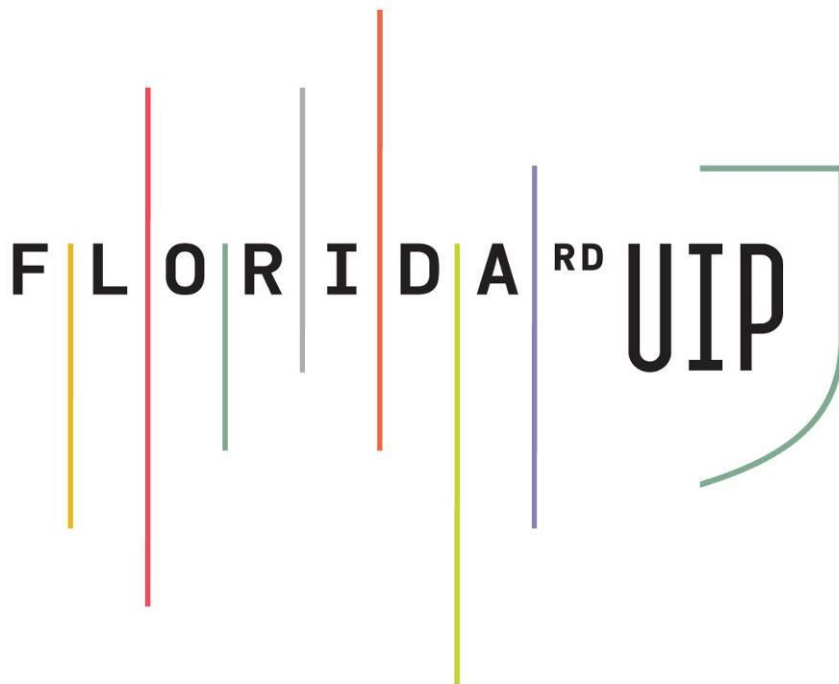


Florida Road Urban Improvement Precinct NPC (Florida Rd UIP)

Registration Number: 2013/059252/08



Annual Report for year ended 30 June 2021

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Florida Road Urban Improvement Project NPC (Florida Rd UIP)

Registration Number: 2013/059252/08

("the Company")



Notice of the 8th Annual General Meeting

Telephone: 031 561 2496

Cell: 082 389 3584

Email: fynn@urbanmgt.co.za

Business Address: Ocean Dune, 2 Heleza Blvd, Hillhead, Umhlanga, 4320

Registered address: Ocean Dune, 2 Heleza Blvd, Hillhead, Umhlanga, 4320

Postal address: Box 867, uMhlanga Rocks, 4320,

Notice is hereby given that the Annual General Meeting of the members of the Company will be held via Microsoft Teams Meeting on **9 February 2021 at 11h00** for the following purposes:

1. To receive the Chairman's Report.
2. To receive and adopt the audited annual financial statements for the year ended 30 June 2021, which incorporates the independent auditors report.
3. To re-appoint Baker Tilly Morrison Murray as the auditors of the company.
4. To elect directors in terms of Article 4 of the Memorandum of Incorporation.
The Board shall comprise a minimum of 5 and a maximum of 10 nominated directors.

It would facilitate secretarial procedures if nominations for the appointment of Directors could be emailed to cherrie@urbanmgt.co.za by no later than 24 January 2022. Nominations must be in writing with the name of the proposer and seconder, the acceptance of such nomination by the nominee, and should be accompanied by the curriculum vitae of such nominee. A nomination form is enclosed for this purpose.

5. To receive and adopt the was budget for the financial year 1 July 2022 to 30 June 2023.
6. To transact such other business as may be transacted at an Annual General Meeting.

Note: Any member entitled to attend and vote is entitled to appoint a proxy to attend, vote and speak in his/her stead, and such proxy need not also be a member of the Company. A form of proxy is enclosed for this purpose.

Items for discussion under any agenda item should be advised to the Chairman Florida Rd Urban Improvement Project NPC and emailed to cherrie@urbanmgt.co.za by no later than the 24 January 2022. Please note that such notification must be in writing.

By order of the Board
W. Stainforth
Chairman

Florida Road Urban Improvement Project NPC (Florida Rd UIP)

Registration Number: 2013/059252/08



Directors Nomination Form for the Annual General Meeting of 9 February 2022

I, the undersigned:.....

duly authorised representative of:.....

being a Member of the Florida Road Special Ratings Area, hereby nominate for appointment as Director of the Florida Road Urban Improvement Project NPC:

.....

Proposer's signature

Nominee's signature

NOTE:

Directors Nomination Form should be emailed to cherrie@urbanmgt.co.za for the attention the Chairman Florida Road Urban Improvement Project NPC by 24 January 2022.

Florida Road Urban Improvement Project NPC (Florida Rd UIP)

Registration Number: 2013/059252/08



Form of Proxy

I, the undersigned.....

duly authorised as representative of.....

being a Member of the Florida Road Special Ratings Area, hereby appoint:

..... (Name of Proxy)

Or, failing him/her, the Chairman of the meeting, as my proxy to vote for me and on my behalf at the Annual General Meeting of the Florida Road Urban Improvement Project NPC to be held on 9 February 2022.

I record that my proxy will vote as he/she thinks fit.

Signed at:..... this.....day of.....2022

Signature:.....

FOR AND BEHALF OF:.....

NOTE:

Proxy forms should be emailed to cherrie@urbanmgt.co.za for the attention the Chairman Florida Road Urban Improvement Project NPC by 24 January 2022.

Florida Road Urban Improvement Project NPC (Florida Rd UIP)

Registration Number: 2013/059252/08



Agenda

1. Welcome
2. Apologies
3. Resolution 1: To receive and adopt the annual financial statements for the year ended 30 June 2021, which incorporates the independent auditors report.
4. To adopt the Minutes of the Annual General Meeting held on 9 February 2021.
5. Matters Arising for the Annual General Meeting held on 9 February 2021.
6. To receive the Chairman's Report
7. Resolution 2: To Re-appoint Baker Tilly Morrison Murray as the auditors to the Company.
8. Resolution 3: To elect Directors for the ensuing year. In terms of the Memorandum of Incorporation the following Directors retire at the Annual General Meeting, and being eligible, are available for re-election: Wayne Stainforth, Ross Roger, Pat Brown, Alfred Sudheim, Laurence Dinsdale, Tom Wood, Chris Rencken and Zohra Teke.
9. Resolution 4: To receive and adopt the Budget for the financial year 1 July 2022 to 30 June 2023.
10. General
11. Close of Meeting

By order of the Board



Florida Road Urban Improvement Project (UIP) NPC
(Registration Number: 2013/059252/08)

**Minutes of the 7th Annual General Meeting of Members of the Florida Road Urban Improvement Project (UIP) NPC, held via Microsoft Teams Meeting
on 9 February 2021 at 13h00**

Directors:

Name	Initial	Representing	Present	Apologies
Wayne Stainforth (Chair)	WS	Western Star	Present	
Tom Woods	TW	Private		Apologies
Alfred Sudheim	AS	118 & 124 Florida Road		Apologies
Laurence Dinsdale	LD	Dropkick Murphy's		Apologies
Chris Rencken	CR	Urban Lime	Present	
Ross Rodger	RR	Olive Tree Church	Present	
Patrick Brown	PB	Private	Present	

Invitees:

Mike Holland	MH	Next Chapter		Apologies (Proxy)
Brian Wright	BW	UIP Project Leader	Present	
Jarrold Evans	JE	UIP Head of Operations North	Present	
Nwabisa Mkhize	NM	UIP Head of Operations South	Present	
Andrew Fynn	AF	UIP Precinct Manager	Present	
Jo Barnard	JB	UIP Corporate Governance & Secretariat	Present	
Cherrie Francis	CF	Company Secretariat Support	Present	
Maxine Schilz	MS	UIP Finance	Present	
Monique Sharpley	MSh	Baker Tilly Morrison Murray Auditors	Present	

1/20	Welcome and Introductions	Action
	Wayne Stainforth ("the Chair") welcomed all to the 7 th Annual General Meeting of Members of the Florida Road Urban Improvement Project Non-Profit Company ("Florida Road UIP").	
2/20	Apologies	
a.)	Apologies were recorded as listed above.	
b.)	Proxies were recorded as listed above.	
3/20	Quorum	
	The attendees confirmed having received due notice of the meeting.	
	It was noted that the quorum required for the Annual General Meeting was 10 members, personally present or by proxy, or by its duly authorised representative. The Chair therefore confirmed the meeting duly constituted.	

	<p>The Chair introduced the meeting to the Directors as follows:</p> <ul style="list-style-type: none"> • Wayne Stainforth • Ross Roger • Pat Brown • Alfred Sudheim (in absentia) • Chris Rencken • Laurence Dinsdale (in absentia) • Tom Woods (in absentia). <p>The Chair further introduced Brian Wright, Andrew Fynn, Jarrod Evans, Nwabisa Mkize Joanne Barnard, Cherrie Francis and Maxine Schilz of the UIP's management team and Monique Sharpley of Baker Tilly Morrison Murray (the Auditor).</p> <p>The Chair further explained that Andrew Fynn had been appointed as the new Florida Road Precinct Manager noting that Jarrod Evans had been promoted within UrbanMGT to the role of Head of Operations North and that Nwabisa Mkhize been promoted to Head of Operations South. It was further noted that Nwabisa had been a part of the UrbanMGT team for the past four years as the Bridge City Manager and that she and Jarrod would be working closely together supporting each other across the two regions and respective managed precincts.</p>	
4/20	Resolution 1 - To receive and adopt the annual financial statements for the year ended <u>30 June 2020</u>, which incorporates the Chairman's report to members, and the report of the independent auditors.	
	<p>The Chair explained that the approval of the Annual Financial Statements had been brought forward on the Agenda, to allow the Auditors to leave the meeting after their respective presentation.</p> <p>The Chair noted that the Annual Financial Statements (AFS) along with the Chair's Review and the Report of the Independent Auditors, fully cover the activities of the Company for the period under review. The Chair explained that Monique Sharpley (MSh)) from Baker Tilly Morrison Murray (the Auditor) was in attendance to respond to members' questions.</p> <p>MSh confirmed that Baker Tilly Morrison Murray had issued an unqualified audit opinion, with no matters for concern.</p> <p>As no comments or queries were raised, Chris Rencken (CR) proposed and Ross Rodgers (RR) seconded that the Annual Financial Statements of the Company for the year ended 30 June 2020 be approved and adopted. The proposal was accepted, and the <u>meeting resolved that the Financial Statements for the year ended 30 June 2020 were approved and adopted.</u></p>	
5/20	To adopt the Minutes of the Annual General Meeting held on 5 February 2020	
	<p>The Minutes of the Annual General Meeting held on <u>5 February 2020</u> had been circulated to attendees before the meeting.</p> <p>There being no comments, the minutes were approved as a correct record of proceedings. As such, adoption of the minutes was proposed by RR and a seconder Pat Brown (PB).</p>	
6/20	Matters Arising from Previous Minutes	
	Joanne Barnard (JB) noted the action log, as circulated ahead of the meeting. All actions were taken as completed.	

	In response to question regarding the Security Tender, Jarrod Evans (JE) informed the meeting that, due to the COVID-19 pandemic, the tender process for security services had been put on hold. However, this would be reinstated this year with the appropriate notice being given to service providers allowing them to retender their applications within the 60 day notice period.	JE/AF
7/20	Presentation of the Annual Report	
	<p>The meeting took the Annual Report as read, as such Jarrod Evans (JE) undertook to circulate the Annual Presentation to the members after the meeting.</p> <p>JE provided a high-level summary of Projects to be completed in 2021, including the focus areas to be completed by eThekweni Municipality (eTM), as detailed below:</p> <p><u>Projects to be completed in 2021</u></p> <ul style="list-style-type: none"> • Maintenance upgrades to the Gordon Park Kiosk • Upgrade to the walkway at Gordon Road Park • Repairs and maintenance to the 3rd Avenue Park play equipment • Planting upgrade to the Lambert Road traffic circle • Continued growth of Sidewalk Monitors complement through voluntary contributions • Continued support and input for the Florida Road Economic Development Forum • Complete streets plan for Florida Road and the broader Precinct Plan. <p><u>Focus areas for eTM – 2020/21 Challenges and Projects</u></p> <ul style="list-style-type: none"> • Florida Road complete streets plan • Florida Road Precinct Plan • Consideration for the adoption of a policy permitting UIP funding of a dedicated Metro Police Officer for Florida Road • Handheld parking meter system. <p>JE informed the meeting that as per Gary Cullen of Economic Development, the Complete Streets plan had been placed on hold due to the COVID-19 Pandemic and was pending budget assignments in the near future. JE however noted that the engineering and urban design plans were complete and ready for implementation.</p> <p>The Chair thanked the Management team for their service during 2019/2020.</p>	JE
8/20	Resolution 2: To re-appoint Baker Tilly Morrison Murray as the auditors of the Company.	
	The Companies Act 2008 requires us to annually appoint an Auditor to the Company. The Chair proposed the reappointment of Baker Tilly Morrison Murray as the appointed Auditors for the Company, and the motion was put to the meeting and <u>was unanimously carried.</u>	
9/20	Resolution 3: To elect directors for the ensuing year	
	<p>The Chair explained that the Directors would retire at this Annual General Meeting and that the following Directors would be available for re-election:</p> <ul style="list-style-type: none"> • Wayne Stainforth • Ross Roger • Pat Brown • Alfred Sudheim • Laurence Dinsdale • Chris Rencken 	

- Tom Woods.

The meeting noted the Companies Act of 2008 required that Directors be individually elected, and as such he called for nominations of directors:

- Wayne Stainforth (WS) nominated by RR and seconded by CR
- Ross Roger nominated by WS and seconded by CR
- Pat Brown nominated by WS and seconded by Chris Rencken RR
- Alfred Sudheim nominated by WS and seconded by RR
- Laurence Dinsdale nominated by WS and seconded by RR
- Tom Woods nominated by WS and seconded by RR
- Chris Rencken nominated by WS and seconded by RR.

JB/CF

It was agreed that the appointment of a new Chair would be deliberated at the next board meeting. The Management Team undertook to ensure that this item was included on the Agenda.

There were no objections to the nominations, so the Chair moved that the nominees be elected to the Board until the next Annual General Meeting. **The motion was unanimously carried.**

10/20 Resolution 4: To receive and adopt the 2021/22 Budget

The Chair explained that Resolution 4 was to receive and adopt the budget for the financial year 1 July 2021 to 30 June 2022.

It was noted that the Board continued to be mindful of the challenging economic times due to COVID-19 and after careful consideration had approved a 0% levy increase for the 2021/22 budget, with the proposed deficit being funded by the Reserve. A summary of which is detailed below:

Florida Rd UIP Budget July 2021 - June 2022		
	2021/2022	2020/2021
	R	R
Income	3 546 625	3 529 724
Expenses		
1 Admin and general	197 461	188 028
2 Utilities	0	0
3 Company costs	129 233	121 249
4 Operational management	653 765	628 291
5 Security	879 033	843 969
6 Cleaning	547 989	519 689
7 Greening	70 335	66 695
8 Repairs & maintenance	48 199	46 346
9 Social Economic Development	636 944	616 771
10 Communications, PR & mrkt. of the UIP	136 209	130 969
11 Project management and leverage fee	350 601	337 119
12 Special Projects	31 200	30 000
	3 680 971	3 529 126
Total Expenses	3 680 971	3 529 126
(Deficit)/ Surplus	-134 346	598

There being no further questions, the Directors unanimously voted to approve and adopt the 2021/22 Budget of R3,680,971 and financed by a levy income of R3,546,625.

11/20 Florida Road Marketing Committee Update

	JE informed the meeting that all contributions towards the Marketing Committee had ceased at the start of the COVID-19 pandemic and that Mike Holland (MH) had suggested that the current marketing fund amount of R155,535 be used to erect a permanent iconic feature for Florida Road.	
12/20	General	
	<p>The Chair asked whether there was any other business to be dealt with under general and no items were raised.</p> <p>JE extended his thanks to WS on behalf of all Directors and members of Florida Road, for his time and effort as Chair on the Board.</p> <p>CR advised the meeting that UrbanLime was planning a secondary development within the Florida Exchange, which was due to commence in the second half of 2021, as well as development to the Benjamin Hotel commencing in 2022.</p> <p>The Chair thanked the Directors and Management Team for their work and commitment over the past year.</p>	
13/20	Meeting Closure	
	There being no further business the Chair thanked the meeting for their attendance and declared the meeting closed at 13h45.	
	<p>Read and confirmed this _____ day of _____ 2021</p> <p>_____</p> <p>Chair</p>	

Florida Rd Urban Improvement Precinct NPC

Registration No. 2013/059252/08

Summary of Actions coming out of Annual General Meeting held on 9 February 2021

	Date of meeting:	Minute no.	Action:	By whom	Status
1.	09/02/2021	6/20	Matters Arising from Previous Minutes <ul style="list-style-type: none">Security Tender – due COVID-19 pandemic, the tender process for security services had been put on hold and would be reinstated in the year with the appropriate notice being given to service providers allowing them to retender their applications within the 60 day notice period.	JE/AF	
2.	09/02/2021	7/20	Presentation of the Annual Report <ul style="list-style-type: none">JE to circulate the Annual Presentation to the members after the meeting.	JE	Done
3.	09/02/2021	9/20	Resolution 3: To elect directors for the ensuing year – Appointment of a Chair <ul style="list-style-type: none">CF to include the appointment of chair on the next board meeting agenda.	CF	Done

What Is A UIP?

An Urban Improvement Precinct (UIP) is one term given to a vehicle used to manage public spaces. Implemented abroad and throughout South Africa UIP's (also known as City Improvement Districts / Business Improvement Districts) successfully tackle the threat of urban decay; retain existing investment; stimulate new investment; improve safety and quality of life, and respond to the challenge of environmental sustainability.

There is no correlation between the rand value of municipal rates paid and service levels delivered to an area as there is a set service level throughout the municipality. This means that despite some areas contributing more to the rates base, service levels will remain the same. For this reason, property owners in key economic nodes come together to fund the establishment and management of public space management structures.

In Kwa-Zulu Natal, this structure is known as a UIP or Special Ratings Area (SRA) and is classified as a geographic area within which the majority of property owners agree to pay for certain services supplementary to those supplied by the municipality. Essentially, the UIP fills the gap in service delivery to public areas thus ensuring the desired level of safety and quality of public areas and add measurable value for all stakeholders.



Services Provided

Services provided by a UIP are based on the needs of the area and the related budget but usually include:

- Dedicated Precinct Manager
- Dedicated security teams that work with local authorities
- Dedicated cleaning and maintenance teams focused on taking care of public space
- Marketing and Communication
- Social and Environmental Projects
- Work that grows partnerships with local councils/municipalities

Formation and Management

The UIP/SRA mechanism is provided for in the Municipal Property Rates Act of 2004. The Act requires the UIP register a Non-Profit Company (NPC) to represent property owners in the defined UIP area. The NPC runs independently of the municipality, ensures service delivery and provides financial governance. The UIP Board which is constituted by property owners or property owner representatives must approve an annual budget for services rendered to the defined UIP area. The budget is approved annually by the municipality together with a finance agreement.

The UIP budget is funded by property owner levies which are calculated on a pro rata basis against assessed property values. This payment is levied on the municipal rates bill and collected by the municipality, free of charge, on behalf of the NPC. Once the formation of the UIP is approved by Council all property owners within its boundaries are required by law to contribute to the UIP

The Benefits

- A UIP is a sustainable funding mechanism for urban management and improvement, with the financial responsibility equitably shared by precinct members.
- With governance by the Municipal Property Rates Act of 2004, there are no free-loaders as all property owners within the UIP boundaries are compelled by the law to contribute.
- Being an independent and privately funded entity, means the UIP management is directly answerable to its property owners, ensuring responsive service delivery.
- As a municipal-recognised legal entity through which issues of common interest and concerns can be addressed, the UIP is able to leverage costs and service levels with private sector service providers such as security, landscaping etc.
- The UIPs are recognised as 'service provider' to public areas by the municipality. The status of an official service provider provides significant leverage in optimising municipal service delivery.

Background to Establishment of The Florida UIP

The Florida Rd Urban Improvement Precinct (FRUIP) boundaries are defined as Florida Rd and the adjacent lanes bordering on to properties located on Florida Rd.

Florida Road, although having benefited from the 2010 Soccer World Cup infrastructure upgrade, was experiencing increasing levels of urban decay, specifically around the issue of crime, grime and by-law

enforcement. This was negatively impacting on property values / rates base, investor confidence, business viability and the quality of life of those who work, live and visit the area.

The status quo in 2012 resulted in commercial property owners establishing the FRUIP which commenced for operations commencing in July 2013.

UIP Services

Based on a budget and business plan approved by the FRUIP board, the management team delivers the following services:

- Dedicated Precinct Manager
- Safety and security delivered by a dedicated UIP security team that interacts with SAPS, Metro Police, community policing forums and security companies
- A 24-hour reporting line **086 111 6113** for security and emergency services, create a platform for members to report municipal faults in public spaces, and encourage feedback and suggestions on service delivery and how better to improve the Florida Rd experience
- The UIP aims to optimise municipal services while actively motivating for improved and upgraded municipal infrastructure
- Landscaping, cleaning and maintenance of public area infrastructure delivered by a dedicated team
- Place-making projects all aimed at making the experience of Florida Rd more enjoyable
- A well-structured website www.floridaroaduip.co.za that keeps users updated with latest news, projects and events.
- An email service that provides important information on security updates and municipal service alerts.



UIP / Municipal Relationship

At the core of Florida Road's success, is the ability for the UIP and Municipality to build and strengthen a positive and mutually beneficial relationship. In this regard, significant progress has been made. Importantly the UIP does not replace or duplicate municipal services, instead provides a supplementary service to the precinct.

Municipal support the past year has been instrumental in securing a premium experience of place within the precinct. Whilst there is a noticeable decline in service delivery during the Covid-19 pandemic, meetings were held by the management team with the Deputy City Manager, ABM Head and other various HODs to address the service delivery challenges experienced and progress has been made.

Municipal fault repairs initiated by UIP Management. Daily inspections of the road ensure faults are reported to eTM for resolution.

Photos below: Water Department maintained all fire hydrants and valves within the precinct.



Photo below: revamping of wayfinding signage



Photos below: Traffic circle at intersection of Florida road and Lambert road.

Before



After



Photo below: Reinstatement of tar along 7th Avenue after fibre installation by Metro Fibre



Click on the links below to see news related to municipal support:

<https://floridaroaduip.co.za/site/etm-contractors-repaint-road-markings/>

<https://floridaroaduip.co.za/site/reinstating-manhole-cover/>

<https://floridaroaduip.co.za/site/light-fittings-maintained-on-florida-road/>

<https://floridaroaduip.co.za/site/activity-in-the-precinct/>

<https://floridaroaduip.co.za/site/maintenance-on-florida-road/>

<https://floridaroaduip.co.za/site/the-small-things-that-matter/>

<https://floridaroaduip.co.za/site/fire-hydrants-on-florida-road-checked-and-receive-a-fresh-coat-of-paint/>

<https://floridaroaduip.co.za/site/etm-and-fruip-teams-tackle-tasks-on-florida-road/>

The Chairman's Annual Review

1. Overview:

It is with pleasure that I present the Chairman's report for the Florida Road UIP / Special Ratings Area (SRA) for the financial year ending June 2021. A big thank you to those members and/or proxies for attending the meeting. Thanks also to our Management Team for their assistance in preparation of this comprehensive year-end report.

An incredibly testing year has drawn to a close and Florida Road and the UIP have remained resolute throughout this difficult period. The financial and emotional impact of both the COVID-19 pandemic and the civil unrest has tested our resolve to the fullest, yet we continue to evolve as Durban's premier business and entertainment node.

The UIPs impact on Florida Road can be seen throughout the Road, thanks to our dedicated team ensuring a safe, clean and green public realm. For the continued success of Florida Road, it is imperative that the UIP structure be supported in its' endeavours to maintain high standards and continually improve our precinct.

Civil Unrest:

The Civil Unrest commenced in the early hours of Monday 12 July 2021, and from the outset it became apparent that there would be very little assistance from SAPS, SANDF and other local authorities in terms of securing the Precinct. With the looting and crowds subsiding in the morning of 15th July 2021, it was time to take stock of the aftermath. Fortunately, the Florida Road was not directly affected by the unrest. The resilience of our Precinct would not have been possible without the support of the local community, both businesses and residents, who acted jointly to protect the Road – a huge THANK YOU to all that were involved!

It is also important that the UIP acknowledge and build on the collaborative relationships that have been developed through these unprecedented times. There are many learnings that have come out of the last few weeks, and it is imperative that these are interrogated and applied so as to ensure the continuous positive trajectory of the Precinct.

The UIP remained active throughout the unrest, violence and looting – this all to ensure that the highest mandate was maintained; that being, providing the level of protection possible of member's investments within the precinct.

The measures driven by the Management Team included:

- Precinct management – to ensure that support was provided to the security teams on the ground and surveillance, the precinct management team were in constant contact with security personnel, assisting them with reporting incidents and calling relevant authorities and departments for assistance as well as providing feedback to the members and Board of Directors.
- Board of Directors Governance – Board members were invited to emergency Board meetings to discuss and put immediate action plans in place.

- Financial Governance – the Management Team continued to maintain all normal financial practices, from monthly creditor payments to debtors’ control, and provision and review of the monthly financial statements.
- Security: A full complement of security and reaction vehicle personnel remained in operation, some having to work double shifts to ensure that the precinct was adequately covered in cases where the other members could not reach work.
- Landscaping & Cleaning teams could not attend site during the week of unrest, however they returned as soon as it was safe to do so. Our teams worked long and hard to make up for the time lost during the unrest and the precinct was back in shape the following week.

Looking to the future... the rebuilding of KZN

The civil unrest has been devastating at several levels, with the national ills of poverty, unemployment and inequality having been brought into such sharp focus. The ability of both government and private sector to collectively and measurably tackle these national imperatives, which are fundamental to social and economic stability of our country, is dependent on a growing economy and the associated revenue generation for government to meet its commitments to all citizens – to this end it is vital to rebuild investor and business confidence in KZN.

It is acknowledged that we now have an opportunity to rebuild better and more inclusive than before – and that to achieve this will require the municipality and private sector standing shoulder to shoulder and putting in a significant combined effort for the long-haul. The four key enablers required to do so are,

- A fundamental change in relationships between the municipality and business to one anchored in mutual respect.
- The Municipality to speedily deal with historical development approval blockages and create an enabling environment to re-establish business and investor confidence to drive the economic recovery and beyond.
- A collaborative and critical review of municipal basket of charges including commercial property rates, utilities, levies, development contributions etc. whose historical annual increases have consistently exceeded that of inflation over an extended timeframe – the trajectory of which is not only placing eThekweni’s competitiveness into serious question, but the long-term viability of investment in the commercial property sector.
- Ensuring of safety, security and the consistent delivery of municipal services to strategic economic nodes at a reasonable standard which is fundamental for securing existing investment and to attracting new investment.

Disaster Management Response – following the civil unrest. UrbanMGT is developing a Precinct Emergency Protocol, based on the learnings over the last 18 months (including COVID19 Pandemic & Civil Unrest), which will link into the Board’s Risk Management Matrix. This is not a desktop exercise, instead:

- This Safety and Security Plan ensures an informed and effective response to disasters in the shortest possible time.
- The plan aims to provide a clear chain of command, decision making matrix and roles and responsibilities for the Precinct NPC Board, management team and service providers.

COVID-19:

The UIP remained fully active during all levels of the COVID-19 lockdown and tackled the Pandemic and subsequent lockdowns with a holistic management response to protect properties and businesses, keep the precinct well managed and cared for, and ensure business continuity.

Although more stringent lockdown levels were not implemented, the arrival of the 4th wave as a result of the Omicron variant resulted in further impact to the entertainment and Tourism industries. One exciting intervention by the National Department of Tourism, in a bid to assist the industry, was the introduction of Tourism Monitors on the Road from 15 December 2021 to 31 January 2022. The Tourism Monitors were on hand to assist the public with queries and act as extra eyes and ears in the precinct during the busy festive period.



For further information, click the links below:

<https://floridaroaduip.co.za/site/covid-19-navigating-a-pandemic/>

<https://floridaroaduip.co.za/site/fruip-sanitisation/>

<https://floridaroaduip.co.za/site/increase-your-business-digital-presence-with-the-uips-new-bizhub-listing/>

<https://floridaroaduip.co.za/site/covid-19-navigating-a-pandemic/>

Florida Road Management Team and Operations Office

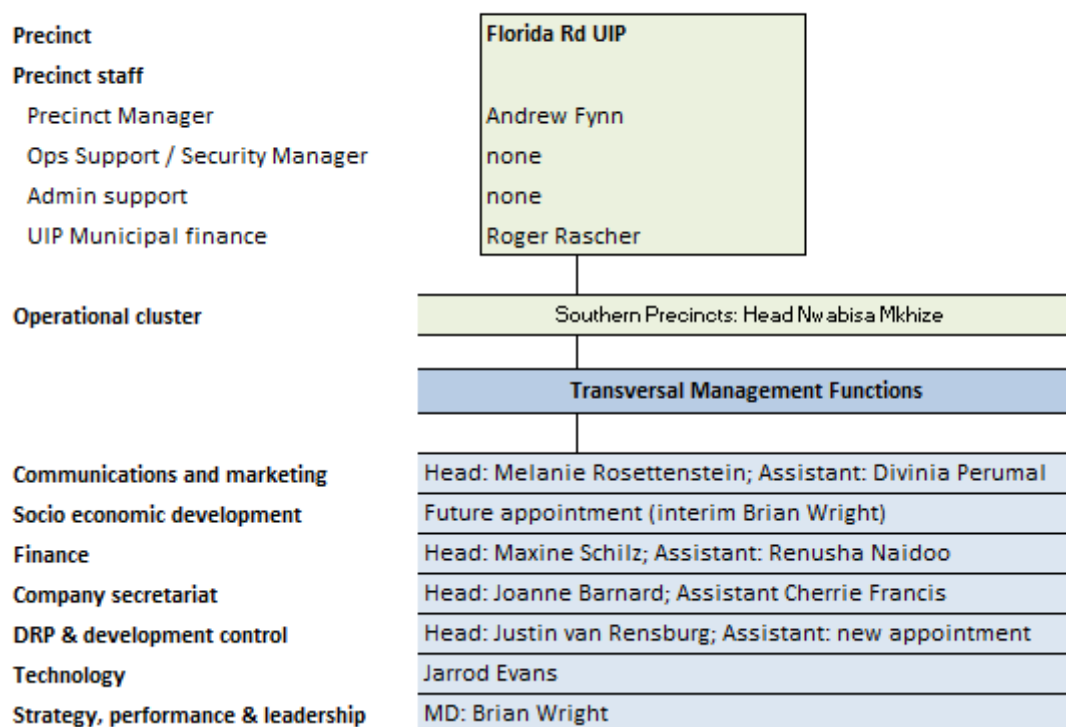
It is important for members to understand the UIP's management structure. UrbanMGT is the company contracted to manage the Florida Road UIP, under the direction of the UIP Board. The UrbanMGT management structure is based on a transversal approach for all aspects of Precinct Management. This transversal management approach has been developed to create rigour within the management team – building resilience, best practice, and ensuring continuity planning with the primary objective of ensuring the sustainability of our managed precincts well into the future, while optimising on the ground service delivery to create desirable and competitive precincts.

We would like to take this opportunity to introduce Nwabisa Mkhize as UrbanMGT's Head of Operations (South) – You may have already seen Nwabs on the Road!

Nwabisa's role is to provide operational oversight within the Precinct, this developing rigour, building resilience, best practice, and ensuring continuity planning with the primary objective of ensuring the sustainability of our managed precincts well into the future, while optimising on the ground service delivery to create desirable and competitive precincts.



UrbanMGT - Organogram January 2021



External service providers to precincts

Accounts Administration	Eris Property Grp.
IT infrastructure / support	IT Works
Website	Robb Media
Auditors	Baker Tilly
Security	Excellerate Security
Landscaping	Tsebo
Maintenance	Tsebo
Alien Invasive management	N/A
CCTV / NPR Maintenance	N/A

During November 2020, the Florida Road UIP team received a much-appreciated donation from M Projects, a 3x3m portable office unit for the operations division. With approval from the eTM Parks Department, the new office was placed at Gordon Rd Park, a central location within the Precinct. 2020 had brought with it many economic challenges for communities, which makes this kind gesture even more generous and appreciated. The office was wrapped, putting the final touches to its versatility and is now clearly marked and visible on the road.

For further information, click the links below:

<https://floridaroaiduip.co.za/site/new-operations-office-donated-by-m-projects-will-optimize-fruip-services-on-florida-road/>
<https://floridaroaiduip.co.za/site/signage-added-to-fruip-ops-office/>



2. Planned Municipal Infrastructure

Precinct Plan for Florida Rd

During 2019, the discussions with various stakeholders around developing a Precinct Plan for Florida Rd were held, the plan which incorporates development controls, zoning, densification, a feasibility study, structural upgrades, parking, urban design and safety, along with a host of other aspects all of which are interrelated. The project has since been put on hold when the Covid-19 pandemic started, follow-up will be made

Complete Streets Plan for Florida Rd

Whilst running concurrent to the Precinct Plan. The Complete Streets Plan aims to implement structural upgrades to Florida Rd and its feeder lanes.

The Complete Streets project is also currently on hold pending budget being assigned. Phase 1 of implementation will be the installation of 4 additional traffic circles and raised intersections as well as design improvements to the Florida and Sandile Thusi intersection creating a gateway entrance feature. The engineering and urban design plans are complete and ready for implementation. Municipal capital budgets were drastically cut in the COVID budget adjustments, and so we will be waiting for funds to become available.

3. Florida Rd - Cared for and managed

As the popularity of Florida Rd increases and investment grows, so does the demand for supplementary services. This said, the UIP management team is constantly working to ensure the tools it employs best fit the needs of the node ensuring the service requirements are met.

3.1 Security:

Safety and security remain the UIP's primary deliverable, however, a safe precinct will not secure investment and ultimately grow if the area is not clean, green and well maintained.

The UIP fulfils a support role to the SAPS and eTM Law Enforcement - a productive relationship with the authorities is fundamental to the UIP's success.

The UIP security compliment has been proactive in making 3 arrests during the reporting period of July 2020 to June 2021.

The UIP security deployment for the precinct currently consists of a dedicated patrol vehicle manned by a Senior "A" Grade Security Officer.

Florida Rd by day:

- 1x "A" Grade Security Officer patrolling in marked FRUIP vehicle.

Florida Rd by night:

- 1x "A" Grade Security Officer patrolling in marked FRUIP vehicle.
- 1 x "C" Grade C foot patrol officer



Key Security stats:

Crime stats based on incidents reported to the UIP	
UIP arrests & hand over to SAPF / Metro Police	3
UIP call outs to SAPF / Metro Police	13
Calls to the UIP Hotline	110
Contact Crimes in grey	
Murder	0
Attempted murder	0
Total sexual offences	0
Assault (Grievous Bodily Harm)	0
Assault common	3
Common robbery	21
Robbery with aggravating circumstances	0
Carjacking	1
Robbery at residential premises	0
Robbery at commercial premises	5
Malicious damage to property	10
Burglary residential	3
Burglary commercial	20
Theft of motor vehicle	11
Theft out of motor vehicle	11
Drug related crime	0
All theft not mentioned elsewhere	0
Vehicle accidents	25

Security Award: The aim of security is not just its presence, but mindful efforts to ensure safety and peace of mind in our precinct. Security personnel are reminded of this, and their hard work is rewarded.



Click on the links below for news relating to Security:

<https://floridaroaduip.co.za/site/teamwork-keeps-suspicious-activity-at-bay-on-florida-road/>

<https://floridaroaduip.co.za/site/proactive-teamwork-works-to-combat-unwanted-behaviour-on-florida-road/>

<https://floridaroaduip.co.za/site/spate-of-muggings-along-florida-road/>

<https://floridaroaduip.co.za/site/theft-of-point-of-sale-machines-on-the-rise-in-umhlanga-rocks/>

<https://floridaroaduip.co.za/site/sidewalk-monitor-reshuffle-sures-lambert-road-is-covered/>

<https://floridaroaduip.co.za/site/fruip-sidewalk-monitor-rewarded-for-crime-prevention-efforts/>

3.2 Sidewalk Monitors:

The FRUIP Sidewalk Monitor Programme was rolled out on the 5th of October 2015, the programme is aimed at increasing visibility and providing extra eyes and ears on the ground and has been working effectively. We currently have 20 sidewalk monitors funded by the UIP; they receive a weekly stipend of R400 per monitor.

There are a few business owners that supplement the stipend that we give to the sidewalk monitors, as they see the benefit that they get from the sidewalk monitors being there. The Sidewalk Monitors are stationed at vulnerable points along Florida Road and communicate via handheld radio to the UIP security.



Click on the links below for news relating to Sidewalk Monitors:

<https://floridaroaduip.co.za/site/farewell-to-florida-road-uip-sidewalk-monitor-sbonelo-mthembu/>

<https://floridaroaduip.co.za/site/collaboration-results-in-2-additional-sidewalk-monitors-on-florida-road/>

We continue awarding our monitors for assisting and affecting arrests. We encourage and acknowledge their collaborated efforts for a safer precinct.

The Sidewalk Monitor compliment is currently at 23 Monitors, thanks to voluntary funding from commercial tenants.

If you are a business or property owner on Florida Road and would like to fund a sidewalk monitor outside your business/property, please contact Andrew Fynn on Fynn@urbanmgt.co.za



Click on the links below for news relating the Sidewalk Monitors:

<https://floridaroaduip.co.za/site/sidewalk-monitor-reshuffle-sures-lambert-road-is-covered/>

<https://floridaroaduip.co.za/site/fruip-sidewalk-monitor-rewarded-for-crime-prevention-efforts/>

3.3 Cleaning, Greening & Maintenance

The cleaning and greening team are the unsung heroes of Florida Rd. Their contribution to the success of the precinct is often overlooked yet their day-to-day duties are instrumental to the UIP achievements. Daily cleaning duties begin at 6am with a litter pick of the precinct in preparation for the early morning breakfast run. Close attention is then paid to tree bowls, graffiti and general maintenance.

The UIP's operational management and fault reporting system that is accessible on both the web and mobile version of the UIP website is proving a very effective way to get members and the public to voice their issues related to services in the public space. In terms of operations, a big thank you is extended to our security contractor, Excellerate Security and landscaping / cleaning contractor, Tsebo Cleaning Services for their commitment and service levels to ensure a memorable experience of Florida Road's public areas.

Key stats:

Performance measurement is a critically important management tool for ensuring the UIP continues to maintain standards and wherever possible improve performance. Below is a summary of the Operational Statistics for the financial year.

UIP Operational Stats	July 2020 to June 2021
Service requests - UIP members/stakeholders	
Number service requests received for the year (eTM +UIP tasking)	1
Running total of unresolved serv. requests - tasking eTM	1
Running total of unresolved serv. requests - tasking UIP	0

UIP services (initiated by UIP management)	
Number of service requests to eTM	57
Running total of unresolved serv. request to eTM	69
Running total of unresolved serv. request to UIP contractors	0

Private property improvement requests	
Requests to private prop owners	6
Outstanding requests to private prop owners	3

UIP Special Projects Completed	
Maintenance projects	3
Greening projects	8
Graffiti tags removed	1
Municipal waste bags filled	8 450
Animals rescued	0

This work is captured on the UIP website with the [Latest News](#) and [Gallery](#) sections keeping members updated on the work being done. Before and after photos are an excellent way to remind us of all the positive impact the UIP has on our precinct.

Photos below: The dedication of our cleaning staff who often go about their duties unnoticed, have an enormous impact on our precinct appearance. Daily litter picking, the removal of graffiti, clearing of stormwater drains and general maintenance all contribute to awesome experience of place on Florida Rd.



Photos below: Repairs to damaged curbing



Click on the links below for news relating to cleaning, green and maintenance:

<https://floridaroaduip.co.za/site/florida-road-tram-flower-pots/>

<https://floridaroaduip.co.za/site/lockdown-reveals-the-benefits-of-managed-precincts/>

<https://floridaroaduip.co.za/site/gordon-road-park-benches-receive-a-fresh-coat-of-paint/>

<https://floridaroaduip.co.za/site/fruip-and-dsw-tackle-illegal-dumping-on-florida-road/>

<https://floridaroaduip.co.za/site/cleaning-greening-maintenance-underway-on-florida-road/>

<https://floridaroaduip.co.za/site/lockdown-reveals-the-benefits-of-managed-precincts/>

<https://floridaroaduip.co.za/site/public-seating-area-and-kiosk-disinfected/>

<https://floridaroaduip.co.za/site/transplanting-dietes-along-florida-road/>

<https://floridaroaduip.co.za/site/no-dumping-signs-put-up-across-florida-road/>

<https://floridaroaduip.co.za/site/greening-and-maintenance-continue-on-florida-road-and-metro-fibre-move-to-the-next-step-in-the-installation/>

<https://floridaroaduip.co.za/site/call-to-action-get-your-wheelie-bins-today-to-combat-litter-on-florida-road/>

<https://floridaroaduip.co.za/site/greening-and-maintenance-continue-on-florida-road-and-metro-fibre-move-to-the-next-step-in-the-installation/>

<https://floridaroaduip.co.za/site/tree-felled-on-florida-road/>

<https://floridaroaduip.co.za/site/the-small-things-that-have-a-big-impact/>

<https://floridaroaduip.co.za/site/focusing-on-the-basics-to-keep-florida-road-looking-its-best/>

<https://floridaroaduip.co.za/site/fruip-sidewalk-monitor-rewarded-for-crime-prevention-efforts/>

<https://floridaroaduip.co.za/site/florida-road-cqm-carry-out-good-work-in-the-precinct/>

<https://floridaroaduip.co.za/site/activities-continue-on-florida-road-after-a-successful-easter-weekend/>

<https://floridaroaduip.co.za/site/fruip-cqm-team-create-good-looking-gardens/>

<https://floridaroaduip.co.za/site/gordon-road-park-benches-receive-a-fresh-coat-of-paint/>

<https://floridaroaduip.co.za/site/cleaning-greening-maintenance-underway-on-florida-road/>

<https://floridaroaduip.co.za/site/all-hands-on-deck/>

<https://floridaroaduip.co.za/site/maintenance-on-florida-road/>

<https://floridaroaduip.co.za/site/activity-in-the-precinct/>

3.4 “Back to Basics” Drive:

During the month of June 2021, the precinct management team embarked on a “Back to Basics” drive of the entire precinct; following an in-depth walkabout of the Precinct, a number of areas were highlighted as requiring attention, these included:

- repainting of bus shelters, sidewalk benches, post boxes and bollards
- cleaning and weeding of intersection of Sandile Thusi and Florida Road and all high visibility areas
- repairing of broken drain covers
- maintenance and upgrade of tree bowls.

With the aid of funds that were left unutilised during the financial period 1 July 2020 – 31 June 2021 an additional team of 10 cleaning and maintenance personnel were deployed, effective 19 July – 30 July, for a period of 10 days (Mon – Fri) and all required equipment and materials were procured, and the areas that have been attended to and have made a considerable improvement to the overall aesthetics of the Precinct.

Click on the links below for news relating back to basics drive:

<https://floridaroaduip.co.za/site/back-to-basics-for-the-florida-road-uip/>

<https://floridaroaduip.co.za/site/focusing-on-the-basics-to-keep-florida-road-looking-its-best/>

4. Levy – Based Communications

The Florida Road UIP continues to focus on meaningful ‘storytelling’ and corresponding images to convey the services the UIP provides to the precinct and the value this brings to stakeholders and the public. The UIP relies predominantly on social media (Facebook and Instagram), the website and the UIP newsletter to communicate these messages which are targeted at the UIP levy payers and other interested parties. The impact of work done over the year is demonstrated by the steady growth of our communications platforms. Below is a summary of this work:

Communication Tool	1 July 2020 – 30 June 2021	1 July 2019 – 30 June 2020	1 June 2018 – 30 June 2019
Newsletters Sent	44	33	34
News items posted to website	86	91	102
Facebook Page likes	3 515	N/A	3 206
Facebook shares	72	1 as at June 2020	N/A
Facebook comments	116	2 as at June 2020	N/A
Facebook followers	3 720	3 480 as at June 2020	N/A
Highest post reach on Facebook	4 300	9 058	15 300

Highest Post Reach Content	Level 2 lockdown change	Sibusiso Xulu Rewarded	Shark Nets Removed
Instagram Posts	36	81	103
Instagram Followers	1 256	1018	926

To subscribe to our newsletter please contact divinia@urbanmgt.co.za or opt in via our website: <https://floridaroaiduip.co.za/site/>

In addition, please follow us via social media:



Facebook: <https://www.facebook.com/floridarduip/>



Instagram <https://www.instagram.com/floridarduip/>

Insights pieces included in monthly newsletter:

<https://floridaroaiduip.co.za/site/what-will-open-access-green-space-look-like-in-a-post-covid-world/>

<https://floridaroaiduip.co.za/site/your-perceptions-of-iconic-florida-road/>

<https://floridaroaiduip.co.za/site/lockdown-reveals-the-benefits-of-managed-precincts/>

<https://floridaroaiduip.co.za/site/strategic-m4-reopens-to-much-applause-from-local-businesses-and-residents/>

<https://floridaroaiduip.co.za/site/florida-road-uip-welcomes-new-precinct-manager/>

<https://floridaroaiduip.co.za/site/become-an-urban-conservationist-this-spring-by-attracting-bees-into-your-space/>

<https://floridaroaiduip.co.za/site/celebrating-women-in-precinct-management/>

<https://floridaroaiduip.co.za/site/5-reasons-to-get-involved-in-sibayas-arbour-week-tree-planting/>

<https://floridaroaiduip.co.za/site/new-benjamin-hotel-qm-shares-his-dream-for-florida-road/>

<https://floridaroaiduip.co.za/site/development-control-key-to-keeping-precincts-in-check/>

<https://floridaroaiduip.co.za/site/exploring-examples-of-urban-renewal-on-our-doorstep/>

<https://floridaroaiduip.co.za/site/what-makes-a-public-space-great/>

<https://floridaroaiduip.co.za/site/how-have-mixed-use-developments-weathered-the-pandemic/>

<https://floridaroaiduip.co.za/site/10375-2/>

<https://floridaroaiduip.co.za/site/light-art-in-public-spaces-keeping-festive-season-magic-alive-during-covid/>

<https://floridaroaiduip.co.za/site/ballito-uip-security-manager-dieter-fittkauf-top-five-tips-to-keep-you-safe-this-festive-season/>

<https://floridaroaiduip.co.za/site/public-wifi-and-why-its-good-for-our-city/>

<https://floridaroaiduip.co.za/site/body-worn-cameras-how-do-they-fit-into-and-enhance-a-public-spaces-security/>

<https://floridaroaiduip.co.za/site/understanding-the-issue-of-illegal-dumping-in-florida-road/>

<https://floridaroaiduip.co.za/site/new-litter-booms-for-ohlanga-river/>

<https://floridaroaiduip.co.za/site/successful-goby-environmental-initiative-demonstrates-increased-plastic-recycling-awareness-but-where-does-the-plastic-go/>

<https://floridaroaiduip.co.za/site/poster-management-and-why-its-needed-in-the-florida-road-uip/>

<https://floridaroaduip.co.za/site/durban-destinations-set-the-scene-for-a-successful-easter-weekend/>
<https://floridaroaduip.co.za/site/planned-n2-n3-upgrades-will-improve-transport-logistics-and-create-jobs/>

ETM notices also distributed on our channels:

<https://floridaroaduip.co.za/site/municipality-to-open-public-spaces-for-exercise/>
<https://floridaroaduip.co.za/site/extension-of-covid-19-relief-for-residents-and-business-owners/>
<https://floridaroaduip.co.za/site/mayor-kaunda-urges-ethekwini-residents-to-exercise-extreme-caution-as-covid-19-infections-peak/>
<https://floridaroaduip.co.za/site/durban-tourism-sector-is-ready-for-business-and-welcomes-lockdown-level-2-announcement/>
<https://floridaroaduip.co.za/site/mayor-kaunda-activates-citys-disaster-management-teams-as-cold-front-approaches-ethekwini/>
<https://floridaroaduip.co.za/site/extension-of-covid-19-relief-for-residents-and-business-owners/>
<https://floridaroaduip.co.za/site/city-urges-residents-to-vaccinate-pets/>
<https://floridaroaduip.co.za/site/city-opens-parks-and-beaches-under-level-2-protocols/>
<https://floridaroaduip.co.za/site/citys-heritage-and-recreation-facilities-re-open-for-public-use/>
<https://floridaroaduip.co.za/site/a-call-to-businesses-to-register-on-buylocal/>
<https://floridaroaduip.co.za/site/renew-your-business-license-now-to-continue-operating/>
<https://floridaroaduip.co.za/site/waste-collection-and-disposal-during-the-2nd-wave/>
<https://floridaroaduip.co.za/site/garden-refuse-sites/>
<https://floridaroaduip.co.za/site/notice-regarding-renewal-of-drivers-licence/>
<https://floridaroaduip.co.za/site/city-to-accelerate-plans-for-tourism-recovery/>
<https://floridaroaduip.co.za/site/extension-for-the-validity-period-of-licenses-and-permits-required-in-terms-of-nrta-act-93-of-1996-and-the-national-road-traffic-regulations-2000/>
<https://floridaroaduip.co.za/site/the-risk-of-alien-invasive-plants-and-how-our-precincts-manage-them/>
<https://floridaroaduip.co.za/site/ethekwini-closes-its-facilities-for-public-use/>
<https://floridaroaduip.co.za/site/ethekwini-to-implement-water-and-sanitation-infrastructure/>

General informative pieces distributed:

<https://floridaroaduip.co.za/site/nationwide-peaceful-restaurant-demonstration/>
<https://floridaroaduip.co.za/site/the-restaurant-industry-will-innovate-to-survive/>
<https://floridaroaduip.co.za/site/tourism-is-back-and-our-precincts-are-preparing-for-a-bumper-2020-festive-season/>
<https://floridaroaduip.co.za/site/new-operations-office-donated-by-m-projects-will-optimize-fruip-services-on-florida-road/>
<https://floridaroaduip.co.za/site/e-hailing-and-car-pooling-intimidation-alert/>
<https://floridaroaduip.co.za/site/last-chance-to-fill-in-the-fruip-perception-survey-2020/>
<https://floridaroaduip.co.za/site/urgent-reminder-please-help-us-keep-the-florida-road-uip-healthy-this-festive-season/>
<https://floridaroaduip.co.za/site/the-florida-road-uip-perception-survey-2020/>
<https://floridaroaduip.co.za/site/2020-a-year-in-pictures/>
<https://floridaroaduip.co.za/site/signage-added-to-fruip-ops-office/>
<https://floridaroaduip.co.za/site/the-floridaroad-uip-2020-agm-presentation/>
<https://floridaroaduip.co.za/site/welcome-to-pick-n-pay-on-florida-road/>
<https://floridaroaduip.co.za/site/activities-continue-on-florida-road-after-a-successful-easter-weekend/>
<https://floridaroaduip.co.za/site/ironman-70-3-comes-to-durban-this-weekend/>

FRUIP Perception Surveys

Over December 2020 / January 2021, the Florida Road UIP undertook the annual perception survey, aimed at gauging the public view of Florida Road's public spaces. The survey was accessible via the web, social media and newsletters using links and QR codes. Our security team also went door-to-door with tablets to get responses. We received 52 responses and the average experience rating out of 10 was 7,33.

The comprehensive results are available on the below link:

[Annual Perception Surveys - Florida Road UIP](#)

The 2021/2022 perception survey was conducted during the most recent December/January period and we were able to obtain 150 responses with an average experience rating of 8,08 out of 10 – an improvement from the 2020/2021 survey. We will present the results from this survey at the next board meeting.

New reporting system for the FRUIP website

In May the communications team undertook to streamline reporting to the precinct via the website and to aid better navigation on the platform. The reports are now separated into:

- Operational Reports (separated into the Operational Stats, Crime Stats and Service Delivery stats)
- AGM Packs (AGM reports & budgets and budgets)
- Annual Perception Surveys
- General Documents.
- Archived documents

Please visit the website to see the new layout: [Operational Reports - Florida Road UIP](#)

Budget 2022/23

The budget provides for holistic supplementary service delivery to Florida Road's public areas with the aim of enhancing the experience and safety of Florida Rd. This translates into secured property values and improved investment confidence.

The board has agreed to a 13.8% annual levy increase. The Budgeted Deficit will be funded by the Reserve. The anticipated projected reserve as at June 2023 is R 1,173,675 which is 29.73% of budget and a 3.57 months trading Reserve.



Florida Rd UIP Budget July 2022 - June 2023

	1	2	3	4	5	6	7	8
	Forecast 2021/2022	Budget 2021/2022	Variance	Budget 2022/2023	% of Budget	% 2023 Budget to Forecast 2022	% 2023 Budget to Budget 2022	Variance Budget 2022 to 2023
Income								
SRA levies raised - anticipated SRA rate increase	3 257 194	3 591 346	334 152	3 706 687		13,8%	3,2%	115 341
Provision for under collections & prop value / usage changes	-179 567	-179 567	0	0		-100,0%	-100,0%	179 567
Voluntary sidewalk monitors	30 547	31 568	1 021	32 075		5,0%	1,6%	507
Voluntary residential and NGO	86 602	103 278	16 676	86 602		0,0%	-16,1%	-16 676
Total Income	3 194 776	3 546 625	351 849	3 825 364		19,7%	7,9%	278 739
Expenses				0				
1 Admin and general	199 572	197 461	-2 111	209 741	5,3%	5,1%	6,2%	12 280
2 Utilities	0	0	0	0	0,0%	0,0%	0,0%	0
3 Company costs	49 404	129 233	79 829	53 027	1,3%	7,3%	-59,0%	-76 206
4 Operational management	653 765	653 765	0	681 218	17,3%	4,2%	4,2%	27 453
5 Security	855 012	879 033	24 021	934 260	23,7%	9,3%	6,3%	55 227
6 Cleaning	513 647	547 989	34 342	538 193	13,6%	4,8%	-1,8%	-9 796
7 Greening	62 502	70 335	7 833	69 608	1,8%	11,4%	-1,0%	-727
8 Repairs & maintenance	48 199	48 199	0	50 230	1,3%	4,2%	4,2%	2 031
9 Social Economic Development	614 153	636 944	22 791	641 564	16,3%	4,5%	0,7%	4 620
10 Communications, PR & mrkt. of the UIP	133 920	136 209	2 289	139 547	3,5%	4,2%	2,5%	3 338
11 Project management and leverage fee	350 601	350 601	0	365 330	9,3%	4,2%	4,2%	14 729
12 Special Projects	31 200	31 200	0	264 000	6,7%	746,2%	746,2%	232 800
Total Expenses	3 511 975	3 680 971	168 996	3 946 718	100,0%	12,4%	7,2%	265 747
Surplus/ (Deficit)	-317 199	-134 346		-121 354				
A Reserves at beginning of period	1 771 763	797 140	974 623	1 295 029				
B Net Income/(loss)	-317 199	-134 346	-182 853	-121 354				
C Place Making committee Reserve	-159 535	-159 535	0	0				
D Transfer into reserves	-476 734	-293 881		-121 354				
E Reserves at end of period	1 295 029	503 259	791 770	1 173 675				

5. Conclusion

My sincere thanks are extended to the Board of Directors and invitees who voluntarily contribute their valuable time and effort to assist in managing the business of the UIP. Equally a big thank you goes to eThekweni City Management, municipal departments, the SA Police Services, and the Community Policing Forum for all your dedication and support this past year.

I would also like to take this opportunity and thank our management team for their hard work and dedication ensuring the success of the UIP and Florida Rd. Without their efforts we could not have achieved the successes to date. A big thank you is also extended to the UIP appointed service providers for their commitment and service levels.

Finally, thank you to all UIP members who have supported the endeavours of the UIP. We look forward to reporting on an equally productive 2021/2022 financial year.

Wayne Stainforth
Chairman

FLORIDA ROAD URBAN IMPROVEMENT PROJECT NPC

(Registration number 2013/059252/08)

Annual financial statements
for the year ended 30 June 2021

Florida Road Urban Improvement Project NPC

(Registration number: 2013/059252/08)

Annual Financial Statements for the year ended 30 June 2021

General Information

Country of incorporation and domicile	South Africa
Nature of business and principal activities	Management and Administration of the Florida Road Precinct
Directors	W Stainforth A Sudheim P Brown R Rodger L Dinsdale C Rencken T Woods Z Teke
Registered office	44 Lagoon Drive Umhlanga Rocks Kwa-Zulu Natal 4319
Business address	44 Lagoon Drive Umhlanga Rocks Kwa-Zulu Natal 4319
Auditors	Baker Tilly Morrison Murray Chartered Accountants (SA) Registered Auditors
Company registration number	2013/059252/08
Level of assurance	These annual financial statements have been audited in compliance with the applicable requirements of the Companies Act, 71 of 2008.
Preparer	The annual financial statements were independently compiled by: M Sharpley Chartered Accountant (SA)
Issued	08 December 2021

Florida Road Urban Improvement Project NPC

(Registration number: 2013/059252/08)

Annual Financial Statements for the year ended 30 June 2021

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The following supplementary information does not form part of the annual financial statements and is unaudited:	
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Florida Road Urban Improvement Project NPC

(Registration number: 2013/059252/08)

Annual Financial Statements for the year ended 30 June 2021

Directors' Responsibilities and Approval

The directors are required by the Companies Act, 71 of 2008, 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 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 sets 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 2022 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 financial statements. The financial statements have been examined by the company's external auditors and their report is presented on pages 4 to 5.

The annual financial statements set out on pages 6 to 15, which have been prepared on the going concern basis, were approved by the directors and were signed on its behalf by

Thomas Woods

Director



Director

Independent Auditor's Report

To the Members of Florida Road Urban Improvement Project NPC

Opinion

We have audited the financial statements of Florida Road Urban Improvement Project NPC (the company) set out on pages 7 to 14, which comprise the statement of financial position as at 30 June 2021, 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 financial statements present fairly, in all material respects, the financial position of Florida Road Urban Improvement Project NPC as at 30 June 2021, 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. Our responsibilities under those standards are further described in 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 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 "Florida Road Urban Improvement Project NPC annual financial statements for the year ended 30 June 2021", which includes the Directors' Report as required by the Companies Act, 71 of 2008 and the Detailed Income Statement as set out on page 15, which we obtained prior to the date of this report. 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 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 on the other information obtained prior to the date of this auditor's report, 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

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 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 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 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 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 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 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.

Baker Tilly Morrison Murray
Baker Tilly Morrison Murray

Partner: Monique Sharpley (CA)(SA)
Registered Auditor

Westville

Date: 08 December 2021

Florida Road Urban Improvement Project NPC

(Registration number: 2013/059252/08)

Annual Financial Statements for the year ended 30 June 2021

Directors' Report

The directors have pleasure in submitting their report on the annual financial statements of Florida Road Urban Improvement Project NPC for the year ended 30 June 2021.

1. Nature of business

Florida Road Urban Improvement Project NPC is a Non Profit Company and was incorporated in South Africa on 10 April 2013. The aim and objectives of the Company relate to the physical area within the defined boundaries of the precinct.

The services of the company are procurement of supplementary including security, landscaping, maintenance and other such services which improve the quality of public areas.

2. 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, 71 of 2008. The accounting policies have been applied consistently compared to the prior year.

3. Directors

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

W Stainforth
A Sudheim
P Brown
R Rodger
L Dinsdale
C Rencken
T Woods
Z Teke

Changes

Appointed 14 April 2021

4. 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 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.

5. Auditors

Baker Tilly Morrison Murray continued in office as auditors for the company for 2021.

Florida Road Urban Improvement Project NPC

(Registration number: 2013/059252/08)

Annual Financial Statements for the year ended 30 June 2021

Statement of Financial Position as at 30 June 2021

Figures in Rand	Note(s)	2021	2020
Assets			
Non-Current Assets			
Property, plant and equipment	2	2	7 000
Current Assets			
Trade and other receivables	3	1 261 416	708 648
Current tax receivable	4	7 500	-
Cash and cash equivalents	5	588 062	117 516
		1 856 978	826 164
Total Assets		1 856 980	833 164
Equity and Liabilities			
Equity			
Accumulated surplus	6	1 777 700	795 321
Liabilities			
Current Liabilities			
Trade and other payables	7	79 280	37 843
Total Equity and Liabilities		1 856 980	833 164

Florida Road Urban Improvement Project NPC

(Registration number: 2013/059252/08)

Annual Financial Statements for the year ended 30 June 2021

Statement of Comprehensive Income

Figures in Rand	Note(s)	2021	2020
Revenue	8	3 882 854	3 294 817
Other income		5 115	-
Operating expenses	9	(2 929 703)	(2 979 457)
Operating surplus		958 266	315 360
Interest received	10	16 614	9 110
Surplus before taxation		974 880	262 165
Taxation	15	7 500	61 173
Surplus for the year		982 380	323 338

Statement of Changes in Equity

Figures in Rand	Accumulated surplus	Total equity
Balance at 01 July 2019	471 983	471 983
Surplus for the year	323 338	323 338
Balance at 01 July 2020	795 321	795 321
Surplus for the year	982 380	982 380
Balance at 30 June 2021	1 777 701	1 777 701

Statement of Cash Flows

Figures in Rand	Note(s)	2021	2020
Cash flows from operating activities			
Cash generated from operations	14	443 497	48 066
Interest income		16 614	9 110
Interest paid		-	(62 305)
Tax paid		-	(135 773)
Net cash from operating activities		460 111	(140 902)
Cash flows from investing activities			
Sale of property, plant and equipment	2	10 435	-
Total cash movement for the year		470 546	(140 902)
Cash at the beginning of the year		117 516	258 418
Total cash at end of the year	5	588 062	117 516

Florida Road Urban Improvement Project NPC

(Registration number: 2013/059252/08)

Annual Financial Statements for the year ended 30 June 2021

Accounting Policies

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, 71 of 2008. The annual financial statements have been prepared on the historical cost basis, 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

Useful lives of property, plant and equipment

The company reviews the estimated useful lives of property, plant and equipment when changing circumstances indicate that they may have changed since the most recent reporting date.

Impairment testing

The company reviews and tests the carrying value of property, plant and equipment, investment property on the cost model and intangible assets when events or changes in circumstances suggest that the carrying amount may not be recoverable. When such indicators exist, management determine the recoverable amount by performing value in use and fair value calculations. These calculations require the use of estimates and assumptions. When it is not possible to determine the recoverable amount for an individual asset, management assesses the recoverable amount for the cash generating unit to which the asset belongs.

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 surplus or deficit 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.

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:

Item	Depreciation method	Average useful life
Furniture and fixtures	Straight line	5 years

Florida Road Urban Improvement Project NPC

(Registration number: 2013/059252/08)

Annual Financial Statements for the year ended 30 June 2021

Accounting Policies

1.2 Property, plant and equipment (continued)

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 surplus or deficit to bring the carrying amount in line with the recoverable amount.

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 surplus or deficit when the item is derecognised.

1.3 Financial instruments

Initial measurement

Financial instruments are initially measured at the transaction price. This includes transaction costs, except for the initial measurement of financial assets and liabilities that are measured at fair value through surplus or deficit.

Financial instruments at amortised cost

These include loans, trade receivables and trade payables. Those 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 surplus or deficit.

Financial instruments at cost

Equity instruments that are not publicly traded and whose fair value cannot otherwise be measured reliably without undue cost or effort are measured at cost less impairment.

1.4 Impairment of assets

The company assesses at each reporting date whether there is any indication that property, plant and equipment may be impaired.

If there is any such indication, the recoverable amount of any affected asset (or group of related assets) is estimated and compared with its 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 surplus or deficit.

If an impairment loss subsequently reverses, the carrying amount of the asset (or group of related assets) is increased to the revised estimate of its recoverable amount, but not in excess of the amount that would have been determined had no impairment loss been recognised for the asset (or group of assets) in prior years. A reversal of impairment is recognised immediately in surplus or deficit.

1.5 Government grants

Grants that do not impose specified future performance conditions are recognised in income when the grant proceeds are receivable.

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

Florida Road Urban Improvement Project NPC

(Registration number: 2013/059252/08)

Annual Financial Statements for the year ended 30 June 2021

Accounting Policies

1.5 Government grants (continued)

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

Revenue comprises grant income received from Ethekeweni Municipality in terms of the Florida Road Special Rating Area (SRA). Voluntary contributions comprise amounts received from property owners of Florida Road, and these contributions are recorded when received.

Revenue is measured at the fair value of the consideration received or receivable and represents the amounts receivable for services provided in the normal course of business.

Interest is recognised, in surplus or deficit, using the effective interest rate method.

Florida Road Urban Improvement Project NPC

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Annual Financial Statements for the year ended 30 June 2021

Notes to the Annual Financial Statements

Figures in Rand				2021	2020	
2. Property, plant and equipment						
	2021			2020		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
Furniture and fixtures	3 280	(3 278)	2	20 080	(13 080)	7 000
Reconciliation of property, plant and equipment - 2021						
		Opening balance	Disposals	Depreciation		Closing balance
Furniture and fixtures		7 000	(5 320)	(1 678)		2
Reconciliation of property, plant and equipment - 2020						
			Opening balance	Depreciation		Closing balance
Furniture and fixtures			10 360	(3 360)		7 000
3. Trade and other receivables						
Trade receivables				1 249 104		644 594
VAT				12 312		64 054
				1 261 416		708 648
4. Current tax receivable (payable)						
Normal tax				7 500		-
Net current tax receivable (payable)						
Current assets				7 500		-
5. Cash and cash equivalents						
Cash and cash equivalents consist of:						
Bank balances				588 062		117 516
The bank account is administered by Eris Property Group (Pty) Ltd in terms of section 32(1) of the Estate Agency Affairs Act of 1976.						
6. Accumulated surplus						
Accumulated surplus				1 622 164		652 054
Place making fund				155 536		143 267
				1 777 700		795 321

Florida Road Urban Improvement Project NPC

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Annual Financial Statements for the year ended 30 June 2021

Notes to the Annual Financial Statements

Figures in Rand	2021	2020
7. Trade and other payables		
Trade payables	-	7 587
Amounts received in advance	4 561	1 288
Accrued expenses	44 011	-
Provisions	30 708	28 968
	79 280	37 843
8. Revenue		
Grant income in terms of Florida Road Special Rating Area	3 748 547	2 992 467
Voluntary contributions	134 307	302 350
	3 882 854	3 294 817
9. Operating expenses		
Operating expenses for the year is stated after accounting for the following:		
Depreciation on property, plant and equipment	1 678	3 360
10. Investment revenue		
Interest revenue		
Bank	16 614	9 110
11. Interest paid		
Interest paid on under-payment of prior period provisional taxes and late payment of prior period taxes	-	62 305
12. Directors' remuneration		
No emoluments were paid to the directors or any individuals holding a prescribed office during the year (2020: Nil).		
13. Auditor's remuneration		
Fees	26 940	26 124
14. Cash generated from operations		
Surplus before taxation	974 880	262 165
Adjustments for:		
Depreciation	1 678	3 360
Surplus on sale of assets	(5 115)	-
Interest received	(16 614)	(9 110)
Interest paid	-	62 305
Changes in working capital:		
Trade and other receivables	(552 769)	(149 546)
Trade and other payables	41 437	(121 108)
	443 497	48 066

Florida Road Urban Improvement Project NPC

(Registration number: 2013/059252/08)

Annual Financial Statements for the year ended 30 June 2021

Notes to the Annual Financial Statements

Figures in Rand	2021	2020
15. Taxation		
Major components of the tax income		
Current taxation		
South African normal tax - prior period (over) under provision	(7 500)	(61 173)

Non provision of tax

No provision has been made for 2021 tax as the company has no taxable income. The company is exempt from income tax in terms of section 10(1)(d)(iii) of the Income Tax Act.

16. 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.

Florida Road Urban Improvement Project NPC

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Annual Financial Statements for the year ended 30 June 2021

Detailed Income Statement

Figures in Rand	Note(s)	2021	2020
Revenue			
Grant income		3 748 547	2 992 467
Voluntary contributions		134 307	302 350
	8	3 882 854	3 294 817
Other income			
Gains on disposal of assets		5 115	-
Operating expenses			
Administration and management fees		1 026 020	970 138
Advertising		95 879	89 617
Audit fees	13	26 940	26 124
Bank charges		2 179	2 289
Cleaning		336 281	274 291
Consumables		1 200	-
Depreciation, amortisation and impairments		1 678	3 360
Entertainment		5 840	7 635
Garden		26 175	25 691
IT and data costs		28 992	23 614
Insurance		7 981	8 546
Licence cost		1 500	1 500
Printing and stationery		16 755	14 780
Public relations services		6 000	103 000
Repairs and maintenance		61 330	29 495
Secretarial fees		48 840	42 756
Security		1 171 485	1 256 125
Tax administration fees		-	35 910
Telephone		38 079	36 486
Tools		529	4 580
Website cost		26 020	23 520
		2 929 703	2 979 457
Operating surplus	9	958 266	315 360
Interest received	10	16 614	9 110
Interest paid	11	-	(62 305)
		16 614	(53 195)
Surplus before taxation		974 880	262 165
Taxation	15	7 500	61 173
Surplus for the year		982 380	323 338