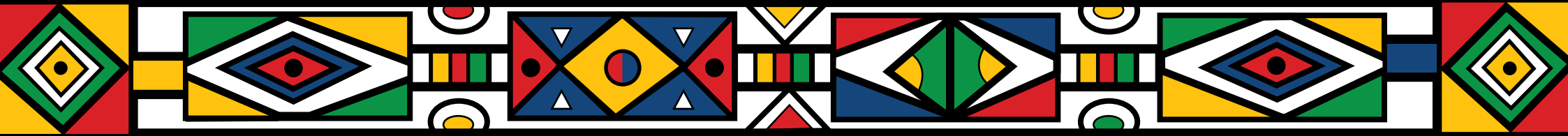


ANNUAL PERFORMANCE PLAN

1 APRIL 2023 - 31 MARCH 2024



THE SOUTH AFRICAN



STATE
THEATRE

an agency of the

Department of Sport, Arts and Culture

A SNIPPET OF OUR LINE UP



ACCOUNTING AUTHORITY STATEMENT

The South African State Theatre's Annual Performance Plan (APP) for the 2023/24 financial year has been developed in accordance with the SAST's 2020-2025 Strategic Plan, which sets out the long-term plans and resource allocation for the five-year term. This APP is prepared in accordance with the Revised Framework for Strategic Plans and Annual Performance Plans published by the Department of Planning, Monitoring and Evaluation (DPME), which encompasses the provisions of the Public Finance Management Act, 01 of 1999, as amended, and the Cultural Institutions Act, 119 of 1998 as amended. The SAST has aligned its legislative mandate to the Department of Sport, Arts and Culture (DSAC) strategic drivers, outcomes and outputs. The theatre's strategic outcomes are aligned to the Minister's 10-Point Plan as well as Outcome 14 of the National Development Plan (NDP, 2030). Accordingly, the SAST's strategic outcomes have been formulated from the DSAC's Strategy which aims to develop, preserve, protect and promote, sport, arts, culture in South Africa and mainstream its role in social cohesion, nation building and facilitating socio-economic development.

This plan is aligned to the Government's Programme of Action through the SAST's objectives which aim to support job creation, create a skilled workforce, build an empowered and inclusive citizenship as well as foster an effective, efficient and responsive public service. The plan also focusses on infrastructure development through the SAST's various capital works projects, which include upgrading, modernisation and maintenance of the theatre complex.

Where appropriate, SAST programmes are thus aligned to the 2019 – 2024 MTSF list of Seven Priorities of the 6th Administration:

- Priority 1: Capable, Ethical and Developmental State
- Priority 2: Economic Transformation and Job Creation
- Priority 3: Education, Skills and Health
- Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services
- Priority 5: Spatial Integration, Human Settlements and Local Government
- **Priority 6: Social Cohesion and Safer Communities**
- Priority 7: A Better Africa and World

The strategic outcomes, objectives and targets contained in this APP are informed by the Five-Year Strategic Plan and the annual review of the strategic priorities and trading conditions. This will be the fourth year of the new Strategic Plan and this APP is prepared taking into consideration; the impact of Covid-19, the July 2021 Riots and the KwaZulu-Natal floods as well as the global economic slow-down related to the Russia-Ukraine war and its devastating impact on global food security and access to fuel supplies.

At its annual strategy review workshop in November 2022, Council deliberated on SAST's business model. Guided by SAST's strategic pillars, it is important that as the SAST moves forward, it ensures that its Programme of Action takes into account fiscal and operational uncertainties caused by prevailing macro factors.

The 2022 Council strategy workshop robustly considered SAST's strategic direction under the prevailing trading conditions and resolved to reinforce the approved organisational vision, mission, values and key outcome-oriented strategic Outcomes which remain as follows:

Vision:

The prestigious theatre of choice for a distinctly Pan-African experience. ("The theatre of Africa")

Mission:

- A vibrant and dynamic arts and culture institution that integrates social and cultural diversity while maintaining a healthy balance between artistic creativity and fiscal stability.
- An entertainment destination of choice for inspiration, education and socio-economic transformation which is underpinned by our unique, engaging and diverse artistic offering that encourages audience growth and an appreciation for the performing arts.
- A financially driven and socially conscious institution that focuses on growth, revenue generation and long-term sustainability.
- An environmentally friendly and modern theatre complex that provides for the preservation of our heritage and promotion of the arts.
- A prestigious institution with strong collaborations and partnerships with the performing arts sector to drive economic development by creating performing arts works that are commercially viable.
- An institution that embraces information and communication technology to enable strategic direction and the achievement of organisational goals.

Values:

- Transparency
Provide access to information to promote society and employee trust in our programmes.
- Accountability
Exercise responsibility and be able to account for our actions and transactions.
- Freedom of expression
Encourage the constitutional right, and a pillar of democracy, to freedom of expression, in particular freedom to artistic creativity, in a responsible and unoffensive manner.
- Honesty
Interact and transact with a good moral character to ensure truthfulness and openness.
- Integrity
Practice consistency and uncompromising adherence to strong moral and ethical principles and values.
- Excellence
Strive to achieve and surpass all expectations in our service delivery.

Strategic Outcomes:

Outcome 1: In-house developed and externally sourced performing arts works presented.

Outcome 2: Development opportunities provided.

Outcome 3: Revenue generated from commercial activities.

Outcome 4: Buildings and assets maintained and upgraded.

Outcome 5: Audience attendance improved.

Outcome 6: Applicable Laws, Regulations and Statutory Legislation including the PFMA, Treasury Regulations and the LRA complied with.

The APP takes into consideration the strategic priorities of the SAST, the integration of strategy, structure and financial resources, as well as the financial outlook and the Artistic Programme 2023/24. Within this context, Council confirmed the Programme of Action in November 2022, in particular with renewed focus on infrastructure as a lever to drive revenue. The **Strategic Pillars** of the SAST Business Model are thus augmented with the addition of a pillar focussing on infrastructure:

- Maximise Revenue (increase capacity to generate own revenue instead of hoping to receive donations and sponsorships)
- Develop and Manage Human Capital
- Enhance Reputation
- Audience Development
- Promote a Culture of Operational Excellence and Strengthen Governance
- Maintain and Improve Infrastructure

The **Programme of Action** was confirmed as:

- Revamp the Theatre (infrastructure and brand reappraisal)
- Support Artistic Programme to Drive Feet (Marketing, Sales, Tickets, FOH)
- Strengthen Our Human Capital (Attract and retain suitably qualified and competent staff, Develop staff)
- Recover money and Defend Market Share (tenant management, parking garage support)
- Diversify revenue streams to increase self-generated revenue.

To ensure delivery of the APP, the SAST has devised various monitoring and measurement techniques to ensure compliance with regulatory bodies and also to ensure that the SAST achieves its financial and strategic targets. Quarterly Reports will thus be produced based on the targets and objectives contained in this plan, which will provide tools for ongoing performance monitoring, evaluation and improvement. In supporting its APP, the SAST will use its artistic programme and its infrastructure Transformation Project to promote its identity as a proudly Pan-African theatre, and to diversify its artistic offerings.

Council will continue to implement measures to ensure a healthy balance between artistic creativity and fiscal stability as well as revenue and expenditure. The aim is to sustain a positive audit opinion, especially considering the negative 2020/21 and now again the 2021/22 audit report. Matters raised by the Auditor-General form part of the Audit Action Plan, the implementation of which will be monitored during this financial year. The SAST's Risk Management Framework will also be updated to ensure that the risks identified remain relevant to the trading conditions.

It is important to acknowledge that the current Council has interrogated the strategic direction of SAST and its programmes which have been adopted and are fully supported by Council with a view to achieving the key priorities outlined. These priorities will influence the SAST's service delivery agenda for the next three financial years, 2023/24 to 2025/26.

Council commits to the implementation of this APP. We believe it will bring exemplary service delivery to the performing arts sector through outcomes-based performance-oriented targets.



Professor Fikile N. M. Mazibuko
Chairperson of Council
Accounting Authority
The South African State Theatre

ACCOUNTING AUTHORITY STATEMENT

CEO'S FOREWORD

SAST has adopted an agile strategic direction that focusses on improving the enabling environment while achieving programme targets. Due to the prevailing economic conditions as well as the grant reductions, programme changes have been made according to available resources. The hybrid theatre model has already been implemented and warmly received with tremendous progress being made in a very short space of time. The new partnership with Sterkinekor cinemas has opened doors to digital distribution, rubber-stamping the success made in launching the Online Theatre programme on the SAST YouTube Channel. Existing programmes are adapted to the trading environment and where possible augmented within available resources. Thus, the strategic direction is being re-imagined within the existing budget and market realities facing SAST.

The strategic direction for the next three years is not a radical shift as the vision, mission and values of SAST provide a solid foundation on which to build on. Rather, existing programmes are being revised to respond to the prevailing trading conditions pivoting the strategic direction from traditional theatre to focus on the hybrid theatre model. A fundamental sustainable, business-driven, approach is being implemented, which demands financial returns on each programme invested in. Programmes must contribute to the strategic direction. An overriding consideration in each programme, is its ability to be implemented under hard-lockdown conditions, should these be re-introduced like in other parts of the world that are still grappling with the pandemic. The hybrid theatre model is thus here to stay and must be suitably developed to maximise the market opportunities and ensure exhaustive implementation. The new strategic direction thus aims to formalise the hybrid theatre programme and further expand on it by capitalising on all the new artistic products flowing from digital theatre.

Underpinning the strategic direction is SAST's five strategic pillars, namely; Maximise Revenue, Enhance Reputation, Develop and Manage Human Capital, Promote a Culture of Excellence, and Audience Development. A sixth pillar has now been added, namely; Maintain and Improve Infrastructure. Integral to all SAST programmes is the focus on priority groups participation in respect of Women, Youth and People living with Disability. Programme outcomes are aligned to the National Development Plan (NDP) implementation plan priority areas, in particular the outcomes on; Economic transformation and job creation, Social cohesion and safe communities, A better Africa and world, and Building a capable, ethical and developmental State. Where possible, SAST programmes take into consideration the GBV agenda and include activities aligned to the fight against GBV.

Together with the core artistic programme, the support programmes, namely; marketing, infrastructure and revenue generation must be reconfigured to complement the strategic direction of the artistic programme. Improvements to the control environment will also be made to ensure compliance with legislation, safeguarding of resources and accurate reporting on the financial position as the revised programmes are being implemented.

Trading conditions as well as internal factors affecting programme implementation require mitigation. In particular, the following programme revisions must continue to be implemented during the year, namely; implement and assess the effectiveness of the marketing strategy, diversify the revenue streams, fast-track the infrastructure maintenance and upgrading projects and improve the control environment to ensure an unqualified audit outcome.

According to SAST's strategic planning approach that is based on the iterative Plan Do Check Adjust model, aligned to Government's planning cycle, the revised programme is to continue to be implemented with the 2023/24 Annual Performance Plan (APP) revision, from 1 April 2023. Success of the revised programme will be measured and adjusted as may be required through the ensuing triennium, up to 31 March 2026. To achieve the predetermined targets, SAST is presently addressing weaknesses in its operating and control environment. SAST's overall approach is to achieve excellence as an institution that delivers on the mandate entrusted to it. Business resilience is being built into our operating model through promoting an ethical culture in our employees that are focussed on providing high quality service to all stakeholders.



.....
Dr Sibongiseni Mthokozisi Mkhize
Chief Executive Officer
Accounting Officer
The South African State Theatre

FOREWORD

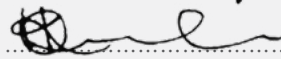
OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan of The South African State Theatre (SAST) for the period **2023/2024**:

- Was developed by the management of The South African State Theatre under the guidance of the SAST Council.
- Takes into account the relevant policies, legislation and other mandates for which The South African State Theatre is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which The South African State Theatre will endeavour to achieve over the period 2023/2024.



Mr Aubrey Sekhabi
Artistic Director



Ms Keolebogile Modise
Director Corporate Services



Ms Santa Viljoen
Chief Financial Officer



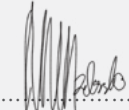
Mr Shiraz Ahmed
Senior Manager: Performance Information and Risk (Planning)

ACCOUNTING OFFICER:



Dr Sibongiseni Mthokozisi Mkhize
Chief Executive Officer

ACCOUNTING AUTHORITY:



Professor Fikile N. M. Mazibuko
Chairperson of Council

Approved by: EXECUTIVE AUTHORITY:



Mr N. G. Kodwa, MP
Minister

OFFICIAL SIGN OFF

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Marikana The Musical
August '22

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PART A: OUR MANDATE

Thandiswa Mazwai
Mzansi Fela Festival '22

MANDATE

1. UPDATES TO THE LEGISLATIVE AND POLICY MANDATE

1.1 Legislative mandate

There are no updates to the legislative mandate.

We note the pending promulgation of the revised White Paper on Arts and Culture. The activities embarked upon by DSAC in the interim, namely; the amalgamation of entities under the department are also acknowledged. The proposed outcomes of these activities likely to affect the SAST are as follows:

- Establishment of the National Performing Arts Company (the new single entity) - The amalgamation of the five Performing Arts entities (The Playhouse, the South African State Theatre, PACOFS, The Market Theatre Foundation and Artscape) under a single council.
- Existing performing arts entities to be amalgamated through a notice in the Government Gazette and the notice is to state that all assets, rights, liabilities and obligations of entities are transferred to the new (amalgamated) entity.
- The SAST is to be run as an autonomous division of the new single entity.

The proposed new National Theatre and Dance Policy is also acknowledged. SAST has provided inputs into the policy during the consultation process.

1.2 Policy mandate

Overall government's mandate is being driven by the National Development Plan (NDP) Five-year Implementation Plan covering the period 2019 - 2024. The mandate of the Department of Sport, Arts and Culture (DSAC) has accordingly been aligned in the NDP under Priority 6; Social cohesion and nation building (Outcome 14).

NDP IMPLEMENTATION PLAN - PRIORITY 6:
SOCIAL COHESION AND SAFE COMMUNITIES
NDP FIVE YEAR IMPLEMENTATION PLAN (2019-2024) OUTCOME
United, democratic, participatory, non-sexist, non-racial, equal society
DEPARTMENT OF SPORT, ARTS AND CULTURE OUTCOME
Social cohesion and nation building (Outcome 14)

The SAST has accordingly aligned its mandate to the DSAC's drivers, outcomes and/or outputs to derive its mandate as follows:

DEPARTMENT OF SPORT, ARTS AND CULTURE OUTCOME
Social cohesion and nation building (Outcome 14)
THE SOUTH AFRICAN STATE THEATRE
Provide access to performance spaces in which the performing arts sector creates productions that are watched by diverse audiences.

2. UPDATE TO INSTITUTIONAL POLICIES AND STRATEGIES

2.1 Institutional policies

SAST policies and procedures are actively reviewed and updated. This includes the SAST Council Charter and the Council Committee Charters.

2.2 Strategies

In compiling this 2023/24 Annual Performance Plan (APP), the South African State Theatre (SAST) adopted the following approach.

The SAST management held planning workshops during the year in order to compile the draft 2023/24 APP. During the workshops, past and current performance was assessed. The impact of major external factors such as the Covid-19 pandemic, the KZN riots and flooding, as well as the impact of the Ukraine-Russia war on the local economy together with other factors were considered. Internal strengths that can be leveraged as drivers to stabilise and develop SAST were identified. Critical internal weaknesses that undermine SAST's ability to implement programmes and fulfil its mandate have been interrogated. Market opportunities were also considered, in particular opportunities to maximise SAST's market share and very importantly how to focus SAST's programmes to cater for the evolving needs of the community and performing arts sector.

The draft 2023/24 APP was presented to the SAST Council at its annual Strategy Workshop held in November 2022. The workshop sought to examine the SAST's business model with a view to achieving long-term sustainability. Strategically, SAST's focus remains on delivery of its core mandate underpinned by its programmes to generate own revenue from commercial activities. Safeguarding and maintaining SAST's assets to ensure availability of facilities in which to work and perform together with the accountability of assets is a critical programme area that must be addressed during the 2023/24 year. While supporting the performing arts remains a core priority, the return on investment made in artistic productions must achieve minimum revenue targets in order to maintain financial viability. To support artistic productions, and SAST programmes overall, strategic partnerships in both the public and private sector must be explored. SAST's vision as: "We are the prestigious theatre of choice for a distinctly Pan-African experience", "the theatre of Africa" remains the overarching vision for SAST's programmes and business model which must be aligned to this vision to ensure that SAST is correctly configured and fit for purpose as an organisation that serves the citizens of South Africa and the broader African continent.

The workshop focused on the core business, more particularly on the question of balancing artistic creativity and fiscal stability. Some of the **key priorities** that emerged from the workshop which shall be incorporated into programme implementation includes:

- Management to take all measures required to achieve an unqualified audit opinion.
- Establish a publishing house as part of enhancing the brand and revenue generation. Cement the SAST as the home of African intellectual thought and influence African scholarship.
- Change the narrative, from over-reliance on government support to strategic engagement with government departments and other key public sector stakeholders (capitalise on the SAST's strengths).
- Reposition facilities management to ensure infrastructure maintenance, compliance with legislation, health and safety, brand reputation, optimal artistic performance, and revenue generation.
- Review the organisational structure to ensure that it supports the organisational strategy and the Business Plan.
- Enhance capacity to generate revenue, including fundraising and sponsorship.
- Review ticket pricing across all productions (developmental and commercial) in line with the SAST's revenue generation mandate.
- Adopt a strategic approach towards complimentary tickets and ensure that the 15% limit is applied in line with the policy.

SAST's **strategic pillars** that form part of the SAST's Five-Year Strategic Plan were reviewed and confirmed in November 2022. The strategic pillars are:

1. Maximise Revenue
2. Enhance reputation
3. Develop and Manage Human Capital
4. Promote a Culture of Excellence
5. Audience Development
6. Maintain and Improve Infrastructure

Council will continue to provide guidance and leadership to ensure that the strategic priorities of the SAST are aligned to the National Development Plan and the Minister's 10-Point Plan. Particular emphasis will be placed on achieving nation-building and social cohesion while ensuring a healthy balance between fiscal stability and artistic creativity.

In order to successfully implement our mandate, we have developed the following **outcome-oriented strategic programmes** which are underpinned by the strategic pillars:

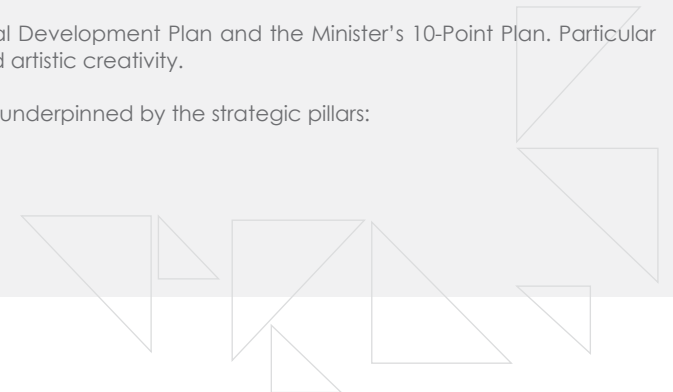
Outcome 1: In-house developed and externally sourced performing arts works presented.

Outcome Statement: Present In-house Performing Arts productions.

Outcome 2: Development opportunities provided.

Outcome Statement: Provide development opportunities for emerging Arts Practitioners in the context of our programmes.

Outcome 3: Revenue generated from commercial activities.



Outcome Statement: Generate revenue from commercial activities which includes Ticket Sales, Rentals, Fundraising and Front of House Sales.

Outcome 4: Buildings and assets maintained and upgraded.

Outcome Statement: Ensure long term sustainability of our Buildings and Assets.

Outcome 5: Audience attendance improved.

Outcome Statement: Attract Audiences to watch the Performing Arts.

Outcome 6: Applicable Laws, Regulations and Statutory Legislation including the PFMA, Treasury Regulations and the LRA complied with.

Outcome Statement: Ensure compliance with applicable Laws, Regulations and Statutory Legislation.

These outcomes have been aligned to the **National Treasury programmes** of Administration, Business Development and Public Engagement as follows:

Programme 1: Administration - Outcome 3, Outcome 4 and Outcome 6.

Programme 2: Business Development - Outcome 1 and Outcome 5.

Programme 3: Public Engagement - Outcome 2.

Programme Outputs for the 2023/24 are as follows:

Outcome 1

1. Stage In-house Festivals.
2. Stage school set-work productions.
3. Host partnership-based productions
4. Record productions for digital distribution.
5. Host authors to present their published books.
6. Create new artistic productions.
7. Present productions featuring people living with disabilities.
8. Stage In-house Productions.
9. Short term job opportunities created in Productions presented by SAST.
10. Provide opportunities for Females to participate in the creative team of productions presented by SAST.
11. Provide opportunities for Youth (maximum age of 34) to participate in the creative team of productions presented by SAST.

Outcome 2

1. Provide dramaturgy to in-house production's creative team members.
2. Implement the Community Arts Dramaturgy Outreach Fieldwork programme.
3. Provide internship positions.

Outcome 3

1. Generate rental revenue from the SAST immovable property portfolio, i.e. Kilnerton, Office Blocks, Restaurants and other spaces.
2. Generate revenue from ticket sales of in-house productions and from Theatre rentals.
3. Generate revenue from the Parking garage.
4. Generate revenue from Front of House sales.
5. Secure sponsorship and donations.
6. Generate revenue from advertising space rentals.
7. Generate revenue from distribution of SAST's artistic products on digital media.

Outcome 4

1. Implementation of the Capital Works programme comprising of projects that are approved and funded through the UAMP.
2. Implement the Facilities Management Maintenance Programme.

Outcome 5

1. Implement the marketing strategy.
2. Establish media partnerships to promote SAST and productions.
3. Implement the audience development strategy.

4. Establish strategic corporate partnerships.
5. Attract patrons to join the SAST membership programme.
6. Increase audience attendance and online streaming views.
7. Conduct surveys of patron satisfaction.

Outcome 6

1. Achieve an Unqualified Audit report.
2. Comply with South African Laws and Regulations governing labour relations.
3. Increase procurement from Women owned enterprises.
4. Develop and implement a comprehensive Information and Communication Technology (ICT) Strategy, incorporating compliance and efficient service delivery of ICT services.
5. Enable distribution of SAST's digital artistic products.

In developing programmes to implement our strategies, we have, as far as possible, included the **key priority groups, namely Youth, Women and people living with Disabilities** and those affected by Gender-based Violence (GBV). The following programme outputs have been added to SAST's programmes in support of the priority groups:

- Increase procurement from Women owned enterprises.
- Provide opportunities for Females to participate in the creative team of productions presented by SAST.
- Provide opportunities for Youth (maximum age of 34) to participate in the creative team of productions presented by SAST.
- Present productions featuring people living with disabilities.

SAST is committed to fighting **Gender-based Violence (GBV)** and supports governments campaigns against GBV. Wherever possible, SAST programmes will adopt prevailing government campaign objectives and assist with implementation to intensify the fight against GBV.

Performing arts programmes are developed to allow people across all races, classes, gender, religion, nationality, ethnic origin and language to unite in a shared space with a common goal that is to present the very best performing art.

Programmes are aligned to the national days, where we celebrate our rich history through relevant performing arts works. We attract diverse audiences of people from across our society to unite in safe performance spaces to watch performances free from any form of social exclusion.

In developing the SAST programmes, emphasis is placed on creating employment opportunities in support of the government's imperative of **job creation**. Key areas of job creation include the Artistic programme and Infrastructure projects. Internship positions are also created to firstly provide employment opportunities, but more importantly to provide young graduates with experiential learning opportunities to start their careers.

Access to the performing arts space, especially for those communities that have never before been allowed access, is the main focus of our programmes. Together with access, we also provide development opportunities for performing arts practitioners to identify and establish economically viable careers and create performing arts products for local and international market consumption.

Self-generated revenue remains a priority area. Revenue from the SAST parking garage has decreased sharply when compared to prior years, due to market factors that include many people working from home and the ongoing economic hardships facing consumers. Revenue from ticket sales and Front of House bar sales has recovered as anticipated during the course of 2022/23 and has returned to previous performance levels pre-covid. In order to diversify and grow our self-generated revenue streams, the following new programme outputs have been included in the 2023/24 APP:

- Generate revenue from distribution of SAST's artistic products on digital media.
- Generate revenue from advertising space rentals.
- Secure sponsorship and donations.

SAST **Infrastructure** requires urgent attention, both to maintain existing buildings and equipment as well as to modernise and enhance the building and equipment capabilities. Key capital works projects include the Facilities Management project and the Transformation project. The Kilnerton property must be upgraded from its current state of disrepair into a modern facility providing spaces to the arts sector and for filming and recording while at the same time meeting the needs of current and new tenants that require a safe and well maintained premises. A programme to accelerate infrastructure projects implementation, and the related compliance reporting, is being implemented by the office of the CEO.

Compliance with regulations is a fundamental requirement for SAST as a public entity. The **annual financial audit** must have an unqualified outcome. Weaknesses in the control environment, namely due to; people, systems, processes are being addressed to ensure a positive audit outcome and mitigate the risk of fraud.

ICT services within SAST are focusing on securing organisational data and ensuring the availability of ICT systems to support business processes. Cybersecurity is a critical focus area due to the ongoing threat of cybercrime. ICT is developing two platforms to enable the distribution of digital artistic products, namely; the web-based TV platform and the mobile-TV app.

The **Governance environment** is underpinned by robust policies and procedures which are aligned to prevailing legislative prescripts and regulations. SAST pro-actively ensures that policies and procedures are developed, implemented and reviewed regularly. The SAST Council Charters, together with the Council Committee Charters are being reviewed for implementation during the 2023/24 year to ensure alignment and efficiency.

SAST's **Risk management** has adopted a robust and proactive approach to ongoing risk identification, assessment and mitigation that supports strategy implementation and agile business improvements where necessary to ensure achievement of programme targets. In setting programme outputs and targets, related risks were identified and assessed. The Strategic Risk Register was accordingly updated to monitor the identified risks. Risks that have been assessed with a rating of High or Catastrophic are focused on to mitigate the occurrence and minimise the impact. A summary of the strategic risks is provided further in this APP.

The **2023/24 budget** has been compiled and approved. It aims to support SAST's programmes while ensuring financial sustainability. SAST's self-generated revenue has steadily improved during the 2022/23 financial year, however it remains significantly low when compared to pre-covid revenue reported. The operational budget, as well as the capital works budget, for 2023/24 is outlined further in this APP.

3. RELEVANT COURT RULINGS

None.



The Red on the Rainbow



PART B: OUR STRATEGIC FOCUS

Lifted: Let the blind sing
Mzansi Fela Festival '22

4. UPDATED SITUATIONAL ANALYSIS

4.1 External Environment Analysis

Population dynamics¹

The SAST is situated in the central business district of the metropolitan municipality of the City of Tshwane. The City of Tshwane is part of the province of Gauteng. With a population of 3,555, 741 (2017, COGTA), the City of Tshwane is the fourth biggest municipality of the 8 metros in South Africa. 63% of the population is of a working age and 49% of the population are between the ages of 20 and 49. The largest share of population in Tshwane is within the young working age (25-44 years) category, with 36.5% of the total population (1.21 million people). Racial composition (Stats SA, 2011) of the population across the four primary race groups, being; Black African, Coloured, Indian and White are 75.4%, 2.0%, 1.8% and 20.1%, respectively. First Languages spoken include Sepedi (19.4%), Afrikaans (18.4%), Setswana (14.7%), Xitsonga (8.4%) and Other (39.1%) which includes English at 8.4%. Gender composition is almost equal with 49.5% being Male and 50.5% female, though details of gender parity are unknown. Foreign nationals also form part of the City's population and includes a significant number of diplomatic corps members, considering that Tshwane boasts a large concentration (130+) of embassies, which is said to be second only to Washington D.C. in the United States. According to the 2016 Community survey, the unemployment rate in Tshwane stood at 16%. It was reported that 51% of the economically active population in the City are currently employed while, 3% have become discouraged to seek employment. SAST aims to attract audiences from this population group as well as from the greater Gauteng population.

Political influence

As an implementing agency of the DSAC, we have an obligation to further the manifesto of the ruling party. The ruling party's 2021 manifesto published on 1 November 2021 seeks a people's plan for a better life for all. Amongst others, the manifesto is about advancing nation-building and social cohesion, stepping up the fight against racism, sexism, homophobia and other intolerances. This manifesto sets out how to improve the lives of South Africans and grow South Africa together. Key themes of the manifesto that are relevant include; ADVANCING SOCIAL TRANSFORMATION, ADVANCING NATION-BUILDING AND SOCIAL COHESION, BUILDING A BETTER AFRICA AND A BETTER WORLD, CREATIVE INDUSTRY and A NATION UNITED IN DIVERSITY. Our political landscape consists of the Democratic Alliance (DA) and the Economic Freedom Fighters (EFF) at a local government level and the African National Congress (ANC) at a provincial and National level. While the SAST operates in this political environment, it remains independent and apolitical and unequivocally strives to embrace people from different walks of life irrespective of their political affiliations. The local government, City of Tshwane Municipality, has been thrown into disarray due to a scathing audit report by the Auditor General which outlines the basis for a negative audit opinion issued to CoT. CoT's ability to operate normally and provide community services such as bus transport has been negatively affected.

Technology improvements

The advances in technology has made it possible for our productions to be digitally recorded and streamed in video format online through the new SAST online programme. Leveraging on technology has allowed the SAST to rapidly adapt to changing market dynamics. As the SAST online programme is further entrenched into the core programme, technology has become the cornerstone of our continued existence and has enabled the SAST to continue delivering on its mandate. We will continue to introduce new improved systems during the year, not only in our artistic programme but also in our record keeping and transactional environment in an effort mitigate fraud and corruption.

Social realities

The South African society is socially diverse in its makeup. People from different races, cultures and ethnic backgrounds co-exist as the society of the country. Social challenges are prevalent across society and are not limited to any specific denomination. Abuse of women and children has become a focal area, together with issues of gender-based violence and the ever-increasing problems of substance abuse. These, and other, social challenges affect and influence how society interacts and becomes a barrier of participation for victims. Regrettably, the very same entertainment spaces where victims may find an opportunity to interreact with the rest of society are also used as an opportunity by criminals and offenders to proliferate some of these social illnesses. SAST has implemented safety and security measures to ensure the safety of our patrons and customers in both the theatre complex and in the office block. Artistic productions, where possible, focus on issues of GBV in order to tell the stories of victims and encourage those suffering under such oppression to speak-out and seek help.

Notes:

1. Population statistics are sourced from the COGTA report on the City of Tshwane, published on 3 August 2020. Website link https://www.cogta.gov.za/ddm/wp-content/uploads/2020/08/2nd-Take_Final_DistrictProfile_TSHWANE2306-1-002 as well as from the Stats SA 2011 survey on the City of Tshwane. Website link http://www.statssa.gov.za/?page_id=1021&id=city-of-tshwane-municipality

4.2 Internal Environment Analysis

SAST achieved an overall performance of **65% for the 2021/22** financial year. Thirteen of the planned twenty programme indicators were achieved in full. Seven indicators were not achieved.

Annual performance targets for the 2021/22 year were revised from the initial planned medium-term targets outlined along with the 2020 - 2025 Strategic Plan due to the outbreak of the **Covid-19 pandemic** and implementation of the related **National Lockdown Regulations** in March 2020. As such, some targets in the 2021/22 APP are lower than reported performance in years preceding the pandemic.

Under the ongoing national lockdown regulations, the impact has been severe during the 2021/22 year, especially in the first two quarters of the year. Self-generated revenue, audience attendance and the core business of in-house artistic productions has been negatively affected resulting in non-achievement of several indicators.

The regulations imposed limited maximum audience capacity allowed into any one theatre. During the year, theatre capacity was limited to **50% of normal capacity**. However, the regulations went further to impose the requirement for **social distancing of 1,5m** between people.

This additional requirement further reduced the maximum theatre capacity to below 50% once the social distance was provided for. As a result, many productions became uneconomical to stage, considering that the **return on investment would be significantly less** than the cost to produce the work. Ticket sales revenue, as well as the related revenue streams of Front of House bar sales and the Parking Garage revenue, were all affected.

The **July civil unrest** that occurred in the country during the period 9 to 18 July 2021, primarily in the KwaZulu-Natal and Gauteng provinces had another major impact on SAST's trading environment during the year. Rioting and looting crippled the country. The unrest began in KwaZulu-Natal on the evening of 9 July and then spread to Gauteng on 11 July.

SAST's location in the heart of the Pretoria CBD presented a risk. In order to mitigate this risk, the Theatre Complex and Office Block was locked down during this period with limited access to ensure safety of staff and customers, in particular tenants, and to protect the buildings and assets. We were fortunate to have been saved from any direct incidents. However, all **productions were stopped** during this period and it affected preparation of productions planned for later in the year causing these **to be rescheduled**.

Programme implementation was further affected by **in-year budget adjustments** which reduced certain programme funding.

Arising from the ongoing budget constraints, many vacant positions could not be filled during the year affecting programmes. Where budget was available to fill positions, recruitment is hindered by the available budget which only allows for remuneration below the 5th percentile in terms of market related remuneration levels.

Targets for the year remained unchanged, under the arduous trading conditions and were **implemented according to the approved 2021/22 APP**.

Number of programmes implemented increased from fifteen in the prior year to twenty for 2021/22.

The 2021/22 APP outlined the following six strategic outcomes:

Outcome 1: In-house developed and externally sourced performing arts works presented.

Outcome 2: Development opportunities provided.

Outcome 3: Revenue generated from commercial activities.

Outcome 4: Buildings and assets maintained and upgraded.

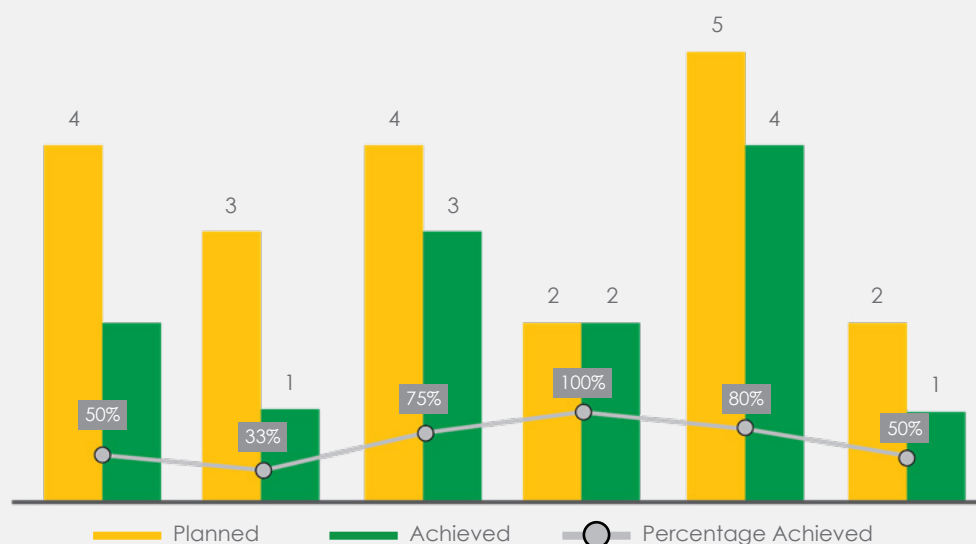
Outcome 5: Audience attendance improved.

Outcome 6: Applicable Laws, Regulations and Statutory Legislation including the PFMA, Treasury Regulations and the LRA complied with.

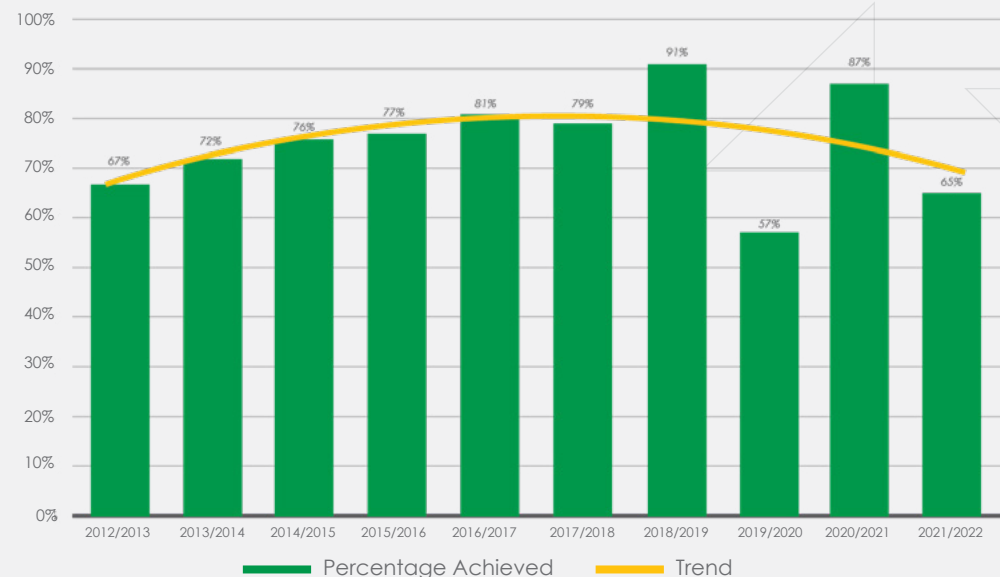
Only one of the six outcomes was achieved in full for the year, namely: Outcome 4: *Buildings and assets maintained and upgraded*. Outcome 2: *Development opportunities provided* was not achieved as the overall performance recorded for the indicators under this outcome was less than 50%. The remaining four outcomes which did not achieve targets, recorded fifty percent and more and are thus partially achieved for the year.

Actual achieved performance for the year, of 65%, **regressed** when compared to the prior year. Performance in the prior three years was 87% in 2020/21, 57% in 2019/20 and 91% in 2018/19.

2021/22 PLANNED AND ACHIEVED TARGETS



2012/13 - 2021/22 PERFORMANCE ACHIEVED



PERFORMANCE	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual
Number of Indicators	45	64	26	26	26	24	23	23	15	20
Percentage Achieved	67%	72%	76%	77%	81%	79%	91%	57%	87%	65%

Good performance was recorded for **thirteen indicators that achieved targets for the year**. The indicators included the following:

- Property rental revenue recognised.
- Ticket sales and theatre rental revenue recognised.
- Front of House sales revenue recognised.
- Number of approved and funded CAPEX projects completed.
- Number of Maintenance Programme activities completed.
- Number of labour matters ruled against the SAST for non-compliance with applicable labour legislation.
- Number of In-house Festivals staged.
- Number of In-house Productions staged.
- Approved marketing plans for each production of the annual artistic calendar.
- Number of media partnerships established.
- Approved audience development plan for each production of the annual artistic calendar.
- Number of patron satisfaction surveys conducted.
- Number of interns appointed.

Indicators not achieved for the year includes the following; *Audit opinion, Number of audience for events, Number of in-house production's creative team members provided with dramaturgy, Number of Community Arts Groups participating in the programme, Number of short term job opportunities created in In-house Productions, Number of School set-works staged, and Parking garage revenue recognised.*

PROGRAMME PERFORMANCE

Outcome 1: In-house developed and externally sourced performing arts works presented.

Two of the four indicators were achieved and two were partially achieved. The indicator *Number of In-house Festivals staged* as well as the indicator *Number of In-house Productions staged* was achieved. *Number of School set-works staged* (achieved 2 compared to the target of 3) and *Number of short term job opportunities created in In-house Productions* (achieved 926 compared to the target of 1,000) were both partially achieved.

108 in-house productions, compared to a target of 100, were presented during the year, as part of the hybrid theatre model with digitally recorded productions being published on the SAST YouTube channel. The well established four annual festivals, namely; *Kucheza Afrika Festival, Youth Expressions Festival, Vavasati International Women's Festival* and *the Mzansi Fela Festival* were all presented. Though, some of the productions in the Youth Expressions festival had to be postponed and took place later in the year while the Vavasati festival had to be rescheduled to December as preparation for the planned August dates was affected by the issues affecting the country in July.

Outcome 2: Development opportunities provided.

The indicator, *Number of interns appointed* was achieved with six interns appointed during the year. The remaining two indicators, *Number of Community Arts Groups participating in the programme* (achieved 12 compared to the target of 15), and *Number of in-house production's creative team members provided with dramaturgy* (achieved 29 compared to the target of 50) partially achieved targets for the year.

Outcome 3: Revenue generated from commercial activities.

The indicator *Parking garage revenue recognised* was partially achieved, though the revenue receipted was still significant at R8,101,979. The other three revenue indicators, namely; *Property rental revenue recognised, Ticket sales and theatre rental revenue recognised, and Front of House sales revenue recognised* all achieved target. In total R16,134,355 was recorded for self-generated revenue programmes. Based on the approved Annual Financial Statements as at 31 May 2022, the final reported revenue numbers for the year are as follows:

	Current - Year 2021/22	Prior - Year 2020/21
Property rental revenue recognised.	R4 386 627.78	R3 691 779.00
Ticket sales and theatre rental revenue recognised.	R2 813 370.36	R2 102 142.00
Parking garage revenue recognised	R8 101 979.14	R8 463 952.00
Front of House sales revenue recognised	R834 378.00	Indicator Removed
TOTAL	R16 134 355.28	R14 257 873.00

Outcome 4: Buildings and assets maintained and upgraded.

The indicator *Number of approved and funded CAPEX projects completed* target of 4 was achieved with 4 projects signed-off during the year. The four CAPEX projects included; the fire detection system which was certified on 1 April 2021. New stage lighting was commissioned on 27 July 2021. The new Stage Sound project was completed on 28 January 2022. New lifts installation completed 30 October 2021. The second indicator under Outcome 4, *Number of Maintenance Programme activities completed*, was also achieved as all seven routine maintenance programmes were completed during the year.

Outcome 5: Audience attendance improved.

Five programmes were implemented under outcome five, including the indicator *Number of audience for events*. Audience attendance for the year did not achieve the target of 130,000 for both number of online views and number of audiences attending live performance which totalled 38,191. This was due mainly to the factors discussed above, namely; the restriction on the number of audiences that can be accommodated in a theatre, and the riots in July which affected the number of productions produced.

The other four indicators were all achieved. These included; *Approved marketing plans for each production of the annual artistic calendar, Number of media partnerships established, Approved audience development plan for each production of the annual artistic calendar, and Number of patron satisfaction surveys conducted.*

Outcome 6: Applicable Laws, Regulations and Statutory Legislation including the PFMA, Treasury Regulations and the LRA complied with.

The 2020/21 qualified audit outcomes caused the *Audit opinion indicator* reported during the 2021/22 year to be not achieved. The labour matters compliance indicator was achieved as there were no incidents of non-compliance in dealing with labour matters.

Performance achieved in the 2021/22 year, together with the 2020/21 performance forms the **new baseline for setting targets** going forward under the new normal trading conditions and have thus provided the baseline for targets outlined in this 2023/24 APP. At an operational level, where possible, stretch targets are imposed on implementation activities to increase performance as SAST repositions itself and its programmes to meet challenges presented under the new trading conditions.

Programme priorities outlined in the **SAST Reimagining Strategic Direction 2022/23 - 2024/25** are being implemented, with a view to improve performance in subsequent years. Key focus areas include leveraging the SAST Infrastructure, Assets and Artistic Product to drive self-generated revenue. Special attention is being placed on the revised marketing strategy to ensure that all SAST products and services are brought to market. At the same time, support for development of artists and their artistic products at a community level continues to ensure future generations of artists.

4.3 Broad-Based Black Economic Empowerment (B-BBEE)

The annual B-BBEE verification for the 2020/21 financial year was conducted during the 2021/22 financial year. SAST received a rating of non-compliant contributor, with an overall score of 49.55% for the four measured elements of Management Control, Skills Development, Enterprise and Supplier Development, and Socio-Economic Development. SAST is not measured against the element of Ownership, since it is a public entity.

The outcome represents a regression from the previous rating of 55.51% (Level 8 Contributor) for the 2019/20 year. The main reason for the regression is the decrease in spending on training during the 2020/21 year. This was because of budget constraints. Procurement on B-BBEE compliant suppliers also reduced from 23,99% in 2019/20 to 22,46 in 2020/21. Though it is a small decrease, it does impact the overall rating.

Performance on B-BBEE compliance for the 2021/22 financial year will be assessed in quarter four of 2022/23. The outcomes may well be like that of the 2020/21 verification. This is again due to reduced spending on training during the 2021/22 financial year. Procurement may have improved for the year to be reviewed but will only be determined once the verification is completed.

The B-BBEE improvement plan is currently being implemented during the 2022/23 year. The areas that have been identified for improvement include:

- Skills Development,
- Enterprise and Supplier Development Programme, and
- Socio Economic Development.

The 2022/23 budget was amended during the draft stage to provide a minimum of 1% spending on skills development. Providing cash flow allows, training will be implemented accordingly and will contribute to improving the B-BBEE score.

Thus far for the 2022/23 year, SAST has already supported several co-productions. This contributes to improving the Enterprise and Supplier Development Programme score. A target of ten co-producing productions was set for the year, which should be comfortably achieved and likely surpassed.

The Mayibuye Community Outreach programme was implemented in September 2022 and will contribute towards the Socio-Economic Development element of the scorecard. The target of fifteen community groups that must participate for the 2022/23 year has been achieved.

While the 2021/22 score may not show much improvement from the 2020/21 scorecard, the 2022/23 B-BBEE rating is expected to show a positive improvement due to the B-BBEE improvement plan that is currently being implemented.

SAST fulfils the B-BBEE compliance requirements as prescribed by section 13G of the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003) as amended by Act 46 of 2013 ("the B-BBEE Act"). Annually SAST submits the required B-BBEE compliance report to the B-BBEE Commission.



PART C: MEASURING OUR PERFORMANCE

Umnikelo
Kucheza Afrika Festival '22

5. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

PROGRAMME 1: ADMINISTRATION

The purpose of this programme is to engage in commercial activities to generate revenue to augment the Government Grant, to maintain and upgrade our unique Theatre facilities to ensure its long-term economic sustainability and to comply with applicable Laws, Regulations and Statutory Legislation including the PFMA, Treasury Regulations and the LRA in support of our Artistic ambitions.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Code	Output	Output Indicator	Actual (Audited) Performance			Estimated Performance	MTEF		
			(Indicators must be read in conjunction with Technical Indicator Descriptions)	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
		(Key Output - SMART)	(Unit of Measure)	Actual	Actual	Actual	Target (Forecast)	Target	Target	Target
Revenue generated from commercial activities.		Sponsorships and Donations								
	SPI1	Secure sponsorship and donations.	Value of sponsorships and donations recognised.	R500 000	Indicator removed.	Indicator removed.	Indicator removed.	R500 000	R500 000	R500 000
		Rental revenue from the Immovable Property Portfolio								
	SPI2	Generate rental revenue from the SAST immovable property portfolio, i.e. Kilnerton, Office Blocks, Restaurants and other spaces.	Property rental revenue recognised.	R5 191 336	R3 691 779	R4 384 628	R3 453 745	R3 467 034	R3 744 397	R4 043 948
	SPI2.a		Advertising space rental revenue recognised.	New Indicator			R2 847 623	R2 990 004	R3 139 504	
		Revenue from In-house Productions' Ticket Sales and from Theatre Rentals								
	SPI4	Generate revenue from ticket sales of in-house productions and from Theatre rentals.	Ticket sales and theatre rental revenue recognised.	R10 295 152	R2 102 142	R2 813 370	R5 756 629	R7 353 116	R8 088 428	R8 897 270
		Revenue from digital products								
	SPI7	Generate revenue from distribution of SAST's artistic products on digital media.	Revenue from artistic products distributed on digital media recognised.	New Indicator			R500 000	R500 000	R550 000	
		Parking Revenue								
	SPI5	Generate revenue from the Parking garage.	Parking garage revenue recognised.	R13 864 335	R8 463 952	R8 101 979	R8 476 511	R4 500 000	R4 725 000	R4 961 250
	Front of house Revenue									
	SPI6	Generate revenue from Front of House sales.	Front of House sales revenue recognised.	R2 099 070	Indicator removed due to Covid-19	R834 378	R1 728 990	R1 944 145	R2 138 560	R2 352 415

Outcome	Code	Output	Output Indicator	Actual (Audited) Performance			Estimated Performance	MTEF		
			(Indicators must be read in conjunction with Technical Indicator Descriptions)	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
		(Key Output - SMART)	(Unit of Measure)	Actual	Actual	Actual	Target (Forecast)	Target	Target	Target
Buildings and assets maintained and upgraded.	SPB	Capital Works Projects								
	SPB1	Implementation of the Capital Works programme comprising of projects that are approved and funded through the UAMP.	Number of approved and funded CAPEX projects completed.	Not included in the APP for this year.	1	4	1	3 (FM, Parking, ICT)	4	4
		Maintenance Programme in compliance with statutory regulations								
	SPB2	Implement the Facilities Management Maintenance Programme.	Percentage of the Facilities Management Maintenance Programme activities completed.	7	7	7	5	100% of the Facilities Management Contract approved Project plan milestones for the financial year achieved.	100% of the Facilities Management Contract approved Project plan milestones for the financial year achieved.	100% of the Facilities Management Contract approved Project plan milestones for the financial year achieved.
Applicable Laws, Regulations and Statutory Legislation including the PFMA, Treasury Regulations and the LRA complied with.		Compliance with PFMA and Treasury Regulations								
	SPR1	Achieve an Unqualified Audit report.	Audit opinion received.	Unqualified Audit report (2018/19 Financial Year)	Unqualified Audit report (2019/20 Financial Year)	Qualified Audit report (2020/21 Financial Year)	Qualified Audit report (2021/22 Financial Year)	Unqualified Audit report (2022/23 Financial Year)	Clean Audit report (2023/24 Financial Year)	Clean Audit report (2024/25 Financial Year)
		Promote Participation of Women in Economic opportunities								
	SPR6	Increase procurement from Women owned enterprises.	Percentage of Women-owned enterprises procured from.	New Indicator			40%	40%	40%	
		Compensation of employees and compliance with all South African Labour Acts								
	SPR2	Comply with South African Laws and Regulations governing labour relations.	Number of labour matters ruled against the SAST for non-compliance with applicable labour legislation.	0 Incidents reported	0 Incidents reported	No incidents	Maximum acceptable number of incidents: 0	Maximum acceptable number of incidents: 0	Maximum acceptable number of incidents: 0	Maximum acceptable number of incidents: 0
		Compliance with the Corporate Governance of Information and Communication Technology Policy Framework								

Outcome	Code	Output	Output Indicator	Actual (Audited) Performance			Estimated Performance	MTEF		
			(Indicators must be read in conjunction with Technical Indicator Descriptions)	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
		(Key Output - SMART)	(Unit of Measure)	Actual	Actual	Actual	Target (Forecast)	Target	Target	Target
	SPR5	Develop and implement a comprehensive Information and Communication Technology (ICT) Strategy, incorporating compliance and efficient service delivery of ICT services.	Percentage availability of ICT network services reported.	New Indicator			98%	98%	98%	98%
	SPR7	Enable distribution of SAST's digital artistic products.	Number of digital distribution platforms developed, implemented and maintained.	New Indicator				1: SAST TV Platform, web-based	1: SAST TV Platform, web-based	1: SAST TV Platform, web-based

Indicators, Annual and Quarterly Targets

Output Indicator	MTEF	Reporting Period	Quarterly Targets 2023/2024			
(Indicators must be read in conjunction with Technical Indicator Descriptions)	2023/2024					
(Unit of Measure)	Target		1 st	2 nd	3 rd	4 th
Sponsorships and Donations						
Value of sponsorships and donations recognised.	R500 000	Annually	Not reported in this quarter.	Not reported in this quarter.	Not reported in this quarter.	R500 000
Rental revenue from the Immovable Property Portfolio						
Property rental revenue recognised.	R3 467 034	Quarterly	R866 759	R866 759	R866 759	R866 759
Advertising space rental revenue recognised.	R2 847 623	Quarterly	R711 906	R711 906	R711 906	R711 906
Revenue from In-house Productions' Ticket Sales and from Theatre Rentals						
Ticket sales and theatre rental revenue recognised.	R7 353 116	Quarterly	R1 838 279	R1 838 279	R1 838 279	R1 838 279
Revenue from digital products						
Revenue from artistic products distributed on digital media recognised.	R500 000	Quarterly	R125 000	R125 000	R125 000	R125 000
Parking Revenue						
Parking garage revenue recognised.	R4 500 000	Quarterly	R1 125 000	R1 125 000	R1 125 000	R1 125 000

Output Indicator	MTEF	Reporting Period	Quarterly Targets 2023/2024			
(Indicators must be read in conjunction with Technical Indicator Descriptions)	2023/2024		1 st	2 nd	3 rd	4 th
(Unit of Measure)	Target					
Front of house Revenue						
Front of House sales revenue recognised.	R1 944 145	Quarterly	R486 036	R 486 036	R486 036	R486 036
Capital Works Projects						
Number of approved and funded CAPEX projects completed.	3 (FM, Parking, ICT)	Annually	Not reported in this quarter.	Not reported in this quarter.	Not reported in this quarter.	3
Maintenance Programme in compliance with statutory regulations						
Percentage of the Facilities Management Maintenance Programme activities completed.	100% of the Facilities Management Contract approved Project plan milestones for the financial year achieved.	Quarterly	100% of the Facilities Management Contract approved Project plan milestones for the quarter achieved.	100% of the Facilities Management Contract approved Project plan milestones for the quarter achieved.	100% of the Facilities Management Contract approved Project plan milestones for the quarter achieved.	100% of the Facilities Management Contract approved Project plan milestones for the quarter achieved.
Compliance with PFMA and Treasury Regulations						
Audit opinion received.	Unqualified Audit report (2022/23 Financial Year)	Annually	Not reported in this quarter.	Unqualified Audit report (2022/23 Financial Year)	Not reported in this quarter.	Not reported in this quarter.
Promote Participation of Women in Economic opportunities						
Percentage of Women-owned enterprises procured from.	40%	Quarterly	40%	40%	40%	40%
Compensation of employees and compliance with all South African Labour Acts						
Number of labour matters ruled against the SAST for non-compliance with applicable labour legislation.	Maximum acceptable number of incidents: 0	Quarterly	Maximum acceptable number of incidents: 0	Maximum acceptable number of incidents: 0	Maximum acceptable number of incidents: 0	Maximum acceptable number of incidents: 0
Compliance with the Corporate Governance of Information and Communication Technology Policy Framework						
Percentage availability of ICT network services reported.	98%	Quarterly	98%	98%	98%	98%
Number of digital distribution platforms developed, implemented and maintained.	1: SAST TV Platform, web-based	Quarterly	Web-based SAST TV platform development complete and implemented.	Web-based SAST TV platform online, with planned downtime for maintenance.	Web-based SAST TV platform online, with planned downtime for maintenance.	Web-based SAST TV platform online, with planned downtime for maintenance.

PROGRAMME 2: BUSINESS DEVELOPMENT

This programme aim is for SAST to stage the very best In-house developed and externally sourced Performing Arts work, to promote audience diversity and growth by implementing Audience Development Programmes and to promote the outcomes of the government's programme of action by creating job opportunities.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Code	Output	Output Indicator	Actual (Audited) Performance			Estimated Performance	MTEF		
			(Indicators must be read in conjunction with Technical Indicator Descriptions)	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
		(Key Output - SMART)	(Unit of Measure)	Actual	Actual	Actual	Target (Forecast)	Target	Target	Target
In-house developed and externally sourced performing arts works presented.	SPA	Artistic Productions								
	SPA2	Stage In-house Festivals.	Number of In-house Festivals staged.	4	Indicator removed due to Covid-19	4	4	4	4	4
	SPD4	Stage school set-work productions.	Number of School set-work productions staged.	5	Indicator removed due to Covid-19	2	4	2	2	2
	SPA4	Host partnership-based productions	Number of partnership-based productions hosted.	New Indicator				30	30	30
	SPA5	Record productions for digital distribution.	Number of productions recorded.	New Indicator				50	50	50
	SPA6	Host authors to present their published books.	Number of Authors hosted.	New Indicator				16	16	16
	SPA6.a	Create new artistic productions.	Number of productions created.	New Indicator				2	2	2
	SPA1.a	Present productions featuring people living with disabilities.	Number of productions presented by SAST featuring people living with disabilities.	New Indicator				1	1	1
	SPA1	Stage In-house Productions.	Number of In-house Productions staged.	115	72	108	121	50	50	50
		Job creation								
	SPR3	Short term job opportunities created in Productions presented by SAST.	Number of short term job opportunities created in Productions presented by SAST.	681	428	926	823	700	700	700

Outcome	Code	Output	Output Indicator	Actual (Audited) Performance			Estimated Performance	MTEF		
			(Indicators must be read in conjunction with Technical Indicator Descriptions)	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
		(Key Output - SMART)	(Unit of Measure)	Actual	Actual	Actual	Target (Forecast)	Target	Target	Target
	SPR3.a	Provide opportunities for Females to participate in the creative team of productions presented by SAST.	Percentage of Females that participate in the creative team of productions presented by SAST.	New Indicator				100% female participation in the creative team of all productions presented by SAST during the Vavasati International Women's Festival.	100% female participation in the creative team of all productions presented by SAST during the Vavasati International Women's Festival.	100% female participation in the creative team of all productions presented by SAST during the Vavasati International Women's Festival.
	SPR3.b	Provide opportunities for Youth (maximum age of 34) to participate in the creative team of productions presented by SAST.	Percentage of Youth that participate in the creative team of productions presented by SAST.	New Indicator				100% Youth participation in the creative team of all productions presented by SAST during the Youth Expressions Festival.	100% Youth participation in the creative team of all productions presented by SAST during the Youth Expressions Festival.	100% Youth participation in the creative team of all productions presented by SAST during the Youth Expressions Festival.
Audience attendance improved.	SPM	Marketing								
	SPM1	Implement the marketing strategy.	A marketing plan prepared and approved for each production of the artistic calendar.	Plans developed and implemented	Plans developed and implemented	Plans prepared	Marketing plans prepared for each production of the annual artistic calendar.	Marketing plans prepared for each production of the artistic calendar.	Marketing plans prepared for each production of the artistic calendar.	Marketing plans prepared for each production of the artistic calendar.
	SPM2	Establish media partnerships to promote SAST and productions.	Number of media partnerships established.	2	4	9	5	4	4	4

Outcome	Code	Output	Output Indicator	Actual (Audited) Performance			Estimated Performance	MTEF		
			(Indicators must be read in conjunction with Technical Indicator Descriptions)	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
		(Key Output - SMART)	(Unit of Measure)	Actual	Actual	Actual	Target (Forecast)	Target	Target	Target
		Audience Development								
	SPM3	Implement the audience development strategy.	An audience development plan prepared and approved for each production of the artistic calendar.	Plans developed and implemented	Plans developed and implemented	"Plans prepared"	Audience development plans prepared for each production of the annual artistic calendar.	Audience development plans prepared for each production of the artistic calendar.	Audience development plans prepared for each production of the artistic calendar.	Audience development plans prepared for each production of the artistic calendar.
	SPM6	Establish strategic corporate partnerships.	Number of strategic corporate partnerships established.	New Indicator				2	2	2
	SPM7	Attract patrons to join the SAST membership programme.	Number of new members joining the membership programme.	New Indicator				20 000	24 000	30 000
	SPM4	Increase audience attendance and online streaming views.	Number of audience attending or streaming in-house and rental productions and events.	98 212	74 444	38 191	96 809	100 000	120 000	150 000
		Patron Satisfaction								
	SPM5	Conduct surveys of patron satisfaction.	Number of patron satisfaction surveys conducted.	4	8	24	16	12	12	12

Indicators, Annual and Quarterly Targets

Output Indicator	MTEF	Reporting Period	Quarterly Targets 2023/2024			
(Indicators must be read in conjunction with Technical Indicator Descriptions)	2023/2024					
(Unit of Measure)	Target		1 st	2 nd	3 rd	4 th
Artistic Productions						
Number of In-house Festivals staged.	4	Quarterly	2	1	1	0
Number of School set-work productions staged.	2	Quarterly	1	1	Not reported in this quarter.	Not reported in this quarter.
Number of partnership-based productions hosted.	30	Quarterly	10	10	8	2
Number of productions recorded.	50	Quarterly	15	15	15	5
Number of Authors hosted.	16	Quarterly	4	4	4	4
Number of productions created.	2	Annual	Not reported in this quarter.	Not reported in this quarter.	Not reported in this quarter.	2
Number of productions presented by SAST featuring people living with disabilities.	1	Annual	Not reported in this quarter.	Not reported in this quarter.	Not reported in this quarter.	1
Number of In-house Productions staged.	50	Quarterly	15	15	15	5
Job creation						
Number of short term job opportunities created in Productions presented by SAST.	700	Quarterly	217	210	196	77
Percentage of Females that participate in the creative team of productions presented by SAST.	100% female participation in the creative team of all productions presented by SAST during the Vavasati International Women's Festival.	Annual	Not reported in this quarter.	100% female participation in the creative team of all productions presented by SAST during the Vavasati International Women's Festival.	Not reported in this quarter.	Not reported in this quarter.
Percentage of Youth that participate in the creative team of productions presented by SAST.	100% Youth participation in the creative team of all productions presented by SAST during the Youth Expressions Festival.	Annual	100% Youth participation in the creative team of all productions presented by SAST during the Youth Expressions Festival.	Not reported in this quarter.	Not reported in this quarter.	Not reported in this quarter.
Marketing						
Marketing plans prepared for each production of the artistic calendar.	Marketing plans prepared for each production of the artistic calendar.	Quarterly	Marketing plans prepared for each production of the artistic calendar presented during the quarter.	Marketing plans prepared for each production of the artistic calendar presented during the quarter.	Marketing plans prepared for each production of the artistic calendar presented during the quarter.	Marketing plans prepared for each production of the artistic calendar presented during the quarter.

Output Indicator (Indicators must be read in conjunction with Technical Indicator Descriptions)	MTEF 2023/2024	Reporting Period	Quarterly Targets 2023/2024			
(Unit of Measure)	Target		1 st	2 nd	3 rd	4 th
Number of media partnerships established.	4	Quarterly	1	1	1	1
Audience Development						
Audience development plans prepared for each production of the artistic calendar.	Audience development plans prepared for each production of the artistic calendar.	Quarterly	Audience development plans prepared for each production of the artistic calendar presented during the quarter.	Audience development plans prepared for each production of the artistic calendar presented during the quarter.	Audience development plans prepared for each production of the artistic calendar presented during the quarter.	Audience development plans prepared for each production of the artistic calendar presented during the quarter.
Number of strategic corporate partnerships established.	2	Quarterly	Not reported in this quarter.	1	Not reported in this quarter.	1
Number of new members joining the membership programme.	20 000	Quarterly	5 000	5 000	5 000	5 000
Number of audience attending or streaming in-house and rental productions and events.	100 000	Quarterly	30 000	30 000	30 000	10 000
Patron Satisfaction						
Number of patron satisfaction surveys conducted.	12	Quarterly	3	3	3	3



PROGRAMME 3: PUBLIC ENGAGEMENT

This programme is intended to provide development opportunities for emerging Arts Practitioners to learn, perform and stage their Productions with the aim of their productions becoming commercial products and thereby encouraging Socio-Economic Development in the performing arts sector.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Code	Output	Output Indicator	Actual (Audited) Performance			Estimated Performance	MTEF		
			(Indicators must be read in conjunction with Technical Indicator Descriptions)	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
		(Key Output - SMART)	(Unit of Measure)	Actual	Actual	Actual	Target (Forecast)	Target	Target	Target
Development opportunities provided.	SPD	Development Programme								
	SPD1	Implement the Mayibuye Community Outreach programme.	Number of Community Arts Groups that participated in the programme.	15	Indicator removed due to Covid-19	12	15	15	15	15
	SPD3	Provide dramaturgy to in-house production's creative team members.	Number of in-house production's creative team members provided with dramaturgy.	28	42	29	15	15	15	15
		Learning and Development								
	SPR4	Provide internship positions.	Number of interns appointed.	6	Indicator removed due to Covid-19	6	6	6	6	6

Indicators, Annual and Quarterly Targets

Output Indicator	MTEF	Reporting Period	Quarterly Targets 2023/2024				
(Indicators must be read in conjunction with Technical Indicator Descriptions)	2023/2024						
(Unit of Measure)	Target		1 st	2 nd	3 rd	4 th	
Development Programme							
Number of Community Arts Groups that participated in the programme.	15	Annually	Not reported in this quarter.	Not reported in this quarter.	Not reported in this quarter.		15
Number of in-house production's creative team members provided with dramaturgy.	15	Quarterly	5	5	5		0
Learning and Development							
Number of interns appointed.	6	Annually	Not reported in this quarter.	Not reported in this quarter.	Not reported in this quarter.		6

6. EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

6. a) Outputs contribution to outcomes and impact as well as priority group participation

Outputs	Outcome	Impact	Output Contribution to the Outcome and Impact	Priority group participation
Stage In-house Festivals.	In-house developed and externally sourced performing arts works presented.	Provide the performing arts sector with access to performance spaces to stage their artistic works.	Staging of performance art works thereby creating access.	Youth Women People with disabilities
Stage school set-work productions.				
Host partnership-based productions				
Record productions for digital distribution.				
Host authors to present their published books.				
Create new artistic productions.				
Present productions featuring people living with disabilities.				
Stage In-house Productions.				
Short term job opportunities created in Productions presented by SAST.		Job opportunities created in the performing arts through staging of performing arts works.	Artistic, technical and administrative jobs created in the staging of performance art.	
Provide opportunities for Females to participate in the creative team of productions presented by SAST.				
Provide opportunities for Youth (maximum age of 34) to participate in the creative team of productions presented by SAST.				
Implement the marketing strategy.	Audience attendance improved.	Attract a diverse audience of people from across all races, languages, religions and the different nationalities that form the society of South Africa to watch performances and Create an awareness of the performing arts as a form of entertainment and as a career path that becomes inculcated into the culture of the youth of South Africa.	Product and brand positioning to attract audience and practitioners to the performing arts.	Youth Women People with disabilities
Establish media partnerships to promote SAST and productions.				
Implement the audience development strategy.		Promote nation building and a socially cohesive society through commemorating our National Days in our spaces that are free of social barriers.		
Establish strategic corporate partnerships.				
Attract patrons to join the SAST membership programme.				
Increase audience attendance and online streaming views.				
Conduct surveys of patron satisfaction.				

Outputs	Outcome	Impact	Output Contribution to the Outcome and Impact	Priority group participation	
Implement the Mayibuye Community Outreach programme.	Development opportunities provided.	Enable the performance art sector, in particular the priority groups, namely; women, youth and the disable, to develop their artistic products to become commercially viable for both local and international market consumption.	Programme engages communities and arts practitioners thereby creating access to development and commercial activities.	Youth Women People with disabilities	
Provide dramaturgy to in-house production's creative team members.					
Provide internship positions.					
Secure sponsorship and donations.	Revenue generated from commercial activities.	Government grant augmented with self-generated revenue to ensure financial sustainability.	Revenue is generated by staging of performance art works and from rental of the property infrastructure.	Youth Women	
Generate rental revenue from the SAST immovable property portfolio, i.e. Kilnerton, Office Blocks, Restaurants and other spaces.					
Generate revenue from ticket sales of in-house productions and from Theatre rentals.					
Generate revenue from distribution of SAST's artistic products on digital media.					
Generate revenue from the Parking garage.					
Generate revenue from Front of House sales.					
Achieve an Unqualified Audit report.	Applicable Laws, Regulations and Statutory Legislation including the PFMA, Treasury Regulations and the LRA complied with.	Implementation of our mandate according to legislative prescripts through transparent administrative processes that are free of corruption.	Compliance with legislation and combating corrupt activities to enable efficient and legitimate transactions.	Youth Women People with disabilities	
Comply with South African Laws and Regulations governing labour relations.					
Increase procurement from Women owned enterprises.		Promote development of women in commerce.	Increased economic opportunities for women.		
Enable distribution of SAST's digital artistic products.		Efficient service delivery.	SAST services and programmes implemented without disruption.		
Develop and implement a comprehensive Information and Communication Technology (ICT) Strategy, incorporating compliance and efficient service delivery of ICT services.					
Implementation of the Capital Works programme comprising of projects that are approved and funded through the UAMP.	Buildings and assets maintained and upgraded.	Ensure long-term sustainability of buildings and assets.	Availability of infrastructure and assets that enables the implementation of our programmes.	Youth Women People with disabilities	
Implement the Facilities Management Maintenance Programme.					

6. b) Rationale for the selection of outcome indicators

Outcome	Outcome Indicator	Rationale
In-house developed and externally sourced performing arts works presented.	Number of performing arts works presented.	Represents the number of performing arts productions staged which relates to the number of practitioners that have been provided with access.
	Number of jobs created in the performing arts.	Reports the number of jobs created in the performing arts sector.
Development opportunities provided.	Number of community groups participating in the programme.	Reports the number of community groups that have been provided with access to development programmes.
	Number of internship positions created and filled.	Provides the number of arts practitioners who have participated in programmes to fulfil their formal education requirements in order to achieve a qualification in the arts.
Audience attendance improved.	Number of audience attending or streaming in-house and rental productions and events.	Reports the number of people from society that have participated in our activities.
Buildings and assets maintained and upgraded.	Number of approved and funded CAPEX projects completed.	Provides an indication of our contribution to government's infrastructure development and related job creation.
	Percentage of the Facilities Management Maintenance Programme activities completed.	Reports on our maintenance of infrastructure.
Revenue generated from commercial activities.	Self-generated revenue recognised.	Reports on the revenue that we generate from utilising the property infrastructure and from staging performances.
Applicable Laws, Regulations and Statutory Legislation including the PFMA, Treasury Regulations and the LRA complied with.	Unqualified audit report issued by the Auditor-General South Africa.	Reports on our ability to comply with the PFMA and its related legislation.
	Number of labour matters with rulings against SAST.	Reports on our ability to comply with labour legislation.
	Percentage of Women-owned enterprises procured from.	Reports on SAST's contribution to providing economic opportunities for women.
	Percentage availability of ICT network services reported.	Reports the availability of ICT systems and resources to support services and programmes.

7. PROGRAMME RESOURCE CONSIDERATIONS

7.1 ALLOCATION OF BUDGET TO PROGRAMMES AND SUBPROGRAMMES PER THE ENE

Programme 1: Administration

Outcome	Code	Output	Output Indicator	Actual (Audited) Performance						Estimated Performance		MTEF					
			(Indicators must be read in conjunction with Technical Indicator Descriptions)	2019/2020		2020/2021		2021/2022		2022/2023		2023/2024		2024/2025		2025/2026	
		(Key Output - SMART)	(Unit of Measure)	Actual	Resource Allocation	Actual	Resource Allocation	Actual	Resource Allocation	Target (Forecast)	Resource Allocation	Target	Resource Allocation	Target	Resource Allocation	Target	Resource Allocation
Revenue generated from commercial activities.		Sponsorships and Donations															
	SPI1	Secure sponsorship and donations.	Value of sponsorships and donations recognised.	R500 000	Component of SPM	Indicator removed.	Indicator removed.	Indicator removed.	Indicator removed.	Indicator removed.	Indicator removed.	R500 000	Component of SPR2	R500 000	Component of SPR2	R500 000	Component of SPR2
		Rental revenue from the Immovable Property Portfolio															
	SPI2	Generate rental revenue from the SAST immovable property portfolio, i.e. Kilnerton, Office Blocks, Restaurants and other spaces.	Property rental revenue recognised.	R5 191 336	R8 083 140	R3 691 779	R8 487 297	R4 384 628	R8 911 662	R3 453 745	R8 127 222	R3 467 034	Component of SPR2	R3 744 397	Component of SPR2	R4 043 948	Component of SPR2
	SPI2.a		Advertising space rental revenue recognised.	New Indicator								R2 847 623	Component of SPR2	R2 990 004	Component of SPR2	R3 139 504	Component of SPR2
		Revenue from In-house Productions' Ticket Sales and from Theatre Rentals															
	SPI4	Generate revenue from ticket sales of in-house productions and from Theatre rentals.	Ticket sales and theatre rental revenue recognised.	R10 295 152	Component of SPM	R2 102 142	Component of SPM	R2 813 370	Component of SPM	R5 756 629	Component of SPM	R7 353 116	Component of SPM	R8 088 428	Component of SPM	R8 897 270	Component of SPM
		Revenue from digital products															
	SPI7	Generate revenue from distribution of SAST's artistic products on digital media.	Revenue from artistic products distributed on digital media recognised.	New Indicator								R500 000	Component of SPM	R500 000	Component of SPM	R550 000	Component of SPM
		Parking Revenue															
	SPI5	Generate revenue from the Parking garage.	Parking garage revenue recognised.	R13 864 335	R1 596 071	R8 463 952	R1 675 874	R8 101 979	R1 759 668	R8 476 511	R1 676 921	R4 500 000	Component of SPR2	R4 725 000	Component of SPR2	R4 961 250	Component of SPR2
		Front of house Revenue															
	SPI6	Generate revenue from Front of House sales.	Front of House sales revenue recognised.	R2 099 070	R 3 900 854	Indicator removed due to Covid-19	R4 095 897	R834 378	R4 300 692	R1 728 990	R3 838 367	R1 944 145	Component of SPR2	R2 138 560	Component of SPR2	R2 352 415	Component of SPR2

Outcome	Code	Output	Output Indicator	Actual (Audited) Performance						Estimated Performance		MTEF					
			(Indicators must be read in conjunction with Technical Indicator Descriptions)	2019/2020		2020/2021		2021/2022		2022/2023		2023/2024		2024/2025		2025/2026	
		(Key Output - SMART)	(Unit of Measure)	Actual	Resource Allocation	Actual	Resource Allocation	Actual	Resource Allocation	Target (Forecast)	Resource Allocation	Target	Resource Allocation	Target	Resource Allocation	Target	Resource Allocation
Buildings and assets maintained and upgraded.	SPB	Capital Works Projects															
	SPB1	Implementation of the Capital Works programme comprising of projects that are approved and funded through the UAMP.	Number of approved and funded CAPEX projects completed.	Indicator removed.	Indicator removed.	1	R15 000 000	4	R20 000 000	3	R23 000 000	3 (FM, Parking, ICT)	R16 500 000	4	R30 000 000	4	R30 000 000
		Maintenance Programme in compliance with statutory regulations															
	SPB2	Implement the Facilities Management Maintenance Programme.	Percentage of the Facilities Management Programme activities completed.	7	R19 304 527	7	R2 333 333	7	R2 333 333	5	R2 380 000	100% of the Facilities Management Contract approved Project plan milestones for the financial year achieved.	R20 150 576	100% of the Facilities Management Contract approved Project plan milestones for the financial year achieved.	R21 158 104	100% of the Facilities Management Contract approved Project plan milestones for the financial year achieved.	R22 004 429
Applicable Laws, Regulations and Statutory Legislation including the PFMA, Treasury Regulations and the LRA complied with.		Compliance with PFMA and Treasury Regulations															
	SPR1	Achieve an Unqualified Audit report.	Audit opinion received.	Unqualified Audit report (2018/19 Financial Year)	R21 841 708	Unqualified Audit report (2019/20 Financial Year)	R22 933 794	Qualified Audit report (2020/21 Financial Year)	R24 080 483	Qualified Audit report (2021/22 Financial Year)	R21 997 521	Unqualified Audit report (2022/23 Financial Year)	R8 082 942	Clean Audit report (2023/24 Financial Year)	R8 487 089	Clean Audit report (2024/25 Financial Year)	R8 826 572
		Promote Participation of Women in Economic opportunities															
	SPR6	Increase procurement from Women owned enterprises.	Percentage of Women-owned enterprises procured from.	New Indicator								40%	Component of SPR1	40%	Component of SPR1	40%	Component of SPR1
		Compensation of employees and compliance with all South African Labour Acts															
	SPR2	Comply with South African Laws and Regulations governing labour relations.	Number of labour matters ruled against the SAST for non-compliance with applicable labour legislation.	0 Incidents reported	R3 659 108	0 Incidents reported	R3 842 063	No incidents	R4 034 166	Maximum acceptable number of incidents: 0	R3 685 211	Maximum acceptable number of incidents: 0	R44 887 413	Maximum acceptable number of incidents: 0	R47 131 784	Maximum acceptable number of incidents: 0	R49 017 055

Outcome	Code	Output	Output Indicator	Actual (Audited) Performance						Estimated Performance		MTEF					
			(Indicators must be read in conjunction with Technical Indicator Descriptions)	2019/2020		2020/2021		2021/2022		2022/2023		2023/2024		2024/2025		2025/2026	
	(Key Output - SMART)	(Unit of Measure)	Actual	Resource Allocation	Actual	Resource Allocation	Actual	Resource Allocation	Target (Forecast)	Resource Allocation	Target	Resource Allocation	Target	Resource Allocation	Target	Resource Allocation	
		Compliance with the Corporate Governance of Information and Communication Technology Policy Framework															
	SPR5	Develop and implement a comprehensive Information and Communication Technology (ICT) Strategy, incorporating compliance and efficient service delivery of ICT services.	Percentage availability of ICT network services reported.	New Indicator						98%	R560 000	98%	R 2 520 238	98%	R 2 646 250	98%	R 2 752 100
	SPR7	Enable distribution of SAST's digital artistic products.	Number of digital distribution platforms developed, implemented and maintained.	New Indicator								1: SAST TV Platform, web-based	Component of SPB1	1: SAST TV Platform, web-based	Component of SPB1	1: SAST TV Platform, web-based	Component of SPB1

Programme 2: Business Development

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Code	Output	Output Indicator	Actual (Audited) Performance						Estimated Performance		MTEF					
			(Indicators must be read in conjunction with Technical Indicator Descriptions)	2019/2020		2020/2021		2021/2022		2022/2023		2023/2024		2024/2025		2025/2026	
		(Key Output - SMART)	(Unit of Measure)	Actual	Resource Allocation	Actual	Resource Allocation	Actual	Resource Allocation	Target (Forecast)	Resource Allocation	Target	Resource Allocation	Target	Resource Allocation	Target	Resource Allocation
In-house developed and externally sourced performing arts works presented.	SPA	Artistic Productions			R14 220 922		R15 300 000		R16 830 000		R17 957 610		R 17 012 578		R 17 863 206		R 18 577 735
	SPA2	Stage In-house Festivals.	Number of In-house Festivals staged.	4	Component of SPA	Indicator removed due to Covid-19	Component of SPA	4	Component of SPA	4	Component of SPA	4	Component of SPA	4	Component of SPA	4	Component of SPA
	SPD4	Stage school set-work productions.	Number of School set-work productions staged.	5	Component of SPD	Indicator removed due to Covid-19	Component of SPD	2	Component of SPD	4	Component of SPA	2	Component of SPA	2	Component of SPA	2	Component of SPA
	SPA4	Host partnership-based productions	Number of partnership-based productions hosted.	New Indicator								30	Component of SPA	30	Component of SPA	30	Component of SPA
	SPA5	Record productions for digital distribution.	Number of productions recorded.	New Indicator								50	Component of SPA	50	Component of SPA	50	Component of SPA

Outcome	Code	Output	Output Indicator	Actual (Audited) Performance						Estimated Performance		MTEF					
			(Indicators must be read in conjunction with Technical Indicator Descriptions)	2019/2020		2020/2021		2021/2022		2022/2023		2023/2024		2024/2025		2025/2026	
		(Key Output - SMART)	(Unit of Measure)	Actual	Resource Allocation	Actual	Resource Allocation	Actual	Resource Allocation	Target (Forecast)	Resource Allocation	Target	Resource Allocation	Target	Resource Allocation	Target	Resource Allocation
	SPA6	Host authors to present their published books.	Number of Authors hosted.	New Indicator								16	Component of SPA	16	Component of SPA	16	Component of SPA
	SPA6.a	Create new artistic productions.	Number of productions created.	New Indicator								2	Component of SPA	2	Component of SPA	2	Component of SPA
	SPA1.a	Present productions featuring people living with disabilities.	Number of productions presented by SAST featuring people living with disabilities.	New Indicator								1	Component of SPA	1	Component of SPA	1	Component of SPA
	SPA1	Stage In-house Productions.	Number of In-house Productions staged.	115	Component of SPA	72	Component of SPA	108	Component of SPA	121	Component of SPA	50	Component of SPA	50	Component of SPA	50	Component of SPA
	Job creation																
	SPR3	Short term job opportunities created in Productions presented by SAST.	Number of short term job opportunities created in Productions presented by SAST.	681	Component of SPA	428	Component of SPA	926	Component of SPA	823	Component of SPA	700	Component of SPA	700	Component of SPA	700	Component of SPA
	SPR3.a	Provide opportunities for Females to participate in the creative team of productions presented by SAST.	Percentage of Females that participate in the creative team of productions presented by SAST.	New Indicator								100% female participation in the creative team of all productions presented by SAST during the Vavasati International Women's Festival.	Component of SPA	100% female participation in the creative team of all productions presented by SAST during the Vavasati International Women's Festival.	Component of SPA	100% female participation in the creative team of all productions presented by SAST during the Vavasati International Women's Festival.	Component of SPA
	SPR3.b	Provide opportunities for Youth (maximum age of 34) to participate in the creative team of productions presented by SAST.	Percentage of Youth that participate in the creative team of productions presented by SAST.	New Indicator								100% Youth participation in the creative team of all productions presented by SAST during the Youth Expressions Festival.	Component of SPA	100% Youth participation in the creative team of all productions presented by SAST during the Youth Expressions Festival.	Component of SPA	100% Youth participation in the creative team of all productions presented by SAST during the Youth Expressions Festival.	Component of SPA

Outcome	Code	Output	Output Indicator	Actual (Audited) Performance						Estimated Performance		MTEF					
			(Indicators must be read in conjunction with Technical Indicator Descriptions)	2019/2020		2020/2021		2021/2022		2022/2023		2023/2024		2024/2025		2025/2026	
		(Key Output - SMART)	(Unit of Measure)	Actual	Resource Allocation	Actual	Resource Allocation	Actual	Resource Allocation	Target (Forecast)	Resource Allocation	Target	Resource Allocation	Target	Resource Allocation	Target	Resource Allocation
Audience attendance improved.	SPM	Marketing			R2 920 035		R2 250 000		R2 430 000		R2 622 038		R 2 410 179		R 2 530 688		R 2 631 916
	SPM1	Implement the marketing strategy.	A marketing plan prepared and approved for each production of the artistic calendar.	Plans developed and implemented	Component of SPM	Plans developed and implemented	Component of SPM	Plans prepared	Component of SPM	Marketing plans prepared for each production of the annual artistic calendar.	Component of SPM	Marketing plans prepared for each production of the artistic calendar.	Component of SPM	Marketing plans prepared for each production of the artistic calendar.	Component of SPM	Marketing plans prepared for each production of the artistic calendar.	Component of SPM
	SPM2	Establish media partnerships to promote SAST and productions.	Number of media partnerships established.	2	Component of SPM	4	Component of SPM	9	Component of SPM	5	Component of SPM	4	Component of SPM	4	Component of SPM	4	Component of SPM
Audience Development																	
	SPM3	Implement the audience development strategy.	An audience development plan prepared and approved for each production of the artistic calendar.	Plans developed and implemented	Component of SPM	Plans developed and implemented	Component of SPM	Plans prepared	Component of SPM	Audience development plans prepared for each production of the annual artistic calendar.	Component of SPM	Audience development plans prepared for each production of the artistic calendar.	Component of SPM	Audience development plans prepared for each production of the artistic calendar.	Component of SPM	Audience development plans prepared for each production of the artistic calendar.	Component of SPM
	SPM6	Establish strategic corporate partnerships.	Number of strategic corporate partnerships established.	New Indicator								2	Component of SPM	2	Component of SPM	2	Component of SPM
	SPM7	Attract patrons to join the SAST membership programme.	Number of new members joining the membership programme.	New Indicator								20 000	Component of SPM	24 000	Component of SPM	30 000	Component of SPM
	SPM4	Increase audience attendance and online streaming views.	Number of audience attending or streaming in-house and rental productions and events.	98 212	Component of SPM	74 444	Component of SPM	38 191	Component of SPM	96 809	Component of SPM	100 000	Component of SPM	120 000	Component of SPM	150 000	Component of SPM
Patron Satisfaction																	
	SPM5	Conduct surveys of patron satisfaction.	Number of patron satisfaction surveys conducted.	4	Component of SPM	8	Component of SPM	24	Component of SPM	16	Component of SPM	12	Component of SPM	12	Component of SPM	12	Component of SPM

Programme 3: Public Engagement

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Code	Output	Output Indicator	Actual (Audited) Performance						Estimated Performance		MTEF					
			(Indicators must be read in conjunction with Technical Indicator Descriptions)	2019/2020		2020/2021		2021/2022		2022/2023		2023/2024		2024/2025		2025/2026	
		(Key Output - SMART)	(Unit of Measure)	Actual	Resource Allocation	Actual	Resource Allocation	Actual	Resource Allocation	Target (Forecast)	Resource Allocation	Target	Resource Allocation	Target	Resource Allocation	Target	Resource Allocation
Development opportunities provided.	SPD	Development Programme			R3 414 368		R3 200 000		R3 520 000		Component of SPA		Component of SPA		Component of SPA		Component of SPA
	SPD1	Implement the Mayibuye Community Outreach programme.	Number of Community Arts Groups that participated in the programme.	15	Component of SPD	Indicator removed due to Covid-19	Component of SPD	12	Component of SPD	15	Component of SPA	15	Component of SPA	15	Component of SPA	15	Component of SPA
	SPD3	Provide dramaturgy to in-house production's creative team members.	Number of in-house production's creative team members provided with dramaturgy.	28	Component of SPD	42	Component of SPD	29	Component of SPD	15	Component of SPA	15	Component of SPA	15	Component of SPA	15	Component of SPA
	Learning and Development																
	SPR4	Provide internship positions.	Number of interns appointed.	6	Component of SPR2	Indicator removed due to Covid-19	Component of SPR2	6	Component of SPR2	6	Component of SPR2	6	Component of SPR2	6	Component of SPR2	6	Component of SPR2

7.2 PUBLIC ENTITY BUDGETED RECEIPTS

	2023/24	2024/25	2025/26
	R'000	R'000	R'000
DSAC Operational Grant	R73 154	R76 939	R80 133

7.3 Overview of 2023/2024 budget and MTEF estimates

7.3.1 Expenditure Estimates

	Audited Outcome			Approved budget	MTEF		
Rand thousand	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Objective/Activity							
Administration	71 806	109 746	124 111	88 924	106 120	107 149	112 462
Business Development	24 590	16 413	4 658	2 310	2 444	4 763	4 974
Public Engagement	3 395	4 529	2 504	2 400	3 000	3 500	3 657
Total	99 791	130 688	131 273	93 634	111 564	115 412	121 093
Economic classification							
Current payments	99 791	116 238	122 011	83 634	102 076	106 412	112 093
Compensation of employees	44 102	33 196	36 518	39 494	45 222	47 308	50 368
Salaries and wages	44 102	33 196	36 518	39 494	45 222	47 308	50 368
Social contributions	-	-					
Goods and services	55 689	83 042	85 493	44 140	56 854	59 104	61 725
Of which 1							
Agency and support / outsourced services	8 214	4 912	900	9 439	10 548	10 301	10 762
Advertising	2 909	1 100	1 300	2 150	1 760	4 000	4 179
Audit Costs	2 631	2 333	2 385	1 753	2 409	1 914	2 000
Bank charges	336	142					
Board costs	1 041	817					
Communication	551	317	425	520	780	881	920
Computer services	83	828	570	658	1 739	706	737
Consultants	2 112	3 464	1 904	1 000	500	1 246	1 301
Entertainment	256	86	55	108	-	309	323
Inventory	612	91	300	300	1 388	1 750	1 828
Lease payments	505	549	72	75	68	82	85
Legal fees	382	721	1 400	800	884	873	912
Non-file insurance	248	498					
Repairs and maintenance	7 287	1 955	2 102	5 342	874	4 791	4 378

	Audited Outcome			Approved budget	MTEF		
Rand thousand	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Training and staff development	316	72	200	300	371	327	341
Travel and subsistence	356	110	192	380	652	788	823
Other	27 850	65 048	73 688	21 315	34 881	31 136	33 136
Depreciation		9 031	9 262	10 000	9 488	9 000	9 000
Losses from	-	5 419	-	-	-	-	-
Sale of fixed assets	-	-	-	-	-	-	-
Impairments and Adjustments to Fair Value	-	5 419	-	-	-	-	-
Adjustments to Fair value of financial assets	-	5 105	-	-	-	-	-
Impairments to non-financial assets	-	314	-	-	-	-	-
Interest, dividends and rent on land	-	-	-	-	-	-	-
Interest	-	-	-	-			
Total Expenditure	99 791	130 688	131 273	93 634	111 564	115 412	121 093

7.3.2 Reconciling programmes with the MTEF budget

	Audited Outcome			Approved budget	MTEF		
Revenue	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
R Thousand							
Revenue							
Entity revenue	32 756	59 583	17 051	20 382	21 731	21 931	23 028
Sale of goods and services other than capital assets	31 598	58 737	16 503	20 195	21 552	21 743	22 831
Entity revenue other than sales	1 158	846	548	187	179	188	197
Transfers received (operational, incubator and capex)	66 653	63 504	117 059	73 252	89 833	93 481	98 065
Total revenue	99 409	123 088	134 110	93 634	111 564	115 412	121 093

	Audited Outcome			Approved budget	MTEF		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Rand thousand							
Objective/Activity							
Administration	71 806	109 746	124 111	88 924	106 120	107 149	112 462
Business Development	24 590	16 413	4 658	2 310	2 444	4 763	4 974
Public Engagement	3 395	4 529	2 504	2 400	3 000	3 500	3 657
Total expenses	99 791	130 688	131 273	93 634	111 564	115 412	121 093
(Deficit)/Surplus	(382)	(7 600)	2 837	-	-	-	-

7.3.3 Proforma Statement of Financial Performance

	Audited Income			Approved budget	MTEF		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Rand thousand							
Revenue							
Entity revenue	32 756	59 583	17 051	20 382	21 731	21 931	23 028
Sale of goods and services other than capital assets	31 598	58 737	16 503	20 195	21 552	21 743	22 831
Entity revenue other than sales	1 158	846	548	187	179	188	197
Transfers received	66 653	63 504	117 059	73 252	89 833	93 481	98 065
TOTAL REVENUE	99 409	123 088	134 110	93 634	111 564	115 412	121 093
Expenditure by Economic classification							
Current payments	99 791	116 238	122 011	83 634	102 076	106 412	112 093
Compensation of employees	44 102	33 196	36 518	39 494	45 222	47 308	50 368
Salaries and wages	44 102	33 196	36 518	39 494	45 222	47 308	50 368
Social contributions	-	-	-	-	-	-	-
Goods and services	55 689	83 042	85 493	44 140	56 854	59 104	61 725
Of which 1							
Agency and support / outsourced services	8 214	4 912	900	9 439	10 548	10 301	10 762
Advertising	2 909	1 100	1 300	2 150	1 760	4 000	4 179
Audit Costs	2 631	2 333	2 385	1 753	2 409	1 914	2 000
Bank charges	336	142	-	-	-	-	-
Board costs	1 041	817	-	-	-	-	-
Communication	551	317	425	520	780	881	920
Computer services	83	828	570	658	1 739	706	737

	Audited Income			Approved budget	MTEF		
Rand thousand	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Consultants	2 112	3 464	1 904	1 000	500	1 246	1 301
Entertainment	256	86	55	108	-	309	323
Inventory	612	91	300	300	1 388	1 750	1 828
Lease payments	505	549	72	75	68	82	85
Legal fees	382	721	1 400	800	884	873	912
Non-file insurance	248	498	-	-	-	-	-
Repairs and maintenance	7 287	1 955	2 102	5 342	874	4 791	4 378
Training and staff development	316	72	200	300	371	327	341
Travel and subsistence	356	110	192	380	652	788	823
Other	27 850	65 048	73 688	21 315	34 881	31 136	33 136
Depreciation		9 031	9 262	10 000	9 488	9 000	9 000
Losses from	-	-	-	-	-	-	
Sale of fixed assets	-				-	-	
Impairments and Adjustments to Fair Value	-	5 419	-	-	-	-	
Adjustments to Fair value of financial assets	-	5 105	-	-	-	-	
Impairments to non-financial assets	-	314	-	-	-	-	
Interest, dividends and rent on land	-	-	-	-	-	-	
Interest	-	-	-	-	-	-	
TOTAL EXPENDITURE	99 791	130 688	131 273	93 634	111 564	115 412	121 093
NET SURPLUS / (DEFICIT)	(382)	(7 600)	2 837	-	-	-	-

7.3.4 Proforma Statement of Financial Position

	Audited Outcome			Approved budget	MTEF		
Rand thousand	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
ASSETS							
Current assets	34 580	33 942	33 442	9 003	9 408	9 878	7 644
Inventory	516	239	209	603	630	661	624
Trade and other receivables from exchange transactions	1 890	2 419	3 300	3 150	3 292	3 456	3 521
Cash and cash equivalents	32 173	31 284	29 933	5 250	5 486	5 761	3 499
Non-current assets	178 670	151 009	159 032	172 910	180 691	189 725	198 046
Property, plant and equipment	120 236	90 928	91 571	110 618	115 595	121 375	126 879
Heritage assets	33 000	35 467	38 948	36 750	38 404	40 324	41 587

	Audited Outcome			Approved budget	MTEF		
Rand thousand	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Intangible assets	434	113	513	64	67	70	80
Investment property	25 000	24 500	28 000	25 478	26 625	27 956	29 500
Total assets	213 250	184 951	192 474	181 913	190 099	199 603	205 690
LIABILITIES							
Current liabilities	20 097	51 705	52 019	10 831	11 318	11 884	12 569
Trade and other payables from exchange transactions	3 666	10 548	10 581	4 061	4 244	4 456	4 689
Current provisions	1 295	1 400	477	2 635	2 753	2 891	3 139
Leave	1 295	1 400	477	1 435	1 499	1 574	1 687
Other			-	1 200	1 254	1 317	1 452
Other current financial liabilities	136	491	-	-	-	-	-
Capital fund/ Deferred government grant	15 000	39 235	40 635	4 000	4 180	4 389	4 589
Current portion of finance lease liability	-	31	326	135	141	148	152
Non-current liabilities	16 384	2 588	2 619	425	445	467	487
Finance lease liability	384	2	180	425	445	467	487
Non-current provisions	16 000	2 586	2 439	-	-	-	-
Total liabilities	36 481	54 293	54 638	11 256	11 763	12 351	13 056
NET ASSETS	176 769	130 658	137 836	170 657	178 336	187 252	192 634
Accumulated surplus / (deficit)	159 769	112 082	115 780	156 141	163 167	171 324	175 737
Revaluation surplus	17 000	18 576	22 056	14 516	15 169	15 928	16 897
Total net assets and liabilities	213 250	184 951	192 474	181 913	190 099	199 603	205 690
Contingent liabilities	0	-	-	-	-	-	-

7.3.5 Proforma Cash Flow Statement

The budget information (Medium term estimate) is done on accrual basis: Cash flow data	Audited Outcome			Approved budget	MTEF		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
R Thousand							
Cash receipts from stakeholders	86 636	78 153	103 136	108 983	98 166	104 032	106 413
Sales of goods and services other than capital assets	26 428	14 538	40 683	44 965	33 850	36 500	39 132
Sales of goods and services produced by department (excl. capital assets)	26 428	14 538	40 683	44 965	33 850	36 500	39 132
Sales by market establishments	26 428	14 538	40 683	44 965	33 850	36 500	39 132
Transfers received	59 065	63 504	61 247	62 752	62 993	66 143	66 411

The budget information (Medium term estimate) is done on accrual basis: Cash flow data	Audited Outcome			Approved budget	MTEF		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Other government units	59 065	63 504	61 247	62 752	62 993	66 143	66 411
Departmental transfers	59 065	63 504	61 247	62 752	62 993	66 143	66 411
Executive Authority (DSAC)	59 065	63 504	61 247	62 752	62 993	66 143	66 411
Adjustments	-	-	-				
Other national departments	-	-	-				
Interest and rent on land	800	111	844	886	926	972	350
Interest	800	111	844	886	926	972	350
Unclassified revenue	343		362	380	397	417	520
Cash paid to stakeholders	78 492	67 993	87 492	95 188	99 471	104 444	105 461
Current payments	78 492	67 942	87 492	95 188	99 471	104 444	105 461
Compensation of employees	41 531	33 196	48 902	52 202	54 551	57 279	60 387
Salaries and wages	41 250	33 196	48 902	52 202	54 551	57 279	60 387
Social contributions	281	-					
Goods and services	36 961	34 746	38 590	42 986	44 920	47 165	45 074
Administrative fees							
Agency and support / outsourced services	8 175	4 912	9 056	9 509	9 937	10 433	10 762
Advertising	3 955	1 100					
Audit Costs	408	2 333					
Bank charges	120	142					
Board costs	989	817					
Communication	534	317	4 381	4 600	4 807	5 048	6 589
Computer services	95	828	452	474	495	520	567
Consultants	2 509	3 464	132	139	145	151	387
Entertainment	243	86					
Inventory	1 568	91	300	300	1 500	1 750	1 828
Lease payments	1 169	549	513	538	563	591	223
Legal fees	362	721					
Non-file insurance	235	498					
Repairs and maintenance	6 571	1 955	5 982	8 747	9 140	9 597	4 453
Training and staff development	300	72	660	693	725	761	341
Travel and subsistence	338	110	1 021	1 072	1 121	1 177	823
Other unclassified expenditure	9 388	16 752	16 093	16 914	16 487	17 137	19 101

The budget information (Medium term estimate) is done on accrual basis: Cash flow data	Audited Outcome			Approved budget	MTEF		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Interest and rent on land	-	-					
Interest	-	51	-	-	-	-	-
Cash flow from operating activities	8 144	10 160	15 644	13 795	(1 305)	(412)	952
Cash flow from investing activities	(20 887)	(3 647)	(27 000)	(32 000)	(33 440)	(32 918)	(33 890)
Acquisition of property, plant, equipment & intangible assets	(11 525)	(3 639)	(2 000)	-	-	-	-
Buildings: residential	-	-	-	-	-	-	-
Buildings: non-residential	-	-	-	-	-	-	-
Other fixed structures	(7 115)						
Other machinery and equipment	(4 409)		(2 000)	(2 000)	(2 090)		
Software and other intangible assets							
Computer equipment							
Other flows from Investing Activities	(9 362)	(8)	(25 000)	(30 000)	(31 350)	(32 918)	(33 890)
Cash flow from financing activities	18 900	(154)	10 005	10 378	10 000	10 000	10 000
Deferred Income	18 900	-	10 005	10 378	10 000	10 000	10 000
Departmental transfer	-	-	-				
Repayment of finance leases		(154)					
Net (decrease) / increase in cash and cash equivalents	6 157	6 359	(1 351)	(7 827)	(24 745)	(23 330)	(22 938)



8. PROCUREMENT

8.1 Infrastructure Projects

Project No.	Project Name	Programme	Project description	Outputs	Start/End Date	Total Allocation	Total Expenditure	Balance
Current								
1	Facilities Management Contract	Repairs and Maintenance	Repairs and maintenance to buildings and machinery.	Breakdown maintenance, Backlog Maintenance, Lifecycle Maintenance.	28/4/2020 - 01/6/2025	R22 410 722	-R1 839 810	R20 570 912
2	Foyer and Ablution Project (Transformation Project)	Upgrading	Modernise interior and exterior of the SAST buildings.	Modern theatre facilities.	30/3/2018 - 30/6/2024	R6 938 019	-R899 752	R6 038 267
3	Stage Facilities Project	Upgrading	Modernise stage facilities.	Modern theatre facilities.	30/9/2020 - 31/03/2023	R2 500 000	-R1 673 256	R826 744
4	Asset Management, HR Management	ICT	Implement ICT software systems for Asset Management and for HR.	Improved administration and compliance.	01/01/2022 - 31/03/2023	R2 325 697	-R1 161 330	R1 164 367
Complete								
5	Digital Screen	Digital equipment	Digital screen installed in the loading bay area to advertise SAST productions and generate revenue from advertising space rentals.	Advertising, revenue generation.	30/2/2019 - 30/6/2022	R4 074 303	-R4 074 304	-R0
6	Fire Detection System Upgrade	OHS	Fire detection system repair and upgrade.	Emergency systems in working condition	11/4/2019 - 01/4/2021	R3 800 000	-R3 431 384	R368 616
7	Security Scanners and X-Ray Machine	OHS	Pedestrian access control and security.	Safeguarding assets and personnel.	20/11/2018 - 02/03/2019	R600 000	-R434 700	R165 300
8	Maintenance	Repairs and Maintenance	Repairs and maintenance.	Backlog maintenance.	04/02/2019 - 30/04/2022	R1 493 970	-R1 493 970	R-
9	Lift Replacement Project	Upgrading	Modernisation of passenger lifts.	Safe and modern lifts.	28/02/2019 - 30/10/2021	R7 224 376	-R3 740 813	R3 483 563
10	Stage Lighting Project	Upgrading	Modernise stage lighting.	Modern theatre facilities.	11/5/2019 - 27/7/2021	R4 000 000	-R3 736 461	R263 539
11	Stage Sound Project	Upgrading	Modernise stage sound.	Modern theatre facilities.	3/8/2021 - 28/1/2022	R6 131 321	-R5 674 545	R456 776

Project No.	Project Name	Programme	Project description	Outputs	Start/End Date	Total Allocation	Total Expenditure	Balance
New Approved Projects								
12	ICT Infrastructure	Upgrading	ICT systems upgraded, including; network, backup, storage, cyber security, disaster recovery.	Secure ICT systems and data.	13/02/2023 - 31//03/2024	R2 328 003	n/a	R2 328 003
13	Parking System	Upgrading	Total upgrade of outdated Parking system.	Modern and efficient parking system.	13/02/2023 - 31//03/2024	R4 283 526	n/a	R4 283 526
14	Kilnerton Stores Fence and Repairs	Repairs and Maintenance	Repairs to perimeter fence and access control.	Secure facilities.	13/02/2023 - 31//03/2024	R465 601	n/a	R465 601
15	Feasibility Study and Upgrading of State Theatre to a State of the Art National Theatre	Upgrading	Modernisation of SAST into a state of the art National Theatre.	Modern theatre facilities.	13/02/2023 - 31//03/2024	R8 867 831	n/a	R8 867 831
Additional Budget Allocation to Current Projects								
1	Facilities Management Contract	Repairs and Maintenance	Repairs and maintenance to buildings and machinery.	Breakdown maintenance, Backlog Maintenance, Lifecycle Maintenance.	2024/2025 budget allocation:	R7 395 886		
					2025/2026 budget allocation:	R7 738 592		

8.2 Annual Procurement Plan

TABLE 1				Planned dates (week ending) - YYMMDD							
No	Programme	Project Description	Method of procurement	Bid Specification	Approved Evaluation Criteria	Advert	Bid closing	Bid award	Value of Contract	Contract commence	Contract expiry
1	Administration	Security services	Tender	09-05-2023	15-05-2023	19-05-2023	09-06-2023	tbc	24 000 000,00		
2	Administration	ICT Server Support and Maintenance	Tender	03-07-2023	10-07-2023	14-07-2023	04-08-2023	tbc	1 500 000,00		
3	Administration	Server Infrastructure Upgrade with NAS Data Storage	Tender	05-06-2023	13-06-2023	19-06-2023	2023/11/07	tbc	1 100 000,00		
4	Administration	Disaster Recovery (Business Continuity) is a proactive way to ensure mission- critical operations proceed during disruption. Eg. Fire Flood act of God. Kilnerton Disaster Recovery site	Tender	07-06-2023	13-06-2023	19-06-2023	13-07-2023	tbc	1 228 003,00		

TABLE 1				Planned dates (week ending) - YYMMDD							
No	Programme	Project Description	Method of procurement	Bid Specification	Approved Evaluation Criteria	Advert	Bid closing	Bid award	Value of Contract	Contract commence	Contract expiry
5	Administration	Installation of new parking sytem	Tender	11-05-2023	17-05-2023	19-05-2023	2023/12/06	tbc	4 283 526,00		
6	Administration	Feasibility Study and Upgrading of State Theatre to a State of the Art National Theatre	Tender	11-05-2023	17-05-2023	19-05-2023	2023/12/06	tbc	8 867 831,00		
									40 979 360,00		

9. PUBLIC PRIVATE PARTNERSHIPS

PPP	Purpose	Outputs	Current Value of Agreement	End date of Agreement
Tshwane University of Technology (Ten-year agreement)	Implementation of the SAST community outreach programme.	Community groups provided with learning and development activities.	SAST's financial obligation of the contract is remuneration of a stipend. This is a nominal amount determined annually between the parties.	9 December 2028





PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

10. TECHNICAL INDICATOR DESCRIPTION (TID)

CODE	SPA1
Indicator title	Number of In-house Productions staged.
Definition	The number of in-house productions presented during the reporting period.
Source of data	Ticketing system / Contracts / Production budget.
Method of calculation	Each in-house production is counted as 1.
Means of Verification	Performance reports, contracts or budget.
Assumptions	Functional ticketing system. Approved and signed contracts and/or budgets.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Targeted performance is desirable.
Indicator responsibility	Producer.

CODE	SPA2
Indicator title	Number of In-house Festivals staged.
Definition	The number of In-house Festivals, incorporating various productions, presented and hosted by the SAST during the reporting period.
Source of data	Ticketing system / Contracts / Festival budget.
Method of calculation	Simple count of the number of festivals.
Means of Verification	Performance reports, contracts or budget.
Assumptions	Functional ticketing system. Approved and signed contracts and/or budgets.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Targeted performance is desirable.
Indicator responsibility	Artistic Director.

CODE	SPD4
Indicator title	Number of School set-work productions staged.
Definition	The number of school set-work productions presented during the reporting period.
Source of data	Ticketing system / Contracts / Production budget.
Method of calculation	Simple count.
Means of Verification	Performance reports, contracts or budget.
Assumptions	Functional ticketing system. Approved and signed contracts and/or budgets.
Calculation type	Cumulative.
Reporting cycle	Quarterly

Desired performance	Higher performance than that targeted is desirable.
Indicator responsibility	Artistic Director.

CODE	SPA4
Indicator title	Number of partnership-based productions hosted.
Definition	The number of productions presented during the reporting period in collaboration with external producers where SAST does not provide a production fee, or a reduced production fee may be provided. SAST provides the theatre venue with staff, equipment, and other related support may be also provided, at no cost. In return, SAST shares in the ticket sales revenue generated by the production. The percentage of revenue share due to SAST is determined in each Production Agreement.
Source of data	Ticketing system / Contracts / Production budget.
Method of calculation	Each production is counted as 1.
Means of Verification	Performance reports, contracts or budget.
Assumptions	Functional ticketing system. Approved and signed contracts and/or budgets.
Calculation type	Cumulative.
Reporting cycle	Quarterly
Desired performance	Higher performance than that targeted is desirable.
Indicator responsibility	Producer

CODE	SPA5
Indicator title	Number of productions recorded.
Definition	The number of productions presented or hosted by SAST during the reporting period that are digitally (audio/visual) recorded.
Source of data	Stage Services / Videography Report / Register.
Method of calculation	Each recorded production is counted as 1.
Means of Verification	Register. Digital recording.
Assumptions	Recording of productions is registered. Approved and signed contracts and/or budgets. Digital recordings are saved and catalogued on the SAST data storage system.
Calculation type	Cumulative.
Reporting cycle	Quarterly
Desired performance	Targeted performance is desirable.
Indicator responsibility	Stage Services Manager

CODE	SPA6
Indicator title	Number of Authors hosted.
Definition	The number of authors hosted to present their published books during the reporting period.
Source of data	Ticketing system / Contracts / Production budget.
Method of calculation	Each event where an author is hosted is counted as 1.
Means of Verification	Performance reports, contracts or budget.
Assumptions	Functional ticketing system. Approved and signed contracts and/or budgets.

CODE	SPA6
Calculation type	Cumulative.
Reporting cycle	Quarterly
Desired performance	Higher performance than that targeted is desirable.
Indicator responsibility	Producer

CODE	SPA6.a
Indicator title	Number of productions created.
Definition	The number of new artistic productions created during the reporting period.
Source of data	Production (Play) script.
Method of calculation	Simple count.
Means of Verification	Script, Performance reports, contracts or budget.
Assumptions	Approved and signed script writing contracts and/or budgets.
Calculation type	Non-cumulative.
Reporting cycle	Annual
Desired performance	Targeted performance is desirable.
Indicator responsibility	Artistic Director.

CODE	SPA1.a
Indicator title	Number of productions presented by SAST featuring people living with disabilities.
Definition	The number of productions presented by SAST during the reporting period which features people living with disabilities as part of the productions creative team.
Source of data	Ticketing system / Contracts / Production budget.
Method of calculation	Simple count.
Means of Verification	Performance reports, contracts or budget.
Assumptions	Functional ticketing system. Approved and signed contracts and/or budgets.
Calculation type	Non-cumulative.
Reporting cycle	Annual
Desired performance	Targeted performance is desirable.
Indicator responsibility	Artistic Director.

CODE	SPR3
Indicator title	Number of short term job opportunities created in Productions presented by SAST.
Definition	The number of short term job opportunities created in productions presented by SAST during the reporting period.
Source of data	Production job creation schedule.
Method of calculation	The number of people employed are counted.

Means of Verification	Production job creation schedule and ID copies.
Assumptions	Complete and accurate report. ID Copies are obtained by the Artistic, Development and Stage Services departments.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Higher than targeted performance is desirable.
Indicator responsibility	Artistic Director.

CODE	SPR3.a
Indicator title	Percentage of Females that participate in the creative team of productions presented by SAST.
Definition	Short term job opportunities created for Females in relation to the total short term jobs created in all productions presented in the Vavasati International Women's Festival by SAST during the reporting period.
Source of data	Production job creation schedule.
Method of calculation	The percentage of females employed in the production is calculated.
Means of Verification	Production job creation schedule and ID copies.
Assumptions	Complete and accurate report. ID Copies are obtained by the Artistic, Development and Stage Services departments.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Higher than targeted performance is desirable.
Indicator responsibility	Education Youth and Children's Theatre Manager.

CODE	SPR3.b
Indicator title	Percentage of Youth that participate in the creative team of productions presented by SAST.
Definition	Short term job opportunities created for Youth (maximum age of 34) in relation to the total short term jobs created in all productions presented in the Youth Expressions Festival by SAST during the reporting period.
Source of data	Production job creation schedule.
Method of calculation	The percentage of youth employed in the production is calculated.
Means of Verification	Production job creation schedule and ID copies.
Assumptions	Complete and accurate report. ID Copies are obtained by the Artistic, Development and Stage Services departments.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Higher than targeted performance is desirable.
Indicator responsibility	Education Youth and Children's Theatre Manager.
CODE	SPD1
Indicator title	Number of Community Arts Groups that participated in the programme.
Definition	The number of community arts groups that participated in the SAST Mayibuye Community Outreach programme during the reporting period.
Source of data	Programme report.
Method of calculation	Simple count.

Means of Verification	Programme report.
Assumptions	Accurate and complete programme report.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
Desired performance	Higher performance than that targeted is desirable.
Indicator responsibility	Education Youth and Children's Theatre Manager.

CODE	SPD3
Indicator title	Number of in-house production's creative team members provided with dramaturgy.
Definition	The number of in-house production's creative team members provided with dramaturgy support during the reporting period.
Source of data	Programme report.
Method of calculation	Simple count.
Means of Verification	Programme report.
Assumptions	Accurate and complete programme report.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Higher performance than that targeted is desirable.
Indicator responsibility	Artistic Director.

CODE	SPR4
Indicator title	Number of interns appointed.
Definition	The number of internship positions filled during the reporting period.
Source of data	Internship Contract.
Method of calculation	Simple count.
Means of Verification	Internship Contract.
Assumptions	Signed and filed contract.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
Desired performance	Higher performance than that targeted is desirable.
Indicator responsibility	HR Manager.
CODE	SPI1
Indicator title	Value of sponsorships and donations recognised.
Definition	The Rand value of Sponsorships and Donations received during the reporting period.
Source of data	Sponsorship/Donation Contracts. Accounting system. Financial Statements.
Method of calculation	The total rand value of the sponsorship/donation reflected on the contract or financial report is reported on an amortisation basis.

Means of Verification	Contracts. Income Statement. Financial Statement.
Assumptions	Signed and filed contracts. Functional accounting system. Accurate financial statements.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
Desired performance	Higher performance than that targeted is desirable.
Indicator responsibility	Sales Manager. Marketing Manager.

CODE	SPI2
Indicator title	Property rental revenue recognised.
Definition	The Rand Value of Rental revenue derived from rentals of the SAST immovable property portfolio.
Source of data	Accounting System: Income Statement.
Method of calculation	The rental revenue rand value reflected on the income statement for Kilnerton, Office Blocks, Restaurants and other spaces for the reporting period is reported. Op-costs, electricity and water and other operating costs recovered are included in the calculation.
Means of Verification	Contracts. Income Statement.
Assumptions	Signed and filed contracts. Functional accounting system.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Higher performance than that targeted is desirable.
Indicator responsibility	Facilities Department.

CODE	SPI4
Indicator title	Ticket sales and theatre rental revenue recognised.
Definition	The Rand Value of revenue derived from the sale of Tickets for SAST Productions as well as Rental Revenue from the rental of theatres during the reporting period.
Source of data	Accounting System: Income Statement.
Method of calculation	The rand value reflected on the income statement for the reporting period is reported for in-house productions' tickets sales and for theatre rentals (including "percentage income" which is based on the rental productions ticket revenue).
Means of Verification	Contracts. Income Statement.
Assumptions	Signed and filed contracts. Functional accounting system.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Higher performance than that targeted is desirable.
Indicator responsibility	Sales Manager.
CODE	SPI5
Indicator title	Parking garage revenue recognised.
Definition	The Rand Value of revenue derived from the rental of parking space in the SAST parking garage at 320 Pretorius Street Pretoria during the reporting period.
Source of data	Accounting System: Income Statement.
Method of calculation	The rand value reflected on the income statement for the reporting period is reported.

Means of Verification	Contracts. Income Statement.
Assumptions	Signed and filed contracts. Functional accounting system.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Higher performance than that targeted is desirable.
Indicator responsibility	Parking Manager.

CODE	SPI6
Indicator title	Front of House sales revenue recognised.
Definition	The Rand Value of revenue derived from sales at the Front of House during the reporting period.
Source of data	Accounting System: Income Statement.
Method of calculation	The rand value reflected on the income statement for the reporting period is reported. Ticket rebates, from the ticketing service provider, gift shop sales as well as book sales are included in the calculation.
Means of Verification	Income Statement.
Assumptions	Functional accounting and point of sale system.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Higher performance than that targeted is desirable.
Indicator responsibility	Front of House Manager.

CODE	SPI2.a
Indicator title	Advertising space rental revenue recognised.
Definition	The Rand Value of revenue derived from leasing spaces in the SAST property portfolio for advertising purposes during the reporting period.
Source of data	Accounting System. Income Statement.
Method of calculation	The rand value reflected on the income statement for the reporting period is reported.
Means of Verification	Income Statement.
Assumptions	Functional accounting.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Higher performance than that targeted is desirable.
Indicator responsibility	Facilities Department

CODE	SPI7
Indicator title	Revenue from artistic products distributed on digital media recognised.
Definition	The Rand Value of revenue derived from digital distribution of SAST's artistic products during the reporting period. This may include, online streaming revenue (including revenue from in-content advertising space), cinema distribution revenue, sale of DVD's, and other digital media containing SAST's artistic products.
Source of data	Accounting System. Income Statement.

Method of calculation	The rand value reflected on the income statement for the reporting period is reported.
Means of Verification	Income Statement.
Assumptions	Functional accounting system. Signed and filed related contracts.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Higher performance than that targeted is desirable.
Indicator responsibility	Sales Manager.

CODE	SPR5
Indicator title	Percentage availability of ICT network services reported.
Definition	Availability of ICT network services, specifically; email, internet and data systems.
Source of data	ICT systems.
Method of calculation	System generated calculations which consider availability of ICT resources.
Means of Verification	ICT management report supported by system reports.
Assumptions	Operational and sustainable IT systems.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
Desired performance	Targeted performance is desirable.
Indicator responsibility	ICT Manager.

CODE	SPR7
Indicator title	Number of digital distribution platforms developed, implemented and maintained.
Definition	Development of digital distribution platforms, such as a website that enables distribution of SAST's digital artistic products through streaming services.
Source of data	ICT systems.
Method of calculation	Status per ICT report.
Means of Verification	ICT management report. Completion certificate.
Assumptions	Operational and sustainable development environment.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
Desired performance	Targeted performance is desirable.
Indicator responsibility	ICT Manager.

CODE	SPB1
Indicator title	Number of approved and funded CAPEX projects completed.
Definition	The implementation of approved and funded CAPEX projects.
Source of data	Programme / project reports.
Method of calculation	Status reported according to the report.
Means of Verification	Programme and project reports. Project completion certificate.

CODE	SPB1
Assumptions	Accurate and complete report.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
Desired performance	Targeted performance is desirable.
Indicator responsibility	Senior Maintenance Manager.

CODE	SPB2
Indicator title	Percentage of the Facilities Management Maintenance Programme activities completed.
Definition	Status of the approved Facilities Management Contract Maintenance Programme Project plan for the reporting period reflecting the percentage of project milestones achieved.
Source of data	Project plan progress report.
Method of calculation	Percentage of milestones achieved.
Means of Verification	Programme and project reports. Project completion certificate.
Assumptions	Accurate and complete report.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly
Desired performance	Targeted performance is desirable.
Indicator responsibility	Senior Maintenance Manager.

CODE	SPM1
Indicator title	A marketing plan prepared and approved for each production of the artistic calendar.
Definition	A marketing plan must be developed for each production of the artistic calendar which is presented during the reporting period.
Source of data	Marketing plans.
Method of calculation	Determine if plans have been prepared for each production of the artistic calendar.
Means of Verification	Marketing plans.
Assumptions	Accurate and complete report.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Targeted performance is desirable.
Indicator responsibility	PR and Marketing Manager.

CODE	SPM2
Indicator title	Number of media partnerships established.
Definition	The number of partnerships secured with media organizations during the reporting period.
Source of data	Concluded contract with the media partner.
Method of calculation	Simple count.

Means of Verification	Contract.
Assumptions	Signed contract.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
Desired performance	Higher performance than that targeted is desirable.
Indicator responsibility	PR and Marketing Manager.

CODE	SPM3
Indicator title	An audience development plan prepared and approved for each production of the artistic calendar.
Definition	An audience development plan must be developed for each production of the artistic calendar which is presented during the reporting period.
Source of data	Sales plans.
Method of calculation	Determine if plans have been prepared for each production of the artistic calendar.
Means of Verification	Sales plans.
Assumptions	Accurate and complete reports.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
Desired performance	Targeted performance is desirable.
Indicator responsibility	Sales Manager.

CODE	SPM4
Indicator title	Number of audience attending or streaming in-house and rental productions and events.
Definition	The audience numbers for both internal and rental productions and events for the reporting period that attend performances in the theatre or watch productions by streaming.
Source of data	Ticketing system, or Attendance register, or Streaming platform.
Method of calculation	Simple count.
Means of Verification	Ticketing Reports. Attendance register. Audience Attendance Summary. Streaming platform report.
Assumptions	Accurate and complete reports and registers.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Higher performance than that targeted is desirable.
Indicator responsibility	Sales Manager.

CODE	SPM5
Indicator title	Number of patron satisfaction surveys conducted.
Definition	The number of research surveys conducted on patron satisfaction during the reporting period.
Source of data	Research Survey
Method of calculation	Simple count.

CODE	SPM5
Means of Verification	Survey report.
Assumptions	Accurate and complete report.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Targeted performance is desirable.
Indicator responsibility	PR and Marketing Manager.

CODE	SPM6
Indicator title	Number of strategic corporate partnerships established.
Definition	Establish strategic corporate partnerships in the public or private sector with organisations that may contribute to the successful implementation of SAST's programmes.
Source of data	Partnership Agreement.
Method of calculation	Simple count.
Means of Verification	Partnership Agreement.
Assumptions	All partnerships to be agreed to in writing in a partnership agreement.
Calculation type	Cumulative.
Reporting cycle	Quarterly
Desired performance	Targeted performance is desirable.
Indicator responsibility	Sales Manager

CODE	SPM7
Indicator title	Number of new members joining the membership programme.
Definition	Increase the number of members of the SAST membership programme.
Source of data	Membership database.
Method of calculation	Simple count.
Means of Verification	Membership database.
Assumptions	Complete and accurate database.
Calculation type	Cumulative.
Reporting cycle	Quarterly
Desired performance	Targeted performance is desirable.
Indicator responsibility	Sales Manager
CODE	SPR1
Indicator title	Audit opinion received.
Definition	The audit opinion expressed by the Auditor General for the financial year being audited.
Source of data	Auditors Report.

CODE	SPR1
Method of calculation	Opinion as per the auditors report.
Means of Verification	Audit letter.
Assumptions	Fair and complete report.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
Desired performance	Targeted performance is desirable.
Indicator responsibility	Chief Financial Officer.
CODE	SPR2
Indicator title	Number of labour matters ruled against the SAST for non-compliance with applicable labour legislation.
Definition	The maximum acceptable number of incidents where the organisation is non-compliant with the Labour Relations Act, Basic Conditions of Employment Act, Employment Equity Act, Public Employment Services Act and the Income Tax Act in administrating and managing employee affairs during the reporting period.
Source of data	Quarterly report on HR matters submitted to the DSAC.
Method of calculation	Simple count of the number of incidents.
Means of Verification	Relevant non-compliance notice.
Assumptions	Fair and complete.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Targeted performance is desirable.
Indicator responsibility	HR Manager.

CODE	SPR6
Indicator title	Percentage of Women-owned enterprises procured from.
Definition	The percentage of goods and services procured from women-owned enterprises, in relation to total procurement of goods and services during the period under review.
Source of data	Accounting System: SCM records.
Method of calculation	The Rand value of goods and services procured from women-owned enterprises calculated as a percentage of the total Rand value of procured goods and services.
Means of Verification	SCM records.
Assumptions	Functional accounting and SCM system. Women-owned enterprises categorised in the SCM system allowing for reports to be produced.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly
Desired performance	Higher performance than that targeted is desirable.
Indicator responsibility	SCM manager.



3rd Floor Experience with Gina Mabasa
Vavasati '23



ANNEXURES

ANNEXURE A

KEY RISKS

Risk No	Strategic Output	Risk Description	Risk Mitigation Plan
Outcome 1: In-house developed and externally sourced performing arts works presented.			
Purpose: Present In-house Performing Arts productions.			
1	SPA / Artistic Productions	Misappropriation of SAST intellectual property.	1. Implement the IP policy and ensure registration of SAST productions with DALRO and the registration of trademarks for the various SAST Festivals as required.
2	SPA / Artistic Productions	Inadequate budget to implement artistic programme	1. Commission productions according to available budget.
Outcome 2: Development opportunities provided.			
Purpose: Provide development opportunities for emerging Arts Practitioners in the context of our programmes.			
3	SPD1 / Implement the Mayibuye Community Outreach programme.	Limited implementation of the Community Outreach Fieldwork programme.	1. Implement the programme within the allocated budget.
Outcome 3: Revenue generated from commercial activities.			
Purpose: Generate revenue from commercial activities which includes Ticket Sales, Rentals, Fundraising and Front of House Sales.			
4	SPI4 / Generate revenue from ticket sales of in-house productions and from Theatre rentals.	Inadequate return on investment-made in productions as a portfolio.	1. Implement the Revised Sales and Marketing strategy, to achieve 60% (minimum 20% on developmental productions) sales of the theatre capacity for the duration of the production run.
5	SPI2 / Generate rental revenue from the SAST immovable property portfolio, i.e. Kilnerton, Office Blocks, Restaurants and other spaces.	Inadequate revenue generated from the property portfolio.	1. Revised sales and marketing strategy to be implemented with aggressive approach to securing new business. 2. SAST properties to be maintained and upgraded.
6	SPI6 / Generate revenue from Parking Garage.	Inadequate revenue generated from the Parking Garage	1. Revise parking rates to remain competitive and attract new customers and regain lost customers.
Outcome 4: Buildings and assets maintained and upgraded.			
Purpose: Ensure long term sustainability of Buildings and Assets.			
7	SPB1 / Implement CAPEX projects that are approved and funded on the UAMP.	Inadequate infrastructure refurbishment and upgrading.	1. Implement approved and funded CAPEX and maintenance projects including establishment of the SAST disaster recovery site at the Kilnerton property.
Outcome 5: Audience attendance improved.			
Purpose: Attract Audiences to watch the Performing Arts.			
8	SPM5 / Conduct surveys of patron satisfaction.	Inadequate audience engagement.	1. Implement revised strategy to entice target market participation. Ensure monthly analysis and assessment of audience surveys with information shared to MANCO for appropriate action.

Outcome 6: Applicable Laws, Regulations and Statutory Legislation including the PFMA, Treasury Regulations and the LRA complied with.			
Purpose: Ensure compliance with applicable Laws, Regulations and Statutory Legislation.			
9	Entity Mandate	High vacancy rate	<ol style="list-style-type: none"> 1. All vacancies to be frozen until budget has stabilised. 2. Where new vacancies arise due to posts being vacated, these must be filled within the allocated budget of the vacant post.
10	SPR1 / Achieve an Unqualified Audit report.	Inaccurate financial statements	<ol style="list-style-type: none"> 1. Implement an integrated financial management system that captures source documents and accurately records each transaction with complete asset information. 2. Financial statements to be prepared according to the accounting standards with complete and accurate information and format of the required statements, with due consideration of audit findings outlined in the AG-SA audit report.
11	Mission /Vision /Values	Fraud and corruption	<ol style="list-style-type: none"> 1. Implement additional improvements to the financial transactions environment that may be recommended in the forensic investigation report. 2. Promote fraud awareness and whistle-blowing.
12	SPR5 / Develop and implement a comprehensive Information and Communication Technology (ICT) Strategy, incorporating compliance and efficient service delivery of ICT services.	ICT Vulnerability	<ol style="list-style-type: none"> 1. Implement ICT strategy with an approved annual ICT workplan to address ICT vulnerabilities, with specific focus on Cybersecurity and data integrity. 2. Implement disaster recovery plan.
13	Mission /Vision /Values	Inadequate compliance with occupational health and safety regulations, in particular from theatre rental productions.	<ol style="list-style-type: none"> 1. All statutory requirements to be complied with. 2. Ensure OHS compliance in both in-house and rental productions. 3. Ensure emergency detection and protection systems and equipment is serviced and functioning.



ANNEXURE B

MATERIALITY SIGNIFICANCE FRAMEWORK

Important Note: The continued appropriateness of this Framework will be assessed at least annually against SAST (1) Strategic Plan (2) Budget (3) Risk Management Strategy and (4) Fraud Prevention Plan.

1. Background

"For purposes of material [sections 50(1), 55(2) and 66(1) of the Public Finance Management Act (PFMA)] and significant [section 54(2) of the PFMA], the accounting authority must develop and agree a framework of acceptable levels of materiality and significance with the relevant executive authority in consultation with the external auditors." [Section 28.1.5]

Public entities are required to include the Materiality and Significance Framework in the Strategic Plan to be submitted to its Executive Authority. [TR 30.1.3] Furthermore, the Materiality and Significance Framework must be detailed in the public entity's annual report. [TR 28.2.1]

No definitions for the concepts "material" and "significant" are included in either the PFMA or in the Treasury Regulations. Accordingly, in compiling this framework the South African State Theatre has sought guidance from, inter-alia International Standards on Auditing 320 (ISA 320) paragraph A2, which indicates the following considerations specific to the public entity when determining materiality:

In the case of a public sector entity, legislators and regulators are often the primary users of its financial statements. Furthermore, the financial statements may be used to make decisions other than economic decisions. The determination of materiality for the financial statements as a whole (and, if applicable, materiality level or levels for particular classes of transactions, account balances or disclosures) in an audit of the financial statements of a public sector entity is therefore influenced by law, regulation or other authority and by the financial information needs of legislators and the public in relation to public sector programs."

Materiality can be based on a number of financial indicators. However guidance in terms of Practice Note on Applications under Section 54 of the PFMA Act No 1 of 1999 dated 13 July 2006, paragraph 3.7 states the following:

"In arriving at acceptable levels of significance, the guiding principles set out below should be applied:

3.7.1 The parameters are derived from the rand values of certain elements of the individual public entity's audited financial statements, as follows:

Elements % range to be applied against rand value

Total Assets 1% - 2%

Total Revenue 0.5% - 1%

Profit after tax 2% - 5%

2. Broad Framework for South African State Theatre

South African State Theatre will be dealing with this framework under two main categories, being quantitative and qualitative aspects.

2.1 Overall Quantitative materiality

Materiality level

The SAST assesses the level of a material loss as being 1% of total revenue as disclosed on the 2021/22 audited financial statements

Total revenue as per the 2021/22 audited financial statements = R 134 110 828
Materiality @ 1% = R 1 341 108

Factors considered

In determining the said materiality value of 1% of total revenue, SAST took into account factors that include:

Base Amount Consideration

Revenue is considered to be the most appropriate Base amount. Revenue comprises of grants received from Department of Arts and Culture and self-generated income. Revenue is the most appropriate due to it being the key driver for SAST financial sustainability.

Financial data to be used

The 2021/22 audited financial statements is considered to be the most appropriate financial data to be used in determining the materiality of SAST in compliance with National Treasury's Practice Note.

Reason for 1% of total revenue

The SAST elects to give preference to a maximum of 1% materiality value as:
- SAST received a qualified audit opinion for the 2020/21 and 2021/22 financial years.

Based on the above, SAST has undertaken a conservative approach by assessing the materiality at lower level of materiality in consultation with the Auditor General.

Furthermore a lower materiality is considered appropriate due to SAST being closely governed by various acts and the public accountability responsibility it has to its stakeholders.

3. SAST General Approach to Qualitative Aspects

Materiality is not confined to the size of the entity and the elements of its financial statements.

The SAST recognises that misstatements that are large either individually or in the aggregate may affect a "reasonable" user's judgement. Further, misstatements may also be material on qualitative grounds. These qualitative grounds include amongst other:

- New ventures that SAST may enter into.
- Unusual transactions entered into that are not of a repetitive nature and are disclosable purely due to the nature thereof due to knowledge thereof affecting the decision making of the user of the financial statements.
- Transactions entered into that could result in reputational risk to SAST.
- Any fraudulent or dishonest behaviour of an officer or staff of SAST.
- Any infringement of the SAST's agreed performance levels.
- Procedures/processes required by legislation or regulation (e.g. PFMA and the Treasury Regulations).
- Items of a non-financial nature, which would impact on the continued operation and deliverables of the SAST.
- The acquisition or disposal of a significant asset; and
- The beginning of a significant business activity.

The SAST further expands on these aspects under Annexure A, to this document.

The policy contained in this framework will be appropriately presented in the Annual Report of the SAST as required.



Definitions and Abbreviations

Accounting Authority: South African State Theatre Council

Executive Authority: Department of Arts and Culture

Entity: South African State Theatre

PFMA: Public Finance Management Act (Act 1 of 1999 as amended by act 29 of 1999)

Treasury Regulations: Public Finance Management Act, 1999: amendment of Treasury Regulations in Terms of Section 76 as published in Government Gazette No. 7372

Annexure A: Detailed/Specific SAST Responses to Requirements

4.1 SAST Response to Fiduciary duties of the Accounting Authority Requirements

The accounting authority must on request, disclose to the **executive authority** responsible for that public entity or the legislature to which the public entity is accountable, **all material facts** including those reasonable discoverable, which in any way influence the decisions or actions of the executive authority or that legislature.

Further/Specific Requirement (PFMA section 5a)	Quantitative (Amount)	Qualitative
None	SAST Response: Any fact discovered of which the amount exceeds the determined materiality as calculated under par 2.1	SAST Response: 1. Any item or event of which specific disclosure is required by law. 2. Any fact discovered of which its omission or misstatement, in the Council's opinion, could influence the decisions or actions of the executive authority or legislature.

4.2 SAST Response to Annual Report and Financial Statements Requirement

General/Principal Requirement (PFMA section 55)

The annual report and financial statements referred to in subsection (1) (d) must (a) fairly present the state of affairs of the public entity, its business, its financial results, its performance against predetermined objectives and its financial position as at the end of the financial year concerned:

Further/Specific Requirement (PFMA section 55 (a))	SAST Response: Quantitative	Qualitative
(b) Include particulars of: (i) any material losses through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year; (ii) any criminal or disciplinary steps taken consequences of such losses or irregular expenditure or fruitless and wasteful expenditure; (iii) any losses recovered or written off; (iv) any financial assistance received from the state and commitments made by the state on its behalf; (v) any other matters that may be prescribed.	1. Losses through criminal conduct: any loss identified . 2. Losses through irregular, fruitless, wasteful expenditure: Where combined total exceeds the planning materiality figure used by the external auditors for the year under review.	All identified losses through criminal conduct will be disclosed. Fruitless and wasteful expenditure and financial misconduct

SAST Response to Information to be submitted by Accounting Authority Requirement

General/Principal Requirements (PFMA section 54)

Before a public entity concludes any of the following transactions, the accounting authority for the public entity must promptly and in writing inform the relevant treasury of the transaction and submit relevant particulars of the transaction to its executive authority for approval of the transaction:

Further/Specific Requirement (PFMA section 54 (a))	SAST Response: Quantitative	SAST Response: Qualitative
(b) participation in a significant partnership, trust, unincorporated joint venture or similar arrangement.	Qualitative aspect is more relevant	Any participation, <u>outside of the approved strategic plan and budget.</u>
(c) acquisition or disposal of a significant shareholding in a company.	Qualitative aspect is more relevant	Any acquisition or disposal, <u>outside of the approved strategic plan and budget.</u>
(d) acquisition or disposal of a significant asset.	Qualitative aspect is more relevant	<ol style="list-style-type: none">Any asset that would increase or decrease the overall operational functions of the SAST, <u>outside of the approved strategic plan and budget.</u>Disposal of the major part of the assets of the SAST, <u>outside of the approved strategic plan and budget.</u>
(e) Commencement or cessation of a significant business activity.	Qualitative aspect is more relevant	Any business activity that would not increase or decrease the overall operational functions of the SAST, <u>outside of the approved strategic plan and budget.</u>



Bheki Mkhwane
YEF '22

ANNEXURE C

COUNCIL CHARTER

1. INTRODUCTION

- 1.1 The Minister of Arts and Culture declared The Renaissance Theatre, a cultural institution, in terms of section 3(1) of the Cultural Institutions Act, 1998, on 22 April 2005.
- 1.2 The Renaissance Theatre, a cultural institution, trading as the South African State Theatre (the SAST)
- 1.3 In terms of the provisions of the Cultural Institutions Act, all cultural institutions must be placed under the control, management and direction of a Council, appointed by the Minister of Arts and Culture.
- 1.4 The Council has been appointed by the Minister of Arts and Culture.
- 1.5 In terms of the Public Finance Management Act, 1999, the SAST is a government business enterprise as listed in Schedule 3 and the Council is the accounting authority for the SAST.
- 1.6 In adherence to good governance practices it is the Council's intention to adopt this Charter to act as the Council's terms of reference.

2. PURPOSE

- 2.1 To clearly define the Council's duties, functions and responsibilities.
- 2.2 To set out the requirements for the Council's composition and meeting procedures.
- 2.3 In addition to the Charter, the Council will be subject to the provisions of the following:
 - 2.3.1 The Shareholders Compact;
 - 2.3.2 The White Paper on Arts and Culture;
 - 2.3.3 The Protocol on Corporate Governance in the Public Sector, as issued by the Department of Public Enterprises;
 - 2.3.4 The King IV Report on Corporate Governance for South Africa, 2016; and
 - 2.3.5 Other applicable law, regulatory provisions or government policies or any directives, including the National Development Plan and National Treasury Practice Regulations.

3. MEMBER OF THE COUNCIL

(In terms of the provisions of section 5 of the Cultural Institutions Act)

- 3.1 Composition and appointment
 - 3.1.1 At least seven members appointed by the Minister of Arts and Culture, in the prescribed manner.
 - 3.1.2 The Chief Executive Officer will serve ex officio and has no voting powers.
- 3.2 Skills
 - 3.2.1 At least one of the members appointed to the Council must have experience in financial matters.
 - 3.2.2 Council should comprise of the appropriate balance of knowledge, skills, experience, diversity and independence for it to discharge its governance role and responsibilities objectively and effectively.
- 3.3 Termination
 - 3.3.1 A member of the Council is appointed for a period of three years, unless a shorter period is prescribed.
 - 3.3.2 A member of the Council whose period of office has expired, may be reappointed.
 - 3.3.3 If a member of the Council dies or vacates office before the expiry of the period for which the member has been appointed, another person may be appointed to fill the vacancy for the unexpired portion of the period for which the member was appointed.
 - 3.3.4 A member of the Council must vacate office if:
 - 3.3.4.1 that member resigns in writing;

- 3.3.4.2 that member has been absent from three consecutive meetings of the Council without its leave;
- 3.3.4.3 that member is an un-rehabilitated insolvent;
- 3.3.4.4 that member is found to be of unsound mind by a court of law;
- 3.3.4.5 that member is convicted of an offence involving dishonesty or bodily harm and is sentenced to imprisonment without the option of a fine;
- 3.3.4.6 that member materially breaches the code of ethics of the SAST; or
- 3.3.4.7 on reasonable grounds, the majority of the Council so recommends, and the recommendation is accepted by the Minister of Arts and Culture.
- 3.3.5 The Minister of Arts and Culture may dissolve the Council on any reasonable grounds.

4. DUTIES, FUNCTIONS AND RESPONSIBILITIES OF THE COUNCIL

4.1 Statutory functions in terms of the provisions of section 8 of the Cultural Institutions Act

- 4.1.1 To formulate policy.
- 4.1.2 To hold, preserve and safeguard all movable and immovable property of whatever kind placed in the care of or loaned or belonging to the SAST.
- 4.1.3 To receive, hold, preserve and safeguard all movable property placed under the care and management of the SAST by the Minister of Arts and Culture, in terms of section 10(1) of the Cultural Institutions Act.
- 4.1.4 To raise funds for the SAST.
- 4.1.5 To manage and control money received by the SAST and to utilise those monies for defraying expenses in connection with the performance of the SAST's functions.
- 4.1.6 To keep a proper record of the property of the SAST 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.
- 4.1.7 To determine, subject to the Cultural Institutions Act and with the approval of the Minister of Arts and Culture, the objects of the SAST.
- 4.1.8 To generally carry out the objects of the SAST.
- 4.1.9 The Council may determine the hours during which and the conditions and restrictions subject to which the public may visit the SAS, or portion thereof, and the admission charges to be paid.
- 4.1.10 The Council may appoint such persons as it considers necessary to perform the functions of the SAST.
- 4.1.11 The determination of the remuneration and other conditions of service of persons appointed under section 4.1.10 above must be in accordance with a scheme approved by the Minister of Arts and Culture in consultation with the Minister of Finance.
- 4.1.12 The Council must no later than one month before the commencement of each financial year, submit a business plan covering the next three years and containing such information as may be prescribed by the Minister of Arts and Culture for his or her approval.
- 4.1.13 The Council must submit an annual report to the Minister of Arts and Culture which must contain such information regarding the activities and financial position of the Council as may be prescribed, to be tabled in Parliament by the Minister of Arts and Culture.
- 4.1.14 Within five months after the report has been tabled at Parliament, a delegation consisting of the Council Chairperson and at least two other Council members must brief the relevant committee of Parliament on the annual report.

4.2 Statutory functions in terms of the provisions of Chapter 6 of the Public Finance Management Act

- 4.2.1 The Council must exercise the duty of utmost care and ensure reasonable protection of the assets and records of the SAST.
- 4.2.2 The Council must act with fidelity, honesty, integrity and in the best interests of the SAST in managing the financial affairs of the SAST.
- 4.2.3 The Council must on request, disclose to the Minister of Arts and Culture all material facts, including those responsibly discovered, which in any way may influence the decisions or actions of the Minister of Arts and Culture.
- 4.2.4 The Council must seek, within its sphere of influence to prevent any prejudice to the financial interests of the state.
- 4.2.5 The Council members may not act in any way that is inconsistent with the responsibilities assigned to the Council in terms of any legislature.
- 4.2.6 The Council members may not the position of privileges of, or confidential information obtained as a Council member for personal gain or to improperly benefit another person.
- 4.2.7 The Council members must disclose to the Council any direct or indirect personal or private business interest that Council member or any spouse, partner or close family member may have in any matter before the Council and with draw from the proceedings of the Council when that matter is considered, unless the Council decides that the Council member's direct or indirect interest in the matter is trivial or irrelevant.
- 4.2.8 The Council must ensure that that the SAST has and maintains effective, efficient and transparent systems of financial and risk management and internal controls.
- 4.2.9 The Council must ensure that the SAST has and maintains a system of internal audit under the control and direction of an audit committee.
- 4.2.10 The Council must ensure that an appropriate procurement and provisioning system which is fair, equitable, transparent, competitive and cost-effective, is adopted.
- 4.2.11 The Council must ensure that a system for properly evaluating all major capital projects prior to making a final decision on the project.

- 4.2.12 The Council must take effective and appropriate steps to collect all revenue due to the SAST.
- 4.2.13 The Council must take effective and appropriate steps to prevent irregular expenditure, fruitless and wasteful expenditure, losses resulting from criminal conduct, and expenditure not complying with the operational policies of the SAST.
- 4.2.14 The Council must take effective and appropriate steps to manage available working capital efficiently and economically.
- 4.2.15 The Council is responsible for the management, including the safe-guarding, of the assets and for the management of the revenue, expenditure and liabilities of the SAST.
- 4.2.16 The Council must comply with any tax, levy, duty, pension and audit commitments as required by legislation.
- 4.2.17 The Council must take effective and appropriate disciplinary steps against any employee of the SAST who
 - 4.2.17.1 Contravenes or fails to comply with any provision of law;
 - 4.2.17.2 Commits an act which undermines the financial management and internal controls system of the SAST; or
 - 4.2.17.3 Makes or permits an irregular expenditure or a fruitless and wasteful expenditure.
- 4.2.18 The Council is responsible for the submission by the SAST of all reports, returns, notices and other information to Parliament or the Department of Arts and Culture as may be required by the Public Finance Management Act.
- 4.2.19 The Council must promptly inform the National Treasury on any new entity which the SAST intends to establish or in the establishment of which it takes the initiative and allow the National Treasury a reasonable time to submit its decision prior to the formal establishment thereof.
- 4.2.20 The Council must comply and ensure compliance by the SAST with the provisions of Public Finance Management Act and any other legislation applicable to the SAST.
- 4.2.21 If the Council is unable to comply with any of the responsibilities set out in Part 6 of the Public Finance Management Act, the Council must promptly report the inability, together with reasons, to the Minister of Arts and Culture and treasury.
- 4.2.22 The Council must submit to the Department of Arts and Culture and to the relevant treasury, at least one month, or another period agreed with the National Treasury, before the start of its financial year a projection of revenue, expenditure and borrowings for that financial year in the prescribed format; and a corporate plan in the prescribed format covering the affairs of the SAST for the following three financial years (Annual Performance Plan).
- 4.2.23 The Council must submit to the Department of Arts and Culture, at least six months before the start of the financial year or another period agreed to between the Minister of Arts and Culture and the SAST, a budget of estimated revenue and expenditure for that financial year, for approval by the Minister of Arts and Culture.
- 4.2.24 The Council is responsible for ensuring that expenditure of the SAST is in accordance with the approved budget.
- 4.2.25 The Council must submit to the relevant treasury or the Auditor-General such information, returns, documents, explanations and motivations as may be prescribed or as the relevant treasury or the Auditor-General may require.
- 4.2.26 Before the SAST concludes any of the following transactions, the Council must promptly and in writing inform the relevant treasury of the transaction and submit relevant particulars of the transaction to the Minister of Arts and Culture for approval of the transaction:
 - 4.2.26.1 Establishment or participation in the establishment of a company;
 - 4.2.26.2 Participation in a significant partnership, trust, unincorporated joint venture or similar arrangement;
 - 4.2.26.3 Acquisition or disposal of a significant shareholding in a company;
 - 4.2.26.4 Acquisition or disposal of a significant asset;
 - 4.2.26.5 Commencement or cessation of a significant business activity; and
 - 4.2.26.6 A significant change in the nature or extent of its interest in a significant partnership, trust, unincorporated joint venture or similar arrangement.
- 4.2.27 The Council must keep full and proper records of the financial affairs of the SAST.
- 4.2.28 The Council must prepare financial statements for each financial year in accordance with generally accepted accounting practice, unless the Accounting Standards Board approves the application of generally recognised accounting practice for the SAST.
- 4.2.29 The Council must submit those financial statements within two months after the end of the financial year to the Auditor-General and the relevant treasury.
- 4.2.30 The Council must submit within five months of the end of a financial year to the relevant treasury and the Minister of Arts and Culture:
 - 4.2.30.1 An annual report on the activities the SAST during that financial year.
 - 4.2.30.2 The financial statements for that financial year after the statements have been audited; and
 - 4.2.30.3 The report of the Auditor-General on those statements.
- 4.2.31 The Council must submit the annual report and annual financial statements for tabling in Parliament or the provincial legislature, to the Minister of Arts and Culture.
- 4.3 Duties and functions in accordance with the King IV Report on Corporate Governance for South Africa, 2016:
 - 4.3.1 Council should lead ethically and effectively.
 - 4.3.2 Council should govern the ethics of the SAST in a way that supports the establishment of an ethical culture.
 - 4.3.3 Council should ensure that the SAST is and is seen to be a responsible corporate citizen.
 - 4.3.4 Council should appreciate that the SAST's core purposes, its risks and opportunities, strategy, business model, performance and sustainable development are inseparable elements

of the value creation process.

- 4.3.5 Council should ensure that reports issued by the SAST enable stakeholders to make informed assessments of the SAST's performance and its short, medium and long terms prospects.
- 4.3.6 Council should serve as the focal point and custodian of corporate governance in the SAST.
- 4.3.7 Council should ensure that its arrangements for delegation within its own structures promote independent judgement and assist with balance of power and the effective discharge of its duties.
- 4.3.8 Council should ensure that the evaluation of its own performance and that of its committees, its chairperson and its individual members support continued improvement in its performance and effectiveness.
- 4.3.9 Council should ensure that the appointment of, and delegation to, management contributes to role clarity and the effective exercise of authority and responsibilities.
 - 4.3.9.1 CEO appointment and role Council shall:
 - 4.3.9.1.1 oversee the CEO's nomination and appointment process, ensuring that it is robust and transparent in accordance with approved procedures.
 - 4.3.9.1.2 oversee that the CEO's letter of appointment is clear and sets out that
 - 4.3.9.1.2.1 the CEO is accountable to the Council;
 - 4.3.9.1.2.2 sets out the performance measures and targets for the CEO; and
 - 4.3.9.1.2.3 that Council has the primary responsible for the appointment and discharge of the CEO.
 - 4.3.9.1.3 annually review the terms and conditions of the employment contract of the CEO.
 - 4.3.9.1.4 annually evaluate and assess the performance of the CEO against predetermined goals and criteria.
 - 4.3.9.1.5 oversee that appropriate mechanisms are in place regarding succession planning for the position of the CEO.
- 4.3.10 Council should govern risk in a way that supports the SAST in setting and achieving its strategic objectives.
- 4.3.11 Council should govern technology and information in a way that supports the SAST setting and achieving its strategic objectives.
- 4.3.12 Council should govern compliance with laws and adopted, non-binding rules, codes and standards in a way that supports the SAST being ethical and a good corporate citizen.
- 4.3.13 Council should ensure that the SAST remunerates, fairly, responsibly and transparently so as to promote the achievement of strategic objectives and positive outcomes in the short, medium and long term.
- 4.3.14 Council should ensure that assurance services and functions enable an effective control environment, and that these support the integrity of information for internal decision-making and of the SAST external reports.
- 4.3.15 In the execution of its governance role and responsibilities, the Council should adopt a stakeholder-inclusive approach that balances the needs, interests and expectations of material stakeholders in the best interests of the SAST over time.

4.4 General

- 4.4.1 The Council shall at all times:
 - 4.4.1.1 monitor socio-economic transformation within the SAST
 - 4.4.1.2 Retain a copy of the current Charter at the registered office of the SAST and provide stakeholders with a copy of the same if required; and
 - 4.4.1.3 Consider such other topics and fulfil such other duties as defined by the Minister of Arts and Culture.
- 4.4.2 In order to discharge its responsibilities and fulfil its duties the Council will engage in the specific activities in accordance with the Councils approved work plan.

5. POWERS AND DELEGATION OF POWERS

- 5.1 In respect of the duties of the Council as set out in section 4 above, the Council will report to the Minister of Arts and Culture.
- 5.2 The Council may in writing delegate any of the duties, functions, responsibilities and powers to a committee or an official at the SAST or instruct a committee or an official at the SAST to perform any of the duties assigned to the Council.
- 5.3 A delegation or instruction to a committee or official of the SAST is subject to any limitations and conditions that the Council may impose and does not divest the Council of the responsibility concerning the exercise of the delegated power or the performance of the assigned duty.
- 5.4 The Council may confirm, vary or revoke any decision taken by a committee or an official of the SAST as a result of a delegation or instruction, subject to any rights that may have become vested as a consequence of the decision.

6. CULTURE AND INTERPERSONAL DYNAMICS

- 6.1 The Council contains a collection of diverse minds that need to speak as one voice and therefore requires Council members to be mindful of the diversity and differences of fellow Council

members.

- 6.2 Council members shall treat each other with mutual respect.
- 6.3 Any form of discrimination as set out in The Constitution of South Africa will not be tolerated.
- 6.4 Openness and equality between Council members is essential.
- 6.5 Debates on critical issues are brought to a clear and consensual conclusion.
- 6.6 Threats and intimidation of any kind will not be tolerated.

7. COUNCIL CHAIRPERSON

7.1 Appointment

- 7.1.1 The Chairperson of the Council is appointed by the Minister of Arts and Culture from the appointed Council members and holds office for the period or the unexpired portion of the period for which he or she has been appointed as a Council member.
- 7.1.2 If the Council Chairperson vacates the office as Chairperson before the expiration of the period for which he or she is appointed, another Council member must be appointed by the Minister of Arts and Culture from the remaining Council members.

7.2 Role of the Council Chairperson

- 7.2.1 To guide Council members to participate as a cohesive and effective team.
- 7.2.2 To create awareness with Council members' in order for a mutual understanding of roles, responsibilities and accountability, including the need to comply with the Code of Conduct.
- 7.2.3 To inform members about developments in government policy, priorities and financial reporting.
- 7.2.4 To manage the evaluation of the performance of the Chief Executive Officer along with the Chairperson of the Audit and Risk Committee and one other appointed Council member and present the result of the evaluation to the Council members in a Council meeting for further action, if required.
- 7.2.5 To represent the Council to external parties as an official spokesperson for the Council, unless otherwise delegated to another Council member.

7.3 Council Chairperson's duties related to the media

- 7.3.1 The Council Chairperson is the only Council member authorised to communicate or express thoughts and opinions to the media, unless otherwise delegated to another Council member.
- 7.3.2 The Council Chairperson will inform Council members of any and all interviews granted or comments made to the media.
- 7.3.3 The Council Chairperson in co-operation and understanding with the Chief Executive Officer will compile information regarding the discussion of certain matters before addressing the media or releasing a media statement.

7.4 Chairperson's responsibilities and duties within a meeting

- 7.4.1 To preserves order, determine quorum, approve proxies, voting procedures, adjournments and to declare outcomes of voting and resolutions.
- 7.4.2 To monitor the progress of the meeting by ensuring everyone has an opportunity to give his or her opinion, thus facilitating all-around participation.
- 7.4.3 To encourage robust and productive debate and ensure interactive participation by all Council members.
- 7.4.4 To make sure the discussion of the agenda does not drift to irrelevant issues unconnected with the objectives of the meeting.
- 7.4.5 To keep track of the time allocated to participants to avoid stretches in discussions that may lead to long, perennial meetings and at the same time listen attentively to the information discussed in the meeting.
- 7.4.6 To seek the opinion of the Council members on their responses to the meeting and possible recommendations or concerns.
- 7.4.7 To encourage all Council members to be always mindful, adhere to professional courtesy and conduct at all times, also to illustrate the necessary respect regarding the importance of professional time.

8. DEPUTY COUNCIL CHAIRPERSON

8.1 Appointment

- 8.1.1 The Deputy Council Chairperson is elected and appointed by the Council members from the appointed Council members and holds office for the period or the unexpired portion of the period for which he or she has been appointed as a Council member.
- 8.1.2 If the Deputy Council Chairperson vacates the office as Deputy Chairperson before the expiration of the period for which he or she is appointed, another Council member must be

appointed by the Council members from the remaining Council members, within 60 (sixty) business days after the vacancy arises.

8.2 Role and responsibilities of the Deputy Council Chairperson

- 8.2.1 To assist and support the Council Chairperson in providing leadership to the SAST, through the governance arrangements, and also act as a 'sounding board' and confidante to the Council Chairperson in the execution of his/her role.
- 8.2.2 In the Council Chairperson's absence, to chair Council meetings and to deputise for the Council Chairperson in any other ways as required.
- 8.2.3 To be available to colleague Council members for advice and support in any instances where they would prefer not to consult with the Council Chairperson directly.
- 8.2.4 To support and encourage the Council members, executive and management of the SAST in carrying out the vision, mission and values of the SAST.
- 8.2.5 To undertake ceremonial activities as Deputy Council Chairperson as required.

9. MEETINGS

9.1 Frequency

- 9.1.1 The Council will meet at least four times a financial year.
- 9.1.2 The dates for the four meetings will be agreed upon by the Council members and disseminated to the Council members at the beginning of every financial year.
- 9.1.3 Any member of the Council or the Chief Executive Officer, may request a meeting if deemed necessary and a meeting will then be arranged in consultation with the Chairperson of the Council.

9.2 Agenda

- 9.2.1 The Chief Executive Officer and the Company Secretary shall, in consultation with the Chairperson of the Council, draft an agenda, which shall be circulated with supporting documentation and notice of the meeting preferably seven days before the meeting.
- 9.2.2 The Council must establish an annual work plan to ensure that all relevant matters are covered by the agendas of the meetings planned for the year. The annual work plan must ensure proper coverage of the matters referred to in this Charter.
- 9.2.3 Council members must be fully prepared for Council meetings, to provide appropriate and constructive input on matters tabled at meetings.

9.3 Minutes and reporting procedures

- 9.3.1 The Company Secretary shall attend and minute all meetings.
- 9.3.2 The minutes of the Council meetings shall be completed within fourteen days of such meeting and shall be circulated to all members of the Council and other relevant personnel as directed by the Council Chairperson.
- 9.3.3 The official minutes shall consist of those duly signed by the Council Chairperson and Company Secretary after approval by the Council members.

9.4 Resolutions

- 9.4.1 Decisions of the Council will be made by resolution of the 50% plus 1 of the Council members present at the Council meeting.
- 9.4.2 In the event of an equality of votes on any matter, the Council Chairperson will have an additional casting vote.
- 9.4.3 A written resolution (round robin resolution) signed by 50% plus 1 of the Council members shall be as valid and effectual as if it has been passed at a duly constituted meeting of the Council, provided that each Council member shall have been afforded 7 ordinary days opportunity to express an opinion on the matter to which such resolution relates.
- 9.4.4 Once a resolution has been approved, it may not be challenged or impugned by any person in any forum on the grounds that it did not satisfy sections 9.4.1, 9.4.2 and 9.4.3 above.

9.5 Quorum and postponement

- 9.5.1 A quorum for meetings of the Council shall be 50% plus 1 of the Council members.
- 9.5.2 If the Chairperson of the Council is not present within 15 (fifteen) minutes of the stipulated start time for such meeting, then the Deputy Chairperson will act as Chairperson of the meeting.
- 9.5.3 If after 30 minutes of the stipulated time for such meeting to commence, quorum has not been met, the Chairperson may, without obtaining consent of those present at the meeting declare that the meeting be postponed, for one week.
- 9.5.4 If at the time appointed for the postponed meeting to begin, the requirements of section 8.4.1 have not been satisfied, then the member of the Committee present will be deemed to constitute quorum.

9.6 Attendance and apologies

- 9.6.1 The Chief Financial Officer and any other senior member of management may be invited to attend Council meetings.
- 9.6.2 The Council may, if deemed fit, confer and meet by telephone, closed circuit television or video conferencing and decision taken at such meeting shall constitute a proper resolution of the Council provided that the requirements of section 9.4 and 9.5 of this Charter have been met.
- 9.6.3 The Council and the Chief Executive Officer may in consultation with the Chairperson invite any other relevant person to attend Council meetings.

- 9.6.4 All Council members have an obligation to attend all Council meetings.
- 9.6.5 Absence of a Council member for whatever reason must be reported by way of a written apology via e-mail forwarded to the organiser of the meeting no later than 3 days (72 hours) before the meeting.
- 9.6.6 In circumstances beyond the control of the Council member, such as unexpected situations or emergencies, apologies may be accepted via telephone call or text message forwarded to the organiser of the meeting, up to 1 hour prior to the meeting.
- 9.6.7 In the event that no apology is recorded for a meeting, the Council member will be recorded as absent.

10. COMPANY SECRETARY

- 10.1 The Council is entitled to appoint a Company Secretary or other professional, as is appropriate for the needs of the SAST, to provide professional corporate governance services to the Council, either as an in-house or out-sourced service.
- 10.2 Irrespective of the type of appointment, the Council will ensure the following:
 - 10.2.1 that the person and/or service provider has the requisite knowledge, skills and experience to fulfil the functions of a Company Secretary;
 - 10.2.2 that the office of the Company Secretary or other professional providing corporate governance services, is empowered to perform his or her duties;
- 10.3 The Council has the responsibility to evaluate the Company Secretary or other professional providing corporate governance services, on an annual basis and remove the Company Secretary or other professional providing corporate governance services, as it sees fit.

11. REMUNERATION

- 11.1 A Council member who is not in the full-time employment of the State may receive out of the funds of the Council, in respect of his or her functions as a member, honoraria and reimbursement for expenses as the Council may determine.
- 11.2 The determination criteria for the payment of the honoraria and reimbursement of expenses contemplated in 9.1 above, is subject to the National Treasury's Instructions on cost containment measures as issued from time to time.

12. EVALUATION

The Council shall conduct a self-assessment or self-evaluation of its effectiveness on an annual basis.

13. TRAINING

- 13.1 Council members should receive a complete orientation that allows them to function effectively from the start.
- 13.2 Opportunities for continuous education and training should be actively pursued by each Council member.
- 13.3 All Council members will be required to keep up to date with developments affecting the areas of responsibility of the Council.

14. GENERAL

- 14.1 The use of complimentary tickets and house seats for a SAST production is a benefit afforded to Council members, and will be made available to Council members, in the event that there are tickets available for the production requested, from the office of the Chief Executive Officer.

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