

## ANNUAL REPORT



### **Salt River Business Improvement District NPC**

**Annual Report and Financial Statements**

**for the year ended 30 June 2022**

Our online report is available at [www.srbid.co.za](http://www.srbid.co.za)

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## PART A: GENERAL INFORMATION

### 1. GENERAL INFORMATION

**Company:** Salt River Business Improvement District NPC (SRBID)  
**Company Reg No:** 2015/027543/08  
**Registered Office:** 97 Durham Avenue, Salt River, Cape Town, 7925  
**VAT number:** 4610268551

#### SRBID CID Board:

Justin Denver Betts (Chairperson)	- Swish Properties
Francois Steyn	- Double Tree by Hilton
Keith Scherzer	- Texas Textiles CC
Lucy Beard	- Hope Spirits (Pty) Ltd TA Hope Distillery
Angelo Lanfranci	- Swish Properties

**Auditors:** C2M  
**Accountant:** Nicolene Cooke Accounting Services  
**Company Secretarial Duties:** C2M

**SRBID Management:** Geocentric Urban Management  
 No 2 12th Street  
 Elsies River Industrial  
 7490  
 info@geocentric.co.za  
 021 565 0901

**SRBID Manager:** Kiyaam Jacobs

**Public Safety Service:** Byers Security Solutions  
**Contact Details:**

CID Manager	kiyaam@geocentric.co.za
Control Room	021 565 0900
Email	info@srbid.co.za
Website	www.srbid.co.za

### 2. LIST OF ABBREVIATIONS/ACRONYMS

SRBID	Salt River 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**

The rollercoasting aftermath of Covid lockdowns steadily calmed down in 2022, yet conditions remained difficult as significant increases in the cost of living and the continuous challenges of loadshedding remained in the forefront. In the face of these new challenges, the Salt River Business Improvement District (SRBID) board and management team have remained steadfast in our commitment to providing high-quality top-up services in Salt River. Embracing and implementing adaptability into our vision now seems entrenched on our day-to-day operations as well as our strategic thinking.

Our strategic objectives for 2022 included improving public safety, public cleanliness, and supporting law enforcement activities to improve Salt River as a preferred destination for businesses, residents and investors. During the year, we spent R342 000 on cleaning, R2 725 378 on public safety and law enforcement including CCTV monitoring. This represents 72% of the budget.

During 2021/22 we made additional investments on integrating technological interventions to increase public safety through our CCTV camera rollout. Eleven (11) additional CCTV cameras were installed, whilst our existing fleet of cameras were maintained. This expansive network increases the effectiveness of law enforcement personnel and public safety officers dramatically as it shortens the reaction time to incidents, minimizes false reporting and increases arrest and prosecution rates.

We remain optimistic about the growth and interest in the Salt River area as a business and investment destination with several large developments seeing completion in the past year. Business confidence is slowly returning to the local economy and regular events have returned to the area, including the very popular Saturday Market at the Old Biscuit Mill. We also enhanced the public environment with additional street benches. We have initiated the process of upgrading the Salt River Circle in partnership with the Ward Councilor and City Officials and we support the City with efforts to clean and improve the public parks in the area.

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

To our partners at the City of Cape Town, SAPS, and our service providers Byers Security; your efforts are the solid base upon which we build a better place for all. We thank you sincerely for your persistence, professionalism, and resilience. All of this could only have been made possible through the excellent day to day and night after night commitment of our Geocentric management team. Your passionate service in Salt River is greatly appreciated.

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

**Justin Betts**  
**Chairperson**

#### **4. SALT RIVER BUSINESS IMPROVEMENT DISTRICT MANAGEMENT OVERVIEW**

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

Addressing the continued and relentless attack on public infrastructure along our railway corridors, electricity substations, public transport facilities and even private property, we were compelled to adapt our public safety strategy. Using technology to improve our detection and subsequent response to these incidents has proven effective in most cases. The significant escalation in fuel costs prompted our strategic move to use more technologically efficient based solutions. Artificial Intelligence enabled cameras now serve to reduce patrol kilometres and allow us to focus on the right solution, at the right place, throughout the precinct. This strategic realignment has further supported our work with the installation of more CCTV cameras throughout the Salt River Business Improvement District. Eleven (11) of these cameras support both motion and movement detection. We also added two more strategically located pan-tilt-zoom cameras.

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

Having a clean, safe, and welcoming environment is essential to attracting new investments into the Salt River Business Improvement District. We positively augmented these top-up services with an effort to enhance the aesthetic appeal of the public space by placing public benches, greening, tree planting and the placement of public facilities such as ashtray pyramids.

We realise that the social environment also needs our support. Developing a unique project, in association with the MES (Mould Empower Serve), we spearheaded the drive to create job opportunities for people who once lived on the street. The successful outcome is the implementation of a recycling initiative that created two work opportunities, and which will sustain further opportunities in the next financial year.

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

**Gene Lohrentz - CEO – Geocentric Urban Management- Management Company – Salt River BID**

## **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 C2M Auditors.
- 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 19 September 2022 and signed on behalf by:

Justin Betts

Chairperson of the Board

19 September 2022

## **6. STRATEGIC OVERVIEW**

### **6.1. Vision**

Salt River is a well-established residential and business district known for its specific character. Historically the area supported a unique business mix including some light industries, specifically in the textile and clothing sector. In 2013 business and property owners noted with concern that the area had experienced some levels of urban degradation. Some business owners attributed the business district's decline with increased homelessness in the area and the area also became a target of property related crime.

With the redevelopment of several properties in adjacent areas, especially Woodstock, property owners in Salt River made prominent investments in upgrading many of their buildings thereby supporting the urban regeneration of the area. The property owners formed a steering committee that identified the Special Rating Area (SRA) model as a basis to address problems and counter any potential for further urban decay and improving public safety in the area. The formation of the SRA enabled the establishment of a statutory body to manage and implement additional public safety and urban management operations in addition to those services provided by the City of Cape Town.

The Salt River Business Improvement District came into operation on 1 July 2014. By 30 June 2019, the first five-year term was completed, and the members supported the extension of the plan for an additional 5-year term.

It is our vision to maintain a safe, clean, well-managed CBD area that attracts and retains business investment and attractive retail opportunities.

### **6.2. Mission**

Our mission is to create 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.srbid.co.za](http://www.srbid.co.za)

### **6.3. Our Goals**

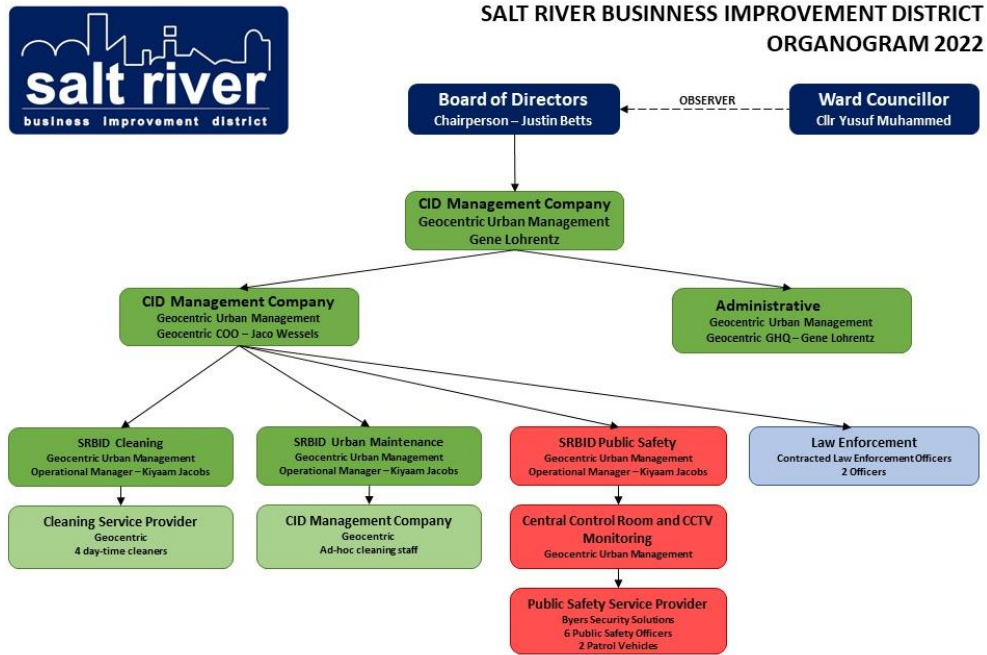
- Improve Public Safety significantly by proactive visible patrolling and cooperation with existing SAPS and City of Cape Town Law Enforcement efforts as well as other security service providers in the area.
- Creating a safe and clean public environment by addressing issues of maintenance and cleaning 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 new investment to the area.
- Support and promote social responsibility in the area
- The sustained and effective management of the SRBID area.

## **7. STATUTORY MANDATE**

In terms of the CID By-law and s.22 of the Municipal Property Rates Act, the Salt River Business Improvement District NPC is tasked with considering, developing and implementing improvements and upgrades to the Salt River Business Improvement District area to

supplement services provided by the CCT. The funding comes from additional rates collected by the CCT from CID property owners and paid over to the company under the aforesaid legislation and may be supplemented by local fundraising initiatives. In expending these funds, the company is subject to oversight by the CCT in terms of the CID By-law and Policy, as well as public procurement principles enshrined in s. 217 of the Constitution of the Republic of South Africa, 1996 (the "Constitution").

## 8. ORGANISATIONAL STRUCTURE



## 9. MEET THE TEAM

**Geocentric Urban Management Team**




<p><b>Gene Lohrentz</b> Chief Executive Officer</p> <ul style="list-style-type: none"> <li>• Company enquiries</li> <li>• Proposals</li> <li>• Community groups and liaison</li> </ul>	<p><b>Micaela Bester</b> Personal Assistant</p> <ul style="list-style-type: none"> <li>• Admin enquiries</li> <li>• Meeting requests</li> </ul>	<p><b>Jaco Wessels</b> Chief Operating Officer</p> <ul style="list-style-type: none"> <li>• Operational enquiries</li> <li>• Control Room issues</li> <li>• Collaboration requests</li> <li>• CCTV enquiries</li> </ul>	<p><b>Wejaen Viljoen</b> Admin &amp; Information Manager</p> <ul style="list-style-type: none"> <li>• Admin enquiries</li> <li>• Reports</li> <li>• AGM enquiries</li> <li>• Board Meeting enquiries</li> <li>• HR enquiries</li> </ul>	<p><b>Kiyaam Jabobs</b> CID Manager</p> <ul style="list-style-type: none"> <li>• Day-to-day Operations</li> </ul>
<p>Contact Details</p> <p>gene@geocentric.co.za 083 255 7657</p>	<p>Contact Details</p> <p>admin@geocentric.co.za 061 997 4869</p>	<p>Contact Details</p> <p>jaco@geocentric.co.za 062 650 3322</p>	<p>Contact Details</p> <p>wejaen@geocentric.co.za 062 753 4779</p>	<p>Contact Details</p> <p>kiyaam@geocentric.co.za 073 103 9946</p>

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 +27 81 869 8911

## **PART B: PERFORMANCE INFORMATION**

### **1. SITUATIONAL ANALYSIS**

#### **1.1. Service delivery environment**

Through the efforts of the SRBID the area has been upgraded and maintained. The SRBID successfully achieved the support of its members to extend its term for an additional five years. During this term the SRBID is positioning itself to address the impact of new developments that will bring more people to the area, but also the associated potential for traffic congestion, littering and increased opportunities for crime that may impact the entire area. In the light of these challenges the SRBID aims to continue to enhance the area and work closely with the City of Cape Town.

#### **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 as planned.

### **2. STRATEGIC OBJECTIVES**

Strategically, the SRBID 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:

- Improved Public Safety through 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.
- Attract new investment to the area.
- Support and promote social responsibility in the area

### **3. COMPLAINTS PROCESS**

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

- Referring serious complaints to the COO and CEO of the management company and/or the Board
- Meeting with the complainant to understand the problem and address the issue
- Scheduling the necessary tasks or actions to resolve the matter by the SRBID 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 managers or the central control room and the central control room number is visible on all patrol vehicles.

Most of the complaints relate to crime incidents or perceived criminal activity or relates to illegal dumping and broken infrastructure. Unless immediate response is required, safety and crime incidents are dealt with through our monthly meetings with the SAPS or through the adjustment of our public safety deployment plans. Illegal dumping is either cleared by the SRBID 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 SRBID 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
- Other existing security services in the area
- City of Cape Town Safety and Security Directorate
- Community organisations
- Other stakeholders

4.1.2. The SRBID 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 vehicles and 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 SRBID.

4.1.3. This plan involves the deployment of Public Safety Patrol Officers (similar to the concept of Neighbourhood Safety Ambassadors) and public CCTV surveillance system 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:

- 6 x public safety patrol officers patrolling the area on foot, Monday – Friday during the day-time (06:30 – 17:30).
- 4 x public safety patrol officers patrolling the area on foot, Saturday and Sunday during the day-time (06:30 – 17:30).
- 2 x public safety patrol vehicles patrolling the area on a 24/7 basis.
- Radio communications network.
- Centralised Control Room and CCTV monitoring
- CCTV camera network comprising of cameras and monitoring as set out in the implementation plan time scale.

4.1.6. Assistance from the City of Cape Town

4.1.7. The SRBID further enhances 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 is focused on utilising the services of Law Enforcement officers from the City of Cape Town in the area.

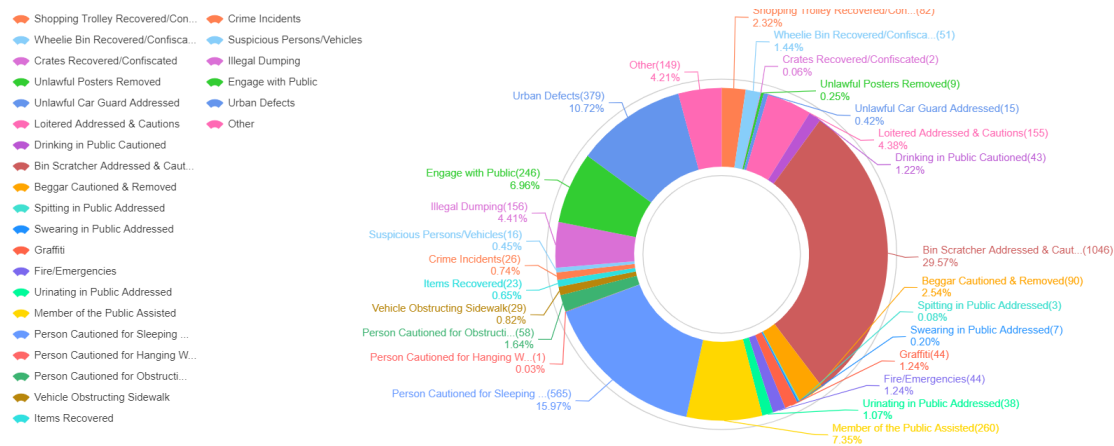
4.1.8. The activities of the Public Safety Officers and patrols are measured through a comprehensive management system for the logging of public safety incidents. The logging, mapping and analysis of these incident reports informs the adjustment of the public safety deployment plan for the area. The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

### ***Public safety performance information***

<b>ACTION STEPS</b>	<b>KEY PERFORMANCE INDICATOR</b>	<b>FREQUENCY per year</b>	<b>Comments</b>
1. Identify the root causes of crime in conjunction with the SAPS, Local Authority and existing Public Safety service using their experience as well as available crime and public safety incident statistics.	Incorporate in Public Safety Management Plan	Ongoing	
2. Determine the Crime Threat Analysis of the CID area in conjunction with the SAPS, Determine strategies by means of an integrated approach to improve public safety, identify current Public Safety and policing shortcomings and develop and implement effective public safety strategy	Incorporate in Public Safety Management Plan	Ongoing	

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	Comments
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 SRBID measured by:  Daily attendance registers Incident reports Patrol vehicle tracking reports Patrol vehicle patrol logs	Ongoing	Public safety officers are inspected and posted to their patrols daily. The Public safety officer's performance are measured on a weekly basis using the incident reports submitted via the incident reporting system and the public safety Whatapp groups.
4. Assist the police through participation by SRBID in the local Police sector crime forum.	Incorporate feedback and information in Public Safety and safety initiatives of the SRBID Report on any Public Safety information of the SRBID 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 SRBID Board with recommendations where applicable	Quarterly	
6. Deploy CCTV cameras monitored by a CCTV Control Room	Effective use of CCTV cameras through monitoring	Ongoing	
<b>IMPROVE AND CONTINUALLY ASSESS ALIGNMENT OF RESOURCES WITH SAFETY NEEDS OF LOCAL COMMUNITY</b>			
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	Comments
7. Deploy Law Enforcement Officers in the SRBID in support of the Public Safety Initiative	Measure effectiveness through Law Enforcement Statistics	Monthly	
8. Weekly Public Safety Reports from Contract Public Safety Service Provider	Report findings to the SRBID Board with recommendations where applicable  Incident reports Patrol vehicle tracking reports Patrol vehicle patrol logs	Weekly	<b>Incident reports</b> See the Table and Graph below  <b>Patrol vehicle patrol logs</b> See the Table below
9. Identify "hot spot" areas.	Number of "hot spot" areas identified and the number of "hot spot" visitation for the reporting period	Monthly	See the Table Below

Type	No of Incidents
Shopping Trolley Recovered/Confiscated	82
Wheelie Bin Recovered/Confiscated	51
Crates Recovered/Confiscated	2
Unlawful Posters Removed	9
Unlawful Car Guard Addressed	15
Loitered Addressed & Cautions	155
Drinking in Public Cautioned	43
Bin Scratcher Addressed & Cautioned	1046
Beggar Cautioned & Removed	90
Spitting in Public Addressed	3
Swearing in Public Addressed	7
Graffiti	44
Fire/Emergencies	44
Urinating in Public Addressed	38
Member of the Public Assisted	260
Person Cautioned for Sleeping in Public Space	565
Person Cautioned for Hanging Washing in Public	1
Person Cautioned for Obstructing Sidewalk	58
Vehicle Obstructing Sidewalk	29
Items Recovered	23
Crime Incidents	26
Suspicious Persons/Vehicles	16
Illegal Dumping	156
Engage with Public	246
Urban Defects	379
Other	149
<b>TOTAL</b>	<b>3537</b>



From 1 July 2021 to 30 June 2022 the two patrol vehicles logged the following number of patrol kilometres:

Patrol Vehicle 1: 53 860 km

Patrol Vehicle 2: 59 381 km

**Total: 113 241 km**

During the 1 July 2021 to 30 June 2022 the SRBID identified 15 “Hot Spots” throughout the area.

A total of 1830 “Hot Spot” visitations were completed

- The most significant challenge to the public safety operations in SRBID remains the limited resources. The SRBID’s overall strategy to address the challenge is based on a multi-disciplinary approach which includes the following measures:
  - Engaging the City of Cape Town for the deployment of additional Law Enforcement Officers
  - Deploy CCTV cameras to enhance the deployment of the Public Safety Operations.

#### 4.1.9. Resource Allocation

- During the reporting period the SRBID deployed six public safety foot patrollers and two patrol vehicles during the day-time and two public safety officers in two patrol vehicles at night during weekdays. On weekends the patrols are reduced to four patrol officers and two patrol vehicles,
- A budget of R 2 624 028 was expended on the Public Safety deployments for the year and an additional R 101 350 was allocated for CCTV monitoring. The contracted Law Enforcement Officer contract budget was R 110 000 for the reporting period. There was an under expenditure on the Law Enforcement budget of R 10 120 due to the late deployment of the officers by the City of Cape Town.

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

Service/ Project components	2020/21			2021/22		
	Projected Expenditure	Actual Expenditure	(Over)/ Under Expenditure	Projected Expenditure	Actual Expenditure	(Over)/ Under Expenditure
Public Safety	R 243 0000	R 2 417 448	R 12 552	R 2 627 000	R 2 624 028	R 2 972
CCTV Monitoring	R 103 680	R 81 600	R 22 080	R 133 200	R 101 350	R 31 850

## 4.2. MAINTENANCE AND CLEANSING SERVICES

4.2.1. The SRBID deployed the services of a dedicated public cleaning service to provide the “top-up” or additional cleaning services required in their area. To establish the most effective cleaning plan the strategy supports 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 SRBID 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 SRBID Implementation Plan.
- Painting of road markings and correction of road signs.
- Greening, tree pruning and landscaping.
- Kerb, bollard and paving reinstatements.
- Storm water drain cleaning where required.

4.2.5. The cleaning contingent deployed teams in various areas and rotated through the SRBID. Some of the team members were 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:

- 4 x urban management workers per day. The shifts run Monday to Friday
- 1 x urban management supervisor

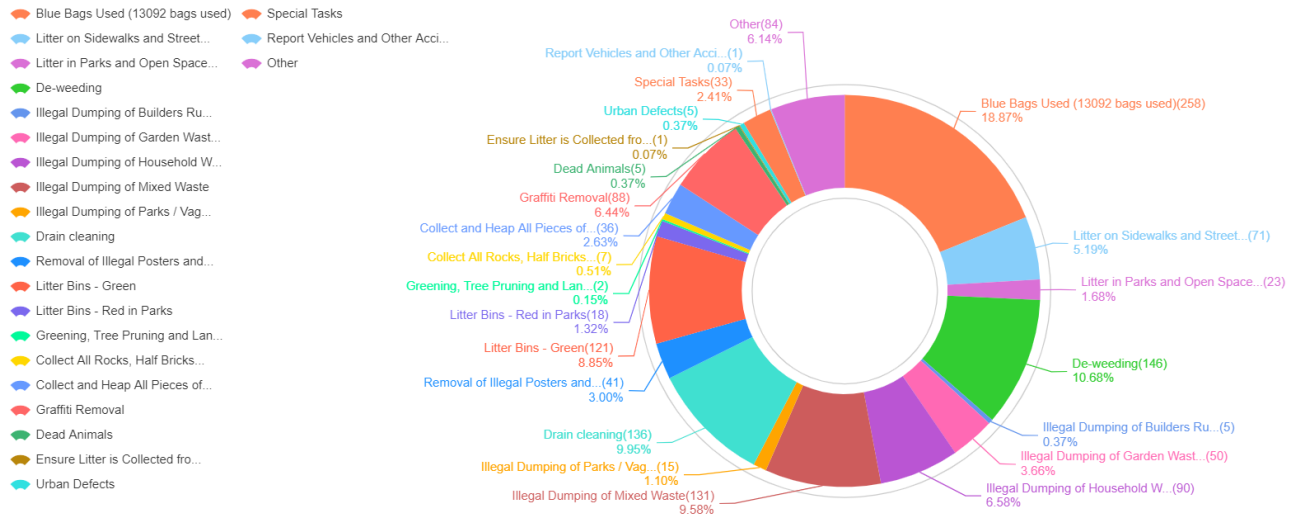
***Cleaning and Urban Maintenance performance information***

<b>PROVIDE A CLEANER PUBLIC SPACE</b>			
<b>ACTION STEPS</b>	<b>KEY PERFORMANCE INDICATOR</b>	<b>FREQUENCY per year</b>	<b>Comments</b>
Develop cleaning strategy to guide delivery from appointed service delivery provider	Measure effectiveness through Cleaning Statistics	Monthly	
Provide (on own initiative or in collaboration with CCT) additional litter bins in public spaces.	Record and Report findings to the SRBID Board and the CCT with recommendations where applicable	Annually	
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
Remove Illegal Dumping from Public Spaces	Measure effectiveness through Cleaning Statistics	Monthly	See the Table and Graph below
<b>RENEWING PUBLIC SPACES</b>			
<b>ACTION STEPS</b>	<b>KEY PERFORMANCE INDICATOR</b>	<b>FREQUENCY per year</b>	<b>Comments</b>
Remove graffiti in public spaces	Measure effectiveness through Cleaning Statistics	Monthly	See the Table and Graph below
Remove unlawful or unsightly stickers and posters from public infrastructure	Measure effectiveness through Cleaning Statistics	Monthly	See the Table and Graph below
<b>PROVIDE A WELL-MAINTAINED PUBLIC SPACE</b>			
<b>ACTION STEPS</b>	<b>KEY PERFORMANCE INDICATOR</b>	<b>FREQUENCY per year</b>	<b>Comments</b>
Develop an urban maintenance strategy to guide delivery from appointed service delivery provider	Measure effectiveness through Urban Maintenance Statistics	Monthly	
Identify and report urban defects through collaboration with CCT	Record and Report findings to the SRBID Board and the CCT with follow-up action where applicable	Monthly	See the Table below

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

<b>Type</b>	<b>No of Incidents</b>
Blue Bags Used	13092 bags used
Litter on Sidewalks and Streets	71
Litter in Parks and Open Spaces	23
De-weeding	146
Illegal Dumping of Builders Rubble	5
Illegal Dumping of Garden Waste	50
Illegal Dumping of Household Waste	90
Illegal Dumping of Mixed Waste	131
Illegal Dumping of Parks / Vagrants	15
Drain cleaning	136
Removal of Illegal Posters and Pamphlets from Public Spaces and Non-municipal Infrastructure	41
Litter Bins - Green	121
Litter Bins - Red in Parks	18
Greening, Tree Pruning and Landscaping	2
Collect All Rocks, Half Bricks, Concrete Pieces	7
Collect and Heap All Pieces of Wood and Other Objects	36
Graffiti Removal	88
Dead Animals	5
Ensure Litter is Collected from City	1
Urban Defects	5

Type	No of Incidents
Special Tasks	33
Report Vehicles and Other Accidents	1
Other	84
<b>TOTAL</b>	<b>1367</b>



**Urban Maintenance Tasks**

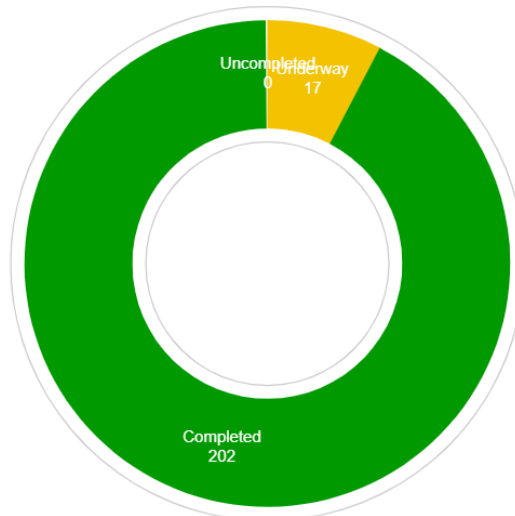
Category	Sub-Category	Underway	Completed	Total
City Parks (Maintenance)	Bin cleaning in parks/POS	0	1	1
City Parks (Maintenance)	Mowing	0	9	9
City Parks (Maintenance)	Repair city parks infrastructure	1	0	1
City Parks (Maintenance)	Tree removal	0	1	1
City Parks (Maintenance)	Tree trimming/pruning	0	4	4
<b>City Parks (Maintenance) Total</b>		<b>1</b>	<b>15</b>	<b>16</b>
Electricity (Equipment damage & exposure)	Equipment damaged	0	2	2
Electricity (Equipment damage & exposure)	Exposed cable	3	12	15
Electricity (Equipment damage & exposure)	Kiosk damaged	0	1	1

Category	Sub-Category	Underway	Completed	Total
Electricity (Equipment damage & exposure)	Sparks on electricity pole	0	1	1
<b>Electricity (Equipment damage &amp; exposure) Total</b>		<b>3</b>	<b>16</b>	<b>19</b>
Electricity (Street lighting)	All streetlights are out	0	48	48
Electricity (Street lighting)	Individual streetlights are out	0	21	21
<b>Electricity (Street lighting) Total</b>		<b>0</b>	<b>69</b>	<b>69</b>
Electricity (Wires)	Wires are down	0	3	3
<b>Electricity (Wires) Total</b>		<b>0</b>	<b>3</b>	<b>3</b>
Law Enforcement	Graffiti	0	5	5
<b>Law Enforcement Total</b>		<b>0</b>	<b>5</b>	<b>5</b>
Litter Bins (Public)	New or additional litter bins required	0	1	1
<b>Litter Bins (Public) Total</b>		<b>0</b>	<b>1</b>	<b>1</b>
Roads and storm water (Maintenance required)	Paint or repaint road marking, lines, etc.	2	7	9
Roads and storm water (Maintenance required)	Repair a pothole	0	12	12
Roads and storm water (Maintenance required)	Repair or replace bollards, guards or handrails	0	4	4
Roads and storm water (Maintenance required)	Repair or replace street name signs	3	2	5
Roads and storm water (Maintenance required)	Repair road or footway	2	11	13
Roads and storm water (Maintenance required)	Traffic and road signs require attention	2	0	2
<b>Roads and storm water (Maintenance required) Total</b>		<b>9</b>	<b>36</b>	<b>45</b>

Category	Sub-Category	Underway	Completed	Total
Roads and stormwater (dumping)	Dumping on stormwater infrastructure	0	1	1
<b>Roads and stormwater (dumping) Total</b>		<b>0</b>	<b>1</b>	<b>1</b>
Roads and stormwater (Missing covers and grids)	Repair or replace manhole cover or grid	1	15	16
<b>Roads and stormwater (Missing covers and grids) Total</b>		<b>1</b>	<b>15</b>	<b>16</b>
Safety and security (Problem buildings)	Unkempt/abandoned buildings	1	0	1
<b>Safety and security (Problem buildings) Total</b>		<b>1</b>	<b>0</b>	<b>1</b>
Sewer	Sewer-foul smell	0	1	1
Sewer	Sewer: blocked/overflow	0	4	4
<b>Sewer Total</b>		<b>0</b>	<b>5</b>	<b>5</b>
Solid waste (Dumping, beaches and street sweeping)	Illegal dumping	0	2	2
<b>Solid waste (Dumping, beaches and street sweeping) Total</b>		<b>0</b>	<b>2</b>	<b>2</b>
Stormwater (Blockages)	Stormwater gully or manhole blocked	0	2	2
<b>Stormwater (Blockages) Total</b>		<b>0</b>	<b>2</b>	<b>2</b>
Traffic (Speeding, taxis, parking, etc.)	Abandoned vehicles	0	1	1
<b>Traffic (Speeding, taxis, parking, etc.) Total</b>		<b>0</b>	<b>1</b>	<b>1</b>
Traffic Signals	All traffic lights are out	0	4	4
Traffic Signals	Faulty arrows at intersections	0	1	1
Traffic Signals	Pedestrian lights are out	0	1	1
Traffic Signals	Robot down	0	3	3

Category	Sub-Category	Underway	Completed	Total
Traffic Signals	Traffic lights are flashing	0	7	7
<b>Traffic Signals Total</b>		<b>0</b>	<b>16</b>	<b>16</b>
Transport (Speed bumps and signage)	Traffic signage damaged	2	0	2
<b>Transport (Speed bumps and signage) Total</b>		<b>2</b>	<b>0</b>	<b>2</b>
Water	Burst pipe	0	4	4
Water	Fire hydrant: missing cover	0	1	1
Water	Leak at fire hydrant	0	3	3
Water	Leak at valve	0	1	1
Water	Leak in road/pavement/underground	0	2	2
Water	Water run to waste	0	4	4
<b>Water Total</b>		<b>0</b>	<b>15</b>	<b>15</b>
<b>TOTAL</b>		<b>17</b>	<b>202</b>	<b>219</b>

- Uncompleted
- Underway
- Completed



- Although the SRBID improved the cleanliness of most public environments in the area, the most challenging area remains illegal dumping in side streets and

4.2.6. Resource Allocation

- In principle the SRBID area needs a minimum compliment of 8 daily urban cleaning workers. The budget can only support 5 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 “2020/2021”)

#### 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 SRBID 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.

4.3.2. Through the development of pro-active programmes to create work opportunities for homeless people certain NGOs have presented the opportunity to direct their work programmes to include cleaning and maintenance services to CIDs. These partnerships between CIDs and NGOs create a more cost-effective approach to the provision of a “top-up” service to the municipal cleaning services when large area clean-ups or specific maintenance tasks are required.

4.3.3. Although the intention was to deploy previously homeless people from NGOs for specific clean-up projects in the SRBID area, this plan could not be executed in the reporting period, primarily due to the COVID-19 pandemic.

#### 4.3.4. Resource Allocation

Although the social upliftment programme for the SRBID could not be executed as intended, several temporary job opportunities were created for cleaning and maintenance staff members recruited from the MES project.

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 “2021/2022”)

Service/ Project components	2020/21			2021/2022		
	Projected Expenditure	Actual Expenditure	(Over)/ Under Expenditure	Projected Expenditure	Actual Expenditure	(Over)/ Under Expenditure
Cleaning Services	R 323 667	R 323 640	R 27	R 342 427	R 342 000	R427
Environmental Upgrading	R 15 000	R 14 820	R 180	R 20 000	R 15 250	R 4 750
Urban Management	R 30 000	R 28 518	R 1482	R 40 000	R 39 603	R 397

## **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 SRBID footprint.

#### **2.2. Board Observer**

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

The Board did not appoint any committees during the reporting period.

#### 2.8. Attendance at board and committee meetings

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

### **3. Ethical Leadership**

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

The Code is available online at [www.srbid.co.za](http://www.srbid.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.<sup>1</sup>

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

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

consideration and deliberation of, or voting on, the matter giving rise to the potential conflict of interest.

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

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

## **PART D: FINANCIAL INFORMATION**

### **1. Report of the External Auditor**

See full report below

### **2. Annual Financial Statements**

See full report below

**SALT RIVER BUSINESS IMPROVEMENT DISTRICT (NPC)**  
**(REGISTRATION NUMBER 2015/027543/08)**  
**ANNUAL FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2022**

## **SALT RIVER BUSINESS IMPROVEMENT DISTRICT (NPC)**

(REGISTRATION NUMBER: 2015/027543/08)

ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

### **GENERAL INFORMATION**

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<b>Country of incorporation and domicile</b>	South Africa
<b>Nature of business and principal activities</b>	District improvement
<b>Directors</b>	JD Betts AK Scherzer F Steyn
<b>Registered office</b>	97 Durham Road Salt River Western Cape 7925
<b>Business address</b>	97 Durham Road Salt River Western Cape 7925
<b>Postal address</b>	PO Box 734 Melkbosstrand Western Cape 7925
<b>Bankers</b>	Standard Bank Limited
<b>Auditors</b>	C2M Chartered Accountants Incorporated Chartered Accountants (SA) Registered Auditors
<b>Secretary</b>	C2M Statutory Services (Pty) Ltd
<b>Company registration number</b>	2015/027543/08
<b>Tax reference number</b>	9090/927/19/6
<b>Level of assurance</b>	These annual financial statements have been audited in compliance with the applicable requirements of the Companies Act of South Africa.
<b>Preparer</b>	The annual financial statements were independently compiled by: MD Dreyer Professional Accountant (SA)
<b>Issued</b>	29 August 2022

**SALT RIVER BUSINESS IMPROVEMENT DISTRICT (NPC)**  
**(REGISTRATION NUMBER: 2015/027543/08)**  
**ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022**

**INDEX**

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

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Directors' Responsibilities and Approval	3
Directors' Report	4 - 5
Independent Auditor's Report	6 - 7
Statement of Financial Position	8
Statement of Comprehensive Income	9
Statement of Changes in Equity	10
Statement of Cash Flows	11
Accounting Policies	12 - 13
Notes to the Annual Financial Statements	14 - 15
The following supplementary information does not form part of the annual financial statements and is unaudited:	
Detailed Income Statement	16

## SALT RIVER BUSINESS IMPROVEMENT DISTRICT (NPC)

(REGISTRATION NUMBER: 2015/027543/08)

ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

### DIRECTORS' RESPONSIBILITIES AND APPROVAL

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

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

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

The directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual 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 2023 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 annual financial statements. The annual financial statements have been examined by the company's external auditors and their report is presented on page 6 - 7.

The annual financial statements set out on pages 8 to 15, which have been prepared on the going concern basis, were approved by the board on 29 August 2022 and were signed on its behalf by:

  
\_\_\_\_\_

Bellville

29 August 2022

  
\_\_\_\_\_

**SALT RIVER BUSINESS IMPROVEMENT DISTRICT (NPC)**  
**(REGISTRATION NUMBER: 2015/027543/08)**  
**ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022**

**DIRECTORS' REPORT**

---

The directors have pleasure in submitting their report on the annual financial statements of Salt River Business Improvement District (NPC) for the year ended 30 June 2022.

**1. Incorporation**

The company was incorporated on 28 January 2015 and obtained its certificate to commence business on the same day.

**2. Nature of business**

Salt River Business Improvement District (NPC) was incorporated in South Africa with interests in the Non-profit industry. The company operates in South Africa.

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

**3. Review of financial results and activities**

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

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

**4. Insurance and risk management**

The company follows a policy of reviewing the risks relating to assets and possible liabilities arising from business transactions with its insurers on an annual basis. Wherever possible assets are automatically included. There is also a continuous asset risk control program, which is carried out in conjunction with the company's insurance brokers. All risks are considered to be adequately covered, except for political risks, in the case of which as much cover as is reasonably available has been arranged.

**5. Directors**

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

**Directors**

JD Betts  
AK Scherzer  
F Steyn

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

**6. Directors' interests in contracts**

During the financial year, no contracts were entered into which directors or officers of the company had an interest and which significantly affected the business of the company.

**7. Property, plant and equipment**

There was no change in the nature of the property, plant and equipment of the company or in the policy regarding their use.

**8. Events after the reporting period**

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

## **SALT RIVER BUSINESS IMPROVEMENT DISTRICT (NPC)**

(REGISTRATION NUMBER: 2015/027543/08)

ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

### **DIRECTORS' REPORT**

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#### **9. Going concern**

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

#### **10. Auditors**

C2M Chartered Accountants Incorporated continued in office as auditors for the company for 2022.

At the AGM, the shareholders will be requested to reappoint C2M Chartered Accountants Incorporated as the independent external auditors of the company and to confirm Mr A Nel as the designated lead audit partner for the 2023 financial year.

#### **11. Secretary**

The company secretary is C2M Statutory Services (Pty) Ltd.

#### **12. Date of authorisation for issue of annual financial statements**

The annual financial statements have been authorised for issue by the directors on 29 August 2022. No authority was given to anyone to amend the annual financial statements after the date of issue.

#### **13. Liquidity and solvency**

The directors performed the liquidity and solvency tests as required by the Companies Act of South Africa.

## INDEPENDENT AUDITOR'S REPORT

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### To the Shareholders of Salt River Business Improvement District (NPC)

#### Opinion

We have audited the annual financial statements of Salt River Business Improvement District (NPC) (the company) set out on pages 8 to 15, which comprise the statement of financial position as at 30 June 2022, statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and the notes to the annual financial statements, including a summary of significant accounting policies.

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

#### Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Annual 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 annual 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 information included in the document titled "Salt River Business Improvement District (NPC) annual financial statements for the year ended 30 June 2022", which includes the Directors' Report as required by the Companies Act of South Africa and the supplementary information as set out on page 16, which we obtained prior to the date of this report, and the Annual Report, which is expected to be made available to us after that date. The other information does not include the annual financial statements and our auditor's report thereon.

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

In connection with our audit of the annual financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the annual financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, 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.



## INDEPENDENT AUDITOR'S REPORT

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### Responsibilities of the Directors for the Annual Financial Statements

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

In preparing the annual 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.

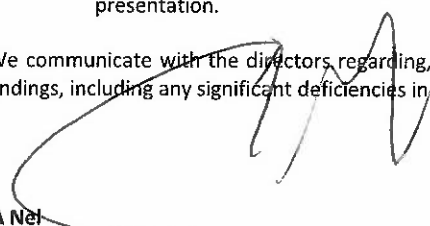
### Auditor's Responsibilities for the Audit of the Annual Financial Statements

Our objectives are to obtain reasonable assurance about whether the annual 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 annual 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 annual 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 annual 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 annual financial statements, including the disclosures, and whether the annual 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.

  
A Nel  
Chartered Accountant (SA)  
Registered Auditor  
Director

29 August 2022

Tygerforum B  
53 Willie van Schoor Drive  
Tygervalley  
Bellville  
7530



**SALT RIVER BUSINESS IMPROVEMENT DISTRICT (NPC)**  
 (REGISTRATION NUMBER: 2015/027543/08)  
 ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022  
**STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2022**

	Note(s)	2022 R	2021 R
<b>Assets</b>			
<b>Non-Current Assets</b>			
Property, plant and equipment	2	284 803	367 226
<b>Current Assets</b>			
Trade and other receivables	3	10 898	52 941
Cash and cash equivalents	4	1 749 750	1 582 703
		<b>1 760 648</b>	<b>1 635 644</b>
<b>Total Assets</b>		<b>2 045 451</b>	<b>2 002 870</b>
<b>Equity and Liabilities</b>			
<b>Equity</b>			
Non-Distributable Reserve		2 045 451	2 002 270
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Trade and other payables	5	-	600
<b>Total Equity and Liabilities</b>		<b>2 045 451</b>	<b>2 002 870</b>

**SALT RIVER BUSINESS IMPROVEMENT DISTRICT (NPC)**  
 (REGISTRATION NUMBER: 2015/027543/08)  
 ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

**STATEMENT OF COMPREHENSIVE INCOME**

	Note(s)	2022 R	2021 R
Revenue – Additional Rates Received	7	4 261 839	3 972 766
Other income	8	-	99 600
Operating expenses	9	(4 218 659)	(4 034 652)
<b>Operating surplus</b>		<b>43 180</b>	<b>37 714</b>
<b>Surplus for the year</b>		<b>43 180</b>	<b>37 714</b>
Other comprehensive income		-	-
<b>Total comprehensive surplus for the year</b>		<b>43 180</b>	<b>37 714</b>

**SALT RIVER BUSINESS IMPROVEMENT DISTRICT (NPC)**  
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**STATEMENT OF CHANGES IN EQUITY**

	Reserves	Retained income	Total equity
	R	R	R
<b>Balance at 1 July 2020</b>	<b>1 964 556</b>	-	<b>1 964 556</b>
Surplus	-	37 714	37 714
Other comprehensive income	-	-	-
<b>Total comprehensive surplus for the year</b>	<b>-</b>	<b>37 714</b>	<b>37 714</b>
Transfer to capital reserve	37 714	(37 714)	-
<b>Total changes</b>	<b>37 714</b>	<b>(37 714)</b>	<b>-</b>
<b>Balance at 1 July 2021</b>	<b>2 002 270</b>	-	<b>2 002 270</b>
Surplus for the year	-	43 180	43 180
Other comprehensive income	-	-	-
<b>Total comprehensive income for the year</b>	<b>-</b>	<b>43 180</b>	<b>43 180</b>
Transfer to capital reserve	43 180	(43 180)	-
<b>Total changes</b>	<b>43 180</b>	<b>(43 180)</b>	<b>-</b>
<b>Balance at 30 June 2022</b>	<b>2 045 451</b>	-	<b>2 045 451</b>

**SALT RIVER BUSINESS IMPROVEMENT DISTRICT (NPC)**  
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**STATEMENT OF CASH FLOWS**

	Note(s)	2022 R	2021 R
<b>Cash flows from operating activities</b>			
Cash generated from operations	12	167 047	52 338
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	2	-	(330 038)
<b>Total cash movement for the year</b>		<b>167 047</b>	<b>(277 700)</b>
Cash at the beginning of the year		1 582 703	1 860 403
<b>Total cash at end of the year</b>	4	<b>1 749 750</b>	<b>1 582 703</b>

**SALT RIVER BUSINESS IMPROVEMENT DISTRICT (NPC)**  
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**ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022**

**ACCOUNTING POLICIES**

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**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 of South Africa. The annual financial statements have been prepared on the historical cost basis, except for biological assets at fair value less point of sale costs, 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**

**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 financial statements do not include assets or liabilities whose carrying amounts were determined based on estimations for which there is a significant risk of material adjustments in the following financial year as a result of the key estimation assumptions.

**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.

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:

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<b>Item</b>	<b>Depreciation method</b>	<b>Average useful life</b>
CCTV cameras	Straight line	5 years

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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.

## **ACCOUNTING POLICIES**

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### **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.

### **1.4 Tax**

#### **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.

### **1.5 Leases**

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership to the lessee. All other leases are operating leases.

#### **Operating leases – lessee**

Operating lease payments are recognised as an expense on a straight-line basis over the lease term unless:

- another systematic basis is representative of the time pattern of the benefit from the leased asset, even if the payments are not on that basis, or
- the payments are structured to increase in line with expected general inflation (based on published indexes or statistics) to compensate for the lessor's expected inflationary cost increases.

Any contingent rents are expensed in the period they are incurred.

### **1.6 Government grants**

Grants that impose specified future performance conditions are recognised in income only when the performance conditions are met.

Grants received before the revenue recognition criteria are satisfied are recognised as a liability.

Grants are measured at the fair value of the asset received or receivable.

### **1.7 Borrowing costs**

All borrowing costs are recognised as an expense in the period in which they are incurred.

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS**

	2022			2021		
	Cost or revaluation	Accumulated depreciation	Carrying value	Cost or revaluation	Accumulated depreciation	Carrying value
CCTV Cameras	643 356	(358 553)	284 803	643 356	(276 130)	367 226

**Reconciliation of property, plant and equipment - 2022**

	Opening balance	Depreciation	Closing balance
CCTV Cameras	367 226	(82 423)	284 803

**Reconciliation of property, plant and equipment - 2021**

	Opening balance	Additions	Depreciation	Closing balance
CCTV Cameras	106 186	330 038	(68 998)	367 226

**Details of properties**

Registers with details of property, plant and equipment are available for inspection by shareholders or their duly authorised representatives at the registered office of the company.

**3. Trade and other receivables**

Prepaid expenses	6 164	10 664
VAT	4 734	42 277
	<b>10 898</b>	<b>52 941</b>

**4. Cash and cash equivalents**

Cash and cash equivalents consist of:

Bank balances	1 749 750	1 582 703
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**5. Trade and other payables**

Accrued expenses	-	600
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**6. Other NDR**

Non-distributable reserve	2 045 451	2 002 270
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**7. Revenue**

Revenue – Additional Rates Received	4 261 839	3 972 766
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**8. Other income**

Recoveries	-	99 600
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**SALT RIVER BUSINESS IMPROVEMENT DISTRICT (NPC)**  
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ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS**

	2022 R	2021 R
<b>9. Operating expenses</b>		
Operating expenses include the following expenses:		
<b>Operating lease charges</b>		
Premises		
• Contractual amounts	105 372	95 456
Depreciation and amortisation	82 423	68 998
<b>10. Auditor's remuneration</b>		
Audit and taxation services	15 200	14 200
Secretarial services	3 450	1 905
	<b>18 650</b>	<b>16 105</b>
<b>11. Taxation</b>		
<b>Reconciliation of the tax expense</b>		
Accounting surplus	43 180	37 714
Tax at the applicable tax rate of 28% (2021: 28%)	12 090	10 560
<b>Tax effect of adjustments on taxable income</b>		
<b>Exempt income</b>		
Exempt income	(1 193 315)	(1 112 374)
Non-deductible expense	1 181 225	1 102 073
Exemption under section 10(1)(e)(i)(cc)	-	(259)
	<b>-</b>	<b>-</b>
No provision has been made for 2022 tax as the company is exempt under section 10(1)(e)(i)(cc) of the Income Tax Act.		
<b>12. Cash generated from operations</b>		
Surplus before taxation	43 180	37 714
<b>Adjustments for:</b>		
Depreciation and amortisation	82 423	68 998
<b>Changes in working capital:</b>		
Trade and other receivables	42 044	(44 232)
Trade and other payables	(600)	(10 142)
	<b>167 047</b>	<b>52 338</b>
<b>13. Comparative figures</b>		
Certain comparative figures have been reclassified.		
<b>14. Going concern</b>		
The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.		

**SALT RIVER BUSINESS IMPROVEMENT DISTRICT (NPC)**  
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**DETAILED INCOME STATEMENT**

	Note(s)	2022 R	2021 R
<b>Revenue</b>			
Revenue – Additional Rates Received		4 261 839	3 972 766
<b>Other income</b>			
Recoveries		-	99 600
<b>Operating expenses</b>			
Accounting fees		(20 750)	(18 000)
Administration and management fees		(654 960)	(608 400)
Advertising		(17 540)	(17 432)
Auditors remuneration	10	(18 650)	(16 105)
Bank charges		(1 419)	(1 696)
Cleansing		(342 000)	(323 640)
Conference & meetings		(1 696)	-
Depreciation, amortisation and impairments		(82 423)	(68 998)
Electricity & water		(13 942)	(12 493)
Environmental upgrading		(15 250)	(14 820)
Insurance		(4 076)	-
Law enforcement officers		(99 880)	(199 532)
Lease rentals on operating lease		(105 372)	(95 456)
Motor vehicle expenses		(29 150)	(51 000)
Public safety		(2 727 950)	(2 499 048)
Repairs and maintenance		-	(62 840)
Social upliftment		(25 998)	-
Telephone and fax		(18 000)	(18 000)
Urban maintenance		(39 603)	(27 192)
		<b>(4 218 659)</b>	<b>(4 034 652)</b>
<b>Surplus for the year</b>		<b>43 180</b>	<b>37 714</b>