

140702PC DEFENCE



Castle Control Board

State of the Organization

**Presentation to the Portfolio Committee for
Defence & Military Veterans**

2 July 2014



defence

Department:
Defence
REPUBLIC OF SOUTH AFRICA

Aim Of Presentation

The aim of the presentation is to introduce the honorable members to the nature and operations of the Castle Control Board along the following topics:

- Who Are We?
- What Are We Doing?
- Where Do We Get Our Mandate From?
- What Are Our Strategic Priorities?
- What Did We Promise To Deliver This FY?
- Summary of 2014/15 Performance
- Future Plans and Projects
- Strategic Risks
- Expectations from the Committee
- Questions

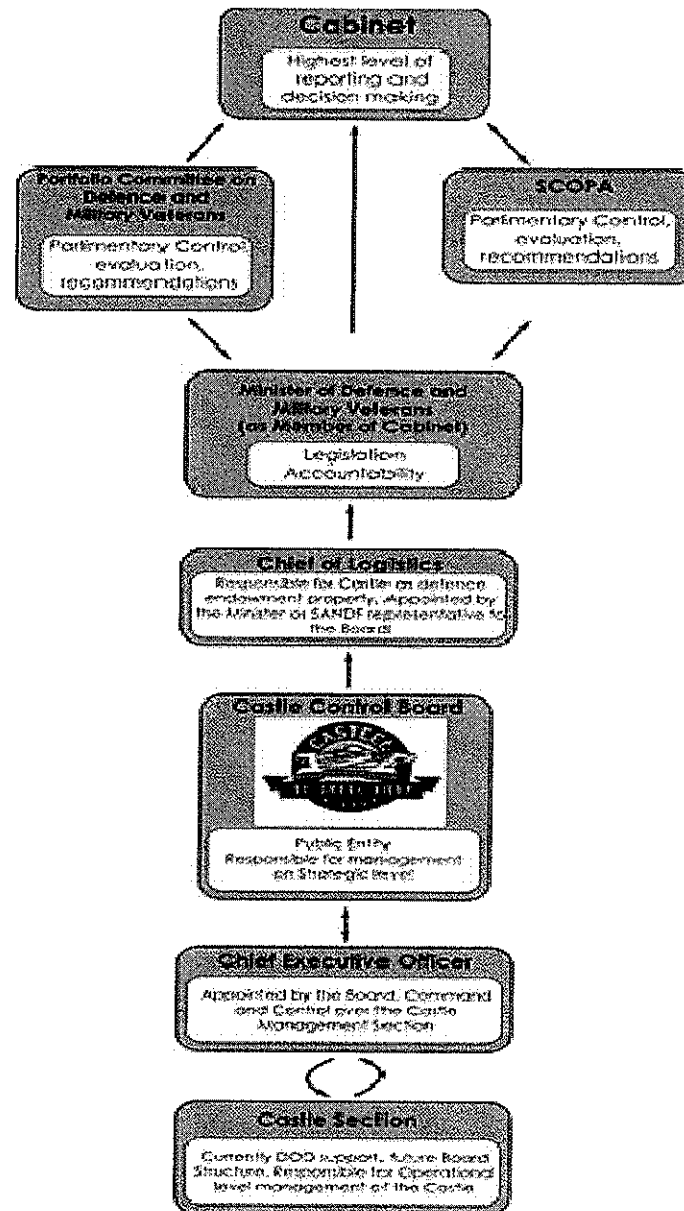


Who Are We?

The Castle Control Board is a Schedule 3A Public Entity of the Department of Defence mandated by law to preserve and protect the military and cultural heritage of the Castle of Good Hope, maximize its tourism potential and optimize public access to this national heritage site.



Who Are We: Board Organogram

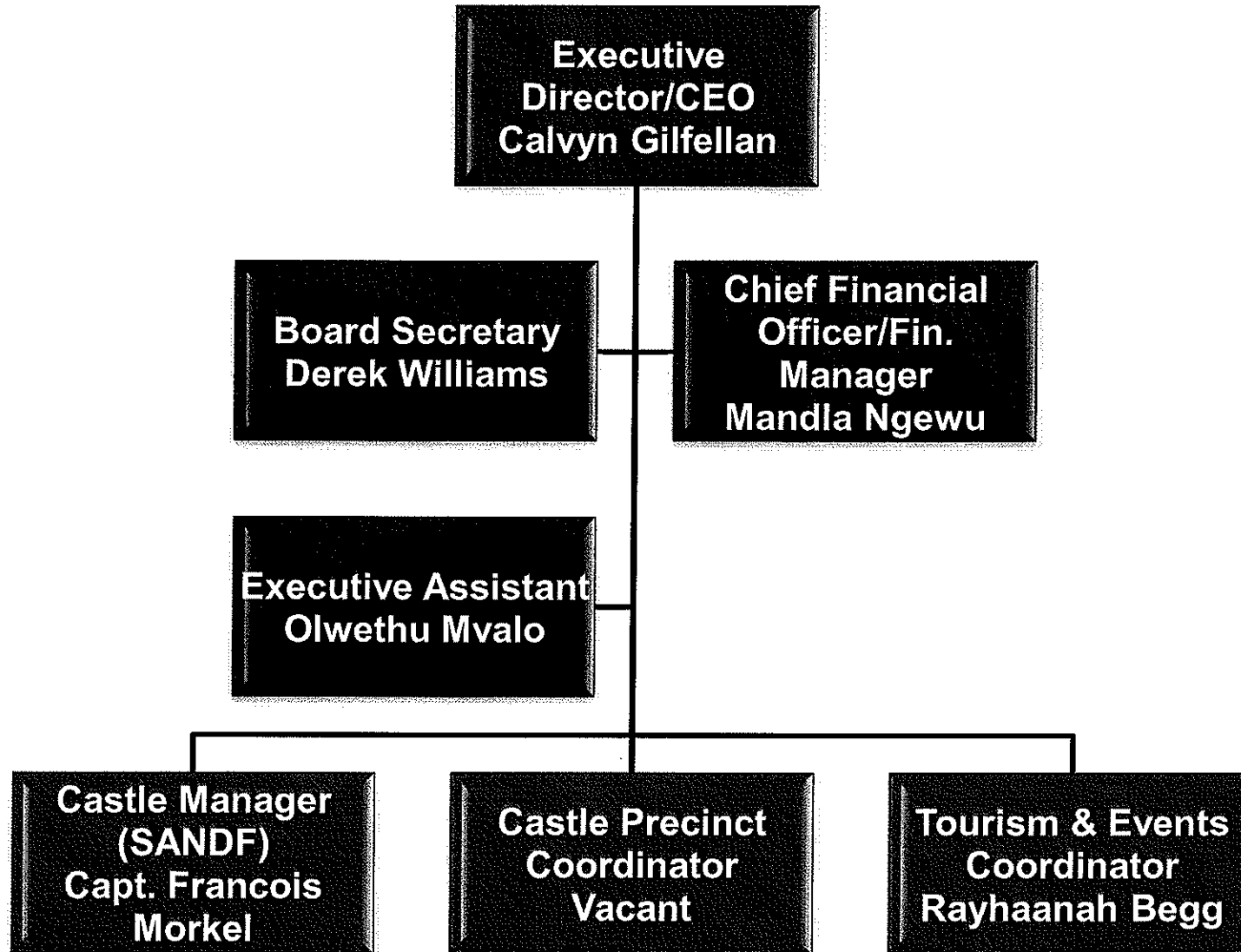


Composition of the Board

- The CCB was established into the CMA and include the following representatives:
 - Representative of the SANDF
 - OC ASB Western Cape
 - IZIKO Museums of South Africa
 - NDPW
 - CT Regional Chamber of Commerce and Industry
 - City of Cape Town
 - SA Tourism Board
 - South African Heritage Resources Agency
 - Western Cape Provincial Legislature
 - Minister of Defence (2 representatives)
 - Chief Executive Director



Who Are We: CCB Management Structure



Where Do We Get Our Mandate From?

The Castle Control Board is mandated in terms of the Constitution of the Republic of South Africa, Act 108 of 1996. The following pieces of Legislation forms the basis of our legal mandate:

Castle Management Act, Act 207 of 1993	Mandated the CCB to govern and manage the Castle on behalf of the MOD&MV
Public Finance Management Act, Act 1 of 1999	Designated the CCB a public entity (Schedule 3A)
Defence Endowment Property and Account Act, Act 33 of 1922	The Castle of Good Hope, as defence endowment property, was transferred to the '<i>defence organisations</i>' for the exclusive use by, and benefit of the SANDF and DOD
National Heritage Resources Act, Act 25 of 1999	The Castle of Good Hope is a declared heritage site and should be managed within the legislative framework

Our Vision And Strategic Objectives

Vision: The Castle of Good Hope shall be a centre of global significance that is the embodiment of social, cultural and military heritage and truly accessible to all citizens of South Africa and the world.

- **To preserve and protect the military and cultural heritage of the Castle of Good Hope**
- **To optimise the tourism potential of the Castle**
- **To optimise accessibility to the Castle by the public**
- **Ensuring good corporate governance, risk-management and sound financial management and best-practice administrative systems**

CCB's Strategic Priorities: 2014-2018

- 1. Asserting the CCB's leadership role in all matters affecting heritage conservation, tourism and education**
- 2. Strengthening of the human resources component and corporate governance to efficiently and effectively implement the Board's new strategic direction**
- 3. Protecting and aggressively promoting the CGH's cultural-historic significance and authenticity**
- 4. Pursuing profitable private and public sector partnerships**
- 5. Fast-tracking the responsible development of the CGH's tourism potential**
- 6. Enhancing the Castle's relatively weak public image and brand**
- 7. Move towards a more interactive, customer-driven approach in heritage tourism management**

What Did We Promise To Deliver In 2014/15?

Ser. No	Programme Objective	Programme Outputs/Outcomes	2014/15 Budget R'000
1	1. Ensure clean, sound administration and good corporate governance	1.1 Improved corporate governance, Internal controls and administration 1.2 Significant improvement in CCB's audit ratings	3 189
2	2. Ensure the maintenance, preservation, interpretation and showcasing of the history of the Castle	2.1 Delivery of the Castle as a national heritage site and prepare it for World Heritage status 2.2 Increased number of innovative exhibitions and displays 2.3 Successful management of scheduled logistics and movements during renovations programme	1 572
3	3. Maximize the tourist potential of the Castle	3.1 Increased visitor figures to the Castle 3.2 Increased revenue generated through tourism activities	179
4	4. Increased public profile and positive perception across all sectors of the community	4.1 Increased public profile and positive perception across all sectors of the community as witnessed through media coverage 4.2 Increased number of youth interns successfully mentored at the Castle 4.3 Increased number of community and public programmes organized at the Castle	348
TOTAL			5 288

CCB Performance Highlights: 2014/15

- **Unqualified (perhaps even clean) audit report from the Auditor-General shows corporate governance turn-around**
- **Audit Committee and Internal Audit in place; CEO and CFO appointed**
- **SCM, Board Charter, Audit Charter, Performance Management System and Risk Policy and Register in Place – CFO will educate staff**
- **Our KPI's (and entire APP) for 2014/15 has been significantly improved and refined**
- **All but two KPI's targets for Q1 of 2014/14 met or exceeded – prominent, positive media presence**
- **R13.9m in accumulated surplus approved and will be spent on a clear plan**

Future Plans and Projects

Programme No.	Audited outcome			Revised Estimate	Medium-term estimates		
	2011/12 R'000	2012/13 R'000	2013/14 R'000	2014/15 R'000	2015/16 R'000	2016/17 R'000	2017/18 R'000
1. Clean Administration	1 766	2 342	2 526	3 573	5 226	5 525	5 720
2. Conservation & maintenance of Castle	498	3 565	1 463	1 863	1 950	2 020	1 998
3. Tourism promotion	37	65	67	75	130	150	210
4. Public Access & Education	68	96	104	260	330	360	423
Total expense	2 369	6 068	4 160	5 771	7 636	8 055	8 351

Future Plans: Game-Changers

- **Castle Renovation & UNESCO World Heritage Site Ambitions**
- **Castle Illumination (External)**
- **Castle Integrated Conservation Management Plan**
- **Castle Place of Worship**
- **Castle Restaurant & Entertainment**
- **Castle Signage & Interpretation**
- **Reimagining of Castle Space and Narrative...**



Strategic Risks of the CCB

- Human Resources – the loss and non-replacement of DOD staff assigned to the CCB
- Image and reputational risk due to the complexities of managing a multiple-use, multiple-managed site
- Inability to execute our heritage maintenance and tourism mandate due to a shortage of sustainable financial resources
- Non-compliance to international, national and local legislation, policies and procedures
- Security and safety issues in and around site
- Management of DOD Refurbishment project



Strategic Support Required From Portfolio Committee

- 1. Fulfil its oversight role by enquiring, engaging and lobbying on behalf of the public**
- 2. Encourage all government Departments to consider the Castle (at very reasonable cost) as their next meeting and events venue**
- 3. Encourage your constituencies to visit South Africa's oldest, operating building from the Colonial period**



Thank you

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