

## ANNUAL REPORT



**NORTHPINE CITY IMPROVEMENT  
DISTRICT NPC**

**Annual Report and Financial Statements  
for the year ended 30 June 2025**



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

## **Contents**

### **PART A: GENERAL INFORMATION**

1. NPC's general information
2. List of abbreviations or acronyms
3. Foreword by Chairperson
4. Vice Chairperson overview
5. Statement of responsibility and confirmation of accuracy for the annual report
6. Strategic overview
  - 6.1. Vision
  - 6.2. Mission
  - 6.3. Values
7. Statutory mandate
8. Organisational structure

### **PART B: PERFORMANCE INFORMATION**

1. Situational Analysis
  - 1.1. Service delivery environment
  - 1.2. Organisational environment
2. Strategic Objectives
3. Complaints process
4. Performance information by service/project
  - 4.1. Public safety
  - 4.2. Urban Management
  - 4.3. Social Development and Marketing
  - 4.4. Human Resources

### **PART C: CORPORATE GOVERNANCE**

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

### **PART D: FINANCIAL INFORMATION**

1. Report of external auditor
2. Annual financial statements

## **PART A: GENERAL INFORMATION**

### **1. GENERAL INFORMATION**

|                            |                                                                            |
|----------------------------|----------------------------------------------------------------------------|
| <b>Registered name:</b>    | Northpine CID NPC                                                          |
| <b>Registration no:</b>    | 2017/224442/08                                                             |
| <b>Physical address:</b>   | 32 Eastwood Drive, Northpine                                               |
| <b>Postal address:</b>     | 32 Eastwood Drive, Northpine                                               |
| <b>Telephone number/s:</b> | 079 108 8107                                                               |
| <b>Email address:</b>      | info@northpinecid.co.za                                                    |
| <b>Website address:</b>    | www.northpinecid.co.za                                                     |
| <b>External auditors:</b>  | Harry Curtis and Co. 3 <sup>rd</sup> financial year as the NCID's auditors |
| <b>Company Secretary:</b>  | Terence Erasmus                                                            |

### **2. LIST OF ABBREVIATIONS/ACRONYMS**

|     |                            |
|-----|----------------------------|
| CEO | Chief Executive Officer    |
| CFO | Chief Financial Officer    |
| CCT | City of Cape Town          |
| KPI | Key performance indicators |
| SCM | Supply chain management    |

### 3. FOREWORD BY THE CHAIRPERSON

- Introduction
- Strategic objectives
- Executive summary of performance outcomes
- Key events / challenges
- Short and medium-term outlook
- Acknowledgments
- Conclusion



---

Mark Smith  
Northpine CID NPC  
14 November 2025

#### **4. CHIEF EXECUTIVE OFFICER'S [*or Executive Manager's / Treasurer's*] OVERVIEW**

- General financial review of NPC
- Spending trends
- Capacity constraints and challenges
- Discontinued activities
- New or proposed activities
- Supply chain management
- Supply chain management-related challenges
- Any finalised, unsolicited tender proposals for the year under review
- Audit report matters in the previous year and proposed mitigation
- Proposed measures to address any financial challenges
- Material events after the reporting date
- Economic Viability of NPC
- Acknowledgement/s or Appreciation



---

Mark Smith  
Northpine CID NPC  
14 November 2025

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

We confirm that, to the best of our knowledge:

All information and amounts disclosed in the annual report are consistent with the annual financial statements audited by Harry Curtis and 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 28 August 2025 and signed on behalf by:



---

Mark Smith  
14 November 2025

---

Kyle Visagie  
14 November 2025

## 6. STRATEGIC OVERVIEW

### 6.1. Vision

#### Overview of vision per NPC's business plan.

- The vision behind the establishment of the Northpine City Improvement District (NCID) was to create a clean, safe, and well-managed environment that enhances the overall quality of life for residents and promotes business confidence within the Northpine community.
- The NCID was established in 2017 as a collaborative initiative between property owners, residents, and the City of Cape Town to address urban decay, improve service delivery, and stimulate local economic development. By pooling resources through a collective funding model, the NCID aims to deliver supplementary municipal services such as safety patrols, cleaning, urban greening, and infrastructure maintenance.
- At its core, the vision is to transform Northpine into a vibrant, attractive, and inclusive neighbourhood — a place where residents feel secure, investors see potential, and visitors experience a welcoming and well-maintained environment.

### 6.2. Mission

- To manage the effective implementation of NCID plans in accordance with the relevant legislation, including but not limited to, section 22 of the Municipal Property Rates Act and the SRA By-Law.
- To address the challenges in the community by revitalising the neighbourhood through focused urban management and community participation.
- To improve delivery service by providing municipal supplementary services.

### 6.3. Values

The NCID emphasises transparency: A transparent business plan and budget whereby you will be able to see exactly how your additional rates are being spent.

It focuses on safety, cleanliness, and urban management: reduction of crime, grime and social-related challenges, improving the public environment.

It promotes community participation: membership of property owners, engagement in the decision-making processes.



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

## 7. STATUTORY MANDATE

The Northpine City Improvement District (NCID) operates as a Non-Profit Company (NPC) established in accordance with Section 22 of the Municipal Property Rates Act (Act 6 of 2004) and the City of Cape Town's Special Rating Area (SRA) By-Law and SRA Policy.

**Under this legal framework, the NCID's statutory mandate is to:**

- **Supplement and enhance municipal services** within the defined Northpine area by providing additional safety, cleaning, urban management, and public-space maintenance services.
- **Promote a safe, clean, and economically vibrant environment** that supports social and business development in partnership with the City of Cape Town.
- **Manage and apply funds** collected through the additional SRA levy in a transparent and accountable manner, ensuring that all income is reinvested into services that directly benefit the improvement district. During the 2025 financial year, unauthorised expenditure of R100,432 were fully recovered on 11 November 2025. This misappropriation is disclosed in the directors' report and recorded as a receivable in the audited Annual Financial Statements for the year ending 30 June 2025. The subsequent recovery in the 2026 financial year simply reverses the receivable in 2025. There is no deficit to report on the statement of income and retained earnings because of the full recovery.
- Management is committed to accountability and have implemented stringent internal controls to avoid recurrence.
- **Operate under good governance principles**, including the appointment of a Board of Directors elected by property owners, adherence to approved business plans and budgets, and compliance with reporting requirements to the City of Cape Town.

In essence, the NCID's statutory role is to act as a locally managed, community-driven mechanism that enhances municipal service delivery and urban renewal within its demarcated boundaries.

## 8. ORGANISATIONAL PROFILE

### Primary Activities & Their Relation to Mission / Strategic Goals

The NCID delivers a range of complementary services ("top-up services") within its defined area, which support its mission ("to revitalise the neighbourhood, improve service delivery and provide supplementary municipal services") and its strategic goals (beautify, promote economic growth, assist safety, increase community participation) as follows:

- **Urban management / Cleansing & Maintenance:** Activities include enhanced street sweeping, litter and verge maintenance, graffiti removal, upkeep of public spaces. These directly feed the goal of beautifying the area and improving service delivery.
- **Safety and Visible Patrols:** The NCID provides enhanced security presence, liaises with law enforcement and municipal agencies, and runs control-room / incident monitoring. This activity supports the goal of assisting safety agencies and creating a safe, secure environment.
- **Greening, Public-space Upgrades & Recycling:** Planting trees, landscaping, upgrading open spaces, introducing recycling programmes. These contribute to the beautification and environmental quality goal, and the mission's revitalisation objective.



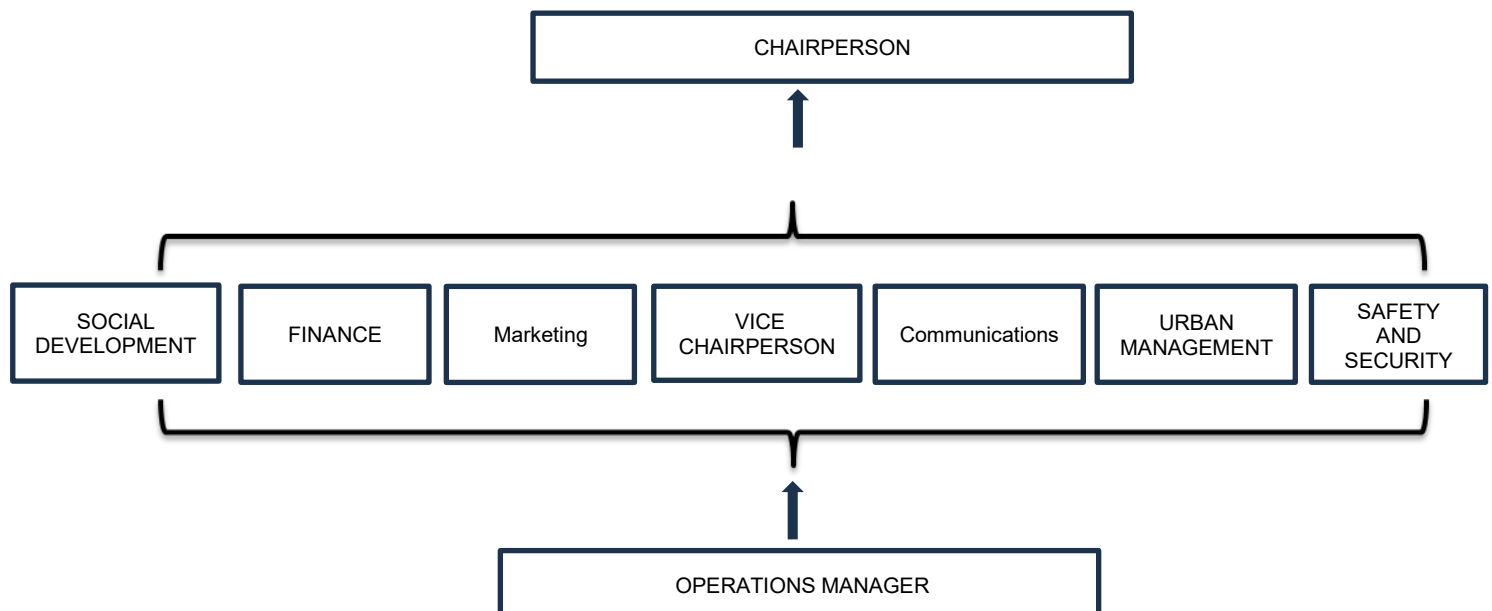
- **Economic / Investment Promotion:** By improving the environment and safety of the area, the NCID creates conditions favourable to business retention and attraction – aligning with the strategic goal to promote economic growth in Northpine.
- **Community Engagement & Social Projects:** Hosting or supporting events (e.g., market days, food stalls), engaging property owners and residents, increasing participation in initiatives. This links with the mission to engage the community and the goal of increased community participation.

## Stakeholders

Key stakeholders for the NCID include:

- **Property owners and rate-payers** within the defined NCID boundary (residential, commercial and industrial).
- **Businesses and tenants** operating within the NCID zone.
- The **City of Cape Town**, via municipal services, by-law oversight, and collection of the SRA levy.
- **Law-enforcement agencies** such as the South African Police Service (SAPS) and City Law Enforcement, which collaborate with the NCID on safety.
- **Residents and the broader community** in the Northpine/Brackenfell area who benefit from improved services and environment.
- The NCID's **Board of Directors**, staff and any contractors / service providers engaged to deliver the supplementary services.

## 9. ORGANISATIONAL STRUCTURE



## PART B: PERFORMANCE INFORMATION

### 1. SITUATIONAL ANALYSIS

#### 1.1 Service delivery environment

The Northpine CID operates within a complex service delivery environment characterized by increasing demand for high-quality, efficient, and sustainable services. Over the reporting period, the NCID maintained steady performance across its core service areas:

- **Safety and Security** - additional security was deployed on certain time periods of a day at crime hotspots which started 9 June to 10 October 2025. This resulted in several arrests ranging from arm robbery, burglary, and other petty crimes.
- **Urban Management** - following an extended rainy season, Northpine experienced rapid vegetation growth across public spaces, resulting in an overgrown and untidy appearance. Compounding the challenge, delays in the City of Cape Town's (CoCT) grass-cutting contractor schedules further hindered routine maintenance. In response, the NCID proactively initiated its own grass-cutting and cleaning operations to restore the visual appeal and functionality of the area. These interventions ensured that public spaces remained neat, accessible, and aligned with the precinct's standards of cleanliness and urban management despite external service delivery delays.
- **Social Development** - the NCID adopted Northpine Technical HS. We had request from the stand in principal for assistance regarding anti-social behaviour from the learners, staff room essentials, infrastructure decay and the appearance of the school ground. Together with other stake holders: NRA, SJC, Pick n Pay and other community members we could come to their aid by the following: clearing the vegetation around the school ground and some on the sport field, providing additional security, appliances and refreshments for staff. Due to the lack of parental interest, our Social and Development director was seconded onto the SGB to assist.

Organisational environment

Factors Negatively Impacting the NPC's Organisational Performance

- During the reporting period, several factors within the NPC's organisational framework adversely affected overall performance. The resignation of the Operations Manager — whose role was critical in executing the day-to-day operations of the NCID — significantly disrupted workflow. With the Board of Directors primarily serving an oversight function, the absence of an operational manager prolonged the execution of key tasks and projects.
- Further challenges arose due to additional resignations, including those of the Vice Chairperson and the Finance Director. The lack of a proper handover process in each instance resulted in knowledge gaps

and placed additional strain on the remaining team members, who were required to assume extra responsibilities. As a result, the organisation currently operates with four directors, with some managing two portfolios simultaneously instead of the intended six.

- Moreover, disciplinary processes during the year consumed considerable time and resources, ultimately resulting in two further resignations. Collectively, these developments negatively affected the NPC's ability to deliver services and execute its mandate efficiently.

## **2. Strategic Objectives**

### **2.1 Strategic Objectives and Focus Areas**

With the depletion of resources, the organisation focused its efforts on the following strategic objectives to ensure continuity, maintain service delivery, and stabilise operations:

- **Operational Stability and Continuity**  
Ensured that essential operations continued despite staffing constraints by redistributing responsibilities among the remaining directors and team members. Focus was placed on maintaining the core functions of the NPC and minimising disruption to service delivery.
- **Governance and Compliance**  
Strengthened oversight mechanisms to ensure compliance with governance standards and financial regulations. Directors assumed dual portfolios where necessary to maintain accountability and reporting standards.
- **Financial Sustainability**  
Implemented cost-containment measures and prioritised expenditure aligned with critical projects. Explored opportunities for additional funding and partnerships to mitigate the impact of reduced resources.
- **Human Capital and Capacity Building**  
Prioritised the retention of remaining board members to address knowledge gaps resulting from resignations. Focused on improved internal communication to support operational resilience.
- **Stakeholder Engagement and Service Delivery**  
Maintained strong relationships with key stakeholders, ensuring continued collaboration and transparency. Despite challenges, efforts were made to deliver on the NPC's core mandate and uphold service quality standards.

## **3. Complaints Process**

The Northpine CID complaints process has been made available on our website and listed below:

- NCID offers numerous channels for dealing with complaints and/or requests.
- Some of the channels include the following:
- Telephone or in person in the 24-hour Control Room.
- WhatsApp or phone call
- Email and via website contact messages.

- To reduce turnaround time for required services. A significant amount of time was spent educating the residents to log the incidents directly with The CoCT.
- Where residents could not, the incidents were logged by some of the board members.

### **Notes & tips**

- If the issue relates to “top-up” services (cleansing, graffiti removal, additional patrols, etc.) that the NCID provides, contacting their control room is advisable.
- If the issue is a basic municipal service failure (water, electricity, sewerage) then the C3 system is the correct channel.
- Keep your reference number safe so you can track progress or escalate if needed.
- It’s good practice to provide as much detail as possible (location, time, nature of complaint, photos if possible) to assist resolution.

## **4. Performance Information**

### **4.1. Service – Public Safety**

- The NCID operates a 24-hour control room, reachable via Northpine precinct. The NCID has installed live-monitored security cameras (62 cameras to date, as indicated in its business plan) in key locations within the precinct to enhance surveillance and assist incident tracking.
- The NCID works in close cooperation with their security service provider SJC, South African Police Service (SAPS), CoCT Law Enforcement and other municipal safety structures to ensure a coordinated safety response within its boundaries.
- The NCID encourages residents and property owners to submit their contact information and report suspicious vehicles or behaviour, so the control room has faster intelligence and communication in emergencies. The NCID’s safety service is described in its business plan under the heading “Improving Public Safety” as one of its strategic focus areas. The NCID covers a defined geographic precinct in the Northpine area in Brackenfell.

| Measure                                                                                                                                | Key Performance Indicator                                                                                      | Planned target 2024/2025                                                 | Actual achievement 2024/2025                                                                                                                                                                                                                     | Deviation from target to actual achievement for 20/20zz            | Comments on deviations                                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Record crime statistics/ incidents.                                                                                                    | Half yearly                                                                                                    | 2 reports per year                                                       | 1 report                                                                                                                                                                                                                                         | 1 report outstanding                                               | Report currently under review by SAPS. To be released by 30 November 2025.                                                                                                                       |
| Address factors contributing to crime levels in Northpine CID, in consultation with SAPS, CoCT, Security Service & other stakeholders  | Identified factors addressed through stakeholders.                                                             | Address factors with stakeholders as and when it happens where possible. | Addressed 5 factors (1) illegal bin scratching; (2) faulty streetlights; (3) inadequate security patrols during the winter months. (4) (vegetation on street trees obscuring security patrols line of site on CCTV. (5) Illegal informal housing | CoCT still in the process to remove informal dwellings (Stockside) | The issue has been escalated to the mayor's office for assistance.                                                                                                                               |
| Conduct visible, daily foot patrols.                                                                                                   | Four public safety officers on day foot patrols                                                                | Four day time foot patrols; one branded vehicle                          | Four day foot patrols                                                                                                                                                                                                                            | 100%                                                               | n/a                                                                                                                                                                                              |
| Conduct visible, daily vehicle patrols                                                                                                 | one vehicle patrol team per day shift & night shift.                                                           | 1 x team (day) & 1 team (night)                                          | 1 x team (day) & 1 team (night).                                                                                                                                                                                                                 | 100%                                                               | n/a                                                                                                                                                                                              |
| Install CCTV camera infrastructure.                                                                                                    | 86 CCTV cameras installed in CID.                                                                              | High risk areas identified and CCTV visible in these areas.              | (1) List of cameras in each area covered by CCTV has been registered with CoCT                                                                                                                                                                   | All installations complete.                                        | Camara system under review. Tender process in progress.                                                                                                                                          |
| <b>STRATEGIC OBJECTIVE: PUBLIC SAFETY: IMPROVE AND CONTINUALLY ASSESS ALIGNMENT OF RESOURCES WITH SAFETY NEEDS OF LOCAL COMMUNITY]</b> |                                                                                                                |                                                                          |                                                                                                                                                                                                                                                  |                                                                    |                                                                                                                                                                                                  |
| Measure                                                                                                                                | Key Performance Indicator                                                                                      | Planned target 2024/2025                                                 | Actual achievement 2024/2025                                                                                                                                                                                                                     | Deviation from target to actual achievement for 2024/2025          | Comments on deviations                                                                                                                                                                           |
| Hot spot areas identified                                                                                                              | Northeastern border, Palm Ave, Pinemews to OK Mini Market, Stockside and Baracco Close, Sunny Way, Cordega Way |                                                                          |                                                                                                                                                                                                                                                  | N/A                                                                | With the involvement of residents, establishing street WhatsApp safety groups, more PSO visibilities, communication between resident and Control Room, Palm Ave – resurrected neighborhood watch |

**STRATEGIC OBJECTIVE: PUBLIC SAFETY: FOSTER TRUST BETWEEN CID SECURITY OFFICIALS & LOCAL COMMUNITY**

| Measure                                                                     | Key Performance Indicator                                                          | Planned target 2024/2025                    | Actual achievement 2024/2025               | Deviation from target to actual achievement for 2024/2025                             | Comments on deviations                                                                                                                                                               |
|-----------------------------------------------------------------------------|------------------------------------------------------------------------------------|---------------------------------------------|--------------------------------------------|---------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Investigate service delivery complaintsre community safety.                 | Percentage of total annual complaints investigated to Satisfaction of complainant. | 10% of complaints investigated & concluded. | 5% of complaints investigated & concluded. | Many investigations occur three weeks after complaint or received to our control room | Reports from residents only reach the control room when the investigating officer arrives. At such time video footage is no longer available when the Investigating officer arrives. |
| Evaluation of security officers & camera controllers                        | Weekly evaluation reports to CID safety and security director.                     | Daily reports provided                      | Submitted 12 reports                       | N/A                                                                                   | N/A                                                                                                                                                                                  |
| On-site inspections of security patrol officers in CID & camera controllers | Weekly assessment of security patrol officers & camera controllers                 | 1 weekly assess ment .                      | conducted weekly assessments.              | N/A                                                                                   | N/A                                                                                                                                                                                  |

**STRATEGIC OBJECTIVE: PUBLIC SAFETY: INCREASE SAFETY THROUGH PARTNERSHIPS]**

| Measure                                                                                  | Key Performance Indicator                         | Planned target 2024/2025       | Actual achievement 2024/2025                                                        | Deviation from target to actual achievement for 2024/2025 | Comments on deviations |
|------------------------------------------------------------------------------------------|---------------------------------------------------|--------------------------------|-------------------------------------------------------------------------------------|-----------------------------------------------------------|------------------------|
| Establish formal partnerships with SAPS, Metro Police and local community organisations. | 5 formal partnerships entered into.               | Enter into 5 such partnerships | Entered into formal partnerships with SAPS; Solid Waste Management; Law Enforcement | N/A                                                       | N/A                    |
| Liaise with relevant role players of SAPS.                                               | Monthly meetings with relevant SAPS role players. | 12 monthly meetings.           | 12 monthly meetings                                                                 | N/A                                                       | N/A                    |

| Service/Project components | 2024/2025             |                    |                        |                       |                    |                        |
|----------------------------|-----------------------|--------------------|------------------------|-----------------------|--------------------|------------------------|
|                            | Projected expenditure | Actual expenditure | Over/Under expenditure | Projected expenditure | Actual expenditure | Over/Under expenditure |
| Security/Cameras purchased | R49 164.00            | R49 163            | R1.00                  |                       |                    |                        |
|                            |                       |                    |                        |                       |                    |                        |
|                            |                       |                    |                        |                       |                    |                        |

## **4.2. MAINTENANCE AND CLEANSING SERVICES**

- 4.2.1. Developing and implementing a plan to identify and monitor the status of public infrastructure such as roads, pavements, streetlights, road markings and traffic signs that require attention are logged with the C3 notification system. Notifications for pavements, streetlights, road markings and traffic signs are noted and followed up once the message notification is received by SMS to inform of completion.
- 4.2.2. Should the C3 notification inform as complete and still requires attention an additional C3 Notification is logged and informed of area that is still in need of repairs. Coordinating actions with the relevant City of Cape Town's departments to address infrastructure defects. This is done through specific liaison with departments and officials in addition to the reporting and monitoring of repairs identified by the CID Manager or board members.
- 4.2.3. To enhance and maintain Northpine adding greenery and plants in open and public spaces, with assistance from the City's Recreation and Parks department in securing open plots for greenery and possible infrastructure. Assisting residents with vegetable gardens and securing open public spaces with Recreation and Parks that can be utilized to develop vegetable gardens to get the community involved and working together.

| STRATEGIC OBJECTIVE: URBAN MANAGEMENT: <i>PROVIDE A CLEANER PUBLIC SPACE</i>                      |                                                                                    |                          |                              |                                                           |                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|--------------------------|------------------------------|-----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Measure                                                                                           | Key Performance Indicator                                                          | Planned target 2024/2025 | Actual achievement 2024/2025 | Deviation from target to actual achievement for 2024/2025 | Comments on deviations                                                                                                                                                                                                                                            |
| Develop cleaning strategy to guide delivery from appointed service delivery provider.             | Annual cleaning strategy document to be adopted by CID board.                      | Annual cleaning strategy | Daily cleaning strategy      | 50%                                                       | Heavy rain season hampered street sweeping during the winter months. Reported poor workmanship by EPWP workers. Met with CoCT Zukiswa Mjekula. Serviced improved tremendously. The NCID was unable to on-board another vendor due to funds being misappropriated. |
| Provide (on own initiative or in collaboration with CCT) additional litter bins in public spaces. | Wire bins for all the park supplied by CoCT.                                       | Manuel                   | N/A                          | N/A                                                       | 2 reported cases of wire bins vandalised                                                                                                                                                                                                                          |
| Provide clean streets & sidewalks ( i.e. cleaning of municipal bins & removing street litter).    | Street cleaning takes place daily by CoCT.                                         | Daily cleaning           | Daily cleaning               | N/A                                                       | N/A                                                                                                                                                                                                                                                               |
|                                                                                                   | Daily cleaning of sidewalks and litter bins                                        | Daily                    | Daily                        | N/A                                                       | N/A                                                                                                                                                                                                                                                               |
| STRATEGIC OBJECTIVE: URBAN MANAGEMENT: <i>ENSURE EFFECTIVE DELIVERY OF CLEANING SERVICES</i>      |                                                                                    |                          |                              |                                                           |                                                                                                                                                                                                                                                                   |
| Measure                                                                                           | Key Performance Indicator                                                          | Planned target 2024/2025 | Actual achievement 2024/2025 | Deviation from target to actual achievement for 2024/2025 | Comments on deviations                                                                                                                                                                                                                                            |
| Investigate service delivery complaints re cleansing.                                             | Percentage of total annual complaints investigated to satisfaction of complainant. | 100%                     | 100%                         | N/A                                                       | All complaints are handled and completed the same day the complaint is brought forward.                                                                                                                                                                           |



| STRATEGIC OBJECTIVE: URBAN MANAGEMENT: <i>RENEWING PUBLIC SPACES</i>         |                                                   |                          |                              |                                                           |                        |
|------------------------------------------------------------------------------|---------------------------------------------------|--------------------------|------------------------------|-----------------------------------------------------------|------------------------|
| Measure                                                                      | Key Performance Indicator                         | Planned target 2024/2025 | Actual achievement 2024/2025 | Deviation from target to actual achievement for 2024/2025 | Comments on deviations |
| remove graffiti in public spaces.                                            | Three areas identified of graffiti works removed. | 3                        | 3                            | N/A                                                       | N/A                    |
| remove unlawful or unsightly stickers and posters from public infrastructure | 0 stickers/ posters removed.                      | N/A                      | N/A                          | N/A                                                       | N/A                    |

| Service/Project components | 2023/2024             |                    |                        | 2024/2025             |                    |                        |
|----------------------------|-----------------------|--------------------|------------------------|-----------------------|--------------------|------------------------|
|                            | Projected expenditure | Actual expenditure | Over/Under expenditure | Projected expenditure | Actual expenditure | Over/Under expenditure |
| Cleansing Services         | R 126 031.00          | R 126 031.00       | Within expenditure     |                       |                    |                        |
|                            |                       |                    |                        |                       |                    |                        |
|                            |                       |                    |                        |                       |                    |                        |

#### 4.3. ENVIRONMENTAL UPGRADING

4.3.1. Identifying and locating areas within Northpine to upgrade and beautify. To ensure the area maintains the greenery it is known for.

4.3.1.1. The purpose of beautifying the area to uplift the community and the area.

4.3.1.2. Residents have also started beautifying the area, etc. verges and some of the parks.

| STRATEGIC OBJECTIVE: ENVIRONMENTAL UPGRADING: <i>GREENING PUBLIC SPACES</i> |                                         |                          |                              |                                                           |                        |
|-----------------------------------------------------------------------------|-----------------------------------------|--------------------------|------------------------------|-----------------------------------------------------------|------------------------|
| Measure                                                                     | Key Performance Indicator               | Planned target 2024/2025 | Actual achievement 2024/2025 | Deviation from target to actual achievement for 2024/2025 | Comments on deviations |
| Identify & develop sites for communal gardens in partnership with CCT.      | 4 sites have been identified.           | 2                        | 4                            | N/A                                                       | N/A                    |
|                                                                             | 2 sites developed as community gardens. | 0                        | 2                            | N/A                                                       | N/A                    |
| Plant trees in public spaces and along sidewalks.                           | 4 trees planted.                        | 4                        | 4                            | N/A                                                       | N/A                    |

**STRATEGIC OBJECTIVE: ENVIRONMENTAL UPGRADING: *MAINTENANCE OF PUBLIC GREEN AREAS***

| Measure           | Key Performance Indicator          | Planned target 2024/2025                   | Actual achievement 2024/2025 | Deviation from target to actual achievement for 2024/2025 | Comments on deviations                                                                                           |
|-------------------|------------------------------------|--------------------------------------------|------------------------------|-----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|
| Mow street verges | Overgrown smaller areas identified | Smaller areas identified for grass cutting | 7                            | N/A                                                       | Bigger areas needing assistance could not be maintained by the CID. CID solely relied on the CCT for assistance. |

#### **4.4. SOCIAL AND ECONOMIC DEVELOPMENT SERVICES**

- The NCID concentrated and more social aspect since this need is on the increase.
- Adopted the Northpine Technical High School after an escalation in crime and bad behavior (gangsterism, use/selling of drugs, vandalism).
- The safety of school transport. Parents are not always available to see the state of the vehicles or the behavior of the drivers. NCID stepped in and alerted local traffic authorities and Law Enforcement on the state of vehicles and bad driver behavior. This intervention changed the behavior of drivers and the roadworthiness of vehicles transporting learners.
- Campaigns at our schools: Scholar Patrols, Traffic Servies, Bullying Workshop. These events were held to raise awareness amongst the learners.
- The NCID also supported and collaborated with the Light of Hope imitative. This is an imitative by one of the resident Allan Kelly to spread the message of hope by having a light burn at the Northpine entrance. This symbol is to spread the message of hope to all who enter or pass Northpine.

## 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 01 April 2017. King IV contains a series 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. **Recommended disclosures under KING IV are identified by way of reference to the relevant principle.***

- 1.2. ***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. [NB: if there are changes to the NPC's governance positions reported in previous years, or cases of material non-compliance, this must be referred to briefly under this sub-heading].***

### 2. GOVERNANCE STRUCTURE

#### 2.1. Board Composition

The board is satisfied that its composition reflects the appropriate mix of knowledge, skills, experience, diversity and independence as required under principle 7.30(a) of King IV] **(King IV principle 7.30(a))**

| <b>Mark Smith<br/>Vice Chairperson (King IV principle 7.30 (c))</b> |                                                                                                                                                                                 |
|---------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Responsibilities</b>                                             | Chairperson Northpine CID                                                                                                                                                       |
| <b>Qualifications (King IV principle 7.30(e))</b>                   | Business Administration NQF 8<br>Diploma - Radiokom - Data Communications<br>University of Stellenbosch - Project Management<br>Various - Technical & Management certifications |
| <b>Appointment to the board (King IV principle 7.30(f))</b>         | 01 July 2019, <i>appointed by AGM</i>                                                                                                                                           |
| <b>Committee membership</b>                                         | N/A                                                                                                                                                                             |
| <b>Skills and experience (King IV principle 7.30(e))</b>            | Senior Management Banking - IT Division<br>Project Management - IT Division<br>Technical - network and desktop support                                                          |
| <b>Career experience (King IV principle 7.30(e))</b>                | 2 years banking experience - Accounts Dept<br>40 years banking experience - IT Division                                                                                         |

|                                                                                              |                                                    |
|----------------------------------------------------------------------------------------------|----------------------------------------------------|
| <b>Current directorships/<br/>professional<br/>positions (King IV<br/>principle 7.30(h))</b> | Project Manager –<br>Oblate Sister of de<br>Sailes |
|----------------------------------------------------------------------------------------------|----------------------------------------------------|

| <b>Erwen Japhta<br/>Finance (King IV principle 7.30 (c))</b>                                 |                                                                   |
|----------------------------------------------------------------------------------------------|-------------------------------------------------------------------|
| <b>Responsibilities</b>                                                                      |                                                                   |
| <b>Qualifications (King IV<br/>principle 7.30(e))</b>                                        |                                                                   |
| <b>Appointment to the board<br/>(King IV principle 7.30(f))</b>                              | 19 October 2020, <i>appointed by AGM</i>                          |
| <b>Committee membership</b>                                                                  | N/A                                                               |
| <b>Skills and experience<br/>(King IV<br/>principle 7.30(e))</b>                             |                                                                   |
| <b>Career (King IV<br/>experience<br/>principle<br/>7.30(e))</b>                             |                                                                   |
| <b>Current directorships/<br/>professional<br/>positions (King IV<br/>principle 7.30(h))</b> | [List directorships other companies<br>of professional positions] |

| <b>Clarence Arendse<br/>Safety and Security (King IV principle 7.30 (c))</b>                 |                                                                     |
|----------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| <b>Responsibilities</b>                                                                      | Safety and Security Director                                        |
| <b>Qualifications (King IV<br/>principle 7.30(e))</b>                                        | Matric,                                                             |
| <b>Appointment to the board<br/>(King IV principle 7.30(f))</b>                              | 19 October 2020, <i>appointed by AGM</i>                            |
| <b>Committee membership</b>                                                                  | Northpine Residents Association                                     |
| <b>Skills and experience<br/>(King IV<br/>principle 7.30(e))</b>                             | Pricing, Organisational Skills, Administration skills,<br>Financial |
| <b>Career (King IV<br/>experience<br/>principle<br/>7.30(e))</b>                             | Insurance Industry – Pricing. Old Mutual for 40 years               |
| <b>Current directorships/<br/>professional<br/>positions (King IV<br/>principle 7.30(h))</b> |                                                                     |

| <b>Kyle Visagie<br/>Urban Management (King IV principle 7.30 (c))</b> |                                            |
|-----------------------------------------------------------------------|--------------------------------------------|
| <b>Responsibilities</b>                                               |                                            |
| <b>Qualifications (King IV<br/>principle 7.30(e))</b>                 |                                            |
| <b>Appointment to the board<br/>(King IV principle 7.30(f))</b>       | 01 July 2017, <i>e.g. appointed by AGM</i> |
| <b>Committee membership</b>                                           | N/A                                        |
| <b>Skills and experience<br/>(King IV<br/>principle 7.30(e))</b>      |                                            |
| <b>Career (King IV<br/>experience</b>                                 |                                            |

|                                                                                  |                                                                     |
|----------------------------------------------------------------------------------|---------------------------------------------------------------------|
| <b>ce principle 7.30(e))</b>                                                     |                                                                     |
| <b>Current directorships/ professional positions (King IV principle 7.30(h))</b> | <i>[List directorships other companies and any other positions]</i> |

| <b>Changes in board composition</b> |                                         |                                            |                                                           |
|-------------------------------------|-----------------------------------------|--------------------------------------------|-----------------------------------------------------------|
| <b>Name</b>                         | <b>Date &amp; Manner of Appointment</b> | <b>Date of termination of directorship</b> | <b>Reason for termination (King IV principle 7.30(i))</b> |
| Henry Fortuin                       | 17 Oct 2024 - AGM                       | 8 April 2025                               | Voluntary resignation                                     |
| Cyril Williams                      | AGM                                     | 14 July 2025                               | Voluntary resignation                                     |
| Jan Andreas                         | AGM                                     | 8 April 2025                               | Voluntary resignation                                     |
| M Schereka                          | AGM                                     | 17 Oct 2024                                | Voluntary resignation                                     |
| R Swanepoel                         | AGM                                     | 24 September 2024                          | Voluntary resignation                                     |
| C Johnson                           | 17 Oct 2024 AGM                         | 12 August 2025                             | Voluntary resignation                                     |
|                                     |                                         |                                            |                                                           |

## 2.2. Board Observer

In terms of the by-law, city councilors 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 Alderman Grant Twigg as board observer, and Councilor Kyle Carls as his alternate. Alderman Grant Twigg attended three meetings of the Northpine CID board meetings convened during the period under review.

## 2.3. Appointment of the board

All directors on the NCID board are nominated prior to the AGM. The relevant nomination for directorship form had been completed and submitted to the NCID board.

Each year the newly elected members attend these AGM’s ensuring that they are compliant with becoming a director on the board by being a resident of Northpine and in good standing with their rates.

## 2.4. Overview of the board’s responsibilities

- The role of the board should cultivate and promote an ethical corporate culture.
- The board should actively cultivate a culture within the company in which ethical conduct is promoted and embraced and set the values to which the company will adhere.
- The board should ensure that integrity permeates all aspects of the company and that its vision, mission and objectives are ethically sound. The way it conducts its internal and external affairs should be beyond reproach.
- The board’s commitment to ethical conduct should also manifest in the

company's responsibility towards the societies and natural environment in which it operates. An ethical culture is thus about more than social philanthropy or charitable donations.

- Sustaining an ethical corporate culture requires that the board and executive leadership are clear about the company's ethical values and standards and that they are seen to support these. It also requires that the company should take active measures to ensure that its ethical standards are adhered to in all aspects of its business.

#### Principle 1.4:

The board should appreciate that strategy, risk, performance and sustainability are inseparable

- The board should play a prominent role in the strategy development process and should not be the mere recipient of a strategy proposed by the management. The board needs to balance its role of maintaining prudent control with the performance of the company.
- The board should approve the long-term and short-term strategy for the business of the company and monitor its implementation by the management.
- The board should identify key performance and risk areas and the associated performance and risk indicators and measures – this would include areas such as Boards and directors February 25, 2009, © 2009 Institute of Directors in Southern Africa. All rights reserved Page 23 financial, ethics, compliance as well as sustainability. The objectives that are set as part of the strategy should be clear, measurable, profitable and sustainable.
- Before approving the strategy, the board should ensure that the strategy is aligned with the purpose of the company, the value drivers of its business and the legitimate expectations of its stakeholders.
- The board should ensure that its long-term planning will result in sustainable outcomes. Strategy involves an assessment of risks and opportunities, and the strategy should establish a framework for action by the board and the management. The strategy development process should take account of the dynamics of the changing external environment so as to respond to changing market conditions.

### Board charter

#### Role and function of the board

Principle 1.1: The board should act as the focal point for corporate governance

- Companies should be headed by a board that should direct, govern and be in effective control of the company. Every board should have a charter setting out its responsibilities.
- The board should collectively provide effective corporate governance that involves managing the relationships between the management of the company, its board, its shareholders and other relevant stakeholders.
- The board is the focal point of the corporate governance structure in the

company and is the link between the stakeholders and the company. The board's paramount responsibility is the positive performance of the company in creating value for its shareholders. In doing so, it should appropriately consider the interests of other stakeholders.

- The board should exercise leadership, enterprise, integrity and judgment in directing the company to achieve continuing survival and prosperity for the company.
- An important role of the board is to identify the stakeholders relevant to the business of the company. Although the board is accountable to the company it should take account of the legitimate expectations of all the company's stakeholders in its decision-making.
- The board should ensure that stakeholders are engaged in such a manner as to create and maintain trust and confidence in the company.

Principle 1.2: The board should ensure that the company acts as and is seen to be a responsible corporate citizen

- The board should ensure that the company, as a responsible corporate citizen, does not undermine the sustainability of its social and natural environments, but rather protects and enhances them. Boards and directors February 25, 2009 © 2009 Institute of Directors in Southern Africa. All rights reserved Page 22 8. Responsible corporate citizenship is necessary to protect the sustainability of the company and to ensure the ability of future generations to meet their needs. The interests of shareholders and stakeholders coincide over the long term.

*Please refer to Chapter 2 Principle 2.1 for more detail.*



**The board charter is available online at**  
[www.northpinecid.co.za](http://www.northpinecid.co.za)



## 2.5. Board Committees

The board has not appointed any committee members

The current NCID board of directors are satisfied that they have fulfilled their respective responsibilities in accordance with their terms of reference for the reporting period as required under principle 8.50 (f) of King IV.

## 2.6. Attendance at board and committee meetings

The board convenes at least quarterly. Special board meetings are convened when necessary. In the period under review, 1 special board meeting was convened. Particulars of board and board committee meetings are detailed in the table below. **The board observes Principle 1(c)(iv) of King IV regarding attendance of meetings. (King IV Principle 6.5 (board meetings) and King IV Principle 8.50(e)) (board committee meetings)).**

| Director         | Total | 13 February | 14 July | 21 August | 9 October |
|------------------|-------|-------------|---------|-----------|-----------|
| Mark Smith       | 3     | ✓           | ✓       | ✓         | ✓         |
| Cyril Williams   | 2     | ✓           | ✓       | N/A       | N/A       |
| Kyle Visagie     | 3     | ✓           | ✓       | ✓         | ✓         |
| Jan Andreas      | 1     | ✓           | N/A     | N/A       | N/A       |
| Clarence Arendse | 2     | ✓           | ✓       | X         | ✓         |
| Erwen Japhta     | 2     | X           | ✓       | ✓         | ✓         |
| Manuel Kruger    | 2     | N/A         | ✓       | ✓         | ✓         |
| Toufeeq Bardien  | 1     | N/A         | N/A     | ✓         | ✓         |
| Charlton Johnson | 2     | ✓           | ✓       | N/A       | N/A       |
| Henry Fortuin    | 1     | ✓           | N/A     | N/A       | N/A       |

### 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.northpinecid.co.za](http://www.northpinecid.co.za)*

Upon appointment, directors must declare in writing to the chairperson any private interests which could give rise to a potential conflict of interest. These declarations are kept in a register and are regularly updated.<sup>1</sup>

Directors must further disclose in writing to the chairperson if any matter before the board gives rise to a potential conflict of interest. Such a director must recuse himself or herself from 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 recorded which could potentially impact their independence.

### BOARD OVERSIGHT OF RISK MANAGEMENT

#### 3.1. Risk Management Policy

Provide an executive summary outlining:

- The NPC's risk management policy and strategy, if any.
- The board is tasked with implementing a sound system of ensuring that internal controls to safeguard the company's assets and funds, and assets and funds are employed in furtherance of the company's strategic objectives.

<sup>1</sup> The code of conduct provides that the register is under the control of the chairperson and is kept confidential.

3.2. The board considers risks at each of its meetings as detailed at para [2.8] above. The system of internal controls put in place by the board includes:

- The five-year strategic plan, approved by the CCT in 2022, which has been implemented across the whole range of company functions.
- Annual performance targets, with actual performance being monitored at least quarterly.
- A risk register, reviewed by the board on a bi-annual basis to identify operational risks, establish their likelihood and impact, as well as mechanisms designed to mitigate against these risks.



*The risk register is available online at [www.northpinecid.co.za](http://www.northpinecid.co.za)*

**(King IV Principle 11.9(a))**

3.3. Effectiveness of Risk Management

- The extent to which the NPC has conducted risk assessments during the period under review to determine the efficacy of its aforesaid policy and strategy, and to identify any new risks. **(King IV Principle 11.9(a))**
- **During the year under review, the board fulfilled its risk mandate by reviewing the company's risk register at meetings in \_\_ August and considering issues of risk governance as they pertained to matters under consideration at the \_\_ [insert number of meetings] board meetings convened during 2024/2025. The board is satisfied that the systems and processes in place to govern and manage risk are adequate and that the board has executed its risk management responsibilities satisfactorily.**

3.4. Key Business Risks and Opportunities

- Key areas of focus during the reporting period, e.g. key risks facing the NPC, unexpected or unusual risks and risks taken outside of risk tolerance levels. **(King IV Principle 11.9(b))**

***The board has identified several material issues that could its have a significant impact on the company's financial performance and ability to achieve its strategic objectives. These issues include:***

- o ***Failure by our service suppliers to perform their functions adequately, effectively or within the parameters of their authority.***
- o ***Negative perceptions of some in the local community regarding the company's service delivery or expenditure of public funds.***

***The board confirms that no undue or unexpected risks arose during the period under review.***

- Planned areas of future focus. **(King IV Principle 11.9(d))**

***Sample text: The board's planned areas of future focus include identifying areas of improvement within the company's risk management process.***

#### **4. ACCOUNTABILITY AND RESPONSIBILITY**

##### **4.1. Performance Reviews**

Bank payment policy was revised and the board with the overall performance.

##### **4.2. Delegated limits of authority**

No delegated limits authority was issued to the manager.

**(King IV Principle 10.85 and 10.89)**

##### **4.3. Supplier Code of Conduct**

Review suppliers code of conduct to ensure that it meets the NPCs ethical standards and business practices.

## 1. Report of the External Auditor

### HARRY CURTIS & CO

Chartered Accountants

Registered Auditors

SAICA Reg No : 001 30106

IRBA Reg No : 935050

P O Box 53067, Kenilworth, 7745

4 Adelaide Road, Plumstead, 7800

Telephone : (021) 762 0255

Email : office@curtisco.co.za

Website : www.harrycurtisco.co.za

## INDEPENDENT AUDITORS REPORT

### To the Members of

### NORTHPINE CITY IMPROVEMENT DISTRICT NPC

#### Opinion

We have audited the financial statements of Northpine City Improvement District NPC set out on pages 6 to 12, which comprise the statement of financial position as at 30 June 2025, the statement of income and retained earnings, the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Northpine City Improvement District NPC as at 30 June 2025, 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 71 of 2008.

#### Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the 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 financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with the ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the International Ethics Standards Board for Accountants *Code of Ethics for Professional Accountants*. 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 directors report as required by the Companies Act 71 of 2008. The other information does not include the financial statements and our auditor's report thereon.

Our opinion on the 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 financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the 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.

#### Responsibilities of the Directors for the Financial Statements

The directors are responsible for the preparation and fair presentation of the financial statements in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act 71 of 2008, and for such internal control as the directors determine are necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the 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 Financial Statements

Our objectives are to obtain reasonable assurance about whether the 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 ISAs 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.

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

- Identify and assess the risks of material misstatement of the 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 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 financial statements, including the disclosures, and whether the 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.



Harry Curtis & Co  
Registered Auditors  
Auditor : H D Curtis  
(Registration No : 639206)

28 August 2025

4 Adelaide Road  
PLUMSTEAD  
7800

# **NORTHPINE CITY IMPROVEMENT DISTRICT NPC**

## **ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025**

### **REPORT OF THE DIRECTORS**

The directors hereby present their report on the annual financial statements for the year ended 30 June 2025.

#### **NATURE OF BUSINESS**

The Northpine City Improvement District NPC is a non-profit company set up in terms of the municipal by-laws of the City of Cape Town (CoCT) which acts as the management body in respect of the Special Rating Area (SRA) determined by the CoCT in terms of section 22 of the Property Rates Act in respect of a defined geographical area. The source of revenue of the company is additional rates billed by the CoCT to the registered property owners of Northpine which funds are utilised to enhance and supplement services provided by CoCT. These services include facilitating investment in the SRA, facilitating a co-operative approach between the City and the private sector in the provision of municipal services, halting the degeneration and facilitating the upliftment of distressed areas in the SRA and promoting economic growth and sustainable development in the SRA.

#### **FINANCIAL RESULTS**

The financial position and operating results of the company for the year ended 30 June 2025 are adequately reflected in the accompanying annual financial statements.

The company was approved by the South African Revenue Service (SARS) Tax Exemption Unit on 8 June 2022 as a Public Benefit Organisation in terms of 10(1)(e)(i)(cc) of the Income Tax Act, retrospectively with effect from 1 July 2017. Income tax, penalties and interest in the amount of R247,639 has been paid for the financial years ending 30 June 2018, 2019 and 2021. The company is still in the process of applying to SARS for a full reimbursement of the amount. The reimbursement will be accounted for in the year received.

#### **UNAUTHORISED EXPENDITURE**

During the year unauthorised expenditure of R100,432 was identified. This amount is recoverable, not written off as an expense, and included in trade and other receivables.

#### **EVENTS SUBSEQUENT TO THE YEAR**

No material fact or circumstance has occurred between the accounting date and the date of this report which affect the financial position of the company as reflected in these financial statements.

#### **GOING CONCERN**

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

#### **DIRECTORS**

The names of the directors at the date of approval of the financial statements are reflected on page 1.

The following appointments and resignations took place during the period :

##### Appointments

C Arendse - 19 October 2024  
H Fortuin - 19 October 2024  
E Japhta - 19 October 2024  
C Johnson - 19 October 2024

##### Resignations

J Andreas - 8 April 2025  
C Cupido - 9 September 2024  
H Fortuin - 8 April 2025  
C Johnson - 12 August 2025  
M Schereka - 17 October 2024  
R Swanepoel - 24 September 2024  
C Williams - 14 July 2025

#### **BUSINESS AND REGISTERED ADDRESS**

##### Business and Registered

32 Eastwood Drive  
Northpine  
Brackenfell  
7560

#### **AUDITORS**

Harry Curtis & Co were appointed as the company auditors for the year under review.

#### **PREPARER**

The annual financial statements were prepared by J Oelofse CA (SA).

28 August 2025

## 2. Annual Financial Statements

### **NORTHPINE CITY IMPROVEMENT DISTRICT NPC** ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025

#### **STATEMENT OF FINANCIAL POSITION**

|                                        | <u>Notes</u> | <u>2025</u><br><u>R</u> | <u>2024</u><br><u>R</u> |
|----------------------------------------|--------------|-------------------------|-------------------------|
| <b><u>ASSETS</u></b>                   |              |                         |                         |
| <b>NON CURRENT ASSETS</b>              |              |                         |                         |
| Property, Plant and Equipment          | 1            | 273,713                 | 321,655                 |
| <b>CURRENT ASSETS</b>                  |              |                         |                         |
| Cash and Cash Equivalents              | 2            | 1,324,614               | 905,787                 |
| Trade and Other Receivables            | 3            | 1,223,503               | 898,901                 |
|                                        |              | 101,111                 | 6,886                   |
|                                        |              | <u>1,598,327</u>        | <u>1,227,442</u>        |
| <b><u>RESERVES AND LIABILITIES</u></b> |              |                         |                         |
| <b>RESERVES</b>                        |              |                         |                         |
| Accumulated Surplus                    |              | 1,399,453               | 1,034,328               |
| <b>NON CURRENT LIABILITIES</b>         |              |                         |                         |
|                                        |              | -                       | -                       |
| <b>CURRENT LIABILITIES</b>             |              |                         |                         |
| Provisions                             |              | 198,874                 | 193,114                 |
| Trade and Other Payables               | 4            | -                       | -                       |
|                                        |              | 198,874                 | 193,114                 |
|                                        |              | <u>1,598,327</u>        | <u>1,227,442</u>        |



**NORTHPINE CITY IMPROVEMENT DISTRICT NPC**  
**ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025**

**STATEMENT OF INCOME AND RETAINED EARNINGS**

|                                             | <u>Notes</u> | <u>2025</u><br><u>R</u> | <u>2024</u><br><u>R</u> |
|---------------------------------------------|--------------|-------------------------|-------------------------|
| <b>REVENUE</b>                              |              |                         |                         |
| Additional Rates Received                   | 5            | 3,016,054               | 2,792,643               |
| <b>OTHER INCOME</b>                         |              |                         |                         |
|                                             |              | 54,136                  | 45,342                  |
| Donations Received                          |              | -                       | 2,815                   |
| Insurance Claim Received                    |              | 21,222                  | 13,852                  |
| Interest Received                           |              | 32,914                  | 28,675                  |
| <b>EXPENDITURE</b>                          |              |                         |                         |
|                                             |              | 2,705,065               | 2,928,542               |
| Accounting, Tax and Secretarial Fees        |              | 43,387                  | 32,826                  |
| Advertising                                 |              | 5,355                   | 5,653                   |
| Audit Fee                                   |              | 20,500                  | 25,000                  |
| Bank Charges                                |              | 4,247                   | 3,768                   |
| Community Services                          |              | 2,125,350               | 2,381,150               |
| Cleaning Services                           |              | 126,031                 | 188,732                 |
| Environmental Upgrade                       |              | -                       | 9,696                   |
| Public Safety                               |              | 1,999,124               | 2,182,457               |
| Social Upliftment                           |              | 195                     | 265                     |
| Computer Expenses                           |              | 4,135                   | 4,609                   |
| Depreciation                                | 1            | 103,192                 | 127,421                 |
| Insurance                                   |              | 31,048                  | 26,499                  |
| Interest Paid                               |              | 359                     | 27,212                  |
| Marketing, Promotions and Meetings          |              | 2,501                   | 7,913                   |
| Motor and Travel Expenses                   |              | 1,752                   | 2,543                   |
| Printing, Stationery, Postage and Courier   |              | 1,460                   | 3,573                   |
| Repairs and Maintenance                     |              | 39,258                  | 6,659                   |
| Salaries and Wages                          |              | 311,484                 | 264,923                 |
| Telecommunications                          |              | 11,037                  | 8,793                   |
| <b>SURPLUS / (DEFICIT) FOR THE YEAR</b>     |              | 365,125                 | (90,557)                |
| <b>ACCUMULATED SURPLUS AT BEGIN OF YEAR</b> |              | 1,034,328               | 1,124,885               |
| <b>ACCUMULATED SURPLUS AT END OF YEAR</b>   |              | 1,399,453               | 1,034,328               |

**NORTHPINE CITY IMPROVEMENT DISTRICT NPC**  
**ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025**

**STATEMENT OF CASH FLOWS**

|                                                       | <u>2025</u><br><u>R</u> | <u>2024</u><br><u>R</u> |
|-------------------------------------------------------|-------------------------|-------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>           |                         |                         |
| Surplus / (Deficit) for the Year                      | 365,125                 | (90,557)                |
| Adjustments                                           | 70,637                  | 125,958                 |
| Interest Received                                     | (32,914)                | (28,675)                |
| Depreciation                                          | 103,192                 | 127,421                 |
| Interest Paid                                         | 359                     | 27,212                  |
| Working Capital Changes                               | (88,465)                | 154,061                 |
| Trade and Other Receivables                           | (94,225)                | (4,166)                 |
| Trade and Other Payables                              | 5,760                   | 158,227                 |
| <b>Cash Generated from Operating Activities</b>       | 347,297                 | 189,462                 |
| Interest Received                                     | 32,914                  | 28,675                  |
| Interest Paid                                         | (359)                   | (27,212)                |
|                                                       | <u>379,852</u>          | <u>190,925</u>          |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>           |                         |                         |
| Property, Plant and Equipment Purchased               | (55,250)                | (187,242)               |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>           | -                       | -                       |
| <b>CHANGE IN CASH AND CASH EQUIVALENTS</b>            | 324,602                 | 3,683                   |
| <b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR</b> | 898,901                 | 895,218                 |
| <b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>       | <u>1,223,503</u>        | <u>898,901</u>          |