

ARTSCAPE



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an agency of the  
Department of Arts and Culture

## **Annual Performance Plan for 2020/2021**

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## Accounting Authority Statement

On behalf of the Council Members, Management and staff, I am honoured to present the Artscape 2020/2021 Annual Performance Plan. In October 2019, Council convened a strategy workshop with Management to develop the entity's five year plan. This strategic plan is the blueprint guiding and shaping how Artscape aims to position itself to its internal and external stakeholders to ensure we provide the best programmes over the next five years.

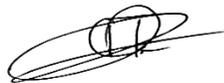
In 2021 Artscape will celebrate its 50<sup>th</sup> anniversary as a premier performing arts institution that has hosted and produced a diverse range of shows. Its most significant accomplishment to date is the transformational journey it embarked on that has entrenched itself in every division of the institution. In addition, Artscape is particularly proud of a number of key achievements it has delivered on over the past years that include:

- ❖ Educational programmes which have created employment opportunities and contributed to the development of youth in the performing arts sector;
- ❖ Upgrading and maintenance of Artscape infrastructure so it can service the needs of the performing arts sector and the broader Western Cape community;
- ❖ Annual Outreach Programmes and the successes achieved through direct engagement with previously disadvantaged communities across the Western Cape Province.
- ❖ Sound Governance and Operational structures and practices

As we look into the future, Artscape Council, Management and staff will focus on these strategic objectives for the 2020/2021 period:

- ❖ Improve and extend its infrastructure;
- ❖ Leverage technology to improve access and the utilisation of its infrastructure ;
- ❖ Ensure a diverse and inclusive arts programme;
- ❖ Deliver a diverse range of educational programmes;
- ❖ Ensure a sustainable financial future ;
- ❖ Ensure the services of Artscape are performed by a competent and motivated workforce;
- ❖ Strive for effective and sustainable operations and governance;
- ❖ Build the Artscape brand to continue being the venue of choice.

These objectives and goals will guide Artscape, and when achieved, will contribute positively to social cohesion and nation building for our community.



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**HRH Princess Celenhle Dlamini**

**Chairperson: Artscape Council**

## Accounting Officer Statement

Artscape as an entity reflects the socio-economic environment of the wider South African context. A recent report by the Institute for Justice and Reconciliation indicates that “almost three decades since the advent of democracy in South Africa, the need for transformation and the need to address inequality is still evident. Several policies have been put in place, but the achievement of transformation appears to be slow. External resources such as transport, finance, education and social capital are of importance in bridging levels of social cohesion, but also internal resources – such as self-confidence and self-determination. While race remains an important criteria in transforming society and organisations, the process of transformation should take into serious consideration the intersectionality of race, gender, religion, class, locality (urban, peri-urban, rural), sexual orientation and ability (vs. disability) in creating equality of opportunities.

As a government institution we are required to comply with all legislation and regulations of National Treasury and the National Department of Sports, Arts and Culture. We also endeavour to serve the needs of the Arts community in the absence of dedicated funding. Artscape’s strategic objectives should reflect our journey to be an inclusive space for all people. Harnessing the arts, culture and heritage for creative expression, education and training, job creation and the eradication of poverty through close cooperation with all the tiers of government and related departments, as well as the international community, is an essential aspect of this transformational process. Enhancing equality of people and the arts.



Marlene le Roux  
CEO: Artscape

## Official Sign Off

The Annual Performance Plan:

- Was developed by the management of Artscape under the guidance of Artscape's Council
- Was prepared in line with the current Strategic Plan of Artscape;
- Accurately reflects the performance targets which Artscape will endeavour to achieve given the resources made available in the budget for 2020/2021



Name and Signature

Chief Financial Officer



Name and Signature

Accounting Officer / Chief Executive Officer



Name and Signature

Chairperson on behalf of the Council (Accounting Authority)

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

### 7.1 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.

### 7.2 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 whom 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 who create the magic behind the scenes.

### 7.3 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.

### 7.4 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 Situation Analysis

PESTEL 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, 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 27% 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.

## 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 more than 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
- Achieve 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

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

### 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		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
To operate on a financially sustainable basis	Achieve a breakeven surplus/deficit	Surplus/deficit position	- *	- *	- *	- *	Budget for and achieve breakeven (zero deficit)	Budget for and achieve breakeven (zero deficit)	Budget for and achieve breakeven (zero deficit)

\*New/amended indicator, hence the values under Audited/Actual Performance and Estimated Performance for 2019/2020 are blank

Indicators, Annual and Quarterly Targets

Output indicator	Annual target	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Achieve breakeven or better	Budget for and achieve breakeven	Present quarterly financial reports to ARC	Present quarterly financial reports to ARC	Present quarterly financial reports to ARC Submission of breakeven budget to Council	Present quarterly financial reports to ARC

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		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Competent and motivated workforce achieving their performance targets	Performance Management Agreements (PMA) signed	Achievement of performance targets	-	Council was updated throughout the year on the Performance Management Plan	Council was updated throughout the year on the Performance Management Plan	Conduct annual performance assessments	PMA to all management. 80% achievement of targets	PMA to all staff 80% achievement of targets	85% achievement of targets

Indicators, Annual and Quarterly Targets

Output indicator	Annual target	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Achievement of performance targets	PMA to all management. 80% achievement of targets	Performance contracting	Interim PM assessments	-	Final Assessment
No of skills training and development programs per year	4		2	2	

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		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Efficient and compliant operations and processes	Unqualified audit and no material non-compliance or fraud events	Unqualified audit report	The Annual Financial Statements were submitted on 31 May 2016. Artscape received a clean audit report for 2015/2016 financial year.	The Annual Financial Statements were submitted on 31 May 2017. Artscape received a clean audit report for 2016/2017 financial year.	The Annual Financial Statements were submitted on 31 May 2018. Artscape received a clean audit report for 2017/2018 financial year. We received a qualified audit report for the 2018/19 financial year.	Obtain an unqualified audit report for the 2019/2020 financial year.	Unqualified Audit	Unqualified Audit	Unqualified Audit

Indicators, Annual and Quarterly Targets

Output indicator	Annual target	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Clean audit and no material non-compliance or fraud events	Unqualified Audit	Review and implement recommendations from internal auditors  Report on audit outcomes to ARC	Review and implement recommendations from internal auditors  Report on audit outcomes to ARC	Review and implement recommendations from internal auditors  Report on audit outcomes to ARC	Review and implement recommendations from internal auditors  Report on audit outcomes 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		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Enhanced Artscape Brand	Engagement with audience via print and electronic media	<p>Quarterly events calendar</p> <p>Print media advertising</p> <p>Website and Social media posts</p>	<p>4 brochures were printed this year</p> <p>Events were promoted via social media (8,467 Twitter followers 27,204 Facebook page likes at end March 2017) and website (297,163 unique visitors). In addition adverts were placed in the relevant newspapers and certain magazines.</p>	<p>4 brochures were printed this year</p> <p>Events were featured via social media and website. In addition adverts were placed in the relevant newspapers and magazines.</p>	<p>4 brochures were printed this year</p> <p>Events were promoted via social media and our website. In addition adverts were placed in the relevant newspapers and magazines</p>	<p>Monthly promotion of productions/events via print or electronic or social media.</p>	<p>Approved Communications and Marketing Strategy</p>	<p>Conduct customer survey</p>	<p>Conduct customer survey</p> <p>Review Communications and Marketing Strategy</p>

Indicators, Annual and Quarterly Targets

Output indicator	Annual target	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Effective public events	Approved Communications and Marketing Strategy	Draft Communications and Marketing Strategy	Workshop Draft Communications and Marketing Strategy	Submit Communications and Marketing Strategy to council for approval	Implement approved strategy

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 generate 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		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Annual arts programme that serves the entire community	Annual arts programme	Presented annual arts programme	- *	- *	- *	- *	Develop and achieve a diverse arts programme	Develop and achieve a diverse arts programme	Develop and achieve a diverse arts programme

\*New/amended indicator, hence the values under Audited/Actual Performance and Estimated Performance for 2019/2020 are blank

Indicators, Annual and Quarterly Targets

Output indicator	Annual target	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Achievement of annual programme targets and a diverse arts programme	Present diverse arts programme <ul style="list-style-type: none"> <li>• 20 productions</li> <li>• 2 festivals</li> </ul>	Present 7 productions	Present 9 productions Present 1 Festival	Present 4 productions Present 1 Festival	Finalisation of programme for next financial year

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		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Educational programme that serves the entire community	Diverse educational programme	Present educational programme	- *	- *	- *	- *	Develop and achieve a diverse education programme	Develop and achieve a diverse education programme	Develop and achieve a diverse education programme
	Partnerships signed	Relevant quality Partnerships	- *	- *	- *	- *	Conclude 2 partnerships	Conclude 2 partnerships	Conclude 2 partnerships

\*New/amended indicator, hence the values under Audited/Actual Performance and Estimated Performance for 2019/2020 are blank

Indicators, Annual and Quarterly Targets

Output indicator	Annual target	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Achievement of educational programme targets	Develop diverse educational programme:	Present programmes	Present programmes	Present programmes	Present programmes
Relevant quality Partnerships	Conclude 2 partnerships	-	-	Plan programme for next financial year -	Finalisation of programme for next financial year Conclusion of 2 partnerships

Programme 3 : Infrastructure (New Programme)

Purpose: To create safe, functional infrastructure and 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		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Safe, functional and Universal Design	All theatre goers regardless of abilities to have an equal theatre going experience	No of Events	844 events	600 events	701 events	-	450 events *	450 **	480 events
		No of patrons	-	-	-	-	250,000	295,000	300,000
		Maintenance Plan	The current equipment was assessed and a replacement plan drafted. During the financial year new multimedia, lighting and sound equipment was procured.	The current equipment was assessed and a replacement plan drafted. During the financial year the back stage hoists were repaired and the Opera Stage	To contribute to the community's well-being and social cohesion	Annual Maintenance Plan	Achieve tasks as per annual maintenance plan	Achieve tasks as per the annual maintenance plan	Achieve tasks as per the annual maintenance plan

\* consolidation of programmes in light of socio-economic challenges

\*\* 50<sup>th</sup> anniversary celebration

Indicators, Annual and Quarterly Targets

Output Indicators	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1. No of events ***	450	140	210	70	30
2. No of patrons	250 000	60 000	65 000	85 000	50 000
3. Annual Maintenance Plan	Achieve tasks as per annual maintenance plan	Achieve 15% of annual maintenance plan	Achieve 50% of annual maintenance plan	Achieve 70% of annual maintenance plan	Achieve 100% of annual maintenance plan

\*\*\*events includes external productions, conferences, workshops, meetings etc.

Note: Successful implementation of the Targets as stipulated above is depended on receiving Funding

Programme 3 : Infrastructure (New programme)

Purpose : To create safe, functional and 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		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Effective IT systems that supports all business operations	Annual IT Plan	Tasks completed as per the Annual IT Plan	Quarterly IT reports were produced that indicate the regular monitoring of current systems.	Quarterly updates on the IT Strategy and Plan implementations were presented to the Audit & Risk Committee.	Quarterly updates on the IT Strategy and Plan implementations were presented to the Audit & Risk Committee.	Report on IT Plan	Achieve targets as planned	Achieve targets as planned	Achieve targets as planned

Indicators, Annual and Quarterly Targets

Output Indicators	Annual target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Tasks completed as per the Annual IT Plan	Achieve targets as per plan	10% of task completed	40% of tasks completed	70% of tasks completed	100% of tasks completed

## 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 is 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
- We are currently not registered as a PBO and therefore cannot attract Donations from private companies so that they can get Tax benefits as per section18 A

The need to achieve financial sustainability is achievable in the long run, however the challenge is the tough decisions that need to be made to get there. These decisions may not be ideal, but necessary.

Artscape is feeling the crunch as business is not improving from the third-stream income's point of view. In 2016/2017 financial year this Income category was 12% of total income received by the organization, in 2017/2018 it remained at 12% and 2018/2019 this has gone down to 7%. This clearly highlights the magnitude of the problem.

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 costs savings throughout the organization.
- Ensure that the positive attitude towards cost savings starts from Senior management in the organisation and drills down the employee in the lower levels of the organisation
- Ensure that we set realistic Third stream income goals.
- Ensure that we have set deadlines 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, so as 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 1: 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 ethic 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 2: EDUCATION, SKILLS AND HEALTH** - Develop skills along the value chain (human capital development pipeline) – core and support functions

**PRIORITY 6: 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 received unqualified audit opinions for the 6 years leading up to the year ending 31 March 2018. 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 2019, Artscape received a qualified audit opinion on the following items.

- Property, plant and equipment - The entity did not recognise all items of property, plant and equipment in accordance with GRAP 17, specifically costumes used in productions were not recognised as property, plant and equipment. The entity did not assess the residual value and useful life of plant and equipment at the reporting date
- Revenue from exchange transactions: Other operating revenue – lack of audit evidence relating to revenue from cafeteria, restaurant and bars, included in other operating revenue
- Other operating expenditure – Lack of audit evidence for catering expenditure (cafeteria, restaurant and bars), included in other operating expenditure

The challenges to ensure an Unqualified Audit Opinion

- 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
- Implement improvements on audit findings of previous year
- Ensure that audit findings for new year are managed and not material to result in a qualification
- Ensure that lack of evidence of Fedics operating expenses and income is significantly addressed so as to enable the AG not to raise a material finding on the matter

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

**PRIORITY 6: 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 5: SOCIAL COHESION AND SAFE COMMUNITY** - 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 1: ECONOMIC TRANSFORMATION AND JOB CREATION** - Creating job opportunities for youth within the arts sector

**PRIORITY 5: SOCIAL COHESION AND SAFE COMMUNITY** - 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 2: 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: INFRASTRUCTURE (New Programme)

#### **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 4: 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 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 products 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 4 (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 Economic transformation and job creation</b>	<b>2 Education, skills and health</b>	<b>3 Consolidating the social wage through reliable and quality basic services</b>	<b>4 Spatial Integration, Human Settlements And Local Government</b>	<b>5 Social cohesion and safe community</b>	<b>6 Capable, ethical and developmental state</b>	<b>7 A better Africa and World</b>
<b>Artscape Objectives</b>							
Infrastructure Excellence				X			
Leverage on Technology				X			
Diverse and Inclusive Programme	X	X			X		
Diverse Educational offering	X	X			X		
Robust and sustainable financial future	X						
Employee Competence and Culture		X				X	
Effective and Sustainable operations and governance						X	
Venue of Choice					X		

## 10 Programme Recourse Considerations

ARTSCAPE BUDGET	AUDITED OUTCOMES				CURRENT YEAR	BUDGET		
					ESTIMATE			
EXPENDITURE ESTIMATES	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
<b>REVENUE</b>								
State contribution	53 090	55 904	58 699	60 914	63 915	66 275	70 087	72 702
State contribution – capex	20 700	23 711	18 455	42 217	1 975	14 974	0	0
Government grants – internships and special projects	906	1 961	2 004	6 020	7 500			
Provincial Government contribution to building rent		5 333	5 760	8 541	9 224	9 962	10 759	11 620
<b>Revenue generated</b>	<b>25 160</b>	<b>22 514</b>	<b>23 014</b>	<b>19 791</b>	<b>21 681</b>	<b>16 973</b>	<b>24 665</b>	<b>21 346</b>
<b>TOTAL</b>	<b>99 856</b>	<b>109 423</b>	<b>107 932</b>	<b>137 483</b>	<b>104 295</b>	<b>108 184</b>	<b>105 511</b>	<b>105 668</b>
<b>EXPENDITURE</b>								
Administrative expenses	45 597	49 798	47 461	55 539	49 403	50 839	46 710	43 852
Compensation of employees	29 967	37 251	43 687	46 550	48 628	46 400	48 720	51 156
Other non – operating expenses	541	160						
<b>SUBTOTAL PROGRAMME 1</b>	<b>76 105</b>	<b>87 209</b>	<b>91 148</b>	<b>102 089</b>	<b>98 031</b>	<b>97 239</b>	<b>95 430</b>	<b>95 008</b>

Business Development <b>(PROGRAMME 2)</b>	8 980	9 948	9 203	10 188	3 805	1 086	827	1 680
Public Engagement <b>(PROGRAMME 3 OLD)</b>	2 250	3 920	1 818	2 620	2 459	0	0	0
Infrastructure <b>(PROGRAMME 3 NEW)</b>	0	0	0	0	0	9 859	9 254	8 980
<b>TOTAL</b>	<b>87 335</b>	<b>101 077</b>	<b>102 169</b>	<b>114 898</b>	<b>104 295</b>	<b>108 184</b>	<b>105 511</b>	<b>105 668</b>
<b>SURPLUS / (DEFICIT)</b>	<b>12 521</b>	<b>8 346</b>	<b>5 763</b>	<b>22 585</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Non CASH REVENUE INCLUDED ABOVE</b>								
DEPRECIATION		9 385	7 793	12 017	6 875	6 372	14 500	7 000

ARTSCAPE BUDGET					CURRENT YEAR	BUDGET		
EXPENDITURE PER ECONOMIC CLASSIFICATION	AUDITED OUTCOMES				ESTIMATE			
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	2022/2023
<b>Compensation of employees</b>	<b>29 967</b>	<b>37 251</b>	<b>43 687</b>	<b>46 550</b>	<b>48 628</b>	<b>46 400</b>	<b>48 720</b>	<b>51 156</b>
<b>Goods and services</b>	<b>47 119</b>	<b>50 603</b>	<b>48 919</b>	<b>58 159</b>	<b>49 887</b>	<b>45 724</b>	<b>55 964</b>	<b>52 832</b>
Office costs & telephony	1 006	953	926	1 120	1 021	1 062	1 086	1 140
Computer services	537	609	846	760	991	1 070	1 103	1 158
Special services(Cleaning, security)	7 409	6 544	6 634	6 688	7 965	8 837	8 174	8 200
Consumables	533	533	342	515	688	682	781	385
Maintenance repair and running cost	689	727	1 006	607	992	1 022	1 080	780
Operating leases	130	151	174	127	339	359	381	385
Travel and subsistence	1 975	2 299	1 866	2 424	954	1 113	1 225	411
Utilities	7 134	7 753	7 644	8 559	8 600	7 801	9 846	14 551
Marketing and publicity	1 483	1 689	1 818	2 620	2 459	1 500	1 800	2 000
Sundry expenses	26 223	29 345	27 663	34 741	25 878	22 133	30 488	23 822
Training						145		
<b>Performing arts programme</b>	<b>9 746</b>	<b>12 180</b>	<b>9 203</b>	<b>10 188</b>	<b>3 805</b>	<b>1 086</b>	<b>827</b>	<b>1 680</b>
- Productions							0	0
-Productions Marketing							0	0
- Stage ad-hocs and overtime							0	0
<b>Capital works</b>	<b>503</b>	<b>1 043</b>	<b>360</b>		<b>1 975</b>	<b>14 974</b>	<b>0</b>	<b>0</b>
<b>Total Current Payments</b>	<b>87 335</b>	<b>101 077</b>	<b>102 169</b>	<b>114 898</b>	<b>104 295</b>	<b>108 184</b>	<b>105 511</b>	<b>105 668</b>

<b>INCOME</b>	<b>2018/2019 AUDITED R'000</b>	<b>2019/2020 ESTIMATE R'000</b>	<b>2020/2021 BUDGET R'000</b>	<b>2021/2022 BUDGET R'000</b>	<b>2022/2023 BUDGET R'000</b>
State contribution	60 914	63 915	66 275	70 087	72 702
State contribution – capex	42 217	1 975	14 974	0	0
Government grants – internships and special projects	6 020	7 500	0	0	0
Provincial Government contribution to building rent	8 541	9 224	9 962	10 759	11 620
Revenue generated	19 791	21 681	16 973	24 665	21 346
<b>TOTAL</b>	<b>137 483</b>	<b>104 295</b>	<b>108 184</b>	<b>105 511</b>	<b>105 668</b>
<b>EXPENDITURE</b>					
Administrative expenses ( <b>PROGRAMME 1</b> )	55 539	49 403	50 839	46 710	43 852
Compensation of employees ( <b>PROGRAMME 1</b> )	46 550	48 628	46 400	48 720	51 156
Business Development ( <b>PROGRAMME 2</b> ) ( <b>New Programme</b> )	10 188	3 805	1 086	827	1 680
Public Engagement ( <b>PROGRAMME 3 Old</b> )	2 620	2 459	0	0	0
Infrastructure ( <b>PROGRAMME 3 New</b> )	0	0	9 859	9 254	8 980
<b>TOTAL</b>	<b>114 897</b>	<b>104 295</b>	<b>108 184</b>	<b>105 511</b>	<b>105 668</b>
<b>SURPLUS / (DEFICIT)</b>	<b>22 586</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 11 Key Risks

Outcome	Key Risk	Risk Mitigation
Programme 1 - Financial Sustainability Risk	Artscape may not be able to meet its short term financial obligations	<ol style="list-style-type: none"> <li>1. Reduce operational expenditure by not filling vacant posts.</li> <li>2. Manage overtime costs.</li> <li>3. Terminate contact appointments where its non-essential.</li> <li>4. Delay and manage payment of suppliers</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. Internships (Technical Internship) - depending on funding</li> <li>2. Ongoing training and development plan in place</li> <li>3. Implementation of the overtime policy</li> <li>4. Implementation of the wellness strategy</li> <li>5. Skills retention strategy</li> <li>6. Implementation of the performance management system</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 of current policies and procedures and making updates where relevant</li> <li>2. Communication of updated policies and procedures</li> <li>3. Checklist of new Acts, regulations, etc. available and staff trained accordingly.</li> <li>4. Review and implement recommendations of the AG and internal auditors</li> <li>5. Review and reporting on the risk register</li> <li>6. Continuous update of the Contract register</li> </ol>
Programme 1 - To ensure public awareness of Artscape, its products and services through public relations and communication.	Artscape may not be adequately marketed	<ol style="list-style-type: none"> <li>1. Publicists are assisting with marketing on an ad-hoc basis</li> <li>2. Establish media partnerships</li> <li>3. Ongoing promotion of all productions via digital and print media</li> </ol>
Programme 2 - Annual arts and Educational programmes that serves the entire community.	Artscape may not be able to host a variety of programmes.	<ol style="list-style-type: none"> <li>1. Ensure we hire out our facilities to cover a wide spectrum of art forms.</li> </ol> <p>Allocate own resources to ensure that marginalised art forms are included.</p>

<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>	<ol style="list-style-type: none"> <li>1. Sourced and installed generator for stage machinery and air conditioners for performances to continue</li> <li>2. A water usage and wastage assessment was completed and relevant action plans implemented</li> <li>3. Annual review and implementation of the stage equipment replacement plan</li> <li>4. Annual review of the maintenance plan and implementation thereof</li> <li>5. Continuous engagement with the landlord - Western Cape Government and DAC</li> <li>6. Monitoring implementation of and adherence to contracts with service providers</li> <li>7. Quarterly report of maintenance carried out.</li> <li>8. Facilities upgraded to address accessibility.</li> <li>9. Monthly Internal Building Committee meetings and reporting to EXCO on building related matters and upkeep of infrastructure.</li> </ol>
<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>	<ol style="list-style-type: none"> <li>1. Security personnel and system in place (CCTV etc. , cleaning services in place)</li> <li>2. Bio-metric access controls</li> <li>3. Annual assessment of health and safety requirements for the Disaster recovery plan</li> <li>4. Health and safety risk assessment performed quarterly.</li> <li>5. Health and Safety reps trained</li> <li>6. Annual fire evacuation drill</li> <li>7. Monthly discussion at Internal Building Committee and reporting to EXCO"</li> </ol>
<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>	<ol style="list-style-type: none"> <li>1. Monitoring and reporting on the IT strategy and operational plan.</li> <li>2. Rolled out WIFI for venue hirers and patrons in the theatre complex.</li> <li>3. Electronic leave system implemented.</li> <li>4. Quarterly IT Steering Committee meetings</li> <li>5. Updated IT Strategic plan in place.</li> </ol>

## 12 Public Entities

NOT APPLICABLE

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R Thousands)

INFRASTRUCTURE PROJECTS

No.	Project Name	Programme	Project Description	Outputs	Project Start Date	Project Completion Date	Total Cost	Estimated	Current expenditure	Year

PUBLIC PRIVATE PARTNERSHIPS

PPP	Purpose	Outputs	Current Value of Agreement	End date of Agreement

## PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

Indicator title	1.1. Robust and financially sustainable in future.
Definition	Ensure effective financial oversight to achieve financial sustainability
Source/collection of data	Financial reports
Method of calculation	Comparative
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
Reporting cycle	Cumulative (Year-to-date)
Desired performance	Sustainable financial position
Indicator responsibility	Chief Financial Officer

Indicator title	1.2. Sustaining employee competence and culture
Definition	Ensure that Artscape's mandate is fulfilled with competent and diverse staff by availing staff to appropriate skills development and training programmes
Source/collection of data	Quarterly HR report
Method of calculation	Comparative
Assumptions	Information is complete and accurate
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting cycle	Quarterly
Desired performance	High performance organisation
Indicator responsibility	Senior Manager: HR

Indicator title	1.3. Effective and sustainable operations and governance
Definition	Ensure effective Governance oversight is maintained
Source/collection of data	Governance reports Audit reports
Method of calculation	Comparative
Assumptions	Ensure audit improvement plan is updated regularly and board decisions are implemented
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting cycle	Quarterly
Desired performance	Unqualified audit outcome
Indicator responsibility	Chief Financial Officer (Primary) and Company Secretary

Indicator title	1.4. Develop Artscape as a Venue of Choice
Definition	Grow Artscape Brand
Source/collection of data	Communication and marketing channel statistics report
Method of calculation	Simple calculation
Assumptions	Data extracted is accurate and complete
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting cycle	Quarterly
Desired performance	Increased interaction with audiences
Indicator responsibility	Senior Manager: Communications

Indicator title	2.1 To present productions and events that are diverse
Definition	To ensure all productions and events are completed as expected
Source/collection of data	Quarterly events schedule
Method of calculation/Assessment	Comparative
Assumptions	All productions and events are listed in the quarterly statistical report
Disaggregation of Beneficiaries (where applicable)	Target women: 1 Target youth: 3 Target persons with disability: 2
Spatial Transformation (where applicable)	Not applicable
Reporting cycle	Quarterly
Desired performance	Diversity in the programme
Indicator responsibility	Senior Business Manager

Indicator title	2.2 To present diverse education programme
Definition	To ensure education programme is presented as expected
Source/collection of data	Quarterly schedule
Method of calculation	Comparative
Assumptions	All education programmes are listed in a quarterly statistical report
Disaggregation of Beneficiaries (where applicable)	Target women: 1 Target youth: 3 Target persons with disability: 2
Spatial Transformation (where applicable)	Not applicable
Reporting cycle	Quarterly
Desired performance	Diverse education programmes
Indicator responsibility	Senior Business Manager

Indicator title	3.1 Infrastructure Excellence
Definition	Artscape's building must always be well maintained to live up to users' expectation
Source/collection of data	<ul style="list-style-type: none"> <li>• Planning schedule / system</li> <li>• Computicket</li> <li>• Maintenance Plan checklist</li> </ul>
Method of calculation/Assessment	Simple count
Assumptions	Systems operational and up to date
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting cycle	Cumulative (Year-end) and Cumulative (Year-to-date)
Desired performance	Achieve Targets
Indicator responsibility	Director: Operations

Indicator title	3.2 Leverage Technology.
Definition	An IT plan that addresses systems, infrastructure and business continuity
Source/collection of data	Quarterly IT report
Method of calculation/Assessment	Simple calculation
Assumptions	Report accurately updated and timeously prepared
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting cycle	Cumulative (Year-to-date)
Desired performance	Achieve Targets
Indicator responsibility	Senior Business Manager

## **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 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 endeavors 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 endeavor 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;
- 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 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 Members is not receiving any benefit as a result of his/her other position or connection that is being disclosed;
  - The onus is on the Council Member to show that there is no conflict.
- If any Council Member willfully 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.
- 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 2019.

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	2019 Value	Minimum value	Maximum value	ARTSCAPE MATERIALITY	Percentage	
Revenue	0.25% - 1%	R 137,483m	R 0.343m	R 1.375m	R 0.250m	0.18%	Below acceptable range
Net assets	2% - 5%	R 186,921m	R 3,738m	R9,346m	R 0.250m	0.133%	Not used as a basis for materiality
Total Assets	0.5% - 2%	R 197,051m	R0,985m	R3,942m	R 0,250m	0.13%	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 RISK REGISTER

No	Key Objective	Risk	Root cause	Consequences	Impact	Likelihood	Inherent risk exposure	Risk owner	Current business processes / controls in place to manage identified risks	Perceived control effectiveness	Control Rating	Residual risk exposure	Mitigating action plans to further address the residual risk exposure	Action owner	Target date for completion
1	Programme 1 - To maintain the physical infrastructure (building and related equipment) to the highest possible standard Programme 1 - To ensure appropriate stage equipment is available	Inability to provide facilities to attract/retain clients and audiences	1. Inadequate maintenance planning 2. Inadequate financial resources to remain abreast with leading arts and theatre practices and facilities 3. Dependency on external service providers 4. Artscape not equipped to provide adequate access to disabled persons 5. Inadequate stage equipment replacement plan	1. Negative effect on the sustainability of the business 2. Negative effect on income 3. Negative effect on the reputation of the theatre	5	5	25	Director: Operations	1. Sourced and installed generator for stage machinery and air conditioners for performances to continue 2. A water usage and wastage assessment was completed and relevant action plans implemented 3. Annual review and implementation of the stage equipment replacement plan 4. Annual review of the maintenance plan and implementation thereof 5. Continuous engagement with the landlord - Western Cape Government and DAC 6. Monitoring implementation of and adherence to contracts with service providers 7. Quarterly report of maintenance carried out. 8. Facilities upgraded to address accessibility. 9. Monthly Internal Building Committee meetings and reporting to EXCO on building related matters and upkeep of infrastructure.	Good	0.45	11.25	1. Conduct a desktop condition assessment of the building	Director: Operations	30-Nov-19
2	Programme 1 - To create an environment that meets effective and efficient health and safety requirements	Artscape environment may not adhere to health and safety requirements	1. Ineffective implementation of security measures 2. Inadequate disaster recovery responses and planning 3. Inadequate health and safety awareness	1. Negative effect on the sustainability of the business 2. Negative effect on the reputation of the theatre 3. Possible fines and penalties	5	5	25	Health & Safety Manager	1. Security personnel and system in place (CCTV etc., cleaning services in place) 2. Bio-metric access controls 3. Annual assessment of health and safety requirements for the Disaster recovery plan 4. Health and safety risk assessment performed quarterly. 5. Health and Safety reps trained 6. Annual fire evacuation drill 7. Monthly discussion at Internal Building Committee and reporting to EXCO	Average	0.75	18.75	1. Develop an emergency action plan	Director: Operations Health & Safety Manager	30-Nov-19
3	Programme 1 - To ensure that IT supports the overall business objectives	IT may not effectively support and enhance the business operations	1. The business strategy may not adequately address the incorporation of IT and the related technology 2. Inadequate financial resources to source specialised equipment 3. Inadequate IT infrastructure	1. Negative effect on the reputation of the theatre 2. May not be able to attract audiences and clients for the rental of the venues without WIFI. 3. Business operations would not run effectively. 4. Impact on the marketing of Artscape (eg if website is down).	5	5	25	CFO	1. Monitoring and reporting on the IT strategy and operational plan. 2. Rolled out WIFI for venue hirers and patrons in the theatre complex. 3. Electronic leave system implemented. 4. Quarterly IT Steering Committee meetings 5. Updated IT Strategic plan in place.	Average	0.75	18.75	1. Implement IT strategy and review on a quarterly basis	CFO	Ongoing

4	Programme 1 - To sustain employee competence that will deliver on Artscape's mandate	Inability to attract, retain and develop a diverse workforce	1. Scarce skills (particularly with the Technical Services team). 2. Inadequate/ineffective skills transfer 3. Career opportunities within the arts industry is limited and not attractive	1. Negative effect on the sustainability of the business 2. Negative effect on income 3. Negative effect on the reputation of the theatre. 4. May not meet employment equity targets.	3	3	9	HR Manager	1. Internships (Technical Internship) 2. Ongoing training and development plan in place 3. Implementation of the overtime policy 4. Implementation of the wellness strategy 5. Skills retention strategy 6. Implementation of the performance management system	Good	0.45	0.15	1. Finalise the roll out of performance management system throughout the organisation.	Human Resources Manager	31-Mar-21
5	Programme 1 - Ensure good corporate governance  Programme 1 - A proper supply chain management strategy and system that ensure best practice	Non-compliance with Artscape governance requirements including applicable laws, regulations, procedures and delegations of authority	1. Inadequate controls 2. Inadequate pro-active risk management 3. Ineffective oversight 4. Ineffective monitoring of requirements of laws, regulations, policies, procedures and delegations of authority. 5. Inadequate standard operating procedures to guide implementation of policies and procedures.	1. Negative audit outcome 2. Negative effect on the reputation of the theatre	5	5	28	CFO & Company Secretary	1. Review of current policies and procedures and making updates where relevant 2. Communication of updated policies and procedures 3. Checklist of new Acts, regulations, etc available and staff trained accordingly. 4. Review and implement recommendations of the AG and internal auditors 5. Review and reporting on the risk register 6. Continuous update of the Contract register	Good	0.45	11.25	1. Develop and implement a Policy register	1. Company secretary 2. CFO 3. SCM Manager	30-Nov-19
6	Programme 3 - To ensure public awareness of Artscape, its products and services through public relations and communication.	Artscape may not be adequately marketed	1. Ineffective marketing strategy. 2. Inadequate financial resources. 3. Lack of human resources capacity 4. Outdated marketing communication methods may be utilised	1. Negative effect on the sustainability of the business 2. Negative effect on income	3	3	9	Senior Manager :Communications ; Senior Business Manager	1. Publicists are assisting with marketing on an ad-hoc basis 2. Establish media partnerships 3. Ongoing promotion of all productions via digital and print media	Average	0.75	0.75	1. Develop and implement a communications and marketing strategy	Senior Manager :Communications ; Senior Business Manager	30-Apr-20
7		Artscape may not be able to meet its short term financial obligations	Operating expenditure budget exceed operating income	Cannot meet short-term obligations such as salaries, timely payment of suppliers	5	5	25	CEO & CFO	1. Reduce operational expenditure by not filling vacant posts. 2. Manage overtime costs. 3. Terminate contact appointments where its non- essential. 4. Delay and manage payment of suppliers	Average	0.75	18.75	1. Engage DAC to increase budget allocation. 2. Limit attendance of conferences and workshops. 3. Reduce operating expenses relating to restaurant and bars. 4. Improve management of transportation expenses 5. Manage overseas travelling expenses 6. Improve third stream income	All managers ; CFO	Ongoing