiveness through Urban Maintenance Statistics	Monthly	See the Table below

Cleansing Summary Report

Type	2023/24	2024/25	2025/26	2023/24 - 2025/26	2024/25 - 2025/26
Blue Bags Used	3 983	3 085	2 367	↓	↓
Litter on Sidewalks and Streets	449	413	343	↓	↓
Litter in Parks and Open Spaces	40	42	52	↑	↑
De-weeding	424	388	330	↓	↓
Illegal Dumping of Builders Rubble	1	3	2	↑	↓
Illegal Dumping of Garden Waste	3	0	0	↓	→
Illegal Dumping of Household Waste	33	19	7	↓	↓

Type	2023/24	2024/25	2025/26	2023/24 - 2025/26	2024/25 - 2025/26
Illegal Dumping of Mixed Waste	29	28	19	↓	↓
Illegal Dumping of Parks / Vagrants	6	20	13	↑	↓
Drain cleaning	154	95	93	↓	↓
Removal of Illegal Posters and Pamphlets from Public Spaces and Non-municipal Infrastructure	22	24	6	↓	↓
Litter Bins - Green	213	144	127	↓	↓
Litter Bins - Red in Parks	2	0	12	↑	↑
Greening, Tree Pruning and Landscaping	39	19	31	↓	↑
Collect All Rocks, Half Bricks, Concrete Pieces	23	6	6	↓	→
Collect and Heap All Pieces of Wood and Other Objects	5	8	5	→	↓
Graffiti Removal	17	17	13	↓	↓
Dead Animals	3	5	4	↑	↓
Rodents and Unhygienic Area	1	2	0	↓	↓
Special Tasks	0	0	1	↑	↑
Report Vehicles and Other Accidents	1	0	0	↓	→
Other	21	51	59	↑	↑
TOTAL	1 694	1 438	1 123		

Cleansing Task Graph



Urban Management Task List

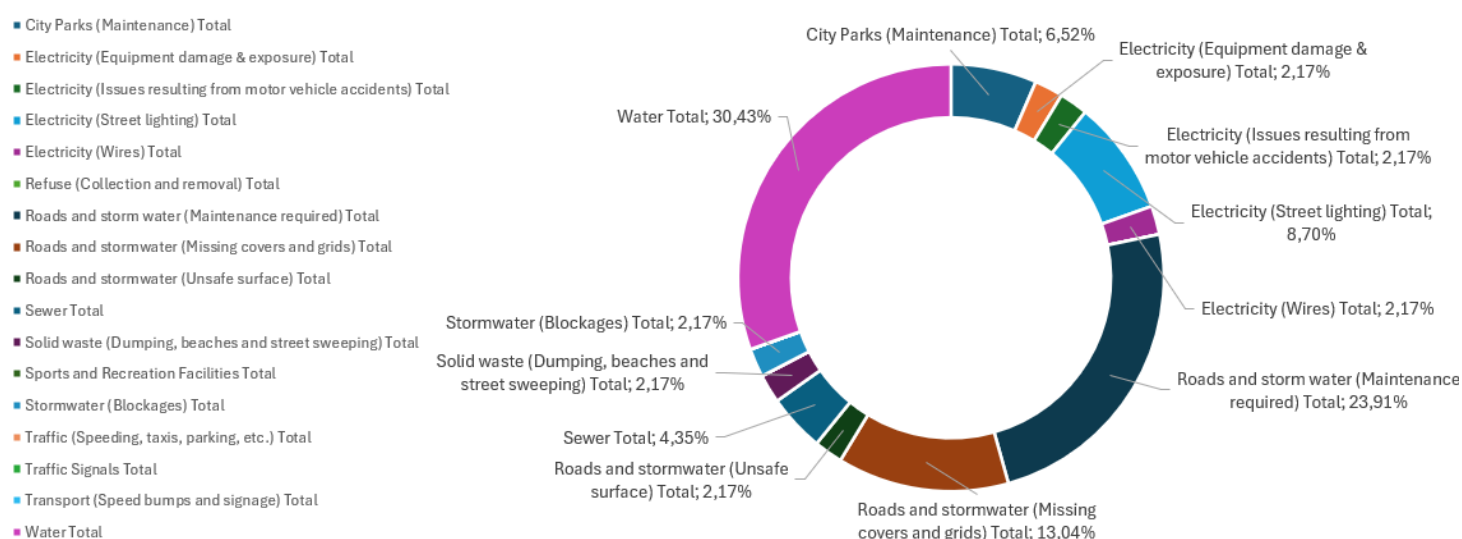
Category	Category	2023/24	2024/25	2025/26	2023/24 - 2025/26	2024/25 - 2025/26
City Parks (Maintenance)	Bush clearing/weed control	0	0	1	↑	↑
City Parks (Maintenance)	Repair irrigation	1	0	0	↓	→

Category	Category	2023/24	2024/25	2025/26	2023/24 - 2025/26	2024/25 - 2025/26
City Parks (Maintenance)	Root trimming/pruning	0	0	0	→	→
City Parks (Maintenance)	Tree trimming/pruning	0	5	2	↑	↓
City Parks (Maintenance) Total		1	5	3	↑	↓
Electricity (Equipment damage & exposure)	Pole knocked down in vehicle accident	0	1	1	↑	→
Electricity (Equipment damage & exposure) Total		0	1	1	↑	→
Electricity (Issues resulting from motor vehicle accidents)	Pole knocked down in vehicle accident	0	2	1	↑	↓
Electricity (Issues resulting from motor vehicle accidents) Total		0	2	1	↑	↓
Electricity (Street lighting)	All streetlights are out	3	1	2	↓	↑
Electricity (Street lighting)	Individual streetlights are out	0	4	2	↑	↓
Electricity (Street lighting) Total		3	5	4	↑	↓
Electricity (Wires)	Wires are down	1	0	1	→	↑
Electricity (Wires) Total		1	0	1	→	↑
Refuse (Collection and removal)	Request to remove garden refuse	0	1	0	→	↓
Refuse (Collection and removal) Total		0	1	0	→	↓
Roads and storm water (Maintenance required)	Paint or repaint road marking, lines, etc.	0	3	2	↑	↓
Roads and storm water (Maintenance required)	Repair a pothole	12	15	5	↓	↓
Roads and storm water (Maintenance required)	Repair or replace bollards, guards or handrails	1	4	3	↑	↓
Roads and storm water (Maintenance required)	Repair or replace street name signs	0	1	0	→	↓

Category	Category	2023/24	2024/25	2025/26	2023/24 - 2025/26	2024/25 - 2025/26
Roads and storm water (Maintenance required)	Repair road or footway	1	0	0	↓	→
Roads and storm water (Maintenance required)	Traffic and road signs require attention	0	4	1	↑	↓
Roads and storm water (Maintenance required) Total		14	27	11	↓	↓
Roads and stormwater (flooding)	Flooding of property	0	1	0	→	↓
Roads and stormwater (flooding)	Flooding of road	1	0	0	↓	→
Roads and stormwater (Missing covers and grids)	Repair or replace manhole cover or grid	7	4	6	↓	↑
Roads and stormwater (Missing covers and grids) Total		7	4	6	↓	↑
Roads and stormwater (Unsafe surface)	Road surface compromised by oil, sand, etc.	4	1	1	↓	→
Roads and stormwater (Unsafe surface) Total		4	1	1	↓	→
Sewer	Cockroach spraying	1	0	0	↓	→
Sewer	Sewer-foul smell	0	4	0	→	↓
Sewer	Sewer-manhole cover-damaged	1	1	0	↓	↓
Sewer	Sewer-manhole cover-stolen/missing	1	0	0	↓	→
Sewer	Sewer: blocked/overflow	9	10	2	↓	↓
Sewer Total		12	15	2	↓	↓
Solid waste (Dumping, beaches and street sweeping)	Illegal dumping	0	0	1	↑	↑

Category	Category	2023/24	2024/25	2025/26	2023/24 - 2025/26	2024/25 - 2025/26
Solid waste (Dumping, beaches and street sweeping) Total		0	0	1	↑	↑
Sports and Recreation Facilities	Facilities are dirty/unhygienic or otherwise unacceptable	0	1	0	→	↓
Sports and Recreation Facilities Total		0	1	0	→	↓
Stormwater (Blockages)	Stormwater gulley or manhole blocked	3	2	1	↓	↓
Stormwater (Blockages) Total		3	2	1	↓	↓
Traffic (Speeding, taxis, parking, etc.)	Abandoned vehicles	0	2	0	→	↓
Traffic (Speeding, taxis, parking, etc.) Total		0	2	0	→	↓
Traffic Signals	Pedestrian lights are out	1	0	0	↓	→
Traffic Signals Total		1	0	0	↓	→
Transport (Speed bumps and signage)	Traffic signage damaged	6	0	0	↓	→
Transport (Speed bumps and signage) Total		6	0	0	↓	→
Water	Bees in water meter/fire hydrant	1	0	0	↓	→
Water	Burst pipe	0	2	6	↑	↑
Water	Leak at fire hydrant	0	1	1	↑	→
Water	Leak at valve	0	1	4	↑	↑
Water	Re-instatement after water incident	1	2	3	↑	↑
Water	Water run to waste	0	2	0	→	↓
Water Total		2	8	14	↑	↑
TOTAL		55	75	46		

Urban Maintenance Task Graph



- 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 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 “2025/2026”)

Service/ Project components	2024/2025			2025/2026		
	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	R 18 000	R 16 992	R 1 008
Environmental Upgrading	-	-	-	R 6 000	R 3 887	R 2 113

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 "2025/2026")

Service/ Project components	2024/2025			2025/2026		
	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure
Social Services	R 80 000	R 58 750	R 21 250	R 86 000	R 71 000	R 15 000*
Recycling Team (Project)	R 40 000	R 28 500	R 11 500	R 53 800	R 41 250	R 12 250*

*One of the key challenges identified during the financial year was the difficulty in securing a sufficient number of non-governmental organisations (NGOs) with the necessary human resources and operational capacity to deliver the required services. It became evident that there was a limited pool of suitably qualified, reliable and adequately resourced organisations available to provide the necessary support.

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
Qualifications	Mr Goodwin has extensive experience in business management and retail, with 35 years of experience in retail management. He also has experience as a private business director, bringing valuable business and management expertise to the Board. His experience supports effective governance, strategic oversight and informed decision-making within the Strand Business Improvement District.
Barry Friedman - Director	
Portfolio	Social Upliftment
	Marketing
Qualifications	Mr Friedman has extensive experience in retail management and buying, with 50 years of experience in the retail sector. He is also a director of three private companies and has experience in property management. His broad business, retail and property experience contributes to the Board's strategic oversight and supports sound decision-making in the

	interests of the Strand Business Improvement District.
Daantjie Malan - Director	
Portfolio	Urban Maintenance / Cleansing
Qualifications	Mr Malan is a practising attorney, notary and conveyancer, specialising in property law. He has 35 years of experience in the legal profession and was instrumental in establishing his own legal firm. He is a founder and director of MLV INC, serves as a director of DSND NPO and several property holding companies, and is Chairman of the Helderberg Sakekamer. His extensive legal and property experience provides valuable expertise to the Board and supports the effective governance of the Strand Business Improvement District

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	09/09/2025	04/11/2025	17/02/2026	12/05/2026
Grant Goodwin	4/4	✓	✓	✓	✓
Barry Friedman	3/4	✓	-	✓	✓
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.

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

The Strand Business Improvement District (SBID) operates within a dynamic urban environment where public safety, urban management, infrastructure, financial sustainability and operational capacity are key considerations. The following risk assessment summarises the principal risks identified from SBID's operating environment and the measures in place or proposed to manage these risks.

Risk Rating Key

Risk Score	Rating	Colour
1–4	Low	
5–9	Moderate	
10–16	High	
17–25	Critical	

Likelihood and impact	Rating	Colour
1	Very low	
2	Low	
3	Moderate	
4	High	
5	Very High	

Risk Register

Risk Area	Key Risk / Exposure	Likelihood	Impact	Risk Score	Rating	Key Mitigation / Control Measures
Public Safety & Crime	Crime and public safety incidents may affect businesses, property owners, workers and visitors.	3	4	12	High	Visible public safety patrols, 24/7 patrol vehicles, foot patrols, control room monitoring, coordinated operations with SAPS, Law Enforcement, Metro Police and other security stakeholders.
Fuel & Operational Cost Pressure	Rising fuel costs may affect patrol coverage, response capability and the delivery of public safety services within the approved budget.	3	3	9	Moderate	Fuel-saving strategy measures were introduced, reduced non-essential vehicle trips, stand-off points and increased use of CCTV-directed response and foot patrols where required. Currently Under control
CCTV Security & Technology	Equipment failure, damage, battery or power limitations and gaps in CCTV coverage may reduce surveillance and incident-response capability.	3	4	12	High	Regular monitoring and maintenance of the CCTV network, replacement of faulty equipment, battery-backup measures and continued expansion of PTZ and AI camera coverage at identified locations.

Risk Area	Key Risk / Exposure	Likelihood	Impact	Risk Score	Rating	Key Mitigation / Control Measures
Infrastructure & Urban Maintenance	Defects or deterioration affecting roads, pavements, stormwater infrastructure, streetlights, road markings, signage and other public infrastructure may affect safety and the quality of the public environment.	2	2	4	Low	Routine inspection and reporting of infrastructure defects, stormwater drain cleaning, minor repairs and reinstatement, greening and landscaping, and ongoing coordination with relevant City of Cape Town departments to address outstanding defects.
Operational Capacity & Staffing	Difficulty in maintaining suitably qualified service providers or sufficient operational resources may affect public safety, cleansing, urban maintenance and social upliftment programmes.	2	4	8	Moderate	Well-documented procurement and recruitment processes, monitoring of service-provider performance and staffing requirements, review of contracts and ongoing Board and management oversight.
Governance & Compliance	Failure to maintain appropriate governance, financial, procurement and statutory reporting processes could expose the NPC to compliance, financial and reputational risk.	2	4	8	Moderate	Board oversight, quarterly Board meetings, audited annual financial statements, regular financial and operational reporting, procurement review, CIPC compliance, maintenance of statutory registers and ongoing risk monitoring.

Key Risk Observations

The key risks identified in this assessment are actively managed through processes driven and overseen by the SBID Board and Management. The Board and Management are responsible for identifying, monitoring and reviewing the risks that may affect SBID's operations, service delivery and financial sustainability. Appropriate mitigation measures and controls are implemented where required, with ongoing oversight to ensure that identified risks are addressed and that SBID remains responsive to changes in its operating environment. The Risk Assessment is reviewed periodically by the Board and Management to ensure that the identified risks and corresponding mitigation measures remain relevant.

Overall Risk Position

The overall risk profile of the SBID reflects the operational and financial environment within which the Board and Management are responsible for delivering the CID's services. The assessment identifies Public Safety & Crime, CCTV & Security Technology, and Financial Sustainability & Revenue Base as the principal high-risk areas. These risks require ongoing monitoring, active management and appropriate mitigation measures by the SBID Board and Management.

The remaining risks are assessed as moderate or low and continue to be monitored through the SBID's operational and governance processes. The Board and Management will continue to review the risk profile, assess changes in the operating environment and ensure that appropriate controls and mitigation measures are implemented where required. The Risk Assessment will be reviewed periodically to ensure that it remains relevant to the SBID's current operations and priorities.

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 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. 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 2026**

Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2026

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
Bankers	Nedbank Limited
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: G C Pieterse CA (SA)

Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2026

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

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Statement of Changes in Equity	9
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Detailed Income Statement	17
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Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2026

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 IFRS for SMEs® Accounting Standard as issued by the International Accounting Standards Board (IASB). The external auditors are engaged to express an independent opinion on the financial statements.

The financial statements are prepared in accordance with the IFRS for SMEs® Accounting Standard as issued by the International Accounting Standards Board (IASB) 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 2027 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.

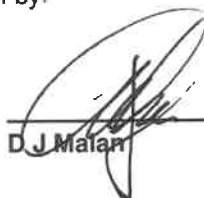
The financial statements set out on pages 7 to 17, which have been prepared on the going concern basis, were approved by the directors and signed on their behalf by:



G M Goodwin

31 August 2026

Somerset West



D J Malan

Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2026

Directors' Report

The directors herewith submit their report on the financial statements of Strand Business Improvement District NPC for the year ended 30 June 2026.

1. Business activities

The company provides supplementary public safety, cleansing, maintenance services, environmental development, social development and communications in Strand.

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 the IFRS for SMEs Accounting Standard and the requirements of the Companies Act 71 of 2008.

During the year under review the company operated independently of any shared services. The main business and operations of the company during the year under review has continued as in the past year and we have nothing further to report thereon.

The financial statements adequately reflect the results of the operations of the company for the year under review and no further explanations are considered necessary.

3. Directors

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

Names	Nationality
B S Friedman	South African
G M Goodwin	South African
D J Malan	South African

4. Events after the reporting period

There have been no facts or circumstance of a material nature that have occurred between the reporting date and date of this report that have a material impact on the financial position of the company at the reporting date.

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 Members of Strand Business Improvement District NPC

Opinion

We have audited the financial statements of Strand Business Improvement District NPC (the company) set out on pages 7 to 16, which comprise the statement of financial position as at 30 June 2026; and the statement of comprehensive income; the statement of changes in equity; and the 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 2026, and its financial performance and cash flows for the year then ended, in accordance with the IFRS for SMEs Accounting Standard as issued by the International Accounting Standards Board and the requirements of the Companies Act 71 of 2008.

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 71 of 2008, and the supplementary information as set out on page 17. 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 IFRS for SMEs Accounting Standard as issued by the International Accounting Standards Board 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
Chartered Accountants (SA)
Director: E van Wyk CA (SA) RA
31 August 2026
Somerset West

Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2026

Statement of Financial Position as at 30 June 2026

Figures in Rand	Notes	2026	2025
Assets			
Non-Current Assets			
Property, plant and equipment	2	78,943	42,893
Current Assets			
Cash and cash equivalents	3	1,484,352	1,201,852
Trade and other receivables	4	-	101,286
		1,484,352	1,303,138
Total Assets		1,563,295	1,346,031
Equity and Liabilities			
Equity			
Retained income		1,556,213	1,299,691
Liabilities			
Current Liabilities			
Current tax payable		3,880	-
Trade and other payables	5	3,202	46,340
		7,082	46,340
Total Equity and Liabilities		1,563,295	1,346,031

Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2026

Statement of Comprehensive Income

Figures in Rand	Notes	2026	2025
Revenue	6	2,135,572	1,975,642
Operating expenses		(1,940,742)	(1,760,286)
Operating Surplus / (Deficit)		194,830	215,356
Investment revenue	8	65,572	58,279
Surplus / (Deficit) before taxation		260,402	273,635
Taxation	9	(3,880)	-
Surplus / (Deficit) for the year		256,522	273,635

Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2026

Statement of Changes in Equity

Figures in Rand	Retained income	Total equity
Balance at 01 July 2024	1,026,056	1,026,056
Surplus for the year	273,635	273,635
Balance at 01 July 2025	1,299,691	1,299,691
Surplus for the year	256,522	256,522
Balance at 30 June 2026	1,556,213	1,556,213

Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2026

Statement of Cash Flows

Figures in Rand	Notes	2026	2025
Cash flows from operating activities			
Cash generated from operations	10	274,015	245,256
Interest income		65,572	58,279
Net cash from operating activities		339,587	303,535
Cash flows from investing activities			
Purchase of property, plant and equipment	2	(57,087)	(28,543)
Net cash from investing activities		(57,087)	(28,543)
Total cash movement for the year		282,500	274,992
Cash and cash equivalents at the beginning of the year		1,201,852	926,860
Total cash at end of the year	3	1,484,352	1,201,852

Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2026

Accounting Policies

1. Basis of preparation and summary of significant accounting policies

The annual 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 71 of South Africa. The annual 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 did not make critical judgements in the application of accounting policies, apart from those involving estimations, which would significantly affect the annual financial statements.

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.

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.

Expenditure incurred subsequently for major services, additions to or replacements of parts of property, plant and equipment are capitalised if it is probable that future economic benefits associated with the expenditure will flow to the company and the cost can be measured reliably. Day to day servicing costs are included in profit or loss in the period in which they are incurred.

Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2026

Accounting Policies

1.2 Property, plant and equipment (continued)

Property, plant and equipment is subsequently stated at cost less accumulated depreciation and any accumulated impairment losses, except for land which is stated at cost less any accumulated impairment losses.

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

When indicators are present that the useful lives and residual values of items of property, plant and equipment have changed since the most recent annual reporting date, they are reassessed. Any changes are accounted for prospectively as a change in accounting estimate.

Impairment tests are performed on property, plant and equipment when there is an indicator that they may be impaired. When the carrying amount of an item of property, plant and equipment is assessed to be higher than the estimated recoverable amount, an impairment loss is recognised immediately in profit or loss to bring the carrying amount in line with the recoverable amount.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its continued use or disposal. Any gain or loss arising from the derecognition of an item of property, plant and equipment, determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item, is included in profit or loss when the item is derecognised.

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 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 amortised cost

These include loans, trade receivables and trade payables. They are subsequently measured at amortised cost using the effective interest method. Debt instruments which are classified as current assets or current liabilities are measured at the undiscounted amount of the cash expected to be received or paid, unless the arrangement effectively constitutes a financing transaction.

At each reporting date, the carrying amounts of assets held in this category are reviewed to determine whether there is any objective evidence of impairment. If there is objective evidence, the recoverable amount is estimated and compared with the carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in profit or loss.

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.

Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2026

Accounting Policies

1.3 Financial instruments (continued)

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 Tax

Current tax assets and liabilities

Current tax for current and prior periods is, to the extent unpaid, recognised as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess is recognised as an asset.

Current tax liabilities (assets) for the current and prior periods are measured at the amount expected to be paid to (recovered from) the tax authorities, using the tax rates (and tax laws) that have been enacted or substantively enacted by the reporting date.

The tax liability reflects the effect of the possible outcomes of a review by the tax authorities.

Tax expenses

Tax expense is recognised in the same component of total comprehensive income or equity as the transaction or other event that resulted in the tax expense. The NPC meets the criteria for exemption under section 10(1)(d)(iii) of the Tax Act.

1.5 Impairment of assets

The company assesses at each reporting date whether there is any indication that property, plant and equipment or intangible assets or goodwill or investment property on cost model may be impaired.

If there is any such indication, the recoverable amount of any affected asset (or group of related assets) is estimated and compared with its carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in profit or loss.

If an impairment loss subsequently reverses, the carrying amount of the asset (or group of related assets) is increased to the revised estimate of its recoverable amount, but not in excess of the amount that would have been determined had no impairment loss been recognised for the asset (or group of assets) in prior years. A reversal of impairment is recognised immediately in profit or loss.

1.6 Revenue

Revenue is recognised when it is probable that future economic benefits or service potential will flow to the CID and when these benefits can be reliably measured. Revenue comprises revenue income from additional rates levied by the City of Cape Town on ratepayers, net of retention revenue retained.

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

1.7 Unauthorised, irregular and fruitless and wasteful Expenditure

Unauthorised, irregular and fruitless and wasteful expenditure is accounted for as an expense in the statement of financial performance classified in accordance with the nature of the expense. Where recovered it is subsequently accounted for as other income.

Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2026

Notes to the Financial Statements

Figures in Rand	2026	2025
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2. Property, plant and equipment

	2026			2025		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
CCTV camera system	109,943	(31,000)	78,943	52,856	(9,963)	42,893

Reconciliation of property, plant and equipment - 2026

	Opening balance	Additions	Depreciation	Closing balance
CCTV camera system	42,893	57,087	(21,037)	78,943

Reconciliation of property, plant and equipment - 2025

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

3. Cash and cash equivalents

Cash and cash equivalents consist of:

Nedbank current account	143,648	426,720
Nedbank 32 - day notice account	1,340,704	775,132
	1,484,352	1,201,852

4. Trade and other receivables

Pre-paid expenses	-	101,286
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5. Trade and other payables

Trade payables	250	33,076
VAT	2,952	13,264
	3,202	46,340

6. Revenue

Rates received - City of Cape Town	1,993,419	1,860,150
Rates retention received - City of Cape Town	142,153	115,492
	2,135,572	1,975,642

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 R1,993,419 to the company in 2025/2026. R142,153 of the rolling bad debt reserve was refunded to the Strand Business Improvement District Ltd in 2025/2026.

Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2026

Notes to the Financial Statements

Figures in Rand	2026	2025
7. Auditors remuneration		
Audit services - prior year	13,750	12,750
8. Investment revenue		
Interest revenue		
Bank	65,572	58,279
9. Taxation		
Major components of the tax expense		
Current taxation		
South African normal tax - current year	3,880	-
Reconciliation of the tax expense		
Reconciliation between accounting profit and tax expense.		
Accounting profit	260,402	273,635
Tax at the applicable tax rate of 27%	70,309	73,881
Tax effect of adjustments on taxable income		
Exempt income	(13,500)	-
Section 10(1)(e)(i)(cc) exemption	(576,604)	(549,158)
	(590,104)	(549,158)
Non-deductible expenses		
Exemption under section 10(1)(e)(i)(cc)	523,675	475,277
	523,675	475,277
	3,880	-
10. Cash generated from operations		
Net profit before taxation	260,402	273,635
Adjustments for non-cash items:		
Depreciation	21,037	5,100
Adjust for items which are presented separately:		
Investment income	(65,572)	(58,279)
Changes in working capital:		
(Increase) decrease in trade and other receivables	101,286	(5,435)
Increase (decrease) in trade and other payables	(43,138)	30,235
	274,015	245,256
11. Directors remuneration		

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

Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2026

Notes to the Financial Statements

Figures in Rand	2026	2025
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12. Unauthorised, Irregular, Fruitless & Wasteful Expenditure

Unauthorised Expenditure

Unauthorised expenditure refers to any spending by CID that doesn't comply with its approved budget or relevant regulations. This includes overspending, using funds for purposes other than those originally approved. The Strand Business Improvement District NPC has incurred the following unauthorised expenditure.

Environmental upgrading	3,887	-
Accounting fees	1,615	-
Secreterial and tax expense	1,131	-
	<u>6,633</u>	<u>-</u>

Strand Business Improvement District NPC

(Registration number: 2014/240759/08)

Financial Statements for the year ended 30 June 2026

Detailed Income Statement

Figures in Rand	Notes	2026	2025
Revenue			
Rates received - City of Cape Town		1,993,419	1,860,150
Rates retention received - City of Cape Town		142,153	115,492
	6	2,135,572	1,975,642
Operating expenses			
Accounting fees		25,314	15,863
Administration and management fees		519,660	490,250
Advertising		5,960	5,256
Auditors remuneration	7	13,750	12,750
Bank charges		1,303	1,258
Depreciation		21,037	5,100
Enviromental upgrading		3,887	-
Insurance		3,443	3,348
Minor tools and equipment		1,723	2,895
Protective clothing		-	3,610
Public safety		1,172,656	1,086,955
Public safety - CCTV monitoring		35,217	-
Recycling project		41,250	28,500
Secretarial and tax expense		7,550	7,340
Social upliftment		71,000	58,750
Strand circle upgrade		-	19,932
Urban maintenance		16,992	18,479
		1,940,742	1,760,286
Operating profit		194,830	215,356
Investment income	8	65,572	58,279
Profit before taxation		260,402	273,635
Taxation	9	(3,880)	-
Profit for the year		256,522	273,635