

# ANNUAL REPORT

**Elsies River City Improvement District NPC**  
**Annual Report and Financial Statements**  
**for the year ended 30 June 2023**



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

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## PART A: GENERAL INFORMATION

### 1. GENERAL INFORMATION

<b>Company:</b>	Elsies River City Improvement District NPC (ERCID) Non-Profit Company	
<b>Company Registration No:</b>	2015/169342/08	
<b>Registered Office:</b>	2, 12th Street, Elsies River Industrial, Cape Town, 7480	
<b>VAT No:</b>	4610269823	
<b>ERCID Directors:</b>		
Gary Castle	-	Radeen Fashions
Adrian Bowring (Chairperson)	-	Weavewell
Cobus Maritz	-	Granite Connection
David Srubis	-	Kales Marble
<b>Ward</b>	-	26
<b>Sub-Council</b>	-	4
<b>Principle Board Observer</b>	-	Franchesca Walker - Franchesca.Walker@capetown.gov.za
<b>Alternative Board Observer</b>	-	Tami Jackson - Tami.Jackson@capetown.gov.za
<b>Sub-Council Manager</b>	-	Ardela van Niekerk - Ardela.vanNiekerk@capetown.gov.za
<b>Auditors</b>	-	C2M Chartered Accountants
<b>Accountant</b>	-	Nicolene Cooke's Accounting Services
<b>Company Secretarial Duties</b>	-	C2M Chartered Accountants
<b>ERCID Management</b>	-	Geocentric Urban Management
	-	2, 12 <sup>th</sup> Street Elsies River, 7490
	-	info@geocentric.co.za
	-	www.geocentric.co.za
	-	021 565 0901
<b>ERCID Manager</b>	-	
Kiyaam Jacobs	-	061 194 1187 - kiyaam@geocentric.co.za
<b>Emergency Contact Details</b>		
Control Room	-	021 565 0900
<b>Public Safety Service Provider</b>	-	Byers Security Solutions

**2. LIST OF ABBREVIATIONS/ACRONYMS**

ERCID	Elsies River City 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,

I am pleased to present the Chairperson's Report for the Elsies River City Improvement District (ERCID) for the financial year ending 30 June 2023. It is with great pride that I reflect on the progress we have made and the challenges we have encountered as we continue to serve our community and enhance the quality of life in Elsies River industrial.

The ERCID, established to provide top-up municipal services beyond those offered by the City of Cape Town, remains steadfast in its commitment to delivering public safety, urban cleaning, urban maintenance, greening, and social upliftment services. Our mission is to create a vibrant and inclusive community that thrives on the foundation of enhanced services and improved infrastructure.

Financial Overview:

The past financial year has been one of significant challenges. Our ability to manage the budget effectively was tested due to two key factors:

1. **Load Shedding:** The persistent occurrence of load shedding has impacted not only our operational efficiency but also the overall safety and well-being of our community. The interruptions in electricity supply have not only hindered our ability to provide essential services but have also led to increased costs associated with emergency measures and resource allocation during power outages. With the implementation of the load curtailment plan, the area is relieved of this pressure and can function once again.
2. **Growing Cost of Living:** We have observed a steady increase in the cost of living for our residents. This has made it increasingly challenging to strike a balance between providing essential services and ensuring affordability for our community members. Our commitment to maintaining a high standard of services is unwavering, but we recognize the need for prudent financial management in these trying economic times.

Despite these challenges, we have made significant progress in various areas:

1. **Public Safety:** Our continued partnership with law enforcement agencies and private security providers has contributed to a safer environment for Elsies River businesses. We updated several cameras in the ERCID camera fleet and also initiated a project to add battery backup solutions to our cameras where possible to counter load shedding. We are committed to addressing concerns related to safety and security proactively.
2. **Urban Cleaning and Maintenance:** Our dedicated teams have worked tirelessly to maintain the cleanliness and appearance of our streets and public spaces. We have also undertaken important maintenance projects to enhance the overall urban environment.
3. **Greening Initiatives:** Our efforts to green the district have resulted in improved aesthetics. We will continue to invest in green projects that benefit our community.

Looking Ahead:

As we move forward, we acknowledge the need for careful budget planning and resource allocation. Our priority remains providing quality services while addressing the financial challenges posed by load shedding and rising costs of living. We will explore cost-effective solutions, seek partnerships, and maintain open communication with our stakeholders to navigate these challenges successfully.

In closing, I want to extend my gratitude to our dedicated staff, partners and the Elsies River industrial community for their unwavering support and commitment to our mission. Together, we will continue to build a stronger and more vibrant industrial area.

Thank you for your trust in the Elsies River City Improvement District. We remain committed to serving you and enhancing the quality of life in our beloved district.

Sincerely,

**Adrian Bowring**  
**Chairperson**

#### **4. ELSIES RIVER CITY IMPROVEMENT DISTRICT MANAGEMENT OVERVIEW**

The past financial year ending June 2023 has been a year of notable accomplishments and challenges for the Elsie River City Improvement District (ERCID) as we continued to provide top-up municipal services to enhance the well-being of our community. This report outlines our progress and efforts in the face of socio-economic challenges and persistent load shedding.

Despite facing significant challenges, our financial performance remains stable, and this is also reflected in the significant improvement in the arrears analysis of property owner contributions to the ERCID. We acknowledge the impact of socio-economic conditions and load shedding on our budget, necessitating careful financial planning.

Our operational achievements for the year are as follows:

- **Public Safety:** We have responded to the incentive for criminal behaviour created by unemployment by expanding our CCTV network. AI-enabled cameras have been implemented to enhance public safety and protect public infrastructure.
- **Urban Maintenance:** Our team continues to manage the urban infrastructure of the ERCID. Apart from fixing various defects the most significant change in the area was the road resurfacing that resurfaced nearly 50% of the roads in the area.
- **Social Upliftment:** Integration of social upliftment projects with our urban cleaning and maintenance initiatives has provided interim work opportunities for individuals currently living in shelters. Our partnership with the Mould Empower Serve (MES) continues to facilitate these initiatives.

We extend our heartfelt gratitude to the following:

- **Board of Directors:** Your guidance and commitment have been instrumental in our achievements.
- **Ward Councillor:** Your support and advocacy have contributed to our success.
- **City Departments:** We appreciate the collaboration and assistance of various City Departments.
- **SAPS:** Your partnership in maintaining public safety is invaluable.
- **Property Owners:** Your financial contributions sustain the operations of ERCID, and we thank you for your commitment to our community.

As we move forward, we remain dedicated to our mission of enhancing the quality of life in Elsie River. We will continue to adapt and innovate, working collaboratively to address challenges and seize opportunities. Together, we will build a stronger, safer, and more vibrant industrial area.

**Gene Lohrentz**  
**Chief Executive Officer**

Geocentric Urban Management as management company for the Elsie River City 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 C2M 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 2023 and signed on behalf by:

**Adrian Bowring**  
**Chairperson of the Board**



## 6. STRATEGIC OVERVIEW

### 6.1. Vision

The Elsie River City Improvement District (ERCID) was formally established in 2015 providing top up public safety and urban cleaning services in close cooperation with the City's Cleansing and Law Enforcement Departments as well as the SAPS to regain the cleanliness of the area and safety of property and business owners and the community. Elsie River Industrial area supports a business mix including some light industries, specifically in the textile and clothing sector (with some factory shop outlets) as well as various industrial parks and a retail spine along Halt Road.

The area has improved in terms of cleaning and urban infrastructure upgrades and progress has been made to address the negative impact of specific problem buildings in the area. The ERCID aims to continue to motivate property owners to enhance their investments and work closely with the City of Cape Town to upgrade its facilities around the Public Transport Interchange.

### 6.2. Mission

Our mission is to sustain a turn-around strategy to halt the urban degeneration of the area thereby creating a safe and attractive industrial area.

Our strategy for promoting that vision is detailed in our Business Plan, available online at [www.ercid.co.za](http://www.ercid.co.za)

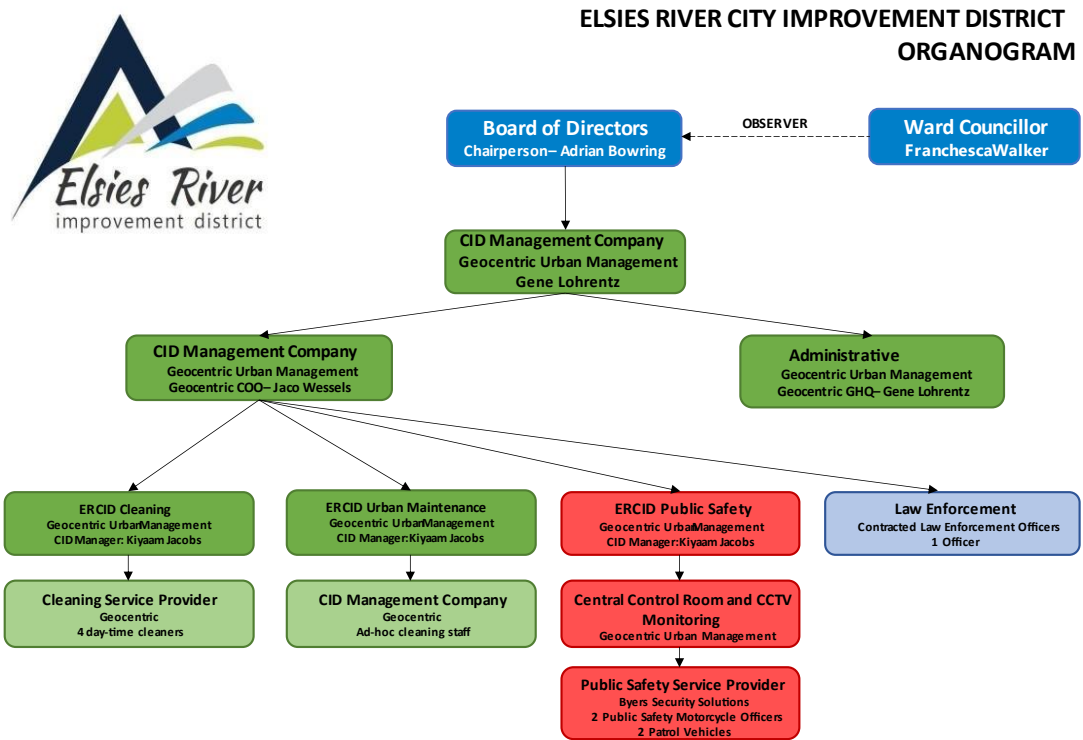
### 6.3. Our Goals

- 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 ERCID area.

## 7. STATUTORY MANDATE

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

# Meet the 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>Wandre Nortje</b> Operations Manager</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>Kiyam Jacobs</b> CID Manager</p> <ul style="list-style-type: none"> <li>• Day-to-day operations</li> </ul>
<p><b>Contact Details</b></p> <p>gene@geocentric.co.za 083 255 7657</p>	<p><b>Contact Details</b></p> <p>admin@geocentric.co.za 061 997 4869</p>	<p><b>Contact Details</b></p> <p>jaco@geocentric.co.za 062 650 3322</p>	<p><b>Contact Details</b></p> <p>wandre@geocentric.co.za 061 971 6155</p>	<p><b>Contact Details</b></p> <p>wejaen@geocentric.co.za 062 753 4779</p>	<p><b>Contact Details</b></p> <p>kiyaam@geocentric.co.za 061 194 1187</p>

For emergencies contact our 24-hour Control Room on 021 565 0900 or visit our [Geocentric website](#)

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 ERCID the area has been upgraded and maintained. The ERCID successfully achieved the support of its members to extend its term for an additional five years in 2020. During this term the ERCID is repositioning itself to address the significant impact ongoing infrastructure theft and criminal activities and reduce the potential for urban decay, traffic congestion, littering and increased opportunities for crime that may impact the entire ERCID area.

In the light of these challenges the ERCID aims to continue to enhance the area and work closely with the City of Cape Town to upgrade its facilities around the Public Transport Interchange and the Elsie's River station.

#### **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 was hampered by the national lockdown. Nonetheless, online video conferencing proved invaluable to maintain progress and momentum.

### **2. STRATEGIC OBJECTIVES**

Strategically, the ERCID 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 Elsie's River.

### **3. COMPLAINTS PROCESS**

The ERCID offers numerous channels for dealing with complaints. Formal complaints are lodged to the ERCID management via email. The ERCID 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 ERCID 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. 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 ERCID 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 ERCID 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 ERCID 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 ERCID.

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:

- 2 x public safety patrol officers patrolling the area on motorcycle, Monday – Friday 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 ERCID will further enhance its public safety initiative through close co-operation with the Safety and Security Directorate of the City of Cape Town to link in with their initiative to support a safer public environment. This effort will be focused on utilising the services of Law Enforcement officers from the City of Cape Town in the area.

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

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

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	Comments
1. Identify the root causes of crime in conjunction with the SAPS, Local Authority and existing Public Safety service using their experience as well as available crime and public safety incident statistics.	Incorporate in Public Safety Management Plan	Ongoing	

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	Comments
2. Determine the Crime Threat Analysis of the CID area in conjunction with the SAPS, Determine strategies by means of an integrated approach to improve public safety, identify current Public Safety and policing shortcomings and develop and implement effective public safety strategy	Incorporate in Public Safety Management Plan	Ongoing	
3. Deploy Public Safety resources accordingly and effectively on visible patrols. Public Safety personnel and patrol vehicles to be easily identifiable	Effective Safety and Public Safety patrols in the ERCID 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 ERCID in the local Police sector crime forum.	Incorporate feedback and information in Public Safety and safety initiatives of the ERCID Report on any Public Safety information of the ERCID 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 ERCID Board with recommendations where applicable	Quarterly	
6. Deploy CCTV cameras monitored by a CCTV Control Room	Effective use of CCTV cameras through monitoring	Ongoing	

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

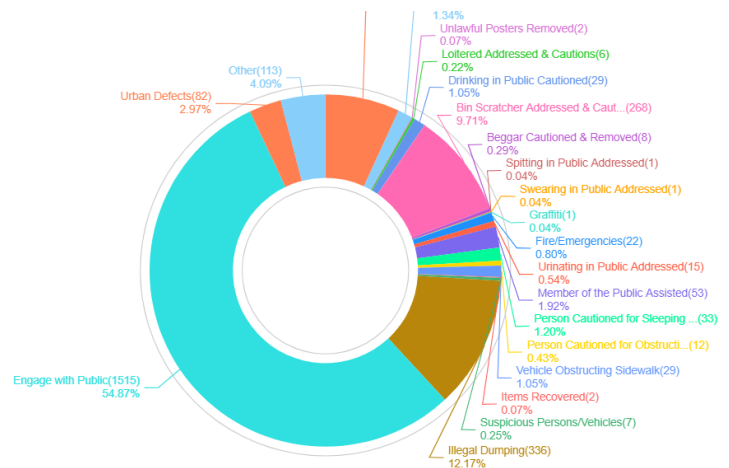
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	Comments
7. Deploy Law Enforcement Officers in the ERCID in support of the Public Safety Initiative	Measure effectiveness through Law Enforcement Statistics	Monthly	
8. Weekly Public Safety Reports from Contract Public Safety Service Provider	Report findings to the ERCID 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

**Public Safety Incidents Summary Report**

Type	Count
Shopping Trolley Recovered/Confiscated	189
Wheelie Bin Recovered/Confiscated	37
Unlawful Posters Removed	2
Loitered Addressed & Cautions	6
Drinking in Public Cautioned	29
Bin Scratcher Addressed & Cautioned	268
Beggar Cautioned & Removed	8
Spitting in Public Addressed	1
Swearing in Public Addressed	1
Graffiti	1
Fire/Emergencies	22
Urinating in Public Addressed	15
Member of the Public Assisted	53
Person Cautioned for Sleeping in Public Space	33
Person Cautioned for Obstructing Sidewalk	12
Vehicle Obstructing Sidewalk	29
Items Recovered	2
Suspicious Persons/Vehicles	7
Illegal Dumping	336
Engage with Public	1515
Urban Defects	82
Other	113
<b>TOTAL</b>	<b>2761</b>

**Public Safety Incidents Graph**

- Shopping Trolley Recovered/Con... Urban Defects
- Wheelie Bin Recovered/Confisca... Other
- Unlawful Posters Removed
- Loitered Addressed & Cautions
- Drinking in Public Cautioned
- Bin Scratcher Addressed & Caut...
- Beggar Cautioned & Removed
- Spitting in Public Addressed
- Swearing in Public Addressed
- Graffiti
- Fire/Emergencies
- Urinating in Public Addressed
- Member of the Public Assisted
- Person Cautioned for Sleeping ...
- Person Cautioned for Obstructi...
- Vehicle Obstructing Sidewalk
- Items Recovered
- Suspicious Persons/Vehicles
- Illegal Dumping
- Engage with Public



From 1 July 2022 to 30 June 2023 the two patrol vehicles logged the following number of patrol kilometres:

Patrol Vehicle 1: 53 253 km

Patrol Vehicle 2: 48 783 km

**Total: 102 036 km**

During the 1 July 2021 to 30 June 2022 the ERCID identified **10** “Hot Spots” throughout the area.

- The ERCID’s overall strategy to address the challenge is based on a multi-disciplinary approach which includes the following measures:
  - Deploy CCTV cameras to enhance the deployment of the Public Safety Operations.

#### 4.1.9. Resource Allocation

- During the reporting period the ERCID deployed two public safety motorcycle patrollers and two patrol vehicles during the day-time and a public safety officer in each of the two patrol vehicles at night.
- A budget of R 2 119 524 was expended on the Public Safety deployments for the year and an additional R 134 640 was allocated for CCTV monitoring. The contracted Law Enforcement Officer contract budget was R 215 000 for the reporting period.

*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 “2022/2023”)*

Service/ Project components	2021/2022			2022/2023		
	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure
<b>Public Safety</b>	R 1 981 908	R 1 981 908	-	R 2 120 470	R 2 119 524	R 946
<b>CCTV Monitoring</b>	R 113 240	R 1 110 000	R 2 240	R 137 160	R 134 640	R 2 520
<b>Law Enforcement</b>	R 206 000	R 199 733	R 6 267	R 215 000	R 214 011	R 989

## 4.2. MAINTENANCE AND CLEANSING SERVICES

4.2.1. The ERCID 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 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 ERCID 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 ERCID 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 ERCID. 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:

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

**Cleansing 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>
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 ERCID 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

<b>RENEWING PUBLIC SPACES</b>			
<b>ACTION STEPS</b>	<b>KEY PERFORMANCE INDICATOR</b>	<b>FREQUENCY per year</b>	<b>Comments</b>
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

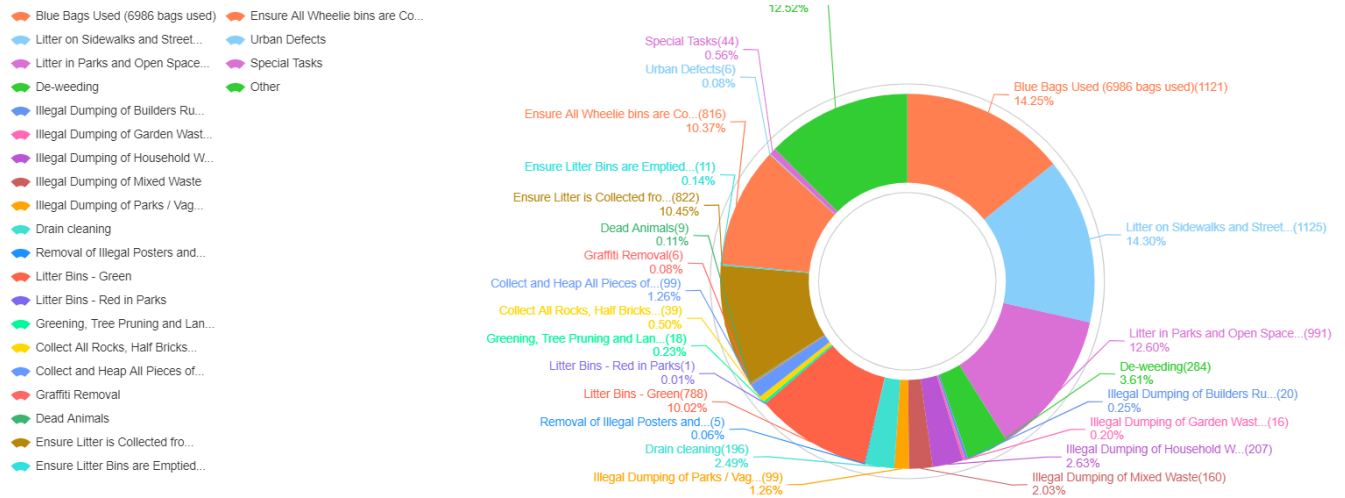
<b>PROVIDE A WELL-MAINTAINED PUBLIC SPACE</b>			
<b>ACTION STEPS</b>	<b>KEY PERFORMANCE INDICATOR</b>	<b>FREQUENCY per year</b>	<b>Comments</b>
1. Develop an urban maintenance strategy to guide delivery from appointed service delivery provider	Measure effectiveness through Urban Maintenance Statistics	Monthly	
2. Identify and report urban defects through collaboration with CCT	Record and Report findings to the ERCID 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

<b>MAINTENANCE OF PUBLIC GREEN AREAS</b>			
<b>ACTION STEPS</b>	<b>KEY PERFORMANCE INDICATOR</b>	<b>FREQUENCY per year</b>	<b>Comments</b>
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

### ***Urban Cleaning Summary Report***

<b>Type</b>	<b>Count</b>
Blue Bags Used	6986
Litter on Sidewalks and Streets	1125
Litter in Parks and Open Spaces	991
De-weeding	284
Illegal Dumping of Builders Rubble	20
Illegal Dumping of Garden Waste	16
Illegal Dumping of Household Waste	207
Illegal Dumping of Mixed Waste	160
Illegal Dumping of Parks / Vagrants	99
Drain cleaning	196
Removal of Illegal Posters and Pamphlets from Public Spaces and Non-municipal Infrastructure	5
Litter Bins - Green	788
Litter Bins - Red in Parks	1
Greening, Tree Pruning and Landscaping	18
Collect All Rocks, Half Bricks, Concrete Pieces	39
Collect and Heap All Pieces of Wood and Other Objects	99
Graffiti Removal	6
Dead Animals	9
Rodents and Unhygienic Area	0
Ensure Litter is Collected from City	822
Ensure Litter Bins are Emptied from City	11
Ensure All Wheelie bins are Collected	816
Urban Defects	6
Special Tasks	44
Other	985
<b>TOTAL</b>	<b>7868</b>

### Urban Cleaning Graph



### Urban Management Tasks Summary Report

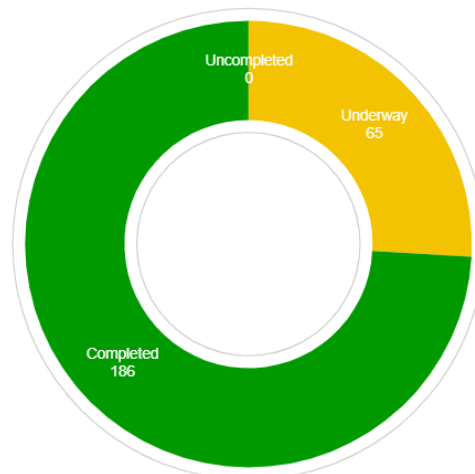
Category	Sub-Category	Underway	Completed	Total
Animal Carcass Removal	Dog-Large	0	2	2
<b>Animal Carcass Removal Total</b>		<b>0</b>	<b>2</b>	<b>2</b>
City Parks (Maintenance)	Bush clearing/weed control	1	0	1
City Parks (Maintenance)	Mowing	0	2	2
<b>City Parks (Maintenance) Total</b>		<b>1</b>	<b>2</b>	<b>3</b>
Electricity (Equipment damage & exposure)	Equipment damaged	0	3	3
Electricity (Equipment damage & exposure)	Exposed cable	1	0	1
Electricity (Equipment damage & exposure)	Kiosk damaged	0	1	1
Electricity (Equipment damage & exposure)	Pole knocked down in vehicle accident	1	0	1
Electricity (Equipment damage & exposure)	Sparks on electricity pole	0	3	3
<b>Electricity (Equipment damage &amp; exposure) Total</b>		<b>2</b>	<b>7</b>	<b>9</b>
Electricity (Street lighting)	All streetlights are out	0	28	28
Electricity (Street lighting)	Individual streetlights are out	7	32	39
<b>Electricity (Street lighting) Total</b>		<b>7</b>	<b>60</b>	<b>67</b>
Electricity (Wires)	Wires are down	0	1	1

Category	Sub-Category	Underway	Completed	Total
<b>Electricity (Wires) Total</b>		<b>0</b>	<b>1</b>	<b>1</b>
Fire-Fighting Services	Faulty hydrants	9	1	10
<b>Fire-Fighting Services Total</b>		<b>9</b>	<b>1</b>	<b>10</b>
Law Enforcement	Backyard repairs	1	1	2
Law Enforcement	Illegal dumping	0	1	1
<b>Law Enforcement Total</b>		<b>1</b>	<b>2</b>	<b>3</b>
Litter Bins (Public)	New or additional litter bins required	0	3	3
<b>Litter Bins (Public) Total</b>		<b>0</b>	<b>3</b>	<b>3</b>
Roads and storm water (Maintenance required)	Paint or repaint road marking, lines, etc.	3	5	8
Roads and storm water (Maintenance required)	Repair a pothole	7	17	24
Roads and storm water (Maintenance required)	Repair or replace bollards, guards or handrails	1	0	1
Roads and storm water (Maintenance required)	Repair road or footway	2	1	3
<b>Roads and storm water (Maintenance required) Total</b>		<b>13</b>	<b>23</b>	<b>36</b>
Roads and stormwater (flooding)	Flooding of road	0	2	2
<b>Roads and stormwater (flooding) Total</b>		<b>0</b>	<b>2</b>	<b>2</b>
Roads and stormwater (Missing covers and grids)	Repair or replace manhole cover or grid	11	11	22
<b>Roads and stormwater (Missing covers and grids) Total</b>		<b>11</b>	<b>11</b>	<b>22</b>
Sewer	Sewer-manhole cover-damaged	0	3	3
Sewer	Sewer-manhole cover-stolen/missing	0	3	3
Sewer	Sewer: blocked/overflow	3	11	14
<b>Sewer Total</b>		<b>3</b>	<b>17</b>	<b>20</b>
Stormwater (Blockages)	Stormwater gully or manhole blocked	2	1	3
<b>Stormwater (Blockages) Total</b>		<b>2</b>	<b>1</b>	<b>3</b>

Category	Sub-Category	Underway	Completed	Total
Traffic (Speeding, taxis, parking, etc.)	Parking enforcement	1	6	7
<b>Traffic (Speeding, taxis, parking, etc.) Total</b>		<b>1</b>	<b>6</b>	<b>7</b>
Traffic Signals	All traffic lights are out	0	5	5
Traffic Signals	Pedestrian lights are out	0	1	1
Traffic Signals	Robot down	0	4	4
<b>Traffic Signals Total</b>		<b>0</b>	<b>10</b>	<b>10</b>
Water	Burst pipe	3	17	20
Water	Fire hydrant: missing cover	2	1	3
Water	Leak at fire hydrant	1	3	4
Water	Leak at valve	3	5	8
Water	Leak at water meter/stopcock	0	2	2
Water	Leak at WMD meter	0	1	1
Water	Leak in road/pavement/underground	1	5	6
Water	Meter-Damaged/faulty	1	0	1
Water	Meter: missing cover	1	0	1
Water	Re-instatement after water incident	0	2	2
Water	Water run to waste	3	2	5
<b>Water Total</b>		<b>15</b>	<b>38</b>	<b>53</b>
<b>TOTAL</b>		<b>65</b>	<b>186</b>	<b>251</b>

### Urban Management Tasks Graph

- Uncompleted
- Underway
- Completed



- Although the ERCID improved the cleanliness of most public environments in the area, the most challenging area remains the Public Transport Interchange and Halt Road. Several unpermitted informal traders makes a significant contribution to the generation of public litter and organic waste as they simply dispose of litter and unwanted fruit and vegetables in the streets and on the sidewalks.
- The ERCID is in constant liaison with the City of Cape Town to address both the origin and the result of this problem through concerted efforts to curb unpermitted trade and formalise solid waste management for the area.

*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 "2022/2023")*

Service/ Project components	2021/2022			2022/2023		
	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure
Cleaning Services	R 317 520	R 317 520	-	R 342 900	R 342 900	-
Environmental Upgrading	-	-	-	-	-	-
Urban Management	R 10 160	R 16 160	R 6 000	R 17 000	R 16 663	R 337

### 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 ERCID 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 ERCID area, this plan could not be executed in the reporting period.

*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 "2022/2023")*

Service/ Project components	2021/2022			2022/2023		
	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure
Social Services	R 10 000	R 10 000	R-	R 10 000	R 9 100	R 900



## **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 ERCID 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. Franchesca Walker 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.ercid.co.za](http://www.ercid.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

**ELSIES RIVER CITY IMPROVEMENT DISTRICT NPC**  
**(REGISTRATION NUMBER 2015/169342/08)**  
**ANNUAL FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2023**

## ELSIES RIVER CITY IMPROVEMENT DISTRICT NPC

(REGISTRATION NUMBER: 2015/169342/08)

ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023

### 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>	G Castle DV Srubis AJ Bowring DJ Maritz
<b>Registered office</b>	40 6th Avenue Elsies River 7480
<b>Business address</b>	40 6th Avenue Elsies River 7480
<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>	2015/169342/08
<b>Tax reference number</b>	9307/820/25/6
<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>	01 August 2023

**ELSIES RIVER CITY IMPROVEMENT DISTRICT NPC**  
**(REGISTRATION NUMBER: 2015/169342/08)**  
**ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023**

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

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Statement of Financial Position	8
Statement of Comprehensive Income	9
Statement of Changes in Equity	10
Statement of Cash Flows	11
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The following supplementary information does not form part of the annual financial statements and is unaudited:	
Detailed Income Statement	16

**ELSIES RIVER CITY IMPROVEMENT DISTRICT NPC**  
(REGISTRATION NUMBER: 2015/169342/08)  
**ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023**

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

The directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the 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 2024 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 pages 6 to 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 directors on 01 August 2023 and were signed by:

  
\_\_\_\_\_  
**AJ Bowring**

**Bellville**

**01 August 2023**

**ELSIES RIVER CITY IMPROVEMENT DISTRICT NPC**  
**(REGISTRATION NUMBER: 2015/169342/08)**  
**ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023**

**DIRECTORS' REPORT**

---

The directors have pleasure in submitting their report on the annual financial statements of Elsie's River City Improvement District NPC for the year ended 30 June 2023.

**1. Incorporation**

The company was incorporated on 18 May 2015 and obtained its certificate to commence business on the same day.

**2. Nature of business**

Elsie's River City 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:

<b>Directors</b>	<b>Changes</b>
G Castle	
DV Srubis	
AJ Bowring	
DJ Maritz	
JB Houston	Resigned 17 January 2023

There have been 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.



**ELSIES RIVER CITY IMPROVEMENT DISTRICT NPC**  
**(REGISTRATION NUMBER: 2015/169342/08)**  
**ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023**

**DIRECTORS' REPORT**

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**9. Going concern**

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

**10. Auditor**

C2M Chartered Accountants Incorporated continued in office as auditors for the company for 2023.

At the AGM, the shareholder 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 2024 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 01 August 2023. 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 directors of Elsie's River City Improvement District NPC**

### **Opinion**

We have audited the annual financial statements of Elsie's River City Improvement District NPC (the company) set out on pages 8 to 15, which comprise the statement of financial position as at 30 June 2023, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the annual financial statements, including significant accounting policies.

In our opinion, the annual financial statements present fairly, in all material respects, the financial position of Elsie's River City Improvement District NPC as at 30 June 2023, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act 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 "Elsie's River City Improvement District NPC annual financial statements for the year ended 30 June 2023", which includes the Directors' Report as required by the Companies Act of South Africa and the Detailed Income Statement, which we obtained prior to the date of this report. 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 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 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**

**01 August 2023**

**Tygerforum B**  
**53 Willie van Schoor Drive**  
**Tygervalley**  
**Bellville**  
**7530**



**ELSIES RIVER CITY IMPROVEMENT DISTRICT NPC**  
 (REGISTRATION NUMBER: 2015/169342/08)  
 ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023  
**STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2023**

	Note(s)	2023 R	2022 R
<b>Assets</b>			
<b>Non-Current Assets</b>			
Property, plant and equipment	2	103 207	134 751
<b>Current Assets</b>			
Trade and other receivables	3	-	1 829
Cash and cash equivalents	4	1 530 110	1 267 511
		<b>1 530 110</b>	<b>1 269 340</b>
<b>Total Assets</b>		<b>1 633 317</b>	<b>1 404 091</b>
<b>Equity and Liabilities</b>			
<b>Equity</b>			
Non-Distributable Reserve		1 631 410	1 404 091
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Trade and other payables	5	1 907	-
<b>Total Equity and Liabilities</b>		<b>1 633 317</b>	<b>1 404 091</b>

**ELSIES RIVER CITY IMPROVEMENT DISTRICT NPC**  
 (REGISTRATION NUMBER: 2015/169342/08)  
 ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023

**STATEMENT OF COMPREHENSIVE INCOME**

	Note(s)	2023 R	2022 R
Revenue – Additional Rates Received	7	3 585 120	3 337 228
Revenue – Additional Rates Retention Received	8	39 762	48 129
Operating expenses		(3 457 629)	(3 265 538)
<b>Operating surplus</b>		<b>167 253</b>	<b>119 819</b>
Investment revenue	9	60 066	31 942
<b>Surplus for the year</b>		<b>227 319</b>	<b>151 761</b>
Other comprehensive income		-	-
<b>Total comprehensive income for the year</b>		<b>227 319</b>	<b>151 761</b>

**ELSIES RIVER CITY IMPROVEMENT DISTRICT NPC**  
 (REGISTRATION NUMBER: 2015/169342/08)  
 ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023

**STATEMENT OF CHANGES IN EQUITY**

	Reserves	Retained income	Total equity
	R	R	R
<b>Balance at 01 July 2021</b>	<b>1 252 329</b>	-	<b>1 252 329</b>
Surplus for the year	-	151 761	151 761
Other comprehensive income	-	-	-
<b>Total comprehensive income for the year</b>	<b>-</b>	<b>151 761</b>	<b>151 761</b>
Transfer between reserves	151 761	(151 761)	-
<b>Total changes</b>	<b>151 761</b>	<b>(151 761)</b>	<b>-</b>
<b>Balance at 01 July 2022</b>	<b>1 404 090</b>	-	<b>1 404 090</b>
Surplus for the year	-	227 319	227 319
Other comprehensive income	-	-	-
<b>Total comprehensive income for the year</b>	<b>-</b>	<b>227 319</b>	<b>227 319</b>
Transfer between reserves	227 319	(227 319)	-
<b>Total changes</b>	<b>227 319</b>	<b>(227 319)</b>	<b>-</b>
<b>Balance at 30 June 2023</b>	<b>1 631 409</b>	-	<b>1 631 409</b>

**ELSIES RIVER CITY IMPROVEMENT DISTRICT NPC**  
 (REGISTRATION NUMBER: 2015/169342/08)  
 ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023

**STATEMENT OF CASH FLOWS**

	Note(s)	2023 R	2022 R
<b>Cash flows from operating activities</b>			
Cash generated from operations	12	202 533	77 348
Interest income		60 066	31 942
<b>Net cash from operating activities</b>		<b>262 599</b>	<b>109 290</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	2	-	(17 335)
<b>Total cash movement for the year</b>		<b>262 599</b>	<b>91 955</b>
Cash at the beginning of the year		1 267 511	1 175 556
<b>Total cash at end of the year</b>	4	<b>1 530 110</b>	<b>1 267 511</b>

## **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, 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.

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 surplus or shortfall in the period in which they are incurred.

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 surplus or shortfall 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 surplus or shortfall 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 surplus or shortfall) 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. Those debt instruments which meet the criteria in section 11.8(b) of the standard, 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.

#### **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 Cash and cash equivalents**

Cash and cash equivalents are stated at carrying amount which is deemed to be fair value.

### **1.6 Impairment of assets**

The company assesses at each reporting date whether there is any indication that property, plant and equipment 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 surplus or shortfall.

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 surplus or shortfall.

### **1.7 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.

### **1.8 Revenue**

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

### **1.9 Borrowing costs**

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

**ELSIES RIVER CITY IMPROVEMENT DISTRICT NPC**  
(REGISTRATION NUMBER: 2015/169342/08)  
ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS**

	2023			2022			
	Cost or revaluation	Accumulated depreciation	Carrying value	Cost or revaluation	Accumulated depreciation	Carrying value	
<b>2. Property, plant and equipment</b>							
CCTV Cameras	674 943	(571 736)	103 207	674 943	(540 192)	134 751	
<b>Reconciliation of property, plant and equipment - 2023</b>							
CCTV Cameras				Opening balance	Depreciation	Closing balance	
				134 751	(31 544)	103 207	
<b>Reconciliation of property, plant and equipment - 2022</b>							
CCTV Cameras				Opening balance	Additions	Depreciation	Closing balance
				187 686	17 335	(70 270)	134 751
<b>Details of properties</b>							
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.							
<b>3. Trade and other receivables</b>							
VAT					-	1 829	
<b>4. Cash and cash equivalents</b>							
Cash and cash equivalents consist of:							
Bank balances					1 530 110	1 267 511	
<b>5. Trade and other payables</b>							
VAT					1 907	-	
<b>6. Other NDR</b>							
Non-distributable reserve					1 631 409	1 404 090	
<b>7. Revenue</b>							
Revenue – Additional Rates Received					3 585 120	3 337 228	
<b>8. Other Income</b>							
Revenue – Additional Rates Retention Received					39 762	48 129	

**ELSIES RIVER CITY IMPROVEMENT DISTRICT NPC**  
(REGISTRATION NUMBER: 2015/169342/08)  
ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS**

	2023 R	2022 R
<b>9. Investment revenue</b>		
<b>Interest revenue</b>		
Bank	60 066	31 942
<b>10. Taxation</b>		
<b>Major components of the tax expense</b>		
<b>Reconciliation of the tax expense</b>		
Reconciliation between accounting surplus and tax expense.		
Accounting surplus	227 319	151 761
Tax at the applicable tax rate of 28% (2022: 28%)	63 649	42 493
<b>Tax effect of adjustments on taxable income</b>		
Exempt income	(1 014 967)	(947 900)
Non-deductible expense	952 355	905 804
Exemption under section 10(1)(e)(i)(cc)	(1 037)	(397)
	-	-
No provision has been made for 2023 tax as the company is exempt under section 10(1)(e)(i)(cc) of the Income Tax Act.		
<b>11. Auditor's remuneration</b>		
Audit and taxation services	14 250	12 450
Secretarial services	1 700	3 605
	<b>15 950</b>	<b>16 055</b>
<b>12. Cash generated from operations</b>		
Surplus before taxation	227 319	151 761
<b>Adjustments for:</b>		
Depreciation and amortisation	31 544	70 270
Interest received	(60 066)	(31 942)
<b>Changes in working capital:</b>		
Trade and other receivables	1 829	12 955
Trade and other payables	1 907	(125 696)
	<b>202 533</b>	<b>77 348</b>
<b>13. 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.

**ELSIES RIVER CITY IMPROVEMENT DISTRICT NPC**  
(REGISTRATION NUMBER: 2015/169342/08)  
ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023

**DETAILED INCOME STATEMENT**

	Note(s)	2023 R	2022 R
<b>Revenue</b>			
Revenue – Additional Rates Received		3 585 120	3 337 228
<b>Other income</b>			
Revenue – Additional Rates Retention Received		39 762	48 129
<b>Operating expenses</b>			
Accounting fees		(12 780)	(12 000)
Administration and management fees		(493 920)	(466 200)
Advertising		(17 056)	(12 000)
Auditors remuneration	11	(15 950)	(16 055)
Bank charges		(3 291)	(3 934)
Cleansing		(342 900)	(317 520)
Depreciation, amortisation and impairments		(31 544)	(70 270)
Environmental upgrading		-	(4 832)
Insurance		(4 250)	(1 979)
Law enforcement officers		(214 011)	(199 759)
Motor vehicle expenses		(24 000)	(24 000)
Public safety - Security services and CCTV Monitoring		(2 254 164)	(2 096 821)
Repairs and maintenance		-	(922)
Social upliftment		(9 100)	(10 057)
Telephone and fax		(18 000)	(19 080)
Urban maintenance		(16 663)	(10 109)
		<b>(3 457 629)</b>	<b>(3 265 538)</b>
<b>Operating surplus</b>			
		<b>167 253</b>	<b>119 819</b>
Investment income		60 066	31 942
<b>Surplus for the year</b>			
		<b>227 319</b>	<b>151 761</b>