KALK BAY ST. JAMES
Special Rating Area NPC

Kalk Bay St James SRA NPC

Annual Report and Financial Statements

For the year ended 30 June 2025

Our online report is available at www.kalkbaystjamessra.org

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PART A: GENERAL INFORMATION

1. GENERAL INFORMATION

Registered name:	Kalk Bay St James SRA NPC
Registration no:	2014/187375/08
Physical address:	Kalk Bay Community Centre, 27 Main Road Kalk Bay, 7975
Postal address:	27 Main Road Kalk Bay, 7975
Telephone number/s:	0796091172
Email address:	info@kalkbaystjamessra.org
Website address:	www.kalkbaystjamessra.org
External auditors:	Harry Curtis & Co
Banker's information:	Standard Bank of SA Ltd
Company Secretary:	Gail Daniels

2. LIST OF ABBREVIATIONS/ACRONYMS

CEO	Chief Executive Officer
CID	City Improvement District
CFO	Chief Financial Officer
CCT	City of Cape Town
DSD	Department of Social Development
SAPS	South African Police Service
SCM	Supply chain management
SDC	Social Development Co-ordinator
SANParks	South African National Parks
KBSJ SRA	Kalk Bay St James Special Rating Area, a registered CID of Cape Town

3. FOREWORD BY THE CHAIRPERSON

During 2025 we have made significant progress in our work to ensure a clean, safe and socially caring community and environment in the Kalk Bay and St James area that we serve.

Our strategic intent for the year reflected in our business plan was to achieve this through:

- Targeted foot patrol supported by a patrol car 24 hours per day
- Night-time monitoring through use of 43 CID installed cameras
- Regular meetings and interaction with Law Enforcement, SAPS and our contracted security service providers.
- The deployment of a supervised cleaning squad providing cleaning services every 2 weeks in 47 roads not covered by the City of Cape Town cleaning services.
- Ensuring City follow-up on left rubbish on days of rubbish clearing.
- Provision of advice and referral service for homeless people in the area including assistance with applying for ID documents.
- Regular meeting and interaction with relevant state and volunteer organisations working in the area and with the CID's in immediately surrounding areas.

Within the limits of our resources these activities served to achieve our strategic objectives. However the activities highlighted some key gaps:

- the need to expand the CID's geographical area of operation to include some adjacent areas with both problems of petty crime and issues of cleanliness.
- Importance of making greater use of the street cameras in identifying anti-social activities
- Achieving a better balance in our financial allocation to ensure more positive response to homeless people in the area.

We have endeavoured to maintain communication with both members, potential members and broader community through our regular postings and newsflashes.

The successes were achieved through the hard and committed work of the SRA Manager, the 5 volunteer board members, a few other volunteers, the outsourced companies and the positive and close co-operation with other organisations in the area including the City of Cape Town, SAPS, KBSJ Ratepayers and Residents' Association and the Haven Night Shelter.

New directors, namely Jean De La Harpe, Roderick Bothman, Gamat Fredericks and Malcolm Mc Carthy, brought new ideas and initiative to the Board, particularly with regard to financial presentation and reporting.

With effect from 1st July 2025, our Manager's position has been changed from half day to full day, in line with existing duties and responsibilities.

Bert Stafford
Chairman KBSJ SRA NPC
September 2025

4. TREASURER'S OVERVIEW

Our operational budget for 2024/2025 was R2,930,400 (Previous year- R2,428, 511). Overall expenditure on operations for the financial year ended 30 June was 93.7% of budget.

SURPLUS FUNDS

This was the cash position as at 30 June 2025

	Balance
From the Statement of Financial Position	
Cash Reserves as at 30 June 2025	R1 472 157
Plus Trade and other receivables	R 2001
Less Trade and other payables + provisions	- R30 927
Cash available from previous financial year	R1 443 231
Plus refund from rolling bad debt reserve payable Sept 2025 (incl. VAT)	R154 091
Cash available as at 30 June 2025 plus refund from rolling bad debt reserve	R1 597 322
Less Committed surplus funded projects in the current financial year	-R260 000
Less Planned surplus funded projects for the 2026/27 financial year	-R140 000
Less Planned surplus funded projects for the outer years	-
Less Two months of City funding to be kept as provision against cash flow risks (incl. VAT)	-R598 168
Uncommitted Cash	R599 154

In September we received R177 205,17 from the retention fund, meaning that there is a high percentage of property owners who are fully up to date with their municipal rates bills.

Surplus approved at last AGM R180 000.
Additional surplus funds to be spent this year to June 2026, R80 000 was approved by the Board and requires approval at the AGM. Our bank balance as of 31 August was R1 527 332.

Our 2024/2025 audited financial statements reflected an unqualified audit report. The Audit Fee was an amount of R16100 which compares very favourably with other CID's.

RoBothman

Rodrick Bothman
Treasurer
Kalk Bay St James SRA NPC

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 Harry Curtis & Co.

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 4 September 2025 and signed on behalf by:

Chairperson of the Board
Bert Stafford

Treasurer
Rodrick Bothman

6. STRATEGIC OVERVIEW

6.1. Vision

The area of the Kalk Bay and St. James Special Rating Area (KBSJ SRA) extends from Carisbrooke Steps on the St. James/Muizenberg border to Quarry Road in Kalk Bay. This small, unusual and beautiful area, which is primarily residential, is located on the narrow strip of land between False Bay and the Kalk Bay mountains that form part of the Table Mountain National Park.

The area has a small population of approximately 2,500 compared to approximately 10,000 in Fish Hoek and 6,000 in Muizenberg. Our community is diverse in terms of its racial, ethnic and religious backgrounds. Wealthier and poorer residents have shared this beautiful living environment in harmony for generations. This diversity contributes greatly to the special character of our village. The overwhelming view of the community is that the quality of life we share must be preserved.

Our vision is to ensure at we have a clean, safe and sustainable urban environment, for the benefit of all who live and work in the KBSJ SRA, in partnership with the CCT and other stakeholders. We endeavour to extend this vision to cater for the many visitors that enjoy our beautiful coastal land and the recreational facilities that are within our defined boundaries.

6.2 Mission

The KBSJ SRA was formally established in 2014 providing supplementary public safety, urban maintenance, and urban cleaning services in close cooperation with the various City Departments as well as South African Police Services (SAPS). The formation of KBSJ SRA enabled the establishment of a statutory body to manage and implement the supplementary services in addition to those provided by the City of Cape Town. The property owners from the area pay an additional rate to fund supplementary services for the specified area as set out in the business plan.

The KBSJ SRA mission is to ensure:

- Continuous and sustainable improvements to the Public Safety of its residents, businesses, and visitors.

- The Kalk Bay St James community can enjoy safe and clean public areas.

- The area retains its peaceful, friendly and vibrant mix of residences and businesses that blend well with the natural beauty of the coastal belt and mountains that border us.

- Residents, businesses and visitors continue to respect the natural and built environment by keeping it clean and encouraging indigenous biodiversity and retention of our heritage.

- Community spirit is encouraged through regular communication and community events

Our strategy for promoting that vision is detailed in our Business Plan, available online at www.kalkbaystjamessra.org

6.3 Values

Overview of values per NPC's business plan.

Transparency: Open decision-making so that stakeholders can readily discern our outputs and outcomes.

Accountability: We answer for the execution of our responsibilities.

Performance: We will strive to achieve our strategic objectives.

Stakeholder inclusivity: We will carry out our activities taking into account the needs, interests and expectations of our stakeholders.

Social responsibility: We aim to deliver economic, social and environmental benefits for all our stakeholders.

Sustainable development: We will meet the needs of the local community without compromising the ability of future generations to meet theirs.

7. STATUTORY MANDATE

In terms of the CID By-law and s.22 of the Municipal Property Rates Act, the Kalk Bay St James SRA NPC is tasked with considering, developing and implementing improvements and upgrades to Kalk Bay and St James 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, as may be supplemented by local fundraising initiatives. In expending these funds, the company is subject to oversight by the CCT in terms of the CID By-law and Policy, as well as public procurement principles enshrined in s.217 of the Constitution of the Republic of South Africa, 1996.

8. ORGANISATIONAL PROFILE

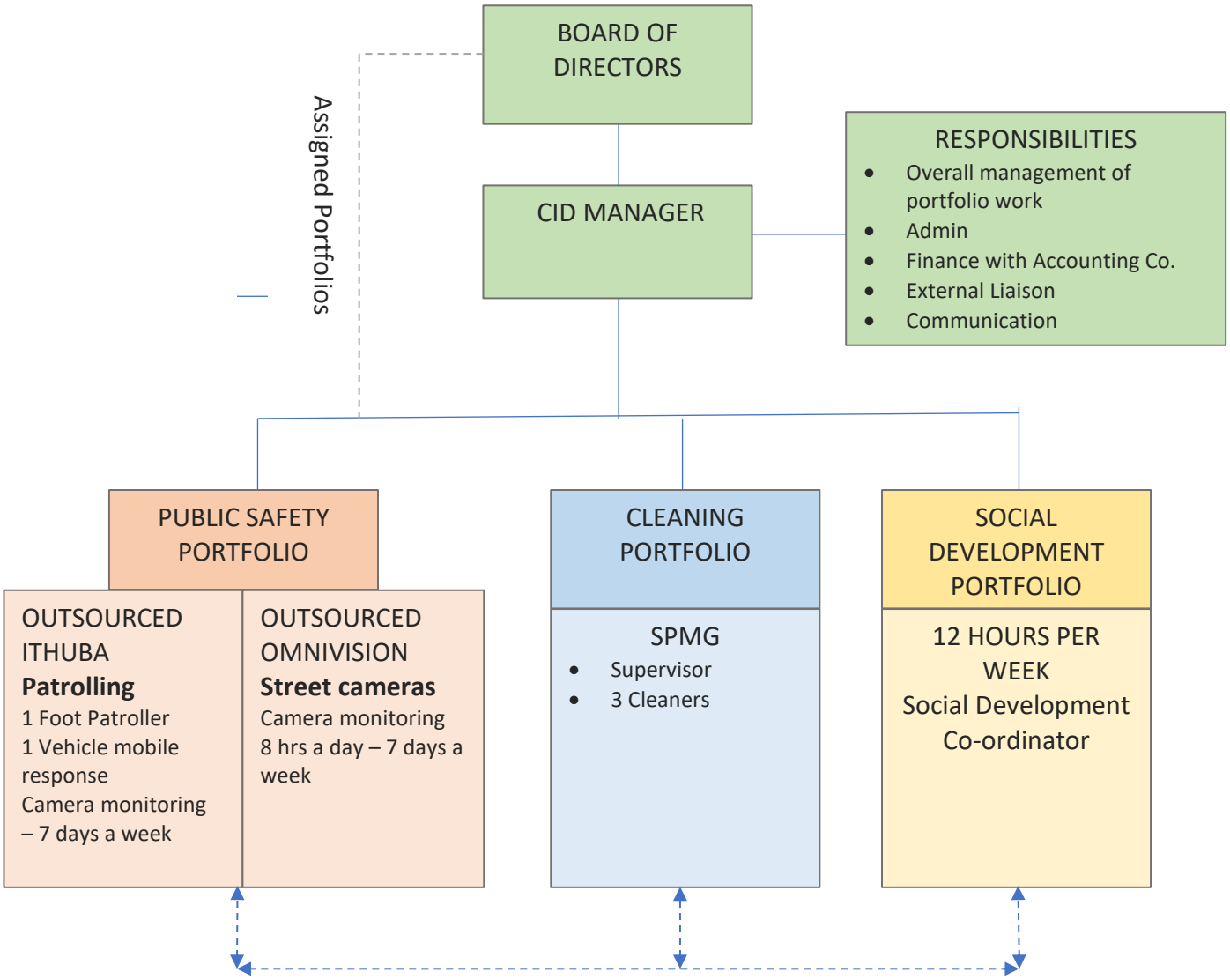
KBSJ SRA is dedicated to enhancing the Kalk Bay St James area through a range of initiatives that align with our mission and strategic goals. Our primary activities include:

• **Public Safety**: We implement measures to ensure the safety and security of all residents, workers and visitors in the area directly supporting our mission to create a secure environment.

• **Cleansing and Environmental Upgrade**: We provide continuous upkeep and cleaning services to maintain a clean and attractive residential and business area, fostering a welcoming atmosphere for all.

• **Social Development**: We promote social initiatives that benefit the local community, aligning with our core value of social responsibility.

9. ORGANISATIONAL STRUCTURE



PART B: PERFORMANCE INFORMATION

1. Situational Analysis

1.1. Service delivery environment

The public safety goal is to provide a safe and secure area by deploying contracted public safety patrollers that provide a comprehensive public safety service as outlined. Options will also be considered whereby community safety could be enhanced by alternative or additional means, including by community participation.

The current mandate of the cleansing portfolio is to concentrate on areas not maintained by the City Council (ie. all residential streets other than the Main Road, Boyes Drive and Clairvaux Roads). KBSJ SRA has contracted a cleaning company with three full time cleaners for this purpose. Although maintenance of public spaces, including parks, is a responsibility of the City, many private initiatives by local residents greatly assist in the maintenance of our public spaces and gardens.

We have a social development co-ordinator contracted on a part time basis to deal with social issues in our community.

1.2. Organisational environment

KBSJ SRA operates within the vibrant and diverse community of Kalk Bay and St James. As a proactive community driven and funded organisation, the CID is dedicated to enhancing the quality of life for residents, visitors and businesses within its boundaries.

To achieve this we rely on close co-operation with statutory and private institutions both non-profit and for profit.

The prime thrust of our cleaning and safety services are through outsourced contracts but also relies on close co-operation with the Policing Forum, SAPS and the City of Cape Town law enforcement and cleansing services. Our work on social development requires close co-operation with the Kalk Bay Night Shelter and the City's Social Development Department. We also maintain strong informal links with the Kalk Bay St James Ratepayers and Residents' Association and with the established CID's in Fish Hoek and Muizenberg.

This co-operation happens through formal meetings, but more often on an ad-hoc and informal basis.

Internally the most important driver of the organisation remains our CID manager. It is noted that the workload has become so large that a review was done and the Manager's position has been amended to a full time position with effect from 1 July 2025. In the past the engagement with and the maintenance of consistency with volunteers has proven difficult.

2. Strategic Objectives

Strategically, as per our plan, the KBSJ SRA works in partnership with the City of Cape Town and the property and business owners with the objective of uplifting the area by maintaining a level of safety and cleanliness to promote the use of and investment in the area. This is achieved through:

- Improved Public Safety through proactive visible patrolling and cooperation with existing SAPS and City of Cape Town Law Enforcement efforts as well as other security service providers in the area.
- Creating a safe and clean public environment by addressing issues of maintenance and cleaning of streets, pavements and public spaces.
- Support and promotion of social responsibility in the area.

3. Complaints Process

KBSJ SRA offers numerous channels for dealing with complaints. Formal complaints are lodged to the KBSJ SRA management via email. If received telephonically or verbally, the complainant is asked to put their request in writing to alleviate any miscommunication or misinterpretation. KBSJ SRA management acts on the complaint including one or more of the following actions:

• Referring serious complaints to the Board

• Meeting with the complainant to understand the problem and address the issue

• Scheduling the necessary tasks or actions to resolve the matter by the KBSJ SRA team

• Logging a service request with the City of Cape Town

• Communicating with the complainant on the actions taken

• Follow-up process and communication with the complainant until the matter is resolved

• Complaints are also received via website contact messages, email replies to newsletters, and through WhatsApp messages

Most of the complaints relate to crime incidents or perceived criminal activity or relate to illegal dumping and broken infrastructure. Unless an immediate response is required, safety and crime incidents are dealt with through our weekly meetings with the SAPS or through the adjustment of our public safety deployment plans.

Approximately 541 public safety complaints/requests for assistance were received during this period.

Illegal dumping is either cleared by the KBSJ SRA cleaning team where possible or, if necessary, a service request is logged with the City of Cape Town and followed up until completed. Approximately 230 queries/complaints regarding cleansing/illegal dumping issues were received during this period

Social development complaints, eg vagrancy, street children, begging, people sleeping on the streets and homelessness, is dealt with by our Social Development co-ordinator. Where necessary assistance is given by our public safety contractor, Ithuba. Approximately 170 queries/complaints regarding social issues were received during this period.

As a Board we have always been mindful of the need for interaction with our members and have from the outset always allocated the first 30 minutes of any board meeting to open engagement with members to raise concerns.

4. Performance Information

4.1 Public Safety

4.1.1 To provide safe and secure area the KBSJ SRA has developed a comprehensive public safety plan for our community in conjunction with an appointed service provider, Ithuba. The plan includes coordination and cooperation with:

- SAPS
- Local Community Policing Forums
- Other security service providers in the area
- Community organisations

4.1.2 The plan aims to offer the best solutions for a limited budget and includes the use of patrol vehicles, officers on foot and the use of an extensive surveillance camera network. Due to the nature of the area different strategies are employed during the day and at night.

4.1.3 The surveillance camera network is monitored using artificial intelligence aids during the night and abnormal activity is responded to by a patrol vehicle.

4.1.4 Radio and WhatsApp communications are used extensively

4.1.5 The public safety service is intended to keep the area free of crime for the benefit of residents and businesses. It is a supplementary service and does not provide security for individual fixed private properties but will provide public safety in all areas such as streets and parks.

4.1.6 Detailed logging of incidents is key to measuring the effectiveness of the plan and adaptation thereof. The reporting of incidents is recorded in a database and discussed at a monthly meeting.

4.1.7 Due to the nature of the area and visitor influx, there is a call for revised strategies over the festive season.

4.1.8 KBSJ SRA’s public safety strategy has from the outset been based on foot patrols which is effective for monitoring of the many inaccessible areas of the CID.

Public safety performance information

Action Steps	Key Performance Indicator	Frequency	Comments
1. Identify the root causes of crime in the area in conjunction with SAPS, Local Authority and Public Safety Service providers	Incorporate in Public Safety Management Plan	Ongoing	
2. Determine the Crime Threat Analysis of the CID area in conjunction with SAPS and our Security Service Provider. Identify shortcomings based on incidents and develop improved strategies.	Incorporate in Public Safety Management Plan	Ongoing	
3. Deploy Public Safety resources in the most effective way and ensure visibility.	Efficacy measured by attendance registers, incident reports, patrol vehicle tracking reports and logs.	Ongoing	WhatsApp groups used extensively for live tracking and to ensure that service level agreements are adhered to. Walking patrols are monitored by means of tagging at stations and weekly reporting is used to determine compliance.
4. Deploy CCTV cameras monitored in a CCTV control room and by a service provider at night	Effective use of cameras as proactive anti-crime measure	Ongoing	Deployment of cameras reviewed annually and budgeted accordingly. Redeployment of cameras from time to time depending on needs
5. Monitor and evaluate the Public Safety strategy and the performance of all service providers bi-annually.	Report performance and changes necessary to the board	Bi-annually	For any more frequent changes or additions to or alterations to strategy and budget requirements table at the next board meeting.

Action Steps	Key Performance Indicator	Frequency	Comments
6. Monthly crime stats	Review monthly crime stats, review serious crime figures.	Monthly	Crime stats reviewed in conjunction with SAPS indicators. Revise strategy if indicators show a changing trend.
7. Identify hot spots	Determine if there are hot spots that require extra visits/additional resources.	Monthly	Discussed in weekly security meeting and during the monthly incident report review.

Public safety patrollers and our public safety service provider, Ithuba, responded to 541 incidents between July 2024 and June 2025 during dayshift alone. Nightshift has a different reporting system monitored by our CCTV monitoring service provider, Omnivision. There has been a marked decrease in call outs since the new system was introduced.

Some of the incidents of a less serious nature that have not been measured were:

Gates left open, unsecured vehicles, valuables left unattended, public assistance, dealing with Street Children.

Mountain Men, a private security service provider to some residents in the area, also monitor shared WhatsApp's group and often help with incidents. KBSJ SRA pay a modest fee to Mountain Men for this service.

Public Safety Resource Allocation

Foot and Vehicle Patrols

The KBSJ SRA's public safety strategy has from the outset been based on foot patrols, supplemented and enhanced in various ways, including by a limited number of strategically placed security cameras and close working relationships with the CID's Social Development team, SAPS, Law Enforcement, SANP and other interested groups. Our landscape makes for difficult access by vehicle making foot patrols the only option in large parts of our area – we have 10 streets that end in steep stepped slopes.

The CID's public safety contractor patrols the streets and public spaces in the CID on a 24 hour basis on every day of the year in order to enhance the protection of our residents and visitors in these public spaces. To this end the following terms of the current contract will be included in any renewed or new public safety contract, subject to strategic revisions:

- Two trained and uniformed public safety patrollers to patrol the entire CID during 12 hour shifts by day and night with a vehicle with an officer and 1 patroller patrol. Foot patrols cover approximately 11km of streets and steps.
- These patrols will be maintained on every day of the year. The dayshift patrollers will continue with the current requirement to record their presence at all 72 electronic stations throughout the CID at least twice in every 12 hour period.

The public safety contractor's foot patrollers will also continue to be deployed:

- To various “hot spots” on an ad hoc basis from time to time
- To local schools to ensure the safety of pupils at arrival and departure times
- To patrol the St James/Muizenberg walkway and coastal areas during early daylight hours in summer

The public safety contractor responds to any reported incident within the CID by reacting according to standard agreed procedures and according to the nature of the call and maintains a close relationship with Mountain Men, who provide back-up when necessary.

The success of this strategy is clearly demonstrated by the following:

- The average number of visits to our 72 electronic recording points situated throughout the CID has been never less than 3 times and on average about 4 times per 12 hours, which is considerably more frequent than the contracted frequency of 2 times per 12 hours.
- Incidents of crime, despite periodic set-backs, have considerably decreased from the rate of crime experienced before regular patrols began in November 2015.
- Public safety patrollers respond to at least 18000 callouts and incidents each year. These range from assisting with arrests and apprehension of suspects to alerting residents and visitors to open gates and unlocked motor vehicles.

It is therefore proposed that the CID continue to base its Public Safety strategy on the basis outlined above, with revisions for seasonal demands and revised crime prevention strategies.

<u>CCTV Cameras</u>

The CID has installed a CCTV security camera network in our area which is monitored by Omnivision between 22h00 and 6h00 daily. The CID’s public safety contractor responds to calls from Omnivision via a Whatsapp group established for this purpose. It is proposed that this system be expanded and enhanced as far as possible, depending on available budget. On average our contracted team respond to 90 events on any one night. While most of these require no action, we know that some left unattended could result in a crime.

The budget includes the provision for a number of additional cameras in hotspots and the linking and utilization of video from suitable private cameras overlooking hotspots. One of budget allocations is for a number plate recognition camera – this will tie into the network that Muizenberg and Fish Hoek have. A significant number of serious crimes involve a vehicle and tracking of registered stolen or crime related vehicles is important for us and our neighbours.

The budget further includes provision for solar driven lights in certain areas to improve the night viewing operations by Omnivision and enhanced visibility in dark areas for residents.

<u>Liaison and co-operation with other organisations</u>

The CID will continue to maintain a close working relationship with SAPS Muizenberg, City Law Enforcement, Baywatch neighbourhood watch, the Kalk Bay Business Association and SANParks. Representatives of all these bodies regularly attend the CID weekly security meetings.

The CID will also continue to promote and assist the following initiatives or organisations:

- Use by local residents and businesses of the CID sponsored WhatsApp group as another community tool in monitoring and assisting in addressing public

safety. Members of the WhatsApp group have access to the Public Safety contractor's supervisor via mobile phone, as well as the Public Safety contractor's call centre which responds to any call for assistance.

- Support Baywatch neighbourhood watch in various ways, including small donations from time to time to meet vouched ad hoc expenses dependent on available funding.
- Appointment by the City of Cape Town of one or more local residents as volunteer Auxiliary Law Enforcement Officers. Such officers will be trained by the City and will have full powers of arrest.

Monitoring performance by the contracted public safety services provider and co-ordination of law enforcement activities

The Manager monitors performance and regulates efficient services by the public safety contractor in the CID and periodically inspects public safety patrollers. The Manager ensures that the contracted public safety provider periodically trains the patrollers in it's employ in municipal by-laws and on local knowledge of the CID area. The Manager co-ordinates liaison between the CID and the contracted public safety contractor, SAPS, and SANParks security officials.

Statistical Reporting

Informed decisions and strategic changes require knowledge of incidents. To enable better performance in the future we have implemented a reporting database that aims to gather crime and incidents in a single source database. We classify crime according to SAPS categories. The collection of information is no easy task as we have multiple service providers in our area (CID contracted service providers, multiple other service providers contracted by private residences and businesses, SAPS, Law Enforcement) and many do not share information. Further to that we are aware that there are many unreported incidents by residents, often related to the perception that it is unimportant, fear of intimidation or the time involved in reporting to SAPS or possible court appearances. We remain of the view that this information is important to budget resources prudently and identify possible hotspots – as such we will endeavour to enhance our communication with our residents on the importance of reporting.

Actual expenditure compared with the projected expenditure for (1) the financial year preceding the current reporting period and (2) the financial year that is the subject-matter of this annual report

	2024/2025			2023/2024		
Service/Project components	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure
Public Safety	R1 286 500	R1 230 934	R55 566	R1 174 262	R1 164 141	R10 121
CCTV Monitoring	R250 000	R230 915	R1 9 085	R245 000	R238 438	R6 562

4.2 Maintenance and Cleansing Services

4.2.1 The mandate of this portfolio is to concentrate on areas not normally maintained by the City Council (ie. all residential streets other than the Main Road, Boyes Drive and Clairvaux Roads).

4.2.2 KBSJ SRA has a contracted cleaning company with three full-time cleaners to top up any cleaning services offered by CCT. The service they provide includes:

- Clean up of all areas on days that CCT collects resident's rubbish
- Cleaning of areas not accessible by CCT (mainly stepped roads)
- Cleaning of areas not serviced by CCT services

47 streets are cleaned every second week on a rotating basis. Tuesdays are dedicated to pick up of litter left by CCT waste collection on Mondays – this presents a significant challenge in view of the layout of Kalk Bay/St James and the inability of many residents to use CCT dustbins for refuse collection.

4.2.3 Report to CID manager any aspects that should be brought to the attention of CCT or the Board.

4.2.4 Maintenance includes provision of services such as additional waste bins where CCT does not provide adequate facilities.

4.2.5 Maintenance of parks in the area with permission from CCT Parks and Recreation. This is mainly a community-based initiative but KBSJ SRA does assist with funding where appropriate and in the interest of residents and businesses. Included is Lever Street Park, Dalebrook Garden, Danger Beach Park and Harbour Garden.

Maintenance and Cleansing Services performance information.

Action Steps	Key Performance Indicator	Frequency	Comments
1. Develop a cleaning strategy to guide delivery from an appointed service provider	Measure through Cleaning Statistics	Monthly	Not easy or appropriate to measure quantitatively but focus is on qualitative results.
2. Provide additional bins in areas where CCT falls short of requirement	Regular inspection	Ongoing	Recommend to CCT or Board for funding
3. Provide clean streets and sidewalks	Measure effectiveness through Cleaning statistics	Weekly	Weekly report back meetings
4. Report illegal dumping	Measure effectiveness through Cleaning statistics	Monthly	
5. Support community projects for park maintenance and beautification	Requests for support from community interest groups to the Board	Annually	Budget where appropriate

Cleansing Services

The CID has contracted a cleaning company with three full-time cleaners for this purpose. It is proposed to continue with this mandate for the duration of this Business Plan. The weekly roster is maintained to ensure that every street is cleaned approximately every two weeks, and litter picked up after weekly refuse collections. It is proposed to maintain this frequency. The Manager monitors the performance of the cleansing staff and meets with them on a weekly basis. The Manager will also identify health and safety issues within the CID and will submit periodic reports to the Board and to the City.

Maintenance of Public Spaces

Although maintenance of public spaces, including parks, is a responsibility of the City, many private initiatives by local residents greatly assist in the maintenance of our public spaces and gardens. We have in place a Memorandum of Agreement with CCT Parks and Recreation for the maintenance and upgrading of public parks. The park and garden initiatives are:

- An association called Friends of Lever Street Park raises funds and employs a worker for the maintenance of Lever Street Park. KBSJ SRA contributes for the labour engaged to maintain this park.
- A local Kalk Bay resident contributes her time and landscaping skills to the maintenance of the Dalebrook garden and the CID pays for the labour engaged to assist her.
- A local Kalk Bay resident contributes her time and landscaping skills to the maintenance of the Harbour Garden and the CID pays for the labour engaged to assist her.
- Another local resident actively maintains trees planted along the Main Road in Kalk Bay
- Local residents also co-operate for the periodic maintenance of Danger Beach Park. KBSJ SRA contributes to the labour engaged to maintain this park.

To contain costs and the budget, this portfolio is allocated a relatively small portion of the budget but sufficient for the CID to provide modest financial and other support to these many initiatives as it has in the past. The CID will also continue to meet the cost of labour for maintenance of the Dalebrook Park, Danger Beach Park, Lever Street Park and Harbour gardens which are overseen by local residents free of any charge.

In addition, the CID Manager will identify problem areas in respect of

- public parks and gardens and other public spaces, including cutting of grass and removal of weeds;
- street lighting;
- maintenance of roads and sidewalks, including drains and drain covers; and
- road markings and traffic signs

The CID Manager will compile a list of prioritized items requiring attention and will liaise with City to correct. The Manager will also log C3 notifications to the city for its action as and when required. The Manager will provide periodic reports for the Board.

Actual expenditure compared with the projected expenditure for (1) the financial year preceding the current reporting period and (2) the financial year that is the subject-matter of this annual report

	2024/2025			2023/2024		
Service/Project components	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure
Cleansing Services	R348 000	R328 468	R19 532	R315 000	R300 558	R14 442
Environmental Upgrading	R106 000	R56 937	R49 063	R85 000	R78 010	R6 990
Urban Maintenance	R0	R0	R0	R30 000	R0	R30 000

4.2 Social Development Services

Our community has always been an inclusive, live and let live community. This portfolio has therefore always been of fundamental importance to the CID's approach of addressing all issues in our village, including social issues, in a holistic way. The CID currently contracts a Social Development Co-ordinator (SDC) on a part-time basis for 12 hours per week.

The SDC works hand in hand with the CID Manager and Public Safety contractor and attends weekly meetings with them. The importance of this portfolio and the successes achieved by the SDC thus far have been well documented in the CID's communications to the CID's residents.

Social Services performance information.

Action Steps	Key Performance Indicator	Frequency	Comments
1. Promote social development awareness	Quarterly awareness campaign through newsletters or website	Quarterly	Have identified the need for a service provider to enhance communications.
2. Work in conjunction with local social welfare and job creation organisations and develop the delivery of the supplementary services to improve the urban environment	Job creation through social intervention	Ongoing	
3. Provide social services	Social service to recipients	Ongoing	Monthly report from our Social Services contractor.

Actual expenditure compared with the projected expenditure for (1) the financial year preceding the current reporting period and (2) the financial year that is the subject-matter of this annual report

	2024/2025			2023/2024		
Service/Project components	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure
Social Upliftment	R150 000	R149 680	R320	R133 000	R112 600	R20 400

Efforts of our contracted SDC often go unnoticed as they are mostly not “reportable” events. During the year our SDC logged the following:

Interaction with individuals (predominantly homeless) – Males 424, Females 135 and children 4
Meetings attended – 163 (Security meetings, stakeholder meetings including DSD, Night Shelter, Street Children WCSCF and The Net)
Referrals to hospitals, City, Shelters, UTurn, Living Hope, DSD – 41
Successes – 21 (Re-unifications, move to shelters, moving back home)

PART C: CORPORATE GOVERNANCE

1. Application of King IV

1.1. In recognition of the fact that the NPC is entrusted with public funds, particularly high standards of fiscal transparency and accountability are demanded. To this end, the NPC voluntarily subscribes to the King Code of Corporate Governance for South Africa 2016 ("King IV"), which came into effect on 1 April 2017. King IV contains a series of recommended reporting practices under the 15 voluntary governance principles.
The practices applied by the company are explained in this part (Part C), of the Annual Report. In determining which reporting practices to apply, the board took account of, among other things, the CCT's policy, and the reporting protocols appropriate to a nonprofit entity such as the NPC.

1.2. Compliance with King IV for the reporting period. The board is satisfied that the NPC has complied with the applicable principles set out in King IV during the period under review, to the extent reasonably possible, are provided fully below.

2. Governance Structure

2.1. Board Composition

The Board is satisfied that the Board of the NPC is compiled by a representative group of directors representing the interests of the varied property owner groups within the KBSJ footprint.

2.2. Board Observer

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

2.3. Appointment of the board

An Annual General Meeting is held every year to review the performance of the CID and to confirm the mandate of the members. The AGM provides the opportunity to elect new directors to serve on the board of the NPC. Elected Board members take responsibility for the various portfolios in the company and regular board meetings allow the directors to review current operations and apply corrective measures as required.

2.4. Overview of the board's responsibilities

The Board oversees the day-to-day delivery of the additional services according to the Business Plan. In executing this task, the Board:

- Identifies strategies to implement the NPC's business plan in a manner that ensures the financial viability of the company and takes adequate account of stakeholder interests.
- Monitors compliance with applicable legislation, codes, and standards.
- Approves the annual budget.
- Oversees preparation of and approving the annual financial statements for adoption by members.

• Exercises effective control of the NPC and monitoring management's implementation of the approved budget and business plan

2.5. Board charter

The board is satisfied that it has fulfilled its responsibilities under the board charter during the period under review.

2.6. Director Independence

During the period under review, the board formally assessed the independence of all non-executive directors, as recommended by King IV. The board has determined that all the non-executive directors, including the chairperson, are independent in terms of King IV's definition of "independence" and the guidelines provided for in principle 7.28.

2.7. Board Committees

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

2.8. Attendance at board and committee meetings

The board convenes at least once every 2 months. An interim Board Information Pack is distributed monthly with the option to convene a special board meeting when necessary. The table below details attendance at board meetings.

Board Meetings Held During the Year

Member	**26 Aug 24**	**11 Nov 24**	**25 Nov 24**	**27 Feb 25**	**24 Apr 25**	**26 Jun 25**
Bert Stafford (Chair)	✓	✓	✓	✓	✓	✓
Andrew Jones (Resigned 2024 AGM)	✓					
Tony Dandridge (Resigned 2024 AGM)	✓					
Ted Knight (Resigned 30 November 2024)	✓	✓	✓			
Jean De La Harpe (Elected 2024 AGM)		✓	✓	✓	✓	✓
Rodrick Bothman (Elected 2024 AGM)		✓	✓	✓	✓	✓
Gamat Fredericks (Elected 2024 AGM)		✓	✓	✓	✓	✓
Malcolm Mc Carthy (Elected 2024 AGM)		✓	✓	✓	✓	
Gail Daniels (SRA Manager)	✓	✓	✓	✓	✓	✓
Observer	**26 Aug 24**	**11 Nov 24**	**25 Nov 24**	**27 Feb 25**	**24 Apr 25**	**26 Jun 25**
Cllr Izabel Sherry	✓					

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 regularly updated. 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

The risk management policy provides the Directors with direct involvement in the day-to-day financial procedures as authorisation must be given for certain purchases as stipulated in the procurement policy. This approach also applies for the spending of money whereby two directors and the accountant are made aware before a payment is made. Purchases are also approved via Board engagement and in Board meetings. Cash flow risk is reviewed at each board meeting and reserves reviewed.

Aside from financial risk the Board has identified the following risks:

- Contractor default. KBSJ SRA is largely dependent on service providers for its operations. The Board regularly reviews supplier contracts and has through prior bidding processes alternative contractors on record should there be a need for a replacement in the case of default.
- Leadership risk. The main risk is that there are insufficient volunteer directors to lead KBSJ SRA. The Board constantly looks to recruit additional board members with skills as required to fulfil the mandate of KBSJ SRA and is satisfied that positions can be filled from the community members.
- Employee risk. The Board is mindful of the danger of having a single employee run organisation but current funding does not allow for additional employees. Volunteer board members are very involved in day to day running in support of our single employee.
- IT risk. KBSJ SRA has limited IT resources which are critical to its operations. The Board is satisfied that the necessary controls are in place to mitigate this risk.

PART D: FINANCIAL INFORMATION

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

AS PER ATTACHED ANNEXURE D