

ANNUAL REPORT

LLANDUDNO SPECIAL RATING AREA NPC
Registration No 2014/179104/08
Annual Report and Financial Statements
for the year ended June 2025



Our online report is available at www.llandudno.org.za



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1. GENERAL INFORMATION

Registered name:	Llandudno Special Rating Area NPC
Registration no:	2014/179104/08
Physical address:	11 Apostle Road Llandudno 7806
Postal address:	11 Apostle Road Llandudno 7806
Telephone number/s:	0833090468
Email address:	sra@llandudno.org.za
Website address:	http:// Llandudno.org.za
External auditors:	Hudson Accounting since 2022
Banker's information:	Nedbank Ltd Sea Point
Company Secretary:	Harry Curtis & co

2. LIST OF ABBREVIATIONS/ACRONYMS

CEO	Chief Executive Officer
CFO	Chief Financial Officer
CCT	CTT
KPI	Key performance indicators
SCM	Supply chain management
LSRA	Llandudno Special Rating Area

3. FOREWORD BY THE CHAIRPERSON

We are pleased to present the Llandudno SRA (LSRA) Annual Report for the year ending 30 June 2025. We have continued our endeavours to enhance public safety, monitoring and engaging with the City on infrastructure issues, cleaning initiatives and alien removal in conjunction with our contractors and SANParks. We have achieved this because of our collaboration with our service providers, the community, municipal partners, and other stakeholders.

Our strategic initiatives this year focused on improving public safety, maintaining urban infrastructure, removal of alien vegetation and fostering social upliftment. The LSRA initiatives are undertaken by volunteers and despite having resource challenges, we believe that we have fulfilled our objectives and will continue to strive to do so. We are committed to continuing to enhance the public safety, cleanliness and environmental integrity of our suburb.

We wish to thank the Board, partners, and all stakeholders for their efforts towards the betterment of Llandudno.

Introduction

Llandudno Special Rating Area (LSRA) was established in 2014 to complement municipal services and create an environment that is safe, clean, and conducive to community growth. Over the past year, LSRA has worked diligently to achieve its goals by addressing local challenges, engaging with stakeholders, and implementing strategic initiatives to enhance the area's appeal for residents and investors alike.

This report highlights our achievements, outlines ongoing challenges, and sets the stage for future plans that will continue to uplift Llandudno as a sought-after neighborhood.

Strategic Objectives

LSRA's primary objectives include:

1. Enhancing public safety through targeted patrols and collaboration with HBNW, CCP, SAPS and the City's law enforcement.
2. Maintaining and improving the cleanliness and aesthetic appeal of public spaces.
3. Attend to and collaborate with strategic partners such as SANParks to remove alien vegetation and maintaining fire breaks.
4. Supporting social upliftment by supporting previously disadvantaged.
5. Strengthening community engagement to foster a sense of pride and ownership among residents.
6. Facilitating infrastructure improvements in collaboration with municipal authorities.

Executive summary of performance outcomes

This year, LSRA made significant progress in its operational focus areas:

- Public Safety: Patrols and surveillance of public open spaces have continued to contribute to a reduction in crime in our area.
- Urban Maintenance: Cleaning teams attended to supplemental cleaning or verges, pavements and liaison with the CTT to remove debris, maintain public walkways and alien removal and maintaining of firebreaks.
- Community Engagement: Regular communication occurs with residents and owners via social media and WhatsApp communication.
- Social Upliftment: We engaged with previously disadvantaged communities in our environmental and cleaning portfolio as part of our social upliftment commitment.

Key events/ challenges

Key Events:

- We have embarked on a project to upgrade the entrance hut, and to provide toilet facilities for subcontractors.
- We commenced an analysis of our security equipment and engaged in a quotation process to replace outdated equipment that had exceeded their warranty period and were becoming problematic.

Challenges:

- Traffic congestion in the areas surrounding the beach has been problematic and we accordingly embarked on a project to identify ways of mitigating these issues.
- Infrastructural breakdowns and service disruptions remain of concern, and we have actively engaged with CCT to follow up on existing service requests.

Short and medium-term outlook

In the coming year, LSRA will focus on:

- Upgrading and replacement of security equipment where these have become faulty and or are no longer under warranty.
- Improving our monitoring and follow up of infrastructural fault reports with CTT.
- Improving our monitoring and follow up of traffic congestion and transgressions with CTT.
- Strengthening social upliftment and alien removal initiatives through partnerships with local NGOs such as the Sugar bird Trust.

Acknowledgements

We extend our gratitude to the LSRA Board of Directors, community members, municipal partners, and service providers for their invaluable contributions over the past year.

Conclusion

We remain committed towards the fulfilment of our objectives of improving public safety, cleanliness, alien removal and social upliftment.



Kiki Loubser

Date: 02 November 2025

4. TREASURER'S OVERVIEW

The financial summary for the reporting period is detailed in the attached Annual Financial Statements (AFS). Financial impact of operations was tightly controlled and accordingly in line with approved budget. Certain public safety initiatives were funded by means of private donations for which we express our thanks.

We received a clean audit report, and no adverse matters were raised during the audit.

The directors are confident in LSRA's economic viability and anticipate its continued financial stability and sustainability for the foreseeable future.



Ian Scott

Date: 2 November 2025

5. STATEMENT OF DIRECTORS' RESPONSIBILITY

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 Hudson Accounting.

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 02 November 2025 and signed on behalf by:



Chairperson of the Board
Kiki Loubser



Treasurer
Ian Scott

6. STRATEGIC OVERVIEW

1.1. Vision

The Llandudno SRA vision is to ensure that Llandudno:
Retains its single residential family focused community driven neighbourhood status.

Residents and visitors respect the natural and built environment by keeping it clean, and by removing alien vegetation and adding to biodiversity richness in the area through initiatives aimed at planting of indigenous vegetation.

Remains a safe neighbourhood and ensuring visitors and residents can enjoy the safe public areas and in adherence to laws and regulations.

Innovative initiatives will be explored to generate additional revenue and sense of community cohesion e.g. Website, What's App groups, Community Events etc.

1.2. Mission

The creation of a sustainable infrastructure and platform from which the residents and the public will benefit through the enjoyment of the public and private spaces and the protection and growth of the homeowner's property values.

1.3. Values

Our core values are:

Transparency: We are committed to open and clear decision-making, ensuring stakeholders can easily understand our actions and results.

Accountability: We take full responsibility for fulfilling our duties and commitments.

Performance: We continuously strive to achieve our strategic goals with excellence.

Social Responsibility: We aim to create meaningful economic, social, and environmental benefits for our stakeholders.

Stakeholder Inclusivity: We conduct our activities with consideration for the needs, interests, and expectations of all stakeholders.

Sustainable Development: We are dedicated to meeting the present needs of our community without compromising the ability of future generations to meet theirs.

7. STATUTORY MANDATE

Under the CID By-law and Section 22 of the Municipal Property Rates Act, the LSRA NPC is responsible for planning, developing, and implementing improvements and upgrades within the LSRA to enhance services provided by the CCT. Funding is sourced from additional rates collected by the CCT from CID property owners and transferred to the company in accordance with the legislation, supplemented where applicable by local fundraising efforts. The company's expenditure of these funds is subject to CCT oversight under the CID By-law and Policy, as well as the public procurement principles set out in Section 217 of the Constitution of the Republic of South Africa, 1996 ("the Constitution").

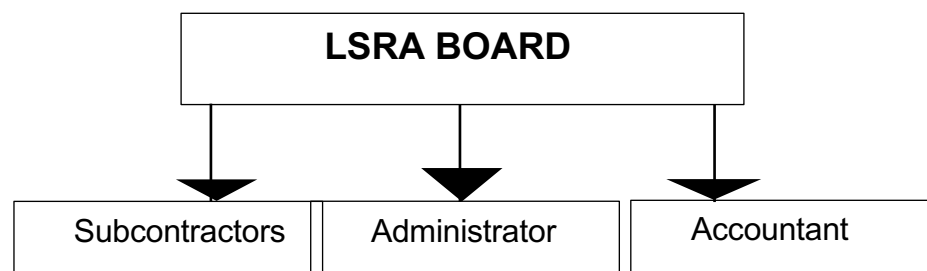
8. ORGANISATIONAL PROFILE

The Primary activities of the LSRA are to:

- 1) Improve **public safety** by installing and maintaining monitored cameras across the Llandudno, linked to a responding security service provider
- 2) Improve **maintenance and cleaning** by:
 - a) Deploying cleaning teams (litter)
 - b) Deploying landscaping teams to maintain verges and do additional cleansing.
- 3) Undertake **environmental development** e.g., alien removal
- 4) Support various **social development programmes** in and around Llandudno SRA to reduce the impact of social issues on public safety.

The LSRA's stakeholders are the residents of the designated area of the Llandudno, Llandudno Primary School, Llandudno United Church, Llandudno Sports Club, the Llandudno Lifesaving Club, the CTT, and the various contractors engaged to perform works on behalf of the CID.

Organisational Structure



PART B: PERFORMANCE INFORMATION

1. SITUATIONAL ANALYSIS

1.1. Service delivery environment

The LSRA CID has driven significant upgrades and maintenance in the area, prioritising crime reduction through proactive measures such as monitored CCTV and LPR cameras at all entrance roads. We maintain strong partnerships with local security providers, HBNW, CCP, the CPF, and SAPS. Our safety initiatives are complemented by efforts to keep public and open spaces clean and litter-free. In collaboration with the CTT, the CID remains committed to the continuous enhancement of public areas.

The CID continues to face challenges, including frequent burst water pipes caused by an aging water infrastructure, as well as damaged road surfaces and unattended potholes, which often remain unresolved.

1.2. Organisational environment

Throughout the year, routine activities, including Board meetings, community organisation engagements, and interactions with the CTT, proceeded as planned and on schedule. Whilst the Board meets formally once a quarter, regular interaction occurs among various Board members to ensure that we meet our objectives, and that challenges and issues are identified and addressed timeously.

We continue our interaction with the Llandudno School, Llandudno United Church, Llandudno Sports Club, Llandudno Life Saving Club, the local councillor and Ward committee.

2. STRATEGIC OBJECTIVES

The LSRA collaborates with the CTT and local property owners to drive the economic upliftment of the area. This is accomplished by fostering a safe, clean, and attractive environment that encourages investment and community use.

Key strategic objectives include:

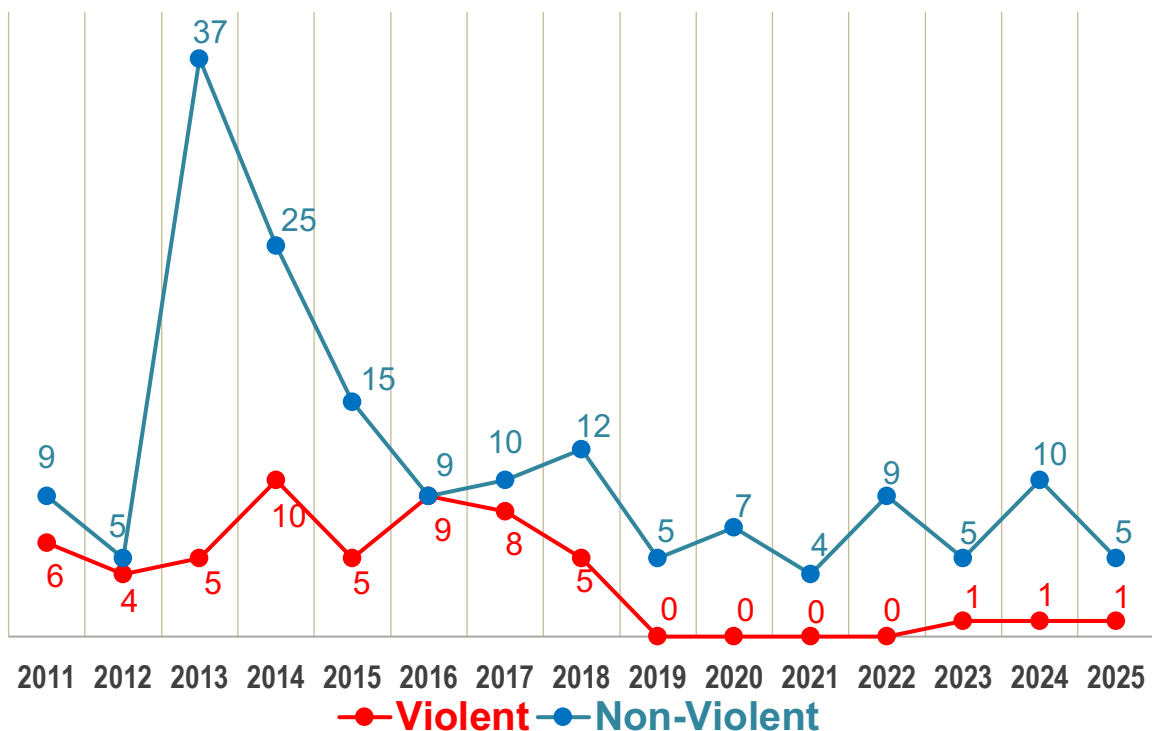
- Enhancing public safety to ensure a secure environment.
- Promoting the upkeep and improvement of private properties and public spaces.
- Maintaining a clean and well-kept public environment for all to enjoy
- Engage with the local neighbouring township community including the two schools therein.

3. COMPLAINTS PROCESS

Formal complaints are lodged to the LSRA management via email or WhatsApp. Complaints are dealt with by the relevant Director whose portfolio this affects and are dealt with promptly. This year has seen no formal complaints but only requests for intervention by residents and owners.

4. PERFORMANCE INFORMATION

4.1 Public Safety



Please note that these figures include statistics until November 2025

- 4.1.1. To improve safety and security LSRA developed a comprehensive public safety plan for the area in conjunction with an appointed service provider. These actions include cooperation with SAPS, HBNW, CCP, SAPS and other CIDs in the area.
- 4.1.2. The area benefits from a comprehensive surveillance system. These efforts are reinforced by patrol vehicles, providing an expanded security presence and enhanced response capabilities. The camera system is scheduled for upgrade and replacement in 2024/2025, with additional cameras installed in high-risk areas. Regular testing is conducted as part of the SLA agreement with the security provider. Camera settings have been adjusted in various parts depending on foot traffic and time of the day to ensure minimal 'false alarms'.

- 4.1.3. We have commenced discussions with the city to lease a portion of land at the entrance to Llandudno to upgrade the security hut to upgrade this facility to become a community information centre, and to store additional software and cleaning equipment. Construction of the upgraded entrance complex will be funded by means of private donations.
- 4.1.4. During the year certain subcontractors attended to a software upgrade of the security software used to monitor the camera network.
- 4.1.5. Regular monthly meetings with PPA are held to assess the current security situation to evaluate changes needed and adjustments required to be made.
- 4.1.6. We have approached CTT for security officers during the 2025/2026 season and await receipt of the signed agreement.

STRATEGIC OBJECTIVE: DEPLOY CCTV CAMERAS MONITORED BY CONTROL ROOM					
Measure	Key Performance Indicator	Planned target 2024/2025	Actual achievement 2024/2025	Deviation from target to actual achievement for 2024/2025	Comments on deviations
Deploy CCTV cameras monitored by a CCTV Control Room	Effective use of CCTV cameras through monitoring	Ongoing	Ongoing	N/A	N/A
STRATEGIC OBJECTIVE: MONITOR & EVALUATE STRATEGY & PERFORMANCE					
Measure	Key Performance Indicator	Planned target 2023/2024	Actual achievement 2023/2024	Deviation from target to actual achievement for 2023/2024	Comments on deviations
Monitor and evaluate the Public Safety strategy and performance of all service delivery on a quarterly basis	Report findings to the LSRA Board with Recommendations where applicable	Quarterly	Quarterly	N/A	N/A
STRATEGIC OBJECTIVE: ON SITE INSPECTIONS					
Measure	Key Performance Indicator	Planned target 2023/2024	Actual achievement 2023/2024	Deviation from target to actual achievement for 2023/2024	Comments on deviations

On-site inspection	Report findings to the LSRA Board with Recommendations where applicable	Daily	Weekly	Fairly significant	Relies on Board members and volunteers doing informal checks and the positioning of the guards. Often this only happens once a week
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STRATEGIC OBJECTIVE: UTILISE EYES & EARS OF RESIDENTS

Measure	Key Performance Indicator	Planned target 2023/2024	Actual achievement 2023/2024	Deviation from target to actual achievement for 2023/2024	Comments on deviations
Utilise the "eyes and ears" of all Public Safety subcontractors to identify breaches	Incorporate feedback and information in Public Safety and safety initiatives of the LSRA	Ongoing	Ongoing	N/A	N/A

Positive feedback received during the year under review:

- Deficiencies identified during the year resulted in an extensive camera replacement
- Violent crimes are low
- An improved multipurpose entrance complex is being planned and is estimated to be completed by end April 2025. We thank those who have pledged donations to cover the cost of construction of approximately R800 000.

Negative feedback received during the year under review:

- There has been an increase in non-violent crimes during the year
- Residents are reminded to regularly check their private alarm systems

Service/ Project components	2023/2024			2024/2025		
	Projected Expenditure	Actual Expenditure	(Over)/ Under Expenditure	Projected Expenditure	Actual Expenditure	(Over)/ Under Expenditure
Safety & security	3 426 495	3 426 495	0	3 494 075		0

4.2 Cleansing & Urban Management & Environmental Development

We focus our maintenance and cleansing efforts on the removal of sidewalk litter and the maintenance and cleansing of all public areas within our boundaries. These upgrades are carried out within the entire CID. General maintenance of roads continues in collaboration with the CTT Roads Department.

We are committed to keeping Llandudno free of litter and focus on the upkeep of side verges and bollards, and the removal of overgrown vegetation that obscures traffic visibility or impacts our public safety.

Positive feedback from the period under review:

4.2.1 Alien removal

- Alien vegetation species were and continue to be removed from public open spaces across Llandudno
- Continue to clear alien vegetation along the northern firebreak

4.2.2 Vegetation management across Llandudno

- Clearing of vegetation along coastal paths, streams, walkways and edges of open space in order to keep sufficiently clear for safe walking and use
- Clearing of vegetation where it hangs into the main roads creating driving safety issues
- Cutting of grass at entrance to Llandudno, edges of open space and walkways, verges adjacent to treatment works road
- Collection of illegally dumped garden refuse at various locations around Llandudno. First action is to try and identify the perpetrators and get them to remove.



4.2.3 Path management

- Add additional steps to paths where erosion has created stepping height issues
- Replace weathered wooden planks on paths and nail down loose planks
- Open up old path and add wooden walkways across stream
- Add concrete steps to steep eroded section of path which comes down from coastal path onto southern side of beach
- Substantial cutting back of vegetation adjacent to the central path to the beach and the removal of substantial historical sand build-up on the steps



Negative feedback from the period under review:

- Dog faces remain an issue on public pathways and the beach, and owners are urged to pick up these using the biodegradable disposable bags provided.

STRATEGIC OBJECTIVE: MAINTAIN & CLEANSE PUBLIC 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
Frequency of cleaning activities in public spaces (e.g., daily, weekly).	Public area is cleaned weekly according to the schedule.	Twice a week	Achieved	N/A	N/A
Vegetation clearing waste collected and disposed of	Waste is collected and taken to the refuse dump by bakkie. OR cut material is stockpiled at various locations for collection by CCT	Weekly	Mostly Achieved	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 urban management and environmental development	344 050	344 050	0	282 636	282 636	0

4.3 Infrastructure

4.3.1 Road Maintenance & Signage

- A project initiated with the CTT Traffic Signage for a reconfiguration of the painted road lines at the northern section of Leeukoppie Road. This follows inconsistent treatment of parked vehicles receiving parking fines in the area.
- The turnaround times for repairing of damage roads and potholes deteriorated over the 12-month period November 2024 to October 2025. The main hotspots where the community experienced pedestrian service levels included: 60 Sunset Road, Fawcett's Avenue, Maori Road and Robinson Avenue. Areas where there is construction and building projects has suffered slower response times.

4.3.2 Electricity

- There have been fewer power outages over the 2025 cycle compared to prior years.
- Residences serviced by the Gulley Road Substation suffered two major 48-hour loss of electricity supply in December 2024 and February 2025.
- The response time by CTT to power supply failures has been within 12 hours.

4.3.3 Sewerage

- Over the 2025 cycle, there has been only a handful of reported sewerage spills in the village. The response time by CTT to attend to the faults has been good (within 12 hours).
- Sewerage spills from the pipe along the Llandudno Beach-Sunset Rocks footpath continue to be a problem.

4.3.4 Water

- Ignoring the large-scale water supply problems stemming from major burst pipes near Riverside Terrace (Hout Bay) impacting the supply to the Suikerbossie Reservoir, there were only 24 reported cases of burst water pipes in Llandudno over the 2025 period.
- CTT fixes most of the faults promptly with a few exceptions such as the water meter and shower at the Hargraves Square beach parking area.
- The LSRA tried to canvass support from the wider municipal ward (Hout Bay) to put together a stronger collective voice on the extensive water supply problems that have plagued the Hout Bay area. Unfortunately, there was an apathetic response from the neighbouring groups.

Measure	Key Performance Indicator	Planned target 2024/2025	Actual achievement 2023/2024	Deviation from target to actual achievement for 2024/2025	Comments on deviations
Identify problems with respect to: water and sewerage leaks, electricity/power outages, maintenance of road surface & sidewalk; road markings & traffic signs	Report problems to CTT via the logging system. Tracking of time to resolution of problem	Adhoc (24 -48-hour response time depending on the logged item)	Most items were resolved within 48 hours	Water leaks at Hargrave Square – several weeks Road repair at 60 Sunset Avenue – 8 months	

**The Infrastructure portfolio has a budget allocation of R100 000 earmarked for maintenance projects.*

Measure	Key Performance Indicator	Planned target 2023/2024	Actual achievement 2023/2024	Deviation from target to actual achievement for 2023/2024	Comments on deviations
Identify problems with respect to: missing drain covers; cleaning of drains; maintenance of road surface & sidewalk; road markings & traffic signs	Report problems to CTT via the logging system.	Adhoc	Ongoing	*	Reliance on CTT to fix problems leads to long delays in potholes, water leaks, and broken streetlights.

**This area is currently not funded but going forward will have a budget allocation of R100 000 going forward*

4.4 Social Intervention Initiatives

We engage the services of members of the local community from Hout Bay for our urban maintenance as part of our Social Intervention initiative.

Service/ Project components	2023/2024			2024/2025		
	Projected Expen- diture	Actual Expen- diture	(Over)/ Under Expen- diture	Projected Expen- diture	Actual Expen- diture	(Over)/ Under Expenditure
Cleansing urban managemen t and environmen tal developmen t	Included under 4.2			Included under 4.2		0

PART C: CORPORATE GOVERNANCE

1. APPLICATION OF KING IV

1.1. Description of the application of King IV

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 LSRA voluntarily subscribes to the King Code of Corporate Governance for South Africa 2016 ("King IV"), which came into effect on 1 April 2017. King IV contains a series of recommended reporting practices under the 15 voluntary governance principles.

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

The board is satisfied that the LSRA 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.

1.2. Compliance with King IV for the reporting period

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

2. GOVERNANCE STRUCTURE

2.1 Board Composition

The board is satisfied that 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))

2.2 Board Observer

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

2.3 Appointment of the board

Directors are appointed to the board either via election at an annual general meeting or may be co-opted by a vote of existing directors; at least one third of the longest serving directors shall retire from office at every AGM.

2.4 Overview of the board’s responsibilities

The Board is responsible for overseeing the daily execution of additional services outlined in the Business Plan. In fulfilling this responsibility, the Board:

- Develops strategies to implement the LSRA business plan, ensuring the company's financial sustainability while considering stakeholder interests.
- Ensures compliance with relevant laws, codes, and standards.
- Approves the annual budget.
- Supervises the preparation and approves the annual financial statements for member adoption.
- Maintains effective control over the NPC and monitors management's adherence to the approved budget and business plan.

2.5 Board charter

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

Director Independence

During the period under review, the Board conducted a formal assessment of the independence of all non-executive directors, as recommended by King IV. The Board concluded that all non-executive directors, including the Chairperson, meet the definition of “independence” as outlined in King IV and comply with the guidelines specified in Principle 7.28.

Board Committees

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

2.6 Attendance at board and committee meetings

The board convenes at least once every 3 months, with the option to convene a special board meeting when necessary. 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)).

Board Member Attendance		30 Oct '25 	2 Feb '25	8 Apr '25	10 Jun '25
Marguerite Loubser (Kiki)		✓	✓	✓	✓
Andrew McNulty		✓	✓		
Jody Aufrichtig		apologies	✓	✓	
Mark Greig		✓	✓	✓	✓
Rob Curtis		✓	✓	✓	✓
Wesley Corbett		✓	✓	✓	✓
Jonathan Crowther		✓	✓	✓	✓
Ian Scott		✓	✓	✓	✓
Andrew Jakins		✓		✓	✓
Political Observer Attendance		-	-	-	✓
Political Observer Apology received		yes	yes	yes	

3. ETHICAL LEADERSHIP

Directors are required to maintain the highest ethical standards and disclose any private interests that could create a conflict of interest both upon appointment and whenever relevant matters arise. In such instances, the director must provide a written disclosure of the conflict to the Chairperson and abstain from participating in discussions or voting on the matter.

This commitment to transparency ensures that directors retain their independence and act exclusively in the best interests of the NPC.

The Board confirms that, during the year under review, directors adhered to these obligations, with no changes in their declarations affecting their independence.

The board is satisfied that the directors have complied with their duties in terms of the Code during the year under review. No changes to the directors' respective declarations were recorded which could potentially impact their independence. **(King IV principle 1.3)**

4. BOARD OVERSIGHT OF RISK MANAGEMENT

4.1. Risk Management Policy

All directors are directly involved in daily financial procedures, requiring their authorisation for specific purchases as outlined in the procurement policy. This oversight extends to expenditures, where payments are only made to approved suppliers and if the payments were authorized by the Board. Additionally, purchases are approved through Board discussions and formal meetings.

The risk management policy is embedded within the organisation's operations and management processes under the Board's oversight. Key components of the risk management strategy include:

Board Oversight: The Board holds ultimate responsibility for risk management, ensuring the implementation of a robust internal control system. It regularly reviews risk at board meetings to confirm that critical risk areas are appropriately addressed and monitored by the appointed management company.

Code of Conduct: As part of its risk management framework, LSRA follows a stringent code of conduct to maintain confidentiality and ensure the ethical handling of sensitive information.

4.2 Effectiveness of risk management

During the 2025 financial year, the board addressed its risk mandate by evaluating risk governance in matters discussed across 4 board meetings. The board is confident that the systems and processes for risk governance and management are effective and that its risk management responsibilities have been adequately fulfilled.

4.3 Key business risks and opportunities

The board has identified several key issues that may impact the company's financial performance and strategic objectives. These include:

- Resignations of board members.
- Underperformance or excessive interference by service providers.
- Negative perceptions within the local community regarding service delivery or the allocation of public funds.
- Recurring water pipe bursts
 - Delayed response from CTT Roads Department to ongoing C3 service requests
 - We have outsourced a portion of our accounting duties to an independent accountant.

5. ACCOUNTABILITY AND RESPONSIBILITY

5.1. Performance Reviews

The Board regularly reviews written reports on the operational performance of key vendors and is broadly satisfied with their performance.

5.2. Delegated limits of authority

Require 1x Director to load online banking payments.

5.3. Supplier Code of Conduct

The Board ensures vendor accountability through clear service level agreements, regular performance assessments, and a robust complaints process.

PART D: FINANCIAL INFORMATION

1. REPORT OF THE EXTERNAL AUDITOR

2. ANNUAL FINANCIAL STATEMENTS

