

# ANNUAL PERFORMANCE PLAN

1 APRIL 2020 - 31 MARCH 2021



THE SOUTH AFRICAN



STATE  
THEATRE

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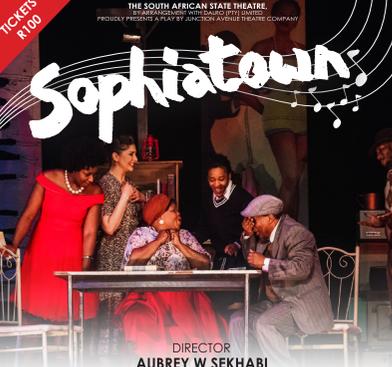
an agency of the  
**Department of Arts and Culture**

# A SNIPPET OF OUR LINE UP

TICKETS R 100

THE SOUTH AFRICAN STATE THEATRE PROUDLY PRESENTS A PLAY BY JUNCTION AVENUE THEATRE COMPANY

## Sophiatown



DIRECTOR  
**AUBREY W SEKHABI**

WRITTEN BY MALCOLM PURKEY    MUSICAL DIRECTOR ZAKHELE MABENA    COSTUME DESIGNER BARIKILE SEDIBE    SET DESIGNER LUNGILE CINDI    LIGHTING DESIGNER MANDLA MTSHALI

**24 FEB - 15 MAR 2020**  
OPERA THEATRE

THE SOUTH AFRICAN STATE THEATRE IN ASSOCIATION WITH GARESETWE PERFORMING ARTS PROUDLY PRESENTS

## KGALAGALO TŠA SETU



ADAPTOR & DIRECTOR  
**KGAOGELO TSHABALALA**

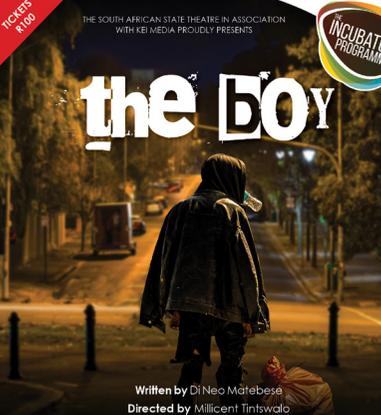
This is a story about a married man whose wife mistreats him, so much that it leads him to have an affair. He only realizes later that his wife is suffering from cervical cancer thus she was behaving the way she was. Eventually, he sorts things out with his wife. The problem is that he now has a child with his mistress.

**20 FEB - 14 MAR '20**  
DRAMA THEATRE

TICKETS R 100

THE SOUTH AFRICAN STATE THEATRE IN ASSOCIATION WITH KEI MEDIA PROUDLY PRESENTS

## the BOY



WRITTEN BY DiNeo Matabese  
DIRECTED BY Millicent Tintswalo

INCUBATOR PROGRAMME

SIBUSISO KHWINANA THEATRE **11 - 29 MARCH 2020**

KAARTJIES R100-R130

DIE SUID-APRIKAANSE STAATSTEATER IN SAMWERKING MET THEATERROCKET BIED AAN

## Koekeloer!



'n Lekkerlag-klugkomedie!

**17 APRIL - 03 MEI 2020**  
ARENA-TEATER

THE SOUTH AFRICAN STATE THEATRE IN ASSOCIATION WITH THAMAGA PRODUCTIONS PROUDLY PRESENTS

## SHAKA ZULU



Written by Bongani Linda  
Directed by Meshack Mavuso

Starring  
Zakhele Makone    Mduduzi Mabaso kaMdakane    Nkanyiso Bhengu

**24 MAY - 7 JUNE 2020**  
STATE THEATRE

THE SOUTH AFRICAN STATE THEATRE PROUDLY PRESENTS

## KUCHEZA AFRIKA FESTIVAL 2020

02-12 APRIL



Youth **ex**pressions CELEBRATION

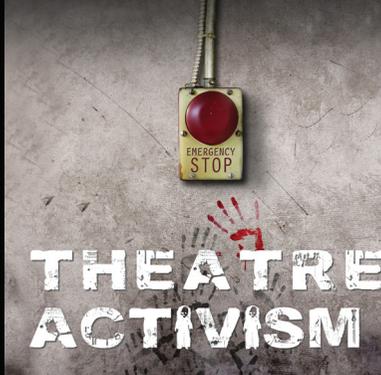
Feel free... Just Be!

**16 - 30 JUNE 2020**  
STATE THEATRE



**avasati**  
INTERNATIONAL WOMEN'S FESTIVAL

**1 - 31 AUGUST 2020**  
STATE THEATRE

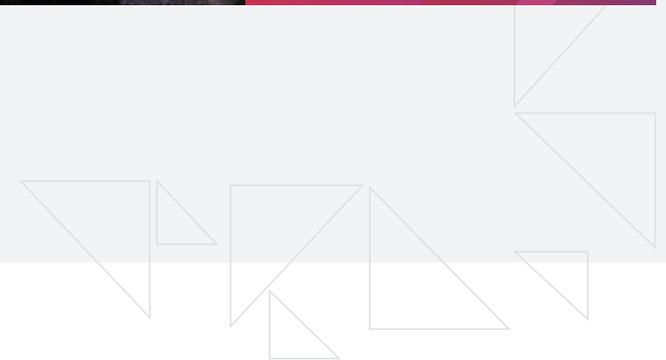


**THEATRE ACTIVISM**

**25 NOV - 10 DEC 2020**  
STATE THEATRE



**DECEMBER 2020**  
STATE THEATRE



It gives me great pleasure to introduce the South African State Theatre's (SAST) 2020/2021 Annual Performance Plan (APP).

The context and content of this APP are essentially the national legislative frameworks and critical areas of focus as identified by the institutional strategic engagements. This APP is prepared in accordance with the National Treasury Framework for Strategic 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's (DSAC) strategic drivers, outcomes and outputs.

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 DSAC's Strategy 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. The theatre's strategic goals are aligned to the Minister's 10 Point Plan as well as Outcomes 14 and 15 of the National Development Plan (NDP 2030). The APP has been developed in accordance with the SAST's 2020-2025 Strategic Plan, which sets out the long-term plans for the five-year term.

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. The constantly changing internal and external factors will be monitored using various tools, including the Risk Management Framework and the Fraud Prevention Plan.

In delivering this APP the SAST will be guided by its six capitals, which were the outcome of the Council Strategic Planning workshop in November 2019. These are: Artistic and Intellectual Capital, Financial Capital, Human Capital, Social and Relationship Capital, and the Infrastructure Capital. These capitals will constitute the strong foundation for good corporate governance and management at SAST. The strategic themes and pillars, as outlined in the Strategic Plan, will guide organisational performance in order to achieve the desired outcomes and impact.

As stated in the Strategic Plan 2020 to 2025, Council will prioritise the implementation of a Programme of Action which will centre on four priority areas: Revamp of the Theatre – focus on infrastructure and reappraisal of the brand, Support the Artistic Programme to attract a diverse audience, Strengthen Human Capital, and to Recover Monies owed to the SAST and Defend its Market Share in relation to hosting of events and management of tenants.

While there has been a change in the mission and vision of the SAST, 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 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 buildings and assets.

Goal 5: Attract Audiences to watch the Performing Arts.

Goal 6: Ensure compliance with applicable laws, regulations and statutory legislation.

# FOREWORD

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 and Annual Reports will be produced based on the goals and objectives contained in this Plan.

In advancing and enhancing its Strategic Plan, the SAST will ensure that there is a constant review of its diverse artistic programmes, investment in people and change in organisational culture. Furthermore, achieving healthy balance between artistic creativity and financial stability, remains a critical area for attention by the Council and Management. The Transformation Project continues to focus on promoting the SAST identity as proudly Pan-African and visibility through collaborations.

While the SAST received an unqualified audit opinion for the second consecutive year during the 2018/19 financial year, Council continues 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 the positive audit opinion and work towards achieving a clean audit.

Council reaffirms its commitment to providing necessary oversight and support to management and staff throughout the implementation of this APP. We believe that through mutual accountability and teamwork SAST can provide exemplary service delivery to the performing arts sector making a positive impact on the lives of the people of South Africa.

During this financial year SAST continues to participate in the amalgamation of DAC entities.



.....  
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 **2020/2021**:

- 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 2020/2021.



Ms Nomvula Moloko  
**Senior Manager: Business Development (Acting)  
Programme Manager:**

Audience attendance improved.  
Revenue generated from commercial activities.



Dr Sibongiseni Mkhize  
**Chief Executive Officer**

**Approved by:**



Professor Fikile N. M. Mazibuko  
**Chairperson of Council**



Mr Malcolm October  
**Senior Manager: Maintenance  
Programme Manager:**

Buildings and assets maintained and upgraded.



Mr Sizwe Mathye  
**Chief Financial Officer**



Mr Shiraz Ahmed  
**Senior Manager: Performance Information  
(Planning)**

OFFICIAL SIGN OFF



## 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	7
2.1 Institutional policies	7
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

### PART C: MEASURING OUR PERFORMANCE

5. Institutional Programme Performance Information	15
6. Explanation of planned performance over the medium term period	25
7. Programme Resource Considerations	30
7.1 Allocation of budget to programmes and subprogrammes per the ENE	30
7.2 Public Entity Budgeted Receipts	33
7.3 Overview of 2020/2021 budget and MTEF estimates	34
8. Infrastructure Projects	40
9. Public Private Partnerships	43

### PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

10. Technical Indicator Description (TID)	45
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### ANNEXURES

Annexure A	Key Risks	57
Annexure B	Materiality Significance Framework	58
Annexure C	Council Charter	62

# **PART A: OUR MANDATE**

## 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 2019/20 for implementation 1 April 2020.

## 2.2 Strategies

In April 2018 Council held a Strategy Workshop aimed at identifying priorities for the term of this current council. 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 2019 and they form part of the SAST's new Five-Year Strategic Plan, which will be 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.

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).

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.

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 streams, and escalation rates, are as follows:

- Generate rental revenue from the SAST immovable property portfolio, i.e. Kilnerton, Office Blocks, Restaurants and other spaces. (8% annual escalation.)
- Generate revenue from ticket sales of in-house productions and from Theatre rentals. (10% annual escalation in ticket prices in 2021/22, thereafter 15% annual escalation. 10% escalation in theatre rental rates, effective 1 April 2020. Commission on theatre rentals gross box office sales to increase to 8%, effective 1 April 2020.)

- Generate revenue from the Parking garage. (7% annual escalation in 2021/22, thereafter 8% annual escalation.)
- Generate revenue from Front of House sales. (minimum 10% annual escalation, but will vary based on the product range.)

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 Business Development, which includes Front of House, Events and Bookings and the Sales departments, 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**

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None.

# **PART B: OUR STRATEGIC FOCUS**

### 4. Updated Situational Analysis

#### 4.1 External Environment Analysis

##### **Population dynamics** <sup>1</sup>

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.

##### **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 4.5% <sup>2</sup> in January 2020, with GDP decreasing by 0.8% for the third quarter of 2019 (Stats SA, 2019) and a further 1.4% decrease in the fourth quarter of 2019 (Stats SA, 2020) <sup>3</sup>. Many entertainment products are competing for a share of consumers disposable income, both amongst themselves as primary products and also with many market alternatives that consumers find to be more attractive ways to spend their leisure time.

##### **Technology improvements**

The fourth industrial revolution is changing the way the world exists, interacts and functions. The advances in technology provide systems and equipment that are indispensable in everyday life. Some of this equipment has already been adopted in our theatres in the form of 3D data projectors. These projectors allow us to create multi-dimensional performances which present a richer theatre experience. 4D technology is being implemented in movie theatres in the country, which is providing those audiences with an interactive entertainment experience. WIFI and Bluetooth technology offers a personalised experience for audiences and improved tools for performers. Corporate governance of information and communication technology provides a framework for the implementation and management of ICT. SAST intends to make technology a strategic driver, including data collection to enable the SAST to better understand the needs of its patrons.

##### **Social realities**

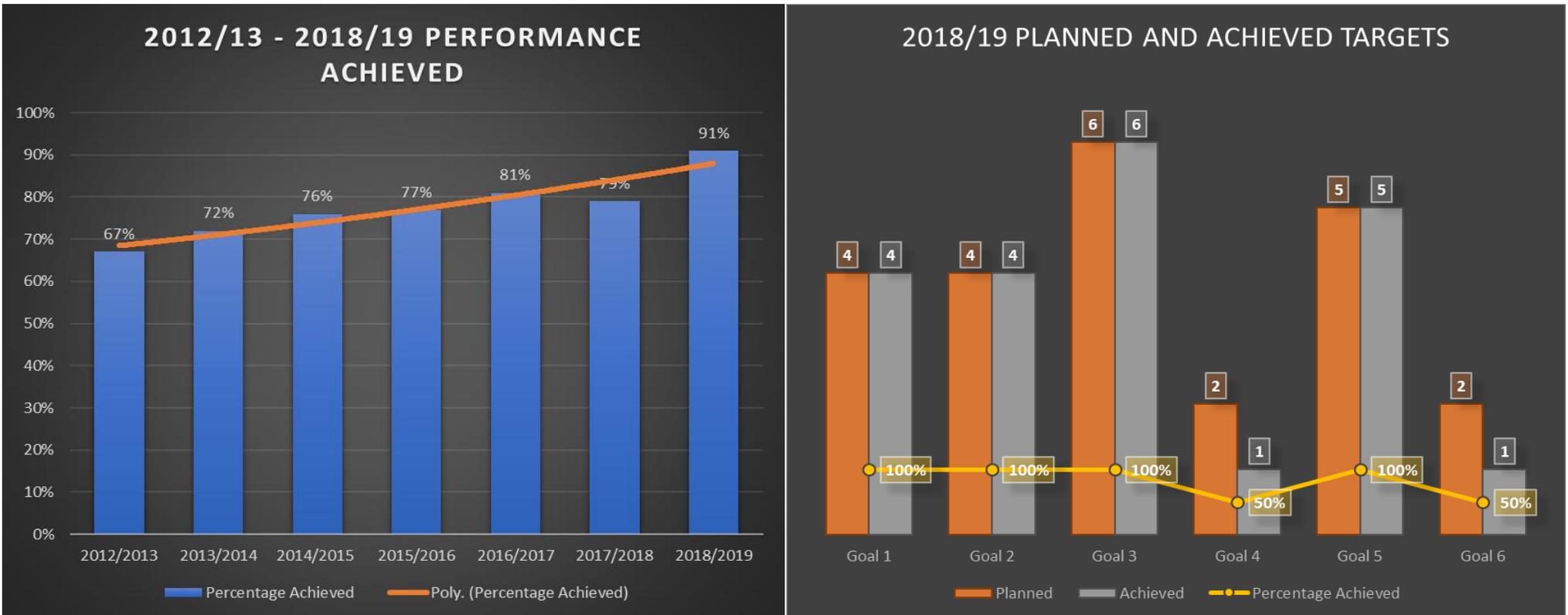
The South African society is socially diverse in its makeup. People from different races, cultures and ethnic backgrounds co-exist as the society of the country. Social challenges are prevalent across society and are not limited to any specific denomination. Abuse of women and children has become a focal 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 interact 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.

## 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 previously not provided with 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. The number of targets achieved in 2018/19 was very high. We achieved all targets in four programme areas. Only two programmes under-performed, each by partially achieving predetermined targets with a performance of 50%. The 2018/19 performance provides a baseline for the development of targets set-out in this annual performance plan. We believe that our baseline performance provides a good indication of our capability and commitment to our strategic intent.



### 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 Non-compliant 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. In September 2019 we applied to the B-BBEE Commission for both an exemption and a deviation from the requirements to submit an annual verification report. Our intention is 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 and are measured on an appropriate score card of applicable elements to SAST as a Public Entity.

#### 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](http://www.statssa.gov.za/?page_id=1021&id=city-of-tshwane-municipality)
2. CPI data sourced from Stats SA Statistical Release January 2020. Website link [http://www.statssa.gov.za/?page\\_id=1854&PPN=P0141](http://www.statssa.gov.za/?page_id=1854&PPN=P0141)
3. GDP data sourced from Stats SA Statistical Release March 2020. Website link <http://www.statssa.gov.za/publications/P0441/P04414thQuarter2019.pdf>

# **PART C: MEASURING OUR PERFORMANCE**

## 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)	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
		(Key Output - SMART)	(Unit of Measure)	Actual	Actual	Actual	Target	Target	Target	Target
Revenue generated from commercial activities.		<b>Sponsorships and Donations</b>	<b>Sponsorships and Donations</b>							
	SPI1	Secure sponsorship and donations.	Value of sponsorships and donations recognised.	R716 000	R454 450	R3 113 058	R500 000	R800 000	R1 500 000	R2 500 000
		<b>Rental revenue from the Immovable Property Portfolio</b>	<b>Rental revenue from the Immovable Property Portfolio</b>							
	SPI2	Generate rental revenue from the SAST immovable property portfolio, i.e. Kilnerton, Office Blocks, Restaurants and other spaces.	Property rental revenue recognised.	R8 573 881	R8 841 579	R9 913 952	R5 251 898	R5 850 000	R6 318 000	R6 823 440
		<b>Revenue from In-house Productions' Ticket Sales and from Theatre Rentals</b>	<b>Revenue from In-house Productions' Ticket Sales and from Theatre Rentals</b>							
	SPI4	Generate revenue from ticket sales of in-house productions and from Theatre rentals.	Ticket sales and theatre rental revenue recognised.	R3 786 047	R4 030 585	R4 537 065	R7 197 540	R12 000 000	R13 200 000	R15 180 000
		<b>Parking Revenue</b>	<b>Parking Revenue</b>							
	SPI5	Generate revenue from the Parking garage.	Parking garage revenue recognised.	R13 664 137	R13 701 219	R14 863 186	R 14 249 268	R15 500 000	R16 585 000	R17 911 800
		<b>Front of house Revenue</b>	<b>Front of house Revenue</b>							
SPI6	Generate revenue from Front of House sales.	Front of House sales revenue recognised.	R1 616 527	R2 282 423	R2 057 113	R2 407 957	R2 400 000	R2 913 627	R3 204 990	
Buildings and assets maintained and upgraded.	<b>SPB</b>	<b>Capital Works Projects</b>	<b>Capital Works Projects</b>							
	SPB1	Implement CAPEX projects that are approved and funded on the UAMP.	Number of approved and funded CAPEX projects completed.	0	1	n/a	n/a	6	8	10
		<b>Maintenance Programme in compliance with statutory regulations</b>	<b>Maintenance Programme in compliance with statutory regulations</b>							
SPB2	Implement the Maintenance Programme.	Number of Maintenance Programme activities completed.	7	7	7	7	7	7	7	
Applicable Laws, Regulations and		<b>Compliance with PFMA and Treasury Regulations</b>	<b>Compliance with PFMA and Treasury Regulations</b>							

Statutory Legislation including the PFMA, Treasury Regulations and the LRA complied with.	SPR1	Achieve an Unqualified Audit report.	Audit opinion	Auditor-General has raised a Disclaimer Audit Opinion for the 2015/16 Financial Year.	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)
		<b>Compliance with all South African Labour Acts</b>	<b>Compliance with all South African Labour Acts</b>							
	SPR2	Comply with South African Laws and Regulations governing labour relations.	Number of labour matters ruled against the SAST for non-compliance with applicable labour legislation.	0 incidents	2 Incidents	3 Incidents	Maximum acceptable number of incidents: 0			

## Indicators, Annual and Quarterly Targets

Output Indicator	MTEF	Reporting Period	Quarterly Targets 2020/2021			
(Indicators must be read in conjunction with Technical Indicator Descriptions)	2020/2021		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
(Unit of Measure)	Target					
<b>Sponsorships and Donations</b>						
Value of sponsorships and donations recognised.	R800 000	Annually	Not reported in this quarter.	Not reported in this quarter.	Not reported in this quarter.	R800 000
<b>Rental revenue from the Immovable Property Portfolio</b>						
Property rental revenue recognised.	R5 850 000	Quarterly	R 1 462 500	R 1 462 500	R 1 462 500	R 1 462 500
<b>Revenue from In-house Productions' Ticket Sales and from Theatre Rentals</b>						
Ticket sales and theatre rental revenue recognised.	R12 000 000	Quarterly	R3 864 550	R3 727 550	R1 696 970	R2 710 930
<b>Parking Revenue</b>						
Parking garage revenue recognised.	R15 500 000	Quarterly	R 3 875 000	R 3 875 000	R 3 875 000	R 3 875 000
<b>Front of house Revenue</b>						
Front of House sales revenue recognised.	R2 400 000	Quarterly	R 768 000	R 744 000	R 336 000	R 552 000
<b>Capital Works Projects</b>						
Number of approved and funded CAPEX projects completed.	6	Annually	Not reported in this quarter.	Not reported in this quarter.	Not reported in this quarter.	6
<b>Maintenance Programme in compliance with statutory regulations</b>						
Number of Maintenance Programme activities completed.	7	Annually	Not reported in this quarter.	Not reported in this quarter.	Not reported in this quarter.	7
<b>Compliance with PFMA and Treasury Regulations</b>						

Audit opinion	Unqualified Audit report (2019/20 Financial Year)	Annually	Not reported in this quarter.	Unqualified Audit report (2019/20 Financial Year)	Not reported in this quarter.	Not reported in this quarter.
<b>Compliance with all South African Labour Acts</b>						
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)	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
		(Key Output - SMART)	(Unit of Measure)	Actual	Actual	Actual	Target	Target	Target	Target
In-house developed and externally sourced performing arts works presented.	<b>SPA</b>	<b>Artistic Productions</b>	<b>Artistic Productions</b>							
	SPA2	Stage In-house Festivals.	Number of In-house Festivals staged.	3	3	4	4	4	4	4
	SPD4	Stage school set-work productions.	Number of School set-works staged.	4	3	3	4	3	3	3
	SPA1	Stage In-house Productions.	Number of In-house Productions staged. <sup>(1)</sup>	80	79	111	100	80	100	100
		<b>Job creation</b>	<b>Job creation</b>							
	SPR3	Short term job opportunities created in In-house Productions.	Number of short term job opportunities created in In-house Productions. <sup>(1)</sup>	1 773	1 164	1 013	1 000	800	1 000	1 000
Audience attendance improved.	<b>SPM</b>	<b>Marketing</b>	<b>Marketing</b>							
	SPM1	Implement the marketing strategy.	Approved marketing plans for each production of the annual artistic calendar.	Plans prepared	Plans prepared	Plans prepared	A marketing plan developed, approved and implemented 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.	9	3	4	4	12	12	12
	<b>Audience Development</b>	<b>Audience Development</b>								

SPM3	Implement the audience development strategy.	Approved audience development plan for each production of the annual artistic calendar.	Plans prepared	Plans prepared	Plans prepared	An audience development plan developed, approved and implemented 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.	134 049	134 833	150 474	140 000	150 000	150 000	165 000
	<b>Patron Satisfaction</b>	<b>Patron Satisfaction</b>							
SPM5	Conduct surveys of patron satisfaction.	Number of patron satisfaction surveys conducted.	4	4	5	4	12	12	12

**Notes:**

1. Baseline numbers achieved in the past five-years for the indicators, *Number of In-house Productions staged* and *Number of short term job opportunities created in In-house Productions*, are higher than the planned number for the coming years due to special projects that were implemented in the past five-years. These projects included the Touring Venture as well as the Incubator Programme. Both projects received special project funding from DSAC.

## Indicators, Annual and Quarterly Targets

Output Indicator	MTEF	Reporting Period	Quarterly Targets 2020/2021			
(Indicators must be read in conjunction with Technical Indicator Descriptions)	2020/2021		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
(Unit of Measure)	Target					
<b>Artistic Productions</b>						
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.	80	Quarterly	40	15	20	5
<b>Job creation</b>						
Number of short term job opportunities created in In-house Productions.	800	Quarterly	400	150	200	50
<b>Marketing</b>						
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.	12	Quarterly	3	3	3	3
<b>Audience Development</b>						

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.	150 000	Quarterly	55 000	55 000	30 000	10 000
<b>Patron Satisfaction</b>						
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)	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
		(Key Output - SMART)	(Unit of Measure)	Actual	Actual	Actual	Target	Target	Target	Target
Development opportunities provided.	<b>SPD</b>	<b>Development Programme</b>	<b>Development Programme</b>							
	SPD1	Implement the Community Arts Dramaturgy Outreach Fieldwork programme.	Number of Community Arts Groups participating in the programme.	15	15	15	15	15	15	15
	SPD3	Provide dramaturgy to in-house production's creative team members.	Number of in-house production's creative team members provided with dramaturgy.	88	37	25	10	50	50	50
		<b>Learning and Development</b>	<b>Learning and Development</b>							
	SPR4	Provide internship positions.	Number of interns appointed. <sup>(2)</sup>	12	7	6	6	100	100	100

**Notes:**

2. The sharp increase in the number of internship positions offered is due to implementing a revised internship programme. The revised programme creates one hundred internship positions annually for the next five years. These positions are in the artistic and business development departments. The aim of the revised programme is to provide experiential learning opportunities in the performing arts.

## Indicators, Annual and Quarterly Targets

Output Indicator	MTEF	Reporting Period	Quarterly Targets 2020/2021			
(Indicators must be read in conjunction with Technical Indicator Descriptions)	2020/2021		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
(Unit of Measure)	Target					
<b>Development Programme</b>						
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
<b>Learning and Development</b>						
Number of interns appointed.	100	Annually	Not reported in this quarter.	Not reported in this quarter.	Not reported in this quarter.	100

## 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.				
Short term job opportunities created in 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.	
Implement the marketing strategy.	Audience attendance improved.	Attract a diverse audience of people from across all races, languages, religions and the different nationalities that form the society of South Africa to watch performances and Create an awareness of the performing arts as a form of entertainment and as a career path that becomes inculcated into the culture of the youth of South Africa.	Product and brand positioning to attract audience and practitioners to the performing arts.	Youth Women People with disabilities
Establish media partnerships to promote SAST and productions.				
Implement the audience development strategy.		Promote nation building and a		

Increase audience attendance.		socially cohesive society through commemorating our National Days in our spaces that are free of social barriers.		
Conduct surveys of patron satisfaction.				
Implement the Community Arts Dramaturgy Outreach Fieldwork 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 completed.	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  (Key Output - SMART)	Output Indicator  (Indicators must be read in conjunction with Technical Indicator Descriptions)  (Unit of Measure)	Actual (Audited) Performance						Estimated Performance		MTEF					
				2016/2017		2017/2018		2018/2019		2019/2020		2020/2021		2021/2022		2022/2023	
				Actual	Expenditure	Actual	Expenditure	Actual	Expenditure	Target	Resource Allocation	Target	Resource Allocation	Target	Resource Allocation	Target	Resource Allocation
Revenue generated from commercial activities.		<b>Sponsorships and Donations</b>	<b>Sponsorships and Donations</b>														
	SPI1	Secure sponsorship and donations.	Value of sponsorships and donations recognised.	R716 000	Component of SPM	R454 450	Component of SPM	R3 113 058	Component of SPM	R500 000	Component of SPM	R800 000	Component of SPM	R1 500 000	Component of SPM	R2 500 000	Component of SPM
		<b>Rental revenue from the Immovable Property Portfolio</b>	<b>Rental revenue from the Immovable Property Portfolio</b>														
	SPI2	Generate rental revenue from the SAST immovable property portfolio, i.e. Kilnerton, Office Blocks, Restaurants and other spaces.	Property rental revenue recognised.	R8 573 881	R 6 308 139	R8 841 579	R 5 954 631	R9 913 952	R7 625 604	R5 251 898	R8 083 140	R5 850 000	R8 487 297	R6 318 000	R8 911 662	R6 823 440	R9 357 245
		<b>Revenue from In-house Productions' Ticket Sales and from Theatre Rentals</b>	<b>Revenue from In-house Productions' Ticket Sales and from Theatre Rentals</b>														
	SPI4	Generate revenue from ticket sales of in-house productions and from Theatre rentals.	Ticket sales and theatre rental revenue recognised.	R3 786 047	Component of SPM	R4 030 585	Component of SPM	R4 537 065	Component of SPM	R7 197 540	Component of SPM	R12 000 000	Component of SPM	R13 200 000	Component of SPM	R15 180 000	Component of SPM
		<b>Parking Revenue</b>	<b>Parking Revenue</b>														
	SPI5	Generate revenue from the Parking garage.	Parking garage revenue recognised.	R13 664 137	R 1 100 713	R13 701 219	R 1 146 043	R14 863 186	R 1 505 727	R 14 249 268	R 1 596 071	R15 500 000	R1 675 874	R16 585 000	R1 759 668	R17 911 800	R1 847 651
	<b>Front of house Revenue</b>	<b>Front of house Revenue</b>															
SPI6	Generate revenue from Front of House sales.	Front of House sales revenue recognised.	R1 616 527	R 4 148 197	R2 282 423	R 3 465 899	R2 057 113	R 2 672 868	R2 407 957	R 3 900 854	R2 400 000	R4 095 897	R2 913 627	R4 300 692	R3 204 990	R4 515 726	
Buildings and assets maintained and upgraded.	SPB	<b>Capital Works Projects</b>	<b>Capital Works Projects</b>														
	SPB1	Implement CAPEX projects that are approved and funded on the UAMP.	Number of approved and funded CAPEX projects completed.	0	R 33 000 000	1	Tba	n/a	n/a	n/a	n/a	6	R 15 000 000	8	R 20 000 000	10	R 25 000 000
		<b>Maintenance Programme in compliance with statutory regulations</b>	<b>Maintenance Programme in compliance with statutory regulations</b>														
	SPB2	Implement the Maintenance Programme.	Number of Maintenance Programme activities completed.	7	R 14 440 692	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
Applicable Laws.		<b>Compliance with PFMA and Treasury Regulations</b>	<b>Compliance with PFMA and Treasury Regulations</b>														

Regulations and Statutory Legislation including the PFMA, Treasury Regulations and the LRA complied with.	SPR1	Achieve an Unqualified Audit report.	Audit opinion	Auditor-General has raised a Disclaimer Audit Opinion for the 2015/16 Financial Year.	R 9 065 676	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	
	<b>Compliance with all South African Labour Acts</b>		<b>Compliance with all South African Labour Acts</b>															
	SPR2	Comply with South African Laws and Regulations governing labour relations.	Number of labour matters ruled against the SAST for non-compliance with applicable labour legislation.	0 incidents	R 1 733 716	2 Incidents	R 3 256 593	3 Incidents	R 3 451 989	Maximum acceptable number of incidents: 0	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	

## Programme 2: Business Development

Outcome	Code	Output  (Key Output - SMART)	Output Indicator  (Indicators must be read in conjunction with Technical Indicator Descriptions)  (Unit of Measure)	Actual (Audited) Performance						Estimated Performance		MTEF					
				2016/2017		2017/2018		2018/2019		2019/2020		2020/2021		2021/2022		2022/2023	
				Actual	Expenditure	Actual	Expenditure	Actual	Expenditure	Target	Resource Allocation	Target	Resource Allocation	Target	Resource Allocation	Target	Resource Allocation
In-house developed and externally sourced performing arts works presented.	SPA	<b>Artistic Productions</b>	<b>Artistic Productions</b>		R 15 416 340		R 13 995 587		R 13 415 964		R 14 220 922		R 15 300 000		R 16 830 000		R 18 513 000
	SPA2	Stage In-house Festivals.	Number of In-house Festivals staged.	3	Component of SPA	3	Component of SPA	4	Component of SPA	4	Component of SPA	4	Component of SPA	4	Component of SPA	4	Component of SPA
	SPD4	Stage school set-work productions.	Number of School set-works staged.	4	Component of SPD	3	Component of SPD	3	Component of SPD	4	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.	80	Component of SPA	79	Component of SPA	111	Component of SPA	100	Component of SPA	80	Component of SPA	100	Component of SPA	100	Component of SPA
		<b>Job creation</b>	<b>Job creation</b>														
	SPR3	Short term job opportunities created in In-house Productions.	Number of short term job opportunities created in In-house Productions.	1 773	Component of SPA	1 164	Component of SPA	1 013	Component of SPA	1 000	Component of SPA	800	Component of SPA	1 000	Component of SPA	1 000	Component of SPA
Audience attendance improved.	SPM	<b>Marketing</b>	<b>Marketing</b>		R 8 342 753		R 2 614 550		R 2 754 750		R 2 920 035		R 2 250 000		R 2 430 000		R 2 624 400
	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	Plans prepared	Component of SPM	A marketing plan developed, approved and implemented 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.	9	Component of SPM	3	Component of SPM	4	Component of SPM	4	Component of SPM	12	Component of SPM	12	Component of SPM	12	Component of SPM
		<b>Audience Development</b>	<b>Audience Development</b>														

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	Plans prepared	Component of SPM	An audience development plan developed, approved and implemented 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.	134 049	Component of SPM	134 833	Component of SPM	150 474	Component of SPM	140 000	Component of SPM	150 000	Component of SPM	150 000	Component of SPM	165 000	Component of SPM
	<b>Patron Satisfaction</b>	<b>Patron Satisfaction</b>														
SPM5	Conduct surveys of patron satisfaction.	Number of patron satisfaction surveys conducted.	4	Component of SPM	4	Component of SPM	5	Component of SPM	4	Component of SPM	12	Component of SPM	12	Component of SPM	12	Component of SPM

### Programme 3: Public Engagement

Outcome	Code	Output (Key Output - SMART)	Output Indicator (Indicators must be read in conjunction with Technical Indicator Descriptions) (Unit of Measure)	Actual (Audited) Performance						Estimated Performance		MTEF					
				2016/2017		2017/2018		2018/2019		2019/2020		2020/2021		2021/2022		2022/2023	
				Actual	Expenditure	Actual	Expenditure	Actual	Expenditure	Target	Resource Allocation	Target	Resource Allocation	Target	Resource Allocation	Target	Resource Allocation
Development opportunities provided.	SPD	<b>Development Programme</b>	<b>Development Programme</b>		R 913 821		R 1 194 539		R 3 221 102		R 3 414 368		R 3 200 000		R 3 520 000		R 3 872 000
	SPD1	Implement the Community Arts Dramaturgy Outreach Fieldwork programme.	Number of Community Arts Groups participating in the programme.	15	Component of SPD	15	Component of SPD	15	Component of SPD	15	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.	88	Component of SPD	37	Component of SPD	25	Component of SPD	10	Component of SPD	50	Component of SPD	50	Component of SPD	50	Component of SPD
		<b>Learning and Development</b>	<b>Learning and Development</b>														
	SPR4	Provide internship positions.	Number of interns appointed.	12	Component of SPR2	7	Component of SPR2	6	Component of SPR2	6	Component of SPR2	100	Component of SPR2	100	Component of SPR2	100	Component of SPR2

**7.2 Public Entity Budgeted Receipts**

	2020/2021	2021/2022	2022/23
	R'000	R'000	R'000
DAC Operational Grant	R 63 546	R 66 088	R 68 731

## 7.3 Overview of 2020/2021 budget and MTEF estimates

### 7.3.1 Expenditure Estimates

Rand thousand	Audited Outcome			Approved budget	MTEF		
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Objective/Activity</b>							
Administration	65 505	73 225	75 936	71 806	101 348	111 295	120 769
Business Development	23 536	20 551	27 162	24 590	15 944	17 371	18 240
Public Engagement	904	1 284	1 043	3 395	4 400	5 004	6 467
<b>Total</b>	<b>89 945</b>	<b>95 060</b>	<b>104 141</b>	<b>99 791</b>	<b>121 692</b>	<b>133 671</b>	<b>145 475</b>
<b>Economic classification</b>							
<b>Current payments</b>	<b>82 229</b>	<b>88 022</b>	<b>93 024</b>	<b>99 791</b>	<b>112 692</b>	<b>124 170</b>	<b>135 475</b>
Compensation of employees	<b>36 160</b>	<b>38 770</b>	<b>38 831</b>	<b>44 102</b>	<b>46 440</b>	<b>48 902</b>	<b>52 202</b>
Salaries and wages	36 160	38 770	38 831	44 102	46 440	48 902	52 202
Social contributions	-	-	-	-	-	-	-
Goods and services	<b>46 069</b>	<b>49 252</b>	<b>54 193</b>	<b>55 689</b>	<b>66 252</b>	<b>75 268</b>	<b>83 273</b>
Of which 1							
Agency and support / outsourced services	7 487	8 291	7 878	8 214	8 666	9 400	10 152
Advertising	5 484	2 622	2 855	2 909	3 069	3 238	3 400
Audit Costs	2 516	2 538	2 447	2 631	2 776	2 928	3 074
Bank charges	324	343	504	336	354	374	393
Board costs	577	675	989	1 041	540	600	700
Communication	432	490	534	551	581	613	644
Computer services	20	105	95	83	88	93	98
Consultants	2 119	2 598	2 509	2 112	1 000	1 200	1 260
Entertainment	217	233	243	256	244	257	273
Inventory	1 148	1 365	1 568	612	1 925	2 118	2 329
Lease payments	384	346	1 169	505	533	562	590
Legal fees	345	346	362	382	700	900	1 000
Non-file insurance	102	383	235	248	400	450	500
Repairs and maintenance	3 330	5 873	6 571	7 287	8 001	8 500	9 000
Training and staff development	124	62	300	316	500	600	630
Travel and subsistence	171	311	338	356	1 081	1 191	1 255
Other	21 289	22 671	25 596	27 850	35 794	42 244	47 974
Depreciation	9 693	6 890	6 805	-	9 000	9 500	10 000
Losses from	<b>(1 977)</b>	<b>148</b>	<b>(2 615)</b>	-	-	-	-
Sale of fixed assets	165	1 781	(228)	-	-	-	-
Impairments and Adjustments to Fair Value	<b>(2 142)</b>	<b>(1 633)</b>	<b>(2 387)</b>	-	-	-	-
Adjustments to Fair value of financial assets	(1 534)	(1 684)	-	-	-	-	-
Impairments to non-financial assets	(608)	51	447	-	-	-	-
Interest, dividends and rent on land	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>89 945</b>	<b>95 060</b>	<b>97 214</b>	<b>99 791</b>	<b>121 692</b>	<b>133 670</b>	<b>145 475</b>

### 7.3.2 Reconciling programmes with the MTEF budget

	Audited Outcome			Approved budget	MTEF		
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Revenue</b>							
<b>R Thousand Revenue</b>							
Entity revenue	31 036	32 387	42 449	32 756	38 129	40 683	44 965
Sale of goods and services other than capital assets	28 792	29 958	32 584	31 598	36 303	39 839	44 065
Entity revenue other than sales	2 244	2 429	9 865	1 158	1 826	844	900
<b>Transfers received (operational, incubator and capex)</b>	<b>57 254</b>	<b>61 841</b>	<b>62 153</b>	<b>66 653</b>	<b>83 563</b>	<b>92 988</b>	<b>100 510</b>
<b>Total revenue</b>	<b>88 290</b>	<b>94 228</b>	<b>104 602</b>	<b>99 409</b>	<b>121 692</b>	<b>133 671</b>	<b>145 475</b>

	Audited Outcome			Approved budget	MTEF		
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Rand thousand							
<b>Objective/Activity</b>							
Administration	65 505	73 225	75 936	71 806	101 348	111 295	120 769
Business Development	23 536	20 551	27 162	24 590	15 944	17 371	18 240
Public Engagement	904	1 284	1 043	3 395	4 400	5 004	6 467
<b>Total expenses</b>	<b>89 945</b>	<b>95 060</b>	<b>104 141</b>	<b>99 791</b>	<b>121 692</b>	<b>133 671</b>	<b>145 475</b>
<b>(Deficit)/Surplus</b>	<b>(1 655)</b>	<b>(832)</b>	<b>461</b>	<b>(382)</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Note:**

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

### 7.3.3 Proforma Statement of Financial Performance

Rand thousand	Audited Outcome			Approved budget	MTEF		
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Revenue</b>							
<b>Entity revenue</b>	<b>31 036</b>	<b>30 928</b>	<b>33 131</b>	<b>32 756</b>	<b>38 129</b>	<b>40 683</b>	<b>44 965</b>
Sale of goods and services other than capital assets	28 792	29 772	32 586	31 598	36 303	39 839	44 065
Entity revenue other than sales	2 244	1 156	545	1 158	1 826	844	900
<b>Transfers received</b>	<b>57 254</b>	<b>61 386</b>	<b>62 695</b>	<b>66 653</b>	<b>83 563</b>	<b>92 988</b>	<b>100 510</b>
<b>TOTAL REVENUE</b>	<b>88 290</b>	<b>92 314</b>	<b>95 826</b>	<b>99 409</b>	<b>121 692</b>	<b>133 671</b>	<b>145 475</b>
<b>Expenditure by Economic classification</b>							
<b>Current payments</b>	<b>82 229</b>	<b>88 116</b>	<b>93 024</b>	<b>99 791</b>	<b>112 692</b>	<b>124 170</b>	<b>135 475</b>
Compensation of employees	36 160	38 770	38 831	44 102	46 440	48 902	52 202
Salaries and wages	36 160	38 770	38 831	44 102	46 440	48 902	52 202
Social contributions	-	-	-	-	-	-	-
Goods and services	<b>46 069</b>	<b>49 346</b>	<b>54 193</b>	<b>55 689</b>	<b>66 252</b>	<b>75 268</b>	<b>83 273</b>
Of which 1							
Agency and support / outsourced services	7 487	8 291	7 878	8 214	8 666	9 400	10 152
Advertising	5 484	2 622	2 855	2 909	3 069	3 238	3 400
Audit Costs	2 516	2 538	2 447	2 631	2 776	2 928	3 074
Bank charges	324	343	504	336	354	374	393
Board costs	577	675	989	1 041	540	600	700
Communication	432	490	534	551	581	613	644
Computer services	20	105	95	83	88	93	98
Consultants	2 119	2 598	2 509	2 112	1 000	1 200	1 260
Entertainment	217	233	243	256	244	257	273
Inventory	1 148	1 368	1 568	612	1 925	2 118	2 329
Lease payments	384	346	1 169	505	533	562	590
Legal fees	345	346	362	382	700	900	1 000
Non-file insurance	102	383	235	248	400	450	500
Repairs and maintenance	3 330	5 747	6 571	7 287	8 001	8 500	9 000
Training and staff development	124	62	300	316	500	600	630
Travel and subsistence	171	311	338	356	1 081	1 191	1 255
Other	21 289	22 888	25 596	27 850	35 794	42 244	47 974
Depreciation	<b>9 693</b>	<b>7 114</b>	<b>6 805</b>		9 000	9 500	10 000
Losses from	<b>(1 977)</b>	<b>97</b>	<b>(2 615)</b>	-	-	-	-
Sale of fixed assets	165	1 781	(228)	-	-	-	-
Impairments and Adjustments to Fair Value	(2 142)	(1 684)	(2 387)	-	-	-	-
Adjustments to Fair value of financial assets	(1 534)			-	-	-	-
Impairments to non-financial assets	(608)	51	(447)	-	-	-	-
Interest, dividends and rent on land	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>89 945</b>	<b>95 327</b>	<b>97 214</b>	<b>99 791</b>	<b>121 692</b>	<b>133 670</b>	<b>145 475</b>
<b>NET SURPLUS / (DEFICIT)</b>	<b>(1 655)</b>	<b>(3 013)</b>	<b>(1 388)</b>	<b>(382)</b>	-	-	-

### 7.3.4 Proforma Statement of Financial Position

Rand thousand	Audited Outcome			Approved budget	MTEF		
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
<b>ASSETS</b>							
<b>Current assets</b>	<b>28 253</b>	<b>27 689</b>	<b>22 552</b>	<b>34 580</b>	<b>38 325</b>	<b>8 574</b>	<b>9 003</b>
Inventory	282	852	279	516	544	574	603
Trade and other receivables from exchange transactions	1 729	2 643	3 510	1 890	4 000	3 000	3 150
Cash and cash equivalents	26 242	24 194	18 763	32 173	33 781	5 000	5 250
<b>Non-current assets</b>	<b>147 552</b>	<b>151 292</b>	<b>156 335</b>	<b>178 670</b>	<b>156 916</b>	<b>164 676</b>	<b>172 910</b>
Property, plant and equipment	100 433	98 589	99 165	120 236	99 858	105 350	110 618
Heritage assets	26 566	30 411	32 460	33 000	34 000	35 000	36 750
Intangible assets	124	179	211	434	58	61	64
Investment property	20 429	22 113	24 499	25 000	23 000	24 265	25 478
<b>Total assets</b>	<b>175 805</b>	<b>178 981</b>	<b>178 887</b>	<b>213 250</b>	<b>195 241</b>	<b>173 250</b>	<b>181 913</b>
<b>LIABILITIES</b>							
<b>Current liabilities</b>	<b>31 087</b>	<b>31 383</b>	<b>32 302</b>	<b>20 097</b>	<b>17 583</b>	<b>10 363</b>	<b>10 831</b>
Trade and other payables from exchange transactions	8 260	11 157	7 884	3 666	3 666	3 868	4 061
Current provisions	-	-	-	1 295	1 295	2 366	2 635
Leave	-	-	-	1 295	1 295	1 366	1 435
Other	-	-	-	-	-	1 000	1 200
Other current financial liabilities	472	436	355	136	122	129	135
Capital fund/ Deferred government grant	22 274	19 567	23 926	15 000	12 500	4 000	4 000
Current portion of finance lease liability	81	223	137	-	-	-	-
<b>Non-current liabilities</b>	<b>3 110</b>	<b>3 044</b>	<b>3 238</b>	<b>16 384</b>	<b>15 384</b>	<b>405</b>	<b>425</b>
Finance lease liability	108	148	38	384	384	405	425
Non-current provisions	3 002	2 896	3 200	16 000	15 000	-	-
<b>Total liabilities</b>	<b>34 197</b>	<b>34 427</b>	<b>35 540</b>	<b>36 481</b>	<b>32 967</b>	<b>10 768</b>	<b>11 256</b>
<b>NET ASSETS</b>	<b>141 608</b>	<b>144 554</b>	<b>143 347</b>	<b>176 769</b>	<b>162 274</b>	<b>162 482</b>	<b>170 656</b>
Accumulated surplus / (deficit)	131 901	130 997	127 740	159 769	141 624	148 705	156 140
Revaluation surplus	9 707	13 557	15 607	17 000	20 650	13 777	14 516
<b>Total net assets and liabilities</b>	<b>175 805</b>	<b>178 981</b>	<b>178 887</b>	<b>213 250</b>	<b>195 241</b>	<b>173 250</b>	<b>181 913</b>
Contingent liabilities	-	-	-	-	-	-	-

### 7.3.5 Proforma Cash Flow Statement

The budget information (Medium term estimate) is done on accrual basis:							
Cash flow data	Audited Outcome			Approved budget	MTEF		
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
<b>R Thousand</b>							
<b>Cash receipts from stakeholders</b>	<b>89 104</b>	<b>94 743</b>	<b>96 951</b>	<b>86 636</b>	<b>100 922</b>	<b>107 077</b>	<b>113 841</b>
<b>Sales of goods and services other than capital assets</b>	<b>29 607</b>	<b>30 928</b>	<b>33 131</b>	<b>26 428</b>	<b>38 129</b>	<b>40 683</b>	<b>44 965</b>
Sales of goods and services produced by department (excl. capital assets)	29 607	30 928	33 131	26 428	38 129	40 683	44 965
Sales by market establishments	29 607	30 928	33 131	26 428	38 129	40 683	44 965
<b>Transfers received</b>	<b>57 253</b>	<b>61 386</b>	<b>62 695</b>	<b>59 065</b>	<b>61 650</b>	<b>65 188</b>	<b>67 610</b>
Other government units	57 253	61 386	62 695	59 065	61 650	65 188	67 610
Departmental transfers	57 253	61 386	62 695	59 065	61 650	65 188	67 610
Executive Authority (DSAC)	-	-	-	-	-	-	-
Adjustments	-	-	-	-	-	-	-
Other national departments	-	-	-	-	-	-	-
<b>Interest and rent on land</b>	<b>1 293</b>	<b>1 632</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>844</b>	<b>886</b>
Interest	1 293	1 632	800	800	800	844	886
<b>Unclassified revenue</b>	<b>951</b>	<b>797</b>	<b>325</b>	<b>343</b>	<b>343</b>	<b>362</b>	<b>380</b>
<b>Cash paid to stakeholders</b>	<b>77 808</b>	<b>88 946</b>	<b>79 920</b>	<b>78 492</b>	<b>85 244</b>	<b>89 840</b>	<b>95 188</b>
<b>Current payments</b>	<b>77 808</b>	<b>88 946</b>	<b>79 920</b>	<b>78 492</b>	<b>85 244</b>	<b>89 840</b>	<b>95 188</b>
Compensation of employees	36 417	39 228	38 831	41 531	46 440	48 902	52 202
Salaries and wages	36 417	39 228	38 831	41 250	46 440	48 902	52 202
Social contributions	-	-	-	281	-	-	-
Goods and services	41 391	49 718	41 089	36 961	38 804	40 938	42 986
Administrative fees	7 487	8 291	7 878	8 175	8 584	9 056	9 509
Agency and support / outsourced services	5 484	2 622	2 855	3 955	4 153	4 381	4 600
Advertising	2 516	2 538	2 447	408	428	452	474
Audit Costs	324	343	504	120	125	132	138
Bank charges	577	675	989	989	1 041	540	600
Board costs	432	490	534	534	551	581	613
Communication	20	105	95	95	83	88	93
Computer services	2 119	2 598	2 509	2 509	2 112	1 000	1 200
Consultants	217	233	243	243	256	244	257
Entertainment	1 148	1 365	1 568	1 568	612	1 925	2 118
Inventory	384	346	1 169	1 169	505	533	562
Lease payments	345	346	362	362	382	700	900
Legal fees	102	383	235	235	248	400	450
Non-file insurance	3 330	5 873	6 571	6 571	7 287	8 001	8 500
Repairs and maintenance	124	62	300	300	316	500	600
Training and staff development	171	311	338	338	356	1 081	1 191
Travel and subsistence	16 611	23 137	12 492	9 388	11 766	11 325	11 180
Other unclassified expenditure	-	-	-	-	-	-	-
Interest and rent on land	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-
<b>Cash flow from operating activities</b>	<b>11 296</b>	<b>5 797</b>	<b>17 031</b>	<b>8 144</b>	<b>15 678</b>	<b>17 237</b>	<b>18 653</b>
<b>Cash flow from investing activities</b>	<b>(3 803)</b>	<b>(7 057)</b>	<b>(4 168)</b>	<b>(20 887)</b>	<b>(22 000)</b>	<b>(27 000)</b>	<b>(32 000)</b>
Acquisition of property, plant, equipment & intangible assets	(3 803)	(7 057)	(4 168)	(11 525)	(2 000)	(2 000)	(2 000)

Buildings: residential	-	-	-	-	-	-	-
Buildings: non-residential	-	-	-	-	-	-	-
Other fixed structures				(7 115)			
Other machinery and equipment	(3 854)	(7 191)	(4 168)	(4 409)	(2 000)	(2 000)	(2 000)
Software and other intangible assets							
Computer equipment	51	134					
Other flows from Investing Activities	-	-	-	(9 362)	(20 000)	(25 000)	(30 000)
<b>Cash flow from financing activities</b>	-	-	<b>5 900</b>	<b>18 900</b>	<b>20 000</b>	<b>25 000</b>	<b>30 000</b>
Deferred Income	-	-	5 900	18 900	20 000	25 000	30 000
Departmental transfer	-	-	-	-	-	-	-
Repayment of finance leases							
<b>Net (decrease) / increase in cash and cash equivalents</b>	<b>7 493</b>	<b>(1 260)</b>	<b>18 763</b>	<b>6 157</b>	<b>13 678</b>	<b>15 237</b>	<b>16 653</b>

## 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	Facilities Management contracts	Upgrading	Facilities management contracts	Tender	31/10/2019	31/03/2023	R29 867 449	R0
2	Passenger lifts	Upgrading	Installation of Passenger Lifts	In progress	28/02/2019	05/10/2020	R4 000 000	R0
3	Placement of stage lighting equipment	Upgrading	Placement of stage lighting equipment	Tender	01/06/2020	01/06/2021	R4 000 000	R0
4	Digital screen	Upgrading	Outdoor advertising Digital screen	Tender	01/04/2019	30/06/2020	R4 000 000	R0
5	Stage Equipment	Upgrading	New and modern rostra, motorized projector screens in the smaller theatres,	Tender	01/04/2019	01/06/2021	R6 000 000	R0
			Ballet mats and Gauzes					
6	Refurbishment of foyer & ablution	Refurbishment	Refurbishment of foyer & ablution	In progress	2/12/2019	15/12/2020	R7 000 000	R637 422

### 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
2	Stage Facilities	Upgrading	Installation of projectors	Completed	R2 500 000	R1 150 000
3	Security scanner	Upgrading	Installation of the security scanner	Completed	R600 000	R600 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)

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CODE	SPA1
<b>Indicator title</b>	<b>Number of In-house Productions staged. (1)</b>
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
<b>Indicator title</b>	<b>Number of In-house Festivals staged.</b>
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
<b>Indicator title</b>	<b>Number of School set-works staged.</b>
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
<b>Indicator title</b>	<b>Number of short term job opportunities created in In-house Productions. (1)</b>
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.
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CODE	SPD1
<b>Indicator title</b>	<b>Number of Community Arts Groups participating in the programme.</b>
Definition	The number of community arts groups participating in the SAST Community Arts Dramaturgy 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
<b>Indicator title</b>	<b>Number of in-house production's creative team members provided with dramaturgy.</b>
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.
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CODE	SPR4
<b>Indicator title</b>	<b>Number of interns appointed. (2)</b>
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
<b>Indicator title</b>	<b>Value of sponsorships and donotions recognised.</b>
Definition	The Rand value of Sponsorships and Donotions 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
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CODE	SPI2
<b>Indicator title</b>	<b>Property rental revenue recognised.</b>
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
<b>Indicator title</b>	<b>Ticket sales and theatre rental revenue recognised.</b>
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.
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CODE	SPI5
<b>Indicator title</b>	<b>Parking garage revenue recognised.</b>
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
<b>Indicator title</b>	<b>Front of House sales revenue recognised.</b>
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.
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CODE	SPB1
<b>Indicator title</b>	<b>Number of approved and funded CAPEX projects completed.</b>
Definition	The completion status of approved and funded CAPEX projects as at the end of the reporting period.
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	Quarterly.
Desired performance	Targeted performance is desirable.
Indicator responsibility	Maintenance Manager.

CODE	SPB2
<b>Indicator title</b>	<b>Number of Maintenance Programme activities completed.</b>
Definition	The completion 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	Quarterly.
Desired performance	Targeted performance is desirable.
Indicator responsibility	Maintenance Manager.

CODE	SPM1
<b>Indicator title</b>	<b>Approved marketing plans for each production of the annual artistic calendar.</b>
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
<b>Indicator title</b>	<b>Number of media partnerships established.</b>
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
<b>Indicator title</b>	<b>Approved audience development plan for each production of the annual artistic calendar.</b>
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
<b>Indicator title</b>	<b>Number of audience attending in-house and rental productions and events.</b>
Definition	The audience attendance numbers for both internal and rental productions and events for the reporting period.
Source of data	Ticketing system. Attendance register.
Method of calculation	The number indicated on the audience attendance summary for the reporting period is reported.
Means of Verification	Ticketing Reports. Attendance register. Audience Attendance Summary.
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
<b>Indicator title</b>	<b>Number of patron satisfaction surveys conducted.</b>
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
<b>Indicator title</b>	<b>Audit opinion</b>
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
<b>Indicator title</b>	<b>Number of labour matters ruled against the SAST for non-compliance with applicable labour legislation.</b>
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**

## 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 production.
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.
Applicable Laws, Regulations and Statutory Legislation including the PFMA, Treasury Regulations and the LRA complied with.	Improper administration and management of transactions.	Develop and implement suitable standard operating procedures.

### 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 2018/19 audited financial statements

Total revenue as per the 2018/19 audited financial statements = R 95 827 196

Materiality @ 1.5% = R R1 437 407

#### 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 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 2018/19 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 lower 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 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	<p><b>SAST Response:</b> Any fact discovered of which the amount exceeds the determined materiality figure as calculated under par 2.1</p>	<p><b>SAST Response:</b></p> <ol style="list-style-type: none"> <li>1. Any item or event of which specific disclosure is required by law</li> <li>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.</li> </ol>

4.2 SAST Response to Annual Report and Financial Statements Requirement

<b>General/Principal Requirement (PFMA section 55)</b>		
The annual report and financial statements referred to in subsection (1) (d) must (a) fairly present the state of affairs of the public entity, <u>its business</u> , <u>its financial results</u> , <u>its performance against predetermined objectives</u> and its <u>financial position</u> as at the end of the financial year concerned:		
<b>Further/Specific Requirement (PFMA section 55 (a))</b>	<b>SAST Response: Quantitative</b>	<b>SAST Response: Qualitative</b>
<p>(b) include particulars of:</p> <p>(i) any material losses through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year:</p> <p>(ii) any criminal or disciplinary steps taken consequence of such losses or irregular expenditure or fruitless and wasteful expenditure;</p> <p>(iii) any losses recovered or written off;</p> <p>(iv) any financial assistance received from the state and commitments made by the state on its behalf; and</p> <p>(v) any other matters that may be prescribed.</p>	<ol style="list-style-type: none"> <li>Losses through criminal conduct: any loss identified.</li> <li>Losses through irregular, fruitless, wasteful expenditure: Where combined total exceeds the planning materiality figure used by the external auditors for the year under review.</li> </ol>	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

<b>General/Principal Requirement (PFMA section 54)</b>		
Before a public entity concludes any of the following transactions, the accounting authority for the public entity must promptly and <u>in writing inform the relevant treasury</u> of the transaction and submit relevant particulars of the transaction to <u>its executive authority</u> for approval of the transaction:		
<b>Further/Specific Requirement (PFMA section 54)</b>	<b>SAST Response: Quantitative</b>	<b>SAST Response: Qualitative</b>
(b) participation in a <b>significant</b> partnership, trust, unincorporated joint venture or similar arrangement.	Qualitative aspect is more relevant	Any participation, <u>outside of the approved strategic plan and budget</u> .
(c) acquisition or disposal of a <b>significant</b> shareholding in a company.	Qualitative aspect is more relevant	Any acquisition or disposal, <u>outside of the approved strategic plan and budget</u> .
(d) acquisition or disposal of a <b>significant</b> asset.	Qualitative aspect is more relevant	<ol style="list-style-type: none"> <li>Any asset that would increase or decrease the overall operational functions of the SAST, outside of the approved strategic plan and budget.</li> <li>Disposal of the major part of the assets of the SAST <u>outside of the approved strategic plan and budget</u>.</li> </ol>
(e) Commencement or cessation of a <b>significant</b> business activity.	Qualitative aspect is more relevant	Any business activity that would increase or decrease the overall operational functions of the SAST, <u>outside of the approved strategic plan and budget</u> .

### Council Charter

#### 1. INTRODUCTION

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

#### 2. PURPOSE 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 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 Arts and Culture.
- 3.3.5 The Minister of Arts and Culture may dissolve the Council on any reasonable grounds.

#### 4. DUTIES, FUNCTIONS AND RESPONSIBILITIES OF THE COUNCIL

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

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

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

- 4.2.1 The Council must exercise the duty of utmost care and ensure reasonable protection of the assets and records of the SAST.
- 4.2.2 The Council must act with fidelity, honesty, integrity and in the best interests of the SAST in managing the financial affairs of the SAST.
- 4.2.3 The Council must on request, disclose to the Minister of Arts and Culture all material facts, including those responsibly discovered, which in any way may influence the decisions or actions of the Minister of Arts and Culture.
- 4.2.4 The Council must seek, within its sphere of influence to prevent any prejudice to the financial interests of the state.
- 4.2.5 The Council members may not act in any way that is inconsistent with the responsibilities assigned to the Council in terms of any legislature.
- 4.2.6 The Council members may not the position of privileges of, or confidential information obtained as a Council member for personal gain or to improperly benefit another person.
- 4.2.7 The Council members must disclose to the Council any direct or indirect personal or private business interest that 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 Arts and Culture as may be required by the Public Finance Management Act.
- 4.2.19 The Council must promptly inform the National Treasury on any new entity which the SAST intends to establish or in the establishment of which it takes the initiative, and allow the National Treasury a reasonable time to submit its decision prior to the formal establishment thereof.
- 4.2.20 The Council must comply, and ensure compliance by the SAST with the provisions of Public Finance Management Act and any other legislation applicable to the SAST.
- 4.2.21 If the Council is unable to comply with any of the responsibilities set out in Part 6 of the Public Finance Management Act, the Council must promptly report the inability, together with reasons, to the Minister of Arts and Culture and treasury.
- 4.2.22 The Council must submit to the Department of Arts and Culture and to the relevant treasury, at least one month, or another period agreed with the National Treasury, before the start of its financial year a projection of revenue, expenditure and borrowings for that financial year in the prescribed format; and a corporate plan in the prescribed format covering the affairs of the SAST for the following three financial years (Annual Performance Plan).
- 4.2.23 The Council must submit to the Department of Arts and Culture, at least six months before the start of the financial year or another period agreed to between the Minister of Arts and Culture and the SAST, a budget of estimated revenue and expenditure for that financial year, for approval by the Minister of Arts and Culture.
- 4.2.24 The Council is responsible for ensuring that expenditure of the SAST is in accordance with the approved budget.
- 4.2.25 The Council must submit to the relevant treasury or the Auditor-General such information, returns, documents, explanations and motivations as may be prescribed or as the relevant treasury or the Auditor-General may require.
- 4.2.26 Before the SAST concludes any of the following transactions, the Council must promptly and in writing inform the relevant treasury of the transaction and submit relevant particulars of the transaction to the Minister of Arts and Culture for approval of the transaction:
- 4.2.26.1 Establishment or participation in the establishment of a company;
- 4.2.26.2 Participation in a significant partnership, trust, unincorporated joint venture or similar arrangement;
- 4.2.26.3 Acquisition or disposal of a significant shareholding in a company;
- 4.2.26.4 Acquisition or disposal of a significant asset;
- 4.2.26.5 Commencement or cessation of a significant business activity; and
- 4.2.26.6 A significant change in the nature or extent of its interest in a significant partnership, trust, unincorporated joint venture or similar arrangement.
- 4.2.27 The Council must keep full and proper records of the financial affairs of the SAST.
- 4.2.28 The Council must prepare financial statements for each financial year in accordance with generally accepted accounting practice, unless the Accounting Standards Board approves the application of generally recognised accounting practice for the SAST.
- 4.2.29 The Council must submit those financial statements within two months after the end of the financial year to the Auditor-General and the relevant treasury.
- 4.2.30 The Council must submit within five months of the end of a financial year to the relevant treasury and the Minister of Arts and Culture:
- 4.2.30.1 An annual report on the activities the SASR during that financial year.
- 4.2.30.2 The financial statements for that financial year after the statements have been audited; and

4.2.30.3 The report of the Auditor-General on those statements.

4.2.31 The Council must submit the annual report and annual financial statements for tabling in Parliament or the provincial legislature, to the Minister of Arts and Culture.

4.3 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;

4.4.1.2 Retain a copy of the current Charter at the registered office of the SAST and provide stakeholders with a copy of the same if required; and

4.4.1.3 Consider such other topics and fulfil such other duties as defined by the Minister of Arts and Culture.

4.3.2 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 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 become 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 Arts and Culture from the appointed Council members and holds office for the period or the unexpired portion of the period for which he or she has been appointed as a Council member.

7.1.2 If the Council Chairperson vacates the office as Chairperson before the expiration of the period for which he or she is appointed, another Council member must be appointed by the Minister of Arts and Culture from the remaining Council members.

### 7.2 Role of the Council Chairperson

7.2.1 To guide Council members to participate as a cohesive and effective team.

7.2.2 To create awareness with Council members' in order for a mutual understanding of roles, responsibilities and accountability, including the need to comply with the Code of Conduct.

7.2.3 To inform members about developments in government policy, priorities and financial reporting.

7.2.4 To manage the evaluation of the performance of the Chief Executive Officer along with the Chairperson of the Audit and Risk Committee and one other appointed Council member and present the result of the evaluation to the Council members in a Council meeting for further action, if required.

7.2.5 To represent the Council to external parties as an official spokesperson for the Council, unless otherwise delegated to another Council member.

### 7.3 Council 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 preserves order, determine quorum, approve proxies, voting procedures, adjournments and to declare outcomes of voting and resolutions.

7.4.2 To monitor the progress of the meeting by ensuring everyone has an opportunity to give his or her opinion, thus facilitating all-around participation.

7.4.3 To encourage robust and productive debate and ensure interactive participation by all Council members.

7.4.4 To make sure the discussion of the agenda does not drift to irrelevant issues unconnected with the objectives of the meeting.

7.4.5 To keep track of the time allocated to participants to avoid stretches in discussions that may lead to long, perennial meetings and at the same time listen attentively to the information discussed in the meeting.

7.4.6 To seek the opinion of the Council members on their responses to the meeting and possible recommendations or concerns.

7.4.7 To encourage all Council members to be always mindful, adhere to professional courtesy and conduct at all times, also to illustrate the necessary respect regarding the importance of professional time.

## 8. 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.



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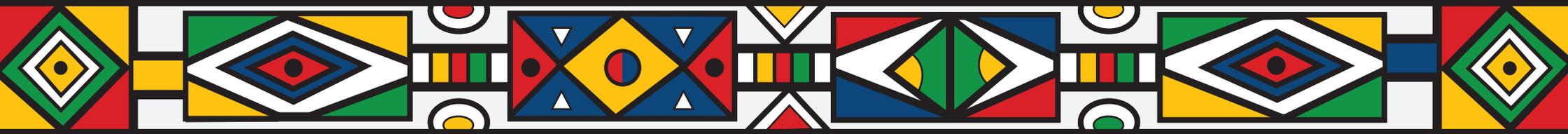
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