

# ARTSCAPE

## Annual Performance Plan for 2024/2025



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## Executive Authority Statement

The 2024/25 Annual Performance Plan (APP) represents the planned performance for the final year of the Artscape 5-year Strategic Plan defined in the period 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2025.

The prevailing global and local challenges continue to contribute to the country's weak growth performance, resulting in constraints in the arts, culture and heritage sectors. With the SA economy under stress, both public and private funding for the arts has often been cut, or reallocated to more urgent needs. This affects the operation of performing arts institutions and the ability of artists to produce new work.

Increasing fuel prices have led to higher costs for touring productions and this constrains budgets and reduces the viability of performances. In particular, disruptions in global supply chains have potentially affected the availability of materials needed for set construction, costumes, and technical equipment, which can delay or increase the costs of productions. Furthermore, global conflicts and travel restrictions can hamper the international exchange of artists and performances, limiting touring opportunities and cultural exchange.

The development of the 2024/25 APP was preceded by Artscape Council's mid-term strategic review whose aim was to assess the performance on the strategic outcomes of the 2020/21 - 2024/25 strategic plan to identify strengths, gaps and areas for improvement. Key to that was identifying new value-creating opportunities within Artscape. This 2024/25 APP will, therefore, play a critical role in closing the gaps, as well as identifying new opportunities for advancing the strategic outcomes of Artscape as articulated in the 2020/21 – 2024/25 strategic plan.

To support key DSAC strategies in this period, Artscape has identified strategic priorities that would require its contribution through its performing arts mandate. In responding to these priorities, Artscape will continue to strengthen its role as a receiving house in the arts and culture ecosystem. Artscape is also looking towards leveraging and deepening its partnerships to focus on supporting transformation in the sector.

I am delighted to submit the Annual Performance Plan for the fiscal year 2024/2025 to our Executive Authority, the Honourable Minister of Sport, Arts and Culture, Mr. Zizi Kodwa, (MP).



**Mr Rajesh Jock**

**Chairperson: Artscape Council**

## Accounting Officer Statement

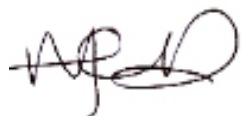
The 2024/2025 Annual Performance Plan (APP) seeks to engender the support of the arts industry post the pandemic. Artscape is a key component of the rebuilding and continues to support the arts practitioners (artists, producers, technicians, and related practitioners) and provide opportunities where possible.

With a strong focus on social cohesion and nation building driving the programmes presented as part of and in the APP, we have also ensured that key government priorities have been considered. Financial support is imperative to ensure the effective delivery of these programmes and for this we rely on the Department of Sport, Arts and Culture (DSAC) as our parent department and key stakeholder. The Youth is an important component to the future of our Country and therefore we need to create opportunities that will help them to grow and be empowered. Working alongside DSAC, Artscape will be a facilitator of such opportunities for the Youth. We remain innovative and open-minded when it comes to presentation of programmes and the exploration of alternate opportunities.

Meeting our financial commitments is imperative to remain a going concern. However, this remains challenging due to the higher than inflation increases on many expenses. We also need to consider the impact on producers and therefore we need to keep venue rental fees at an affordable level. The restrictions on appointments and the cost of human resources places additional pressure on the organisation, and this makes it difficult to deliver on our mandates. All these factors add pressure on the organisation both financially and administratively.

The 2024/2025 financial year must be used as the stepping stone towards the creation of a new arts era that provides a professional platform for our arts practitioners. This can be achieved through the Performing Arts Institutions being partners to the arts industry and facilitators of opportunities for arts practitioners.

As CEO of Artscape I am pleased to present this APP 2024/2025 as a form of our commitment to arts and in support of the Department of Sport, Arts and Culture.



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Marlene le Roux  
CEO: Artscape

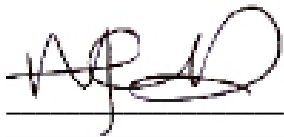
## Official Sign Off

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of Artscape under the guidance of Artscape's Council
- Takes into account all relevant policies, legislation and other mandates for which Artscape is responsible
- Accurately reflects the outcomes and outputs which Artscape will endeavour to achieve over the period 2024-2025



Vernon van der Linde: Chief Financial Officer



Marlene le Roux: Accounting Officer / Chief Executive Officer



Rajesh Jock: Chairperson on behalf of the Council (Accounting Authority)



**Marius Golding: Director: Operations**



**André Steenveld: Director: Business Management**



**Lungisani Nkomo: Director: Human Resources**



**Mr. W.G. Kodwa, MP.**

**Minister: Sport, Arts & Culture**

## PART A: ARTSCAPE MANDATE

### 1 Constitutional mandate

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

### 2 Legislative and policy mandates

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)

### 3 Institutional Policies and Strategies over the five-year planning period

The Objectives of Artscape, in terms of Section 8(5) of the Cultural Institutions Act, 1998, Act No 119 of 1998) are as follows:

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, facilitating, presenting, co-presenting, 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; and
- 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 Sport, 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.

#### 4 Relevant Court Rulings – None

### PART B: ARTSCAPE STRATEGIC FOCUS

#### 5 Vision

To be the Theatre of Choice

#### 6 Mission

To provide excellent infrastructure that facilitates the pursuit of diverse arts programmes and contributes to nation building and social cohesion by:

- Providing safe, functional, universal design facilities
- Leveraging on technology and improve Artscape’s service to its stakeholders
- Create arts programmes that serves the community
- Create educational programmes that serves the community

#### 7 Values

Artscape’s Values have been defined and agreed by all staff as follows:

##### **Inclusiveness**

Inclusivity plays an important role in uniting a nation. At Artscape we use the performing arts as the vehicle. The diversity of programmes and co-productions staged in conjunction with our collaborative institutions and partners locally, regionally and internationally provides clear evidence of our commitment to cultivating a diverse and inclusive arts environment for the community that we serve.



## **People-Centred**

A performing arts centre cannot exist without the existence of its stakeholders, both internal and external. At Artscape we acknowledge and appreciate the support we receive from our audiences, funding partners and all other stakeholders who have journeyed with us since Artscape's existence. No part of what we are mandated to deliver on would be possible without our valued and dedicated staff who create the magic behind the scenes.

## **Excellence**

Creating a culture of excellence is critical to the growth and sustainability of our organisation. To achieve this excellence, Artscape continuously monitors the quality of the productions that grace our stages, thereby creating a culture that ensures our development and educational programmes are masterpieces that will leave our audiences mesmerised in all genres of the performing arts.

## **Innovation**

At Artscape we are constantly striving to be the leading innovative performing arts theatre globally, which is why we invest in partnerships locally, regionally and abroad, focussing on all art forms. This is to adopt world-class benchmarking standards that can be innovatively adopted using our African themes. Our education, development and mentoring programmes are geared towards equipping all who benefit from them with cutting edge skills required to deliver exceptional performances.

## 8 Situational Analysis

### 8.1 External Environmental Analysis

Artscape has analysed its external environment as follows:

Table 1 - The PESTEL/S Situation Analysis

PESTEL/S FACTOR	The Artscape Situation
Political	Artscape is funded by national government while it occupies a building that is owned by provincial government it therefore has to ensure that it maintains its current cordial working relationship with all spheres of government.
Economic	Interest rates are forecast to remain stable or increasing in line with inflationary pressures, which will not really give potential patrons more discretionary funding. This means that Artscape must continue to be aware that it will continue to have to market its services and offerings aggressively, in order to retain and attract more patrons. The level of government funding is lower than the budget required for production requests. Artscape relies on ticket sales to boost funding. This is potentially not sustainable. Since it is not expected that the economy will grow beyond 1% in the foreseeable future, it is important that Artscape does not become too bullish in its growth expectations.
Social	One of the government mandates is promoting social cohesion. The educational programming which adapts set texts from the syllabus to plays is very successful for Artscape. These adaptations and several annual "national days" (where productions are themed around key topics such as women, or youth) add to the volume within Artscape's diary. Artscape has already taken steps to consolidate this volume. These initiatives help to build familiarity with theatre for a diverse demographic, but this is a relatively new change and a lot of the community consider theatre tickets to be a luxury. South Africa has general unemployment of over 31% and transportation (especially at night) is limited and relatively expensive. This creates a tension between the social and economic imperatives. Passage of time and better wealth distribution will lessen the tension, but Artscape's internal production processes are impacted in the short term.
Technological	Technical solutions to parts of the production processes are available but would divert funding. They would also require staff to be trained. Where computer systems are in place Artscape needs to make sure that the existing systems are used effectively.
Environmental	Artscape must continue maintaining its physical premises, but it depends on how much funding is available. In addition, it needs to ensure that it embraces green, energy- efficient practices and technologies into its operations. The drought in the Western Cape may impact adversely on Artscape's operations, however, contingency measures are being put in place, together with a comprehensive water usage management plan.
Legal	Artscape's reliance on government funding means that it has to use specific Procurement processes. These processes could drive down costs and ensure economic support for a range of suppliers, but have potential detrimental time and quality impact on production. The Protection of Personal Information Act is now a reality and Artscape must ensure that it complies with this legislation.
Safety	The impact of events such as the outbreak of the coronavirus pandemic is a new factor that must be considered going forward. The challenge being how do we predict these events and would we be in a financial or operational position to respond to them. Artscape will learn from the current situation and put contingencies in place to minimise the impact of such events in the future.

## 8.2 Internal Environmental Analysis

The Artscape entity has distinguished itself as an organisation which has not only presented a diverse artistic programme in its theatre complex but has also taken the arts to communities outside of the complex. Artscape has progressively expanded its role in technical training and ensuring that skills transfer take place so that Artscape stage staff are sought after nationally and internationally.

Artscape continues to play a meaningful role in the South African economy contributing to the Gross Domestic Product of the Western Cape Province and providing permanent employment to 100 employees.

- Artscape has already achieved significant success as the leading public Performing Arts venue in the Country
- Excellent infrastructure, with capable sought-after technical staff, which is well located with strong brand
- Strong track record of excellent productions and events
- Well known for our education programmes and skills development
- Achieved inclusivity in artistic programmes, audience participation, employment, gender and accessibility for all
- Achieved excellence while retaining affordability and ensuring our long term sustainability

The challenges which Artscape faces include the following:

- Underfunded and unstructured performing arts sector
- An expectation to deliver programmes without funding
- Economic environment that limits the affordability of programme offerings
- Social environment and threat of crime, together with competing digital offerings which reduce attractiveness of physical attendance and encourage “in-home” entertainment
- While competing with alternative forms of entertainment and economic pressures, we are further restricted by compliance and over-regulation
- Broader environment where performing arts is not promoted through education programmes in schools
- Balancing the demands of development, transformation and education whilst sustaining professional performing arts entities and programmes
- Reduction of operational grant in the face of escalating operational expenses

This strategic plan outlines key strategic objectives for the Artscape to:

- Create, functional and universal design facilities,
- Deliver diverse programmes and educational offering, and
- Achieve a financially sustainable future.

## PART C: MEASURING ARTSCAPE PERFORMANCE

COVID-19 continued to have a major impact on the arts sector during the past few years. The effects of COVID-19 on the South African economy will remain with us for some time still and we look ahead to the 2024/2025 financial year. It is important to start reimagining how the arts can continue to have an impact. The overall goal is to make a meaningful contribution to social cohesion, nation building and youth development. We will continue to expand on the experiences of utilizing virtual platforms and incorporate them into our programmes.

### 9 Institutional Programme Performance Information

Programme 1 : Administration

Purpose : To achieve financial sustainability, competence amongst staff, governance and build a strong brand

Sub Programme 1.1 : Operate in a financially sustainable organisation

Purpose : To Ensure a robust and sustainable financial future for the Artscape

Outcomes, Outputs, Performance Indicators and Targets

OUTCOMES	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGET						
			AUDITED / ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
To operate on a financially sustainable basis	Achieve a breakeven surplus/deficit	Zero deficit on budget presented  Generate revenue through venue rental and box office income	The budget submitted for the 2020/2021 fy was a balanced budget. However during the 2020/2021 fy, an overall accounting deficit was recorded.	A surplus was achieved on a cash basis	A surplus of R21,2 m was achieved for the 2022/2023 fy on a cash basis (excluding depreciation)	Achieve breakeven (zero deficit) or better on a cash budget basis (excluding depreciation)  Generate Venue rental and box office income of at least R1,4 million for the year.	Achieve breakeven (zero deficit) or better on a cash budget basis (excluding depreciation)  Generate Venue rental and box office income of at least R1,450 million for the year	Achieve breakeven (zero deficit) or better on a cash budget basis (excluding depreciation)  Generate Venue rental and box office income of at least R1,5 million for the year	Achieve breakeven (zero deficit) or better on a cash budget basis (excluding depreciation)  Generate Venue rental and box office income of at least R1,6 million for the year.

Indicators, Annual and Quarterly Targets

Output indicator	Annual target	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Zero deficit on budget presented	Achieve breakeven (zero deficit) or better on a cash budget basis (excluding depreciation)	Positive/breakeven financial position (cash basis)	Positive/breakeven financial position (cash basis)	Positive/breakeven financial position (cash basis)  Submission of breakeven budget on a cash basis to Council (excluding depreciation)	Positive/breakeven financial position (cash basis)
Generate revenue through venue rental and box office income	Generate Venue rental and box office income of at least R1,45 million	R400 000 in venue rental and box office income	R400 000 in venue rental and box office income	R400 000 in venue rental and box office income	R250 000 in venue rental and box office income

Programme 1 : Administration

Purpose : To achieve financial sustainability, competence amongst staff, governance and build a strong brand

Sub Programme 1.2 : Competent and motivated workforce achieving their performance targets

Purpose : To develop and sustain an employee competent culture

Outcomes, Outputs, Performance Indicators and Targets

OUTCOMES	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGET						
			AUDITED / ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Competent and motivated workforce achieving their performance targets	Performance Management Agreements (PMA) signed	Signed and assessed Performance agreements	PMA's for all EXCO Management were signed by 30 November 2020  Final assessments were not concluded	PMA's for all EXCO Management were signed for the 2021/2022 fy and the mid year reviews have been done but the final assessments were not concluded.	PMA's for all employees were signed for the 2022/2023 fy	Performance agreements for all full-time employees signed with annual reviews	Performance agreements for all full-time employees signed with annual reviews	Performance agreements for all full-time employees signed with annual reviews	Performance agreements for all full-time employees signed with annual reviews

Indicators, Annual and Quarterly Targets

Output indicator	Annual target	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Signed and assessed Performance agreements	Performance agreements for all full-time employees signed with annual reviews	100% signed		Conduct performance reviews	Progress report on signed PMA and performance reviews

Programme 1 : Administration

Purpose : To achieve financial sustainability, competence amongst staff, good governance and build a strong brand

Sub Programme 1.3 : Efficient and compliant operations and processes

Purpose : To develop and sustain compliance throughout Artscape

Outcomes, Outputs, Performance Indicators and Targets

OUTCOMES	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGET						
			AUDITED / ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Efficient and compliant operations and processes	Unqualified audit and no material non-compliance or fraud events	Unqualified audit opinion	For the 2019/2020 financial year Artscape received an Unqualified Audit outcome	For the 2020/2021 financial year Artscape received a Clean Audit outcome	For the 2021/2022 financial year Artscape received a Clean Audit outcome	Achieve an Unqualified Audit outcome (1 Annual Statutory Audit)	Achieve an Unqualified Audit outcome (1 Annual Statutory Audit) without repeat findings	Achieve an Unqualified Audit outcome (1 Annual Statutory Audit) without repeat findings	Achieve an Unqualified Audit outcome (1 Annual Statutory Audit) without repeat findings

Indicators, Annual and Quarterly Targets

Output indicator	Annual target	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Unqualified audit opinion	Achieve Unqualified Audit Achieved (1 Annual Statutory Audit)	Review and implement recommendations from AGSA and report to ARC	Review and implement recommendations from AGSA and report to ARC	Conduct mid-year review of critical matters raised at year-end, including applicable accounting standards and report status to ARC	Review and implement recommendations from AGSA and report to ARC

Programme 1 : Administration

Purpose : To achieve financial sustainability, competence amongst staff, governance and build a strong brand

Sub Programme 1.4 : To ensure that Artscape is a venue of choice

Purpose : To develop Artscape Brand”

Outcomes, Outputs, Performance Indicators and Targets

OUTCOMES	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGET						
			AUDITED / ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
Enhanced Artscape Brand	Communications and Marketing Strategy	Implemented Approved Annual Marketing Plan	The Communications and Marketing Strategy has been drafted and approval is pending	100% of tasks achieved	100% of targets achieved	Achieve targets as per approved Annual Marketing Plan (100%)  Approved Communications and Marketing Strategy	Achieve targets as per approved Annual Marketing Plan (100%)	Achieve targets as per approved Annual Marketing Plan (100%)	Achieve targets as per approved Annual Marketing Plan (100%)

Indicators, Annual and Quarterly Targets

Output indicator	Annual target	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Implemented Approved Annual Marketing Plan	Achieve Targets as per approved Annual Marketing Plan (100%)	20% of plan achieved	50% of plan achieved	80% of plan achieved	100% of plan achieved



Programme 2 : Business Development

Purpose : To present a diverse programme that caters for the needs of all Western Cape communities

Sub Programme 2.1 : Diverse and Inclusive Programmes

Purpose : To facilitate Artscape Programmes that are Diverse and Inclusive

Outcomes, Outputs, Performance Indicators and Targets

OUTCOMES	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGET						
			AUDITED / ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
Annual arts programme that serves the entire community	Annual arts programme	Present annual arts programme	29 Productions and 3 festivals were presented during the 2020/2021 fy	33 Productions and 6 festivals were presented during the 2021/2022 fy	26 Productions and 4 festivals were presented during the 2022/2023 fy	Present diverse arts programme through partnerships and/or funded programmes (physical or virtual) as per Annual Flagship Plan - 13 productions - 3 Festivals	Present diverse arts programme through partnerships and/or funded programmes (physical or virtual) as per Annual Flagship Plan - 14 productions - 3 Festivals	Present diverse arts programme through partnerships and/or funded programmes (physical or virtual) as per Annual Flagship Plan - 14 productions - 3 Festivals	Present diverse arts programme through partnerships and/or funded programmes (physical or virtual) as per Annual Flagship Plan - 14 productions - 3 Festivals

Indicators, Annual and Quarterly Targets

Output indicator	Annual target	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Present annual arts programme	Present diverse arts programme through partnerships and/or funded programmes (physical or virtual) <ul style="list-style-type: none"> <li>• 14 productions</li> <li>•</li> </ul>	Present 3 productions	Present 6 productions	Present 5 productions	
	3 festivals		2	1	

Note: Successful implementation of the Targets as stipulated above is dependent on funding being received

Programme 2 : Business Development

Purpose : To develop diverse and inclusive programmes for the Artscape community

Sub Programme 2.2 : Diverse Educational Programme

Purpose : To evolve Artscape's offering to include more Diverse and Inclusive Educational Programmes

Outcomes, Outputs, Performance Indicators and Targets

OUTCOMES	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGET						
			AUDITED / ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
Educational programme that serves the entire community	Diverse educational programme  Partnerships signed	Present educational programme  Relevant quality Partnerships	6 educational programmes were completed (4 x setwork Q&A's and 2 x video series workshops)  -	6 educational programmes were presented	7 educational programmes were presented  3 unique partnerships were concluded with the producers of the setwork productions	Present 4 educational programmes through partnerships and/or funded programmes (physical or virtual)	Present 4 educational programmes through partnerships and/or funded programmes (physical or virtual)  -	Present 4 educational programmes through partnerships and/or funded programmes (physical or virtual)	Present 4 educational programmes through partnerships and/or funded programmes (physical or virtual)

Indicators, Annual and Quarterly Targets

Output indicator	Annual target	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Present educational programme	Present 4 educational programmes through partnerships and/or funded programmes (physical or virtual)	Present 2 programmes	Present 1 programme	Present 1 programme	

Note: Successful implementation of the Targets as stipulated above is dependent on funding being received

Programme 3 : Public Engagement

Purpose : To create safe, functional facilities which adhere to Universal design

Sub Programme 3.1 : Infrastructure Excellence

Purpose : To ensure that Artscape facilities are safe, functional and accessible to all

Outcomes, Outputs, Performance Indicators and Targets

OUTCOMES	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGET						
			AUDITED / ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
Safe, functional and Universal Design	All theatre goers to have an equal theatre going experience	a) No of Events (physical or virtual)**	62	186 **	256	170 events**	200 events**	200 events**	215 events**
		b) No of patrons ***	-	54,127***	162 827	80,000***	100,000***	150,000***	180,000***
		c) Approved Annual Maintenance Plan	87.5% of tasks completed as per the Annual Maintenance Plan	100% of tasks completed	100% of tasks completed	Achieve tasks as per the approved annual maintenance plan (100%)	Achieve tasks as per the approved annual maintenance plan (100%)	Achieve tasks as per the approved annual maintenance plan (100%)	Achieve tasks as per the approved annual maintenance plan (100%)

\*\*Events will be both physical, online and on-air

\*\*\*Patrons will be physical, online and on-air

Indicators, Annual and Quarterly Targets

Output Indicators	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
a) No of events ***	200	60	60	60	20
b) No of patrons (physical and online)	100 000	25 000	25 000	35 000	15 000
c) Approved Annual Maintenance Plan	Achieve tasks as per approved annual maintenance plan (100%)	15%	30%	60%	100%

\*\*\*events include all productions, production recordings, conferences, workshops, external meetings etc. in both physical and virtual formats

Note: Successful implementation of the Targets as stipulated above is dependent on funding being received

Programme 3 : Public Engagement

Purpose : To create safe, functional facilities which adhere to Universal design

Sub Programme 3.2 : Leverage on Technology

Purpose : To develop and leverage on existing digital technology to promote digital engagements, interactions and ticketing

Outcomes, Outputs, Performance Indicators and Targets

OUTCOMES	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGET						
			AUDITED / ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
Effective IT systems that supports all business operations	Efficient IT systems	Approved Annual IT Plan	100% of tasks were completed as per the Annual IT Plan	87.5% of tasks completed	100% of tasks completed	Achieve targets as per approved IT plan (100%)	Achieve targets as per approved IT plan (100%)	Achieve targets as per approved IT plan (100%)	Achieve targets as per approved IT plan (100%)

Indicators, Annual and Quarterly Targets

Output Indicators	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Approved Annual IT Plan	Achieve targets as per approved IT plan (100%)	15%	30%	70%	100%

## Explanation of planned performance over the medium-term period

### 9.1.1 PROGRAMME 1: ADMINISTRATION

#### **Sub programme 1.1: ENSURE A ROBUST AND SUSTAINABLE FINANCIAL FUTURE**

**OBJECTIVE: Operate on a financially sustainable basis**

##### **PERSPECTIVES**

Financial sustainability is vital as it will enable Artscape to cover its Admin costs and to prioritise activities in order to achieve its mandate. Financial sustainability also ensures the survival and continuity of the organisation in the long run. Striving for Financial sustainability will encourage effective and efficient planning.

Funding challenges include:

- Funding received from Donors are ear-marked for specific programmes
- Funding received from DSAC is not sufficient to cover Fixed administration costs
- DSAC funding does not increase at the same rate as the expenditure
- Economic conditions affect third stream income predictions and the organisation has no control on these conditions
- Continuity of programmes that are successful as far as achieving our mandate are concerned, cannot be maintained due to lack of funds

Artscape is feeling the crunch as business is not improving from the third-stream income's point of view. Artscape experienced tremendous challenges with regards to its cash flow since December 2018. A turnaround strategy was implemented where we reduced operating expenses to ensure that we meet our monthly obligations and to ensure that we remain a going concern.

Artscape commit to In-house programmes which are financially viable and adhere to DSAC objectives. This does not always yield the result we based our planning on. Funds therefore have to be sourced from funds ear-marked for administration costs, and that is one of the reasons why we are operating at a deficit. It is imperative that, as mentioned above, we only roll out programmes that have been funded, and use Third stream income as funds to bridge the current deficit gap as well as work toward future financial sustainability.

The following aspects have to be attended to, in order to ensure **financial sustainability**:

- Ensure continuous monitoring of the Budget vs Actual costs and have acceptable commentary on the variances and take action where necessary.
- Ensure that all programmes that are rolled out, are fully funded.
- Ensure that Artscape has a financial plan over and above the annual budget. A financial plan that is dynamic and can be changed depending on the circumstances, in order to meet short term and long term goals without compromising the long term goals.
- Ensure that we continue to implement measures in place that encourage cost savings throughout the organization.
- Ensure that the positive attitude towards cost savings starts from Senior management in the organisation and drills down to the employee in the lower levels of the organisation.
- Ensure that we have set targets of how much income should be generated before committing to Transformation Programmes.
- Ensure that we adopt an attitude that clearly shows that we cannot spend funds we do not have.
- Engage with current and future partners well in advance, to manage financial expectations.
- Continuous monitoring of the various business areas to ensure that they will contribute to achieving Artscape mandate and are not detrimental to Artscape's long term Financial sustainability goal.

## LINKING TO GOVERNMENT PRIORITIES

**PRIORITY 2: ECONOMIC TRANSFORMATION AND JOB CREATION** - Establish partnerships for corporate social investments and/or capital raising – along the value chain

### *Sub programme 1.2: SUSTAINING EMPLOYEE COMPETENCE AND CULTURE*

**OBJECTIVE: Competent and motivated workforce achieving their performance targets**

#### **PERSPECTIVES:**

To achieve Artscape's mandate and vision, will require a competent workforce. Competency development is a crucial driving force for increasing employee effectiveness and employability in the industry. Mature entities develop their employees not only for self, but for serving in the industry or any organ of the state. Artscape will therefore partake on initiatives that will stimulate competency development as well as creating a conducive environment for performance. Focusing on developing and sustaining employee competence is very important for Artscape and this will result in the following:

- The creation and sustaining of a high-performance culture
- Unleashing employee interest on continuous learning/ self-development
- Superior service by employees thereby position Artscape as a theatre of choice
- Trust and confidence in the entity by all relevant stakeholders
- Improve staff morale and improving staff retention rate

In order to ensure employee competence is sustained, Artscape must ensure a clear functional and post structure, ensure role clarity for all employees through signed job profiles, ensure a functional performance management system is implemented and sustained. Artscape must create the understanding by all that Performance Management is a journey and not a destination, and create a conducive environment for performance management. Artscape should prioritize employee wellness and embrace ethics of care as key business deliverables.

**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

## LINKING TO GOVERNMENT PRIORITIES

Artscape operates within the ambit of the broader DSAC priorities and Artscape's HR objective are linked to the following Government priorities:

**PRIORITY 3: EDUCATION, SKILLS AND HEALTH** - Develop skills along the value chain (human capital development pipeline) – core and support functions

**PRIORITY 1: A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE** - Honest and capable state with professional, ethical and meritocratic public servants contributing to an improved level of trust in the public sector and credibility of public institutions



### **Sub programme 1.3: ENSURE EFFECTIVE AND SUSTAINABLE OPERATIONS AND GOVERNANCE**

**OBJECTIVE: Efficient and compliant operations and processes**

#### **PERSPECTIVES**

Artscape prides itself on being recognised for receiving unqualified audit opinions for numerous years.. An unqualified audit report provides current and potential funders the assurance that internal controls are in place and that their donations will be managed in terms of the conditions applicable, and in terms of the Public Finance Management Act.

For the year that ended 31 March 2023, Artscape received an unqualified audit opinion.

The challenges to achieve an Unqualified Audit Opinion include:

- Inconsistent interpretation and application of GRAP standards by the Auditor General from year to year
- Inconsistent interpretation of GRAP by different offices of the AG
- Non-compliance by staff of SCM policies and the PFMA
- Failure of systems of Internal Control
- Artscape not being a going concern if it is unable to reduce its operating expenses in line with its income, resulting in Artscape not being able to pay its suppliers and staff on time

#### **LINKING TO GOVERNMENT PRIORITIES**

**PRIORITY 1: A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE** - Compliance with regulations and organisations that operate in a fair and transparent manner

## **Sub programme 1.4: DEVELOP ARTSCAPE BRAND**

**OBJECTIVE: Enhanced Artscape Brand**

### **PERSPECTIVES**

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.

### **LINK TO GOVERNMENT PRIORITIES**

**PRIORITY 6: SOCIAL COHESION AND SAFER COMMUNITIES** - Promoting social cohesion across society through increasing interaction across race and class - Sharing of space across race and class – winning nation and active nation

Explanation of Planned Performance over the Five Year Planning Period

## **9.1.2 PROGRAMME 2: BUSINESS DEVELOPMENT**

### **Sub-programme 2.1: DIVERSE PROGRAMMES**

**OBJECTIVE: Create arts programme that serves the community**

#### **PERSPECTIVES:**

Artscape's vision is to create a platform for emerging arts practitioners and so enrich the collective art and culture experience. The various Artscape programmes encompasses development, inclusivity and outreach. Participants are given opportunities to develop and showcase their skills through workshops, mentorships and productions. The programmes that have been presented to date have contributed greatly to youth development, social cohesion, job creation and nation building. The programmes continue to have an impact on both those that participate and those that attend the performances. It is important to continue to create opportunities, through the arts, for everyone.

- Education & development – this will include workshops, mentorship programmes and productions with a strong focus on youth
- Inclusivity – to ensure that there is a platform for marginalised art forms and artists, this includes the encouragement of new works
- Social cohesion – a focus on nation building through the celebration of national days
- Outreach – to enable accessibility and exposure to the opportunities that exist within the arts industry. This will include roadshows that will engage those in rural and peri-urban areas

The current economic climate has meant that funding for the various programmes have continued to become scarce. The impact of this is that decisions need to be made with regard to the programmes that are to be done as well as the extent of these programmes.

The following concepts will underpin the programme offering at Artscape:

**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.

**Diverse Educational Programmes** - Artscape should continue to place a significant strategic emphasis on the participation of the younger generations in the performing arts.

**Diverse Programmes-** The development of the programmes 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.

**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.

## LINK TO GOVERNMENT PRIORITIES

**PRIORITY 2: ECONOMIC TRANSFORMATION AND JOB CREATION** - Creating job opportunities for youth within the arts sector

**PRIORITY 6: SOCIAL COHESION AND SAFER COMMUNITIES** - Equal opportunities, inclusion and redress - honour men and women, fast track the promotion and implementation of indigenous languages, as well as active citizenry and leadership - Celebrate National Days on an intercultural basis and ensure that they are fully inclusive of all South Africans.

### **Sub-programme 2.2: DIVERSE EDUCATIONAL PROGRAMME**

**OBJECTIVE:** Create educational programme that serves the community

#### **PERSPECTIVES:**

Artscape's vision is to create a platform for emerging arts practitioners and so enrich the collective art and culture experience. The various Artscape education programmes also encompasses development, inclusivity and outreach. Participants are given opportunities to develop and showcase their skills through workshops, mentorships and productions. The programmes that have been presented to date have contributed greatly to youth development, social cohesion, job creation and nation building. It is important to continue to create opportunities, through the arts, for everyone. Specific activities to achieve this include:

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

**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.

**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.

The Artscape Resource Centre aims to be at the centre of the artistic network and artistic community of the Western Cape while improving the overall arts administration skills of the industry through various workshops, training programmes and access to resources. The Resource Centre also provides the following services to the arts community:

- Physical space – a place to work and meet
- IT infrastructure – access to computers, printing and internet
- Networking events – opportunities to meet and engage with others in the arts community (including professionals) as well as those in business
- Library - access to various media
- Career guidance – expos and help desk sessions

## LINKING TO GOVERNMENT PRIORITIES

**PRIORITY 3: EDUCATION, SKILLS AND HEALTH** - Place young people in international internship and or exchange programmes established through bilateral and multilateral partnerships and develop and implement cultural programmes in schools and communities that raise awareness of career opportunities in the creative industries

### 9.1.3 PROGRAMME 3: PUBLIC ENGAGEMENT

#### **Sub-programme 3.1      *INFRASTRUCTURE EXCELLENCE***

**OBJECTIVE:**      **Safe, functional, universal design facilities**

Over the years, the Artscape leadership has strived to achieve Infrastructure Excellence by adopting a strong maintenance ethic and has systems in place to ensure effective and efficient maintenance of the building infrastructure. The failure of, or a lack of maintenance, could have serious economic, social, health, safety or security consequences.

We have developed and implemented asset management plans for our building infrastructure, which includes strategic infrastructure that Artscape cannot do without to achieve its mandate. Maintenance plays an important role as it ensures that limited maintenance and capital works resources achieve the best possible outcome for the organisation.

It is also mandatory for the accounting officer of a public entity, in terms of the GIAMA (Government Immovable Asset Management Act), the PFMA and Public Service Act, 1994, to assess the utilisation and functional performance of its immovable assets in terms of service delivery objectives and to prioritise the need for repair, upgrade or refurbishment of state-owned immovable assets. The Accounting authority should also ensure appropriate steps are taken to implement the provisions of the OHSA.

#### **LINK TO GOVERNMENT PRIORITIES:**

In line with the Government's overarching priorities, we have identified **PRIORITY 5: SPATIAL INTEGRATION, HUMAN SETTLEMENTS AND LOCAL GOVERNMENT** which will be addressed by ensuring that the building is accessible to all communities including persons with disability

#### **Sub-programme 3.2      *LEVERAGE TECHNOLOGY***

**OBJECTIVE:**      **Leverage on Technology to achieve its mandate and objectives and improve Artscape's service to its stakeholders**

#### **PERSPECTIVES:**

The ICT function plays an important role in supporting the various business strategies and activities of Artscape. It is the enabler within the organisation ensuring that the organisation remains effective and efficient.

Leveraging Information technology faces a number of challenges, including the rapidly changing technology landscape and the fact that most stage technology developers are in the USA and Europe and Asia and few of these products have distributors in South Africa. This means that while we may be aware of new technologies we do not always have the opportunity to see them in operation and if they will be useful to Artscape. The financial constraints mean that certain projects take longer to implement.

The diagram alongside highlights the key business areas on which ICT needs to focus:

#### **LINK TO GOVERNMENT PRIORITIES**

Government Priority 5 (Spatial Integration, Human Settlements and Local Government) will be addressed by:

- A spatially integrated sport, arts, culture and heritage infrastructure space
- Using technology to enhance the experience of arts facilities and programmes
- Leveraging technology to engage with audiences

## 9.2 Alignment to Government Priorities

<b>Government Priorities</b>	<b>1</b> Capable, ethical and developmental state	<b>2</b> Economic transformation and job creation	<b>3</b> Education, skills and health	<b>4</b> Consolidating the social wage through reliable and quality basic services	<b>5</b> Spatial Integration, Human Settlements And Local Government	<b>6</b> Social cohesion and safer communities	<b>7</b> A better Africa and World
<b>Artscape Objectives</b>							
Operate on a financially sustainable basis		X					
Competent and motivated workforce achieving their performance targets	X		X				
Efficient and compliant operations and processes	X						
Enhanced Artscape Brand						X	
Annual arts programme that serves the entire community		X				X	
Educational programme that serves the entire community			X				
Safe, functional, universal design facilities					X		
Leverage on Technology					X		

## 10 Programme Recourse Considerations

ARTSCAPE BUDGET EXPENDITURE ESTIMATES	AUDITED OUTCOME			BUDGET			
	2020/21 R'000	2021/22 R'000	2022/2023 R'000	CURRENT APPROVED 2023/24 R'000	Amended 2024/2025	2025/26 R'000	2026/27 R'000
<b>REVENUE</b>							
State contribution	65 535	65 849	67 478	67 738	67 887	70 918	74 184
State contribution – capex	1 460	9 605	9 870	4 474	2 184	7 687	8 039
Government grants	2 667	3 188	3 042	0	2 400	2 500	2 500
Provincial Government contribution to building rent	10 147	10 878	11 705	12 550	13 554	14 638	15 663
<b>Revenue generated</b>	<b>1 441</b>	<b>6 125</b>	<b>6 824</b>	<b>6 900</b>	<b>9 171</b>	<b>9 518</b>	<b>9 978</b>
<b>TOTAL</b>	<b>81 251</b>	<b>95 644</b>	<b>98 919</b>	<b>91 662</b>	<b>95 196</b>	<b>105 261</b>	<b>110 364</b>
<b>EXPENDITURE</b>							
Administrative expenses	35 431	42 652	44 428	53 913	52 528	52 586	54 456
Compensation of employees	37 236	38 410	37 458	44 784	46 000	48 760	51 686
Other non – operating expenses							
<b>SUBTOTAL PROGRAMME 1</b>	<b>72 667</b>	<b>81 061</b>	<b>81 886</b>	<b>98 697</b>	<b>98 528</b>	<b>101 346</b>	<b>106 141</b>
Business Development (PROGRAMME 2)	2 670	3 188	3042	0	2 200	2 500	2 500
Public Engagement (PROGRAMME 3)	8 479	7 669	8 749	10 965	14 468	21 415	21 723
<b>TOTAL</b>	<b>83 816</b>	<b>91 918</b>	<b>93 677</b>	<b>109 662</b>	<b>115 196</b>	<b>125 261</b>	<b>130 364</b>
<b>SURPLUS / (DEFICIT)</b>	<b>- 2 565</b>	<b>3 727</b>	<b>5 242</b>	<b>- 18 000</b>	<b>- 20 000</b>	<b>- 20 000</b>	<b>- 20 000</b>
<b>Non CASH REVENUE INCLUDED ABOVE</b>							
DEPRECIATION	15 606	17 023	15 931	18 000	20 000	20 000	20 000

ARTSCAPE BUDGET  EXPENDITURE PER ECONOMIC CLASSIFICATION	AUDITED OUTCOMES			BUDGET			
	2020/21	2021/22	2022/2023	2023/24	Amended 2024/2025	2025/2026	2026/2027
	R'000	R'000	R'000	R'000		R'000	R'000
Compensation of employees	37 236	38 410	37 458	44 784	46 000	48 760	51 686
<b>Goods and services</b>	<b>42 454</b>	<b>49 698</b>	<b>52 374</b>	<b>60 407</b>	<b>64 812</b>	<b>66 314</b>	<b>68 140</b>
Office costs & telephony	830	870	1 185	1 209	1 453	1 245	1 302
Covid 19 related expenses	36	145	200	150	0		
Computer services	940	927	1 082	1 210	1 365	1 264	1 322
Special services(Cleaning, security)	6 842	7 234	8 196	9 465	9 979	10 635	11 273
Consumables	66	186	383	300	534	332	352
Maintenance repair and running cost	176	434	553	1 500	940	1 829	1 089
Operating leases	70	12	0	200	200	212	225
Travel and subsistence	92	469	965	800	699	448	467
Utilities	3 558	6 103	7 509	9 510	9 970	10 568	11 202
Marketing and publicity	401	583	810	950	945	945	945
Sundry expenses	29 397	32 646	31 444	34 613	38 354	38 449	39 533
Training	45	88	47	500	373	387	430
<b>Performing arts programme</b>	<b>2 667</b>	<b>3 188</b>	<b>3 042</b>	<b>0</b>	<b>2 200</b>	<b>2 500</b>	<b>2 500</b>
<b>Capital expenditure</b>	<b>1 460</b>	<b>623</b>	<b>806</b>	<b>4 474</b>	<b>2 184</b>	<b>7 687</b>	<b>8 039</b>
<b>Total Current Payments</b>	<b>83 816</b>	<b>91 918</b>	<b>93 680</b>	<b>109 665</b>	<b>115 196</b>	<b>125 261</b>	<b>130 364</b>

## 11 Key Risks

Outcome	Key Risk	Risk Mitigation
Programme 1 - Financial Sustainability Risk	Artscape may not be able to meet its financial obligations	<ol style="list-style-type: none"> <li>1. Implement cost containment measures</li> <li>2. Cashflow management</li> <li>3. Continuous engagement with DSAC</li> <li>4. Quarterly reporting to Treasury and DSAC</li> <li>5. Submission of Quarterly management accounts to EXCO, ARC and Council</li> <li>6. Budget re-prioritisation as required</li> <li>7. Internal Finance and Audit committee has been established</li> <li>8. Examine mechanisms to achieve a broader funding base</li> </ol>
Programme 1 - To sustain employee competence that will deliver on Artscape's mandate	Inability to attract, retain and develop a diverse workforce	<ol style="list-style-type: none"> <li>1. Leveraging internships as temporary staffing solutions</li> <li>2. Implementation of the overtime policy</li> <li>3. Implementation of the wellness strategy</li> <li>4. Implementation of the performance management system for all employees</li> <li>5. Employment equity plan and reports</li> <li>6. Implementation of critical skills cover plan</li> </ol>
Programme 1 – Efficient and compliant operations and processes	Non-compliance with Artscape governance requirements including applicable laws, regulations, policies, procedures and delegations of authority	<ol style="list-style-type: none"> <li>1. Review, update and communication of current policies and procedures in terms of the Policy Development and Communication Plan</li> <li>2. Monthly review and communication of relevant legislation</li> <li>3. Review, implement, monitor and report on recommendations of the AG and internal auditors</li> <li>4. Review and reporting on the risk register at ARC</li> <li>5. Monitoring of the Contract register to ensure all contracts do not expire without appropriate action</li> <li>6. Monitoring of the Compliance register and reporting to EXCO</li> <li>7. Quarterly compliance register and reports to ARC</li> <li>8. Oversight committees</li> <li>9. Audit and Assurance functions</li> <li>10. Quarterly reporting to Treasury and DSAC</li> </ol>



		<ul style="list-style-type: none"> <li>11. Training on compliance responsibilities</li> <li>12. Operational risk registers developed, managed and monitored</li> <li>13. Internal audit and finance committee monitoring</li> </ul>
<p>Programme 1 - To ensure public awareness of Artscape, its products and services through public relations and communication.</p>	<p>Artscape may not be adequately marketed nor have a universal brand image</p>	<ul style="list-style-type: none"> <li>1. Publicists are assisting with marketing and publicity on an ad-hoc basis</li> <li>2. Established media partnerships</li> <li>3. Ongoing promotion of all productions via media platforms</li> <li>4. Control of brand representations on all internal and external marketing material provided to Artscape</li> <li>5. Quarterly reporting on Annual Marketing and Communication Plan</li> <li>6. Enhanced marketing relationships with Associated Arts Companies</li> </ul>
<p>Programme 2 - Annual arts and Educational programmes that serves the entire community.</p>	<p>Artscape may not be able to host a variety of programmes.</p>	<ul style="list-style-type: none"> <li>1. MOUs with relevant partners</li> <li>2. Well established flagship programmes</li> <li>3. Utilisation of alternative platforms to present programmes with the assistance of partners</li> <li>4. Fundraising guidelines in place</li> <li>5. Quarterly production report and CEO report to SEHRC and Council</li> </ul>
<p>Programme 3 - To maintain the physical infrastructure (building and related equipment) to the highest possible standard</p> <p>Programme 3 - To ensure appropriate stage equipment is available</p>	<p>Inability to provide facilities to attract/retain clients and audiences</p>	<ul style="list-style-type: none"> <li>1. Backup generators installed to service stage machinery and HVAC system to continue performances in the event of a blackout</li> <li>2. Annual review of the maintenance plan and implementation thereof- Quarterly reports submitted to EXCO</li> <li>3. MOA in place with WCG</li> <li>4. Annual submission of UAMP to DSAC detailing infrastructure needs including capital, repair and maintenance needs – this allows DSAC to recognise Artscape’s capital needs and provide funding</li> <li>5. Disabled access is an overriding priority with all new identified building projects</li> <li>6. Building committee providing oversight of maintenance and building projects and reports to EXCO</li> </ul>
<p>Programme 3 - To create an environment that meets effective and efficient health and safety requirements</p>	<p>Artscape environment may not adhere to health and safety requirements</p>	<ul style="list-style-type: none"> <li>1. Monthly meetings with relevant Service providers to monitor performance in relation to contract provisions</li> <li>2. Annual review of risk assessment to ensure compliance with Health and Safety requirements</li> <li>3. Quarterly Health and Safety committee meetings</li> <li>4. Health and safety training of reps in fire-fighting and basic first aid as per regulations</li> <li>5. Annual fire evacuations drill</li> </ul>

		<ul style="list-style-type: none"> <li>6. Building committee reporting to EXCO</li> <li>7. Monthly OHS audits and reports to EXCO</li> <li>8. A report on the outcome of the OHS audits will be submitted quarterly to the ARC</li> <li>9. SOP in response to infectious disease outbreak for the utilisation of Artscape facilities</li> <li>10. Risk assessment performed for all productions</li> <li>11. Theatre safety Regulations</li> <li>12. Health, Safety and Environmental Policy in place</li> </ul>
<p>Programme 3 - To ensure that IT supports the overall business objectives</p>	<p>IT may not effectively support and enhance the business operations</p>	<ul style="list-style-type: none"> <li>1. Implementation, monitoring and reporting to the Technology Steering Committee of technology operational matters</li> <li>2. Annual submission of UAMP to DSAC detailing technology needs including replacement of IT and stage production equipment</li> <li>3. Appointment of external service provider to manage IT infrastructure</li> <li>4. Annual assessment of existing technology equipment and infrastructure</li> <li>5. IT/Technology strategic plan updated</li> <li>6. User awareness in respect of cyber security</li> <li>7. Monitoring of any penetration attempts and suspicious activity</li> </ul>

## 12 Public Entities

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R Thousands)
Not Applicable (N/A)	N/A	N/A	N/A

### INFRASTRUCTURE PROJECTS (Subject to funding being received)

No.	Project Name	Programme	Project Description	Outputs	Project Start Date	Project Completion Date	Total Estimated Cost	Current Year expenditure
1	Maintenance	Infrastructure	Maintenance of facilities		2023	2023/4	800,000	-
2	Theatre Auditorium Seating	Infrastructure	Replacement of seating in Theatre performance venue		2025	2025	2,000,000	-
3	Theatre Stage Machinery/Flying System	Infrastructure	Upgrade of stage machinery and flying system		2023	2024	3,000,000	-
4	IT infrastructure	Infrastructure	Replacement of outdated IT Infrastructure		2023	2023/4	200,000	
5	Sound Equipment including associated infrastructure	Infrastructure	Replacement of out-dated sound equipment		2023	2024	6,000,000	

PUBLIC PRIVATE PARTNERSHIPS

PPP	Purpose	Outputs	Current Value of Agreement	End date of Agreement
Not Applicable (N/A)	N/A	N/A	N/A	N/A

## PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

Indicator title	Zero Deficit on budget presented
Definition	To ensure that the entity achieves a breakeven or better financial position at year-end. This will be on a cash basis, meaning that depreciation (non-cash item) will be excluded from the surplus/deficit calculation.
Source/collection of data	Annual Financial Statements
Method of calculation	Comparative
Means of verification	Annual Financial Statements
Assumptions	Systems and controls are in place to ensure accuracy of information
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting cycle	Annually
Desired performance	Sustainable financial position
Indicator responsibility	Chief Financial Officer

Indicator title	Generate revenue through venue rental and box office income
Definition	To generate revenue for the entity through venue rental and box office income. This will include hiring charges for venues and ticket sales.
Source/collection of data	Financial Reports
Method of calculation	Simple Calculation
Means of verification	Annual Financial Statements
Assumptions	Systems and controls are in place to ensure accuracy of information
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	Sustainable financial position
Indicator responsibility	Chief Financial Officer

Indicator title	Signed and assessed Performance agreements
Definition	Annual Performance Management Agreements must be in place for all full time employees. These must be reviewed during the year and a progress report submitted to Council.
Source/collection of data	Signed PMA's and annual assessments/reviews
Method of calculation	Comparative
Means of verification	Signed PMA's and annual assessments/reviews
Assumptions	All employees have a signed Performance Management Agreement and an annual review is conducted
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting cycle	Annually
Desired performance	High performance organisation
Indicator responsibility	Director: Human Resources

Indicator title	Unqualified audit opinion
Definition	An unqualified audit opinion for the annual statutory audit with no repeat findings.
Source/collection of data	Annual Audit Report
Method of calculation	Comparative
Means of verification	Audit Report
Assumptions	Implement recommendations of AGSA in respect of any prior year findings. Compliance with relevant legislation and regulations. An in-year review of critical matters raised during the annual audit
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting cycle	Annually
Desired performance	Unqualified audit outcome
Indicator responsibility	Chief Financial Officer (Primary) and Company Secretary



Indicator title	Implemented Approved Annual Marketing Plan
Definition	The Annual Marketing Plan will outline the key activities to be achieved for the year in respect of marketing as per the Approved Communications and Marketing Strategy
Source/collection of data	Annual Marketing Plan Report against targets
Method of calculation	Simple Calculation
Means of verification	Marketing Plan Report
Assumptions	Approved Communications and Marketing Strategy with approved annual tasks in place
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-to-date)
Reporting cycle	Quarterly
Desired performance	Grow the Artscape Brand
Indicator responsibility	Senior Manager: Communications

Indicator title	Present annual arts programme (Productions/Events)
Definition	Present diverse annual arts programme with various activities as determined from year to year. Productions/Events may be presented on multiple platforms (stage, on-air, online,etc.). Festivals are a series/group of different performances or a group of productions/events.
Source/collection of data	Annual programme schedule Events schedule
Method of calculation/Assessment	Simple Count (Productions/Events presented on different platforms are counted individually as they are targeting different audience)
Means of verification	Event Listing
Assumptions	Funding is available to present these programmes and productions
Disaggregation of Beneficiaries (where applicable)	Target women: 1 Target youth: 3 Target persons with disability: 2
Spatial Transformation (where applicable)	Not applicable
Calculation type	Cumulative (Year-end)
Reporting cycle	Quarterly
Desired performance	Diversity in the programme
Indicator responsibility	Director : Business Management

Indicator title	Present annual arts programme (Festivals)
Definition	Groups of productions linked by a theme or celebration of a national day.
Source/collection of data	Annual programme schedule Events schedule
Method of calculation/Assessment	Simple count
Means of verification	Event Listing
Assumptions	Funding is available to present these programmes and productions
Disaggregation of Beneficiaries (where applicable)	Target women: 1 Target previously disadvantaged groups or art forms (heritage): 1
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-end)
Reporting cycle	Quarterly
Desired performance	Diversity in the programme
Indicator responsibility	Director: Business Management

Indicator title	Present educational programme
Definition	To present an education programme as set-out in annual programme schedule as determined annually. This will include to workshops or educational productions such as setworks
Source/collection of data	Annual programme schedule Events schedule
Method of calculation	Simple count
Means of verification	Event Listing
Assumptions	All education programmes are listed in a quarterly statistical report
Disaggregation of Beneficiaries (where applicable)	
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-end)
Reporting cycle	Quarterly
Desired performance	Diverse education programmes
Indicator responsibility	Director: Business Management

Indicator title	Number of Events
Definition	Number of events taking place at Artscape facilities
Source/collection of data	Planning schedule Events schedule
Method of calculation/Assessment	Simple count
Means of verification	Event Listing
Assumptions	Systems operational and up to date
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-end)
Reporting Cycle	Quarterly
Desired performance	Achieve Targets
Indicator responsibility	Director: Operations

Indicator title	Number of Patrons
Definition	Number of patrons attending events at Artscape facilities or viewing online content
Source/collection of data	<ul style="list-style-type: none"> <li>• Computicket reports</li> <li>• Online platform statistics</li> </ul>
Method of calculation/Assessment	Simple count
Means of verification	Event Listing
Assumptions	Data from third-party systems accurate and complete
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-end)
Reporting Cycle	Quarterly
Desired performance	Achieve Targets
Indicator responsibility	Director: Operations

Indicator title	Approved Maintenance Plan
Definition	Execute the tasks as specified on the Annual Maintenance Plan
Source/collection of data	Maintenance Plan / Quarterly Maintenance Plan checklist
Method of calculation/Assessment	Simple count
Means of verification	Maintenance Task Report
Assumptions	All completed tasks verified
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-to-date)
Reporting cycle	Quarterly
Desired performance	Achieve Targets (100%)
Indicator responsibility	Director: Operations

Indicator title	Approved Annual IT Plan
Definition	The Annual IT Plan outline the strategic tasks to completed in respect of the IT function
Source/collection of data	Annual IT Plan quarterly report
Method of calculation/Assessment	Simple calculation
Means of verification	Technology Report
Assumptions	Report accurately updated and verified
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-to-date)
Reporting cycle	Quarterly
Desired performance	Achieve Targets (100%)
Indicator responsibility	Director: Business Management



## **PART D: ANNEXURES**

13. Council Charter

14. Materiality Framework

15. Risk Register

## 13 COUNCIL CHARTER

### *Introduction*

The Entity manages the Artscape Theatre Centre and is a facilitator of stage performances, community arts activities, training programmes and audience development initiatives to sustain all forms of performing arts.

The Entity was declared a Cultural Institution in terms of section 3 of the Cultural Institutions Act, 1998. It is also listed as a Schedule 3A (national entity) under the Public Finance Management Act, 1999 (The PFMA).

The PFMA regulates public entities and in terms of section 49 of the said Act, every public entity must have an accounting authority, which must be accountable for the purposes of this Act.

### *Purpose*

The purpose of these terms of reference is to set out the Council's role and responsibilities, its relationship with the Department of Sport, Arts and Culture ("the Shareholder") as well as the requirements for its composition and meeting procedures.

### *Council and Shareholder Relationship*

The relationship between the Shareholder and the Entity is governed by the Shareholder Compact. The targets to be achieved by the Entity in any financial year are determined in the Shareholder Compact. It is the joint responsibility of the Shareholder and the Council to ensure that the Shareholder Compact is developed.

The Council shall, when reporting to the Shareholder, present a balanced and understandable assessment of the Entity's position. The Executive Authority must immediately be provided with any information that may have a material effect on the value of the Entity as soon as the Entity becomes aware of that information.

### *Role and Responsibilities of the Council*

In addition to their duties and responsibilities as stipulated in sections 50, 51 and 55 of the PFMA, Council Members are responsible for the governance of the Entity and has a duty of care, a fiduciary duty and a duty to act only within their powers and authority.

Every Member of the Council shall:

- At all times conduct himself/herself in a professional manner, having due regard to his/her fiduciary duties and responsibilities;
- Uphold the core values of confidentiality, integrity and independence in all dealings on behalf of the Entity;
- Ensure that he/she has sufficient time available to devote to his duties as a Council Member;
- Be diligent in discharging his/her duties and seek to acquire a broad knowledge of the Entity's business so as to be able to provide meaningful direction to it;
- Keep abreast of changes and trends in the business environment and markets, including changes and trends in the economic, political, social, technology and legal climate generally, which may impact on the Entity's business;
- Use their best endeavours to attend all Council meetings, to read all necessary documentation and prepare themselves thoroughly in advance of Council meetings;
- The Council shall allow every Member to play a full and constructive role in its affairs. Members shall accordingly participate fully, frankly and constructively in Council discussions

and other activities and shall endeavour to bring the benefit of their particular knowledge, skills and abilities to Council discussions;

- As Members are individually and collectively accountable for compliance with its statutory and regulatory obligations, every Member should endeavour to be conversant with the statutory and regulatory framework within which the Entity operates;
- Members are required to inform the Council through the Secretariat in advance, of any conflicts or potential conflicts of interest they may have in relation to particular items of business to be transacted at a meeting and members should recuse themselves from discussions or decisions on matters in which they have a conflict of interest;
- Members may not vote and must not be counted in the quorum of a meeting to pass a resolution in respect of any business where they have a direct or indirect interest; and
- Members may not formally communicate or comment on behalf of the Council and/or the entity unless being formally mandated to do so by the Chairperson.

### ***Role of the Chairperson***

The Chairperson's role is to lead and manage the Council and ensure that it discharges its responsibilities.

The responsibilities of the Chairperson include:

- ensuring that all Council Members are fully involved and informed of any business issue on which a decision has to be taken.
- ensuring that management play an effective management role and participate fully in the operation and governance.
- ensuring that the Council Members monitor the business and contribute to the business decisions.
- exercising independent judgment, acting objectively and ensuring that all relevant matters are placed on the agenda and prioritized properly.
- working closely with the council members in ensuring that at all times the Council Members fully understand the nature and extent of their responsibilities as Council Members in order to ensure the effective governance.
- The Chairperson will act as a facilitator at meetings of the Council to ensure that no member dominates the discussion, that relevant discussion takes place, that the opinions of all members relevant to the subject under discussion are solicited and freely expressed and that Council discussions lead to appropriate decisions.
- The Chairperson will seek a consensus amongst the Council but may, where considered necessary, call for a vote, in which event the decision of an ordinary majority of members will prevail and dissenting views will be recorded. The Chairperson shall have a casting vote.
- In the event of any matter arising, which the Chairperson, or the majority of the Council, feel that the Chairperson may not be able to deal with objectively, the Chairperson shall temporarily relinquish the chair to the Deputy Chairperson or any other Non-Executive Member for the duration of the discussion on such issue. In such event, the Chairperson shall be entitled to enter into discussion and to vote as any other member present at the meeting.
- Communication with the Shareholder will take place through the Chairperson of the Council. At his discretion, the Chairperson may invite the CEO or any other Council Members to meetings with the Shareholder.
- The CEO may communicate with the Director General of the Department of Sport, Arts and Culture provided, that the Chairperson is informed prior to the meeting and its purpose. The CEO shall report to the Chairperson the outcome of such meetings.

### ***Conflict of Interests***

- Council Members should declare all interests and minimise circumstances which may give rise to conflicts of interest, misinterpretation, misunderstanding and breach of ethics. Council Members should also declare any possible conflict of interest in any matter under discussion at a Council meeting.
- The Council should consider all declarations after the facts are fully disclosed and should make a ruling whether a conflict exists based on the following principles:
  - That the duty of loyalty to the entity is strict;
  - That a breach is based on conflict between duty and interest;

- That there should not be any connections or other conditions which could affect, or appear to affect the independence of the decisions of the Council Member;
  - That the Council Member is not receiving any benefit as a result of his/her other position or connection that is being disclosed; and
  - The onus is on the Council Member to show that there is no conflict.
- If any Council Member wilfully or negligently fail to disclose an interest as required above or if he/she participates in the proceedings of the Council notwithstanding any conflict of interest, the relevant proceedings of the Council may, at the discretion of the other Members be declared null and void. This shall be in addition to any other sanction that the Council may collectively apply in respect of the errant Member, which sanction may include a recommendation to the Minister that such Member be removed from the Council.

### ***Committees of the Council***

- The Council must form Committees to assist the Council to discharge its duties. The Committees must have their responsibilities set out in a formal terms of reference.
- Council committees will observe the same rules of conduct and procedures as the Council, unless the Council specifically determines otherwise in the Committee's terms of reference and the Shareholder will be informed if any Committee Member is absent from two consecutive Committee meetings without a compelling reason and a recommendation will be made to the Minister that such Member be removed from the Council.
- Such Committees as may be formed may take independent professional advice at the Entity's cost as and when necessary. The Committee structure, membership and mandates must be reviewed regularly.
- The Chairperson, considering the desires of individual Members, will propose the assignment of Members to various Committees.
- Council Committees must be constituted having regard to the skills, expertise and experience of Members propose the respective Committees' mandates. Where appropriate or necessary, independent external professionals with relevant skills and expertise may be co-opted as Advisors to the Committees to assist or bolster the Committees where there is a shortage of such skills or expertise. Such co-opted professionals shall have the status of invitees to the Committee, shall not form part of the quorum for meetings and shall have no voting rights.
- The Council shall have the power, at all times, to alter the size of any of its Committees, to remove any Member or Members from a Committee and to fill any vacancies created by such removal.
- Committees must have due regard to the fact that they do not have independent decision-making powers. They make recommendations to the Council except in situations where the Council authorizes the Committee to take decisions and implement them. Thus, in undertaking its duties, each Committee must have due regard to its role as an advisory body to the Council, unless specifically mandated by the Council to make decisions.
- A formal report back, either orally or in writing, shall be provided by the Chairperson of each Committee to all Council meetings following the Committee meetings to keep the Council informed and to enable the Council to monitor the Committee's effectiveness.

### ***Council Meetings***

- The Council should meet regularly, at least once a quarter, but could meet more frequently if circumstances require as such and must disclose in the Annual Report the number of Council and Committee meetings held in the year and the details of attendance of each Member.
- The Council must institute efficient and timely methods for informing and briefing Council Members prior to meetings while each Council member is responsible for being satisfied that, objectively, they have been furnished with all the relevant information and facts before making a decision.
- Council Members shall use their best endeavours to attend Council meetings and to prepare thoroughly for them. Council Members must participate fully, frankly and constructively in Council discussions and other activities to bring the benefit of their particular knowledge, skills and experience to the Council.
- Council Members who are unable to attend a meeting must advise the Chairperson or the Entity Secretary at the earliest possible time and a record should be kept to that effect.

- The Shareholder will be informed if any Council Member is absent from two consecutive Council meetings without a compelling reason and a recommendation will be made to the Minister that such Member be removed from the Council.
- Five (5) members of the Council will constitute a quorum at any meeting of the Council. The five (5) Members of the Council must be present in person or through electronic media throughout the meeting and voting.
- The Chairperson, with the assistance of the responsible official, shall develop the agenda for each Council meeting and in doing so may consult with the CEO and other Members. The agenda for each meeting shall provide an opportunity for the Chairs of the Committees to report orally on any matters of importance.
- The Chairperson must also place on the agenda any item that is proposed in writing by a Member. The agenda and other relevant documents shall be circulated to Council members at least five (5) days in advance.
- The Company Secretary shall cause information and data that is important to the Council's understanding of the business to be distributed in writing at least five (5) days before the Council meets. This material should be as brief as possible while still providing the essential information.
- Presentations, wherever possible, should be sent to the Council Members at least five (5) days in advance so that the Council's meeting time can be conserved, and the discussion time focused on questions that the Council has about the material distributed. On those occasions when, in the opinion of the Chairperson, the subject matter may be too sensitive to record, the presentation will be discussed at the meeting.
- The Council and its Committees may, subject to this being sanctioned by the Chairperson in the case of the Council and by the respective Committee Chairperson in the case of the Committees, take decisions on urgent and non-contentious issues, by means of the round robin resolution method. The approval of the round robin resolution should be by at least the majority of the Council members.

### **Secretary**

- The Company Secretary shall be the secretary of the Council and shall ensure that minutes are kept of all meetings. The minutes must be completed as soon as possible after the meeting and circulated to the Chairperson and members of the Council for review thereof. The minutes must be formally approved by the Council at its next scheduled meeting.
- The Company Secretary is also responsible for providing legal guidance to the Council and the Entity and must act in good faith and avoid any conflicts of interest between the interests of the Council and the Entity.

### **Self- assessment**

The Council should conduct continual self-assessment or self-evaluation and the Council must perform an evaluation of the effectiveness of the Council every year.

## 14 MATERIALITY FRAMEWORK

### Background

In terms of the Public Finance Management Act (PFMA) an accounting authority must develop and agree a framework of acceptable levels of materiality and significance in consultation with the external auditors.

Information is material if its omission or misstatement could influence the economic decisions of users taken on the basis of the financial statements. Furthermore, materiality depends on the size of the item or error judged in the particular circumstances of its omission or misstatement.

The materiality framework has been developed after taking into account both quantitative and qualitative aspects.

### Quantitative Aspects

Artscape's level of materiality was based on the audited figures for the year ended 31 March 2022.

The level of materiality and significance has been assessed at R250 000. Different levels of materiality can be set for different classes of transactions. We have taken the approach of setting a more conservative materiality level that will be used for all classes of transactions.

The following table of financial indicators are indicative of materiality levels that are widely used and accepted in the accounting profession as a basis for calculating materiality:

Basis	Acceptable Percentage Range	2022 Value	Minimum value	Maximum value	ARTSCAPE MATERIALITY	Percentage	
Revenue	0.25% - 1%	R 95,645m	R 0.239m	R 0,956m	R 0.250m	0.26%	Within acceptable range as a result of the drop in income due to Covid-19
Net assets	2% - 5%	R 180,845m	R 3,613m	R9,042m	R 0.250m	0.138%	Not used as a basis for materiality
Total Assets	0.5% - 2%	R196,860m	R0,984m	R3,937m	R 0,250m	0.127%	Below acceptable range

In determining the materiality and significance value of R250 000, we took cognisance of the following factors:

- The nature of Artscape's business  
Artscape is a non-profit organisation and endeavours to utilize its resources in a cost effective manner. Preference is given to revenue as a basis for defining materiality.
- Statutory requirements  
Artscape operates as a Cultural Institution, in terms of the Cultural Institutions Act. The low level of materiality (within the acceptable percentage range) has been accepted due to Artscape's public accountability and responsibility to various stakeholders.
- Control and inherent risks  
The function of internal audit has been outsourced to a reputable firm of registered accountants and auditors with experience in the auditing of public accounts. A compliance division has been created to ensure compliance to internal policies and procedures. A supply chain management system that monitors procurement has been created. Risk assessments are conducted on an annual basis, with a regularly maintained risk register and used as a basis for internal audit coverage.

## Qualitative Aspects

Materiality is not merely related to the size of the entity and the elements in its financial statements. Misstatements that are large, either individually or in the aggregate, may affect the judgement of a reasonable user. As a result, misstatement may also be material on qualitative grounds. These qualitative grounds include, amongst others:

- Transactions entered into that could result in a reputation risk to Artscape.
- Transactions resulting from any fraudulent or dishonest behaviour by members of Artscape staff.
- Transactions that are in contravention of any procedures or processes required by legislation or regulation.

# 15 ARTSCAPE STRATEGIC RISK REGISTER

No.	Strategic Objective	Risk	Root cause	Consequences	Opportunities	Impact	Likelihood	Inherent risk exposure	Risk owner	Current business processes / controls in place to manage identified risks	Control Effectiveness	Residual Risk Rating			New Mitigating action plans	Action owner	Target date for completion
												Control Effectiveness Rating	Residual Rating	Residual Exposure			
1	Create functional and universal design facilities	Inability to provide a world class functional facility	1. Ageing and failure of infrastructure 2. Inadequate financial resources to upgrade facilities.	1. Negative effect on sustainability of the entity 2. Negative effect on service delivery 3. Potential financial loss		4	4	16	Director: Operations	1. Backup generators installed to service stage machinery and HVAC system to continue performances in the event of blackout. 2. Annual review of the maintenance plan and implementation thereof - Quarterly reports submitted to EXCO 3. MOA in place with WCG 4. Annual submission of UAMP (User Asset Management Plan) to DSAC detailing infrastructure needs including capital, repair and maintenance needs - this allows DSAC to recognise Artscape's capital needs and provide funding. 5. Disabled access is an overriding priority with all new identified building projects. 6. Building Committee providing oversight of maintenance and building projects and reports to EXCO	Good	0,45	7	Low			
2	Create functional and universal design facilities	Artscape environment may not meet health and safety requirements	1. Ineffective security measures 2. Inadequate business continuity responses and planning 3. Non compliance with Health and Safety Regulations.	1. Negative effect on the reputation of the theatre 2. Loss of life 3. Possible fines, penalties or imprisonment		4	4	16	Health, Safety and Security Manager	1. Monthly meetings with relevant Service Providers to monitor performance in relation to contract provisions. 2. Annual review of risk assessment to ensure compliance with current Health and Safety requirements. 3. Quarterly Health and Safety Committee meetings 4. Health and Safety training of reps in fire fighting and basic first aid as per regulations 5. Annual fire evacuation drill 6. Building Committee reporting to EXCO 7. Monthly OHS audits and report to EXCO 8. A report on the outcomes of the OHS audits submitted quarterly to the ARC 9. Risk assessment performed for all productions 10. Theatre safety regulations in place 11. Health, safety and environmental policy in place 12. Business Continuity Policy in place 13. Business Continuity Plan approved	Good	0,45	7	Low	1. Training on Business Continuity Plan to be arranged. 2. Business Continuity Plan to be tested.	1. CFO / Senior Business Manager 2. CFO/Senior Business Manager/Director Operations	1. 31 March 2024 2. 31 December 2024
3	Create functional and universal design facilities	Technology (including IT and stage equipment) may not effectively support and enhance the business operations	1. The business strategy may not adequately address the incorporation of technology 2. Inadequate financial resources to remain abreast with leading arts and theatre technology 3. Inadequate technology (equipment and infrastructure) replacement plan 4. Inadequate business continuity planning 5. Cyber security threats	1. Negative effect on the reputation of the theatre. 2. Loss of income due to the inability to attract audiences and clients for the rental of the venues without latest technology. 3. Negative effect on service delivery as business operations would not run effectively. 4. Cancellation of performances which will have a financial and reputational impact		4	4	16	CFO /Director: Operations/Senior Business Manager/General Manager Stage Services	1. Implementation, monitoring and reporting to the IT Steering Committee 2. Annual submission of UAMP (User Asset Management Plan) to DSAC detailing technology needs including replacement of IT and stage production equipment 3. Appointment and monitoring of external service provider to manage IT infrastructure 4. Annual assessment of existing technology equipment and infrastructure 5. IT/Technology strategic plan in place. 6. Business Continuity Policy in place 7. Monitoring penetration attempts and suspicious activity 8. VPN connections are authenticated via username & password 9. Finance software can only be accessed when connected to the network. 10. Anti-virus updates are monitored 11. E-mail, HR and payroll systems hosted in a secure Cloud 12. Enhanced awareness initiatives to staff in respect of Cyber safety 13. Business Continuity Plan approved	Good	0,45	7	Low	3. Business Continuity Plan training to be provided to line managers	1. CFO/Senior Business Manager	1. 31 March 2024



4	Deliver diverse programmes and educational offering	Inability to attract, retain and develop a diverse and healthy workforce	<ol style="list-style-type: none"> <li>Scarce skills (particularly with the Technical Services team).</li> <li>Inadequate/ineffective skills transfer</li> <li>Limited resource pool as career opportunities within the arts industry is limited and not attractive</li> <li>Inadequate budget to develop and retain staff</li> <li>Inadequate or no critical skills cover plan</li> <li>Staff not adequately incentivised</li> <li>Staff not being upskilled</li> <li>Work overload</li> <li>Unable and unfit workforce</li> </ol>	<ol style="list-style-type: none"> <li>Negative effect on the sustainability of the business</li> <li>Negative effect on income</li> <li>Negative effect on the reputation of the theatre.</li> <li>Possible non-compliance due to employment equity targets not met.</li> <li>Negative effect on service delivery</li> <li>Undue reliance on key staff members</li> <li>Negative effect on employee wellness</li> </ol>	4	4	16	HR Manager	<ol style="list-style-type: none"> <li>Leveraging internships as temporary staffing solutions</li> <li>Implementation of the overtime policy</li> <li>Implementation of the wellness strategy</li> <li>Implementation of the performance management system for all permanent employees</li> <li>Employment equity plan and reports</li> <li>Implementation of critical skills cover plan</li> <li>Annual review of business human resource capacity</li> <li>Implementation of training and development plan</li> <li>Employee engagement framework in place</li> <li>Formal grievance procedures available to employees</li> </ol>	Good	0,45	7	Low	<ol style="list-style-type: none"> <li>Development of employee incentive plan</li> <li>Filling of critical vacancies</li> </ol>	HR Director	<ol style="list-style-type: none"> <li>30 September 2024</li> <li>Ongoing</li> </ol>
5	Achieve a financially sustainable future	Non-compliance with Artscape governance requirements including applicable laws, regulations, policies, procedures and delegations of authority	<ol style="list-style-type: none"> <li>Inadequate and ineffective controls</li> <li>Inadequate and ineffective pro-active risk management</li> <li>Ineffective compliance oversight requirements</li> <li>Ineffective monitoring of requirements of laws, regulations, policies, procedures and delegations of authority.</li> <li>Inadequate standard operating procedures to guide implementation of policies and procedures.</li> <li>Poor communication with key compliance stakeholders</li> <li>No/outdated policies</li> <li>Incorrect/inconsistent interpretation of legislative and regulatory requirements</li> <li>Inadequate communication of policies and procedures</li> </ol>	<ol style="list-style-type: none"> <li>Negative audit outcome</li> <li>Negative effect on the reputation of the theatre</li> <li>Potential financial loss due to interest and penalties</li> <li>Possible litigation</li> </ol>	4	4	16	CFO & Company Secretary	<ol style="list-style-type: none"> <li>Review, update and communication of current policies and procedures in terms of the Policy Development and Communication Plan</li> <li>Monthly review and communication of relevant legislation</li> <li>Review, implement, monitor and report on recommendations of the AG and internal auditors</li> <li>Review and reporting on risks at the ARC</li> <li>Monitoring of the Contract register to ensure that contracts do not expire without appropriate action</li> <li>Monitoring of compliance register and reporting to EXCO</li> <li>Quarterly compliance risk report to ARC</li> <li>Audit and Assurance functions</li> <li>Oversight committees</li> <li>Quarterly reporting to Treasury and DSAC</li> <li>Training on compliance responsibilities</li> <li>Operational risk registers developed, managed and monitored</li> </ol>	Good	0,45	7	Low	<ol style="list-style-type: none"> <li>Finalisation of the Combined Assurance Framework and plan</li> </ol>	1.CFO /Senior Business Manager	<ol style="list-style-type: none"> <li>31 March 2024</li> </ol>
6	Achieve a financially sustainable future	Artscape may not be adequately marketed nor have a universal brand image	<ol style="list-style-type: none"> <li>Ineffective marketing strategy.</li> <li>Inadequate financial resources.</li> <li>Lack of human resource capacity</li> <li>Outdated marketing communication methods may be utilised</li> <li>Diverse brand interpretation internally and externally by participating producers</li> </ol>	<ol style="list-style-type: none"> <li>Negative effect on the sustainability of the business</li> <li>Negative effect on income</li> <li>Negative and confusing effect on the brand image</li> </ol>	3	3	9	Senior Manager :Communication ; Senior Business Manager	<ol style="list-style-type: none"> <li>Publicists are assisting with marketing and publicity on an ad-hoc basis</li> <li>Established media partnerships</li> <li>Ongoing promotion of all productions via media platforms</li> <li>Control of brand representation on all internal and external marketing material provided to Artscape</li> <li>Quarterly reporting on Annual Marketing and Communications Plan</li> <li>Enhanced marketing relationships with Associated Arts Companies</li> <li>Continuous research to inform the marketing strategy</li> </ol>	Good	0,45	4	Low	<ol style="list-style-type: none"> <li>Implement the DSAC rebranding exercise</li> </ol>	1. Business Manager and Director Operations	<ol style="list-style-type: none"> <li>TBC (driven by external party)</li> </ol>

7	Achieve a financially sustainable future	Financial instability and dependence	<ul style="list-style-type: none"> <li>1. Reliance on donor funding and government grants</li> <li>2. Impact of the global recession</li> <li>3. Adverse economic conditions</li> <li>4. Entity not able to benefit from tax incentives</li> <li>5. Incentivised rates impacting the financial viability of venue hire</li> </ul>	<ul style="list-style-type: none"> <li>1. Artscape may not be able to meet its financial obligations</li> <li>2. Negative effect on the reputation of the entity</li> <li>3. Negative effect on the service delivery and achievement of objectives</li> <li>4. Potential financial loss due to fines and penalties</li> <li>5. Partnership agreements may be jeopardised</li> <li>6. Negative effect on the sustainability of the business</li> </ul>		4	4	16	CFO	<ul style="list-style-type: none"> <li>1. Cashflow management</li> <li>2. Continuous engagement with DSAC.</li> <li>3. Quarterly reporting to Treasury and DSAC.</li> <li>4. Submission of Quarterly management accounts to EXCO, ARC and Council</li> <li>5. Budget management and re-prioritisation as required</li> <li>6. Internal Finance and Audit committee has been established.</li> <li>7. Annual review of venue rental rates</li> <li>8. Engagement with possible funding partners</li> </ul>	Good	0,45	7	Low		
8	Deliver diverse programmes and educational offering	Artscape may not be able to present its diversified arts and education programme	<ul style="list-style-type: none"> <li>1. Limited funding available for flagship and education programmes due to the economic climate.</li> <li>2. Inability to attract partners for programmes due to their funding constraints</li> </ul>	<ul style="list-style-type: none"> <li>1. Negative effect on the reputation of the entity</li> <li>2. Negative effect on the service delivery and achievement of mandates and strategic objectives</li> <li>3. Inability to achieve the objectives of the Council transformation strategy</li> </ul>		3	3	9	CEO and Business Manager	<ul style="list-style-type: none"> <li>1. MOUs with relevant partners</li> <li>2. Well established flagship programmes</li> <li>3. Utilisation of alternative platforms to present programmes with the assistance of partners</li> <li>4. Fundraising guideline in place</li> <li>5. Quarterly production report and CEO report to SEHRC and Council</li> </ul>	Good	0,45	4	Low		