



THE PLAYHOUSE COMPANY
ANNUAL PERFORMANCE PLAN
(Annual Corporate Business Plan)
for the financial year 2021/22
and the Medium Term Expenditure Framework

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THE PLAYHOUSE COMPANY

Office of the CEO
29 Acutt Street
Durban
4001

Tel: +27 (0)31 369 9555

Email: cfo@playhousecompany.com

Web: www.playhousecompany.com

ACCOUNTING AUTHORITY STATEMENT

Herein we present The Playhouse Company's Annual Performance Plan (APP) for the 2021/22 financial year.

Where the five-year Strategic Plan outlines The Playhouse Company's mandate, strategic focus, priorities, impact and outcomes, as approved by the Council as the Entity's Accounting Authority, this APP carries that forward and presents The Playhouse Company's outcome-aligned outputs, indicators, annual and quarterly targets for 2021/22, as year two of the new five-year strategy.

The five-year Strategic Plan, in support of the National Development Plan, reflects The Playhouse Company's contribution to strengthening the creative and cultural industries sector, and unlocking its dynamic potential role in economic transformation, job creation, social cohesion and nation-building. This is in support of the MTSF priorities of:

- 1) Priority 1: Economic transformation and job creation;
- 2) Priority 2: Education, skills and health;
- 3) Priority 5: Social cohesion and safe communities; and
- 4) Priority 6 - A capable, ethical and developmental State.

In responding to the above priorities, the Strategic Plan is built from the foundation of a solid assessment of The Playhouse Company's performance in the previous term, both successes and challenges, and on the basis of lessons learnt from the assessment.

In terms of Section 8(5) of the Cultural Institutions Act (Act 119 of 1998), the primary mandate of The Playhouse Company is ***"to advance, promote and preserve the performing arts in South Africa."***

Informed by this primary mandate, The Playhouse Company has revisited and reconceptualised its strategic posture and framework in the Strategic Plan, to ensure it is well-articulated and fit for purpose to guide the organisation over the period to 2025.

In fulfilling its primary mandate, the core business/ purpose of The Playhouse Company is:

- 1) To present and produce local, continental and international artistic programming in a manner that is entertaining and educative;
- 2) To host events and programmes in an accessible environment;
- 3) To be a theatre of artistic excellence that seeks to be relevant through diverse programmes that address various communities through music, drama and dance;
- 4) To act as responsible custodian of The Playhouse as a treasure and historic landmark of the KwaZulu-Natal Province.

For the period to 2020-2025, The Playhouse Company will focus on achieving the following strategic medium-term results (outcomes):

- 1) Effectively implementing a balanced artistic programme that has artistic, entertainment and educational value;

- 2) Ensuring accessible, high-quality, and well-managed production and event venues and technical services;
- 3) Enhancing The Playhouse Company brand recognition and awareness; while
- 4) Ensuring a well governed, productive and high performing organisation.

Towards achieving these outcomes, the Council will ensure that The Playhouse Company puts in place effective annual performance plans - of which this is the first; which, in turn, will be supported by aligned annual operational plans informing the performance contracts of management and staff.

In closing, the Council affirms its commitment to providing strategic guidance that will develop The Playhouse Company into a well-resourced entity that is optimally positioned for delivering on its mandate; and realise that this can only be achieved through 100% dedication to the achievement of the strategic intent by the entire Playhouse Company team.

The Council acknowledges the continuous support of the Portfolio Committee and the Minister in spurring the Entity towards realising its intended impact.

We believe that the Strategic Plan reflects the right ideas, plans and resource considerations to ensure achievement of the ambitious plan, commencing with the work reflected in this APP.

The Playhouse Company Council fully endorses this Annual Performance Plan for 2021/22.

I thank you.



Ms. Khwezi Kunene

Chairperson of the Council

THE PLAYHOUSE COMPANY

ACCOUNTING OFFICER STATEMENT

With the advent of the 6th Administration, post the national and provincial elections in May 2019, and in line with the DPME Revised Framework for Strategic Plans and Annual Performance Plans (2019), The Playhouse Company undertook a comprehensive process, led by the Council, towards the development of the Strategic Plan for 2020/21-2024/25, and this aligned Annual Performance Plan for 2021/22 as year two of the new strategy.

A thorough analysis of Playhouse Company performance in the previous term (2014-2019) was conducted, with an emphasis on identifying lessons learnt and opportunities for doing things better, as the platform for developing the new strategic plan. The analysis highlighted, *inter-alia*:

- 1) The Playhouse Company is well known for its bold and ground-breaking approach to the performing arts. It remains one of the country's premier theatre facilities that thrives on artistic integrity, excellence and a high standard of business ethics and corporate governance.
- 2) While the artistic environment we operate in has thrown various challenges to the Institution, the past five years have proven beyond doubt that The Playhouse Company is serious about delivering on the government mandate of promoting, preserving and presenting diverse artistic and cultural heritage of our country. This is evidenced over the past five years by the presentation of a total of 784 productions, 2 351 performances staged in our theatres with 81 244 artists (directly and indirectly) gainfully employed and attracting 1 226 038 audiences.
- 3) The Playhouse Company has responsibly and effectively managed the scarce financial resources available to it, and has seen more than 80 000 artists gainfully employed over the 2014-2019 period. However, the demand from artists for sustainable employment far outweighs available resources, which results in artists being disgruntled, applying undue pressure on the Institution and embarking on smear campaigns.
- 4) The Playhouse Company has proven to be singularly the only source of income, or as one of the few sources of income for artists in some instances. This is a serious socio-economic political challenge that The Playhouse Company alone can never adequately address.
- 5) Despite a challenging financial environment, The Playhouse Company has continued to stage productions that inspire dialogue, promote debate on matters affecting our people, and serve as a catalyst for change and new ideas in our society. Through staging cross-cultural productions, The Playhouse continues to strive to foster greater understanding and promote the cause of unity in diversity.
- 6) The positive feedback from the Auditor-General's office and members of the Portfolio Committee on Sport, Arts and Culture (committee has been renamed) bears testimony to the culture of good governance practices that have already been established over the years, underpinned by ten consecutive clean audit reports.
- 7) The Company has experienced ongoing grant cuts over the past few years. This has had a negative impact on the cash resources available. Should this trend continue, basic needs of infrastructure maintenance, plant and equipment will be severely affected.

In response, the Strategic Plan for 2020-2025 reflects The Playhouse Company vision for *"inspiring and cultivating artistic excellence and cultural diversity in the performing arts"*.

In achieving its vision, The Playhouse Company will actively pursue its mission of:

- 1) Balancing the transformation agenda and commercial programming, in a manner that facilitates social cohesion and nation building;
- 2) Producing and presenting productions with artistic, entertainment and educational value;
- 3) Supporting life skills education and arts appreciation through artistic programming, and skills development for arts practitioners and training for staff;
- 4) Ensuring quality experiences for our audiences, and providing opportunities to interact across culture, race and class; and
- 5) The preservation of the historic landmark that is The Playhouse.

Informed by its mission, and aligned to the MTSF priorities and outcomes, The Playhouse Company has defined its outcomes for the period to 2025, which direct its strategic focus towards:

- 1) Producing an arts programme that bears testimony to a truly diverse and artistically remarkable body of professional and developmental stage works, as well as much needed interventions in training arts practitioners;
- 2) Developing arts appreciation and awareness by bringing people to the theatre through targeted interventions and outreach;
- 3) Securing partnerships and strategic alliances to support the programmes of the organisation, especially in training and development;
- 4) Strengthening The Playhouse Company brand and the marketing of in-house productions, while ensuring high-quality customer service and experiences;
- 5) Maintaining and upgrading infrastructure, as well as keeping up with new technologies in our sector;
- 6) Enhance stakeholder management and fundraising efforts, while engaging with DSAC on unlocking potential legislation that would attract private donor funding;
- 7) Stimulating further economic growth by increasing the pool of Broad-Based Black Economic Empowerment suppliers to the organisation; and
- 8) Sustaining the legacy of obtaining clean audits.

The strategy is ambitious, but with the continuous support of the Minister and the Council in leading The Playhouse Company, it is achievable. Your commitment to strong oversight and governance is acknowledged and appreciated. I also thank the staff of The Playhouse Company for their hard work and outstanding commitment.

In closing, I affirm my commitment to lead The Playhouse Company to the best of my ability, as it strives to implement the priorities and outcomes reflected in the Strategic Plan, and in this annual plan for 2021/22.



Ms. Linda Bukhosini
Accounting Officer (Chief Executive Officer)
THE PLAYHOUSE COMPANY

OFFICIAL SIGN-OFF

It is hereby certified that this 2021/22 Annual Performance (Corporate) Plan:

- 1) Was developed by the management team of The Playhouse Company, under the guidance of the Council;
- 2) Takes into account all the relevant policies, legislation and other mandates for which The Playhouse Company is responsible;
- 3) Accurately reflects the Outputs and Targets which The Playhouse Company will endeavour to achieve over the 2021/22 financial year.



29 January 2021

Mr. Amar Mohanparasadh

Date

CHIEF FINANCIAL OFFICER



29 January 2021

Ms. Linda Bukhosini

Date

CHIEF EXECUTIVE OFFICER (ACCOUNTING OFFICER)

APPROVED BY:



29 January 2021

Ms. Khwezi Kunene

Date

CHAIRPERSON OF THE COUNCIL (ACCOUNTING AUTHORITY)

ABBREVIATIONS AND ACRONYMS

4IR	4 th Industrial Revolution
ACH	Arts, Culture and Heritage
AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
BCEA	Basic Conditions of Employment Act
BRICS	Brazil, Russia, India, China and South Africa
CCI	Creative and Cultural Industries
CEO	Chief Executive Officer
DSAC	Department of Sport, Arts and Culture
DPME	Department of Planning, Monitoring and Evaluation
DSAC	Department of Sports, Art and Culture
GDP	Gross Domestic Product
GGT2030	Growing Gauteng Together 2030
HR	Human Resources
HR REMCO	Human Resources and Remuneration Committee
IETM	Informal European Theatre Meeting
ISPA	International Society of Performing Arts
IMF	International Monetary Fund
IT	Information Technology
KZN	KwaZulu-Natal (Province)
LED	Light-Emitting Diode
M&E	Monitoring and Evaluation
MTBPS	Medium-Term Budget Policy Statement
MTSF	Medium-Term Strategic Framework
NAC	National Arts Council
NDP	National Development Plan
NDPIP	National Development Plan Implementation Plan
NEET	Not in Employment, Education or Training
PANSA	Performing Arts Network of Southern Africa
PFMA	Public Finance Management Act
ROCE	Return on Capital Employed

SA	South Africa
SAMRO	Southern African Music Rights Organisation
SCM	Supply Chain Management
SDG	Sustainable Development Goal
SEO	Search Engine Optimisation
SMART	Specific, Measurable, Achievable, Realistic and Time-bound
SOC	State-Owned Company
SOE	State-Owned Enterprise
U-AMP	User-Immovable Asset Management Plan
UK	United Kingdom
UN	United Nations
US	United States

TABLE OF CONTENTS

ACCOUNTING AUTHORITY STATEMENT	3
ACCOUNTING OFFICER STATEMENT	5
OFFICIAL SIGN-OFF	7
ABBREVIATIONS AND ACRONYMS	8
PART A: OUR MANDATE	12
1. UPDATES TO RELEVANT LEGISLATIVE AND POLICY MANDATES	14
1.1. Updated Legislative Mandates	14
1.2. Updated Policy Mandates	14
2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES	14
3. UPDATES TO RELEVANT COURT RULINGS	14
PART B: OUR STRATEGIC FOCUS	15
4. UPDATED SITUATIONAL ANALYSIS	15
4.1. External Environment Analysis	15
4.2. Internal Environment Analysis	15
4.3. Summary of Critical Issues Arising from the Situational Analysis, Informing Planning for 2021/22 and the MTEF	15
PART C: MEASURING OUR PERFORMANCE	17
5. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION	17
5.1. Programme 1: Administration	17
5.2. Programme 2: Business Development	6
6. THE PLAYHOUSE COMPANY FINANCIAL PLAN AND ANNUAL BUDGET FOR 2021/22 AND THE MTEF	37
6.1. Projected Balance Sheet for 2021/22	37
6.2. Projected Income Statement for 2021/22	38
6.3. Operational Budget Projections for 2021/22	38
7. PUBLIC ENTITIES	41
8. INFRASTRUCTURE PROJECTS	41
9. PUBLIC/PRIVATE PARTNERSHIPS	41
PART D: TECHNICAL INDICATOR DESCRIPTIONS	42
ANNEXURES TO THE ANNUAL PERFORMANCE PLAN	59
ANNEXURE A: AMENDMENTS TO THE STRATEGIC PLAN	59

ANNEXURE B: CONDITIONAL GRANTS.....	59
ANNEXURE C: CONSOLIDATED INDICATORS	59
ANNEXURE D: DISTRICT DELIVERY MODEL.....	59
ANNEXURE E: MATERIALTY AND SIGNIFICANCE FRAMEWORK	59

PART A: OUR MANDATE

Informed by instructing legislation and policy, The Playhouse Company defines its primary mandate/purpose as:

- The Playhouse Company is a statutory agency established in terms of legislation, namely, Section 8(5) of the Cultural Institutions Act (Act 119 of 1998).
- The Playhouse Company is tasked to advance, promote and preserve the performing arts in South Africa.

In fulfilling its primary mandate, the core business/purpose of The Playhouse Company is:

- To present and produce local, continental and international artistic programming in a manner that is entertaining and educative;
- To host events and programmes in an accessible environment;
- To be a theatre of artistic excellence that seeks to be relevant through diverse programmes that address various communities through music, drama and dance;
- To act as responsible custodian of The Playhouse as a treasure and historic landmark of the KwaZulu-Natal Province.

Aligned to this mandate understanding, the 2020/21–2024/25 Strategic Plan then outlines the high-level strategic framework of The Playhouse Company as follows:

VISION

Inspiring and cultivating artistic excellence and cultural diversity in the performing arts.

MISSION

- Balancing the transformation agenda and commercial programming, in a manner that facilitates social cohesion and nation building;
- Balancing the transformation agenda and commercial programming, in a manner that facilitates social cohesion and nation building;
- Producing and presenting productions with artistic, entertainment and educational value;
- Supporting life skills education and arts appreciation through artistic programming, and skills development for arts practitioners and training for staff;
- Ensuring quality experiences for our audiences, and providing opportunities to interact across culture, race and class; and
- The preservation of the historic landmark that is The Playhouse.

VALUES	
Value	Description - What it means in practice
Creativity and Innovation	<ul style="list-style-type: none"> We prioritise creative and innovative thinking and expressions that embrace the multi-aesthetics of our country.
Excellence and Integrity	<ul style="list-style-type: none"> We seek to work efficiently and effectively and to be increasingly productive. We are timeline driven and high-impact orientated. We are committed to ethical behaviour and have a zero tolerance towards unfairness and discrimination of any form. We aim for excellence and learn from our mistakes.
Sinobuntu	<ul style="list-style-type: none"> We strive to work with care, empathy, respect and consideration for the well-being of our staff, customers and stakeholders. We work hard at maintaining a safe and healthy work environment, protecting our assets and scarce resources, developing our people and promoting a healthy work/life balance.
Diversity	<ul style="list-style-type: none"> We respect cultural and artistic expressions that promote the common good of humanity. We advance the rights of vulnerable groups and promote access to our programmes and facilities.
Sustainability	<ul style="list-style-type: none"> We seek to keep our eye on the future and consider the ongoing sustainability of the Organisation at all times. We proactively seek to be at the forefront of live theatre.

THE PLAYHOUSE COMPANY IMPACT STATEMENT
Enhanced quality of life through the performing arts.

THE PLAYHOUSE COMPANY OUTCOMES		
Outcome 1: Produce and present a balanced artistic programme	Outcome 2: Offer support for development of future theatre productions and arts practitioners	Outcome 3: Enhanced customer experience through accessible, high quality and well managed production and event venues and technical services
Outcome 4: A well-governed, productive and high-performing organisation.		

In turn, the above strategic framework and the four outcomes then inform the alignment to the delivery structure of The Playhouse Company, and the development of outputs, performance indicators and annual and quarterly performance metrics, as outlined in the rolling annual performance plans over the period of the Strategic Plan.

Reflected in this Annual Performance Plan are the 2021/22 planning priorities, outputs, performance indicators, annual and quarterly targets and budget allocations for performance against the Impact and Outcomes of the Strategic Plan.

1. UPDATES TO RELEVANT LEGISLATIVE AND POLICY MANDATES

1.1. UPDATED LEGISLATIVE MANDATES

There are no updates to the legislative mandates outlined in the 2020/21-2024/25 Strategic Plan, which was developed at the same time as this Annual Performance Plan.

1.2. UPDATED POLICY MANDATES

There are no updates to the policy mandates outlined in the 2020/21-2024/25 Strategic Plan, which was developed at the same time as this Annual Performance Plan.

2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

The following institutional policies may require updates should planned mitigation actions be implemented:

POLICY	REASON
Infrastructure and Asset Management Policy	Planned changes from a single year to a multi-year (3 year) maintenance funding cycle may require the change to be effected in the Policy.
HR Performance Management Policy	Enhancements to the Performance Management System, in response to employees struggles in adapting to a changing work environment, will require specific aspects of the Performance Management Policy to be updated.

3. UPDATES TO RELEVANT COURT RULINGS

There are no court judgements which have a material and/or direct bearing on the mandate and/or core operations of The Playhouse Company.

PART B: OUR STRATEGIC FOCUS

4. UPDATED SITUATIONAL ANALYSIS

A comprehensive situational analysis, including a macro environment, PESTEL, SWOT and stakeholder analysis, as well as an organisational analysis, was conducted and were presented in detail in the Strategic Plan for 2020/21–2024/25, to which this Annual Performance Plan is aligned.

4.1. EXTERNAL ENVIRONMENT ANALYSIS

As this Performance Plan is for the second year of the five year's defined in the Strategic Plan, the data is the same as that in the Strategic Plan and is not duplicated here.

4.2. INTERNAL ENVIRONMENT ANALYSIS

As this Performance Plan is for the second year of the five year's defined in the Strategic Plan, the data is the same as that in the Strategic Plan and is not duplicated here.

4.3. SUMMARY OF CRITICAL ISSUES ARISING FROM THE SITUATIONAL ANALYSIS, INFORMING PLANNING FOR 2021/22 AND THE MTEF

Based on the situational analysis conducted and presented in the Strategic Plan, and guided by the balanced scorecard logic model, the ideal is for The Playhouse Company to develop a programme of action that is clearly divided between shorter-term quick wins and longer-term priority programmes and interventions. The quick wins, aligned to the longer-term imperatives, should be aimed at stimulating ongoing action towards implementation of the Strategic Plan.

The following key considerations require management intervention in the 2021/22 financial year and beyond, and thus inform this Annual Performance Plan:

In the area of strengthening its product and services (core business), the organisation must:

- 1) Explore opportunities that might bring other value, e.g. product launches, etc.
- 2) Ensure implementation of the defined flagship opportunities:

OPPORTUNITY	ACTION NEEDED
Isicathamiya Festival, which is a flagship festival for The Playhouse Company.	<ul style="list-style-type: none"> ▪ A national partner is to be found to inject impetus to the festival; ▪ A national campaign to be designed and launched to increase visitor numbers.

In the area of enhancing financial performance, governance and sustainability, the organisation must:

- 1) Develop and implement a comprehensive fundraising strategy;
- 2) Find new funding sources, e.g. MGE grant streams;
- 3) Enhance private sector funding;
- 4) Explore the possibility of having the private sector sponsoring theatre admission tickets for schools; and
- 5) Lobbying the shareholder to allow public institutions to have subsidiary arts companies that can qualify for additional funding from National Arts Council (NAC), national lotteries and from various other funding bodies.

In the area of strengthening infrastructure maintenance and leveraging technology, the organisation must:

- 1) Adopt a multi (three) year maintenance cycle approach to mitigate against late approvals and accruals;
- 2) Creative solutions – better use/ adapt, rather than buy new;
- 3) Identify alternative parking solutions, such as forms of park and ride, etc.

In the area of strengthening visibility and credibility, and improving the customer experience, the organisation must:

- 1) Ensure that the message we want to communicate is reaching our target markets,
- 2) Better leverage the website through search engine optimisation (SEO) and
- 3) Lobby government departments and politicians to make use of our facilities, as opposed to utilising competitor facilities.

In the area of optimising human capital management and development and building a high-performance organisation, the organisation must:

- 1) Enhance the performance management system to better enable employees to respond to a constantly changing work environment;
- 2) Build and maintain positive relationships with employees through enhanced communication strategies and
- 3) Roll out digitalisation (and automation) of HR systems, so that decision-making in terms of HR interventions is data-driven.

These programme focus areas then inform the Outputs and performance metrics outlined in Part C below, aligned to the Outcomes of the 2020-2025 Strategic Plan.

PART C: MEASURING OUR PERFORMANCE

5. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

The Playhouse Company Impact and Outcomes reflected in the 2020/2025 Strategic Plan are then unpacked into the Annual Performance (Corporate) Plan for 2021/22 in the tables below.

5.1. PROGRAMME 1: ADMINISTRATION

Purpose: The purpose of this programme is to provide The Playhouse Company with core support services, including administrative, financial, human resources and monitoring and evaluation services.

Outcomes, Outputs, Output Indicators and Annual Targets

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED/ACTUAL PERFORMANCES			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Enhanced customer experience through accessible, high-quality and well-managed production and event venues and technical services	Maintain and upgrade infrastructure and align operational assets with requirements and technological advancements	Percentage spend on repairs and maintenance	-	New indicator	New indicator	3 632 483	90%	90%	90%
		Annual fixed asset register completed in compliance with Fixed Asset Policy	1	1	1	1	1	1	1
A well governed,	Sound governance and internal controls	Number of repeat external audit findings	-	New indicator	New indicator	5%	5%	5%	5%

productive and high performing organisation		Percentage critical findings raised per internal audit quarterly report addressed	-	New indicator	New indicator	N/A	5%	5%	5%
	An enabling organisation environment	Percentage ICT downtime	0%	0%	0%	0%	5%	5%	5%
	A competent, skilled and productive workforce	Percentage vacancy rate in funded positions	8,60%	9,70%	16%	10%	10%	10%	10%
		Percentage of annual training plan implemented	91%	95%	91%	90%	90%	90%	90%
		Number of trainees enrolled	8	10	9	9	7	7	7

Indicators, Annual and Quarterly Targets

OUTCOME	OUTPUTS	OUTPUT INDICATORS	2021/22 ANNUAL TARGET	2021/22 QUARTERLY TARGETS			
				Q1	Q2	Q3	Q4
Enhanced customer experience through accessible, high-quality and well-managed production and event venues and technical services	Maintain and upgrade infrastructure and align operational assets with requirements and technological advancements	Percentage spend on repairs and maintenance	90%	10,00%	35,00%	35,00%	10,00%
		Annual fixed asset register completed in compliance with Fixed Asset Policy	1	0	0	0	1
A well governed, productive and high performing organisation	Sound governance and internal controls	Number of repeat external audit findings	5,00%	0	5,00%	0	0
		Percentage critical findings raised per internal audit quarterly report addressed	5,00%	1,25%	1,25%	1,25%	1,25%
	An enabling organisation environment	Percentage ICT downtime	5,00%	1,25%	1,25%	1,25%	1,25%

A competent, skilled and productive workforce	Percentage vacancy rate in funded positions	10,00%	2,50%	2,50%	2,50%	2,50%
	Percentage of annual training plan implemented	90,00%	10,00%	35,00%	35,00%	10,00%
	Number of trainees enrolled	7	3	4	0	0

Explanation of planned performance over the medium term period

In support of the DSAC and sector vision and impact of “an active, creative, winning and socially cohesive nation”, and The Playhouse Company’s desired impact for “enhanced quality of life through the performing arts”, the contribution and focus of the Outputs, together with a description of the enablers to support the Outputs, is discussed below.

The outputs and output indicators outlined in the ‘Outcomes, Outputs, Performance Indicators and Targets’ tables above, respond to the following Strategic Plan outcomes:

Output: Maintain and upgrade infrastructure and align operational assets with requirements and technological advancements	
Contribution to MTSF 2019-2024 Priorities and Outcomes	Alignment to DSAC 2020-2025 Sector Outcomes and Interventions
<p>Priority 4: Spatial integration, human settlements and local government: 2024 Impact: Achieving spatial transformation through improved integrated settlement development and linking job opportunities and housing opportunities</p> <ul style="list-style-type: none"> Functional sub-national regional development in urban and rural spaces Integrated service delivery, settlement transformation and inclusive growth in urban and rural places 	<p>Outcome 4: Integrated and accessible DSAC infrastructure and information:</p> <ul style="list-style-type: none"> SAC infrastructure programme. Multipurpose SAC hubs and/or precincts (national; regional; local pop-ups).
Rationale for selection of Output indicators	Rand value spend on repairs and maintenance – tracking the Rand value spend on repairs and maintenance at The Playhouse to ensure that the infrastructure does not fall into a state of disrepair.
	Annual fixed asset register completed in compliance with Fixed Asset Policy – tracking the recording and safeguarding of fixed assets.

<p>Key interventions of the Outcome, informing outputs of the annual performance plans over the period</p>	<ul style="list-style-type: none"> ▪ Maintain and upgrade infrastructure and align operational assets with requirements and technological advancements. ▪ Annual fixed asset register completed in compliance with Fixed Asset Policy. ▪ Occupational health and safety, and security. ▪ Ensuring high-quality customer service and experiences.
<p>Considerations in relation to women, youth and people with disabilities</p>	<p>Not applicable.</p>
<p>Key enablers to support delivery of the Outcome</p>	<ul style="list-style-type: none"> ▪ Collated and aligned infrastructural funding resources and needs from various streams into the annual budget. ▪ User-Immovable Asset Management Plan (U-AMP) application forwarded to DSAC on an annual basis. ▪ Comprehensive infrastructure support and safety plan is in place. ▪ Maintenance policy and plan in place. ▪ Interest income utilised to fund maintenance needs. ▪ Ongoing engaging with peers from other organisations relating to latest equipment. ▪ Equipment upgrade and replacement plan monitored by management on a monthly basis. ▪ Robust response mechanism in place to response to negative publicity.

Output: Sound governance and internal controls

An enabling organisation environment

A competent, skilled and productive workforce

<p>Contribution to MTSF 2019-2024 Priorities and Outcomes</p>	<p>Alignment to DSAC 2020-2025 Sector Outcomes and Interventions</p>
<p>Priority 6 - A capable, ethical and developmental State: <u>2024 Impact:</u> Public value and trust, and active citizenry and partnerships in society</p> <ul style="list-style-type: none"> ▪ Improved governance and accountability 	<p>Outcome 5: Compliant and responsive governance/ administration:</p> <ul style="list-style-type: none"> ▪ Performance and financial oversight. ▪ Capacitated human resources. ▪ Integrated stakeholder management.

<ul style="list-style-type: none"> ▪ Functional, efficient and integrated government ▪ Professional, meritocratic and ethical public administration ▪ Social compact and engagement with key stakeholders ▪ Mainstreaming of gender, youth and disability, empowerment and development institutionalized 	<ul style="list-style-type: none"> ▪ Strengthen public entity oversight mechanisms. ▪ Service delivery.
<p>Rationale for selection of Output indicators</p>	<p>Number of repeat external audit findings – tracking the external audit outcome in pursuit of sound financial and administrative management, and enhanced governance.</p>
	<p>Percentage critical findings raised per internal audit quarterly report addressed – tracking the critical findings raised per internal audit quarterly report addressed in pursuit of sound financial and administrative management, and enhanced governance.</p>
	<p>Percentage ICT downtime – tracking the ICT downtime to ensure that ICT systems are operating optimally.</p>
	<p>Percentage vacancy rate in funded positions – tracking the vacancy rate to ensure that key positions are filled timeously.</p>
	<p>Percentage of annual training plan implemented – tracking the annual training plan to ensure that key training is done timeously.</p>
	<p>Number of interns/ trainees enrolled – tracking the appointment of interns/trainees to ensure that we contribute to the mandate of upskilling the nation.</p>
<p>Key interventions of the Outcome, informing outputs of the annual performance plans over the period</p>	<ul style="list-style-type: none"> ▪ Improved internal control environment and financial management. ▪ Ethics and integrity management. ▪ Business integration and optimisation and ICT support. ▪ Effective legal and contract management. ▪ Human capital management and development. ▪ Employee relations and wellness. ▪ Performance management and development.
<p>Considerations in relation to women, youth and people with disabilities</p>	<ul style="list-style-type: none"> ▪ Achievement of preferential procurement and “set-aside” targets for procurement spend. ▪ Achievement of employment equity targets for the organisation.

Key enablers to support delivery of the Outcome

- Lobbying of key stakeholders.
- Proactive management of funding applications and contracts.
- Funding agreements with provincial government and municipality reviewed annually.
- Reporting quarterly to the DSAC/National Treasury on how the surplus is being committed.
- Secured partnerships with media houses, and proactive maintenance of media relationships.
- Ongoing monitoring of media reports.
- Sound and up to date policies and procedures.
- Sound labour relations.
- Structure and capacitate the organisation as defined by the mandate and strategic framework.
- Internship programmes in place to develop skills required
- Improve performance management system, and implementation thereof, to drive performance culture.
- Business processes reengineering and steady roll-out of automated systems to enable core functions.

Programme Recourse Considerations

	AUDITED OUTCOME			ESTIMATED PERFORMANCE	MEDIUM TERM EXPENDITURE ESTIMATES		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Programmes	R'000	R'000	R'000	R'000	R'000	R'000	R'000
1: ADMINISTRATION	38 609	43 205	44 604	48 467	52 345	55 748	59 176
Total Expenditure	38 609	43 205	44 604	48 467	52 345	55 748	59 176
Economic Classification							
Compensation to employees	19 238	21 370	20 920	20 871	21 208	22 467	23 600
Goods and services	19 371	21 835	23 684	27 596	31 136	33 281	35 575
Total Expenditure	38 609	43 205	44 604	48 467	52 345	55 748	59 176

Updated Key Risks

The table below reflects the key strategic risks identified by The Playhouse Company as at June 2020, and aligned to the Strategic Plan for 2020-2025, including risk mitigation measures.

The risks below are the same as those in the Strategic Plan.

OUTCOME	KEY RISK	RISK MITIGATION
Outcome 3: Enhanced customer experience through accessible, high quality and well managed production and event venues	<p><i>Ineffective Brand and Marketing Strategy:</i></p> <ul style="list-style-type: none"> Inadequate Stakeholder Management Plan. Challenges with downward communication from the DSAC (timing of communication). 	<ul style="list-style-type: none"> Review of existing brand and marketing strategies. Preparation of an annual marketing strategy in line with the artistic plan. Secured partnerships with media houses, and proactive maintenance of media relationships.

OUTCOME	KEY RISK	RISK MITIGATION
<p>and technical services</p>	<ul style="list-style-type: none"> ▪ Ineffective marketing strategy leading to decline in patronage. <p>Negative publicity through various media elements.</p>	<ul style="list-style-type: none"> ▪ Ongoing monitoring of media reports. ▪ Robust response mechanism in place to respond to negative publicity. ▪ Conduct annual media sessions.
<p>Outcome 4: A well-governed, productive and high-performing organisation</p>	<p>Stakeholder Management:</p> <ul style="list-style-type: none"> ▪ Inadequate Stakeholder Management Plan. ▪ Challenges with downward communication from the DSAC (timing of communication). ▪ Alignment with DSAC annual performance plan (APP). ▪ Non-availability to meet with the Executive Authority. ▪ Diminishing audience. 	<ul style="list-style-type: none"> ▪ Stakeholder Management Plan (Department, audience, staff, artists, sponsors, media, other government departments in the public sector, Council). ▪ Report back from DSAC (APP, quarterly reports and shareholders compact). ▪ Feedback received from junior staff. ▪ Impromptu customer surveys. ▪ Lobby government to assist with applicable legislation (DSAC) - Arts and Fundraising Committee in place.
	<p>Funding:</p> <ul style="list-style-type: none"> ▪ Lack of private funding. ▪ Lack/reduction of national government funding. ▪ Withdrawal of local and provincial government funding. ▪ Reserves could be recalled by National Treasury. ▪ Lack of secondary income. ▪ Inability to influence role players/certain funders. ▪ Lack of enabling legislation to attract and incentivise the private sector. ▪ Lack of enabling legislation to compel provincial and local government to fund the TPC. 	<ul style="list-style-type: none"> ▪ Lobbying of key stakeholders. ▪ Proactive management of funding applications and contracts. ▪ Three-year funding commitment from National Government. ▪ Funding agreements with provincial governments reviewed annually. ▪ Effective forecasting, budget and actual spend monitoring processes in place. ▪ Reporting quarterly to the DSAC/National Treasury on how the surplus is being committed.

OUTCOME	KEY RISK	RISK MITIGATION
	<p><i>Compliance to Laws and Regulations:</i></p> <ul style="list-style-type: none"> ▪ Non-compliance with all applicable legislation (PFMA, BCEA, employment equity, etc.) and Treasury Regulations, governance and best practice, as well as alignment to NDP. ▪ Prolonged vacancies relating to Council/sub-committees (Cultural Act). 	<ul style="list-style-type: none"> ▪ Comprehensive policies and procedures have been developed and rolled out across the organisation. ▪ Policies are reviewed annually. ▪ Effective monitoring governance structures are in place (Audit and Governance/various management forums). ▪ Newly appointed Council members undergo an induction once they are appointed. ▪ PFMA compliance checklist in place.
	<p><i>Shortage of arts management and technical skills.</i></p>	<ul style="list-style-type: none"> ▪ Internship programmes in place to develop skills required. ▪ National recruitment process in place to source necessary skills required. ▪ Ongoing training conducted for production staff.
	<p><i>Alignment of IT to Business Needs:</i></p> <ul style="list-style-type: none"> ▪ Inadequate information and technology infrastructure/governance. ▪ Vulnerability to cyber-attacks. ▪ Lack of skilled personnel to operate IT infrastructure. ▪ Inability to harness developing technology. ▪ Lack of data ownership (outsourcing of data-related services). ▪ Confidential information leaked out of the company. 	<ul style="list-style-type: none"> ▪ Effective IT outsourced service provider. ▪ Backup and recovery plans/ business continuity plans/effective firewalls in place/off-site backups at the Mayville premises. ▪ IT Strategy in place. ▪ IT Governance Policy in place. ▪ Attendance of the annual international conference of performing arts and other industry related forums by the CEO (fundamental issues impacting the performing arts is discussed). ▪ Continuous interactions with suppliers of new technologies and for stage equipment.
	<p><i>Fraud, Bribery, Corruption and Theft.</i></p>	<ul style="list-style-type: none"> ▪ Fraud Prevention Plan in place. ▪ Disclosure of Interest in place. ▪ Fraud Hotline in place.

OUTCOME	KEY RISK	RISK MITIGATION
		<ul style="list-style-type: none"> ▪ Vetting of potential employees/ service providers. ▪ Financial reporting/SCM processes. ▪ Effective disciplinary process in place. ▪ Reporting to National Treasury on fraud incidents.

The detailed Playhouse Company risk register is reviewed monthly by Management and quarterly at each meeting of the Audit and Risk Committee and the Council.

5.2. PROGRAMME 2: BUSINESS DEVELOPMENT

Purpose: This programme is responsible for mainstreaming the role of arts and culture in social and economic development.

Outcomes, Outputs, Output Indicators and Annual Targets

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED/ACTUAL PERFORMANCES			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
1. A balanced artistic programme that provides opportunities for interaction across culture, race and class	Present an annual arts programme that bears testimony to a diverse and artistically remarkable body of stage works	Number of own productions produced and presented	74	97	70	39	40	40	40
		Number of productions presented in partnership with independent producers	15	16	30	22	6	20	20
		Number of productions / events presented by independent producers using Playhouse Company facilities	75	59	60	24	9	20	20

		Number of significant flagship productions presented	-	New indicator	1	2	2	2	2	
		Number of festivals / seasons presented	12	12	12	7	4	4	4	
		Number of community conversation platforms facilitated	-	New indicator	N/A	7	2	2	2	
		Number of opportunities for indigenous art performance	2	2	2	4	2	2	2	
	Broaden reach through growth in the number of artists involved, and the audiences attending, performances	Number of artists involved in staged productions	15 997	18 352	12 650	1 326	875	2 000	2 000	
		Audience attendance figure (paying and non-paying audience)	261 530	218 997	183 151	50 815	45 000	45 000	45 000	
	Strengthen The Playhouse Company brand and market in-house productions	Number of unique social media platforms utilised	-	New indicator	N/A	3	3	3	3	
		Number of media feature pieces profiling The Playhouse Company - print and electronic	-	New indicator	N/A	6	3	3	3	
	2. Offer support for development of future theatre productions and arts practitioners	Actively support targeted group development, including the development of future arts practitioners and entrepreneurs	Number of youth attending arts development programmes per annum	8 551	13 566	6 239	533	533	550	550
			Number of artists residency programmes facilitated	-	New indicator	N/A	1	0	1	1
Number of Community Arts mentorship programmes facilitated			1	2	1	1	1	1	1	
Number of Test Driving the Arts programmes facilitated			14	14	13	9	5	5	5	
Targeted interventions to develop future audiences and build performing arts appreciation		Number of schools programmes presented	3	2	3	3	1	1	1	
		Number of Mobile Stage productions presented	85	60	72	0	5	5	5	

OUTCOME	OUTPUTS	OUTPUT INDICATORS	2021/22 ANNUAL TARGET	2021/22 QUARTERLY TARGETS			
				Q1	Q2	Q3	Q4
1. A balanced artistic programme that provides opportunities for interaction across culture, race and class	Present an annual arts programme that bears testimony to a diverse and artistically remarkable body of stage works	Number of own productions produced and presented	40	6	14	14	6
		Number of productions presented in partnership with independent producers	6	2	2	2	0
		Number of productions / events presented by independent producers using Playhouse Company facilities	9	3	3	3	0
		Number of significant flagship productions presented	2	2	0	0	0
		Number of festivals / seasons presented	4	1	1	2	0
		Number of community conversation platforms facilitated	2	1	1	0	0
		Number of opportunities for indigenous art performance	2	2	0	0	0
	Broaden reach through growth in the number of artists involved, and the audiences attending, performances	Number of artists involved in staged productions	875	200	355	320	0
		Audience attendance figure (paying and non-paying audience)	45000	12 500	12 500	20 000	0
	Strengthen The Playhouse Company brand and market in-house productions	Number of unique social media platforms utilised	3	1	1	1	0
		Number of media feature pieces profiling The Playhouse Company - print and electronic	3	1	1	1	0

2. Offer support for development of future theatre productions and arts practitioners	Actively support targeted group development, including the development of future arts practitioners and entrepreneurs	Number of youth attending arts development programmes per annum	533	153	180	200	0
		Number of artists residency programmes facilitated	0	0	0	0	0
		Number of Community Arts mentorship programmes facilitated	1	1	0	0	0
		Number of Test Driving the Arts programmes facilitated	5	2	1	2	0
	Targeted interventions to develop future audiences and build performing arts appreciation	Number of schools programmes presented	1	0	0	0	1
		Number of Mobile Stage productions presented	5	0	0	3	2

Explanation of planned performance over the medium term period

In support of the DSAC and sector vision and impact of “an active, creative, winning and socially cohesive nation”, and The Playhouse Company’s desired impact for “enhanced quality of life through the performing arts”, the contribution and focus of the Outputs, together with a description of the enablers to support the Outputs, is discussed below.

The outputs and output indicators outlined in the ‘Outcomes, Outputs, Performance Indicators and Targets’ tables above, respond to the following Strategic Plan outcomes:

Outputs: Present an annual arts programme that bears testimony to a diverse and artistically remarkable body of stage works Broaden reach through growth in the number of artists involved, and the audiences attending, performances Strengthen The Playhouse Company brand and market in-house productions	
Contribution to MTSF 2019-2024 Priorities and Outcomes	Alignment to DSAC 2020-2025 Sector Outcomes and Interventions
<p>Priority 5: Social cohesion and safe communities:</p> <p><u>2024 Impact:</u> A diverse socially cohesive society with a common national identity</p> <ul style="list-style-type: none"> ▪ Fostering Constitutional values ▪ Equal opportunity, inclusion and redress ▪ Promoting social cohesion through increased interaction across space, race and class ▪ Promoting active citizenry and leadership ▪ Fostering a social compact 	<p>Outcome 1: A diverse socially cohesive society with a common identity:</p> <ul style="list-style-type: none"> ▪ Increase awareness of charter of positive values and national symbols. ▪ Equalising opportunities, inclusion and redress. ▪ Increase interaction across space, race and class (by facilitating opportunities for people to share space and experiences). <p>Outcome 2: Increased market share of and job opportunities in sport, cultural and creative industries:</p> <ul style="list-style-type: none"> ▪ Support a range of sport, cultural and creative sector initiatives. ▪ Expansion in new and traditional creative industry markets.
<p>Rationale for selection of Output indicators</p>	<p>Number of own productions produced and presented - tracking the number of own productions staged at The Playhouse.</p>
	<p>Number of productions presented in partnership with independent producers - tracking the number of productions presented in partnership with independent producers.</p>

	<p>Number of productions / events presented by independent producers using Playhouse Company facilities - tracking the number of productions / events presented by independent producers using Playhouse Company facilities</p>
	<p>Number of significant flagship productions presented - tracking the number of significant flagship productions presented.</p>
	<p>Number of festivals / seasons presented - tracking the number of festivals / seasons presented.</p>
	<p>Number of community conversation platforms facilitated - tracking the number of community conversation platforms facilitated.</p>
	<p>Number of opportunities for indigenous art performance - tracking the number of opportunities for indigenous art performance.</p>
	<p>Number of artists involved in staged productions – tracking the total number of artists involved in the performances staged at The Playhouse Company. This is the total number of artists involved in performances staged by all production categories.</p>
	<p>Audience attendance figure (paying and non-paying audience)- tracking the number of audience members at The Playhouse, for all performances.</p>
	<p>Audience attendance figure (paying)- tracking the number of paying audience members at The Playhouse, for all performances.</p>
	<p>Number of unique social media platforms utilised- tracking the number of unique social media platforms utilised</p>
	<p>Number of media feature pieces profiling The Playhouse Company - print and electronic- tracking the number of media feature pieces profiling The Playhouse Company - print and electronic.</p>
<p>Key interventions of the Outcome, informing outputs of the annual performance plans over the period</p>	<ul style="list-style-type: none"> ▪ Plan and present an annual arts programme that bears testimony to a diverse and artistically remarkable body of stage works.

Considerations in relation to women, youth and people with disabilities	<ul style="list-style-type: none"> ▪ The emphasis of content and production support programmes is on the youth, with a targeted focus on women and people with disabilities.
Key enablers to support delivery of the Outcome	<ul style="list-style-type: none"> ▪ Comprehensive annual Arts Plan timeously developed and widely communicated. ▪ Effective monitoring and reporting processes in place with respect to the Arts Plan. ▪ Fundraising and marketing activities to support the Arts Plan. ▪ Partnerships and strategic alliances are absolutely necessary – cannot make an impact on own.

Output: Actively support targeted group development, including the development of future arts practitioners and entrepreneurs Equity in artistic programming ensured Targeted interventions to develop future audiences and build performing arts appreciation	
Contribution to MTSF 2019-2024 Priorities and Outcomes	Alignment to DSAC 2020-2025 Sector Outcomes and Interventions
<p>Priority 1: Economic transformation and job creation:</p> <p><u>2024 Impact:</u> Unemployment reduced to 20%-24% with 2 million new jobs especially for youth; economic growth of 2%-3% and growth in levels of investment to 23% of GDP</p> <ul style="list-style-type: none"> ▪ More decent jobs created and sustained, with youth, women and persons with disabilities prioritised ▪ Increased economic participation, ownership, access to resources, opportunities and wage equality for women, youth and persons with disabilities <p>Priority 2: Education, skills and health:</p> <p><u>2024 Impact:</u> A skilled and capable workforce to support an inclusive growth path</p>	<p>Outcome 2: Increased market share of and job opportunities in sport, cultural and creative industries:</p> <ul style="list-style-type: none"> ▪ Support a range of sport, cultural and creative sector initiatives. ▪ Expansion in new and traditional creative industry markets. ▪ Increased economic participation by historically disadvantaged groups. <p>Outcome 3: Transformed, capable and professional sport, arts and culture sector:</p> <ul style="list-style-type: none"> ▪ Increase awareness of SAC offerings and opportunities ▪ Capacity building in SAC sector. ▪ SAC practitioners achieve success at international events. ▪ Capacitate, organise and professionalise the SAC sector.

<ul style="list-style-type: none"> ▪ Youths leaving the schooling system more prepared to contribute towards a prosperous and equitable South Africa ▪ Skills needed for the economy 	
<p>Rationale for selection of Output indicators</p>	<p>Number of youth attending arts development programmes per annum - tracking the number of youth attending arts development programmes that benefit directly from various work opportunities at The Playhouse Company.</p>
	<p>Number of artist’s residency programmes facilitated - tracking the number of artist’s residency programmes facilitated that support social cohesion at The Playhouse.</p>
	<p>Number of Community Arts mentorship programmes facilitated - tracking the number of Community Arts mentorship programmes facilitated that support social cohesion at The Playhouse.</p>
	<p>Number of Test Driving the Arts programmes facilitated - tracking the number of Test Driving the Arts programmes facilitated that support social cohesion at The Playhouse.</p>
	<p>Percentage of previously marginalised groups participating in the artistic programme- tracking the number of previously marginalised groups participating in the artistic programme that support social cohesion at The Playhouse.</p>
	<p>Number of schools programmes presented - tracking the number of schools programmes presented that support social cohesion at The Playhouse</p>
	<p>Number of Mobile Stage productions presented - tracking the number of Mobile Stage productions presented that support social cohesion at The Playhouse</p>
<p>Key interventions of the Outcome, informing outputs of the annual performance plans over the period</p>	<ul style="list-style-type: none"> ▪ Actively support youth development, including the development of future arts practitioners and entrepreneurs. ▪ Targeted interventions to develop future audiences and build performing arts appreciation. ▪ Equity in artistic programming ensured. ▪ Partnerships and strategic alliances are absolutely necessary – cannot make an impact on own.

Considerations in relation to women, youth and people with disabilities	<ul style="list-style-type: none"> ▪ The emphasis of the training and development and outreach programmes is on the youth, with a targeted focus on women and people with disabilities.
Key enablers to support delivery of the Outcome	<ul style="list-style-type: none"> ▪ Artistic panel and peer review process to ensure previously marginalised group participation targets are met. ▪ Actively measure sustainability, development and graduation of artists - therefore, need improved tracking and monitoring systems – strengthen information, records, monitoring and evaluation, and research. ▪ Explore the possibility of leveraging successful artists that have been supported to mentor new applicants.

Programme Recourse Considerations

	AUDITED OUTCOME			ESTIMATED PERFORMANCE	MEDIUM TERM EXPENDITURE ESTIMATES		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Programmes	R'000	R'000	R'000	R'000	R'000	R'000	R'000
1: BUSINESS DEVELOPMENT	29 542	37 334	30 418	27 763	30 427	32 588	34 818
Total Expenditure	29 542	37 334	30 418	27 763	30 427	32 588	34 818
Economic Classification							
Compensation to employees	14 129	16 091	16 447	17 005	19 429	20 400	21 420
Goods and services	541	578	480	209	224	239	256
Production costs	14 224	19 964	12 826	9 868	10 045	11 168	12 307
Repairs & maintenance	113	104	128	153	164	175	188
Consumables	283	238	243	263	282	301	323
Travel and subsistence	52	159	70	26	27	29	31
Telephone	73	103	82	83	89	95	101
Protective clothing	127	97	142	157	168	179	192
Total Expenditure	29 542	37 334	30 418	27 764	30 427	32 588	34 818

Updated Key Risks

The table below reflects the key strategic risks identified by The Playhouse Company as at June 2020, and aligned to the Strategic Plan for 2020-2025, including risk mitigation measures.

The risks below are the same as those in the Strategic Plan.

OUTCOME	KEY RISK	RISK MITIGATION
<p>Outcome 1: Produce and present a balanced artistic programme</p>	<p>Nonalignment of the Arts Plan to the NDP and MTSF outcome objectives as mandated to Department of Sport, Arts and Culture (DSAC), as relevant to The Playhouse Company.</p>	<ul style="list-style-type: none"> ▪ Comprehensive Arts Plan has been timeously developed in terms of DSAC and NDP mandate (includes both professional and developmental productions). ▪ Effective monitoring and reporting processes in place with respect to the Arts Plan. ▪ Stringent planning process in place for the Arts programme. ▪ Quarterly reporting to DSAC and Council on status of the APP. ▪ Fundraising activities in place.
<p>Outcome 2: Offer support for development of future theatre productions and arts practitioners</p>	<p><i>Maintenance of and investment in infrastructure:</i></p> <ul style="list-style-type: none"> ▪ Lack of capital funding for ageing infrastructure. ▪ Inadequately maintained infrastructure leading to production disruptions and loss of competitive advantage. ▪ Non-alignment of ownership, maintenance and utilities-related costs. ▪ Assets may not be safeguarded and insured accordingly. 	<ul style="list-style-type: none"> ▪ Collated and aligned infrastructural funding resources and needs from various streams into the annual budget. ▪ User-Immovable Asset Management Plan (U-AMP) application forwarded to DSAC on an annual basis. ▪ Comprehensive infrastructure support and safety plan is in place. ▪ Maintenance policy and plan is in place. ▪ Compliance with relevant regulation. ▪ Interest income utilised to fund maintenance needs. ▪ Equipment upgrade and replacement plan has been developed, implemented and monitored by management on a monthly basis. ▪ Physical and financial security.

OUTCOME	KEY RISK	RISK MITIGATION
	<p><i>Emerging Technological relevance:</i></p> <ul style="list-style-type: none"> ▪ Technically out-dated equipment/unreliable equipment due to poor maintenance. ▪ Non-availability of modern technical equipment. 	<ul style="list-style-type: none"> ▪ Latest trends and ongoing engaging with peers from other organisation relating to latest equipment. ▪ Equipment upgrade and replacement plan has been developed, implemented and monitored by management on a monthly basis. ▪ Conducting market trends of technical equipment.

The detailed Playhouse Company risk register is reviewed monthly by Management and quarterly at each meeting of the Audit and Risk Committee and the Council.

6. THE PLAYHOUSE COMPANY FINANCIAL PLAN AND ANNUAL BUDGET FOR 2021/22 AND THE MTEF

6.1. PROJECTED BALANCE SHEET FOR 2021/22

	AUDITED OUTCOME				MEDIUM TERM EXPENDITURE ESTIMATES				
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23*	2023/24*	2024/25*
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
ASSETS									
Current assets	98 640	92 306	90 697	91 526	29 720	6 594	(13 915)	(39 369)	(67 097)
Inventory	537	605	515	667	500	500	500	500	500
Trade and other receivables from exchange transactions	1 366	1 882	2 123	1 442	1 000	1 000	750	750	750
Cash and cash equivalents	96 737	89 819	88 059	89 417	28 220	5 094	(15 165)	(40 619)	(68 347)
Non-current assets	191 877	189 669	200 148	189 491	245 855	261 515	276 129	277 204	278 279
Property, plant and equipment	102 748	100 931	111 217	100 389	156 723	172 353	186 937	187 982	189 027
Intangible assets	799	408	601	772	802	832	862	892	922
Heritage assets	88 330	88 330	88 330	88 330	88 330	88 330	88 330	88 330	88 330
Total assets	290 517	281 975	290 845	281 017	275 575	268 110	262 215	237 836	211 183
LIABILITIES									
Current liabilities	8 584	9 071	8 704	6 357	8 000	7 500	8 000	8 500	9 000
Trade and other payables from exchange transactions	8 584	9 071	8 704	6 357	8 000	7 500	8 000	8 500	9 000
Non-current liabilities	0	0	0	0	0	0	0	0	0
Finance lease liability									
Non-current provisions									
Total liabilities	8 584	9 071	8 704	6 357	8 000	7 500	8 000	8 500	9 000
NET ASSETS									
Accumulated surplus / (deficit)	266 769	262 019	266 886	253 678	248 845	241 379	235 734	211 355	184 702
Capital fund/ Deferred government grant	15 164	10 885	15 255	20 983	18 731	19 231	18 481	17 981	17 481

Total net assets and liabilities	290 517	281 975	290 845	281 017	275 576	268 110	262 215	237 836	211 183
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*The level of cash generated is lower than the projected expenses, however, Then Playhouse Company is continuing with cost saving initiatives that will result in a decrease in operational expenditure in the outer years. The Playhouse Company is also reviewing the organogram and cost savings are envisaged from the removal of non- essential and non-critical positions.

6.2. PROJECTED INCOME STATEMENT FOR 2021/22

	AUDITED OUTCOME				MEDIUM TERM EXPENDITURE ESTIMATES				
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Revenue									
Entity revenue	26 154	20 528	23 105	11 476	4 080	2 503	7 405	7 329	7 596
Sale of goods and services other than capital assets	4 227	4 890	4 906	2 635	80	503	1 898	1 949	2 046
Entity revenue other than sales	21 927	15 638	18 199	8 841	4 000	2 000	5 507	5 380	5 549
Transfers received	77 555	65 996	85 771	67 427	67 318	72 802	75 286	62 286	65 400
TOTAL REVENUE	103 709	86 524	108 876	78 903	71 398	75 306	82 691	69 615	72 996

Expenditure by Economic classification

Current payments	91 140	91 274	104 010	82 870	76 231	82 771	88 336	93 994	99 649
Compensation of employees	33 366	33 367	37 461	40 041	37 876	40 637	42 867	45 021	47 282
Salaries and wages	29 269	28 933	32 727	34 864	32 943	35 072	37 024	38 885	40 840
Social contributions	4 097	4 434	4 734	5 177	4 933	5 565	5 844	6 136	6 443
Goods and services	42 992	41 625	48 429	42 829	38 354	42 134	45 469	48 973	52 367
Of which 1									
Agency and support / outsourced services									
Advertising	628	1 414	1 046	892	900	962	1 029	1 101	1 178
Audit costs	1 539	1 443	1 353	1 933	1 711	1 831	1 959	2 097	2 243
Bank Charges	132	144	160	169	131	140	150	161	172
Board costs	252	231	644	1 018	527	564	603	645	691
Catering: internal activities	35	44	60	71	44	47	51	54	58
Communication	405	486	272	477	264	281	301	322	345
Computer services	474	535	624	546	834	892	954	1 021	1 092
Consultants	22	8	25	65	70	75	80	86	92
Contractors	4 479	4 827	5 574	6 743	6 965	7 500	8 024	8 586	9 187
Inventory	322	269	298	179	0	0	0	0	0
Legal fees	21	24	182	104	360	385	412	441	472
Non life insurance	335	265	438	369	395	423	453	484	518
Printing and publication	390	388	409	445	348	372	398	426	456
Property payments	5 237	4 812	5 071	6 128	6 597	7 080	7 575	8 105	8 673
Repairs and maintenance	2 675	3 467	3 218	5 489	6 067	7 647	8 182	8 755	9 368

Training and staff development	365	320	457	482	430	470	503	538	576
Travel and subsistence	537	836	1 059	994	555	593	634	678	726
Venue and facilities		286	322	497	548	587	628	672	719
Other	25 144	21 826	27 216	16 228	11 608	12 287	13 532	14 801	15 802
Depreciation	14 766	16 210	18 119	0	0	0	0	0	0
Losses from	16	72	0	0	0	0	0	0	0
Sale of fixed assets	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE	91 140	91 274	104 010	82 870	76 231	82 771	88 336	93 994	99 649
NET SURPLUS / (DEFICIT)	12 569	(4 750)	4 867	(3 968)	(4 833)	(7 466)	(5 645)	(24 379)	(26 653)

6.3. OPERATIONAL CASH FLOW PROJECTIONS FOR 2021/22

The budget information (Medium term estimate) is done on accrual basis:	AUDITED OUTCOME				MEDIUM TERM EXPENDITURE ESTIMATES				
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22*	2022/23*	2023/24*	2024/25*
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Cash receipts from stakeholders	88 428	80 287	111 306	78 903	71 398	75 306	82 691	69 615	72 996
Sales of goods and services other than capital assets	10 499	11 574	14 937	5 472	80	503	5 405	5 329	5 596
Sales of goods and services produced by department (excl. capital assets)	10 499	11 574	14 937	5 472	80	503	5 405	5 329	5 596
Sales by market establishments	10 499	11 574	14 937	5 472	80	503	5 405	5 329	5 596
Transfers received	70 124	61 331	89 333	67 427	67 318	72 802	75 286	62 286	65 400
Executive Authority (DSAC)	59 337	53 157	80 676	58 286	61 374	66 561	68 732	55 405	58 175
Provincial governments	7 787	8 174	8 657	9 141	5 944	6 241	6 553	6 881	7 225
Local governments	3 000	0	0	0	0	0	0	0	0
Interest and rent on land	7 805	7 382	7 036	6 004	4 000	2 000	2 000	2 000	2 000
Interest	7 805	7 382	7 036	6 004	4 000	2 000	2 000	2 000	2 000
Cash paid to stakeholders	69 004	73 433	85 112	82 870	76 231	82 771	88 336	93 994	99 649

Current payments	63 767	67 994	79 293	82 870	76 231	82 771	88 336	93 994	99 649
Compensation of employees	33 366	33 367	37 461	40 041	37 876	40 637	42 867	45 021	47 282
Salaries and wages	29 269	28 933	32 727	34 864	32 943	35 072	37 024	38 885	40 840
Social contributions	4 097	4 434	4 734	5 177	4 933	5 565	5 844	6 136	6 443
Goods and services	30 401	34 627	41 880	42 829	38 354	42 134	45 469	48 973	52 367
Advertising	628	1 414	1 046	892	900	962	1 029	1 101	1 178
Audit costs	1 539	1 443	1 353	1 933	1 711	1 831	1 959	2 097	2 243
Bank charges	132	144	160	169	131	140	150	161	172
Board costs	252	231	644	1 018	527	564	603	645	691
Catering: internal activities	35	44	60	71	44	47	51	54	58
Communication	405	486	272	477	264	281	301	322	345
Computer services	474	535	624	546	834	892	954	1 021	1 092
Consultants	22	8	25	65	70	75	80	86	92
Contractors	4 479	4 827	5 574	6 743	6 965	7 500	8 024	8 586	9 187
Entertainment	39								
Inventory	322	269	298	179	0	0	0	0	0
Legal fees	21	24	182	104	360	385	412	441	472
Non life insurance	335	265	438	369	395	423	453	484	518
Printing and publication	391	388	409	445	348	372	398	426	456
Property payments		4 812	5 071	6 128	6 597	7 080	7 575	8 105	8 673
Repairs and maintenance	2 675	3 467	3 218	5 489	6 067	7 647	8 182	8 755	9 368
Training and staff development	365	320	457	482	430	470	503	538	576
Travel and subsistence	537	836	1 059	994	555	593	634	678	726
Venues and facilities	296	286	322	497	548	587	628	672	719
Other unclassified expenditure	17 454	14 828	20 667	16 228	11 608	12 287	13 532	14 801	15 802
Of which									
Productions	16 539	14 224	19 964	15 000	9 868	10 045	11 168	12 307	13 169
Health and safety	580	604	703	728	1 240	1 741	1 863	1 994	2 133
Insurance	335								
Contingency	0	0	0	500	500	500	500	500	500
Transfer and subsidies	5 237	5 439	5 819	0	0	0	0	0	0
Other government units	5 237	5 439	5 819	0	0	0	0	0	0
Municipalities	5 237	5 439	5 819	0	0	0	0	0	0
Cash flow from operating activities	19 424	6 854	26 194	(3 968)	(4 833)	(7 466)	(5 645)	(24 379)	(26 653)

Cash flow from investing activities	(33 662)	(13 772)	(28 783)	(6 862)	(56 364)	(15 660)	(14 614)	(1 075)	(1 075)
Acquisition of property, plant, equipment & intangible assets	(33 662)	(13 772)	(28 783)	(6 862)	(56 364)	(15 660)	(14 614)	(1 075)	(1 075)
Buildings: non-residential	(11 048)	(11 126)	(27 364)	(6 537)	(51 550)	(14 935)	(13 889)	(350)	(350)
Transport equipment	0	(467)	0	0	0	0	0	0	0
Furniture and office equipment	(297)	(760)	(642)	(100)	(1 275)	(300)	(300)	(300)	(300)
Other machinery and equipment	(21 028)	(1 069)	(344)	0	(2 264)	(200)	(200)	(200)	(200)
Software and other intangible assets	(819)	(62)	(106)	(30)	(30)	(30)	(30)	(30)	(30)
Computer equipment	(470)	(590)	(327)	(195)	(1 245)	(195)	(195)	(195)	(195)
Proceeds from sale of ppe		302	0	0	0	0	0	0	0
Cash flow from financing activities	0								
Deferred Income	0	0	0	0	0	0	0	0	0
Departmental transfer									
Net (decrease) / increase in cash and cash equivalents	(14 238)	(6 918)	(2 589)	(10 830)	(61 197)	(23 126)	(20 259)	(25 454)	(27 728)

*The level of cash generated is lower than the projected expenses, however, The Playhouse Company is continuing with cost saving initiatives that will result in a decrease in operational expenditure in the outer years. The Playhouse Company is also reviewing the organogram and cost savings are envisaged from the removal of non-essential and non-critical positions.

7. PUBLIC ENTITIES

The Playhouse Company does not have any Public Entities.

8. INFRASTRUCTURE PROJECTS

Not applicable to The Playhouse Company.

9. PUBLIC/PRIVATE PARTNERSHIPS

Not applicable to The Playhouse Company.

10. OUTCOME 1: PRODUCE AND PRESENT A BALANCED ARTISTIC PROGRAMME

Indicator Title 1.1	Number of own productions produced and presented
Definition	Tracking the number of productions produced and presented at The Playhouse
Source of data	Production schedule
Method of Calculation/ Assessment	Simple count of the number of productions produced and presented
Means of verification	Performance schedule and approved budget
Assumptions	Production funding will be received from provincial and local government
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	Actual performance that is higher than targeted performance is desirable
Indicator Responsibility	Arts Manager

Indicator Title 1.2	Number of productions presented in partnership with independent producers
Definition	Tracking the number of productions presented in partnership with independent producers
Source of data	Production schedule
Method of Calculation/ Assessment	Simple count of the number of productions presented in partnership with independent producers
Means of verification	Performance schedule, contracts and approved budget
Assumptions	Production funding will be received from provincial and local government

Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	Actual performance that is higher than targeted performance is desirable
Indicator Responsibility	Arts Manager

Indicator Title 1.3	Number of productions / events presented by independent producers using Playhouse Company facilities
Definition	Tracking the number of productions / events presented by independent producers using Playhouse Company facilities
Source of data	Production schedule
Method of Calculation/ Assessment	Simple count of the number of productions/events presented
Means of verification	Performance schedule, contracts and approved budget
Assumptions	Production funding will be received from provincial and local government
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	Actual performance that is higher than targeted performance is desirable
Indicator Responsibility	Arts Manager

Indicator Title 1.4	Number of significant flagship productions presented
Definition	Tracking the number of flagship productions presented

Source of data	Production schedule
Method of Calculation/ Assessment	Simple count of the number of productions produced and presented
Means of verification	Performance schedule, contracts and approved budget
Assumptions	Production funding will be received from provincial and local government
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	Actual performance that is higher than targeted performance is desirable
Indicator Responsibility	Arts Manager

Indicator Title 1.5	Number of festivals / seasons presented
Definition	Tracking the number of festivals / seasons presented
Source of data	Production schedule
Method of Calculation/ Assessment	Simple count of the number of festivals / seasons presented
Means of verification	Performance schedule, contracts and approved budget
Assumptions	Production funding will be received from provincial and local government
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	Actual performance that is higher than targeted performance is desirable

Indicator Responsibility	Arts Manager
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Indicator Title 1.6	Number of community conversation platforms facilitated
Definition	Tracking the number of community conversation platforms facilitated
Source of data	Production schedule
Method of Calculation/ Assessment	Simple count of the number of community conversation platforms facilitated
Means of verification	Performance schedule, contracts and approved budget
Assumptions	Production funding will be received from provincial and local government
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	Actual performance that is higher than targeted performance is desirable
Indicator Responsibility	Arts Manager

Indicator Title 1.7	Number of opportunities for indigenous art performance
Definition	Tracking the number of opportunities for indigenous art performance
Source of data	Production schedule
Method of Calculation/ Assessment	Simple count of the number of opportunities for indigenous art performance
Means of verification	Performance schedule, contracts and approved budget
Assumptions	Production funding will be received from provincial and local government
Disaggregation of Beneficiaries (where applicable)	Not applicable

Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	Actual performance that is higher than targeted performance is desirable
Indicator Responsibility	Arts Manager

Indicator Title 1.8	Number of artists involved in all staged performances
Definition	Tracking the total number of artists involved in the performances staged at The Playhouse Company over the period. This is the total number of artists involved in performances staged by outside hirers of the spaces, co-productions and/or Playhouse own productions.
Source of data	Monthly and quarterly production reports
Method of Calculation/ Assessment	Simple count of the total number of artists involved in the performances staged at The Playhouse Company.
Means of verification	Production reports, performance schedule, approved budget and signed contracts
Assumptions	Production funding will be received from provincial and local government
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	Actual performance that is higher than targeted performance is desirable
Indicator Responsibility	Arts Manager

Indicator Title 1.9	Audience attendance figure (paying and non-paying audience) for all performances
Definition	Tracking the total number of audience members at The Playhouse over the period, for all performances.

Source of data	Monthly and quarterly production reports
Method of Calculation/ Assessment	Simple count of the number of audience members at The Playhouse, for all performances.
Means of verification	Performance schedule, approved budget and ticket pro reports
Assumptions	Production funding will be received from provincial and local government
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	Actual performance that is higher than targeted performance is desirable
Indicator Responsibility	Marketing Manager

Indicator Title 1.10	Audience attendance figure (paying) for all performances
Definition	Tracking the total number of paying audience members at The Playhouse over the period, for all performances.
Source of data	Monthly and quarterly production reports
Method of Calculation/ Assessment	Simple count of the number of paying audience members at The Playhouse, for all performances.
Means of verification	Performance schedule, approved budget and ticket pro reports
Assumptions	Production funding will be received from provincial and local government
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly

Desired Performance	Actual performance that is higher than targeted performance is desirable
Indicator Responsibility	Marketing Manager

Indicator Title 1.11	Number of unique social media platforms utilised
Definition	Tracking the number of unique social media platforms utilised
Source of data	Quarterly marketing reports
Method of Calculation/ Assessment	Simple count of the number of unique social media platforms utilised
Means of verification	Quarterly Marketing reports
Assumptions	Social media reports will accurately capture all Playhouse Company details
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	Actual performance that is higher than targeted performance is desirable
Indicator Responsibility	Marketing manager

Indicator Title 1.12	Number of media feature pieces profiling The Playhouse Company - print and electronic
Definition	Tracking the number of media feature pieces profiling The Playhouse Company - print and electronic
Source of data	Quarterly marketing reports
Method of Calculation/ Assessment	Simple count of the number of media feature pieces profiling The Playhouse Company - print and electronic
Means of verification	Quarterly Marketing reports

Assumptions	Social media reports will accurately capture all Playhouse Company details
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	Actual performance that is higher than targeted performance is desirable
Indicator Responsibility	Marketing manager

11. OUTCOME 2: OFFER SUPPORT FOR DEVELOPMENT OF FUTURE THEATRE PRODUCTIONS AND ARTS PRACTITIONERS

Indicator Title 2.1	Number of youth attending arts development programmes per annum
Definition	Tracking the total number of youth attending arts development programmes per annum. This is the total number of youth involved in performances staged by outside hirers of the spaces, co-productions and/or Playhouse own productions.
Source of data	Monthly and quarterly production reports
Method of Calculation/ Assessment	Simple count of the total number of youth attending arts development programmes per annum
Means of verification	Production reports, performance schedule, approved budget and signed contracts
Assumptions	Production funding will be received from provincial and local government
Disaggregation of Beneficiaries (where applicable)	Target for Youth
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly

Desired Performance	Actual performance that is higher than targeted performance is desirable
Indicator Responsibility	Arts Manager

Indicator Title 2.2	Number of artists residency programmes facilitated
Definition	Tracking the number of artists residency programmes facilitated
Source of data	Production schedule
Method of Calculation/ Assessment	Simple count of the number of artists residency programmes facilitated
Means of verification	Performance schedule, contracts and approved budget
Assumptions	Production funding will be received from provincial and local government
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	Actual performance that is higher than targeted performance is desirable
Indicator Responsibility	Arts Manager

Indicator Title 2.3	Number of Community Arts mentorship programmes facilitated
Definition	Tracking the number of Community Arts mentorship programmes facilitated
Source of data	Production schedule
Method of Calculation/ Assessment	Simple count of the number of Community Arts mentorship programmes facilitated
Means of verification	Performance schedule, contracts and approved budget
Assumptions	Production funding will be received from provincial and local government

Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	Actual performance that is higher than targeted performance is desirable
Indicator Responsibility	Arts Manager

Indicator Title 2.4	Number of Test Driving the Arts programmes facilitated
Definition	Tracking the number of Test Driving the Arts programmes facilitated
Source of data	Production schedule
Method of Calculation/ Assessment	Simple count of the number of Test Driving the Arts programmes facilitated
Means of verification	Performance schedule, contracts and approved budget
Assumptions	Production funding will be received from provincial and local government
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	Actual performance that is higher than targeted performance is desirable
Indicator Responsibility	Artistic Director

Indicator Title 2.5	Percentage of previously marginalised groups participating in the artistic programme
Definition	Tracking the Percentage of previously marginalised groups participating in the artistic programme

Source of data	Production schedule
Method of Calculation/ Assessment	<u>Calculation:</u> <ul style="list-style-type: none"> ▪ Numerator – previously marginalised groups production ▪ Denominator – total number of productions presented
Means of verification	Production codes, Performance schedule, contracts and approved budget
Assumptions	Production funding will be received from provincial and local government
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	Actual performance that is higher than targeted performance is desirable
Indicator Responsibility	Arts Manager

Indicator Title 2.6	Number of schools programmes presented
Definition	Tracking the number of schools programmes presented
Source of data	Production schedule
Method of Calculation/ Assessment	Simple count of the number of schools programmes presented
Means of verification	Performance schedule, contracts and approved budget
Assumptions	Production funding will be received from provincial and local government
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> ▪ Not applicable
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> ▪ Not applicable
Calculation Type	<ul style="list-style-type: none"> ▪ Cumulative (Year-to-Date)
Reporting Cycle	Quarterly

Desired Performance	Actual performance that is higher than targeted performance is desirable
Indicator Responsibility	Arts Manager

Indicator Title 2.7	Number of Mobile Stage productions presented
Definition	Tracking the number of Mobile Stage productions presented
Source of data	Production schedule
Method of Calculation/ Assessment	Simple count of the number of Mobile Stage productions presented
Means of verification	Performance schedule, contracts and approved budget
Assumptions	Production funding will be received from provincial and local government
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> ▪ Not applicable
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> ▪ Not applicable
Calculation Type	<ul style="list-style-type: none"> ▪ Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	Actual performance that is higher than targeted performance is desirable
Indicator Responsibility	Arts Manager

12. OUTCOME 3: ENHANCED CUSTOMER EXPERIENCE THROUGH ACCESSIBLE, HIGH QUALITY AND WELL MANAGED PRODUCTION AND EVENT VENUES AND TECHNICAL SERVICES

Indicator Title 3.1	Percentage spend on repairs and maintenance
Definition	Tracking the percentage spent on repairs and maintenance
Source of data	Pastel reports
Method of Calculation/ Assessment	<u>Calculation:</u> <ul style="list-style-type: none"> ▪ Numerator – Actual repairs and maintenance spend ▪ Denominator – Budgeted repairs and maintenance

Means of verification	Pastel GL reports, invoices and budgets
Assumptions	Operation grant funding will be received from Department of Sport, Arts and Culture
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	Actual spending that is lower than the allocated budget is desirable
Indicator Responsibility	Support Services Manager

Indicator Title 3.2	Annual fixed asset register completed in compliance with Fixed Asset Policy
Definition	Annual fixed asset register is completed by required timeframe, and complies with Fixed Asset Policy
Source of data	Fixed asset register register
Method of Calculation/ Assessment	Scanning fixed assets and comparing to fixed asset register listing
Means of verification	Verification: <ul style="list-style-type: none"> ▪ Annual fixed asset register is completed by required timeframe ▪ Annual fixed asset register complies with Fixed Asset Policy
Assumptions	The Fixed Asset Policy is maintained updated and relevant. All new acquisitions are bar coded and tagged timeously
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Annual
Desired Performance	To achieve the annual target

Indicator Responsibility	CFO
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13. OUTCOME 4: A WELL-GOVERNED, PRODUCTIVE AND HIGH-PERFORMING ORGANISATION

Indicator Title 4.1	Number of repeat external audit findings
Definition	Sound governance and compliance across the organisation, evidenced by a clean external audit outcome (AGSA) on previous year's financial performance information, with Zero repeat Audit findings.
Source of data	External Audit Report from the AGSA
Method of Calculation/ Assessment	Verification – Information contained in the External Audit Report from the AGSA on the previous year's financial performance and compliance environment.
Means of verification	Verification – Information contained in the External Audit Report from the AGSA on the previous year's financial performance and compliance environment.
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Annual
Desired Performance	Zero repeat Audit findings is targeted.
Indicator Responsibility	Chief Financial Officer

Indicator Title 4.2	Percentage critical findings raised per internal audit quarterly report addressed
Definition	Tracking the Percentage critical findings raised per internal audit quarterly report addressed
Source of data	Internal audit reports

Method of Calculation/ Assessment	<u>Calculation:</u> <ul style="list-style-type: none"> ▪ Numerator – Actual critical findings raised per internal audit report ▪ Denominator – Total findings raised per internal audit report
Means of verification	Verification – Information contained in the Internal Audit Reports.
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	Actual performance that is lower than targeted performance is desirable
Indicator Responsibility	CFO

Indicator Title 4.3	Percentage Information and communications technology (ICT) downtime
Definition	Tracking the Percentage Information and communications technology (ICT) downtime
Source of data	IT reports
Method of Calculation/ Assessment	<u>Calculation:</u> <ul style="list-style-type: none"> ▪ Numerator – ICT down time during the quarter ▪ Denominator – Total ICT time during the quarter
Means of verification	Verification – Information contained in the IT Reports.
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly

Desired Performance	Actual performance that is lower than targeted performance is desirable
Indicator Responsibility	CFO

Indicator Title 4.4	Percentage vacancy rate in funded positions
Definition	Tracking the vacancy rate in funded positions
Source of data	HR reports
Method of Calculation/ Assessment	<u>Calculation:</u> <ul style="list-style-type: none"> ▪ Numerator – Vacancies ▪ Denominator – Total funded positions
Means of verification	Verification – Information contained in the HR Reports and VIP.
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	Actual performance that is lower than targeted performance is desirable
Indicator Responsibility	HR Manager

Indicator Title 4.5	Percentage of annual training plan implemented
Definition	Tracking the Percentage of annual training plan implemented
Source of data	HR reports
Method of Calculation/ Assessment	<u>Calculation:</u> <ul style="list-style-type: none"> ▪ Numerator – Training cost incurred ▪ Denominator – Total budgeted training cost
Means of verification	Verification – Information contained in the HR Reports and Pastel.
Assumptions	None

Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	Actual performance that is equal to targeted performance is desirable
Indicator Responsibility	HR Manager

Indicator Title 4.6	Number of interns/ trainees enrolled
Definition	Tracking the Number of interns/ trainees enrolled
Source of data	HR Reports
Method of Calculation/ Assessment	Simple count of the number of interns/ trainees enrolled
Means of verification	VIP reports and contracts
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	Actual performance that is equal to targeted performance is desirable
Indicator Responsibility	HR Manager

ANNEXURE A: AMENDMENTS TO THE STRATEGIC PLAN

Not applicable for 2021/22.

ANNEXURE B: CONDITIONAL GRANTS

Not applicable to The Playhouse Company.

ANNEXURE C: CONSOLIDATED INDICATORS

Not applicable to The Playhouse Company.

ANNEXURE D: DISTRICT DELIVERY MODEL

Not applicable to the work of The Playhouse Company.

ANNEXURE E: MATERIALITY AND SIGNIFICANCE 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

The Playhouse Company's level of materiality was based on the budgeted figures for the year ended 31 March 2022.

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

1. Revenue and operational expenditure: 1%
Operational expenditure = R 82.7 million
Materiality is therefore R 82.7m X 1% = R 827 000
2. Assets and liabilities: 1%
Total assets = R 268 million
Materiality is therefore R 268m X 1% = R 2 680 000
3. Final Materiality is the average of the two and set at R 1.7 million



an agency of the
Department of Arts & Culture

**COUNCIL CONSTITUTION
AND
ETHICAL CODE OF CONDUCT
(Council Charter)**

POLICY DOCUMENT CONTROL PAGE

SUPERSEDES	Version 2 approved on 27 May 2016
DETAILS	Description of Amendments
	P4, item 3.3.2 and 3.3.4 in line of CIA Act

ORIGINATOR

Prepared by	Amar Mohanparasadh
Designation	Chief Financial Officer
Custodian	Linda Bukhosini
Designation	Chief Executive Officer

BOARD AND EXECUTIVE APPROVAL

Referred for approval	CEO
Date of Referral	29 July 2019
Approved by	Council
Approval Date	29 July 2019
Executive Director	

CIRCULATION

Issue Date	
Circulated by	
Issued to	

PLAYHOUSE COMPANY COUNCIL CONSTITUTION AND ETHICAL CODE OF CONDUCT

1. INTRODUCTION

- 1.1 The Council and its members commit themselves to meeting their responsibilities and maintaining accountability for the ongoing development and success of the Playhouse Company.
- 1.2 This constitution sets out the manner in which the Council of the Playhouse Company will carry out its obligations in terms of the legislative framework, including:
 - 1.2.1 the Cultural Institutions Act (CI Act) No. 119 of 1998 as amended and its Regulations;
 - 1.2.2 the Public Finance Management Act (PFMA), Act 1 of 1999 as amended;
 - 1.2.3 all ancillary legislation.
- 1.3 The constitution confirms the Council members' commitment to the Playhouse Council in accepting all obligations and responsibilities required of Council members.

2. CORPORATE BODY

- 2.1 The Playhouse Institution is a corporate body known as the Playhouse Company as declared in terms of Section 3 of the CI Act.

3. THE COUNCIL

- 3.1 The affairs of the Playhouse Company shall be under the control, management and direction of the Council, consisting of no less than seven members appointed by the Minister of Sport, Arts and Culture in accordance with the prescribed manner. The CEO serves *ex officio* with no voting powers.
- 3.2 In the event of a member of the Council dying or vacating office before the expiration of the period for which the member has been appointed, another person may be appointed to fill the vacancy for the unexpired portion for which the member was appointed.
- 3.3 A member of the Council must vacate the office if:
- 3.3.1 that member resigns in writing;
 - 3.3.2 that member has been absent from three consecutive meetings without requesting and receiving approval of the leave by the Chairperson of Council;
 - 3.3.3 that member is an unrehabilitated insolvent;
 - 3.3.4 that member is found to be of unsound mind by a competent court;
 - 3.3.5 that member is convicted of an offence involving dishonesty or bodily harm and is sentenced to imprisonment without the option of a fine;
 - 3.3.6 that member momentarily breaches the Code of Ethics of the Playhouse Company; or
 - 3.3.7 on reasonable grounds, the majority of the Council so recommends and the recommendation is accepted by the Minister.
- 3.4 Request for leave of absence from a council meeting must be submitted to the Chairperson of Council within 7 working days of the said meeting.
- 3.5 The Council acknowledges that the Minister may dissolve a Council on reasonable grounds.

4 CODE OF CONDUCT AND ETHICS FOR MEMBERS OF THE COUNCIL

- 4.1 The Council hereby adopts a Code of Conduct and Ethics as set out below.
- 4.2 **Good corporate governance**
The Playhouse Company, in terms of Section 4, of the CI Act, constitutes a corporate body and accordingly, the Playhouse Company, the Council and all

members shall be required to comply with the principles of good corporate governance which will include, but not be limited to, the following:

- 4.2.1 transparency and representivity in respect of the appointment of members as contemplated in Section 5 of the CI Act;
- 4.2.2 accountability in respect of any conduct by, and in respect of all matters directed and controlled by the Council or members;
- 4.2.3 diligence and integrity by members in the performance of all their duties and functions as contemplated by Section 8 of the CI Act;
- 4.2.4 competence and skill by members in the performance of their duties and functions as contemplated by Section 8 of the CI Act;
- 4.2.5 due compliance by the Council and all members with all provisions stipulated by the CI Act, all Regulations promulgated in respect of the Playhouse Company in terms of Section 16 of the CI Act ("the Regulations"), and of this Code.

4.3 **Fiduciary responsibility**

Members have a fiduciary responsibility towards the Playhouse Company. Accordingly, a member shall at all times;

- 4.3.1 act honestly and in utmost good faith towards the Playhouse Company;
- 4.3.2 protect and further the best interests, and safeguard the affairs and business of the Playhouse Company;
- 4.3.3 only perform such duties and functions as are assigned to the member by the Council or a committee to which such member is a member (as the case may be).

4.4 **Complaints Procedure**

Should the Council or any member be confronted with or receive any complaint or be informed of any grievance by a member of the public, or an arts personality, or another member, or any other person, the Council or that member shall act strictly in accordance with the complaints procedure set out hereunder:

- 4.4.1 any complaint, whether written or verbal ("the complaint"), shall immediately be reported to the Chairperson without, in any manner, commenting on, or communicating, the issues raised in the complaint to any other person;
- 4.4.2 the Chairperson shall be responsible to evaluate the significance of the complaint and shall in his/her reasonable discretion determine whether or not the complaint is of such a nature that it should be addressed by the Council or solely by the Chairperson.

4.5 **Communications internally**

- 4.5.1 Members, other than the Chief Executive Officer ("CEO"), shall not individually, or as a Council, direct any communication of whatsoever nature directly to an employee, agent or consultant of the Playhouse Company and all such communications shall only be directed to the CEO who shall in turn communicate same to the relevant employee, agent or consultant.
- 4.5.2 Members are to disclose to Council all communication after being approached by members of staff before commenting on or responding to such communication.
- 4.6 **Disclosure of interests**
- 4.6.1 A member shall be required to inform the Council of any business interest, whether it is a direct, indirect, personal or private business interest, that that member may have in any matter before the Council or a committee.
- 4.6.2 Any gifts received by a member above a prescribed amount of R 500 must be declared to the Council within fourteen days. The prescribed amount shall be determined by the Council from time to time.
- 4.6.3 The declaration by the members shall be recorded in a gifts register.
- 4.7 **Personal gain, rewards, gifts and favours**
- 4.7.1 A member shall never use his/her position for private gain or the improper benefit of any other person and/or entity.
- 4.7.2 A member shall not request, solicit or accept any reward, gift or favour for:
- 4.7.2.1 voting or abstaining from voting in a particular manner;
- 4.7.2.2 influencing or persuading any member of the Council or of another committee to exercise any power, function or duty in a particular way;
- 4.7.2.3 making a representation to other members of the Council or another committee; or
- 4.7.2.4 the disclosure of confidential and/or privileged information as envisaged in clause 10 below to any other person, institution or body.
- 4.8 **Unauthorised disclosure of information**
- 4.8.1 A member shall at no time, without the permission of the Council, disclose confidential or privileged information to any other person.
- 4.8.2 In the event that a member is uncertain as to whether or not information should

be regarded as confidential or privileged, that member shall obtain clarification from the Council regarding the status of such information, prior to the disclosure thereof to any other person.

4.8.3 For purposes of this Code, "confidential or privileged information" shall include information:

4.8.3.1 obtained by members from discussion in closed session by the Council or another committee;

4.8.3.2 the disclosure of which would violate a person's right to privacy;

4.8.3.3 declared to be confidential, privileged or secret by the Council or which is considered as such in terms of any law.

4.9 **Ethics**

4.9.1 The Council and its members undertake, in relation to the Playhouse Company's patrons, the public, other members, the Council, the Playhouse Company itself and any other person, to continuously promote the following values:

4.9.1.1 professionalism, client-satisfaction, the establishment of patron needs (specifically in relation to the previously disadvantaged communities), product and service excellence;

4.9.1.2 loyalty, dedication, pro-activity, enthusiasm;

4.9.1.3 honesty, integrity, trustworthiness; and

4.9.1.4 empathy, friendliness, politeness.

4.10 **Breaches of code**

4.10.1 A Council may:

4.10.1.1 investigate and make a finding on an alleged breach of the provisions of this code; or

4.10.1.2 establish a special committee to investigate and make a finding on an alleged breach of this code and to make appropriate recommendations to the Council.

4.10.2 if the Council or a special committee finds that a member has breached the provision of this code the Council may:

4.10.2.1 issue a formal warning to the member;

4.10.2.2 reprimand the member;

4.10.2.3 request the Minister of the Department of Sport, Arts and Culture to suspend the member for a period;

4.10.2.4 request the Minister of the Department of Sport, Arts and Culture to remove the member from office.

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- 4.10.3 Any member who has been warned or reprimanded in terms of clause 4.10.1 or 4.10.2 may, within fourteen days of having been notified of the decision of the Council, appeal to the Minister of the Department of Arts and Culture in writing setting out the reasons on which the appeal is based.
- 4.10.4 A copy of the appeal must be provided to the Council.
- 4.10.5 The Council may within fourteen days of receipt of the appeal referred to in clause 4.10.3 above make representations pertaining to the appeal to the Minister of the Department of Sport, Arts and Culture in writing.
- 4.10.6 The Minister of the Department of Sport, Arts and Culture may, after having considered the appeal, confirm, set aside or vary the decision of the Council and inform the member and the Council of the outcome of the appeal.
- 4.10.7 The Minister of the Department of Sport, Arts and Culture may appoint a person or committee to investigate any alleged breach of the provisions of this code and to make a recommendation on whether the member should be suspended or removed from office.
- 4.10.8 If the Minister of the Department of Sport, Arts and Culture is of the opinion that the member has breached a provision of this code and that such contravention warrants a suspension or removal from office, the Minister of the Department of Sport, Arts and Culture may:
- 4.10.8.1 suspend the member for a period and upon conditions determined by the Minister of the Department of Sport, Arts and Culture; or
- 4.10.8.2 remove the member from office.

PAYMENT OF COUNCIL MEMBERS

- 5.1 In terms of Section 10(a — b) of the CI Act, the Council members may receive honoraria and reimbursement for expenses from the funds of the Playhouse Company.
- 5.2 The Council will, on an annual basis, decide such amounts in accordance with the criteria set by the Minister for the payment of such honoraria and reimbursement of expenses.

CHAIRPERSON

- 6.1 The Chairperson of the Council is appointed by the Minister from appointed members of the Council and holds office for the period for which he or she has been appointed.
- 6.2 In the event of the Chairperson vacating office before the expiration of the period for which he or she is appointed, another member of the Council shall be appointed by the Minister.
- 6.3 In the event of the Chairperson being absent from a meeting of the Council, the deputy chairperson will preside at that meeting.
- 6.4 In the event of the Chairperson and Deputy Chairperson being absent from a meeting of the Council, the members present must elect one of their members to preside at that meeting. That person may, during that meeting and until the Chairperson resumes his or her functions, perform all those functions.

FUNCTIONS OF THE COUNCIL

- 7.1 The functions of the Council are:
- 7.1.1 to formulate policy;
- 7.1.2 to hold, preserve and safeguard all movable and immovable property of whatever kind placed in their care or loaned or belonging to the Playhouse Company;
- 7.1.3 to receive, hold, preserve and safeguard all specimens and collection of all other movable property placed under its care and management under Section 10 of the CI Act 10(1);
- 7.1.4 to raise funds for the Playhouse Company;
- 7.1.5 to manage and control the monies received by the Playhouse Company and to utilise those monies for defraying expenses in connection with the performance of its functions;
- 7.1.6 to keep a proper record of the property of the Playhouse Company, and to submit to the Director General any returns required by him or her in regard thereto and to cause proper books of account to be kept;
- 7.1.7 to determine and substitute the **CI** Act and with the approval of the Minister, the object of the declared institution; and
- 7.1.8 to generally carry out the objects of the declared institution.
- 7.2 Council may determine the hours and conditions to which the public may visit the Playhouse Company.
- 7.3 The Council shall have the power to appoint such persons as it considers necessary to perform the functions of the Playhouse Company, the

determination of the remuneration and terms and conditions of services shall be in accordance with the scheme approved by the Minister in consultation with the Minister of Finance.

- 7.4 The Minister shall publish the objects of the Playhouse Company in the Government Gazette.

8. **APPOINTMENT OF COMMITTEES — DELEGATION**

- 8.1 The Council from time to time will create committees to assist it in fulfilling its functions.

- 8.2 The Council will delegate specific powers to these committees.

- 8.3 Every member of the Council is entitled to attend any committee meeting as an observer. However, unless that member is also a member of the committee, the member is not entitled to participate without the consent of the Chair of the Committee; does not have a vote; and is not entitled to fees for such attendance, unless payment of fees is agreed to by Council.

9. **DUTIES OF MEMBERS**

- 9.1 A member must at all times act honestly in performing the functions of his or her office.

- 9.2 A member must at all times exercise a reasonable degree of care and diligence in performing a Member's functions, and in furtherance of this duty without limiting its scope, must:

- 9.2.1 take reasonable steps to inform himself or herself about the Playhouse Company, its business and activities and the circumstances in which it operates;

- 9.2.2 take reasonable steps, through the processes of the Council, to obtain sufficient information and advice about all matters to be decided by the Council to enable him or her to make conscientious and informed decisions; and

- 9.2.3 exercise an active discretion with respect to all matters to be decided by the Council.

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- 9.3 The Council members shall conform to the Playhouse Company Code of Ethics.
- 9.4 A member must at all times act within and adhere to the provisions of the Code of Conduct and Ethics as set out in clause 4 below.
- 9.5 Members are expected to exercise reasonable diligence in relation to:
- 9.5.1 the business of; and
- 9.5.2 preparation for and attendance at meetings of the Council and any committee to which the Member is appointed.
- 9.6 A member, or former member, must not make improper use of his or her position as a Member, or of information acquired by virtue of his or her position as a member to gain, directly or indirectly, an advantage for himself or herself or for any other person, or to prejudice the Playhouse Company.
10. This item must be interpreted as adding to, and not deviating from, any law relating to the criminal or civil liability of a member of a governing body of a corporate body, and it does not prevent any criminal or civil proceedings being instituted in respect of such a liability.

COUNCIL REPORTING

- 11.1 The Council shall submit, no later than one month before the commencement of each financial year, a business plan covering the next three year period containing such information as may be prescribed by the Minister for his approval.
- 11.2 The Council shall submit an annual report to the Minister which must contain such information regarding the activities and financial position of the Council as may be prescribed.
- 11.3 The Council shall appoint a delegation to brief the relevant committees of Parliament on the annual report.

12. PROCEDURE AT COUNCIL MEETINGS

- 12.1 The Council shall regulate its meetings and conduct its proceedings as it may deem appropriate, subject to the terms of the CI Act and of these Regulations.

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- 12.2 Meetings may be convened at any time by the Chairperson, or in his or her absence, the Deputy Chairperson.
- 12.3 Meetings must be convened at any time if so directed by the Minister, or upon the written request of at least three members.
- 12.4 The notice convening a meeting shall be in writing, and shall include an agenda and such other meeting papers as may be considered appropriate. Notice shall be delivered to each of the members at least seven (7) days prior to any meeting, unless special circumstances require the convening of an urgent meeting, in which event any formalities may be dispensed with or modified by decision of the Chairperson (or Deputy Chairperson, as the case may be), who may direct that notice be given verbally, by facsimile, Internet, or in such other manner as he / she may deem appropriate in the circumstances.
- 12.5 The quorum necessary for the transaction of any business of the Council shall be a majority of the appointed members.
- 12.6 Each appointed member shall have one (1) vote, and all matters arising shall be decided by a majority of the votes.
- 12.7 In the event of an equality of votes, the Chairperson shall have a second or casting vote.
- 12.8 Written minutes shall be kept of all decisions and proceedings of the Council, and an Attendance Register shall be maintained recording the names of all members personally present at each meeting. Upon confirmation, the minutes shall be signed by the Chairperson or other person presiding at such meeting and a copy thereof shall be made available to each Member.
- 12.9 The Council may, by resolution permit members to participate in a particular meeting by telephone, close circuit television, satellite television or audio or audio visual communication or any other means of communication. A member who participates in a meeting on permission given as aforesaid must be regarded as being present at the particular meeting.
- 12.10 A "round robin" resolution, that is a resolution addressed in writing to all appointed members, and supported by no less than the majority of their number, shall be as valid as if passed at a duly convened meeting of the Council, and — unless stated to the contrary — shall be deemed to have been passed as at the date of the last signature thereto.

- 12.11 The Council may delegate any of its powers to any one or more of the members, or to a special purpose committee as it may deem appropriate.
- 12.12 In effecting any such delegation, the Council may at its discretion:
- 12.12.1 appoint, remove and substitute the persons to whom such delegation has been made, or any one or more of them; and may include appointees who are not themselves members;
- 12.12.2 nominate the person/s who shall serve as Chairperson (and, if deemed necessary, also as Deputy Chairperson) of any committee; and
- 12.12.3 stipulate the period of notices; the quorum; the voting; and any other procedural formalities affecting meetings and decisions of such committee.
- 12.13 Any such person/s or committee to whom a delegation is made shall, in executing the mandate, conform to the directions and procedures stipulated by the Council from time to time. The Council shall not be divested of any of its powers and duties as a result of any such delegation.

13. MANAGEMENT AND/OR ADMINISTRATION

Members, other than the CEO, shall not individually, other than as a Council, have any management and / or administrative capacity relating to the Playhouse Company's affairs.

14. GENERAL POWERS

The Playhouse Company shall have all such powers and may perform all such acts as are necessary for or incidental to the exercise of its powers and the performance of its duties.

15. FINANCE

In addition to income derived by the Playhouse Company from grant, donation, bequest, investment and deployment of its assets, the Government and/or the Provincial Administration with responsibility for cultural matters in the Province, shall provide funds to the Playhouse

Company from monies appropriated by Parliament or the Provincial Government, as the case may be, in order to enable the Playhouse Company to perform its functions and to exercise its powers and duties.

16. BANKING ACCOUNTS

16.1 Banking accounts shall be opened in the name of the Playhouse Company with one or more registered banking institutions; and all payments and cash received shall be deposited to the credit of such banking account's.

16.2 Cheques, promissory notes, and other banking instruments, requiring signature or authorisation on behalf of the Playhouse Company, shall be signed or authorised as the Council may determine; provided that such signature or authorisation involves at least two (2) persons duly authorised by the Council.

17. PUBLIC FINANCE MANAGEMENT ACT

Upon designation of the Playhouse Company for purposes of the Public Finance Management Act No. 1 of 1999, the Council shall ensure due compliance by the Playhouse Company with the provisions of that Act, and shall appoint an accounting officer and ensure that annual financial statements are prepared and submitted for audit by the Auditors.

18. CONFLICTS OF INTEREST

Members shall be obliged promptly to declare any self-interest or conflict of interest which may arise with respect to matters before the Council. In any such event the member concerned, after declaring his or her interest, shall recuse and absent him or herself and take no further part in deliberations concerning the matter in question. The minutes of the meeting shall record any such declaration of interest and recusal.

19. DISSOLUTION

The provisions of Section 14 of the CI Act shall apply in the event of the abolition or dissolution of the Playhouse Company by decision of the Minister or otherwise; and any residual assets, rights, liabilities and obligations of the Playhouse Company shall in such event be dealt with in accordance with the relevant provisions of the CI Act.

20. APPROVAL OF THE CONSTITUTION

Approved by the council on 29 July 2019 and applies with immediate effect.

A handwritten signature in black ink, appearing to read 'H. G. Abdil', is written over a vertical line.

Signature: _____

Chairperson of Council