UKID UPPER KENILWORTH IMPROVEMENT DISTRICT

ANNUAL REPORT

Upper Kenilworth Improvement District NPC
Annual Report and Audited Financial Statements
for the year ended 30 June 2026

Contents **Pg No.**

PART A: GENERAL INFORMATION

1. NPC's general information 3
2. List of abbreviations or acronyms 4
3. Foreword by Chairperson 5-7
4. Treasurer's overview 8-9
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 15-20
   - 4.2. Cleansing and Environmental Services 20-22
   - 4.3. Urban Management 23-24
   - 4.4. Social Upliftment 25-27

PART C: CORPORATE GOVERNANCE

1. Application of King IV 28
2. Governance structure
   - 2.1. Board composition 28
   - 2.2. Board Observer 28
   - 2.3. Appointment of the board 28
   - 2.4. Overview of the board's responsibilities 29
   - 2.5. Board charter 29
   - 2.6. Director Independence 29
   - 2.7. Board Committees 29
   - 2.8. Attendance at board and committee meetings 28-29
3. Ethical leadership 30
4. Board oversight of risk management 30
   - 4.1. Risk management policy 30
   - 4.2. Effectiveness of risk management 31
   - 4.3. Key business risks and opportunities 31
5. Accountability 31
   - 5.1. Performance reviews 31
   - 5.2. Delegated limits of authority 31
   - 5.3. Supplier Code of conduct 31

PART D: FINANCIAL INFORMATION

1. Report of external auditor 32
2. Annual financial statements 32

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:	info@ukid.co.za
Website address:	www.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 2026, 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 2025 to 30 June 2026.

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 2026 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 (2025/26)	413 918
Cash on hand at 30 June 2026	1 545 619

The surplus for the year has mainly arisen because UKID mostly underspent on the camera rollout and monitoring, and security costs.

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 three years have seen us consolidate the measures taken in our foundation year, around security, cleansing, and social. The key events were additional work at the Harfield Station park area, and the replacement of the UKID patrol vehicle after it was involved in a motor vehicle accident. We have also employed through our service provider, Princeton, the services of a K9 unit patrolling 24 hours per day to assist with hotspots like Sexworkers and the Railway line that serves as a gateway into UKID. One director and staff member has started walking the business district to educate/inform residents and shoppers about the Mi-change vouchers program to ensure that they do not hand out money or food to vagrants.

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. We are assessing the effectiveness of the K9 unit to see if we are going to continue deploying it. We have also secured a horsebox to place at the parking area at Kenilworth station so that we can use the presence of our LE officer placed there to deter the sex workers from picking up customers in that area. We have also formed a Security Sub Committee who meets every 2 weeks to discuss operational security matters. This committee consists of 4 directors and 2 staff members.
- On the social upliftment front we will continue to work with U-Turn to uplift the homeless in our area, and hopefully get some displaced individuals off the street and into shelters (these are complex problems, that cannot be addressed with force).Our director Dana will continue to walk through the business district trying to educate the residents and shoppers about the Mi-Change vouchers.
- We have maintained the increased Cleaning Budget for Year 3 to try and combat the ongoing issues of litter and dumping and have had excellent feedback from residents.
- Our Urban Maintenance Budget now also includes repairs and replacement of the vibracrete wall along the railway line because of constant vandalism and theft and a small maintenance amount looking after the playpark area at Harfield Station. We also upgraded the play area with matting to prevent muddy piles in the area.
- We are still in talks with the COCT 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. This can only be addressed seriously after the November Local elections when one of those properties will then fall within the borders of another Ward Councillor.

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 resigned in June 2026 and Toast Seagers who is stepping down for personal reasons. They have given so much to the area over the years, and we hope they 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 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 2026

4. TREASURER'S OVERVIEW

GENERAL FINANCIAL REVIEW

The past year was UKID's third year of operation and was another good year (we have a June year-end), with costs well controlled and resources allocated to address identified needs.

The surplus generated this year was lower than last year. However, on a cumulative basis, UKID has a healthy surplus and sufficient funds in reserve.

	2026	2025
Surplus for the year	**R413,918**	**R519,004**
Cash at year-end	**R1,545,619**	**R1,201,783**

The surplus for the year benefited from operational savings, interest earned on surplus funds of R71,307 and a net gain totalling R55,320 arising from the insurance write-off of the UKID vehicle. The vehicle has since been replaced by the purchase of a suitable new vehicle.

The reduction in the surplus was partly attributable to the cost of employing a Law Enforcement officer for the full year, amounting to R265,248. There was no expenditure on this position in 2025.

UKID paid R5,626 in tax on its interest earnings.

The results for the year are set out in the audited financial statements for the year ended 30 June 2026, which are included in the AGM documentation and are available on the UKID website at www.ukid.co.za.

The audit was completed without any matters being brought to the directors' attention that required resolution.

SPENDING AND SERVICE DELIVERY

Our budget and business plan continue to focus on security, with Princeton Security continuing as our security provider. We will continue with the instalment of security cameras and their monitoring.

Our next biggest financial commitment is cleaning the area. Princeton Cleaning provides staff to keep the neighbourhood clean, and the team continues to do a good job.

We increased our expenditure on Urban Maintenance during the year by enhancing Harfield Park through the installation of protective ground cover. We also fenced an area along Harfield Road near Harfield station where people experiencing homelessness had been living and sleeping. There remains an ongoing need to repair and maintain the area generally.

We also continued our support of U-Turn through the free distribution of vouchers as the main part of our social upliftment programme. This is supported by active engagement with residents and visitors, encouraging them to offer these vouchers rather than goods or cash to people experiencing homelessness.

Our security efforts were enhanced this year by employing our own Law Enforcement officer. She has enabled us to respond more effectively to illegally parked vehicles, concerns relating to sex work and issues involving vulnerable people experiencing homelessness.

We are pleased to report that expenditure was in line with the approved budget for 2025/26.

PROCUREMENT AND FINANCIAL CONTROLS

Procurement processes for the purchase of goods and the appointment of service providers were managed carefully. The ongoing monitoring of activities helped ensure that work was carried out as agreed.

FINANCIAL SUSTAINABILITY

The budget for the area is tightly controlled and monitored. There is limited room within the approved budget to address new challenges that may arise in the day-to-day operations of UKID.

The directors carefully monitor and manage the budget and cash flow. UKID has now accumulated a surplus that can be used to meet changing needs should they arise. In the meantime, surplus funds are invested to earn interest.

We are confident that UKID will continue to be financially viable, provided that the budget and business plan continue to be adhered to.

STRATEGIC OBJECTIVES AND OUTLOOK

Our financial plans are aligned with UKID's main objective of supplementing the services provided in its designated area so that residents, property owners and other users of the area feel more welcome.

The board believes that UKID has made considerable progress towards making the area more inviting for all users. However, further work remains to achieve our objectives, and we have the resources to continue this work.

There remains ongoing work to be done in execution of crime prevention, urban management and social upliftment. We have several projects that we hope will come to fruition in the future, and the assistance of our Councillor will be needed to help advance some of them.

The long-standing issue of sex work in our area remains a complex challenge with legal, social and public safety dimensions. A sustainable resolution requires a coordinated approach involving all relevant stakeholders, while taking account of the relevant legal framework and wider societal issues.

In the meantime, responding to complaints from members concerning activities in the area and associated anti-social behaviour continues to place significant demands on UKID's resources. Progress towards a coordinated, longer-term solution would be of considerable benefit to the area and enable UKID to direct more of its resources towards its broader objectives.

EVENTS AFTER THE REPORTING DATE

There have been no material events since the reporting date that would materially affect UKID's financial position or future operations.



Neil Charles Biggs
Upper Kenilworth Improvement NPC

29 October 2026

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 ✓ 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 22th September 2026 and signed on the board's behalf by:



_____

Christopher John Bertie
Chairperson of the Board
29 October 2026



_____

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Treasurer
Neil Charles Biggs
29 October 2026

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").

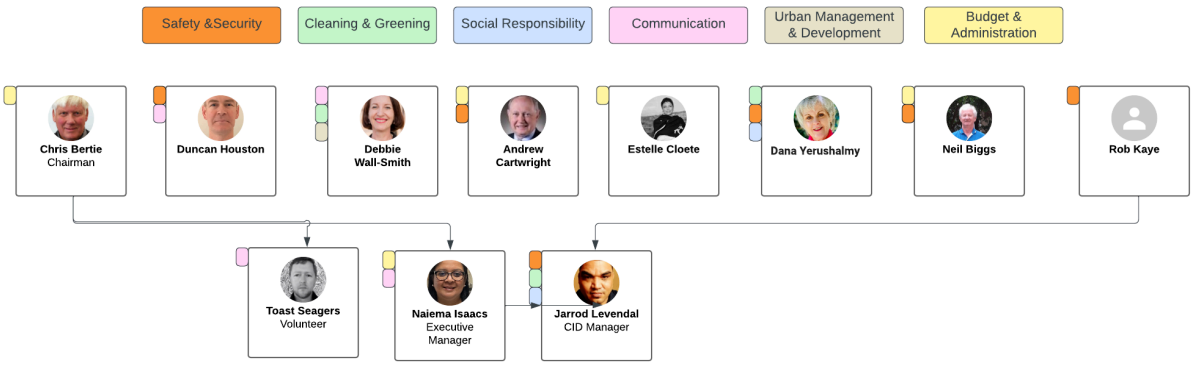
8. ORGANISATIONAL PROFILE

UKID had 9 directors and 2 full time employees for the year 2025/26. Rob Kaye resigned at June 2026.

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, and one LE Officer supervised by the COCT.

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

9. ORGANISATIONAL STRUCTURE



Chris Bertie: Chris is a Chartered Accountant (SA) who was a partner in the audit firm Ernst and Young (now EY) from 1984 to 1997. Chris is currently a director of a number of privately owned companies and consults in the hospitality industry. He has been a resident of Kenilworth since 2012.

Duncan Houston: Duncan has lived in Kenilworth for over 20 years. After qualifying with a Business Science degree from UCT, Duncan went on to work and consult in the telecommunications and travel sectors both locally and in the UK. Duncan has been involved in security in the UKID area for about 10 years and serves on the Wynberg CPF

Andrew Cartwright: Andrew qualified as an Actuary in 1988 and retired from Old Mutual in 2015, after 35 years' service. He was a director and audit chair of an insurance company in Botswana from 2020-2025. He has lived in Kenilworth since 2013.

Debbie Wall-Smith: Debbie is the owner of Core Property Group, has lived in the area for over 20 years. She was instrumental in starting the Harfield Pine Neighbourhood Watch and Security Patrol as a result of an escalation of crime in the area. Debbie through her work in property has seen how successful Special Rating Areas (SRA) are in dealing with crime and grime and is therefore a great supporter of the attempt to form an SRA or city improvement district.

Dana Yerushalmy is a CFP professional at Succession Financial Planning, specialising in holistic financial planning. Dana has been active in security in the Upper Kenilworth area, and currently serves as Community Policing Forum sub-forum chairperson for Sector 3.

Neil Biggs moved to Kenilworth in 2025 but has been a Capetonian for nearly 50 years having moved from his birth place KZN in 1975. He got his exposure to security as Treasurer of Fernwood Watch for several years and is currently serving as the Treasurer of UKID.

Estelle Cloete is a longtime resident of the greater Kenilworth area (30 years) and has lived in the UKID area for the past 18 years.
She brings to the UKID Board 38 years of cross-sector experience spanning corporate, academic, independent consulting, and non-profit environments.
Her expertise includes general management, operations oversight, and project governance.

PART B: PERFORMANCE INFORMATION

1. SITUATIONAL ANALYSIS

1.1. Service delivery environment

The thrust of UKID in the year ended June 2026 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.

We replaced and branded our UKID Patrol Vehicle in March 2026 after our original vehicle was involved in a motor vehicle accident.. This was our only major Capital outlay for the year ending June 2026.

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 become less difficult for management, and input from the CCT CID Department 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 three years of operation.

Internally within the Management team, the Board recruited 2 additional Directors (Estelle Cloete and Neil Biggs) at the AGM in November 2025 and 1 Director (Rob Kaye) resigned in June 2026.

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/residents.

- 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
- After a very big strom in Cape Town, we had a few complaints of COCT taking very long to re-connect residences after electrical outages.
- 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 - Since the start of our dedicated LE Officer, we were able to tackle this complaint successfully as the LE officer could issue traffic fines as needed.

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, 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
- Appointing a dedicated LE Officer paid for by UKID (since July 2025)
- Appointing a K9 unit to assist with patrols (since November 2025)

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 in year 2 has proven to be very successful
- The addition of the K9 UNIT patrolling 24 hours per day

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 a dedicated K9 unit

- 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	Ongoing	Weekly Meetings / discussions with SAPS and Law Enforcement

		Plan		
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 personnel and patrol vehicles to be easily identifiable	Effective safety and Public Safety patrols in the UKID	Ongoing	Vehicles and Public Safety Officers are clearly identifiable with UKID branding.
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 is represented on both Claremont and Wynberg CPF's
10	Monitor and evaluate the	Report findings to the	Quarterly	This is done on a weekly

	Public Safety strategy and performance of all service delivery on a quarterly basis	UKID Board with recommendations where applicable		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	Dedicated LE Officer appointed 01 July 2025
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	POSITIVE INCIDENTS	LE CALLS MADE TO LAW ENFORCEMENT TO REMOVE SEX WORKERS	SEX WORKERS REMOVED BY UKID/ LE OFFICERS	TROLLEYS CONFISCATED	SUSPECTED VEHICLES	GATES OPEN	BINS CONFISCATED	DISPATCHES FOR SERIOUS INCIDENTS	INTERVIEWS	BY-LAW VIOLATIONS	TRAFFIC VIOLATIONS
Jul 25	172,890	3	10	1	0	0	3	4	0	730	2680	1	22
Aug 25	164,824	0	3	11	0	0	2	2	0	598	2379	51	87

Sep 25	247,498	0	4	18	0	1	2	4	0	565	2508	79	112
Oct 25	174,675	1	1	10	0	1	0	0	0	178	489	45	31
Nov 25	168,335	1	8	10	0	0	3	6	0	585	2386	170	110
Dec 25	84,319	1	2	7	0	0	0	1	0	176	704	67	24
Jan 26	256,980	2	2	55	0	1	2	5	2	381	1596	170	110
Feb 26	412,969	2	15	12	202	0	7	1	0	604	2392	72	117
Mar 26	545,704	1	10	17	154	0	11	1	0	653	2137	67	146
Apr 26	383,170	0	7	5	134	0	6	0	0	573	1912	89	194
May 26	439,976	1	6	0	78	0	3	1	0	388	1893	97	187
Jun 26	529,671	1	7	1	70	0	7	2	0	587	1677	119	164
TOTAL	3,581,011	13	75	147	638	3	46	27	2	6018	22753	1027	1304

4.1.6. **LE Officer STATS**

Month	Traffic Fines	By law Fines	Homeless engaged / removed	Public Assistance	S/W Complaints	Autonomous OPS	Stop & Search	TOTAL
July 2025	20	15	3	34	2	5	9	**88**
Aug 2025	67	15	135	17	15	6	52	**307**
Sep 2025	79	36	133	17	23	18	37	**343**
Oct 2025	185	80	193	17	23	7	57	**562**
Nov 2025	44	45	47	4	62	7	59	**268**
Dec 2025	131	47	57	10	33	11	67	**356**
Jan 2026	188	78	115	15	45	18	90	**549**
Feb 2026	139	61	73	8	37	12	67	**397**
Mar 2026	217	100	155	16	63	22	82	**655**
Apr 2026	206	98	143	15	45	17	69	**593**
May 2026	78	50	37	3	34	5	61	**268**
Jun 2026	90	30	72	5	28	4	45	**274**
TOTAL	**1444**	**655**	**1163**	**161**	**410**	**132**	**695**	**4660**

4.1.7. **Resource Allocation**

Service/Project	Jul25- Jun26 Projected Expenditure	Jul25 - Jun26 Actual Expenditure	Surplus/Deficit

Public Safety - CCTV Monitoring	189,306	156,865	32,441
Public Safety - leasing of cameras	87,556	47,557	39,999
Public Safety - Security cost	2,481,087	2,390,148	90,939
Public Safety - Law Enforcement	265,248	265,248	0.00

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 the 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 17,720 blag bags of rubbish in UKID.
-

Rubbish Collected by Cleaning Team for the period July 2025 - June 2026

Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1,357	1,289	1,328	1,671	1,461	1,511	1,550	1,457	1,586	1,521	1,417	1,572

4.2.3. Cleaning portfolio was improved by:

- Regular feedback from local residents to identify hotspots.
- Requesting more green litter bins from the CCT via Service Requests.
- Focusing on rubbish collection days to combat street litter.
- Identifying illegal dumping and removing & reporting 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 report dumping to COCT

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 - *appointed in July 2023*	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	Ongoing	The Service Provider ensures that the Health and safety requirements are met and reported where

		healthy urban environment in the UKID		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 waste 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	Jul25 - Jun26 Projected Expenditure	Jul25 - Jun26 Actual Expenditure	Surplus/Deficit
Cleaning Services	315,903	315,902	1
Environmental upgrading	19,845	0,00	19,845 *

* Part of this budget was used to fund the increasing Urban Maintenance Expenses that were not foreseen in the original Business Plan.

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. During 2025/6 year UKID put down matting at the Play Park to prevent mud and dirt accumulating during the heavy rainfall during the winter months.
- 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

- The Urban Maintenance Budget was heavily supported from other line items fro, from our original 5 hear budget. The CID was not aware that so many costs would arise to sustain the urban maintenance in our borders.
- This was approved by the UKID Board..

STRATEGIC OBJECTIVE: URBAN MAINTENANCE				
	Action Steps	**Key Performance Indicator**	**Frequency per year**	**Comments on deviations**
1	Identify problem areas with	Update Urban	Ongoing	UKID relies on the

	respect to: a. street lighting; b. missing drain covers / cleaning of drains c. maintenance of road surfaces; sidewalks d. cutting of grass / removal of weeds e. road markings / traffic signs	management plan with clear deliverables and defined performance indicators to guide delivery – Report monthly to the Board	Monthly reporting to the Board.	cleaning and security service providers as well as residents to report any 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 in Year 1 & 2
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	Jul25 - Jun26 Projected Expenditure	Jul25 - Jun26 Actual Expenditure	Surplus/Deficit
Urban Maintenance	163,434	157,573	5,861

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 Mi-change 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 9,000 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 2025/26, a total of **2,138** vouchers redeemed at the U-turn Service Centres:

Month	Number of vouchers redeemed
Jul-25	153
Aug-25	121
Sep-25	132
Oct-25	211

Nov-25	308
Dec-25	78
Jan-26	320
Feb-26	284
Mar-26	35
Apr-26	153
May-26	120
Jun-26	223

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 an assistance to rehome homeless individuals is offered
- UKID has successfully conducted walks in the business district to educate shoppers and residents about the Mi-Change voucher program from U-Turn to encourage residents and shoppers to only hand out Mi-change vouchers and not food, money or clothing.

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	Jul25 - Jun26 Projected Expenditure	Jul25 - Jun26 Actual Expenditure	Surplus/Deficit
Social Upliftment	60,000	59,622	378*

* 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 appointed a Security Sub Committee who oversees all matters of Security, including liaising with the Security Service Provider, Princeton. This committee meets every 2 weeks

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 80.6%). The Chairman can also confirm that OPS meetings are held every 2 weeks.

Board Meetings Attended 2025/26				
Director	**16 Sept 25**	**9 Dec 25**	**04 Feb 26**	**18 Jun 26**
Chris Bertie	✓	✓	✓	✓
Andrew Cartwright	✓		✓	✓
Debbie Wall Smith		✓	✓	✓
Duncan Houston	✓	✓	✓	✓
Dana Yerushalmy	✓	✓	✓	✓
Toast Seagars		✓	✓	
Estelle Cloete	✓	✓	✓	✓
Neil Biggs	✓		✓	✓
Rob Kaye	✓		✓	
	✓			
% Attendance by members	77.78%	66.67%	100.00%	77.78%

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 2025/6 year ended 30 June 2026 was thus UKID's third 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.