



# ANNUAL REPORT 2015/2016



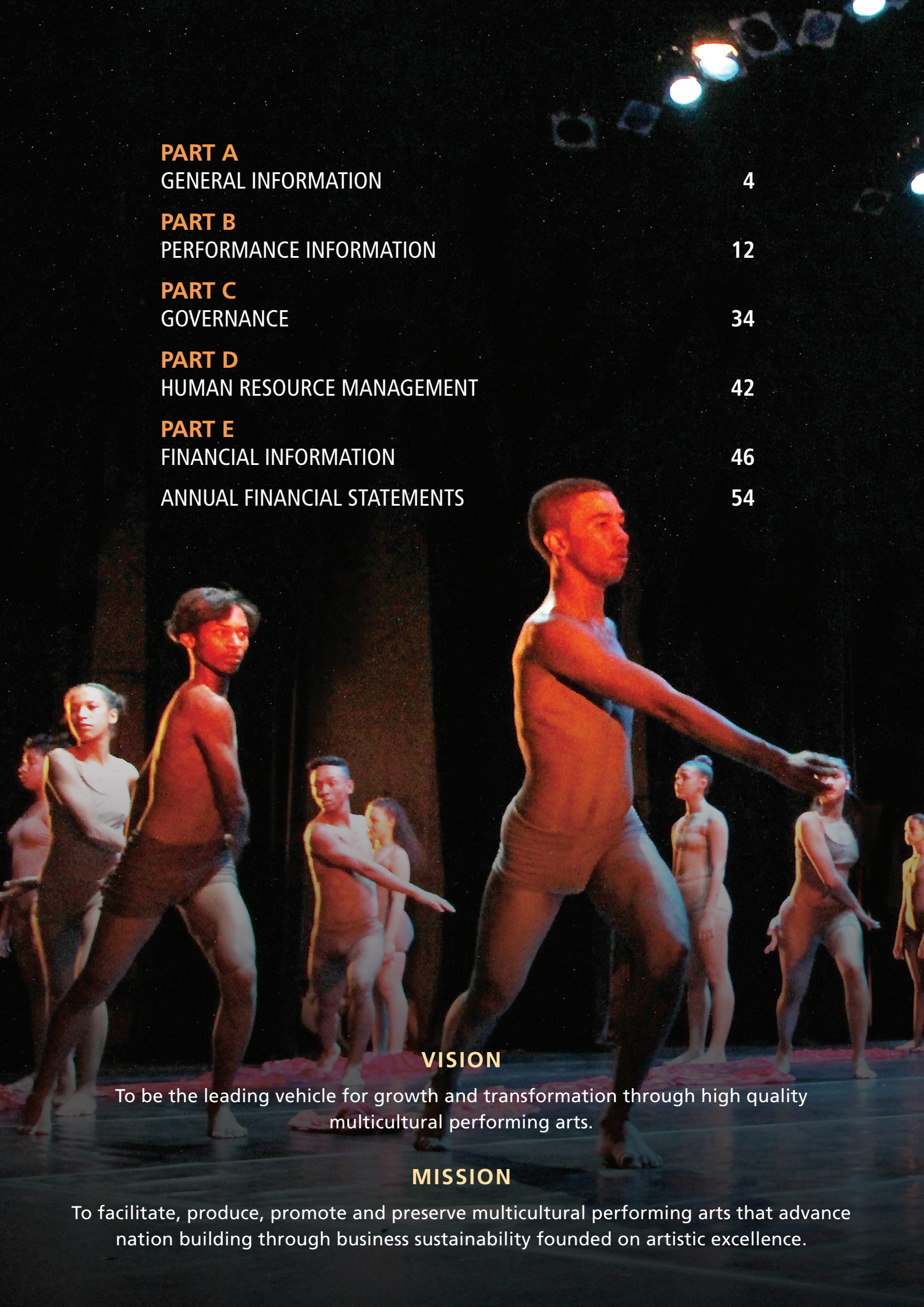
ARTSCAPE



an agency of the  
Department of Arts and Culture





A group of dancers, including men and women of various ethnicities, are captured in a dynamic pose on a dark stage. They are wearing dark, form-fitting dancewear. The background is dark, with several bright stage lights visible at the top, creating a dramatic atmosphere. The dancers are arranged in a line, with some in the foreground and others slightly behind, all looking towards the right side of the frame.

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### **VISION**

To be the leading vehicle for growth and transformation through high quality multicultural performing arts.

### **MISSION**

To facilitate, produce, promote and preserve multicultural performing arts that advance nation building through business sustainability founded on artistic excellence.



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## CORE VALUES

Professionalism • Client-centredness • Multi-cultural Consciousness  
Innovation • Effective Communication



*Born Free*



## PART A

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# GENERAL INFORMATION

<b>REGISTERED NAME</b>	ARTSCAPE
<b>BUSINESS ADDRESS</b>	<b>POSTAL ADDRESS</b>
ARTSCAPE Theatre Centre	P O Box 4107
DF Malan Street	CAPE TOWN
CAPE TOWN, 8001	8000
<b>TELEPHONE NUMBER</b>	+27 21 410 9800
<b>FAX NUMBER</b>	+27 21 421 5448
<b>E-MAIL ADDRESS</b>	artscape@artscape.co.za
<b>WEBSITE ADDRESS</b>	www.artscape.co.za
<b>EXTERNAL AUDITORS</b>	Auditor-General of South Africa
<b>INTERNAL AUDITORS</b>	KPMG
<b>BANKERS</b>	Nedbank   ABSA

## LIST OF ABBREVIATIONS/ACRONYMS

<b>AGSA</b>	Auditor-General of South Africa	<b>MEC</b>	Member of Executive Council
<b>CEO</b>	Chief Executive Officer	<b>MTEF</b>	Medium Term Expenditure Framework
<b>CFO</b>	Chief Financial Officer	<b>PFMA</b>	Public Finance Management Act
<b>DAC</b>	Department of Arts and Culture	<b>PGWC</b>	Provincial Government of the Western Cape
<b>DCAS</b>	Department of Cultural Affairs and Sport	<b>SCM</b>	Supply Chain Management
<b>IRT</b>	Integrated Rapid Transport	<b>TR</b>	Treasury Regulations

## Strategic overview

### Strategic outcome orientated goals

Artscape will undertake all its activities whilst being mindful of the role that we can play in contributing to social cohesion, nation building, education, poverty alleviation and job creation through the arts.

Artscape's annual performance plan for the 2015/2016 financial year identified the following strategic outcome oriented goals and objectives:

### PROGRAMME 1: ADMINISTRATION

#### FUNDING AND REVENUE

- GOAL:** To generate additional revenue through venue rental, sponsorship from local donors and business enterprises, productions and as well as interest received on short term investments to supplement the government grant.
- OBJECTIVE:** **Sustainable Funding** – Artscape acknowledges that it needs to continually strive towards lesser reliance on state funding with a better balance of self-generated funding and state funding. Artscape will continually strive to diversify its funding sources and seek to raise funds based on the objectives of the individual funders.
- Investment in Performing Arts Productions** – Artscape should seek to facilitate a mechanism which would enable corporates and individuals to invest efficiently in potential artistic productions so as to support the development of new productions and emerging arts companies.

#### ADMINISTRATION

- GOAL:** To provide management, administrative and support services that will create an enabling environment for the achievement of overall objectives in an efficient and cost effective manner.
- OBJECTIVE:** **Leadership in Performing Arts**  
Artscape should be the leader in performing arts facilities and support services in the country with all other venues aspiring to be like Artscape. Artscape should be the leader in the performing arts support, administration, management and governance while influencing government positively to support the performing arts.



### Technology and Innovation

Artscape should strive to be seen as a leader in the use of technology to support the performing arts and should investigate and potentially invest into technology which differentiates it and enhances its product. Technology which makes Artscape's product more accessible to the communities should be a high priority.

## HUMAN RESOURCES

**GOAL:** Effective organisational management through an effective Human Resources Department. Ensure sufficient spending on staff expenditure that will enhance employee wellness and staff morale.

**OBJECTIVE: Excellence in Leadership and Staff**

Artscape will continue to strive to maintain strong leadership in its executive management and continue to develop excellence within its management and staff at all levels.

Artscape should have a competent, motivated and client centred work force which is representative of the South African and Provincial demography.

## GOVERNANCE

**GOAL:** As a public entity Artscape continuously strives to ensure that a system of good corporate governance exists and is being adhered to.

**OBJECTIVE: Leadership in Performing Arts**

Artscape should be the leader in performing arts facilities and support in the country with all other venues aspiring to be like Artscape. Artscape should be the leader in the performing arts support, administration, management and governance while influencing government positively to support performing arts.

## PROGRAMME 2: BUSINESS DEVELOPMENT

### ARTISTIC PROGRAMME

**GOAL:** To present a diverse artistic programme that caters for the diverse needs of all Western Cape communities.

**OBJECTIVE: Artistic Product Determined by Multicultural Consciousness**

**Multicultural Programme** – Artscape has in both its vision statement and mission statement the focus on multicultural performing arts to achieve growth and transformation. The primary strategic objective of Artscape will be to fulfil this vision and mission by ensuring an artistic programme in its complex which achieves transformation and growth in the performing arts while acknowledging, supporting and developing the multiple cultures of its stakeholders.

The focus on multiculturalism must ensure that the sum of the individual performing arts programme creates a whole which is more than the sum of the individual parts. In other words, Artscape will focus, on a holistic approach to ensure a multicultural performing arts programme where Western arts, Indigenous Arts, and other cultural programmes do not just co-exist, but in fact contribute to one another.

**Aspirational Artscape** – Artscape will focus its development activities on developing itself as an aspirational venue in which to perform. This will focus on developing multiple art forms and programmes where the objective will eventually be to present and perform these programmes in the Artscape facilities. The aspiration of excellence in Artscape should mean that performers have “not arrived” until they have performed at Artscape.

**Development of New Product** – Artscape should be mindful of the roots of the community and create and develop new genres that are uniquely African. Artscape should be developing new works with innovation and creativity aiming to tell the stories that have never been told before.

**Youth Development** – Artscape should continue to place a significant strategic emphasis on the participation of the younger generations in the performing arts.

**Quality Product** – The development of the product and the delivery through the facilities should continually balance the objectives of quality product with development and the provision of opportunities for growth and transformation.

## PROGRAMME 3: PUBLIC ENGAGEMENT

**GOAL:** To actively engage the public in order to achieve Artscape's objectives of promoting the appreciation, understanding and enjoyment of the performing arts among the general public through marketing and advertising, performing arts education and rural outreach programmes.

### MARKETING & ADVERTISING

#### Artscape Brand – Venue of Choice

Artscape will continue to strive to develop its brand to be known in both the local and international tourism markets. Artscape will strive to be a must-see attraction for any visitor to Cape Town. Its appearance, atmosphere and character should support its attraction through its distinctive and African culture.



Artscape should strive to stand out in terms of venues on the continent by striving to be the venue of choice and ultimate aspiration for performance of any product.

### RURAL OUTREACH PROGRAMME

In Artscape's endeavours to embrace all communities in the Western Cape, Artscape embarks on an annual programme of structured community outreach programmes, in partnership with local government. Through these programmes the interest in the performing arts is enhanced in non-urban areas.

### RESOURCE CENTRE

In order to ensure that emerging artists, arts practitioners and arts organisations have access to the necessary resources, Artscape's Resource Centre facilitates training programmes and workshops to build capacity and in some instances, a base from which to operate administratively.

### PERFORMING ARTS EDUCATION

**GOAL:** To provide an environment to respond to the skills shortage in the theatre industry and due to the lack of proper technical training, Artscape identified a number of objectives to address such shortages.

**OBJECTIVE: Technical Training Programme**

Artscape initiated a technical training programme where trainees receive training in all aspects of stage technology, including lighting, sound and stage management.

**Internship Programme**

The internship programme provides training and skills transfer in arts administration and management and is fully dependent on dedicated funding.

**Development of the Arts Academy** – The Arts Academy should be developed in partnership with other arts education facilities. The Arts Academy should provide multiple levels and dimensions of training and skills development and be integrated into even university level education.

**Continental Exchange** – Artscape should aim to develop its Academy as the leading and aspirational location for technical performing arts training and should establish links with festivals and theatres across the continent to develop technical exchange programmes and establish the demand for the technical training and education through the Academy.

### HUMAN CAPITAL DEVELOPMENT

**GOAL:** To maintain a highly skilled workforce within Artscape.

**OBJECTIVE:** To maintain training and development plans that will ensure that staff are properly trained to be sufficiently equipped to meet the job requirements.

## Alignment to government outcomes

GOVERNMENT OUTCOME	ARTSCAPE RESPONSE	PROGRAMME
Decent employment through inclusive growth	Job shadowing / internships	Programme 1
A skilled and capable workforce to support an inclusive growth path	Technical training programme Job shadowing / internships / Ongoing investment in staff training and development	Programmes 1, 2, 3
A responsive, accountable, effective and efficient local government system	Clean audit outcomes Good corporate governance	Programme 1
A long and healthy life for all South Africans	A well balanced multi-cultural artistic programme that attracts diverse audiences	Programmes 2 and 3
Improved quality of basic education	Technical training programme Job shadowing / internships	Programmes 1 and 3
Vibrant, equitable and sustainable rural communities	An annual programme presented in a different rural municipal area in the Western Cape	Programme 2



# Legislative and other mandates

*Artscape manages the Artscape Theatre Centre, a complex which belongs to the Provincial Government of the Western Cape. Artscape is a facilitator of stage performances, community arts activities, training programmes, as well as audience development initiatives to sustain all forms of the performing arts.*

## Key mandate

- Artscape was declared a Cultural Institution in terms of section 3 of the Cultural Institutions Act, 1998 (Act No. 119 of 1998).
- Artscape is listed as a Schedule 3A (national entity) under the Public Finance Management Act, 1999 (Act No. 1 of 1999).
- Artscape's objects were published in the Government Gazette No 25242, 1 August 2003

In addition to this Artscape operates under various legal mandates, including amongst others:

- The Constitution of the Republic of South Africa
- The Treasury Regulations and Division of Revenue Act, 2010 (Act No. 1 of 2010)
- The Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)
- The Labour Relations Act, 1995 (Act No. 66 of 1995)
- The Occupational Health and Safety Act, 1993 (Act No. 59 of 1993)

## Objectives (in terms of Section 8(5) of the Cultural Institutions Act, 1998, Act No 119 of 1998)

To advance, promote and preserve the performing arts in South Africa, but predominantly in the Western Cape, by, inter alia, and without limiting the generality of the aforesaid:

- Promoting, presenting, co-presenting, co-producing, producing, investing in and sponsoring or entering into partnership for any performing arts initiative;
- Making the performing arts accessible to the general public and ensuring that productions are a true reflection of the cultural diversity of South Africa;
- Evaluating, maintaining and upgrading the Artscape Theatre Centre and its facilities so that the full range of performing arts productions can be presented in a world class environment;
- Making the Artscape Theatre Centre accessible to the general public;
- Promoting the appreciation, understanding and enjoyment of the performing arts among the general public;
- Providing high quality arts education and development with due consideration of the needs of the general public;
- Encouraging artists to adopt the stage and associated arts as their profession;
- Encouraging and promoting the writing and producing of new performing art works for presentation on stage;
- Encouraging indigenous art and creativity, including, but not limited to, script, writing, musical composition and choreography;
- Encouraging tours of performing arts and art products;
- Facilitating manufacturing services for décor and costumes to enable arts practitioners to stage their productions;
- Concluding all such activities as may be considered ancillary to any of the aforesaid.

To be the appropriate legal recipient and accountable reporting body for funding received from the Department of Arts & Culture and grants received from third parties, and for expending such grants, in accordance with the terms and conditions under which same were received.



# Foreword by the Chairperson

*On behalf of Artscape Council and staff it is my pleasure to present the 2015/2016 annual report reflecting organizational performance and an account of how public resources have been utilized.*



This premium performing arts organization has achieved yet another clean audit despite change of executive leadership and a relatively new council. This is a testimony of deeply embedded institutional culture of good governance and well-established controls. Moreover, this is also through dedication, complementary roles of combined assurance as well as continued vigilance on the part of council, audit committee and internal audit and hard work on part of the executive under the leadership of our new CEO, Marlene le Roux. Despite these positive audit results we shall maintain vigilance and attend to any matter raised by auditors or identified internally in order to sustain this record of good governance. We are always aware of the fact that we have a mandate to fulfill, therefore we always strive to balance good governance or compliance with policies and delivering on our core mandate as a performing arts institution. To this end we are in a process of consolidating our transformation agenda to ensure that Artscape contributes to social cohesion and celebration of our diversity as part of the nation building effort.

During the 2015/2016 financial year we have managed to appoint a new CEO and CFO. Partnership with the City of Cape Town was initiated and it is being formalised. Artscape is poised to claim its space as a leading premium performing arts entity in South Africa and continentally. Our programmes are designed to position Artscape as a dynamic locally relevant and globally competitive institution. Gender, race, generational skills and experience diversity of Artscape Council and Staff combined with dedication and passion makes it possible for Artscape to be repositioned as a catalyst for positive impact on Cape Town, Western Cape and South African creative arts as well as a model on how arts, culture and heritage can be effectively used as a resource for fostering nation-building through social cohesion and opening opportunities for emerging talents.

On behalf of Artscape I would like to express our appreciation for the support we get from our Department of Arts and Culture, our partners, donors, practitioners of the performing arts industry, our audiences as well as the media that has been profiling some of our milestones and achievements.

**Prof Somadoda Fikeni**

CHAIRPERSON: ARTSCAPE COUNCIL

## COUNCIL MEMBERS



**Mr Neo Muyanga**  
(Deputy Chairperson)



**Dr Marian Jacobs**



**Ms Raelene Rorke**



**Princess Celenhle Dlamini**



**Ms Leigh Meinert**



**Mr Mjikisile Vulindle**



# Chief Executive Officer's overview

*The 2015/2016 financial year was marked by the birth of several successful partnerships and the continuation and strengthening of various existing strategic relationships. Although the year had its share of challenges, Artscape managed to retain its position as being one of the foremost Performing Arts venues in the country.*

The artistic team of Artscape succeeded in presenting a diverse artistic programme, focussing on community based artistic initiatives and the investment in skills transfer. The Audience and Development Team once again presented a successful rural outreach programme, which this year was held in Worcester.

Artscape continued to attract diverse audiences to numerous stage productions and other cultural events, welcoming more than 200,000 visitors in our theatre complex during the year under review. A total of 784 productions and events of a diverse nature took place at Artscape between April 2015 and March 2016.

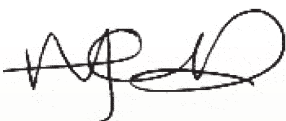
During the 2015/2016 financial year Artscape continued to increase operating revenue, which contributed greatly to achieving the objectives of the artistic programme. The performance report on predetermined objectives indicates that we largely achieved and even exceeded our targets.

Another clean audit report for the year ended 31 March 2016, bears testimony to a culture of sound governance practices and Artscape's commitment to good financial controls and good financial management.

Artscape continues to battle the struggling financial environment and is constantly seeking ways to stretch its limited resources.

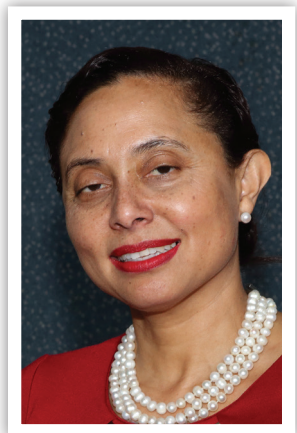
Artscape is blessed with a strong and dynamic Board who under the visionary leadership of Prof Fikeni, continues to provide strategic guidance to the management team. Another major strength of Artscape is its dedicated work force with a wealth of collective experience and skills, especially in the technical stage field.

On behalf of the management team of Artscape, I wish to express our appreciation to the Artscape Council, the Department of Arts & Culture, the Provincial Government of the Western Cape, The City of Cape Town, our dedicated staff and our strategic partners for all its support during the year under review.



**Marlene Le Roux**

CHIEF EXECUTIVE OFFICER

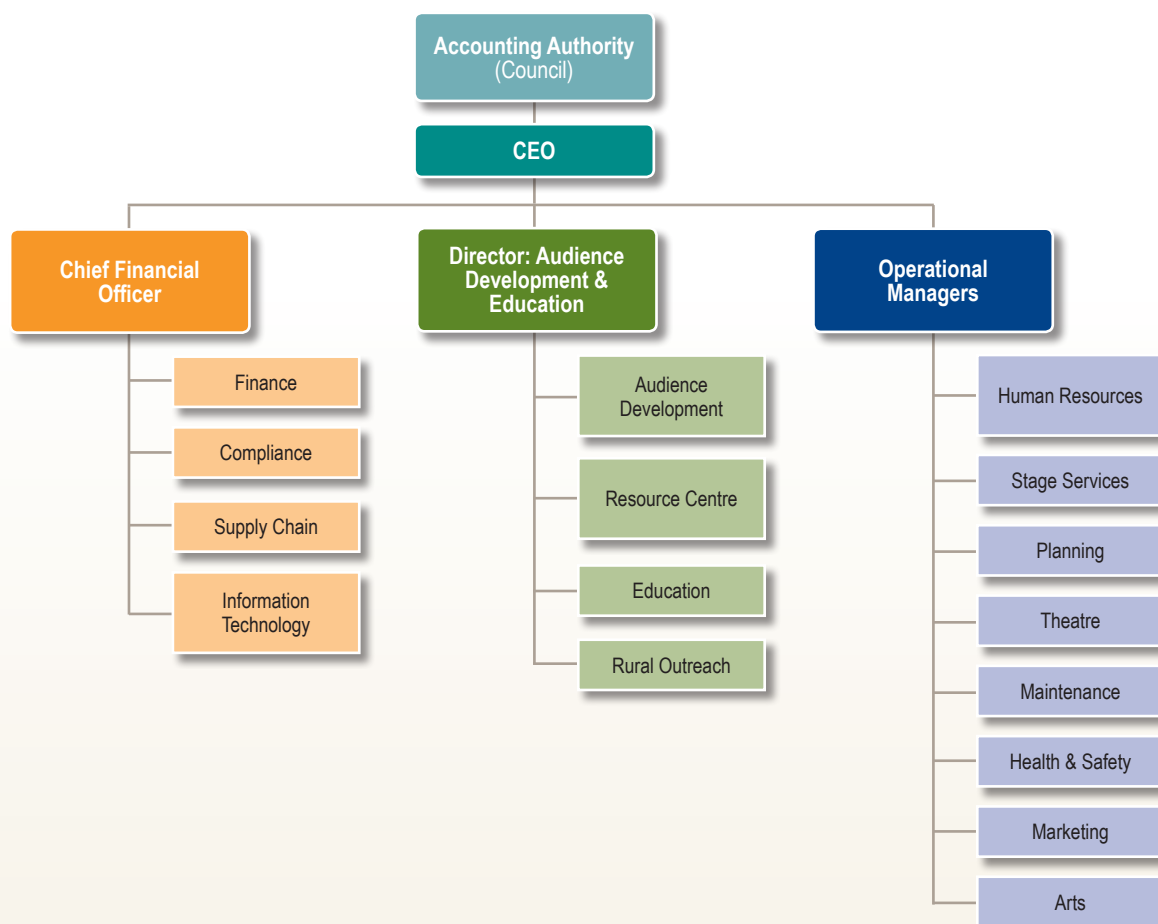




# ORGANISATIONAL STRUCTURE



Staff and Board Members







## PART B

### ***PERFORMANCE INFORMATION***

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# Statement of responsibility for Performance information

## Statement of Responsibility for Performance Information for the year ended 31 March 2016

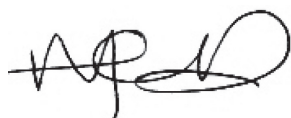
The Chief Executive Officer, together with the Chief Financial Officer, is responsible for the preparation of the Artscape's performance information and for the judgements made in this information.

These include the responsibility for establishing, and implementing a system of internal control designed to provide reasonable assurance as to the integrity and reliability of performance information.

In our opinion, the performance information fairly reflects the actual achievements against planned objectives, indicators and targets as per the strategic and annual performance plan of the public entity for the financial year ended 31 March 2016.

Artscape's performance information for the year ended 31 March 2016 has been examined by the external auditors and their report is presented on page 52.

The performance information set out on page 15 to page 23 was approved by the Council.



**Marlene le Roux**

CHIEF EXECUTIVE OFFICER



**André Steenveld**

ACTING CHIEF FINANCIAL OFFICER

## Auditor's Report: Predetermined objectives

The AGSA currently performs the necessary audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the report to management, with material findings being reported under the Predetermined Objectives heading in the Report on other legal and regulatory requirements section of the auditor's report. Refer to page 52 of the Report of the Auditors Report, published as Part E: Financial Information.

## Overview of public entity's performance

### Service Delivery Environment

The process of strategic planning involves internal consultations between Council and Management. This strategic plan has been developed by the Executive Management of Artscape based on inputs received from the Artscape Council at the strategic break away, focussing on Artscape's vision and relevance over the next 5 years. During this strategic session Council identified their priorities for the 2015/2016 financial year.

Artscape's vision is the inspirational framework for all its administrative, artistic and development policies and programmes. In our quest to at all times be mindful of the role we can play in contributing to social cohesion, nation building, poverty alleviation and job creation. Our strategic initiatives over the MTEF period will focus amongst others on:

- the adherence to good corporate governance practices;
- the presentation of a multicultural performing arts programme;
- the presentation of an annual rural outreach programme;
- the identification, development and nurturing of new audiences, whilst retaining existing patrons; and
- the presentation of education and training programmes for young and emerging artists, technicians and arts practitioners.

The implementation of strategies emanating from these initiatives will make a positive contribution to the social, cultural and economic life of citizenry while at the same time enhancing the arts and culture contribution to the Gross Domestic Product and creating job opportunities.

### Organisational environment

Playhouses assist the Department of Arts and Culture in delivering on its mandate to advance, promote and preserve the performing arts in South Africa and on Mzansi's Golden Economy and to enhance nation building, skills development, social cohesion and job creation.

With no dedicated funding for artistic programmes, production budgets are determined after utilising self-generated funds for the shortfall in operational requirements. Such amounts are reduced on an annual basis, with Artscape running the risk of not achieving its arts and training specific strategic objectives or cancelling productions or performing arts initiatives due to financial constraints.

The current economic climate resulted in a reduction in corporate sponsorship for artistic programmes and projects. Artscape receives no funding from the National Arts Council nor does Artscape receive funding from the provincial department of arts and culture or the local municipality to present productions.

The diverse artistic programmes presented in the current year demonstrate Artscape's commitment to achieve the vision "*to be the vehicle for growth and transformation through the performing arts*". These programmes included dedicated audience development and education programmes; rural outreach programmes; national day programmes; drama productions.

In response to the skills shortage in the theatre industry and due to the lack of proper technical training, Artscape has a technical training programme where trainees receive training in all aspects of stage technology, including lighting, sound and stage management. Also, Artscape has an internship programme that provides training and skills transfer in arts administration and management to interested learners and students.

### Key policy developments and legislative changes

There were no changes to relevant policies or legislation that affected Artscape's operations during the period under review or future financial periods.

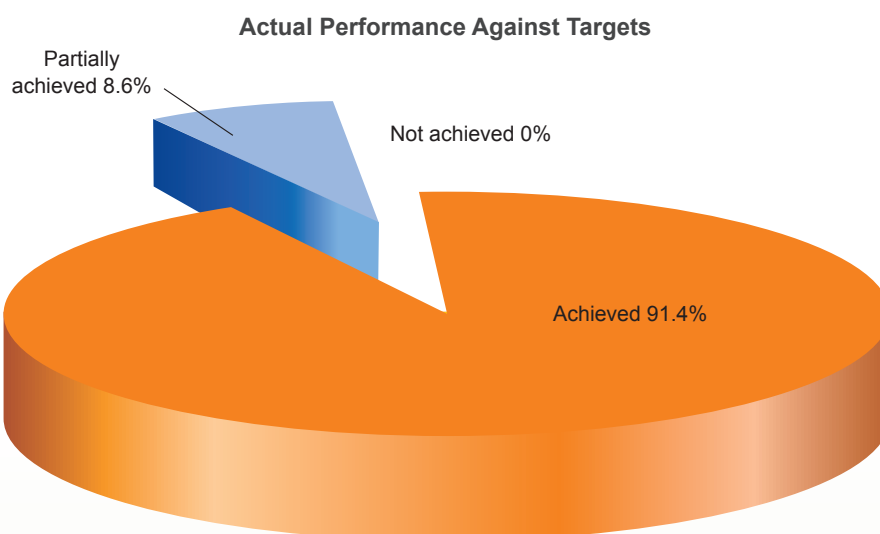


# Performance Information by Programme

## Summary of Actual Performance as at 31 March 2016

Programme	Description	Total targets	Achieved	Partially achieved	Not achieved
			😊	😐	😞
Programme 1	Administration	18	15	3	0
Programme 2	Business Development	8	8	0	0
Programme 3	Public Engagement	9	9	0	0
		<b>35</b>	<b>32</b>	<b>3</b>	<b>0</b>
<b>Current year performance</b>			91.4%	8.6%	0%
<i>Prior year performance</i>			88%	6%	6%

- 😊 Achieved – indicates that the annual target was achieved or exceeded
- 😐 Partially achieved – indicates that the annual target was not fully achieved, but that a significant attempt was made to ensure the target.
- 😞 Not achieved – indicates that the annual target was not achieved or that the level of achievement was not significant. Reasons for non-achievement to be noted.




## PROGRAMME 1: ADMINISTRATION

### Sub programme 1.1: FUNDING AND REVENUE



**GOAL:** To generate additional revenue through venue rental, sponsorship from local donors and business enterprises, productions and as well as interest received on short term investments to supplement the government grant.

*Unit of measure: Rand value*





KEY OBJECTIVE	STRATEGY	OUTPUT	SERVICE DELIVERY INDICATOR	TARGET	ACTUAL PERFORMANCE	ACHIEVEMENT
<b>REVENUE GENERATED</b>						
To maximise revenue from business services.	To generate additional revenue through venue rental, sponsorship from local donors and business enterprises, productions and as well as interest received on short term investments to supplement government grant.	Increased venue rental and revised venue rental rates to accommodate inflation and other market variables.	Annual improvement of 5% per annum on the baseline of 2013/2014.	R24.619m	R26.066m  The annual target of the programme has been well achieved as a result of increases in venue rental, catering services, production revenue as well as efficient management of cash resources.	

### Sub programme 1.2: ADMINISTRATION

**GOAL:** To provide management, administrative and support services that will create an enabling environment for the achievement of overall objectives in an efficient and cost effective manner.

KEY OBJECTIVE	STRATEGY	OUTPUT	SERVICE DELIVERY INDICATOR	TARGET	ACTUAL PERFORMANCE	ACHIEVEMENT
Indicator: <b>Maintenance</b> Definition: Maintenance expenditure to ensure that Artscape's physical infrastructure and equipment is properly maintained. <i>Unit of measure: As per service delivery indicator and target</i>						
To maintain the physical infrastructure and equipment to the highest possible standard.	On-going refurbishment and maintenance of the physical infrastructure.	Annual maintenance of infrastructure in order to minimise disruptions due to equipment and plant breakdown.	Once a year, per theatre, full maintenance during a scheduled dark period.	Produce 4 quarterly reports of maintenance carried out in performance venues.	4 quarterly maintenance reports were produced for the year	
Indicator: <b>Stage Services</b> Definition: Departmental spend on all aspects of stage services, including sound and lighting, to ensure excellence in the presentation of artistic productions, through skilled technical staff. <i>Unit of measure: As per service delivery indicator and target</i>						
To ensure reliable, effective and efficient stage services within and beyond the Artscape facility.	To enhance appropriate service provision to the desired quality and safety standards through an efficient and productive service delivery.	Providing stage equipment, infrastructure and services that enable the presentation of any artistic production.	Successful staging of productions meeting the producer or hirer's expectation.	Successful staging of 140 productions	During the 2015/2016 financial year 167 productions were staged	



KEY OBJECTIVE	STRATEGY	OUTPUT	SERVICE DELIVERY INDICATOR	TARGET	ACTUAL PERFORMANCE	ACHIEVE- MENT
Indicator: <b>Security</b>						
Definition: Expenditure necessary to ensure security of Artscape facilities, staff and patrons.						
Unit of measure: As per service delivery indicator and target						
To ensure the safety of staff and patrons the Artscape facilities.	To provide a safe and secure environment in and around Artscape that ensures the safety of staff, tenants, visitors and patrons.	A secure environment for staff, tenants, visitors and patrons.	Monthly reports of all security incidents.	Monthly meetings with service provider at which service levels and incidents are discussed.	Monthly meetings are held with the security service provider Thorburn.	
				Quarterly health & safety meetings to monitor adherence to health and safety in the workplace.	Health & Safety meetings were held in June 2015, September 2015, November 2015 and March 2016. Quarterly health and safety inspections were also carried out.	
Indicator: <b>Information technology (IT)</b>						
Definition: Expenditure necessary to ensure that Artscape has reliable and efficient information technology systems to support the operational requirements.						
Unit of measure: As per service delivery indicator and target						
To ensure that IT supports the overall business objectives.	To develop an IT strategy that supports the overall business objectives.	Reliable and efficient information technology services	Identification of IT risks	Review and update IT risks	As part of the annual risk assessment IT risks were considered.	
			On going assessment and review of IT environment.	Evaluate current software in and systems in use.	Quarterly IT reports were produced that indicate the regular monitoring of current systems. In addition an assessment of existing operating systems was conducted during 2015.	



### Sub programme 1.3: HUMAN RESOURCES

**PURPOSE:** Effective management of organisational management through an effective human resources department.  
 Ensure sufficient spending on staff expenditure that will enhance employee wellness and staff morale.  
*Unit of measure:* As per service delivery indicator and target

KEY OBJECTIVE	STRATEGY	OUTPUT	SERVICE DELIVERY INDICATOR	TARGET	ACTUAL PERFORMANCE	ACHIEVEMENT
To retain staff with the potential to be promoted into key management positions.	To identify and develop employees with the potential to be promoted into key management positions.	Retention of staff with the potential to be promoted.	A staff retention system.	Update the training plans for staff with the potential for promotion.	3 of employees were promoted to higher roles and 6 employees were made permanent (formally on contract). The organogram review (planned for 2016/2017) will further enhance this process going forward.	😊
To fill vacancies created in line with the entity's Employment Equity plans.	To determine employment equity targets that's in line with the demographics of the Western Cape.	Appointments that meet the targets within the Employment Equity plan.	Movement towards achieving the employment equity targets that are representative of the demographics of the Western Cape.	Revise employment equity targets.	The employment equity targets were reviewed against the Western Cape Demographics and revised accordingly.	😊
				Fill vacancies in line with employment equity targets.	During 2015/2016 the 12 permanent and 9 contract positions were filled. The demographics being: 4 AM, 3 AF, 7 CM, 5 CF, 2 WF	😊
To enhance performance management	To conduct annual performance assessment	Performance assessments for all staff	Annual assessment of performance	Conduct annual performance assessments	Workshops were conducted by a service provider with staff during quarter 2. However the delay in finalising the appointment of the CEO meant that this process is still ongoing.	😊



**Sub programme 1.4: GOVERNANCE**

**GOAL:** As a public entity Artscape continuously strives to ensure that a system of good corporate governance exists and is being adhered to.  
*(No specific budget as this is done within the budget allocation for administration and general expenses)*

KEY OBJECTIVE	STRATEGY	OUTPUT	SERVICE DELIVERY INDICATOR	TARGET	ACTUAL PERFORMANCE	ACHIEVEMENT
Ensure good corporate governance.	To ensure compliance with Public Finance Management Act	Compliance with the PFMA and relevant treasury regulations.	Clean Audit Report.	Retain clean audit status	The Annual Financial Statements were submitted on 31 May 2015. Artscape received a clean audit report for 2014/2015 financial year.	😊
		Internal audit compliance	Internal control measures that will minimise items being raised in the management letter of the Auditor-General and Internal Audit reports.	Review and implement recommendations of Auditor-General & Internal Auditors.	The matters raised by the Auditor-General in their management letter and reports from the Internal Auditors have been implemented as appropriate.	😊
		Maintain a risk register of Artscape's major operational and strategic risks.	Annual risk assessment.	Development, maintenance and reporting on the risk register	A risk assessment was conducted during quarter 1 and quarter 3. The risk register is regularly updated and presented at audit committee for review	😊
A proper supply chain management strategy and system that ensures best practice.	To maintain a supply chain management system that meets the Treasury Regulations.	Supply chain management policies and practices that complies with Treasury Regulations.	A regularly updated database of procurement contracts that is annually reviewed and updated with tax clearance, BBB-EE certificate and banking details.	Regular update of service providers.	Supplier information is regularly updated on Accpac as new suppliers are engaged and as suppliers change of detailed information	😊
			Supply chain policies that meet Treasury requirements.	Annually invite new suppliers to be registered on database.	An invitation to register on the database was advertised on the Artscape website and in the newspaper in February 2016.	😊
				Review and update supply chain policies and procedures in line with Treasury regulations	The Acting CFO attended the CFO Forums and National Treasury Forums/ Workshops where policies and procedures are discussed	😊

KEY OBJECTIVE	STRATEGY	OUTPUT	SERVICE DELIVERY INDICATOR	TARGET	ACTUAL PERFORMANCE	ACHIEVEMENT
Implement the transformation plan approved by Council	To chart a new way forward in the drive to deepen transformation within Artscape	Clearly identified transformation objectives	Implement the transformation plan approved by Council	Implement and report on targets identified for 2015/2016.	This was discussed at the Council Strategic Session held in November 2015. Transformation is currently being addressed through our artistic programmes and employment strategies.	😊


## PROGRAMME 2: BUSINESS DEVELOPMENT

### PERFORMING ARTS PROGRAMME

**GOAL:** To present a diverse artistic programme that caters for the diverse needs of all Western Cape communities.

KEY OBJECTIVE	STRATEGY	OUTPUT	SERVICE DELIVERY INDICATOR	TARGET	ACTUAL PERFORMANCE	ACHIEVEMENT
To develop, promote and present a diverse artistic programme.	To introduce a differentiated programme mix that correlates with the diverse audience preferences.	A well-differentiated arts programme that best reflects the diversity of audience preferences.	Productions hosted at Artscape	650 productions and events	Artscape had 784 diverse productions and events this financial year.	😊
To ensure nation-building through cross-cultural audiences and performing arts education initiatives to enhance theatre experience in historically marginalised communities.	To ensure that the performing arts are accessible to the diversity of audiences in the Western Cape and surrounding non-urban areas.	Dedicated audience development and education events	Audience Development & Education productions and events	50 events	ADE had 77 diverse events and productions this year.	😊
To present dedicated programmes for schools and learners.	To ensure scheduling of annual programmes aimed at promotion of arts amongst schools and learners.	Present dedicated performing arts programmes for the benefit of schools and learners	Host specific programmes for school learners	Annually host a High School Drama and Schools Arts Festival to ensure an interest in the performing arts amongst school learners.	School Arts Festival took place 11 - 25 August 2015 and High School Drama Festival 17 – 20 August 2015.	😊
				3 setworks (isiXhosa and English and Afrikaans)	5 setworks were presented: Othello (English), Nothing but the Truth (English), Krismis for Map Jacobs (Afrikaans), Vaselintjie (Afrikaans), Amaza (isiXhosa)	😊








KEY OBJECTIVE	STRATEGY	OUTPUT	SERVICE DELIVERY INDICATOR	TARGET	ACTUAL PERFORMANCE	ACHIEVEMENT
To present artistic programmes and events that's aligned to national days.	To ensure that the artistic programme includes a focus on national days.	Celebration of national days	Celebration of national days	Produce productions or event in line with national days	For the year under review, Artscape identified the following national days for celebrations as part of the artistic programme:	
					Africa Day (25 May 2015), Youth Day (events were held during June 2015), Women's Day (Women's Festival was held 6-9 August 2015) and Heritage Day (Festival was held during September 2015).	
To present dedicated programmes that showcase young talent.	To ensure that dedicated programmes are presented that showcases youth talent	Dedicated programmes that will present youth talent.	Dedicated programmes to showcase youth talent	Present: The Classical Music Festival; Youth Jazz Festival and National Youth Classical Music Competition.	During the 2015/2016 financial year a Youth Jazz Festival took place during June and a Classical Music Festival was held during September (the Youth Music Competition was incorporated with the Classical Music Festival)	
To present artistic presentations in line with artistic vision	To ensure that the artistic programme is representative of Artscape's artistic vision	An arts programme that best reflects the diversity of audience preferences.	Other artistic presentations	Present a multi-cultural artistic production	The multi-cultural event presented was the Gala performance of the Rural Outreach programme which incorporated various art forms and performances from various cultures.	
				Present a major production at an outside venue, such as at the Maynardville Open Air Theatre	Othello was staged at Maynardville 26 Jan - 23 Feb 2016 (including previews)	





### PROGRAMME 3: PUBLIC ENGAGEMENT

**GOAL:** To actively engage the public in order to achieve Artscape's objectives of promoting the appreciation, understanding and enjoyment of the performing arts among the general public through marketing and advertising, performing arts education and rural outreach programmes.

*Unit of measure:* As per service delivery indicator and target

KEY OBJECTIVE	STRATEGY	OUTPUT	SERVICE DELIVERY INDICATOR	TARGET	ACTUAL PERFORMANCE	ACHIEVE- MENT
MARKETING AND ADVERTISING						
To ensure public awareness of Artscape, its products and services through public relations and communication.	To increase brand awareness through correct positioning in print and electronic media.	Coverage in print and electronic media to publish productions and events.	Produce printed quarterly brochures with information on productions and events at Artscape.	4 printed brochures	4 brochures were printed this year.	
			Utilise social networks and website for marketing and advertising purposes.	Promotion of productions via print, electronic website and social media.	4 quarterly statistical reports we presented by the marketing team indicating the promotion of events via social media and website. In addition adverts were placed weekly in the relevant newspapers.	
RURAL OUTREACH						
To increase the interest in the performing arts in non-urban areas	To present an artistic programme in non-urban areas	Greater awareness and involvement in the performing arts in nonurban areas through outreach programmes.	Present a major outreach programme for non-urban areas annually in a different municipal region.	1 Major outreach programme	The Worcester Outreach Program, supported by the Breede River Municipality, took place in October 2015. It included a very successful schools programme and Gala performance.	
NEW WRITING PROGRAMME						
To facilitate and mentor promising new talent.	To promote the development of new writers and the encouragement of creative new writing talent.	Present a playwriting workshop to attract and develop new writing talent.	Playwriting workshops	1 workshop	Principals & Vices Workshop was held on 23 March 2016 with a total number of 300 participants	
				Commission new artistic script	Kalahari Swaan was identified as a new artistic script and following input from Artscape Creative Manager the production was staged in July 2015.	



KEY OBJECTIVE	STRATEGY	OUTPUT	SERVICE DELIVERY INDICATOR	TARGET	ACTUAL PERFORMANCE	ACHIEVEMENT
<b>RESOURCE CENTRE</b>						
To facilitate training programmes for emerging artists and arts practitioners through the Resource Centre	To present training programmes and information sessions to emerging artists and arts practitioners.	Dedicated training programmes and information sessions for emerging artists and arts practitioners.	Presentation of dedicated training programmes and information sessions for emerging artists and arts practitioners.	Annually present 4 sessions for emerging artists and practitioners.	26 workshops/ information sessions were conducted during 2015/2016.	
To provide access to available performing arts resources and expertise for arts practitioners.	To provide access to resources to members.	Records kept of resource centre members and users of the resource centre.	To maintain a record of the resource centre members and its usage.	To maintain monthly statistics of resource centre membership and usage.	Resource Centre membership reached 325 at the end of the 2015/2016 financial year. Statistics on the usage of the Resource Centre computers was also maintained and this figure exceed 6,000 for 2015/2016.	
<b>TECHNICAL TRAINING PROGRAMME</b>						
To enhance skills training and skills transfer through the technical training programme.	To provide training in specialised theatre services and internships in the various aspects of theatre management.	A dedicated technical training programme.	Enrol at least 6 trainees on a one – year technical training programme.	Presentation of a technical training programme	6 trainees were enrolled and they also underwent work integrated learning on various Artscape productions from June 2015 to March 2016. In March 2016 they completed the Producing and Arts Entrepreneurship theory module.	
<b>TRAINING</b>						
To maintain training and development plans that will ensure a highly skilled workforce in Artscape.	To develop training and development plans that will ensure a highly skilled workforce in Artscape.	An approved training and development plan.	Identification of training requirements and an annual update of the training and development plan.	Annually identify and execute training requirements	Training was provided to staff in terms of the needs identified. This resulted in 56 staff attending training initiatives: Roles and Responsibilities of Trade Unions; Safe Lifting Technique Workshop; Performance Management Workshop; Institute of Risk Management of South Africa Workshop; Tax Reform Workshop; Nation Building, Social Cohesion and Reconciliation Workshop	

## Summary of financial information

	2011/12 R'000	2012/13 R'000	2013 / 14 R'000	2014/2015 R'000	2015/2016 R'000
<b>REVENUE</b>					
State contribution	42 332	44 985	47 821	50 755	53 090
State contribution – essential capital works	67 239	41 180	33 095	2 051	20 701
Provincial contribution – internship programme				1 115	906
Venue rentals	4 794	3 169	4 280	5 370	5 971
Marketing & sponsorships	4 489	4 407	4 725	1 704	419
Business ventures/Other income	5 983	8 132	10 588	9 935	12 966
Performing Arts Programme	2 812	4 139	2 749	3 459	2 687
Investment revenue	1 855	850	1 105	3 107	3 117
<b>TOTAL</b>	<b>129 504</b>	<b>106 862</b>	<b>104 363</b>	<b>77 496</b>	<b>99 857</b>
<b>EXPENDITURE</b>					
Administrative expenses (excluding capitalised maintenance expenditure)	31 435	36 079	35 477	33 892	38 174
Amortisation and Depreciation	4 089	7 301	9 123	9 315	8 906
Compensation of employees	27 869	29 391	30 525	30 770	29 968
Performing arts programme	10 843	13 394	12 733	12 460	9 746
Other non – operating expenses	269	388	( 239)	724	541
<b>TOTAL</b>	<b>74 505</b>	<b>86 553</b>	<b>87 619</b>	<b>87 161</b>	<b>87 335</b>
<b>SURPLUS/(DEFICIT)</b>	<b>54 999</b>	<b>20 309</b>	<b>16 744</b>	<b>(9 665)</b>	<b>12 522</b>

## Revenue and expenditure trends

	2011/12 R'000	2012/13 R'000	2013 / 14 R'000	2014/2015 R'000	2015/2016 R'000
<b>REVENUE</b>					
Annual subsidy	33%	42%	46%	65%	53%
Essential maintenance contribution	52%	38%	32%	3%	21%
Internship programme	-	-	-	2%	1%
Other revenue	15%	20%	22%	30%	25%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>EXPENDITURE</b>					
Administrative expenses	42%	42%	41%	39%	44%
Amortisation and Depreciation	6%	8%	10%	11%	10%
Compensation of employees	37%	34%	35%	35%	34%
Performing arts programme	14.5%	15.5%	14%	14%	11%
Other non – operating expenses	0.5%	0.5%	0%	1%	1%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Artscape's main source of funding is the transfers received from the Department of Arts and Culture. In 2015/2016 the operational grant from DAC accounts for 53% of revenue; the transfers for capital works accounts for 21% of the revenue. In 2015/16 transfers from the Provincial Department of Cultural Affairs and Sport for the EPWP amounted to 1% of total revenue.

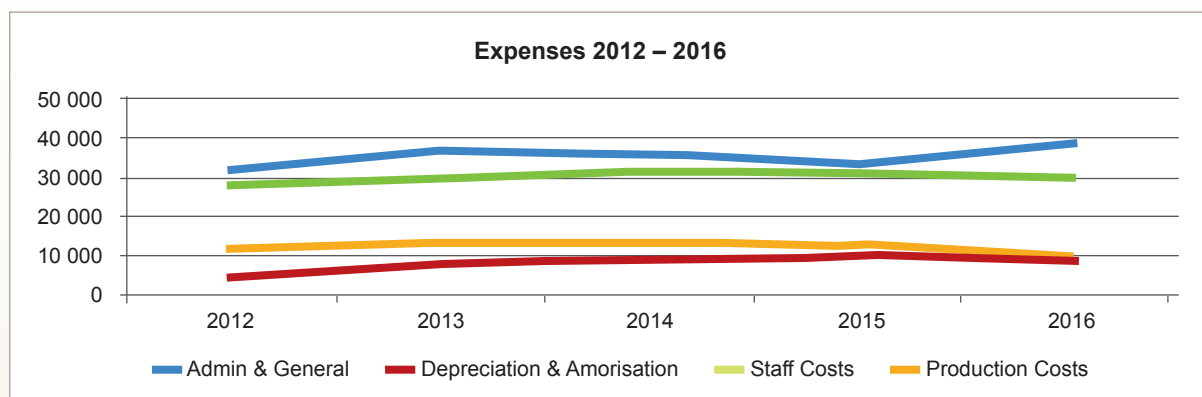
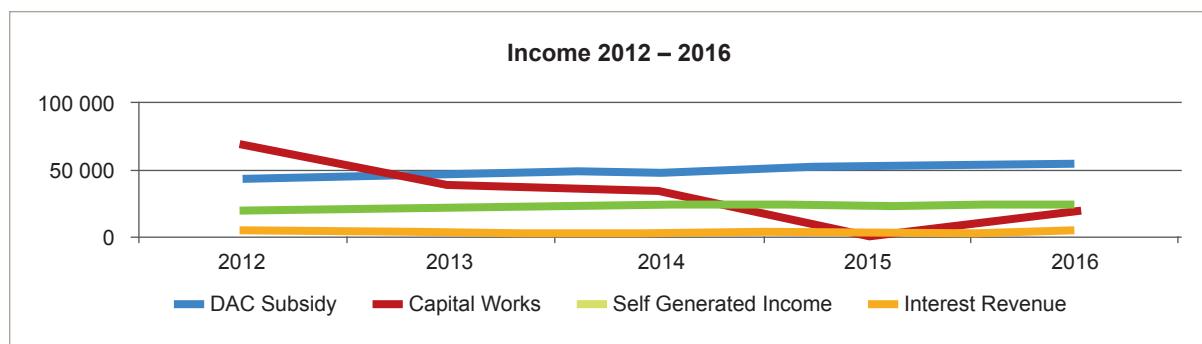
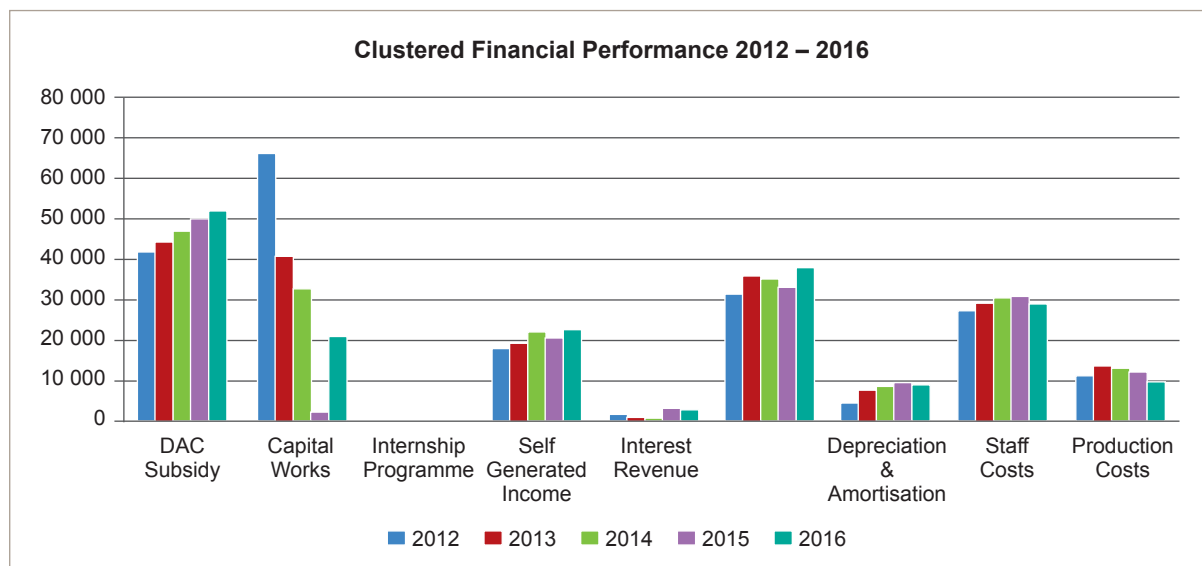
Additional revenue is generated through rental income, box office takings and sponsorship from local donors and business enterprises – in 2015/16 additional revenue generated by the institution accounts for 25% of the total revenue.

Except for the additional spending on essential maintenance (included in admin and general), no major changes to current spending areas are expected.



The surplus recorded is as a result of the capitalisation of capital works expenditure, in terms of the accounting standards, and reflect an accounting surplus and not necessarily a cash surplus.

The graphic displays of income and expenditure trends and the clustered financial performance for the period 2011/2012 to 2015/2016 are reflected in the graphs listed below:



# PRODUCTION AND EVENTS

FROM 1<sup>ST</sup> APRIL 2015 TO 31<sup>ST</sup> MARCH 2016



GENRE	Number of productions or events	Number of performances
OPERA	7	23
BALLET/DANCE	48	181
MUSICALS/MUSICAL THEATRE	12	130
CONCERTS	33	75
VARIETY SHOWS	2	3
DRAMA/COMEDY	37	177
YOUTH THEATRE	28	186
CORPORATE EVENTS	47	N/A
FILMS	12	17
FILM AND PHOTO SHOTS	65	N/A
EXHIBITIONS	31	N/A
AUDIENCE DEVELOPMENT & EDUCATION AND RESOURCE CENTRE PROJECTS	78	N/A
HOSPITALITY EVENTS	87	N/A
OTHER EVENTS (INCLUDING MEETINGS)	269	N/A
REHEARSAL ROOM HIRE	16	N/A
<b>TOTAL</b>	<b>772</b>	<b>792</b>

## Operatic Productions

	Production name	Venue	Date of 1st performance	Period in venue	Number of Performances	Presenter
1	The Medium	Theatre	29/04/15	27/04/15 – 02/05/15	3	Media 24 – Suidoosterfees
2	La Traviata	Opera House	30/04/15	20/04/15 – 09/05/15	5	Cape Town Opera
3	The Merry Widow of Malagawi	Opera House	05/09/15	25/08/15 – 12/09/15	5	Cape Town Opera
4	Maria Stuarda	Opera House	07/11/15	01/11/15 – 08/11/16	2	Cape Town Opera
5	Four:30	Theatre	25/11/15	09/11/15 – 29/11/15	4	Cape Town Opera
6	Salome	Opera House	15/03/16	29/02/16 – 23/03/16	3	Cape Town Opera
7	Duet Concert	Opera House	21/03/16	20/03/16 – 21/03/16	1	Cape Town Opera

## Variety Shows

	Production name	Venue	Date of 1st performance	Period in venue	Number of Performances	Presenter
1	Stars of Comedy and Magic	Theatre	09/05/15	08/05/15 – 09/05/15	1	ARTSCAPE ADE and The College of Magic
2	Zhejiang Cultural Festival	Theatre	16/10/15	15/10/15 – 17/10/15	2	Department of Arts and Culture / Chinese Embassy

## Ballet/Dance Productions

	Production name	Venue	Date of 1st performance	Period in venue	Number of Performances	Presenter
1	Thumbelina	Opera House	04/04/15	01/04/15 – 04/04/15	3	Cape Town City Ballet
2	Nritya Alankaaram	Theatre	09/04/15	07/04/15 – 11/04/15	3	ARTSCAPE ADE and Vadhini Dance Co.
3	Dancers for Dancers	Opera House	16/05/15	14/05/15 – 16/05/15	1	Theatre Dance Association
4	Swan Lake	Opera House	19/05/15	18/05/15 – 25/05/15	9	St Petersburg Ballet
5	HemelBesem	Theatre	29/05/15	28/05/15 – 29/05/15	1	ARTSCAPE ADE and BLM Music
6	Break	Theatre	30/05/15	30/05/15	1	ARTSCAPE ADE and Heal the Hood
7	Kaleidoscope	Theatre	13/06/15	08/06/15 – 16/06/15	3	ARTSCAPE ADE and Dance for All
8	Dancers Love Dogs	Opera House	20/06/15	19/06/15 – 20/06/15	1	Brigitte Reeve Taylor
9	A Spartacus of Africa	Opera House	27/06/15	22/06/15 – 12/07/15	12	South African National Dance Trust
10	Azishe	Theatre	01/07/15	29/06/15 – 04/07/15	4	Jazzart Dance Theatre
11	Borne Frees – Stories of Hope	Theatre	09/07/15	06/07/15 – 11/07/15	3	ARTSCAPE ADE & New World Dance Theatre
12	Trapped	Theatre	06/08/15	03/08/15 – 06/08/15	1	ARTSCAPE ADE and Unmute
13	Ashed	Theatre	07/08/15	07/08/15	1	ARTSCAPE ADE and Unmute
14	Jonga – Kijken and Connections	Theatre	01/09/15	31/08/15 – 02/09/15	2	Jazzart Dance Theatre, DOX and Dance Forum
15	Ufundo	Theatre	10/09/15	03/09/15 – 12/09/15	5	Jazzart Dance Theatre and Unmute Dance Co.
16	Alvin Ailey American Dance Theater	Opera House	16/09/15	14/09/15 – 20/09/15	8	Showtime Management
17	Cape Town's Most Wanted	Theatre	18/09/15	14/09/15 – 19/09/15	3	ARTSCAPE ADE and The Dance Project
18	Giselle	Opera House	25/09/15	21/09/15 – 04/10/15	9	Cape Town City Ballet
19	Prague Scholarship Competition	Opera House	04/10/15	04/10/15	1	Cape Town City Ballet
20	Symphony of Dance	Opera House	07/10/15	29/09/15 – 12/10/15	5	Cape Town City Ballet
21	Satisfaction Index	Arena	14/10/15	07/10/15 – 24/10/15	12	ARTSCAPE Creative Department
22	Freedom Stage	Piazza	28/11/15	27/11/15 – 28/11/15	1	Cape Town Intl Dance Festival
23	Cultures Connect	Opera House	28/11/15	27/11/15 – 28/11/15	1	Cape Town Intl Dance Festival
24	Future Stage	Opera House	29/11/15	29/11/15	1	Cape Town Intl Dance Festival
25	To the Township	Piazza	29/11/15	29/11/15	1	Cape Town Intl Dance Festival
26	Clap and Tap	Opera House	29/11/15	29/11/15	1	Cape Town Intl Dance Festival
27	Nathan Bartman Fundraiser	Theatre	30/11/15	30/11/15	1	Cape Academy of Performing Arts
28	Heritage Stage	Piazza	30/11/15	30/11/15	1	Cape Town Intl Dance Festival
29	China to Africa	Opera House	30/11/15	30/11/15	1	Cape Town Intl Dance Festival
30	Dance for Life	Piazza	01/12/15	01/12/15	1	Cape Town Intl Dance Festival
31	Dance for Health	Opera House	01/12/15	01/12/15	1	Cape Town Intl Dance Festival
32	People's Stage	Piazza	02/12/15	02/12/15	1	Cape Town Intl Dance Festival
33	Melting Pot	Opera House	02/12/15	02/12/15	1	Cape Town Intl Dance Festival
34	Mobility Stage	Piazza	03/12/15	03/12/15	1	Cape Town Intl Dance Festival
35	Proudly Cape Town	Arena	03/12/15	03/12/15	1	Cape Town Intl Dance Festival
36	Cape Academy of Performing Arts	Theatre	03/12/15	30/11/15 – 05/12/15	4	Cape Academy of Performing Arts
37	Time	Arena	10/12/15	07/12/15 – 12/12/15	4	Jazzart Dance Theatre
38	The Nutcracker	Theatre	15/12/15	07/12/15 – 27/12/15	12	Cape Town City Ballet
39	Night and Day	Theatre	31/12/15	28/12/15 – 10/01/16	9	Cape Town City Ballet
40	Humpty Dumpty and Friends	Theatre	05/01/16	05/01/16 – 08/01/16	5	Cape Town City Ballet
41	Swan Lake on Ice	Opera House	14/01/16	11/01/16 – 31/01/16	22	Pieter Toerien Productions
42	SAIBC Elimination Rounds	Opera House	23/02/16	21/02/16 – 25/02/16	3	South African Intl Ballet Competition
43	Azishe !	Theatre	25/02/16	22/02/16 – 26/02/16	4	Jazzart Dance Theatre
44	SAIBC Semi Finals	Opera House	26/02/16	26/02/16	1	South African Intl Ballet Competition
45	SAIBC Final	Opera House	27/02/16	27/02/16	1	South African Intl Ballet Competition
46	SAIBC Gala	Opera House	28/02/16	28/02/16	1	South African Intl Ballet Competition
47	Showcase of Dance	Theatre	09/03/16	07/03/16 – 13/03/16	8	Western Province Dance Teachers' Association
48	A Thousand Shepherds	Theatre	18/03/16	14/03/16 – 20/03/16	5	Cape Dance Company

Claude Cozens Trio



Claude Cozens Trio



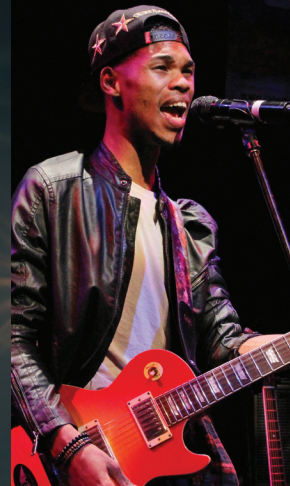
Claude Cozens Trio



## Drama/Comedy Productions

	Production name	Venue	Date of 1st performance	Period in venue	Number of Performances	Presenter
1	Double Bill: Secret Flames / Limen	Arena	09/04/15	31/03/15 – 20/04/15	10	ARTSCAPE Creative Department
2	Siener in die Suburbs	Theatre	28/04/15	27/04/15 – 03/05/15	4	Media 24 – Suidoosterfees
3	Die Ongelooflike reis van Max en Lola	Theatre	30/04/15	30/04/15 – 02/05/15	3	Media 24 – Suidoosterfees
4	Wynland / Eden Dramafees	Arena	01/05/15	30/04/15 – 01/05/15	5	Media 24 – Suidoosterfees
5	Chester Missing Live	Theatre	02/05/15	02/05/15	2	Media 24 – Suidoosterfees
6	Feeskatte	Theatre	03/05/15	03/05/15	1	Media 24 – Suidoosterfees
7	Wynland / Eden Dramafees Finale	Arena	03/05/15	03/05/15	1	Media 24 – Suidoosterfees
8	John	Arena	21/05/15	21/05/15 – 30/05/15	10	Vulture Productions
9	Nommerpas	Arena	02/07/15	29/06/15 – 11/07/15	5	ARTSCAPE ADE and Stercus Productions
10	Bittersoet	Arena	31/07/15	27/07/15 – 01/08/15	2	ARTSCAPE ADE & Elsabe Daneel Productions
11	Cold Case – Revisiting Dulcie September	Arena	06/08/15	03/08/15 – 07/08/15	3	ARTSCAPE ADE
12	Die Glas ennie Draad	Theatre	08/08/15	03/08/15 – 08/08/15	1	ARTSCAPE ADE and Ruben Richards Foundation
13	Henrietta, with Love	Arena	08/08/15	04/08/15 – 15/08/15	8	ARTSCAPE ADE
14	Inkundla	Arena	27/08/15	24/08/15 – 30/08/15	4	ARTSCAPE Creative Department
15	Siembamba	Arena	03/09/15	31/08/15 – 12/09/15	11	ARTSCAPE Creative Department
16	Izityhilelo Zobuze	Arena	17/09/15	14/09/15 – 26/09/15	10	ARTSCAPE Creative Department
17	Words of War	Arena	23/09/15	23/09/15 – 26/09/15	2	ARTSCAPE Creative Department
18	Born Around Here	Arena	24/09/15	24/09/15	1	ARTSCAPE Creative Department
19	Ngokomzekiliso Wakhe (In His Image)	Parking Garage corridor	24/09/15	24/09/15 – 26/09/15	2	ARTSCAPE Creative Department
20	My Boetie Se Boetie Se Boetie Se Baba	Theatre	29/09/15	28/09/15 – 04/10/15	7	Lefra Productions
21	Help ! I am Free	Arena	30/09/15	28/09/15 – 03/10/15	6	NICRO
22	He's Alive	Theatre	08/10/15	05/10/15 – 11/10/15	5	Passion Play Ministries International
23	Soldaat	Arena	14/10/15	07/10/15 – 24/10/15	12	ARTSCAPE Creative Department
24	Nando's presents: Mass Hysteria	Opera House	15/10/15	14/10/15 – 24/10/15	6	Whacked Management
25	Let's Mix It	Arena	02/11/15	26/10/15 – 07/11/15	7	Ganarama Productions
26	Ityala la Mawela	Theatre	04/11/15	26/10/15 – 08/11/15	6	ARTSCAPE Creative Department
27	Butlers and Babysitters	Arena	10/11/15	09/11/15 – 14/11/15	5	Slick 'n Sleeve Theatre Collective
28	Umzila ka Moya	Arena	28/11/15	28/11/15	1	ARTSCAPE Creative Department
29	Who's Afraid of Virginia Woolf	Arena	04/02/16	01/02/16 – 06/02/16	4	Carnivals of the Heart
30	Oo Ma Sisulu (rehearsed play reading)	Theatre	12/02/16	08/02/16 – 13/02/16	1	ARTSCAPE Creative Department
31	Starwors – The Wors Awakens	Arena	23/02/16	22/02/16 – 27/02/16	5	Slick 'n Sleeve Theatre Collective
32	The Price of Meat	Theatre	01/03/16	28/02/16 – 03/03/16	2	Grahamstown Foundation
33	A Man and A Dog	Theatre	02/03/16	29/02/16 – 04/03/16	2	Grahamstown Foundation
34	Love at First Fight	Theatre	02/03/16	29/02/16 – 04/03/16	2	Grahamstown Foundation
35	Spiritual Festival: Mbuzeni	Arena	12/03/16	07/03/16 – 21/03/16	10	ARTSCAPE Creative Department
36	Spiritual Festival: The Girls	Arena	12/03/16	07/03/16 – 21/03/16	10	ARTSCAPE Creative Department
37	Spiritual Festival: Around the Fire	Theatre	31/03/16	29/03/16 – 31/03/16	1	ARTSCAPE Creative Department

### Brand new stars



The Greatest Love of all

## Concerts

	Production name	Venue	Date of 1st performance	Period in venue	Number of Performances	Presenter
1	Chumani Ngojo and Nu Praise with Friends	Theatre	02/04/15	30/03/15 – 02/04/15	1	ARTSCAPE Creative Department
2	The Greatest Love of All	Opera House	08/04/15	07/04/15 – 19/04/15	10	Who's Who Management
3	Odeion Strykkwartet	Arena	29/04/15	29/04/15 – 03/05/15	3	Media 24 – Suidoosterfees
4	Hugo Lambrechts Saxophone Ensemble	Piazza	02/05/15	02/05/15	1	Media 24 – Suidoosterfees
5	Botrivier Marimba Group	Piazza	02/05/15	02/05/15	1	Media 24 – Suidoosterfees
6	Son op Sondag Koorgala	Theatre	03/05/15	03/05/15	1	Media 24 – Suidoosterfees
7	Discover Islam	Opera House	31/05/15	30/05/15 – 31/05/15	1	ARTSCAPE ADE and Discover Islam Centre
8	Claude Cuzons Trio Jubilee Jam	Arena	04/06/15	01/06/15 – 06/06/15	3	ARTSCAPE ADE and the Claude Cuzons Trio
9	Judith Sephuma's One Word Launch	Opera House	06/06/15	06/06/15	1	Lalomba Music
10	Kaapse Musiek in Colour 2	Opera House	10/06/15	08/06/15 – 13/06/15	4	ARTSCAPE ADE and Alistair Izobell
11	Brand New Stars	Arena	11/06/15	08/06/15 – 13/06/15	3	ARTSCAPE ADE and Cape Music Institute
12	Youth Jazz Festival	Theatre	19/06/15	17/06/15 – 19/06/15	1	ARTSCAPE ADE
13	Sekunjalo Edujazz Festival	Theatre	20/06/15	20/06/15	1	ARTSCAPE ADE and Sekunjalo Edujazz
14	Karen Zoid and Francois van Coke	Theatre	12/07/15	12/07/15	1	The Project Room
15	Our Legends Passing the Baton	Theatre	01/08/15	28/07/15 – 01/08/15	1	ARTSCAPE ADE and Micallo Music
16	Humanity Gospel Concert	Theatre	09/08/15	08/08/15 – 09/08/15	1	ARTSCAPE ADE
17	Brass Band Extravaganza	Theatre	22/08/15	21/08/15 – 22/08/15	1	ARTSCAPE ADE
18	WeCCMA Choral Eisteddfod	Opera House	13/09/15	13/09/15	1	ARTSCAPE Creative Department & WeCCMA
19	Zoid and Zolani	Theatre	23/09/15	21/09/15 – 24/09/15	2	ARTSCAPE Creative Department
20	Western Cape Youth Music Festival	Theatre	26/09/15	25/09/15 – 26/09/15	1	ARTSCAPE ADE
21	WeCCMA Indigenous Choral Festival	Theatre	27/09/15	27/09/15	1	ARTSCAPE ADE and WeCCMA
22	The Little Dragons	Founders Garden	16/10/15	14/10/15 – 17/10/15	1	The Beanstalk
23	Victory Gospel Music Awards	Opera House	30/10/15	26/10/15 – 31/10/15	1	Western Cape Gospel Music Association
24	Queen – It's A Kinda Magic	Opera House	11/11/15	09/11/15 – 22/11/15	11	Who's Who Management
25	Back 2 School Boogie	Opera House	04/12/15	03/12/15 – 06/12/15	5	Ganarama Productions
26	Fast Fingers, Slow Hand	Arena	15/12/15	14/12/15 – 26/12/15	10	Micmac Sound
27	Symphony of Ghazal	Opera House	06/02/16	05/02/16 – 06/02/16	1	Cape Town Philharmonic Orchestra
28	Symphonic Youth Celebration	Theatre	07/02/16	07/02/16	1	Cape Town Philharmonic Youth Orchestra
29	Beatenberg / Kyle Shepherd Trio	Theatre	19/02/16	18/02/16 – 19/02/16	1	Interactive Africa
30	Voices of the Guitar	Arena	05/03/16	05/03/16	1	Dimitri Giannakis
31	Spiritual Festival: Gospel Meets Jazz	Theatre	27/03/16	24/03/16 – 27/03/16	1	ARTSCAPE Creative Department
32	Gigs for Kidz	Opera House	29/03/16	24/03/16 – 30/03/16	1	ARTSCAPE ADE and ESP Afrika
33	Schools Music and Careers Live Performance	Opera House	29/03/16	24/03/16 – 30/03/16	1	ARTSCAPE ADE and ESP Afrika

### Legends



### Schools Arts Festival





## Youth Theatre Productions

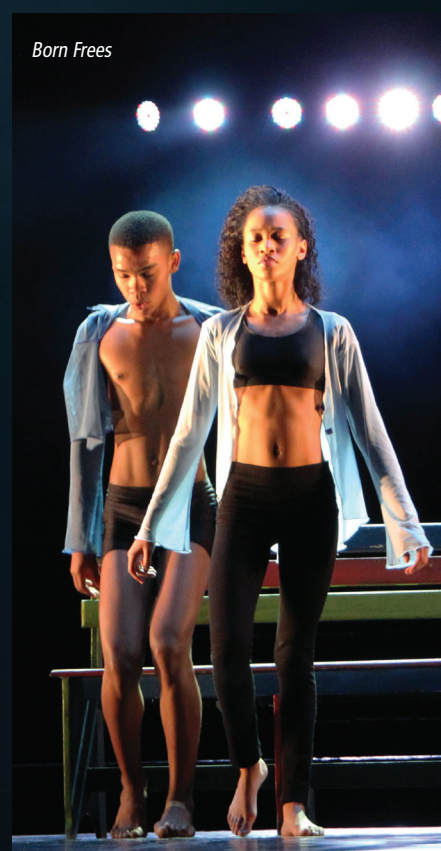
	Production name	Venue	Date of 1st performance	Period in venue	Number of Performances	Presenter
1	The Tale of Peter Rabbit	Theatre Foyer Well	02/04/15	21/03/15 – 11/04/15	9	Stagecraft
2	Vaselinetjie	Theatre	22/04/15	20/04/15 – 25/04/15	8	ARTSCAPE Schools Liaison Unit and EPM Projects
3	Fin op sy Eiland	Arena	02/05/15	30/04/15 – 02/05/15	2	Media 24 – Suidoosterfees
4	Nothing But The Truth	Theatre	06/05/15	04/05/15 – 13/05/15	12	ARTSCAPE Schools Liaison Unit
5	Krismis van Map Jacobs	Arena	06/05/15	04/05/15 – 16/05/15	17	ARTSCAPE Schools Liaison Unit
6	Children's Magic Spectacular	Arena	09/05/15	09/05/15	2	ARTSCAPE ADE and The College of Magic
7	National Acting Competition	Theatre	16/05/15	14/05/15 – 16/05/15	1	ARTSCAPE Schools Liaison Unit & Bellville High School
8	High Schools Drama Mini Festival	Arena	18/05/15	18/05/15 – 20/05/15	3	ARTSCAPE Schools Liaison Unit
9	Amaza	Theatre	19/05/15	17/05/15 – 28/05/15	18	ARTSCAPE Schools Liaison Unit
10	Shakespeare Schools Festival SA	Theatre	22/06/15	22/06/15 – 24/06/15	3	ARTSCAPE Schools Liaison Unit and Edu Cape
11	Undermined	Arena	22/06/15	15/06/15 – 23/06/15	3	ARTSCAPE ADE and ASSITEJ
12	Morwa – The Rising Son	Arena	22/06/15	15/06/15 – 23/06/15	3	ARTSCAPE ADE and ASSITEJ
13	NAT	Arena	24/06/15	15/06/15 – 24/06/15	2	ARTSCAPE ADE and ASSITEJ
14	Inkanuko	Arena	24/06/15	15/06/15 – 24/06/15	2	ARTSCAPE ADE and ASSITEJ
15	Purpose	Arena	25/06/15	15/06/15 – 25/06/15	2	ARTSCAPE ADE and ASSITEJ
16	On the Run	Arena	25/06/15	15/06/15 – 25/06/15	2	ARTSCAPE ADE and ASSITEJ
17	More Adventures of Noddy	Theatre Foyer Well	25/06/15	14/06/15 – 30/06/15	14	Stagecraft
18	Earth Moves	Theatre	26/06/15	25/06/15 – 27/06/15	2	ARTSCAPE Schools Liaison Unit and MOD Centres
19	Fantastic Mr Fox	Theatre Foyer Well	06/07/15	05/07/15 – 18/07/15	10	Stagecraft
20	Vlooi in Egipte	Theatre	11/08/15	10/08/15 – 28/08/15	29	ARTSCAPE ADE and Crazy Katz
21	Schools Arts Festival	Theatre	11/08/15	11/08/15 – 25/08/15	7	ARTSCAPE Schools Liaison Unit
22	Metro South Arts Kaleidoscope	Theatre	14/08/15	14/08/15 – 15/08/15	3	ARTSCAPE Schools Liaison Unit & Metro South District
23	High School Drama Festival	Arena	17/08/15	17/08/15 – 22/08/15	5	ARTSCAPE Schools Liaison Unit
24	Schools Arts Festival Gala	Theatre	27/08/15	26/08/15 – 27/08/15	1	ARTSCAPE Schools Liaison Unit
25	ATKV Tienertoneelstreekfees	Theatre	29/08/15	28/08/15 – 29/08/15	1	ARTSCAPE ADE and ATKV
26	Liewe Heksie	Theatre	29/09/15	28/09/15 – 03/10/15	4	Lefra Productions
27	Winnie the Pooh	Theatre Foyer Well	10/12/15	05/12/15 – 23/12/15	12	Stagecraft
28	Tales of Little Grey Rabbit	Theatre Foyer Well	19/03/16	12/03/16 – 02/04/16	9	Stagecraft

## Musicals / Musical Theatre

	Production name	Venue	Date of 1st performance	Period in venue	Number of Performances	Presenter
1	Nataniël in Prophets and Painkillers	Theatre	14/04/15	13/04/15 – 19/04/15	6	Charl du Plessis
2	Slegs vir Almal	Arena	30/04/15	30/04/15 – 03/05/15	3	Media 24 – Suidoosterfees
3	Afrikaaps	Theatre	01/05/15	01/05/15	1	Media 24 – Suidoosterfees
4	The Pirates of Penzance	Theatre	03/06/15	31/05/15 – 06/06/15	5	ARTSCAPE ADE & Waterfront Theatre School
5	Kalahari Swaan	Arena	16/07/15	13/07/15 – 25/07/15	11	ARTSCAPE Creative Department
6	The Mikado	Theatre	18/07/15	13/07/15 – 26/07/15	9	Cape Town Gilbert and Sullivan Society
7	West Side Story	Opera House	23/07/15	13/07/15 – 24/08/15	40	The Fugard Theatre
8	Singin' in the Rain	Opera House	11/12/15	04/12/15 – 11/01/16	34	Pieter Toerien Productions
9	Die Sideboard Musical	Theatre	27/01/16	25/01/16 – 05/02/16	11	ARTSCAPE & Lifeskills & Leadership Cooperative
10	The Fabulous Ceri Dupree Show	Arena	09/02/16	08/02/16 – 13/02/16	6	VRG Theatrical
11	Spiritual Festival: A Broken Wing	Theatre	23/03/16	21/03/16 – 23/03/16	1	ARTSCAPE Creative Department
12	Spiritual Festival: Paleho	Arena	29/03/16	28/03/16 – 30/03/16	3	ARTSCAPE Creative Department

## Films

	Name	Venue	Period in venue	Number of screenings	Presenter
1	Die Voorspelling	iSibaya	02/05/15	1	Media 24 – Suidoosterfees
2	'n Hondelwe	iSibaya	02/05/15	1	Media 24 – Suidoosterfees
3	Hospitaal op Horings	iSibaya	02/05/15	1	Media 24 – Suidoosterfees
4	As ek huis toe kom	iSibaya	03/05/16	1	Media 24 – Suidoosterfees
5	Aalwyntyd	iSibaya	03/05/15	1	Media 24 – Suidoosterfees
6	Rose vir Rosie	iSibaya	03/05/15	1	Media 24 – Suidoosterfees
7	Abraham	Theatre	03/05/15	1	Media 24 – Suidoosterfees
8	A Tribute to Charlene Maslamoney	iSibaya	23/05/15	3	ARTSCAPE ADE
9	Big Fish – Visions of Hope	iSibaya	26/06/15	3	ARTSCAPE ADE and Big Fish Films
10	I Am Not Done Yet	iSibaya	09/08/15	1	ARTSCAPE ADE and Shelley Barry
11	Art and Dance in South Africa	iSibaya	23/11/15 and 02/12/15	2	Cape Town Intl Dance Festival
12	Albi Sachs Documentary	iSibaya	28/11/15	1	Cape Town Intl Dance Festival



## Audience Development and Education Department Projects

	Event details	Venue	Dates	Presenter
1	African Arts Institute Technology Training Workshop	Resource Centre	22/04/15 – 24/04/15	ARTSCAPE Resource Centre and the African Arts Institute
2	Dance Workshop for Cape Town's Most Wanted	RR551	03/05/15	ARTSCAPE ADE and the Dance Project
3	Introduction to African Cinema	Resource Centre	04/05/15 – 06/05/15	ARTSCAPE Resource Centre and the African Arts Institute
4	Book Launch	Women's Zone	05/05/15	ARTSCAPE ADE
5	Rhythm India DVD Screening	Resource Centre	09/05/15	ARTSCAPE Resource Centre and Taare – Yours in Dance
6	Auditions for Youth Music Celebratory Concert	ORR	14/05/15	ARTSCAPE ADE
7	African Design Now Workshop	Resource Centre	19/05/15 – 21/05/15	ARTSCAPE Resource Centre and the African Arts Institute
8	Hollywood Acting Masterclasses	Resource Centre	Saturdays 23/05/15 to 11/07/15	ARTSCAPE Resource centre and David Morin
9	Youth Jazz Festival Workshop	RR306	23/05/15	ARTSCAPE ADE
10	AfriNEAD Seminar and Food Stalls	Chandelier Foyer	25/05/15	ARTSCAPE ADE
11	Young African Entrepreneurs Networking Seminar	iSibaya	25/05/15	ARTSCAPE ADE
12	Zakheni Fire Starter Workshop	Resource Centre	25/05/15 – 27/05/15	ARTSCAPE Resource Centre
13	Food Stalls for Discover Islam	Opera Bar	31/05/15	ARTSCAPE ADE and Discover Islam Centre
14	Youth Jazz Festival Workshop	Vocal Coaching Rooms	23/05/15	ARTSCAPE ADE
15	African Intl Youth Theatre and Dance Festival Workshops	Various Venues	22/06/15 – 25/06/15	ARTSCAPE ADE and ASSITEJ
16	African Intl Youth Theatre and Dance Festival Play Readings	Arena	26/06/15 – 27/06/15	ARTSCAPE ADE and ASSITEJ
17	Final Dress Rehearsal for Spartacus	Opera House	25/06/15	ARTSCAPE Schools Liaison Unit
18	Pre show entertainment for MOD Centres Project	Theatre Foyer and Piazza	26/06/15 – 27/06/15	ARTSCAPE Schools Liaison Unit and MOD Centres
19	Women's and Humanities Festival Media Launch	Chandelier Foyer	09/07/15	ARTSCAPE ADE
20	Women's and Humanities Festival Stakeholders Meeting	Theatre Foyer Well	23/07/15	ARTSCAPE ADE
21	WCED Public Speaking Competition	iSibaya	25/07/15	ARTSCAPE Schools Liaison Unit
22	Student Coaching Film Shoot	Resource Centre	27/07/15	ARTSCAPE Resource Centre and Rzalutinary Filmworks
23	Thundafund Workshop	Resource Centre	26 and 28/07/15	ARTSCAPE Resource Centre
24	Jazz Hands Workshop	Planning Boardroom	31/07/15	ARTSCAPE ADE
25	Zakheni Bonfire Workshop	Resource Centre	31/07/15 – 02/08/15	ARTSCAPE Resource Centre
26	WAND Empowerment Workshop	iSibaya	06/08/15	ARTSCAPE ADE
27	HG Groep NPO Communications Workshop	Opera Bar	06/08/15	ARTSCAPE ADE
28	SA Faith and Family Institute Council Consultation	Planning Boardroom	06/08/15	ARTSCAPE ADE
29	Official opening for Women's and Humanities Festival	Marble Foyer	06/08/15	ARTSCAPE ADE
30	Mary Burton Book Launch	Marble Foyer Extension	06/08/15	ARTSCAPE ADE
31	Forward Fund Business Women's Workshop	Chandelier Foyer	07/08/15	ARTSCAPE ADE
32	SABRI "Online in a day" Workshop	Planning Boardroom	07/08/15	ARTSCAPE ADE
33	"Being a women in Cape Town" Book Launch	Women's Zone	07/08/15	ARTSCAPE ADE
34	Women's and Humanities Festival stalls and exhibitors	Foyers	08/08/15	ARTSCAPE ADE
35	Law and Consumer Workshop	ADE Boardroom	08/08/15	ARTSCAPE ADE
36	CANSA Health Screenings	VIP Room	08/08/15	ARTSCAPE ADE
37	Forward Fund New Venture Creation Workshop	Opera Bar	08/08/15	ARTSCAPE ADE
38	SABRI Practical Business Training for Entrepreneurs	Planning Boardroom	08/08/15	ARTSCAPE ADE
39	New World Foundation play	Theatre Foyer Well	08/08/15	ARTSCAPE ADE
40	Hop for Future Hip Hop	Theatre Foyer Well	08/08/15	ARTSCAPE ADE
41	Sarah Martinus Hip Hop	Theatre Foyer Well	08/08/15	ARTSCAPE ADE
42	Rape Crisis Peer Educators Song and Dance	Theatre Foyer Well	08/08/15 – 09/08/15	ARTSCAPE ADE
43	Women Unite Marimba Group	Theatre Foyer Well	08/08/15	ARTSCAPE ADE
44	Women's Zone Open Mic Session	Piazza	09/08/15	ARTSCAPE ADE
45	Women Unite Marimba Group	Piazza	09/08/15	ARTSCAPE ADE
46	Amy Biehl Marimba Group and Traditional Dancers	Piazza	09/08/15	ARTSCAPE ADE
47	Humanity Lunch	Piazza	09/08/15	ARTSCAPE ADE
48	High School Drama Festival Prize Giving and Lunch	Theatre Foyer Well	22/08/15	ARTSCAPE Schools Liaison Unit
49	Dance Classes for Cape Town's Most Wanted	RR553	22/08/15 – 23/08/15	ARTSCAPE ADE
50	Financial Life Workshop	Resource Centre	01/09/15 – 02/09/15	ARTSCAPE Resource Centre
51	Arts Administration Workshop	Resource Centre	05/09/15	ARTSCAPE Resource Centre
52	Veteran Social Workers Meeting	Planning Boardroom	05/09/15	ARTSCAPE ADE
53	Afrikaanse Taalraad	Foyers, iSibaya and Piazza	24/09/15	ARTSCAPE ADE and ATKV
54	Women's and Humanities Festival Stakeholders Lunch	iSibaya	23/10/15	ARTSCAPE ADE
55	Shakespeare Schools Festival SA Workshop	iSibaya	24/10/15	ARTSCAPE Schools Liaison Unit
56	Activate ! Change Drivers Workshop	Resource Centre	31/10/15	ARTSCAPE Resource Centre
57	Lyonese Presentation	iSibaya	03/11/15	ARTSCAPE Resource Centre
58	Financial Wellness Workshop	iSibaya	04/11/15 – 05/11/15	ARTSCAPE Resource Centre
59	Auditions for Amaza	RR301	12/11/15	ARTSCAPE Schools Liaison Unit
60	Web Design and Social Media Workshop	Resource Centre	13/11/15 – 14/11/15	ARTSCAPE Resource Centre
61	Call back auditions for Amaza	RR551	19/11/15	ARTSCAPE Schools Liaison Unit
62	Brouhaha Festival Meeting	VIP Room	20/11/15 – 27/11/15	ARTSCAPE ADE
63	Palesa Motsumi Book Launch	Women's Zone	21/11/15	ARTSCAPE ADE
64	Information Sessions	Women's Zone	26/11/15 – 27/11/15	ARTSCAPE ADE
65	Financial Wellness Workshop	Planning Boardroom	01/12/15 – 02/12/15	ARTSCAPE Resource Centre
66	International Day for People of Disability	Opera House and Foyers	03/12/15	ARTSCAPE ADE
67	Auditions for Nothing But The Truth	ORR	20/01/16 – 22/01/16	ARTSCAPE Schools Liaison Unit
68	Teachers' Workshop for Shakespeare Schools Festival	iSibaya	23/01/16	ARTSCAPE Schools Liaison Unit
69	Auditions for Krismas van Map Jacobs	iSibaya	28/01/16	ARTSCAPE Schools Liaison Unit
70	2016 Programme Launch	Opera House	10/02/16	ARTSCAPE ADE and Schools Liaison Unit
71	Connecting Creatives Workshop	Opera Bar	29/02/16	ARTSCAPE Resource Centre
72	World Children's Prize	Theatre	06/03/16	ARTSCAPE
73	Cape Town International Jazz Festival: Photographic Workshop	Planning Boardroom	26/03/16 – 02/04/16	ARTSCAPE ADE and ESP Afrika
74	Cape Town International Jazz Fest: Arts Journalism Workshop	iSibaya	26/03/16 – 02/04/16	ARTSCAPE ADE and ESP Afrika
75	Cape Town International Jazz Fest: Mentoring Arts Journalism Workshop	VIP Room	26/03/16 – 02/04/16	ARTSCAPE ADE and ESP Afrika
76	Official opening of the Duo Tone Exhibition	Marble Foyer Extension	29/03/16	ARTSCAPE ADE and ESP Afrika
77	Business and Arts South Africa Workshop	Resource Centre	30/03/16	ARTSCAPE Resource Centre and Business and Arts South Africa
78	Cape Town Intl Jazz Fest: Public Debate – Arts Journalism	Chandelier Foyer	30/03/16	ARTSCAPE ADE and ESP Afrika





Swan Lake



Break 2



Nriya Alankaaram



Schools Arts Festival



Alvin Ailey

## Film and Photo Shoots

	Company	Venue	Dates	Total period in venue	Film or photo shoot
1	Delicious Films TV commercial for Ekzo	Piazza	07/04/15	1 day	Television
2	Publicity photos for Krismis van Map Jacobs	Various	08/04/15	1 day	Photo
3	AFDA student film project	Piazza	15/04/15	1 day	Film
4	Publicity film shoot for ARTSCAPE Youth Month	Various	17/04/15	½ day	Television
5	Cape Peninsula University of Technology student film project	Opera Bar	24/04/15	½ day	Film
6	France Production photo shoot for Next fashion catalogue	Piazza	26/04/15	1 day	Photo
7	Map Joubert television shoot	Piazza and Marble Foyer	05/05/15	1 day	Television
8	Student portfolio photo shoot for Meagan Taylor	Piazza	06/05/15	1 day	Photo
9	Publicity photos for Cape Town Opera	Marble Foyer	07/05/15	½ day	Photo
10	Steel Productions photo shoot for Puma	Piazza	07/05/15	1 day	Photo
11	AFDA student film project	Piazza	16/05/15	1 day	Film
12	CLRS and Co. film shoot for Totalsports	Piazza	09/06/15	1 day	Film
13	SABC Espresso publicity shoot for Dancers Love Dogs	Opera House and Foyers	20/06/15	½ day	Television
14	48 Hours publicity shoot for African Intl Youth Festival	Arena	23/06/15	½ day	Television
15	Department of Cultural Affairs and Sport Minister's Photoshoot	Piazza	07/07/15	½ day	Photo
16	Top Billing publicity shoot for <i>West Side Story</i>	RR301	14/07/15	1 day	Television
17	KykNET publicity shoot for <i>West Side Story</i>	RR301	16/07/15	1 day	Television
18	Zando Fashion Catalogue shoot	Piazza	03/08/15	1 day	Photo
19	Guadam Garam film shoot	Tunnel Parking	04/08/15	1 day	Feature Film
20	Sarie Magazine fashion shoot	Piazza	05/08/15	1 day	Photo
21	Street Talk Documentary for High School Drama Festival	RR551	27/08/15	½ day	Cape Town Television
22	Publicity Photos for Youth Music Celebratory Concert	Chandelier Foyer	30/08/15	½ day	Photo
23	Click Afrique shoot for Orange Mobile	Piazza	03/09/15	½ day	Film
24	SABC interview with Simone Botha for <i>Merry Widow</i>	Foyers	04/09/15	½ day	Television
25	Student portfolio shoot for Lisa Gabriel	Piazza	10/09/15	½ day	Photo
26	Portrait photo shoot for Hayden Phipps	Piazza	01/10/15	½ day	Photo
27	MNet television interview with Karen Zoid	Orchestra Rehearsal Room	05/10/15	½ day	Television
28	Fashion Shoot for Emma Buckland	Piazza	14/10/15	1 day	Photo
29	Publicity photos for the Cape Town Intl Dance Festival	Piazza	25/10/15	½ day	Photo
30	48 Hour Film Festival film shoot	Annex	31/10/15	1 day	Film
31	Moonlighting Films shoot for Honey 3	Piazza	13/11/15	½ day	Film
32	Cape Town Opera Company Photoshoot	RR551	16/11/15	½ day	Photo
33	Navigator Films shoot for LG Mobile	Piazza	27/11/15	½ day	Film
34	Ginkgo Agency photo shoot for Terry Peto	Arena	01/12/15	1 day	Photo
35	Prinz Productions – test shoot	Piazza	02/12/15	½ day	Photo
36	Gatehouse Films shoot for GGS	Box Office Foyer	06/12/15	1 day	Film
37	10-4 Africa photo shoot for Mr Price	Piazza	09/12/15	1 day	Photo
38	Navigator Films shoot for Pandora	Theatre	12/12/15	1 day	Film
39	First Productions shoot for Brooks Brothers	Piazza	13/12/15	1 day	Photo
40	Cool Banana Productions photo shoot for Ajo	Piazza	20/12/15	1 day	Photo
41	Television interview with Abdullah Ebrahim	Theatre Auditorium	12/01/16	½ day	Television
42	The Shooting Gallery shoot for Ferrero Rocher Chocolates	Piazza	15/01/16	1 day	Film
43	Television interview with Sandra Prinsloo	ADE Offices	15/01/16	½ day	Television
44	Nowhere Else Productions shoot for Peugeot	Piazza	23/01/16	½ day	Photo
45	Truworths photo shoot for Uzzi catalogue	Piazza	25/01/16	1 day	Photo
46	Steel Productions photo shoot for Siemens	Piazza	26/01/16 – 27/01/16	2 days	Photo
47	Zoom Advertising photo shoot for Sportsmans Warehouse	Piazza	29/01/16	1 day	Photo
48	Lucky Rabbit Productions shoot for Kalenji	Piazza	30/01/16	½ day	Film
49	Navigator Films shoot for Deichmann	Piazza	31/01/16	½ day	Film
50	Orange Films shoot for Decathlon	Piazza	01/02/16	½ day	Film
51	Orange Films shoot for Telkom	Piazza	04/02/16	1 day	Film
52	Living on Location shoot for ADVANS Bank	Piazza	05/02/16	1 day	Film
53	Infidels fashion shoot	Piazza and iSibaya	09/02/16	1 day	Photo
54	Keur Magazine shoot for <i>Len van Zyl Conductors Competition</i>	Chandelier Foyer	24/02/16	½ day	Photo
55	SABC 3 Espresso shoot for <i>Len van Zyl Conductors Competition</i>	ORR	24/02/16	½ day	Television
56	Gavin Schneider Productions shoot for Asics	Piazza	24/02/16	1 day	Photo
57	Truworths fashion shoot	Theatre Marble Foyer	25/02/16	1 day	Photo
58	Cape Town Productions shoot for Volkswagen	Piazza	03/03/16	1 day	Photo
59	Publicity photos for Cape Town Opera's <i>Duet Concert</i>	RR553	03/03/16	½ day	Photo
60	Cape Times publicity shoot for Cape Town Opera's <i>Salome</i>	Opera House	07/03/16	½ day	Photo
61	Egg Films shoot for HOP !	Piazza and Theatre Foyers	07/03/16	1 day	Film
62	Steel Productions photoshoot for Dare 2B	Piazza	13/03/16	½ day	Photo
63	Carte Blanche TV shoot for Cape Town Opera's <i>Salome</i>	RR553	18/03/16	½ day	Television
64	Bang Bang Films shoot for Qatar National Bank	Piazza	22/03/16	½ day	Film
65	Film shoot for Nomad Productions	Piazza	31/03/16	½ day	Film

## Exhibitions and Displays

	Type of exhibition	Venue	Dates	Presenter
1	Art Exhibition	Marble Foyer Extension	06/04/15 – 19/04/15	Marittjie de Villiers
2	Production display for Vaselinejette	Theatre Foyer	21/04/15 – 25/04/15	ARTSCAPE Schools Liaison Unit
3	Die Burger Centenary Exhibition	Marble Foyer Extension	23/04/15 – 03/05/15	Media 24 – Suidoosterfees
4	Shine op Overberg photographic exhibition	Theatre Foyer	28/04/15 – 03/05/15	Media 24 – Suidoosterfees
5	Production display for Krismis van Map Jacobs	Arena Foyer	04/05/15 – 16/05/15	ARTSCAPE Schools Liaison Unit
6	Display of ARTSCAPE Projects	Theatre Foyer	05/05/15 – 21/06/15	ARTSCAPE ADE
7	Production display for Amaza	Theatre Foyer	19/05/15 – 29/05/15	ARTSCAPE Schools Liaison Unit
8	Display of ARTSCAPE Projects	Marble Foyer Extension	18/05/15 – 21/06/15	ARTSCAPE ADE
9	Production display for Shakespeare Schools Festival	Theatre Foyer	22/06/15 – 24/06/15	ARTSCAPE Schools Liaison Unit and Edu Cape
10	Production display for Spartacus	Marble Foyer Extension	26/06/15 – 12/07/15	South African National Dance Trust
11	Monkeybiz exhibition	Marble Foyer Extension	27/06/15	Monkeybiz and South African National Dance Trust
12	Production display for <i>Kalahari Swaan</i>	Arena Foyer	15/07/15 – 25/07/15	ARTSCAPE Creative Department
13	Production display for <i>The Mikado</i>	Theatre Foyer Well	18/07/15 – 26/07/15	Cape Town Gilbert and Sullivan Society
14	Photographic Exhibition	Marble Foyer Extension	20/07/15 – 03/08/15	Cape Town Photographic Society
15	Photographic Exhibition	Theatre Foyer	01/08/15 – 10/08/15	ARTSCAPE ADE and Movie Snap
16	Production Display for Women's & Humanities Festival	Arena Foyer	03/08/15 – 10/08/15	ARTSCAPE ADE
17	Photographic Exhibition	Marble Foyer Extension	03/08/15 – 23/08/15	ARTSCAPE ADE and Black Sash
18	Visual Arts Exhibition for the <i>Schools Arts Festival</i>	Theatre Foyer Well	11/08/15 – 27/08/15	ARTSCAPE Schools Liaison Unit
19	Visual Arts Exhibition for Metro South Arts Kaleidoscope	Theatre Foyer Well	14/08/15 – 15/08/15	ARTSCAPE Schools Liaison Unit and Metro South District
20	Production display for <i>Inkundla</i>	Arena Foyer	27/08/15 – 30/08/15	ARTSCAPE Creative Department
21	Cape Malay Choir Exhibition	Theatre Foyer	17/09/15 – 14/10/15	Media 24
22	Media 24 Cartoon Exhibition	Marble Foyer Extension	23/09/15 – 04/10/15	Media 24
23	ADE Projects Display	Marble Foyer Extension	19/10/15 – 26/11/15	ARTSCAPE Audience Development and Education Department
24	Production display for <i>He's Alive</i>	Theatre Foyer Lower	08/10/15 – 11/10/15	Passion Play Ministries International
25	Production display for <i>Let's Mix It</i>	Arena Foyer	02/11/15 – 07/11/15	Ganarama Productions
26	Production display for <i>Butlers and Babysitters</i>	Arena Foyer	10/11/15 – 14/11/15	Slick 'n Sleeve Theatre Collective
27	Mixed media exhibition	Marble Foyer Extension	27/11/15 – 03/12/15	Maboneng Township Arts Experience
28	Production display for <i>Who's Afraid of Virginia Woolf</i>	Arena Foyer	04/02/16 – 06/02/16	Carnival of the Heart
29	Production display for The Fabulous Ceri Dupree Show	Arena Foyer	09/02/16 – 13/02/16	VRG Theatrical
30	Production display for the <i>Duet</i> Concert	Marble Foyer Extension	16/03/16 – 22/03/16	Cape Town Opera
31	Cape Town International Jazz Festival: <i>Duo Tone Exhibition</i>	Marble Foyer Extension	24/03/16 – 04/04/16	ARTSCAPE ADE and ESP Afrika

## Conferences/Corporate Events

	Event	Venue	Dates	Total period in venue	Presenter
1	Meeting	iSibaya	08/04/15	1 day	Impumelelo Social Innovations Centre
2	Meeting	iSibaya	09/04/15	½ day	Western Cape Business Opportunities Forum
3	NPO Leadership Forum	iSibaya	16/04/15	1 day	People First Foundation
4	DAC Feedback Meeting	iSibaya	22/04/15	1 day	Western Cape Choral Music Association
5	Workshop	Arena	23/04/15	1 day	Film and Publications Board
6	Meeting	Planning Boardroom	24/04/15	1 day	South African Heritage Resource Association
7	Social Cohesion Advocates Meeting	Planning Boardroom	20/05/15	½ day	Department of Arts and Culture
8	Council Meeting	iSibaya	21/05/15	½ day	Western Cape Religious Leaders Forum
9	Annual General Meeting	Planning Boardroom	24/05/15	1 day	Distell
10	Meeting	Planning Boardroom	27/05/15	1 day	South African Heritage Resource Association
11	Meeting	iSibaya	09/06/15	1 day	Business and Arts South Africa (BASA)
12	Staff Meeting	iSibaya	17/06/15	½ day	Thorburn Security
13	Meeting	Planning Boardroom	19/06/15	½ day	South African Heritage Resource Association
14	Meeting	iSibaya	20/06/15	½ day	Western Cape Choral Music Association
15	Meeting	iSibaya	02/07/15	½ day	Western Cape Business Opportunities Forum
16	Meeting	VIP Room	11/07/15	½ day	Radio Tygerberg
17	Meeting	iSibaya	23/07/15	1 day	Western Cape Choral Music Association
18	Council Meeting	iSibaya	23/07/15	½ day	Western Cape Religious Leaders Forum
19	Council Meeting	Planning Boardroom	30/07/15	½ day	Western Cape Religious Leaders Forum
20	Team Building Workshop	iSibaya	31/07/15	½ day	Zip Zap Circus
21	Meeting	iSibaya	12/08/15	½ day	South African Heritage Resource Association
22	Women's Arts Extravaganza and Auction	Chandelier Foyer	25/08/15	½ day	WHEAT Trust
23	Grantee's Awards Ceremony	Chandelier Foyer	28/08/15	½ day	WHEAT Trust
24	Staff Meeting	Planning Boardroom	11/09/15	½ day	Fedics
25	Council Meeting	iSibaya	22/09/15	½ day	Western Cape Religious Leaders Forum
26	Staff Meeting	Planning Boardroom	23/09/15	½ day	Thorburn Security
27	Meeting	iSibaya	01/10/15	½ day	Western Cape Business Opportunities Forum
28	Meeting	iSibaya	08/10/15	1 day	Veteran Social Workers NPO
29	Meeting	iSibaya	09/10/15	1 day	South African Heritage Resource Association
30	Staff Training Session	VIP Room	12/10/15 – 13/10/15	2 days	Fedics
31	Meeting	iSibaya	19/10/15	1 day	Creative Industries Federation of South Africa
32	Meeting	iSibaya	26/10/15	1 day	South African Heritage Resource Association
33	Meeting	iSibaya	30/10/15	1 day	Veteran Social Workers NPO
34	Meeting	Planning Boardroom	02/11/15	1 day	Creative Industries Federation of South Africa
35	Board Meeting	iSibaya	09/11/15	½ day	Cape Town Festival
36	Meeting	iSibaya	19/11/15	½ day	Western Cape Religious Leaders Forum
37	Meeting	iSibaya	27/11/15	½ day	Western Cape Business Opportunities Forum
38	Annual General Meeting	Opera Bar	07/12/15	½ day	ASSITEJ South Africa
39	Staff Meeting	Opera Bar	08/12/15	½ day	Thorburn Security
40	Meeting	Planning Boardroom	10/12/15	½ day	Distell
41	Meeting	iSibaya	10/12/15	½ day	Veteran Social Workers NPO
42	Staff Meetings	iSibaya	06/01/16 – 07/01/16	2 days	Fedics
43	Design Indaba	Various Venues	11/02/16 – 20/02/16	10 days	Interactive Africa
44	Meeting	iSibaya	12/02/16	1 day	Department of Arts and Culture
45	Meeting	ADE Boardroom	27/02/16	1 day	Comart
46	Meeting	iSibaya	10/03/16	½ day	Western Cape Business Opportunities Forum
47	Meeting	iSibaya	17/03/16	½ day	Western Cape Religious Leaders Forum



# Capital investment, maintenance and asset management

The Artscape complex continues to be enhanced through the space optimisation project and upgrades of stage equipment and machinery. Since 2009 the following projects were successfully completed:

- Refurbishment of the Opera House auditorium
- Foyer upgrades (toilets, carpeting, bar areas, mobile serving units)
- Back office refurbishments (dressing and rehearsal rooms)
- First and second floor refurbishments
- Roof extensions (5th floor Opera wing; 4th and 5th floor Theatre wing)
- Relocation of the Wardrobe to the 3rd floor (from remote location)
- Stage door entrance refurbishments
- Relocation of staff canteen (outside extension)
- Relocation of box office
- Relocation of resource centre (outside extension)
- Upgrades of flying systems and the replacement of technical equipment
- Conformance projects to ensure compliance to health and safety and fire regulations and to enhance access control systems
- Completion of back of house areas (lobbies and passages)
- Dressing Rooms
- Library
- External works (civil works and canopies)
- Signage
- Opera Stage Machinery

The Space Optimisation Project is seen as a continuous project with the single target of rejuvenating the more than 40 year old Artscape complex for modern usage. The fact that funding comes in annual allocations creates the need to break the overall integrated plan into separate delivery phases. Due to the highly complex and specialised nature of the building, these phases cannot be planned or executed in isolation of previous, or future, projects. This is a fundamental principle that needs to be considered in any implementation strategy.

## CAPITAL WORKS PROJECTS

In the current year, Artscape did not receive any Capital works funding. Deferred capital funding from the prior year (R46 million) was used in 2015/2016 to start the next phase of the Space Optimisation Project which included the following:

- Dressing Rooms
- New rehearsal room level 2 (old canteen)
- Orchestra library relocation ground level
- Backstage lobbies and passages
- Theatre kitchen
- External works (civil works and canopies)
- Signage
- Opera Stage Machinery

These areas will be completed in the 2016/2017 financial year and then planning for future projects which will look at:

- Upgrading of foyers (to be started in 2017)
- Theatre Auditorium Upgrade
- Installation of generators
- Entrance Façade Upgrade

The list of projects has been continuously adjusted with changing budget allocations and priorities.

In addition to these projects, Artscape's 20120 vision for capital works identified the creation of new venues and expansions into the proposed Artscape Cultural Precinct.





*Alvin Ailey*

## PART C

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# GOVERNANCE

## Introduction

Corporate governance embodies processes and systems by which public entities are directed, controlled and held to account. In addition to legislative requirements based on a public entity's enabling legislation, and the Companies Act, corporate governance with regard to public entity's is applied through the precepts of the PFMA and run in tandem with the principles contained in the King's Report on Corporate Governance.

Parliament, the Executive and the Accounting Authority of the public entity are responsible for corporate governance.

## Executive Authority

The Department of Arts & Culture is the Executive Authority.

During the current year, the following reports were submitted to the Department of Arts & Culture

- Annual Performance Plan 2016/2017
- Quarterly Reports for the quarters ending June 2015, September 2015, December 2015 and March 2016

The Chairperson signed the Shareholder's Compact for 2015/16 with the Minister of Arts & Culture on 8 April 2015.

## The Accounting Authority

Artscape's Council, appointed by the Minister of Arts & Culture, acts as the accounting authority in terms of the PFMA.

## Corporate Governance Arrangements

The Artscape Council and Management continued their commitment to the principles of good corporate governance as prescribed by the King III Report, and constantly strive for the highest standards of professionalism, integrity and ethics.

We are satisfied that the institution has applied adequate corporate practices of transparency, integrity and accountability for the year.

Following Council's improved risk management oversight, Council conducted a strategic workshop in November 2015 to agree on transformation objectives and strategy for Artscape. The outcomes of the workshop formed the basis of the annual performance plan for 2016/2017.

Council continued its risk management oversight through the Audit and Risk Committee.

In order to ensure that the risks attached to the capital works projects are properly managed, Council established a building committee. This committee will meet on a regular basis and advises Council on all building related projects.

The Human Resources Committee continued to monitor employee-related policies and practices. It reported to Council on its work and functioning. The overall staff demographics have shown a positive advance towards the set targets.

Council met five times during the review period and has reviewed systems of internal control, risk management, budgets and strategic plans to maximise efficiencies in fulfilling its statutory mandate. Urgent matters were dealt with by the Executive Committee which reported to full Council for ratification.

## COUNCIL

The following Council members, appointed by the Minister of Arts & Culture on 1 December 2014, were in office at 31 March 2016:

Prof Somadoda Fikeni (Chairperson)  
 Mr Neo Muyanga (Deputy Chairperson)  
 Dr Marian Jacobs  
 Ms Raelene Rorke  
 Princess Celenhle Dlamini  
 Ms Leigh Meinert  
 Mr Mjikisile Vulindlu

The current Council appointed Mrs Ruth Benjamin-Swales and Advocate Johan Kruger as independent members to the Audit and Risk Committee.

## COUNCIL MEMBERS' ATTENDANCE OF MEETINGS – APRIL 2015 TO MARCH 2016

### COUNCIL MEETINGS

Member	Number of Meetings	Number of Meetings attended
Fikeni, S (Chair)	5	5
Muyanga, N (Deputy Chair)	5	3
Vulindlu, M	5	5
Dlamini, C	5	5
Jacobs, M	5	4
Meinert, L	5	4
Rorke, R	5	3

### EXECUTIVE COMMITTEE MEETINGS

Member	Number of Meetings	Number of Meetings attended
Fikeni, S (Chair)	3	3
Myanga, N (Deputy Chair)	3	0
Vulindlu, M	3	3
Dlamini, C	3	3

### HUMAN RESOURCES COMMITTEE MEETINGS

Member	Number of Meetings	Number of Meetings attended
Vulindlu, M (Chair)	3	3
Rorke, R	3	2
Meinert, L	3	3
Jacobs, M (since 4 Feb 2016)	1	1



**AUDIT & RISK COMMITTEE MEETINGS**

Member	Number of Meetings	Number of Meetings attended
Benjamin-Swales, R (Independent Chair appointed by Council)	4	4
Kruger, J (Independent member appointed by Council)	4	2
Vulindlu, M	4	3
Dlamini, C	4	4
Jacobs, M	4	4

**REMUNERATION OF COUNCIL MEMBERS**

Artscape is a schedule 3A National Public Entity, subject to the Public Finance Management Act and Treasury regulations. In terms of Treasury Regulation 20.2.2, National Treasury determines the maximum remuneration tariffs of Non-official members. Official members, i.e. employees of National, Provincial and Local Government and Entities of Government serving on Councils or Committees are not entitled to additional remuneration. Artscape is classified as a Category E2 Public Entity.

In terms of Chapter 3, paragraph 3.1.6 of Treasury Regulations, these remuneration tariffs are also applicable to Audit Committee members who are not in the full time employment of the State.

**Rates payable per official meeting attended:**

	Meeting rate	Comment
Chairperson	R1 416	The rate per meeting includes remuneration for preparation time, and shall not exceed the daily rate.
Vice-Chairperson	R912	The rate per meeting includes remuneration for preparation time, and shall not exceed the daily rate.
Member	R810 (local members) R1 136 (out of town members)	The rate per meeting includes remuneration for preparation time, and shall not exceed the daily rate.

Members of committees, other than the audit committee are remunerated on the same basis as council members.

**Remuneration of Audit Committee Members payable per official meeting attended:**

	Daily Rate	Comment
Chairperson	R2 838	The rate per meeting includes remuneration for preparation time, and shall not exceed the daily rate.
Member	R1 722	The rate per meeting includes remuneration for preparation time, and shall not exceed the daily rate.



## REMUNERATION OF COUNCIL AND COMMITTEE MEMBERS

### Non – executive directors (fees as council members)

Dr S Fikeni (Chairperson)	16 992
Mr N Muyanga (Deputy Chairperson)	4 560
Dr M Jacobs	4 860
Princess C Dlamini	14 768
Mr M Vulindlu – Employed by City of Cape Town (no fee payable)	0
Ms R Rorke	3 408
Ms L Meinert	4 050
	<b>48 638</b>

### Audit and Risk Committee Members (fees as members)

Ms R Benjamin-Swales (Chairperson: Audit Committee)	16 212
Adv J Kruger	3 444
Princess C Dlamini	6 888
Dr M Jacobs	6 888
Mr M Vulindlu	–
	<b>33 432</b>

### Human Resources Committee Members

Mr M Vulindlu (Chairperson: Human Resources Committee)	–
Ms R Rorke	3 082
Ms L Meinert	3 240
Dr M Jacobs	810
	<b>7 132</b>



Legends



International Disability Day



Kaapse Musiek in Colour



Brand new stars



## Risk management

Artscape annually conducts a risk management workshop. This workshop is attended by management and key members of staff. Management utilises the Risk Intelligence Map to assist in the categorisation and identification of key risk areas.

Once all pertinent risks had been identified each risk is assessed in terms of its impact on achieving the business objectives as well as the likelihood of the risk occurring. This is done on an inherent risk basis, i.e. before considering existing systems, processes, controls and people in place to manage the risk. The impact and likelihood assessment is performed using an anonymous voting tool where all participants registered their individual votes and the results recorded.

The outcomes of the risk management workshop are presented to the Audit and Risk Committee and form the basis for the internal audit coverage plan. The Audit and Risk Committee as well as the Council may wish to include/incorporate additional risks if deemed necessary.

Management ensures that existing controls and processes are in place to make sure that risks are sufficiently addressed and will implement specific action plans to manage the inherent risk exposure to an acceptable level. The risk register is updated in a quarterly risk management action plan.

## Internal control unit

KPMG was appointed as Artscape's internal auditors in August 2015.

Artscape has an internal Compliance department that monitors compliance to internal policies and procedures.

## Internal Audit and Audit committees

### Internal audit

In terms of the approved internal audit plan, the following was completed:

- Risk assessment workshop
- Audit Readiness assessment
- Predetermined objectives assessment

### Audit and Risk Committee Responsibility

The Audit and Risk Committee is mandated by Council to provide the necessary oversight to ensure that the governance, risk management and control environment is sound and effective through the processes facilitated by management and the assurance obtained by internal and external audit.

The report of this committee appears on page 41 of the Annual Report.

## Compliance with laws and regulations

The system of internal control is considered effective as the various reports of the Internal Auditors and the Auditor-General have not reported any significant or material non-compliance with prescribed policies and procedures and laws and regulations in the current year.

Internal Audit conducted a health check and supply chain review to test compliance to policies and procedures, laws and regulations.

## Fraud and corruption

Artscape has a fraud prevention plan and strategy based on prevention, detection, response and investigation.

Staff guilty of misconduct are disciplined in term of Artscape's disciplinary code. All disciplinary matters are reported to Council's Human Resources Committee and also included in the Annual Report (see page 48).

The Audit and Risk Committee also consider fraud at each and every meeting.

During the current year Artscape participated in the Anti-Fraud and Awareness Campaign launched by the Department of Arts and Culture. This campaign was conducted via sms communication from DAC directly to employees.

## Minimising conflict of interest

All staff members are required to make annual declarations of interest to avoid conflict of interest.

Council and Audit and Risk Committee members are required to declare their interest at every meeting.

## Code of conduct

A code of conduct is in place for all staff members. Any breaches of the code of conduct may result in disciplinary action being taken against staff members.

Artscape also has a code of conduct for Council members, communicated to them at the time of their appointment to Council.

## Health safety and environmental issues

In order to ensure safety on stage, Artscape provide all the hirers with a copy of the theatre rules and regulations as part of the venue rental agreement.

As part of the building and renovation projects, an outside health, safety environmental company was appointed as consultants to ensure that health, safety and environmental issues are considered and adhered to.

## Social responsibility

Artscape has an internship programme to provide on the job training to interns from schools, universities and arts organisations.

In the current year Artscape hosted:

- an internship programme, supported by the Extended Public Works Programme (EPWP) of the Provincial Government of the Western Cape;
- "incubator projects" through the Resource Centre for new and upcoming artists or artistic organisations which was funding by the Department of Arts and Culture.

The initiative to introduce disadvantage communities to the Artscape Theatre. This initiative is supported by the agreement with Golden Arrow Bus Company to transport audience members from diverse communities to final dress rehearsals and productions.



# Audit and Risk Committee Report

We are pleased to present our report for the financial year ended 31 March 2016.

## Members and Attendance

The Audit and Risk Committee (The committee) consists of the members listed hereunder and meets at least twice per annum as required by the Public Finance Management Act and as per its approved terms of reference. During the 2015/2016 financial year there were 4 meetings.

	Number of meetings attended
<b>Members 1 April 2015 – 31 March 2016</b>	
Ms R Benjamin-Swales (Independent member and chairperson)	4
Dr M Jacobs (Council member)	4
Princess C Dlamini (Council member)	4
Mr M Vulindlu (Council member)	3
Advocate Johan Kruger (Independent member)	2

## Audit and Risk Committee Responsibility

The Committee reports that it has complied with its responsibilities arising from section 51(1)(a) of the PFMA and Treasury Regulation 27.1.10. The Committee also reports that it has adopted appropriate formal terms of reference as its Audit and Risk Committee Charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

## Risk Management

The Committee ensured that risks identified through its risk management workshop are continuously monitored and that the risk register is updated on a regular basis.

## The Effectiveness of Internal Control

In their management report for the current year the AGSA reported findings on supply chain management in relation to non-compliance with prescribed policies and procedures and laws and regulations, as well as some findings of a housekeeping nature. These reported findings had no impact on the AGSA Audit report and will be addressed by management and monitored by the Committee and Internal Auditors in the next financial year. Based on the AGSA management report and reports of the Internal Auditors the overall system of internal control is considered to be effective.

## The Quality of Quarterly Reports

The Committee is satisfied with the content and quality of quarterly reports prepared and issued by the Institution during the year under review.

## Evaluation of Financial Statements and Predetermined Objectives

The Committee has reviewed the:

- Audited annual financial statements to be included in the annual report;
- Report on predetermined objectives to be included in the annual report;
- AGSA management report and management's response and
- Report of the Auditor-General for the year ended 31 March 2016.

The Committee concurs and accepts the conclusions of the Auditor-General on the annual financial statements and is of the opinion that the audited annual financial statements be accepted and read together with the report of the AGSA.

*The Committee is pleased to report that the AGSA has, once again, presented Artscape with a clean audit report.*



**R Benjamin-Swales**

CHAIRPERSON OF THE AUDIT COMMITTEE

31 July 2016

Amaza



## PART D

### ***HUMAN RESOURCE MANAGEMENT***

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## Introduction

Council established a Human Resource Committee (HRC) consisting of Mr M Vulindlu, Ms Leigh Meinert and Ms Raelene Rorke to provide oversight over human resource management at the public entity.

The HRC meets on a quarterly basis to review and advise on:

- HR Policies and procedures
- HR priorities for the year under review and the impact of these priorities
- Workforce planning framework and key strategies to attract and recruit a skilled and capable workforce
- Employee performance management framework
- Employee wellness programmes
- Staff related disciplinary matters

## Human Resource oversight statistics

### Human Resources Management

#### Personnel Expenditure

As at 31 March 2016 Artscape employed 80 (2015: 82) persons on a permanent basis and 17 (2015: 17) persons on an annual contractual basis. Depending on operational requirements, additional staff is appointed on a part-time or casual basis.

	Operating expenses R'000	Compensation of employees R'000	Training & Capacity Building R'000	Other staff overheads R'000	Total staff cost R'000	Total staff cost as a percentage of operating expenses	Part time R'000
2016	86 793	29 967	105	1 144	31 216	36%	711
2015	86 437	30 770	101	878	31 749	37%	630

#### Analysis of permanent staff compensation

	Salary & other benefits		Overtime		Provident fund		Medical Assistance		Cost of Employment	
	(R'000)	% permanent staff cost	(R'000)	% permanent staff cost	(R'000)	% permanent staff cost	(R'000)	% permanent staff cost	Permanent staff compensation (Excluding part time)	Average Permanent staff Expenditure (R'000)
2016	22 565	77.00%	1 613	5.50%	2 971	10.14%	2 153	7.35%	29 302	366
2015	23 662	78.51%	1 327	4.40%	3 039	10.08%	2 111	7.00%	30 140	367

#### Employment and Vacancies as at 31 March 2016

	Number of posts	Number of posts filled	Vacancy	Vacancy Rate
Permanent staff	93	80	13	14%
Annual contractual staff	17	17	0	0%
<b>TOTAL</b>	<b>110</b>	<b>97</b>	<b>14</b>	<b>14%</b>

#### Staff turnover for the period 1 April 2015 – 31 March 2016

	Staff as at 31 March 2015	New Appointments	Transfer from contract to permanent	Terminations	Staff as at 31 March 2016
Permanent staff	82	3	7	(12)	80
Annual Contract staff	17	9	(7)	(2)	17
<b>TOTAL</b>	<b>99</b>	<b>12</b>		<b>(14)</b>	<b>97</b>

## Reasons for leaving the Institution

Termination type	Number of employees	% of total terminations	% of total number of employees
Resignations	13	87%	13%
Death	-	-	-
Retirement	2	13%	2%
<b>TOTAL</b>	<b>15</b>	<b>100%</b>	<b>15%</b>

## Staff Profile

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management ( gr. 20–25)	0	0	0	0	0	1	0	0	0	0	1
Senior management (gr. 16–19)	1	1	0	0	0	0	0	0	0	0	2
Professionally qualified and experienced specialists and mid-management (gr. 11–15)	1	6	0	1	0	1	0	0	0	0	9
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (gr. 6–10)	4	22	0	1	2	9	0	4	0	0	42
Semi-skilled and discretionary decision making (gr. 3–5)	2	9	0	0	2	7	0	2	0	0	22
Unskilled and defined decision making (gr. 1 & 2)	1	2	0	0	0	1	0	0	0	0	4
<b>TOTAL PERMANENT</b>	<b>9</b>	<b>40</b>	<b>0</b>	<b>2</b>	<b>4</b>	<b>19</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>80</b>
Temporary employees	4	4	0	0	5	2	1	1	0	0	17
<b>GRAND TOTAL</b>	<b>13</b>	<b>44</b>	<b>0</b>	<b>2</b>	<b>9</b>	<b>21</b>	<b>1</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>97</b>

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management ( gr. 20 -25)	0 %	0 %	0 %	0 %	0 %	1.03 %	0 %	0 %	0 %	0 %	1.03 %
Senior management (gr. 16 – 19)	1.03 %	1.03 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	2.06 %
Professionally qualified and experienced specialists and mid-management (gr. 11 – 15)	1.03 %	6.19 %	0 %	1.03 %	0 %	1.03 %	0 %	0 %	0 %	0 %	9.28 %
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (gr. 6 – 10)	4.12 %	22.68 %	0 %	1.03 %	2.06 %	9.28 %	0 %	4.12 %	0 %	0 %	43.30 %
Semi-skilled and discretionary decision making (gr. 3 -5)	2.06 %	9.28 %	0 %	0 %	2.06 %	7.22 %	0 %	2.06 %	0 %	0 %	22.68 %
Unskilled and defined decision making (gr. 1 & 2)	1.03 %	2.06 %	0 %	0 %	0 %	1.03 %	0 %	0 %	0 %	0 %	4.12 %
<b>TOTAL PERMANENT</b>	<b>9.28 %</b>	<b>41.24 %</b>	<b>0 %</b>	<b>2.06 %</b>	<b>4.13 %</b>	<b>19.59 %</b>	<b>0 %</b>	<b>6.19 %</b>	<b>0 %</b>	<b>0 %</b>	<b>82.47 %</b>
<b>TOTAL TEMPORARY</b>	<b>4.12 %</b>	<b>4.12 %</b>	<b>0 %</b>	<b>0 %</b>	<b>5.15 %</b>	<b>2.06 %</b>	<b>1.03 %</b>	<b>1.03 %</b>	<b>0 %</b>	<b>0 %</b>	<b>17.53 %</b>
<b>GRAND TOTAL</b>	<b>13.40 %</b>	<b>45.36 %</b>	<b>0 %</b>	<b>2.06 %</b>	<b>9.28 %</b>	<b>21.65 %</b>	<b>1.03 %</b>	<b>7.22 %</b>	<b>0 %</b>	<b>0 %</b>	<b>100 %</b>
WESTERN CAPE EAP	17.3 %	27.5 %	0.2 %	8.2 %	14.3%	25.0 %	0.1 %	7.4 %	0 %	0 %	100 %
VARIANCE	3.90 %	17.86 %	0.2 %	6.14 %	5.02 %	3.35 %	0.93 %	0.18 %	0 %	0 %	

## Health Promotion and HIV/AIDS Programmes

Artscape annually hosts programmes aimed at promoting employee wellness and health. Amongst others a corporate wellness day, a programme on financial wellness as well as counselling sessions were arranged.

## Misconduct and Disciplinary Hearings for permanent and annual contractual employees finalised

Permanent and Contractual Staff: None

Part-time employees: None

## Skills Development

Artscape's skills development programme included ongoing training to permanent and contractual staff, the annual technical training programme and the internship programme (supported by the Provincial Government of the Western Cape's EPWP programme). Other adhoc opportunities for skills development is the job shadowing programme that is provided on request to high school learners and tertiary students.

### Training needs identified and provided to permanent and annual contractual employees for the period 1 April 2015 to 31 March 2016

Gender	Number of employees (previous period)	Training needs identified and provided (previous period)
Male	80 (82)	56 (46)
Female	17 (17)	30 (34)
<b>TOTAL</b>	<b>97 (99)</b>	<b>86 (80)</b>

### Analysis of training costs

	Permanent staff compensation (Excluding part time)	Training & Capacity Building R'000	Training & Capacity building as % of permanent staff compensation	Training needs identified and provided	Average training & capacity building cost per training provided R'000
2016	29 302	105	0.4%	86	1.221
2015	30 140	101	0.3%	80	1.263

### Technical training programme trainees for the period 1 April 2015 to 31 March 2016

Gender	Number of trainees 2015/2016
Male	2
Female	4
<b>TOTAL</b>	<b>6</b>

### EPWP internship opportunities provided for the period 1 April 2015 to 31 March 2016

Gender	Number of interns
Male	3
Female	7
<b>TOTAL</b>	<b>10</b>

## Performance Rewards

None during the current year.



*Mikado*



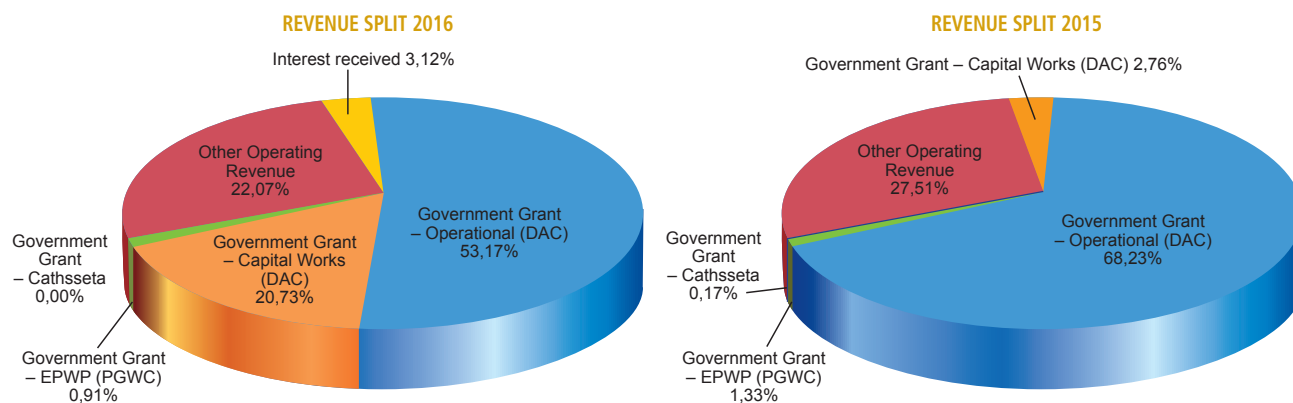
## PART E

### *FINANCIAL INFORMATION*

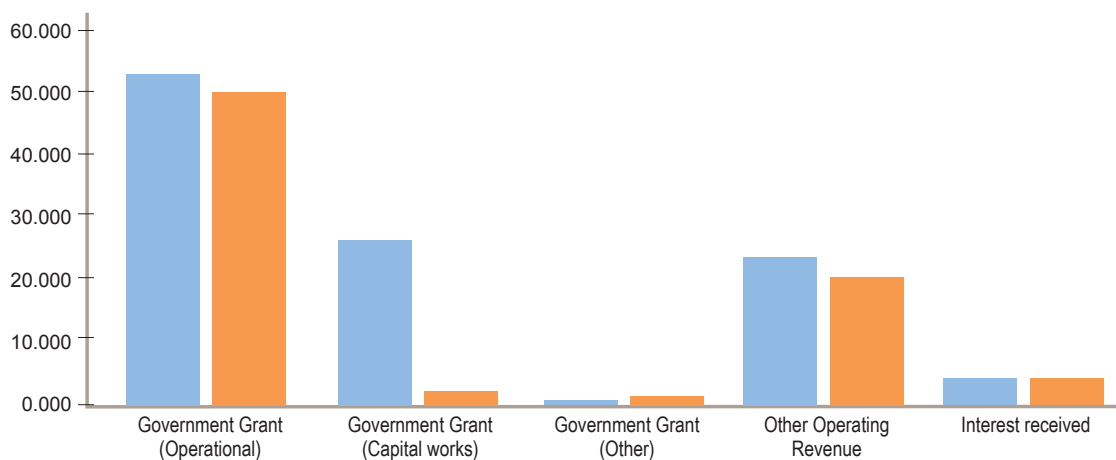
- Overview of the year ended 31 March 2016 **47**
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## Overview of the year ended 31 March 2016

Total revenue increased by 29% from R77.496m to R99.856m. The total government grants for 2016 increased from 2015 to 75% of total revenue, while other operating income generated by the Institution contributed 22% of total revenue. Interest revenue contributed 3% of total revenue.



The graph below reflects a comparison of revenue between 2016 and 2015.



	Government Grant (Operational)	Government Grant (Capital works)	Government Grant (Other)	Other Operating Revenue	Interest received
2016 / Rm	53 090	20 700	906	22 043	3 117
2015 / Rm	50 755	2 051	1 116	20 468	3 107

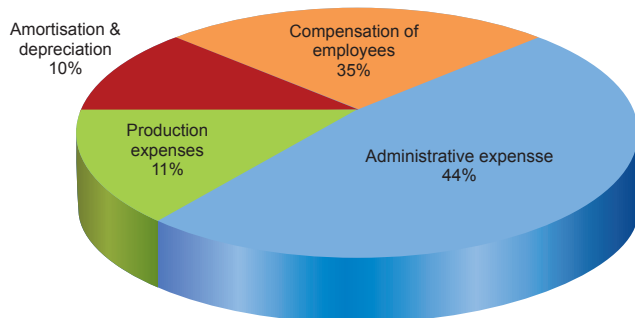
- The annual grant from the Department of Arts and Culture (DAC) increased by 5% from R50.755m to R53.90m.
- R20.700m of the DAC funding received in the prior years was released to revenue in the current year.
- Other Government Grants received in the current year included, R0.196m from DAC for the Incubator Programme and R0.709m from PGWC for the EPWP Internship Programme.
- Other operating revenue increase by 7.7% from R20.468m to R22.043m. This is as a result of higher venue rental income.
- Interest received increased from R3.107m to R3.117m due to interest on funds not yet utilised, and efficient cash management.



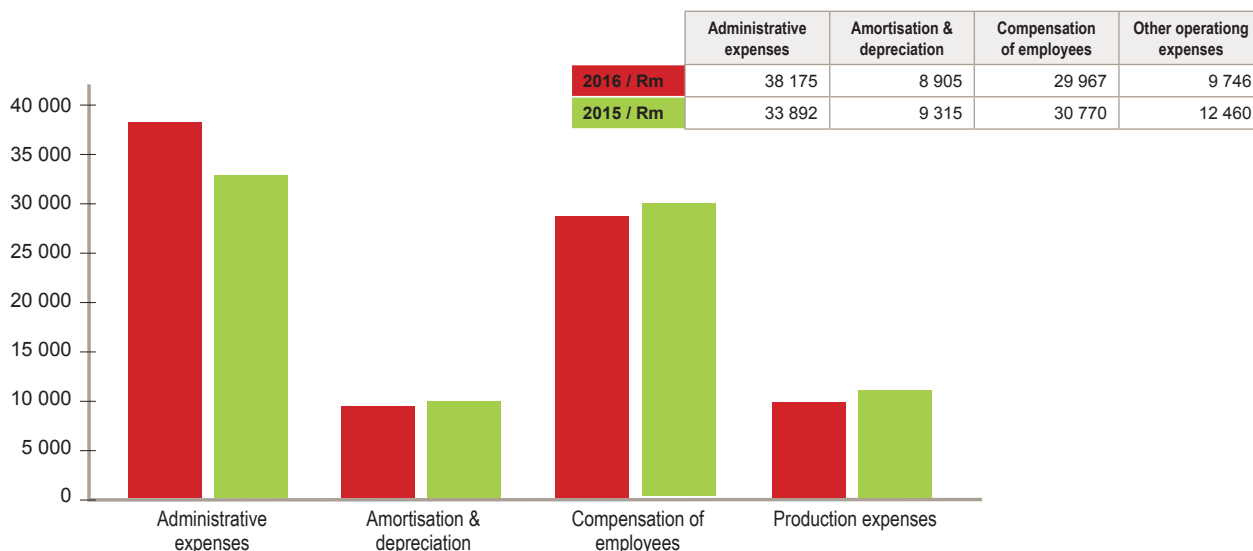
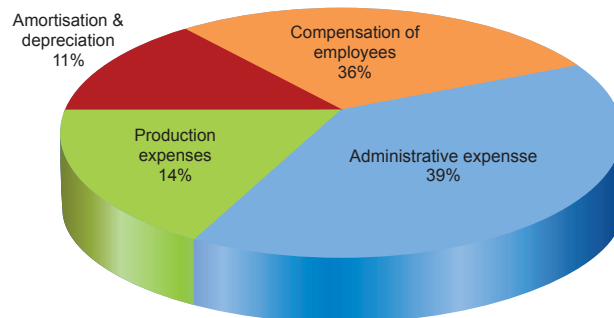
## Operating Expenses

A comparison between 2016 and 2015 does not indicate any significant changes to the total expenses incurred by the institution.

2016 EXPENDITURE SPLIT



2015 EXPENDITURE SPLIT



**Administration expenses** (including amortisation and depreciation) increased from R43.207m to R47.080m.

Substantial increases include:

- Electricity and water increased by 12.2% to R7.134m;
- Security increased by 6.5% to R4.219m;
- Repairs and maintenance increased by 25% to R1.193m due to the new capital works project that started in July 2015;
- Catering increased by 24% to R12.988m as a result of increase in food prices and additional events (the expenses for additional events are offset by corresponding income which increased by 30%);
- IT support and related services increased by 17.7% to R0.537m;
- Staff related expenses increased by 27% to R1.249m.

The impact of these increases has been lessened by decreases in administrative expenses such as:

- Bank charges decreased by 27% to R0.095m;
- Operating leases decreased by 40% to R0.130m;
- Audit fees (external and internal) decreased by 25% to R1.283m;
- Other sundry expenses decreased by 7% to R0.617m.

**Compensation of employees** decreased from R30.770m to R29.967m, a decrease of 3%. The impact of the 6% salary increase granted to all employees was lessened by the fact that vacancies were only filled towards the end of the financial year.

**Production costs** decreased by 22% to R9.746m. This decrease was achieved through consolidation of productions and closer monitoring of production budgets. The decrease in production expenses did not impact negatively on the artistic programme.



## Operating Surplus

An operating surplus of R13.063m (2015 deficit: R8.941m) was achieved for this financial year. The operating surplus is the result of deferred funding for capital works being utilised to improve the value of the leased property and increases in other revenue, as well as the implementation of cost saving measures to reduce operating expenses.

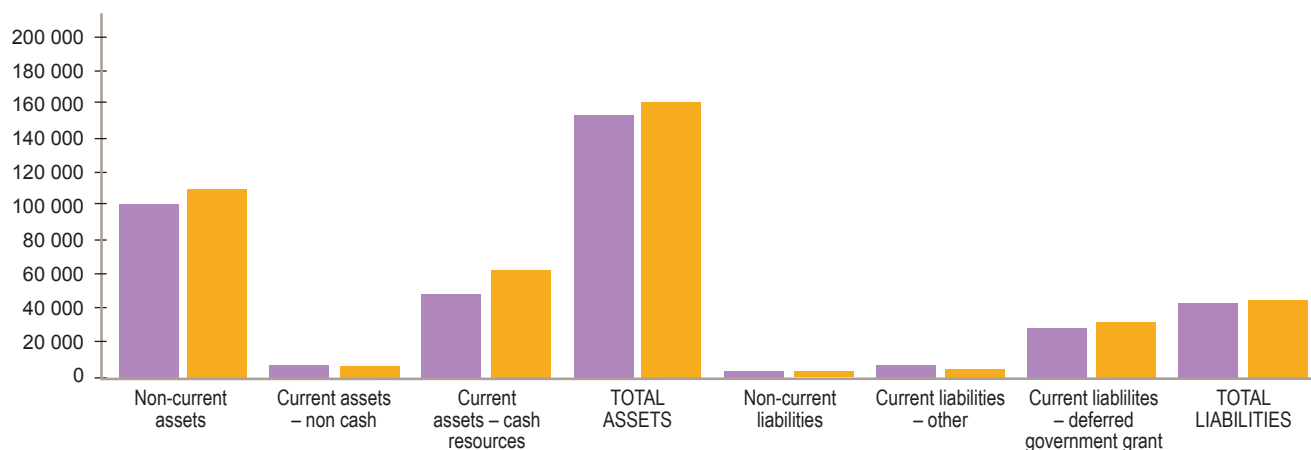
### PROVISION FOR POST-RETIREMENT MEDICAL BENEFIT

The actuarial valuation, as well as current contributions paid, resulted in an additional liability being raised bringing the total liability to R2.044m. The increase in the valuation was mainly due to the addition of one person that will be receiving the benefit.

## Surplus

An accounting surplus of R12.522m (2015 deficit: R9.665m) was recorded for the year ended 31 March 2016.

## Financial position



	Non-current assets	Current assets – non cash	Current assets – cash resources	TOTAL ASSETS	Non-current liabilities	Current liabilities – other	Current liabilities – deferred government grant	TOTAL LIABILITIES
2016 / Rm	144 495	956	41 149	186 600	1 685	8 236	26 726	36 647
2015 / Rm	132 390	4 201	52 281	189 413	1 559	4 294	46 129	51 982

The increase in non-current assets is due to the improvements to leased property, the space optimisation projects completed and other minor additions to non-current assets.

The decrease in non-cash current assets is due to the decrease in receivables.

The decrease in cash resources is as a result of funds being spent on the capital works project which started in July 2015.

Non-current liabilities increased due to the increase in the actuarial valuation of the post-retirement medical benefit.

Current liabilities (other) increased primarily due to a higher liability for payables from exchange transactions.

**In summary Artscape is in a healthy financial position with sufficient cash reserves to meet its short and long-term commitments.**

# Acknowledgements and appreciation

*Artscape wish to thank all sponsors and partners which have contributed towards the past year's success.*

ARTSCAPE



an agency of the  
Department of Arts and Culture



*Othello*



*Kaapse Musiek in Colour*



*Krismis van Map Jacobs*



*Legends*

- British Council
- Cape Philharmonic Orchestra
- Cape Town City Ballet
- Cape Town Opera
- City of Cape Town
- Computicket
- Dance for All
- Department of Arts & Culture
- Die Burger
- Die Son
- Distell Foundation
- Fine Music Radio
- Golden Arrow Bus Company (GABS)
- HCI Foundation
- iKapa Dance Theatre
- Jazzart Dance Theatre
- Media24
- National Lotteries Distribution Trust Fund (NLDTF)
- Suidoosterfees
- Sekunjalo Investments LTD
- The Breytenbach Centre
- The Consulate Of the Kingdom of The Netherlands
- The Next 48 Hours
- Western Cape Cultural Commission
- Western Cape Department of Cultural Affairs, Sport and Recreation
- Western Cape Department of Economic Development and Tourism
- Western Cape Department of the Premier
- Western Cape Department of Social Development and Poverty Alleviation
- Western Cape Education Department
- ZipZap Circus School
- NS Dezin



arts & culture

Department:  
Arts and Culture  
REPUBLIC OF SOUTH AFRICA







# Report of the auditor-general to Parliament on Artscape

## Report on the financial statements

### Introduction

1. I have audited the financial statements of the Artscape set out on pages 57 to 82, which comprise statement of financial position as at 31 March 2016, the statement of financial performance, statement of changes in net assets, and cash flow statement and the budget statement for the year then ended, as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

### Accounting authority's responsibility for the financial statements

2. The accounting authority is responsible for the preparation and fair presentation of these financial statements in accordance with South African Standards of Generally Recognised Accounting Practices (SA standards of GRAP) and the requirements of the Public Management and Finance Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA), and for such internal controls the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor-general's responsibility

3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with International Standards on Auditing. Those standards require that I comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### Opinion

6. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Artscape as at 31 March 2016 and its financial performance and cash flows for the year then ended, in accordance with SA Standards of GRAP and the requirements of the PFMA.

## Report on other legal and regulatory requirements

7. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report findings on the reported performance information against predetermined objectives of selected programmes presented in the annual performance report, compliance with legislation and internal control. The objective of my tests was to identify reportable findings as described under each subheading, but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion on these matters.

### **Predetermined objectives**

8. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information of the following selected programmes presented in the annual performance report of the Artscape for the year ended 31 March 2016:
  - Programme 1: Administration on pages 15 to 20
  - Programme 2: Business development on pages 20 to 21
9. I evaluated the usefulness of the reported performance information to determine whether it was presented in accordance with the National Treasury's annual reporting principles and whether the reported performance was consistent with the planned programmes. I further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's Framework for managing programme performance information
10. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
11. I did not raise any material findings on the usefulness and reliability of the reported performance information for the following programmes:
  - Programme 1: Administration
  - Programme 2: Business development.

### **Additional matter**

12. Although I did not raise any material findings on the usefulness and reliability of the reported performance information for the selected programmes, I draw attention to the following matter:

### **Achievement of planned targets**

13. Refer to the annual performance report on pages 15 to 23 for information on the achievement of the planned targets for the year.

### **Compliance with legislation**

14. I performed procedures to obtain evidence that the Artscape had complied with applicable legislation regarding financial matters, financial management and other related matters. I did not identify any material instance of non-compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA.

### **Internal control**

15. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with legislation. I did not identify any significant deficiencies in internal control.

*Auditor General*

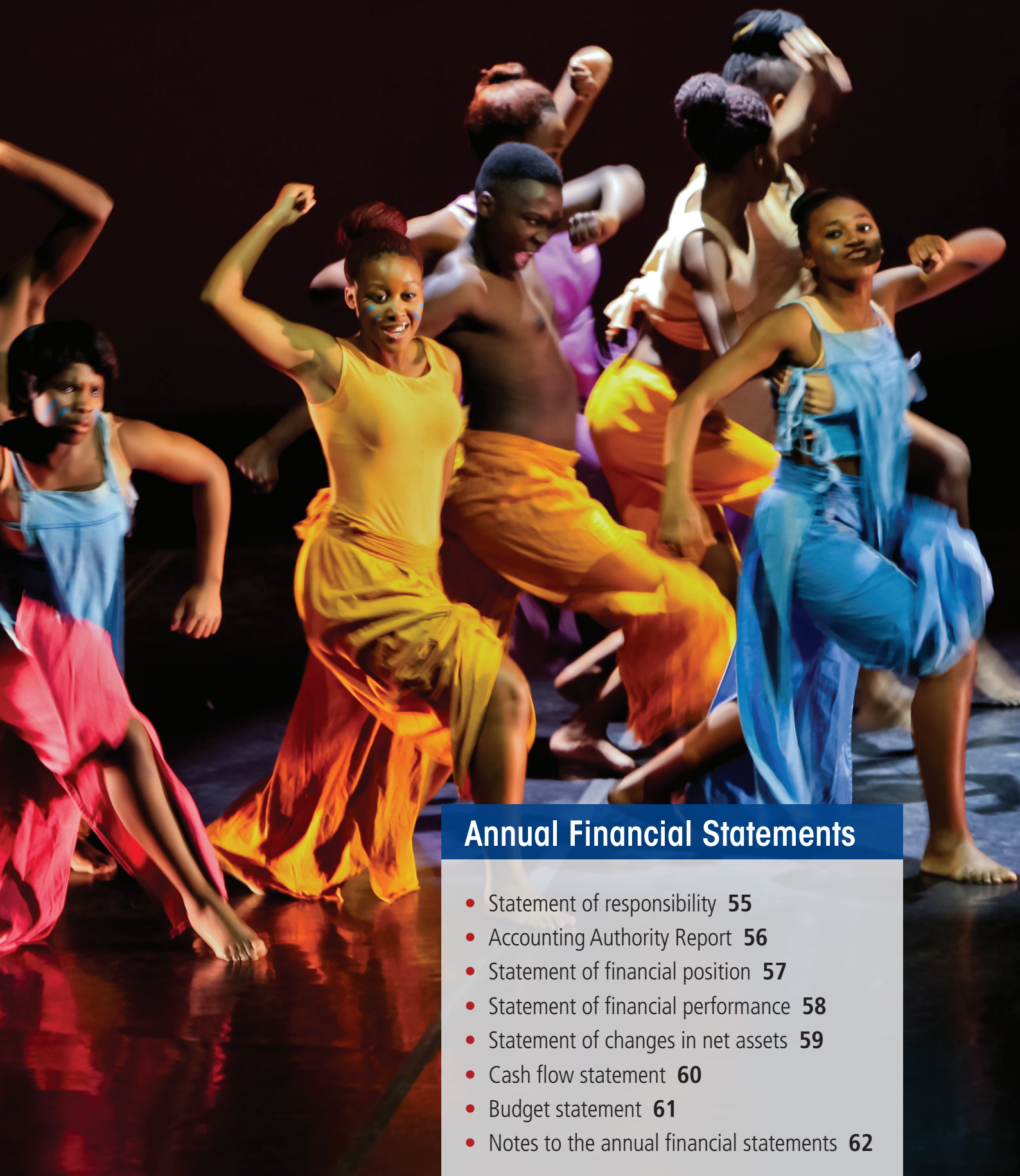
Cape Town  
29 July 2016



AUDITOR-GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*

*Azishe!*



## Annual Financial Statements

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- Accounting Authority Report **56**
- Statement of financial position **57**
- Statement of financial performance **58**
- Statement of changes in net assets **59**
- Cash flow statement **60**
- Budget statement **61**
- Notes to the annual financial statements **62**



## STATEMENT OF RESPONSIBILITY

The Public Finance Management Act 1999 (Act No 1 of 1999) requires the Accounting Authority to ensure that Artscape keeps full and proper records of its financial affairs. The annual financial statements should fairly present the state of affairs of Artscape, its financial results, its performance against predetermined objectives and its financial position at year end.

The Annual Financial Statements are the responsibility of the Accounting Authority. The Auditor-General South Africa is responsible for independently auditing and reporting on the financial statements.

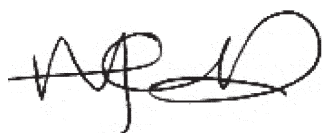
The financial statements have been prepared in accordance with the South African Standards of Generally Recognised Accounting Practices (GRAP) issued by the Accounting Standards Board. The annual financial statements are based on appropriate accounting policies, supported by reasonable and prudent judgements and estimates.

The Accounting Authority is responsible for the Institution's internal controls and risk management. These controls are designed to provide reasonable, but not absolute assurance as to the reliability of the financial statements, and to adequately safeguard, verify and maintain accountability for assets and to prevent and detect material misstatements and loss. Nothing has come to the attention of the Accounting Authority to indicate any material breakdown in the functioning of these controls, procedures and systems during the year under review.

In view of our current financial position, the Accounting Authority has every reason to believe that Artscape will be a going concern in the year ahead and has continued to adopt the going concern basis in preparing the financial statements.

### Submission of Annual Financial Statements

The annual financial statements for the year ended 31 March 2016 set out on pages 57 to 82, were submitted for auditing on 31 May 2016 in terms of section 51(1)(f) of the Public Finance Management Act, 1999 (Act 1 of 1999).



**Marlene Le Roux**

CHIEF EXECUTIVE OFFICER



**André Steenveld**

ACTING CHIEF FINANCIAL OFFICER

# ACCOUNTING AUTHORITY REPORT

## FOR THE YEAR ENDED 31 MARCH 2016

Artscape is a declared Cultural Institution in terms of Section 3 of the Cultural Institution's Act 1998, (Act 119 of 1998). The entity is listed as a schedule 3A entity (national entity) under the Public Finance Management Act, 1999 (Act 1 of 1999).

Artscape's Council acts as the Accounting Authority in terms of the Public Finance Management Act.

## Council

The following Council members, appointed by the Minister of Arts & Culture on 1 December 2014, were in office at 31 March 2016:

Prof Somadoda Fikeni (Chairperson)  
 Mr Neo Muyanga (Deputy Chairperson)  
 Dr Marian Jacobs  
 Ms Raelene Rorke  
 Princess Celenhle Dlamini  
 Ms Leigh Meinert  
 Mr Mjikisile Vulindlu

## Executive Management

The executive management are responsible for the day-to-day management of the Institution and are in full-time employ of the Institution. The Chief Financial Officer (CFO), Pieter Lourens, was appointed as Acting CEO until a CEO is appointed. Following the illness of the Acting CEO, the Director: Audience Development and Education, Marlene Le Roux, was appointed as Acting CEO until her appointment as Interim CEO (November 2015) and the Manager: Finance and Administration was appointed as Acting CFO. As at 31 March 2016, the Executive Management consisted of the following:

CEO	Marlene le Roux
Manager: Finance and Administration and Acting CFO	André Steenveld
Manager: Human Resources	Lungisani Nkomo
General Manager: Stage Services	Marius Golding
Company Secretary	Ilze De Wet
Director: Audience Development and Education	Thoko Ntshinga

## Nature Of Business

The main objective is to advance, promote and preserve the performing arts in South Africa, but predominantly in the Western Cape.

## Controlling Entity

The Department of Arts and Culture is the controlling entity and has ownership control of Artscape.

## Addresses

The Institution's business and postal addresses are as follows:

**BUSINESS ADDRESS**  
 ARTSCAPE Theatre Centre  
 DF Malan Street  
 CAPE TOWN, 8001

**POSTAL ADDRESS**  
 P O Box 4107  
 CAPE TOWN  
 8000

Country of incorporation: Republic of South Africa

## STATEMENT OF FINANCIAL POSITION

AS AT 31 MARCH 2016

	Note	2016 R	2015 R
<b>ASSETS</b>			
<b>Non-current assets</b>		<b>144 494 697</b>	<b>132 929 994</b>
Property, plant and equipment	2.1	144 483 667	132 913 759
Intangible assets	2.2	11 030	16 235
<b>Current assets</b>		<b>42 105 165</b>	<b>56 482 891</b>
Inventory	3	226 708	260 611
Receivables from exchange transactions	4	372 183	2 758 744
Net expenditure on future productions	5	356 943	1 182 073
Cash and cash equivalents	6	41 149 331	52 281 463
<b>TOTAL ASSETS</b>		<b>186 599 862</b>	<b>189 412 885</b>
<b>NET ASSETS AND LIABILITIES</b>			
<b>Non-current liabilities</b>		<b>1 685 000</b>	<b>1 558 638</b>
Provisions	7	1 685 000	1 557 000
Finance lease liability	8	—	1 638
<b>Current liabilities</b>		<b>34 961 944</b>	<b>50 422 898</b>
Payables from exchange transactions	9	7 875 710	4 002 646
Deferred government grant revenue	10	26 725 596	46 129 041
Unutilised sponsorship income		—	35 000
Short term portion of finance lease liability	8	1 638	12 211
Provisions	7	359 000	244 000
<b>TOTAL LIABILITIES</b>		<b>36 646 944</b>	<b>51 981 536</b>
<b>Net assets</b>			
Accumulated surplus		149 952 918	137 431 349
<b>TOTAL LIABILITIES AND NET ASSETS</b>		<b>186 599 862</b>	<b>189 412 885</b>



# STATEMENT OF FINANCIAL PERFORMANCE

FOR THE YEAR ENDED 31 MARCH 2016

	Note	2016 R	2015 R
<b>REVENUE</b>		<b>99 856 529</b>	<b>77 496 045</b>
<b>REVENUE FROM NON-EXCHANGE TRANSACTIONS</b>		<b>74 947 577</b>	<b>55 348 511</b>
Government grant – Operational (DAC)	21.1	53 090 000	50 755 000
Government grant – Capital Works (DAC)	10.1	20 700 536	2 051 158
Government grant – Incubator Programme (DAC)	10.1	196 921	
Government grant – (PGWC)	10.2	709 115	987 845
Government grant – Cathsseta	21.3	-	127 500
Sponsorship – General	11	251 005	1 427 008
<b>REVENUE FROM EXCHANGE TRANSACTIONS</b>		<b>24 908 952</b>	<b>22 147 534</b>
Other operating revenue	11	21 791 777	19 040 629
Interest received – cash resources		3 117 175	3 106 905
<b>OPERATING EXPENSES</b>		<b>86 793 694</b>	<b>86 437 185</b>
Administrative expenses	12	38 173 820	33 891 602
Amortisation and depreciation		8 905 859	9 314 682
Compensation of employees	13	29 967 590	30 770 542
Production expenses		9 746 425	12 460 359
<b>OPERATING SURPLUS</b>		<b>13 062 835</b>	<b>(8 941 140)</b>
Provision for post-retirement medical benefit (loss)		(541 266)	(724 073)
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>		<b>12 521 569</b>	<b>(9 665 213)</b>

## STATEMENT OF CHANGES IN NET ASSETS

FOR THE YEAR ENDED 31 MARCH 2016

	2016 R	2015 R
<b>RESERVES</b>		
<b>Accumulated surplus</b>		
Opening balance as previously reported	137 431 349	147 096 562
Surplus / (deficit) for the period	12 521 569	(9 665 213)
<b>Closing balance</b>	<b>149 952 918</b>	<b>137 431 349</b>

# CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 MARCH 2016

	Note	2016 R	2015 R
<b>Cash flows from operating activities</b>			
Cash received from government grants and customers		67 607 638	63 711 086
Cash paid to suppliers and employees		61 370 213	68 784 423
<b>Cash flows from operating activities</b>	14	<b>6 237 425</b>	<b>(5 073 337)</b>
Interest received – cash resources		3 117 175	3 106 905
<b>Net cash flows from operating activities</b>		<b>9 354 600</b>	<b>(1 966 432)</b>
<b>Cash flows from investing activities</b>			
Additions to property, plant and equipment	15	(20 467 261)	(1 888 884)
Additions to intangible assets	2.2	(7 260)	(5 890)
Proceeds on disposal of property, plant and equipment		-	250
<b>Net cash flows from investing activities</b>		<b>(20 474 521)</b>	<b>(1 894 524)</b>
<b>Cash flows from financing activities</b>			
(Decrease) /Increase in finance lease liability	8	(12 211)	11 162
<b>Net cash flows from financing activities</b>		<b>(12 211)</b>	<b>11 162</b>
<b>Net (decrease) in cash and cash equivalents</b>		<b>(11 132 132)</b>	<b>(3 849 794)</b>
Cash and cash equivalents at beginning of period		52 281 463	56 131 257
<b>Cash and cash equivalents at end of period</b>	6	<b>41 149 331</b>	<b>52 281 463</b>



## BUDGET STATEMENT

FOR THE YEAR ENDED 31 MARCH 2016

Actual 2015		Actual 2016	Approved Budget	Adjustment	Final Budget	Difference between final budget and actual
R		R	R	R	R	R
<b>77 496 145</b>	<b>INCOME</b>	<b>99 856 529</b>	<b>81 709 000</b>	<b>–</b>	<b>81 709 000</b>	<b>18 147 529</b>
53 921 603	Government grants	74 696 572	57 090 000	–	57 090 000	17 606 572
20 467 637	Rendering of services	22 042 782	23 619 000	–	23 619 000	(1 576 218)
3 106 905	Investment revenue	3 117 175	1 000 000	–	1 000 000	2 117 175
<b>86 437 285</b>	<b>OPERATING EXPENDITURE</b>	<b>86 793 694</b>	<b>81 529 000</b>	<b>–</b>	<b>81 529 000</b>	<b>5 264 694</b>
33 891 702	Administrative expenses	38 173 820	32 695 100	–	32 695 100	5 478 720
9 314 682	Amortisation and depreciation	8 905 859	6 400 900	–	6 400 900	2 504 959
30 770 542	Compensation of employees	29 967 590	34 733 000	–	34 733 000	(4 765 410)
12 460 359	Production expenses	9 746 425	7 700 000	–	7 700 000	2 046 425
<b>(8 941 140)</b>	<b>OPERATING (DEFICIT)/ SURPLUS</b>	<b>13 062 836</b>	<b>180 000</b>	<b>–</b>	<b>180 000</b>	<b>12 882 836</b>
(724 073)	Other expenditure	(541 266)	(180 000)	–	(180 000)	(361 266)
<b>(9 665 213)</b>	<b>(DEFICIT)/SURPLUS</b>	<b>12 521 569</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>12 521 569</b>
<b>1 894 774</b>	<b>CAPITAL EXPENDITURE</b>	<b>20 467 261</b>	<b>4 000 000</b>	<b>–</b>	<b>4 000 000</b>	<b>16 467 261</b>

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

### 1. Accounting Policies

The financial statements have been prepared on a going concern basis in accordance with Standards of Generally Recognised Accounting Practice on a basis consistent with the prior year.

#### 1.1 BASIS OF PREPARATION

The annual financial statements have been prepared on an accrual basis and in accordance with the effective Standards of Generally Recognised Accounting Practices (GRAP), including any interpretations and directives issued by the Accounting Standards Board.

The following standards and pronouncements were applied in the preparation of the annual financial statements:

REFERENCE	TOPIC
GRAP Framework	Framework for the preparation and presentation of financial statements
GRAP 1	Presentation of financial statements
GRAP 2	Cash flow statements
GRAP 3	Accounting policies, changes in accounting estimates and errors
GRAP 4	The effects of changes in foreign exchange transactions
GRAP 5	Borrowing costs
GRAP 9	Revenue from exchange transactions
GRAP 12	Inventories
GRAP 13	Leases
GRAP 14	Events after the reporting date
GRAP 16	Investment property
GRAP 17	Property, plant and equipment
GRAP 18	Segment Reporting
GRAP 19	Provisions, contingent liabilities and contingent assets
GRAP 21	Impairment of non-cash generating assets
GRAP 23	Revenue from non-exchange transactions
GRAP 24	Presentation of budget information in financial statements
GRAP 25	Employee benefits
GRAP 26	Impairment of cash-generating assets
GRAP 31	Intangible assets
GRAP 100	Non-current assets held for sale and discontinued operations
GRAP 103	Heritage assets
GRAP 104	Financial instruments
GRAP 105	Transfer of functions between entities under common control
GRAP 106	Transfer of functions between entities not under common control
IPSAS 20	Related party disclosures

At the date of authorisation of the financial statements the following Standards of GRAP are approved but not yet effective:

REFERENCE	TOPIC
GRAP 20	Related party disclosures
GRAP 108	Statutory Receivables

Changes in accounting policies are only effected if a standard of GRAP requires a change, or if it results in the financial statements providing reliable and more relevant information about the impact of the effects of transactions, other events or conditions on the financial position, financial performance or cash flow. Changes in accounting policies are applied either retrospectively or prospectively. In our opinion, earlier adoption of accounting policies approved but not yet effective will not have a material impact on the financial statements for the current year. GRAP 18 has been adopted but there are no segments to report on currently.

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

**Use of estimates**

In the preparation of the financial statements, estimates are only made based on reliable available information that does not undermine the reliability of financial statements. The effect of accounting changes is recognised prospectively, by including them in surplus or deficit in the period of the change, if the change effects that period only, or in the period of the change and future periods, if the change affects both.

**1.2 PROPERTY, PLANT AND EQUIPMENT**

Land and buildings are registered in the name of the Provincial Government of the Western Cape (PGWC) and are made available to Artscape on a permanent basis. Such land and buildings not belonging to Artscape are not recognised as property, plant and equipment.

Property, plant and equipment are stated at historical cost less accumulated depreciation. Improvements to the property belonging to PGWC is capitalised and are stated at cost less accumulated depreciation. Work in progress on improvements to leased property are capitalised and are stated at cost and transferred to improvements to leased property upon completion. Vehicles, equipment, music instruments, furniture and fittings and computers are depreciated on a straight-line basis over their estimated useful lives to their residual value.

The useful life of an item of property, plant and equipment is the period over which the assets are expected to be available for use by Artscape. The residual value is the estimated amount that Artscape would obtain from the disposal of the asset, after deducting the estimated costs of disposal, if the asset was already of the age and in the condition expected at the end of its useful life.

Assets held under finance leases are depreciated over their expected useful lives on the same basis as owned assets, or over the term of the lease, where the lease period is shorter (as listed in note 1.6.1 below).

Surpluses and losses on disposal of property, plant and equipment are credited or charged to the statement of financial performance and is recognised as a profit or loss on disposal.

Depreciation is calculated on the straight-line method, to write off the cost of each asset to estimated residual values over its estimated useful life as follows:

Improvement to leasehold property	:	10 – 25 years
Motor vehicles	:	4 – 5 years
Cellular phones	:	2 years
Equipment	:	5 years
Musical instruments, furniture and fittings	:	10 years
Computer equipment	:	3 years

Artworks are not depreciated as their current residual value is expected to be greater than their carrying amount. Stage props and costumes are written off on acquisition. Work in progress is not depreciated and is transferred to improvement to leasehold property upon completion.

**Annual reassessment of useful life**

The useful life of an item of property, plant and equipment is the period over which the asset is expected to be available for use by Artscape.

The useful life of assets is reassessed on an annual basis to ensure that the estimated useful lives are still appropriate. Where a change in the estimated useful life is identified, the change is accounted for as a change in accounting estimate on a prospective basis. In other words, the remaining value is written off on a straight-line basis over the remaining newly assessed useful life.

**Residual values**

Residual values are reviewed each year and, where estimates differ from those previously determined, the difference is accounted for as a change in accounting estimates on a prospective basis.



## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

### Impairment

#### *Non-financial assets*

The carrying amount of assets, other than inventories, is reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated.

The recoverable amount of an asset is the greater of its value in use and its fair value less costs to sell. For the purpose of impairment testing, the condition of the asset is evaluated to ascertain its value in use. Where the asset is damaged beyond repair, the fair value of the asset is its scrap value.

An impairment loss is recognised if the carrying amount of the asset exceeds its recoverable amount. Impairment losses are recognised in profit or loss.

#### *Reversals of impairment*

An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the assets carrying amount does not exceed the carrying amount that would have been determined net of depreciation or amortisation, if no impairment loss has been recognised.

### 1.3 INTANGIBLE ASSETS

Intangible assets, being identifiable non-monetary assets without physical substance, are accounted for in terms of the cost model, at cost less accumulated amortisation and any accumulated impairment losses.

Intangible assets comprise of computer software and have been assessed as having a useful life of 3 years with the amortisation charge thereon recognised on a straight line basis.

The residual value of an intangible asset is assumed to be zero as there is no expectation of disposing of it before the end of its economic life.

### 1.4 HERITAGE ASSETS

Heritage assets are assets that have a cultural, environmental, historical, natural, scientific, technological or artistic significance held indefinitely for the benefit of present and future generations.

Heritage assets are recognised as an asset if, and only if it is probable that future economic benefits or service potential association with the asset will flow to the entity, and the cost or fair value of the asset can be measured reliably.

#### **Initial measurement**

A heritage asset that qualifies for recognition as an asset shall be measured at its cost or value as reliably determined.

Where the heritage asset is acquired through a non-exchange transaction, its cost shall be measured at its fair value as at the date of acquisition.

#### **Subsequent measurement**

After recognition as an asset, a class of heritage asset shall be carried at its cost less any accumulated impairment losses.

#### **Impairment**

The entity assesses at each reporting date whether there is an indication that a heritage asset may be impaired. If any such indication exists, the entity estimates the recoverable amount or the recoverable service amount of the heritage asset.

#### **De-recognition**

Heritage assets are derecognised on disposal, or when no future economic benefits or service potential are expected from its use or disposal. The gain or loss arising from the derecognition of a heritage asset is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the heritage asset. Such difference is recognised in surplus or deficit when the heritage asset is derecognised.

### 1.5 INVENTORY

Inventory is valued at the lower of cost, determined on the first-in first-out basis, and net realisable value (the estimated selling price in the ordinary course of business, less the costs necessary to make the sale).

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

**1.6 LEASES****1.6.1 Financial Leases**

Leases are classified as finance leases where substantially all the risks and rewards associated with ownership of an asset are transferred to Artscape. Assets subject to finance lease agreements are capitalised at their cash equivalent and the corresponding liabilities are raised. The cost of the assets is depreciated at appropriate rates using the straight-line basis over the estimated useful lives of the assets. Lease payments are allocated between finance costs and the capital repayments using the effective interest rate method. Lease finance costs are expensed when incurred.

**1.6.2 Operating Leases**

Operating leases are those leases, which do not fall within the scope of the above definition. Payments made under operating leases are charged to the statement of financial performance on a straight-line basis over the period of the lease.

**1.7 FINANCIAL INSTRUMENTS**

Financial instruments recognised on the statement of financial position include cash and cash equivalents, trade and other receivables and trade and other payables. Management determines the classification of its financial assets and financial liabilities at initial recognition. The classification depends on the purpose for which the financial assets were acquired.

**1.7.1 Trade and other receivables**

Trade and other receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for doubtful debts. Trade and other receivables are assessed individually for impairment in terms of recoverability.

**1.7.2 Cash and cash equivalents**

Cash and cash equivalents comprise cash on hand and at bank, as well as deposits held on call with banks and are stated at cost. Interest on cash in bank and call accounts are accrued on a monthly basis and disclosed as interest received in the statement of financial performance.

**1.7.3 Trade and other payables**

Trade and other payables comprise trade payables, accruals and amounts owed to third parties in relation to employee costs. Trade and other payables are categorised as a financial instrument under current liabilities and recognised initially at fair value and subsequently measured at amortised cost using the effective interest rate method, where applicable.

**1.8 PROVISIONS**

Provisions are recognised where the Institution has a present legal or constructive obligation as a result of a past event; a reliable estimate of the obligation can be made and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation.

**1.9. COMMITMENTS**

Commitments represent goods/services that have been approved and/or contracted, but where no delivery has taken place at the reporting date. Commitments are thus not recognised in the statement of financial position as a liability or as expenditure in the statement of financial performance but are included in the disclosure notes.

**1.10 RELATED PARTY**

Related party transaction is a transfer of resources or obligations between related parties, regardless of whether a price is charged. Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions or if the related party entity and another entity are subject to common control. The disclosure note details the related party transactions.

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

### 1.11 EMPLOYEE BENEFITS

Prior to 30 September 2009 employees could elect to join either the existing pension fund, a defined benefit fund, or the newly formed Provident Fund for the Performing Arts Institutions, a defined contribution fund. Since this date, all qualifying employees had to join the defined contribution fund.

#### 1.11.1 Defined contribution plans

Contributions in respect of defined contribution plans are recognised as an expense in the year to which they relate.

#### 1.11.2 Post-retirement medical benefits

With effect from 31 March 2000 the Institution changed its accounting policy relating to post-retirement medical benefit costs. Provision is made for post-retirement benefits in the form of medical aid benefits for certain employees who were pensioned prior to 1997 and employees approved by Council subsequent to this date. The total cost is assessed in accordance with the advice of qualified and independent actuaries. The amount accrued for post-retirement medical benefits are included as provisions.

The cost of providing benefits under this plan is determined using the projected unit credit actuarial valuation method. The current service in respect of the defined benefit plan is recognised as an expense in the current period. Past service costs and actuarial gains and losses relating to the above-mentioned retired employees are charged to the statement of financial performance in full in the current period.

### 1.12 REVENUE FROM EXCHANGE TRANSACTIONS

Revenue is the gross inflow of economic benefits or service potential during the reporting period when those inflows result in an increase in net assets, other than increases relating to contributions from owners.

#### Measurement

Revenue is measured at the fair value of the consideration received or receivable, net of trade discounts and volume rebates.

#### Interest

Revenue arising from the use by others of entity assets yielding interest, royalties and dividends or similar distributions is recognised when:

- it is probable that the economic benefits or service potential associated with the transaction will flow to the entity; and
- the amount of the revenue can be measured reliably.

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

#### Other operating revenue

Other operating revenue comprises venue rental revenue, marketing and publicity services, revenue from catering services, costume manufacturing and hiring of costumes and other décor, and sponsorship received.

### 1.13 REVENUE FROM NON-EXCHANGE TRANSACTIONS

Revenue from non-exchange transactions arises when an entity receives value from another entity without directly giving approximately equal value in exchange. An asset acquired through a non-exchange transaction shall initially be measured at its fair value as at the date of acquisition.

This revenue will be measured at the amount of increase in net assets recognised by the entity.

An inflow of resources from a non-exchange transaction recognised as an asset shall be recognised as revenue, except to the extent that a liability is recognised for the same inflow. As an entity satisfies a present obligation recognised as a liability in respect of an inflow of resources from a non-exchange transaction recognised as an asset, it will reduce the carrying amount of the liability recognised as an amount equal to that reduction.



## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

Grants received from Government are recognised as per note 1.14.

Artscape has entered into a lease agreement for the free use of certain land and buildings belonging to the Provincial Government of the Western Cape.

Sponsorship received is recognised as revenue, on a systematic basis, over the period necessary to match them with the related costs, which they are intended to compensate.

### 1.14 GOVERNMENT GRANTS

Grants related to operational expenditure is recognised as revenue when it is probable that the transfer payment will be received and the amount can be estimated reliably, unless, an obligation exists to use the transferred resources in a certain way or return the resources to the transferor. Where it is a requirement to only use the resources in a certain way with no corresponding requirement to return those resources, then no obligation exists and the revenue is recognised. Where an obligation exists, the resource is recognised as deferred revenue until the obligations are met and then recognised as revenue.

Grants related to the acquisition or construction of an asset is recognised as revenue when it is probable that the transfer payment will be received and the amount can be estimated reliably, unless, an obligation exists to use the transferred resources in a certain way or return the resources to the transferor. Where it is a requirement to only use the resources in a certain way with no corresponding requirement to return those resources, then no obligation exists and the revenue is recognised. Where an obligation exists, the resource is recognised as deferred revenue until the obligations are met and then recognised as revenue.

### 1.15 IRREGULAR AND FRUITLESS AND WASTEFUL EXPENDITURE

Irregular expenditure means expenditure incurred in contravention of, or not in accordance with a requirement of any applicable legislation, including the PFMA.

Fruitless and wasteful expenditure means expenditure that was made in vain and would have been avoided had reasonable care been exercised.

All irregular and fruitless and wasteful expenditure is charged against income in the period in which they were incurred.

### 1.16 BUDGET INFORMATION

The approved budget is prepared on a cash basis and presented by functional classification linked to performance outcome objectives, where possible. The approved budget covers the fiscal period from 1 April 2015 to 31 March 2016.

The financial statements and the budget are not on the same basis of accounting. The actual financial statement information is presented on a comparable basis to the budget information. The comparison and reconciliation between the statement of financial performance and the budget for the reporting period have been included in note 16 of the annual financial statements.

The net surplus per the statement of financial performance are reconciled to the budget surplus and the material differences, as determined by the materiality and significance framework are explained in note 16 of the annual financial statements.

### 1.17 COMPARATIVE FIGURES

Comparative figures have been adjusted to conform to changes in the presentation of the current year, where necessary.

### 1.18 REPORTING CURRENCY

Reporting currency is South African Rands, rounded off to the nearest Rand.

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

### 2. Fixed Property

#### 2.1 PROPERTY, PLANT AND EQUIPMENT

	Motor vehicles	Equipment	Musical instruments	Furniture and fittings	Computers	Improvements to leased property	Work in Progress	Artworks	Total (R)
<b>2016</b>									
<b>Beginning of year</b>									
- cost	983 212	15 879 847	464 285	6 669 487	1 665 417	143 150 803	1 503 340	185 464	170 501 856
- accumulated depreciation	(983 198)	(11 006 771)	(436 802)	(3 711 303)	(1 312 220)	(20 137 802)	–	–	(37 588 097)
<b>Net book value</b>	<b>14</b>	<b>4 873 076</b>	<b>27 483</b>	<b>2 958 184</b>	<b>353 197</b>	<b>123 013 001</b>	<b>1 503 340</b>	<b>185 464</b>	<b>132 913 759</b>
<b>Current year movements</b>									
- Additions	–	297 768	–	–	163 150	–	20 006 343	–	20 467 261
- Transfers	–	–	–	–	–	–	–	–	–
- Depreciation	–	(2 245 709)	(8 273)	(445 893)	(200 523)	(5 992 995)	–	–	(8 893 393)
assets scrapped / sold	–	(108)	–	(1 368)	(2 484)	–	–	–	(3 690)
- Cost	–	(116 965)	–	(18 412)	(25 569)	–	–	–	(160 946)
- accumulated depreciation	–	116 857	–	17 044	23 085	–	–	–	156 986
<b>Balance at end of year</b>	<b>14</b>	<b>2 925 027</b>	<b>19 210</b>	<b>2 510 923</b>	<b>313 340</b>	<b>117 020 006</b>	<b>21 509 683</b>	<b>185 464</b>	<b>144 483 667</b>
Made up as follows:									
- assets at cost	983 212	16 060 650	464 285	6 651 075	1 802 998	143 150 803	21 509 683	185 464	190 808 170
- accumulated depreciation	(983 198)	(13 135 623)	(445 075)	(4 140 152)	(1 489 658)	(26 130 796)	–	–	(46 324 503)
<b>Net book value</b>	<b>14</b>	<b>2 925 027</b>	<b>19 210</b>	<b>2 510 923</b>	<b>313 340</b>	<b>117 020 006</b>	<b>21 509 683</b>	<b>185 464</b>	<b>144 483 667</b>
Carrying value of fully depreciated assets still in use	14	930	40	243	162	–	–	–	1 389
<b>2015</b>									
<b>Beginning of year</b>									
- cost	983 212	15 827 147	464 285	6 670 740	1 657 053	143 150 803	–	185 464	168 938 704
- accumulated depreciation	(983 198)	(8 494 473)	(428 529)	(3 226 039)	(1 347 343)	(14 144 807)	–	–	(28 624 389)
<b>Net book value</b>	<b>14</b>	<b>7 332 674</b>	<b>35 756</b>	<b>3 444 701</b>	<b>309 710</b>	<b>129 005 996</b>	<b>–</b>	<b>185 464</b>	<b>140 314 315</b>
<b>Current year movements</b>									
- Additions	–	126 693	–	–	258 851	–	1 503 340	–	1 888 884
- Transfers	–	–	–	–	–	–	–	–	–
- Depreciation	–	(2 586 286)	(8 273)	(486 416)	(215 338)	(5 992 995)	–	–	(9 289 308)
assets scrapped / sold	–	(5)	–	(101)	(26)	–	–	–	(132)
Cost	–	(73 993)	–	(1 253)	(250 487)	–	–	–	(325 733)
accumulated depreciation	–	73 988	–	1 152	250 461	–	–	–	325 601
<b>Balance at end of year</b>	<b>14</b>	<b>4 873 076</b>	<b>27 483</b>	<b>2 958 184</b>	<b>353 197</b>	<b>123 013 001</b>	<b>1 503 340</b>	<b>185 464</b>	<b>132 913 759</b>
Made up as follows:									
- assets at cost	983 212	15 879 848	464 285	6 669 487	1 665 417	143 150 803	1 503 340	185 464	170 501 856
- accumulated depreciation	(983 198)	(11 006 772)	(436 802)	(3 711 303)	(1 312 220)	(20 137 802)	–	–	(37 588 097)
<b>Net book value</b>	<b>14</b>	<b>4 873 076</b>	<b>27 483</b>	<b>2 958 184</b>	<b>353 197</b>	<b>123 013 001</b>	<b>1 503 340</b>	<b>185 464</b>	<b>132 913 759</b>
Carrying value of fully depreciated assets still in use	14	960	40	229	139	–	–	–	1 382

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

**2.2 INTANGIBLE ASSETS****Carrying amount at beginning of year**

	<b>2016 R</b>	<b>2015 R</b>
	<b>16 235</b>	<b>35 721</b>
- Cost	1 007 078	1 016 154
- Accumulated amortisation	(990 843)	(980 433)

**Current year movements**

- Additions	7 260	5 890
- Amortisation	(12 465)	(25 374)
- Assets scrapped / no longer in use	(1)	(2)
- Cost	(28 160)	(14 966)
- Accumulated amortisation	28 159	14 964

**Carrying amount at end of year, made up as follows**

	<b>11 030</b>	<b>16 235</b>
- Cost	986 178	1 007 078
- Accumulated amortisation	(975 148)	(990 843)

**3. Inventory**

Consumables – cafeteria, restaurant and bars

<b>226 708</b>	<b>260 611</b>
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**4. Receivables from Exchange Transactions**

Trade receivables (analysed below)	244 632	678 224
Prepayments	95 562	91 965
National Lotteries Distribution Trust Fund	–	1 600 000
Other receivables	34 989	388 555
	<b>372 183</b>	<b>2 758 744</b>

Provision for impairment has been made for debts where recovery appears to be doubtful.

**Trade receivables analysis**

Current	94 620	113 866
Less than 30 days	73 340	273 530
Less than 60 days	8 555	107 660
Less than 90 days	4 852	9 510
Over 90 days	100 735	262 634
Provision for impairment	(37 470)	(88 976)
	<b>244 632</b>	<b>678 224</b>

As at 31 March, the ageing analysis of trade receivables are as follows:

	<b>Total</b>	<b>Neither past due nor impaired</b>	<b>Past due but not impaired</b>				
			<b>Current</b>	<b>&lt;30 days</b>	<b>&lt;60 days</b>	<b>&lt;90 days</b>	<b>&gt;90 days</b>
<b>2016</b>	<b>244 632</b>	90 792	320	29 479	27 869	2 845	93 327
<b>2015</b>	<b>678 224</b>	287 924	34 468	114 541	47 278	9 342	184 671



## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

	2016 R	2015 R
<b>Provision for impairment of trade receivables</b>		
Carrying amount at beginning of year	88 976	103 934
Prior year write offs	(7 288)	(81 340)
Provisions this year	–	66 382
Provisions reversed	(44 218)	–
Carrying amount at end of year	<b>37 470</b>	<b>88 976</b>

### 5. Net Expenditure on Future Productions

All revenue and expenditure relating to productions and projects in respect of which the majority of the performances have not been presented by 31 March 2016 is deferred to the following financial year, to the extent that such expenses are considered recoverable from future production revenue.

<b>356 943</b>	<b>1 182 073</b>
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### 6. Cash and Cash Equivalents

Cash on hand	24 907	21 347
Cash at bank – ABSA	806	2 100
Cash at bank – Nedbank	401 311	194 331
Funds on deposit – Nedbank	40 713 307	52 063 685
	<b>41 149 331</b>	<b>52 281 463</b>

### 7. Provisions

#### POST-RETIREMENT MEDICAL BENEFITS

Provision is made for certain post-retirement medical benefits by funding a portion of the medical aid contributions of eligible retired employees. Refer to note 19.2.

Gross carrying amount at beginning of year	1 801 000	1 274 000
Post-retirement medical benefit expense (calculated below)	541 266	724 073
Contributions paid	(298 266)	(197 073)
Gross carrying amount at end of year	<b>2 044 000</b>	<b>1 801 000</b>

*accounted for as follows:*

Non – current liabilities	1 685 000	1 557 000
Current liabilities	359 000	244 000
	<b>2 044 000</b>	<b>1 801 000</b>

#### Post-retirement medical benefit expense

Interest cost	(122 000)	(102 000)
Actuarial (loss) / gain	(419 266)	(622 073)
	<b>(541 266)</b>	<b>(724 073)</b>

### 8. Finance Lease Liability

Finance lease liability	1 638	13 849
Less: Short term portion (Due within one year)	1 638	12 211
Due later than one year but not later than 5 years	<b>–</b>	<b>1 638</b>

The finance lease liability is in respect of cellular phone contracts and is classified as finance leases.

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

	2016 R	2015 R
<b>9. Payables from Exchange Transactions</b>		
Trade payables	6 260 549	3 220 213
Accruals	642 950	723 092
Other	972 211	59 341
	<b>7 875 710</b>	<b>4 002 646</b>

**10. Deferred Government Grant Revenue****10.1 DEPARTMENT OF ARTS & CULTURE**

Carrying amount at beginning of year	46 023 053	48 074 211
Amount received for capital works	–	–
Amount received for incubator programme	1 600 000	–
Amount utilised for capital works	(20 700 536)	(2 051 158)
Amount utilised for incubator programme	(196 921)	–
<b>Carrying amount at end of year</b>	<b>26 725 596</b>	<b>46 023 053</b>

**10.2 PROVINCIAL GOVERNMENT OF THE WESTERN CAPE**

Carrying amount at the beginning of the year	105 988	107 770
Amount received for maintenance	178 080	168 000
Amount received for sponsored projects	425 047	712 075
Amount utilised for maintenance	(178 080)	(168 000)
Amount utilised sponsorship projects	(531 035)	(713 857)
<b>Carrying amount at end of year</b>	<b>–</b>	<b>105 988</b>
<b>TOTAL carrying amount at end of year</b>	<b>26 725 596</b>	<b>46 129 041</b>

In terms of GRAP 23 the deferred government grant will be released to revenue as and when the conditions of the grant have been complied with. Refer to note 21.

**11. Other Operating Revenue**

<b>Revenue from exchange transactions</b>	<b>21 791 777</b>	<b>19 040 629</b>
Venue rental	5 970 695	5 369 860
Manufacturing services	562 945	407 938
Marketing and advertising	168 275	276 905
Production revenue	2 687 140	3 459 381
Revenue – cafeteria, restaurant and bars	12 079 832	9 283 853
Surplus on disposal of assets	–	115
Other revenue	322 890	242 577
<b>Revenue from non-exchange transactions</b>	<b>251 005</b>	<b>1 427 008</b>
Sponsorship – General	251 005	1 427 008
	<b>22 042 782</b>	<b>20 467 637</b>

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

	2016 R	2015 R
<b>12. Administrative Expenses</b>		
Auditors' remuneration (external)	1 043 179	1 308 329
Auditors' remuneration (internal)	239 400	394 600
Bad debts (reversed)	(44 126)	66 382
Bank charges	94 562	130 140
Catering – Cafeteria, restaurant and bars	12 987 775	10 473 911
Cleaning	3 425 732	3 148 497
Consultancy Fees	81 961	86 251
Council and audit committee members' remuneration	89 202	63 910
Electricity and water	7 134 468	6 358 527
Insurance	177 553	177 313
IT maintenance and support	536 574	455 713
Legal Fees	–	–
Manufacturing consumables	18 186	17 550
Loss on disposal of assets	3 960	–
Marketing and publicity	1 483 047	1 432 010
Office costs and telephone	1 006 084	915 346
Operating consumables	514 694	389 797
Operating leases	129 563	218 744
Other sundry expenses	616 722	664 132
Repairs and maintenance	1 192 567	954 376
Security	4 218 921	3 962 973
Staff related expenses	1 249 171	979 174
Transport and travelling (incl. after hours transport)	1 974 625	1 694 027
	<b>38 173 820</b>	<b>33 891 702</b>
<b>13. Compensation of Employees</b>		
Provident fund contributions	2 970 596	3 039 367
Medical aid contributions	2 153 424	2 111 254
Gross salaries and wages	24 843 570	25 619 921
	<b>29 967 590</b>	<b>30 770 542</b>



## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

	2016 R	2015 R
<b>14. Cash Flows from Operating Activities</b>		
Net surplus / (deficit) for the year	12 521 569	(9 296 983)
Adjustments:		
Depreciation – property, plant & equipment	8 893 394	9 289 308
Amortisation – intangible assets	12 465	25 374
Interest received – cash resources	(3 117 175)	(3 106 905)
Loss / (Surplus) on disposal of assets	3 960	(115)
Post-retirement medical expense loss	243 000	527 000
Operating surplus / (deficit) before working capital changes	<b>18 557 213</b>	<b>(2 562 321)</b>
Decrease (Increase) in trade and other receivables	2 386 561	1 027 861
Decrease / (Increase) in net expenditure to be incurred on future productions	825 130	(994 984)
Decrease / (Increase) in inventory	33 903	(72 686)
(Decrease) / Increase in current liabilities (excluding short term lease and short term post-retirement medical provision)	(15 565 382)	(2 471 207)
	<b>6 237 425</b>	<b>(5 073 337)</b>
<b>15. Additions to Property, Plant and Equipment</b>		
Equipment	(297 768)	(126 693)
Furniture & Fittings	–	–
Computers	(163 150)	(258 851)
Improvements to leased property	–	–
Work in progress	(20 006 343)	(1 503 340)
	<b>(20 467 261)</b>	<b>(1 888 884)</b>

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

### 16. Schedule of Budget Information

#### Differences between budget and actual amounts basis of preparation and presentation

The amounts in the financial statements were recast from the accrual basis to the cash basis and reclassified by functional classification to be on the same basis as the final approved budget. In addition, adjustments to amounts in the financial statements for timing differences associated with the continuing appropriation and differences in the entities covered (government business enterprises) were made to express the actual amounts on a comparable basis to the final approved budget. The amounts of these adjustments are identified in the following table.

	Approved Budget	Adjustment	Final Budget	Actual amounts on comparable basis	Difference between final and actual
	R	R	R	R	R
<b>INCOME</b>	<b>81 709 000</b>	<b>–</b>	<b>81 709 000</b>	<b>99 856 529</b>	<b>18 147 529</b>
Government grant	57 090 000	–	57 090 000	74 696 572	17 606 572
Rendering of services	23 619 000	–	23 619 000	22 042 782	(1 576 218)
Investment revenue	1 000 000	–	1 000 000	3 117 175	2 117 175
<b>EXPENDITURE</b>	<b>81 709 000</b>	<b>–</b>	<b>81 709 000</b>	<b>87 334 960</b>	<b>5 625 960</b>
Administrative expenses	32 695 100	–	32 695 100	38 173 820	5 478 720
Amortisation and depreciation	6 400 900	–	6 400 900	8 905 859	2 504 959
Compensation of employees	34 733 000	–	34 733 000	29 967 590	(4 765 410)
Production expenses	7 700 000	–	7 700 000	9 746 425	2 046 425
Other expenditure	180 000	–	180 000	(541 266)	(361 266)
	<b>–</b>	<b>–</b>	<b>–</b>	<b>12 521 569</b>	<b>12 521 569</b>

#### Reconciliation of budget surplus with the surplus in the statement of financial performance

	2016 R	2015 R
<b>Net surplus per the statement of financial performance</b>	<b>12 521 569</b>	<b>(9 665 213)</b>
<i>Adjusted for:</i>		
(Increase) / Decrease in capital works grant utilised	(17 606 572)	833 397
Decrease in other operating revenue	1 576 218	2 082 363
Increase in interest received	(2 117 175)	(2 256 905)
Increase in administrative expenses	5 478 720	2 451 702
Increase in amortisation and depreciation	2 504 958	3 314 682
Decrease in compensation of employees	(4 765 410)	(2 314 458)
Increase in other production expenses	2 046 425	5 010 359
Increase in provisions other expenditure	361 266	544 073
<b>Net surplus per approved budget</b>	<b>–</b>	<b>–</b>

#### Explanation of differences between budget and actual amounts

- Capital works projects have been undertaken during the current year thus an increase in utilised government grants.
- Operating revenue decreased primarily due to a decrease in sponsorship and marketing income.
- Administrative expenses increased primarily due to capital works, repairs and maintenance and other operational expenditure concomitant to the additional grants and additional revenue generated.
- Production expenses increased as a result of the increase in productions to meet the objectives of a diversified artistic programme and to ensure that the “dark periods” in the theatre are limited.

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

**17. Operating Leases**

	2016 R	2015 R
The operating leases comprise rentals charged for the leases of telephone and photocopier equipment. The minimum operating lease commitments for these non-cancellable operating leases are:		
Due within one year	27 128	119 804
Due later than one year but not later than 5 years	—	27 023

**18. Remuneration****18.1 EMOLUMENTS OF COUNCIL, AUDIT AND HUMAN RESOURCES COMMITTEE****Non-executive directors (fees as council members)**

Prof S Fikeni (Chairperson)	16 992	9 408
Prof N Mtetwa (Deputy-Chairperson until 30 September 2014))	—	4 864
Ms R Benjamin-Swales (until 30 September 2014)	—	2 700
Mr D Cloete-Hopkins (until 30 September 2014)	—	2 700
Mr T Tsukudu (until 30 September 2014)	—	5 400
Prof L Mazwi-Tanga (until 30 September 2014)	—	2 700
Mr N Muyanga (Deputy-Chairperson as from 1 December 2014)	4 560	4 524
Mr B Losper (until 30 September 2014)	—	1 620
Mr A Horne (until 30 September 2014)	—	—
Ms M Lucouw (until 30 September 2014)	—	3 240
Mr M Vulindlu (employed by City of Cape Town – no fee payable, as from 1 December 2014)	—	—
Ms R Rorke (as from 1 December 2014)	3 408	1 620
Dr M Jacobs (as from 1 December 2014)	4 860	1 620
Princess C Dlamini (as from 1 December 2014)	14 768	1 620
Ms L Meinert (as from 1 December 2014)	4 050	810
	<b>48 638</b>	<b>42 826</b>

**Audit and Risk Committee Members (fees as members)**

Ms R Benjamin-Swales	16 212	8 064
Mr B Losper (until 30 September 2014)	—	3 264
Adv J Kruger	3 444	1 632
Princess C Dlamini (as from 1 December 2014)	6 888	1 632
Dr M Jacobs (as from 1 December 2014)	6 888	1 632
Mr M Vulindlu (employed by City of Cape Town – no fee payable, as from 1 December 2014)	—	—
	<b>33 432</b>	<b>16 224</b>



## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

	2016 R	2015 R
<b>Human Resources Committee Members</b>		
Mr T Tsukudu (until 30 September 2014)	–	2 160
Prof L Mazwi-Tanga (until 30 September 2014)	–	810
Mr N Muyanga (until 30 September 2014)	–	810
Mr M Vulindlu (employed by City of Cape Town – no fee payable, as from 1 December 2014)	–	–
Dr M Jacobs (as from 1 December 2014)	810	–
Ms L Meinert (as from 1 December 2014)	3 240	–
Ms R Rorke (as from 1 December 2014)	3 082	1 080
	<b>7 132</b>	<b>4 860</b>
<b>TOTAL Emoluments of Council, Audit and Human Resources committee</b>	<b>89 202</b>	<b>63 910</b>

### 18.2 EMOLUMENTS OF EXECUTIVE DIRECTORS

	Basic Salary and allowances	Social Contributions (Retirement & Medical)	2016 TOTAL	2015 TOTAL
Ms M Le Roux **	1 364 906	270 362	1 635 268	1 299 669
Mr P Lourens (until 31 October 2015) **	1 165 335	180 306	1 351 641	1 553 238
	<b>2 530 241</b>	<b>456 668</b>	<b>2 986 909</b>	<b>2 852 907</b>

\*\* Basic Salary and allowances include acting allowances paid in respect of acting roles with higher responsibilities assumed during the year.

## 19. Retirement Benefit Information

### 19.1 PROVIDENT FUND CURRENT YEAR CONTRIBUTIONS

The defined contribution Provident Fund, which covers 83 employees (2015: 90) at year-end, employer and employee contributions in the current year amounted to R4 297 930 (2015: R4 420 899).

### 19.2 POST-RETIREMENT MEDICAL BENEFIT

Artscape operates a post-retirement benefit scheme for eligible retired employees. The liability raised in note 7 above is in respect of the 7 (2015: 6) qualifying employees. The cost of this is recognised, as determined by independent actuaries, over the estimated service lives of the employees concerned. The most recent valuation of this liability was 31 March 2016.

#### Trend Information

The trend information as required by GRAP 25 for the previous 5 years, determined by the independent actuaries is:

	R' Million				
	Mar-16	Mar-15	Mar-14	Mar-13	Mar-12
Present Value of Obligations	2.044	1.801	1.274	1.676	1.477
Fair Value of Plan Assets	–	–	–	–	–
<b>Present Value of Obligations in excess of Plan Assets</b>	<b>2.044</b>	<b>1.801</b>	<b>1.274</b>	<b>1.676</b>	<b>1.477</b>
<b>Experience Adjustments</b>					
<b>(Actuarial Gain/(Loss) before Changes in Assumptions)</b>					
In respect of Present Value of Obligations	(0.136)	(0.573)	0.288	(0.169)	(0.105)
In respect of Fair Value of Plan Assets	–	–	–	–	–

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

**Valuation method and main assumptions**

The actuarial valuation method used by the actuaries to value the liabilities is the Projected Unit Credit Method prescribed by GRAP 25. Future benefits valued are projected using specific actuarial assumptions and the liability for in-service members is accrued over expected working lifetime. Any plan assets are valued at current market value as required by GRAP 25. In order to undertake the valuation, it is necessary to make a number of assumptions.

The most significant assumptions used for the current and previous valuations were a discount rate of 8.9% (2015: 7.3%) and health care cost inflation of 8.7% (2015: 7.1%).

**Sensitivity Results**

The results of the valuation are extremely sensitive to the assumptions used.

The valuation results set out above are based on a number of assumptions. The value of the liability could turn out to be overstated or understated, depending on the extent to which actual experience differs from the assumptions adopted. The liability was recalculated to show the effect of:

- A one percentage point decrease or increase in the rate of health care cost inflation;
- A five or ten percentage point increase in the rate of health care cost inflation for the next five years, thereafter returning to a health care cost inflation of 8.7% p.a.;
- A one percentage point decrease or increase in the discount rate.

	Health Care Cost Inflation		
	Central Assumption 8.70%	-1%	+1%
Accrued Contributions Liability 31 March 2016 (R' Million)	2.044	1.960	2.135
% Change	-	-4.1%	+4.5%
Current Service Cost + Interest Cost 2016/17 (R' Million)	0.164	0.157	0.172
% Change	-	-4.3%	+4.9%
	Central Assumption 7.10%	-1%	1%
<b>Sensitivity results from previous valuation</b>			
Current Service Cost + Interest Cost 2015/2016 (R' Million)	0.122	0.115	0.128
% Change	-	-5.7%	+4.9%
	Health Care Cost Inflation		
	Central Assumption 8.70%	+5% for 5 years	+10% for 5 years
Accrued Contributions Liability 31 March 2016 (R' Million)	2.044	2.337	2.674
% Change	-	+14.3%	+30.8%
	Discount rate		
	Central Assumption 8.90%	-1%	+1%
Accrued Contributions Liability 31 March 2016 (R' Million)	2.044	2.139	1.958
% Change	-	+4.6%	-4.2%

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

### 20. Financial Instruments

Financial instruments carried on the statement of financial position are classified as financial assets and as financial liabilities in terms of GRAP 104 and consist of receivables, cash and cash equivalents and trade and other payables.

#### 20.1 FAIR VALUES

At 31 March 2016 and 31 March 2015 the carrying values of financial instruments reported in the financial statements approximate their fair value.

#### 20.2 MARKET RISK

##### **Interest rate**

Artscape deposits short-term cash surpluses with a major bank of a high quality credit standing and therefore has low interest rate exposure on its bank accounts. These deposits attract interest at rates linked directly to the prime overdraft rate.

##### **Currency and other price risk**

Artscape is not exposed to any of the above named risks.

#### 20.3 CREDIT RISK

##### **Cash and cash equivalents**

Credit risk is mitigated by the fact that Artscape only deposits cash surpluses with major banks of high credit standing. The maximum exposure to credit risk at the reporting date is the bank balances as disclosed in the Cash Flow Statement. The table below shows the credit rating and balances of the banks used by Artscape.

	Rating	2016	2015
Nedbank Limited	AA	52 258 016	52 258 016
ABSA Bank Limited	AAA	806	2 100

##### **Accounts and other receivables**

Credit risk is mitigated through management's assessment of the credit quality of debtors, taking into account their financial position, payment history, their production track record and the perceived perception of the quality of the production prior to it being staged. Each production is assessed individually and the agreement is negotiated and assessed in consultation with the respective producer or promoter. Without classifying debtors differently, the assessment is done to ensure a fair practice and an equitable agreement for all users of the same space whilst ensuring the presentation of excellent and varied products, meeting audience expectations and public demand. No collateral is held for any debtor.

The maximum exposure to credit risk at the reporting date is the fair value of trade and other receivables as disclosed in note 4. Four debtors that constitute 55% of the trade receivables balance have a favourable payment history. The recoverability of amounts due by the professional arts companies associated with Artscape is dependent on the continued public and private funding for these arts companies which is needed to continue their operations. Management is of the opinion that these debts are fully recoverable.



## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

## 20.4 LIQUIDITY RISK

Artscape manages liquidity risk by monitoring its cash flow requirements. Council is of the opinion that the net carrying value of the liabilities approximate their fair value and that Artscape has sufficient resources to settle its short term liabilities.

The table below analyses Artscape's financial liabilities into maturity groupings based on the remaining period at the reporting date to the contractual maturity date.

	2016 R	2015 R
<b>Maturity analysis</b>		
	<b>Less than 12 Months</b>	<b>Over 12 Months</b>
<b>2016</b>		
Trade payables	6 260 549	—
Accruals	642 950	—
Other payables	972 211	—
Finance lease liability	1 638	—
Post-retirement medical liability	359 000	1 685 000
	<b>8 236 348</b>	<b>1 685 000</b>

<b>Maturity analysis</b>		
	<b>Less than 12 Months</b>	<b>Over 12 Months</b>
<b>2015</b>		
Trade payables	3 220 213	—
Accruals	723 092	—
Other payables	59 341	—
Finance lease liability	12 211	1 638
Post-retirement medical liability	244 000	1 557 000
	<b>4 258 857</b>	<b>1 558 638</b>

The deferred government grant revenue is not a financial liability as it is similar to revenue received in advance, and has been excluded from the maturity analysis. It will only become a financial liability if it becomes re-payable.

## 20.5 FINANCIAL INSTRUMENTS PER CATEGORY

## 20.5.1 Loans and receivables

Assets per statement of financial position

Trade and other receivables (excluding prepayments)	(279 621)	2 666 779
Cash and cash equivalents	41 149 331	52 281 463
	<b>40 869 710</b>	<b>54 948 242</b>

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

	2016 R	2015 R
20.5.2 Liabilities at amortised value		
Liabilities as per statement of financial position		
Trade and other payables	7 875 710	4 002 646
Finance lease liabilities	1 638	13 849
Post-retirement medical liability	2 044 000	1 801 000
	<b>9 921 348</b>	<b>5 817 495</b>

## 21 Related Parties

### 21.1 DEPARTMENT OF ARTS & CULTURE

The National Department of Arts & Culture (DAC) has ownership control over Artscape. DAC provides Artscape with an operational grant, additional funding for essential maintenance and funding for special projects and events.

All public entities under the control of DAC are related parties. Except for the transaction with the DAC public entities listed below, Artscape had no transactions with any of the other entities.

**Details of the transactions between DAC and Artscape are as follows:**

#### Revenue received

Operational grant	53 090 000	50 755 000
Capital works grant	—	—
Touring productions	—	83 333
Incubator programme	1 600 000	—
Amount deferred	26 725 596	46 023 053

The deferred government grant will be fully utilised during the 2015/2016 and 2016/2017 financial year as part of the new tender to be awarded for the ongoing space optimization projects.

**Details of the transactions between the Market Theatre and Artscape are as follows:**

#### Revenue received

Market Theatre contribution to the production cost of <i>The View</i>	30 205
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### 21.2 PROVINCIAL GOVERNMENT OF THE WESTERN CAPE

The Provincial Government of the Western Cape (PGWC) owns the Artscape Theatre Centre. No rental for the use of the premises is being charged to Artscape. PGWC is responsible for the structural maintenance of the building and the maintenance of stages.

Details of the transactions between Artscape and PGWC are as follows:

#### Revenue received

Annual maintenance	178 080	168 000
Contribution to EPWP internship programme – 2014/15	—	712 075
Contribution to Freedom Day production – 2014/15	—	425 000
Contribution to EPWP internship programme – 2015/16	425 048	105 987
Amount deferred	—	<b>105 988</b>

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

**21.3 CULTURE, ARTS, TOURISM, HOSPITALITY AND SPORT SECTOR EDUCATION (CATHSSETA)**

Cathsseta, the Culture Art Tourism Hospitality and Sports Sector Education and Training Authority established under the Skills Development Act (No 97 of 1998) [the Skills Act] for the Tourism, Hospitality and Sport Economic Sector.

Details of the transactions between Artscape and Cathsseta are as follows:

	2016 R	2015 R
<b>Revenue received</b>		
Contribution to Wellington Mbekweni learnership– 2014/15	–	127 500
<b>22 Irregular Expenditure</b>		
Opening Balance	2 383 145	
Irregular expenditure	5 709 904	2 383 145
Condoned during the year	(8 093 049)	0
	<u>0</u>	<u>2 383 145</u>
Analysis of expenditure awaiting condonation per age category		
Current year	–	2 383 145
	<u>–</u>	<u>2 383 145</u>
Non-compliance to SCM regulations	–	2 383 145
	<u>–</u>	<u>2 383 145</u>

**23 Contingent Liabilities**

Section 53(3) of the Public Finance Management Act, 1999 (Act No. 1 of 1999) indicates that a public entity may not budget for a deficit and may not accumulate surpluses unless the prior written approval of the National Treasury has been obtained.

National Treasury has been requested to approve the retention of the accumulated surplus as at 31 March 2015. The surplus recorded for the year ended 31 March 2016 will increase the accumulated surplus to R 149 952 918. Should National Treasury review the approval, a contingent liability may exist for the accumulated surplus.

**24 Leave Liability**

Provision for Accumulated Leave	642 950	723 091
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**25 Commitments**

At the financial performance date Artscape had outstanding commitments in respect of orders placed for goods and services but not yet received or rendered. These commitments are in respect of:

Goods and services	574 722	768 594
Capital goods	12 798 880	–
	<u>13 373 602</u>	<u>768 594</u>



## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

### 26 Public Finance Management Act 1999 (Act No. 1 of 1999)

#### Section 55 (2)

No material losses through criminal conduct or irregular, fruitless or wasteful expenditure were incurred during the year. Irregular expenditure has been disclosed in note 22.

#### Section 55 (3)

Council may not accumulate surpluses unless written approval of the National Treasury has been obtained. Approval for the retention of the accumulated surplus as at 31 March 2015 was requested.

#### Section 54 (2)

In terms of the PFMA and Treasury Regulation 28.1.5 the Council has developed and agreed to a framework of acceptable levels of materiality and significance.

*Nritya Alankaaram*



ARTSCAPE



an agency of the  
Department of Arts and Culture



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**A R T S C A P E**



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