

ARTSCAPE

Annual Performance Plan for 2023/2024

A R T S C A P E



an agency of the
Department of Sport, Arts and Culture

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Executive Authority Statement

The Annual Performance Plan (APP) for 2023/2024 was developed in line with the planning framework of government and is aligned to the 5-year medium term strategic framework (MTSF). This APP is created in the wake of the devastating effects of the Covid-19 pandemic. Over this period, the South African economy has suffered, which further impacted the achievement of core targets for Artscape.

The development of the 2023/2024 APP was preceded by an annual review and strategy session, which was undertaken by the Artscape Council. The aim was to assess performance, identify strengths, gaps and areas for improvement.

Artscape will continue working with various stakeholders to implement programmes, projects and interventions aimed at supporting a clear approach to prioritising outcomes for the performing arts, audiences and communities within society as a whole. We have geared-up our partnerships to ensure that consideration is continuously being given to offering creative and innovative platforms for artistic expressions to keep the sector going while protecting the livelihoods of the cultural consumers and those that create content.

Artscape supports sustainable and inclusive creative and cultural programmes that protect and promote South African content and culture. In this regard, a clear approach to prioritising outcomes for the performing arts sector, audiences and communities is at the forefront of our plans.

Council is committed to increased transparency and accountability through enhanced reporting. Council is steadfast in its quest to foster a culture of good governance, ethics and standards within Artscape.

It gives me great pleasure to present this Annual Performance Plan for the period 2023/24 to our Executive Authority, the Minister for Sport, Arts and Culture, the Honourable Mr Nkosinathi Mthethwa, (MP).



Mr Rajesh Jock

Chairperson: Artscape Council

Accounting Officer Statement

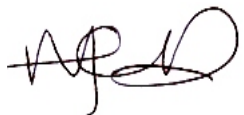
The 2023/2024 Annual Performance Plan (APP) looks to start the rebuilding of the arts industry post the pandemic. Artscape views itself as a key role player who will support the arts practitioners (artists, producers, technicians and related practitioners) and provide opportunities where possible.

The programmes presented as part of and in the APP will be rooted in social cohesion and nation building and also take into consideration the key government priorities. These programmes do require financial support in order to be implemented and for this we rely on the Department of Sport, Arts and Culture (DSAC), as our parent department and key stakeholder. Artscape will work with DSAC by using the arts to create opportunities for the youth of the country which will in turn empower them. We remain innovative and open-minded when it comes to presentation of programmes and the exploration of alternate opportunities.

It is very important in order for Artscape to remain a going concern, for us to ensure that we can meet the financial commitments. The higher than inflation increases on many expenses makes this a difficult task. We need to consider the affordability of hiring fees for venues in order for producers to still make an income. All of these factors add pressure on the organisation both financially and administratively.

Artscape believes and trusts that the 2023/2024 financial year will be one where we define new paths in order for the organisation to travel and to embrace new opportunities. We see the Performing Arts Institutions as conduits of artistic expression, partners to the arts industry and facilitators of opportunities for arts practitioners.

It is with great enthusiasm that as the CEO of Artscape, I present this APP 2023/2024 as a form of our commitment to arts and in support of the Department of Sport, Arts and Culture.



Marlene le Roux
CEO: Artscape

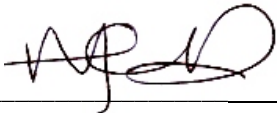
Official Sign Off

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 2023-2024

A handwritten signature in black ink, consisting of a large, stylized 'V' followed by a horizontal line and a small flourish.

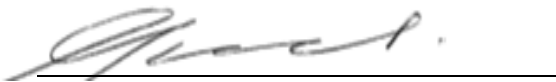
Vernon van der Linde: Chief Financial Officer

A handwritten signature in black ink, featuring a large, stylized 'M' followed by a horizontal line and a small flourish.

Marlene le Roux: Accounting Officer / Chief Executive Officer

A handwritten signature in black ink, featuring a large, stylized 'R' followed by a horizontal line and a small flourish.

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



Marius Golding: Director: Operations



André Steenveld

Senior Manager: Programme and Business Management



Lungisani Nkomo

Senior Manager: Human Resources


MR. 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 of **Sport, Department 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/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 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.
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 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

COVID-19 continued to have a major impact on the arts sector during 2021 and 2022. With limited audiences allowed under the various lockdown levels it made it financially challenging to stage most productions. This led to the continued trend from 2020 where events were cancelled, and theatre venues closed down. The effects of COVID-19 and related lockdown measures will remain with us for some time still and we look ahead to the 2023/2024 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, national 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		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
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	Achieve breakeven (zero deficit) or better on a cash budget 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

*New/amended indicator, hence the values under Audited/Actual Performance are blank

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 R1,4 million	R400 000 in venue rental and box office income	R350 000 in venue rental and box office income	R350 000 in venue rental and box office income	R300 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		
			2019/20	2020/21	2020/21	2022/23	2023/24	2024/25	2025/26
Competent and motivated workforce achieving their performance targets	Performance Management Agreements (PMA) signed	Signed and assessed Performance agreements	Conduct annual performance assessments	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.	Signed Performance agreements for all employees	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		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Efficient and compliant operations and processes	Unqualified audit and no material non-compliance or fraud events	Unqualified audit opinion	Recommendations of Auditor-General & Internal Auditors were implemented during the 2019/2020 fy and the progress was reported at the Audit & Risk Committee meetings held during the financial year. Unqualified audit outcome achieved for 2019/2020 fy	For the 2019/2020 financial year Artscape received an Unqualified Audit outcome	For the 2020/2021 financial year Artscape received a Clean Audit outcome	Unqualified Audit achieved (1 Annual Statutory Audit)	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

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		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Enhanced Artscape Brand	Communications and Marketing Strategy	Implemented Approved Annual Marketing Plan	Monthly promotion of productions/events via print or electronic or social media.	The Communications and Marketing Strategy has been drafted and approval pending	100% of tasks achieved	Achieve targets as per approved Annual Marketing Plan (100%)	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%)

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%) Approved Communications and Marketing Strategy for next 3 years	20% of plan achieved	50% of plan achieved	80% of plan achieved Approval of Communications and Marketing Strategy	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		
			2019/20	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	43 in-house productions addressing education, development and inclusivity were presented during the 2019/2020 fy	29 Productions and 3 festivals were presented during the 2020/2021 fy	33 Productions and 6 festivals were presented during the 2021/2022 fy	Present diverse arts programme through partnerships and/or funded programmes (physical or virtual) - 12 productions - 2 Festivals	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

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"> 13 productions 3 festivals 	Present 4 productions Present 1 Festival	Present 5 productions Present 1 Festival	Present 4 productions Present 1 Festival	

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		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Educational programme that serves the entire community	Diverse educational programme	Present educational programme	Presented 4 sessions/programmes for arts practitioners	6 educational programmes were completed (4 x network Q&A's and 2 x video series workshops)	6 educational programmes were presented	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)
	Partnerships signed	Relevant quality Partnerships	-	-		Conclude 1 partnership		-	

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 : Infrastructure

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		
			2019/20	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 **	140 events**	170 events**	200 events**	200 events**
		b) No of patrons ***	-	-	54,127***	50,000***	80,000***	100,000***	150,000***
		c) Approved Annual Maintenance Plan	83% of tasks completed	87.5% of tasks completed as per the Annual Maintenance Plan	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 ***	170	50	50	50	20
b) No of patrons (physical and online)	80 000	20 000	20 000	30 000	10 000
c) Approved Annual Maintenance Plan	Achieve tasks as per approved annual maintenance plan (100%)	Achieve 15% of annual maintenance plan	Achieve 30% of annual maintenance plan	Achieve 60% of annual maintenance plan	Achieve 100% of annual maintenance plan

***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 : Infrastructure

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		
			2019/20	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	All tasks on the plan were addressed	100% of tasks were completed as per the Annual IT Plan	87.5% 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%)	10% of task completed	25% of tasks completed	70% of tasks completed	100% of tasks completed

9.1.1 Explanation of planned performance over the medium-term period

i. 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 costs 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, 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 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 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 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

Since 31 March 2020 to 31 March 2022, we have received unqualified audit opinions.

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 encompass 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: INFRASTRUCTURE

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

Government Priorities	1 Capable, ethical and developmental state	2 Economic transformation and job creation	3 Education, skills and health	4 Consolidating the social wage through reliable and quality basic services	5 Spatial Integration, Human Settlements And Local Government	6 Social cohesion and safer communities	7 A better Africa and World
Artscape Objectives							
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	AUDITED OUTCOMES					BUDGET		
EXPENDITURE ESTIMATES	2017/18	2018/19	2019/20	2020/21	2021/22	Adjusted 2022/2023	2023/24	2024/25
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
REVENUE								
State contribution	58 699	60 914	63 915	65 535	65 849	67 478	67 738	70 779
State contribution – capex	18 455	42 217	133	1 460	9 605	10 385	4 474	
Government grants	2 004	6 502	2 998	2 667	3 188	3 812	0	815
Provincial Government contribution to building rent	5 760	8 541	9 309	10 147	10 878	11 620	12 550	13 554
Revenue generated	23 014	10 802	9 205	1 441	6 125	3 806	6 900	10 634
TOTAL	107 932	128 977	85 560	81 251	95 644	97 102	91 662	95 782
EXPENDITURE								
Administrative expenses	47 461	49 365	51 682	35 431	42 652	63 079	53 913	54 753
Compensation of employees	43 687	46 550	42 253	37 236	38 410	41 544	44 784	47 471
Other non – operating expenses								
SUBTOTAL PROGRAMME 1	91 148	95 915	93 935	72 667	81 061	104 623	98 697	102 224
Delivery (PROGRAMME 2)	9 203	10 367	4 260	2 670	3 188		0	0
Public Engagement (PROGRAMME 3 OLD)	1 818	2 620	1 173		0		0	0
Infrastructure (PROGRAMME 3 NEW)	0	0	0	8 479	7 669	9 979	10 965	11 758
TOTAL	102 169	108 903	99 368	83 816	91 918	114 602	109 662	113 982
SURPLUS / (DEFICIT)	5 763	20 074	- 13 808	- 2 565	3 727	- 17 500	- 18 000	- 18 200
Non CASH REVENUE INCLUDED ABOVE								
DEPRECIATION	7 793	12 017	16 481	15 606	17 023	17 500	18 000	18 200

ARTSCAPE BUDGET		AUDITED OUTCOMES							
EXPENDITURE PER ECONOMIC CLASSIFICATION	2017/18	2018/19	2019/20	2020/21	2021/22	Adjusted 2022/2023	2023/24	2024/25	
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	
Compensation of employees	43 687	46 550	42 253	37 236	38 410	41 544	44 784	47 471	
Goods and services	48 919	52 164	52 722	42 454	49 698	58 863	60 407	65 780	
Office costs & telephony	926	1 108	1 021	830	870	1 140	1 209	1 263	
Covid 19 related expenses		0		36	145	200	150	157	
Computer services	846	760	771	940	927	1 158	1 210	1 264	
Special services(Cleaning, security)	6 634	6 688	7 340	6 842	7 234	8 929	9 465	10 033	
Consumables	342	515	237	66	186	735	300	313	
Maintenance repair and running cost	1 006	607	406	176	434	1 050	1 500	1 725	
Operating leases	174	127	78	70	12	385	200	209	
Travel and subsistence	1 866	2 413	1 511	92	469	411	800	960	
Utilities	7 644	8 558	8 591	3 558	6 103	8 500	9 510	10 937	
Marketing and publicity	1 818	2 620	1 173	401	583	1 000	950	1 045	
Sundry expenses	27 663	28 769	31 594	29 397	32 646	35 135	34 613	38 142	
Training				45	88	220	500	700	
Performing arts programme	9 203	10 188	4 260	2 667	3 188	3 812	0	815	
Capital expenditure	360		133	1 460	623	10 385	4 474	0	
Total Current Payments	102 169	108 903	99 368	83 816	91 918	114 605	109 666	114 066	
	0	0	0	0	0	0	0	- 84	
Composition of sundry expenses									
Account description		2019/20 Audited	2020/21 Audited	2021/22 Audited	Adjusted 2022/23	23/24	24/25		
	AUDIT FEES	2 491	2 288	2 143	2 500	1 500	1 567		
	CATERING SERVICES	1 711	104	17	500	300	313		
	STAFF-RELATED EXPENSES	538	38	392	1 413	1 345	3 000		
	DEPRECIATION	16 481	15 606	17 023	17 500	18 000	18 200		
	Service in kind	9 309	10 147	10 878	11 620	12 550	13 554		
	EXPENSES(<R500k)	1 064	1 212	2 192	1 602	918	1 507		
	TOTAL EXPENDITURE	31 594	29 397	32 646	35 135	34 613	38 142		

ARTSCAPE BUDGET	AUDITED OUTCOMES							
EXPENDITURE PER ECONOMIC CLASSIFICATION	2017/18	2018/19	2019/20	2020/21	2021/22	Adjusted 2022/2023	2023/24	2024/25
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Compensation of employees	43 687	46 550	42 253	37 236	38 410	41 544	44 784	47 471
Goods and services	48 919	52 164	52 722	42 454	49 698	58 863	60 407	65 780
Office costs & telephony	926	1 108	1 021	830	870	1 140	1 209	1 263
Covid 19 related expenses		0		36	145	200	150	157
Computer services	846	760	771	940	927	1 158	1 210	1 264
Special services(Cleaning, security)	6 634	6 688	7 340	6 842	7 234	8 929	9 465	10 033
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Training				45	88	220	500	700
Performing arts programme	9 203	10 188	4 260	2 667	3 188	3 812	0	815
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	0	0	0	0	0	0	0	- 84
Composition of sundry expenses								
Account description		2019/20 Audited	2020/21 Audited	2021/22 Audited	Adjusted 2022/23	23/24	24/25	
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CATERING SERVICES		1 711	104	17	500	300	313	
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DEPRECIATION		16 481	15 606	17 023	17 500	18 000	18 200	
Service in kind		9 309	10 147	10 878	11 620	12 550	13 554	
EXPENSES(<R500k)		1 064	1 212	2 192	1 602	918	1 507	
TOTAL EXPENDITURE		31 594	29 397	32 646	35 135	34 613	38 142	

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"> 1. Implement cost containment measures 2. Cashflow management 3. Continuous engagement with DSAC 4. Quarterly reporting to Treasury and DSAC 5. Submission of Quarterly management accounts to EXCO, ARC and Council 6. Budget re-prioritisation as required 7. Internal Finance and Audit committee has been implemented 8. Examine mechanisms to achieve a broader funding base
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"> 1. Leveraging internships as temporary staffing solutions 2. Implementation of the overtime policy 3. Implementation of the wellness strategy 4. Implementation of the performance management system for all employees 5. Employment equity plan and reports 6. Implementation of critical skills cover plan
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"> 1. Review, update and communication of current policies and procedures in terms of the Policy Development and Communication Plan 2. Monthly review and communication of relevant legislation 3. Review, implement, monitor and report on recommendations of the AG and internal auditors 4. Review and reporting on the risk register at ARC 5. Monitoring of the Contract register to ensure all contracts do not expire without appropriate action 6. Monitoring of the Compliance register and reporting to EXCO 7. Quarterly compliance register and reports to ARC 8. Oversight committees 8. Audit and Assurance functions

		<ul style="list-style-type: none"> 9. Oversight committees 10. Quarterly reporting to Treasury and DSAC 11. Training on compliance responsibilities 12. Operational risk registers developed, managed and monitored 13. Internal audit and finance committee monitoring
<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"> 1. Publicists are assisting with marketing and publicity on an ad-hoc basis 2. Established media partnerships 3. Ongoing promotion of all productions via media platforms 4. Control of brand representations on all internal and external marketing material provided to Artscape 5. Quarterly reporting on Annual Marketing and Communication Plan 6. Enhanced marketing relationships with Associated Arts Companies
<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"> 1. MOUs with relevant partners 2. Well established flagship programmes 3. Utilisation of alternative platforms to present programmes with the assistance of partners 4. Fundraising guidelines in place 5. Quarterly production report and CEO report to SEHRC and Council
<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"> 1. Backup generators installed to service stage machinery and HVAC system to continue performances in the event of a 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 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
<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"> 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 Health and Safety requirements 3. Quarterly Health and Safety committee meetings

		<ul style="list-style-type: none"> 4. Health and safety training of reps in fire-fighting and basic first aid as per regulations 5. Annual fire evacuations drill 6. Building committee reporting to EXCO 7. Monthly OHS audits and reports to EXCO 8. A report on the outcome of the OHS audits will be submitted quarterly to the ARC 9. SOP in response to COVID 19 for the utilisation of Artscape facilities 10. Risk assessment performed for all productions 11. Theatre safety Regulations 12. Health, Safety and Environmental Policy in place
Programme 3 - To ensure that IT supports the overall business objectives	IT may not effectively support and enhance the business operations	<ul style="list-style-type: none"> 1. Implementation, monitoring and reporting to the Technology Steering Committee of technology operational matters 2. Annual submission of UAMP to DSAC detailing technology needs including replacement of IT and stage production equipment 3. Appointment of external service provider to manage IT infrastructure 4. Annual assessment of existing technology equipment and infrastructure 5. IT/Technology strategic plan updated 6. User awareness in respect of cyber security 7. Monitoring of any penetration attempts and suspicious activity

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	Senior Manager: 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	Senior Manager: Programme and 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	Senior Manager: Programme and 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 networks
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	Senior Manager: Programme and 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"> • Computicket reports • Online platform statistics
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	Senior Manager: Business and Programme 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 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 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; 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	Risk Category	Root cause	Consequences	Impact	Likelihood	Inherent risk exposure	Risk owner	Current business processes / controls in place to manage identified risks	Control Effectiveness	Residual Risk Rating			Risk Appetite	Mitigating action plans to further address the residual risk exposure	Action owner	Target date for completion
												Control Effectiveness	Residual Rating	Residual Exposure				
1	Safe, functional, universal design facilities	Inability to provide a functional facility.	Infrastructure	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	5	20	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	9	Medium	Within		Director: Operations	
2	Safe, functional, universal design facilities	Artscape environment may not meet effective and efficient health and safety requirements	Health and safety	1. Ineffective security measures 2. Inadequate business continuity responses and planning 3. Non compliance with Health and Safety Regulations, including specific COVID-19 regulations.	1. Negative effect on the reputation of the theatre 2. Loss of life 3. Possible fines, penalties or imprisonment	5	4	20	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 will be submitted quarterly to the ARC 9. SOP in response to COVID 19 for the utilisation of Artscape facilities 10. Risk assessment performed for all productions 11. Theatre Safety Regulations 12. Health, Safety & Environmental Policy in place	Good	0,45	9	Medium	Within	1. Monitoring and implement any changes in health and safety regulations 2. We have gone out on a RFQ for the appointment of a service provider to develop a detailed Business Continuity Plan (BCP)	1. Director Operations & Health and Safety Manager 2. CFO	1. Ongoing 2. 31 December 2022
3	Leverage on Technology to achieve its mandate and objectives and improve Artscape's service to its stakeholders	Technology (including IT and stage equipment) may not effectively support and enhance the business operations	Technology	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	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	5	4	20	CFO /Director: Operations/Senior Business Manager/General Manager Stage Services	1. Implementation, monitoring and reporting to the IT Steering Committee indicating what was monitored and reported to the 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 of external service provider to manage IT infrastructure 4. Annual assessment of existing technology equipment and infrastructure 5. IT/Technology strategic plan updated. 6. Cyber mitigation	Good	0,45	9	Medium	Within	1. IT Steering committee to review the network availability and we will monitor the service level agreements of IT service providers	Senior Business Manager & CFO	Ongoing

4	Competent and motivated workforce achieving their performance targets	Inability to attract, retain and develop a diverse workforce	Human Resources	1. Scarce skills (particularly with the Technical Services team). 2. Inadequate/ineffective skills transfer 3. Limited resource pool as career opportunities within the arts industry is limited and not attractive 4. Inadequate budget to develop and retain staff 5. Inadequate or no critical skills cover plan 6. Staff not adequately incentivised 7. Staff not being upskilled 8. Work overload	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 resulting in non-compliance. 5. Negative effect on service delivery 6. Undue reliance on key staff members 7. Negative effect on employee wellness	4	3	12	HR Manager	1. Leveraging internships as temporary staffing solutions 2. Implementation of the overtime policy 3. Implementation of the wellness strategy 4. Implementation of the performance management system for all permanent employees 5. Employment equity plan and reports 6. Implementation of critical skills cover plan	Good	0,45	5,4	Low	Within	1. Annual review of business human resource capacity	Senior Manager HR	Ongoing
5	Efficient and compliant operations and processes	Non-compliance with Artscape governance requirements including applicable laws, regulations, policies, procedures and delegations of authority	Legal, regulatory and governance	1. Inadequate and ineffective controls 2. Inadequate and ineffective pro-active risk management 3. Ineffective compliance 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. 6. Poor communication with key compliance stakeholders 7. No/outdated policies 8. Incorrect/inconsistent interpretation of legislative and regulatory requirements 9. Inadequate communication of policies and procedures	1. Negative audit outcome 2. Negative effect on the reputation of the theatre 3. Potential financial loss due to interest and penalties 4. Possible litigation	4	4	16	CFO & Company Secretary	1. Review, update and communication of current policies and procedures in terms of the Policy Development and Communication Plan 2. Monthly review and communication of relevant legislation 3. Review, implement, monitor and report on recommendations of the AG and internal auditors 4. Review and reporting on risks at the ARC 5. Monitoring of the Contract register to ensure that contracts do not expire without appropriate action 6. Monitoring of compliance register and reporting to EXCO 7. Quarterly compliance risk report to ARC 8. Audit and Assurance functions 9. Oversight committees 10. Quarterly reporting to Treasury and DSAC 11. Training on compliance responsibilities 12. Operational risk registers developed, managed and monitored 13. Internal audit and finance committee monitoring	Good	0,45	7,2	Low	Within	1. Development of Combined assurance plan - in process of development of a Combined Assurance Policy Framework 2. Ongoing implementation of POPIA and related training of all staff	1. Internal Audit/CFO 2. CO Sec	1. 31 Jan 2023 2. Ongoing
6	Enhanced Artscape Brand	Artscape may not be adequately marketed nor have a universal brand image	Brand	1. Ineffective marketing strategy. 2. Inadequate financial resources. 3. Lack of human resource capacity 4. Outdated marketing communication methods may be utilised 5. Diverse brand interpretation internally and externally by participating producers	1. Negative effect on the sustainability of the business 2. Negative effect on income 3. Negative and confusing effect on the brand image	3	3	9	Senior Manager :Communications ; Senior Business Communications Manager	1. Publicists are assisting with marketing and publicity on an ad-hoc basis 2. Established media partnerships 3. Ongoing promotion of all productions via media platforms 4. Control of brand representation on all internal and external marketing material provided to Artscape 5. Quarterly reporting on Annual Marketing and Communications Plan 6. Enhanced marketing relationships with Associated Arts	Good	0,45	4,05	Low	Within			

7	Operate on a financially sustainable basis	Financial Instability and dependence	Financial	1. Reliance on donor funding and government grants 2. Impact of the global recession 3. Effect of the pandemic on the economy and the availability of funding and income generation 4. Entity not able to benefit from tax incentives 5. Reduced venue hire income due to productions not currently financially viable	1. Artscape may not be able to meet its financial obligations 2. Negative effect on the reputation of the entity 3. Negative effect on the service delivery and achievement of objectives 4. Potential financial loss due to fines and penalties 5. Partnership agreements may be jeopardized	5	5	25	CFO	1. Implement cost containment measures 2. Cashflow management 3. Continuous engagement with DSAC. 4. Quarterly reporting to Treasury and DSAC. 5. Submission of Quarterly management accounts to EXCO, ARC and Council 6. Budget re-prioritisation as required 7. Internal Finance and Audit committee has been implemented 8. Examine mechanisms to achieve a broader funding base.	Good	0,45	11,25	Medium	Within			
8	Create arts programme that serves the community Create educational programme that serves the community	Artscape may not be able to present its diversified arts and education programme	Programmes	1. Limited funding available for flagship and education programmes due to the economic climate. 2. Lingering impact of the pandemic on productions 3. Inability to attract partners for programmes due to their funding constraints	1. Negative effect on the reputation of the entity 2. Negative effect on the service delivery and achievement of mandates and strategic objectives 3. Inability to achieve the objectives of the Council transformation strategy	3	4	12	CEO and Business Manager	1. MOUs with relevant partners 2. Well established flagship programmes 3. Utilisation of alternative platforms to present programmes with the assistance of partners 4. Fundraising guideline in place 5. Quarterly production report and CEO report to SEHRC and Council	Good	0,45	5,4	Low	Within			
9	All Objectives	Increased cyber risk	Technology	1. Staff working remotely in uncontrolled environments 2. Increase in cyber attack attempts 3. Unauthorised access 4. Vulnerability to viruses 5. Limited staff knowledge on cyber safety	1. Negative effect on reputation of the entity 2. Negative effect on service delivery 3. Possible loss and compromised use of data 4. Possible non-compliance with POPIA	4	4	16	Business Manager and CoSec	1. Monitoring penetration attempts and suspicious activity 2. VPN connections are authenticated via username & password 3. Finance software can only be accessed when connected to the network. 4. Anti-virus updates are monitored 5. E-mail, HR and payroll systems hosted in a secure Cloud 6. Oversight by the ICT Committee 7. POPIA compliance measures implemented 8. POPIA email guideline 9. Enhance awareness initiatives to staff in respect of Cyber safety 10. Regular POPIA awareness campaigns	Good	0,45	7,2	Low	Within			