

ANNUAL PERFORMANCE PLAN

1 APRIL 2021 - 31 MARCH 2022



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 2021/22 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 National Treasury Framework for Strategic Plans and Annual Performance Plans, 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 newly established Department of Sport, Arts and Culture (DSAC) strategic drivers, outcomes and outputs. The theatre's strategic goals 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 goals 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 also 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.

The strategic outcome-oriented goals, 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 second year of the new Strategic Plan and this APP is prepared with the new trading conditions in mind. It is also imperative to highlight that while this APP was discussed and approved by the previous Council, it will be implemented by the new Council. The previous Council prepared a comprehensive Handover Report for the new Council. This document will ensure that the members of the new Council have historical information and are better equipped to map the way forward for the SAST.

At its annual strategy review workshop in November 2020, Council deliberated on the future of the SAST. Council took cognisance of the drastic changes brought by the outbreak of the Covid-19 pandemic on the SAST and the arts and culture sector as a whole. While guided by the strategic pillars that were outlined in the 2018 Council planning workshop, Council was cognisant of the fact that Covid-19 has brought with it a number of threats and opportunities. It was therefore important that as the SAST moves forward, it ensures that its revised Programme of Action takes into account fiscal and operational uncertainties caused by the pandemic. Council outlined and recommended a comprehensive and integrated Programme of Action.

While there was a change in the mission and vision of the SAST following the 2019 Council strategy workshop, the key outcome-oriented strategic goals remain unchanged and they are:

- Goal 1: Present in-house performing arts productions.
- Goal 2: Provide development opportunities for emerging performing arts practitioners in the context of our programmes.
- Goal 3: Generate revenue from commercial activities which includes Ticket Sales, Rentals, Fundraising and Front of House Sales.
- Goal 4: Ensure long term sustainability of our Buildings and Assets.
- Goal 5: Attract Audiences to watch the Performing Arts.
- Goal 6: Ensure compliance with applicable laws, regulations and statutory legislation.

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 2021/22. Within this context Council was of the view that the Programme of Action that was identified in November 2019 was still relevant. The Strategic Pillars of the SAST Business Model are:

- 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

FOREWORD

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)

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 goals 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.

While the SAST received an unqualified audit opinion for the third consecutive financial year (2019/20), Council will continue to implement measures to ensure a healthy balance between artistic creativity and fiscal stability as well as income and expenditure. The aim is to sustain a positive audit opinion. 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.

While it has been mentioned that the 2021/22 APP was developed mostly during the tenure of the previous Council, it is imperative to acknowledge that the new Council will be expected to develop its own strategic priorities. These priorities will influence the SAST's service delivery agenda for the next three financial years, 2022/23 to 2024/25. It is important for the new Council to be given the opportunity to determine the strategic direction of the SAST, and this may result in amendments to the goals and targets for the 2021/22 fiscal year.

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.



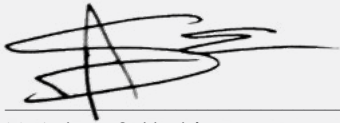
Professor Fikile N. M. Mazibuko
Chairperson of Council
The South African State Theatre



OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan of The South African State Theatre (SAST) for the period 2021/2022:

- 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 2021/2022.



Mr Aubrey Sekhabi

Artistic Director

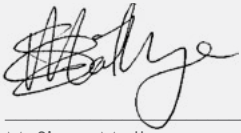
Programme Manager:

In-house developed and externally sourced performing arts works presented.
Development opportunities provided.



Dr Sibongiseni Mthokozisi Mkhize

Chief Executive Officer



Mr Sizwe Mathye

Chief Financial Officer



Professor Fikile N. M. Mazibuko

Chairperson of Council




Ms Keolebogile Modise

Director Corporate Services

Programme Manager:

Buildings and assets maintained and upgraded.
Audience attendance improved.
Revenue generated from commercial activities.



Mr Shiraz Ahmed

Senior Manager: Performance Information (Planning)

OFFICIAL SIGN OFF

CONTENTS



Gina Mabasa
SAST Fringe

CONTENTS

PART A: OUR MANDATE

1. Updates to the Legislative and Policy mandate	7
1.1 Legislative mandate	7
1.2 Policy mandate	7
2. Update to Institutional Policies and Strategies	8
2.1 Institutional policies	8
2.2 Strategies	8
3. Relevant court rulings	9

PART B: OUR STRATEGIC FOCUS

4. Updated Situational Analysis	11
4.1 External Environment Analysis	11
4.2 Internal Environment Analysis	12
4.3 Broad-Based Black Economic Empowerment (B-BBEE)	13
4.4 Outcome-oriented strategic goals	13

PART C: MEASURING OUR PERFORMANCE

5. Institutional Programme Performance Information	15
6. Explanation of planned performance over the medium term period	20
6.a Outputs contribution to outcomes and impact as well as priority group participation	20
6.b Rationale for the selection of outcome indicators	21
7. Programme Resource Considerations	22
7.1 Allocation of budget to programmes and subprogrammes per the ENE	22
7.2 Public Entity Budgeted Receipts	25
7.3 Overview of 2021/2022 budget and MTEF estimates	26
8. Infrastructure Projects	32
9. Public Private Partnerships	34

PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

10. Technical Indicator Description (TID)	36
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ANNEXURES

Annexure A	Key Risks	44
Annexure B	Materiality Significance Framework	45
Annexure C	Council Charter	48

PART A: OUR MANDATE



Aspoestertje
Image by Sanmari Marais

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.

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 5; Social cohesion and nation building (Outcome 14).

NDP IMPLEMENTATION PLAN - PRIORITY 5:
Social Cohesion And Safe Community
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 are being reviewed during the third and fourth quarter of 2020/21 for implementation 1 April 2021.

2.2 Strategies

The SAST Council held a Strategy Workshop aimed at identifying priorities. The workshop sought to examine the SAST's Business Model with a view to achieving Long Term Sustainability. Strategically, focus is on identity and branding, marketing and its capacity to deliver on its mandate as well as the generation of own revenue. The implementation of the strategic priorities has already resulted in the integration of the Strategy, Structure and Financial Resources, which is critical to the success of this organisation. In line with its identity as a pan African theatre, it was agreed that the SAST should fervently and effectively identify/position itself as "the theatre of Africa", with its vision as: "We are the prestigious theatre of choice for a distinctly Pan-African experience". Besides transformation and the new identity being reflected in the Artistic Programme, the SAST will accelerate the process of renaming of theatre venues and other public spaces within the theatre complex. The workshop focussed on the core business, more particularly on the question of balancing artistic creativity and fiscal stability.

The strategic pillars and priorities identified at the workshop served to guide the Council in monitoring and evaluating the performance of the SAST during the 2019/20 financial year. The strategic pillars from the workshop were reviewed and confirmed in November 2020 and they form part of the SAST's new Five-Year Strategic Plan, which is being implemented from the 2020/21 financial year. The strategic pillars are:

1. Maximise Revenue (increase capacity to generate own revenue instead of hoping to receive donations and sponsorships)
2. Enhance reputation
3. Develop and Manage Human Capital
4. Promote a Culture of Excellence
5. Audience Development

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:

- Present In-house Performing Arts productions.
- Provide development opportunities for emerging Arts Practitioners in the context of our programmes.
- Generate revenue from commercial activities which includes Ticket Sales, Rentals, Fundraising and Front of House Sales.
- Ensure long term sustainability of our Buildings and Assets.
- Attract Audiences to watch the Performing Arts.
- Ensure compliance with applicable Laws, Regulations and Statutory Legislation.

The overriding consideration as we prepare this APP to implement the strategic programmes is the current impact on the economy by the Covid-19 pandemic. The pandemic, and subsequent National Lockdown imposed by government to stop the spread, has caused severe damage to the local economy. SAST has responded as an agile organisation to rapidly adapt our operating environment to market changes. Programmes focus on stabilising and strengthening the core operations to allow continued delivery on our mandate while encouraging increased revenue as the economy recovers.

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).

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. Our key revenue stream, namely; parking is supported to ensure customer satisfaction and retention. Other core revenue streams, namely; ticket sales and Front of House bar sales will recover during the course of 2021/22 and return to previous performance close to 2023.

In support of revenue generation from the property portfolio, we have renovated twenty-six offices during 2019/20 and aim to renovate all office offered for rental by March 2022. As part of the office renovations, we have built two new meeting rooms to uplift the business environment that our tenants conduct their business in.

Staff in the SAST Business Development department, which includes Front of House, Events and Bookings and the Sales department, will undergo Customer-care training to ensure that we provide a high standard of customer service to both theatre patrons and our rental customers.

3. RELEVANT COURT RULINGS

None.

PART B: OUR STRATEGIC FOCUS



4. UPDATED SITUATIONAL ANALYSIS

4.1 External Environment Analysis

Covid-19 Coronavirus

With the advent of Covid-19 in the world and in South Africa, we have had to adapt to the new trading conditions brought about by the virus as it continues to spread across the country. In response to the virus, we have implemented stringent health and safety protocols to safeguard staff and customers of the SAST. As a result of the National Lockdown implemented in March 2020, SAST rapidly enabled its key employees to work remotely. Now, as the Lockdown Regulations are eased, most staff have returned to work at the office but considering the prevalence of the virus in the country staff are allowed to work remotely on a rotational basis to mitigate the risk of the virus. The core programme of the SAST, artistic productions, has been most affected together with related revenue during the lockdown. To mitigate the impact on the core business, SAST has introduced a new online programme which presents digitally recorded productions by streaming video on online platforms. The response thus far is very encouraging and has shown that this alternate delivery method to present our artistic works is extremely valuable. Planned indicators and related targets take into consideration the new online programme. Revenue remains low as the economy slowly recovers. We anticipate a return to previous performance in the various revenue streams towards 2023. While the virus has caused havoc in many sectors, especially the performing arts, we have recognised the opportunity presented by the change in lifestyle for people in South Africa and the world especially in terms of the demand for in-home entertainment. We aim to meet this demand with our new online programme and in so doing continue to deliver on our mandate and support the performing arts sector of South Africa.

Population dynamics ¹

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 2,921,488 (2011, Stats SA), the City of Tshwane is ranked as the fifth largest city of South Africa. The working age is made-up of; 15 to 64 (71.9%), 0 to 14 (23.2%) and 65+ (4.9%). People classified as Youth (age 14 to 35, per the National Youth Commission Act, 1996) make up 37% of the population. Racial composition 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 50.2% being Female and 49.8% Male, 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. Economically active people in the population number 1,079,273, circa 2011, which represents 36.94% of the population. SAST aims to attract audiences from this population group as well as from the greater Gauteng population. The current economic conditions caused by the outbreak of Covid-19 detrimentally affects the population. Revised figures will be included in the final of this APP before printing to ensure updated information is presented.

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 2019 election manifesto published on 13 January 2019 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.

Economic factors

Inflation has been recorded at 3% ² in September 2020, with GDP decreasing by a record 51% for the second quarter of 2020 (Stats SA, 2020) ³. The vast majority of consumers have shifted their focus to basic needs as unemployment rocketed during quarter one and quarter two of 2020. There remains a need for in-home entertainment and home-schooling may be supplemented by the school set-work productions which we intend on recording for digital broadcast and online streaming.

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.

Notes:

1. Population statistics are sourced 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
2. CPI data sourced from Stats SA Statistical Release September 2020. Website link http://www.statssa.gov.za/?page_id=1854&PPN=P0141
3. GDP data sourced from Stats SA Statistical Release September 2020. Website link <http://www.statssa.gov.za/publications/P0441/P04412ndQuarter2020.pdf>

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.

4.2 Internal Environment Analysis

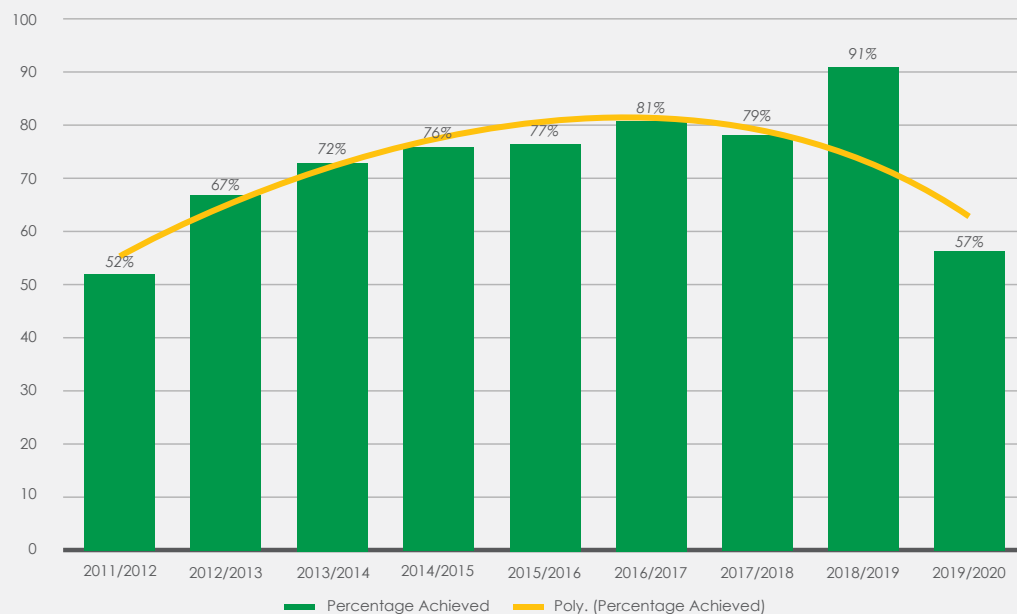
We have consistently delivered on our strategic objectives over the past five-years. Our focus being on the core mandate-oriented objectives, namely; implementation of our artistic, development and audience programmes. These areas present some of our key strengths as an organisation. Our artistic offering is diverse and includes most, if not all, genres and forms of the performing arts. Many of the performing arts work that we have staged has received critical acclaim in the performing arts sector, with many winning industry awards. During the past five years, in total, we have staged 511 performing arts works in which 6,538 short-term jobs were created that were watched by 679,461 audience. 331 arts practitioners have participated in our development programmes. Our theatre infrastructure comprises six performance venues which boast technical equipment that allows for unique live performance presentations. Modernisation of our theatre equipment includes new 3D technology which offers multi-dimensional presentation of performances.

While we have attracted a handsome number of audience, we have not yet tapped into the broader market that exists. This market includes both new and seasoned theatre goers, many of whom are eager to come to the SAST. Similarly, there exists many arts practitioners and groups who have not had the opportunity to come and perform on our stages or exhibit in our foyers. Our brand and product positioning is being aligned to attend to these weakness to ensure that we provide access to the broader performing arts sector and that we become an entertainment destination for patrons of the performing arts.

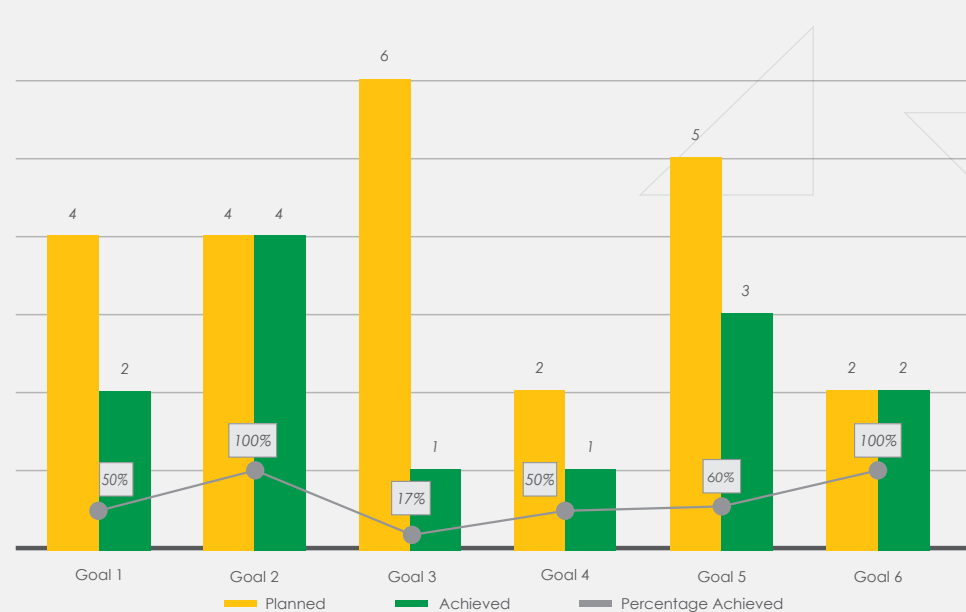
In delivering on our mandate, we have achieved targets set-out in our Annual Performance Plans. Achievement of targets has increased from 76% in 2014/15 to 91% in 2018/19. For the 2019/20 year, we managed to close the year on 57%. This sharp decline from the upward trajectory that was seen in recent years was predominantly due to the outbreak of Covid-19 coronavirus in the Country and in the rest of the world. Performance during the year started with 69% in Quarter One, then 84% in Quarter Two and 71% in Quarter Three which together averaged 74.67%. Quarter Four closed the year with 58% and eroded achievements made earlier in the year. In Quarter Four, January is set-aside for maintenance and theatre productions commence from the middle of February. February and March performance was set to achieve predetermined targets to round-off the year's performance on a high note. With the announcement of the State of Disaster and the subsequent National Lock-down that came about as a result of the Covid-19 pandemic, theatre productions were stopped affecting audience numbers and revenue while commercial activities in the Pretoria CBD that contribute to SAST's self-generated revenue streams tapered-off in March. The economic downturn in the country caused by Covid-19 directly impacted the self-generated revenue targets which were not achieved for the year.

During the 2019/20 year, we had planned and tabled the Annual Performance Plan for 2020/21 together with the Strategic Plan for 2020-2025. Both plans had to be revised during the 2020/21 year due to the impact on trading conditions caused by Covid-19. An in-year amendment was prepared and tabled as an annexure to the original APP and Strategic Plan. Baseline indicators previously established were no longer a reasonable basis for planning as the world entered what has become known as the "new normal". In the revision to the APP and Strategic Plan, we have outlined targets for the 2020/21 year as well as the next two years of the planning cycle. This 2021/22 APP aims to establish new baseline indicators for the remainder of the current five-year planning cycle as we navigate the market that is still affected by Covid-19.

2012/13 - 2019/20 PERFORMANCE ACHIEVED



2019/20 PLANNED AND ACHIEVED TARGETS



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

The SAST is committed to contributing to Broad-Based Black Economic Empowerment (B-BBEE). During 2017/18 we undertook to have our B-BBEE compliance verified. The outcome of the verification process, a Broad-Based Black Economic Empowerment Verification Certificate was issued on 19 July 2018. This verification certificate was compiled in terms of the Specialised General Codes – Generic Scorecard that is said to be applicable to the SAST as a Schedule 3A Public Entity. The overall score obtained in the certificate resulted in a B-BBEE Status rating of Noncompliant Contributor to BEE. Unfortunately, the elements assessed under the specialised score card that are summed to obtain a rating are mostly not applicable to the SAST. Subsequently during 2019/20 we have applied to the B-BBEE Commission and the Department of Trade and Industry to request an exemption from the annual verification requirements until such time as appropriate elements may be identified that SAST is able to comply with as a Public Entity. Our entity intends to comply with the B-BBEE Act in a meaningful way in which we actually make a contribution to the economic success of the country. There is to date no written response on the application. In order to meet the codes of good practise requirements, SAST is undergoing the verification process in order to comply with the Act. The rating outcome is expected in the fourth quarter of 2020/21 and is based on the 2019/20 year.

4.4 Outcome-Oriented Strategic Goals

- Goal 1: Present in-house performing arts productions.
- Goal 2: Provide development opportunities for emerging performing arts practitioners in the context of our programmes.
- Goal 3: Generate revenue from commercial activities which includes Ticket Sales, Rentals, Fundraising and Front of House Sales.
- Goal 4: Ensure long term sustainability of our Buildings and Assets.
- Goal 5: Attract Audiences to watch the Performing Arts.
- Goal 6: Ensure compliance with applicable laws, regulations and statutory legislation.

PART C: MEASURING OUR PERFORMANCE



Faust
Image by Sanmari Marais

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)	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
		(Key Output - SMART)	(Unit of Measure)	Actual	Actual	Actual	Target	Target	Target	Target
Revenue generated from commercial activities.		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.	R8 841 579	R9 913 952	R5 191 336	R500 000	R3 170 000	R3 423 600	R3 697 488
		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.	R4 030 585	R4 537 065	R10 295 152	R100 000	R720 000	R2 400 000	R3 600 000
		Parking Revenue								
	SPI5	Generate revenue from the Parking garage.	Parking garage revenue recognised.	R13 701 219	R14 863 186	R 13 864 335	R6 000 000	R10 800 000	R12 000 000	R12 720 000
Buildings and assets maintained and upgraded.		Front of house Revenue								
	SPI6	Generate revenue from Front of House sales.	Front of House sales revenue recognised.	R2 282 423	R2 057 113	R2 099 070	Indicator removed due to Covid-19	R400 000	R3 600 000	R3 960 000
	SPB	Capital Works Projects								
	SPB1	Implement CAPEX projects that are approved and funded on the UAMP.	Number of approved and funded CAPEX projects implemented.	1	Not included in the APP for this year.	Not included in the APP for this year.	6	4	10	12
		Maintenance Programme in compliance with statutory regulations								
Applicable Laws, Regulations and Statutory Legislation including the PFMA, Treasury Regulations and the LRA complied with.	SPB2	Implement the Maintenance Programme.	Number of Maintenance Programme activities completed.	7	7	7	7	7	7	7
		Compliance with PFMA and Treasury Regulations								
	SPR1	Achieve an Unqualified Audit report.	Audit opinion	Qualified Audit report for the 2016/17 Financial Year.	Unqualified Audit report (2017/18 Financial Year)	Unqualified Audit report (2018/19 Financial Year)	Unqualified Audit report (2019/20 Financial Year)	Unqualified Audit report (2020/21 Financial Year)	Unqualified Audit report, without emphasis of matter (2021/22 Financial Year)	Unqualified Audit report, without emphasis of matter (2022/23 Financial Year)
		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.	2 Incidents	3 Incidents	0 Incidents reported	Maximum acceptable number of incidents: 0	Maximum acceptable number of incidents: 0	Maximum acceptable number of incidents: 0	Maximum acceptable number of incidents: 0

Indicators, Annual and Quarterly Targets

Output Indicator	MTEF	Reporting Period	Quarterly Targets 2021/2022			
(Indicators must be read in conjunction with Technical Indicator Descriptions)	2021/2022					
(Unit of Measure)	Target		1 st	2 nd	3 rd	4 th
Rental revenue from the Immovable Property Portfolio						
Property rental revenue recognised.	R3 170 000	Quarterly	R 792 500	R 792 500	R 792 500	R 792 500
Revenue from In-house Productions' Ticket Sales and from Theatre Rentals						
Ticket sales and theatre rental revenue recognised.	R720 000	Quarterly	R180 000	R180 000	R180 000	R180 000
Parking Revenue						
Parking garage revenue recognised.	R10 800 000	Quarterly	R2 700 000	R2 700 000	R2 700 000	R2 700 000
Front of house Revenue						
Front of House sales revenue recognised.	R400 000	Quarterly	R100 000	R100 000	R100 000	R100 000
Capital Works Projects						
Number of approved and funded CAPEX projects implemented.	4	Annually	Not reported in this quarter.	Not reported in this quarter.	Not reported in this quarter.	4
Maintenance Programme in compliance with statutory regulations						
Number of Maintenance Programme activities completed.	7	Annually	Not reported in this quarter.	Not reported in this quarter.	Not reported in this quarter.	7
Compliance with PFMA and Treasury Regulations						
Audit opinion	Unqualified Audit report (2020/21 Financial Year)	Annually	Not reported in this quarter.	Unqualified Audit report (2020/21 Financial Year)	Not reported in this quarter.	Not reported in this quarter.
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

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)	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
		(Key Output - SMART)	(Unit of Measure)	Actual	Actual	Actual	Target	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.	3	4	4	Indicator removed due to Covid-19	4	4	4
	SPD4	Stage school set-work productions.	Number of School set-works staged.	3	3	5	Indicator removed due to Covid-19	3	3	3
	SPA1	Stage In-house Productions.	Number of In-house Productions staged.	79	111	115	24	100	100	100
		Job creation								
	SPR3	Short term job opportunities created in In-house Productions.	Number of short term job opportunities created in In-house Productions.	1 164	1 013	681	240	1 000	1 000	1 000
Audience attendance improved.	SPM	Marketing								
	SPM1	Implement the marketing strategy.	Approved marketing plans for each production of the annual artistic calendar.	Plans prepared	Plans prepared	Plan developed and implemented	An approved marketing plan for each production of the annual artistic calendar.	An approved marketing plan for each production of the annual artistic calendar.	An approved marketing plan for each production of the annual artistic calendar.	An approved marketing plan for each production of the annual artistic calendar.
	SPM2	Establish media partnerships to promote SAST and productions.	Number of media partnerships established.	3	4	2	3	4	4	4
		Audience Development								
	SPM3	Implement the audience development strategy.	Approved audience development plan for each production of the annual artistic calendar.	Plans prepared	Plans prepared	Plan developed and implemented	An approved audience development plan for each production of the annual artistic calendar.	An approved audience development plan for each production of the annual artistic calendar.	An approved audience development plan for each production of the annual artistic calendar.	An approved audience development plan for each production of the annual artistic calendar.
	SPM4	Increase audience attendance.	Number of audience attending in-house and rental productions and events.	134 833	150 474	98 212	65 000	130 000	260 000	520 000
		Patron Satisfaction								
	SPM5	Conduct surveys of patron satisfaction.	Number of patron satisfaction surveys conducted.	4	5	4	12	12	12	12

Indicators, Annual and Quarterly Targets

Output Indicator	MTEF	Reporting Period	Quarterly Targets 2021/2022			
(Indicators must be read in conjunction with Technical Indicator Descriptions)	2021/2022					
(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-works staged.	3	Annually	Not reported in this quarter.	Not reported in this quarter.	Not reported in this quarter.	3
Number of In-house Productions staged.	100	Quarterly	40	30	20	10
Job creation						
Number of short term job opportunities created in In-house Productions.	1 000	Quarterly	400	300	200	100
Marketing						
Approved marketing plans for each production of the annual artistic calendar.	An approved marketing plan for each production of the annual artistic calendar.	Quarterly	An approved marketing plan for each production of the annual artistic calendar performed in the quarter.	An approved marketing plan for each production of the annual artistic calendar performed in the quarter.	An approved marketing plan for each production of the annual artistic calendar performed in the quarter.	An approved marketing plan for each production of the annual artistic calendar performed in the quarter.
Number of media partnerships established.	4	Quarterly	1	1	1	1
Audience Development						
Approved audience development plan for each production of the annual artistic calendar.	An approved audience development plan for each production of the annual artistic calendar.	Quarterly	An approved audience development plan for each production of the annual artistic calendar performed in the quarter.	An approved audience development plan for each production of the annual artistic calendar performed in the quarter.	An approved audience development plan for each production of the annual artistic calendar performed in the quarter.	An approved audience development plan for each production of the annual artistic calendar performed in the quarter.
Number of audience attending in-house and rental productions and events.	130 000	Quarterly	32 500	32 500	32 500	32 500
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)	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
		(Key Output - SMART)	(Unit of Measure)	Actual	Actual	Actual	Target	Target	Target	Target
Development opportunities provided.	SPD	Development Programme								
	SPD1	Implement the Mayibuye Community Outreach programme.	Number of Community Arts Groups participating in the programme.	15	15	15	Indicator removed due to Covid-19	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.	37	25	28	10	50	50	50
		Learning and Development								
	SPR4	Provide internship positions.	Number of interns appointed.	7	6	6	Indicator removed due to Covid-19	6	6	6

Indicators, Annual and Quarterly Targets

Output Indicator	MTEF	Reporting Period	Quarterly Targets 2021/2022			
(Indicators must be read in conjunction with Technical Indicator Descriptions)	2021/2022					
(Unit of Measure)	Target		1 st	2 nd	3 rd	4 th
Development Programme						
Number of Community Arts Groups participating 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.	50	Quarterly	15	15	15	5
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.				
Stage In-house Productions.		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.	
Short term job opportunities created in In-house Productions.				
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.		Promote nation building and a socially cohesive society through commemorating our National Days in our spaces that are free of social barriers.		
Implement the audience development strategy.				
Increase audience attendance.				
Conduct surveys of patron satisfaction.				
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 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.				
Implement CAPEX projects that are approved and funded on 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 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 performances and events staged at SAST.	Reports the number of people from society that have participated in our activities.
Buildings and assets maintained and upgraded.	Number of Capital-works projects implemented.	Provides an indication of our contribution to government's infrastructure development.
	Number of maintenance programmes 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.

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)	2017/2018		2018/2019		2019/2020		2020/2021		2021/2022		2022/2023		2023/2024	
		(Key Output - SMART)	(Unit of Measure)	Actual	Expenditure	Actual	Expenditure	Target	Resource Allocation	Target	Resource Allocation	Target	Resource Allocation	Target	Resource Allocation	Target	Resource Allocation
Revenue generated from commercial activities.	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.	R8 841 579	R 5 954 631	R9 913 952	R7 625 604	R5 191 336	R8 083 140	R500 000	R8 487 297	R3 170 000	R8 911 662	R3 423 600	R9 357 245	R3 697 488	R9 825 107
	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.	R4 030 585	Component of SPM	R4 537 065	Component of SPM	R10 295 152	Component of SPM	R100 000	Component of SPM	R720 000	Component of SPM	R2 400 000	Component of SPM	R3 600 000	Component of SPM
	Parking Revenue																
	SPI5	Generate revenue from the Parking garage.	Parking garage revenue recognised.	R13 701 219	R 1 146 043	R14 863 186	R 1 505 727	R 13 864 335	R 1 596 071	R6 000 000	R1 675 874	R10 800 000	R1 759 668	R12 000 000	R1 847 651	R12 720 000	R1 940 034
	Front of house Revenue																
	SPI6	Generate revenue from Front of House sales.	Front of House sales revenue recognised.	R2 282 423	R 3 465 899	R2 057 113	R 2 672 868	R2 099 070	R 3 900 854	Indicator removed due to Covid-19	R4 095 897	R400 000	R4 300 692	R3 600 000	R4 515 726	R3 960 000	R4 741 512
Buildings and assets maintained and upgraded.	SPB	Capital Works Projects															

	SPB1	Implement CAPEX projects that are approved and funded on the UAMP.	Number of approved and funded CAPEX projects implemented.	1	Tba	Not included in the APP for this year.	n/a	Not included in the APP for this year.	n/a	6	R15 000 000	4	R20 000 000	10	R25 000 000	12	R30 000 000
	Maintenance Programme in compliance with statutory regulations																
	SPB2	Implement the Maintenance Programme.	Number of Maintenance Programme activities completed.	7	R 15 740 649	7	R 18 211 818	7	R 19 304 527	7	R2 333 333	7	R2 333 333	7	R2 333 333	7	R2 566 667
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	Qualified Audit report for the 2016/17 Financial Year.	R 16 375 331	Unqualified Audit report (2017/18 Financial Year)	R 20 605 385	Unqualified Audit report (2018/19 Financial Year)	R 21 841 708	Unqualified Audit report (2019/20 Financial Year)	R22 933 794	Unqualified Audit report (2020/21 Financial Year)	R24 080 483	Unqualified Audit report, without emphasis of matter (2021/22 Financial Year)	R25 284 507	Unqualified Audit report, without emphasis of matter (2022/23 Financial Year)	R26 548 733
	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.	2 Incidents	R 3 256 593	3 Incidents	R 3 451 989	0 Incidents reported	R 3 659 108	Maximum acceptable number of incidents: 0	R3 842 063	Maximum acceptable number of incidents: 0	R4 034 166	Maximum acceptable number of incidents: 0	R4 235 875	Maximum acceptable number of incidents: 0	R4 447 669

Programme 2: Business Development

Outcome	Code	Output	Output Indicator	Actual (Audited) Performance						Estimated Performance		MTEF					
			(Indicators must be read in conjunction with Technical Indicator Descriptions)	2017/2018		2018/2019		2019/2020		2020/2021		2021/2022		2022/2023		2023/2024	
		(Key Output - SMART)	(Unit of Measure)	Actual	Expenditure	Actual	Expenditure	Target	Resource Allocation	Target	Resource Allocation	Target	Resource Allocation	Target	Resource Allocation	Target	Resource Allocation
In-house developed and externally sourced performing arts works presented.	SPA	Artistic Productions			R 13 995 587		R 13 415 964		R 14 220 922		R 15 300 000		R 16 830 000		R 18 513 000		R 20 364 300
	SPA2	Stage In-house Festivals.	Number of In-house Festivals staged.	3	Component of SPA	4	Component of SPA	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
	SPD4	Stage school set-work productions.	Number of School set-works staged.	3	Component of SPD	3	Component of SPD	5	Component of SPD	Indicator removed due to Covid-19	Component of SPD	3	Component of SPD	3	Component of SPD	3	Component of SPD
	SPA1	Stage In-house Productions.	Number of In-house Productions staged.	79	Component of SPA	111	Component of SPA	115	Component of SPA	24	Component of SPA	100	Component of SPA	100	Component of SPA	100	Component of SPA
	Job creation																

	SPR3	Short term job opportunities created in In-house Productions.	Number of short term job opportunities created in In-house Productions.	1 164	Component of SPA	1 013	Component of SPA	681	Component of SPA	240	Component of SPA	1 000	Component of SPA	1 000	Component of SPA	1 000	Component of SPA
Audience attendance improved.	SPM	Marketing			R 2 614 550		R 2 754 750		R 2 920 035		R 2 250 000		R 2 430 000		R 2 624 400		R 2 834 352
	SPM1	Implement the marketing strategy.	Approved marketing plans for each production of the annual artistic calendar.	Plans prepared	Component of SPM	Plans prepared	Component of SPM	Plan developed and implemented	Component of SPM	An approved marketing plan for each production of the annual artistic calendar.	Component of SPM	An approved marketing plan for each production of the annual artistic calendar.	Component of SPM	An approved marketing plan for each production of the annual artistic calendar.	Component of SPM	An approved marketing plan for each production of the annual artistic calendar.	Component of SPM
	SPM2	Establish media partnerships to promote SAST and productions.	Number of media partnerships established.	3	Component of SPM	4	Component of SPM	2	Component of SPM	3	Component of SPM	4	Component of SPM	4	Component of SPM	4	Component of SPM
	Audience Development																
	SPM3	Implement the audience development strategy.	Approved audience development plan for each production of the annual artistic calendar.	Plans prepared	Component of SPM	Plans prepared	Component of SPM	Plan developed and implemented	Component of SPM	An approved audience development plan for each production of the annual artistic calendar.	Component of SPM	An approved audience development plan for each production of the annual artistic calendar.	Component of SPM	An approved audience development plan for each production of the annual artistic calendar.	Component of SPM	An approved audience development plan for each production of the annual artistic calendar.	Component of SPM
	SPM4	Increase audience attendance.	Number of audience attending in-house and rental productions and events.	134 833	Component of SPM	150 474	Component of SPM	98 212	Component of SPM	65 000	Component of SPM	130 000	Component of SPM	260 000	Component of SPM	520 000	Component of SPM
	Patron Satisfaction																
	SPM5	Conduct surveys of patron satisfaction.	Number of patron satisfaction surveys conducted.	4	Component of SPM	5	Component of SPM	4	Component of SPM	12	Component of SPM	12	Component of SPM	12	Component of SPM	12	Component of SPM

Programme 3: Public Engagement

Outcome	Code	Output	Output Indicator	Actual (Audited) Performance						Estimated Performance		MTEF					
			(Indicators must be read in conjunction with Technical Indicator Descriptions)	2017/2018		2018/2019		2019/2020		2020/2021		2021/2022		2022/2023		2023/2024	
		(Key Output - SMART)	(Unit of Measure)	Actual	Expenditure	Actual	Expenditure	Target	Resource Allocation	Target	Resource Allocation	Target	Resource Allocation	Target	Resource Allocation	Target	Resource Allocation
Development opportunities provided.	SPD	Development Programme			R 1 194 539		R 3 221 102		R 3 414 368		R 3 200 000		R 3 520 000		R 3 872 000		R 4 259 200
	SPD1	Implement the Mayibuye Community Outreach programme.	Number of Community Arts Groups participating in the programme.	15	Component of SPD	15	Component of SPD	15	Component of SPD	Indicator removed due to Covid-19	Component of SPD	15	Component of SPD	15	Component of SPD	15	Component of SPD
	SPD3	Provide dramaturgy to in-house production's creative team members.	Number of in-house production's creative team members provided with dramaturgy.	37	Component of SPD	25	Component of SPD	28	Component of SPD	10	Component of SPD	50	Component of SPD	50	Component of SPD	50	Component of SPD
	Learning and Development																
	SPR4	Provide internship positions.	Number of interns appointed.	7	Component of SPR2	6	Component of SPR2	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

7.2 PUBLIC ENTITY BUDGETED RECEIPTS

	2021/22	2022/23	2023/24
	R'000	R'000	R'000
DSAC Operational Grant	R 61 247	R 62 752	R 62 993

7.3 OVERVIEW OF 2021/2022 BUDGET AND MTEF ESTIMATES

7.3.1 Expenditure Estimates

	Audited Outcome			Approved Budget	MTEF		
Rand Thousand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Objective/Activity							
Administration	73 225	75 936	77 807	101 348	84 987	103 950	111 965
Business Development	20 551	27 162	26 645	15 944	13 265	15 699	8 592
Public Engagement	1 284	1 043	3 679	4 400	3 822	5 567	3 397
Total	95 060	104 141	108 131	121 692	102 074	125 216	123 954
Economic classification							
Current payments	88 022	93 024	101 065	112 692	98 617	125 216	123 954
Compensation of employees	38 770	38 831	34 889	46 440	45 426	45 540	48 045
Salaries and wages	38 770	38 831	34 889	46 440	45 426	45 540	48 045
Social contributions	-	-	-	-	-	-	-
Goods and services	49 252	54 193	66 176	66 252	53 191	79 676	75 909
Of which 1							
Agency and support / outsourced services	8 291	7 878	7 568	8 666	620	9 400	10 340
Advertising	2 622	2 855	2 505	3 069	750	3 148	3 463
Audit Costs	2 538	2 447	2 432	2 776	2 413	2 846	3 131
Bank charges	343	504	297	354	148	200	220
Board costs	675	989	805	540	600	648	713
Communication	490	534	626	581	450	596	656
Computer services	105	95	610	88	500	91	100
Consultants	2 598	2 509	2 404	1 000	400	1 167	1 284
Entertainment	233	243	135	244	50	252	277
Inventory	1 365	1 568	1 856	1 925	300	2 157	2 373
Lease payments	346	1 169	265	533	72	546	601
Legal fees	346	362	1 408	700	1 500	925	1 018
Non-file insurance	383	235	360	400	500	463	509
Repairs and maintenance	5 873	6 571	2 900	8 001	1 920	8 333	9 166
Training and staff development	62	300	284	500	200	583	641
Travel and subsistence	311	338	1 072	1 081	100	1 162	1 278
Other	22 671	25 596	40 649	35 794	42 668	47 159	40 139
Depreciation	6 890	6 805	7 066	9 000	9 500	10 000	10 500
Losses from	148	(2 615)	-	-	-	-	-
Sale of fixed assets	1 781	(228)	-	-	-	-	-
Impairments and Adjustments to Fair Value	(1 633)	(2 387)	(1 200)	-	-	-	-
Adjustments to Fair value of financial assets	(1 684)	-	-	-	-	-	-
Impairments to non-financial assets	51	447	45	-	-	-	-
Interest, dividends and rent on land	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-
Total Expenditure	95 060	97 214	108 131	121 692	108 117	135 216	134 454

7.3.2 Reconciling programmes with the MTEF budget

	Audited Outcome			Approved Budget	MTEF		
Revenue	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
R Thousand							
Revenue							
Entity revenue	32 387	42 449	32 756	38 129	15 870	44 964	49 461
Sale of goods and services other than capital assets	29 958	32 584	31 598	36 303	15 820	44 064	48 471
Entity revenue other than sales	2 429	9 865	1 158	1 826	50	900	990
Transfers received (operational, incubator and capex)	61 841	62 153	66 653	83 563	82 747	80 252	74 493
Total revenue	94 228	104 602	99 409	121 692	98 617	125 216	123 954

	Audited Outcome			Approved Budget	MTEF		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Rand thousand							
Objective/Activity							
Administration	73 225	75 936	77 807	101 348	81 530	103 950	111 965
Business Development	20 551	27 162	26 645	15 944	13 265	15 699	8 592
Public Engagement	1 284	1 043	3 679	4 400	3 822	5 567	3 397
Total expenses	95 060	104 141	108 131	121 692	98 617	125 216	123 954

(Deficit)/Surplus	(832)	461	(8 722)	-	-	-	-

Note:

The 2018/19 entity revenue other than sales was mainly due to SABC sponsorship

7.3.3 Proforma Statement of Financial Performance

	Audited Outcome			Approved budget	MTEF		
Rand Thousand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Revenue							
Entity revenue	30 928	33 131	32 756	38 129	15 870	44 964	49 461
Sale of goods and services other than capital assets	29 772	32 586	31 598	36 303	15 820	44 064	48 471
Entity revenue other than sales	1 156	545	1 158	1 826	50	900	990
Transfers received	61 386	62 695	66 653	83 563	82 747	80 252	74 493
TOTAL REVENUE	92 314	95 826	99 409	121 692	98 617	125 216	123 954
Expenditure by Economic classification							
Current payments	88 116	93 024	101 065	112 692	98 617	125 216	123 954
Compensation of employees	38 770	38 831	34 889	46 440	45 426	45 540	48 045
Salaries and wages	38 770	38 831	34 889	46 440	45 426	45 540	48 045
Social contributions	-	-	-	-			
Goods and services	49 346	54 193	66 176	66 252	53 191	79 676	75 909
Of which 1							
Agency and support / outsourced services	8 291	7 878	7 568	8 666	620	9 400	10 340

Advertising	2 622	2 855	2 505	3 069	750	3 148	3 463
Audit Costs	2 538	2 447	2 432	2 776	2 413	2 846	3 131
Bank charges	343	504	297	354	148	200	220
Board costs	675	989	805	540	600	648	713
Communication	490	534	626	581	450	596	656
Computer services	105	95	610	88	500	91	100
Consultants	2 598	2 509	2 404	1 000	400	1 167	1 284
Entertainment	233	243	135	244	50	252	277
Inventory	1 368	1 568	1 856	1 925	300	2 157	2 373
Lease payments	346	1 169	265	533	72	546	601
Legal fees	346	362	1 408	700	1 500	925	1 018
Non-file insurance	383	235	360	400	500	463	509
Repairs and maintenance	5 747	6 571	2 900	8 001	1 920	8 333	9 166
Training and staff development	62	300	284	500	200	583	641
Travel and subsistence	311	338	1 072	1 081	100	1 162	1 278
Other	22 888	25 596	40 649	35 794	42 668	47 159	40 139
Depreciation	7 114	6 805	7 066	9 000	9 500	10 000	10 500
Losses from	97	(2 615)	-	-	-	-	
Sale of fixed assets	1 781	(228)	-				
Impairments and Adjustments to Fair Value	(1 684)	(2 387)	(1 200)	-	-	-	
Adjustments to Fair value of financial assets			-	-	-	-	
Impairments to non-financial assets	51	(447)	45	-	-	-	
Interest, dividends and rent on land	-	-	-	-	-	-	
Interest	-	-	-	-	-	-	
TOTAL EXPENDITURE	95 327	97 214	108 131	121 692	108 117	135 216	134 454
NET SURPLUS / (DEFICIT)	(3 013)	(1 388)	(8 722)	-	-	-	-

7.3.4 Proforma Statement of Financial Position

	Audited Outcome			Approved Budget	MTEF		
Rand Thousand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
ASSETS							
Current assets	27 689	22 552	28 833	38 325	8 574	9 003	11 100
Inventory	852	279	93	544	574	603	100
Trade and other receivables from exchange transactions	2 643	3 510	3 816	4 000	3 000	3 150	1 000
Cash and cash equivalents	24 194	18 763	24 924	33 781	5 000	5 250	10 000
Non-current assets	151 292	156 335	153 705	156 916	164 676	172 910	198 511
Property, plant and equipment	98 589	99 165	93 179	99 858	105 350	110 618	130 002
Heritage assets	30 411	32 460	34 676	34 000	35 000	36 750	40 425
Intangible assets	179	211	151	58	61	64	58
Investment property	22 113	24 499	25 699	23 000	24 265	25 478	28 026
Total assets	178 981	178 887	182 538	195 241	173 250	181 913	209 611
LIABILITIES							
Current liabilities	31 383	32 302	45 614	17 583	10 363	10 831	11 200
Trade and other payables from exchange transactions	11 157	7 884	8 502	3 666	3 868	4 061	1 000
Current provisions	-	-		1 295	2 366	2 635	
Leave	-			1 295	1 366	1 435	1 366
Other					1 000	1 200	
Other current financial liabilities	436	355	477	122	129	135	200
Capital fund/ Deferred government grant	19 567	23 926	36 473	12 500	4 000	4 000	10 000
Current portion of finance lease liability	223	137	162	-	-	-	-
Non-current liabilities	3 044	3 238	2 868	15 384	405	425	1 800
Finance lease liability	148	38	25	384	405	425	
Non-current provisions	2 896	3 200	2 843	15 000			1 800
Total liabilities	34 427	35 540	48 482	32 967	10 768	11 256	13 000
NET ASSETS	144 554	143 347	134 056	162 274	162 482	170 656	206 831
Accumulated surplus / (deficit)	130 997	127 740	116 234	141 624	148 705	156 140	190 863
Revaluation surplus	13 557	15 607	17 822	20 650	13 777	14 516	15 968
Total net assets and liabilities	178 981	178 887	182 538	195 241	173 250	181 913	219 831
Contingent liabilities	-	-	-	-	-	-	-

7.3.5 Proforma Cash Flow Statement

The budget information (Medium term estimate) is done on accrual basis:	Audited Outcome			Approved Budget	MTEF		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Cash flow data							
R Thousand							
Cash receipts from stakeholders	94 743	96 951	99 409	100 922	82 074	109 216	113 834
Sales of goods and services other than capital assets	30 928	33 131	31 598	38 129	19 127	44 064	48 471
Sales of goods and services produced by department (excl. capital assets)	30 928	33 131	31 598	38 129	19 127	44 064	48 471
Sales by market establishments	30 928	33 131	31 598	38 129	19 127	44 064	48 471
Transfers received	61 386	62 695	66 653	61 650	62 747	64 252	64 493
Other government units	61 386	62 695	66 653	61 650	62 747	64 252	64 493
Departmental transfers	61 386	62 695	66 653	61 650	62 747	64 252	64 493
Executive Authority (DSAC)	61 386	62 695		61 650	62 747	64 252	64 493
Adjustments	-	-	-	-	-	-	-
Other national departments	-	-	-	-	-	-	-
Interest and rent on land	1 632	800	70	800	50	200	100
Interest	1 632	800	70	800	50	200	220
Unclassified revenue	797	325	1 088	343	150	700	770
Cash paid to stakeholders	88 946	79 920	89 408	85 244	81 074	107 216	111 834
Current payments	88 946	79 920	89 408	85 244	81 074	107 216	111 834
Compensation of employees	39 228	38 831	34 889	46 440	45 426	45 540	48 045
Salaries and wages	39 228	38 831	34 889	46 440	45 426	45 540	48 045
Social contributions	-	-		-			
Goods and services	49 718	41 089	54 519	38 804	35 648	61 676	63 789
Administrative fees							
Agency and support / outsourced services	8 291	7 878	7 568	8 584	620	9 400	10 340
Advertising	2 622	2 855	2 505	4 153	750	3 148	3 463
Audit Costs	2 538	2 447	2 432	428	2 413	2 846	3 131
Bank charges	343	504	297	125	148	200	220
Board costs	675	989	805	1 041	600	648	713
Communication	490	534	626	551	450	596	656
Computer services	105	95	610	83	500	91	100
Consultants	2 598	2 509	2 404	2 112	400	1 167	1 284
Entertainment	233	243	135	256	50	252	277
Inventory	1 365	1 568	1 856	612	300	2 157	2 373
Lease payments	346	1 169	265	505	72	546	601
Legal fees	346	362	1 408	382	1 500	925	1 018
Non-file insurance	383	235	360	248	500	463	509
Repairs and maintenance	5 873	6 571	2 900	7 287	1 920	8 333	9 166
Training and staff development	62	300	284	316	200	583	641
Travel and subsistence	311	338	1 072	356	100	1 162	1 278

Other unclassified expenditure	23 137	12 492	28 992	11 766	25 125	29 159	28 019
Interest and rent on land	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-
Cash flow from operating activities	5 797	17 031	10 001	15 678	1 000	2 000	2 000
Cash flow from investing activities	(7 057)	(4 168)	(3 884)	(22 000)	(21 000)	(18 000)	(12 000)
Acquisition of property, plant, equipment & intangible assets	(7 057)	(4 168)	(3 884)	(2 000)	21 000	18 000	12 000
Buildings: residential	-	-	-	-	20 000	16 000	10 000
Buildings: non-residential	-	-	-	-	1 000	2 000	2 000
Other fixed structures					-	-	-
Other machinery and equipment	(7 191)	(4 168)	-	(2 000)	-	-	-
Software and other intangible assets					-	-	-
Computer equipment	134				-	-	-
Other flows from Investing Activities				(20 000)	-	-	-
Cash flow from financing activities	-	5 900	44	20 000	35 237	32 653	13 484
Deferred Income	-	5 900	44	20 000	20 000	16 000	10 000
Departmental transfer	-	-	-	-	15 237	16 653	3 484
Repayment of finance leases							
Net (decrease) / increase in cash and cash equivalents	(1 260)	18 763	6 161	13 678	15 237	16 653	3 484

8. INFRASTRUCTURE PROJECTS

Funded Infrastructure Projects

No	Project Name	Programme	Project Description	Status	Project Start Date	Project Completion Date	Total Estimated Cost	Current Year Expenditure
1	Replacement of existing diamond mesh that is delapidated fence to clearview fence.	Upgrading	Maintenance Security	Tender	30-Apr-21	30-Jun-23	R1.8 million	R0
2	Replacement of Fire Hydrant Network Kilnerton (SANS and Insurance requirement)	Upgrading	Maintenance OHS	Tender	01-Aug-21	30-Jun-24	R9.5 million	R0
3	Fire System component replacement to make it L2 Compliant.	Upgrading	Maintenance OHS	Tender	30-Jun-21	28-Feb-24	R3 million	R0
4	2x Crew busses 16 seater, 1x 10 Ton Truck	Upgrading	Maintenance Transport	Tender	30-May-21	30-Dec-22	R1.9 million	R0

Unfunded Planned Infrastructure Projects

No	Project Name	Programme	Project Description	Status	Project Start Date	Project Completion Date	Total Estimated Cost	Current Year Expenditure
1	Upgrade security radio system	Upgrading	Upgrade security radio system	In planning	01/05/2020	01/08/2020	R2,830,000	R0
2	Renovation of kilnerton stores	Refurbishment	Renovation of kilnerton stores	In planning	30/06/2020	30/11/2020	R5,000,000	R0
3	Re-surfacing of parking spaces	Upgrading	Re-surfacing of parking spaces	In planning	01/07/2020	30/10/2020	R1,350,000	R0
4	Upgrading of Drama theatre sound system	Upgrading	Upgrading of Drama theatre sound system	In progress	01/05/2020	30/11/2020	R4,000,000	R0
5	Air-conditioning replacement	Refurbishment	Air-conditioning replacement	In planning	01/08/2020	01/08/2021	R14,000,000	R0
6	Repainting of state theatre parking	Refurbishment	Repainting of state theatre parking	In planning	30/07/2020	30/10/2020	R5,000,000	R0
7	Air-con cool tower and parking ventilation	Upgrading	Air-con cool tower and parking ventilation	In planning	01/08/2020	01/08/2021	R11,500,000	R0
8	Water proofing	Refurbishment	Water proofing	In planning	01/06/2020	01/09/2020	R3,000,000	R0
9	Building management system	Upgrading	Building management system	In planning	01/07/2020	30/01/2021	R3,000,000	R0
10	Domestic hot water system	Upgrading	Domestic hot water system	In planning	01/05/2020	30/08/2020	R2,300,000	R0
11	Penthouse	Refurbishment	Penthouse	In planning	01/07/2020	01/12/2020	R1,650,000	R0

12	Replacement of Drama theatre seats	Refurbishment	Replacement of Drama theatre seats	In planning	01/08/2020	30/03/2021	R3,500,000	R0
13	Structural repair to V42 Fan shaft (air-con)	Refurbishment	Structural repair to V42 fan shaft (air-con)	In planning	01/08/2020	30/03/2021	R2,300,000	R0
14	Upgrading of Fan, pump motor & drives	Upgrading	Upgrading fan, pump motors & driver	In planning	01/08/2020	1930/03/20	R5,000,000	R0
15	Replacement of stairwell and parking lighting	Upgrading	Replacement of stairwell and parking lighting	In progress	31/04/2019	31/06/2020	R1,500,000	R0
16	Replacing of stage curtaining	Refurbishment	Replacing stage curtaining	In planning	01/06/2020	31/10/2020	R7,500,000	R0
17	Upgrading of AV equipment	Upgrading	Upgrading of AV equipment	In planning	01/06/2020	01/04/2021	R6,000,000	R0
18	Network development	Upgrading	Network development	In progress	01/02/2019	30/07/2019	R4,000,000	R0

Infrastructure Projects completed in the past twelve months

No	Project Name	Programme	Project Description	Status	Total Estimated Cost	Current Year Expenditure
1	Fire Detection System	Upgrading	Installation of a Fire Detection system	Completed	R3 800 000	R3 800 000

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
City of Tshwane Metropolitan Council (Three-year agreement)	Collaboration on strategic programmes.	Enable achievement of strategic programmes of both parties.	Financial transactions are captured in separate SLA's that are entered into for specific activities.	30 September 2022

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	Artistic Director.

CODE	SPA2
Indicator title	Number of In-house Festivals staged.
Definition	The number of In-house Festivals, incorporating various internal productions, presented and hosted during the reporting period.
Source of data	Ticketing system / Contracts / Production 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-works 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	Non-cumulative.
Reporting cycle	Annually.
Desired performance	Higher performance than that targeted is desirable.
Indicator responsibility	Artistic Director.

CODE	SPR3
Indicator title	Number of short term job opportunities created in In-house Productions.
Definition	The number of short term job opportunities created in internal productions during the reporting period.
Source of data	Production employment schedule.
Method of calculation	The number indicated in the report is reported for the period.
Means of Verification	Production schedule and ID copies.
Assumptions	Complete and accurate report.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Higher than targeted performance is desirable.
Indicator responsibility	Artistic Director.

CODE	SPD1
Indicator title	Number of Community Arts Groups participating in the programme.
Definition	The number of community arts groups participating 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	Artistic Director.

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. Pastel accounting system. Financial Statements.
Method of calculation	The total rand value of the sponsorship/donation reflected on the contract, income statement or financial statement is reported on an amortisation basis.
Means of Verification	Contracts. Income Statement. Financial Statement.
Assumptions	Signed and filed contracts. Functional pastel system. Accurate financial statements.
Calculation type	Cumulative.
Reporting cycle	Annually.
Desired performance	Higher performance than that targeted is desirable.
Indicator responsibility	Business Development 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. Opcosts, 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 pastel system.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Higher performance than that targeted is desirable.
Indicator responsibility	Business Development Manager.

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 pastel system.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Higher performance than that targeted is desirable.
Indicator responsibility	Business Development 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 pastel 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, and gift shop sales is 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	Business Development Manager.

CODE	SPB1
Indicator title	Number of approved and funded CAPEX projects implemented.
Definition	The implementation of approved and funded CAPEX projects.
Source of data	Programme and project reports.
Method of calculation	Status reported according to the report.
Means of Verification	Programme and project reports.
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	Number of Maintenance Programme activities completed.
Definition	The status of the Maintenance programme as at the end of the reporting period.
Source of data	Programme reports.
Method of calculation	Status reported according to the report.
Means of Verification	Programme reports.
Assumptions	Accurate and complete report.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
Desired performance	Targeted performance is desirable.
Indicator responsibility	Senior Maintenance Manager.

CODE	SPM1
Indicator title	Approved marketing plans for each production of the annual artistic calendar.
Definition	A marketing plan must be developed for each production of the annual artistic calendar which is presented during the reporting period.
Source of data	Programme reports.
Method of calculation	Status of plans reported according to the programme report.
Means of Verification	Programme reports.
Assumptions	Accurate and complete report.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
Desired performance	Targeted performance is desirable.
Indicator responsibility	Business Development 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	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Higher performance than that targeted is desirable.
Indicator responsibility	Business Development Manager.

CODE	SPM3
Indicator title	Approved audience development plan for each production of the annual artistic calendar.
Definition	An audience development plan must be developed for each production of the annual artistic calendar which is presented during the reporting period.
Source of data	Programme reports.
Method of calculation	Status reported according to the report.
Means of Verification	Programme reports.
Assumptions	Accurate and complete reports.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
Desired performance	Targeted performance is desirable.
Indicator responsibility	Business Development Manager.

CODE	SPM4
Indicator title	Number of audience attending in-house and rental productions and events.
Definition	The audience numbers for both internal and rental productions and events for the reporting period.
Source of data	Ticketing system, or Attendance register, or Streaming platform, or Broadcaster.
Method of calculation	Simple count.
Means of Verification	Ticketing Reports. Attendance register. Audience Attendance Summary. Streaming platform report. Broadcast 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	Business Development 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.
Means of Verification	Survey report.
Assumptions	Accurate and complete report.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Targeted performance is desirable.
Indicator responsibility	Business Development Manager.

CODE	SPR1
Indicator title	Audit opinion
Definition	The audit opinion expressed by the Auditor General for the financial year being audited.
Source of data	Auditors Report.
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 together with the relevant written ruling, notice of penalty or fine or a notice of non-compliance.
Method of calculation	Simple count of the number of incidents.
Means of Verification	Relevant ruling, award or notice
Assumptions	Fair and complete.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Targeted performance is desirable.
Indicator responsibility	HR Manager.

ANNEXURES



Angola Camp13
Image by Sanmari Marais

ANNEXURE A

KEY RISKS

Outcome	Key Risk	Risk Mitigation
In-house developed and externally sourced performing arts works presented.	Inadequate return on investment-made in productions as a portfolio	Costing model to be improved to include sensitivity analysis and revenue optimisation. Develop and approve a framework for selecting stage productions.
Development opportunities provided.	Inadequate market awareness of our programmes and the opportunities provided.	Implement an outreach programme to create national awareness of our programmes.
Revenue generated from commercial activities.	Incorrect sales strategy to bring our products to the market.	Rigorous review and implementation of corrective measures in the business development department.
Buildings and assets maintained and upgraded.	Inadequate infrastructure maintenance.	Implementation of a facilities management programme to attend to maintenance and upgrading of our infrastructure.
Audience attendance improved.	Poor audience turn out at our shows.	Develop and implement a comprehensive product, brand and destination strategy that brings audience to watch our performances. Introduction of secondary delivery platform using online streaming, broadcast and digital distribution of content with viewers watching videos of productions.
Applicable Laws, Regulations and Statutory Legislation including the PFMA, Treasury Regulations and the LRA complied with.	Improper administration and management of transactions.	Update policies and develop and implement suitable standard operating procedures.

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

This document was developed to give effect to the May 2002 amendment to the Treasury Regulations, whereby the following new requirement was set for public entities:

"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 1.5% of total revenue as disclosed on the 2019/20 audited financial statements

Total revenue as per the 2019/20 audited financial statements = R 144 514 055

Materiality @ 1.5% = R 2 167 710

Factors considered

In determining the said materiality value of 1.5% 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 Sport, 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 2019/20 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 1.5% of total revenue

The SAST elects to give preference to a higher level of materiality due to the following:

- Unqualified 2018/19 and 2017/18 audits, coming from a qualified in 2016/17

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:

- o New ventures that SAST may enter into.
- o 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.
- o Transactions entered into that could result in reputational risk to SAST.
- o Any fraudulent or dishonest behaviour of an officer or staff of SAST.
- o Any infringement of the SAST's agreed performance levels.
- o Procedures/processes required by legislation or regulation (e.g. PFMA and the Treasury Regulations).
- o Items of a non-financial nature, which would impact on the continued operation and deliverables of the SAST.
- o The acquisition or disposal of a significant asset; and
- o 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 Sport, 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 figure 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	SAST Response: 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 consequence 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; and (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.

4.3 SAST Response to Information to be submitted by Accounting Authority Requirement

General/Principal Requirement (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)	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, outside of the approved strategic plan and budget.
(c) acquisition or disposal of a significant shareholding in a company.	Qualitative aspect is more relevant	Any acquisition or disposal, outside of the approved strategic plan and budget.
d) acquisition or disposal of a significant asset.	Qualitative aspect is more relevant	1. Any asset that would increase or decrease the overall operational functions of the SAST, outside of the approved strategic plan and budget. 2. Disposal of the major part of the assets of the SAST, outside of the approved strategic plan and budget.
(e) Commencement or cessation of a significant business activity.	Qualitative aspect is more relevant	Any business activity that would increase or decrease the overall operational functions of the SAST, outside of the approved strategic plan and budget.

1. INTRODUCTION

- 1.1 The Minister of Sport, 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 Sport, Arts and Culture.
- 1.4 The Council has been appointed by the Minister of Sport, 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 OF THE CHARTER

- 2.1 To clearly define the Council's roles, responsibilities and functions, including the Council's responsibilities for:
 - 2.1.1 The adoption of strategic plans;
 - 2.1.2 Monitoring of operational performance and management;
 - 2.1.3 Determining policy and processes to ensure the integrity of the SAST's risk management and internal controls;
 - 2.1.4 Communication policy; and
 - 2.1.5 Council member's orientation and evaluation.
- 2.2 In addition to the Charter, the Council will be subject to the provisions of the following:
 - 2.2.1 The Cultural Institutions Act, 1998;
 - 2.2.2 The Public Finance Management Act, 1999;
 - 2.2.3 The Shareholders Compact;
 - 2.2.4 The White Paper on Arts, Culture and Heritage;
 - 2.2.5 The Protocol on Corporate Governance in the Public Sector, as issued by the Department of Public Enterprises;
 - 2.2.6 The King IV Report; and
 - 2.2.7 Any other applicable law, regulatory provisions or government policies or any directives.

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 Sport, Arts and Culture, in the prescribed manner.
 - 3.1.2 The Chief Executive Officer will serve ex officio and has no voting powers.
 - 3.1.3 Appointment to the Council must be in accordance with the principles of transparency and representivity.
- 3.2 Skills
 - 3.2.1 At least one of the members appointed to the Council must have experience in financial matters.
- 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 institution; or
- 3.3.4.7 on reasonable grounds, the majority of the Council so recommends and the recommendation is accepted by the Minister of Sport, Arts and Culture.
- 3.3.5 The Minister of Sport, 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 Sport, 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 Sport, 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 Sport, 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 Sport, Arts and Culture for his or her approval.
- 4.1.13 The Council must submit an annual report to the Minister of Sport, 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 Sport, 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 Sport, Arts and Culture all material facts, including those responsibly discovered, which in any way may influence the decisions or actions of the Minister of Sport, 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 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 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 Sport, 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 Sport, Arts and Culture and treasury.
- 4.2.22 The Council must submit to the Department of Sport, 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 Sport, Arts and Culture, at least six months before the start of the financial year or another period agreed to between the Minister of Sport, Arts and Culture and the SAST, a budget of estimated revenue and expenditure for that financial year, for approval by the Minister of Sport, 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 Sport, 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 Sport, 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 Sport, Arts and Culture.
- 4.3 Other duties:
- 4.3.1 Act as the focal point for and custodian of corporate governance by managing the relationship with management and stakeholders along sound corporate governance principles.
 - 4.3.2 Appreciate that strategy, risk, performance and sustainability are inseparable and to give effect to this by:
 - 4.3.2.1 Contributing to and approving the strategy;
 - 4.3.2.2 Satisfying itself that the strategy and business plans do not give rise to risks that have not been thoroughly assessed by management;
 - 4.3.2.3 Identifying key performance and risk areas;
 - 4.3.2.4 Ensuring that the strategy will result in sustainable outcomes; and
 - 4.3.2.5 Considering sustainability as a business opportunity, that guides strategy formulation.
 - 4.3.3 Provide effective leadership on an ethical foundation.
 - 4.3.4 Ensure that the SAST is and is seen to be a responsible corporate citizen by having regard to not only the financial aspects of the business of the SAST but also the impact that business operations have on the environment and the society within which it operates.
 - 4.3.5 Ensure that the Council's ethics are managed effectively.
 - 4.3.6 Ensure that the Council has an effective and independent Audit Committee.
 - 4.3.7 Be responsible for the governance of risk.
 - 4.3.8 Be responsible for Information Technology (IT) governance.
 - 4.3.9 Ensure that there is an effective risk-based Internal Audit.
 - 4.3.10 Appreciate that stakeholder perceptions affect the SAST's reputation.
 - 4.3.11 Ensure the integrity of the SAST's Annual Integrated Report.
 - 4.3.12 Act in the best interests of the SAST by ensuring that individual Council members:

- 4.3.12.1 Adhere to legal standards of conduct; and
 - 4.3.12.2 Are permitted to take independent advice in connection with their duties following an agreed procedure.
 - 4.3.13 Commence business rescue proceedings as soon as the SAST is financially distressed.
 - 4.3.14 Appoint and evaluate the performance of the Chief Executive Officer.
 - 4.3.15 The Council should do everything necessary to fulfil its role as stipulated above
- 4.4 General
- 4.3.1 The Council shall at all times:
 - 4.4.1.1 Give due consideration to the relevant legal provision and good corporate governance protocols;
 - 4.3.1.2 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 Sport, Arts and Culture.
 - 4.3.2 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 Sport, Arts and Culture.
- 5.2 The Council may in writing delegate any of the duties, functions, responsibilities and powers entrusted or delegated to the Council to a sub-committee or an official at the SAST or instruct a sub-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 sub-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 sub-committee or an official of the SAST as a result of a delegation or instruction, subject to any rights that may have been vested as a consequence of the decision.
- 5.5 Delegation is formal and involves the following:
 - 5.5.1 Formal charters to be established and approved for each sub-committee of Council, to act as their terms of reference.
 - 5.5.2 The sub-committees' charters are reviewed at least once a year or when necessary.
 - 5.5.3 The sub-committees are appropriately constituted with due regard to the skills required by each committee.

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 racism or sexism 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 Sport, 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 Sport, 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 Chairpersons 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 preserve 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. MEETINGS

8.1 Frequency

- 8.1.1 The Council will meet at least four times a calendar year.
- 8.1.2 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 calendar year.
- 8.1.3 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.

8.2 Agenda

- 8.2.1 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.
- 8.2.2 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.
- 8.2.3 Council members must be fully prepared for Council meetings, to provide appropriate and constructive input on matters tabled at meetings.

8.3 Minutes and reporting procedures

- 8.3.1 The Company Secretary shall attend and minute all meetings.
- 8.3.2 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.
- 8.3.3 The official minutes shall consist of those duly signed by the Council Chairperson and Company Secretary after approval by the Council members.

8.4 Resolutions

- 8.4.1 Decisions of the Council will be made by resolution of the 50% plus 1 of the Council members present at the Council meeting.
- 8.4.2 In the event of an equality of votes on any matter, the Council Chairperson will have an additional casting vote.
- 8.4.3 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.
- 8.4.4 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 8.4.1, 8.4.2 and 8.4.3 above.

8.5 Quorum and postponement

- 8.5.1 A quorum for meetings of the Council shall be 50% plus 1 of the Council members.
- 8.5.2 If the Chairperson of the Council is not present within 15 (fifteen) minutes of the stipulated start time for such meeting, then the Council members present shall elect a Chairperson from among them to act as Chairperson of the meeting.
- 8.5.3 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.
- 8.5.4 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.

8.6 Attendance and apologies

- 8.6.1 The Chief Financial Officer and any other senior member of management may be invited to attend Council meetings.
- 8.6.2 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 8.4 and 8.5 of this Charter have been met.

- 8.6.3 The Council and the Chief Executive Officer may in consultation with the Chairperson invite any other relevant person to attend Council meetings.
- 8.6.4 All Council members have an obligation to attend all Council meetings.
- 8.6.5 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.
- 8.6.6 In circumstances beyond the control of the Council member, such as unexpected situations or emergencies, apologies may be accepted via telephone call, sms or text message forwarded to the organiser of the meeting, up to 1 hour prior to the meeting.
- 8.6.7 In the event that no apology is recorded for a meeting, the Council member will be recorded as absent.

9. REMUNERATION

- 9.1 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.
- 9.2 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.

10. EVALUATION

The Council shall conduct a self-assessment or self-evaluation of its effectiveness on an annual basis. After completing its evaluation, the Council should review the results so that appropriate action can be taken on any recommendations resulting from the review.

11. TRAINING

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

12. GENERAL

- 12.1 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.





RP23/2021

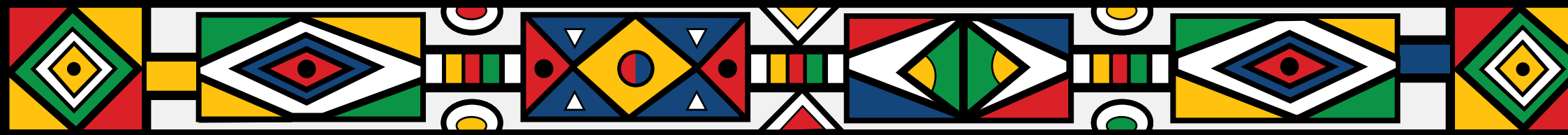
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