



ANNUAL REPORT

**Upper Kenilworth Improvement District NPC
Annual Report and Audited Financial Statements
for the year ended 30 June 2025**

Contents	Pg No.
PART A: GENERAL INFORMATION	
1. NPC's general information	3
2. List of abbreviations or acronyms	4
3. Foreword by Chairperson	5-6
4. Treasurer's overview	7-9
5. Statement of responsibility and confirmation of accuracy for the annual report	10
6. Strategic overview	11
6.1. Vision	
6.2. Mission	
6.3. Values	
7. Statutory mandate	12
8. Organisational structure	12
PART B: PERFORMANCE INFORMATION	
1. Situational Analysis	13
1.1. Service delivery environment	
1.2. Organisational environment	
2. Strategic Objectives	13
3. Complaints process	14
4. Performance information by service/project	14
4.1. Public safety	14-18
4.2. Cleansing and Environmental Services	19-21
4.3. Urban Management	22-23
4.4. Social Upliftment	24-26
PART C: CORPORATE GOVERNANCE	
1. Application of King IV	27
2. Governance structure	
2.1. Board composition	27
2.2. Board Observer	27
2.3. Appointment of the board	27
2.4. Overview of the board's responsibilities	27-28
2.5. Board charter	28
2.6. Director Independence	28
2.7. Board Committees	28
2.8. Attendance at board and committee meetings	28
3. Ethical leadership	28
4. Board oversight of risk management	29
4.1. Risk management policy	29
4.2. Effectiveness of risk management	29
4.3. Key business risks and opportunities	29
5. Accountability	30
5.1. Performance reviews	30
5.2. Delegated limits of authority	30
5.3. Supplier Code of conduct	30
PART D: FINANCIAL INFORMATION	
1. Report of external auditor	31
2. Annual financial statements	31

PART A:**1. GENERAL INFORMATION**

Registered name:	Upper Kenilworth Improvement District NPC (UKID)
Registration no:	K2023812297 (2023/812297/08)
Physical address:	333 Main Road, Kenilworth, 7708
Postal address:	333 Main Road, Kenilworth, 7708
Telephone number/s:	064 881 3078
Email address:	www.ukid.co.za
Website address:	info@ukid.co.za
External auditors:	Sentio Audit Incorporated (919485)
Banker's information:	Standard Bank, Claremont Branch
Company Secretary:	Jacobus Roux

2. LIST OF ABBREVIATIONS/ACRONYMS

CEO	Chief Executive Officer
CFO	Chief Financial Officer
CCT	City of Cape Town
KPI	Key performance indicators
SCM	Supply chain management
UKID	Upper Kenilworth Improvement District

3. FOREWORD BY THE CHAIRPERSON

Over the past year ending 30 June 2025, UKID has delivered excellent results and remained focussed on its mission and values. We are reporting to members, property owners and residents on the activities of UKID in respect of the 12 (twelve) months 1 July 2024 to 30 June 2025.

STRATEGIC OBJECTIVES

The main objective of UKID is to supplement and enhance municipal services in the designated area, ensuring a secure and welcoming environment for residents, property owners, and visitors.

We have made significant progress towards achieving this, but the challenges are changing and UKID is constantly amending its process to deal with this situation.

PERFORMANCE OUTCOMES

FINANCIAL

The results for the year are set out in the audited financial statements at 30 June 2025 that are included in the documentation available on our website. We have operated within our approved budget while delivering high quality service.

In summary the results for the year were:

	R
Surplus achieved (24/25)	<u>519 002</u>
Cash on hand at 30 June 2025	<u>1 201 783</u>

The surplus for the year has mainly arisen because UKID had funds available for a law enforcement officer, but the allocation by CCT was only effective from 1 July 2025. We have also underspent on the camera rollout as hosts frequently impose barriers to installation.

The surplus will be retained to meet the financial reserves required by the City of Cape Town (2 months income), and the remainder will be used within the improvement district to further enhance the desirability of the Upper Kenilworth area.

OPERATIONAL

The business plan was based on a survey done across all homeowners, residents and users of the UKID defined area, prior to the formation of UKID. Operationally the main thrust of UKID's initial years of operation was safety and security.

Crime stats for the year under review show that the UKID safety and security measures were successful as crime in the area was kept under control, in fact it declined further this year. During the same period many of the neighbouring areas saw an increase in crime.

KEY EVENTS

The past year has seen us consolidate the measures taken in our foundation year, around security, cleansing, and social. The key events are probably the first AGM, which saw active participation from residents, the work done on cleaning up the Kenilworth Car Park, and the creation of a play area on Harfield Road opposite Harfield Station. Residents have also been more active in reporting numerous traffic offences and sex workers in the area. This has been brought to the attention of our Ward Councillors and we are actively working together trying to find solutions.

SHORT- AND MEDIUM-TERM OUTLOOK

There remains some work to do in the crime and social upliftment aspects by UKID.

- On the security front we will continue with the camera installations that still need to be completed, but we will also continue to assess different approaches to security, including the use of a canine unit to deter lawlessness.
- On the social upliftment front we will continue to work with U-Turn to uplift the homeless in our area, and hopefully get some off displaced individuals off the street and into shelters (these are complex problems, that cannot be addressed with force)
- We have increased our Cleaning Budget for Year 3 to try and combat the ongoing issues of litter and dumping.
- Our Urban Maintenance Budget now also includes repairs and replacement of the vibracrete wall along the railway line because of constant vandalism and theft.
- We are currently in talks with the Roads Department & Park Departments to get 2 Erfs converted into a Park/Play area in the CID which is home to so many young families, but without any park areas maintained by the City of Cape Town.

ACKNOWLEDGEMENTS

Recognition and sincere thanks must be given to the following groups for their support and assistance thru the year

- My fellow directors, in particular Rob Kaye (the director responsible for security), who is stepping down for personal reasons. He has given so much to the area over the years, and we hope he will remain active in some capacity.
- The Executive Manager (Naiema Isaacs) and our Operations Manager (Jarrod Levendal)
- City of Cape Town CID management team
- Claremont and Wynberg SAPS
- Our two Ward Councillors, Cllr Mikhail Manuel and Cllr Dr Richard Hill
- The local residents who gave of their time to assist UKID management when support was needed.
- The many local residents who helped report crime and grime.



Christopher John Bertie
Upper Kenilworth Improvement District NPC

29 October 2025

4. TREASURER'S OVERVIEW

GENERAL FINANCIAL REVIEW

UKID's second year of operation has been a good year, with costs well controlled, and resources reallocated to recognize issues. For example, additional funds were allocated to cleaning to uplift the area. Naiema has done a great job of ensuring that the City's financial processes are adhered to.

The surplus generated this year was less than in 2023/4, but it was sufficient to get us to the reserve required by the City of Cape Town's CID Policy. This puts us in a position to more fully utilise our income in future years.

SPENDING TRENDS

When the budget and business plan were approved with the formation of the UKID, provision was made to spend the bulk of the funds on security. We contracted Princeton Security as our main security provider, and they have adhered to UKID's budget. Similarly, Princeton Cleaning has provided staff to keep the neighbourhood clean, within our budget.

We are pleased to report that spending was in line with the approved budget for 2024/5.

CAPACITY CONSTRAINTS AND CHALLENGES

The major challenge for the UKID management team has been getting approvals from the City for new initiatives. We have made good progress, although it might seem that things happen too slowly. We can again report that we worked well with the relevant City officials in the "CID management department" and complied with all their requirements, with their assistance.

DISCONTINUED ACTIVITIES

No activities were discontinued during the year.

NEW OR PROPOSED ACTIVITIES

All activities undertaken align with the activities approved in the business plan.

SUPPLY CHAIN MANAGEMENT

Processes to control purchases of goods or contracting services to be rendered were well managed. The ongoing management of activities was carefully controlled to ensure that the work done was as agreed upon.

TENDER PROPOSALS

Tenders for security and cleansing were carried out before 1 July 2023. UKID did not tender for any services in the current year. However, we did take up the City's offer to provide a dedicated Law Enforcement Officer from 1 July 2025 (there was no tender required for this service).

AUDIT REPORT

The auditors did not bring any matters to the directors' attention that needed resolution while completing the 2024/5 audit.

MATERIAL EVENTS AFTER REPORT DATE

The UKID vehicle was involved in an accident, and the insurance company chose to write it off. We have reached a settlement agreement with the Insurance Company.

ECONOMIC VIABILITY

The budget set for the area needs to continue to be tightly controlled and monitored. There is limited space within the approved budget to tackle any new challenges that may arise in the day-to-day operation of UKID. The budget and cashflow are carefully monitored and managed by the directors. Fortunately, we now have accumulated surplus that can be used to meet changing needs.

UKID will continue as a viable entity provided that the budget and business plan are adhered to.

STRATEGIC OBJECTIVES

The main objective of UKID is to top up services provided in the designated area of UKID so that the residents, property owners and users of the area will feel more welcome. The board of directors of UKID are of the opinion that we have gone a long way towards making the area more inviting for all users of the area but there is still work to be done to duly achieve our main objective.

PERFORMANCE OUTCOMES

FINANCIAL

The results for the year are set out in the audited financial statements at 30 June 2025 that are included in the documentation available on the website @ www.ukid.co.za

In summary the results for the year were:

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Surplus achieved	<u>519 002</u>
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The surplus for the year has mainly arisen because UKID had funds available for a law enforcement officer, but the allocation by CCT was only effective from 1 July 2025. We have also underspent on the camera rollout as hosts frequently impose barriers to installation.

The surplus will be retained to meet the financial reserves required by the City of Cape Town (2 months income), and the remainder will be used within the improvement district to further enhance the desirability of the Upper Kenilworth area.

SHORT- AND MEDIUM-TERM OUTLOOK

There remains a fair amount of work to do in the crime and social upliftment aspects of the work needed to be done by UKID.

- On the security front we will continue with the camera instalments and monitoring.
- On the social upliftment front we will continue to work with U-Turn to uplift the homeless in our UKID area.
- We have increased our Cleaning Budget for Year 3 to try and combat the ongoing issues of litter and dumping.
- Our Urban Maintenance Budget now also includes repairs and replacement of the vibracrete wall along the railway line because of constant vandalism and theft.



Andrew Willis Cartwright
Upper Kenilworth Improvement NPC
29 October 2025

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 Sentio Audit 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 16th September 2025 and signed on the board's behalf by:



Christopher John Bertie
Chairperson of the Board
29 October 2025



Treasurer
Andrew Willis Cartwright
29 October 2025

6. STRATEGIC OVERVIEW

6.1. Vision

The Upper Kenilworth Improvement District NPC (UKID) was established by local property owners in 2023. Our vision is that Kenilworth retains its “village” character, that is safe, clean, “green”, well-maintained, socially responsible, and one that caters and cares for all its inhabitants whether they are property owners or tenants, elderly or homeless, shoppers or office workers.

CID refers to a geographical area, designated as such by the City of Cape Town (“CCT”), in terms of the CID By-law and Section 22 of the Municipal Property Rates Act, on application by local property owners. The UKID’s operations are funded through an additional rate levied on local property owners.

Our core vision is to ensure a safe, clean, and sustainable urban environment that benefits all who live and work in the UKID CID, in partnership with the CCT and other stakeholders.

6.2. Mission

To provide a high standard of public safety, cleanliness, social responsibility and urban management. To optimise the usage and enjoyment of the area by businesses, residents and visitors to Upper Kenilworth. To provide the Kenilworth community and visitors with a pleasant living, working and shopping experience.



Our strategy for promoting that vision” is detailed in our Business Plan, available online at

<https://ukid.co.za/wp-content/uploads/2022/08/UKID-Business-Plan-FINAL.pdf>

6.3. Values

The core values of the CID are transparency, accountability and community participation. These values will be fostered through:

- Transparent governance and effective communication
- Ongoing two-way communication with the UKID community
- Submitting annual reports to the local community
- Encouraging local community participation in Board and members’ meetings.
- Publishing relevant documentation online
- Supporting and encouraging community involvement in:
 - Community safety forums and Neighbourhood Watches (NHW)
 - Various community upliftment projects, e.g.; greening, recycling, landscaping, public space upgrading
 - Ward forums and civic associations
 - Support of local schools
 - Support of local NGOs and humanitarian organisations

7. STATUTORY MANDATE

In accordance with the CID By-law and Section 22 of the Municipal Property Rates Act, the UKID NPC is responsible for identifying, developing, and implementing improvements and upgrades within the UKID CID 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. This funding may be supplemented by local fundraising initiatives. The spending of these funds 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”).

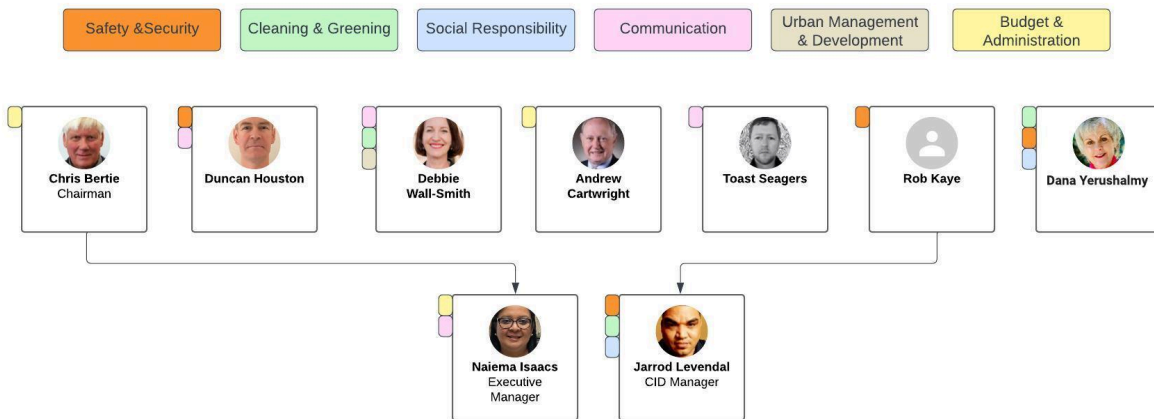
8. ORGANISATIONAL PROFILE

UKID currently has 7 directors and 2 full time employees.

We have a staff complement of 13 Public Safety Officers, 4 per shift, 3 shifts from our Service Provider, Princeton Security, and 5 staff from our cleaning Service Provider, Princeton Cleaning Services.

The staff is managed by the service provider and overseen by our Operations Manager.

9. ORGANISATIONAL STRUCTURE



PART B: PERFORMANCE INFORMATION

1. SITUATIONAL ANALYSIS

1.1. Service delivery environment

The thrust of UKID in the year ended June 2025 was to support the CCT in its efforts to make the UKID designated area safer, cleaner and greener. The major part of additional rates collected by the city from the property owners and paid to UKID was to make the business and residential areas more welcoming to all users of the UKID area. These efforts were successful.

As we purchased a vehicle and branded it as well as put up all our signage during the year ending June 2024, we did not have any extensive capital expenditure.

Our major capital outlay was the Licence Plate Recognition cameras that were put up at crucial hotspots around the CID as part of our ongoing effort to minimize crime in our CID.

As a newly established CID, UKID management is still working closely with the CCT CID department to understand the complex legal, management and financial compliance requirements that need to be met. Dealing with these complex requirements has been difficult for management, but input from the CCT has made this aspect of the CID reporting more manageable.

1.2. Organisational environment

UKID has delivered on its major provisions as set out in its approved Business Plan in its first two years of operation.

Internally within the Management team, the 7 directors remained unchanged from last year.

Factors that have contributed to UKID's success have been the commitment of the directors to the efforts of the CID, and the fact that there has been regular contact between all the directors and staff at our weekly Operational Meetings.

2. Strategic Objectives

UKID's strategic objective is to provide a safer, cleaner, greener and socially responsible area for users

- Safer: a Service Provider was appointed as set out in the Business Plan, 24 hour patrols and continuous monitoring of cameras was initiated.
- Cleaner: a Service Provider was appointed as set out in the Business Plan to support the CCT regular cleaning initiatives.
- Greener: UKID has been conscious of the environment when providing services and has continued with its project with community support at the Kenilworth Station Parking. It has established a child friendly play area opposite Harfield Station where playground equipment were installed.
- UKID is still actively trying to encourage residents to recycle.
- Social: UKID is continuing its partnership with a local NGO to assist homeless people in the area, and to discourage cash handouts to homeless individuals.

3. Complaints Process

UKID has set up a dedicated email address accessible on our website and Community Whatsapp groups for residents/users to contact Management. A comprehensive list of procedures to be followed when raising a complaint is available on the UKID Website. Complaints have been raised in the following areas:

- Lack of Sidewalks in certain streets after developing new residential blocks of flats - this has been an ongoing struggle in UKID. The Complaints were escalated to the Ward Councillors
- One complaint of slow responses from Security Service Provider- This was escalated to the security Manager investigated and addressed with Princeton.
- Broken pavements- this was reported to the City of Cape Town.
- More cleaning requests - UKID dispatched the cleaning teams to where residents pointed out additional cleaning required
- Storm water drains not effective - residents have been working closely with Ward councillors to address the various storm water drains being flooded during the stormy weather. COCT is constantly trying to resolve this.
- Streetlights not working - UKID ensuring that CCT service request are followed up with the Ward Councillors
- Traffic violations - UKID has been informing Ward councillors of traffic hot spots.

4. Performance Information

4.1. PUBLIC SAFETY AND SECURITY

The Upper Kenilworth Improvement District (UKID) recognizes and supports the residents and businesses right to live and work in a safe and secure environment whilst improving the quality of life for all those living, learning, working and visiting within the community.

To support this mission the UKID Security team will:-

- Develop processes procedures and policies to assist SAPS and Law Enforcement in the prevention of criminal activity and lawlessness;
- Identify risks through the use of technology and systems
- Define security requirements, establish baselines, and measure performance based on applicable laws, regulations and best practices
- Consult with stakeholders where and when necessary – including residents, businesses in area, local councillors, SAPS and Law enforcement agencies
- Ensure incident response and disaster plans are in place to respond to emergency situations
- Increase awareness of both businesses, visitors and residents to criminal activity where this may be required through communication using signs, cameras and by using the Public Safety Officers (PSO's)

Daily, the UKID team will strive to provide protection for any current and/or emerging threats related to security. We see this playing out by ensuring constant training of the PSO's, the control room managing the technology within the area, and having a good working relationship with SAPS and other sources of crime prevention related information.

As the threat landscape evolves, so will the plan that UKID has in place. Defence is not a static game and it requires continual engagement and innovation and tools. It also requires the support of the public it serves to protect. Together – both the community and the directorate need to find the best solutions for this community.

4.1.1. In addition to appointing Princeton Security Services, the UKID has developed an integrated security and safety plan. To carry out this plan the UKID requires the cooperation and coordination of:

- The South African Police Services
- City of Cape Town Safety and Security Directorate / Law Enforcement
- Local Community Policing Forums
- Other existing security companies in the UKID area
- Community Organisations
- Other Stakeholders

4.1.2. UKID spans 2 SAPS precincts.

- Wynberg:
 - 5 sectors
 - 3 sector vans
- Claremont:
 - 4 sectors
 - 2 sector vans

4.1.3. The tactical success of the deployment of the safety officers relies on the:

- Control Room, which picks up messages from residents, businesses and UKID staff, and alerts from the cameras in the area, prioritises them and ensures that requests are allocated to a nearby vehicle
- Visibility and mobility through 24 hour dedicated, branded vehicle patrol
- Effective and Rapid response through good communication on community Whatsapp groups and radio communications
- Visibility through foot patrols in the Business area between 8-10am in the morning and 4-6pm in the afternoon.
- The Strategic use of CCTV cameras as a further aspect of public safety
- The addition of LPR cameras and monitoring this year has proven to be very successful

4.1.4. UKID PUBLIC SAFETY OFFICERS

4.1.4.1 UKID has a staff complement of 13 Public Safety Officers from our service provider, Princeton Security Services.

- 4 per shift in 2 dedicated vehicles
- 3 shifts per day (8 hour shifts)
- Supervisors

4.1.4.2 The Public safety plan is successfully implemented because of:

- Radio Communications network
- An Operations Manager employed by UKID overseeing the Patrol Officers and actively participating in patrols
- CCTV and LPR camera network
- Control Room

STRATEGIC OBJECTIVE: PUBLIC SAFETY AND SECURITY				
	Action Steps	Key Performance Indicator	Frequency per year	Comments
1	Identify additional root causes of crime in conjunction with the SAPS, Local Authority and existing Public Safety service using their experience as well as available crime statistics	Update in Public Safety Management Strategy Plan	Ongoing	This is done comprehensively at the beginning of term and then modified continuously
2	Review the Crime Threat Analysis of the CID area in conjunction with the SAPS	Update as required in Public Safety Management Strategy Plan	Ongoing	Weekly Meetings / discussions with Saps and Law Enforcement
3	Update strategies by means of an integrated approach to improve public safety	Update in Public Safety Management Strategy Plan	Ongoing	Created UKID Crime group. Currently as of 06 Nov 2024, 524 participants and growing
4	In liaison with other Public Safety role players and the South African Police Service, identify any additional current Public Safety and policing shortcomings and update the public safety strategy and implement it effectively	Update in Public Safety Management Strategy Plan	Ongoing	Weekly meetings and/or discussions with Saps and Law Enforcement
5	Approve the reviewed Public Safety Management Strategy with clear deliverables and defined performance indicators to guide safety services by the appointed service provider and evaluate levels of service provided.	Update the Public Safety Management Strategy with clear deliverables and defined performance indicators to guide public safety services by the appointed service provider and evaluate levels of service provided.	Revise as often as required but at least annually	This is done comprehensively at the implementation of the CID term and then modified on an ongoing basis
6	Maintain a manned centrally located office(s) open to the members and residents of the CID to request Public Safety assistance or report information	Appropriately manned and equipped office with skilled staff	Ongoing	Currently renting offices from Brookes and Michaels
7	Deploy Public Safety resources accordingly and effectively on visible patrols. Public Safety	Effective safety and Public Safety patrols in the UKID	Ongoing	Vehicles and Public Safety Officers are clearly identifiable with UKID branding

	personnel and patrol vehicles to be easily identifiable			
8	Utilise the "eyes and ears" of all Public Safety and gardening/street cleaning staff, as well as own staff, to identify any breaches	Incorporate feedback and information in Public Safety and safety initiatives of the UKID	Ongoing	Working well through various WhatsApp forums
9	Assist the police through participation by UKID in the local Police sector crime forum	Incorporate feedback and information in Public Safety and safety initiatives of the UKID Report on any Public Safety information of the UKID to the CPF	Weekly	Ukid sits on both Claremont and Wynberg CPF's
10	Monitor and evaluate the Public Safety strategy and performance of all service delivery on a quarterly basis	Report findings to the UKID Board with recommendations where applicable	Quarterly	This is done on a weekly basis formally with both SAPS Claremont and Wynberg stations.
11	Application to be submitted by UKID to secure Law Enforcement Officer	Contract with the City of Cape Town signed by the directors	Annually	No Law Enforcement Officer applicable - as the budget for this was too small, and not advised to UKID prior to the implementation of UKID. LE Officer was appointed in Year 3
12	Deploy Law Enforcement Officers in the UKID in support of the Public Safety Initiative	Contract with the City of Cape Town Deploy Officers in support of Public Safety operations	Annually	Done in conjunction with the local ward Councillor
13	On-site inspection of Public Safety Patrol officers	Report findings to the UKID Board with recommendations where applicable	Daily	Vehicles, Public Safety Officers and Firearms are checked on each rotation by the service provider. Random checks are done by UKID manager, and the directorate
14	Weekly Public Safety Reports from Contracted Public Safety Service Provider	Report findings to the Board UKID with recommendations where applicable Provide feedback to forum meeting	Weekly	These are sent to the directorate on a weekly basis for review
15	Deploy CCTV cameras monitored by a CCTV Control Room	Effective use of CCTV cameras through monitoring	Ongoing	This is in place, and reviewed daily
16	Appoint a CCTV Monitoring service provider	Appointment of appropriately qualified service providers.	3 Years	Service providers to be reappointed or new providers to be appointed in last year of contract

				period by means of a competitive process. Well Documented. Refer to program 1-2.
17	Register CCTV Cameras with the City of Cape Town	Cameras registered with the CCT	Ongoing	

4.1.5. CRIME STATS

MONTH	NO OF ALERTS	POSITIVE ARRESTS	BINS CONFISCATED	TROLLEYS CONFISCATED	LE CALLS LOGGED FOR SEX WORKERS	GATES OPEN
Jul 24	171,246	3	0	13	20	13
Aug 24	179,645	1	0	3	12	8
Sept 24	201,043	3	0	9	9	8
Oct 24	205,337	1	1	4	17	9
Nov 24	146,775	1	0	0	16	10
Dec 24	155,613	1	0	0	9	11
Jan 25	198,835	2	0	0	28	6
Feb 25	209,532	1	0	0	25	1
Mar 25	198,835	3	0	0	28	3
Apr 25	193,019	0	0	0	13	2
May 25	204,433	0	0	1	11	2
Jun 25	229,291	3	0	0	1	4

4.1.6. Resource Allocation

Service/Project	Jul24 - Jun25 Projected Expenditure	Jul24 - Jun25 Actual Expenditure	Surplus/Deficit
Public Safety - CCTV Monitoring	172,804	162,362	10,442
Public Safety - leasing of cameras	87,556	47,557	39,999
Public Safety - Security cost	2,448,470	2,198,210	250,260
Public Safety - Law Enforcement *	0.00	0.00	0.00

* The directors, in conjunction with SAPS, resolved to not appoint Law Enforcement Officers. These funds are being used for other public safety requirements. A LE Officer was appointed in Year 3

4.2. CLEANSING AND ENVIRONMENTAL SERVICES

4.2.1. UKID has contracted with Princeton Cleaning Services to provide cleaning staff 6 days per week. These cleaners are responsible for cleaning all areas of UKID including green litter bins provided by the city. This service supplements the existing cleaning services provided by the CCT. In collaboration with UKID management, the cleaning team also identifies problem areas that require additional waste management and cleaning.

4.2.2. This plan was executed by:

- decreasing litter in the area by a reliable and constant presence of Princeton Cleaning team.
- additional daily cleaning team in the area that works on a weekly rotation of all the roads in UKID.
- focus on business areas and other hot spots.
- This year the Princeton cleaning team collected a total of 14,472 bag bags of rubbish in UKID.

4.2.3. Cleaning portfolio was improved by:

- Regular feedback from local residents to identify hotspots.
- requesting more green litter bins from the CCT.
- Focusing on rubbish collection days to combat street litter.
- Identifying illegal dumping and removing it.
- during storm conditions in winter, providing a top-up service to the CCT by removing fallen branches, etc and being in constant contact with the CCT teams regarding blocked storm water drains.

4.2.4. In order to achieve these objectives, UKID / Princeton employed the following

- Two cleaners working work days
- One extra cleaner after bins collection days
- One cleaner working Saturdays
- Clearly defined roster cleaning each street at least once per week.

4.2.5. Environmental Initiatives for the year

- The CID is still encouraging residents to continue recycling.
- This program is also a way to minimise bin pickers littering on rubbish collection day.
- Residents are encouraged to place all recyclable items (tin, paper, plastic and glass) in clear bags and place this next to the rubbish bin, so that it may then be removed and sold by the vulnerable individuals who scratch in the bins.

STRATEGIC OBJECTIVE: CLEANING AND ENVIRONMENTAL SERVICES				
	Action Steps	Key Performance Indicator	Frequency per year	Comments
1.	1 Review a cleansing strategy document	Update the Cleansing strategy document with clear deliverables and defined performance indicators to guide the cleansing and delivery.	Annually	This is done by Portfolio Director / Manager. SLA agreement with Service Provider
	2 Review the Cleansing Strategy to guide cleansing and delivery	Monitor and evaluate the cleansing strategy and performance of all service delivery on a quarterly basis	Monthly	We receive reports from the Cleaning Supervisor and have implemented changes within the budget.
	3 Appoint Cleaning service provider - <i>appointed in July 2023</i>	Appointment of appropriately qualified service provider.	3 Years	UKID prepared an RFQ, received quotes and appointed a Service Provider and signed the SLA.
	4 Additional litter bins and emptying of litter bins.	Quarterly status reports to CCT regarding progress of identified shortcomings	Quarterly	Ongoing
	5 Cleaning of streets and sidewalks in the UKID	Cleaning each of the streets within the CID boundary at least once within every two month period	Bi-monthly	This service is being performed weekly.
	6 Health and safety issues reported to CCT with C3 notifications	Monthly evaluations and inspections of reported C3. Report to the Board. Provide an improved healthy urban environment in the UKID	Ongoing	The Service Provider ensures that the Health and safety requirements are met and reported where necessary
	7 Monitor and combat Illegal dumping	Removal of illegal dumping when required and applying applicable penalties through law enforcement against transgressors. Report to the Board.	Ongoing	This gets reported via e-services and if necessary the service provider steps in.
	8 Identify environmental design contributing to grime such as wind tunnels	Quarterly evaluate the causes of waste, measures implemented and identification of remedial actions. Report to the Board.	Quarterly	We are trying to educate residents to replace stolen bins. We pick up <u>waste</u> after the bin pickers and we increased the number of Green bins in the area.
	9 Promoting waste minimization through education and awareness on waste and water pollution	Monthly evaluations and inspections. Report findings to Board.	Ongoing	The CCT does not offer recycling in the area, however many residents in the area privately recycle.

10	Encourage property owners to act responsibly in terms of waste management and encourage recycling initiatives	Recycling strategy integrated with safety and cleansing interventions developed and implemented by end 2023.	Ongoing	There is nowhere in UKID where recycling as a community can be managed.
11	Local NGO to assist in cleaning programs where applicable	As required coordinate cleaning programs and report to the Board	Ongoing	This was investigated, but an appropriate NGO was not found.
12	Recycle waste	Recycle waste collected by cleaning staff where possible and report progress to the Board.	Ongoing	Not Possible
13	Greening campaigns - Arbor Day	Advise the UKID Board and provide recommendations where applicable	Annually	UKID has started upgrading the areas around the two railway stations by planting trees, plants and shrubs

4.2.6. Resource Allocation

Service/Project	Jul24 - Jun25 Projected Expenditure	Jul24 - Jun25 Actual Expenditure	Surplus/Deficit
Cleaning Services	264,132	264,130	2
Environmental upgrading	18,900	0,00	18,900 *

* This budget was spent in conjunction with the playground area at Harfield Station as the Urban Management Budget was too small.

4.3. URBAN MAINTENANCE

4.3.1. Urban Maintenance was improved by:

- Identifying and monitoring the status of public infrastructure by performing supplemental services to the CCT.
- UKID was in regular contact with the relevant CCT departments to address shortfalls in the infrastructure and gardening maintenance.
- UKID relies on residents' participation to report and inform management of any Urban maintenance, C3 service requests.
- In addition to this, the public safety officers play a big role in reporting any urban maintenance required.

4.3.2. By working closely with the CCT:

- UKID follows up and escalates service requests from residents with the CCT
- UKID ensures the speedy repair of roads, pavements, drainage, etc by reporting and escalating faults via the CCT reporting channels.
- UKID has endeavoured to trim hedges along the railway line fences to ensure proper visibility for patrol officers and to prevent damage to vehicles travelling those roads.
- As UKID has no parks or play areas within our borders, UKID installed playground equipment/park opposite Harfield Road Station. We obtained permission from the COCT to erect a fenced playground and then acquired a slide, swings and climbing frame at the playground.
- UKID performs supplemental services such as engaging with the sub-council to create community gardens, community parks.
- Reports on burst water pipes, blocked or damaged storm water drains, potholes, illegal dumping, fading road markings and broken or missing street signs will be logged with the City's C3 system and the UKID management team will ensure these issues are resolved adequately or escalate within the City.
- General maintenance (broken window policy); and removing graffiti, stickers and illegal advertising.
- Replacing and repairing vibracrete walls along the railway line through vandalism and theft. When these walls are broken or stolen it's a huge security risk for UKID residents.

4.3.3. Economic impact on the year's budget

- Some of the expenses for 2023/24 were deferred to FY 2024/25 as it took time to understand the restrictions set by the CCT to make any structural or aesthetic changes to the CID.
- The deferment was approved by the UKID Board and the CCT.

STRATEGIC OBJECTIVE: URBAN MAINTENANCE				
	Action Steps	Key Performance Indicator	Frequency per year	Comments on deviations
1	Identify problem areas with respect to: a. street lighting; b. missing drain covers /	Update Urban management plan with clear deliverables and defined performance	Ongoing Monthly reporting to the Board.	UKID relies on the cleaning and security service providers as well as residents to report any

	cleaning of drains c. maintenance of road surfaces; sidewalks d. cutting of grass / removal of weeds e. road markings / traffic signs	indicators to guide delivery – Report monthly to the Board		problem areas to the CCT or management.
2	Identify and report damage to City of Cape Town infrastructure in the following services: a. Street lighting b. Dumping c. Refuse Removal d. Waterworks e. Sewerage f. Roads and Stormwater g. Traffic signals and line painting h. Pedestrian safety i. Road repairs	Monitor and evaluate. Report findings to the UKID Board with recommendations where applicable	Daily / weekly and monthly reports to the C3 notification process and daily recording of references in the register	This is ongoing
3	Compile a list of prioritised needs to achieve the objectives of the CID and liaise with the relevant departments to correct	Monitor and evaluate the plan and performance of all service delivery on a quarterly basis. Report findings to the UKID Board with recommendations where applicable	Quarterly	UKID has had meetings with related parties from CCT from the Roads and Parks department to better understand the processes.
4	Work in conjunction with local social welfare and job creation organization and develop the delivery of the supplementary services to improve the urban environment	Review and development of a long-term sustainable work program	Ongoing	This was investigated, but not feasible as the budget is too small. We are investigating learners doing community service via UKID
5	Illegal Poster Removal Notify and monitor the removal of illegal posters by the City of Cape Town	City of Cape Town infrastructure free from illegal posters	Ongoing	Not a UKID issue

4.3.4 Resource Allocation

Service/Project	Jul24 - Jun25 Projected Expenditure	Jul24 - Jun25 Actual Expenditure	Surplus/Deficit
Urban Maintenance	133,171	86,147	47,024*

4.4. SOCIAL AND ECONOMIC DEVELOPMENT SERVICES

4.4.1. Kenilworth is a thoroughfare between two major commercial hubs Claremont and Wynberg. This has resulted in many vulnerable people struggling with substance abuse, mental illness and homelessness seeking assistance and refuge in and around UKID.

4.4.2. UKID made the decision to participate in the 'Give with Dignity Campaign' with the CCT to decrease/remove hostility and harassment

- Begging
- Drugs
- Loitering
- Rough sleeping

4.4.3. It is with this in mind that UKID has partnered with U-Turn to provide vouchers to be handed out to vulnerable individuals instead of money.

4.4.4. These vouchers can be redeemed at the U-Turn service Centre for the following services

- A meal
- A hot shower
- An item of clothing
- A warm bed for the night

4.4.5. UKID purchased 750 booklets @ R40 each for R30,000 x 2 This resulted in 6000 individual vouchers that were distributed to the following local businesses to encourage patrons to hand out these vouchers and NOT to give any cash.

- Bootleggers Coffee Shop
- Astron Garage
- Pick N Pay (Pam Golding)
- Vida-E Coffee shop

4.4.6 For the year 2024/25, a total of 1,824 vouchers redeemed at the U-turn Service Centres:

Month	Number of vouchers redeemed
Jul-24	35
Aug-24	105
Sep-24	25
Oct-24	80
Nov-24	239
Dec-24	306
Jan-25	73
Feb-25	156

Mar-25	197
Apr-25	214
May-25	224
Jun-25	170

4.4.7 Impact measures for a successful Social Upliftment

- Majority of formal residents are generally happy
- Informal residents are dealt with fairly and firmly
- UKID has successfully arranged for residents to do a tour of the U-Turn facilities in Claremont in year 1.

STRATEGIC OBJECTIVE: ASSISTS WITH HOMELESSNESS BY PROVIDING SHELTER			
Action Steps	Key Performance Indicator	Frequency per year	Comments
Identify and determine strategies by means of an integrated approach to address homelessness and the relief measures available, current and future.	Social intervention plan with clear deliverables and defined performance indicators to guide delivery	Ongoing	UKID formed a partnership with U-Turn to supply vouchers to be redeemed at the U-Turn Service Centre in Claremont
Work in conjunction with local social welfare and job creation organization and develop the delivery of the supplementary services to improve the urban environments	Targets and schedule for work opportunities for street dwellers as part of support and rehabilitation strategy with local NGO.	Ongoing	UKID formed a partnership with the CCT Social Welfare Department to participate in the "Give with Dignity Campaign"
Coordinate Social Development programs and initiatives with City Social Development Department	Social intervention plan that aligns with and draws support from CoCT policy and resources for homeless, sexworkers and vulnerable groups.		UKID formed a partnership with the CCT Social Welfare Department to participate in the "Give with Dignity Campaign" as well as making use of the field workers/ Social Workers made available to Ward 58/59
Review Public awareness program on social issues	Organise facilitated public discussions on 'social responsibility' and 'active citizenship'. Review and suggest ways to reduce loneliness and isolation among members		This review was done for UKID pro-bono by an experienced social worker in Year 1

4.4.7. Resource Allocation

Service/Project	Jul24 - Jun25 Projected Expenditure	Jul24 - Jun25 Actual Expenditure	Surplus/Deficit
Social Upliftment	135,700	61,203	74,497*

* our original thinking was to employ a social worker, but we concluded that it was more effective to work with a local NPO - U-Turn.

PART C: CORPORATE GOVERNANCE

1. APPLICATION OF KING IV

- 1.1. The directors of UKID acknowledge the fact that they are entrusted with the management of public funds and for this reason the operation of UKID is required to meet high standards of accounting and fiscal accountability. To this end, the UKID 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 16 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 others things, the CCT’s policy, and the particular reporting protocols appropriate to a non-profit entity such as UKID.
- 1.2. Compliance with King IV for the reporting period. The board of Directors is satisfied that the NPC has complied with the financial principles set out in King IV during the period under review, to the extent reasonably possible, as set out below.

2. GOVERNANCE STRUCTURE

2.1. Board Composition

The Board of Directors is satisfied that the Board represents the various interest groups and property owners within the UKID designated area.

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 Mikhail Manuel and Cllr Richard Hill as board observers.

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 NPC and quarterly 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 service according to the Business Plan. In executing this plan, the Board:

- Identifies strategies to execute the business plan to ensure that the financial viability of the company is maintained,
- Ensures that contents of the business plan are adhered to in the day to day operations of the CID.
- Prepares the annual budget for circulation to relevant parties for their approval.
- Manages the process of the annual audit so that audited financial statements can be presented to the members annually at the AGM.

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 of the non-executive directors, including the chairperson, are independent in terms of King IV's definition of "independence"

2.7. Board Committees

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

2.8. Attendance at board and committee meetings

The Chairperson confirmed that board meetings were held quarterly throughout the period under review. A Board pack was distributed before each meeting. Attendance at board meetings was good (an average of 71%).

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.

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 updated quarterly at the start of each Board meeting.

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

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

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

4. BOARD OVERSIGHT OF RISK MANAGEMENT

4.1. Risk Management Policy

UKID was approved to start operating on 1 July 2023. The 2024/5 year ended 30 June 2025 was thus UKID's second year of operations

The Board of Directors was tasked with setting up and introducing a sound system of internal control to safeguard the company's assets and funds. In addition the board is responsible to ensure that funds generated are employed to meet the operating principles set out in the approved Business Plan.

The board considers risk at each of its quarterly meetings. The system of internal control put in place by the board includes

- A 5 year Business Plan that was approved by the City in 2023.
- A series of targets to be met as set out in the annual budget and the 5 year implementation plan.
- A tight set of internal controls to manage the process of making payments on behalf of the CID. These were not in place at the outset, but extra care was taken by the directors before the controls were finalised.

4.2. Effectiveness of Risk Management

The board employed a series of internal controls aided by regular operating meetings with management as its main tools to manage risk in the day to day operations of the CID. This is achieved by a weekly OPS meeting.

The board fulfilled its risk management during the year under review, through interaction with management and service providers. The board is satisfied that the systems and procedures to govern risk are adequate.

4.3. Key Business Risks and Opportunities

The Board confirms that no undue or unexpected risks arose during the year under review.

From a future risk focus perspective the board will review and update internal controls as needed and may introduce a risk register.

The Board has a Risk Policy in place.

5. ACCOUNTABILITY AND RESPONSIBILITY

5.1. Performance Reviews

The UKID Board engages regularly with the service provider (Princeton Security and Princeton Cleaning), and resolves concerns as they arise.

5.2. Delegated limits of authority

UKID is managed by the Executive Manager responsible for Finance, Compliance and Administration and the Operations Manager responsible for supervising the Security and Cleaning Service Providers. The Board and management have weekly Operational meetings. Payments are authorised and released by board members.

5.3. Supplier Code of Conduct

All Service Providers are considered in a fair and ethical procurement process as set out in UKID's Procurement Policy.

PART D: FINANCIAL INFORMATION

1. Report of the External Auditor

Included in the Annual Financial Statements.

2. Annual Financial Statements

Please see attached below.