

# ANNUAL REPORT

**Glosderry City Improvement District NPC**  
**Annual Report and Financial Statements**  
**for the year ended 30 June 2024**



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

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## **PART A: GENERAL INFORMATION**

### **1. GENERAL INFORMATION**

<b>Company:</b>	Glosderry City Improvement District NPC (GCID) Non-Profit Company	
<b>Company Registration No:</b>	2013/083887/08	
<b>Registered Office:</b>	3 Wilge Road, Claremont, Western Cape, 7735	
<b>VAT No:</b>	4360269296	
<b>GCID Directors:</b>		
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Chris Wolf	-	IPS
Andy Shoredits	-	IPS
<b>Ward</b>	-	58
<b>Sub-Council</b>	-	11
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<b>Sub-Council Manager</b>	-	Christa Liebenberg
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	-	Christa.Liebenberg@capetown.gov.za
<b>Auditors</b>	-	C2M Chartered Accountants
<b>Accountant</b>	-	Nicolene Cooke's Accounting Services
<b>Company Secretarial Duties</b>	-	C2M Chartered Accountants
<b>GCID Management</b>	-	Geocentric Urban Management
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<b>Emergency Contact Details</b>	-	
Control Room	-	021 565 0900
<b>Public Safety Service Provider</b>	-	Byers Security Solutions

**2. LIST OF ABBREVIATIONS/ACRONYMS**

GCID	Glosderry City Improvement District
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CCT	City of Cape Town
KPI	Key Performance Indicators
SCM	Supply Chain Management

### 3. FOREWORD BY THE CHAIRPERSON

Dear Stakeholders,

I am pleased to present the Chairperson's Report for the Glosderry City Improvement District (GCID) for the financial year ending 30 June 2024. It is with great pride that I reflect on the progress we have made, as well as the challenges we have encountered, as we continue to serve our community and enhance the Glosderry business area.

The Glosderry City Improvement District remains committed to delivering supplementary municipal services beyond those provided by the City of Cape Town, including public safety, urban cleaning, urban maintenance, greening, and social upliftment. Our mission has remained constant, even as our operating environment shifts in response to the economic, social, and safety challenges facing our city.

#### **Addressing Operational Challenges**

Despite the current relief from load shedding, the persistent and unpredictable outages have required us to equip critical CCTV infrastructure with battery backup systems, ensuring consistent surveillance and security.

In addition, the impact of two consecutive wet winters with above average rainfall has been severe on our road and storm water infrastructure. The City of Cape Town faces significant demands for road repairs, resealing, and resurfacing, and Glosderry is no exception. The management of the GCID remains in constant communication with the relevant City departments to ensure that the repair and maintenance of our roads and stormwater infrastructure are prioritized.

#### **Key Achievements**

Despite these challenges, the GCID has made notable progress in various areas over the past year:

1. **Memorandums of Agreement:** We successfully signed long-awaited Memorandums of Agreement with the Road Infrastructure Management and Parks and Recreation Departments. These agreements will formalize and strengthen our urban maintenance and greening initiatives, allowing us to enhance public spaces and improve the quality of the environment in the Glosderry business area.
2. **Public Safety and Security:** Our ongoing partnership with law enforcement agencies and private security providers continues to make a positive impact on the safety of the Glosderry City Improvement District. This year, we introduced several additional AI-powered cameras to our CCTV network, which have significantly enhanced our ability to monitor and respond to security concerns. We remain committed to proactively addressing the safety and security needs of businesses and property owners in the industrial area.
3. **Urban Maintenance and Cleaning:** Our dedicated teams continue to work tirelessly to maintain the cleanliness and appearance of our streets and public spaces. Their hard work and diligence ensure that the Glosderry City Improvement District remains an attractive and well-maintained area, despite the challenges posed by high foot and vehicle traffic and adverse weather conditions.

#### **Looking Forward**

As we move into the future, careful budget planning and resource allocation will remain crucial. We are aware of the financial pressures on property and business owners, and we continue to prioritize delivering high-quality services while maintaining fiscal responsibility. Every decision we make is guided by a commitment to balance efficiency with impact, ensuring that the Glosderry business area remains a valuable asset to the community.

#### **Conclusion**

In closing, I would like to express my deepest gratitude to our partners, stakeholders, and the entire Glosderry business community for their unwavering support and commitment to our mission. The progress we have made would not have been possible without your cooperation and dedication. Together, we will continue to build a stronger, safer, and more vibrant industrial area. Thank you for your ongoing trust and support.

Sincerely,

**Greg Sara**

**Chairperson, Glosderry City Improvement District Non-profit Company**

#### 4. GLOSDERRY CITY IMPROVEMENT DISTRICT MANAGEMENT OVERVIEW

We take pride in reporting another successful year of operations for the Glosderry City Improvement District (GCID). As we continue to provide supplementary municipal services to this mixed-use community, we are pleased to outline our progress and efforts over the past year, despite the ongoing challenges of load shedding and increased activity in the district.

Our financial performance remains strong and focused on delivering essential supplementary services that enhance the Glosderry business community. Below, we highlight our operational achievements and strategic initiatives during the reporting period:

##### **Operational Achievements:**

**Public Safety:** Public safety remains a top priority for the GCID. Our continued partnership with our public safety service provider and consistent maintenance of the CCTV network have ensured we can contribute to the safety and security of the area. Notably, the AI-enabled cameras implemented in previous years have made significant contributions to the early detection of criminal behaviors, allowing us to intervene before crimes escalate. The installation of battery backups on key cameras has been particularly impactful, ensuring that even during load shedding, critical public infrastructure remains under constant surveillance and protection.

**Urban Maintenance:** This year, we signed a Memorandum of Agreement with the Road Infrastructure Management Department of the City of Cape Town, formalizing our role in addressing pressing urban maintenance issues in the area. This agreement allows us to take on specific maintenance tasks under the guidelines and oversight of the department, improving efficiency in maintaining public spaces. We further supported this step with the introduction of a small maintenance team to focus on getting some of the maintenance tasks completed.

**Urban Greening Initiatives:** The GCID signed a Memorandum of Agreement with the Parks and Recreation Department, which will allow us to undertake future maintenance of public open spaces, further enhancing the area's visual appeal.

**Social Upliftment:** We are proud of our social upliftment efforts, which integrate with our urban cleaning and maintenance initiatives. By partnering with MES, we have provided interim work opportunities to individuals currently living in shelters. This initiative not only supports vulnerable community members but also contributes to the upkeep and cleanliness of the area.

##### **Strategic Initiatives:**

To continue addressing the unique challenges in the Glosderry area, we have implemented the following strategies and initiatives:

- a. Enhanced Security:** We expanded our AI network to improve the early warning and detection of criminal activities. Our commitment to safeguarding public infrastructure, including streetlights, electrical systems, water, and sewer reticulation, remains steadfast.
- b. Urban Maintenance and Cleaning:** Through our agreement with the Road Infrastructure Management Department, we plan to upskill our cleaning and maintenance team, enabling them to perform additional tasks such as pothole repairs, road marking, and street sign maintenance.
- c. Infrastructure Monitoring:** We remain vigilant about the impact of congestion and vehicle movements on the area's infrastructure. Robust communication with City departments has helped us address and repair damage in a timely manner.
- d. Social Upliftment:** Our ongoing collaboration with MES will support the integration of social upliftment projects into our operations. We strive to create work opportunities for vulnerable individuals, enhancing both their livelihoods and the community's well-being.

##### **Acknowledgments:**

We extend our sincere gratitude to the following groups and individuals for their invaluable contributions over the past year:

- **Board of Directors:** Your guidance and commitment have been vital to our achievements.
- **City Departments:** We appreciate the collaboration and assistance provided by various City departments.
- **SAPS:** We thank you for your critical role in maintaining public safety.
- **Property Owners:** Your financial contributions sustain the operations of the GCID, and we thank you for your ongoing commitment to our community.

**Looking Ahead:**

With the support of our property owners and community we remain committed to our mission of enhancing the quality of life in Glosderry. We will continue to adapt, innovate, and collaborate to overcome challenges and capitalize on new opportunities. Together, we will build a stronger, safer, and more vibrant Glosderry CID for all.

**Gene Lohrentz**

**Chief Executive Officer**

**Geocentric Urban Management as management company for the Glosderry City Improvement District**



## **5. STATEMENT OF DIRECTORS' RESPONSIBILITY AND CONFIRMATION OF ACCURACY OF THE ANNUAL REPORT**

We confirm that, to the best of our knowledge:

All information and amounts disclosed in the annual report are consistent with the annual financial statements audited by C2M Auditors.

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 **30 August 2024** and signed on behalf by:

**Greg Sara**  
**Chairperson of the Board**  
**30 August 2024**

## 6. STRATEGIC OVERVIEW

### 6.1. Vision

The formation of the GCID in May 2013 enabled the establishment of a statutory body to manage and implement additional public safety and urban management operations in addition to those services provided by the City of Cape Town. The property owners from the area pay an additional rate to fund additional services for that specific area as set out in this business plan for the area. The additional services include the provision of additional public safety, cleaning services, maintenance and/or upgrading of the urban public environment and/or infrastructure and social services that addresses social issues in the area.

### 6.2. Mission

It is the mission of the GCID to create an accessible and inviting industrial and mixed-use area attractive and safe for workers, visitors, and clients alike.

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

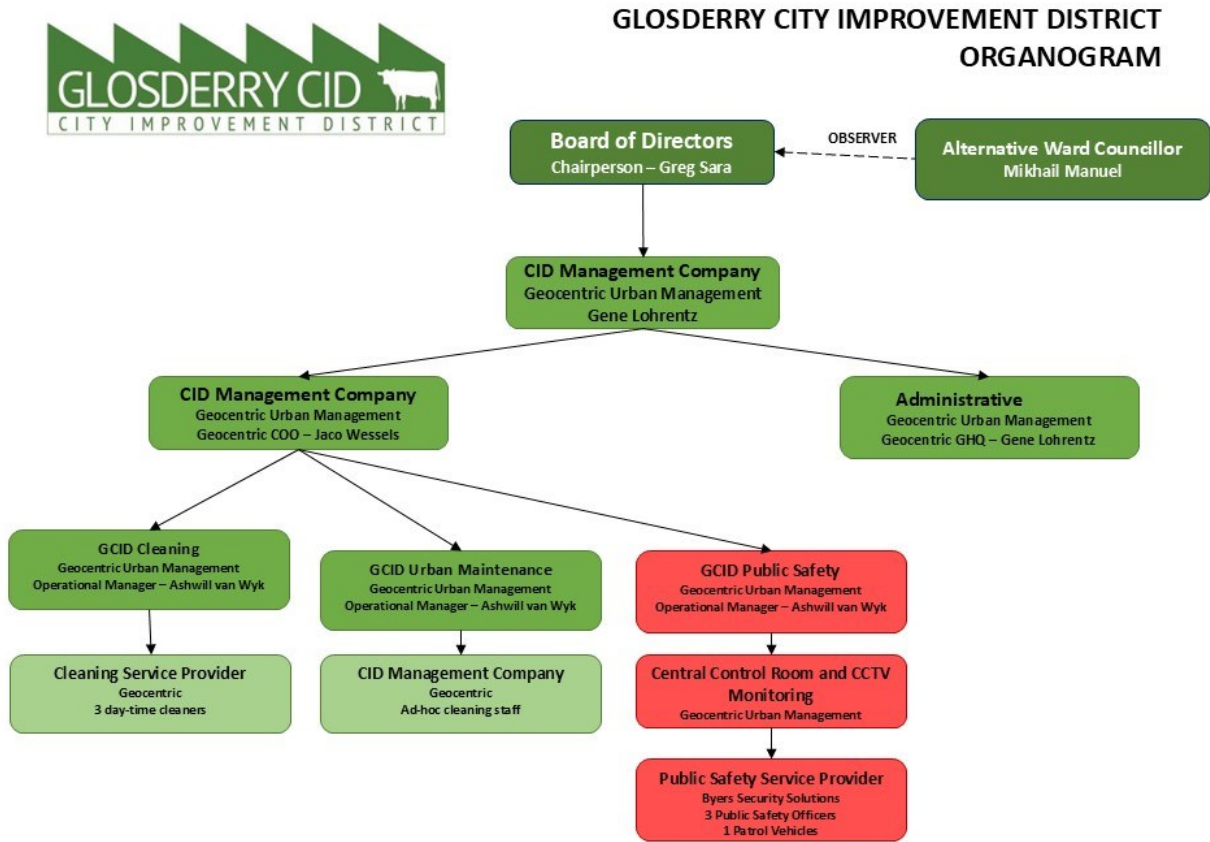
### 6.3. Our Goals

- Improve Public Safety significantly by proactive visible patrolling and cooperation with existing SAPS and City of Cape Town Law Enforcement efforts as well as other security service providers in the area.
- Maintaining a safe and clean public environment by addressing issues of maintenance and cleaning of streets, pavements, and public spaces.
- Manage existing and new public infrastructure for the future benefit of all the users of the area.
- Protect property values.
- Attract new investment to the area.
- Support and promote social responsibility in the area.
- The sustained and effective management of the GCID area.

## 7. STATUTORY MANDATE

In terms of the CID By-law and s.22 of the Municipal Property Rates Act, the Glosderry City Improvement District NPC is tasked with considering, developing and implementing improvements and upgrades to the Glosderry City Improvement District area to supplement services provided by the CCT. The funding comes from additional rates collected by the CCT from CID property owners and paid over to the company under the aforesaid legislation and may be supplemented by local fundraising initiatives. In expending these funds, the company is subject to oversight by the CCT in terms of the CID By-law and Policy, as well as public procurement principles enshrined in s. 217 of the Constitution of the Republic of South Africa, 1996 (the "Constitution").

## 8. ORGANISATIONAL STRUCTURE



## 9. MEET YOUR TEAM

### Geocentric Urban Management Team



**Gene Lohrentz**  
Chief Executive Officer

- Company enquiries
- Proposals
- Community groups and liaison

Contact Details

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**Jaco Wessels**  
Chief Operating Officer

- Operational enquiries
- Control Room issues
- Collaboration requests
- CCTV enquiries

Contact Details

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**Wejaen Viljoen**  
Admin & Information Manager

- Admin enquiries
- Reports
- AGM enquiries
- Board Meeting enquiries
- HR enquiries

Contact Details

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062 753 4779

**Ashwill van Wyk**  
CID Manager

- Day-to-day Operations

Contact Details

gcid@geocentric.co.za  
061 219 2990

For emergencies contact our 24-hour Control Room on 021 565 0900 or info@geocentric.co.za or visit our website geocentric.co.za

Join our community WhatsApp group for realtime updates by sending a message with your name, surname, business name and business street address to 081 869 8911.

## **PART B: PERFORMANCE INFORMATION**

### **1. SITUATIONAL ANALYSIS**

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

Through the efforts of the GCID the area has been upgraded and maintained. The GCID successfully achieved the support of its members to extend its term for an additional five years and will be asking the property owners for approval for a further 5-year term at the Annual General Meeting in 2023. During this term the GCID is repositioning itself to address the impact of the growing number of visitors and commuters in the area and the associated potential for urban decay, traffic congestion, littering and increased opportunities for crime that may impact the entire GCID area.

In the light of these challenges the GCID aims to continue to enhance the area and work closely with the City of Cape Town to upgrade its infrastructure and strengthen service delivery to the area.

#### **1.2. Organisational environment**

The day-to-day activities such as meetings, Board meetings, contact with community organisations and engagements with the City of Cape Town continued normally throughout the year.

### **2. STRATEGIC OBJECTIVES**

Strategically, the GCID works in partnership with the City of Cape Town and the property and business owners towards the economic upliftment of the area by maintaining a level of safety and cleanliness to promote the use of and investment in the area. This is achieved through:

- Increased public safety
- Encouraging the maintenance and upgrading of private properties and public spaces in the area.
- Creating a clean and well-maintained public environment
- Assist with the management and solution to the issues of people living on the streets of Glosderry.

### **3. COMPLAINTS PROCESS**

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

- Referring serious complaints to the COO and CEO of the management company and/or the Board
- Meeting with the complainant to understand the problem and address the issue
- Scheduling the necessary tasks or actions to resolve the matter by the GCID team
- Logging a service request with the City of Cape Town
- Communicating with the complainant on the actions taken

- Follow-up process and communication with the complainant until the matter is resolved
- Complaints are also received via website contact messages, email replies to newsletters and feedback via various social media platforms including dedicated WhatsApp groups which are monitored via the central control room.
- Telephonic complaints are also dealt with via the operational managers, or the central control room and the central control room number is visible on all patrol vehicles.

Most of the complaints relate to crime incidents or perceived criminal activity or relates to illegal dumping. Unless immediate response is required, safety and crime incidents are dealt with through our monthly meetings with the SAPS or through the adjustment of our public safety deployment plans. Illegal dumping is either cleared by the GCID cleaning team as soon as possible or if necessary, a service request is logged with the City of Cape Town and followed up until completed.

## **4. PERFORMANCE INFORMATION**

### **4.1 PUBLIC SAFETY**

4.1.1 To improve safety and security the GCID developed a comprehensive and integrated public safety plan for the area in conjunction with an appointed service provider. These actions include coordination and cooperation with:

- The South African Police Service
- Local Community Policing Forums
- Other existing security services in the area
- City of Cape Town Safety and Security Directorate
- Community organisations
- Other stakeholders

4.1.2 The GCID initiative and the inherent security situation of the area require the deployment of public safety patrol officers to adequately secure the public areas. Such a deployment can be expensive to implement and therefore the focus of the public safety plan is on roaming vehicles and foot patrols with the highest number of resources deployed during day-time operations between 06:30 and 17:30 when most businesses are operational in the area. Considering the contributions from other stakeholders such as the SAPS and safety and security efforts from the City of Cape Town the following public safety and security plan is proposed for the GCID.

4.1.3 This plan involves the deployment of Public Safety Patrol Officers (like the concept of Neighbourhood Safety Ambassadors) and public CCTV surveillance system to provide a reassuring presence on streets 7 days a week.

4.1.4 The public safety patrol officers are brightly uniformed ambassadors that help to maintain an inviting and comfortable experience by serving as additional “eyes and ears” for local law enforcement agencies. They are the face of the area. Typically, they get to know their neighbourhood and community very well and often serve as a first point of contact for emergency needs, help law enforcement to maintain order and provide an additional deterrent to crime through their consistent coverage and visibility. Public Safety Patrol Officers are equipped with two-way radios and walk or patrol the area at key times of the day. They become an integral part of general law enforcement, often being the ones to identify public safety issues and form an extension of the SAPS and the local authority law enforcement. A small group of

well-trained public safety patrol officers have proven to be very successful in securing an area through active engagement with all people in the precinct. Additional training of patrol officers is required to become knowledgeable on issues such as public safety and reporting, first aid and first-responder training, communication skills and homeless outreach services. Beyond basic training the Public Safety Patrol Officers develop a keen awareness and information of specific neighbourhood safety issues including drug trade, gang presence, poverty, social issues, criminal activity, and behaviour. If required patrol officers also provide walking escorts to people entering businesses early or staff leaving work late or elderly and vulnerable people feeling insecure.

#### 4.1.5 The public safety plan includes:

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

#### 4.1.6 Assistance from the City of Cape Town

4.1.7 The GCID will further enhance its public safety initiative through close cooperation with the Safety and Security Directorate of the City of Cape Town to link in with their initiative to support a safer public environment. This effort will be focused on utilising the services of Law Enforcement officers from the City of Cape Town in the area.

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

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

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

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	Comments
2. Determine the Crime Threat Analysis of the CID area in conjunction with the SAPS, determine strategies by means of an integrated approach to improve public safety, identify current Public Safety and policing shortcomings and develop and implement effective public safety strategy	Incorporate in Public Safety Management Plan	Ongoing	
3. Deploy Public Safety resources accordingly and effectively on visible patrols. Public Safety personnel and patrol vehicles to be easily identifiable	Effective Safety and Public Safety patrols in the GCID measured by:  Daily attendance registers Incident reports Patrol vehicle tracking reports. Patrol vehicle patrol logs	Ongoing	Public safety officers are inspected and posted to their patrols daily. The Public safety officer's performance is measured on a weekly basis using the incident reports submitted via the incident reporting system and the public safety WhatsApp groups.
4. Assist the police through participation by GCID in the local Police sector crime forum.	Incorporate feedback and information in Public Safety and safety initiatives of the GCID. Report on any Public Safety information of the GCID to the CPF	Monthly	
5. Monitor and evaluate the Public Safety strategy and performance of all service delivery on a quarterly basis	Report findings to the GCID Board with recommendations where applicable	Quarterly	
6. Deploy CCTV cameras monitored by a CCTV Control Room	Effective use of CCTV cameras through monitoring	Ongoing	

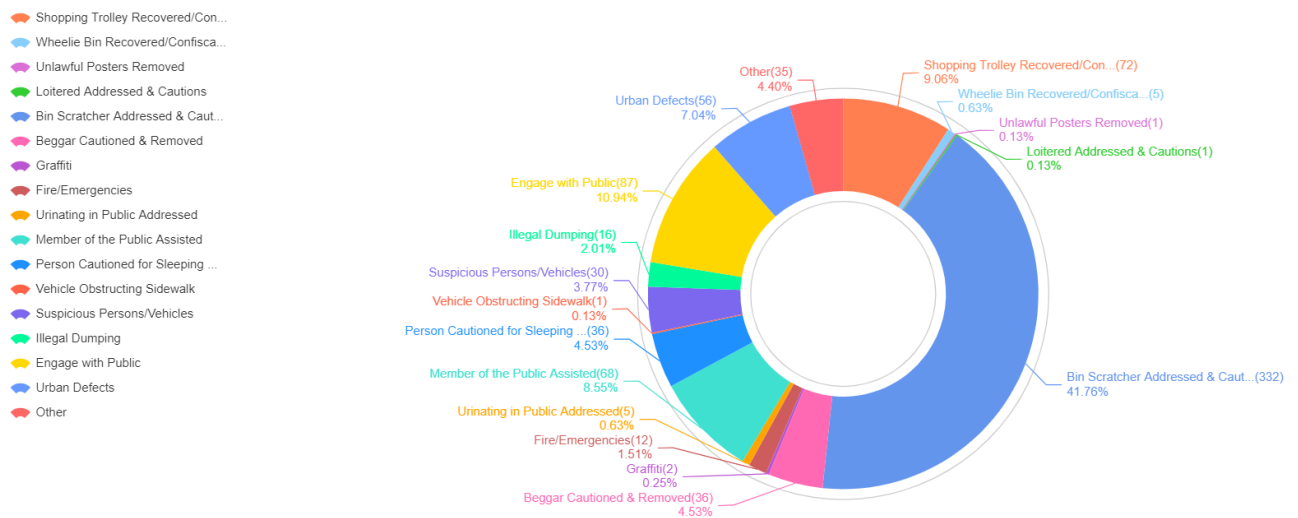
**IMPROVE AND CONTINUALLY ASSESS ALIGNMENT OF RESOURCES WITH SAFETY NEEDS OF LOCAL COMMUNITY**

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	Comments
7. Deploy Law Enforcement Officers in the GCID in support of the Public Safety Initiative	Measure effectiveness through Law Enforcement Statistics	Monthly	
8. Weekly Public Safety Reports from Contract Public Safety Service Provider	Report findings to the GCID Board with recommendations where applicable.  Incident reports Patrol vehicle tracking reports. Patrol vehicle patrol logs	Weekly	<b>Incident reports</b> See the Table and Graph below. <b>Patrol vehicle patrol logs.</b> See the Table below
9. Identify "hot spot" areas.	Number of "hot spot" areas identified and the number of "hot spot" visitation for the reporting period	Monthly	See the Table Below

**Public Safety Incident Summary Report**

Type	Count
Shopping Trolley Recovered/Confiscated	72
Wheelie Bin Recovered/Confiscated	5
Unlawful Posters Removed	1
Bin Scratcher Addressed & Cautioned	1
Beggar Cautioned & Removed	332
Fire/Emergencies	36
Urinating in Public Addressed	2
Member of the Public Assisted	12
Person Cautioned for Sleeping in Public Space	5
Person Cautioned for Obstructing Sidewalk	68
Suspicious Persons/Vehicles	36
Illegal Dumping	1
Engage with Public	30
Urban Defects	16
Other	87
<b>TOTAL</b>	<b>795</b>

**Public Safety Incidents Graph**



From 1 July 2023 to 30 June 2024 the one patrol vehicles logged the following number of patrol kilometres:



Patrol Vehicle 1: 44 481 km

**Total:** 44 481 km

- The most significant challenge to the public safety operations in GCID remains the limited resources. The Public Transport Interchange (PTI) requires near full-time dedicated patrol officers and Law Enforcement as well as Traffic Services management. The GCID has limited resources and cannot dedicate its entire Public Safety Deployment to the PTI area alone.
- The GCID's overall strategy to address the challenge is based on a multi-disciplinary approach which includes the following measures:
  - Deploy CCTV cameras to enhance the deployment of the Public Safety Operations.

#### 4.1.9 Resource Allocation

- During the reporting period the GCID deployed two public safety foot patrollers and one patrol vehicle during the daytime and one public safety officer in one patrol vehicle at night during weekdays. On weekends one patrol vehicle patrols the area.
- A budget of R 1 215 530 was projected on the Public Safety deployments for the year and an additional R 65 000 was allocated for CCTV monitoring.

*Actual expenditure compared with the projected expenditure for (1) the financial year preceding the current reporting period and (2) the financial year that is the subject-matter of this annual report (referred to below as "2023/2024")*

Service/ Project components	2022/2023			2023/2024		
	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure
<b>Public Safety</b>	R 1 125 492	R 1 124 916	R 576	R 1 215 530	R 1 210 956	R 4 574
<b>CCTV Monitoring</b>	R 63 510	R 55 800	R 7 710	R 65 000	R 56 040	R 8 960

## **4.2 MAINTENANCE AND CLEANSING SERVICES**

4.2.1 The GCID deployed the services of a dedicated public cleaning service to provide the supplementary service or additional cleaning services required in their area. To establish the most effective cleaning plan the strategy supports existing waste management services, identify specific management problems and areas and assist in developing additional waste management and cleaning plans for the area.

4.2.2 The plan was executed by establishing a small team to:

- Decrease waste and grime in the area through a sustainable cleaning programme.
- Provide additional street sweeping, waste picking and additional refuse collection in all the public areas.
- Removal of illegal posters, graffiti and stickers from non-municipal infrastructure.

4.2.3 Urban infrastructure was improved by:

- Developing and implementing a plan to identify and monitor the status of public infrastructure such as roads, pavements, streetlights, road markings and traffic signs.
- Coordinating actions with the relevant City of Cape Town's departments to address infrastructure defects. This was done through specific liaison with departments and officials in addition to the reporting and monitoring of repairs identified by the CID Manager.
- After a base level of repair and reinstatement was achieved the GCID team implemented local actions to correct minor issues.

4.2.4 In addition, the urban management team, in consultation with the relevant City Departments assisted with:

- Graffiti removal from non-municipal infrastructure where possible.
- Removal of illegal posters and pamphlets from public spaces and non-municipal infrastructure as noted in the GCID Implementation Plan.
- Painting of road markings and correction of road signs.
- Greening, tree pruning and landscaping.
- Kerb, bollard and paving reinstatements.
- Storm water drain cleaning where required.

4.2.5 The cleaning contingent deployed teams in various areas and rotated through the GCID. Some of the team members were recruited from homeless people seeking gainful employment and on-the-job training was provided to improve their skills and utilisation. The cleaning and urban maintenance team includes:

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

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

<b>PROVIDE A CLEANER PUBLIC SPACE</b>			
<b>ACTION STEPS</b>	<b>KEY PERFORMANCE INDICATOR</b>	<b>FREQUENCY per year</b>	<b>Comments</b>
1. Develop cleaning strategy to guide delivery from appointed service delivery provider	Measure effectiveness through Cleaning Statistics	Monthly	
2. Provide (on own initiative or in collaboration with CCT) additional litter bins in public spaces.	Record and Report findings to the GCID Board and the CCT with recommendations where applicable	Annually	
3. Provide clean streets & sidewalks (i.e. cleaning of municipal bins & removing street litter).	Measure effectiveness through Cleaning Statistics	Monthly	See the Table and Graph below
4. Remove Illegal Dumping from Public Spaces	Measure effectiveness through Cleaning Statistics	Monthly	See the Table and Graph below

<b>RENEWING PUBLIC SPACES</b>			
<b>ACTION STEPS</b>	<b>KEY PERFORMANCE INDICATOR</b>	<b>FREQUENCY per year</b>	<b>Comments</b>
5. Remove graffiti in public spaces	Measure effectiveness through Cleaning Statistics	Monthly	See the Table and Graph below
6. Remove unlawful or unsightly stickers and posters from public infrastructure	Measure effectiveness through Cleaning Statistics	Monthly	See the Table and Graph below

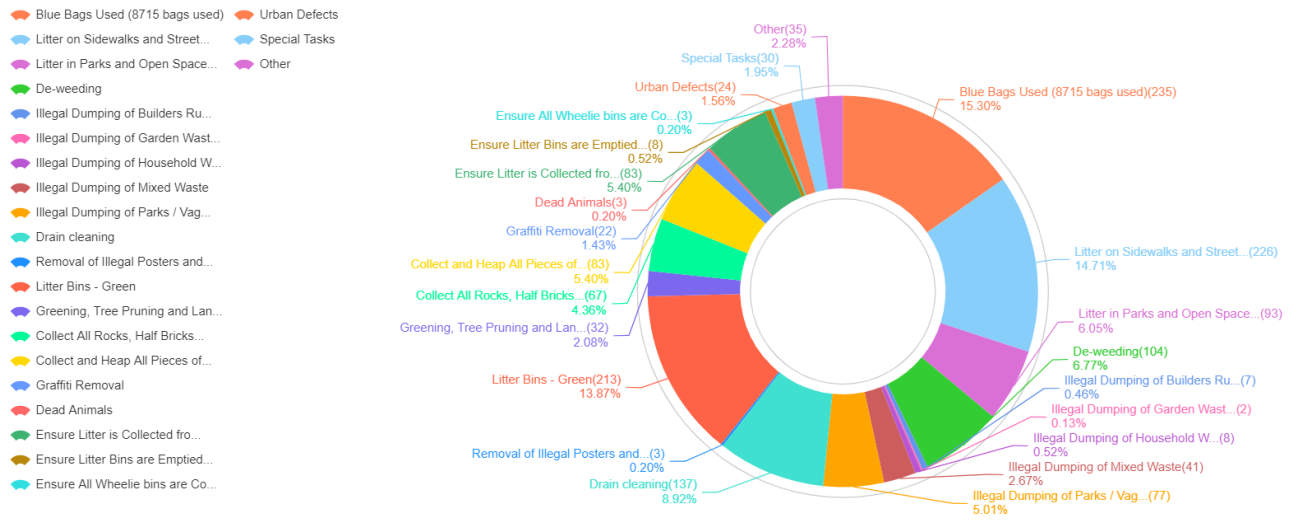
<b>PROVIDE A WELL-MAINTAINED PUBLIC SPACE</b>			
<b>ACTION STEPS</b>	<b>KEY PERFORMANCE INDICATOR</b>	<b>FREQUENCY per year</b>	<b>Comments</b>
1. Develop an urban maintenance strategy to guide delivery from appointed service delivery provider	Measure effectiveness through Urban Maintenance Statistics	Monthly	
2. Identify and report urban defects through collaboration with CCT	Record and Report findings to the GCID Board and the CCT with follow-up action where applicable.  Measure effectiveness through Urban Maintenance Statistics	Monthly	See the Table below
3. Identify and plan the correction of urban defects and beautification of public infrastructure through repair, cleaning, and painting.	Measure effectiveness through Urban Maintenance Statistics	Monthly	See the Table below

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

### ***Cleansing Summary Report***

<b>Type</b>	<b>Count</b>
Yellow Bags Used	8 715
Litter on Sidewalks and Streets	226
Litter in Parks and Open Spaces	93
De-weeding	104
Illegal Dumping of Builders Rubble	7
Illegal Dumping of Garden Waste	2
Illegal Dumping of Household Waste	8
Illegal Dumping of Mixed Waste	41
Illegal Dumping of Parks / Vagrants	77
Drain cleaning	137
Removal of Illegal Posters and Pamphlets from Public Spaces and Non-municipal Infrastructure	3
Litter Bins - Green	213
Greening, Tree Pruning and Landscaping	32
Collect All Rocks, Half Bricks, Concrete Pieces	
Collect and Heap All Pieces of Wood and Other Objects	67
Graffiti Removal	83
Dead Animals	22
Ensure Litter is Collected from City	3
Ensure Litter Bins are Emptied from City	83
Ensure All Wheelie bins are Collected	8
Urban Defects	3
Special Tasks	24
Report Vehicles and Other Accidents	30
Other	35
<b>TOTAL</b>	<b>1 536</b>

**Cleansing Task Graph**



**Urban Management Task List**

Category	Sub-Category	Uncompleted	Underway	Completed	Total
City Parks (Maintenance)	Bush clearing/weed control	0	0	1	1
City Parks (Maintenance)	Cleaning of ablution facilities	0	0	1	1
City Parks (Maintenance)	Tree removal	0	0	1	1
City Parks (Maintenance)	Tree trimming/pruning	0	0	7	7
<b>City Parks (Maintenance) Total</b>		<b>0</b>	<b>0</b>	<b>10</b>	<b>10</b>
Electricity (Equipment damage & exposure)	Exposed cable	0	0	1	1
<b>Electricity (Equipment damage &amp; exposure) Total</b>		<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>
Electricity (Street lighting)	All streetlights are out	0	0	9	9
Electricity (Street lighting)	Individual streetlights are out	0	0	9	9

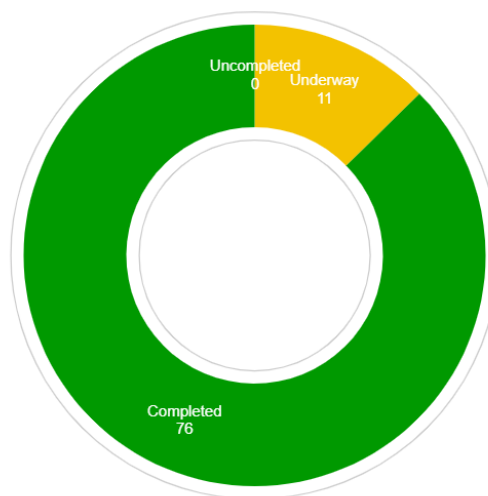
Category	Sub-Category	Uncompleted	Underway	Completed	Total
<b>Electricity (Street lighting) Total</b>		<b>0</b>	<b>0</b>	<b>18</b>	<b>18</b>
Electricity (Wires)	Wires are down	0	0	1	1
<b>Electricity (Wires) Total</b>		<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>
Fire-Fighting Services	Faulty hydrants	0	5	1	6
<b>Fire-Fighting Services Total</b>		<b>0</b>	<b>5</b>	<b>1</b>	<b>6</b>
Informal Trading	Trading illegally or without permit	0	0	2	2
<b>Informal Trading Total</b>		<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>
Litter Bins (Public)	Litter bins are not being emptied/serviced	0	0	1	1
<b>Litter Bins (Public) Total</b>		<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>
Roads and storm water (Maintenance required)	Paint or repaint road marking, lines, etc.	0	2	8	10
Roads and storm water (Maintenance required)	Repair a pothole	0	0	3	3
Roads and storm water (Maintenance required)	Repair or replace bollards, guards or handrails	0	1	4	5
Roads and storm water (Maintenance required)	Traffic and road signs require attention	0	1	0	1
<b>Roads and storm water (Maintenance required) Total</b>		<b>0</b>	<b>4</b>	<b>15</b>	<b>19</b>

Category	Sub-Category	Uncompleted	Underway	Completed	Total
Roads and stormwater (flooding)	Flooding of road	0	0	2	2
<b>Roads and stormwater (flooding) Total</b>		<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>
Roads and stormwater (Missing covers and grids)	Repair or replace manhole cover or grid	0	1	1	2
<b>Roads and stormwater (Missing covers and grids) Total</b>		<b>0</b>	<b>1</b>	<b>1</b>	<b>2</b>
Safety and security (Problem buildings)	Unkempt/abandoned buildings	0	1	0	1
<b>Safety and security (Problem buildings) Total</b>		<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>
Sewer	Sewer: blocked/overflow	0	0	3	3
<b>Sewer Total</b>		<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>
Stormwater (Blockages)	Stormwater gulley or manhole blocked	0	0	3	3
<b>Stormwater (Blockages) Total</b>		<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>
Traffic (Speeding, taxis, parking, etc.)	Abandoned vehicles	0	0	1	1
Traffic (Speeding, taxis, parking, etc.)	Parking enforcement	0	0	3	3
Traffic (Speeding, taxis, parking, etc.)	Taxi problems	0	0	1	1
<b>Traffic (Speeding, taxis,</b>		<b>0</b>	<b>0</b>	<b>5</b>	<b>5</b>

Category	Sub-Category	Uncompleted	Underway	Completed	Total
<b>parking, etc.) Total</b>					
Traffic Signals	All traffic lights are out	0	0	1	1
Traffic Signals	Robot down	0	0	1	1
Traffic Signals	Traffic lights are flashing	0	0	2	2
<b>Traffic Signals Total</b>		<b>0</b>	<b>0</b>	<b>4</b>	<b>4</b>
Transport (Speed bumps and signage)	Traffic signage damaged	0	0	1	1
<b>Transport (Speed bumps and signage) Total</b>		<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>
Water	Burst pipe	0	0	3	3
Water	Leak at fire hydrant	0	0	3	3
Water	Leak in road/pavement/underground	0	0	2	2
<b>Water Total</b>		<b>0</b>	<b>0</b>	<b>8</b>	<b>8</b>
<b>TOTAL</b>		<b>0</b>	<b>11</b>	<b>76</b>	<b>87</b>

**Urban Maintenance Task Graph**

- Uncompleted
- Underway
- Completed





- Although the GCID improved the cleanliness of most public environments in the area, the most challenging area remains the informal Public Transport Interchange opposite Kenilworth Centre. The informal traders make a significant contribution to the generation of public litter and organic waste as they simply dispose of litter in the street and on the sidewalk.
- The GCID is in constant liaison with the City of Cape Town to address both the origin and the result of this problem through concerted efforts to curb unpermitted trade and formalise solid waste management for the area.

*Actual expenditure compared with the projected expenditure for (1) the financial year preceding the current reporting period and (2) the financial year that is the subject-matter of this annual report (referred to below as "2023/2024")*

Service/ Project components	2022/2023			2023/2024		
	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure
Cleaning Services	R 276 180	R 276 000	R 180	R 294 500	R 294 426	R 74
Environmental Upgrading	R 10 000	R 7 490	R 2 510	R 15 000	R 13 313	R 1 687
Urban Management	R 20 000	R 15 057	R 4 944	R 10 000	R 8 741	R 1 259

#### **4.3 SOCIAL DEVELOPMENT SERVICES**

4.3.1 The social issues of the area are varied and complex and no single plan or approach will adequately address these issues. The GCID coordinates its social intervention actions with the various NGO's and social improvement organisations in the area to assist in the development of a comprehensive strategy for addressing social issues in conjunction with the City of Cape Town, all relevant social welfare organisations and institutions. Social intervention and development can only be achieved by offering unemployed and/or homeless people an alternative.

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

*Actual expenditure compared with the projected expenditure for (1) the financial year preceding the current reporting period and (2) the financial year that is the subject-matter of this annual report (referred to below as "2023/2024")*

Service/ Project components	2022/2023			2023/2024		
	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure
Social Services	R 10 000	R 9 750	R 250	R 10 000	R 9 396	R 604

## **PART C: CORPORATE GOVERNANCE**

### **1. APPLICATION OF KING IV**

- 1.1. In recognition of the fact that the NPC is entrusted with public funds, particularly high standards of fiscal transparency and accountability are demanded. To this end, the NPC voluntarily subscribes to the King Code of Corporate Governance for South Africa 2016 (“King IV”), which came into effect on 1 April 2017. King IV contains a series of recommended reporting practices under the 15 voluntary governance principles.

The practices applied by the company are explained in this part (Part C), of the Annual Report. In determining which reporting practices to apply, the board took account of, among other things, the CCT’s policy, and the reporting protocols appropriate to a non-profit entity such as the NPC.

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

### **2. GOVERNANCE STRUCTURE**

#### **2.1. Board Composition**

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

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

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

#### **2.3. Appointment of the board**

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

#### **2.4. Overview of the board’s responsibilities**

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

- identifying strategies to implement the NPC's business plan in a manner that ensures the financial viability of the company and takes adequate account of stakeholder interests.
- monitoring compliance with applicable legislation, codes, and standards.
- approving the annual budget.
- overseeing preparation of and approving the annual financial statements for adoption by members.
- exercising effective control of the NPC and monitoring management's implementation of the approved budget and business plan

### **2.5. Board charter**

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

### **2.6. Director Independence**

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

### **2.7. Board Committees**

No Board appointed committees were established during the reporting period.

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

The board convenes at least once every 2 months. A Board Information Pack is distributed with the option to convene a special board meeting when necessary.

## **3. ETHICAL LEADERSHIP**

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

The Code is available online at [www.gcid.co.za](http://www.gcid.co.za)

Upon appointment, directors must declare in writing to the chairperson any private interests which could give rise to a potential conflict of interest. These declarations are kept in a register and are regularly updated.

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

The GCID board is committed to maintaining a comprehensive risk management policy aimed at safeguarding the GCID's assets and ensuring responsible use of public funds in alignment with its objectives. The risk management policy is integrated into the company's operations and management processes, overseen by the board.

Key elements of the risk management strategy include:

1. **Board Oversight:** The board has the ultimate responsibility for risk management and ensures that a sound internal control system is in place. The board regularly considers risk at its board meetings to ensure that key risk areas are being adequately addressed and monitored by the appointed management company.
2. **Code of Conduct:** As part of the risk management framework, the GCID adheres to a strict code of conduct, ensuring confidentiality and ethical handling of sensitive information.
3. **Internal Controls:** The system of internal controls includes:
  - **Performance Targets:** These are established at each board meeting, with actual performance being tracked on a quarterly basis with every board meeting set out as per the CID policy and implementation plan. This process helps identify areas of concern and mitigates risk through proactive monitoring.
  - **Risk Register:** A detailed risk register is maintained and reviewed by the appointed management company as set out in the implementation plan. This register identifies the GCID's operational risks, assesses the likelihood and potential impact of each risk, and outlines mitigation strategies.

This approach ensures that risk is addressed in a structured and consistent manner, enhancing the GCID ability to achieve its objectives while safeguarding its assets and operations. The board's continuous engagement in the risk management process provides an additional layer of assurance that all significant risks are being appropriately managed.

##### 4.2. Effectiveness of risk management

During the year under review, the appointed management company of the Glosderry City Improvement District NPC (GCID) conducted thorough risk assessments to evaluate the effectiveness of its risk management policy and strategy.

The board is satisfied with the adequacy of the systems and processes in place to govern and manage risks. The risk assessments were carried out in accordance with the GCID's established risk framework, ensuring that operational risks were continually identified, monitored, and mitigated. These assessments also included an evaluation of any emerging risks, ensuring that the risk register remained updated and reflective of the company's current risk profile.

Overall, the board is confident that it has fulfilled its responsibilities in managing and mitigating risks and that the existing systems provide robust support for the company's risk governance objectives.

#### 4.3. Key business risks and opportunities

During the reporting period, the board identified several material risks that could impact the ability of Glosderry City Improvement District (GCID) to achieve its strategic objectives. The key risks identified and monitored include:

- Manage the funds and bank accounts of the NPC responsibly.
- Theft and/or vandalism of municipal infrastructure.
- Ageing municipal infrastructure.

The board confirms that no unexpected or unusual risks arose during the period under review. Furthermore, all risks were managed within the pre-determined risk tolerance levels, and appropriate mitigation strategies were applied.

In future reporting periods, the board and the appointed management company plans to enhance its risk management processes by incorporating more frequent risk assessments, expanding internal audit functions, and integrating risk management practices more closely with strategic decision-making processes. This will ensure that the organization remains agile and responsive to emerging risks and deliver the supplementary service to the members of the GCID.

## 5. ACCOUNTABILITY

### 5.1. performance reviews

During the reporting period, the GCID board conducted a comprehensive performance review of its governance structures and operations. The assessment covered the effectiveness of the appointed management company, focusing on strategic oversight, decision-making, and risk management. Based on the review, the board is satisfied that the appointed management company has performed its duties effectively and met its responsibilities in overseeing the GCID's performance and achieving its strategic goals.

### 5.2. delegated limits of authority

The board has appointed a management company to ensure smooth day-to-day functioning of the GCID. These delegations of authority include decision-making in areas such as operational management, and execution of strategic initiatives.

The board has reviewed these delegations during board meetings for period under review to ensure that there is an appropriate balance between governance oversight and operational efficiency. It confirmed that the existing delegations are appropriate, maintaining a clear distinction between the board's governance responsibilities and management's operational functions. This structure allows for agile decision-making without compromising the board's overall accountability.

### 5.3. supplier Code of conduct

The board and appointed management company undertook a review of the supplier code of conduct to ensure alignment with the company's ethical standards and risk management

frameworks. The board and appointed management company will review all suppliers that are required to comply with the organization's standards concerning ethical behaviour, sustainability, and legal compliance. The board emphasized the importance of maintaining these standards to mitigate risks associated with supply chain practices, such as performance issues, reputational risks, and non-compliance with regulatory requirements. The GCID has a procurement policy which outlines the procurement of goods and services for the GCID. The procurement process is the acquisition process (purchasing) of goods and/or services. The procurement process is meant to ensure that the GCID's needs are met for the best possible cost in terms of quality, time, and other relevant factors to support the GCID's operations.

***PART D: FINANCIAL INFORMATION***

**1. REPORT OF THE EXTERNAL AUDITOR**

See full report below

**2. ANNUAL FINANCIAL STATEMENTS**

See full report below

<b>RISK REGISTER</b>						<b>Annexure C</b>
<b>RISK DESCRIPTION</b>	<b>IMPACT DESCRIPTION</b>	<b>IMPACT LEVEL</b>	<b>PROBABILITY LEVEL</b>	<b>PRIORITY LEVEL</b>	<b>MITIGATION NOTES</b>	<b>OWNER</b>
Manage the funds and bank accounts of the NPC responsibly	The loss of funds due to a hacking incident	Moderate	Very Low	High	The management of the funds and accounts payment functions are properly separated with separate authorisation and daily and monthly payment limits are imposed.	Management and Board
Theft and/or vandalism of municipal infrastructure	Degradation of the urban landscape. Interruption or total loss of services such as electricity supply, street lights, sewer pump facilities and water supply.	Moderate	High	High	The management team has identified potential municipal infrastructure at risk of vandalism and theft and the public safety teams are continuously monitoring these spaces to detect and prevent criminal activities. Where possible, additional technology such as AI CCTV cameras will be deployed to provide additional safeguards.	Management
Ageing municipal infrastructure	The service infrastructure in the area is quite old and services such as water reticulation and overhead power lines including street lights fail on a regular basis thereby disrupting the functioning of the business area	Moderate	High	Moderate	The management team frequently and consistently report failing infrastructure to the City of Cape Town and consistently follow up to ensure that service requests are completed. The GCID also highlights these deficiencies in reports where applicable.	Management



**GLOSDERRY CITY IMPROVEMENT DISTRICT (NPC)**  
**(REGISTRATION NUMBER 2013/083887/08)**  
**ANNUAL FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**GLOSDERRY CITY IMPROVEMENT DISTRICT (NPC)**  
(REGISTRATION NUMBER: 2013/083887/08)  
ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

**GENERAL INFORMATION**

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<b>Country of incorporation and domicile</b>	South Africa
<b>Nature of business and principal activities</b>	District improvement
<b>Directors</b>	AKR Shoredits CWDB Wolf GK Sara
<b>Registered office</b>	3 Wilge Road Claremont Cape Town 7708
<b>Business address</b>	3 Wilge Road Claremont Cape Town 7708
<b>Postal address</b>	3 Wilge Road Claremont Cape Town 7708
<b>Bankers</b>	Standard Bank Limited
<b>Auditors</b>	C2M Chartered Accountants Incorporated Chartered Accountants (SA) Registered Auditors
<b>Company registration number</b>	2013/083887/08
<b>Tax reference number</b>	9278/37/61/82
<b>Level of assurance</b>	These annual financial statements have been audited in compliance with the applicable requirements of the Companies Act of South Africa.
<b>Preparer</b>	The annual financial statements were independently compiled by: MD Dreyer Professional Accountant (SA)
<b>Issued</b>	30 August 2024

**GLOSDERRY CITY IMPROVEMENT DISTRICT (NPC)**  
**(REGISTRATION NUMBER: 2013/083887/08)**  
**ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024**

**INDEX**

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

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Independent Auditor's Report	6 - 7
Statement of Financial Position	8
Statement of Comprehensive Income	9
Statement of Changes in Equity	10
Statement of Cash Flows	11
Accounting Policies	12 - 13
Notes to the Annual Financial Statements	14 - 16
The following supplementary information does not form part of the annual financial statements and is unaudited:	
Detailed Income Statement	17

**GLOSDERRY CITY IMPROVEMENT DISTRICT (NPC)**  
**(REGISTRATION NUMBER: 2013/083887/08)**  
**ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024**

**DIRECTORS' RESPONSIBILITIES AND APPROVAL**

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

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

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

The directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The directors have reviewed the company's cash flow forecast for the year to 30 June 2025 and, in the light of this review and the current financial position, they are satisfied that the company has or has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently auditing and reporting on the company's annual financial statements. The annual financial statements have been examined by the company's external auditors and their report is presented on page 6 to 7.

The annual financial statements set out on pages 8 to 16, which have been prepared on the going concern basis, were approved by the directors on 30 August 2024 and were signed on its behalf by:



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GK Sara



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AKR Shoredits

**30 August 2024**  
**Bellville**

**GLOSDERRY CITY IMPROVEMENT DISTRICT (NPC)**  
**(REGISTRATION NUMBER: 2013/083887/08)**  
**ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024**

**DIRECTORS' REPORT**

---

The directors have pleasure in submitting their report on the annual financial statements of Glosderry City Improvement District (NPC) for the year ended 30 June 2024.

**1. Incorporation**

The company was incorporated on 23 May 2013 and obtained its certificate to commence business on the same day.

**2. Nature of business**

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

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

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

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

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

**4. Auditors**

C2M Chartered Accountants Incorporated continued in office as auditors for the company for 2024.

At the AGM, the shareholder will be requested to reappoint C2M Chartered Accountants Incorporated as the independent external auditors of the company and to confirm Mr R Ariefdien as the designated lead audit partner for the 2025 financial year.

**5. Secretary**

The company had no secretary during the year..

**6. Insurance and risk management**

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

**7. Directors**

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

**Directors**

AKR Shoredits  
CWDB Wolf  
GK Sara

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

**8. Directors' interests in contracts**

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

**GLOSDERRY CITY IMPROVEMENT DISTRICT (NPC)**  
(REGISTRATION NUMBER: 2013/083887/08)  
ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

**DIRECTORS' REPORT**

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**9. Property, plant and equipment**

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

**10. Events after the reporting period**

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

**11. Going concern**

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

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

**12. Liquidity and solvency**

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

**13. Date of authorisation for issue of annual financial statements**

The annual financial statements have been authorised for issue by the directors on Friday, 30 August 2024. No authority was given to anyone to amend the annual financial statements after the date of issue.

## INDEPENDENT AUDITOR'S REPORT

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### To the Shareholders of Glosderry City Improvement District (NPC)

#### Opinion

We have audited the annual financial statements of Glosderry City Improvement District (NPC) (the company) set out on pages 8 to 16, which comprise the statement of financial position as at 30 June 2024, statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and the notes to the annual financial statements, including a summary of significant accounting policies.

In our opinion, the annual financial statements present fairly, in all material respects, the financial position of Glosderry City Improvement District (NPC) as at 30 June 2024, and its financial performance and cash flows for the year then ended in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa.

#### Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Annual Financial Statements section of our report. We are independent of the company in accordance with the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of annual financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards). We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Other Information

The directors are responsible for the other information. The other information comprises the information included in the document titled "Glosderry City Improvement District (NPC) annual financial statements for the year ended 30 June 2024", which includes the Directors' Report as required by the Companies Act of South Africa and the supplementary information as set out on page 17. The other information does not include the annual financial statements and our auditor's report thereon.

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

In connection with our audit of the annual financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the annual financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.



## INDEPENDENT AUDITOR'S REPORT

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

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

In preparing the annual financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the Annual Financial Statements

Our objectives are to obtain reasonable assurance about whether the annual financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual financial statements.

As part of an audit in accordance with International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the annual financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the annual financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the annual financial statements, including the disclosures, and whether the annual financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



**R Ariefdien**  
**Chartered Accountant (SA)**  
**Registered Auditor**  
**Director**

**30 August 2024**

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





**GLOSDERRY CITY IMPROVEMENT DISTRICT (NPC)**  
 (REGISTRATION NUMBER: 2013/083887/08)  
 ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024  
**STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2024**

Figures in Rand	Note(s)	2024	2023
<b>Assets</b>			
<b>Non-Current Assets</b>			
Property, plant and equipment	2	130 612	123 385
<b>Current Assets</b>			
Trade and other receivables	3	8 652	5 000
Cash and cash equivalents	5	1 428 392	1 323 019
		<b>1 437 044</b>	<b>1 328 019</b>
<b>Total Assets</b>		<b>1 567 656</b>	<b>1 451 404</b>
<b>Equity and Liabilities</b>			
<b>Equity</b>			
Non-Distributable Reserve		1 556 360	1 451 404
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Current tax payable	4	11 296	-
<b>Total Equity and Liabilities</b>		<b>1 567 656</b>	<b>1 451 404</b>

**GLOSDERRY CITY IMPROVEMENT DISTRICT (NPC)**  
 (REGISTRATION NUMBER: 2013/083887/08)  
 ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

**STATEMENT OF COMPREHENSIVE INCOME**

Figures in Rand	Note(s)	2024	2023
Revenue	6	2 253 820	2 047 090
Operating expenses		(2 230 748)	(2 084 344)
<b>Operating surplus (loss)</b>		<b>23 072</b>	<b>(37 254)</b>
Investment revenue	9	93 180	72 620
<b>Surplus before taxation</b>		<b>116 252</b>	<b>35 366</b>
Taxation	10	(11 296)	-
<b>Surplus for the year</b>		<b>104 956</b>	<b>35 366</b>
Other comprehensive income		-	-
<b>Total comprehensive income for the year</b>		<b>104 956</b>	<b>35 366</b>

**GLOSDERRY CITY IMPROVEMENT DISTRICT (NPC)**  
 (REGISTRATION NUMBER: 2013/083887/08)  
 ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

**STATEMENT OF CHANGES IN EQUITY**

Figures in Rand	Non Distributable reserve	Retained income	Total equity
<b>Balance at 01 July 2022</b>	<b>1 416 037</b>	-	<b>1 416 037</b>
Surplus for the year	-	35 366	35 366
Other comprehensive income	-	-	-
<b>Total comprehensive income for the year</b>	<b>-</b>	<b>35 366</b>	<b>35 366</b>
Transfer between reserves	35 366	(35 366)	-
<b>Total changes</b>	<b>35 366</b>	<b>(35 366)</b>	<b>-</b>
<b>Balance at 01 July 2023</b>	<b>1 451 403</b>	-	<b>1 451 403</b>
Surplus for the year	-	104 956	104 956
Other comprehensive income	-	-	-
<b>Total comprehensive income for the year</b>	<b>-</b>	<b>104 956</b>	<b>104 956</b>
Transfer between reserves	104 956	(104 956)	-
<b>Total changes</b>	<b>104 956</b>	<b>(104 956)</b>	<b>-</b>
<b>Balance at 30 June 2024</b>	<b>1 556 360</b>	-	<b>1 556 360</b>

**GLOSDERRY CITY IMPROVEMENT DISTRICT (NPC)**  
 (REGISTRATION NUMBER: 2013/083887/08)  
 ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

**STATEMENT OF CASH FLOWS**

Figures in Rand	Note(s)	2024	2023
<b>Cash flows from operating activities</b>			
Cash receipts from customers		2 250 168	2 008 747
Cash paid to suppliers and employees		(2 157 312)	(1 851 136)
Cash generated from (used in) operations	11	92 856	(157 612)
Interest income		93 180	72 620
<b>Net cash from operating activities</b>		<b>186 036</b>	<b>(84 992)</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	2	(80 663)	-
<b>Total cash movement for the year</b>		<b>105 373</b>	<b>(84 992)</b>
Cash and cash equivalents at the beginning of the year		1 323 019	1 408 011
<b>Total cash at end of the year</b>	5	<b>1 428 392</b>	<b>1 323 019</b>

**GLOSDERRY CITY IMPROVEMENT DISTRICT (NPC)**  
**(REGISTRATION NUMBER: 2013/083887/08)**  
**ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024**

**ACCOUNTING POLICIES**

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**1. Basis of preparation and summary of significant accounting policies**

The annual financial statements have been prepared on a going concern basis in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities, and the Companies Act of South Africa. The annual financial statements have been prepared on the historical cost basis, except for biological assets at fair value less point of sale costs, and incorporate the principal accounting policies set out below. They are presented in South African Rands.

These accounting policies are consistent with the previous period.

**1.1 Significant judgements and sources of estimation uncertainty**

**Critical judgements in applying accounting policies**

Management did not make critical judgements in the application of accounting policies, apart from those involving estimations, which would significantly affect the annual financial statements.

**Key sources of estimation uncertainty**

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

**1.2 Property, plant and equipment**

Property, plant and equipment are tangible assets which the company holds for its own use or for rental to others and which are expected to be used for more than one period.

Property, plant and equipment is initially measured at cost.

Cost includes costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

Expenditure incurred subsequently for major services, additions to or replacements of parts of property, plant and equipment are capitalised if it is probable that future economic benefits associated with the expenditure will flow to the company and the cost can be measured reliably. Day to day servicing costs are included in profit or loss in the period in which they are incurred.

Property, plant and equipment is subsequently stated at cost less accumulated depreciation and any accumulated impairment losses, except for land which is stated at cost less any accumulated impairment losses.

Depreciation of an asset commences when the asset is available for use as intended by management. Depreciation is charged to write off the asset's carrying amount over its estimated useful life to its estimated residual value, using a method that best reflects the pattern in which the asset's economic benefits are consumed by the company.

The useful lives of items of property, plant and equipment have been assessed as follows:

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<b>Item</b>	<b>Depreciation method</b>	<b>Average useful life</b>
Satellite office	Straight line	6 Years
CCTV cameras	Straight line	5 Years

When indicators are present that the useful lives and residual values of items of property, plant and equipment have changed since the most recent annual reporting date, they are reassessed. Any changes are accounted for prospectively as a change in accounting estimate.

Impairment tests are performed on property, plant and equipment when there is an indicator that they may be impaired. When the carrying amount of an item of property, plant and equipment is assessed to be higher than the estimated recoverable amount, an impairment loss is recognised immediately in profit or loss to bring the carrying amount in line with the recoverable amount.

## **ACCOUNTING POLICIES**

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### **1.2 Property, plant and equipment (continued)**

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its continued use or disposal. Any gain or loss arising from the derecognition of an item of property, plant and equipment, determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item, is included in profit or loss when the item is derecognised.

### **1.3 Financial instruments**

#### **Initial measurement**

Financial instruments are initially measured at the transaction price (including transaction costs except in the initial measurement of financial assets and liabilities that are measured at fair value through profit or loss) unless the arrangement constitutes, in effect, a financing transaction in which case it is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

#### **Financial instruments at amortised cost**

These include loans, trade receivables and trade payables. They are subsequently measured at amortised cost using the effective interest method. Debt instruments which are classified as current assets or current liabilities are measured at the undiscounted amount of the cash expected to be received or paid, unless the arrangement effectively constitutes a financing transaction.

At each reporting date, the carrying amounts of assets held in this category are reviewed to determine whether there is any objective evidence of impairment. If there is objective evidence, the recoverable amount is estimated and compared with the carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in profit or loss.

### **1.4 Tax**

#### **Current tax assets and liabilities**

Current tax for current and prior periods is, to the extent unpaid, recognised as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess is recognised as an asset.

The tax liability reflects the effect of the possible outcomes of a review by the tax authorities.

#### **Tax expenses**

Tax expense is recognised in the same component of total comprehensive income or equity as the transaction or other event that resulted in the tax expense. The NPO meets the criteria for the exemption under section 10(1)(e)(i)(cc) of the Tax Act.

### **1.5 Government grants**

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

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

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

### **1.6 Revenue**

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

### **1.7 Borrowing costs**

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

**GLOSDERRY CITY IMPROVEMENT DISTRICT (NPC)**  
(REGISTRATION NUMBER: 2013/083887/08)  
ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS**

Figures in Rand	2024	2023
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**2. Property, plant and equipment**

	2024			2023		
	Cost or revaluation	Accumulated depreciation and impairment	Carrying value	Cost or revaluation	Accumulated depreciation and impairment	Carrying value
Satellite office	39 130	(36 413)	2 717	39 130	(29 891)	9 239
CCTV cameras	393 560	(265 665)	127 895	312 897	(198 751)	114 146
<b>Total</b>	<b>432 690</b>	<b>(302 078)</b>	<b>130 612</b>	<b>352 027</b>	<b>(228 642)</b>	<b>123 385</b>

**Reconciliation of property, plant and equipment - 2024**

	Opening balance	Additions	Depreciation	Closing balance
Satellite office	9 239	-	(6 522)	2 717
CCTV cameras	114 146	80 663	(66 914)	127 895
	<b>123 385</b>	<b>80 663</b>	<b>(73 436)</b>	<b>130 612</b>

**Reconciliation of property, plant and equipment - 2023**

	Opening balance	Depreciation	Closing balance
Satellite office	15 760	(6 521)	9 239
CCTV cameras	176 726	(62 580)	114 146
	<b>192 486</b>	<b>(69 101)</b>	<b>123 385</b>

**Details of properties**

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

**3. Trade and other receivables**

VAT	8 652	5 000
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**4. Current tax receivable (payable)**

Normal tax	(11 296)	-
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**Net current tax receivable (payable)**

Current liabilities	(11 296)	-
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**5. Cash and cash equivalents**

Cash and cash equivalents consist of:

Bank balances	1 428 392	1 323 019
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**GLOSDERRY CITY IMPROVEMENT DISTRICT (NPC)**  
(REGISTRATION NUMBER: 2013/083887/08)  
ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS**

Figures in Rand	2024	2023
<b>6. Revenue</b>		
Revenue – Additional Rates Received	2 199 580	2 007 537
Revenue – Additional Rates Retention Received	54 240	39 553
	<u>2 253 820</u>	<u>2 047 090</u>
<b>7. Auditor's remuneration</b>		
Audit and taxation services	11 700	14 750
<b>8. Depreciation, amortisation and impairments</b>		
The following items are included within depreciation, amortisation and impairments:		
<b>Depreciation</b>		
Property, plant and equipment	73 436	69 101
<b>9. Investment revenue</b>		
<b>Interest revenue</b>		
Bank	93 180	72 620
<b>10. Taxation</b>		
<b>Reconciliation of the tax expense</b>		
Accounting surplus	116 252	35 366
Tax at the applicable tax rate of 27% (2023: 27%)	31 388	9 549
<b>Tax effect of adjustments on taxable income</b>		
<b>Exempt income</b>		
Exempt income	(6 592)	(9 222)
<b>Other</b>		
Exemption under section 10(1)(e)(i)(cc)	(13 500)	(327)
	<u>11 296</u>	<u>-</u>
<b>Non provision of tax</b>		
No provision has been made for 2024 tax as the company is exempt from income tax under section 10(1)(cN).		
<b>11. Cash generated from (used in) operations</b>		
Net surplus before taxation	116 252	35 366
<b>Adjustments for:</b>		
Depreciation, amortisation, impairments and reversals of impairments	73 436	69 101
Investment income	(93 180)	(72 620)
<b>Changes in working capital:</b>		
(Increase) decrease in trade and other receivables	(3 652)	(1 210)
Increase (decrease) in trade and other payables	-	(188 249)
	<u>92 856</u>	<u>(157 612)</u>



**GLOSDERRY CITY IMPROVEMENT DISTRICT (NPC)**  
 (REGISTRATION NUMBER: 2013/083887/08)  
 ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS**

Figures in Rand	2024	2023
<b>12. Tax refunded</b>		
Current tax for the year recognised in surplus or loss	(11 296)	-
Balance at end of the year	11 296	-
	<u>-</u>	<u>-</u>

**13. Going concern**

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

**GLOSDERRY CITY IMPROVEMENT DISTRICT (NPC)**  
(REGISTRATION NUMBER: 2013/083887/08)  
ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

**DETAILED INCOME STATEMENT**

Figures in Rand	Note(s)	2024	2023
<b>Revenue</b>			
Revenue – Additional Rates Received		2 199 580	2 007 537
Revenue – Additional Rates Retention Received		54 240	39 553
	6	<b>2 253 820</b>	<b>2 047 090</b>
<b>Operating expenses</b>			
Accounting fees		(10 740)	(10 000)
Administration and management fees		(495 000)	(475 620)
Advertising		(5 740)	(16 796)
Auditors remuneration	7	(11 700)	(14 750)
Bank charges		(1 718)	(2 021)
Cleaning		(294 426)	(276 000)
Depreciation, amortisation and impairments		(73 436)	(69 101)
Environmental Upgrading		(13 313)	(7 490)
Insurance		(2 072)	(2 072)
Projects: - CCTV Battery Backup		(27 475)	-
Public Safety		(1 210 956)	(1 124 916)
Public Safety - CCTV monitoring		(56 040)	(55 800)
Repairs and maintenance		(350)	(3 126)
Secretarial fees		(9 645)	(1 700)
Social Upliftment		(9 396)	(9 750)
Staff welfare		-	(145)
Urban Maintenance		(8 741)	(15 057)
		<b>(2 230 748)</b>	<b>(2 084 344)</b>
<b>Operating surplus (loss)</b>		<b>23 072</b>	<b>(37 254)</b>
Investment income	9	93 180	72 620
<b>Surplus before taxation</b>		<b>116 252</b>	<b>35 366</b>
Taxation	10	(11 296)	-
<b>Surplus for the year</b>		<b>104 956</b>	<b>35 366</b>