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## THE PLAYHOUSE COMPANY

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## ACCOUNTING AUTHORITY STATEMENT

Herein we present The Playhouse Company's Annual Performance Plan (APP) for the 2023/24 financial year.

Where the five-year Strategic Plan outlines The Playhouse Company's mandate, strategic focus, priorities, impact and outcomes, as approved by the Council as the Entity's Accounting Authority, this APP carries that forward and presents The Playhouse Company's outcome-aligned outputs, indicators, annual and quarterly targets for 2023/24, as year four of the new five-year strategy.

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

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

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

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

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

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

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

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

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



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

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

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

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

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

The Playhouse Company Council fully endorses this Annual Performance Plan for 2023/24.

I thank you.



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**Ms. Khwezi Kunene**

**Chairperson of the Council**

**THE PLAYHOUSE COMPANY**

## ACCOUNTING OFFICER STATEMENT

With the advent of the 6<sup>th</sup> Administration, post the national and provincial elections in May 2019, and in line with the DPME Revised Framework for Strategic Plans and Annual Performance Plans (2019), The Playhouse Company undertook a comprehensive process, led by the Council, towards the development of the Strategic Plan for 2020/21-2024/25, and this aligned Annual Performance Plan for 2023/24 as year four of the new strategy.

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

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

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

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

- 1) Balancing the transformation agenda and commercial programming, in a manner that facilitates social cohesion and nation building;

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

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

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

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

In closing, I affirm my commitment to lead The Playhouse Company to the best of my ability, as it strives to implement the priorities and outcomes reflected in the Strategic Plan and in this annual performance plan for 2023/24.



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

## OFFICIAL SIGN-OFF

It is hereby certified that this 2023/24 Annual Performance (Corporate) Plan:

- 1) Was developed by the management team of The Playhouse Company, under the guidance of the Council;
- 2) Takes into account all the relevant policies, legislation and other mandates for which The Playhouse Company is responsible;
- 3) Accurately reflects the Outputs and Targets which The Playhouse Company will endeavour to achieve over the 2023/24 financial year.



**Mr. Amar Mohanparasadh**  
**CHIEF FINANCIAL OFFICER**

30 January 2023  
**Date**



**Ms. Linda Bukhosini**  
**CHIEF EXECUTIVE OFFICER (ACCOUNTING OFFICER)**

30 January 2023  
**Date**

**APPROVED BY:**



**Ms. Khwezi Kunene**  
**CHAIRPERSON OF THE COUNCIL (ACCOUNTING AUTHORITY)**

30 January 2023  
**Date**

**APPROVED BY:**



MR N. G. KODWA, MP

**MR N. G. KODWA, MP**  
**EXECUTIVE AUTHORITY**

30 March 2023  
**Date**

## ABBREVIATIONS AND ACRONYMS

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



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

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## PART A: OUR MANDATE

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

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

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

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

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

VISION
Inspiring and cultivating artistic excellence and cultural diversity in the performing arts.
MISSION
<ul style="list-style-type: none"> <li>▪ Balancing the transformation agenda and commercial programming, in a manner that facilitates social cohesion and nation building;</li> <li>▪ Balancing the transformation agenda and commercial programming, in a manner that facilitates social cohesion and nation building;</li> <li>▪ Producing and presenting productions with artistic, entertainment and educational value;</li> <li>▪ Supporting life skills education and arts appreciation through artistic programming, and skills development for arts practitioners and training for staff;</li> <li>▪ Ensuring quality experiences for our audiences, and providing opportunities to interact across culture, race and class; and</li> <li>▪ The preservation of the historic landmark that is The Playhouse.</li> </ul>

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

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

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

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



Reflected in this Annual Performance Plan are the 2023/24 planning priorities, outputs, performance indicators, annual and quarterly targets and budget allocations for performance against the Impact and Outcomes of the Strategic Plan.

## 1. UPDATES TO RELEVANT LEGISLATIVE AND POLICY MANDATES

### 1.1. UPDATED LEGISLATIVE MANDATES

There are no updates to the legislative mandates at the time this Annual Performance Plan was developed.

### 1.2. UPDATED POLICY MANDATES

There are no updates to the policy mandates at the time this Annual Performance Plan was developed.

## 2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

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

POLICY	REASON
Infrastructure and Asset Management Policy	Planned changes from a single year to a multi-year (3 year) maintenance funding cycle may require the change to be effected in the Policy.

## 3. UPDATES TO RELEVANT COURT RULINGS

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

## PART B: OUR STRATEGIC FOCUS

### 4. UPDATED SITUATIONAL ANALYSIS

A comprehensive situational analysis, including a macro environment, PESTEL, SWOT and stakeholder analysis, as well as an organisational analysis is detailed below.

#### 4.1. EXTERNAL ENVIRONMENT ANALYSIS

##### 4.1.1 Socio-Economic Environment

South Africa's socio-economic environment has been under pressure for some time. The economy has not grown at a sufficient rate to absorb the increasing number of economically active members of the population. The number of unemployed persons has increased significantly.

The rate of unemployment continues to be a cause for major concern and creating varied and wide reaching opportunities for young people to enter the job market remains one of the country's most critical challenges.

The Playhouse Company, which is a national public entity, is located in KwaZulu Natal. KwaZulu Natal is the second largest contributor to the economy of the country after Gauteng. However, the unemployment rate continues to grow in this province thus putting enormous pressure on The Playhouse Company to provide employment opportunities to a large number of active citizenry of arts practitioners in the province.

##### 4.1.2 The Playhouse Company Performance Environment Considerations Informing The 2023-24 Annual Performance Plan

In developing the 2023-24 Annual Performance Plan, The Playhouse Company conducted a performance environment analysis in the form of both a PESTEL and SWOT analysis. This reflects threats and weaknesses, whilst also indicating possible actions and activities that might optimise on the strengths and opportunities available to the organisation.

**Table 1: The Playhouse Company "PESTEL" analysis: Emerging macro-environmental issues and trends informing planning**

	EMERGING CONSIDERATION
<b>Political</b>	<ul style="list-style-type: none"> <li>Political perceptions of a lack of programmatic transformation at the theatre.</li> <li>Other priorities taking precedence over arts, culture and entertainment.</li> <li>'Short-termism' view of Council term and tenure by the shareholder and DSAC.</li> </ul>
<b>Socio-economic</b>	<ul style="list-style-type: none"> <li>Low growth economy and reduced personal disposal income.</li> <li>Continued social exclusion.</li> </ul>

	EMERGING CONSIDERATION
	<ul style="list-style-type: none"> <li>Increased competition from casino-based theatres for rights and productions for large theatres.</li> <li>Increased competition for 'event' audiences from casino's, festivals, football stadiums and other large-scale entertainment facilities.</li> </ul>
<b>Technological</b>	<ul style="list-style-type: none"> <li>Increased incidence of cyber-attacks globally and in SA.</li> <li>Impact and disruption of emerging technologies (4IR).</li> </ul>
<b>Environmental</b>	<ul style="list-style-type: none"> <li>Impact of the Covid 19 pandemic left a lot of patrons with fear to attend large gatherings fearing for their health safety</li> <li>Position in city centre – clientele not willing to travel to city centre at night.</li> <li>Security – patrons concern for safety.</li> <li>Lack of adequate parking.</li> <li>Lack of arts appreciation/ apathy (a general focus on celebrity).</li> <li>Skills deficit in the arts sector.</li> <li>The Playhouse Company is situated in the eThekweni city centre and is not prone to changes in the sea level</li> </ul>
<b>Legislative</b>	<ul style="list-style-type: none"> <li>Legislation does not enable or incentivise the public and or private sector to provide funds/ sponsorships to government-owned entities.</li> </ul>

**Table 2: The Playhouse Company “SWOT” analysis informing the Strategy Plan**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>Clean audit outcome for the past twelve years.</li> <li>Good balance between commercially driven and transformational production programmes.</li> <li>Funding for the social media platform/integrated marketing platform already secured.</li> <li>Solid outreach programme in place and working.</li> <li>Track record of great productions.</li> <li>Strong facilities and infrastructure, solid technical staff.</li> <li>Acknowledged as an incubator for artistic talent.</li> <li>Successful skills development and internship programmes in place.</li> </ul>	<ul style="list-style-type: none"> <li>Current infrastructure funding cycles are not multi-year, and should be.</li> <li>Successes and achievements of The Playhouse are insufficiently publicised.</li> </ul>

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>▪ Become a “champion” of the arts and culture agenda in collaboration with governmental and non-governmental partners.</li> <li>▪ Generate increased revenue in the recording studio</li> <li>▪ Identify and engage strategic partners where the exchange of value is not necessarily financial.</li> <li>▪ Partner or twin with the other theatre houses.</li> <li>▪ Tap into the tourist market, e.g. in flight advertising, tourist promotional material, etc.</li> <li>▪ Develop an integrated marketing strategy to strengthen public awareness and exposure, including social media and other platforms</li> <li>▪ Leverage the Community Arts Festival better.</li> </ul>	<ul style="list-style-type: none"> <li>▪ National Lottery decision to not fund government entities impacts funding and sustainability.</li> <li>▪ Budget cuts/fiscal pressure - reliance on a single funding source (grants) to achieve the dual mandate of transformative programming and audience development.</li> <li>▪ Other socio-economic priorities taking precedence over arts, culture and entertainment.</li> <li>▪ Falling audience numbers – need to build the audience as a mechanism for financial sustainability.</li> <li>▪ Lack of clarity on social cohesion and the impact on mandate. Social cohesion needs to be defined and made SMART. The mandate of the sector needs proper definition.</li> </ul>

## 4.2. INTERNAL ENVIRONMENT ANALYSIS

### 4.2.1 The Playhouse Company - Financial Analysis

Despite the increasingly challenging operating and fiscal environment, The Playhouse Company has remained financially viable, and currently finds itself in a sound financial position. However, ongoing grant cuts threaten to adversely affect service delivery, particularly infrastructure and equipment maintenance. Additional income raised through the box office and partnerships with other government departments and the private sector has been beneficial.

The continuing grant cuts have resulted in The Playhouse Company seeking potential avenues that could improve its current financial position. These include:

- 1) Lobbying the DSAC to introduce tax legislation/tax incentive schemes that will encourage donations by companies and private donors to public entities, such as The Playhouse Company;
- 2) Developing a Funding Model that mitigates the current financial threat and includes longer-term sustainability strategies;
- 3) Exploring opportunities for private sector/spheres of government funding.

The Playhouse Company has implemented the cost-cutting initiatives. Retiring employees' positions are not filled by permanent staff. Adhoc staff are employed on temporary basis, as and when required.

From a supply chain management (SCM) perspective, earlier challenges relating to the implementation of the Treasury SCM Database have since improved. However, the challenge of

supplier registration on the Treasury database persists, as some of the suppliers do not have the means to access the National Treasury database.

#### **4.2.2 The Playhouse Company - Infrastructure and Maintenance Analysis**

Strategic investment in the maintenance and development of The Playhouse has ensured that the organisation and its assets are well-maintained, up to date, and on par with the best equipped and maintained theatres in the country.

#### **4.2.3 The Playhouse Company – Product and Services Analysis**

In term of artistic programming, The Playhouse Company has delivered a diverse programme of stage works over the past few years. However, the Covid 19 pandemic disrupted the smooth roll out of the artistic programming over the past two years. Some form of normality has emerged during the 2022/23 financial year once the Covid 19 regulations were abolished. There is optimism that the artistic programming will reach some normality in the 2023/24 financial year. The annual performance plan is reflective of this optimism.

#### **4.2.4 Analysis of the Governance and Control Environment**

In terms of its PFMA listing, Schedule 3A listing, The Playhouse Company is a National Public Entity, accountable to the Department and Parliament. As such, all prescripts and regulations arising from the PFMA are applicable to its governance and operations. In this regard, Playhouse Company operates with oversight from a Council, appointed by the shareholder, and strives at all times to comply with the principles contained in the King Code (King IV) on Corporate Governance in South Africa (2016).

#### **4.2.5 Analysis of Organisational Capacity and Capability**

The human resource environment within The Playhouse Company can be described as stable. Staff relations are managed internally through various forums, like staff meetings, union management meetings, and meetings with HR REMCO and Council. This has proved very efficient and effective.

Investment in staff training is an organisational priority with the equivalent of 1% of the annual salary bill spent on training and development of staff. Training is complemented by a robust performance management system. Relationships with the trade union remain constructive and cordial.

### **4.3. SUMMARY OF CRITICAL ISSUES ARISING FROM THE SITUATIONAL ANALYSIS, INFORMING PLANNING FOR 2023/24 AND THE MTEF**

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

The following key considerations require management intervention in the 2023/24 financial year and beyond, and thus inform this Annual Performance Plan:



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

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

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

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

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

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

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

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

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

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

- 1) Enhance the performance management system to better enable employees to respond to a constantly changing work environment, and
- 2) Build and maintain positive relationships with employees through enhanced communication strategies and

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

## PART C: MEASURING OUR PERFORMANCE

### 5. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

The Playhouse Company Impact and Outcomes reflected in the 2020/2025 Strategic Plan are then unpacked into the Annual Performance (Corporate) Plan for 2023/24 in the tables below.

#### 5.1. PROGRAMME 1: ADMINISTRATION

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

#### Outcomes, Outputs, Output Indicators and Annual Targets

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED/ACTUAL PERFORMANCES			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Enhanced customer experience through accessible, high-quality and well-managed production and event venues and technical services	Maintain and upgrade infrastructure and align operational assets with requirements and technological advancements	Percentage implementation of yearly repairs, maintenance and upgrade plan for the Entity	New indicator	2 494 768	90%	90%	100%	100%	100%
		Percentage implementation of health and safety plan	New indicator	New indicator	New indicator	90%	100%	100%	100%
		Percentage implementation of yearly maintenance plan for stage and technical services	New indicator	New indicator	New indicator	90%	90%	90%	90%

<b>A well governed, productive and high performing organisation</b>	Sound governance and internal controls	Unqualified audit opinion	New indicator	0%	5%	5%	1 Unqualified Audit Report	1 Unqualified Audit Report	1 Unqualified Audit Report
		Percentage critical findings raised per internal audit quarterly report addressed	New indicator	0%	5%	5%	5%	5%	5%
		Quarterly management accounts to be distributed to key stakeholders 30 days after each quarter.	New indicator	New indicator	New indicator	4	4	4	4
	An enabling organisation environment	Percentage ICT downtime	0%	0%	5%	5%	5%	5%	5%
	A competent, skilled and productive workforce	Number of annual training plan interventions implemented	91%	90%	90%	90%	21	22	23

## Indicators, Annual and Quarterly Targets

OUTCOME	OUTPUTS	OUTPUT INDICATORS	2023/24 ANNUAL TARGET	2023/24 QUARTERLY TARGETS			
				Q1	Q2	Q3	Q4
Enhanced customer experience through accessible, high-quality and well-managed production and event venues and technical services	Maintain and upgrade infrastructure and align operational assets with requirements and technological advancements	Percentage implementation of yearly repairs, maintenance and upgrade plan for the Entity	100%	42%	19%	19%	20%
		Percentage implementation of health and safety plan	100%	22%	26%	26%	26%
		Percentage implementation of yearly maintenance plan for stage and technical services	90%	20%	20%	20%	30%
A well governed, productive and high performing organisation	Sound governance and internal controls	Unqualified audit opinion	1 Unqualified Audit Report	0	1 Unqualified Audit Report	0	0
		Percentage critical findings raised per internal audit quarterly report addressed	5%	1,25%	1,25%	1,25%	1,25%
		Quarterly management accounts distributed to key stakeholders 30 days after each quarter.	4	1	1	1	1
	An enabling organisation environment	Percentage ICT downtime	5%	1,25%	1,25%	1,25%	1,25%
	A competent, skilled and productive workforce	Number of annual training plan interventions	21	5	8	4	4



## Explanation of planned performance over the medium term period

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

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

Output: Maintain and upgrade infrastructure and align operational assets with requirements and technological advancements		
Contribution to MTSF 2019-2024 Priorities and Outcomes		Alignment to DSAC 2020-2025 Sector Outcomes and Interventions
<b>Priority 4: Spatial integration, human settlements and local government:</b> <u>2024 Impact:</u> Achieving spatial transformation through improved integrated settlement development and linking job opportunities and housing opportunities <ul style="list-style-type: none"> <li>Functional sub-national regional development in urban and rural spaces</li> <li>Integrated service delivery, settlement transformation and inclusive growth in urban and rural places</li> </ul>		<b>Outcome 4: Integrated and accessible DSAC infrastructure and information:</b> <ul style="list-style-type: none"> <li>SAC infrastructure programme.</li> <li>Multipurpose SAC hubs and/or precincts (national; regional; local pop-ups).</li> </ul>
<b>Rationale for selection of Output indicators</b>	<b>Percentage implementation of yearly repairs, maintenance and upgrade plan for the Entity</b> – tracking the Percentage implementation of yearly repairs, maintenance and upgrade plan at The Playhouse to ensure that the infrastructure does not fall into a state of disrepair.	
	<b>Percentage implementation of health and safety plan</b> - tracking the Percentage implementation of health and safety plan at The Playhouse to ensure that all health and safety compliance requirements are adhered to.	
	<b>Percentage implementation of yearly maintenance plan for stage and technical services</b> – tracking the Percentage implementation of yearly maintenance plan for stage and technical services at The Playhouse to ensure that the stage and technical infrastructure does not fall into a state of disrepair.	

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

## Output: Sound governance and internal controls

An enabling organisation environment

A competent, skilled and productive workforce

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

<ul style="list-style-type: none"> <li>Functional, efficient and integrated government</li> <li>Professional, meritocratic and ethical public administration</li> <li>Social compact and engagement with key stakeholders</li> <li>Mainstreaming of gender, youth and disability, empowerment and development institutionalized</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen public entity oversight mechanisms.</li> <li>Service delivery.</li> </ul>
<b>Rationale for selection of Output indicators</b>	<b>Unqualified audit opinion</b> – tracking the external audit outcome in pursuit of sound financial and administrative management, and enhanced governance.
	<b>Percentage critical findings raised per internal audit quarterly report addressed</b> – tracking the critical findings raised per internal audit quarterly report addressed in pursuit of sound financial and administrative management, and enhanced governance.
	<b>Quarterly management accounts to be distributed to key stakeholders 30 days after each quarter</b> - tracking the submission of quarterly reports to National Treasury and DSAC in pursuit of sound financial and administrative management, and enhanced governance.
	<b>Percentage ICT downtime</b> – tracking the ICT downtime to ensure that ICT systems are operating optimally.
	<b>Percentage of annual training plan implemented</b> – tracking the annual training plan to ensure that key training is done timeously.
<b>Key interventions of the Outcome, informing outputs of the annual performance plans over the period</b>	<ul style="list-style-type: none"> <li>Improved internal control environment and financial management.</li> <li>Ethics and integrity management.</li> <li>Business integration and optimisation and ICT support.</li> <li>Annual fixed asset register completed in compliance with Fixed Asset Policy.</li> <li>Effective legal and contract management.</li> <li>Human capital management and development.</li> <li>Employee relations and wellness.</li> <li>Performance management and development.</li> </ul>
<b>Considerations in relation to women, youth and people with disabilities</b>	<ul style="list-style-type: none"> <li>Achievement of preferential procurement and “set-aside” targets for procurement spend.</li> <li>Achievement of employment equity targets for the organisation.</li> </ul>

### Key enablers to support delivery of the Outcome

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

### Programme Recourse Considerations

	AUDITED OUTCOME			ESTIMATED PERFORMANCE	MEDIUM TERM EXPENDITURE ESTIMATES		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Programmes	R'000	R'000	R'000	R'000	R'000	R'000	R'000
1: ADMINISTRATION	44,604	40,354	44,571	56,775	59,174	56,743	60,554
<b>Total Expenditure</b>	<b>44,604</b>	<b>40,354</b>	<b>44,571</b>	<b>56,775</b>	<b>59,174</b>	<b>56,743</b>	<b>60,554</b>
<b>Economic Classification</b>							
Compensation to employees	20,920	21,072	20,824	21,391	24,500	26,097	27,798
Goods and services	2,589	2,776	2,394	4,314	3,804	4,036	4,283
Audit fees	1,690	1,096	1,870	2,227	2,283	2,443	2,614

Travel	1,611	131	256	937	1,002	1,072	1,148
Insurance	365	399	335	453	484	518	555
Telephone	87	167	85	119	128	136	146
Bank charges	120	105	110	118	126	135	145
Computer expenses	826	807	934	919	983	1,052	1,125
Marketing	651	350	638	628	672	719	769
Printing, postage & stationery	202	124	207	170	182	194	208
Training	310	207	311	333	421	450	482
Staff welfare	2	7	7	11	11	12	13
Recruitment expenses	33	0	171	120	127	136	145
R&m	2,361	2,495	4,231	11,657	10,281	4,581	4,902
Security	4,058	4,076	4,431	4,836	5,175	5,537	5,925
Electricity, water and other municipal costs	6,709	4,599	5,556	5,912	6,343	6,787	7,263
Cleaning	2,067	1,943	2,210	2,631	2,651	2,837	3,035
<b>Total Expenditure</b>	<b>44,604</b>	<b>40,354</b>	<b>44,571</b>	<b>56,775</b>	<b>59,174</b>	<b>56,743</b>	<b>60,554</b>

## Updated Key Risks

The table below reflects the key strategic risks identified by The Playhouse Company as at April 2022, and aligned to the Strategic Plan for 2020-2025, including risk mitigation measures.

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

OUTCOME	KEY RISK	RISK MITIGATION
<b>Outcome 3: Enhanced customer experience through accessible, high quality and well managed production and event venues and technical services</b>	<b><i>Ineffective Brand and Marketing Strategy:</i></b> <ul style="list-style-type: none"> <li>Inadequate Stakeholder Management Plan.</li> <li>Challenges with downward communication from the DSAC (timing of communication).</li> <li>Ineffective marketing strategy leading to decline in patronage.</li> <li>Negative publicity through various media elements.</li> </ul>	<ul style="list-style-type: none"> <li>Review of existing brand and marketing strategies.</li> <li>Preparation of an annual marketing strategy in line with the artistic plan.</li> <li>Secured partnerships with media houses, and proactive maintenance of media relationships.</li> <li>Ongoing monitoring of media reports.</li> <li>Robust response mechanism in place to respond to negative publicity.</li> <li>Conduct annual media sessions.</li> </ul>
<b>Outcome 4: A well-governed, productive and high-performing organisation</b>	<b><i>Stakeholder Management:</i></b> <ul style="list-style-type: none"> <li>Inadequate Stakeholder Management Plan.</li> <li>Challenges with downward communication from the DSAC (timing of communication).</li> <li>Alignment with DSAC annual performance plan (APP).</li> <li>Non-availability to meet with the Executive Authority.</li> <li>Diminishing audience.</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder Management Plan (Department, audience, staff, artists, sponsors, media, other government departments in the public sector, Council).</li> <li>Report back from DSAC (APP, quarterly reports and shareholders compact).</li> <li>Feedback received from junior staff.</li> <li>Impromptu customer surveys.</li> <li>Lobby government to assist with applicable legislation (DSAC) - Arts and Fundraising Committee in place.</li> </ul>

OUTCOME	KEY RISK	RISK MITIGATION
	<b>Funding:</b> <ul style="list-style-type: none"> <li>Lack of private funding.</li> <li>Lack/reduction of national government funding.</li> <li>Withdrawal of local and provincial government funding.</li> <li>Reserves could be recalled by National Treasury.</li> <li>Lack of secondary income.</li> <li>Inability to influence role players/certain funders.</li> <li>Lack of enabling legislation to attract and incentivise the private sector.</li> <li>Lack of enabling legislation to compel provincial and local government to fund the TPC.</li> </ul>	<ul style="list-style-type: none"> <li>Lobbying of key stakeholders.</li> <li>Proactive management of funding applications and contracts.</li> <li>Three-year funding commitment from National Government.</li> <li>Funding agreements with provincial governments reviewed annually.</li> <li>Effective forecasting, budget and actual spend monitoring processes in place.</li> <li>Reporting quarterly to the DSAC/National Treasury on how the surplus is being committed.</li> </ul>
	<b>Compliance to Laws and Regulations:</b> <ul style="list-style-type: none"> <li>Non-compliance with all applicable legislation (PFMA, BCEA, employment equity, etc.) and Treasury Regulations, governance and best practice, as well as alignment to NDP.</li> <li>Prolonged vacancies relating to Council/sub-committees (Cultural Act).</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive policies and procedures have been developed and rolled out across the organisation.</li> <li>Policies are reviewed annually.</li> <li>Effective monitoring governance structures are in place (Audit and Governance/various management forums).</li> <li>Newly appointed Council members undergo an induction once they are appointed.</li> <li>PFMA compliance checklist in place.</li> </ul>
	<b>Shortage of arts management and technical skills.</b>	<ul style="list-style-type: none"> <li>Internship programmes in place to develop skills required.</li> <li>National recruitment process in place to source necessary skills required.</li> <li>Ongoing training conducted for production staff.</li> </ul>



OUTCOME	KEY RISK	RISK MITIGATION
	<b><i>Alignment of IT to Business Needs:</i></b> <ul style="list-style-type: none"> <li>▪ Inadequate information and technology infrastructure/governance.</li> <li>▪ Vulnerability to cyber-attacks.</li> <li>▪ Lack of skilled personnel to operate IT infrastructure.</li> <li>▪ Inability to harness developing technology.</li> <li>▪ Lack of data ownership (outsourcing of data-related services).</li> <li>▪ Confidential information leaked out of the company.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Effective IT outsourced service provider.</li> <li>▪ Backup and recovery plans/ business continuity plans/effective firewalls in place/off-site backups at the Mayville premises.</li> <li>▪ IT Strategy in place.</li> <li>▪ IT Governance Policy in place.</li> <li>▪ Attendance of the annual international conference of performing arts and other industry related forums by the CEO (fundamental issues impacting the performing arts is discussed).</li> <li>▪ Continuous interactions with suppliers of new technologies and for stage equipment.</li> </ul>
	<b><i>Fraud, Bribery, Corruption and Theft.</i></b>	<ul style="list-style-type: none"> <li>▪ Fraud Prevention Plan in place.</li> <li>▪ Disclosure of Interest in place.</li> <li>▪ Fraud Hotline in place.</li> <li>▪ Vetting of potential employees/ service providers.</li> <li>▪ Financial reporting/SCM processes.</li> <li>▪ Effective disciplinary process in place.</li> <li>▪ Reporting to National Treasury on fraud incidents.</li> </ul>

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

## 5.2. PROGRAMME 2: BUSINESS DEVELOPMENT

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

## Outcomes, Outputs, Output Indicators and Annual Targets

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED/ACTUAL PERFORMANCES			ESTIMATED PERFORMANCE	MTEF PERIOD		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
1. A balanced artistic programme that provides opportunities for interaction across culture, race and class	Present an annual arts programme that bears testimony to a diverse and artistically remarkable body of stage works	Number of own productions produced and presented	70	52	40	40	50	53	53
		Number of productions presented in partnership with independent producers	30	22	6	6	15	20	20
		Number of productions / events presented by independent producers using Playhouse Company facilities	60	70	9	20	20	21	22
		Number of significant flagship productions presented	1	1	2	2	2	2	2
		Number of festivals / seasons presented	12	9	4	4	4	4	4
		Number of community conversation platforms facilitated	N/A	7	2	2	5	5	5
		Number of opportunities for indigenous art performance	2	3	2	2	2	2	2
	Broaden reach through growth in the number of artists involved, and the audiences attending, performances	Number of artists involved in staged productions	12 650	2 564	875	2 000	2,500	2500	2,500
		Audience attendance figure (paying and non-paying audience)	183 151	178 625	45 000	45 000	45,000	49 500	49 500
	Strengthen The Playhouse Company brand and market in-house productions	Number of stakeholder newsletter distributed annually	New Indicator	New Indicator	New Indicator	New Indicator	20	20	20
		Number of media feature pieces profiling The Playhouse Company - print and electronic	N/A	6	3	3	110	110	110

<b>2. Offer support for development of future theatre productions and arts practitioners</b>	Actively support targeted group development, including the development of future arts practitioners and entrepreneurs	Number of youth attending arts development programmes per annum	9 254	1 799	533	550	1,000	1,000	1,000
		Number of Community Arts mentorship programmes facilitated	1	1	1	1	3	3	3
		Number of Test Driving the Arts programmes facilitated	13	9	5	10	13	13	13
	Targeted interventions to develop future audiences and build performing arts appreciation	Number of schools programmes presented	3	4	1	1	3	3	3
		Number of Mobile Stage performances presented	72	0	5	0	20	30	40

## Indicators, Annual and Quarterly Targets

OUTCOME	OUTPUTS	OUTPUT INDICATORS	2023/24 ANNUAL TARGET	2023/24 QUARTERLY TARGETS			
				Q1	Q2	Q3	Q4
1. A balanced artistic programme that provides opportunities for interaction across culture, race and class	Present an annual arts programme that bears testimony to a diverse and artistically remarkable body of stage works	Number of own productions produced and presented	50	14	16	14	6
		Number of productions presented in partnership with independent producers	15	3	5	5	2
		Number of productions / events presented by independent producers using Playhouse Company facilities	20	5	7	6	2
		Number of significant flagship productions presented	2	0	1	0	1
		Number of festivals / seasons presented	4	1	1	1	1
		Number of community conversation platforms facilitated	5	2	2	1	0
		Number of opportunities for indigenous art performance	2	0	1	0	1
	Broaden reach through growth in the number of artists involved, and the audiences attending, performances	Number of artists involved in staged productions	2,500	500	650	850	500
		Audience attendance figure (paying and non-paying audience)	45,000	10,500	14,500	17,500	2,500
	Strengthen The Playhouse Company brand and market in-house productions	Number of stakeholder newsletter distributed annually	20	5	5	6	4

		Number of media feature pieces profiling The Playhouse Company - print and electronic	110	20	30	40	20
<b>2. Offer support for development of future theatre productions and arts practitioners</b>	Actively support targeted group development, including the development of future arts practitioners and entrepreneurs	Number of youth attending arts development programmes per annum	1000	150	200	300	350
		Number of Community Arts mentorship programmes facilitated	3	0	0	2	1
		Number of Test Driving the Arts programmes facilitated	13	2	4	5	2
	Targeted interventions to develop future audiences and build performing arts appreciation	Number of schools programmes presented	3	0	0	0	3
		Number of Mobile Stage performances presented	20	0	0	0	20

### Explanation of planned performance over the medium term period

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

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

**Outputs: Present an annual arts programme that bears testimony to a diverse and artistically remarkable body of stage works**  
**Broaden reach through growth in the number of artists involved, and the audiences attending, performances**  
**Strengthen The Playhouse Company brand and market in-house productions**

Contribution to MTSF 2019-2024 Priorities and Outcomes		Alignment to DSAC 2020-2025 Sector Outcomes and Interventions	
<p><b>Priority 5: Social cohesion and safe communities:</b></p> <p><u>2024 Impact:</u> A diverse socially cohesive society with a common national identity</p> <ul style="list-style-type: none"><li>▪ Fostering Constitutional values</li><li>▪ Equal opportunity, inclusion and redress</li><li>▪ Promoting social cohesion through increased interaction across space, race and class</li><li>▪ Promoting active citizenry and leadership</li><li>▪ Fostering a social compact</li></ul>		<p><b>Outcome 1: A diverse socially cohesive society with a common identity:</b></p> <ul style="list-style-type: none"><li>▪ Increase awareness of charter of positive values and national symbols.</li><li>▪ Equalising opportunities, inclusion and redress.</li><li>▪ Increase interaction across space, race and class (by facilitating opportunities for people to share space and experiences).</li></ul> <p><b>Outcome 2: Increased market share of and job opportunities in sport, cultural and creative industries:</b></p> <ul style="list-style-type: none"><li>▪ Support a range of sport, cultural and creative sector initiatives.</li><li>▪ Expansion in new and traditional creative industry markets.</li></ul>	
Rationale for selection of Output indicators	Number of own productions produced and presented - tracking the number of own productions staged at The Playhouse.		
	Number of productions presented in partnership with independent producers - tracking the number of productions presented in partnership with independent producers.		
	Number of productions / events presented by independent producers using Playhouse Company facilities - tracking the number of productions / events presented by independent producers using Playhouse Company facilities		
	Number of significant flagship productions presented - tracking the number of significant flagship productions presented.		
	Number of festivals / seasons presented - tracking the number of festivals / seasons presented.		

	<b>Number of community conversation platforms facilitated</b> - tracking the number of community conversation platforms facilitated.
	<b>Number of opportunities for indigenous art performance</b> - tracking the number of opportunities for indigenous art performance.
	<b>Number of artists involved in staged productions</b> – tracking the total number of artists involved in the performances staged at The Playhouse Company. This is the total number of artists involved in performances staged by all production categories.
	<b>Audience attendance figure (paying and non-paying audience)-</b> tracking the number of audience members at The Playhouse, for all performances.
	<b>Audience attendance figure (paying)-</b> tracking the number of paying audience members at The Playhouse, for all performances.
	<b>Number of stakeholder newsletter distributed annually-</b> tracking the number of stakeholder newsletter distributed annually
	<b>Number of media feature pieces profiling The Playhouse Company - print and electronic-</b> tracking the number of media feature pieces profiling The Playhouse Company - print and electronic platforms utilised
	<b>Number of media feature pieces profiling The Playhouse Company - print and electronic-</b> tracking the number of media feature pieces profiling The Playhouse Company - print and electronic.
<b>Key interventions of the Outcome, informing outputs of the annual performance plans over the period</b>	<ul style="list-style-type: none"> <li>Plan and present an annual arts programme that bears testimony to a diverse and artistically remarkable body of stage works.</li> </ul>
<b>Considerations in relation to women, youth and people with disabilities</b>	<ul style="list-style-type: none"> <li>The emphasis of content and production support programmes is on the youth, with a targeted focus on women and people with disabilities.</li> </ul>



### Key enablers to support delivery of the Outcome

- Comprehensive annual Arts Plan timeously developed and widely communicated.
- Effective monitoring and reporting processes in place with respect to the Arts Plan.
- Fundraising and marketing activities to support the Arts Plan.
- Partnerships and strategic alliances are absolutely necessary – cannot make an impact on own.

### Output: Actively support targeted group development, including the development of future arts practitioners and entrepreneurs

Equity in artistic programming ensured

Targeted interventions to develop future audiences and build performing arts appreciation

Contribution to MTSF 2019-2024 Priorities and Outcomes	Alignment to DSAC 2020-2025 Sector Outcomes and Interventions
<p><b>Priority 1: Economic transformation and job creation:</b></p> <p><u>2024 Impact:</u> Unemployment reduced to 20%-24% with 2 million new jobs especially for youth; economic growth of 2%-3% and growth in levels of investment to 23% of GDP</p> <ul style="list-style-type: none"> <li>▪ More decent jobs created and sustained, with youth, women and persons with disabilities prioritised</li> <li>▪ Increased economic participation, ownership, access to resources, opportunities and wage equality for women, youth and persons with disabilities</li> </ul> <p><b>Priority 2: Education, skills and health:</b></p> <p><u>2024 Impact:</u> A skilled and capable workforce to support an inclusive growth path</p> <ul style="list-style-type: none"> <li>▪ Youths leaving the schooling system more prepared to contribute towards a prosperous and equitable South Africa</li> <li>▪ Skills needed for the economy</li> </ul>	<p><b>Outcome 2: Increased market share of and job opportunities in sport, cultural and creative industries:</b></p> <ul style="list-style-type: none"> <li>▪ Support a range of sport, cultural and creative sector initiatives.</li> <li>▪ Expansion in new and traditional creative industry markets.</li> <li>▪ Increased economic participation by historically disadvantaged groups.</li> </ul> <p><b>Outcome 3: Transformed, capable and professional sport, arts and culture sector:</b></p> <ul style="list-style-type: none"> <li>▪ Increase awareness of SAC offerings and opportunities</li> <li>▪ Capacity building in SAC sector.</li> <li>▪ SAC practitioners achieve success at international events.</li> <li>▪ Capacitate, organise and professionalise the SAC sector.</li> </ul>

<b>Rationale for selection of Output indicators</b>	<b>Number of youth attending arts development programmes per annum</b> - tracking the number of youth attending arts development programmes that benefit directly from various work opportunities at The Playhouse Company.
	<b>Number of Community Arts mentorship programmes facilitated</b> - tracking the number of Community Arts mentorship programmes facilitated that support social cohesion at The Playhouse.
	<b>Number of Test Driving the Arts programmes facilitated</b> - tracking the number of Test Driving the Arts programmes facilitated that support social cohesion at The Playhouse.
	<b>Number of schools programmes presented</b> - tracking the number of schools programmes presented that support social cohesion at The Playhouse
	<b>Number of Mobile Stage productions presented</b> - tracking the number of Mobile Stage productions presented that support social cohesion at The Playhouse
<b>Key interventions of the Outcome, informing outputs of the annual performance plans over the period</b>	<ul style="list-style-type: none"> <li>Actively support youth development, including the development of future arts practitioners and entrepreneurs.</li> <li>Targeted interventions to develop future audiences and build performing arts appreciation.</li> <li>Partnerships and strategic alliances are absolutely necessary – cannot make an impact on own.</li> </ul>
<b>Considerations in relation to women, youth and people with disabilities</b>	<ul style="list-style-type: none"> <li>The emphasis of the training and development and outreach programmes is on the youth, with a targeted focus on women and people with disabilities.</li> </ul>
<b>Key enablers to support delivery of the Outcome</b>	<ul style="list-style-type: none"> <li>Artistic panel and peer review process to ensure previously marginalised group participation targets are met.</li> <li>Actively measure sustainability, development and graduation of artists - therefore, need improved tracking and monitoring systems – strengthen information, records, monitoring and evaluation, and research.</li> <li>Explore the possibility of leveraging successful artists that have been supported to mentor new applicants.</li> </ul>

## Programme Recourse Considerations

	AUDITED OUTCOME			ESTIMATED PERFORMANCE	MEDIUM TERM EXPENDITURE ESTIMATES		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Programmes	R'000	R'000	R'000	R'000	R'000	R'000	R'000
1: BUSINESS DEVELOPMENT	30,418	24,988	31,807	33,204	39,729	40,254	42,254
<b>Total Expenditure</b>	<b>30,418</b>	<b>24,988</b>	<b>31,807</b>	<b>33,204</b>	<b>39,729</b>	<b>40,254</b>	<b>42,254</b>
<b>Economic Classification</b>							
Compensation to employees	16,447	15,015	15,551	17,405	22,312	23,762	25,307
Goods and services	480	223	199	263	332	356	381
Production costs	12,826	9,214	15,573	14,846	16,346	15,346	15,721
Repairs & maintenance	128	103	78	154	165	176	188
Consumables	243	226	174	200	214	229	245
Travel and subsistence	70	16	44	34	29	31	34
Telephone	82	65	73	93	94	101	108
Protective clothing	142	126	114	208	236	253	271
<b>Total Expenditure</b>	<b>30,418</b>	<b>24,988</b>	<b>31,807</b>	<b>33,204</b>	<b>39,729</b>	<b>40,254</b>	<b>42,254</b>

## Updated Key Risks

The table below reflects the key strategic risks identified by The Playhouse Company as at April 2022, and aligned to the Strategic Plan for 2020-2025, including risk mitigation measures.

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

OUTCOME	KEY RISK	RISK MITIGATION
<b>Outcome 1: Produce and present a balanced artistic programme</b>	Nonalignment of the Arts Plan to the NDP and MTSF outcome objectives as mandated to Department of Sport, Arts and Culture (DSAC), as relevant to The Playhouse Company.	<ul style="list-style-type: none"> <li>Comprehensive Arts Plan has been timeously developed in terms of DSAC and NDP mandate (includes both professional and developmental productions).</li> <li>Effective monitoring and reporting processes in place with respect to the Arts Plan.</li> <li>Stringent planning process in place for the Arts programme.</li> <li>Quarterly reporting to DSAC and Council on status of the APP.</li> <li>Fundraising activities in place.</li> </ul>
	Impact of Covid-19 on the organisation	<ul style="list-style-type: none"> <li>Covid 19 strategy in place</li> <li>Covid 19 communication plan in place</li> <li>Covid 19 workplace plan implemented</li> <li>Covid 19 scenario impact created and implemented</li> <li>Induction Training plan for staff returning to the office created and implemented</li> <li>Emergency internal communication channels in place</li> <li>Protocols in place to ensure the entity complies with all Covid 19 health and safety protocols to make patrons, staff and actors feel safe</li> <li>Covid 19 roll out plan updated with latest regulations regarding patrons and artists allowed in the theatre and stage</li> <li>APP and budgets adjusted accordingly</li> </ul>
<b>Outcome 2: Offer support for development of future theatre productions and arts practitioners</b>	<b><i>Maintenance of and investment in infrastructure:</i></b> <ul style="list-style-type: none"> <li>Lack of capital funding for ageing infrastructure.</li> <li>Inadequately maintained infrastructure leading to production disruptions and loss of competitive advantage.</li> </ul>	<ul style="list-style-type: none"> <li>Collated and aligned infrastructural funding resources and needs from various streams into the annual budget.</li> <li>User-Immovable Asset Management Plan (U-AMP) application forwarded to DSAC on an annual basis.</li> <li>Comprehensive infrastructure support and safety plan is in place.</li> <li>Maintenance policy and plan is in place.</li> </ul>

OUTCOME	KEY RISK	RISK MITIGATION
	<ul style="list-style-type: none"> <li>Non-alignment of ownership, maintenance and utilities-related costs.</li> <li>Assets may not be safeguarded and insured accordingly.</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with relevant regulation.</li> <li>Interest income utilised to fund maintenance needs.</li> <li>Equipment upgrade and replacement plan has been developed, implemented and monitored by management on a monthly basis.</li> <li>Physical and financial security.</li> </ul>
	<p><b>Emerging Technological relevance:</b></p> <ul style="list-style-type: none"> <li>Technically out-dated equipment/unreliable equipment due to poor maintenance.</li> <li>Non-availability of modern technical equipment.</li> </ul>	<ul style="list-style-type: none"> <li>Latest trends and ongoing engaging with peers from other organisation relating to latest equipment.</li> <li>Equipment upgrade and replacement plan has been developed, implemented and monitored by management on a monthly basis.</li> <li>Conducting market trends of technical equipment.</li> </ul>

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

## 6. THE PLAYHOUSE COMPANY FINANCIAL PLAN AND ANNUAL BUDGET FOR 2023/24 AND THE MTEF

### 6.1. PROJECTED BALANCE SHEET FOR 2023/24

	AUDITED OUTCOME				CURRENT	MEDIUM TERM EXPENDITURE ESTIMATES		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
					Revised			
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
<b>ASSETS</b>								
Current assets	90,697	91,526	89,176	93,644	61,966	35,403	9,629	(18,478)
Inventory	515	667	552	547	500	500	500	500
Trade and other receivables from exchange transactions	2,123	1,442	1,059	1,202	1,000	1,000	750	750
Cash and cash equivalents	88,059	89,417	87,565	91,896	60,466	33,903	8,379	(19,728)
Non-current assets	200,148	189,491	186,085	180,033	191,713	202,311	213,337	214,412
Property, plant and equipment	111,217	100,389	96,777	86,860	102,375	112,944	123,942	124,990
Intangible assets	601	772	978	1,099	1,008	1,037	1,065	1,092
Heritage assets	88,330	88,330	88,330	92,073	88,330	88,330	88,330	88,330
<b>Total assets</b>	<b>290,845</b>	<b>281,017</b>	<b>275,261</b>	<b>273,678</b>	<b>253,680</b>	<b>237,715</b>	<b>222,967</b>	<b>195,934</b>
<b>LIABILITIES</b>								
Current liabilities	8,704	6,357	7,550	7,037	8,000	7,500	8,000	8,500
Trade and other payables from exchange transactions	8,704	6,357	7,550	7,037	8,000	7,500	8,000	8,500
Non-current liabilities	0	0	0	0	0	0	0	0
Finance lease liability								
Non-current provisions								
<b>Total liabilities</b>	<b>8,704</b>	<b>6,357</b>	<b>7,550</b>	<b>7,037</b>	<b>8,000</b>	<b>7,500</b>	<b>8,000</b>	<b>8,500</b>
<b>NET ASSETS</b>								
Accumulated surplus / (deficit)	282,141	274,661	267,711	266,640	245,680	230,215	214,967	187,434
Capital fund/ Deferred government grant	266,886	253,678	237,045	226,949	226,949	210,984	196,486	169,453
	15,255	20,983	30,666	39,691	18,731	19,231	18,481	17,981
<b>Total net assets and liabilities</b>	<b>290,845</b>	<b>281,017</b>	<b>275,261</b>	<b>273,677</b>	<b>253,680</b>	<b>237,715</b>	<b>222,967</b>	<b>195,934</b>

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

## 6.2. PROJECTED INCOME STATEMENT FOR 2023/24

	AUDITED OUTCOME					MEDIUM TERM EXPENDITURE ESTIMATES			
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
					Revised				
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	
Revenue									
Entity revenue	23,105	19,559	9,856	14,985	8,299	9,511	7,157	7,414	
Sale of goods and services other than capital assets	4,906	4,228	119	577	898	1,754	1,842	1,934	
Entity revenue other than sales	18,199	15,332	9,737	14,408	7,401	7,757	5,315	5,481	
Transfers received	85,771	64,077	56,407	66,110	69,692	73,427	75,343	68,361	
TOTAL REVENUE	108,876	83,637	66,263	81,095	77,991	82,938	82,499	75,775	
Expenditure by Economic classification									
Current payments	104,010	96,846	82,895	91,192	89,979	98,903	96,997	102,808	
Compensation of employees	37,461	37,367	36,087	36,379	38,796	46,812	49,859	53,105	
Salaries and wages	32,727	32,488	31,557	31,849	33,360	40,629	43,274	46,092	
Social contributions	4,734	4,879	4,531	4,529	5,437	6,183	6,585	7,013	
Goods and services	48,429	42,836	37,043	45,727	51,183	52,091	47,138	49,703	
Of which 1									
Agency and support / outsourced services									
Advertising	1,046	762	375	673	699	750	802	858	
Audit costs	1,353	1,690	1,096	1,870	2,227	2,283	2,443	2,614	
Bank Charges	160	120	105	110	118	126	135	145	
Board costs	644	992	166	307	859	1,019	1,090	1,166	
Catering: internal activities	60	42	33	56	58	59	63	68	
Communication	272	245	301	223	292	307	329	352	
Computer services	624	751	833	973	934	1,002	1,072	1,147	
Consultants	25	44	231	76	80	86	92	98	
Contractors	5,574	5,984	5,902	6,539	7,345	7,696	8,235	8,811	
Inventory	298	248	0	0	0	0	0	0	
Legal fees	182	201	279	0	41	44	47	50	
Non life insurance	438	365	399	335	453	484	518	555	
Printing and publication	409	335	252	343	300	324	347	371	
Property payments	5,071	6,814	4,730	5,647	6,076	6,519	6,975	7,464	
Repairs and maintenance	3,218	3,624	3,470	5,246	13,722	11,661	6,057	6,481	
Training and staff development	457	342	207	471	453	548	586	627	



Travel and subsistence	1,059	980	67	219	423	443	474	507
Venue and facilities	322	630	429	552	589	630	674	721
Other	27,216	18,667	18,166	22,087	16,515	18,111	17,199	17,669
Depreciation	18,119	16,643	9,765	9,086	0	0	0	0
Losses from	0	0	0	0	0	0	0	0
Sale of fixed assets	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURE</b>	<b>104,010</b>	<b>96,846</b>	<b>82,895</b>	<b>91,192</b>	<b>89,979</b>	<b>98,903</b>	<b>96,997</b>	<b>102,808</b>
<b>NET SURPLUS / (DEFICIT)</b>	<b>4,867</b>	<b>(13,209)</b>	<b>(16,632)</b>	<b>(10,096)</b>	<b>(11,988)</b>	<b>(15,965)</b>	<b>(14,498)</b>	<b>(27,033)</b>

### 6.3. OPERATIONAL CASH FLOW PROJECTIONS FOR 2023/24

	AUDITED OUTCOME				Current	MEDIUM TERM EXPENDITURE ESTIMATES		
The budget information (Medium term estimate) is done on accrual basis:	2018/19	2019/20	2020/21	2021/22	2022/23*	2023/24*	2024/25*	2025/26*
					Revised			
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000

<b>Cash receipts from stakeholders</b>	<b>111,306</b>	<b>83,638</b>	<b>71,319</b>	<b>81,095</b>	<b>77,991</b>	<b>82,938</b>	<b>82,499</b>	<b>75,775</b>
Sales of goods and services other than capital assets	14,937	12,973	285	11,258	3,699	4,911	5,157	5,414
Sales of goods and services produced by department (excl. capital assets)	14,937	12,973	285	11,258	3,699	4,911	5,157	5,414
Sales by market establishments	14,937	12,973	285	11,258	3,699	4,911	5,157	5,414
Transfers received	89,333	64,077	66,919	66,110	69,692	73,427	75,343	68,361
Executive Authority (DSAC)	80,676	53,436	60,475	57,536	61,193	64,928	67,844	60,487
Provincial governments	8,657	9,141	5,944	8,574	8,499	8,499	7,499	7,874
Local governments	0	1,500	500	0	0	0	0	0
Interest and rent on land	7,036	6,588	4,116	3,727	4,600	4,600	2,000	2,000
Interest	7,036	6,588	4,116	3,727	4,600	4,600	2,000	2,000
<b>Cash paid to stakeholders</b>	<b>85,112</b>	<b>74,933</b>	<b>71,388</b>	<b>76,240</b>	<b>89,979</b>	<b>98,903</b>	<b>96,997</b>	<b>102,808</b>
Current payments	79,293	74,933	71,388	76,240	89,979	98,903	96,997	102,808
Compensation of employees	37,461	37,367	36,087	36,379	38,796	46,812	49,859	53,105
Salaries and wages	32,727	32,488	31,557	31,849	33,360	40,629	43,274	46,092
Social contributions	4,734	4,879	4,531	4,529	5,437	6,183	6,585	7,013
Goods and services	41,880	37,566	35,301	39,861	51,183	52,091	47,138	49,703

Advertising	1,046	762	375	673	699	750	802	858
Audit costs	1,353	1,690	1,096	1,870	2,227	2,283	2,443	2,614
Bank charges	160	120	105	110	118	126	135	145
Board costs	644	992	166	307	859	1,019	1,090	1,166
Catering: internal activities	60	42	33	56	58	59	63	68
Communication	272	245	301	223	292	307	329	352
Computer services	624	751	833	973	934	1,002	1,072	1,147
Consultants	25	44	231	76	80	86	92	98
Contractors	5,574	5,984	5,902	6,539	7,345	7,696	8,235	8,811
Entertainment								
Inventory	298	248	0	0	0	0	0	0
Legal fees	182	201	279	0	41	44	47	50
Non life insurance	438	365	399	335	453	484	518	555
Printing and publication	409	335	252	343	300	324	347	371
Property payments	5,071	6,814	4,730	5,647	6,076	6,519	6,975	7,464
Repairs and maintenance	3,218	3,624	3,470	5,246	13,722	11,661	6,057	6,481
Training and staff development	457	342	207	471	453	548	586	627
Travel and subsistence	1,059	980	67	219	423	443	474	507
Venues and facilities	322	630	429	552	589	630	674	721
Other unclassified expenditure	20,667	13,398	16,424	16,222	16,515	18,111	17,199	17,669
Of which								
Productions	19,964	12,827	14,874	15,573	14,846	16,346	15,346	15,721
Health and safety	703	571	1,050	649	1,169	1,265	1,353	1,448
Insurance								
Contingency	0	0	500	0	500	500	500	500
Transfer and subsidies	5,819	0	0	0	0	0	0	0
Other government units	5,819	0	0	0	0	0	0	0
Municipalities	5,819	0	0	0	0	0	0	0
<b>Cash flow from operating activities</b>	<b>26,194</b>	<b>8,704</b>	<b>(69)</b>	<b>4,855</b>	<b>(11,988)</b>	<b>(15,965)</b>	<b>(14,498)</b>	<b>(27,033)</b>
<b>Cash flow from investing activities</b>	<b>(28,783)</b>	<b>(5,990)</b>	<b>(8,691)</b>	<b>(3,181)</b>	<b>(19,442)</b>	<b>(10,598)</b>	<b>(11,026)</b>	<b>(1,075)</b>
Acquisition of property, plant, equipment & intangible assets	(28,783)	(5,990)	(8,691)	(3,181)	(19,442)	(10,598)	(11,026)	(1,075)
Buildings: non-residential	(27,364)	(1,184)	(6,434)	(1,855)	(17,837)	(9,873)	(10,301)	(350)
Transport equipment	0	0	0	0	(600)	0	0	0
Furniture and office equipment	(642)	(412)	(761)	(299)	(580)	(300)	(300)	(300)
Other machinery and equipment	(344)	(3,141)	(7)	(521)	(200)	(200)	(200)	(200)
Software and other intangible assets	(106)	(513)	(605)	(429)	(30)	(29)	(28)	(27)
Computer equipment	(327)	(740)	(884)	(77)	(195)	(196)	(197)	(198)

Proceeds from sale of ppe	0	0	0	0	0	0	0	0
<b>Cash flow from financing activities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Deferred Income	0	0	0	0	0	0	0	0
Departmental transfer								
<b>Net (decrease) / increase in cash and cash equivalents</b>	<b>(2,589)</b>	<b>2,714</b>	<b>(8,760)</b>	<b>1,675</b>	<b>(31,430)</b>	<b>(26,563)</b>	<b>(25,524)</b>	<b>(28,108)</b>

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

## 7. PUBLIC ENTITIES

The Playhouse Company does not have any Public Entities.

## 8. INFRASTRUCTURE PROJECTS

Not applicable to The Playhouse Company.

## 9. OUTCOME 1: PRODUCE AND PRESENT A BALANCED ARTISTIC PROGRAMME

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

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

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

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

<b>Indicator Title 1.4</b>	<b>Number of significant flagship productions presented</b>
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<b>Definition</b>	Tracking the number of flagship productions presented
<b>Source of data</b>	Production schedule
<b>Method of Calculation/ Assessment</b>	Simple count of the number of productions produced and presented
<b>Means of verification</b>	Performance schedule, contracts and approved budget
<b>Assumptions</b>	Production funding will be received from provincial and local government
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Cumulative (Year-to-Date)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Actual performance that is higher than targeted performance is desirable
<b>Indicator Responsibility</b>	Arts Manager

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

<b>Desired Performance</b>	Actual performance that is higher than targeted performance is desirable
<b>Indicator Responsibility</b>	Arts Manager

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

<b>Indicator Title 1.7</b>	<b>Number of opportunities for indigenous art performance</b>
<b>Definition</b>	Tracking the number of opportunities for indigenous art performance
<b>Source of data</b>	Production schedule
<b>Method of Calculation/ Assessment</b>	Simple count of the number of opportunities for indigenous art performance
<b>Means of verification</b>	Performance schedule, contracts and approved budget
<b>Assumptions</b>	Production funding will be received from provincial and local government



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

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

<b>Indicator Title 1.9</b>	<b>Audience attendance figure (paying and non-paying audience) for all performances</b>
<b>Definition</b>	Tracking the total number of audience members at The Playhouse over the period, for all performances.
<b>Source of data</b>	Monthly and quarterly production reports
<b>Method of Calculation/ Assessment</b>	Simple count of the number of audience members at The Playhouse, for all performances.
<b>Means of verification</b>	Performance schedule, approved budget and ticket pro reports
<b>Assumptions</b>	Production funding will be received from provincial and local government
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Cumulative (Year-to-Date)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Actual performance that is higher than targeted performance is desirable
<b>Indicator Responsibility</b>	Marketing Manager

<b>Indicator Title 1.10</b>	<b>Number of stakeholder newsletter distributed annually</b>
<b>Definition</b>	Tracking the number of stakeholder newsletter distributed annually
<b>Source of data</b>	Quarterly marketing reports
<b>Method of Calculation/ Assessment</b>	Simple count of the number of stakeholder newsletter distributed
<b>Means of verification</b>	Quarterly Marketing reports
<b>Assumptions</b>	Marketing reports will accurately capture all Playhouse Company news reported in the stakeholder newsletters
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable

<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Cumulative (Year-to-Date)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Actual performance that is higher than targeted performance is desirable
<b>Indicator Responsibility</b>	Marketing manager

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

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

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

<b>Indicator Title 2.2</b>	<b>Number of Community Arts mentorship programmes facilitated</b>
<b>Definition</b>	Tracking the number of Community Arts mentorship programmes facilitated
<b>Source of data</b>	Production schedule
<b>Method of Calculation/ Assessment</b>	Simple count of the number of Community Arts mentorship programmes facilitated
<b>Means of verification</b>	Performance schedule, contracts and approved budget
<b>Assumptions</b>	Production funding will be received from provincial and local government

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

<b>Indicator Title 2.43</b>	<b>Number of Test Driving the Arts programmes facilitated</b>
<b>Definition</b>	Tracking the number of Test Driving the Arts programmes facilitated
<b>Source of data</b>	Production schedule
<b>Method of Calculation/ Assessment</b>	Simple count of the number of Test Driving the Arts programmes facilitated
<b>Means of verification</b>	Performance schedule, contracts and approved budget
<b>Assumptions</b>	Production funding will be received from provincial and local government
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Cumulative (Year-to-Date)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Actual performance that is higher than targeted performance is desirable
<b>Indicator Responsibility</b>	Artistic Director

<b>Indicator Title 2.4</b>	<b>Number of schools programmes presented</b>
<b>Definition</b>	Tracking the number of schools programmes presented

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

<b>Indicator Title 2.5</b>	<b>Number of Mobile Stage productions presented</b>
<b>Definition</b>	Tracking the number of Mobile Stage productions presented
<b>Source of data</b>	Production schedule
<b>Method of Calculation/ Assessment</b>	Simple count of the number of Mobile Stage productions presented
<b>Means of verification</b>	Performance schedule, contracts and approved budget
<b>Assumptions</b>	Production funding will be received from provincial and local government
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>▪ Not applicable</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>▪ Not applicable</li> </ul>
<b>Calculation Type</b>	<ul style="list-style-type: none"> <li>▪ Cumulative (Year-to-Date)</li> </ul>
<b>Reporting Cycle</b>	Quarterly

<b>Desired Performance</b>	Actual performance that is higher than targeted performance is desirable
<b>Indicator Responsibility</b>	Arts Manager

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

<b>Indicator Title 3.1</b>	Percentage implementation of yearly repairs, maintenance and upgrade plan for the facilities management department
<b>Definition</b>	Tracking the percentage spent on repairs and maintenance
<b>Source of data</b>	Pastel reports
<b>Method of Calculation/ Assessment</b>	<u>Calculation:</u> <ul style="list-style-type: none"> <li>▪ Numerator - Repairs and maintenance work performed per quarter</li> <li>▪ Denominator – Budgeted repairs and maintenance activities per quarter</li> </ul>
<b>Means of verification</b>	Pastel GL reports, invoices and budgets
<b>Assumptions</b>	Operation grant funding will be received from Department of Sport, Arts and Culture
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Cumulative (Year-to-Date)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Actual repairs and maintenance work performed greater than the planned repairs and maintenance is desirable
<b>Indicator Responsibility</b>	Facilities manager

<b>Indicator Title 3.2</b>	Percentage implementation of health and safety plan
<b>Definition</b>	Report on a quarterly basis on the implementation of the health and safety plan
<b>Source of data</b>	Minutes of meetings/ Pastel Reports etc
<b>Method of Calculation/ Assessment</b>	<u>Calculation:</u> <ul style="list-style-type: none"> <li><input type="checkbox"/> Numerator - Health and safety plan work performed per quarter</li> <li><input type="checkbox"/> Denominator – Budgeted health and safety plan activities per quarter</li> </ul>



<b>Means of verification</b>	<ul style="list-style-type: none"> <li>Pastel GL reports, invoices and budgets</li> </ul>
<b>Assumptions</b>	Operation grant funding will be received from Department of Sport, Arts and Culture
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Non-Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	To achieve the quarterly targets
<b>Indicator Responsibility</b>	Facilities manager

<b>Indicator Title 3.3</b>	<b>Percentage implementation of yearly maintenance plan for stage and technical services</b>
<b>Definition</b>	Tracking the percentage spent on repairs and maintenance for stage and technical services
<b>Source of data</b>	Maintenance meeting minutes
<b>Method of Calculation/ Assessment</b>	<u>Calculation:</u> <ul style="list-style-type: none"> <li>Numerator – Actual repairs and maintenance work performed per quarter</li> <li>Denominator – Budgeted repairs and maintenance work planned per quarter</li> </ul>
<b>Means of verification</b>	Pastel GL reports, invoices and budgets
<b>Assumptions</b>	Operation grant funding will be received from Department of Sport, Arts and Culture
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Cumulative (Year-to-Date)
<b>Reporting Cycle</b>	Quarterly

<b>Desired Performance</b>	All items on STS monthly Maintenance list completed
<b>Indicator Responsibility</b>	Technical Manager

## 12. OUTCOME 4: A WELL-GOVERNED, PRODUCTIVE AND HIGH-PERFORMING ORGANISATION

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

<b>Indicator Title 4.2</b>	<b>Percentage critical findings raised per internal audit quarterly report addressed</b>
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<b>Definition</b>	Tracking the Percentage critical findings raised per internal audit quarterly report addressed
<b>Source of data</b>	Internal audit reports
<b>Method of Calculation/ Assessment</b>	<u>Calculation:</u> <ul style="list-style-type: none"> <li>▪ Numerator – Actual critical findings raised per internal audit report</li> <li>▪ Denominator – Total findings raised per internal audit report</li> </ul>
<b>Means of verification</b>	Verification – Information contained in the Internal Audit Reports.
<b>Assumptions</b>	None
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Cumulative (Year-to-Date)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Actual performance that is lower than targeted performance is desirable
<b>Indicator Responsibility</b>	CFO

<b>Indicator Title 4.3</b>	<b>Quarterly management accounts to be distributed to key stakeholders 30 days after each quarter</b>
<b>Definition</b>	Quarterly management accounts is completed by required timeframe, and submitted to key stakeholders
<b>Source of data</b>	Trading results and performance information
<b>Method of Calculation/ Assessment</b>	Extracting trading results from reporting system and submission of performance information targets achieved by departments
<b>Means of verification</b>	Verification: <ul style="list-style-type: none"> <li>▪ Pastel trading results</li> <li>▪ Portfolio of evidence maintained by departments</li> </ul>
<b>Assumptions</b>	The trading results are accurate and complete. Portfolio of evidence maintained is complete and accurate
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable

<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Non-Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	To achieve the quarterly targets
<b>Indicator Responsibility</b>	CFO

<b>Indicator Title 4.4</b>	<b>Percentage Information and communications technology (ICT) downtime</b>
<b>Definition</b>	Tracking the Percentage Information and communications technology (ICT) downtime
<b>Source of data</b>	IT reports
<b>Method of Calculation/ Assessment</b>	<u>Calculation:</u> <ul style="list-style-type: none"> <li>▪ Numerator – Actual ICT down time during the quarter</li> <li>▪ Denominator – Budgeted ICT time during the quarter</li> </ul>
<b>Means of verification</b>	Verification – Information contained in the IT Reports.
<b>Assumptions</b>	None
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Cumulative (Year-to-Date)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Actual performance that is lower than targeted performance is desirable
<b>Indicator Responsibility</b>	CFO

<b>Indicator Title 4.5</b>	<b>Number of annual training plan interventions implemented</b>
<b>Definition</b>	Tracking the Number of annual training plan interventions implemented
<b>Source of data</b>	HR reports
<b>Method of Calculation/ Assessment</b>	Simple count of the total number of annual training plan interventions implemented
<b>Means of verification</b>	Verification – Information contained in the HR Reports and Pastel.
<b>Assumptions</b>	None
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Cumulative (Year-to-Date)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Actual performance that is equal to targeted performance is desirable
<b>Indicator Responsibility</b>	HR Manager

### ANNEXURE A: AMENDMENTS TO THE STRATEGIC PLAN

Not applicable for 2023/24.

### ANNEXURE B: CONDITIONAL GRANTS

Not applicable to The Playhouse Company.

### ANNEXURE C: CONSOLIDATED INDICATORS

Not applicable to The Playhouse Company.

### ANNEXURE D: DISTRICT DELIVERY MODEL

Not applicable to the work of The Playhouse Company.

### ANNEXURE E: MATERIALITY AND SIGNIFICANCE FRAMEWORK

#### Background

In terms of the Public Finance Management Act (PFMA) an accounting authority must develop and agree a framework of acceptable levels of materiality and significance in consultation with the external auditors.

Information is material if its omission or misstatement could influence the economic decisions of users taken on the basis of the financial statements. Furthermore, materiality depends on the size of the item or error judged in the particular circumstances of its omission or misstatement.

The materiality framework has been developed after taking into account both quantitative and qualitative aspects.

#### Quantitative Aspects

The Playhouse Company's level of materiality was based on the budgeted figures for the year ended 31 March 2024.

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

1. Revenue and operational expenditure: 1%  
Operational expenditure = R 99 million  
Materiality is therefore  $R\ 99m \times 1\% = R\ 990\ 000$
2. Assets and liabilities: 1%  
Total assets = R 238 million  
Materiality is therefore  $R\ 238m \times 1\% = R\ 2\ 380\ 000$
3. Final Materiality is the average of the two and set at R 1.685 million



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

## POLICY DOCUMENT CONTROL PAGE

<b>SUPERSEDES</b>	Version 3 approved on 29 July 2019
<b>DETAILS</b>	Description of Amendments
	Various amendments proposed by the Internal Auditors in the Review of Council Charters

### ORIGINATOR

<b>Prepared by</b>	Amar Mohanparasadh
<b>Designation</b>	Chief Financial Officer
<b>Custodian</b>	Linda Bukhosini
<b>Designation</b>	Chief Executive Officer

### BOARD AND EXECUTIVE APPROVAL

<b>Referred for approval</b>	CEO
<b>Date of Referral</b>	24 March 2022
<b>Approved by</b>	Council
<b>Approval Date</b>	29 March 2022
<b>Executive Director</b>	

### CIRCULATION

<b>Issue Date</b>	29 March 2022
<b>Circulated by</b>	Chief Financial Officer
<b>Issued to</b>	



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**PLAYHOUSE COMPANY COUNCIL CONSTITUTION  
AND  
ETHICAL CODE OF CONDUCT**

**1. INTRODUCTION**

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

**2. CORPORATE BODY**

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

### 3. **THE COUNCIL**

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

## 4 **CODE OF CONDUCT AND ETHICS FOR MEMBERS OF THE COUNCIL**

- 4.1 The Council hereby adopts a Code of Conduct and Ethics as set out below.

### 4.2 **Good corporate governance**

The Playhouse Company, in terms of Section 4, of the CI Act, constitutes a corporate body and accordingly, the Playhouse Company, the Council and all members shall be required to comply with the principles of good corporate governance which will include, but not be limited to, the following:

- 4.2.1 transparency and representivity in respect of the appointment of members as contemplated in Section 5 of the CI Act;
- 4.2.2 accountability in respect of any conduct by, and in respect of all matters directed and controlled by the Council or members;
- 4.2.3 diligence and integrity by members in the performance of all their duties and functions as contemplated by Section 8 of the CI Act;

- 4.2.4 competence and skill by members in the performance of their duties and functions as contemplated by Section 8 of the CI Act;
- 4.2.5 due compliance by the Council and all members with all provisions stipulated by the CI Act, all Regulations promulgated in respect of the Playhouse Company in terms of Section 16 of the CI Act ("the Regulations"), and of this Code.

#### 4.3 **Fiduciary responsibility**

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

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

#### 4.4 **Complaints Procedure**

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

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

#### 4.5 **Communications internally**

- 4.5.1 Members, other than the Chief Executive Officer ("CEO"), shall not individually, or as a Council, direct any communication of whatsoever nature directly to an employee, agent or consultant of the Playhouse Company and all such communications shall only be directed to the CEO who shall in turn communicate same to the relevant employee, agent or consultant.
- 4.5.2 Members are to disclose to Council all communication after being approached by members of staff before commenting on or responding to such communication.

#### 4.6 **Disclosure of interests**

- 4.6.1 A member shall be required to inform the Council of any business interest, whether

it is a direct, indirect, personal or private business interest, that that member may have in any matter before the Council or a committee.

4.6.2 Any gifts received by a member above a prescribed amount of R 500 must be declared to the Council within fourteen days. The prescribed amount shall be determined by the Council from time to time.

4.6.3 The declaration by the members shall be recorded in a gifts register.

#### **4.7 Personal gain, rewards, gifts and favours**

4.7.1 A member shall never use his/her position for private gain or the improper benefit of any other person and/or entity.

4.7.2 A member shall not request, solicit or accept any reward, gift or favour for:

4.7.2.1 voting or abstaining from voting in a particular manner;

4.7.2.2 influencing or persuading any member of the Council or of another committee to exercise any power, function or duty in a particular way;

4.7.2.3 making a representation to other members of the Council or another committee; or

4.7.2.4 the disclosure of confidential and/or privileged information as envisaged in clause 10 below to any other person, institution or body.

#### **4.8 Unauthorised disclosure of information**

4.8.1 A member shall at no time, without the permission of the Council, disclose confidential or privileged information to any other person.

4.8.2 In the event that a member is uncertain as to whether or not information should be regarded as confidential or privileged, that member shall obtain clarification from the Council regarding the status of such information, prior to the disclosure thereof to any other person.

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

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

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

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

## 4.9 **Ethics**

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

- 4.9.1.1 professionalism, client-satisfaction, the establishment of patron needs (specifically in relation to the previously disadvantaged communities), product and service excellence;
- 4.9.1.2 loyalty, dedication, pro-activity, enthusiasm;
- 4.9.1.3 honesty, integrity, trustworthiness; and
- 4.9.1.4 empathy, friendliness, politeness.

## 4.10 **Breaches of code**

4.10.1 A Council may:

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

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

- 4.10.2.1 issue a formal warning to the member;
- 4.10.2.2 reprimand the member;
- 4.10.2.3 request the Minister of the Department of Arts and Culture to suspend the member for a period;
- 4.10.2.4 request the Minister of the Department of Arts and Culture to remove the member from office.

4.10.3 Any member who has been warned or reprimanded in terms of clause 4.10.1 or 4.10.2 may, within fourteen days of having been notified of the decision of the Council, appeal to the Minister of the Department of Arts and Culture in writing setting out the reasons on which the appeal is based.

4.10.4 A copy of the appeal must be provided to the Council.

4.10.5 The Council may within fourteen days of receipt of the appeal referred to in clause 4.10.3 above make representations pertaining to the appeal to the Minister of the Department of Arts and Culture in writing.

4.10.6 The Minister of the Department of Arts and Culture may, after having considered the appeal, confirm, set aside or vary the decision of the Council and inform the member and the Council of the outcome of the appeal.

4.10.7 The Minister of the Department of Arts and Culture may appoint a person or committee to

investigate any alleged breach of the provisions of this code and to make a recommendation on whether the member should be suspended or removed from office.

4.10.8 If the Minister of the Department of Arts and Culture is of the opinion that the member has breached a provision of this code and that such contravention warrants a suspension or removal from office, the Minister of the Department of Arts and Culture may:

4.10.8.1 suspend the member for a period and upon conditions determined by the Minister of the Department of Arts and Culture; or

4.10.8.2 remove the member from office.

## 5. **PAYMENT OF COUNCIL MEMBERS**

5.1 In terms of Section 10(a — b) of the CI Act, the Council members may receive honoraria and reimbursement for expenses from the funds of the Playhouse Company.

5.2 The Council will, on an annual basis, decide such amounts in accordance with the criteria set by the Minister for the payment of such honoraria and reimbursement of expenses.

## 6. **CHAIRPERSON**

6.1 The Chairperson of the Council is appointed by the Minister from appointed members of the Council and holds office for the period for which he or she has been appointed.

6.2 In the event of the Chairperson vacating office before the expiration of the period for which he or she is appointed, another member of the Council shall be appointed by the Minister.

6.3 In the event of the Chairperson being absent from a meeting of the Council, the deputy chairperson will preside at that meeting.

6.4 In the event of the Chairperson and Deputy Chairperson being absent from a meeting of the Council, the members present must elect one of their members to preside at that meeting. That person may, during that meeting and until the Chairperson resumes his or her functions, perform all those functions.

6.5 The Chairperson of Council should not be a member of the Audit and Governance Committee.

6.6 The Chairperson of Council may be a member of the committee responsible for remuneration but should not be its chair.

6.7 The Chairperson of Council may be a member of the committee responsible for risk governance and may also be its chair.

6.8 The Chairperson of Council may be a member of the Arts and Fundraising committee but should not be its chair.

## 7. **FUNCTIONS OF THE COUNCIL**

7.1 The functions of the Council are:

7.1.1 to formulate policy;

7.1.2 to hold, preserve and safeguard all movable and immovable property of whatever kind placed in their care or loaned or belonging to the Playhouse Company;

7.1.3 to receive, hold, preserve and safeguard all specimens and collection of all other movable property placed under its care and management under Section 10 of the CI Act 10(1);

- 7.1.4 to raise funds for the Playhouse Company;
- 7.1.5 to manage and control the monies received by the Playhouse Company and to utilise those monies for defraying expenses in connection with the performance of its functions;
- 7.1.6 to keep a proper record of the property of the Playhouse Company, and to submit to the Director General any returns required by him or her in regard thereto and to cause proper books of account to be kept;
- 7.1.7 to determine and substitute the **CI** Act and with the approval of the Minister, the object of the declared institution; and
- 7.1.8 to generally carry out the objects of the declared institution.
- 7.2 Council may determine the hours during which and the conditions and restrictions subject to which the public may visit the Playhouse Company or portion thereof, and the admission charges to be paid.
- 7.3 The Council shall have the power to appoint such persons as it considers necessary to perform the functions of the Playhouse Company, the determination of the remuneration and terms and conditions of services shall be in accordance with the scheme approved by the Minister in consultation with the Minister of Finance.
- 7.4 The Minister shall publish the objects of the Playhouse Company in the Government Gazette.
- 7.5 Technology and information governance, including
  - 7.5.1 Aligning technology and information with the strategic objectives of the Company.
  - 7.5.2 Delegating the responsibility for implementation of the Technology and Information governance to the Audit and Governance Committee

## **8. APPOINTMENT OF COMMITTEES — DELEGATION**

- 8.1 The Council from time to time will create committees to assist it in fulfilling its functions.
  - 8.2 The Council has establish the following Committees to assist with its oversight roles and responsibilities.
    - a. **FINANCE COMMITTEE** - The Finance Committee is delegated responsibility to assist the Council in meeting its obligations, in terms of the Cultural Institutions Act, No. 119 of 1998 as Amended and its Regulations, the Public Finance Management Act, Act 1 of 1999 as Amended and all other relevant legislation.
    - b. **HUMAN RESOURCES AND REMUNERATIONS COMMITTEE** - The Human Resources and Remunerations Committee (HR/Remco) is constituted to advise Council on all matters related to Human Resources/Industrial Relations and the remuneration of Senior Management.
    - c. **ART AND FUNDRAISING COMMITTEE** - The Arts and Fundraising Committee is constituted to oversee the art plan and fundraising strategy for The Playhouse Company on behalf of the Council.
    - d. **AUDIT AND GOVERNANCE COMMITTEE** - The primary objective of the Committee is to assist the Council in discharging its duties relating to the safeguarding of assets, the operation of adequate systems, control process and the preparation of accurate financial reporting and statements in compliance with all applicable legal requirements and accounting standards. The Audit and Governance Committee members and Chairperson shall be appointed by the Council on a 3 year cycle and reviewed on an annual basis
- The Council will delegate specific powers to these committees.

### 8.3 The delegated Committees will meet the following requirement:

- a. Each committee of the Council will be appropriately constituted with due regard to the skills required by each committee and with formal terms of reference, which shall determine inter alia the membership, purpose, powers and authority of the committee, the scope of its mandate and its relationship to the Council and are to be approved by the Council.
- b. The committee's terms of reference shall be reviewed and approved where necessary by Council annually.
- c. The respective committee chairperson will provide feedback to Council on their committees; deliberations, including providing minutes of committee meetings.
- d. Council will critically apply its collective mind to recommendations and reports of all its committees before approving such recommendations.
- e. Council committees will be free to take independent, outside professional advice within the scope of their terms of reference.

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

## 9. **DUTIES OF MEMBERS**

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

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

- 9.2.1 take reasonable steps to inform himself or herself about the Playhouse Company, its business and activities and the circumstances in which it operates;
- 9.2.2 take reasonable steps, through the processes of the Council, to obtain sufficient information and advice about all matters to be decided by the Council to enable him or her to make conscientious and informed decisions; and
- 9.2.3 exercise an active discretion with respect to all matters to be decided by the Council.

9.3 The Council members shall conform to the Playhouse Company Code of Ethics.

9.4 A member must at all times act within and adhere to the provisions of the Code of Conduct and Ethics as set out in clause 4 above.

9.5 Members are expected to exercise reasonable diligence in relation to:

- 9.5.1 the business of; and
- 9.5.2 preparation for and attendance at meetings of the Council and any committee to which the Member is appointed.

9.6 A member, or former member, must not make improper use of his or her position as a Member, or of information acquired by virtue of his or her position as a member to gain, directly or indirectly, an advantage for himself or herself or for any other person, or to prejudice the Playhouse Company.

9.7 This item must be interpreted as adding to, and not deviating from, any law relating to the



criminal or civil liability of a member of a governing body of a corporate body, and it does not prevent any criminal or civil proceedings being instituted in respect of such a liability.

## 10. **COUNCIL REPORTING**

- 10.1 The Council shall submit, no later than one month before the commencement of each financial year, a business plan covering the next three year period containing such information as may be prescribed by the Minister for his approval.
- 10.2 The Council shall submit an annual report to the Minister which must contain such information regarding the activities and financial position of the Council as may be prescribed.
- 10.3 The Minister must table the annual report in Parliament within 14 days of receipt thereof if Parliament is then sitting, and if Parliament is not sitting, within 14 days after the commencement of the next sitting.
- 10.4 Within five months after the report has been tabled, a delegation consisting of the Chairperson of the relevant Council and at least two other Council members must brief the relevant committees of Parliament on the annual report.

## 11. **PROCEDURE AT COUNCIL MEETINGS**

- 11.1 The Council shall regulate its meetings and conduct its proceedings as it may deem appropriate, subject to the terms of the CI Act and of these Regulations.
- 11.2 Meetings may be convened at any time by the Chairperson, or in his or her absence, the Deputy Chairperson.
- 11.3 Meetings must be convened at any time if so directed by the Minister, or upon the written request of at least three members.
- 11.4 The notice convening a meeting shall be in writing, and shall include an agenda and such other meeting papers as may be considered appropriate. Notice shall be delivered to each of the members at least seven (7) days prior to any meeting, unless special circumstances require the convening of an urgent meeting, in which event any formalities may be dispensed with or modified by decision of the Chairperson (or Deputy Chairperson, as the case may be), who may direct that notice be given verbally, by facsimile, Internet, or in such other manner as he/she may deem appropriate in the circumstances.
- 11.5 The quorum necessary for the transaction of any business of the Council shall be a majority of the appointed members.
- 11.6 Each appointed member shall have one (1) vote, and all matters arising shall be decided by a majority of the votes.
- 11.7 In the event of an equality of votes, the Chairperson shall have a second or casting vote.
- 11.8 Written minutes shall be kept of all decisions and proceedings of the Council, and an Attendance Register shall be maintained recording the names of all members personally present at each meeting. Upon confirmation, the minutes shall be signed by the Chairperson or other person presiding at such meeting and a copy thereof shall be made available to each

Member.

- 11.9 The Council may, by resolution permit members to participate in a particular meeting by telephone, close circuit television, satellite television or audio or audio visual communication or any other means of communication. A member who participates in a meeting on permission given as aforesaid must be regarded as being present at the particular meeting.
- 11.10 A "round robin" resolution, that is a resolution addressed in writing to all appointed members, and supported by no less than the majority of their number, shall be as valid as if passed at a duly convened meeting of the Council, and — unless stated to the contrary — shall be deemed to have been passed as at the date of the last signature thereto.
- 11.11 The Council may delegate any of its powers to any one or more of the members, or to a special purpose committee as it may deem appropriate.
- 11.12 In effecting any such delegation, the Council may at its discretion:
  - 11.12.1 appoint, remove and substitute the persons to whom such delegation has been made, or any one or more of them; and may include appointees who are not themselves members;
  - 11.12.2 nominate the person/s who shall serve as Chairperson (and, if deemed necessary, also as Deputy Chairperson) of any committee; and
  - 11.12.3 stipulate the period of notices; the quorum; the voting; and any other procedural formalities affecting meetings and decisions of such committee.
- 11.13 Any such person/s or committee to whom a delegation is made shall, in executing the mandate, conform to the directions and procedures stipulated by the Council from time to time. The Council shall not be divested of any of its powers and duties as a result of any such delegation.
- 11.14 The Council shall create and follow an annual meeting schedule which will detail the work plan to ensure that all relevant matters are dealt with by the agendas of the Council and Committee meetings planned for the year, including proper coverage of the matters set out in this Council Charter.
- 11.15 Council shall be entitled to invite one or more executives, management or other staff to attend and be heard at meetings of Council. Such invited members will not have any voting rights at the meeting.

## **12. MANAGEMENT AND/OR ADMINISTRATION**

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

## **13. GENERAL POWERS**

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

#### 14. **FINANCE**

14.1 In addition to income derived by the Playhouse Company from grant, donation, bequest, investment and deployment of its assets, the Government and/or the Provincial Administration with responsibility for cultural matters in the Province, shall provide funds to the Playhouse Company from monies appropriated by Parliament or the Provincial Government, as the case may be, in order to enable the Playhouse Company to perform its functions and to exercise its powers and duties.

#### 15. **BANKING ACCOUNTS**

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

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

#### 16. **PUBLIC FINANCE MANAGEMENT ACT**

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

16.2 The Powers, Functions And Duties Delegated By The Accounting Authority, Kwazulu-Natal Performing Arts In Terms Of The Public Finance Management Act, 1999; And Treasury Regulations And Division Of Revenue Act, 2001 are detailed in the DELEGATIONS OF AUTHORITY document approved by Council

#### 17. **CONFLICTS OF INTEREST**

17.1 A conflict of interest, used in relation to members of the Council and its Committees, occurs when there is a direct or indirect conflict, in fact or in appearance, between the interests of such member and that of the entity. It applies to financial, economic and other interests in any opportunity from which the entity may benefit, as well as use of the property of the entity, including information. It also applies to the member's related parties holding such interests.

17.2 Members shall be obliged promptly to declare any self-interest or conflict of interest which may arise with respect to matters before the Council. In any such event the member concerned, after declaring his or her interest, shall recuse and absent him or herself and take no

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further part in deliberations concerning the matter in question. The minutes of the meeting shall record any such declaration of interest and recusal.

## 18. **DISSOLUTION**

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

## 19. **APPROVAL OF THE CONSTITUTION**

19.1 Approved by the council on 29 March 2022 and applies with immediate effect.