William Humphreys Art Gallery
Annual Performance Plan 2022/23

ISBN: 978-0-621-49890-5

Cover: Ampenberger, Iris
Nama
Oil on Panel (Painting)
79,6 x 59,6

WHAG
William Humphreys Art Gallery
70TH
ANNIVERSARY

Graphic Design: Sepadi Moruthane

WILLIAM HUMPHREYS ART GALLERY

Annual Performance Plan 2022/23

William Humphreys
Art Gallery

an agency of the

Department of Sport, Arts and Culture

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ACCOUNTING AUTHORITY STATEMENT

It is with great pleasure that I present the 2022/23 Annual Performance Plan. Despite the disruptions caused by the national lockdown due to the COVID-19 pandemic, the WHAG is still very committed to implementing 3 (three) out of the 7 (seven) government priorities which speak to WHAG's core mandate, i.e., economic transformation, social cohesion and nation building as well as a better Africa and World.

WHAG utilizes its resources to strengthen brand awareness of its programmes and services, ensuring that it is visible to the local communities it serves. In 2022 WHAG will be dedicated to more inclusive acquisitions, ethical conservation and innovative interpretations of showcasing the nation's tangible and intangible African art heritage. The Gallery will make greater efforts through its outreach programmes and partnerships with tertiary institutions to impart the importance and impact of art education on learner and student career development.

In the upcoming year, the use and incorporation of technology will be key to transforming the visitor experience through public, meet the challenges posed by a socially distanced world and private partnerships that will attract the interest and participation, specifically of the youth. WHAG will also re-introduce the Artist Residency programme where South African, and African artists will be invited to the WHAG to produce artworks over a period of time. The resident artist-run may run workshops and hold discussions as well as exhibitions. The programme aims to impart much-needed knowledge and skills to the Kimberley and Northern Cape artists' community.

WHAG, with the resources and support of the National Department of Sport, Arts and Culture (DSAC) will make strides in improving the overall conditions of the Gallery by replacing the HVAC system, the electrical wiring, and the water pipe systems. In addition, the WHAG will focus on securing multi-year contracts with highly skilled conservators to ensure that the collection is maintained at high standards.

WHAG is well on its way to being an African museum of international standing that is dedicated to excellence in all areas of the arts, culture, and heritage.

Mr P A Masilo:
Chairperson of WHAG Council

ACCOUNTING OFFICER STATEMENT

The WHAG has begun the necessary process of reintroducing the Gallery to the Northern Cape community and the nation at large through its public programmes and proactive engagement with various stakeholders. A tangible result has been a greater interest of what WHAG can offer to the upliftment, education and social cohesion of the community. A greater attendance of individuals from previously disadvantaged communities has found their way to the Gallery as a result. Audience development remains a priority for WHAG as such, partnerships have proven to be instrumental in bringing together audiences of diverse ages and socio-economic backgrounds. With the outbreak of COVID-19 in 2020 interrupting these efforts due to the safety regulations, in the 2021 year, the WHAG has identified that issues of access have to be considered when it comes to audience development.

WHAG was able to showcase the creative production of the country's artists in an international platform and as a result, extend the entity's reach and reputation beyond its South African and African borders. WHAG's passionate team of professionals will in the upcoming year see a continued commitment to the inclusive acquisition, ethical conservation and showcasing of the nation's tangible and intangible African heritage. The Gallery will make greater efforts through its outreach programme to impart the much-needed knowledge of the importance of art education to the communities it serves. Underlining WHAG's public programmes for this year will be the implementation of 3 (three) of governments 7 (seven) key priorities i.e., economic transformation, social-cohesion and nation-building and a better Africa and World.

WHAG is firmly rooted in upholding the international standards of professional practice and museum performance and will continue to provide educational support to a younger generation of future museum practitioners through structured internships, ushering in an era of youthful energy and transformation into the sector. It has made strides in putting in place HRM policies and will continue to develop and implement these policies in the 2022/23 financial, further aiding in the desire to be a museum of excellence on the African continent.

Ms N Mkhize
Director

OFFICIAL SIGN-OFF

It is hereby certified that this 2022/23 Annual Performance Plan:

1. Was developed by the management of the William Humphreys Art Gallery under the guidance of Council.
2. Takes into account all the relevant policies, legislation and other mandates for which the William Humphreys Art Gallery is responsible.
3. Accurately reflects the Impact, Outcomes and Outputs which the William Humphreys Art Gallery will endeavour to achieve over the period 2022 – 2023.

Ms N Mkhize
Director

Approved by:

Mr P A Masilo:

Chairperson of WHAG Council

PART A: OUR MANDATE

1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

WHAG derives its legislative and policy mandates primarily from the Constitution of the Republic of South Africa; the Public Finance Management Act 1 of 1999 and the relevant Treasury Regulations including the Public Service Act as well as the Cultural Institutions Act, 119 of 1998, with the prescribed mandate of: -

"To collect, preserve, conserve and document, research as well as exhibit works of art which represent the artistic heritage of all South Africans and utilizes its assets for the edification, enrichment and enjoyment of the people"

The following governance legislations guide the WHAG in its daily operations: -

Cultural Institutions Act, No. 119 of 1998

Public Finance Management Act, No. 1 of 1999

Basic Conditions of Employment Act, No. 75 of 1997

Employment Equity Act, No. 55 of 1998

Labour Relations Act, No. 66 of 1995

Occupational Health and Safety Act, No. 85 of 1993

Preferential Procurement Policy Framework Act, No. 5 of 2000

Vision

A world class art gallery of excellence that is accessible and relevant to all.

Mission

To collect, preserve and conserve artworks that are representative of the cultural diversity and heritage of South Africa, Africa and beyond.

2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

WHAG will continue to examine existing external and internal constraints to service delivery. The following strategies have been identified to transform WHAG's organizational environment over the next year.

2.1 Policies

WHAG is in the process of developing Human Resource Management (HRM) and financial management policies. Finalization of these policies during the 2022/23 financial year will positively impact on the day-to-day operations of the Gallery and contribute greatly to ensuring that it fulfils its mandate.

2.2 Staff Capacity

WHAG continues to face constraints related to its small staff complement. The institution continues to deliver on its targets, although constraints has enduring negative impacts on the current encumberment. These capacity constraints have made it challenging to priorities staff development because the current encumberment is under persistent strain to achieve in the key performance areas. As one of only three museums implementing DSAC's mandates in the discipline of visual art, and also being bound to adhere to practice models and policies under the UNESCO acts; the strain of adhering to the basic guidelines without a full staff compliment poses risks to the institution's ability to adequately fulfil the museums mission and vision. Mitigating this is of utmost importance in order to adhere to the heritage and cultural acts governing the sector.

WHAG will require financial assistance from the Department of Sport Arts and Culture to address these challenges if staff skills development and capacity is to be prioritized. Strategic partnerships will also be sourced to assist existing staff acquire more skills that would empower them to perform even more in their areas of expertise. Key positions in an art museum environment that are catered for in the current organizational structure needs to be created, however, this is not a feasible option without increasing the institutions allocated budget.

2.3 Infrastructure

The current WHAG offices are on lease from the Department of Public Works and Infrastructure. The building is slowly a deteriorating, putting the health and safety of staff at risk. The Department of Sport, Arts and Culture's Infrastructure section has approved funds to appoint a project management team that will manage the renovation process. The museum building is assigned to the Department of Public Works (DPW) but greater collaboration between the WHAG and DPW is needed to address the following in the 2022/23 financial year: -

- A fully functional central air-conditioning system (HVAC);
- The rewiring of electricity for the entire building;
- The replacement of old water pipes;
- Renovation of the roofs, interior floors and walls;
- The installation of state-of -the -art museum quality lighting;
- Installation of an ICT and security system, with wireless access to Wi-Fi;
- Extension of the storage unit

2.4 Decolonized Collection

An in-house audit of the WHAG's collection indicated that transformation and equity of artists and artworks needs to be addressed as a matter of urgency. Since 2019 Council made a concerted effort by Council and Management to correct this disparity by adopting clear guidelines on developing a collection that is more reflective of the South African society. This will continue to be an important guide for WHAG's art acquisitions process.

2.5 Digitization of the Collection

The digitization of the WHAG collection into a digital format will be integral to the Gallery's goal of ensuring access to all. This initiative will enable citizens in the far reaches of the country to have visual access in digital form. In addition, the initiative will further contribute to the field of South African Art history by providing scholars with access to a comprehensive digital archive and other aspects of the collection. The preservation of the collection remains a priority and as such concerted efforts have been made to systematically assess the collection. The data will provide an important base to understand the health of the collection and to identify better conservation strategies.

2.6 Public Engagement

WHAG's public engagement programmes focus on women, children and individuals with disabilities and reaches audiences beyond the confines of its physical structure. Despite these efforts, perceptions of exclusionary practices and the promotion of elitism continue to plague WHAG. As such, greater efforts will be made to enhance the existing public engagement programmes as well as introducing a new programme targeted at involving local artists and the youth in public art to address these misconceptions. The interaction and partnerships with local communities and stakeholders will be paramount to create a Gallery that remains relevant to the communities it serves. However, insufficient staff capacity impedes the public engagement efforts and this undermines the perception of the institution by its audience and the engagement growth strategy.

2.6.1 Temporary loan exhibitions

Temporary loan exhibitions form an integral component of the WHAG's public programmes as they do not just provide the local visitors with access to works of art excluded from the permanent collection, but also provide an opportunity to obtain insight and exposure into the talent that is showcased on national platforms. Due to the social distancing regulations around COVID-19, programming around exhibitions has been restricted, thus hampering the educational functions supporting these events and disadvantaging the artists and the museum's audience in 2020/2021. As the nation normalizes living alongside a pandemic, the museum projects that a downturn in visitor numbers due to social-distancing regulations can impact the reach of temporary exhibitions in 2022/23.

2.6.2 Permanent collection exhibitions

Permanent collection exhibitions provide WHAG with an opportunity to showcase works rarely seen by the general public on a more regular basis. In addition to this, school going learners and tertiary education students within the local communities are provided with a rare opportunity to view works first-hand that form part of the school curriculum or syllabus.

2.6.3 WHAG Prison Project

The WHAG, in its goal to mainstream the role of arts, culture, and heritage within firstly the local community and the rest of the country, acknowledges the challenges facing women in society and as such the WHAG Prison Project aims to create opportunities to empower female offenders in the Kimberley prison system by providing creative and interactive ways to express themselves through arts and crafts. The programme also provides invaluable skills that offer potential opportunities for entrepreneurial ventures once the offenders are reintegrated into society. This long-standing programme is instrumental in providing the offenders with entrepreneurial training through local partnerships, once re-integrated into society. While this project is conducted at the prison all COVID-19 health protocols will have to be strictly adhered to so the WHAG staff and project participants are always protected.

2.6.4 Legacy Project: If Walls Could Talk

This WHAG public art projects broadly groups together the Community Art and Cultural Development (CACD) projects that are implemented by the WHAG. The unifying objectives of reconciliation, community development, national identity development as well as investment in social cohesion underscores the projects designed under this programme. These initiatives involve public and private sector partnerships to strategically invest in critical social outcomes needed in the Northern Cape province. It, furthermore, provides an opportunity for skills transferal and the involvement of local artists in community art projects that situate their practice within reach of and for the benefit of the community at large.

2.6.5 Keadumela

Children in the marginalized communities of Kimberley remain at a disadvantage when it comes to access to art related services. The purpose of this project is to reduce the gap and to provide early childhood development programmes, aimed at preparing pre-school children with art-related activities and to develop stimulation. This programme will continue for the next five years and beyond for as long as it remains relevant to the communities it serves. The WHAG implemented COVID-19 standards in 2022/23however, participation in the projects continues to decline. Currently the WHAG is changing the model of engagement with early childhood development learners to reach them beyond the confines of the museum facilities.

2.6.6 MTN/WHAG Outreach Programme

In the past eighteen (18) years WHAG has been instrumental in taking art to marginalized communities throughout the Northern Cape. The project provides much-needed access to arts for school-going learners by showcasing visual arts and engaging the learners in art workshops. This programme also aims to assist the learners to develop an interest in reading through the mobile library. This programme also provides a vital opportunity for those who would not otherwise be exposed to the arts and culture heritage and gives the children an opportunity to be exposed to technology. This is a joint project of the WHAG and MTN. While this project is conducted all COVID-19 health protocols will have to be strictly adhered to so the WHAG staff and project participants are always protected.

2.6.7 WHAG Arts and Disability Project: Yonder

The Yonder Centre for Adults with Intellectual Disabilities has been an important local community partnership that the WHAG has developed over several years. The programme is aimed at providing a creative outlet for individuals with varied intellectual challenges by engaging in the art programme.

2.6.8 WHAGfilm

The internationally respected visual language of film serves as a vital tool to engage with national and global issues. By showcasing South African, African and International films to local audiences this programme contributes to a greater understanding and tolerance of the lived realities of individuals living within and beyond our African borders. Film at WHAG has also been an integral component in assisting learners and teachers with subjects based on their school curriculum. WHAG will continue showcasing the best films that the African continent has to offer for as long as it serves the community. While this project is conducted all COVID-19 health protocols will have to be strictly adhered to so the WHAG staff and visitors are protected at all times.

2.6.9 Residency Programme

The WHAG residency programme is being re-introduced and will provide an important opportunity for artists and arts practitioners from the African continent to develop a body of work over a period of one month. Amongst other, the resident artist will be expected to hold a small exhibition, public discussions or workshops. The programme will serve a vital role in providing local artists with an opportunity to engage with artists beyond their borders and to receive knowledge and skills for their professional development.

2.6.10 Specialist Reference Library

WHAG remains the only national art museum in the region and as such serves an important role in providing the general public, learners and tertiary education students with reference information related to South African and African artists. The continued acquisition of books, catalogues and newsletters situates these specialized resources within reach of the local community and as a facility supporting research serves the generation of new local art historical content.

2.6.11 SPU

With the resent addition of the Sol Plaatje University (SPU) to the Higher Education Portfolio of South Africa, the WHAG has proved its value as a visual literacy ambassador and resource hub with broad-based applicability to the educational sector. The WHAG Library serves the SPU and the Northern Cape Community at large through maintaining the only subject library for the visual arts, often frequented by staff and learners of the SPU. In addition to this the WHAG supports the students in Heritage Studies at the SPU, by providing them with an archive of artworks.

3. UPDATES TO RELEVANT COURT RULINGS

This is not applicable to the William Humphreys Art Gallery

PART B: OUR STRATEGIC FOCUS

1. UPDATED SITUATIONAL ANALYSIS

The WHAG's strategic goals are guided by the President's seven (7) Key priorities and the Department of Sport, Arts and Culture's overarching mandate to contribute to the development of an inclusive society that encourages the promotion of social cohesion and nation-building. The Northern Cape and specifically Kimberley in which the Gallery is situated continues to be hampered by a legacy of racial segregation, poverty, and exclusion from socio-economic opportunities of previously and currently excluded groups. The WHAG has been in existence for 69 (sixty-nine) years and has been affected by these legacies.

Transformation is an ongoing necessary process that requires change. The 2022/2023 will see the implementation Human Resource Management, financial and administration reforms including operational systems, and processes that result from the review and development of policies. In addition, the Gallery in recent years has sought more proactive ways to combat these glaring legacies through its various public programmes and projects offered to the general public such as exhibitions that showcase the creative production of artists from more diverse backgrounds, that provide an insight into the lived realities of the people that make up South Africa. The pandemic has disrupted the strides that the WHAG had been making towards establishing partnerships with local entrepreneurs to provide a platform to showcase their talent to audiences. These events attract visitors from local communities that previously have not stepped into the WHAG premises.

2. EXTERNAL ENVIRONMENT ANALYSIS

In the 2022/23 financial year, WHAG will focus on assessing the responsiveness to current national and global factors that have affected the delivery of services to stakeholders. The seven areas identified by the President as priorities are as follows: -

- Economic transformation and job creation
- Education, skills and health
- Consolidating the social wage through reliable and quality basic services
- Spatial integration, human settlements and local government
- Social cohesion and safe communities
- A capable, ethical and development state
- A better Africa and World

Out of the seven key priorities WHAG identified the following three (3) that speak to its core mandate:

Economic transformation and job creation

This key priority is unpacked through WHAG's Prison Project which is an initiative that provides marketable craft skills to female offenders in the Kimberly area. The women can make use of these skills by creating marketable products for sale.

Social cohesion and nation building

The WHAG exhibition programme has in recent times made a concerted effort to showcase the work of artists from diverse socio-economic backgrounds. In addition to the workshops and public discussions, the programme has contributed to encouraging social-cohesion and nation-building by attracting visitors from varied backgrounds that would not have previously engaged with the artworks.

A better Africa and World

WHAG's new acquisitions policy addresses the under-representation of Black African creative productions by ensuring that artists who are from excluded communities or under-represented on conventional platforms are supported through the acquisition of their art works into the WHAG collections.

WHAG's membership to the International Committee of Museums (ICOM) will provide access to global museum best practice and provide its staff with access to professional development through its exchange programmes and conferences hosted annually.

2.1 Unemployment

WHAG, in its quest to contribute to the alleviation of the high unemployment rates in South Africa will partner with tertiary institutions to provide youth with additional hands-on training and experience in the museum sector through workshops and work-place learning to assist in preparing them for the job market. In addition to this, WHAG's Prison project, provides marketable arts and craft skills to female offenders within the Kimberley prison system who then use these newly acquired skills to create sellable products that can financially support their families upon release from the correctional centre.

WHAG has made a concerted effort to secure its goods and services mainly from organizations and individuals from previously excluded communities through its procurement processes. The development of an Acquisitions policy that mandates WHAG to acquire artworks from emerging artists from previously excluded communities who are not represented by formal art galleries is an important step to provide much needed income to artists who are on the margins of the arts sector.

2.2 The 4th Industrial Revolution

The 4th (fourth) Industrial Revolution envisions a society in which there is a greater fusion and convergence between digital technologies, virtual reality and artificial intelligence (AI). The incorporation of technology into the daily operations of WHAG has begun through the use of iCloud technology that will safely allow WHAG to store its data virtually providing for greater assurance of its safety and security.

WHAG will also commit to expand and lead in incorporating interdisciplinary, experimental and media arts into the collection (directly linked to technological advances from the Fourth Industrial Revolution) through commission or purchasing of work that utilizes technology as a medium itself.

The digitization of WHAG's collection in the next 5 (five) years will also allow for greater access beyond the four walled confines of the physical building; thereby contributing to ensuring greater inclusivity in the dissemination of knowledge through web-based technologies. Digitization also supports the conservation effort of the WHAG collections by minimizing risks associated with handling artworks.

WHAG is committed to make greater effort to utilize other forms of media such as social media in order to ensure that there is a greater awareness of its activities, programmes and available opportunities to the community.

3. INTERNAL ENVIRONMENT ANALYSIS

WHAG reviewed the organization's internal environment to assess and uncover the strategies required to make improvements in all areas of its daily operations. WHAG will build on its strengths and address weaknesses to show tangible evidence of change and improvement by ensuring the implementation of its core mandate and the actualization of the national imperatives, as outlined in government's 7 (seven) key priority areas.

The WHAG will promote the continued strengthening of its internal controls through policy development and improving of its supply chain processes.

3.1. Skills Development

Post-1994 South Africa continues to have unacceptably high levels of inequality in all levels of society with the gap between the rich and the poor at an all-time high. Within our sector, museum expertise is a rarity with far too many skills being outsourced to international candidates. Greater effort needs to be made to develop tertiary training and development of museum practitioners in South Africa. The WHAG will achieve this by strengthening and continuing to partner with its local secondary and tertiary institutions by engaging students in hands on classes and workshops. Thereby transferring knowledge and skills to the next generation of museum practitioners.

3.2 Human Resources

WHAG continues to face human resource challenges. With a small staff complement roles and responsibilities have become blurred as the necessary staff to ensure the adequate day to day activities are lacking. As such WHAG runs the risk of good governance processes not adequately adhered to. WHAG is in the process of securing the services of an HR consultant to assist in the much-needed development of policies and job evaluations to ensure compliance in line with best practices.

3.3 Infrastructure

Since the opening of the William Humphreys Art Gallery in 1952 very little has been done to improve the infrastructure of the building. Renovations to its Humidity, Ventilation and Air Conditioning (HVAC) systems, leaking roofs, old electric wiring, deteriorating pipe system which renders the buildings' water not fit for human consumption. Outdated lighting and additional storage spaces is sorely needed. The securing of a project manager to orchestrate renovations will place WHAG on par with international museums and ensure we meet the stipulated minimum requirements.

Table 1. SWOT

STRENGTHS – S	WEAKNESSES – W
1. Capacity to reach broader communities through mobile museums and outreach programmes 2. Passionate and skilled staff 3. Continued delivery of strategic plan and targets despite limited financial and human resources 4. Support/relationship with institution of higher learning 5. Improved relationship with government departments 6. Improved audit outcome	1. Silo mentality in some areas of our work (not leveraging on collaboration) 2. Inability to retain and attract skilled human capacity 3. Untransformed collections 4. Inadequate maintenance of infrastructure, systems and policies. 5. Over dependence on the conditional grant and inadequate sponsorship as result of competing priorities. 6. Limited partnerships 7. Failure to introduce other languages in all areas of exhibitions and public programmes 8. Inadequate utilisation of technology to improve access for the youth (new technology – Digitisation) 9. Inadequate community engagement around various projects and programmes 10. Lack of brand awareness/ Ineffective marketing Strategies. 11. Lack of succession planning
OPPORTUNITIES – O	**THREATS – T**
1. Improved relations with provincial Department of Public Works and the provincial and national Departments of Sports, Arts and Culture 2. Partnerships with other countries that impact positively on the institutions brand awareness, the city and the country broadly 3. Utilisation of technology to improve access for the youth (New technology – Digitisation) 4. Art, Culture and Heritage spaces can become	1. Non-relevance of collections and related exhibition and public programmes 2. The gallery not keeping abreast with the latest technological apparatus 3. Shrinking local interest and trust in the Arts, Culture and Heritage sector 4. Inadequate internal policies 5. Reduction of the Conditional Grant 6. Stakeholder grant funding shrinking

PART C: MEASURING PERFORMANCE

INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

WHAG conducts its activities through three programme areas namely:

Programme 1: Administration

Programme 2: Collection Management

Programme 3: Public Engagement

1.1 Programme 1: Administration

1.1.1 Purpose:

To ensure efficient and effective governance and oversight accountability within WHAG in line with the Executive Authority;

To ensure that the WHAG is compliant with Legislation and Accounting Standards;

The Administration programme contributes to the following strategic outcome-oriented goals; An effective and efficient arts, culture and heritage (ACH) sector.

This programme aims to ensure the Gallery operates in a timeous manner, adheres to Legislation and has efficient financial management processes. In addition, it aims to ensure ethical conduct, corporate governance best practice and the monitoring of institutional performance. This is to ensure that WHAG puts in place sound financial management practices and policies including Human Resource Management (HRM) and Administration to ensure good corporate governance.

The following table provides information on the contribution of outputs to achieving outcomes.

Table 2. Programme 1 Administration: Outcomes, Outputs, Performance Indicators and Targets

			Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
Outcome	**Outputs**	**Output Indicators**	**2018/19**	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
Improved governance by obtaining an unqualified audit opinion	Full compliance with PFMA and Accounting Standards	Unqualified audit report without findings	Unqualified audit report	Unqualified audit report	Clean audit report	Unqualified audit report without findings	Unqualified audit report without findings	Unqualified audit report without findings	Unqualified audit report without findings

Table 3. Programme 1 Administration: Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Unqualified audit report without findings	Unqualified audit report without findings	80% of the audit findings resolved	Unqualified audit report	Develop an Audit action plan and submit.	50% of the audit findings resolved

1.2 PROGRAMME 2: COLLECTIONS MANAGEMENT

1.2.1 Purpose:

- To manage and grow a collection that is representative of the people of South Africa
- To correct unethical collection practices
- To promote and encourage relevant research development related to the collection
- The Collection Management programme contributes to the following strategic outcome-oriented goals:
- The transformation and development of the WHAG permanent collection
- The preservation of the collection
- The digitization of the permanent collection

Acquisition – The WHAG collection houses some of the nation's most valued art objects that span the breadth of medium, technique and time periods. Inclusive representation and demographic diversity of the collected artists and artworks requires improvement as such the institutions Collection Policy subscribes to supporting artists from various disadvantaged communities to be more reflective of the current South African society.

Preservation and Conservation management – The acquisition of an artwork into the permanent collection follows two strategies to ensure its longevity and safety. One requires the safe storage or exhibition display of an art object and the other requires specialized processes to repair art objects that have been damaged with time, environmental conditions or human error. To combat these risks the WHAG continues to provide and support the ongoing training of key staff members in the specialized field of conservation. In addition, regular site visits by conservation specialists provide ongoing invaluable assessment of the condition of each art object.

Digitization – The systematic archiving of the collection in the form of a photographic archive will be integral to the institutions goal of ensuring access to all. By including information on the contents of the WHAG collection online this initiative will enable citizens in the far reaches of the country to have visual access through a digital form. In addition, the initiative will further contribute to the field of South African art history by providing scholars with access to a comprehensive digital archive of the collection.

The following table provides information on the contribution of outputs to achieving outcomes.

Table 4. Programme 2 Collection Management: Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Actual Audited Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	202021	2021/22	2022/23	2023/24	2024/25
Transformed and developed WHAG permanent collection	To purchase artwork for the WHAG permanent collection in order to address imbalance and representivity	Number of artworks acquired from previously disadvantaged emerging artists	0	0	9	16	16	16	16
	To purchase artwork for WHAG permanent collection in order to address imbalance and representation	Number of artworks acquired from previously disadvantaged established artists	0	0	4	24	24	24	24
	To maintain an optimum environment for the preservation of the art collection environment for the preservation of the art collection	Number of artworks conserved	4	4	2	6	8	8	8
	Digitization of collection (New Project)	Number of artworks digitized	0	0	0	24	24	24	24

Table 5. Programme 2 Collection Management: Outcomes, Outputs, Performance Indicators and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of artworks acquired from previously disadvantaged emerging artists	16	4	4	4	4
Number of artworks acquired from artists from previously disadvantaged established artists	24	6	6	6	6
Number of artworks conserved	6	2	2	1	1
Number of artworks digitized	24	6	6	6	6

1.3 Programme 3: Public Engagement

1.3.1 Purpose:

- To increase awareness of South Africa's culture and heritage.
- To improve conditions for the collection to ensure greater access.
- To ensure the efficient development and management of exhibitions and public programs.

The public engagement programme contributes to the following strategic outcome-oriented goals.

- Increased awareness of South African cultural identity.
- An integrated and inclusive society by bringing people of diverse socio-economic backgrounds together.
- A professional and capacitated Arts Culture and Heritage sector.

The following table provides information on the contribution of outputs to achieving outcomes.

Table 6. Programme 3 Public Engagement: Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicators	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Increased awareness of South African cultural identity	Showcasing the heritage assets for the enrichment and education of domestic and international audiences	Number of temporary loan exhibitions presented	13	6	0	4	4	4	4
		Number of permanent collections exhibitions presented	11	12	16	6	6	6	6
		Number of outreach programmes presented	4	4	2	4	4	4	4
		Number of artist residencies presented	0	0	0	0	1	1	1
Mainstream role of arts, culture and heritage		Number of specific community projects implemented	3	3	0	3	3	3	3
Access and audience development		Number of film screenings presented	52	60	0	24	30	30	30
Developed specialist reference library		Number of publications acquired	70	40	20	40	40	40	40

Table 7. Programme 3 Public Engagement: Indicators, Annual and Quarterly Targets

Output-Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of temporary loan exhibitions presented	4	1	1	1	1
Number of permanent collection exhibitions presented	6	1	2	2	1
Number of outreach programmes presented	4	1	1	1	1
Number of artist residencies presented	0	0	0	0	0
Number of special community projects implemented	3	3	3	3	3
Number of film screenings presented	24	6	6	6	6
Number of publications acquired	40	10	10	10	10

4. EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The WHAG's three (3) programme areas aid in the implementation of the Gallery's strategic objectives in the following ways:

4.1 Programme 1: Administration

The efforts by Management and Council to ensure the accurate, efficient, and transparent reporting of the WHAG's financial management progress and processes ensures that the Gallery continues to adhere to good corporate governance, strategy implementation and the monitoring of institutional compliance.

4.2 Programme 2: Collections Management

The acquisition of South African artworks from leading emerging and established artists into the WHAG's permanent collection serves to promote the diverse creative production of visual arts within the country and beyond. By implementing best practice systems in the areas of preservation, conservation and digitization the WHAG will ensure that the collection is enjoyed for generations.

4.3 Programme 3: Public Engagement

Through the development of programmes with an emphasis on the youth and individuals within vulnerable sectors of society, programme three (3) provides the WHAG with the opportunity to showcase the creative arts through local, national and international partnerships that promote the role of the sector as an important platform to educate and empower South Africans of varied lived realities.

The WHAG has over the past five (5) years focused on strengthening the existing programmes that are aimed at the empowerment, education, and access of women, children, and individuals with disabilities. The below programmes showcase the WHAG's contribution to fulfilling its institutional mandate and its progress towards the government's National Development Plan (NDP): Vision 2030.

5. PROGRAMME RECOURSE CONSIDERATIONS

The efficient and effective implementation of financial management processes along with the strategic utilization of its limited Human Resources will aid the Gallery in achieving its objectives. The outlined resources form an integral component in ensuring that the Gallery continues to be an invaluable repository of South Africa's artistic and cultural heritage through its implementation of engaging an inclusive public programme that seeks to positively contribute to the lived realities of all South Africans.

Overview of 2022/23 budget and MTEF estimates

Table 8. Overview of 2022/23 budget and MTEF estimates

	Audited Outcome	Revised estimate	Draft estimate	Medium-term expenditure	
	2020/2021	2021/2022	2022/23	2023/24	2024/25
For the entity as a whole					
Administration	8 411	9 025	8 801	8 796	9 322
Collections Management	1 711	1 777	1 782	1 862	1 882
Public Engagements	1 560	1 764	1 780	1 860	1 871
Subtotal	11 682	12 566	12 363	12 518	13 075

Table 9. **Economic classification**

Statement of financial Performance	Audit outcomes	Revised estimates	Medium-term estimate		
	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000	2024/25 R'000
Revenue					
Non - tax revenue	250	200	42	44	-
Sale of goods and services other than capital assets of which:					
Sales by market establishment	408	95	100	105	110
Entity revenue other than sales	1 880	127	99	104	104
Transfers received	9 144	11 671	12 121	12 265	12 861
Total revenue	11 682	12 093	12 363	12 518	13 075
Expenses					
Current expenses	10 748	11 878	12 139	12 285	12 833
Compensation of employees	5 670	5 972	6 592	7 119	7 689
Goods and services	5 078	5 906	5 547	5 166	5 143
Depreciation	206	215	224	233	242
Total expenses	10 954	12 093	12 363	12 518	13 075
Surplus /(Deficit)	728	-	-	-	-
Acquisition of assets	1 332	1 063	1 300	1 300	1 300
Statement of financial position					
Carrying value of assets of which:					
Non-current assets	167 555	200 443	226 917	228 732	230 538
Receivables and Prepayments	101	-	-	-	-
Cash and cash equivalents	31 939	25 398	748	748	748
Total assets	199 595	225 841	227 665	229 480	231 286
Accumulated surplus/ (deficit)	174 194	174 194	174 194	174 194	174 195
Trade and other payables	24 650	-	-	-	-
Provisions	748	748	748	748	748

Table 10. Statement of Financial Position

	2021/22 R'000	2022/23 R'000	2023/24 R'000	2024/25 R'000
Statement of Financial Position	Revised estimates	MTEF		
ASSETS				
Current assets	25 398	748	748	748
Trade and other receivables from exchange transactions	-	-	-	-
Other receivables from non-exchange transactions, including taxes, fines and transfers	-	-	-	-
Prepayments	-	-	-	-
Cash and cash equivalents	25 398	748	748	748
Non-current assets	168 403	169 479	170 546	171 604
Property, plant and equipment	3 535	3 411	3 278	3 136
Heritage assets	164 868	166 068	167 268	168 468
Total assets	190 266	166 816	168 016	169 216
LIABILITIES				
Current liabilities	349	349	349	349
Trade and other payables from exchange transactions	0	0	0	0
Current provisions	349	349	349	349
Provisions for operational liabilities	349	349	349	349
Deferred income	0	0	0	0
Non-current liabilities	399	399	399	399
Non-current provisions	399	399	399	399
Total liabilities	748	748	748	748
NET ASSETS	189 518	166 068	167 268	168 468
Accumulated surplus / (deficit)	189 518	166 068	167 268	168 468

Programme 2: Collections Management Risks		
Outcomes	**Key Risks**	**Risk Mitigation**
Transformation and development of the WHAG permanent collection	In adequate transformation progress in the collection	Policies and procedures have been implemented to address redress and inclusivity in collection
Preservation of collections	Limited/poorly maintained infrastructure (building owned and managed by the Department of Public Works)	Partnerships with national and provincial departments are to be strengthened to ensure the buy in and completion of infrastructure processes
	Inadequate and outdated security systems	Out-dated computers, viruses and unintegrated computers. The museum intends to purchase newer versions of equipment, install antivirus software and integrate computers into one system.
Programme 3: Public Engagement Risks		
Outcomes	**Key Risks**	**Risk Mitigation**
Increased awareness of South Africa's cultural identity	Inadequate funding for exhibitions	Strategies to attract corporate funders (Standard Bank, Sanlam, MTN) engaging with local collectors are required to augment the need for world class exhibitions.
	Inadequate funding for public programmes	Strategies to attract corporate funders (Standard Bank, Sanlam, MTN) engaging with local collectors are required to augment the need for public programmes. Align value for money to WHAG projects
Access and audience development	Stakeholder perception of arts as non-essential	Participate in school going programmes that highlight careers. Develop creative and interactive projects and programmes that are incorporated into daily life initiatives (i.e., Public Art).

Mainstream the role of Arts, Culture and Heritage	Lack of appeal to the youth	Greater efforts are required to utilize technology and social media to develop interactive programmes.
Access and audience development	Inadequate stakeholder awareness Perception of location as unsafe Strategies to develop public programmes	Beyond its walls of the institution is required to create brand awareness is required. Stronger partnerships with the local municipality and police are required to combat this ongoing problem. Develop public programmes that encourage the use of outside spaces.
Development of a specialist reference library	Lack of awareness of the space as a vital resource to learners, students and academics	Promotion of the space and its content to school going learners through reading sessions with authors of story books. Development of programmes that encourage reading Showcase the acquisition of new books online. Subscribe to specialist online digital libraries.

Public Entities

Not applicable to WHAG.

6. INFRASTRUCTURE PROJECTS

Table 11. Infrastructure Projects

No.	Project name	Programme	Project description	Outputs	Project estimated start date	Project estimated completion date	Total Estimated cost	Current year Expenditure
1	HVAC	Infrastructure	Replacement of central air conditioning system	Fully functional HVAC system	Aug - 2022	July 2023	4 000 000	4 000 000
2	Roof Renovation	Infrastructure	Replacement of roof	A new fire proof roof	Aug - 2022	July 2023	2 000 000	2 000 000
3	Upgrade of water pipe	Infrastructure	Replacement of old water pipes	A new water pipe system	Aug - 2022	July 2023	1 500 000	1 500 000
4	Rewiring of electrical systems	Infrastructure	Replacement of old water pipes	New electrical wiring throughout building	Aug - 2022	July 2023	1 500 000	1 500 000
5	Electrical system / Installation of solar panels	Infrastructure	Solar panels	Solar panels to save on electricity costs	Aug - 2022	July 2023	1 000 000	1 000 000
6	Renovation of floors/ walls	Infrastructure	Removal of carpets on walls and floors and installation of new flooring	Renovated walls and flooring in the exhibition spaces	Aug - 2022	July 2023	2 000 000	2 000 000
7	Build additional storage	Infrastructure	Build additional storage	State of the art storage for artworks	Aug - 2022	July 2023	5 000 000	5 000 000
8	Upgrade of lighting systems	Infrastructure	Replacement of lighting systems to LED energy saving lights	New museums standard lighting systems	Aug - 2022	July 2023	500 000	500 000
9.	Upgrade of ICT infrastructure and systems	Infrastructure	ICLOUD data storage system	Secured data storage/ backup	Aug - 2022	July 2023	20 000	20 000
10.	Upgrade of security systems	Infrastructure	Replacement of CCTV security systems (cameras, sensors) interior and exterior	Improved, state of the art security measures	Aug - 2022	July 2023	500 000	500 000

PUBLIC PRIVATE PARTNERSHIPS

Table 12. Public-Private Partnerships

PPP	Purpose	Outputs	Current Value of agreement	End Date of agreement
MTN	Outreach programme	2 Outreach programmes for 2020/21 and 4 Outreach programmes per annum thereafter.	600 000	2022/23

PART D: TECHNICAL DESCRIPTION

PROGRAMME 1: ADMINISTRATION

Table 13. Programme: Unqualified Audit Report

Indicator title	Unqualified Audit Report
Definition	Opinion on financial statements with no material findings on compliance and performance information
Purpose/importance	The achievement of this objective will contribute to a functional civil service
Source of data	Auditor General report
Method of Calculation/ Assessment	Simple count and auditing procedures
Means of verification	Financial Records
Assumptions	• Effective and efficient financial management. • Compliance measures and monitoring in place
Disaggregation of Beneficiaries	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	100% of allocation spent as per budget
Indicator responsibility	Chief Financial Officer

Table 14. Number of artworks acquired from previously disadvantaged emerging artists

Indicator title	Number of artworks acquired from previously disadvantaged emerging artists
Definition	To purchase artwork for permanent collection in order to redress imbalance and representivity
Purpose/importance	This objective will improve the quality of the collection
Source of data	Acquisitions register and Council minutes
Method of Calculation/ Assessment	Simple count and auditing procedures
Means of verification	Exhibition invitations, photographs, reports, public programmes, Outreach program
Assumptions	New policy will assist in more equitable and progressive acquisitions.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Reconfigure exhibition spaces containing historical collection / Source additional space for storage
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	16 artworks acquired per quarter
Indicator responsibility	Director

PROGRAMME 2: COLLECTIONS MANAGEMENT

Table 15. Number of artworks acquired from previously disadvantaged established artists

Indicator title	Number of artworks acquired from previously established artists
Definition	To purchase artwork for permanent collection in order to redress imbalance and representivity
Purpose/importance	This objective will improve the quality of the collection
Source of data	Acquisitions register and Council minutes
Method of Calculation/ Assessment	Simple count and auditing procedures
Means of verification	Exhibition invitations, photographs, reports, public programmes, Outreach program
Assumptions	New policy will assist in more equitable and progressive acquisitions.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Reconfigure exhibition spaces containing historical collection / Source additional space for storage
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	24 artworks acquired per quarter
Indicator responsibility	Project Leader

Table 16. Number of artworks digitized

Indicator title	Number of artworks digitized
Definition	To photograph art collection in high resolution
Purpose/importance	The collection must be professionally photographed and archived for record purposes.
Source of data	Curatorial Assistant records
Method of Calculation / Assessment	Simple count
Means of verification	Exhibition invitations, photographs, reports, public programmes, Outreach program
Assumptions	• Audit of state of collection will guide priorities • Digitization plan will be developed • Appropriate arrangements can be made with a small number of credible conservators in country
Disaggregation of Beneficiaries (where applicable)	None
Spatial Transformation (where applicable)	Source additional space for data storage
Calculation type	Cumulative year-end
Reporting cycle	Annually
Desired Performance	6 artworks digitized
Indicator responsibility	Curatorial Assistant

Table 17. Number of artworks conserved

Indicator title	Number of artworks conserved
Definition	Approved restorers to do site inspections and make recommendations
Purpose/importance	The collection must remain in a stable condition and all events and evidence of deterioration must be attended to.
Source of data	Conservation Technician and Curatorial Assistant records
Method of Calculation / Assessment	Simple count and auditing procedures
Means of verification	Exhibition invitations, photographs, reports, public programmes, Outreach program
Assumptions	• Audit of state of collection will guide priorities • Conservation and restoration plan will be developed • Appropriate arrangements can be made with a small number of credible conservators in country
Disaggregation of Beneficiaries (where applicable)	None
Spatial Transformation (where applicable)	Source additional space for storage
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired Performance	6 artworks conserved per annum
Indicator responsibility	Curatorial Assistant & Conservation Technician

PROGRAMME 3: PUBLIC ENGAGEMENT

Table 18. Number of temporary loan exhibitions presented

Indicator title	Number of temporary loan exhibition presented
Definition	Exhibitions displayed at the gallery that come from other centres or private collections
Source of data	Proposals are received from various public & private galleries
Method of Calculation/ Assessment	Simple count and auditing procedures
Means of verification	Exhibition invitations, photographs, reports, public programmes, Outreach program
Assumptions	• WHAG is able to identify relevant exhibitions and or artists who are willing to cooperate • Available exhibitions could be brought to WHAG within budget • WHAG can successfully negotiate artist fees to affordable levels
Disaggregation of Beneficiaries (where applicable)	25% for Women 25% for Youth 10% for people with disabilities
Spatial Transformation (where applicable)	Reconfigure exhibition spaces
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	4 exhibitions per annum
Indicator responsibility	Community Projects Leader & Curatorial Assistant

Table 19. Number of permanent collection exhibitions presented

Indicator title	Number of permanent collection exhibitions presented
Definition	Exhibitions displayed at the Gallery that come from the permanent collection
Source of data	Exhibitions developed & researched from WHAG permanent collections
Method of Calculation / Assessment	Simple count and auditing procedures
Means of verification	Exhibition invitations, photographs, reports, public programmes, Outreach program
Assumptions	• WHAG is able to identify relevant exhibitions and or artists who are willing to cooperate. • Available exhibitions could be brought to WHAG within budget • WHAG can successfully negotiate artists fees to affordable levels
Disaggregation of Beneficiaries (where applicable)	25% for Women 25% for Youth 10% for people with disabilities
Spatial Transformation (where applicable)	Reconfigure exhibition spaces
Reporting cycle	Quarterly
Desired performance	4 exhibitions per annum
Indicator responsibility	Project Leader

Table 20. Number of outreach programmes presented

Indicator title	Number of outreach programmes presented
Definition	Outreach programmes/exhibitions presented to learners in the Northern Cape
Source of data	Primary schools within the Northern Cape periphery
Method of Calculation/ Assessment	Simple count
Means of verification	Exhibition invitations, photographs, reports, public programmes, Outreach program
Assumptions	• Identify suitable schools willing to host outreach project • External funding grant will be delivered • Outreach project will capacitate and enrich local teachers, pupils and community
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not applicable
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	4 Outreach programmes per annum
Indicator responsibility	Community Projects Leader

Table 21. Number of Artist Residency presented

Indicator title	Number of residencies
Definition	The resident artist will be expected to hold an exhibition, public discussions or workshops
Source of data	local and independent creative practitioners such artists and curators
Method of Calculation/ Assessment	Simple count
Means of verification	Reports and photographs
Assumptions	• The residency space is available and function ready • There are adequate resources available (e.g., funding)
Spatial Transformation (where applicable)	Renovations to be done
Calculation type	Cumulative year-end
Reporting cycle	Annually
New indicator	Yes
Desired performance	1 residency program per annum
Indicator responsibility	Community Projects Leader

Table 22. Number of special community projects presented

Indicator title	Number of community projects presented.
Definition	Implementing community projects as a contribution to national building
Source of data	Projects records
Method of Calculation / Assessment	Simple count
Means of verification	Photograph and reports
Assumptions	• Project partners continue to be available, committed and capacitated. • Part-time capacity and expertise remain available. • Project can be enriched through follow up activities and exhibitions.
Disaggregation of Beneficiaries (where applicable)	25% for Women 25% for Youth 10% for people with disabilities
Spatial Transformation (where applicable)	Not Applicable
Calculation type	Non-Cumulative year end
Reporting cycle	Quarterly
New indicator	No
Desired performance	3 special projects per quarter
Indicator responsibility	Community Project

Table 23. Film screenings presented

Indicator title	Number of screenings presented
Definition	Implementing community projects as a contribution to national building
Source of data	Local and international films
Method of Calculation/ Assessment	Simple count
Means of verification	Invitation, poster, photographs, reports
Assumptions	• Marketing and publicity will yield sufficient attendance justify screening. • WHAG will identify South African and African films of interest to the community • WHAG can identify films & related to or relevant to school curriculum • Issue of license & screening fees can be clarified & amounts justified
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	24 screenings
Indicator responsibility	Community Projects Leader

Table 24. Number of publications acquired

Indicator title	Number of publications acquired
Short definition	Reference library developed as a tool to access and audience development
Purpose/importance	Resource available for benefit of staff, school learners, tertiary students and researchers
Source of data	Librarian records
Method of Calculation / Assessment	Simple count
Means of verification	Register
Assumptions	• Budget is adequate to acquire appropriate items • WHAG can priorities worthwhile acquisitions which will add value to the community • WHAG reference library will be productively utilized by stakeholders
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Reporting cycle	Quarterly
Desired performance	Rand value allocation per annum
Indicator responsibility	Librarian

ANNEXURE A: AMENDMENTS TO THE STRATEGIC PLAN

Due to the disruption to the implementation of the 2020/2021 plan by the COVID-19 pandemic, the following amendments were made in the 2021/2020 Annual Performance Plan:

Programme 2: Collections Management

Outcome	Outcome Indicator	Baseline	Five-year target	2021/2022	Reason for deviation
Preservation of collections	Number of artworks conserved	8	40	6	The target was reduced to allow for the team to dedicate the early part of the year to put in place systems i.e., sign multi-year contracts with service providers, for conservation so that the target is consistently met over the five-year period.

Programme 3: Public Engagement

Outcome	Outcome Indicator	Baseline	Five-year target	2021/2022	Reason for deviation
Access and audience development	Number of film screenings presented	30	150	24	The target was reduced due to the uncertain social situation of the COVID-19 pandemic.

ANNEXURE B: CONDITIONAL GRANTS

WHAG currently has no conditional grants.

ANNEXURE C: CONSOLIDATED INDICATORS

WHAG has no consolidated indicators.

ANNEXURE D: DISTRICT DEVELOPMENT MODEL

This is not applicable to the William Humphreys Art Gallery.

ANNEXURE E:

MATERIALITY AND SIGNIFICANCE FRAMEWORK

for the year ending 31 March 2020

DEFINITIONS AND STANDARDS

Event B. An activity that has the elements of income and expenditure

Trading venture B. An activity that has the elements of buying and selling of products and/or services

Total revenue B. Total income excluding the revenue from events and trading ventures

Total expenditure B. Total expenditure excluding event and trading venture expenditure
Audited Financial Statements B 2019 / 2020 (AFS)
Approved Strategic Plan B 2020 – 2021 / 2024 – 2025 (ASP)
Approved Annual Budget: 2019 / 2020 (AAB)

PFMA Duties and Responsibilities

Section 50 and 51 of the PFMA and the applicable Treasury Regulations clearly stipulates the required responsibilities of the accounting authority and furthermore, requires that should the accounting authority not be able to comply with any of the required responsibilities, the accounting authority must report to the executive authority (the responsible Minister) and the National Treasury the inability and reasons for such non-compliance.

Section 50 (2) (a) reflects that "A member of an accounting authority may not act in a way that is inconsistent with the responsibilities assigned to an accounting authority in terms of this Act". This Act gives direction on potential conflict of interests and the approach to be taken by Council members in declaring any areas of potential conflict of interest.

Cultural Institutions Act

The Cultural Institutions Act, Act 119 of 1998 constitutes the William Humphreys Art Gallery as a public entity.

The affairs of the William Humphreys Art Gallery shall be managed and controlled by a Council consisting of at least seven (7) members appointed by the responsible Minister of Sports, Arts and Culture. The chairperson is appointed by the Minister. The Director is a member of the Council with no voting rights.

ANNEXURE F: COUNCIL CHARTER

Council Charter

The Council Charter is a document that serves to set out the high-level responsibilities of the William Humphreys Art Gallery Council, read in conjunction with the Cultural Institutions Act, the PFMA and the applicable Treasury Regulations.

Duties and Responsibilities

- The William Humphreys Art Gallery Council is responsible for the performance of the Gallery and is fully accountable to the Executive Authority (the responsible Minister). As a result, the William Humphreys Art Gallery Council gives strategic direction to the Gallery's Management and Staff.
- The William Humphreys Art Gallery Council retains full and effective control over the Gallery and monitors management in implementing plans, strategies and resolutions. This includes the operational performance.
- The William Humphreys Art Gallery Council ensures that Management and Staff are fully aware of and comply to applicable laws, regulations, policies and code of business practice in dealing with communities and stakeholders openly and promptly with substance prevailing over form.
- The William Humphreys Art Gallery Council ensures that there are effective policies, procedures, practices and systems of internal control in place that protect the Gallery's assets, resources and reputation.
- The William Humphreys Art Gallery Council must ensure that management has implemented an effective system of risk management.
- William Humphreys Art Gallery Council members should ensure that they have unrestricted access to accurate, relevant and timely information of the Gallery and act on fully informed basis, in good faith, with diligence, skill and care and in the best interest of the William Humphreys Art Gallery, whilst taking into account the interests of the various stakeholders, including employees, creditors, suppliers and local communities.
- The William Humphreys Art Gallery Council must monitor closely the process of disclosure and communication and exercise objective judgement on the affairs of the Gallery.
- The William Humphreys Art Gallery Council should monitor and manage potential conflicts of interest of Council members and management. The William Humphreys Art Gallery Council as a whole and each individual member must not accept any payment of commission, any form of bribery, gift or profit for him/herself.

- The William Humphreys Art Gallery Council should develop a clear definition of the levels of materiality or sensitivity in order to determine the scope of delegation of authority and ensure that it reserves specific powers and authority to itself. Delegated authority must be in writing.
- The William Humphreys Art Gallery Council must ensure that financial statements are prepared for each financial year, which fairly represents the affairs of the William Humphreys Art Gallery.
- The William Humphreys Art Gallery Council shall appoint sub-committees when necessary and shall require reports from each of these committees are presented and approved by Council.
- The William Humphreys Art Gallery Council should at least annually assess its performance.

ISBN: 978-0-621-49890-5

William Humphreys
Art Gallery

an agency of the
Department of Sport, Arts and Culture