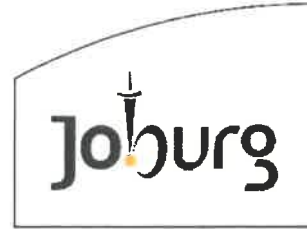




JOBURG | SOWETO | ROODEPOORT



**- JOBURG THEATRE-  
(SOC)LIMITED**

Registration No: 2000/013032/07

trading as  
Joburg City Theatres

**the JOBURG THEATRE**



**FOURTH QUARTER  
PERFORMANCE REPORT  
2021/22**

**FINAL  
SUBMITTED ON 15 JULY 2022**

**JOBURG THEATRE  
SOC LIMITED**

**COMPANY INFORMATION:**

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Johannesburg  
2017**

**Postal Address:** **P O Box 31900  
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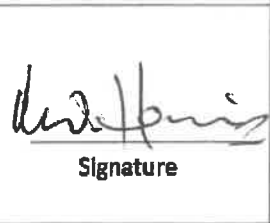
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[www.sowetothatre.com](http://www.sowetothatre.com)  
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**Bankers** : **Nedbank Limited  
Investec**

**Auditors** : **Auditor-General**

**Approval**

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## ABBREVIATIONS

Abbreviation/ Acronym	Explanation/ Description
<b>AA</b>	<b>Affirmative Action</b>
<b>AFS</b>	<b>Annual Financial Statement</b>
<b>AG</b>	<b>Auditor General South Africa</b>
<b>AGM</b>	<b>Annual General Meeting</b>
<b>ARC</b>	<b>Audit and Risk Committee</b>
<b>BBS</b>	<b>Behaviour Based Safety</b>
<b>BBBEE</b>	<b>Broad Based Black Economic Empowerment</b>
<b>CAPEX</b>	<b>Capital Expenditure</b>
<b>CATHSSETA</b>	<b>Culture Arts, Tourism, Hospitality and Sport Sector Education and Training Authority</b>
<b>CCMA</b>	<b>Commission for Conciliation, Mediation and Arbitration</b>
<b>CEO</b>	<b>Chief Executive Officer</b>
<b>CFO</b>	<b>Chief Financial Officer</b>
<b>COJ</b>	<b>City of Johannesburg</b>
<b>COVID-19</b>	<b>Coronavirus disease 2019, which is a virus (more specifically, a coronavirus) identified as the cause of an outbreak of respiratory illness first detected in Wuhan, China.</b>
<b>EAP</b>	<b>Employees Assistant Programme</b>
<b>EE</b>	<b>Employment Equity</b>
<b>EPWP</b>	<b>Expanded Public Works Programme</b>
<b>EXCO</b>	<b>Executive Management Committee</b>
<b>FY</b>	<b>Financial Year</b>
<b>GAC</b>	<b>Group Audit Committee</b>
<b>GRAP</b>	<b>Generally Recognised Accounting Practice</b>
<b>HR</b>	<b>Human Resources</b>
<b>IAC</b>	<b>Independent Audit Committee</b>
<b>ICT</b>	<b>Information and Communication Technology</b>
<b>IDP</b>	<b>Integrated Development Plan</b>
<b>IT</b>	<b>Information Technology</b>
<b>JCT</b>	<b>Joburg City Theatres</b>
<b>JT</b>	<b>Joburg Theatre</b>
<b>KPA</b>	<b>Key Performance Area</b>
<b>GRAS</b>	<b>Group Risk and Assurance Services</b>
<b>KPI</b>	<b>Key Performance Indicator</b>
<b>MANCO</b>	<b>Management Team Committee</b>
<b>MFMA</b>	<b>Municipal Finance Management Act</b>
<b>MOE</b>	<b>Municipal Owned Entity</b>
<b>MOI</b>	<b>Memorandum of Incorporation</b>
<b>MSCMR</b>	<b>Municipal Supply Chain Management Regulations</b>
<b>NED</b>	<b>Non-Executive Director</b>
<b>PANSA</b>	<b>Performing Arts Network South Africa</b>
<b>RAC</b>	<b>Risk Assurance and Compliance</b>
<b>SAMRO</b>	<b>Southern African Music Rights Organisation</b>

<b>SCM</b>	<b>Supply Chain Management</b>
<b>SDA</b>	<b>Service Delivery Agreement</b>
<b>REMSEC</b>	<b>Remuneration, Social and Ethics Committee</b>
<b>RT</b>	<b>Roodepoort Theatre</b>
<b>SETA</b>	<b>Sector Education and Training Authority</b>
<b>SHEQ</b>	<b>Safety Health Environment and Quality</b>
<b>SLA</b>	<b>Service Level Agreement</b>
<b>ST</b>	<b>Soweto Theatre</b>
<b>STAGES</b>	<b>Stages Restaurant</b>
<b>YTD</b>	<b>Year to Date</b>

## CHAPTER ONE: INTRODUCTION AND CORPORATE PROFILE

### Section 1: Corporate Profile / Overview of the entity

The City Council of Johannesburg initially constructed the Johannesburg Civic Theatre in 1962, creating a high-profile landmark on the top of the Braamfontein Hill, which grew to become one of the most technically proficient theatres in the southern hemisphere. The Johannesburg Civic Theatre Association operated it<sup>1</sup>.

In July 2000 – when theatres across the country were considered to be both creatively and financially moribund – through the iGoli process, the Johannesburg Civic Theatre (Pty) Ltd was corporatised from the then Johannesburg Civic Theatre Association, a Section 21 Company. Johannesburg Civic Theatre re-branded as Joburg Theatre in 2009.

Roodepoort City Theatre NPC t/a Joburg Promusica was founded in 1980. The renaming of the theatre to the Promusica Theatre was conducted through the iGoli process in 2000. The theatre operates as a 328-seat auditorium and an 80-seat box theatre. In 2009/10, the strategic positioning of the organisation was reviewed, resulting in a stronger focus on the receiving house aspects of Promusica and a more concerted effort to attract independent producers to the venue.

The Soweto Theatre in Jabulani, Soweto was officially launched in 2012.

In 2011, a high-level review of the City's institutional arrangements was commissioned, and it resolved that Joburg Theatre (SOC) Ltd and Roodepoort City Theatre NPC t/a Joburg Promusica be integrated into a single theatre management company; and further to institutionalise the operations of the newly established Soweto Theatre under the same structure.

It was recommended that all the theatres be integrated under a single "Theatre Management Company", with one Board and "Group CEO/MD" to manage the three theatres. In addition, benefit would be realised by savings at executive level (i.e. single CFO, Company Secretary, Shared Services, etc.).

Council approved the merger of the Joburg Theatre (SOC) Ltd and Roodepoort City Theatre NPC t/a Joburg Promusica on 25 August 2011. This was pending the required due diligence and legal processes; and the integrated theatre management company – now called **Joburg City Theatres (JCT)** – was mandated to render the functions and services that, until 31 December 2012, were rendered by the three theatres. The effective date for the integration was 1 January 2013.

Joburg Theatre is also permanent home to Joburg Ballet, which is supported by an annual grant from Joburg City Theatres; as well as the Peoples Theatre Company – performing throughout the year to children between the ages of 3 and 13 – and one of the country's most respected community development projects in the arts, the tiny 'black-box' theatre known as space.com.

The Joburg Philharmonic Orchestra is also supported through an annual grant from Joburg City Theatres, since 2017.

While not its core mandate, over the period since 2013 the hospitality, catering and restaurant services provided by Joburg City Theatres have also matured and grown, contributing significantly to revenue generation and to the suite of services that Joburg City Theatres offers.

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<sup>1</sup> *Joburg Theatre – the First 45 Years, 1962–2007. September 2007*

The Board of the integrated “Johannesburg City Theatres” (JCT) is the Accounting Authority in terms of the Municipal Finance Management Act (MFMA). The Board provides strategic direction, leadership and oversight, to enhance shareholder value and ensure Joburg City Theatres’ long-term sustainability, development and growth. In fulfilling its responsibilities, the Board is supported by the Chief Executive Officer and the executive team in implementing the approved Strategic Plan and policies.

Joburg City Theatres strives to comply with the principles contained in the King 4 code of Good Governance in South Africa. In line with good corporate governance practices, the Board of Joburg City Theatres developed a 5-year corporate strategic plan for the organisation, which covers the period between 2019/20 and 2023/24. The approved strategic plan focusses on the development of a series of aligned annual performance/business plans for the organisation, which reflects the medium-term and annual targets and responsibilities of the rolling milestones defined by the strategic plan.

In terms of its planning approach, historically, Joburg City Theatres has undertaken an annual process, led by the Board, to develop an Annual Business Plan, which includes the current year and two outer years. The challenge with this approach is that it is by its nature quite short-term (focused on the year at hand) and possibly lacks a longer-term (5-year and beyond) view of where the Theatres are going. The Board thus decided to lead a process for developing a longer-term strategic plan, which would provide a longer-term view of the Theatres. This would then inform the rolling Annual Business Plans over the period (1st for 2019/20) – which are then a series of progressive plans towards achieving the strategy.

The goal was to move beyond compliance driven planning to an integrated results-based approach to planning. While it is appreciated that the period of a Joburg City Theatres 5-Year Strategic Plan would extend even beyond the period of the Board’s tenure, this would form part of the Board “legacy”.

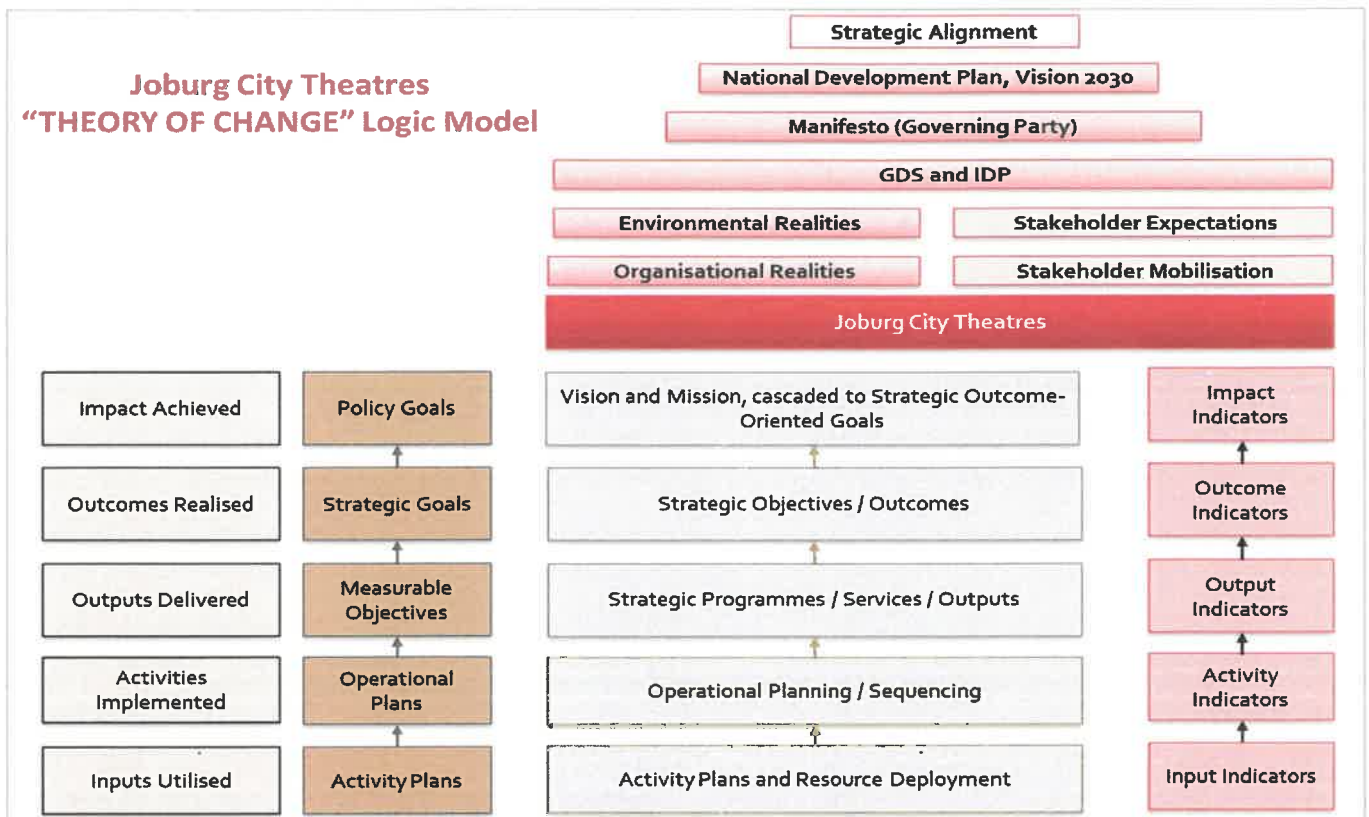
During November to December 2018, Joburg City Theatres thus embarked on an iterative process to critically examine its strategic posture and direction in line with its mandate, and in light of shifts in the environment, which have an impact on its planning and programme delivery. There was a need to examine and consider the changes in the performance environment, as well as the policy framework. The process culminated in the development of this strategic framework that is progressive in nature and practical to implement.

The overall aim of the process was to apply the principles of strategic review, analysis, planning, monitoring and evaluation in developing a strategic plan; reflecting aligned institutional arrangements and critical success areas to give effect to the strategic plan.

The planning process was necessarily iterative and focused on critically examining the strategic intent, goals, objectives and performance metrics to ensure that they are specific, measurable, achievable, and realistic and time bound – in accordance with “SMART” principles.

In facilitating the process towards the development of the Strategic Plan, a Theory of Change Logic Model was followed. This informed the approach to the discussions and to the packaging of the strategic data, as follows:

**Figure 1: The Theory of Change Logic Model Informing the Planning Approach**



In response to the various engagements and considerations, the Joburg City Theatres Strategic Plan presented below seeks to provide the organisation with clarity of purpose and describes:

- 1) A strategic framework for Joburg City Theatres that defines the character of the organisation, including a response to the regulatory, external and industry environment, and the expectations of the various partners and stakeholders;
- 2) An articulation of the mandate, vision, mission and values of Joburg City Theatres, in light of a carefully considered and defined response to its mandate and primary object;
- 3) The strategic role of Joburg City Theatres in relation to that of its partners from the state, civil society and the private sector, both domestically and internationally, in together delivering well-planned, effective and responsive programmes and services;
- 4) The Joburg City Theatres business model and service offerings, and a balanced and aligned set of strategic goals, focus areas, objectives and aligned performance metrics for the five year period, that seek to articulate:
  - a) How to reposition and enhance the visibility of the organisation both domestically and internationally;
  - b) How to enhance the efficiency and effectiveness of Joburg City Theatres and its operations; and
  - c) How to best apply and leverage limited resources in order to grow the reach and impact of the organisation in the next five years and beyond;

- 5) The required institutional arrangements and organisational design considerations to give effect to the strategy.

This Business Plan, as approved by the Board, then serves as input to the management team, towards the development of an aligned Annual Performance Plan for 2021/22. Management will then actively pursue implementation of the approved Business Plan as aligned to the Five Year Strategic Plan of 2019/20-2023/24, under the oversight and guidance of the Board.

### **Mandate and Core Business**

In response to the National and City policy framework outlined above, Joburg City Theatres is governed in terms of its Memorandum of Incorporation and the amended Shareholder Agreement, that which outlines the role and primary objects of Joburg City Theatres. Read together, in terms of these documents, Joburg City Theatres focuses on the delivery of the following services:

- 1) The management and promotion of high-quality performing arts and entertainment facilities;
- 2) Provision of supportive hospitality infrastructure and services;
- 3) To enable Joburg residents to access and benefit from quality arts and culture facilities and experiences;
- 4) The hosting and showcasing of revenue generating local and international productions that have a positive impact on the financial sustainability of Joburg City Theatres, whilst also exposing Joburger's to globally recognised professional entertainment;
- 5) The hosting of quality performing arts and entertainment productions that are attractive to both traditional and regular theatre goers, but also to new and diverse audiences;
- 6) The promotion and development of local content and local markets through programmes that advance social cohesion and support the transformation of society;
- 7) The in-house and/or co-production and staging of arts and entertainment productions in collaboration with local arts practitioners, entrepreneurs and enterprises;
- 8) The acceleration of youth development through enhancing the teaching and learning experience of learners, programmes that stimulate an interest in the arts as a viable career path and the provision of opportunities for future arts practitioners and entrepreneurs;
- 9) To conceptualise, create, produce, market and disseminate content, both through own facilities and by taking shows to communities;
- 10) To generate revenue over and above the subsidy received from the City through the effective delivery of the above services.

The primary mandate of Joburg City Theatres is:

***To provide a high quality and innovative live entertainment and educational programmes, which serves the diverse communities of the City of Joburg and supports social cohesion, inclusivity and tolerance.***



In support of this primary mandate, the core business of Joburg City Theatres is:

- ***To provide high quality, well-managed and accessible theatre and live entertainment venues, and proactively work to develop new audiences and markets;***
- ***To provide high quality, well-managed and accessible theatre and live entertainment venues, and proactively work to develop new audiences and markets;***
- ***To identify, commission and produce relevant productions and experiences; and support youth development, including the development of future arts practitioners and entrepreneurs; and***
- ***To offer quality support and services that enable the acquisition and hosting of local and international professional productions and experiences that are relevant to diverse audiences.***

## **Vision**

Joburg City Theatres sets for itself the following vision:

***A leading World Class home of live entertainment, providing sustainable, development-oriented and diverse programming.***

## **Mission**

In achieving the above vision, Joburg City Theatres' mission is:

***To produce and present innovative and relevant indigenous and international entertainment programmes that promote diversity and social cohesion.***

In so doing, Joburg City Theatres' commits to:

- ***Conceptualise, manage, host and promote high quality performing arts and entertainment experiences and facilities;***
- ***Create opportunities for affordable access and use of theatres by all communities;***
- ***Provide opportunities for the youth, including the development of future arts practitioners and entrepreneurs;***
- ***Grow shareholder value by ensuring sound financial sustainability, good governance and;***
- ***Work in partnership with others to maximise the impact of our programmes.***

## **Values**

To support and drive its core strategy, Joburg City Theatres appreciates that values identify principles for the conduct of the institution in carrying out its mission. Joburg City Theatres' values define a citizen-oriented approach for producing and delivering its services in line with the delivery improvement priorities of the CoJ, as follows:



Value	What it means in practice
<b>Service Excellence</b>	<ul style="list-style-type: none"> <li>▪ We will at all times render the quickest, responsive and best service to our customers. We will do so in a competent, timely, cost effective, efficient and professional manner.</li> <li>▪ We will strive for enhanced levels of customer satisfaction and responsiveness, and diligently strive to meet and exceed our service standards.</li> </ul>
<b>UBUNTU (Care and concern for people) -</b>	<ul style="list-style-type: none"> <li>▪ We will do our work with care, empathy and concern for the wellbeing of vulnerable communities, customers and stakeholders;</li> <li>▪ We will at all times display tolerance, respect and consideration of cultural diversity;</li> <li>▪ We will implement Batho Pele Principles.</li> </ul>
<b>Accountability</b>	<ul style="list-style-type: none"> <li>▪ We will display punctuality, reliability, dependability and a commitment to meet deadlines;</li> <li>▪ We will act in a transparent manner and display ethical and consistent behaviour;</li> <li>▪ We will behave with integrity in all our actions, always acting in the best interest of the citizen and organisation.</li> </ul>
<b>Agility</b>	<ul style="list-style-type: none"> <li>▪ We will seek to be flexible, adaptable and responsive to our highly competitive environment;</li> <li>▪ We will value and promote innovative ideas and solutions in order to deliver exceptional results;</li> <li>▪ We will strive to identify opportunities to delivery services more economically and efficiently, and to respond to revenue opportunities, given the constrained fiscal environment;</li> <li>▪ We will seek to leverage the positive social benefit of the arts, and to use the arts to address societal issues and promote greater quality of life.</li> </ul>

Designed as a broad set of programmatic interventions, the National Development Plan (NDP) proposes a ‘virtuous cycle’ of growth and development, whilst reducing poverty and inequality. The enablers are strong leadership throughout society, national consensus, social cohesion and a capable state. Chapter 15 of the NDP asserts that:

*“Arts and culture opens powerful spaces for engagement about where a society finds itself and where it is going. Promoted effectively, the creative and cultural industries can contribute substantially to small business development, job creation, urban development and renewal.”*

The above strategy and policy imperatives inform this business plan of Joburg City Theatres for the financial year 2021/22. In this regard, Joburg City Theatres is a progressive, complementary and supportive intergovernmental partner of the Department of Arts Culture.

#### **The Aligned CoJ Priorities:**

The priorities as approved in the 2021/22 Business Plan are further unpacked specific to the Theatres, as follows:

**Specific priorities focus areas for JCT to 2022:**

The following table presents the Joburg City Theatres alignment to the above priorities, and outlines the specific focus areas to 2022 for each:

<b>COJ PRIORITIES</b> (Applicable Strategic Interventions)	<b>JCT PROGRAMMATIC RESPONSE</b> (Informing JCT Strategic Objectives and KPAs)
<p><b>COJ Priority 5: An inclusive City</b></p> <ul style="list-style-type: none"> <li>➤ Sports and arts facilities that promote activities we enjoy doing as a community</li> </ul>	<ul style="list-style-type: none"> <li>▪ Audience development</li> <li>▪ Arts education and arts talent skills development</li> <li>▪ Theatre open days</li> <li>▪ Mobile theatre truck – take theatre to communities</li> <li>▪ Soweto Theatre Amphitheatre launch</li> <li>▪ Leveraging major milestones/anniversary events of the theatres to promote the arts and theatre</li> <li>▪ Better leverage the Joburg Ballet and Philharmonic Orchestra into the group offering</li> </ul>
<p><b>J Priority 3: A caring City</b></p> <ul style="list-style-type: none"> <li>➤ Consistent support and uplifting of marginalised communities such as women, youth, people with disabilities and LGBTIQ+</li> </ul>	<ul style="list-style-type: none"> <li>▪ Thematic productions</li> <li>▪ Strengthen school set work offering across all theatres</li> <li>▪ Position arts alongside sport in schools for development of future audiences</li> <li>▪ Provide opportunities for the youth, including the development of future arts and theatre practitioners</li> </ul>
<p><b>COJ Priority 1: Getting the basics right</b></p> <ul style="list-style-type: none"> <li>➤ Create and maintain facilities that promote social cohesion</li> </ul>	<ul style="list-style-type: none"> <li>▪ Thematic productions</li> <li>▪ Host, develop and stage productions that tell the story – and promote civic pride/social cohesion</li> <li>▪ Customer care improvement</li> <li>▪ Integrated programming of the theatres</li> <li>▪ Ensure efficient and effective internal business processes and systems</li> <li>▪ JCT Archive/Resource Centre to preserve and tell the story of the history of theatre in Johannesburg</li> </ul>
<p><b>COJ Priority 6: A well-run City</b></p> <ul style="list-style-type: none"> <li>➤ A financially sustainable City (by implication, a financially sustainable Theatre)</li> </ul>	<p>Anti-fraud and corruption:</p> <ul style="list-style-type: none"> <li>▪ Put mechanisms in place to verify observance of code of conduct and ethics and make it known within JCT</li> <li>▪ Perform a comprehensive fraud risk assessment as part of the operational risk assessment</li> <li>▪ Develop and deploy preventative and detective fraud control activities</li> </ul>

COJ PRIORITIES (Applicable Strategic Interventions)	JCT PROGRAMMATIC RESPONSE (Informing JCT Strategic Objectives and KPAs)
	<ul style="list-style-type: none"> <li>▪ Formulate and collate a fraud response plan to ensure a coordinated approach to investigation and corrective action</li> </ul> <p>Financial sustainability:</p> <ul style="list-style-type: none"> <li>▪ Grow shareholder value by ensuring sound financial management, financial control and growth in revenue</li> <li>▪ Increase asset utilisation and leveraging investment.</li> <li>▪ Well planned and implemented Capex and maintenance programme.</li> <li>▪ Cost efficiency across the value-chain</li> <li>▪ Stage fewer yet high-profile productions – balance tickets sold / complimentary ticket ratio</li> <li>▪ Underground parking at Joburg Theatre for own use and revenue diversification</li> </ul>
<p><b>COJ Priority 4: A business-friendly City</b></p> <ul style="list-style-type: none"> <li>➤ More skills for jobs and programmes for young people to gain skills and experience</li> <li>➤ Fair access to EPWP opportunities and fair allocation of local contracts</li> <li>➤ Promote business and leisure tourism as important job creators</li> </ul>	<ul style="list-style-type: none"> <li>▪ Expanded Public Works programmes (EPWPs) opportunities</li> <li>▪ Work opportunities created at JCT</li> <li>▪ SMME support</li> <li>▪ Ensure sound and consistent supply chain management processes that support preferential procurement, and enhance the contribution of JCT to enterprise development</li> <li>▪ Cultivate local entrepreneurs/suppliers</li> <li>▪ Strengthen tourist-focused marketing and promotion</li> <li>▪ Joburg festivals (Newtown cultural precinct), like Edinburgh and Adelaide festivals</li> </ul>
<p><b>COJ Priority 7: A smart City</b></p> <ul style="list-style-type: none"> <li>➤ A smart City that embraces ICT innovation as a force for good</li> </ul>	<ul style="list-style-type: none"> <li>▪ Theatre production streaming</li> <li>▪ Offering free Wi-Fi in theatre venues</li> </ul>
<p><b>COJ Priority 2: A safe and secure City</b></p> <ul style="list-style-type: none"> <li>➤ Integrated and visible policing. where SAPS, the private sector, and community organisations collaborate to monitor areas, provide alerts and share capacity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Joburg Theatre participates in the Braamfontein improvement district, which focuses on safety in Braamfontein</li> <li>▪ Soweto Theatre collaborate with the Jabulani SAPS and the Community Policing Forum.</li> <li>▪ Roodepoort Theatre has a relationship with JMPD</li> </ul>

## Section 2: Strategic Objectives

As the organisation pursues its Vision and Mission, the Strategic Objectives are derived from the above strategic intent and business model, and are aligned to CoJ strategic priorities and outcomes of the COJ.

- JCT forms part of the City's Human and Social Development Cluster, integrating the work of the City departments and entities that take the strategic and practical lead on the City's constitutional mandate to promote the social development and upliftment of its residents.

This is a commitment to improving social, health and safety conditions city wide, with a targeted focus on poverty and deprivation, a strong push to promote social inclusion and an emphasis on self-sustaining transformation and building capacity amongst residents themselves to eliminate long-standing problems and handle new shocks. JCT's contribution in the cluster is ***"targeting deprived spaces and communities through Arts and Culture Programming"***.

For the period 2021/22 and beyond, five (5) Strategic Objectives have been developed in order to enable Joburg City Theatres to effectively focus and prioritise its options in delivering on its mandate and respond to the above strategic focus areas.

The Strategic Objectives are framed as statements that describe the outcome expected, resulting from Joburg City Theatres' intervention. These Strategic Objectives are elaborated upon in the table below:

**Table 3: Joburg City Theatres Strategic Objectives**

JCT Strategic Objective	Objective Description and Focus Areas	COJ Priority Alignment
<ul style="list-style-type: none"> <li>● Provision of opportunities for the youth, including future arts and theatre practitioners and entrepreneurs.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support local content development.</li> <li>▪ Support for youth development programmes.</li> <li>▪ Facilitate partnerships and co-productions that widen the participation of local producing partners engaged with JCT.</li> <li>▪ Implement structured opportunities for the development of the talents and skills of young people in the arts.</li> </ul>	<p>Priority 3: A caring City Priority 4: A business-friendly City</p>
<ul style="list-style-type: none"> <li>● Quality performing arts and entertainment experiences and facilities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Supporting the development and creation of work.</li> <li>▪ Strengthening the acquiring and hosting of local and international work.</li> <li>▪ Facilitate production partnerships with theatres in South Africa and the African Diaspora for the Development of Productions from African stories.</li> <li>▪ Ensuring facilities and infrastructure are in excellent condition.</li> <li>▪ Monitor and enhance customer satisfaction and the achievement of service level standards.</li> <li>▪ Joburg festivals (Newtown cultural precinct), like Edinburgh and Adelaide festivals.</li> <li>▪ Soweto Theatre Amphitheatre launch and operationalisation.</li> <li>▪ Better, leverage the Joburg Ballet and Philharmonic Orchestra into the group offering.</li> <li>▪ JCT Archive/Resource Centre to preserve and tell the story of the history of theatre in Johannesburg.</li> <li>▪ JCT touring circuit – annual showcase by taking at least one show nationally.</li> <li>▪ JCT annual legend tribute programme.</li> </ul>	<p>Priority 1: Getting the basics right Priority 5: An inclusive City</p>
<ul style="list-style-type: none"> <li>● Affordable access to and use of theatres by communities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Thematic productions that address societal issues.</li> <li>▪ Engagement with arts practitioners, private sector and communities in bringing new audiences into contact with JCT programmes.</li> </ul>	<p>Priority 1: Getting the basics right Priority 3: A caring City</p>

JCT Strategic Objective	Objective Description and Focus Areas	COJ Priority Alignment
	<ul style="list-style-type: none"> <li>▪ Develop future audiences by providing discounted tickets to learners.</li> <li>▪ Provide access to JCT venues.</li> <li>▪ Accessibility to theatres venues for people living with disabilities (universal access).</li> <li>▪ Mechanisms and approaches that assist to make theatre going practical for various communities.</li> <li>▪ Strengthen school set work offering across all theatres.</li> <li>▪ Position arts alongside sport in schools for development of future audiences.</li> <li>▪ Utilisation of the Mobile Theatre Truck to access audiences that are not traditional theatre goers.</li> </ul>	<p>Priority 5: An inclusive city</p>
<ul style="list-style-type: none"> <li>• Good governance, financial sustainability and sound management.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Balance the imperative for revenue generation with socio-economic development.</li> <li>▪ Grow shareholder value by ensuring sound financial management, financial control and growth in revenue.</li> <li>▪ Increase asset utilisation and leveraging investment.</li> <li>▪ Cost efficiency across the value-chain.</li> <li>▪ Integrate the programming and value chains of the theatres.</li> <li>▪ Ensure efficient and effective internal business processes and systems.</li> <li>▪ Enhance Joburg City Theatres hospitality, events, and catering services.</li> <li>▪ Stage fewer yet high-profile productions – balance tickets sold/complimentary ticket ratio.</li> <li>▪ Underground parking at Joburg Theatre for own use and revenue diversification.</li> <li>▪ Sound and consistent supply chain management processes that support preferential procurement and JCT’s contribution to enterprise development.</li> </ul>	<p>Priority 1: Getting the basics right</p> <p>Priority 4: A business-friendly City</p> <p>Priority 6: A well-run City</p>



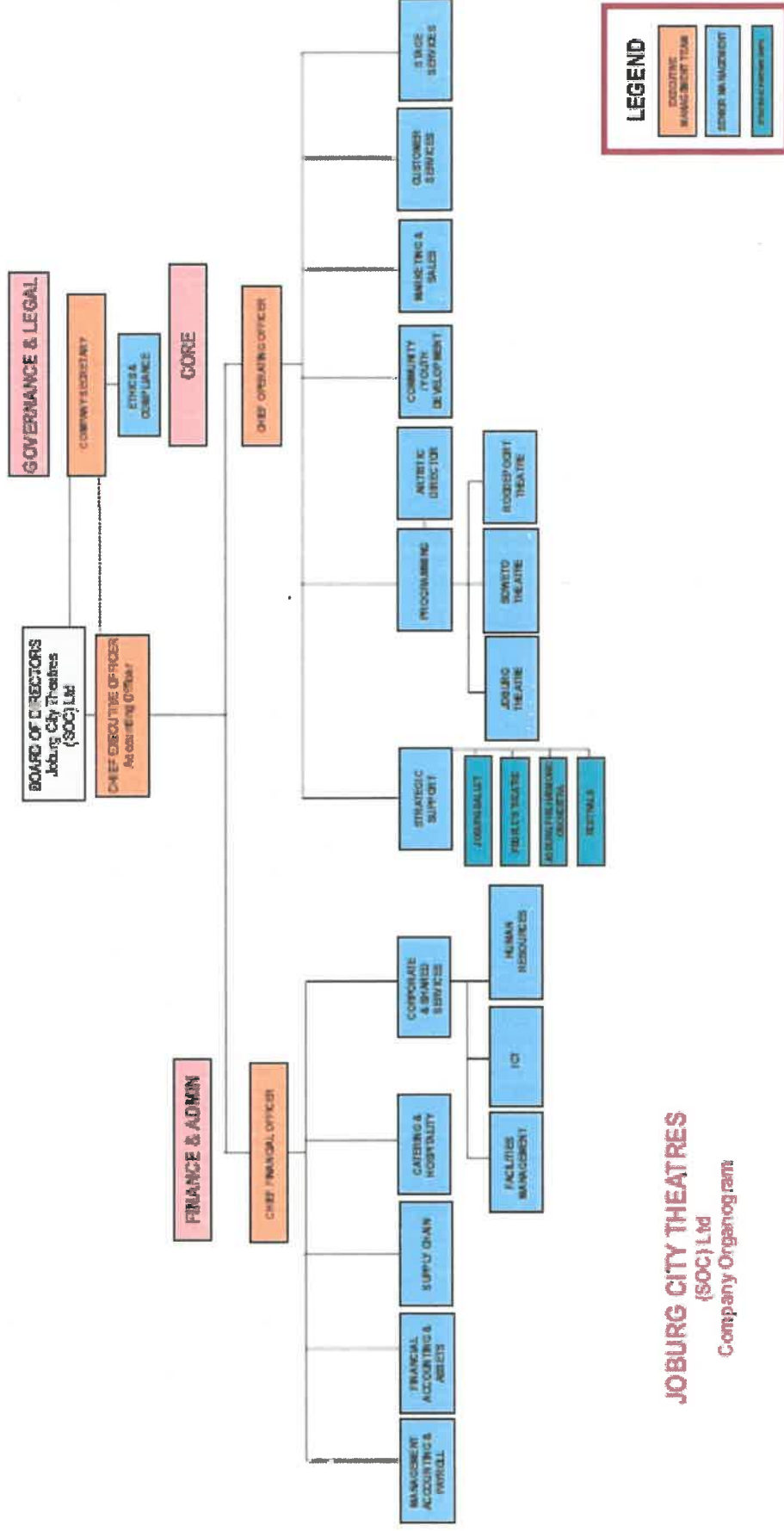
JCT Strategic Objective	Objective Description and Focus Areas	COJ Priority Alignment
<ul style="list-style-type: none"> <li>● Mobilisation of resources to support the mandate, and improved brand recognition and awareness of JCT.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Build JCT brand awareness and grow the market share of JCT as a leading brand.</li> <li>▪ Build JCT visibility through enhanced marketing, communication and stakeholder management.</li> <li>▪ Leveraging of mutually beneficial partnering agreements and joint programmes.</li> <li>▪ Fundraising and donations.</li> <li>▪ Strengthen tourist-focused marketing and promotion.</li> <li>▪ Leverage major milestones/anniversary events of the theatres to promote the arts and theatre.</li> </ul>	<p>Priority 1: Getting the basics right</p> <p>Priority 6: A well-run City</p>

### Section 3: Salient Features

- **100%** performance achievement of the entity's scorecard and **Capex expenditure of 100%** achievement
- JCT had **sold out performances** for - Simphiwe Dana's **MOYA**, **Drakensberg Boys Choir** and **Feya Faku** concert and the last weekend of **Kunene and the King**.
- In closing off Africa month, JCT and John Kani Productions presented the premiere of **Kunene and The King**, directly from the West End which was presented at the Ambassador Theatre in London, then went on a national tour at Joburg Theatre, Durban Playhouse and moving to Nelson Mandela Bay Theatre in Gqeberha and Stellenbosch University mid-July.
- Joburg Theatre in partnership with Mbuso Khoza hosted **Ihubo- The song of ages** at the Lesedi Theatre in celebrating the upcoming 60<sup>th</sup> Anniversary.
- Joburg Theatre celebrated Youth Month with- **Disney's The Jungle Book Kids** performances and the talented **Drakensberg Boys Choir**.
- Joburg Ballet's season of **Evolve** enjoyed good houses, as did **Moving Into Dance's Ingress**.
- **The Naledi Theatre Awards** took place at the Mandela Theatre and Joburg City Theatres productions scooped 4 awards.
- The Festival of Excellence in the **Dramatic Arts (FEDA)** took place for the first time since 2019.
- Soweto Theatre marked its 10-year milestone since its opening in May 2012 with **Soweto Comedy festival** and **Africa Day Groove**.
- **Youth and Community Development** programmes continued across all three theatres as detailed in the body of the report.
- **Community Development Day**- Community Development entities took their services to the people, an initiative by the MMC Cllr Ronald Harris.
- JCT recorded a trading deficit of R 4.431m for the quarter against the budgeted deficit of R3.504m however reported a surplus of R5.123m for the financial year.
- The total revenue for 2020/21 4th quarter was R56.3 million and in the 2021/22 is R56.137 million representing a decrease of 0.29%.
- The earned revenue for 2020/21 4th quarter was R16.7 million and in the 2021/22 is R17.219 million representing an increase of 3.11%.
- Hospitality and catering revenue for 2020/21 4th quarter was R9 million and in the 2021/22 is R15.522 million representing an increase of 72.47%.



Section 4: High-Level Organisational Structure



**JOBURG CITY THEATRES**  
(SOC) Ltd  
Company Organogram

## Section 5: Chairperson's Foreword



It is my pleasure to report back on a quarter in which JCT has continued to present world-class programming, innovative live entertainment and educational programmes to the people of the City of Joburg, and Gauteng at large. In accordance with the legislative provisions as embodied in the MFMA, the Municipal Systems Act and various other regulatory requirements, as well as codes such as the King Codes. The Board of Directors executed oversight, interventions and guidance of the entity during the quarter under review as per the approved 2021/22 Business Plan.

Against the backdrop of the many challenges brought about by the COVID-19 virus, and the slow recovery for the arts sector due to the limitation of audience numbers. The theatre's success is particularly encouraging. It is really encouraging to report a 100% achievement of targets set in the Business Plan with 100% achievement on Capex.

This report outlines performance of service delivery programmes and financial performance for the 4th quarter of the 2021/22 financial year.

On 25 May 2022, Cllr Julie Suddaby, MMC for Finance of the Multi-Party Government launched the Shareholder's Golden Start budget for the 2022/23 financial year. Thus marking a significant milestone for the City's next phase as it cultivates the Golden Start to "the Golden Repair".

During the quarter under review, the Shareholder invited entities/departments for a One one session with the Executive Mayor. This to ensure the best is carried forward and not lost. It was also to map a plan for the 2022/23 financial year thus ensuring that the company's strategic objectives were aligned to the Multi-party government priorities.

With this backdrop, the board remains committed to embracing the principles of corporate governance and organisational excellence at all levels within JCT. Thus ensuring on that we deliver on the mission of the company in charging out oversight roles and strategic guidance in order to manage the sustainability and governance of the entity.

Administratively, I extend my gratitude to the Executive Management and the entire JCT staff for collectively remaining committed to good governance and an efficient civil service.

Finally, I would like to acknowledge the Shareholder and acting City Manager for the continued leadership, guidance and the support. We recognise and are committed to the principles of openness, integrity and accountability. As the JCT board we continue looking forward to working together towards a Golden Start.

**Zane Meas**

Chairperson of the Board  
Joburg Theatre (SOC) Ltd

## Section 6: Chief Executive Officer's Report



Joburg City Theatres has experienced an active Fourth quarter across all theatres, with the celebration of the Soweto Theatre's 10<sup>th</sup> anniversary in the month of May. Its existence has created countless opportunities for the many theatre groups and individuals living and working in Soweto. It also gives residents quality entertainment on a regular basis and provides for education and training in theatre and the performing arts. To celebrate this momentous occasion, the theatre had a season-long programme filled with poetry, comedy, plays and music from thespians who have graced our stages in the past decade. The programming season continues until the end of the 2022-23 financial year.

Notwithstanding the various levels of restrictions, all shows ran smoothly, safely and on time, with service standards meeting expectations. JCT continues to comply with all Covid-19 and other health and safety regulations, as well as ensuring the venues are accessible to patrons with disabilities.

The quarter 3 amendments to the Covid 19 regulations had no effect on the current capacity for indoor or outdoor events at all three theatres during April and May. On 23 June 2022, the Covid 19 regulations around gatherings were lifted, allowing for 100% capacity for the first time in 27 months.

### SCORE CARD PERFORMANCE

JCT has 22KPIs however, for the period under review only 20KPIs were measured. The overall score for the Fourth quarter is **100% achievement**; **100% achievement** on capital expenditure budget against the target of 95%; and **100% achievement** on service standards.

### ARTISTIC PERFORMANCE

The artistic programming at JCT for the fourth quarter was themed around Jazz, Africa and Youth Months.

Simphiwe Dana's- MOYA in partnership with Joburg Theatre, Gregory Maqoma and Vuyani Dance; Drakensberg Boys Choir and Feya Faku concert were sold out performances during the fourth quarter still with adjusted seating plans allowing for social distancing. Youth and Community Development programmes continued across all three theatres as detailed in the body of the report.

The Naledi Theatre Awards Nominations Reveals and Naledi Theatre Awards 2022 also took place this quarter, and Joburg Theatre was pleased of its excellent nominations and wins. JCT and its associated producers/partners also scooped the Best Theatre Set- and AV Design; Best Performance in a Solo Production; Best Original Score / Arrangement / Adaptation; Best Production: Dance, Physical Theatre and Ballet - all of this despite the impact of Covid 19 pandemic. We are very pleased to see productions we staged and the creatives we worked with are amongst the WINNERS. We are certain that these Mzansi's longest-standing national awards are just what we need in the industry to keep the momentum going as we had the toughest 2 years due to COVID-19.

Joburg Theatre and John Kani Productions presented the premiere of **Kunene and The King** at the Joburg Theatre, the Mandela Theatre as part of the national tour. Penned by renowned actor and playwright, Dr John Kani and directed by legendary director and author Janice Honeyman, this remarkable theatre production stars Jack Morris, played by Michael Richard, as a white South African classical actor who, after accepting the title role in King Lear, discovers he has liver cancer. The première in Joburg coincided with the launch of the book, which was proudly hosted by none other than Eusebius McKaiser. **Kunene and The King** is an exploration of race, class, politics, theatre, and the potentially unifying power of Shakespeare. The national tour for **Kunene and the King** officially began by closing off Africa month and starting Youth month with the show next heading to the Playhouse Company in Durban, Mandela Bay Theatre Complex in Gqeberha and then Stellenbosch. Patrons continue enjoying this masterpiece of theatre with endless standing ovations night after night

Joburg Theatre closed the Youth Month with a music weekend featuring the remarkable and talented **Drakensberg Boys Choir**, which returned to the Joburg Theatre after 4 years since its last visit in 2018. This incredible concert with new music as well as old jams had the patrons singing along in joy.

To close the quarter, Joburg theatre presented **McCoy Mrubata** Artist Page double album launch. The audience was in for a treat with these two masterpieces, which surely healed some of the wounds, caused by Covid 19's global disruption.

Renowned South African trumpeter **Feya Faku** chose Joburg Theatre to host a special concert to celebrate his 60th birthday. This sold out one-day show was not only a birthday celebration, but also a career thanksgiving to Faku.

The popular annual **Soweto Comedy Festival** came back, this time bigger and better as it marked 14 years in the entertainment industry. The show was amongst the many that took stage at Soweto Theatre in commemoration of the 10<sup>th</sup> year anniversary of the theatre, hosted on 27 May 2022. In the line-up were the masters of comedy and resident of Soweto, Jordan Jay Boogie Mazibuko, Zicco Sithole, PelePele and Kedibone Mulaudzi. This edition also featured an international guest comedian from Zambia Chibwe Katebe.

**Africa Day Groove** was hosted on May 28 at the Jabulani Amphitheatre as part of the soft launch of the Amphitheatre, with the theme of the day being "*Ode to the blanket*" which was inspired by the concept of blankets playing a major role in and around the African culture and traditions. This year, while celebrating our heritage and diversity, perhaps something as trivial as a blanket will also remind us of our similarities. Exciting acts on the line-up included the acclaimed Sjava, Nomfundo Moh, Peanut Butter and Jam with Malcolm Jiyane, The Brother Moves On, Black Crazy Dudes as well as Soweto's BCUC. The affectionately known DJ MOFAYA, who graced stages around the African continent, completed the amazing line up.

**A Mother's day** event was held at the Johannesburg Zoo with the Mobile Theatre Truck. This event featured live music, Guided Tours and Kiddies area to enjoy. Live performance from Amanda Black as a headliner, PJ Powers, The Muse, and T-bose Mokwele on the decks graced the audience. Patrons brought their garden chairs, cooler boxes and sang along in celebration of Mother's day.

As part of Youth Month Celebrations, The People's Theatre opened **The Jungle Book** after cutting the season short in 2019. This show tells a story of a young boy named Mowgli and his host of animal friends in the jungle. It has been a hit with children for generations. The Peoples Theatre production of Disney's **The Jungle Book Kids** features a delightful cast of professional actors and talented children who have magically weaved their way through the jungle capturing the imagination of every child in the audience while allowing them to participate in the action of this much-loved Disney favourite.

**At the start of 2022**, Soweto Theatre announced the Artist Residency programme with South African award-winning jazz vocalist and composer, Gabi Motuba which was set to be completed in June 2022. Gabi Motuba together with the Music Tutorial Programme Junior Orchestra presented a performance, showcasing all the new music skills that they have learned throughout the programme works composed by South African composers.

The purpose of the residency project still remains to provide employment opportunities for qualified young professional musicians and to find ways of including our programme students in productions, workshops and performances with touring musicians.

Roodepoort Theatre has also been very active in the quarter review. Some of its highlights include the Contemporary and Ballet Awards in April as well as the Jozi Youth Dance - The awards presented a feast of dance from ballet, contemporary and Jazz. The global dance pieces set the stage alight, but it is the inspiration of the 50 dancers repertoire that left the theatre and dance community very pleased. The Jozi Youth Dance Company is a one of its kind, platform for young dancers, exposing them to professional choreographers and dancers. They gain invaluable experience, performing to sold out audiences, preparing them for the cut-throat dance industry

The period under review at JCT has been very exciting. It has been a period characterised by a balance of diverse programme offerings - a mix of music, theatre, dance, educational programmes, events and festivals. New audiences have been attracted, while maintaining good relations with regular patrons. Not to mention, the Celebration of Soweto Theatre 10<sup>th</sup> year anniversary and the exciting build-up towards the 60<sup>th</sup> Celebration of the Joburg theatre in the new financial year.

<b>FOURTH QUARTER IN-HOUSE / CO-PRODUCTIONS HELD</b>	
<b>JOBURG THEATRE</b>	<b>Kunene and The King</b> <b>Mbuso Khoza's Amahubo</b> <b>Beneath African Skies</b> <b>Simphiwe Dana's Moya</b> <b>Moving into Dance's Ingress</b> <b>Naledi Awards</b> <b>Jungle Book</b> <b>Drakensberg Boys Choir</b> <b>McCoy Mrubata</b>
<b>ROODEPOORT THEATRE</b>	<b>Comedy Jam</b> <b>Age of an African man</b> <b>Okhuhle Music Opera Productions</b> <b>Vacciskit</b> <b>Miss Xcentrix South Africa</b> <b>Jozi Youth Dance</b>
<b>SOWETO THEATRE</b>	<b>Isenyuso</b> <b>Soweto Comedy Festival</b> <b>Africa Day Groove</b> <b>Ho Phethehile</b> <b>Basadi ka Dituku</b> <b>Seven Colours Sundays</b> <b>Music Tutorial Programme Artist Residency Showcase</b>



We are looking forward to the continuation of the 60th anniversary celebrations programme and an exciting line up across all theatres in the new financial year 2022/23, which includes:



### FINANCIAL PERFORMANCE

JCT recorded a trading deficit of R 4.431m for the quarter against the budgeted deficit of R3.504m however reported a surplus of R5.123m for the financial year.

### HUMAN RESOURCES

JCT is operating at 93% occupancy against the approved staff establishment with the remaining 7% recorded as vacancy rate. The vacancy rate recorded in the approved structure will be filled in a 2-year cycle.

### CONCLUSION

I want to take this opportunity to thank the Chairperson Mr. Zane Meas and the entire board for its continued leadership, guidance, and perspectives in taking Joburg City Theatres to new heights.

Finally to the management and staff of JCT, thank you for your high energies, great ideas, amazing dedication and unquestionable loyalty to the company. Together, let us scale new heights and make the impossible possible.

**Xoliswa Nduneni-Ngema**  
**Chief Executive Officer**  
**Joburg Theatre (SOC) Ltd**

## Section 7: Chief Financial Officer's Report




### Executive Summary

#### Revenue

All of South Africa's Covid 19 regulations were effectively scrapped on 23 June 2022 with the issuing of Gazette signed by Health Minister Joe Phaahla. The restrictions on the size of social gatherings have also fallen away, as have entry requirements for travellers coming to South Africa. The announcement came at the last week of the fourth quarter therefore the JCT never got to enjoy the benefits of the complete relaxed restrictions but nevertheless it marks a great milestone for theatre and inspires a great deal of confidence going forward that the theatre can now operate at its maximum potential with no hindrance.

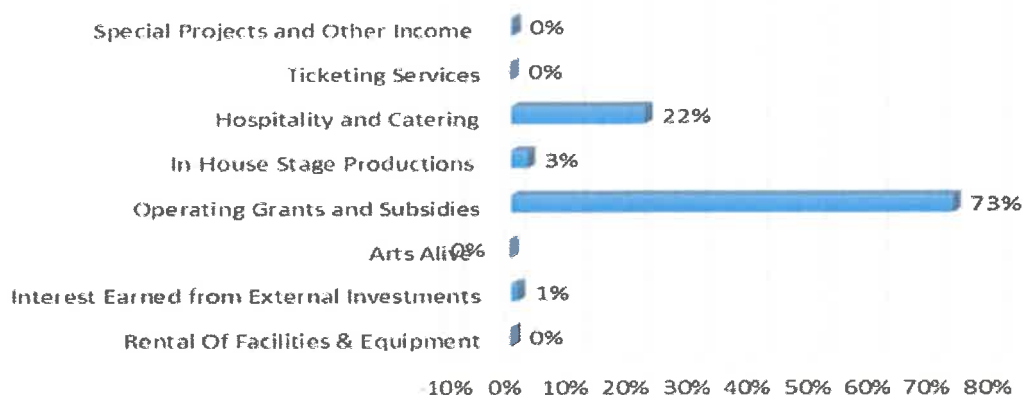
Load shedding has been a major business disruption to the theatre this financial year more especially during the 4<sup>th</sup> quarter. This consistent load shedding severely affected restaurants as it meant early closure. Load shedding was deemed as a significant risk to the theatre's operations and management has opted to procure a backup generator as an alternative means of power supply to ensure continuity in the theatre operations during the load shedding. The backup generator will be operational in the 1<sup>st</sup> quarter of the 2022/23 financial year. However, with the discovery of the Monkey pox in the Republic, management is concerned this may despair regular and potential attendees.

Despite all the above-mentioned challenges, JCT has remained resilient and resourceful. The entity has generated revenue to the value of **R56.13m** for the quarter under review, while earned revenue is reported at **R17.21m** that translate to a 3% good performance than prior year. The higher than anticipated Revenue on Hospitality and Catering was due to a number of service level agreements (SLA) signed and executed, most notably an SLA framework order with COJ's Sports & Recreation department for R 9,9m.

<b>Total Revenue 4th Quarter 2021/22</b>	<b>R56.137 million down by 0.29 %</b>	
•The total revenue for 2020/21 4th quarter was R56.3 million and in the 2021/22 is R56.137 million representing a decrease of 0.29%.		
<b>Earned Revenue 4th Quarter 2021/22</b>	<b>R17.219 million up by 3.11%</b>	
•The earned revenue for 2020/21 4th quarter was R16.7 million and in the 2021/22 is R17.219 million representing an increase of 3.11%.		
<b>Hospitality &amp; Catering 4th Quarter 2021/22</b>	<b>R15.522 million up by 72.47%</b>	
•Hospitality and catering revenue for 2020/21 4th quarter was R9 million and in the 2021/22 is R15.522 million representing an increase of 72.47%.		

Graph below is a summary of main revenue items:

## Revenue Contribution by Line Item



Item Description	Actual_Qtr 4 2021/22 R'000	Budget_Qtr 4 2021/22 R'000	Actual_Qtr 4 2020/21 R'000	Actual to Budget %	Current to Prior %
<b>Income</b>	<b>56 137</b>	<b>50 644</b>	<b>56 338</b>	<b>11%</b>	<b>0%</b>
Rental Of Facilities & Equipment	1 080	1 024	1 376	6%	-22%
Interest Earned from External Investments	264	1 696	459	-84%	-43%
Operating Grants and Subsidies	38 918	38 690	39 633	1%	-2%
Arts Alive	-	-	596	100%	100%
In-House Stage Productions	-	1 173	5 008	-100%	100%
Hospitality and Catering	15 522	8 201	9 010	89%	72%
Ticketing Services	181	286	64	-37%	186%
Other Income	171	74	192	130%	-11%

### Explanation of Variances

Our revenue streams come from several different sources like hospitality and catering services, producing shows and renting shows, and there is not much in terms of rental activities due to lockdown restrictions imposed by government to curb the spread of the corona virus, loss of revenue has had a serious impact on theatres operations. For most theatres, operating at a heavily reduced capacity makes productions financially unviable.

### Revenue

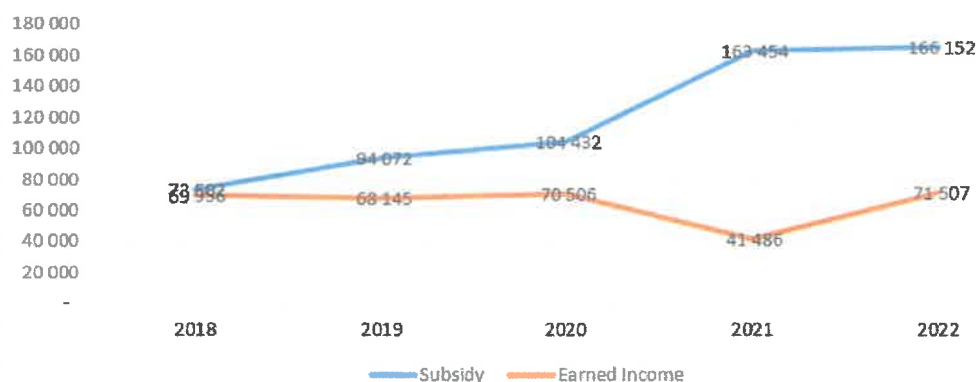
The revenue for the entity has been increasing for the past 5 years from R174.938m to R237.659m which translate to an average increase of 7.17 % per annum while expenditure has been increasing at an average rate of 6.66%

Consolidated Annual Revenue JCT					
Actuals R'000					
Revenue category	2022	2021	2020	2019	2018
Subsidy	166 152	163 454	128 469	116 447	104 432
Earned Income	71 507	41 486	55 711	63 842	70 506
	<b>237 659</b>	<b>204 940</b>	<b>184 180</b>	<b>180 289</b>	<b>174 938</b>

Consolidated Annual Expenditure JCT					
Actuals R'000					
Expenditure category	2022	2021	2020	2019	2018
Salaries and wages	105 371	96 237	91 643	77 526	70 050
Grants and subsidies paid	22 586	21 512	20 645	20 467	19 339
General expenses	104 579	83 992	85 467	87 491	85 054
	<b>232 536</b>	<b>201 741</b>	<b>197 755</b>	<b>185 484</b>	<b>174 443</b>
<b>Surplus for the period</b>	<b>5 123</b>	<b>3 199</b>	<b>-13 575</b>	<b>-5 195</b>	<b>495</b>



## Revenue For the Past 5 years R'000



### Expenditure

JCT continues to employ its utmost financial discipline when it comes to expenditure management. Total Expenditure for the 2021/22 is 11.86% above budget primarily because of the activities that took place in the 4<sup>th</sup> quarter.

The table below depicts expenditure performance against target for the 4th quarter:

Item Description	Actual_Qtr 4 2021/22 R'000	Budget_Qtr 4 2021/22 R'000	Actual_Qtr 4 2020/21 R'000	Actual to Budget %	Current to Prior %
<b>Expenditure</b>	<b>60,568</b>	<b>54,148</b>	<b>68,835</b>	<b>-12%</b>	<b>14%</b>
Employee Related Costs	26,301	25,135	24,071	-5%	-8%
Directors and Committee Members	323	649	687	50%	113%
Depreciation & Asset Impairment	718	619	594	-16%	-17%
Repairs And Maintenance	1,058	918	1,408	-15%	33%
Contracted Services	385	449	467	14%	21%
Insurance	-	200	88	327%	-69%
Grants and Subsidies Paid	3,251	2,761	2,648	-18%	-19%
Arts Alive	-	-	207	-100%	0%
In-House Productions	7,955	7,460	18,351	-7%	131%
Hospitality and Catering	8,849	3,380	6,359	-162%	-28%
General Expenses	11,927	12,688	14,107	6%	18%

### Explanation of Variances

- Employee related costs:** 5% adverse variance is caused by salary increase of casuals for hospitality and catering which was backdated from January 2021. In addition, Since JCT's business operations are fully back to normal after covid-19, there was additional staff required and that had an impact on this line item. The insourcing of security and cleaners has also contributed to the 5% unfavourable variance.
- Depreciation:** 16% adverse variance on this line item is caused by the additions on property plant and equipment particularly sound, lighting software and computer equipment's for staff.
- Grants and Subsidies:** the contributor to the adverse variance on grants and subsidies is the interest paid to Joburg Ballet and Philharmonic Orchestra. Interest paid relates to the grant that was invested by JCT on their behalf and interest earned on that short-term investment had to be paid over to the Ballet and Orchestra.

4. **In-house stage production:** The unfavourable variance of 7% is attributable to the in-house productions (CION, Soweto Pride, Sizwe Banzi and the Island etc.) where expenses incurred were recognised in the 4<sup>th</sup> quarter. However, this line item is within the budget on a year to date with 12% savings.
5. **Hospitality and catering:** The adverse variance of 162% is attributable to the cost of sales and hiring expenses, which are linked to the favourable revenue variance of 89%. Hospitality and catering during the year entered into a few high value SLA agreements with the City of Johannesburg that led to an increase on the revenue and expenses way above the budgeted amounts. Management is hopeful that it will maintain the collaborations and partnership with the City of Johannesburg to ensure that the entity generates more revenue in the end.

### Trading Surplus/Deficit

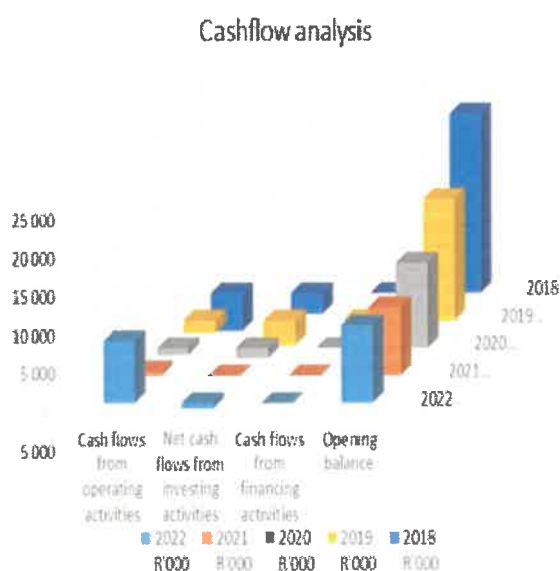
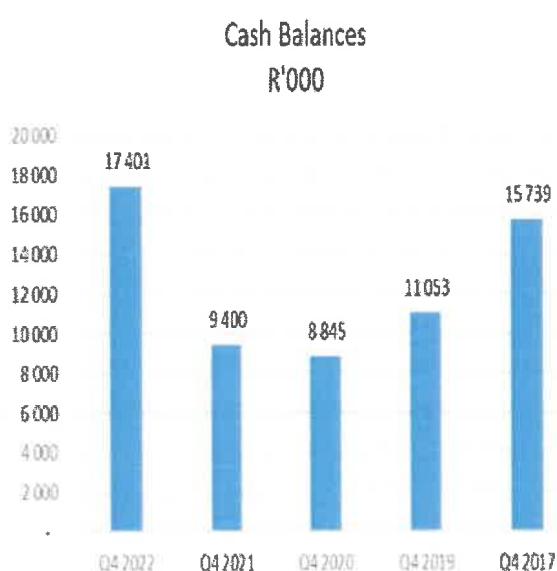
JCT recorded a trading deficit of R 4.431m for the quarter against the budgeted deficit of R3.504m however reported a surplus of R5.123m for the financial year.

### Statement of Financial Position 4th quarter 2021/22

Cash and cash equivalents improved by 73% year on year. Current ratio for the entity has improved by 15.46% year on year from 0.97:1 to 1.12:1, and above the City's norm of 1:1. The solvency ratio is 13% better than the same period last year at 1.39:1 from the 1.23:1 however it's still below the norm of 2:1, this does not pose a challenge for the entity as the asset base does not grow because a lot of asset improvements are funded by the shareholder and are capitalised at COJ. Current assets have decreased by 4% year on year and current liabilities decreased by 16%. Total assets deteriorated by 5% year on year while total liabilities also gone down by 16% year on year.

### Cash flow results for 4th quarter Financial Year

Cash Flow Statement	2022 R'000	2021 R'000	2020 R'000	2019 R'000	2018 R'000
Cash flows from operating activities	8 067	557 -	889 -	1 515 -	4 891
Net cash flows from investing activities	- 706 -	2 -	1 318 -	3 162 -	2 663
Cash flows from financing activities	-	-	-	-	-
Opening balance	10 039	8 845	11 053	15 729	23 284
<b>Cash and cash equivalents at the end of the</b>	<b>17 400</b>	<b>9 400</b>	<b>8 846</b>	<b>11 052</b>	<b>15 730</b>



## Statement on Compliance

There were no compliance related issues reported in the quarter under review. The entity has developed the UIFW reduction strategy to ensure that preventative measures are implemented to avoid irregular expenditure.

There were also no payments paid to suppliers over 30 days from receipt of an invoice during the period under review.

## Joburg Ballet

Joburg Ballet submitted its quarter 2 management accounts in line with the Service Level Agreement. The management accounts reflected a surplus of R72 000 against a budgeted surplus of R66 000. The entity has R1.687m in the bank account.

Joburg Ballet			Statement of Financial Performance for the period ending 30 June 2022			
Statement of Financial Position as at 30 June 2022			Actual CY	Budget CY	Variance	
	Jun 22	Jun 21				
	R'000	R'000		R'000	R'000	%
<b>Assets</b>			Revenue	553	579	5%
Current assets	1 789	552	Grants	2 648	2 648	0%
Non current assets	852	886	Expenditure	3 129	3 161	-1%
<b>Total assets</b>	<b>2 641</b>	<b>1 438</b>		<b>72</b>	<b>66</b>	<b>9%</b>
<b>Liabilities</b>						
Current Liabilities	331	86				
Non current Liabilities	26	26				
<b>Total liabilities</b>	<b>357</b>	<b>112</b>				
<b>NET Assets</b>	<b>2 284</b>	<b>1 326</b>				
<b>Bank Balances</b>	<b>1 687</b>	<b>504</b>				

## Johannesburg Philharmonic Orchestra

Orchestra submitted its quarter 2 management accounts in line with the Service Level Agreement. The management accounts reflected a deficit of R543 000 against a budgeted deficit of R754 000. The entity has R11.976m in the bank account.

Johannesburg Philharmonic Orchestra			Statement of Financial Performance for the period ending 30 Jun 2022			
Statement of Financial Position as at 30 Jun 2022			Actual CY	Budget CY	Variance	
	Jun 22	Jun 21				
	R'000	R'000		R'000	R'000	%
<b>Assets</b>			Revenue	1 888	3 048	-38%
Current assets	12 161	13 805	Grants	5 696	5 696	0%
Non current assets	19 473	15 780	Expenditure	8 127	9 498	14%
<b>Total assets</b>	<b>31 634</b>	<b>29 585</b>		<b>543</b>	<b>754</b>	
<b>Liabilities</b>						
Current Liabilities	34	230				
Non current Liabilities	-	-				
<b>Total liabilities</b>	<b>34</b>	<b>230</b>				
<b>NET Assets</b>	<b>31 600</b>	<b>29 355</b>				
<b>Bank Balances</b>	<b>11 976</b>	<b>13 531</b>				

## Audit opinion trends

The entity has achieved 5 unqualified audit opinion for the last 5 years of which 3 were clean.

Audit Opinion for the last 5 years					
Financial Year	2021	2020	2019	2018	2017
<b>Audit Opinion</b>	unqualified	unqualified	Clean	Clean	Clean

## Risk Management

The entity had 15 actions to be implemented in the quarter under review and 13 had been implemented resulting in 87% achievement.

**Insurance Claims:**

During the quarter under review, there were no incident reported.

**Capital Expenditure (CAPEX)**

The entity's capital allocation was R11.7m and 100% spent was achieved. Key projects include a continuation of stage upgrade, acquisition of new generators as an alternative power supply and acquisition of digital stage screens replacing the normal sets on the stage.

**In conclusion**

I wish to thank the MMCs for the political leadership and oversight, the Board particularly the Audit and Risk Committee for its stewardship over the financial management, internal controls and risk management, the EXCO for the support and guidance over the last 12 months, the whole management team and staff at Joburg City Theatres for their sterling contribution in the 4th quarter of the year.

**Vukani Magubane**

Acting Chief Financial Officer

Joburg Theatre (SOC) Ltd

## CHAPTER TWO: DIRECTOR'S REPORT AND GOVERNANCE

### Section 1: Board of directors

JCT's organisational accountability and performance is the responsibility of its board of directors, who are appointed by the Shareholder, being the City of Johannesburg Metropolitan Municipality. The board is therefore the strategic director for the entity's business activities, to ensure that JCT fulfils its stakeholders' expectation of being a responsible corporate citizen.

The board leads ethically and guides the embedding of an ethical culture in the organisation. Accordingly, the board is the focal point and custodian of the entity's corporate governance. In providing oversight and in the discharge of its fiduciary obligations, the board is supported by the Company Secretary, who is the custodian of corporate governance, and who in her duties, is guided by section 88 (1) and (2) of the Companies Act 71 of 2008 as amended.

JCT has a unitary board composed of seven (7) Non-Executive Directors (NEDs), who are independent in that they are not employees of JCT or the City of Joburg. The board is made up of an appropriate mix of skills, experience and diversity to respond to JCT's mandate as a municipal entity and an agent for the sustainable delivery of arts and arts related entertainment experiences. The board is responsible for driving JCT's mandate being cognisant of the significant role technology plays in today's business and in a manner, that suits the ever-evolving expectations of the entity's stakeholders. The Chief Executive Officer (CEO) and the Chief Financial Officer (CFO) also form part of the board. A Chairperson who is an independent Non-Executive Director and is not an employee of JCT or any other organ of state leads the board. While the board performs oversight on JCT, the CEO is the accounting officer of the organisation and is accountable to the board; the accounting authority of the organisation. Evidently, the responsibilities of the Chairperson and the CEO are distinct and their roles separate.

The board is accountable to the parent municipality and performs oversight through fulfilling the reporting responsibilities provided in the Local Government: Municipal Finance Management Act (MFMA) and the Local Government: Municipal Systems Act (MSA). A Service Delivery Agreement (SDA) and a Shareholder Compact regulate the relationship between the Shareholder and the board. On a quarterly, monthly and annual basis, the entity reports to the Shareholder on the performance of the entity.

The board has unlimited access to management and can obtain any organisational information requisite and necessary for the board to discharge its duties. The board has the power and authority to source independent professional advice, should the need arise, through the processes set out under the MFMA and the entity's Supply Chain Management policies.

The board is made up of the following directors:

- Mr. Zane Meus (Non-Executive Director (NED) and Chairperson);
- Mr. Sean Kreuzsch (NED)
- Mr. Jabu Hlongwane
- Mr. Jabu Love Mathebula (NED)
- Ms. Ashley Hayden (NED)
- Ms. Itumeleng Malope (NED)
- Ms. Dineo Sitole (NED)
- Ms X Nduneni-Ngema (Chief Executive Officer and Executive Director)
- Mr S Mphakathi (Chief Financial Officer and Executive Director).

During the quarter under review, the CFO was seconded to Joburg Market as the Acting Chief Executive Officer and Mr. Vukani Magubane, JCT's Finance Manager was appointed as the Acting Chief Financial Officer.

The board met twice in fourth quarter, on the 14th of January 2022 and on the 8th of March 2022 for the entity's induction.

The following matters, amongst others, were discussed at those meetings:

- JCT's 2021/22 3<sup>rd</sup> quarter performance assessment report;
- The review of company policies which were due for review; and
- Key vacancies, in light of the Shareholder moratorium on the filling of senior positions.

The City's Group Governance department performs board evaluations. Furthermore, Group Governance arranged a training and development session for the board and the independent audit committee of all of the City of Joburg's municipal entities, on the 25<sup>th</sup> of May 2022.

## **Section 2: Board Committees**

The Companies Act empowers the board to appoint committees and to delegate certain of the board's functions, to the said committees. JCT has two (2) statutory committees, which operate through terms of references approved by the board. The committees are the Audit and Risk committee (ARC) and the Remuneration, Social and Ethics Committee (REMSEC).

### **Audit and Risk Committee (ARC)**

The ARC oversees financial reporting, the long term sustainability of the entity and provides assurance to the board on the adequacy and effectiveness of the entity's internal controls. In addition, the ARC oversees and reports to the board on matters of accounting policies, financial control as well as internal and external audit findings.

JCT's audit and risk committee is made up of the following members:

- Ms. Ashley Hayden –Non-Executive Director (NED);
- Mr. Seun Kreusch
- Mr. Mnikelo Moses Mazwane
- Mr. Nditsheni Dylan Tshitavhani

### **Remuneration, Social and Ethics Committee (REMSEC)**

REMSEC monitors the entity's operational activities in terms of social and economic development, advancing the cause of the ten principles of the United Nations Global Compact Principles, the Organisation for Economic Co-operation and Development (OECD) recommendations on corruption, the Employment Equity Act and the implementation of the Broad Based Black Economic Empowerment Act.

REMSEC is made up of the following non-executive directors:

- Mr. Jabu Mathebula (Non-Executive Director and REMSEC Chairperson);
- Mr. Jabu Hlongwane;
- Ms. Itumeleng Malope; and
- Ms. Dineo Sitole (Majavu)

REMSEC met once on the 4<sup>th</sup> of April 2022.

The table below outlines the remuneration and attendances at Board meetings and board committees for the 2021/22 4th Quarter.



NAME	Board Strategic Planning Session	Remuneration Social and Ethics Committee (REMSEC)	Audit and Risk Committee Meeting	Board Meeting	Strategic Risk Assessment Workshop	Chairperson's Quarterly	Group Audit Committee (GAC)	Group Risk Governance Committee (GRGC)	TOTAL
<b>DATE OF MEETINGS</b>	<b>30-Mar-22</b>	<b>04-Apr-22</b>	<b>13-Apr-22</b>	<b>20-Apr-22</b>	<b>10-May-22</b>	<b>12-May-22</b>	<b>23-May-22</b>	<b>10-Jun-22</b>	
Zane Meas	16 000	-		16 000	16 000	2 000			50 000
Ashley Hayden	12 000	-	10 000	12 000	12 000		10 000	10 000	66 000
Dineo Sitole (Majavu)	12 000	8 000		12 000	12 000				44 000
Itumeleng Malope	12 000	8 000		12 000	12 000				44 000
Jabu Love									
Mathevula (REMSEC Chair )	12 000	10 000		12 000	12 000				46 000
Jabu Goodman	12 000	10 000		12 000	12 000				46 000
Mxolisi Hlongwane									
Sean Kreuzsch	12 000	-	8 000	12 000	12 000				44 000
<b>Total</b>		<b>36 000,00</b>	<b>18 000</b>	<b>88 000,00</b>	<b>88 000</b>	<b>2 000,00</b>	<b>10 000</b>	<b>10 000</b>	<b>340 000</b>
<b>INDEPENDENT AUDIT COMMITTEE MEMBERS</b>									
Moses Mnikelo Mazwane			8 000		8 000				16 000
Krishen Ganas Sukdev			8 000		8 000				16 000
* Tshitavhani Dylan Nditsheni			R8 000		R00.00				16 000
<b>TOTAL</b>			<b>24 000</b>		<b>24 000</b>				<b>48 000</b>

**NOTE:**

The board Chairperson is not a member of any sub-committee but has a standing invitation to all sub-committees. Independent Audit Committee members only attend Audit and Risk Committee meetings.

The table below discloses the 21/22 remuneration of executive management:

<b>EMPLOYEE COST BREAKDOWN</b>	<b>2022</b>
Net Salary	44 776 569,15
PAYE & UIF	13 257 662,17
SDL	721 523,47
PENSION & MEDICAL AID	15 209 079,66
THIRD PARTIES	374 214,13
Leave Accruals & Bonus Provisions	2 872 045,31
OTHER	156 107,68
	<b>77 367 201,57</b>

<b>EMPLOYEE RELATED COSTS</b>	<b>2022</b>
Salaries & Wages	77 367 201,57
Board Fees included in Employee Cost	1 312 000,00
	<b>78 679 201,57</b>

<b>Chief Executive Officer</b>	<b>2022</b>
Annual Remuneration	1 832 466,76
Performance Bonus	306 886,54
Contributions to UIF, Medical Aid & Pension	22 899,62
Other (Including Leave Pay)	253 699,68
	<b>2 415 952,60</b>

<b>Chief Financial Officer</b>	<b>2022</b>
Annual Remuneration	1 866 055,01
Performance Bonus	305 666,79
Contributions to UIF, Medical Aid & Pension	21 932,07
Other (Including Leave Pay)	93 220,10
	<b>2 286 873,97</b>

<b>Chief Operating Officer</b>	<b>2022</b>
Annual Remuneration	1 098 670,15
Performance Bonus	198 149,85
Contributions to UIF, Medical Aid & Pension	312 330,32
Other (Including Leave Pay)	68 766,71
	<b>1 677 917,03</b>

<b>Company Secretary</b>	<b>2022</b>
Annual Remuneration	810 871,48
Performance Bonus	158 000,98
Contributions to UIF, Medical Aid & Pension	189 620,14
Other (Including Leave Pay)	61 090,92
	<b>1 219 583,52</b>

<b>EMPLOYEE RELATED COSTS</b>	<b>2021</b>
Salaries & Wages	70 465 769,00
Employee Costs included in Other	1 014 000,00
	<b>71 479 769,00</b>

<b>Chief Executive Officer</b>	<b>2021</b>
Annual Remuneration	1 758 927,37
Performance Bonus	311 052,42
Contributions to UIF, Medical Aid & Pension	19 697,02
Other	28 371,89
	<b>2 118 048,70</b>

<b>Chief Financial Officer</b>	<b>2021</b>
Annual Remuneration	1 694 808,72
Performance Bonus	229 232,17
Contributions to UIF, Medical Aid & Pension	20 577,57
Other	262 368,11
	<b>2 206 986,57</b>

<b>Chief Operating Officer</b>	<b>2021</b>
Annual Remuneration	1 061 517,06
Performance Bonus	111 008,32
Contributions to UIF, Medical Aid & Pension	301 608,69
Other (Including Leave Pay)	60 342,71
	<b>1 534 476,78</b>

<b>Company Secretary</b>	<b>2021</b>
Annual Remuneration	911 544,11
Performance Bonus	148 706,80
Contributions to UIF, Medical Aid & Pension	10 842,13
Other (Including Leave Pay)	54 190,93
	<b>1 125 283,97</b>

<b>PAYE &amp; UIF</b>	<b>2022</b>
Opening Balance	948 595,97
Transactions for the Year	13 257 662,17
Amounts Paid - Current Year	(11 053 429,28)
Amounts Paid - Previous Year	(948 585,97)
Closing Balance	<b>2 204 232,89</b>

<b>PENSION &amp; MEDICAL AID</b>	<b>2022</b>
Opening Balance	1 501 353,20
Transactions for the Year	15 209 079,66
Amounts Paid - Current Year	(13 610 985,26)
Amounts Paid - Previous Year	(1 501 353,20)
Closing Balance	<b>1 598 094,40</b>

<b>PAYE &amp; UIF</b>	<b>2021</b>
Opening Balance	890 586,79
Transactions for the Year	7 905 891,33
Amounts Paid - Current Year	(4 709 762,05)
Amounts Paid - Previous Year	(890 586,79)
Closing Balance	<b>3 196 129,28</b>

<b>PENSION &amp; MEDICAL AID</b>	<b>2021</b>
Opening Balance	1 548 121,72
Transactions for the Year	9 815 302,67
Amounts Paid - Current Year	(6 972 377,11)
Amounts Paid - Previous Year	(1 351 693,19)
Closing Balance	<b>3 039 354,09</b>



### Section 3: Company Secretarial Function

The Company Secretary is the senior administrative officer of JCT, and as the officer of the company, oversees the efficient management of the entity in as far as corporate governance and compliance is concerned. Compliance monitoring and reporting to oversight bodies is undertaken, through the City of Joburg's Group Risk and Assurance Services.

In addition, the CS is responsible for the ethics governance framework of the organisation and is charged with the responsibility to drive ethics awareness in the entity. Contractually, the CS is the in-house legal counsel of the organisation. Furthermore, with the secondment of the Chief Financial Officer (CFO) to Joburg Market, the CS was for the quarter acting as the head of human resources management, a responsibility which is substantively managed by the substantive CFO.

The CS continues to perform her duties in line with the provisions of section 88(1) - (2) of the Companies Act.

#### Reporting on compliance with the MFMA, MSA and Priority Regulations by the Board of Directors

The entity's compliance with applicable legislation is undertaken through a Combined Assurance model framework. Compliance is monitored using a priority regulatory register, which is a measurement tool that identifies the priority legislative provisions and regulatory requirements.

Compliance with the MFMA Circular 65 (relating to the payment of suppliers within 30 days) and 68 (relating to the incurring of unauthorised, irregular, fruitless and wasteful expenditure) for the 4<sup>th</sup> quarter was reported on the entity and the requisite report submitted to GRAS for assessment. GRAS will in turn report accordingly to CoJ structures.

The table below depicts the entity's percentage performance against its compliance regulatory register:

IDP Programme	Result Area	Key Performance Indicator	Key Intervention	2020/21 Target	2021/22 Target	2021/22 Performance				
						Target	QTR1	QTR2	QTR3	QTR4
							100%	100%	100%	100%
Enhance our financial sustainability	Improved financial planning and project management	Percentage compliance with relevant legislation and policy prescripts	NEW	100%	Quarter reports / evidence files	Actual	100%	100%	100%	100%

## Compliance monitoring and reporting on core legislation

Legislation	Compliance requirement	Status
Section 7 (2) of the Occupational Health and Safety Act, 85 of 1993 as amended	(2) Any direction under subsection (1) shall be accompanied by guidelines concerning the contents of the policy concerned.	The implementation of the policy continued during the 3 <sup>rd</sup> quarter.
Section 8 (1) of the Occupational Health and Safety Act (OHSA), 85 of 1993 as amended	(1) Every employer shall provide and maintain, as far as is reasonably practicable, a working environment that is safe and without risk to the health of his employees.	Complied and implementation of the policy continued during the quarter.
Section 8(2) (b) of OHSA	(2) (b) taking such steps as may be reasonably practicable to eliminate or mitigate any hazard or potential hazard to the safety or health of employees, before resorting to personal protective equipment.	Complied in accordance with the entity's Health and Safety policy requirements
Section 17 (1) of OHSA	(1) Subject to the provisions of subsection (2), every employer who has more than 20 employee in his employment at any workplace, shall, within four months after the commencement of this Act or after commencing business, or from such time as the number of employees exceed 20, as the case may be, designate in writing for a specified period health and safety representative for such workplace, or for different sections thereof.	Complied-JCT has health and safety representatives
Section 19 (1) of OHSA	(19) (1) An employer shall in respect of each workplace where two or more health and safety representative have been designated, establish one or more health and safety committees and, at every meeting of such a committee as contemplated in subsection (4), consult with the committee with a view to initiating, developing, promoting, maintaining and reviewing measures to ensure the health and safety of his employees at work.	Complied

Legislation	Compliance requirement	Status
Section 3 (4) of the OHSA	(4) Where more than 10 employees are employed at a workplace, the employer of such employees shall take steps to ensure that for every group of up to 50 employees at that workplace, or in the case of a shop or an office as contemplated in the Basic Conditions of Employment Act, 1983 (Act No.3 of 1983), for every group of up to 100 employees, at least one person is readily available during normal working hours, who is in possession of a valid certificate of competency in first aid, issued by (a) the SA Red Cross Society; (b) the St. John's Ambulance; (c) the SA First Aid League; or (d) a person or organization approved by the chief inspector for this purpose.	Complied-first aid training offered
Section 32 of the Local Government: Municipal Systems Act, No. 56 of 2003 (MFMA Circular 68)	<p>"The processes to respond appropriately to fruitless and wasteful expenditure are similar to the following three processes outlined for irregular expenditure:</p> <ul style="list-style-type: none"> <li>(i) disciplinary charges against officials and political office bearers;</li> <li>(ii) criminal charges against officials and political office-bearers; and</li> <li>(iii) recovery of the fruitless and wasteful expenditure from the liable persons." </li></ul>	There were no instances of fruitless and wasteful expenditure encountered during the quarter under review.
	All instances of unauthorised, irregular, fruitless and wasteful expenditures must be reported to the mayor, the MEC for local government in the province, the Auditor-General, disclosed in the annual report, and to council as required by section 32(4) and 74 of the MFMA. This disclosure will assist in addressing challenges relating to expenditure control and transparent reporting in order to strengthen accountability.	Complied No incidents reported for the quarter under review.

Legislation	Compliance requirement	Status
Section 65(2)(e) of the Local Government: Municipal Finance Management Act, No. 56 of 2003	The municipality must pay all monies owed by it within 30 days of receiving the relevant invoice or statement	Complied
4(3)(a)-(b)- Local Government: Municipal Finance Management Act, No. 56 of 2003	"Council may not delegate or sub-delegate any supply chain management powers or duties – (a) To a person who is not an official of the municipality; and (b) To a committee which is not exclusively composed of officials of municipality"	Complied-the entity has a supply chain management policy, which only confers supply chain management powers to officials of the entity.
Section 85 (1) & section 85 (5) of the Local Government: Municipal Finance Management Act and Regulations Act, No.56 of 2003	(1) Entities must open at least one bank account in the name of the relevant entity. (5) Accounting Officers of entities must administer the entity's bank account	Complied
Section 86 (1) (a); section 86 (1) (b); 86 (2) Local Government: Municipal Finance Management Act and Regulations Act, No.56 of 2003	Accounting officers of entities must within 90 days after entity has opened a new bank account submit to municipality the name of the bank where the account has been opened and the type and account number of account. The accounting officer must annually before the start of the financial year in writing inform the municipality of the name of each bank where the entity holds a bank account The accounting officer of the municipality must submit that information to national treasury, the Auditor General, and the relevant Provincial Treasury in writing.	Complied
Section 87(1); 87(2) & 87(3) of the Local Government: Municipal Finance Management Act and Regulations Act, No.56 of 2003	Board of Directors must for each year submit a proposed budget for the entity to the municipality no later than 150 days before the start of the entity's financial year	2021/22 budget was submitted and approved by Council

Legislation	Compliance requirement	Status
Section 13 (1) of the Companies Act, No. 71 of 2008	<p>Municipality must consider the proposed budget and board of directors must submit a revised budget 100 days before the start of the financial year.</p> <p>The Mayor must table the entities proposed budget in Council at the same time of the tabling of the municipality's budget.</p>	
Section 24; 24 (3) (b) and 24 (5) of the Companies Act, No. 71 of 2008	<p>The Companies Act requires all companies to maintain their company records. A company must at all times have a copy of its Memorandum of Incorporation (MOI) and any amendments or alterations to it, as well as any rules that apply to the company in terms of its MOI. The company is also required to keep a register of its shares and its company secretary and auditor, to the extent that the company is required to make such appointments.</p> <p>In addition, the company is required to keep the following records for a period of seven (7) years:</p> <ul style="list-style-type: none"> <li>• A record of its directors, including the following detailed information about each director: <ul style="list-style-type: none"> <li>The full name and any former names,</li> <li>the identity number or date of birth,</li> <li>the nationality and passport,</li> <li>the occupation,</li> <li>the date of their most recent election or appointment;</li> <li>the name and registration number of any other company or foreign company that the director is a director of;</li> <li>the address for service for that director; and</li> <li>any professional qualifications and experience of the director in the case of a company required to have an audit committee.</li> </ul> </li> <li>• Copies of <ul style="list-style-type: none"> <li>All reports presented at an annual general meeting;</li> <li>Annual financial statements required by the Act;</li> <li>Any accounting records required by the Act;</li> </ul> </li> </ul>	Complied-entity has an MOI in place
		Complied-secretariat maintains the requisite records

	<ul style="list-style-type: none"> <li>• Notices and minutes of all shareholder meetings, any resolutions taken at those meetings, as well as the documents made available to the shareholders in relation to those resolutions;</li> <li>• Copies of any written communication sent by the company to shareholders;</li> <li>• Minutes of meetings and resolutions of directors, directors committees, or audit committees.</li> <li>• Companies have 30 business days from the date that the entity become due to lodge annual returns before it is in non-compliance with the Companies Act.</li> </ul>	
Section 33 of the Companies Act, No. 71 of 2008	It is mandatory for a public and a state-owned company to appoint an auditor and a company secretary. A public company must appoint its auditors and its company secretary upon incorporation or within 40 business days of incorporation.	Complied
Section 92 of the Companies Act, No. 71 of 2008	A public or state-owned company must have an audit committee consisting of at least three members, unless it is a subsidiary of another company with an audit committee that will perform the functions of the audit committee of the subsidiary. The audit committee members must be appointed upon incorporation by the incorporators or within 40 business days after incorporation by the board of directors. Thereafter, the audit committee must be elected at each annual general meeting. Audit committee members must be directors of the company, meeting the requirements set out in regulations published by the Minister. The audit committee members must be non-executive and independent. Audit committee vacancies must be filled within 40 business days.	Complied
Section 93 & 3 (3) of the Companies Act, No. 71 of 2008	State-owned companies, listed public companies and private companies with the Public Interest Score (PIS) above 500 are required to have a Social and Ethics Committee.	Complied-audit committee has three independent audit committee members.
Regulation 72 (4) in terms of the Companies Act, No. 71 of 2008		Complied-JCT has a social and ethics committee in place with board approved terms of references. The entity's performance against social and ethics interventions is measured through a work plan approved by REMSEC at the beginning of the year.



#### **Section 4: Risk Management and internal controls**

The entity reviewed its strategic risk register at a risk assessment workshop that took place on the 10<sup>th</sup> of May 2022. The risk assessment workshop was to consider whether risks identified in the prior year were still considered risks after the entity's management had implemented identified risk mitigation actions in the previous year. Furthermore, the risk assessment workshop was meant to identify any new risks and where applicable, to review the residual risk of some of the risks which had been previously identified.

A reviewed risk register was formulated for the 2022/23 financial year, which risk formed part of the business plan for the coming year.

#### **Reporting on compliance with the MFMA and MSA by the Board of directors**

The entity reports quarterly to the Mayoral Committee and Council on its performance in terms of the Service Delivery and Budget Implementation Plan (SDBIP).

Regular reporting requirements to Council, in accordance with the Local Government: Municipal Systems Act, and for the 4<sup>th</sup> quarter, were fulfilled.

#### **Risk Register**

The management of risks is the responsibility of the Chief Executive Officer who carries out this duty with the theatre's management team. The Finance Manager is the company's Risk Champion. The company's Risks Register is reviewed monthly by EXCO and quarterly at each meeting of the Audit and Risk Committee and the Board of directors.

The tables on the following pages spell out the areas of both the strategic and operational risks identified by the company for the 2021/22 financial year, including risk control measures:

ME Objectives	Risk Description	Root Causes	Consequences	Impact	Likelihood	Inherent Risk	Current controls	Control Effectiveness	Residual Risk	Risk Owner	Actions to improve management of the risk	Action Owners	Action Deadline
High quality performing arts and entertainment experience and facilities and financial sustainability	Business Disruption	<ol style="list-style-type: none"> <li>Global pandemic (COVID-19)</li> <li>Lockdown regulations</li> <li>Political unrest / Criminality</li> <li>Loadshedding</li> <li>Water out</li> </ol>	<ul style="list-style-type: none"> <li>Loss of revenue</li> <li>Disruptions of operations</li> <li>Treat to financial sustainability</li> <li>Disruption of property</li> </ul>	Catastrophic	Almost Certain	Very High	<ol style="list-style-type: none"> <li>Procured the backup generator for the shows and it has been delivered on March 2022. It will be operational in the 1st quarter of 2021/22</li> <li>All of South Africa's Covid 19 regulations were effectively scrapped on 23 June 2022 with the issuing of Gazette signed by Health Minister Joe Phisoa. The restrictions on the size of social gatherings have also fallen away, as have entry requirements for travellers coming to South Africa...</li> <li>Virtual meeting and remotely working</li> <li>Increase in subsidy allocation from shareholder.</li> <li>Implementation of health and safety regulations.</li> <li>ACD/OTIS Compliance Officer has been appointed.</li> <li>JT continuously engages and negotiates with City Power to conveniently schedule load shedding.</li> <li>STI has an emergency generator for lighting</li> <li>RTI has a generator however does not have a backup.</li> </ol>	Fair	High	CEO	<ol style="list-style-type: none"> <li>Backup Generator :                             <ol style="list-style-type: none"> <li>Mechanical installations</li> <li>Medium voltage, low voltage &amp; gas installation</li> <li>Commissioning</li> <li>Handover</li> </ol> </li> <li>Employees will be working in separate areas to observe social distancing.</li> <li>Continue to encourage online booking to avoid cash exchange.</li> </ol>	<ul style="list-style-type: none"> <li>CEO</li> </ul>	<ul style="list-style-type: none"> <li>11 April</li> <li>12 May</li> <li>13 June</li> <li>14 June</li> <li>2. 283 Ongoing</li> </ul>
Affordable access to and use of theatres by communities	Inconsistent attendance at theatre show.	<ol style="list-style-type: none"> <li>High cost of productions and the need to recover costs.</li> <li>Effect of the country's economic status.</li> <li>Lack of exposure of potential audiences to the theatre experience</li> <li>Loadshedding</li> <li>Fear of COVID-19</li> <li>Fear of crime in the area.</li> <li>Disaster Management regulations and limited audiences allowed in the theatre</li> </ol>	<ul style="list-style-type: none"> <li>Loss of revenue.</li> </ul>	Major	Almost Certain	High	<ol style="list-style-type: none"> <li>Different pricing structures based on product and venue.</li> <li>Offering a limited number of discounted and/or free tickets to the youth and senior citizens</li> <li>Mobile theatre truck used to take the acts to targeted diverse communities.</li> <li>Action to engage stakeholders on safety in the theatre.</li> <li>Customer satisfaction survey conducted after every show.</li> <li>Project plan to upgrade the stage machinery.</li> <li>Theatre calendar are aligned with the project plan</li> <li>Project manager and steering committee is in place to oversee the implementation of the project</li> </ol>	Fair	Moderate	CEO	<ol style="list-style-type: none"> <li>Implementation of sponsorship policy to target sponsorship</li> <li>Conduct comprehensive survey to establish audience needs</li> <li>To engage JMPD and SAPS to police the precinct.</li> <li>Implement a marketing plan for each production</li> </ol>	<ul style="list-style-type: none"> <li>CEO</li> </ul>	Ongoing
Good governance, financial sustainability and sound management	'Aged, obsolete and outdated stage machinery and equipment	<ol style="list-style-type: none"> <li>Stage upgrade is now 90% completion</li> </ol>	<ul style="list-style-type: none"> <li>High Power consumption</li> </ul>	Minor	Almost Certain	Medium	<ol style="list-style-type: none"> <li>Project plan to upgrade the stage machinery.</li> <li>Theatre calendar are aligned with the project plan</li> <li>Project manager and steering committee is in place to oversee the implementation of the project</li> </ol>	Good	Low	CEO	<ul style="list-style-type: none"> <li>The current controls look adequate to Address the risk in its current form</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	N/A

ME Objectives	Risk Description	Root Causes	Consequences	Impact	Likelihood	Inherent Risk	Current controls	Control Effectiveness	Residual Risk	Risk Owner	Actions to improve management of the risk	Action Owners	Action Deadline
Mobilisation of resources to support the mandate, and improved brand recognition and awareness of JCT	Lack of brand positioning and brand awareness of JCT	1. Inadequate marketing budget 2. Ineffective implementation of the marketing strategy	Reputational damage	Major	Likely	High	1. Media partnerships for productions at each theatre 2. Media database management 3. Continuous productions awareness campaigns. 3.2. Marketing strategy in place	Good	Low	CEO	1. To review marketing and communication strategy 2. To organise online promotional campaigns for brand awareness in line with the budget	COO	1. Annually 2. 31 January to launch the new Logo
Good governance, financial sustainability and sound management	Theft, fraud and corruption	1. Conflict of interest 2. Inadequate segregation of duties/ Inadequate or no supervision 3. Weak internal control environment - cash handling/ administrative procedures 4. Lack of accountability 5. Poor work ethics 6. Greed, collusion, bribery 7. Inadequate IT access controls 8. Inadequate physical security controls 9. Cyber attack	Reputational damage Financial loss Asset loss	Major	Possible	High	1. Anti fraud and anti corruption policy in place. 2. Fraud prevention plan 3. Code of conduct 4. Segregation of duties 5. Declaration of interests 6. Gift register in place 7. Remuneration, Social and Ethics Committee 8. Fraud risk assessment conducted annually 9. Anti-fraud and corruption awareness workshops conducted	Fair	Moderate	CEO	1.1. Continue to conduct anti-fraud and corruption awareness workshop 1.2. Continue to conduct Fraud risk assessment	Company Secretary Risk Champion (FM)	1.1. Annually 12. Annually
Mobilisation of resources to support the mandate, and improved brand recognition and awareness of JCT	Non-compliance with applicable legislation	1. Various and changing legislative requirements to be complied with. 2. There is a requirement to comply with MSCOA	Reputational damage Penalties	Major	Likely	High	1. Regulatory compliance register assessment tool monitored by the Company Secretary 2. Compliance policy and framework in place 3. Presented to the BOD the impact and progress on MSCOA compliance. 4. Quarterly reporting to oversight committees on compliance. 5. Entity is currently transacting on MSCOA	Fair	Moderate	CEO	1.1. Review of Regulatory compliance register 1.2. Continuous monitoring reporting on compliance. 2. Seamless integration of systems will be completed on implementation of SAP	1. Company Secretary 2. CFO	1. Annually as and when legislation changes 2. Quarterly and Monthly
Provision of opportunities for the youth, including arts practitioners and entrepreneurs	Limited programmes available for newly trained Arts Practitioners	1. Limited in-house production to absorb newly trained practitioners	Limited opportunities for new entrants	Major	Likely	High	1. Applied Performing Arts and Arts Management partnership with WITS. 2. Weekly drama workshops 3. Mentoring and upskilling of internal staff in key positions on in-house productions	Good	Low	CEO	1. Establish partnership with other role players in the industry	COO	Quarterly

GRAS Representative: Oscar Nyakaha

ME Objectives	Risk Description	Root Causes	Consequences	Impact	Likelihood	Inherent Risk	Current controls	Control Effectiveness	Residual Risk	Risk Owner	Actions to improve management of the risk	Action Owner/s	Action Deadline
2	Mobilisation of resources to support the mandate, and improved brand recognition and awareness of JCT	1. Inadequate marketing budget 2. Ineffective implementation of the marketing strategy	Reputational damage	Major	Likely 4	High	1. Media partnerships for productions at each theatre 2. Media database management 3.1. Continuous productions awareness campaigns. 3.2. Marketing strategy in place	Good	Low	CEO	1. To review marketing and communication strategy 2. To organise on the promotional campaigns for brand awareness in line with the budget	CEO	1. Annually 2. 31 January to launch the new Logo
3	Good governance, financial sustainability and sound management	1. Conflict of interest 2. Inadequate segregation of duties / inadequate or no supervision 3. Weak internal control environment - cash handling / administrative procedures 4. Lack of accountability 5. Poor work ethics 6. Greed, collusion, bribery 7. Inadequate IT access controls 8. Inadequate physical security controls 9. Cyber attack	Reputational damage Financial loss Asset loss	Major	Possible 3	High	1. Anti-fraud and anti-corruption policy in place. 2. Fraud prevention plan 3. Code of conduct 4. Segregation of duties 5. Declaration of interests 6. JCT register in place 7. Remuneration, Social and Ethics Committee 8. Fraud risk assessment conducted annually 9. Anti-fraud and corruption awareness workshops conducted	Fair	Moderate	CEO	1.1. Continue to conduct anti-fraud and corruption awareness workshop 1.2. Continue to conduct Fraud risk assessment	Company Secretary Risk Champion (FM)	1.1. Bi-annually 1.2. Annually
3	Mobilisation of resources to support the mandate, and improved brand recognition and awareness of JCT	1. Various and changing legislative requirements to be complied with. 2. There is a requirement to comply with MSCOA	Reputational damage Penalties	Major	Likely 4	High	1. Regulatory compliance register/ assessment tool monitored by the Company Secretary. 2. Compliance policy and framework in place 3. Presented to the BOD (the impact and progress on MSCOA compliance. 4. Quarterly reporting to oversight committees on compliance. 5. Entity is currently transacting on MSCOA	Fair	Moderate	CEO	1.1. Review of Regulatory compliance register 1.2. Continuous monitoring reporting on compliance. 2. Seamless integration of systems will be completed on implementation of SAP	1. Company Secretary 2. CFO	1. Annually (as and when legislation changes) 2. Quarterly and Monthly
4	Provision of opportunities for the youth, including arts practitioners and entrepreneurs	1. Limited in-house production to absorb newly trained practitioners	Limited opportunities for new entrants	Major	Likely 4	High	1. Applied Performing Arts and Arts Management partnership with WITS. 2. Weekly drama workshops 3. Mentoring and upskilling of internal staff in key positions on in-house productions	Good	Low	CEO	1. Establish partnership with other role players in the industry	CEO	Quarterly

## Section 5: Sustainability Report

### Sustainability Vision

The City of Joburg's Mayoral priorities carry the sustainability vision of the City and these include:

- A smart city;
- A city that gets the basics right
- A well run City; and
- A safe and secure City.

In addition, JCT has a marketing and communications department, which is mandated through the marketing and communications strategy, to manage the reputation of JCT, provide innovative marketing and communication leadership that is able to drive brand proposition more effectively and build brand longevity.

The primary driver of the JCT's marketing and communication department is to develop activities and marketing operations that are geared towards enabling JCT to achieve its business goals and objectives (which include improved brand recognition and financial sustainability (sales), in a manner that resonates with internal and external stakeholders.

### Stakeholders Report

The entity's stakeholders include individuals, groups of individuals and organisations. JCT engages its stakeholders through ensuring continued accessibility, education, partnerships and co-production opportunities.

The following capabilities aid JCT in meeting its mandate:

Applicable Stakeholder	Stakeholder Reporting Requirements & Manner of Engagement
Government Departments, Local Government and COJ	JCT is committed to delivering its services with care, empathy and concern for the well-being of the entity's stakeholders. This is in line with the entity's values of Dignity, Ubuntu, Professionalism and Agility.
Artists, practitioners and Organised Performing Arts bodies	Opportunities are continuously provided to artists in support of creating work, performing, increasing accessibility, facilitating partnerships and co-production opportunities, incubating youth projects and addressing youth unemployment. JCT is an active member of PANSА, the Performing Arts Network of South Africa.
Funding Partners / Business	JCT is always identifying strategic partners to support the delivery of JCT's mandate.
Professional service providers, contractors and suppliers	Continuous effort is put towards strengthening enterprise development and support, improving contract negotiation, management and reporting, compliance to fair supply chain management processes and timeous payment for work done as legislated.
Media	JCT's marketing strategy is a long-term communication strategy which incorporates listening, engaging, branding, mobilising, motivating, promoting, acknowledging and informing audiences, patrons and stakeholders. The strategy was informed by the City's of Johannesburg's 2040 Growth and Development Strategy.
Patrons / General Public	For the mid-year, live entertainment/ programs were staged, subject to the limited number of audiences as per the government regulations aimed to curb the spread of the Covid-19 pandemic.



Applicable Stakeholder	Stakeholder Reporting Requirements & Manner of Engagement
Board	JCT fulfilled its reporting requirements to the board and other oversight bodies in terms of the City of Joburg's governance framework.
Employees	JCT values its employees as a key human resource asset, which makes possible service delivery and the attainment of the entity's strategic objectives. An Employee Assistance Program delivered by ICAS supports employees. The entity's human resources policies and practices are in place primarily to acknowledge and reinforce the strategic importance of human resources. Skills development and training interventions are offered to staff within the organisation and details of the training that took place during the mid-year are reported under the Human Resources Management section of this report.

## Section 6: Anticorruption and Fraud

In accordance with schedule 2 of the Local Government: Municipal Systems Act, JCT has a Fraud Prevention Policy and a Code of conduct applicable to all staff members. JCT observes zero tolerance to fraud and corruption. The City of Johannesburg's Group Forensic and Investigations Services (GFIS) department manages JCT's fraud prevention hotline.

Ethics Awareness workshops were conducted during this 4<sup>th</sup> quarter for all the three theatres. The Ethics Awareness training entailed amongst others, making employees aware what ethics is, the expectations or the role employees play in acting ethically as well as provision of guidelines on ethical conduct. The development of an ethics strategy commenced during the 4<sup>th</sup> quarter and the strategy is anticipated to be board approved during the 1<sup>st</sup> quarter of the new financial year.

A process of appointing ethics ambassadors across all the theatres has commenced. The purpose of having Ethics Ambassadors is to have more eyes on the ground monitoring ethical conduct as well as for quick detection of unethical conduct and reporting it timeously. This will enable JCT to attend to ethical breaches as soon as they are identified.

## Section 7: Building and Maintenance

CAPEX	
Stage Machinery Upgrade	Action Taken
Overall	
Approximately 99 % of the work has been completed	Software functionality and implementation is in progress  All hardware installations are completed
Upper Machinery is 100% complete	
Lower Machinery is 96% complete	
Software development is 100% complete	
Fly Floor conversion is 100% complete	
Hardware in the storage area is 100% complete	
Access control	Currently installing access control system
Gas Generator Tender	Discussions with City Power and City Gas is ongoing. Trench for Cable between Generator and HT Room 90% Done



Waterproofing on the Peoples Theatre Roof	Waterproofing was done
Health and Safety	Action Taken
Incidents	
1.1 Zayn Tyrell Tyson Injury on Duty 14 April 2022, he slipped and fell in the Metro Centre parking. 1.2 Nonkululeko Ntombi Ndebele Injury on duty, Gel fuel exploded. 1.3 Nobuhle Nxumalo Injury on duty, Gel fuel exploded.	WCL2 Completed, taken to the hospital
Condoms	
2.1 Stock received	Received stock and distributed to all restrooms
Evacuation drill	
Evacuation drill was conducted on	24 May 2022
Next evacuation drill	16 August 2022
Health and safety meeting	
Safety Meeting	29 June 2022
New meeting scheduled for	13 September
Security matters	
No security incidents were reported in the second quarter of 2021.	
Maintenance	
March 2022 Job cards	582 Job cards completed
April 2022 Job cards	383 Job cards completed
May 2022 Job Cards	408 Job cards completed
June 2022 Job cards	460 jobs up to 23 <sup>rd</sup> June 2022
Disaster management	
Covid-19 Procedures	Implement all the COVID-19 regulation as stipulated by government in the government gazette and in conjunction with SHE at COJ 23 June 2022: As stipulated in the new Government Gazette Vol. 684 22 June 2022 No. 46590, the following regulations have been repealed 16.A Wearing of face masks to contain the spread of Covid-19 16.B Regulations of gatherings to the spread of Covid-19 16.C Regulation of persons entering the country to contain the spread of Covid-19 This therefore means, That we do not need to wear a mask in public and indoor; All venues can go to full capacity;

	We do not need to fill in a Covid-19 register and take temperatures and Outside and inside events will not require any proof of vaccination or a rapid test.
Hand Sanitizers	New automated Hand Sanitizers was installed. The hand sanitizers are continuously filled. 23 June 2022: The sanitising machines will be kept in place, so that the public and staff have access to it.
Face masks	All staff has been issued with face masks. Request to issue staff with new face masks. 23 June 2022: According to the Government gazette Vol. 684 22 June 2022, we do not need to wear a mask in public and indoor.
Issuing of Face masks	Process to issue new face masks to all JCT Staff 23 June 2022: According to the Government gazette Vol. 684 22 June 2022, we do not need to wear a mask in public and indoor.
Staff working in the Theatre	Security staff are Normal 12hour shifts (4 Days on and 4 Days off) Maintenance staff is working normal Hours
Cleaners are working full time in shifts to accommodate shows	Cleaning staff working a five day week. Currently all cleaning staff is on show call and working two shifts daily.
Registers for staff and Public put in place FOH and at security control room	Screening done daily and registers filled in when staff and public arrive. The OHS manager keeps register for safekeeping. 23 June 2022: We do not need to fill in a Covid-19 register and take temperatures according to the Government gazette Vol. 684 22 June 2022
Signs	All warning signs and information signs was put up throughout the building. Social distancing floor signs was put in place at FOH and Metro Stages Restaurant. 23 June 2022: Removal of Covid-19 signage will be in process
Perspex Screens	All area where necessary Perspex screens were installed e.g. Receptionist, Box Office, Coffee Bars at all theatres, Finance Office

The OHS Manager who is the COVID-19 Co-coordinator pension date was extended for 12 months	New Appointment letter for the COVID-19 compliance officer Should be issued
COVID-19 risk assessment	COVID-19 risk assessment was done
COVID-19 Positive cases for Third quarter 2022	Bhavna Moodley
New Automated face recognition and temp units was installed at the entrances of all the venues in all the theatres in the group	Installations completed

## Section 8: ICT Governance

JCT has an established Information and Technology Steering Committee, which is responsible for recommending effective performance management mechanisms on Technology and Information governance to the entity's EXCO.

In line with King IV, information technology (IT) governance forms an important part of Joburg City Theatre's (JCT) governance structures, policies and procedures. It is crucial that the current and future use of ICT is carefully directed and controlled in order for ICT to be aligned to the business goals of the entity.

ICT governance is not just an IT problem; it is at its broadest sense part of the overall governance of an entity with specific focus on improving the management and control of ICT for the benefit of stakeholders. ICT governance spans the culture, organisation, policy and practises that provide for the management and control of ICT. Creating an environment where ICT governance is an integral part of corporate governance is critical in ensuring alignment with business objectives, value delivery, accountability, risk management and overall performance management.

For the effective implementation of IT governance, and in order to improve the value of governance and sustainability, Joburg City Theatres aligns the strategic framework and IT policy in the following objectives:

### Improved value and strategic delivery:

#### 1. Upgrading of Stage Machinery at Joburg Theatre (long term project 2017 – 2023)

This massive project is finally nearing completion. This is the first technology upgrade to Mandela Stage since 1992. Ironically, South Africa's lockdown status, due to Covid 19, allowed more time to be dedicated to this project. The building department's technical staff monitor the entire project internally with reports submitted to the Chief Financial Officer.

Currently the upgrading of the Joburg Theatre machinery upgrade is standing at 99% completion. The 1% that is outstanding consists of the commissioning of the batten software. Thus, the entire project is on target to be completed by the beginning of Q1 of 2022-2023.

The upgrade was an enormous task and is an example of an engineering design that is of a world-class standard. The software program, is designed and commissioned by Mocon Systems, and is one of the largest PLC programs in existence worldwide. The network system is so complex that Mitsubishi's Japanese engineering team has indicated that they would like to use this installation as an example of what can be done with the technology in the future.

#### 2. COJ A647 SAP Business Transformation Programme

JCT is ready and waiting for the COJ SAP project to commence. The SAP project was put on hold until further notice by COJ. The CIO Forums provide feedback on progress when information becomes available. Timeline provided for JCT to start with Payroll migration are currently marked for September 2022. However, the last feedback provided through the CIO Forum indicated that budgets will only be approved by November 2022.

### **SAP – Connectivity to COJ**

JCT entered into a contract agreement with MTC to provide JCT with a VPN between the three Theatres and to access physical rack space in a Datacentre for JCT's backup hardware.

All phases have been completed and are functional. JCT monitors outages and reports to MTC directly. Outages are normally restored within hours. Some outages caused by load shedding experienced longer time outs as backup power can run out due to the time taken to restore the power.

Damage to fibre cables caused by third-party contractors around the Soweto Theatre has largely reduced during this quarter, and the connectivity supply has been far more consistent. JCT is dependent on MTC to connect to the COJ for SAP and to the Datacentre for offsite backups via the Fibre links.

### **Jozinet**

JCT, in conjunction with COJ, completed the Active Directory Federation Server setup. Users at JCT can access Jozinet through the MTC fibre connection. Jozinet services remain functional on the JCT network.

### **Active Directory synchronization with COJ Azure tenant**

JCT required licensing from the COJ to use the full functionality of the Microsoft Teams application. On request for licensing on the COJ E3 license with Microsoft, JCT was informed that the onsite Active Directory needed to be synchronized with the COJ Azure tenant. The synchronization was done and completed via the MTC Fibre connection, and into the COJ environment, and Microsoft Teams Licenses were allocated to JCT users. Both technicians from Microsoft and the COJ assisted in completing this project.

JCT will in future leverage on this synchronization to make use of additional licensing requirements when needed.

COJ confirmed that JCT would be included into the next license renewal period between COJ and Microsoft on the enterprise agreement. Certain administrator functions are not available to JCT. JCT is in discussions with COJ to resolve the matter.

### **Cell phone signal boosters and Internal Wi-Fi expansion**

As part of the process to improve on connectivity, JCT completed the Wi-Fi and Cell phone signal boosters project at Soweto Theatre. JCT established centralised control over guests Wi-Fi access systems for visiting producers and has also improved on the roaming capabilities for staff when they move from one theatre to another. The same Wi-Fi signal that is available to Joburg Theatre staff is now available to Soweto and Roodepoort users, allowing staff to roam between theatres.

To date JCT successfully provided our staff and guest producers who required streaming facilities at Soweto Theatre the ability to stream functions onto YouTube and other social media platforms via the Wi-Fi expansion.

In addition, JCT continues to implement Wi-Fi expansion and rolled out additional Access Points (Aps) to the Peoples Theatre.

When new areas within theatre space are identified as requiring streaming facilities, JCT will add Wi-Fi APs to that area. JCT has to date rolled out 18 access points at Joburg Theatre, 6 access points at Roodepoort Theatre and 8 access points at Soweto Theatre. The Wi-Fi system is voucher driven, and vouchers are allocated on request to Producers or companies who hire the venues. In order to protect resources against abuse, the vouchers issued are subjected to expiration dates.

One of the new capex projects in the next financial year 2022-23 will be a complete overhaul of the AP infrastructure. Some of the older Access Points across all three theatres will be replaced as they have reached EOL (End-Of-Life). There are new areas of the building that require additional AP's to be installed

### **Internet connectivity**

In our efforts to work within Covid restrictions, JCT supplied laptops to users on a regular basis, to enable a work-from-home environment. This inadvertently placed more stress on Internet connections and the bandwidth intermittently to run at full capacity. JCT is in the process of upgrading the Internet lines at each theatre to accommodate for the workload.

Soweto Theatre was upgraded in quarter 2. Roodepoort Theatre was upgraded in Q3. Joburg Theatre's Internet connectivity was subject to a tender. The evaluation and adjudication process was completed in Q3. The tender was awarded to MTN in Q4. The necessary follow-up site visits were completed and JCT is awaiting for the installation to commence.

JCT will have dual lines as incoming Internet connections with different last mile connectivity to ensure a failover and high availability Internet connection.

### **Temperature scanning of visitors and staff members**

JCT took delivery of portable digital temperature scanners in quarter 2. The scanners can detect temperature as well as detect the presence (or lack) of a facemask. The scanners are placed at strategic places to scan patrons entering JCT buildings. The scanners were issued to Joburg Theatre, Roodepoort and Soweto Theatre. The temperature scanners are functional and was quickly adopted by staff and visitors.

At the end of quarter 4 the temperature scanning regulations were repealed, and the scanners were removed from the public areas of the buildings.

### **Risk Register**

During the previous financial year, JCT procured a cloud-based version of the Anti-Virus management console with the annual license renewals. A cloud-based dashboard now allows central management of systems when infections are detected without the need of the system being connected to the JCT network via VPN. The upgrade of the Anti-Virus software provides better protection against ransomware and has an artificial intelligence component. Next-gen technologies such as AI-powered predictive prevention, Enterprise-level detection and automated incident response is now enabled.

To date the management of remote systems has improved over the previous onsite dashboard. However, as part of the current Sophos package. JCT has an on-prem email-scanning platform, which will reach End-Of-Life towards the end of 2022, and a new cloud based email-scanning platform will need to be procured.

### **Access Control for staff into Joburg Theatre.**

JCT has two access control systems that are end-of-life and need to be replaced with current, more modern systems. The two systems will be consolidated into one new, smarter system. The project is still in its early stages. JCT established the specifications for a modular base system for access control that can be built on and

expanded in the future. The base system specifications were drafted into a BID document for tender purposes. The BID was awarded during Q4. The new access control system can accommodate smart technologies such as number plate recognition, face recognition and also be diverse enough to allow for both biometric access and traditional access card scanning. The new system is currently being installed at Joburg Theatre.

### **3. Capex**

Capex was generously allocated for IT projects in the current financial year. The following projects were identified for procurement:

1. Advanced Stage Software has been procured for Roodepoort, Soweto and Joburg Theatres during the year
2. Network upgrades on TV network from analogue to digital in conjunction with Building & Security Department was completed during the year
3. The procuring of units for automatic temperature screening was completed in Q2 in conjunction with Building & Security Department

### **4. Readiness for compliance legislation**

All Internal audit findings were resolved from the 2020-2021 financial year. There were 10 external findings from the Auditor General (AG) that were issued in the 2020-2021 financial year and all were resolved in the current financial year.

The internal audit (IA) for 2021-2022 has commenced, and is expected to be concluded by the beginning of Q1 in the 2022-2023 financial year.

### **5. Business and technology strategies**

#### **Software Licensing**

JCT, in partnership with COJ, procures Microsoft software licensing under the COJ's Enterprise agreement with Microsoft. Any future projects requiring licensing need to be covered by COJ. The E3 license agreement that COJ has with Microsoft expires within 16 months and COJ is in the process of mapping out a new agreement with Microsoft.

MOE's may receive a charge back for the licenses that they currently have with COJ when the new agreement is signed in the future with Microsoft. This matter is ongoing and pressing as JCT was issued with full Office 365 licenses when JCT requested licensing for Microsoft Teams in Q2. JCT has received confirmation that licenses will be included in the renewal, but the details of the charge back need to be finalised.

### **6. Risk management – Internet Security**

All JCT systems are now running Windows 10 and supported by WSUS updates. The entire network can be maintained with one standard throughout. The team can focus on keeping the systems up to date, patched with the latest security updates, and monitored by the new Anti-Virus software.

#### **Server and end-user protection**

Our Sophos security solution comes with useful and flexible options designed specifically to protect infrastructure and provide safety. Sophos provide the following primary services.

- Unified Threat Management.



- Intrusion prevention.
- Content Filtering.
- Firewall.
- Virtual Private Network.
- E-mail Security.
- Browser Security.
- Antivirus with Exploit protection

### **Network entry point protection**

JCT deployed SonicWall Firewalls to all three theatres. The SonicWall TZ series of firewalls is designed specifically for the needs of SMBs and branch locations, delivering enterprise-class security, which detects sophisticated threats, including encrypted attacks, with advanced networking and security features, like the multi-engine Capture Advanced Threat Protection (ATP) service with Real-Time Deep Memory Inspection

### **JCT Firewall for gateway protection.**

The section below outline the protection provided by JCT firewalls and Antivirus software.

- Capture Advance Threat Protection (Capture ATP) Overview
- Gateway Anti-Virus (Firewall)
- Configure Content Filtering Service
- Intrusion prevention services (IPS)

The Firewall is the first line of defence. In the event of something unwanted passing through, or when users are off the network at remote places like their homes, the next level of protection is at the endpoints.

Laptops need to have an Anti-Virus subscription and protection that is updated on a daily basis. Paid for Anti-Virus subscriptions provide far more protection compared to a free subscription.

JCT implemented subscription-based technologies that receives regular updates and technologies with both local and international support channels.

JCT also sends out regular monthly security advisers to all users informing them of the best practices when dealing with emails, websites and external drives. The security advisor also addresses the fact that the weakest link in the chain is often the behaviour of users.

End user security awareness is ongoing and forms an important part of the partnership with the security technologies applied to prevent attacks within the JCT environment.

The annual IT awareness workshops took place in Q4. The focus on this year's workshops was around the POPI Act.

### **Operating system and maintenance**

JCT staff actively check that WSUS updates run on all PCs and that PCs have the latest security patches applied. Windows 10 will be end of life in 2025 and Windows 11 was released in October 2021. Windows 10 will still be supported until 2025 and JCT will have a systematic approach to upgrading from Windows 11 as with the previous Windows 7 to Windows 10 upgrades.

## Email scanning and security

JCT has implemented more secure email settings that will allow for better protection of spoofed mail, through the implementation of DMARC, an internationally recognised best-practise security layer.

On a monthly basis, JCT sends out security awareness emails to staff members advising on best practise. These reminders focus on the need to be vigilant and pay attention at all times.

## 7. Business continuity

JCT implemented the latest virtualized systems technologies, which by design enables server virtualization, reduces the dependency of legacy hardware architecture and reduces hardware costs. JCT is now in a position where vital backup equipment is located off site to ensure business continuity.

Positive and consistent results with regular Disaster Recovery testing to the datacentre confirms that the risk of having backup equipment on site has been mitigated by moving the backup equipment to the datacentre and better protecting our data.

The two Disaster Recovery tests during the year were successful.

## 8. Challenges

The Covid-19 pandemic necessitated a critical rethink of what it means to work successfully. Joburg City Theatres assisted employees to work from home during the pandemic by rolling out iPads and laptops to allow for business to continue, and communication take place between team members. The rollout of the equipment enabled users to stay safe at home but continue working.

## 9. Smart City

The Smart City is part of the COJ IDP 2021-26. The Smart City Strategy seeks three principal outcomes:

- To enhance and accelerate the delivery of quality municipal services
- To enhance the quality of life for all COJ residents, especially youth, women and the poor
- To rectify the longstanding spatial and economic barriers inherited from our apartheid past.

There are eight different Pillars of the Smart City Strategy. This quarter JCT has focused on the following sets of projects relating to the Smart City.

### The first is around COJ's **Pillar 7 Green, Resilient, and Sustainable COJ**

The quarter JCT saw the installation of the gas generator at Joburg Theatre. This is a first in South Africa, in conjunction with City Power. A gas generator is cost effective, produces less noise pollution and is more environmentally friendly than a diesel generator. The generator will allow productions to take place during load shedding. In addition, extra power will be used by City Power to assist the power grid during peak periods.

The project commenced and contractors broke ground to build the foundations and generator room for the housing the generator. The room was completed and the generator was installed.

JCT is currently engaging with City Power to plan the timelines for connecting the generator to the power grid. A request was made for JCT to install a 280-meter long fibre connection from the generator to the JCT's firewall. The connection will enable the supplier to monitor the generator remotely in real time.

Currently trenching is in progress between the generator and the substation. Ongoing weekly meetings are held between JCT and City power to complete the project.

### The second set of projects is around COJ's **Pillar 8 Digital Joburg & Smart Governance**

Tickets for all JCT productions is available online and accessible via desktop, and all mobile devices, as well as call centre. Patrons do not need to purchase tickets in person. Tickets can be downloaded to mobile phones. Virtual tickets can be scanned at the theatre for entrance to productions

Joburg Theatre also loads its production programmes online for patrons to download. These programmes are available online at no cost and across all social media platforms. Patrons do not need to physically purchase a programme, or exchange money in order to view the programme.

### **A smarter stage and a smarter building - Equipment upgrades and system enhancements on the Nelson Mandela Stage)**

The technology on the Nelson Mandela stage became end-of-life and suppliers could no longer support the technology. The availability of parts could not be guaranteed and the procuring of spare parts became impossible. JCT invested into upgrading the Nelson Mandela stage machinery and replacing outdated DOS operated systems and controllers with modern up to date PLC technologies. The stage equipment upgrades, combined with our continuous upgrades on sound and lighting software and equipment, brings the stage equipment in line with today's available smart technologies and brings the stage from a non- serviceable state to a serviceable state.

In addition to the physical stage upgrades, Joburg City Theatres invested in cost reduction by moving away from physical stage sets and making the transition to digital sets through acquisition of digital screens. Digital screens replace the traditional bulky and costly set designs ensuring faster scene changes and enhanced theatrical experience.

Janice Honeyman's Pantomime Cinderella was the first production that made use of the Digital Screens in Q2, with huge success acclaimed through media reports and patrons alike. (Designer, Andrew Timm, won the 2021 Naledi Award for Best Theatre Set- and Av Design for the Cinderella set.)

In quarter 3 the screens were used to positive effect for both the Joyous Celebration 26 Live at the Mandela DVD recording and the Sound HQ recordings. The decision to move to digital sets attracts more producers as Joburg Theatre is now leading with innovation and technology on stage.

Joburg City Theatres continually address outdated technologies within the theatre and recently replaced the building evacuation system with a modern evacuation system. The system provides pre-recorded voice messages when triggered, that are clearly audible and with clear instructions. The system drastically improves evacuation drills and is more efficient. Regular evacuation drills are exercised and the evacuation system can be heard clearly within office areas where it previously did not function as expected. The new evacuation systems contribute to public safety and is tested on a regular basis.

### **Theatre productions and the communities – The citizen centric approach**

Citizen centricity is an approach in which citizen participation, through the explicit or implicit expression of their needs by different means, plays an essential role in the design of strategies. Joburg City Theatres align our strategy with being citizen centric by taking the theatre productions to the community. A mobile stage is fully equipped with sound and lighting equipment. It is a smarter way to address the inequalities for citizens who do not necessary have the means of traveling to our Theatre buildings. Communities can experience a theatre

production in the areas close to home. The theatre truck can be deployed to stadiums, schools and other areas that can be utilized as venues.

### **COJ Smart City App**

The COJ Smart City Office and the office of the COO will provide funding for development of the app. MTC was tasked with the implementation of COJ core departments and COJ entities to the Smart City App on behalf of the City. MTC is currently in their feasibility study stage of the project, which is due to be completed at the end of the quarter. JCT and other MOE's are waiting for the feedback from the feasibility study.

On completion, Joburg City Theatres will have a footprint under entertainment on the Smart City application, providing citizens with more JCT entertainment information and hopefully the ability to purchase tickets for shows via the application.

Following the latest CIO forum meeting MTC is busy with the project however no completion dates could be committed to, as the project in nature is complex and subjected to external parties' enrolment and commitment to the project.

The Smart City office continually hosts presentations and workshops on DATA lakes, Smart City planning and all the building blocks that are needed to move forward. JCT will be contributing to the initiatives on an ongoing basis.

### **Section 9: Compliance with Laws and Regulations**

To ensure accountability and governance arrangements are in place, Section 121(2) (c) of the MFMA supports the requirements of Section 18(1) (d) of the MSA: information on matters of governance should be communicated to communities. This should, according to Sections 65(1) (a) of the MFMA and 46 of the MSA be undertaken through the compilation and publication of the Annual Report. The purpose of such an annual report is to promote accountability to communities for decisions taken by the Council and matters relating to administrative structures, throughout a financial year.

The board of directors embraces the principles of corporate governance and considers these as the underlying philosophy in creating organisation excellence at all levels within JCT. The board of directors and the Executives recognise and are committed to the principles of openness, integrity and accountability advocated by the Code of Corporate Practices and Conduct in the King Report. The board remains steadfast in maintaining high standards of corporate governance and implementing corporate governance principles, policies and practices. Through this process, the City of Johannesburg Metropolitan Municipality as a sole shareholder and other stakeholders may derive assurance that the entity is being ethically managed according to prudently determined risk parameters in compliance with generally accepted corporate practices. Monitoring the entity's compliance with King Code on Corporate Governance forms part of the mandate of the COJ group audit committee. The board is satisfied that the company has complied with all legislation relevant to or affecting the company, as well as all regulations and codes of practice.

The City's Group Risk and Assurance Services' (GRAS) compliance division assess compliance reporting on a monthly and quarterly basis.

On a quarterly basis, the entity reports to the ARC, Board and the City (through GRAS) on compliance with the priority regulatory register, which is a tool identifying the MFMA, the Companies Act and the Occupational Health and Safety Act and Regulations (85 of 1993) and (181 of 1993) as the primary compliance pieces of legislation for purposes of reporting.

In addition, a corporate governance checklist in terms of King VI and compliance against the checklist was for the first time developed and reported on in the entity's draft annual report.

## **Statement of Compliance**

The board is responsible for ensuring that the entity complies with applicable laws and adheres to binding rules, codes and standards.

The board is committed to good corporate governance, which promotes the interests of all JCT stakeholders, upholds the principles of accountability, effectiveness, transparency, efficiency and public confidence in the entity's operations.

Accordingly, the board has established corporate governance instruments which provide a framework for the effective governance of the company and which comply with the laws and regulations applicable to JCT.

JCT strives for the highest standards of corporate governance as adopted in King IV Report. The Board of directors has incorporated the City of Johannesburg's Corporate Governance Protocol (the Protocol) in its Board Charter, which inter alia regulates its relationship with the City of Johannesburg as its sole shareholder and parent municipality in the interest of good corporate governance and good ethics.

The Protocol is premised on the principles enunciated in the King Report for Corporate Governance for South Africa. The Company steadfastly consolidated its position in respect of adherence to the King IV report on Corporate Governance. JCT's practices are, in most material instances, in line with the principles set out in the King IV Report. Ongoing steps are however taken to align practices with the Report's recommendations and the Board continually reviews progress to ensure that the company improves its Corporate Governance.

Compliance is an integral part of good governance, providing assurance on the effectiveness of the control environment through the Audit and Risk Committee.

### **Subsidiaries or associations with other companies including trusts**

There are no subsidiaries or trusts in which Joburg City Theatres is a participant.

### **Timeous notification with respect to resolutions to its members**

Minutes of the meetings of the Board of directors and its subcommittees - including resolutions - are to be circulated to members of the Board within 21 days following a meeting.

### **Financial Irregularities**

No financial irregularities reported for the quarter under review.

### **Report on Resolutions passed with the Registrar of Companies beyond expected time frame**

There have been no resolutions passed with the Registrar of Companies beyond the expected time-frame in the period under review.

### **Report of the documentation procedures and processes**

Minutes and appropriate minute books are kept for all meetings of the Board of directors and subcommittees.

### **Internal Audit Function**

JCT outsourced its internal audit function in terms of section 165 (3) of the MFMA to the Group Risk and Assurance Services GRAS from the shareholder. GRAS has a specific mandate from the Audit and Risk Committee and independently appraises the adequacy and effectiveness of the company's systems, financial internal controls and accounting records, reporting its findings to the Auditor General as well as the Audit & Risk Committee. GRAS interacts with the Chief Financial Officer, and reports to the Audit and Risk Committee on a functional basis and has direct access to the Chairperson of the Board.



The Joburg City Theatres' internal audit coverage plan is based on risk assessment performed at each operating unit. The coverage plan is updated annually, based on the risk assessment and results of the audit work performed.

## **Corporate Ethics and Organisational Integrity**

### **Code of Ethics**

The board provides effective leadership based on a principled foundation and the entity subscribes to high ethical standards. Responsible leadership, characterised by the values of responsibility, accountability, fairness and transparency, has been a defining characteristic of the entity since the company's establishment in 2000.

The fundamental objective has always been to do business ethically while building a sustainable company that recognises the short- and long-term impact of its activities on the economy, society and the environment. In its deliberations, decisions and actions, the board is sensitive to the legitimate interests and expectations of the company's stakeholders.

The company has a Code of Conduct ("the Code") which has been fully endorsed by the Board and applies to all directors and employees. The Code is regularly reviewed and updated as required to ensure it reflects the highest standards of behaviour and professionalism.

Upon commencement of employment, all new employees receive a contract of employment and a Policies and Procedures Manual and sign acknowledgment of receipt of both documents. The contract of employment contains clauses referring to the Code of Conduct, as well as other Policies and Procedures applicable to all employees. A copy of the signed contract, together with a document stating that the employee has received the Policies and Procedures Manual, is kept on the individual's personnel files.

The Policies and Procedures Manual is updated on a regular basis by the Governance department in consultation with other departments. The updated policies are communicated with management as well as all employees; thereafter all employees receive copies of the updated policies and sign an acknowledgement of receipt.

It is the responsibility of the theatre's heads of departments (HODs) to monitor compliance with the Company's Code of Conduct in conjunction with the Human Resources Manager. Employees committing a breach of the Company's Code of Conduct are dealt with in a fair and consistent manner by management, in accordance with the Disciplinary Code and Procedures. Joburg City Theatres service providers, suppliers and trade partners are subject to the Code. It is the opinion of the Board of directors that the company complies with the highest ethical standards in all matters of business.

In terms of the Code of Conduct and Ethics Implementation Plan, mechanisms are being developed to verify observance of code and make it known within JCT. After adoption, the code was sent to all employees in electronic and hard copy formats and Mr Makhaola Ndebele was appointed as ethics officer for the company. He is responsible for ensuring compliance and creating innovative ethics training formats, and setting up ethics help line amongst other responsibilities. Ethics remain a standing agenda item in the Remuneration, Social and Ethics committee meetings to monitor adherence to the Code.

### **Register of Directors interest in contracts**

Directors of the company are continuously advised to declare any interests they hold in any contracts that the company might enter into. To this end, the directors are supplied with a form on which to declare their interests and declared interests are then entered into the company register. There has not been any material interest declared as at the date of this report.



## Report on the prohibition of disposal of assets contained in Section 115 of the Companies Act

No assets as contained in Section 115 were disposed.

### Compliance Monitoring and Reporting

The Joburg City Theatres has established and maintains a system of risk management in accordance with the provisions of the Municipal Finance Management Act, the King IV report on Corporate Governance and Risk Management Standards as applicable.

The Audit and Risk Committee carry out oversight over the governance and management of risk in Joburg City Theatres, which is a committee of the Board of Directors. The Audit and Risk Committee meets on a quarterly basis (or as regularly as may be agreed between the Board and the Committee) and operates in accordance with an approved term of reference.

### Risk Management Framework and Policy and the Compliance Advisory and Assurance Framework

- The entity is using **Group Risk Management Framework and Policy**.
- Similarly, the ME's **Compliance Framework** is aligned to the CoJ Group Compliance Advisory and Assurance Framework.
- The Risk Management Framework and the Compliance Monitoring Framework are reviewed annually.




### Annual Risk Management Plan

The Committee oversees progress on the implementation of the annual plan at each quarterly meeting and has confirmed that the entity's plan is aligned to the City's Group Risk.

As at end of 4th Quarter, the progress against the plan was as follows:

Activity	% completed
Operational Risk Register Monitoring	100% and or fully implemented
Strategic Risk Register Monitoring	100% and or fully implemented

Table 1: Quarterly Risk Management Status Update

	<b>LOW</b>		<b>MODERATE</b>		<b>HIGH</b>
↔ Residual risk remains unchanged		↑ Residual risk has improved			

Status on implementation of the risk response / treatment plans for significant risks reported

Risk name	Causes/background to the risk	Residual rating				Within risk tolerance	Status of implementation of treatment plan
		Q1	Q2	Q3	Q4		
Business disruption	Global pandemic (COVID-19), Lockdown regulations, Political unrest /Criminality, Load shedding, Water cut.	High	High	High	High	No	↕ Backup Generator has been delivered and will be fully operational in the 1 <sup>st</sup> quarter of 2023

Risk name	Causes/background to the risk	Residual rating				Within risk tolerance	Status of implementation of treatment plan
		Q1	Q2	Q3	Q4		
Inconsistent attendance at theatre show.	High cost of productions and the need to recover costs, Effect of the country's economic status, Lack of exposure of potential audiences to the theatre experience, Load shedding, Fear of COVID-19, Fear of crime in the area, Disaster Management regulations and limited audiences allowed in the theatre	High	Moderate	Moderate	Moderate	Yes	↕
'Aged, obsolete and outdated stage machinery and equipment	Stage upgrade is now at 95% completion	Low	Low	Low	Low	Yes	↕
Lack of brand positioning and brand awareness of JCT	Inadequate marketing budget, Ineffective implementation of the marketing strategy.	Moderate	Moderate	Moderate	Moderate	Yes	↕

Risk name	Causes/background to the risk	Residual rating				Within risk tolerance	Status of implementation of treatment plan
		Q1	Q2	Q3	Q4		
Theft, fraud and corruption	Conflict of interest, Inadequate segregation of duties / Inadequate or no supervision, Weak internal control environment - cash handling / administrative procedures, Lack of accountability, Poor work ethics, Greed, collusion, bribery, Inadequate IT access controls, Inadequate physical security controls, cyber attack	Moderate	Moderate	Moderate	Moderate	Yes	↕
Non-compliance with applicable legislation	Various and dynamic legislative requirements to be complied with. There is a requirement to comply with MSCOA	Moderate	Moderate	Moderate	Moderate	Yes	↕
Limited programmes available for newly trained Arts Practitioners.	Limited in-house production to absorb newly trained practitioners	Moderate	Moderate	Moderate	Moderate		↕

**Information on emerging / new risks**

None.

**Major projects and contracts risk profiles**

JCT does not have major projects that have a significant risk exposure to the entity and the COJ.

**ICT risk governance & ICT risk management**

Risk name	Causes/background to the risk	Impact on the entity	Treatment plan	Q1	Q2	Q3	Q4
Business interruptions	MTC has a backup power now for its network equipment in Jabulani civic centre.	Soweto theatre's connectivity to Jabulani Civic Centre and to Joburg Theatre is lost when there is power outage	Backup power during load shedding  Container installed at Civic Centre, Container has UPS and keeps network equipment.	↕ Moderate	↕ Moderate	↕ Moderate	↕ Moderate

**Fraud risk management / fraud prevention**

The entity has an approved fraud prevention policy and fraud hotline. During fraud risk assessment conducted, the following fraud risk exposure has been identified:

Risk name	Causes/background to the risk	Impact on the entity	Treatment plan	Q1	Q2	Q3	Q4
Fraud and Corruption	There could be a possibility of Car theft, nepotism, collusion, overtime payment, false travel claims, etc.	Reputational damage and financial loss	Continue doing workshops. Monitoring of compliance	↕ Low	↕ Low	↕ Low	↕ Low

## **Risk transfer – exposures**

There were two incidents reported in this quarter under review.

## **Legal and regulatory compliance**

The City's Group Risk and Assurance Services' (GRAS) compliance division assess compliance reporting on a monthly and quarterly basis.

On a quarterly basis, the entity reports to the ARC, Board and the City (through GRAS) on compliance with the priority regulatory register, which is a tool identifying the MFMA, the Companies Act and the Occupational Health and Safety Act and Regulations (85 of 1993) and (181 of 1993) as the primary compliance pieces of legislation for purposes of reporting.

The entity relies on a Priority Regulatory Register which is a measurement tool adopted by the City of Joburg group for measuring compliance with various pieces of legislation and regulations. The Priority Regulatory Register for the entity measures compliance with the Companies Act, the MFMA and the Occupational Health and Safety Act (OHSA). Compliance per the register is measured on a quarterly basis and where compliance is claimed relevant evidence for assurance purposes by GRAS supports the claim.

The results of the compliance register are reported to the ARC and the board on a quarterly basis. Similarly, on a monthly basis, the entity rates its compliance with Circulars 668 and 65 of the MFMA. Submission of these reports is done to GRAS for assessment. These reports are also presented to the ARC and the board.

Performance reporting against the entity's Service Delivery and Budget Implementation Plan (SDBIP) is done to the Mayoral Committee and Council on a quarterly basis.

For the period under review, regular reporting requirements to Council as prescribed by the MSA were fulfilled.

## **Compliance Monitoring and Reporting**

The Entity has established the following mechanisms to monitor compliance with applicable laws and regulations:

- Compliance tool

### **Circular 68**

#### **(i) Fruitless and Wasteful Expenditure**

The Entity identified the following instances of fruitless and wasteful expenditure:

- None



## **(ii) Unauthorised Expenditure**

The Entity identified the following instances of unauthorised expenditure:

- None

## **(iii) Irregular Expenditure**

- None identified in the quarter under review

## **(iv) Payments exceeding 30 days of receipt of invoice**

No incidents of payments exceeding 30 days have been identified.

## **Priority Legislation**

The Entity has established the following mechanisms to monitor compliance with applicable laws and regulations:

- Compliance Framework and tool
- Compliance SOP (Standard Operating Procedure)
- Compliance Profile Assessment Tool

## **Occupational Health and Safety Act and Regulations (85 of 1993)**

- Every employer shall provide and maintain, as far as is reasonably practicable, a working environment that is safe and without risk to the health of his employees.

## **Municipal Finance Management Act and Regulations Act of 56 of 2003**

- The accounting officer of the municipality must submit that information to national treasury, the Auditor General, and the relevant Provincial Treasury in writing.

## **Companies Act**

- The Companies Act, 2008 requires all companies to keep accurate and complete accounting records, which must be kept and be accessible at the company's registered office.
- All companies (including external companies) and close corporations are required by law to lodge their annual returns with CIPC within a certain period time every year. An annual return is a statutory return in terms of the Companies and Close Corporations Acts and therefore MUST be complied with. Failure to do so will result in the Commission assuming that the company and/or close corporation is not doing business or is not intending on doing business in the near future. Non-compliance with annual returns may lead to deregistration, which has the effect that the juristic personality is withdrawn and the company or close corporation ceases to exist.

## **Combined and Integrated Assurance and Oversight**

An integrated and combined assurance approach has been adopted for the purposes of maximising assurance provision and therefore aggregation of assurance outcomes.

## **Joburg City Theatres Top Strategic risks**

The top strategic risk areas for the financial year 2021/22 have been re-evaluated and monitored continuously during the 4th quarter. This entailed the re-evaluation of the strategic risk landscapes and the identification of new emerging risks.

The measurement, prioritisation and ranking of the risk exposures has been in accordance with the formally adopted group risk assessment methodology. The prioritisation of the top risks is to ensure that adequate assurance resources can be directed to those risks that need more attention of management, and therefore combined assurance mapping is adequate and effective.

### **Discussion**

The consolidation of assurance outcomes is based on the work done as at the end of 4<sup>th</sup> Quarter of 2021/22 and are summarised herein. The report therefore covers the following:

- strategic risks and residual risk profile for 4<sup>th</sup> Quarter of 2021/22;
- Strategic and operational risk monitoring;
- Strategic risk mapping to the Priorities.

### **Joburg City Theatres Top Strategic Risks Monitoring**

The top strategic risks are monitored continuously and communicated to management on a monthly basis. The Top Strategic risks are mapped to the Specific priorities focus areas for JCT and have been assigned risk ownership and action ownership at Departmental level.

The risk and action ownership was agreed to with the Executive Management Team during the risk assessment workshop. Management is apprised on an-ongoing basis of the progress being made to implement risk mitigation actions and therefore management of associated risk exposures. For the purposes of monitoring risks and risk movements, Key Risk Indicators have been identified for each strategic risk area:

### **Quarterly Risk Management Status Update – Management (Level 1 Assurance)**

The Audit and Risk Committee confirms that the Committee has reviewed the Strategic risk profile of the ME, ensuring that these are aligned to the City-wide top strategic risks as applicable. During the quarter under review, Joburg City Theatres experienced the following significant highlights from a risk management perspective:

**i) Business Disruption:**

The root cause for business disruption are as follows: Global Pandemic (COVID-19), Lockdown regulations, Political unrest/Criminality, Load shedding and water cut.

### **Progress on implementation per action plan-**

Procured a backup generator for the shows and it has been delivered on March 2022. It will be operational on July 2022, The country is currently operating under alert level 1 in terms of the risk adjusted strategy which allows for live performances to limited audiences as per the Disaster Management Regulation, Virtual meeting and remotely working, Increase in subsidy allocation from shareholder, Implementation of health and safety regulations, A COVID19 Compliance Officer has

been appointed, JT continuously engages and negotiates with City Power to conveniently schedule load shedding, ST has an emergency generator for lighting, RT has a generator however does not provide sufficient power to run all the operations, Implementation of the Business Continuity Plan, Country is on Level one of risk adjusted strategy.

Employees are working in separate areas to observe social distancing. Theatre is continuously encouraging online bookings to avoid cash exchange. According to the action plans in the risk register, the following is still to be done by end of the financial year so that the generator can be operational: Mechanical installations, Medium voltage, low voltage & gas installation, Commissioning, and Handover

**ii) Inconsistent attendance at theatre show:**

High cost of production and the need to recover costs, Effect of the country's economic status, Lack of exposure of potential audiences to the theatre experience, Load shedding, Fear of COVID-19, Fear of crime in the area, Disaster Management regulations and limited audiences allowed in the theatre.

**Progress on implementation per action plan–**

Different pricing structures based on product and venue, offering a limited number of discounted and/or free tickets to the youth and senior citizens, mobile theatre truck used to take the arts to targeted diverse communities, action to engage stakeholder to ensure safety in the precinct, customer satisfaction survey conducted after every show, marketing plan developed for each production. Sponsorship policy is implemented to target sponsorship. A comprehensive survey is being conducted to establish audience needs. Theatre is currently engaging with JMPD and SAPS to police the precinct. A marketing plan for each production is being implemented.

**iii) Aged, obsolete and/or outdated stage machinery and equipment:**

The stage upgrade is now at 95% completion.

**Progress on implementation per action plan–**

The project plan to upgrade the stage machinery. Theatre calendars are aligned with the project plan and the project manager and steering committee is in place to oversee the implementation of the project.

The current controls look adequate to address the risk in its current form.

**iv) Lack of brand positioning and brand awareness of JCT:**

Inadequate marketing budget and ineffective implementation of the marketing strategy.

**Progress on implementation per action plan -** Media partnerships for productions at each theatre, media database management, continuous productions awareness campaigns, marketing strategy in place.

Management reviewed marketing and communication strategy and organised online promotional campaigns for brand awareness in line with the budget.

**Theft, fraud and corruption resulting in financial and non-financial loss:**

Conflict of interest, Inadequate segregation of duties / Inadequate or no supervision, Weak internal control environment - cash handling / administrative procedures, Lack of accountability, Poor work ethics, Greed, collusion, bribery, Inadequate IT access controls and Inadequate physical security controls, Cyber-attack.

**Progress on implementation per action plan** - The Anti-Fraud and Anti-Corruption policy in place, Fraud prevention plan, Code of conduct, Segregation of duties, Declaration of interests, Gift register in place and Remuneration, Social and Ethics Committee, conduct fraud risk assessment annually and anti-fraud and corruption awareness workshops.

Management is continuously conducting antifraud and corruption awareness workshop and also fraud risk assessment.

**v) Non-compliance with applicable legislation:**

Conflict of interest, Inadequate segregation of duties / Inadequate or no supervision, Weak internal control environment - cash handling / administrative procedures, Lack of accountability, Poor work ethics, Greed, collusion, bribery, Inadequate IT access controls and Inadequate physical security controls, Cyber-attack.

**Progress on implementation per action plan** - The Anti-Fraud and Anti-Corruption policy in place, Fraud prevention plan, Code of conduct, Segregation of duties, Declaration of interests, Gift register in place and Remuneration, Social and Ethics Committee, conduct fraud risk assessment annually and anti-fraud and corruption awareness workshops.

Management is continuously conducting antifraud and corruption awareness workshop and also fraud risk assessment.

**vi) Non-compliance with applicable legislation:**

Various and changing legislative requirements to be complied with and there is a requirement to comply with MSCOA.

**Progress on implementation per action plan** - Regulatory compliance register/ assessment tool monitored by the Company Secretary, compliance policy and framework in place, presented to the BOD the impact and progress on MSCOA compliance, quarterly reporting to oversight committees on compliance and entity is currently transacting on MSCOA.

Review of regulatory compliance register, continuous monitoring reporting on compliance and seamless integration of systems will be completed on implementation of SAP.

**vii) Limited programmes available for newly trained Arts Practitioner:**

Limited in-house production to absorb newly trained practitioners.

**Progress on implementation per action plan** - Applied Performing Arts and Arts Management partnership with WITS, weekly drama workshops and mentoring and upskilling of internal staff in key positions on in house productions.

The entity is establishing partnership with other role players in the industry.

**Quarterly Risk Management Status Update – Group Risk and Assurance Services (Level 2 Assurance)**

- **Group Risk Services**

Group Risk Services continuously conducts risk assessment of Joburg City Theatres to 5 strategic risks, this entails assessing the mitigating actions and progress on implementation of action plans.

The table below depicts the **Joburg City Theatres risk highlights for the quarter under review** based on the assessment conducted by Group Risk Services.

Ref	Risk Description	Mitigating actions	Progress on implementation per action plan
1	<p><b>Business disruption</b></p>	<ol style="list-style-type: none"> <li>1. Global pandemic (COVID-19)</li> <li>2. Lockdown regulations</li> <li>3. Political unrest / Criminality</li> <li>4. Load shedding</li> <li>5. Water cut</li> </ol>	<ol style="list-style-type: none"> <li>1. Procured the backup generator for the shows and it has been delivered on March 2022. It will be operational on July 2022.</li> <li>2. All of South Africa's Covid 19 regulations were effectively scrapped on 23 June 2022 with the issuing of Gazette signed by Health Minister Joe Phaahla. The restrictions on the size of social gatherings have also fallen away, as have entry requirements for travellers coming to South Africa.</li> <li>3. Virtual meeting and remotely working</li> <li>4. Increase in subsidy allocation from shareholder.</li> <li>5. Implementation of health and safety regulations.</li> <li>7. A COVID19 Compliance Officer has been appointed.</li> <li>8. JT continuously engages and negotiates with City Power to conveniently schedule load shedding.</li> <li>9. ST has an emergency generator for lighting</li> <li>10. RT has a generator however does not provide sufficient power to run all the operations</li> <li>11. Implementation of the Business Continuity Plan.</li> <li>12. Country is on Level one of risk adjusted strategy</li> <li>13. Backup Generator : <ol style="list-style-type: none"> <li>13.1 Mechanical installations</li> <li>13.2 Medium voltage, low voltage &amp; gas installation</li> <li>13.3 Commissioning</li> <li>13.4 Handover</li> </ol> </li> <li>15. Employees will be working in separate areas to observe social distancing.</li> <li>16. Continue to encourage online booking to avoid cash exchange.</li> </ol>
2	<p><b>Inconsistent attendance at theatre show.</b></p>	<ol style="list-style-type: none"> <li>1. High cost of productions and the need to recover costs.</li> <li>2. Effect of the country's economic status.</li> <li>3. Lack of exposure of potential audiences to the theatre experience</li> </ol>	<ol style="list-style-type: none"> <li>Different pricing structures based on product and venue.</li> <li>2. Offering a limited number of discounted and/or free tickets to the youth and senior citizens</li> <li>3. Mobile theatre truck used to take the arts to targeted diverse communities.</li> <li>4. Action to engage stakeholder to ensure safety in the precinct</li> </ol>



Ref	Risk Description	Mitigating actions	Progress on implementation per action plan
3	<b>Aged, obsolete and outdated stage machinery and equipment</b>	<ul style="list-style-type: none"> <li>4. Load shedding</li> <li>5. Fear of COVID-19</li> <li>6. Fear of crime in the area.</li> <li>7. Disaster Management regulations and limited audiences allowed in the theatre</li> <li>1. Stage upgrade is now at 95% completion.</li> </ul>	<ul style="list-style-type: none"> <li>5. Customer satisfaction survey</li> <li>6. Marketing plan developed for each production</li> <li>7. Implementation of sponsorship policy to target sponsorship.</li> <li>8. Conduct comprehensive survey to establish audience needs</li> <li>9. To engage JMPD and SAPS to police the precinct.</li> <li>10. Implement a marketing plan for each production.</li> <li>1. Project plan to upgrade the stage machinery.</li> <li>2. Theatre calendars are aligned with the project plan</li> <li>3. Project manager and steering committee is in place to oversee the implementation of the project.</li> <li>4. The current controls look adequate to Address the risk in its current form.</li> </ul>
4	<b>Lack of brand positioning and brand awareness of JCT</b>	<ul style="list-style-type: none"> <li>1. Inadequate marketing budget</li> <li>2. Ineffective implementation of the marketing strategy.</li> </ul>	<ul style="list-style-type: none"> <li>1. Media partnerships for productions at each theatre</li> <li>2. Media database management</li> <li>3.1. Continuous productions awareness campaigns.</li> <li>3.2. Marketing strategy in place.</li> <li>4. To review marketing and communication strategy</li> <li>5. To organise online promotional campaigns for brand awareness in line with the budget</li> </ul>
5	<b>Theft, fraud and corruption.</b>	<ul style="list-style-type: none"> <li>1. Conflict of interest</li> <li>2. Inadequate segregation of duties / Inadequate or no supervision</li> <li>3. Weak internal control environment - cash handling / administrative procedures</li> <li>4. Lack of accountability</li> <li>5. Poor work ethics</li> <li>6. Greed, collusion, bribery</li> </ul>	<ul style="list-style-type: none"> <li>1. Anti-fraud and anti-corruption policy in place.</li> <li>2. Fraud prevention plan</li> <li>3. Code of conduct</li> <li>4. Segregation of duties</li> <li>5. Declaration of interests</li> <li>6. Gift register in place</li> <li>7. Remuneration, Social and Ethics Committee</li> <li>8. Fraud risk assessment conducted annually</li> </ul>

Ref	Risk Description	Mitigating actions	Progress on implementation per action plan
6	<b>Non-Compliance with legal legislation</b>	<p>7. Inadequate IT access controls</p> <p>8. Inadequate physical security controls</p> <p>9. Cyber attack</p> <p>1. Various and changing legislative requirements to be complied with.</p> <p>2. There is a requirement to comply with MSCOA</p>	<p>9. Anti-fraud and corruption awareness workshops conducted</p> <p>10.1. Continue to conduct anti-fraud and corruption awareness workshop</p> <p>10.2. Continue to conduct Fraud risk assessment</p> <p>1. Regulatory compliance register/ assessment tool monitored by the Company Secretary.</p> <p>2. Compliance policy and framework in place</p> <p>3. Presented to the BOD the impact and progress on MSCOA compliance.</p> <p>4. Quarterly reporting to oversight committees on compliance.</p> <p>5. Entity is currently transacting on MSCOA</p> <p>6.1 Review of Regulatory compliance register</p> <p>6.2 Continuous monitoring reporting on compliance.</p> <p>7. Seamless integration of systems will be completed on implementation of SAP</p>
7	<b>Limited programmes available for newly trained Arts Practitioners</b>	<p>1. Limited in-house production to absorb newly trained practitioners</p>	<p>1. Applied Performing Arts and Arts Management partnership with WITS.</p> <p>2. Weekly drama workshops</p> <p>3. Mentoring and upskilling of internal staff in key positions on in-house productions.</p> <p>4. Establish partnership with other role players in the industry</p>

• **Internal Audit**

Due to the disruptions of Covid- 19, internal audit for 2021/22 is still in progress.




The assurance outcomes by internal audit are based on the work done in fourth quarter of the 2020/21 financial year.

• **External Audit (Auditor General of SA)**

The assurance outcomes by the auditor general are now based on the 2020/21 audit, Joburg City Theatres maintained its status in terms of the audit outcome at unqualified audit opinion in 2020/21.

**TABLE 1: SUMMARY ASSURANCE OUTCOMES – QUARTER 4 OF 2021/22**

		
LOW	MODERATE	HIGH

Risk Rank	Risk Landscape / Risk Name	Risk Description	Level 1 – Summary Assurance Outcomes– Q3 2021/22	Level 2 – External Assurance	Level 1 and 2 Combined Assurance														
	<b>Business disruption</b>	Global pandemic (COVID-19), Lockdown regulations, Political unrest /Criminality, Load shedding, Water cut.	<table border="1"> <tr> <td>Q3 Residual Risk</td> <td>High</td> </tr> <tr> <td>Risk Movement</td> <td style="text-align: center;"></td> </tr> </table>	Q3 Residual Risk	High	Risk Movement		<table border="1"> <tr> <td>Internal Audit</td> <td>High</td> </tr> <tr> <td>Risk Advisory Services</td> <td>High</td> </tr> </table>	Internal Audit	High	Risk Advisory Services	High	<table border="1"> <tr> <td>Level 2 – integrated assurance</td> <td>High</td> </tr> <tr> <td>Auditor General</td> <td>High</td> </tr> <tr> <td>Combined Assurance</td> <td>High</td> </tr> </table>	Level 2 – integrated assurance	High	Auditor General	High	Combined Assurance	High
Q3 Residual Risk	High																		
Risk Movement																			
Internal Audit	High																		
Risk Advisory Services	High																		
Level 2 – integrated assurance	High																		
Auditor General	High																		
Combined Assurance	High																		

Risk Rank	Risk Landscape / Risk Name	Risk Description	Level 1 – Summary Assurance Outcomes– Q3 2021/22	Level 2 – External Assurance	Level 1 and 2 Combined Assurance
			Q3 Residual Risk	Internal Audit	Level 2 – integrated assurance
			Risk Movement	Risk Advisory Services	Combined Assurance
	Inconsistent attendance at theatre show.	High cost of productions and the need to recover costs, Effect of the country's economic status, Lack of exposure of potential audiences to the theatre experience, Loadshedding, Fear of COVID-19, Fear of crime in the area, Disaster Management regulations and limited audiences allowed in the theatre.	Moderate	Moderate	Moderate
	Aged, obsolete and outdated stage machinery and equipment	Stage upgrade is now at 95% completion	Moderate	Moderate	Moderate
			Low	Low	Low
			Low	Low	Low

Risk Rank	Risk Landscape / Risk Name	Risk Description	Level 1 – Summary Assurance Outcomes– Q3 2021/22		Level 2 – External Assurance		Level 1 and 2 Combined Assurance		
			Q3 Residual Risk	Risk Movement	Internal Audit	Risk Advisory Services	Level 2 – integrated assurance	Auditor General	Combined Assurance
	<b>Lack of brand positioning and brand awareness of JCT</b>	Inadequate marketing budget, Ineffective implementation of the marketing strategy.	Moderate	↕	Moderate	Moderate	Moderate	Moderate	Moderate
	<b>Theft, fraud and corruption</b>	Conflict of interest, Inadequate segregation of duties / Inadequate or no supervision, Weak internal control environment - cash handling / administrative procedures, Lack of accountability, Poor work ethics, Greed, collusion, bribery, Inadequate IT access controls, Inadequate physical security controls, cyber-attack.	Moderate	↕	Moderate	Moderate	Moderate	Moderate	Moderate

Risk Rank	Risk Landscape / Risk Name	Risk Description	Level 1 – Summary Assurance Outcomes– Q3 2021/22		Level 2 – External Assurance		Level 1 and 2 Combined Assurance		
			Q3 Residual Risk	Risk Movement	Internal Audit	Risk Advisory Services	Level 2 – integrated assurance	Auditor General	Combined Assurance
	<b>Non-compliance with applicable legislation</b>	Various and dynamic legislative requirements to be complied with. Non-compliance could be detrimental to the company. Shelving of RCT has been hanging for some time. This poses a challenge of wasteful expenditure. There is a new requirement to comply with MSCOA.	Moderate	↕	Moderate	Moderate	Moderate	Moderate	Moderate
	<b>Limited programmes available for newly trained Arts Practitioners.</b>	Limited in-house production to absorb newly trained practitioners.	Moderate	↕	Moderate	Moderate	Moderate	Moderate	Moderate



## **Summary Discussion of Operational Risks**

### **Operational Risks - Monitoring and assurance**

Operational risk assessment reviews for all the departments for the current financial year have been completed. These are key operational risks that have been highlighted herein to evidence the implementation of a combined assurance; and the integrated assurance approach within JCT.

#### **• Group Internal Audit**

Group Internal audit commenced with the audit during the second quarter of the current financial year. The internal audit coverage plan is linked to the top 5 strategic risks of Joburg City Theatres, even though the audit is still in progress at the end of the quarter, certain components were complete, and therefore assurance could be provided on completed components, by the end of the period under review assurance from internal audit could only be provided on completed components.

## CHAPTER THREE: SERVICE DELIVERY PERFORMANCE

### Section 1: Highlights and Achievements

# JOBURG THEATRE

The quarter under review had exciting programming, which catered for all ages of our patrons. Our first programme in April month was Keith Smith's and Jill Girard's **Beneath African Skies**, at The People's Theatre. The production touches on myths that have existed in Africa since foretime and have influenced contemporary African storytelling. This ensemble was a lot fun and educational at the same time, as it incorporated puppetry and designed masks to portray different animal such as Lions, Monkeys and Giraffes to teach ancient African stories. The parents came in numbers and brought their children to watch this very educational and exciting production.



Joburg Ballet's acclaimed **Evolve** season graced the Mandela stage. A four-part programme, offering dance at its best, from the majestically classical to the sleekly modern. The production brought together four ballets, where three of them were new works created for Joburg Ballet, as well as a glittering showpiece from the classical repertoire. The new works that were presented were, *The Afterlife: Souls*, an introspective piece by principal dancer Shannon Glover in which she explores the concept of death as the great equalizer, *The Game* by Mario Gaglione in which the game of kings has inspired the choreographer to draw parallels between the game of chess and the game of life, and *Legae* which is an evocative dance piece by Tumelo Lekana which the choreographer describes as "The leaves pray for the roots to heal".



Mbuso Khoza who is known for his passion for heritage and culture, a Musician, Historian, Actor and Heritage activist presented **Ihubo- The song of ages** at the Lesedi Theatre. The show was packed with information that dissects what the society have come to know today as the Gospel. The theme of this show was “God-Spel” – meaning we are spelling God - spelling everything positive, good news, healing and strength to keep going on. Mbuso Khoza- took the audience through the re-arranged ancient choruses and compositions with songs like Amahubo, and other spiritual songs that were lamented by Americans (e.g. Swing Low). Thus educating patrons about the history of our brothers, and how they came to begin worshipping.

Khoza believes that he did not find himself in the Creative Arts space by chance, but rather a calling to push the envelope. He says that performing is like going through a spiritual journey, as it provides him an opportunity to transfer some form of healing. This pushes him to work even harder and unleash all the potential within himself.

The show was a successful three-day season for Joburg Theatre in partnership with Mbuso Khoza celebrating the upcoming 60<sup>th</sup> Anniversary.



**MOYA** - by Simphiwe Dana in partnership with Joburg Theatre, Gregory Maqoma and Vuyani Dance. The iconic Mandela Stage was set alight with a three night only concert with the incredible creative singer-songwriter and social activist, who takes ranks among the world’s finest with her immense and distinctive talent. The backdrop for this production was set against themes of spirituality, healing and our relationship with one another. A prevalent theme in the current climate as we find ourselves in the world living with the Covid pandemic. MOYA gave patrons an opportunity to re-centre of that has happened during the past two years of a global pandemic. Dana’s journey in the music business and her powerful and soulful voice has moved the hearts of fans across multiple international stages. All shows were nothing short of amazing as patrons raved on the excellent performance - All the shows were sold out with endless standing ovation.



The Lesedi theatre presented **Cabaret Kids 2022**. The aim of Cabaret Kids Studio is to encourage self-confidence, imaginative play and laughter. It also seeks to create a love for theatre and all its magic and showcase young talent. A successful presentation as parents came in numbers to support their kids for their live performances.



**The Black Door** official Launch at the Nelson Mandela foyer was also a great success. E- TV in partnership with Joburg Theatre brought the A-listers to witness this ground-breaking series by Black Brain Production. The media partnership will bear great fruits for both industries, as Joburg Theatre will be assisting E- TV with media coverage and render venue partnership moving forward.





South African Theatre Practitioners have certainly managed to produce a number of works that do truly stand up to the benchmark of “Excellence in Theatre” said Naledi CEO, Lihan Pretorius at the **Naledi Theatre Awards Nominations Reveals** held at the Lesedi Theatre. Joburg Theatre is pleased of its excellent nominations at these Awards despite the impact of covid 19 pandemic and its effects on the South African arts industry. The Chair of Judges, Renos Spenoudes, lamented, “It was exceedingly difficult for many of the judges to see enough of the shows produced. Often, they would have to be in isolation or indeed Covid-ill and would miss productions, however in the end we managed to get a quorum of judges that had seen the prerequisite numbers of shows and who were able to judge.”

Some of the nominated Joburg Theatre Productions included:

- Janice Honeyman’s – Cinderella
- Dr John Kani – The Island
- Market Theatre & Joburg Theatre – Kamphoer



**Untold Stories of Intandane** at the Lesedi, a follow up project after the ‘Untold Stories of Salvation’. A presentation by Hlengiwe Pearl brought along with her a well sought-after band and singers with a rare and special talent of telling stories. With the recent happenings of Covid-19, something special was triggered in her regarding Orphans. A special remembrance of who she really is ‘Intandane’. This was a two-hour show consisted of all the songs in her current album. Hlengiwe took her audience through different kind’s emotions.





Africa Month opened with a tragic loss of a young South African actor **Siyabonga Zubane**, from the South Africa's most watched soapie *Gomora* on Mzansi Magic. Friends and family of Gomora actor gathered at the Nelson Mandela Theatre to celebrate, remember and honour his life at his memorial service. His mother Thobile Zubane spoke of true pain. His colleague and actor Gabriel Mmini ran the program, which included short sermon, many reflections from friends, family and colleagues and music performances.

*"As the government we need to engage our artists, identify their vulnerabilities and find solutions. As local government we can't do it alone, we will further engage you and other stakeholders.*

*Let this be a turning point" - Executive Mayor Mpho Phalatse*



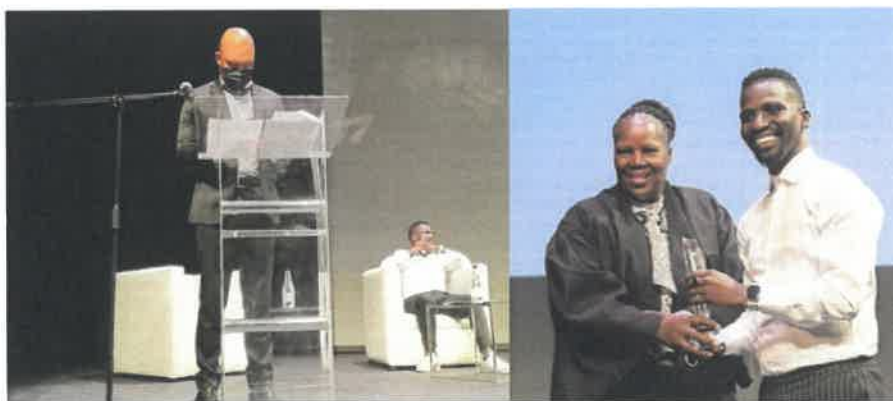
The annual **Naledi Theatre Awards 2022** took place at the Nelson Mandela Theatre. Judges had a privilege to experience, alongside increasingly diverse audiences, ground-breaking work across all genres of the South African theatre. Huge congratulations to all the nominees and winners who took home the accolades. The biggest winner was Ushaka- *The gaping wound* by the South African State Theatre with Meshack Mavuso on the director's seat. This epic theatre musical won in the categories best choreography in a play or musical theatre production; best musical director; best costume design; best director of a musical theatre production; best supporting performance in a musical theatre production; and best lead performance in a musical theatre production. This was indeed a night for the stars to remember. Joburg City Theatre and associated producers and partners also scooped the following awards:

**Best Theatre Set- and AV Design (Andrew Timm, Janice Honeyman’s Cinderella, Prod. By the Joburg Theatre and Bernard Jay)**

- **Best Performance in a Solo Production (Sandra Prinsloo, Kamphoer, Prod. By the Market Theatre and the Roodepoort Theatre, in association with Theatrerocket)**
- **Best Original Score / Arrangement / Adaptation (Simon Kohler, Kamphoer, Prod. By the Market Theatre and the Roodepoort Theatre, in association with Theatrerocket)**
- **Best Production: Dance, Physical Theatre and Ballet - Don Quixote, Prod. By Joburg Ballet**



The City of Johannesburg MMC for Health and Social Development Department: Cllr Ashley Sauls invited 135 graduates from **Urban Agriculture Accredited Training Programme** and handed their accolades at the Nelson Mandela Theatre. Food Resilience Unit also signed a Memorandum of Understanding (MOU) with United Way South Africa (UWSA) as joint partners. All applause to the Programme Director Zolile Shabangu, of the United Ways South Africa. This was indeed a successful ceremony with festivities enjoyed by the attendees after the event at the Mandela Foyer.



Joburg Theatre also celebrated the Africa month with young and fresh talent from **FEDA (Festival of Excellence in Dramatic Arts)** at the Lesedi Theatre. Numerous schools such as St Stithians College, St Johns, Beaulieu College, and Steyn City School presented their artistic work on this festival. Students wrote, devised, directed and produced their own plays in this one-act play festival. FEDA is more than just a theatre festival. It is a testimony that drama teachers, their students and their schools with the support of their principals are embracing and exercising two of the most valuable Rights enshrined in our constitution that Theatre is made as vessel of Freedom of Expression and Freedom of Creativity.



The **Johannesburg Choral Music Festival** is one of the City of Joburg's flagship cultural initiatives, aimed at stimulating choral music development as part of the City's broader strategy to promote creative industries. The 5<sup>th</sup> Annual Joburg Choral festival was held at the Nelson Mandela Theatre as part of the programmes incorporating the Africa Month. Solo performances, a quartet and fifteen- part orchestra graced the stage. Soloists who performed on the day were Ms. Charity Lebuku - Soprano, Mr Wayne Mkhize - Tenor, Mr Sibabalwe Yoko - Tenor and Mr. Bongani Kubheka - Baritone.



**Siphiwe Msimango Foundation** was launched at People's Theatre. Mr Msimango is a leader, activist and a god-fearing man. Communities has recognized his impact for bringing about change especial during Covid-19 pandemic. His foundation has accepted donations for food parcels, blankets and other needs for the disadvantaged communities. Mr Msimango Foundation also paid tribute to the Africa Gospel Icon Mrs. Deborah Fraser, for her achievement in healing the wounded spiritually with her voice.





The **Sarvavidya Dance Ensemble** graced the Lesedi Theatre after a two-year break, this long absence, which is mostly due to the impact that the pandemic has had on dance and theatre spaces, has simultaneously affected the presence of Bharatanatyam in the contemporary dance landscape in Johannesburg. The Infinite One evokes its title from the name Shiva, who is said to be the masculine principle of the universe. He is said to be the beginning and end of all existence and is often described as infinite, endless, and without characteristics. This was a sold out event and all Covid-19 protocols were adhered to.



Renowned South African trumpeter **Feya Faku** chose Joburg Theatre to host a special concert to celebrate his 60th birthday. Faku made one of his dreams come true with a performance featuring the Bokani Dyer Trio, Keenan Ahrends and a string octet led by Kutlwano Masote. *"I've always wanted to do something with strings. I've always loved that cushion – to be able to float on top of those strings and to try and create melodies. I hope it works the way I've been thinking and feeling about it,"* he said. The celebration featured music from his two new albums that launched earlier this year, *Impilo* and *Live at The Bird's Eye*, as well as earlier albums. Feya Faku with Strings included new strings arrangements by beloved pianist and Faku's friend, Paul Hanmer, and trusted co-conspirator Bokani Dyer. This sold out one-day show was not only a birthday celebration, but also a career thanksgiving to Faku.



**Music In Space** presented a live music show in the Lesedi Theatre. The show was an effort to create awareness around global climate and to change perspective by playing a concert in space. This was done in collaboration with South African artists and Danish Popstar, award winning Environmental activist and filmmaker BjornVido accompanied by an amazing band. The show formed part of a world tour starting right here, right now in Johannesburg. Bjorn's last project was a concert for the penguins at the South Pole. This time they created a show that would be transmitted directly from earth to space via satellites and weather balloons. The style of the show was international pop with an African twist Featuring [@macimacfam](#), [@Superstar m.e](#), [@MickeyMonarch](#), [@philahlubi](#), [@Tee\\_Fermenso](#) with special appearance by [@gabanaplayaz](#) performing Online from Nigeria & [@honeybee\\_rapqueen](#) from Durban. This show was also a tribute to their late Manager Johan Nissen, who passed on during the process of the production.



As part of Youth Month Celebrations, the young audience was not left out. The People's theatre opened **The Jungle Book** after cutting the season short in 2019. This show tells a story of a young boy named Mowgli and his host of animal friends in the jungle. It has been a hit with children for generations. The Peoples Theatre production of Disney's **The Jungle Book Kids**, features a delightful cast of professional actors and talented children who have magically weaved their way through the jungle capturing the imagination of every child in the audience while allowing them to participate in the action of this much-loved Disney favourite.

The Children continue to come to meet all of Mowgli's unforgettable friends in this colourful production. They sing and dance along while Mowgli learns valuable life lessons on his journey to the Man Village, where he belongs.

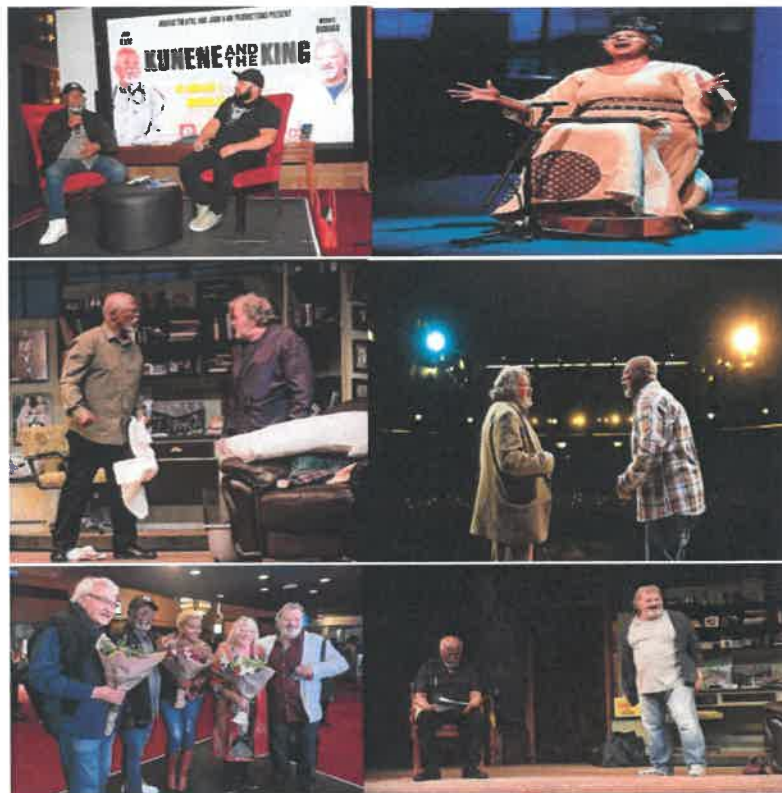


**Jozi Food and Music Saturdays** at Stages Restaurant. During this quarter, patrons were treated to Jazz, music and food with the talented and ever so lively Billy Monama and the Dawjee Trio who gave an outstanding performance. During Africa Month, the programme further celebrated with stellar performances from our African artist's composer, bandleader and bassist Emmanuel Paul with Thembi Khumalo, Yvonne May and THESIS ZA. Patrons also enjoyed covers from Brenda Fassie and the legendary Adam Salim from Kenya "Malaika". Ending the quarter on a natural high was Ntsika. In his element as a solo artist with his ever charming, delightful and charismatic performance of his album, I write what I dream. Urban Village sealed the music weekend with an awesome and awe-inspiring performance that had the audience on their feet from beginning to the end.





Joburg Theatre and John Kani Productions presented the premiere of **Kunene and The King**.



Joburg Theatre closed the Youth Month with a music weekend featuring the remarkable and talented **Drakensberg Boys Choir**, which returned to the Joburg Theatre after 4 years since its last visit in 2018. The Drakensberg Boys Choir has endured and triumphed, adapting and utilising new tools to bring its music to audiences online. However, there is nothing like a live show and seeing the Drakies, as they are affectionately known, live on a magnificent stage. Touring has been severely impacted over the last 2 years, and the boys have not been able to bring their special magic to Johannesburg audiences until now. This incredible concert with new music as well as old jams had the patrons singing along in joy.



To close the quarter, Joburg theatre presented **McCoy Mrubata** Artist Page double album launch. The audience was in for a treat with these two masterpieces, which surely healed of some of the wounds, caused by Covid 19 global disruption. Mrubata is well known for his versatility and freshness of sound, which has over the decades meandered through traditional soulful hymns, Marabi and Township Jive. There is no appreciation of South Africa's jazz history without mentioning Bandleader, Saxophonist and Flutist McCoy Mrubata. The scare of Covid made one sit back and reflect," he was quoted. His leading dialogue post the lockdown era is contained in two works. The *Strings Attached Project* and *Quiet Please*, both Albums offer a seasonable gift in a time of noise and collective angst. As a respected and wise elder, he gently beckoned us to bask in the glory of silence. The *Strings Attached Project* opens with birdsong sounds before strings introduce the beautiful melodies that borrow from nature.



### Mobile Theatre Truck

Community Development entities took their services to the people, an initiative by the MMC. Joburg City Theatres among other entities presented a **Community Development Day** at Ivory Park this month alongside with the Mobile Theatre Truck. This was indeed a community day to remember. The event's itinerary started with aerobics, MMC's Speeches and later with entertainment from Johannesburg Philharmonic Orchestra, Red Devils Pantsulaz and Saeed Foundation and the adorable group of young dancers, Roodepoort ECD programme.

All praises goes to the City of Joburg MMC for Community Development Cllr Ronald Harris for such a wonderful event.





**A Mother's day** event was held at the Johannesburg Zoo with the Mobile Theatre Truck. This event featured live music, Guided Tours and Kiddies area to enjoy. Live performance from Amanda Black as a headliner, PJ Powers, The Muse, and T-bose Mokwele on the decks graced the audience. Patrons brought their garden chairs, cooler boxes and sang along in celebration of Mother's day.



During the quarter under review, Soweto Theatre celebrated its 10<sup>th</sup> year anniversary. An existence that has created countless opportunities for the many theatre groups and individuals living and working in Soweto. To celebrate this momentous occasion, the theatre had a season-long programme filled with poetry, comedy, plays and music from performers who have graced our stages in the past decade.

The popular annual **Soweto Comedy Festival** came back, this time bigger and better as it marked 14 years in the entertainment industry. The show was amongst the many took stage at Soweto theatre in commemoration of the 10<sup>th</sup> year anniversary of the Theatre, hosted on 27 May 2022. On the show line-up were the masters of comedy and resident of Soweto, Jordan Jay Boogie Mazibuko, Zicco Sithole, PelePele and Kedibone Mulaudzi. This edition also featured an international guest comedian from Zambia Chibwe Katebe.



**Africa Day Groove** was hosted on May 28 at the Jabulani Amphitheatre as part of the soft launch of the Amphitheatre. The theme of the day was *“Ode to the blanket”* which was inspired by the concept of blankets playing a major role in and around the African culture and traditions. Many South African cultures use blankets to not only represent their specific tribes, but also to commemorate a significant phase or event in life. Blankets form part of traditions cultivated and adapted over many years, designs will vary depending on the specific tribe or region. This year, while celebrating our heritage and diversity, perhaps something as trivial as a blanket will also remind us of our similarities. Exciting acts on the line-up included the acclaimed Sjava, Nomfundo Moh, Peanut Butter and Jam with Malcolm Jiyane, The Brother Moves On, Black Crazy Dudes as well as Soweto’s BCUC. The affectionately known DJ MOFAYA, who graced stages around the African continent, completed the amazing line up.



In celebration of Youth Month, Soweto Theatre joined in the rest of the country by celebrating the youth of Soweto and surrounding areas. This was done through an offering of educational programs such as the **Artist Residency showcase** which took place on 25 June and the **Brave Spoken Youth Project**.

The Soweto **Poetry Derby** is an extension of the Brave Spoken youth poetry mentorship program that runs monthly at the Soweto Theatre. The program centers the voices of young emerging poets, and is constantly rethinking exciting ways to use poetry to engage young minds in order to create an appetite for literature amongst the youth. It provides young poets with the necessary tools to improve their craft while giving them an opportunity to engage with industry practitioners as well as the poetry sector.

**Youth Economic Empowerment** – The Department of Social Development occupied Soweto Blue Theatre to provide information to the youth with disabilities about how to be creative and share more information on how to go about getting such as funding and other resources. Patrons in attendance had the following to say:

- “The department is really happy about the sitting that accommodates wheelchair users. The venue is clean and ready early in the morning before our arrival.”
- “It is an interesting event, with a meaningful messages, focused mainly on young people.”
- “We are so happy by the reception from the staff with a clean theatre and it was very nice to be in a platform of disabled people.”



**We Talk Live with Prophet Chris Mkhethi.** Jozi FM’s Sowetalk was hosted live by Prince Tshabalala alongside his guest Prophet Chris Mkhethi a general overseer of global ministry at Horn or Salvation international church. With his gift of prophecy, he served as a spiritual adviser to many political leaders and heads of states across Africa and beyond. They gave the audience an opportunity to get some spiritual insight and enlightenment into their lives. SOWETALK is a show broadcasted on Jozi FM weekdays from Monday to Wednesday. A platform where issues around Soweto are discussed, as well as everyday issues.



**Luxury Sedan and slay Queens** - The debut comedy special by Soweto born comedian Pidopa utilized Soweto theatre providing attendees with a blockbuster comedy event. Pidopa shared the stage with other comedians like Mjikijelwa, Spaghetti, Mpho, Shubbie and others.



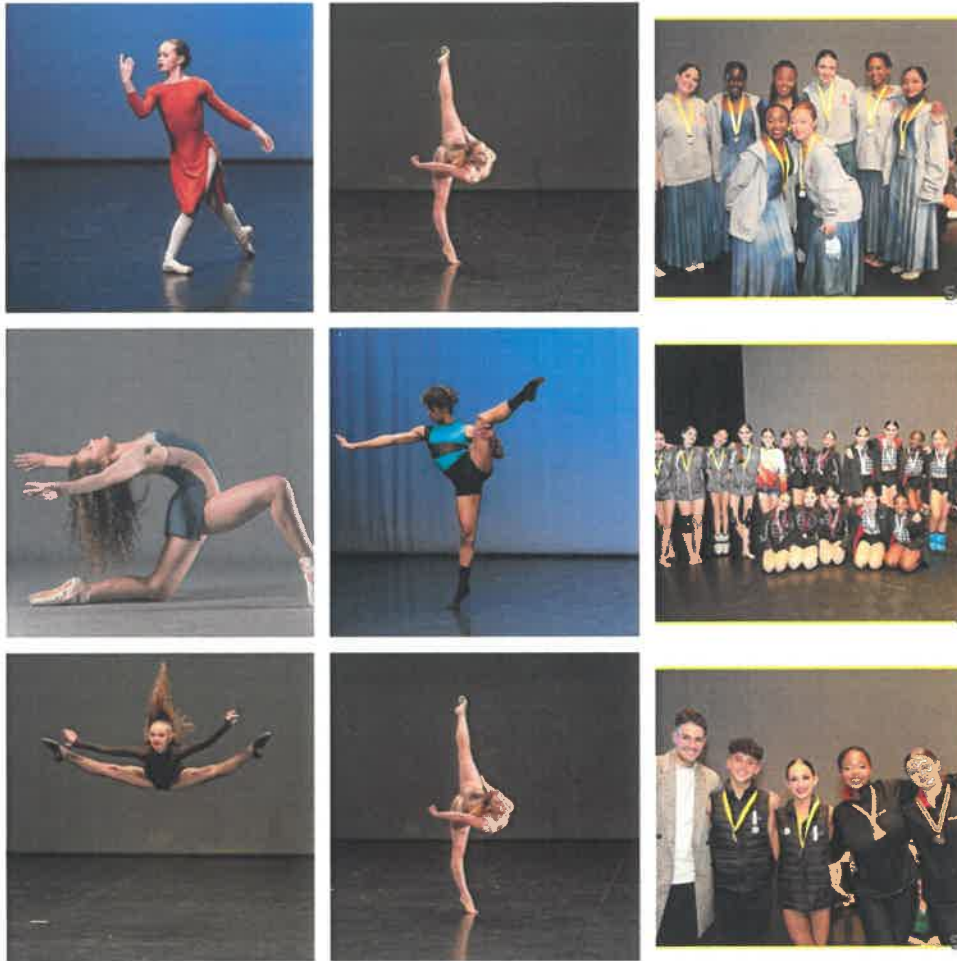


The quarter under review certainly ends on a high as all productions were received with enthusiasm and had sold out performances. The highlights of the quarter are captured below.



**Contemporary and Ballet Awards: April** - The awards presented a feast of dance from ballet, contemporary and Jazz. The global dance pieces set the stage alight, but it is the inspiration of the 50 dancers repertoire that left the theatre and dance community very pleased. The men were brilliant as they did the floating beats with ease and swift, tight turns, flying in the ear like eagles to the wind. The ladies could not be left out as they gave perfection, nothing spilling over the edges. Clean, fresh and supple was the order of the day, what a feast for sore eyes as the audience languished and hung on the movements of dance laid bare at the Roodepoort Theatre stage. The audience were mesmerised as the sea of dancers performed for the soul, bringing the house to a standstill and adding flavour dance.





**Miss Xcentrix South Africa** - The mission for Miss Xcentrix was to create a platform for young girls from 5-12 years to become charity and culture ambassadors within the community. To empower young girls with the knowledge to bring change to communities in need. The goal for the day was to bring sustainable change through various projects, which focus primarily on social upliftment, food relief and orphaned children, who else to collaborate with then this organization then the theatre. The message of the night was to contribute to the development of girls and women in the Pageant Industry and to continue this by hosting workshops and training seminars for the finalists in a couple of months to come. The mood was electric as the winner was announced, as the audience cheered and clapped, the other contestants rushed to congratulate the winner, which displayed team spirit and sportsmanship. The theatre team congratulated the winner and we hope they will make an impact for years to come.

**Phetogo** - WGRUV Dance International debuted their performance of Phetogo, for a special preview performance on 14 April 2022 at the Roodepoort Theatre. This versatile dance palette was a feature of a new collaborative neo classical ballet in 3 movements, Shades of Blue and a classical contemporary ballet, Solo in 9 Parts by world renowned choreographer Jessica Lang. Audiences enjoyed a change in style appreciating Rhythms, classical contemporary works by Holly Gruver and Unsquared by Tyler Gilstrap. It is evident that the company's inspiration embraces a new vision for dance: one, which champions the techniques and masters of the past while embracing the innovative creations of future art.

**Jozi Youth Dance** – Jozi Youth Dance Company is a one of its kind, platform for young dancers, exposing them to professional choreographers and dancers. They gain invaluable experience, performing to sold out audiences, preparing them for the cut-throat dance industry.



**Okuhle Music Productions** – Okuhle Music Productions in partnership with the Roodepoort Theatre presents a series of opera and classical concerts every last Sunday of the month at the Basement theatre starting on April 24. The primary artists made up of baritone Luthando Madikizela and tenor Siphwe Mkhathshwa presented the first instalments of these concert programmes on Sunday, which included music from famous operas, oratorios, compositions made famous by renowned musicians like Frank Sinatra, Andrea Bocelli, Placido Domingo and the likes. Muzi Mazibuko who completes the trio was the host tasked with introducing the music and story that is Okuhle Music Productions.

**Val Whyte** - The Val Whyte Bursary was instituted in 1990 and, since then, has been awarded each year to a promising young dancer. Finalists are selected from an open audition. The adjudication panels have always been composed of men and women representing the finest teachers and professional dancers in Southern Africa and the credibility of these adjudicators has always been impeccable. The Bursary winner received a cash award for five years to assist with ballet tuition. All finalists received a year's tuition at the Joburg Ballet Academy from the day they are chosen. Finalists are privileged to receive teaching of the highest quality from members of the Joburg Ballet Company. Well-known names from the Joburg Ballet Company who have been winners and finalists are: Lauren Summerley, Shana Dewey, Savannah Ireland, Veronica Louw, Alice le Roux, Cristina Nakos, Cassidy Reis. Several of the winners and finalists are presently in the Joburg Ballet Academy. The Gala performance this year was a programme showing the 2022 finalists as well as items by the Joburg Ballet.

**WLFDA** – A beautiful Summer Lyrical and Jazz dance competition was hosted at the theatre in celebration of workers day. This session was for dance qualifiers towards World Championships of dance to take place in Dublin

Ireland from the 28 July to 1st August 2022 as well Dancer of the Year 2022. The dancers demonstrated world-class techniques

**Figure Modelssa** – The mission for Figure Models was to create a platform for young girls from 5-12 years to become charity and culture ambassadors within the community. To empower young girls with the knowledge to bring change to communities in need. The goal for the day was to bring sustainable change through various projects, which focus primarily on social upliftment, food relief and orphaned children, who else to partner with then this organization then the theatre. The message of the night was to contribute to the development of girls and women in the Pageant Industry and to continue this by hosting workshops and training seminars for the finalists in a couple of months to come.

**SABOD** – SABOD is a one of its kind, platform for young dancers, exposing them to professional choreographers and dancers. They gain invaluable experience, performing to sold out audiences, preparing them for the cut-throat dance industry.

**Sleeping Beauty** – One of the things that can charm any heart is to watch a creative work that can make the cupids begin to fly in the right direction. The Sleeping Beauty Ballet, which was presented by members of the Youth Russian Ballet Company in Johannesburg, entrenched in a rich storyline that has held audiences spellbound for many generations. This performance was full of awe, sublime moves, and well-choreographed displays. It was an event full of sheer magic and awe, appealing to those young at heart or anyone who wanted to enjoy classical entertainment. Everyone who had attended the previous events presented by Youth Russian Ballet Company knows that it always creates memorable moments for each attendee. The cast in this production was made up of individuals who understood the essence of connecting with the hearts of their audience. Their professional displays have earned them a unique place in the annuals of arts and creative works. This was pure family entertainment as there was no need for Parental Guidance based on the simple but fascinating storyline.

## **YOUTH DEVELOPMENT**

youth development at  
**JOBURG THEATRE**

**The DNA Actor's workshops** is a tutorial programme that serves as a bridging course between those who graduate from institutions of drama and the performing arts industry, the programme is facilitated by Dr Duma Ndlovu. The programme seeks to advance and maintain excellence in learning, teaching and research through artistic practice that engages in transformative ways with our African and global context. The programme is interdisciplinary allowing students to participate in the creative Arts industry.

The weekly classes are flagship to the training at the Joburg Theatre, with the students now comfortable spreading themselves to other YCD projects. The DNA students have become invaluable to the Joburg theatre youth development, and are trained youth who can be included in the YCD community outreach programs, theatre productions and other youth development projects.

## **Applied Performing Arts and Arts Management (APAAM)**

APAAM is a three-year NQF level 4 to 6 program in partnership with Drama for life and Wits School of Art. Over a three-year period, community theatre groups are capacitated in performance, writing, technical and business modules.

Over the past three months, groups have been taken through a rigorous interview and audition process. Thus to give the best five groups for the program. These groups will be part of the Joburg Theatre for the next three years and represent an essential part of the Joburg development ecosystem. The selected groups will be announced in August 2022.



### **Skills and development**

The Joburg theatre youth training and skills development has recovered from the disruption imposed by the Covid-19. Class, training and workshops have once again returned to the theatre and will be expanded going forward. Arts practitioners continue to secure space.com for independent workshops and classes that have become essential to the offering Joburg Theatre offers budding arts practitioners and youth.

### **Space.com Productions**

Space.com is a unique space offering working space, stage and technical support for young theatre makers. Space.com is a space for artists to create and test new work as well as experiment and push their creativity and the theatre audience.

While Covid-19 regulations were eased over the quarter under review, the limitation of audience numbers remained a significant challenge to arts practitioners bringing work to space.com. However, this period has also seen steady growth, improvement in the quality of productions and slight increase audiences.

Below are some of the successful shows and events hosted at space.com during the quarter under review.

**Obituary** - directed and produced by Sipehele Thungo. It explores the idea of death and loss and the toll it can have on love. In its honeymoon phase, this young marriage could not withstand the loss of a child, and now each party must speak their truth and face their role in killing what was once loved.



**The pilgrimage to our conscience** - an explorative theatre piece that explores the themes of violence against women and where the violence in men comes from. It follows the story of Thandi's mother, who committed suicide a few days after giving birth to her. Thandi seeks to know the truth about her mother's death and the violence that has defined her life.

**Herstory Museum** – Directed by Nonkululelo Mashiya. The Story is about a journey of a girl who finds herself trapped in the mystical realm of a South African museum. The museum comes to life in the form of two statues, each representing black women from different eras. Through the awakened history, the young girl confronts the present and the past that has made her. Her story explores the challenges between mothers, daughters, and the traces each woman leaves on the next. It is about the potential for redemption and healing as the women look back at their mothers and daughters' struggles and begin speaking into each other's wounded parts. The women trapped in their timework to free the young girl from cycles and inherited pain and struggles of black women.



**Their Fear** – Produced by Lusapho Gqobo. A single father doubts his ability to protect his lesbian daughter in a world that is not accepting. An unmarried mother of two tries to redo her life through her children and make sure they do not make the mistakes she did; they must prioritise love over ambitions that are crushed by the reality of life. A mother must raise a man, but she cannot separate from him and allow healthy boundaries between them.

Your children are your heart living outside your body; they represent the chance for a do-over and carry the hopes and fears of the parent. Lusapho Gqobo explores the generation fights between the past and the future as children and parents struggle with each other and miss understanding the parents' fears as hatred or oppression, and frustration. People cannot live and thrive in the shadow of fear, and the fears of the parent become a shadow the next generation must escape or die under.

**Africa vs the state-** A story about the custodians of the land and of the customary law of Africa. The brave people stood up against colonial invasion, challenged apartheid homelands, and now, in freedom, are still fighting for the restoration of the land.



## **YOUTH AND COMMUNITY DEVELOPMENT: JOBURG THEATRE**

**Community outreach - Environmental awareness.** The youth and community development department at Joburg Theatre is actively using the theatre arts and wide range of skills housed at the theatre to raise environmental awareness. The Environment and Infrastructure Services Department of the City of Joburg is actively raising awareness of the city of Joburg's action toward being a green city and reducing the impact of the city on the environment and the rising global temperatures. The Joburg theatre has curated a range of activities to commemorate international environmental awareness days.

**Water week (22 April 2022)** - Working with Triangle Post and Animation Studios (TPAS), the Joburg theatre made videos for the EISD water week commemoration. The EISD team took **29** school children on tour to two groundwater facilities in the City of Joburg to demonstrate the city's innovations in using alternative water sources. TPAS created interview videos and captured the day trip with the students. The Covid-19 phase has expanded the use of video and photography to tell stories for the theatre. Through the videos and photos, the EISD can archive the moment, share them, and allow countless others to engage and be part of the day trip virtually.

**Earth Day (May 2022)** - Earth Day was celebrated with song, dance and poetry. The Joburg Theatre invited young creatives to use their craft to explore their relationship with Mother Nature. Artists came to the Joburg Theatre and made short videos of their interpretation and expression of their relationship with nature.

**World environment month (June 2022)** - on 23 June 2022, 80 children from Bovet Primary School in Alexandra came to space.com to commemorate World Environment Day. The children were challenged to use their creativity to identify how their schools could contribute toward creating a green city.

**Lisakhanya – Industrial theatre** - created by the Joburg theatre youth. while the sun shines, is gogo's call for her grandchildren Zulu and Nompilo to be part of helping the earth and helping it heal from the effects of humans on the environment. When Nompilo and Zulu visit gogo, they find that her peach tree has fruit despite winter. The peaches grow out of season and are no longer the sweet peaches of gogo's youth. Gogo tells the children that the earth is sick with fever, human have not been kind to the planet. Pollution, rising temperatures, and not taking care of the animal kingdom has left Mother Nature ill. Nompilo and Zulu set off to call their friends and neighbours to do their part in healing the earth. Lisakhanya is targeted at primary school audiences. It will tour the city of Joburg for over three months in the coming year.



**The Current State of Poetry (CSP)** is a monthly poetry showcase at the Joburg Theatre's space.com. The CSP conducts poetry workshops that help young poets improve their skills. CSP worked with the young poets and created two theatre productions for the EISD environmental awareness through theatre. The CSP poets workshopped and wrote the story of gogo and her sweet peach-loving grandchildren between May and June.



## **YOUTH AND COMMUNITY DEVELOPMENT AT SOWETO THEATRE**

The Soweto Theatre's youth development department has been working tirelessly to improve and expand its programmes' offerings to provide development and access to the theatre for the youth of Soweto. In the fourth quarter of the current financial year the department conducted auditions for the 2022 new intake of learners and resumed learning and teaching, and facilitating classes physically while observing all COVID-19 and social distancing protocols. The aim is to prepare its drama development, music development and poetry mentorship programme learners for their lessons, assessments, exams and mid-year showcase and presentations.

### **Lits'omong**

The programme conducted assessments on 26 June 2022 for the acting program Lit'somong as parents were invited to join in as part of the assessors and to give them an opportunity to see what is done in classes when they attend. 98 learners participated in the assessment and the stories and ideas from the learners. The programme's intermediate group aged 11 – 14 years had an opportunity to perform live at an SABC Kids News broadcast. Shortly after, three of our learners from the beginner group were called into the SABC Kids News programme to do short voxies about what "Mother Earth Day" means to them.



### **Music Tutorial Programme (MTP)**

The programme had a slow start during the quarter under review. However, the last two months of the quarter saw a lively peak. The focus has been the Artist Residency program, music lessons and preparations towards the scheduled October exams and get more students involved in the program. Initially the program focused on the string section and later added wind students.

The month of May was intense but equally exciting for our students, especially the newly formed wind band, as the focus was to get them ready for the WindWorx festival which took place in Cape Town from the 12<sup>th</sup> – 15<sup>th</sup> May 2022. Furthermore, the MTP Junior Orchestra prepared for the Soweto Theatre 10th year Anniversary Celebration and Minister Bheki Cele’s Imbizo performance.



**Music Tutorial Program re –imagined Orchestra.** Gabi Motuba together with the MTP orchestra presented works composed by South African composers. The music was a combination of classical, jazz and experimental works. The MTP orchestra also presented a Conduction inspired composition, which was exciting.



### **The Brave Spoken Youth**

The Brave Spoken Youth is a poetry development programme in partnership with Poetry Zone ZA, designed to harness the culture of the poetic spoken word among the youth. The programme aims to cultivate a youth spoken word culture as a way of addressing the underrepresentation of young and marginalised voices in South Africa’s spoken word scene.

In a series of workshopped sessions, Soweto youth participants engaged with established poetry facilitators in the process of penning down rhythmic expressions. Learners ascended into their safe space where they explored and rhymed, imagined and conveyed all that was emotive and passionate, sometimes sensational and sentimental. These workshops culminated into a safe space and an open mic session sharing experience. Every week, the youth participants jumped with much jubilation at this opportunity to share with their facilitator and their peers what the spoken word bestowed upon their imagination.

The programme works as a mentorship programme targeting learners to participate every last Thursday of each month.

### **Highlights in this quarter**

- This quarter, the programme’s attendance has grown to 40 youths participating in the sessions
- Featured Mak Manaka in April
- Featured Torsten Clear Rybka in May
- Featured Jefferson “J Bobs” Tshabalala

In addition to the poetry workshops, we have also successfully launched the Brave Spoken Youth poetry podcast that is hosted by the GenBrave Youth and is now broadcast on social media platforms. The BSY team is steadily growing and is developing more strategic partnerships and relationships that enables the programme to fulfil the ground work.





### The Art Revival SMME Workshops

The Art Revival bridges a gap between the community, arts and entrepreneurship. This programme provides a balance between the business of the arts and youth development and skill transfer as mandated and classified as part of JCT service delivery. The Art Revival plays a significant developmental role by means of providing a venue for community theatre initiatives in the area. It also hosts new and upcoming productions that provide opportunities in instrumental, vocal, dance and drama for students from disadvantaged backgrounds. This quarter the basement theatre was utilised as a venue for workshops and seminars in partnership with Siqalo opportunity centre, who has collaborated with SARS, CIPS, Innovation Hub, Productivity SA, SEDA, South African Institute of Chartered Accountants (SAICA), ABSA, TUHF, GenAfrica, Discovery, Umastandi and Smart Procurement World. Thus demonstrating how internal partnerships within the City can collaborate towards service delivery.



### **RT Ballet Classes - (Every Saturday) April – June**

The aim for this youth development programme to gain discipline, fitness and learn the fine art of classical ballet. The class is structured fun. Primary Audience are ballerinas in surrounding areas between the ages of 4 (pre-primary level) up to teenagers (advanced level), males + females. Roodepoort Theatre and the Misty School of Ballet Teaches through the RAD (Royal Academy of Dance) which is a highly discipline art and consisting of qualified dancers and facilitator.

### **Comedy Jam - (Every Friday of the month)**

The aim for this youth development programme is to use the theatre space as a grooming ground for future comedians; this is in partnership with the west side comedy. This development programme consists of highly skilled and experienced comedians in the industry, specifically those based in the West-rand. The programme mentors and coaches young comedians from the West-rand who are aspirational performers, through workshops on voice projections, timing and stage technique for a one-man performance. Following the workshops, the young comedians are given an opportunity to perform at Roodepoort Theatre with a full live audience every last Friday of the month with the top three performing at the year-end Roodepoort Theatre Westside Youth Comedy festival. Thus far, the comedy Jam has performed to great crowds, which demonstrated that laughter remains the best medicine.

### **Young Voices Academy (YOVA) – (Every Saturday)**

Roodepoort Theatre in partnership with Young Voice Academy (YOVA) aims to assist ECDs in developing intellectual abilities and social values for children in the centres. This is achieved through a comprehensive screening, assessment and early Identification of barriers to learning and development. Skilled facilitators such as Rapelang Simente and his team are called in to teach the children through music, dance and reading. The programme aims to use the power of reading as an agent of social change. It has an unmatched role to play in promoting, understanding, healing wounds, mobilizing support for social causes and breaking down barriers.



**Education & Community Engagement** -Throughout the disruptions that COVID-19 has unsolicitedly brought upon us, the Johannesburg Philharmonic Orchestra has actively sought ways in which it can continue its projects and programmes. In particular, performances at schools have become completely impossible at times, and we have needed to pivot creatively in finding new ways to continue our work.

The three pillars of JPO Education Programmes are:

1. Arts exposure
2. Skills transfer
3. Performance opportunities

To continue to attain these objectives with excellence, the JPO has initiated a number of new projects. We are pleased to announce the completion of our **Edu Video**, which is now being distributed to any education facility who would consider it useful.



Additionally, we have put together **recorded material** that has been broadcast in hospitals throughout the province. This serves as a tribute to the doctors and nurses who have selflessly given of themselves through some of our country's darkest hours. It will also be encouragement to those patients who may feel alone and scared as they endure much suffering. It is the great privilege and responsibility of the arts to inspire hope, to entertain, and to point the way for society — emboldening us all as we journey through life.

In the new normal that lies ahead, JPO foresees a tandem approach to our Education Concerts that will likely include both live and prerecorded events. The partnership with **Buskaid Strings and St Matthew's School** in Soweto continues, offering individual teaching for the **Thabang Ka Mmino Music and Culture Project (TKM)** — a project based at the School, which provides extra-mural activities and constructive social outlets for the children of the community. Specifically, TKM has a dynamic music programme, now almost two decades old, which provides music education to learners.



### **School Visits:**

**EduConcerts Return** - The Johannesburg Philharmonic Orchestra has earned a special place in the hearts of schools throughout the province, exposing learners to the magnitude of the Orchestra, and the possibilities that exist in life because of it. In the new normal that lies ahead, we foresee a tandem approach to our Education Concerts that will likely include both live and pre-recorded events.

At each Education and Community Engagement concert, the Orchestra performs as a unit, and each section of the entity is explained. Learners are able to hear each instrument individually, while also experiencing the collective power of the whole orchestra. For many, this precipitates or follows classroom time involving discussions around the orchestra, its instruments, and the various elements of music

### **ATTENDANCE BREAKDOWN**

08-Apr Freeway Primary, Boksburg 400  
11-Apr Freeway Primary, Boksburg 400  
22-Apr Balmoral College, Boksburg 150  
25-Apr Randhart Primary, Randhart 500

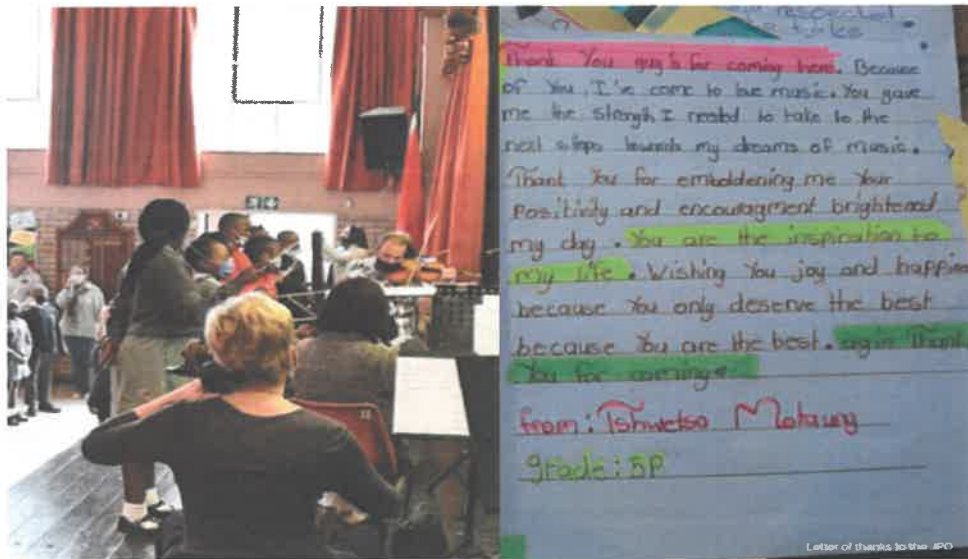
06-May St. Peter's Prep school, Sandton 300  
11-May Khulanolwazi Primary, Meadowlands 800  
13-May Vezokuhle Primary, Orlando West, Soweto 600  
16-May Tumang Primary, Meadowlands 900

18-May Balmoral College, Boksburg 350  
20-May Sunnyridge Primary, Germiston 300  
25-May Hlabangane Primary, Meadowlands 200  
27-May Thobeka Primary, Meadowlands West 700  
30-May Marutothuto Primary, Meadowlands 350

01-Jun Khulanolwazi Primary, Meadowlands 200  
03-Jun Shomang Primary, Orlando West 500  
06-Jun Thembulethu Primary, Meadowlands 350

TOTAL SCHOOL AUDIENCE  
REACH FOR APRIL - JUNE

6950



### Teaching Programmes:

**Thabange ka Mmino Music Project (TKM) – Soweto**—The TKM project is made up of children from Grade 2 – Grade 12 and takes place every Saturday morning at St. Matthew’s Catholic School in Soweto. This is the only opportunity available to the children from this underprivileged township with excessive levels of unemployment to participate in any form of extra-mural activities. The project relies on sponsorships in order to continue to provide the various music instruments required to the children, as well as to pay the tutors that teach the children how to read and play music. Music is crucial in childhood development and more so, learning to play music instruments.

This project ensures that the children are occupied and engaged in a constructive way. In September 2020, The Johannesburg Philharmonic was approached by Ms. Nkulileg Bogopa – TKM fundraiser – with a request to help organise the school’s end of the year fundraising concert towards the end of the year 2020.

After helping to perform at this event, the JPO embarked on a long-term commitment to the project. This currently involves donations of music and theory books, music stands, as well as sponsoring JPO players to teach at the project.

Each week musicians from the Johannesburg Philharmonic assist with lessons for violin, viola, cello, flute, clarinet, and trumpet. An additional musician is providing music theory tuition to the children. This brought much needed relief to overly full classes.

Total  
number of  
lessons  
during the  
4<sup>th</sup> quarter

450



### Fellowship Programme-

In keeping with the Johannesburg Philharmonic Orchestra's resolution to contribute to music excellence in the City of Joburg, the Orchestra is keenly aware of the need to create career paths for young musicians who show promise in the field of music performance. The Orchestra currently has two fellows, who are music students at international schools, receiving financial and artistic support from the JPO. They also perform as members of the Orchestra from time to time (when they are not abroad). These individuals have shown distinction in their field and great promise as professional musicians who are part of South Africa's future.



Pendo Masote joined the JPO as a Violin Fellow in 2017. Since 2017, he has been a pupil of Akiko Ono at the Yehudi Menuhin School, Britain's flagship specialist music school, where he recently completed his GCSE

(formerly known as O levels) with distinctions in Music and Physical Science. He is currently doing his A levels in Music, English Literature and History.



Kamogelo Maraba started playing the cello at the age of 8. He has performed at festivals throughout South Africa, and has also participated in the South African National Youth Orchestra courses and Pro Corda North Chamber Music Course in North Yorkshire, England. He is the former principal cellist of the Johannesburg Youth Orchestra, and was awarded a fellowship by the Johannesburg Philharmonic Orchestra in 2020. He is currently an undergraduate at The Royal Birmingham Conservatoire, studying under Ben Davies.

#### **HIRE OUT EVENTS**



The JPO is passionate about forging relationships with the private sector and demonstrating the value add of the arts to society. As such, the Orchestra has a longstanding relationship with a number of companies, who have act on their belief that music, and the arts, really can make a difference. Included in the partnerships is the Orchestras relationship with the Johannesburg Stock Exchange (JSE), for whom the Johannesburg Philharmonic provided a string quartet as part of a private hire event that took place at the Leonardo Hotel in Johannesburg on 3rd May 2022

**MOTHER'S DAY CONCERT At Nirox Sculpture Park-** To mark the opening of the NIROX Winter Sculpture Exhibition 2022, Good Neighbours. The Johannesburg Philharmonic Orchestra performed under the trees at NIROX Sculpture Park on 7—8 May for a Mother's Day concert. The opening weekend included a series of curator-led walkabouts; performances by other artists, the screenings of films, among other attractions.





**WORLD SYMPHONY SERIES** - is fundamental to the work that the Johannesburg Philharmonic Orchestra does. With four seasons being presented annually, the series brings the cream of local and international talent to the South African stage and showcases the full artistic capability of its members, both individually and as a unit, with substantial works of art performed. The World Symphony Series was first inaugurated in Durban more than 20 years ago and was introduced to Johannesburg audiences by Bongani Tembe in August 2017 with the relaunch of the Johannesburg Philharmonic Orchestra.

Since then, the Orchestra has seen more than 22 conductors and 27 soloists grace the Linder Auditorium (including South African and international artists), with performances that have garnered the praise of the Johannesburg public and attracted the attention of both local and national press. This shows, once again, the power of the Orchestra to showcase the best of South African and international talent, taking Africa to the world and bringing the world to Africa.

It was with joyful hearts that the Johannesburg Philharmonic announced their upcoming Summer Season, heralding the start of 2022's World Symphony Series and a much anticipated return to regular programming.

The season was a feast for music lovers, displaying both local and international talent, and presenting works that would appeal to a wide range of audiences.





JPO | April - June 2022

**World Symphony Series**

# WINTER SEASON

THURSDAYS, 9 - 30 JUNE, LINDER AUDITORIUM



Limited Seating | All Covid-19 protocols observed | Kindly note, full vaccination proof or negative COVID test result not more than 7 days old required for entry.

**Season tickets now available: [jpo.co.za](http://jpo.co.za) | 011 484 0446**

# JOBURG BALLET

The highlight of Joburg Ballet’s activities for the period under review was the presentation of Evolve and Raw 3. Evolve presented a major season at the Joburg Theatre from 25 March to 3 April 2022. The Offering was a scintillating blend of the new and the classical. When Evolve finally reached the stage, it proved to be a major success and attracted larger audiences than we had anticipated.



The last month of the quarter also saw the presentation Joburg Ballet Raw 3. This was the third iteration in two years of the company’s platform for aspiring choreographers in the company. Two performances of Raw 3 were presented in the Joburg Ballet studios. The usual pattern of being assessed by a visiting moderator, and involving verbal interaction with the audience to enhance the process for the choreographers, was followed.



June month has been a period of intense rehearsals at Joburg Ballet. Thus in preparation for the season of choreographer Veronica Paeper’s La Traviata. This ballet production will be presented for eight performances at the Joburg Theatre from 1<sup>st</sup> to 10<sup>th</sup> July 2022.

**Joburg Ballet Schools-** The month of public holidays – Easter 15, 18 and Freedom day 27 and 2 May 2022. Exam entries were submitted and for the first session, a total of 30 students have been entered into Cecchetti Grade Examinations. Examination on 30th took place on 31st May 2022 with venue being the St Stithians Hall in Parktown North. During the quarter under review, Classes continued as normal at all centres.

**Boys Classes** - Attendance has been poor by external parties even though some teachers have personally asked other teachers to send their boys to these classes. Boys classes will be looked at as attendance has not been good, however our dates overlaps with private dance school events held in Johannesburg. However, these events are not given the same effort concerning media and marketing.



**JOBURG BALLET**

**BALLET CLASSES FOR BOYS**  
IN-STUDIO or via ZOOM

Taught by Uln MacDonald (Artistic Director), Thabang Mabaso (Junior Rehearsal Coach), Ruan Calkins, Revell Vor, Ivan Domikiano and Armando Barros (Company dancers).

At Joburg Ballet, Joburg Theatre, Mookld St., Braamfontein, or via Zoom

Juniors: 7 to 12 years • Seniors: 13 to 19 years

**UPCOMING CLASSES**

R100 per class	Saturday 25 June: Juniors 10:00 - 11:15 • Seniors 11:30 - 13:00
To book: futhi@joburgballet.com	Saturday 23 July: Juniors 10:00 - 11:15 • Seniors 11:30 - 13:00
011-877 6898	Saturday 22 Oct: Juniors 10:00 - 11:15 • Seniors 11:30 - 13:00

Mock Piano rehearsal for examinations were held on 21 May 2022 at the Joburg Ballet Studios. On 30 and 31 May 2022, students were collected at satellite schools for their examinations in Parktown- North with Joburg Ballet transport and dropped off once done at the respective centres. Logistics regarding the afore-mentioned can be tricky but is achievable



Exam results; 20 out of a total of 30 students were awarded Distinctions and the remaining 10 students received merit awards. This translating to 66.6% achieved distinctions 33.3% achieved merit. Students who have excelled in the exams 90% and above will be entered into the September examination session.

**Breakdown below of students:**

**Accelerated Program (JB studios) – Teacher Jo-Anne Wyngaard**

- Grade 1 - 4 students – 4 Distinctions (80 – 100%)
- Grade 2 – 2 students – 2 Distinctions
- Grade 3 – 2 Students – 2 Distinctions
- Grade 4 – 3 Students – 2 Distinctions                      1 Merit (60 to 70%)



**Alexander (San Kopano) - Teacher Jo-Anne Wyngaard & Tshego Masoabi**

Grade 1 - 2 students – 2 Distinctions

Grade 2 – 1 student - 1 Merit

Grade 4 – 2 students 2 Merits

**Braamfontein (UJ Campus) – Teacher Carmen Patterson-Walz**

Grade 1 – 3 students – 2 Distinctions 1 Merit

Grade 3 – 5 students – 3 Distinctions 1 Merit

Grade 4 – 1 student – 1 Distinction

Grade 5 – 1 student 1 Merit

**Soweto (Uncle Toms Hall) – Teacher Jo-Anne Wyngaard & Tshego Masoabi**

Grade 2 – 3 students 3 Merits

Grade 3 – 1 students – 1 Distinction

**Year End Show-** Two shows were held and the students performed extremely well. These shows were a great preparation for their upcoming examinations. It highlighted what students learn in class and parents understand why it is imperative for their kids to attend classes regularly. The importance of physical classes has been proving even though we have had to use online as a means to keep the school going nothing beats in class training.

**JOBURG BALLET SCHOOL INTERACTIONS-**



**Joburg Ballet interacted with the following Schools-**

**April 2022**

Hector Petrson Primary School

Thabisang Primary School

**June 2022**

Curro Academy Wilgeheuwel

## JCT SERVICE STANDARDS

Notwithstanding the various levels of restrictions, all shows ran smoothly, safely and on time, with service standards meeting expectations. JCT continues to comply with all Covid-19 and other health and safety regulations, as well as ensuring the venues are accessible to patrons with disabilities.

JCT continued to implement all relevant Covid 19 protocols for those guests and staff who visited the facilities in person. The Q3 amendments to the Covid 19 regulations had no effect on the current capacity for indoor or outdoor events at all three theatres during April and May. On 23 June 2022, the Covid 19 regulations around gatherings were lifted, allowing for 100% capacity for the first time in 27 months. Ticket sales for the Drakensberg Boys Choir increased by 50% as a result.

### Service Level Standard Performance

Reporting Period -					
Performance Status	Q1	Q2	Q3	Q4	YTD Performance
Target Achieved	100%	100%	100%	100%	100%
Target Not Achieved	0	0	0	0	0
KPI not measured	0	0	0	0	0
Total no. of KPI's	3	3	3	0	3
Total no. of KPI's Measured	3	3	3	3	3

### Performance Highlights

- JCT prides itself on placing customer service at the forefront of it's service delivery to performers, patrons and other visitors to it's various sites. Easy accessibility for all citizens, prompt starting times of performances, and providing a safe and healthy environment has long been the calling card of an entity that prides itself on delivering excellent service to all who enter the doors.
- JCT has also changed the means of delivery of tickets for their productions. Instead of physical tickets needing to be presented to gain access to events, tickets can now be sent to patrons mobile phones. The bar code on the virtual ticket can then be scanned for entry into the event.
- Free, online, digital programmes are offered to patrons where feasible, to further increase the contact-less experience.
- Where payment is made at the restaurants, bars and box offices, JCT encourages a cashless experience, and provides the use of tap-and-pay devices
- Several performances were sold out this month.

### Performance Challenges and Mitigations

Covid-19 has presented additional challenges with regards to, as well as the health and safety of staff and external visitors. JCT has risen to the challenge. The additional demands and regulations have not hampered the entities ability to meet KPIs this quarter.

The current Covid 19 regulations still affected the maximum seating capacities for both indoor and outdoor events. Indoor venues were at 50% capacity and outdoor events were capped at a maximum capacity of 2000 pax, until the end of June when restrictions were lifted.

### Challenges and mitigations

SLS KPI not achieved	Challenges	Mitigations
NOT APPLICABLE	-	-



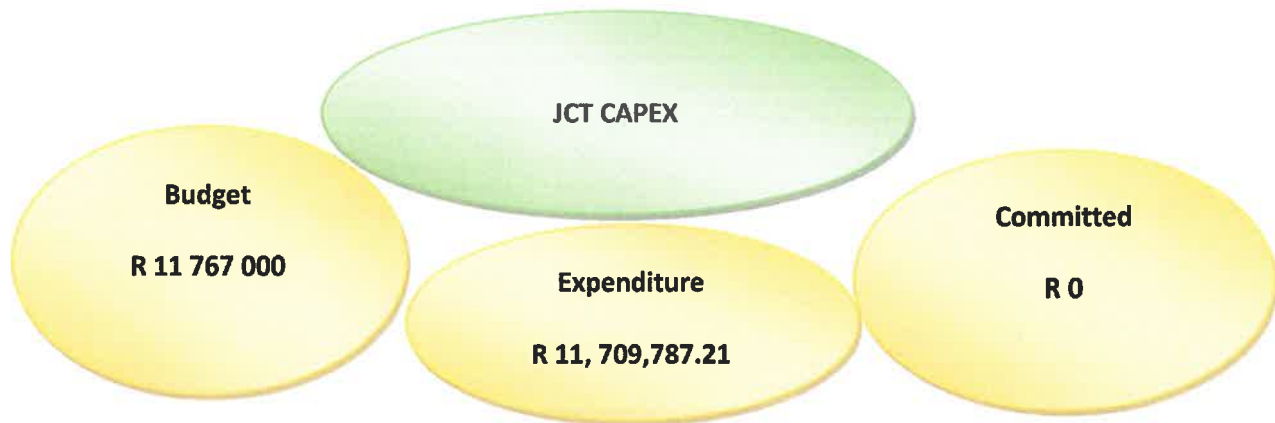
## JCT SERVICE STANDARDS

Core Service	Service Level Standard Target	April	May	June	Q4	Variance explanation	Mitigations
1.	100% Theatres accessible to people with disabilities	100%	100%	100%	100%	N/A	
2.	100% of all shows start within 15 minutes as per schedule - measured only on in-house productions and co-productions over which JCT has control*	100%	100%	100%	100%	N/A	
3.	100% compliance to health and safety legislation	100%	100%	100%	100%	N/A	

## Section 2: Capital Projects & Expenditure

JCT achieved its target in the fourth quarter by spending 100% of capital expenditure, which is in line with the city's mandate to ensure that budget allocated for capex is fully spent at year end.

The diagram below depicts the status for JCT capital expenditure:



	Budget	Expenditure	Committed	Available balance	Total
BUILDING RENOVATIONS AND UPGRADES OF NEW BUILDING ALTERACTIONS (JT)	2 188 319.54	2 108 965.18	-	80 354.36	96%
UPGRADE OF STAGE MACHINERY , RENEWAL PLANT & EQUIPMENT (JT)	4 514 680.46	4 514 680.46	-	-	100%
TECHNICAL EQUIPMENT NEW OPERATIONAL (JT)	955 000.00	955 000.00	-	-	100%
INFORMATION TECHNOLOGY NEW COMPUTER SOFTWARE (JCT)	955 000.00	944 342.63	-	10 657.37	95%
BUILDING RENOVATIONS AND UPGRADES OF NEW BUILDING ALTERACTIONS (RT)	575 248.83	575 248.83	-	-	100%
UPGRADING OF TECHNICAL EQUIPMENT (SOUND & LIGHTING)(RT)	582 247.30	581 458.34	-	1 388,96	100%
BUILDING RENOVATIONS AND UPGRADES (ST)	1 101251.17	1 101251.17	-	-	100%
UPGRADING OF TECHNICAL EQUIPMENT (ST)	894 652.70	929 840.60	-	-35 187.90	100%
	<b>11 767 000</b>	<b>11 709 787</b>	<b>-</b>	<b>57 212.79</b>	<b>100%</b>

<b>Spent to date</b>	<b>R 11, 709,787.21</b>	<b>100%</b>
<b>Committed Budget</b>	<b>R -</b>	<b>0%</b>
<b>Total</b>	<b>R 11, 709,787.21</b>	<b>100%</b>

Therefore, the total spend to date is R **11, 709,787.21** representing 100% spend.

### Section 3: Performance against game changers

The Executive Mayor has pledged to see the plight of Joburg as a City of Opportunity where every person irrespective of his or her background would be able to realise his or her potential and enjoy a quality standard of living. To achieve such a vision, the Multi-party government committed to adhere to seven priorities, which included inter alia, quality services to all residents, a caring, supportive City, an integrated, inclusive City and an innovation smart City. JCT's objectives are informed by and built upon the foundation laid by the 2015 JCT "transformation charter" which aimed at transforming the organisation to be commercially viable and relevant within a changing society. While Joburg City Theatres has traditional audiences, it must be an environment, which is accessible to all members of society; and transformation and relevance must be integral to the organisation's focus.

In alignment with the Multi-Party government priorities, JCT has identified the following commitments for the period 2021/22 and beyond:

Moral Imperative	Impact	JCT Focus Areas	2021/22 Target	Means of Verification	Unit Responsible for Reporting	2021/22 Performance Targets				Comment
						Reporting Period	Q1 Jul - Sep 2021	Q2 Oct - Dec 2021	Q3 Jan - Mar 2022	
Social - Greater quality of life and dignity for previously marginalised sections of our society	Contribute to rebuilding the Inner City as an apex project: (Ballet)	Outreach programmes to champion and harness a multi-cultural public space. To develop and attract new audiences to the theatre	8 Integrated Festivals Per annum	Attendance registers / SLA, Quarterly report / Contracts and marketing material	COO	Annually	2 programme	1 programme	3 programmes	
Social - Greater quality of life and dignity for previously marginalised sections of our society	Contribute to rebuilding the Inner City as an apex project: (Orchestra)	To champion and harness a multi-cultural public space. To develop and attract new audiences to the theatre	1 Per annum	Attendance registers / SLA, Quarterly report / Contracts and marketing material	COO	Annually	2 programme Contribute to rebuilding the Inner City as an apex project	-	-	Annual KPIs was achieved in the first quarter
Social - Greater quality of life and dignity for previously marginalised sections of our society	Maximised collaboration with other stakeholders	To champion social cohesion and contribute to building a better society through the arts. To be accessible to communities. To promote diversity in content creation and curatorship.	2 programmes per annum	Attendance registers / SLA, Quarterly report / Contracts and marketing material	COO	Annually	2 collaborative programmes	2 collaborative programmes	-	KPI achieved with collaborative programmes with First Quarter - CoJ Community Development Second Quarter - JCPZ & City Power

### Section 4: Performance against Institutional SDBIP

IDP Programme	Result Area	Key Performance Indicator	Key Intervention	Strategic Objective Annual Targets		Means of Verification	2021/22 Performance Targets				2021/22 Budget		
				Baseline 2020/201 Estimate	2021/22 Target		Reporting Period	Q1 Jul - Sep 2021	Q2 Oct - Dec 2021	Q3 Jan - Mar 2022		Q4 Apr - Jun 2022	
<b>Strategic Objective 1: Provision of opportunities for the youth, including future arts practitioners and entrepreneurs.</b>													
Promote economic development and attract investment towards achieving 5% economic growth that reduces unemployment, inequality and poverty	Increase work opportunities at JCT	Number of Expanded Public Works programmes (EPWP) work opportunities created at JCT	Job opportunities	220 Expanded Public Works programmes (EPWP) work opportunities created at JCT	200 Expanded Public Works programmes (EPWP) work opportunities created at JCT	Employment contracts / HR/ Payroll information	CFD	Quarterly	Target 50 Actual 55	Target 100 Actual 120	Target 150 Actual 150	Target 220 Actual 222	Capex Opex
	Increase youth development	Number of youths attending arts programmes (Non-Cumulative)	Youth development in the art sphere	556 of youths attending arts programmes (Non-Cumulative)	200 (Jul-Dec) 250 (Jan - Jun) of youths attending arts programmes (Non-Cumulative)	Attendance registers Tutor reports Programme content Programme summary	Executive Producer, Artistic Manager	Quarterly	Target 200 Actual 238	Target 200 Actual 646	Target 250 Actual 395	Target 250 Actual 873	Target Achieved
<b>Strategic Objective 2: High quality performing arts and entertainment experiences and facilities.</b>													
COVID-19 Response	Continuation of JCT Services	Number of livestreaming/ Online productions	To make JCT relevant during the Covid-19 Pandemic Promotion of positive social local content	6	8	Contracts Marketing material Show reports	Executive Producer, Artistic Manager	Quarterly	Target 2 Actual 4	Target 4 Actual 6	Target 6 Actual 7	Target 8 Actual 8	Target Achieved
	Create a culture of enhanced service delivery with pride and dignity	Improved service delivery	Service standards turnaround time improvement?	90% achievement service level standards	90% achievement service level standards	Service Level Standards Report	COO	Quarterly	Target 90% Actual 100%	Target 90% Actual 100%	Target 90% Actual 100%	Target 90% Actual 100%	Target Achieved

2 CORE BUSINESS	
1. Theatres accessible to people with disabilities	100% accessibility
2. Production start times	100% of in-house productions commence within 15 minutes as per schedule
3. Safety of patrons	100% compliance to health and safety legislation

IDP Programme	Result Area	Key Performance Indicator	Key Intervention	Strategic Objective Annual Targets		Means of Verification	Unit Responsible for Reporting	2021/22 Performance Targets				2021/22 Budget			
				Baseline 2020/201 Estimate	2021/22 Target			Q1 Jul - Sep 2021	Q2 Oct - Dec 2021	Q3 Jan - Mar 2022	Q4 Apr - Jun 2022		Capex	Opex	
															Target
Create a culture of enhanced service delivery with pride and dignity	Improved audience development and accessibility to venues	Number of Arts and Culture themed festivals and productions held / in-house production	To make venues more accessible Promotion of positive social local content	27 Arts and Culture festivals and themed productions held / in-house production	20 Arts and Culture festivals and themed productions held / in-house production	Contracts Marketing material Show reports	Executive Producer	Quarterly	Target	15	18	Target	20	Target Achieved	
								Actual	29	44	Actual	75			
								Target	6	8	Target	6	8		
	Promote economic development	Number of Ballet seasons	4 ballet seasons	Image building of the Colby Joburg Ballet	4 ballet seasons	4 ballet seasons	Quarterly report Contracts and marketing material	Executive Producer	Quarterly	Target	2	3	Target	4	Target Achieved
									Actual	6	7	Actual	9		
									Target	1	2	Target	4	4	
Improved access to professional concerts of classical and choral music	Number of Philharmonic Orchestra seasons	4 Philharmonic Orchestra seasons	Improved access to professional concerts of classical and choral music	4 Philharmonic Orchestra seasons	4 Philharmonic Orchestra seasons	Quarterly report Contracts and marketing material	Executive Producer	Quarterly	Target	2	3	Target	4	Target Achieved	
								Actual	3	4	Actual	5			
								Target	1	2	Target	4	4		
<b>Strategic Objective 3: Affordable access to and use of theatres by communities</b>															
Create a City that responds to the needs of the citizens, customers, stakeholders and businesses	Improved audience development and accessibility to venues	Number of attendees	Public access to theatres	23,500 attendees to theatres	80,000 attendees	Ticket reports	COO	Quarterly	Target	50,000	60,000	Target	80,000	Target Achieved	
								Actual	8,821	65,504	Actual	81,462	Actual		113,201
<b>Strategic Objective 4: Good governance, financial sustainability and sound management</b>															
Enhance our financial sustainability	Improved financial planning and project management	Percentage spent on operating budget against approved operating budget	Operating project programme	≥ 90% spend and not exceeding 2% of approved operating budget	≥ 90% spend and not exceeding 2% of approved operating budget	OPEX expenditure report Financial statements	Operating project programme	Quarterly	Target	≥ 90% spend and not exceeding 2% of approved operating budget	≥ 90% spend and not exceeding 2% of approved operating budget	Target	≥ 90% spend and not exceeding 2% of approved operating budget	Target Achieved	
								Actual	91%	97%	Actual	102%	Actual		105%



IDP Programme	Result Area	Key Performance Indicator	Key Intervention	Strategic Objective Annual Targets		Means of Verification	Unit Responsible for Reporting	2021/22 Performance Targets				2021/22 Budget								
				Baseline 2020/201 Estimate	2021/22 Target			Q1 Jul - Sep 2021	Q2 Oct - Dec 2021	Q3 Jan - Mar 2022	Q4 Apr - Jun 2022	Capex	Opex							
								Target	Actual	Target	Actual	Target	Actual	Target	Actual					
Enhance our financial sustainability	Capital project programme	Percentage of CAPEX budget spent	Operating project programme	100% of R34,751m CAPEX budget spent	95% of total CAPEX budget spent	CAPEX expenditure report Financial statements	CFO	Quarterly	Target	30%	Actual	51%	Target	95%	Actual	100%	Target Achieved			
								Target	8%	Actual	2%	Target	8%	Actual	8%	Target	8%	Actual	30%	Target Achieved
								Quarterly	Target	24% / 76% Earn Revenue R12,345m Total revenue R51,438m	Actual	20% / 80% Earn Revenue R11,382m Total revenue R55,768m	Target	24% / 76% Earn Revenue R24,691m Total revenue R102,879m	Actual	31% / 69% Earn Revenue R40,349m Total revenue R129,007m	Target	24% / 76% Earn Revenue R51,687m Total revenue R217,839m	Actual	30% / 70% Earn Revenue R71,500m Total revenue R237,659m
Improved and sound financial management	Financial sustainability	Proportion of earned income against total revenue including subsidy	Improved project programme	97%	8%	Expenditure report Financial statements	CFO	Quarterly	Target	8%	Actual	8%	Target	8%	Actual	8%	Target Achieved			
								Target	100%	Actual	100%	Target	100%	Actual	100%	Target	100%	Actual	100%	Target Achieved
								Quarterly	Target	24% / 76% Earn Revenue R55,694m Total revenue R184,163m	Actual	20% / 80% Earn Revenue R11,382m Total revenue R55,768m	Target	24% / 76% Earn Revenue R24,691m Total revenue R102,879m	Actual	31% / 69% Earn Revenue R40,349m Total revenue R129,007m	Target	24% / 76% Earn Revenue R51,687m Total revenue R217,839m	Actual	30% / 70% Earn Revenue R71,500m Total revenue R237,659m
Internal control improvement process	Clean audit outcome	Audit opinion	Financial sustainability	100%	100%	External audit opinion and report Annual financial statement	CFO	Quarterly	Target	100%	Actual	100%	Target	100%	Actual	100%	Target Achieved			
								Target	Unqualified audit opinion with zero audit report findings	Actual	Unqualified audit opinion with zero material findings	Target	Unqualified without material findings	Actual	Unqualified Audit Opinion -	Target	Unqualified without material findings	Actual	Unqualified Audit Opinion - With Material Findings	Not measured in this Quarter
								Annually	Target	Unqualified audit opinion with zero audit report findings	Actual	Unqualified audit opinion and report	Target	Unqualified without material findings	Actual	Unqualified Audit Opinion -	Target	Unqualified without material findings	Actual	Unqualified Audit Opinion - With Material Findings

3 100% of valid invoices paid in 30 days from receipt of valid invoices and Statements

IDP Programme	Result Area	Key Performance Indicator	Key Intervention	Strategic Objective Annual Targets		Means of Verification	Unit Responsible for Reporting	Reporting Period	2021/22 Performance Targets				2021/22 Budget
				Baseline 2020/2021 Estimate	2021/22 Target				Q1 Jul - Sep 2021	Q2 Oct - Dec 2021	Q3 Jan - Mar 2022	Q4 Apr - Jun 2022	
Audit mitigation initiatives	Percentage of predetermined objectives achieved	Strategy improvement plans	85% of pre-determined objectives achieved	85% of pre-determined objectives achieved	COO	Quarterly reports / evidence files	Annually	Target	Target	Target	Target	Target	Not measured in this Quarter
								Actual	Actual	Actual	Actual	Actual	
								8.1%	85% of pre-determined objectives achieved	70%	100%	100%	
								Target	Target	Target	Target	Target	
Improved financial planning and project management	Percentage of resolution of AG findings	Strategy improvement plans	NEW	100%	CFO	Quarterly reports / evidence files	Quarterly	Target	Target	Target	Target	Target	Target Achieved
								Actual	Actual	Actual	Actual	Actual	
								10%	30%	70%	100%	100%	
								Target	Target	Target	Target	Target	
Improved financial planning and project management	Percentage of resolution of Internal Audit (IA) findings	Strategy improvement plans	NEW	100%	CFO	Quarterly reports / evidence files	Quarterly	Target	Target	Target	Target	Target	Target Achieved
								Actual	Actual	Actual	Actual	Actual	
								10%	67% of 2020/21 findings were resolved	70%	100%	100%	
								Target	Target	Target	Target	Target	
Improved financial planning and project management	Percentage compliance with relevant legislation and policy prescriptions	Strategy improvement plans	NEW	100%	CFO	Quarterly reports / evidence files	Quarterly	Target	Target	Target	Target	Target	Target Achieved
								Actual	Actual	Actual	Actual	Actual	
								100%	100%	100%	100%	100%	
								Target	Target	Target	Target	Target	
Increased entrepreneurial support of small businesses	Percentage of the strategic risk management action plans implemented	Strategy improvement plans	NEW	85%	CFO	Quarterly reports / evidence files	Quarterly	Target	Target	Target	Target	Target	Target Achieved
								Actual	Actual	Actual	Actual	Actual	
								47%	60%	73%	85%	87%	
								Target	Target	Target	Target	Target	
Increased entrepreneurial support of small businesses	Percentage of procurement spend on SMME's	Business Support to SMME's	30% of procurement spend on SMME's against total procurement expenditure	30% of procurement spend on SMME's against total procurement expenditure	CFO	Procurement reports	Quarterly	Target	Target	Target	Target	Target	Target for Midyear was Achieved
								Actual	Actual	Actual	Actual	Actual	
								30%	30%	30%	30%	30%	
								Target	Target	Target	Target	Target	
Increased entrepreneurial support of small businesses	Percentage of procurement spend on BBBEE against total procurement expenditure	Business support to BBBEE's	75% of procurement spend on BBBEE against total procurement expenditure	75% of procurement spend on BBBEE against total procurement expenditure	CFO	Procurement reports	Quarterly	Target	Target	Target	Target	Target	Target Achieved
								Actual	Actual	Actual	Actual	Actual	
								75%	75%	75%	75%	75%	
								Target	Target	Target	Target	Target	

IDP Programme	Result Area	Key Performance Indicator	Key Intervention	Strategic Objective Annual Targets		Means of Verification	2021/22 Performance Targets				2021/22 Budget		
				Baseline 2020/201 Estimate	2021/22 Target		Reporting Period	Q1 Jul - Sep 2021	Q2 Oct - Dec 2021	Q3 Jan - Mar 2022		Q4 Apr - Jun 2022	Capex Opex
<b>Strategic Objective 5: Mobilisation of resources to support the mandate, and improved brand recognition and awareness of JCT</b>													
Create a City that responds to the needs of the citizens, customers, stakeholders and businesses	Improved stakeholder mobilisation	Number of strategic partnerships created	Partnerships / Collaborations / programmes / events	26 strategic partnerships created	20 Partnerships / Collaborations / programmes / events	Signed MoA / MoU / contract	Executive Producer	Quarterly	Target	Target	Target	Target	Target Achieved 
									5	10	15	20	
									Actual	Actual	Actual	Actual	
					6	10	15	23					

### Summary

<b>Quarterly KPIs</b>	<b>20</b>
<b>Annual KPIs</b>	<b>02</b>
<b>Total number of KPIs</b>	<b>22</b>
<b>Total number of KPIs Measured</b>	<b>20</b>
<b>Number of Quarterly KPIs Achieved</b>	<b>20</b>
<b>Number of Quarterly KPIs Not Achieved</b>	<b>0</b>
<b>Total achieved constitutes</b>	<b>100%</b>

## **Section 5: Supply Chain Management and Black Economic Empowerment**

The company adheres to a procurement system that is fair, equitable, transparent, competitive and cost effective in terms of Chapter 11 of the Municipal Finance Management Act, No 56 of 2003, read together with the Municipal Supply Chain Management Regulations.

The company has a supplier database in order to afford all prospective suppliers registered on the database an equal opportunity to submit quotations. Preference will be given to suppliers registered on the database, but it does not necessarily follow that suppliers who are not registered yet will be totally excluded.

It is envisaged that this database will contribute to efficient administration and compliance to prescribed policies, procedures and legislations. A Supplier Registration Form was created to assist in updating or obtaining detailed supplier information for the database in accordance with the company's Supply Chain Management Policy and applicable legislations.

The Bid Adjudication Committees were established in terms of the provisions of Local Government: Municipal Finance Management Act (MFMA). This Committee consist of officials with delegated authority to recommend bids in accordance with their terms of reference. The Bid Adjudication Committee considers the bids and makes recommendation to the Accounting Officer / CEO to make final awards.

Bids were evaluated in accordance with criteria set out in the Preferential Procurement Policy Framework Act (Act No: 5 of 2000) and the Preferential Procurement Regulations 2011, published in terms of Government Gazette No 34350, JCT's approved Supply Chain Management (SCM) Policy and also in terms of the criteria set out in the Construction Industry Development Board (Act No 38 of 2000).

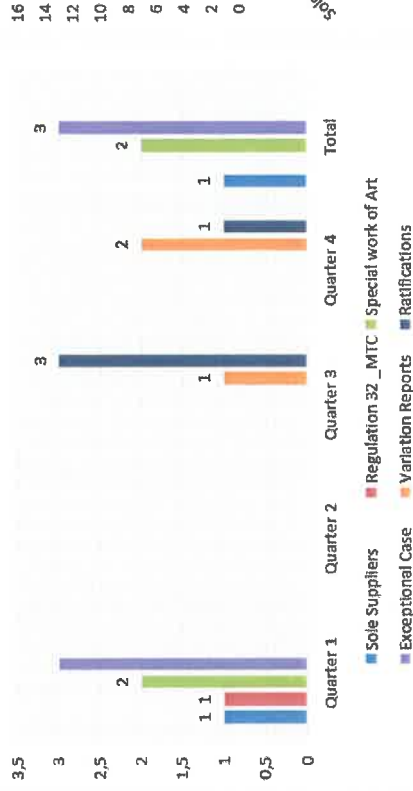
In terms of Regulation 6 (1) read with Regulation 6(2) of the MSCMR issued in terms of the Local Government MFMA 56 of 2003, the Board of Directors of the Municipal entity must maintain an oversight role over the implementation of its SCM Policy.

All bids approved by the CEO are in accordance with the approved budget provisions.

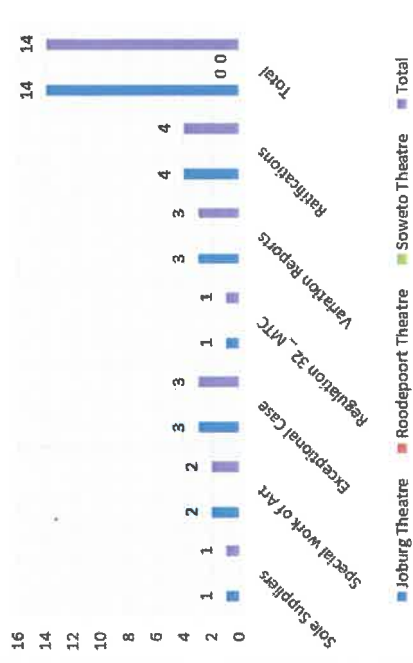
### **PROCUREMENT FROM RELATED PARTIES**

During the period under review, there were no payments processed on procurement from related parties.

Analysis of deviation by quarter



Analysis of deviations by theatre



Category	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total	Joburg Theatre	Roodepoort Theatre	Soweto Theatre	Total
Sole Suppliers	1				1	1			1
Special work of Art	2				2	2			2
Exceptional Case	3				3	3			3
Regulation 32_MTC	1				1	1			1
Variation Reports			1	2	3	3			3
Ratifications			3	1	4	4			4
<b>Total</b>	<b>7</b>	<b>0</b>	<b>4</b>	<b>3</b>	<b>14</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>14</b>

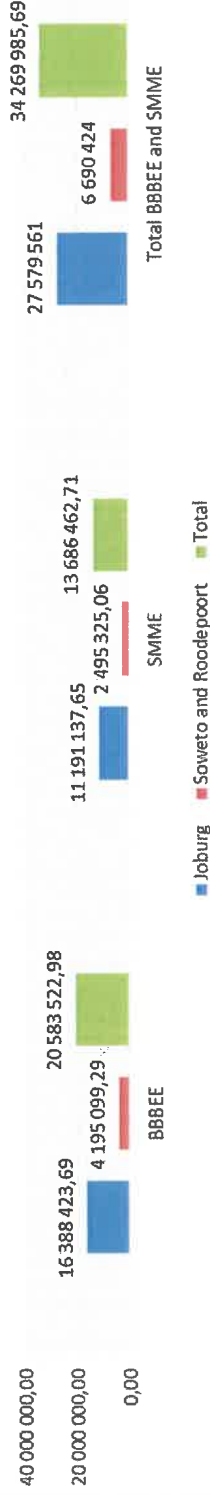
Joburg City Theatres approved a total of 6 deviations, 1 regulation 32, 4 ratifications and 3 variations during the 4<sup>th</sup> quarter ending June 2022. All the deviations raised were classified as Special work of Art, Exceptional case, sole supplier, emergency and ratification where it is impractical to follow a procurement process. The deviations includes goods and services relating to Renewal of licenses, in-house productions, marketing partners or barter arrangements, repairs and maintenance and Sole Suppliers. All details provided on page 4 and 13 of this report.



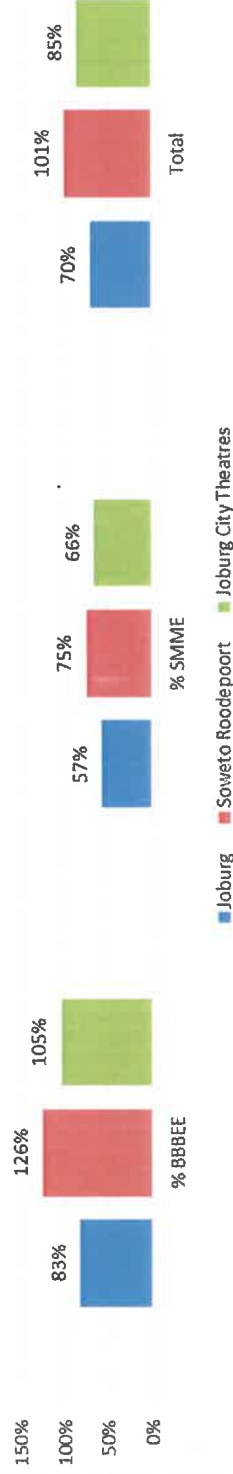
**Tenders, RFQs AWARDED, AND THE CONTRIBUTION TO BBBEE AND SMMEs**

Joburg City Theatres awarded RFQs amounting to R1 421 405.68 and tenders amounting to R1 908 646.76 were awarded, during the quarter under review. The expenditure to both BBBEE and SMME has increased exponentially. Both Joburg theatre and its other sister theatres do primarily spend on BBBEE and SMME. The average spend for Joburg City Theatres on -BBBEE is 104% which is 30% better than the scorecard target while spend on SMMEs averages at 66% and this is 36% above the scorecard target of 30%. Joburg City Theatres have supported 189 companies during the 4<sup>th</sup> quarter of 2021/2022 financial year. This achievement has been consistent throughout the years and maintenance of phenomenon is critical for the advancement of the objectives of South African Constitution, Preferential Procurement Framework Policy Act, MFMA, BBBEE codes. This ultimately translates into the economic transformation of citizens of the city of Johannesburg. This contributes towards job creation and the reduction of poverty as one of the imperatives and priorities of the city of Johannesburg.

Analysis of BBBEE and SMME SPEND



Analysis of BBBEE and SMME SPEND BY PERCENTAGE



Theatres	% BBBEE	% SMME	Total
Joburg	83%	57%	70%
Soweto Roodepoort	126%	75%	101%
Joburg City Theatres	104%	66%	85%

### DEVIATION FROM SCM POLICY

The CEO in terms of Regulation (36) (1) (a) of the MSCMR and Section 20 of the company's SCM Policy approved dispensing with official procurement processes established by the policy.

Provisions of Section 20 (2) (d) of the company's SCM Policy requires reporting of such deviations to the next meeting of the Board of Directors and their inclusion as a note to the financial statements.

During 4<sup>th</sup> quarter of 30 June 2022, Joburg City Theatres had a total of 6 deviations, 4 ratifications and 3 variations reported to the Board of Directors. The total value of the deviations during the 4<sup>th</sup> quarter end is R 38 762 952.92 but does not necessarily mean that the total amount has been spent.

The deviation for Joburg City Theatres for 4th quarter 30 June 2022 are as follows:

<b>CATEGORY: SPECIAL WORK OF ART</b>			
<b>JOBURG THEATRE</b>			
<u>Description</u>	<u>Value of the Project (Incl. Vat)</u>	<u>Date Approved by Chief Accounting Officer</u>	<u>Reasons</u>
Joburg City Theatres Productions 2021/22	R34 276 797.92	20 July 2021	The theatres rent its spaces to promoters, entrepreneurs and producers, providing technical and logistical services, but also facilitates in-house and co-productions. The sponsorship facilitation fees, creative personnel fees, acquisition of sets, sound and lighting equipment hire, paintings, props, special effects, specialised souvenir programmes, musical arrangements and costumes for theatre productions are special works of art and standardised specifications are difficult to compile and procure. The reasons set out in the report and on the basis that the procurement in question is regarded as an exceptional case where it is impractical to follow the normal procurement processes. The Chief Executive Officer, in terms of Regulation (36)(1)(a) of the Municipal Supply Chain Management Regulations, and Section 21(2)(a) of the company's Supply Chain Management Policy, approves the dispensing with the normal procurement processes.

Marketing Partners / Special Barter Arrangements	R4 000 000.00	01 July 2021	<p>Joburg City Theatres promotes many productions in-house, co-productions, external productions (including rentals and door deals), festivals, special events and newspaper advertisements and it is therefore necessary to identify marketing and other partnerships in order to reduce costs. Advertising and such other theatre contribution, including hotel accommodation and travel, publicists' fees and expenses, souvenir programmes and other miscellaneous costs are hugely expensive. Each in-house production(s), co-productions, external productions (including rentals and door deals), festivals, special events and newspaper advertisements is different; selective partnerships offering barter arrangements ('in-kind' sponsorships) are recognised and formed.</p> <p>The reasons set out in the report and on the basis that the procurement in question is regarded as an exceptional case where it is impractical or impossible to follow the normal procurement processes. The Chief Executive Officer, in terms of Regulation (36)(1)(a) of the Municipal Supply Chain Management Regulations, and Section 20(2)(a) of the company's Supply Chain Management Policy, approves the dispensing with the normal procurement processes i.r.o the acquisition of services from marketing partners / special barter arrangements. Acquisition of services from marketing partners / special barter arrangements.</p>
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**CATEGORY: SOLE SUPPLIER**

**JOBURG THEATRE**

<u>Description</u>	<u>Value of the Project (Incl Vat)</u>	<u>Date Approved by Chief Accounting Officer</u>	<u>Reasons</u>
Sole Suppliers	Varies as per orders placed	01 July 2021	<p>Joburg City Theatres uses various products from Sole Suppliers for operational purposes. These products are produced or available from a single provider only. Sole Supplier letters of the various products required are attached to the deviation in file. The list of sole suppliers are as follows:</p> <p><b>Hospitality and Catering items:</b></p> <ol style="list-style-type: none"> <li>1. Slo Jo</li> <li>2. The Flavour Lab</li> <li>3. Frozen Drinks</li> <li>4. Ola Cool Runners</li> <li>5. Bottoms Up</li> </ol>

		<p><b>Theatre items:</b></p> <ol style="list-style-type: none"> <li>1. DWR – specific stage technical equipment <ul style="list-style-type: none"> <li>- Antibacterial solution for DWR 230V Vaporizer W/EU</li> </ul> </li> <li>2. Electrosonic - specific stage technical equipment</li> <li>3. Sunlyn Pan Business Communications (Pty) Ltd – PABX</li> <li>4. PILOT</li> <li>5. Lexis Nexis- Online Legal Search</li> </ol> <p>The reasons set out in the report and on the basis that the procurement in question is regarded as an exceptional case where it is impractical to follow the normal procurement processes. The Chief Executive Officer, in terms of Regulation (36)(1)(a) of the Municipal Supply Chain Management Regulations, and Sections 20(2)(a) of the policy, approves the dispensing with the normal procurement processes in respect of various products provided by Sole Suppliers only.</p>	
<b>CATEGORY: EXCEPTIONAL CASE</b>			
<b>JOBURG THEATRE</b>			
<u>Description</u>	<u>Value of the Project (Incl Vat)</u>	<u>Date Approved by Chief Accounting Officer</u>	<u>Reasons</u>
Repairs and maintenance	Varies as per orders placed	01 July 2021	Joburg City Theatres owns equipment that needs to be repaired and maintained in order for service delivery not to be hampered. It is not always practical to obtain three quotations for repairs and maintenance because the equipment needs to be taken apart for diagnosis which is charged at ± R500.00 per call out and which needs to follow the procurement processes. This has disadvantages when suppliers diagnose the equipment and can ultimately damage the equipment if, hypothetically, three suppliers have to do their individual diagnosis to determine what the problem is and quote accordingly. It will also potentially lead to losing the warranty on the product, should anyone other than the original supplier work on the product.
			The equipment that requires repairs and maintenance are as follows:

		<ol style="list-style-type: none"> <li>1. IT hardware Equipment (Screens, desktops, Laptops, UPS, Projectors, Servers, Access control system)</li> <li>2. Stage Machinery (Stage wagon wheels, Switches, Controllers, Firewalls, NAS Devices)</li> <li>3. All pumps (Sump pumps, cooling water pumps and water tanks, hot and cold water chill pumps)</li> <li>4. Plumbing (blockages)</li> <li>5. Air-conditioning (Trane chillers, Hitachi Chillers and Boilers)</li> <li>6. Break down on standby generator and fire engine</li> <li>7. Lifts and Escalators</li> <li>8. Fleet repairs and maintenance (including Mobile Theatre Truck)</li> <li>9. Operating Electronic Systems (inclusive of Building Management System) (Cameras and equipment)</li> <li>10. Soweto Theatre Forecourt Canopy structure and cables</li> <li>11. Roller doors</li> <li>12. Gardening equipment</li> </ol>	
		<p>The reasons set out in the report and on the basis that the procurement in question is regarded as an exceptional case where it is impractical to follow the normal procurement processes. The Chief Executive Officer, in terms of Regulation (36)(1)(a)(ii) of the Municipal Supply Chain Management Regulations, and Section 20(2)(a)(i) of the Policy, approves the dispensing with the normal procurement processes in respect of the repairs and maintenance of the Theatre equipment.</p>	
<p>Renewal of Licenses for Electronic Operating Systems and Miscellaneous Licenses</p>	<p>R486 155.00</p>	<p>01 July 2021</p>	<p>Joburg City Theatres has to annually renew various licenses for utilizing its operating electronic systems. Many systems that were installed by the manufacturers are impractical to renew through other suppliers. It is imperative that JCT renew its licenses for utilizing these very vital Operating Electronic systems and miscellaneous licenses to ensure sound management.</p> <p>Joburg City Theatres cannot procure the annual licenses on its operating electronic systems and miscellaneous licenses from any other companies other than the installers / manufacturers of these respective systems. The license that needs to be renewed on an annual basis are as follows:</p> <ol style="list-style-type: none"> <li>3.1.1 Caseware Licenses</li> <li>3.1.2 Theatre Logo's</li> <li>3.1.3 Driver PDP</li> </ol>



<p>3.1.4 All Sage Licenses  3.1.5 ERS Biometrics Licenses  3.1.6 Post Box Licenses – South African Post Office  3.1.7 TV Licenses - SABC  3.1.8 License for Glider Trailer  3.1.9 SAMRO  3.1.11 Pilot Software  3.1.12 Mobile Theatre Truck License</p>			<p>That for the reasons set out in the report and on the basis that the procurement in question is regarded as emergency cases where it is impractical to follow the normal procurement processes. The Chief Executive Officer, in terms of Regulation (36)(1)(a) of the Municipal Supply Chain Management Regulations, and Section 21(2)(a)(ii) of the company's Supply Chain Management Policy, approves the dispensing with the normal procurement processes in respect of renewal of licenses for Joburg City Theatres Electronic Operating Systems and Miscellaneous licenses.</p>
<p>Specialised training</p>	<p>Varies as per orders placed</p>	<p>16 September 2021</p>	<p>Joburg City Theatres, as part of its skills development plan, at times need to acquire specialized training from a specific institutes and therefore cannot follow the normal procurement processes. Joburg City Theatres presents world-class productions and have to ensure that its employees are equipped and skilled to produce quality productions. The arts industry is a highly competitive industry and therefore training of specialized skills are imperative. All other/ normal training will follow the normal procurement processes.</p> <p>The specialized training is, but not limited to:</p> <ol style="list-style-type: none"> <li>1. Training issued by National Government</li> <li>2. Technical training for theatre</li> <li>3. Board Members training</li> <li>4. Artistic Training</li> <li>5. Health and Safety</li> </ol> <p>It is therefore imperative that a deviation for this purpose be in place for one calendar year. Regulation 36 (1) (a) (ii) of the Supply Chain Management regulations makes provision for the accounting officer to dispense with the official procurement processes established by</p>

			the policy and to procure any convenient process, which may include direct negotiations, but only -
		(v)	in any other exceptional case where it is impractical or impossible to follow the official procurement processes

**CATEGORY: REGULATION 32**

**JOBURG THEATRE**

<u>Description</u>	<u>Value of the Project (Incl Vat)</u>	<u>Date Approved by Chief Accounting Officer</u>	<u>Reasons</u>
SAP Implementation and COJ Connectivity Provider (MTC)	Varies as per call out		<p>Section 36(1)(a)(v) of the supply chain regulations and policy allows for a municipal entity to dispense with the official procurement processes established by the policy and to procure any required goods and services through any convenient process, which may include direct negotiations, but only -</p> <ul style="list-style-type: none"> <li>(i) in an emergency;</li> <li>(ii) if such goods or services are produced or available from a single provider only;</li> <li>(iii) for the acquisition of special works of art or historical objects where specifications are difficult to compile;</li> <li>(iv) acquisition of animals for zoos, or</li> <li>(v) in any other exceptional case where it is impractical or impossible to follow the official procurement processes; and</li> </ul> <p>Therefore, allows for MTC (Metropolitan Trading Company) to be utilised as the service provider to provide connectivity to the COJ internal network and other related service as set out within this report.</p>

**CATEGORY: RATIFICATION**

**JOBURG THEATRE**

<u>Description</u>	<u>Description</u>	<u>Description</u>	<u>Description</u>
Payment of goods and Services Under Soweto Gay Pride.	R 905 423.90	17TH February 2022	To request the Accounting Officer in terms of Regulation (36) (1) (b) of the Municipal Supply Chain Management Regulations to ratify actions of officials, for a breach of the procurement processes. Thus by continuing with operational expenditure for the payment of transactions for the Soweto Gay Pride event held at Dorothy Nyembe Park in Dobsonville on 25 September 2021, without following the normal procurement processes.

Payment of goods and Services To Savuka Managed Solutions & Zakwe Events & Services	R86 825.00	09th March 2022	To request the Accounting Officer in terms of Regulation (36) (1) (b) of the Municipal Supply Chain Management Regulations to ratify actions of officials for a breach of the procurement processes by continuing with operational expenditure for the payment of transactions to Savuka Managed Solutions and Zakwe Events, without following the normal procurement processes.
Payment of Goods and Services To Mshengu Movers Creative and Eldna Security Services CC	R109 438.15	11th March 2022	To request the Accounting Officer in terms of Regulation (36) (1) (b) of the Municipal Supply Chain Management Regulations to ratify actions of officials for a breach of the procurement processes by continuing with operational expenditure for the payment of transactions to Mshengu Movers Creative and Eldna Security Services CC, without following the normal procurement processes.
Payment of Goods and Services Under African Directory Services (Pty) Ltd	R24 702.00	13 May 2022	STEVEN MURRAY & ASSOCIATES: The African Directory Services (PTY) LTD is an online advertising platform that was contracted by JCT Marketing department. The agreement between JCT and The African Directory Services (PTY) LTD commenced on 23 January 2017. This account was handed over by the supplier to Steven Murray & Associates to collect the outstanding debt from Joburg City Theatres. The total expenditure incurred was R24 702.00 inclusive of VAT. In terms of Municipal Supply Chain Management Regulation 36, (1) (b) ratification from procurement mechanisms may be allowed in exceptional cases where it is impractical or impossible to follow the official procurement processes. Regulation 36 (1) (b) of the Municipal Supply Chain Management Regulations, further makes provision for the accounting officer to ratify any minor breaches of the procurement processes by an official or committee acting in terms of delegated powers or duties which are purely of a technical nature.

**CATEGORY: VARIATIONS**

**JOBURG THEATRE**

<u>Description</u>	<u>Value of the Project (Incl Vat)</u>	<u>Date Approved by Chief Accounting Officer</u>	<u>Reasons</u>
BID 00220/21 Waterproofing at Joburg Theatre	R52 629.74	18 February 2022	<p>Pursuant to the consultation with the user department it has emerged that:</p> <ul style="list-style-type: none"> <li>▪ Upon starting the waterproofing, it was found that there are two layers of old torch-on waterproofing. The cost implications arising from additional labour and disposal efforts will need to be taken into consideration.</li> <li>▪ The mastic has random bubbles that needs to be removed and repaired before applying the new waterproofing.</li> </ul> <p>The additional specifications for the installation requires a 5.7% variation on the current contract value.</p> <p>According to the circular no 62, The Accounting Officers of municipalities and municipal entities are advised that, contracts may be expanded or varied by not more than 20% for construction related goods, services and/or infrastructure projects and 15% for all other goods and/or services of the original value of the contract.</p> <p>Based on the total contract value the 5.7% equates to R 52 629.74 which is the amount that the addendum must be limited to.</p>
BID 00228/22 Service provider for the Curatorial Services for Exhibitions	R190 000.00	23 June 2022	<p>Joburg City Theatres awarded a tender (BID 00228/22 Service provider for the Curatorial Services for Exhibitions) to the value of R1 083 401.67 to Pundit Trading (Pty) Ltd which was a once off contract on 18 March 2022.</p> <p>Pursuant to the consultation with the user department, it has emerged that the scope of requirements for the exhibitions had to be expanded. The total value for the expansion amounts to:</p> <p>Richard Ngilima Exhibition                      R190 000</p>

<p>In order to have these programs included the total value will go beyond the initial awarded contract value. The additional programs require a 15% variation on the current contract value.</p> <p>According to the circular no 62, The Accounting Officers of municipalities and municipal entities are advised that, contracts may be expanded or varied by not more than 20% for construction related goods, services and/or infrastructure projects and 15% for all other goods and/or services of the original value of the contract.</p> <p>Based on the total contract value the 5.7% equates to R190 000.00 which is the amount that the addendum must be limited to.</p>			
<p>Joburg City Theatres awarded a tender (BID 00229/22 Service provider for curatorial services for the Festival and other similar events) to the value of R2 323 948.75 to Pundit Trading (PTY) LTD which was a once off contract on 18 March 2022.</p> <p>Pursuant to the consultation with the user department, it has emerged that the scope of requirements had to be expanded. The total expansion amounts as follows:</p>	<p>23 June 2022</p>	<p>R152 500.00</p>	<p>BID 00229/22 Service provider for curatorial services for the Festival and other similar events</p>
<p><u>BID 00229/22 Service provider for curatorial services for the Festival and other similar events</u></p> <ul style="list-style-type: none"> <li>- NF Joburg Choral Training R 152 500</li> <li>- In order to have these programs included the total value will go beyond the initial awarded contract value. The additional programs require a 5.8% variation on the current contract value.</li> <li>- According to the circular no 62, The Accounting Officers of municipalities and municipal entities are advised that, contracts may be expanded or varied by not more than 20% for construction related goods, services and/or infrastructure projects and 15% for all other goods and/or services of the original value of the contract.</li> <li>- Based on the total contract value the 6.6% equates to R152 500 that is the amount that the addendum must be limited to.</li> </ul>			



<p>BID 00230/22 Service provider for the Coordination and Facilitation of Workshops</p>	<p>R295 000.00</p>	<p>23 June 2022</p>	<p>Joburg City Theatres awarded a tender (BID 00230/22 Service provider for the Coordination and Facilitation of Workshops) to the value of R2 616 503.88 to Pundit Trading (Pty) Ltd which was a once off contract on 18 March 2022.</p> <p>Pursuant to the consultation with the user department, it has emerged that the scope of requirements had to be expanded. The total expansion amounts as follows:</p> <p><u>BID 00230/22 Service provider for the Coordination and Facilitation of Workshops:</u></p> <p>Public Art Tours &amp; Heritage Projects R45 000  Ceramics Training and mentorship R250 000</p> <p>In order to have these programs included the total value will go beyond the initial awarded contract value. The additional programs require a 5.8% variation on the current contract value.</p> <p>According to the circular no 62, The Accounting Officers of municipalities and municipal entities are advised that, contracts may be expanded or varied by not more than 20% for construction related goods, services and/or infrastructure projects and 15% for all other goods and/or services of the original value of the contract.</p> <p>Based on the total contract value the 11.27% equates to R295 000.00 which is the amount that the addendum must be limited to.</p>
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**SOLE SUPPLIERS – HOSPITALITY AND CATERING**

<u>Description</u>	<u>Value of the Project (Incl Vat) (Varies as per call out)</u>	<u>Reasons</u>
<p>Slo Jo - Supply of Slo Jo syrups and powders -Joburg City Theatres</p>	<p>R30,639.63</p>	<p>Slo Jo is the Sole supplier of Slo Jo Syrups. The syrups are being used in all cocktails smoothies and milk shakes. The Slo Jo Syrups are a preferred product. Sole supplier letter has been received.</p>

Frozen Drinks Africa	R76,633.80	Frozen Drinks Africa is the Sole Supplier of the Slush Puppy Syrups. Sole supplier letter has been received.
The Flavor Lab	R56,756.41	The Flavour Lab sells a unique blend of sauces and spices. These products are used in the recipes of Stage restaurant. Sole supplier letter has been received.
Ola Cool Runners	R 0.00	Ola Ice Cream is the Sole Supplier of Ola Ice Cream. Ola Cool Runners are the sole providers for Magnum ice creams and Cornetto ice creams. Sole supplier letter has been received.

**BIDS (Tender) ADVERTISED**

<u>Department</u>	<u>Contract No.</u>	<u>Description</u>	<u>Contracted Service Provider(s)</u>	<u>Period</u>	<u>BBBEE LEVEL</u>	<u>Applicable procurement legislation</u>	<u>Value of the project (Vat Inc)</u>
<u>Human Resources</u>	<u>00231/22</u>	<u>Employee Assistance Programme For Joburg City Theatres</u>	<u>ICAS Southern Africa (Pty) LTD</u>	<u>12 Months</u>	<u>Level 1</u>	<u>Evaluated in accordance with the PPPFA and regulations</u>	<u>As and when needs basis</u>
<u>Building &amp; Security</u>	<u>00232/22</u>	<u>Upgrade Of Bathrooms For Joburg Theatre</u>	<u>Detor (Pty) LTD</u>	<u>Once Off</u>	<u>Level 1</u>	<u>Evaluated in accordance with the PPPFA and regulations</u>	<u>R 191 489.06</u>
<u>Building &amp; Security</u>	<u>00233/22</u>	<u>Upgrade of Theatre Floors</u>	<u>Phumula Meokgo Trading (Pty)Ltd</u>	<u>Once Off</u>	<u>Level 1</u>	<u>Evaluated in accordance with the PPPFA and regulations</u>	<u>R 345 779.73</u>
<u>Hospitality &amp; Catering</u>	<u>00235/22</u>	<u>Supply &amp; Delivery Of Dairy Products For Joburg Theatre Stages Restaurants, Banqueting Facilities</u>	<u>Pioneer Fresh (Pty) Ltd</u>	<u>12 Months</u>	<u>Level 1</u>	<u>Evaluated in accordance with the PPPFA and regulations</u>	<u>As and when needs basis</u>
<u>Hospitality &amp; Catering</u>	<u>00237/22</u>	<u>Supply of Butchery/Meat Suppliers for Joburg City Theatres</u>	<u>Eatari Food Distributors (Pty) Ltd</u>	<u>12 Months</u>	<u>Level 2</u>	<u>Evaluated in accordance with the PPPFA and regulations</u>	<u>As and when needs basis</u>
<u>Hospitality &amp; Catering</u>	<u>00238/22</u>	<u>Supply of Resale Items for Joburg City Theatres</u>	<u>P.Serassis Sales and Distribution (Pty) Ltd</u>	<u>12 Months</u>	<u>Level 1</u>	<u>Evaluated in accordance with the PPPFA and regulations</u>	<u>As and when needs basis</u>
<u>Hospitality &amp; Catering</u>	<u>00239/22</u>	<u>Supply and Delivery of Fruits and Vegetables for JCT</u>	<u>Pioneer Fresh (Pty) Ltd</u>	<u>12 Months</u>	<u>Level 1</u>	<u>Evaluated in accordance with the PPPFA and regulations</u>	<u>As and when needs basis</u>

<u>Finance</u>	<u>00240/22</u>	<u>Appointment Of A SANAS Accredited B-BBEE Verification Agency For Joburg City Theatres</u>	<u>Vision Verification (Pty) Ltd</u>	<u>12 Months</u>	<u>Level 1</u>	<u>Evaluated in accordance with the PPPFA and regulations</u>	<u>As and when needs basis</u>
<u>Building &amp; Security</u>	<u>00241/22</u>	<u>Access Control For Joburg City Theatres</u>	<u>Harviglo (Pty) LTD ta Konica Minolta Corporate Solutions</u>	<u>Once Off</u>	<u>Level 2</u>	<u>Evaluated in accordance with the PPPFA and regulations</u>	<u>R 919 869.57</u>
<u>Building &amp; Security</u>	<u>00242/22</u>	<u>Supply &amp; Delivery Of Stage Machinery</u>	<u>Mocon System CC</u>	<u>Once Off</u>	<u>Level 4</u>	<u>Evaluated in accordance with the PPPFA and regulations</u>	<u>R 451 508.40</u>

**REQUEST FOR QUOTATIONS**

<u>Department</u>	<u>Contract No</u>	<u>Description</u>	<u>Contracted Service Provider</u>	<u>Period</u>	<u>BBBEE Level</u>	<u>Applicable procurement legislation</u>	<u>Value of the Contract (Vat Incl)</u>
<u>Roodepoort Theatre</u>	<u>00824/22</u>	<u>Supply &amp; Delivery of Wireless Handheld Microphones and Data Cables</u>	<u>Bespoke Entertainment Solutions (Pty) LTD</u>	<u>Once Off</u>	<u>Level 1</u>	<u>Evaluated in accordance with the PPPFA and regulations</u>	<u>R156 235.55</u>
<u>Customer Services</u>	<u>00825/22</u>	<u>SonicWALL Renewal Licenses</u>	<u>Vukani Technologies (Pty) LTD</u>	<u>Once Off</u>	<u>Level 1</u>	<u>Evaluated in accordance with the PPPFA and regulations</u>	<u>R 38 225.26</u>
<u>Soweto Theatre</u>	<u>00826/22</u>	<u>Supply &amp; Delivery of Full DJ Set CDJ &amp; Mixer</u>	<u>Fix Them All Enterprise (Pty) LTD</u>	<u>Once Off</u>	<u>Level 3</u>	<u>Evaluated in accordance with the PPPFA and regulations</u>	<u>R 142 489.52</u>
<u>Soweto Theatre</u>	<u>00827/22</u>	<u>Supply &amp; Delivery Of Cameras &amp; Associated Accessories</u>	<u>Fix Them All Enterprise (Pty) LTD</u>	<u>Once Off</u>	<u>Level 3</u>	<u>Evaluated in accordance with the PPPFA and regulations</u>	<u>R 111 597.00</u>
<u>Soweto Theatre</u>	<u>00828/22</u>	<u>Supply &amp; Delivery Of Waterproof LED Wall Washer Lighting</u>	<u>DWR Distribution (Pty) LTD</u>	<u>Once Off</u>	<u>Level 3</u>	<u>Evaluated in accordance with the PPPFA and regulations</u>	<u>R 108 392.10</u>
<u>Hospitality &amp; Catering</u>	<u>00829/22</u>	<u>Hiring of Fresh Flowers for Joburg City Theatres Events on an "As and When" Needed</u>	<u>Gerties Flowers (Pty) Ltd</u>	<u>12 months</u>	<u>Level 1</u>	<u>Evaluated in accordance with the PPPFA and regulations</u>	<u>As And When Need Basis</u>

<u>Hospitality &amp; Catering</u>	<u>00830/22</u>	<u>Restaurant &amp; Kitchen Hygiene For Joburg City Theatre Kitchens And Front Of House Areas On An "As And When " Need</u>	<u>Mamoe Holdings (Pty) Ltd</u>	<u>12 months</u>		<u>Evaluated in accordance with the PPPFA and regulations</u>	<u>As And When Need Basis</u>
<u>Soweto Theatre</u>	<u>00832/22</u>	<u>Supply And Delivery Of Electricals For Soweto Theatre</u>	<u>Mothokwa ET Trading (Pty) LTD</u>	<u>Once Off</u>	<u>Level 1</u>	<u>Evaluated in accordance with the PPPFA and regulations</u>	<u>R145 425.00</u>
<u>Soweto Theatre</u>	<u>00833/22</u>	<u>Repairing Of Red Theatre Damp Wall For Soweto Theatre</u>	<u>Sault Professionals (Pty) Ltd</u>	<u>Once Off</u>	<u>Level 1</u>	<u>Evaluated in accordance with the PPPFA and regulations</u>	<u>R195 499.00</u>
<b><u>Department</u></b>	<b><u>Contract No</u></b>	<b><u>Description</u></b>	<b><u>Contracted Service Provider</u></b>	<b><u>Period</u></b>	<b><u>BBBEE Level</u></b>	<b><u>Applicable procurement legislation</u></b>	<b><u>Value of the Contract (Vat Incl)</u></b>
<u>Soweto Theatre</u>	<u>00834/22</u>	<u>Supply, Delivery And Installation Of Clear View Fence For Soweto Theatre</u>	<u>Eyethu Printing (Pty) Ltd</u>	<u>Once Off</u>	<u>Level 1</u>	<u>Evaluated in accordance with the PPPFA and regulations</u>	<u>R40 550.00</u>
<u>Soweto Theatre</u>	<u>00835/22</u>	<u>Supply &amp; Delivery Of GrandMA3 On PC Command Wing XI</u>	<u>DWR Distribution (Pty) Ltd</u>	<u>Once Off</u>	<u>Level 3</u>	<u>Evaluated in accordance with the PPPFA and regulations</u>	<u>R 175 531.25</u>
<u>Building &amp; Security</u>	<u>00836/22</u>	<u>Supply &amp; Delivery Lift Cables</u>	<u>Rock Engineering Africa (Pty) LTD</u>	<u>Once Off</u>	<u>Level 1</u>	<u>Evaluated in accordance with the PPPFA and regulations</u>	<u>R 92 460.00</u>
<u>Building &amp; Security</u>	<u>00837/22</u>	<u>Waterproofing Of Peoples Theatre Foyer at Joburg Theatre</u>	<u>Puledi Construction (Pty) LTD</u>	<u>Once Off</u>	<u>Level 1</u>	<u>Evaluated in accordance with the PPPFA and regulations</u>	<u>R52 526.00</u>



<u>Marketing</u>	<u>00839/22</u>	<u>Placing Of An Advert On Online And Publication Platform For Joburg City Theatres</u>	<u>In Your Pocket</u>	<u>12 Months</u>	<u>Level 4</u>	<u>Evaluated in accordance with the PPPFA and regulations</u>	<u>As And When Need Basis</u>
<u>Marketing</u>	<u>00840/22</u>	<u>Streaming Of The Theatre Productions For Joburg City Theatres</u>	<u>Marvellous Video Editing &amp; Photography (Pty) LTD</u>		<u>Level 1</u>	<u>Evaluated in accordance with the PPPFA and regulations</u>	<u>As And When Need Basis</u>
<u>Customer Services</u>	<u>00841/22</u>	<u>Supply &amp; Delivery Of Mobile Android Scanners</u>	<u>Evetu Printing (Pty) LTD ta EP4 Mphile Trading</u>	<u>Once Off</u>	<u>Level 1</u>	<u>Evaluated in accordance with the PPPFA and regulations</u>	<u>R 63 000.00</u>
<u>Building &amp; Security</u>	<u>00843/22</u>	<u>Repair of Water Feature At The Theatre Park</u>	<u>Edem Consulting Engineers (Pty) LTD</u>	<u>Once Off</u>	<u>Level 1</u>	<u>Evaluated in accordance with the PPPFA and regulations</u>	<u>R 99 475.00</u>

## SPENT REPORT

The percentage of BBBEE and SMME companies respectively, supported during the 4<sup>th</sup> quarter (01 April 2022 – 30 June 2022) are as follow:

<b>JOBURG THEATRE</b>						
<b>TOTAL SPEND</b>	<b>BBBEE CONTRIBUTORS</b>	<b>NON COMPLIANT CONTRIBUTORS</b>	<b>SMME CONTRIBUTIONS</b>	<b>WOMEN CONTRIBUTION</b>	<b>YOUTH CONTRIBUTION</b>	
<b>R 19,762,319.40</b>	<b>R 16,388,423.69</b>	<b>R 3,373,895.71</b>	<b>R 11,191,137.65</b>	<b>R 3,297,071.42</b>	<b>R 1,857,684.26</b>	
<b>131 suppliers</b>	<b>83%</b> <b>122 suppliers</b>	<b>21%</b> <b>9 suppliers</b>	<b>57%</b> <b>86 suppliers</b>	<b>17%</b> <b>28 suppliers</b>	<b>9%</b> <b>32 suppliers</b>	
<b>ROODEPOORT &amp; SOWETO THEATRE &amp; ZOO</b>						
<b>TOTAL SPEND</b>	<b>BBBEE CONTRIBUTORS</b>	<b>NON COMPLIANT CONTRIBUTORS</b>	<b>SMME CONTRIBUTIONS</b>	<b>WOMEN CONTRIBUTION</b>	<b>YOUTH CONTRIBUTION</b>	
<b>R 3,333,954.72</b>	<b>R 4,195,099.29</b>	<b>-R 861,144.57</b>	<b>R 2,495,325.06</b>	<b>R 2,495,325.06</b>	<b>R 942,724.10</b>	
<b>58 suppliers</b>	<b>126%</b> <b>57 suppliers</b>	<b>-21%</b> <b>1 supplier</b>	<b>75%</b> <b>44 suppliers</b>	<b>75%</b> <b>11 suppliers</b>	<b>28%</b> <b>20 suppliers</b>	
<b>JOBURG CITY THEATRES (CONSOLIDATED)</b>						
<b>TOTAL SPEND</b>	<b>BBBEE CONTRIBUTORS</b>	<b>NON COMPLIANT CONTRIBUTORS</b>	<b>SMME CONTRIBUTIONS</b>	<b>WOMEN CONTRIBUTION</b>	<b>YOUTH CONTRIBUTION</b>	
<b>R 23,096,274.12</b>	<b>R 20,583,522.99</b>	<b>R 2,512,751.13</b>	<b>R 13,686,462.71</b>	<b>R 5,792,396.48</b>	<b>R 2,800,408.36</b>	
<b>189 suppliers</b>	<b>104%</b> <b>179 suppliers</b>	<b>0.0%</b> <b>10 suppliers</b>	<b>66%</b> <b>130 suppliers</b>	<b>46%</b> <b>39 suppliers</b>	<b>19%</b> <b>52 suppliers</b>	

### Note:

A total of 189 service providers supplied goods / services for both Joburg Theatre and Roodepoort & Soweto Theatre, and were calculated as such.

### **Section 6: Statement on Amounts Owed By and To Government Departments and Public Entities**

The table below depicts Amounts Owed by Government Departments and Public Entities:

Name of Department	Amounts owed	Account Status	Comments
City of Johannesburg	13 771 996.68	74% is sitting under current ,3% is sitting under 30 days on the debtors age analysis ,6% on 60 days,0% is sitting 90daysand 17% is sitting in over 120 days	100% of this balance is for COJ department and COJ entities The amount relates to catering services provide to COJ,Arts and Culture collaborative program, capex and customer deposit
Gauteng eGovernment	7 560.01	100% is sitting in over 120days	The amount relates to catering services

The table below depicts Amounts Owed by Joburg City Theatres to Government Departments and Public Entities:

Name of Department	Amounts owed	Account Status	Comments
City of Johannesburg	1 128 330.97	18% is sitting under current and 92% is sitting under 30 days on the creditor's age analysis.	The amount relates to insourcing, fibre connection, insurance and rental

## CHAPTER FOUR: HUMAN RESOURCES AND ORGANISATIONAL MANAGEMENT

### Section 1: Human Resources Management

Joburg City Theatres (JCT) Human Resources (HR) Management function is responsible for creating, delivering and sustaining the value proposition for the organisation's strategic objectives. The department was engaged in recruitment and selection, training and development, implementing the employee wellness programmes, labour relations, and implementation of approved HR policies and procedures.

The entity's overall objective as set out in its employment policy is to ensure that the company's employment practices and remuneration policies motivate and retain talented employees and create an attractive environment for all employees. The employment policy is periodically reviewed to ensure that it remains relevant and practical for the changing needs of current and potential employees. Our vision is to be the employer of choice in our field. Our vision is to stay at the top end of compliance by including such requirements into our working practices.

### Section 2: Employee Remuneration

<b>EMPLOYEE COST BREAKDOWN</b>	<b><u>2022</u></b>
Net Salary	28 062 528.37
PAYE & UIF	9 490 617.91
SDL	455 948.01
PENSION & MEDICAL AID	10 069 408.25
THIRD PARTIES	234 914.96
Leave Accruals & Bonus Provisions	3 041 859.88
OTHER	204 423.51
	<b>51 559 700.89</b>

### Section 3: Key Vacancies

The total number of JCT approved positions is **260** positions filled. The number of filled positions is **242**. The number of vacant posts stands at **18**.

A detailed staff establishment per department is provided in **Table 1** below to indicate occupancy and vacancy percentages as per the approved structure.

**Table 1: Detailed analysis on occupancy and vacancy report**

Department	Approved Positions	Occupied Positions	Vacant Positions	Temporary Staff	Interns / Learners	Total
Governance	8	7	1	0	0	7
Human Resources	4	3	1	0	1	4
Stage	29	27	2	0	2	29
Finance and SCM	17	16	1	3	4	23
Building & Security	62	58	4	0	1	59
Customer Services	9	8	1	26	2	36
Client Services (Programming)	10	8	2	0	2	10
Hospitality & Catering	31	27	4	166	0	193
Soweto Theatre	60	59	1	21	4	84
Roodepoort Theatre	30	29	1	16q	1	46
<b>Total</b>	<b>260</b>	<b>242</b>	<b>18</b>	<b>232</b>	<b>17</b>	<b>491</b>
<b>Vacancy and Occupancy %</b>		<b>93%</b>	<b>7%</b>	<b>44%</b>	<b>4%</b>	

JCT is operating at **93%** occupancy against the approved staff establishment with the remaining **7%** recorded as vacancy rate. In addition to the above staffing, **3%** of human capacity comprises of interns that are placed within various departments and **47%** of temporary/Adhocs staff members.

JCT has **232** temporary/Adhocs employees in this quarter under review. The majority of these temporary employees are working in the Hospitality and Catering department (*i.e.* **166**). The other **66** are ushers contracted to work whenever there are shows. The appointment of temporary employees is dictated by the needs of the business. The number of temporary employees fluctuates on monthly basis due to the nature of the business.

**Recruitment Process**

The table below summarises the recruitment activities and progress towards filing of vacant positions. The filing of vacant posts highlighted in blue has been deferred due to **operational reasons**.

**Table 2** provides a status report on the outstanding vacancies.

**Table 2: (a) Recruitment progress report: Permanent employees**

Department	Position	Mode of recruitment	Progress
Governance	General Manager: Strategic & Relations projects	External	The City Manager has issued a provisional moratorium not to fill vacant post for senior manager positions. However, where operational requirements warrant the filling of position to mitigate risks of any nature, a motivation to the City Manager can be made requesting approval to fill the applicable post.



Department	Position	Mode of recruitment	Progress
Building & Security	Building & Facilities Manager	External	Recruitment is in progress.
	Building Technician	External	Recruitment is in progress
	Health & Safety Officer		Recruitment is deferred
	Health & Safety Officer		Recruitment is deferred
Stage	Stage Manager	External	Recruitment is in progress
	Senior AV Technician	External	Interviews completed. Verification process and reference checks is in progress
Customer Services	Customer Services Assistant	External	The City has completed the grading of the position. Recruitment is in progress.
Client Services	Artistic Director	External	Vacancy has been filled. Job offer has been signed. Employee commences work on 1 July 2022.
	General Manager: Marketing & Communications	External	The City Manager has issued a provisional moratorium not to fill vacant post. Motivation request to fill the vacancy has been submitted to A/CM. Recruitment to begin as soon as the Acting City Manager has approved the motivation request to fill the vacancy
Finance	Payroll Administrator	External	Interviews completed. Verification process and reference checks is in progress
Corporate and Shared Services	Corporate and Shared Services Manager		Recruitment is deferred
Soweto Theatre	Cleaner	Internal	Interviews completed. Verification process and reference checks is in progress
Roodepoort Theatre	Marketing Assistant		Recruitment is deferred.
Hospitality & Catering	Junior Sous Chef	External	Interviews completed. Verification process and reference checks is in progress
	Hospitality Manager	External	Interviews completed. Verification process and reference checks is in progress
	Food & Beverage Manager	External	Interviews completed. Verification process and reference checks is in progress
	Sous Chef	External	Recruitment is in progress

**Table 2: (b) Recruitment progress report: 2 Interns**

Department/Section	Mode of Recruitment	Progress	
Technical RT	External	Reference check and Verifications process in progress.	Technical RT
Governance Intern	External	Reference check and Verifications process in progress.	Governance Intern
Programing intern	External	Interviews was scheduled for 15 June but could not take place due the unavailability of the Line Manager. Postponed until further notice when the line manager is back from overseas.	Programing intern
Strategic Support Intern	External	Reference check and Verifications process in progress.	Strategic Support Intern

**Appointments**

Four (4) permanent and thirty-two (32) temporary appointments was recorded during the quarter as shown in the tables below.

**Table 3(a) permanent appointments**

Department	Position	Number of appointees	Effective Date
Client Services and Programing	Assistant Producer	1	01/02/2022
Governance	Strategic Support Manager	1	19/01/2022
Soweto Theatre	Stage Crew	1	01/02/2022
	Building and Facilities Officer	1	01/03/2022

**Table 3(b): Temporary appointments**

Department	Position	No of appointees	Effective Date
Hospitality & Catering	Bartenders & waitress / Casuals	28	01/04/2022
Customer Services	Ushers-JT	3	01/04/2022
Soweto Theatre	Usher	1	01/04/2022

The table below reflects the number of interns appointed in this quarter.

**Table 3: (c) Interns appointment: Interns**

Department/Section	Intern	No of appointees	Effective Date
Human Resources Services	HR Intern	1	01/04/2022

## Staff Turnover

Three (3) permanent and three (3) temporary terminations of employment was recorded during the quarter as shown in the tables below.

**Table 4 (a) Terminations of permanent employees**

Department	Position	Reason for termination	Effective Date
Client Services	Marketing Manager	Resignation	29/04/2022
Building & Security	Building Technician	Resignation	21/05/2022
Hospitality and Catering	Sous Chef	Dismissal	13/05/2022

**Table 4(b): 19 Terminations of temporary employees**

Department	Position	Reason for termination	Effective Date
Customer Services- RT	Ushers x 3	Contracts ended	30/04/2022

The second largest group of temporary employees is found in the Hospitality and Catering department. These groups of employees consist of waiters, scullers, bartenders, commie chefs, kitchen staff, banqueting staff and general assistants, etc. The Department currently utilizes Fixed Term Contract due to the business requirements for the following reasons –

- There is no fixed patron capacity in the theatre bars as the business in this area is determined by the shows that are on the stage at any given time, hence this area is treated as seasonal work based on the seasonal run of any given show.
- The restaurant business is managed on a day-to-day basis based as per point 1, as well as the daily take up of the restaurant by the surrounding businesses.
- Unfortunately, the department often experiences an extreme fluctuation of business volumes that occur over a period of any one year due to the area of the hospitality it works in, namely, the theatre.
- There are very few foreign nationals in the workforce and their fixed term contracts are based on their current valid work permits.

The number of temporary employees fluctuates on monthly basis due to the nature of the business. The table below summarises the recruitment activities and progress towards filing of vacant positions.

## 1.1 WORKFORCE PROFILE PER THEATRE

### 1.1.1. Joburg City Theatres

Table 2: Workforce Profile

Occupational Level	Male				Female				Foreign Nationals		Grand Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	0	0	0	1	0	0	0	0	0	1
Senior Management	1	0	0	0	1	0	0	0	0	0	2
Professionally Qualified / Middle Management	9	1	0	5	4	1	0	1	0	0	21
Skilled Technically and Academically Qualified	16	0	1	3	12	0	0	0	0	0	32
Semi-Skilled	27	1	0	0	14	0	0	0	0	0	42
Unskilled	17	0	0	0	12	0	0	0	0	0	29
<b>Total</b>	<b>70</b>	<b>2</b>	<b>1</b>	<b>8</b>	<b>44</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>127</b>
<b>% Gender Representation</b>	<b>55%</b>	<b>2%</b>	<b>0.8%</b>	<b>6%</b>	<b>35%</b>	<b>0.8%</b>	<b>0.0%</b>	<b>0.8%</b>	<b>0.0%</b>	<b>0.0%</b>	

### 1.1.2. Soweto Theatre

Table 4: Workforce Profile

Occupational Level	Male				Female				Foreign Nationals		Grand Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	0	0	0	0
Professionally Qualified / Middle Management	1	0	0	0	0	0	0	0	0	0	1
Skilled Technically and Academically	2	0	0	0	7	0	0	0	0	0	9
Semi-Skilled	7	0	0	0	3	0	0	0	0	0	10
Unskilled	28	0	0	0	11	0	0	0	0	0	39
<b>Total</b>	<b>38</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>59</b>
<b>% of Gender Representation</b>	<b>64%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>36%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

### 1.1.3. Roodepoort Theatre

Table 5: Workforce Profile

Occupational Level	Male				Female				Foreign Nationals		Grand Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	0	0	0	0
Professionally Qualified / Middle Management	0	0	1	0	0	0	0	0	0	0	1
Skilled Technically and Academically Qualified	1	0	0	0	3	1	0	0	0	0	5
Semi-Skilled	4	0	0	0	2	0	0	0	0	0	6
Unskilled	12	0	0	0	5	0	0	0	0	0	17
<b>Total</b>	<b>17</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>10</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29</b>
<b>% of Gender Representation</b>	<b>59%</b>	<b>0.0%</b>	<b>3.4%</b>	<b>0.0%</b>	<b>34%</b>	<b>3.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	

### 1.1.4. Hospitality and Catering

Table 6: Workforce Profile

Occupational Level	Male				Female				Foreign Nationals		Grand Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	0	0	0	0
Professionally Qualified / Middle Management	0	0	1	1	1	0	0	0	0	0	3
Skilled Technically and Academically Qualified	3	0	0	2	3	0	0	0	1	0	9
Semi-Skilled	6	0	0	0	5	0	0	0	4	0	15
Unskilled	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>9</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>27</b>
<b>% of Gender Representation</b>	<b>33%</b>	<b>0%</b>	<b>4%</b>	<b>11%</b>	<b>33%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0%</b>	<b>19%</b>	<b>0.0%</b>	

## Section 4: Employment Equity



Section 20 of the Employment Equity Act, 1998, provides that the employer must prepare and implement an employment equity plan, which will help to reach employment equity in the workplace. The company encourages promotion within the core employment base, with particular attention given to the opportunities of promoting those staff members from historically disadvantaged communities.

All the relevant employment equity reports, return of earnings and work skill plans are submitted to the Department of Labour and Culture, Arts, Tourism, Hospitality and Sport SETA (CATHSSETA). The company receives SETA rebates on a regular, fully monitored basis. The Chief Executive Officer, together with the Chief Operating Officer, is responsible for the monitoring of the implementation of the employment equity plan. The company is committed to the principles of equity, anti-discrimination and diversity as enshrined in the Constitution and the Employment Equity Act. In this context, Joburg Theatre seeks to create an institution that reflects the diversity of South African society, and which contributes to maximising the human resource potential of its entire people.

The Company has employment policies that it believes are appropriate to the business and the market in which it trades. Equal employment opportunities are offered to all employees. The company firmly endorses the four key areas of employment equity identified by the Employment Equity Act:

- elimination of discrimination in decision-making;
- promotion of employee diversity;
- reduction of barriers to advancement of the disadvantaged; and
- Introduction of measures and procedures for transformation.

The implementation of JCT's three-year employment equity plan is on track. The implementation of the plan is monitored on quarterly and annual basis through the reports submitted to the City and to the Department of Labour to ensure compliance requirements are fully met. The theatre's management team is inclusive and representative of the demographics of the country. The members of the support management team comprise of staff members from a diverse background.

JCT is committed to the principles of equity, anti-discrimination and diversity as enshrined in the Constitution and the Employment Equity Act. In this context, JCT seeks to create an institution that reflects the diversity of South African society, which contributes to maximising the human resource potential of its entire people. JCT is committed to appointing a fair representation of employees in terms of race and gender in order to comply with its employment equity plan. The tables and graphs below are based on the formats prescribed by the Employment Equity Act, 55 of 1998 and the Department of Labour.

#### **Employment Equity and Affirmative Action plans**

JCT is committed to appointing a fair representation of employees in terms of race and gender in order to comply with its employment equity plan. The Employment Equity is profiled according to gender, disability, race, and by occupational levels. The employment equity targets are aligned to the country's Economically Active Population (EAP) percentage distribution within the Gauteng region. The EAP includes people from **16 to 65 years of age**, who are either employed or unemployed and seeking employment and is used to assist employers in the analysis of their workforce to determine the degree of under-representation of the designated groups.

**Table 7: Employment Equity Profile**

Occupational Level	Male				Female				Foreign Nationals		Grand Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	0	0	0	1	0	0	0	0	0	1
Senior Management	1	0	0	0	1	0	0	0	0	0	2
Professionally Qualified / Middle Management	10	1	2	6	6	1	0	1	0	0	27
Skilled Technically and Academically Qualified	20	0	1	4	23	1	1	0	1	0	51
Semi-Skilled	47	1	0	0	25	0	0	0	4	0	77
Unskilled	56	0	0	0	28	0	0	0		0	84
<b>Total</b>	<b>134</b>	<b>2</b>	<b>3</b>	<b>10</b>	<b>84</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>5</b>	<b>0</b>	<b>242</b>
<b>% of Gender Representation</b>	<b>55.4 %</b>	<b>0.8%</b>	<b>1.2%</b>	<b>4%</b>	<b>35%</b>	<b>0.8%</b>	<b>0.4%</b>	<b>0.4%</b>	<b>2%</b>	<b>0.0%</b>	

**Table 8: Disability Profile**

Occupational Level	Male				Female				Total PWDs
	A	C	I	W	A	C	I	W	
Top Management	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	0	0
Professionally Qualified / Middle Management	0	0	0	0	0	1	0	0	1
Skilled Technically and Academically Qualified	0	0	0	0	1	0	0	0	1
Semi-Skilled	0	0	0	0	0	0	0	0	0
Unskilled	1	0	0	0	1	0	0	0	2
<b>Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>4</b>

The target for employment of Persons with disability is 2%. It should be achieved against the institution's entire staff compliment. The employment of the persons with disabilities is currently at 1.7%.

To balance the Employment Equity within the company, JCT will give preference to designated people, women and persons with disabilities when opportunities arise. These targets will be achieved by way of replacing employees who leave the organization due to natural attrition and reasons related to staff turnover.

In order to achieve the equitable representation, Joburg Theatre will ensure that the following strategies are adopted and implemented:

- Where gender and racial underrepresentation exist in the Workforce, targeted recruitment for the EE Targeted candidate shall be enforced unless the suitably qualified candidate from the Targeted Group was not found;

- Identify training which is aimed at addressing the imbalances within the organisation –train individual in order to create a pool of suitably qualified employees from the Targeted Group and give them an opportunity for growth in line with the EE Targets.

**Table 9: Employment Equity and Economically Active Population (EAP) Targets**

Description	Total number of employees	Gauteng EAP EE Target %	JCT EE Actual %	Variance
Africans	223	81.0%	92%	11%
Coloureds	4	2.6%	1.6%	- 1%
Indians	4	2.9%	1.6%	-1.3%
Whites	11	13.5%	5%	-8.5%
Persons with disability	4	2.0%	1.7%	-0.3%
Male	153	55.9%	63%	7.1%
Female	89	44.1%	37%	-7.1%

**Table 10: Gender representation**

Gender	African		Coloured		Indian		White		TOTAL	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Male	45.3%	57%	1.3%	0.8%	1.9%	1.2%	7.4%	4%	55.9%	63%
Female	35.7%	35%	1.3%	0.8%	1.0%	0.4%	6.1%	0.4%	44.1%	37%
TOTAL	81.0%	92%	2.6%	1.6%	2.9%	1.6%	13.5%	4.4%		
			Target Achieved							
			Requires Improvement							

To balance the Employment Equity within the company, JCT will give preference to designated people, women and persons with disabilities when opportunities arise. These targets will be achieved by way of replacing employees who leave the organization due to natural attrition and reasons related to staff turnover. In order to attract PWDs, adverts will also be pinned in the City's library. We will also request the Department of Labour to send applications as per the inherent requirements of the position, whenever there are vacancies.

**Table 11: Age Analysis profile per race and gender**

Age Groups	No of Staff	% Representation	Gender		Race			
			Male	Female	A	C	I	W
18-25	3	1%	1	2	3	0	0	0
26-35	71	29%	41	30	69	1	1	0
36-45	93	38%	63	30	87	2	2	2
46-55	54	22%	31	23	48	0	1	5
56-65	21	9%	17	4	16	1	0	4
<b>Total</b>	<b>242</b>	<b>100%</b>	<b>153</b>	<b>89</b>	<b>223</b>	<b>4</b>	<b>4</b>	<b>11</b>

JCT employees aged between 18-35 years of age (youth) represent **30%** of the staff population, 36-55 years (prime working age) represents **60%** and 56-65 (mature working age) represent a marginal **9%** of staff.

### Section 5: Skills Development and Training

This section provides the quarterly reporting on the status of employee’s skills development and training initiatives undertaken by employees. In line with Training and Development Policy, JCT is committed to sustaining a continuous programme of training and development for its management and staff to improve either job performance and/or competitiveness for promotion.

The company has a policy in respect of paid assistance for skills development courses, which help in enhancing the skills of previously disadvantaged individuals. Seven (**7**) employees are studying towards a qualification in different institutions which is summarised in the table below

**Table 11: Subsidised Education Training**

TRAINING	NUMBER OF DELEGATES	INSTITUTION
Postgraduate Diploma in Management	1	Regent Business School
Postgraduate Diploma in IT Management	1	MANCOSA
Postgraduate Diploma in Supply Chain Management	1	Regent Business School
Bachelor of Business Administration	1	MANCOSA
B Com HR	1	Regent Business School
Master’s in Business Administration	1	Regent Business School
NEBOSH International Diploma In Safety Management	1	SHEilds
<b>TOTAL BENEFICIARIES</b>	<b>7</b>	

The company is committed to sustaining a continuous programme of training and development for its management and staff to improve either job performance and/or competitiveness for promotion. The Company has a policy in respect of paid assistance for skills development courses. The policy also intends to include access to training by members of designated groups, structured training and development programmes.

The education assistance scheme ensures that employees are able to improve their educational qualifications with the assistance of the funding from the company. Most of the assistance is provided over two to three years, which is mostly the duration of academic programs.

One hundred and forty-two (**142**) employees attended the training interventions in this quarter under review. The training offered as well as its associated costs is reflected in the table.



**Table 12: Training attended**

Occupational Levels	Training intervention	Number of staff	Costs
Top Management	None	0	R00.00
Senior Management	None	0	R00.00
Professionally Qualified / Middle Management	First Aid Level 3 Training	1	R 2 972.75
Skilled Technically and Academically Qualified	First Aid Level 2 training First Aid Level 3 Training	28	R 84 166.48
Semi-skilled	First Aid Level 2 training First Aid Level 3 Training	54	R 166 570.12
Unskilled	First Aid Level 3 Training	38	R 112 964.5
Temporary employees	First Aid Level 3 Training	21	R 62 427.75
<b>TOTAL</b>		<b>142</b>	<b>R 429 101.6</b>

## Section 6: Performance Management and Succession Plan

JCT has a performance management policy and procedure for setting performance objectives, which is aligned to the Business Plan. Formal performance reviews are conducted bi-annually during December and June. Year-end performance ratings are the determinant of a performance reward for employees. An enhanced performance development and coaching approach is being conducted on a continuous basis to ensure that employee performance is consistently and fairly reviewed.

Succession planning within the company has been implemented for all senior management. The succession and retention will be reviewed going forward, depending on funding being available. Retention strategies aimed at discouraging the employees from leaving the company will be developed and discussed.

## Section 7: Leave and Productivity Management

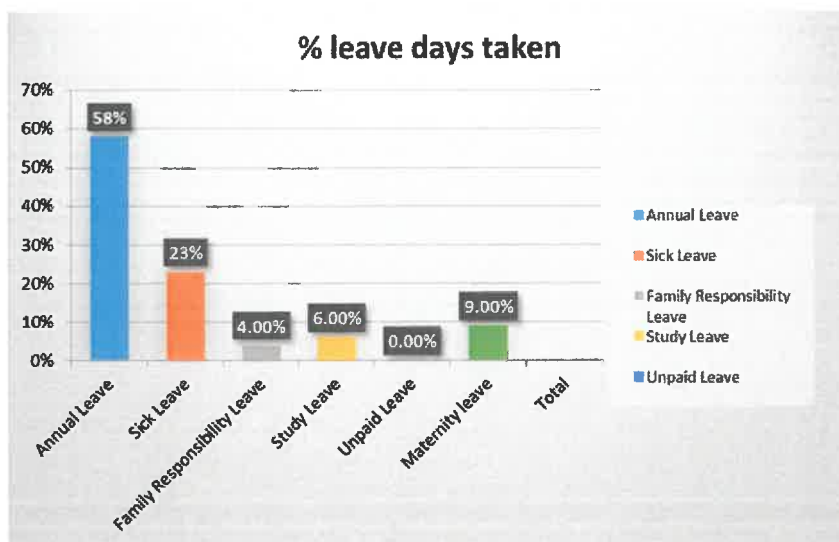
In line with the approved Leave policy, JCT employees are entitled to 21/24 days leave per annum to be taken at a time convenient to JCT and agreed upon by line management. 80 sick leave days in a three (3) year cycle are also provided. The section below provides a detailed overall leave management and analysis per theatre.

**Table 13: Overall Company Leave Analysis**

Type of leave	Q1 (Jul -Sep)	Q2 (Oct-Dec)	Q3 (Jan - Mar)	Q4 (Apr - Jun)	Total Leave Taken	% Leave days taken
Annual Leave	926	433	548	362	362	58
Sick Leave	103	188	70	142	142	23
Family Responsibility Leave	22	23	12	27	27	4
Study Leave	14	76	0	38	38	6
Unpaid Leave	0	0	0	0	0	0
Maternity Leave	0	29	36	57	57	9
<b>Total</b>	<b>1065</b>	<b>749</b>	<b>666</b>		<b>666</b>	<b>100</b>



A total of **626** leave days were taken in this quarter. Human Capital Management department continues to monitor the leave and employee attendance to mitigate against the abuse of sick and family responsibility leave.



**Figure 1: Leave Analysis**

Annual leave tops the list as per figure 1 above by 58%, Sick Leave at 23%, Study leave at 6%, Family Responsibility leave at 4% and Maternity leave at 9% in this quarter.

A table below provides a detailed breakdown of leave days taken per theatre:

**Table 14: Joburg Theatre**

Number of Staff	Type of leave	Q1	Q2	Q3	Q4	Total Leave Taken
136	Annual Leave	796	311	407	297	1811
	Sick Leave	78	141	63	76	358
	Family Responsibility Leave	22	23	12	22	79
	Study Leave	14	69	0	26	109
	Unpaid Leave	0	0	0	0	0
	Maternity Leave	0	29	36	57	122
	<b>Total</b>		<b>910</b>	<b>573</b>	<b>518</b>	<b>478</b>

**Table 15: Soweto Theatre**

Number of Staff	Type of leave	Q1	Q2	Q3	Q4	Total Leave Taken
16	Annual Leave	35	66	70	32	203
	Sick Leave	25	46	7	65	143
	Family Responsibility Leave	0	0	0	0	0
	Study Leave	0	7	0	12	19
	Unpaid Leave	0	0	0	0	0
	Maternity Leave	0	0	0	0	0
	<b>Total</b>		<b>60</b>	<b>119</b>	<b>77</b>	<b>109</b>

**Table 16: Roodepoort Theatre**

Number of Staff	Type of leave	Q1	Q2	Q3	Q4	Total Leave Taken
15	Annual Leave	95	56	71	33	255
	Sick Leave	0	1	0	1	2
	Family Responsibility Leave	0	0	0	5	5
	Study Leave	0	0	0	0	0
	Unpaid Leave	0	0	0	0	0
	Maternity Leave	0	0	0	0	0
	<b>Total</b>		<b>95</b>	<b>57</b>	<b>71</b>	<b>39</b>

### Section 8: Disciplinary Matters and Outcomes

The Human Capital Department deals with employee / employer related issues and thereby maintaining direct lines of communication with employees. There was no disciplinary hearing was conducted in this quarter.

All entity's labour disputes are referred to South African Local Government Bargaining Council (SALGBC) for conciliation and/or arbitration. The Human Resources Manager's office deals with employee / employer related issues and thereby maintaining direct lines of communication with employees.

### Union Membership

No one joined the labour union in this quarter. The total of employees belonging to labour unions stands at **121**. **49** employees subscribe to IMATU while **72** to SAMWU. **121** employees who are not affiliated to any Union pay Agency Shop Fees to the Council. **3** employees do not pay Agency Shop fees.

## Labour Relations matters

One (1) former employee's dispute that was referred to SALBGC for arbitration has been finalised. The table below summarises the labour relations cases recorded for the 4<sup>th</sup> quarter.

**Table 17: Labour Relations Cases**

Department	Position	Nature	Progress and/or Outcome
Catering & Hospitality	Waitresses & Waiters	Allegations of fraud	Employees (waitress/waitresses & bartenders) suspended. Investigation completed. Charges were issued. <b>DC hearing : 27 June 2022</b>
Roodepoort Theatre	Security Officer x 2	Allegations of dishonesty	Disciplinary Case was scheduled to take place on the 20 <sup>th</sup> of June 2022, However due to one of the accused being on leave due to family bereavement the DC will no longer take place as planned. A new date to be determined.
	Security Officer	Making false and disparaging accusations against a fellow employee & Insolent, rude, provocative and aggressive behaviour	DC hearing was scheduled for Friday, 10 June 2022 but could not sit due to the Chairperson's unavailability. He had to attend labour matter at the Labour Court. Both parties have now confirmed availability for the 29 <sup>th</sup> of June 2022. The prosecutor will request that the DC hearing go ahead even if the accused and her representative do not attend. <b>DC hearing: 29 June 2022.</b>
Soweto Theatre	Security Officers X2	Drinking alcohol on Duty / being under the influence of alcohol while performing their duties and refusing to take breathalyser test at the police station	The accused employees have since apologised. Thus, a formal DC hearing will not be conducted. However, a Prosecutor will be appointed to draft a Plea- Agreement. It will be presented to the Chairperson who will make determination regarding the sanction.
Client Services	Marketing Executive (ex-employee)	Unfair labour practice – Unfair suspension.	Arbitration Award has been issued in favour of the Respondent. Applicant's application was dismissed.

Despite the challenges, it is clear that majority of JCT staff uphold the policies, procedures and values of the organisation. This conclusion is drawn from the total number of disciplinary cases that were conducted within the quarter.

## Section 9: Employee Wellness

Joburg City Theatres has a Service Level Agreement with ICAS, the service provider, which provides Employee Assistance Programme (EAP) across the three theatres. ICAS provides 24 hours online (internet, website, WhatsApp, call-back, etc.), inbound and outbound telephonic, and face-to-face health and wellness information and counselling to staff members. Employees and their immediate families continues to access the service free of charge.

### Activities taking place continuously in the theatre to keep employees healthy:

- Employees are continuously participating in the internal gym.
- The company hosts aerobics sessions three times a week for an hour.
- These classes are good for exercising and promoting staff engagement
- The aerobics class also partake in the external walks/runs and wellness activities.

## Section 10: Employee Benefits

The Company is a participating employer in the various retirement benefit schemes through which the City of Johannesburg Metropolitan Municipality and its associated Municipal Entities (MEs) provide post-employment benefits to their permanent employees.

Joburg City Theatres currently operates three funds and has the following number of employees on each fund:

- Johannesburg Municipal Pension Fund (NMG) has **12** employees.
- Joburg Pension Fund has **224** employees.
- Mutual Gratuity Pension Fund (MGF) has **6** employees.

The total number of employees on pension funds is **242**.

### Medical Aid Funds

The company also administers three accredited medical aid schemes and pays a minimum of 60% and 75% monthly premium contribution on behalf of its members. Currently sixty-two (62) employees are members of the schemes as follows:

- Discovery has 60 members, of which 40 receive 60% employer contributions, 18 receives 75%, while 2 employees on total cost to company contribute 100%.
- LA Health has 1 member who receives 60% company contributions
- Key Health has only 1 member who receives 60% company contributions

### Company Allowances

Fifty-six (**56**) employees receive homeowner's allowance. Sixty-seven (**67**) employees receive Cellphone allowances while forty-five (**45**) receive data allowances towards the use for business purposes of their personal cell phones.

## **Section 11: Occupational Health & Safety Programmes**

The Occupational Health and Safety Manager is a member of the COJ's workplace wellness coordinators forum, which deals amongst others with the HIV Counselling and Training outreach campaign to assist employees in screening and the COJ Group SHE Steering committee, which ensures the company's compliance to the Occupational Health and Safety Act, (85 of 1993). The Occupational Health and Safety Act, (85 of 1993), regulate occupational Health and Safety in the workplace.

Section (16)1 places the responsibility and liability on the Chief Executive Officer (CEO) to ensure that the duties imposed on the employer are properly discharged. The implication hereof is that the CEO has to ensure that an occupational health and safety management system is implemented which will give effect to the provisions of this Act.

The City Manager is the section 16(1) responsible person for the COJ and the MD's/CEO's are the section 16(1) responsible persons for the Municipal Entities. The Act makes provision for the CEO's / MD's to appoint person's under their control to assist them in the duties in relation to the provisions of the Act.

Joburg City Theatres has appointed Lieb Venter as the Liaison with the COJ Group SHE Directorate as the company's current Occupational Health and Safety Manager. The General Managers of both Soweto Theatre and Roodepoort Theatre were also appointed as the Health and Safety Coordinators at their respective theatres. The Health and Safety committee is functional and meetings are convened regularly as required.

Inspections are undertaken and all Health and Safety equipment is up-to-date.

Permanent and part-time staff members are continuously trained in the areas of First Aid, Safety, Fire, and evacuation. A safety committee is in place and holds regular monthly and quarterly meetings.

### **COVID-19**

JCT does not have record of employees who tested for COVID-19 in this quarter. JCT always reminds employees to practice all prescribed health and safety precautionary measures to curb the transmission of COVID-19.

### **HIV/AIDS on the Workplace**

The management of HIV/AIDS is an important challenge facing every organisation in the country. Joburg City Theatres is committed to maintaining the health and welfare of all its employees as well as providing a safe and hygienic working environment. JCT's policy on HIV/AIDS ensures that no employee, or applicant, is discriminated against based on their HIV status. The company's policy is aligned with the City of Johannesburg's AIDS Strategy.

**JCT has adopted the following core principles as a basis for its HIV/AIDS policy:**

- Continuously assess the risks posed by HIV/AIDS on the business;
- Limit the number of new infections among employees. In order to ensure that all employees are made aware of the problem and - in the process – hope to reduce the rate of HIV/AIDS, JCT supplies free condoms in all washroom areas back stage.
- Distribute pamphlets internally to employees relating to HIV/AIDS and participate in the Voluntary Counselling and Testing in support of World AIDS Day.
- Ensure employees living with HIV/AIDS are aware of their rights and that their rights are respected and protected.
- Provide care and support to employees living with HIV/AIDS within current legislative parameter.



## CHAPTER FIVE: FINANCIAL PERFORMANCE AND EXPOSURE

### Section 1: Statement of Financial Position

#### Joburg Theatre (SOC) Limited

(Registration number 2000/013032/07)

Annual Financial Statements for the year ended 30 June 2022

#### Statement of Financial Position as at 30 June 2022

Figures in Rand	Note(s)	2022	2021
<b>Assets</b>			
<b>Current Assets</b>			
Inventories	2	17,172,282	2,152,488
Receivables from exchange transactions	3	11,465,111	36,658,932
VAT receivable	4	3,067,271	2,036,376
Cash and cash equivalents	5	17,400,870	10,038,804
		<b>49,105,534</b>	<b>50,886,600</b>
<b>Non-Current Assets</b>			
Property, plant and equipment	6	11,672,671	13,160,897
Intangible assets	7	278,014	308,058
Heritage assets	8	1,602,700	1,602,700
		<b>13,553,385</b>	<b>15,071,655</b>
<b>Total Assets</b>		<b>62,658,919</b>	<b>65,958,255</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables from exchange transactions	9	39,970,918	48,569,383
Provisions	10	3,929,387	3,753,502
		<b>43,900,305</b>	<b>52,322,885</b>
<b>Non-Current Liabilities</b>			
Deferred tax	12	1,324,069	1,324,069
<b>Total Liabilities</b>		<b>45,224,374</b>	<b>53,646,954</b>
<b>Net Assets</b>		<b>17,434,545</b>	<b>12,311,301</b>
<b>Share capital / contributed capital</b>			
Share capital / contributed capital	34	10	10
<b>Reserves</b>			
Investment from Shareholder		1,784,049	1,784,049
Accumulated surplus		15,650,486	10,527,242
<b>Total Net Assets</b>		<b>17,434,545</b>	<b>12,311,301</b>

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## Section 2: Statement of Financial Performance

### Joburg Theatre (SOC) Limited

(Registration number 2000/013032/07)

Annual Financial Statements for the year ended 30 June 2022

### Statement of Financial Performance

Figures in Rand	Note(s)	2022	2021
<b>Revenue</b>			
<b>Revenue from exchange transactions</b>			
Ticketing Services	13	371,974	101,561
Catering Services	13	49,428,664	22,947,848
Rental of facilities and equipment	13	3,487,371	1,868,678
Arts Alive	13	8,611,747	8,209,271
Sponsorship		6,969	-
In-house ticket sales	13	5,380,057	796,268
Other income	15	561,540	5,952,277
Interest received - investment	16	3,658,806	3,132,768
<b>Total revenue from exchange transactions</b>		<b>71,507,128</b>	<b>43,008,671</b>
<b>Revenue from non-exchange transactions</b>			
<b>Transfer revenue</b>			
Subsidy	17	166,152,000	163,454,000
<b>Total revenue</b>	13	<b>237,659,128</b>	<b>206,462,671</b>
<b>Expenditure</b>			
Employee related costs	18	(105,264,751)	(95,089,417)
Depreciation and amortisation	19	(2,712,890)	(1,899,679)
Debt Impairment	20	-	(1,918,904)
Transfers and Subsidies	21	(22,585,601)	(21,512,000)
General Expenses	22	(101,972,640)	(79,870,584)
<b>Total expenditure</b>		<b>(232,535,882)</b>	<b>(200,290,584)</b>
<b>Surplus before taxation</b>		<b>5,123,246</b>	<b>6,172,087</b>
Taxation	23	-	(1,324,068)
<b>Surplus for the year</b>		<b>5,123,246</b>	<b>4,848,019</b>

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## Section 3: Cash Flow Statement

### Joburg Theatre (SOC) Limited

(Registration number 2000/013032/07)

Annual Financial Statements for the year ended 30 June 2022

#### Statement of Changes in Net Assets

Figures in Rand	Share capital / contributed capital	Other NDR	Accumulated surplus	Total net assets
Balance at 01 July 2020	10	1,784,049	5,679,223	7,463,282
Changes in net assets				
Surplus for the year	-	-	4,848,019	4,848,019
Total changes	-	-	4,848,019	4,848,019
Balance at 01 July 2021	10	1,784,049	10,527,240	12,311,299
Changes in net assets				
Surplus for the year	-	-	5,123,246	5,123,246
Total changes	-	-	5,123,246	5,123,246
Balance at 30 June 2022	10	1,784,049	15,650,486	17,434,545
Note(s)	34			

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#### Section 4: Ratio Analysis

Financial Ratios	30-Jun-22	30-Jun-21	Target	Norm	Interpretation
Current Ratio	1.12	0.97	> 1.00	1.5 to 2.1	The current ratio is below the norm of between 1.5 to 2.1, however its above the target of 1. This does not pose that of a challenges as payables relates to mostly deferred income from future shows and sundry creditors which are to be settled soon.
Solvency Ratio	1.39	1.23	> 2.00	02:01	Solvency Ratio is also below the norm of 2:1, this is due to significant amount of payables which constitutes 91% of total liabilities but its not much of a concern as payables relates to mostly the deferred income from future shows and sundry creditors which are to be settled soon
Debt: Revenue	19%	26%	< 45%	45%	The ratio is within the target range as the entity does not raise its funds from borrowings.
Remuneration	45%	47%	At least 30%	25% - 40%	The ratio has worsened in the current year and not within the target range, this is due to salary increase of casuals employees in Hospitality and Catering and further additional staff intake from the insourcing project on security and cleaners
Repairs & Maintenance	30%	23%	8%	8%	The ratio is above the norm of 8%.
Interest: Expenditure	0%	0%	< 7%	< 7%	The entity is really not financed by interest bearing borrowings hence a lower ratio on interest hence target was achieved.
Net Operating surplus	2%	3%	At least 15%	= or > 0%	The entity did not achieve its target however the ratio is better than the norm.
Cost Coverage Ratio	1 Month	1 Month	> 45 Days	1 – 3 Months	The entity is above the norm of 1 - 3 months which means the entity will be able to meet its obligations to provide basic services

## **Section 5: Report on Irregular, Fruitless and Wasteful Expenditure and Due Process**

### **Irregular Expenditure**

There were no instances of irregular expenditure incurred during the quarter under review.

### **Fruitless and wasteful expenditure**

No incidents incurred for the quarter under review.

## **Section 6: Pending Litigations and Possible Liabilities**

There were no new litigation claims that arose during the quarter under review.

Regarding the Bosch family matter, JCT through its lawyers appointed by the City's insurance, will be engaging the Bosch family's attorney on the possibility of referring the litigation to mediation. At the same time, JCT's lawyers will continue with finalising its investigation into the merits and quantum of the claim. Monthly meetings have been introduced with the attorneys to ensure a speedy and conclusive resolution of the matter, in light of the time that has elapsed since the cause of action arose.

## **Section 7: Insurance Claims against/to MOE/Department**

There were no incidence of insurance claims reported during the quarter under review.



## CHAPTER SIX: INTERNAL & EXTERNAL AUDIT FINDINGS

### Section 1: Results of Internal Audits

The purpose of this report is to provide status on the internal and external audit findings raised by Group Risk Assurance Services (Internal Auditors).

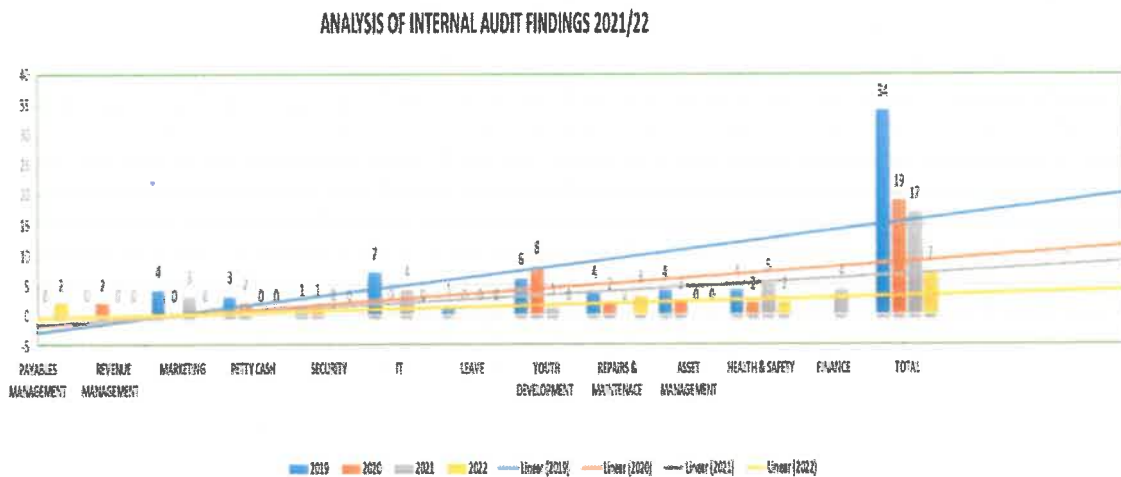
### Section 2: Progress on Resolution of Internal Audit Findings.

The internal audit has reported 20 audit findings, seven of those findings relates to the current financial year. Management has resolved all 20 findings as at end of the 4<sup>th</sup> quarter, which represent 100% resolution of audit findings.

The internal audit has however verified and closed 13 findings, which represent 65% resolution of findings. The balance (7) of the audit findings will be reviewed and verified by the internal auditors in the new financial year.

Description	Total Open Findings @1 July 2020	Findings raised during 2020/21	New Findings raised during 2021/22	Total Findings	Total Resolved as per management	Total Resolved as per IA verifications	% resolved by management	% resolved by IA verifications
Internal Audit Findings	1	12	7	20	20	13	100%	65%

Internal auditors raised seven findings in the 2021/22 financial year. The graph below depicting findings by department:



No	Department	Finding	Due Date	Action Implemented	Status
1	Maintenance	Ten light bulbs not replaced at the backstage of the Nelson Mandela stage - Medium	01 November 2021	All lights bulbs in the auditorium have been replaced.	Resolved
2	Maintenance	Non adherence to the maintenance plan – Roodepoort theatre	18 November 2021	The maintenance plan was implemented and pictures of the work done was shared with the Finance Department.	Resolved
3	Maintenance	Non adherence to the maintenance plan – Soweto theatre	19 November 2021	The maintenance plan was implemented and pictures of the work done was shared with the Finance Department.	Resolved
4	Health and Safety	Health and Safety policy not reviewed periodically.	28 February 2022	The policy was reviewed and signed as evidence of the review.	Resolved
5	Health and Safety	Poor filing system at Soweto theatre health and safety department	24 November 2021	The Health and Safety champion was appointed and arranged the proper filling system of all the health and safety related documents and first aid kit.	Resolved
6.	Creditors Management	Credit balances appearing on the age analysis	Immediately	Cut-off date for allocation of payments to creditors' invoices revised	Resolved

7.	Creditors Management	No proper filling of documentation	Immediately	The document (accrual listing) requested by the internal auditor was subsequently found by management and was made available to the internal auditor.	Resolved
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### Section 3: Progress on Resolution of Auditor General Audit Findings.

Auditor General (SA) raised 10 audit findings in the 2020/21 financial year. The entity has resolved 10 raised findings below:

Description	Total Open Findings 01 July 2020	Findings raised during 2020/21	Total Findings	Total Resolved by management	Total Resolved as per IA verifications	% resolved	% resolved
<b>Auditor General Findings</b>	<b>0</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>100%</b>	<b>100%</b>

**ACTION PLANS FOR EXTERNAL AUDIT FINDINGS 2020/21**

AGSA Finding Ref	Finding heading	Audit Review Area	Cluster	Dept.	Person Responsible	Finding Rating	Management Action Plan	Status	Implementation Date	Repeat Finding (Number of Years)
1.	SCM- Local content threshold not specified in the bid specification	Finance	HSD	JCT	CFO Solomon Mphakathi	Matters Affecting Audit Opinion	JCT have now implemented local content on all tenders and RFQs documents in line with Regulation 8(2).	Resolved	30 November 2021	Similar Non-Compliance reported prior year
2.	Non-Compliance with section 95(d) of MFMA – Prevention of irregular, fruitless and wasteful expenditure.	Finance	HSD	JCT	CFO Solomon Mphakathi	Matters Affecting Audit Opinion	Management have reported the irregular expenditure to the Council and have disclosed it in annual Financial statements.	Resolved	30 November 2021	New
3.	SCM - Deviation	Finance	HSD	JCT	CFO Solomon Mphakathi	Matters Affecting Audit opinion	No actions required	Resolved	Immediately	New
4.	SCM- Quotation process not followed/Incomplete Deviations register	Finance	HSD	JCT	CFO Solomon Mphakathi	Other important matters	No action required as management were compliant to regulation 36 of the SCM regulation	Resolved	09 November 2021	New
5.	SCM- Spouse, Child or parent of a person in the service of the state	Finance	HSD	JCT	CFO Solomon Mphakathi	Other Important matters	Management has disclosed the expenditure in the annual Financial statements	Resolved	30 November 2021	new

6.	SCM-Guidelines of PPPF not applied and this resulted in incorrect award	Finance	HSD	JCT	CFO Solomon Mphakathi	Other Important matters	Management monitors the implementation of 2017 point systems in all procurement processes where possible	Resolved	30 November 2021	New
7.	SCM-Errors with PPPF points calculations	Finance	HSD	JCT	CFO Solomon Mphakathi	Other Important matters	Management monitors the implementation of 2017 point systems in all procurement processes where applicable	Resolved	30 November 2021	New
8.	SCM-Awards made to persons in service of the state	Finance	HSD	JCT	CFO Solomon Mphakathi	Other Important matters	Management monitors the implementation of 2017 point systems in all procurement processes where applicable	Resolved	08 November 2021	4
9.	Expenditure on City AON contract deemed to be irregular	Finance	HSD	JCT	CFO Solomon Mphakathi	Other Important matters	Management has disclosed all amounts paid to AON contract as irregular expenditure in the Financial Statements for the current	Resolved	Immediately	New
10.	Difference on related parties	Finance	HSD	JCT	CFO Solomon Mphakathi	Misstatement in Financial statements	The entity reviewed the schedules and Financial Statements to ensure that there is always alignment.	Resolved	Immediately	New



#### **Section 4: Statement of Internal Control**

The internal Audit of Joburg City Theatres provides the Audit and Risk Committee and management with assurance that the internal controls are adequate and effective in line with section 165 of the MFMA, the Institute of Internal Auditors (IIA) Standards and the requirements of King IV report on Corporate Governance. This is achieved by means of regular risk based audit assignments, as well as the identification of corrective actions and suggested enhancements to the controls and processes in respect of key risk areas identified.

In line with best practice and Municipal Management Finance Act (MFMA) requirements, Group Risk and Assurance Services (GRAS) compiled a risk-based audit coverage plan for the Joburg City Theatres that was approved by the Audit and Risk Committee in July 2021. This audit coverage plan has taken into consideration areas that are perceived to be of high risk as per the risk registers for the three theatres and areas identified by management. The timelines indicated on the plan were discussed and agreed with management.

Internal Audit provided assurance on high risks identified during risk assessments by prioritising these areas during annual planning. Some of the medium and low risk areas were also audited where possible. The system of internal control was reasonably adequate and effective, for the quarter under review.

**The following table depict the current internal control dashboard:**

**Section 5: Dashboard Report – Drivers of Internal Control to Achieve Clean Administration**

<b>AUDITEE NAME:</b>		Joburg City Theatres SOC LTD				<b>ASSESSMENT PERFORMED ON:</b>		30 June 2022	
<b>ASSESSMENT PERIOD COVERED:</b> (Tick as appropriate)		<b>PFMA</b>							
		<b>MFMA</b>	Jul – Sep 21	Oct – Dec 21	Jan – Mar 22	Apr – Jun 22			
No.	DRIVERS	ASSESSMENT							
		Financial	Performance	Compliance					
	<p> <b>Improved</b></p> <p> <b>Unchanged</b></p> <p> <b>Regressed</b></p>	<p>Required controls that are able to prevent, or detect and correct misstatements / control deviations / instances of non-compliance in a timely manner, are currently in place; care is required to maintain the situation for changes in conditions</p> <p>Progress in the implementation of controls that are able to prevent, or detect and correct, misstatements / control deviations / instances of non-compliance in a timely manner is noted, but improvement is still required</p> <p>Required controls that are able to prevent, or detect and correct, misstatements / control deviations / instances of non-compliance in a timely manner, are not in place; intervention is required to design and implement appropriate controls</p>	<p><b>Good</b> </p> <p><b>In progress</b> </p> <p><b>Intervention required</b> </p>						
<b>LEADERSHIP</b>									
	<b>Movement from previous assessment:</b>								
1.a	Provide effective leadership based on a culture of honesty, ethical business practices and good governance, protecting and enhancing the best interests of the entity								
1.b	Exercise oversight responsibility regarding financial and performance reporting and compliance and related internal controls								
1.c	Implement effective HR management to ensure that adequate and sufficiently skilled resources are in place and that performance is monitored								
1.d	Establish and communicate policies and procedures to enable and support understanding and execution of internal control objectives, processes and responsibilities								
1.e	Develop and monitor the implementation of action plans to address internal control deficiencies								
1.f	Establish an IT governance framework that supports and enables the business, delivers value and improves performance								
<b>FINANCIAL AND PERFORMANCE MANAGEMENT</b>									
	<b>Movement from previous assessment:</b>								
2.a	Implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting								
2.b	Implement controls over daily and monthly processing and reconciling of transactions								
2.c	Prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information								
2.d	Review and monitor compliance with applicable legislation								
2.e	Design and implement formal controls over IT systems to ensure the reliability of the systems and the availability, accuracy and protection of information								
<b>GOVERNANCE</b>									
	<b>Movement from previous assessment:</b>								
3.a	Implement appropriate risk management activities to ensure that regular risk assessments, including consideration of IT risks and fraud prevention, are conducted and that a risk strategy to address the risks is developed and monitored								
3.b	Ensure that there is an adequately resourced and functioning internal audit unit that identifies internal control deficiencies and recommends corrective action effectively								
3.c	Ensure that the audit committee promotes accountability and service delivery through evaluating and monitoring responses to risks and providing oversight over the effectiveness of								

No.	DRIVERS	COMMITMENTS
1.a	Provide effective leadership based on a culture of honesty, ethical business practices and good governance, protecting and enhancing the best interests of the entity	Maintain the performance-through-out
1.b	Exercise oversight responsibility regarding financial and performance reporting and compliance and related internal controls	Maintain the performance-through-out
1.c	Implement effective HR management to ensure that adequate and sufficiently skilled resources are in place and that performance is monitored	Maintain the performance through-out
1.d	Establish and communicate policies and procedures to enable and support understanding and execution of internal control objectives, processes and responsibilities	Maintain the performance through-out
1.e	Develop and monitor the implementation of action plans to address internal control deficiencies	Maintain the performance-through-out
1.f	Establish an IT governance framework that supports and enables the business, delivers value and improves performance	Maintain the performance-through-out
<b>FINANCIAL AND PERFORMANCE MANAGEMENT</b>		
2.a	Implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting	Maintain the performance-through-out
2.b	Implement controls over daily and monthly processing and reconciling of transactions	Maintain the performance-through-out
2.c	Prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information	Maintain the performance-through-out
2.d	Review and monitor compliance with applicable legislation	Auditor General identified products designated for local production, which were not classified as such by management. This resulted into an irregular expenditure
2.e	Design and implement formal controls over IT systems to ensure the reliability of the systems and the availability, accuracy and protection of information	Maintain the performance-through-out
<b>GOVERNANCE</b>		
3.a	Implement appropriate risk management activities to ensure that regular risk assessments, including consideration of IT risks and fraud prevention, are conducted and that a risk strategy to address the risks is developed and monitored	Maintain the performance through-out
3.b	Ensure that there is an adequately resourced and functioning internal audit unit that identifies internal control deficiencies and recommends corrective action effectively	Maintain the performance through-out

<b>3.c</b>	Ensure that the audit committee promotes accountability and service delivery through evaluating and monitoring responses to risks and providing oversight over the effectiveness of the internal control environment including financial and performance reporting and compliance with legislation.	Maintain the performance through-out
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# ANNEXURE A: Management Accounts

Joburg Theatre (SOC) Ltd  
 REPORTING PERIOD: JUNE 2022  
 BranchName: JHB, 'MET', 'RCT', 'SWT', 'Zoo'

## INCOME STATEMENT

Math Account	Sub AccountName	Fourth Quarter			YEAR TO DATE			YTD Var%
		Actual	Budget	Var	Actual_YTD	Budget_YTD	YTD Var	
<b>INCOME</b>								
	Rental Of Facilities & Equipment	56 136 570	50 644 069	5 492 501	237 658 906	217 839 000	19 819 905	9%
	Interest Earned from External Investments	1 080 320	1 023 604	56 717	3 687 371	4 327 640	-1 040 269	-23%
	Operating Grants and Subsidies	3 626 627	1 686 403	-1 832 776	3 658 806	3 629 581	29 226	1%
	Arts Alive	38 917 774	38 680 989	227 685	166 152 000	166 152 000	0	0
	Joburg Film Office	0	0	0	8 611 747	0	8 611 747	0
	Other Revenue	15 874 850	9 233 975	6 640 875	55 748 921	43 529 779	12 219 202	28%
	In-House Stage Productions	0	1 172 937	-1 172 937	5 380 057	8 572 597	-3 192 850	-37%
	In House Music Programme	0	0	0	0	0	0	0
	Sponsorships	0	0	0	6 969	0	6 969	0%
	Food Beverage And Retail /Stages	15 522 280	8 200 700	7 321 580	49 425 876	32 802 801	16 623 075	51%
	Ticketing Services	181 428	286 074	-104 648	371 974	1 144 296	-772 322	-67%
	Management Fees	0	-500 000	500 000	0	341 006	-341 006	-100%
	Special Projects and Other Income	171 144	74 263	96 880	564 106	668 739	-104 633	-16%
<b>Expense</b>								
	Employee Related Costs	60 597 737	54 148 481	-6 449 256	232 536 255	217 839 000	-14 697 255	-7%
	Directors and Committee Members	26 301 135	25 135 135	-1 166 023	103 668 359	100 626 398	-3 041 961	-3%
	Depreciation & Asset Impairment	322 681	649 000	326 319	1 703 000	2 100 602	397 602	19%
	Repairs And Maintenance	718 116	619 101	-99 017	2 712 890	2 476 404	-236 486	-10%
	Contracted Services	1 057 895	918 362	-139 534	3 586 567	3 673 447	86 880	2%
	Insurance	385 348	428 806	43 459	1 610 556	1 803 001	192 445	11%
	Joburg Ballet	-200 192	88 250	288 442	64 558	353 000	288 442	82%
	Joburg Film Office	3 251 455	2 761 343	-490 112	22 585 901	22 437 016	-148 585	-1%
	Arts Alive	0	0	0	0	0	0	0
	General Expenses	28 751 276	23 528 485	-5 202 790	7 513 487	0	-7 513 487	0
	Consumables	1 572 638	1 025 709	-546 929	89 091 228	84 369 133	-4 722 095	-6%
	Utilities	2 769 882	4 542 584	1 772 702	4 154 200	4 102 836	-51 364	-1%
	Audit Fees	84 144	0	-84 144	12 164 344	16 262 304	4 097 960	25%
	Security	0	254 656	254 656	722 282	1 045 086	322 804	31%
	Telecommunication	240 983	262 836	21 853	672 525	1 051 345	1 78 820	17%
	Business Travel	87 235	131 032	43 798	144 897	524 128	379 232	72%
	Entertainment	22 851	156 450	133 599	222 164	625 799	403 635	64%
	Transportation	1 443 033	574 724	-868 308	3 327 478	2 298 898	-1 028 580	-45%
	Youth Development	517 850	710 022	192 172	2 622 690	2 840 088	2 17 408	8%
	Special and Social Awareness Projects	-117 854	156 403	274 256	91 747	625 611	533 864	85%
	Advertising , Publicity and Marketing	3 259 731	1 846 069	-1 413 662	7 307 453	4 081 743	-3 245 710	-80%
	In-House Music Programs	7 955 489	7 480 287	-495 201	21 264 135	24 281 818	3 017 683	12%
	Contributions to Tenant Productions	0	0	0	0	0	0	0
	Ticketing	0	257 928	257 928	0	1 051 712	1 051 712	100%
	Miscellaneous	1 552 978	281 189	-1 271 789	53 640	1 128 757	1 075 117	95%
	Catering and Hospitality	8 848 890	1 873 127	-3 20 349	5 350 030	7 492 509	2 142 478	29%
	Mobile Theatre Truck	597	3 380 476	-5 488 404	29 297 158	13 521 905	-15 775 253	-117%
	COVIDA	60 827	151 035	90 209	1 194	0	-1 194	0%
	EPWP	0	0	0	266 097	604 142	338 045	56%
	New Years Eve	47 000	0	-47 000	75 880	0	-75 880	0%
	Finance Costs	0	0	0	0	0	0	0
	Other	5 006	0	-5 006	77 980	0	-77 980	0%
<b>TRADING SURPLUS / (SHORTFALL)</b>		-4 431 167	-3 508 412	-928 755	5 122 651	0	5 122 651	0%



**Joburg Theatre (SOC) Ltd**  
**REPORTING PERIOD: JUNE 2022**  
 Branch Name: JHB

**INCOME STATEMENT**

Main Account	Sub Account Name	Fourth Quarter			YEAR TO DATE			YTD Var%
		Actual	Budget	Var	Actual_YTD	Budget_YTD	YTD Var	
<b>INCOME</b>								
	Rental Of Facilities & Equipment	40 022 413	36 974 967	3 047 446	181 989 487	163 475 247	17 914 239	11%
	Interest Earned from External Investments	601 133	636 363	-35 231	2 336 142	3 291 335	-955 192	-29%
	Operating Grants and Subsidies	263 627	1 696 403	-1 432 776	3 658 806	3 629 581	29 226	1%
	Arts Alive	29 671 113	29 443 428	227 685	129 165 359	129 165 359	0	-
	Joburg Film Office	0	0	0	8 611 747	0	8 611 747	0
	Other Revenue	0	0	0	0	0	0	-
	In-House Stage Productions	9 486 541	5 198 773	4 287 768	37 617 432	27 368 973	10 228 459	37%
	In House Music Programme	0	1 172 937	-1 172 937	5 980 057	8 572 937	-3 192 880	-37%
	Sponsorships	0	0	0	6 969	0	6 969	0%
	Food Beverage And Retail /Stages	9 202 213	4 228 516	4 973 697	31 489 832	16 914 065	14 525 767	86%
	Ticketing Services	113 184	248 606	-135 421	226 469	994 423	-767 953	-77%
	Management Fees	0	-500 000	500 000	0	341 006	-341 006	-100%
	Special Projects and Other Income	171 144	48 714	122 429	564 106	566 543	-2 437	0%
<b>Expense</b>								
	Employee Related Costs	44 074 857	40 828 923	-3 245 935	166 813 304	166 312 025	-501 279	-12%
	Directors and Committee Members	38 002 064	38 018 263	16 198	162 881 217	155 069 383	-7 811 834	-5%
	Depreciation & Asset Impairment	325 681	649 000	-323 319	1 703 000	2 100 602	-397 602	19%
	Repairs And Maintenance	485 114	361 707	-123 406	1 832 651	1 446 829	-385 822	-27%
	Contracted Services	442 817	362 365	-80 452	2 079 631	1 449 461	-630 170	-43%
	Insurance	-112 068	241 684	54 522	1 108 908	1 132 637	83 729	7%
	Joburg Ballet	3 251 455	49 539	161 607	36 548	198 155	161 607	82%
	Joburg Film Office	0	2 761 343	-2 761 343	22 585 601	22 437 016	-148 585	-1%
	Arts Alive	0	0	0	0	0	0	-
	General Expenses	19 094 305	17 355 933	-1 738 372	75 513 497	61 516 040	-13 997 457	-18%
	Consumables	1 345 357	703 488	-641 869	3 089 466	2 813 951	-275 515	-10%
	Utilities	2 433 854	4 111 849	1 677 996	11 503 189	14 539 365	3 036 176	21%
	Audit Fees	84 144	0	-84 144	722 282	1 045 086	322 804	31%
	Security	0	60 705	60 705	0	242 821	242 821	100%
	Telecommunication	144 372	147 198	2 827	525 485	588 793	63 308	11%
	Business Travel	87 235	90 376	3 142	144 897	361 504	216 608	60%
	Entertainment	20 012	138 825	118 812	110 145	555 298	445 153	80%
	Transportation	1 343 837	344 835	-999 002	2 989 626	1 379 339	-1 610 288	-117%
	Youth Development	397 588	347 900	-49 688	2 118 969	1 391 600	-727 369	-52%
	Special and Social Awareness Projects	-117 854	97 752	215 605	91 341	391 007	299 666	77%
	Advertising , Publicity and Marketing	2 351 845	1 677 631	-674 214	4 748 345	3 387 993	-1 360 352	-40%
	In-House Stage Productions	4 761 699	6 071 586	1 309 887	17 422 820	20 564 129	3 141 309	15%
	In-House Music Programs	0	0	0	0	0	0	-
	Contributions to Tenant Productions	0	177 359	177 359	0	709 437	709 437	100%
	Ticketing	0	199 556	199 556	35 852	798 225	762 373	96%
	Miscellaneous	1 368 813	1 209 956	-158 857	4 863 348	4 839 825	-23 524	0%
	Catering and Hospitality	4 515 135	1 491 277	-3 023 858	19 181 880	5 965 108	-13 216 772	-222%
	Mobile Theatre Truck	597	0	-597	1 194	0	-1 194	0%
	COVIDA	31 695	78 732	47 038	20 055	314 929	294 874	94%
	EPWP	0	0	0	0	0	0	-
	New Years Eve	47 000	0	-47 000	47 000	0	-47 000	0%
	Finance Costs	0	0	0	0	0	0	-
	Other	4 398	0	-4 398	76 416	0	-76 416	0%
<b>TRADING SURPLUS / ( SHORTFALL)</b>		<b>-4 052 444</b>	<b>-3 853 956</b>	<b>-198 488</b>	<b>-5 423 817</b>	<b>-2 836 777</b>	<b>-2 587 040</b>	<b>91%</b>

Joburg Theatre (SOC) Ltd  
 REPORTING PERIOD: JUNE 2022  
 Branch Name: RCT

INCOME STATEMENT

Main Account	Sub Account Name	Fourth Quarter			YEAR TO DATE			YTD Var%
		Actual	Budget	Var	Actual_YTD	Budget_YTD	YTD Var	
<b>INCOME</b>								
Rental Of Facilities & Equipment		3 795 593	3 955 141	-159 548	14 932 381	15 761 992	-829 611	-5%
Interest Earned from External Investments		213 568	118 456	95 111	667 104	415 255	251 849	61%
Operating Grants and Subsidies		3 183 902	3 183 902	0	12 735 607	12 735 607	0	-
Arts Alive		0	0	0	0	0	0	0
Joburg Film Office		0	0	0	0	0	0	0
<b>Other Revenue</b>		398 124	652 783	-254 659	1 529 670	2 611 131	-1 081 460	-41%
In-House Stage Productions		0	0	0	0	0	0	-
In House Music Programme		0	0	0	0	0	0	-
Sponsorships		0	0	0	0	0	0	-
Food Beverage And Retail /Stages		371 880	619 710	-247 830	1 442 259	2 478 839	-1 036 580	-42%
Ticketing Services		26 244	26 700	-456	87 411	106 800	-19 388	-18%
Management Fees		0	0	0	0	0	0	-
Special Projects and Other Income		0	6 373	-6 373	0	25 492	-25 492	-100%
<b>Expense</b>								
Employee Related Costs		4 709 845	4 152 361	-557 484	14 285 583	15 048 825	760 242	5%
Directors and Committee Members		2 006 459	2 010 218	3 759	7 672 605	8 040 872	368 267	5%
Depreciation & Asset Impairment		233 004	86 918	-146 086	880 238	347 673	-532 565	-153%
Repairs And Maintenance		298 039	223 370	-74 669	669 486	893 479	223 993	25%
Contracted Services		2 794	60 633	-57 839	16 109	242 533	226 424	93%
Insurance		-44 079	19 304	63 383	13 833	77 216	63 383	82%
Joburg Ballet		0	0	0	0	0	0	-
Joburg Film Office		0	0	0	0	0	0	-
Arts Alive		0	0	0	0	0	0	0
<b>General Expenses</b>		2 213 628	1 751 917	-461 710	5 036 312	5 447 052	410 739	8%
Consumables		86 072	166 056	-79 984	370 523	664 222	293 699	44%
Utilities		4 153	1 745	-2 408	12 113	6 980	-5 133	-74%
Audit Fees		0	0	0	0	0	0	-
Security		0	60 705	60 705	0	242 821	242 821	100%
Telecommunication		61 067	58 312	-2 755	203 614	233 247	29 633	13%
Business Travel		0	27 179	27 179	0	108 714	108 714	100%
Entertainment		0	14 340	14 340	19 234	57 362	38 128	66%
Transportation		26 892	114 945	-88 053	80 926	459 780	378 853	82%
Youth Development		0	83 988	83 988	0	335 952	335 952	100%
Special and Social Awareness Projects		0	29 326	29 326	0	117 302	117 302	100%
Advertising , Publicity and Marketing		457 341	83 668	-373 673	1 928 268	334 671	-1 593 597	-476%
In-House Stage Productions		1 189 195	532 763	-656 432	1 392 514	570 434	-822 079	-144%
In-House Music Programs		0	0	0	0	0	0	-
Contributions to Tenant Productions		0	21 282	21 282	0	85 128	85 128	100%
Ticketing		0	50 560	50 560	17 748	202 238	184 490	91%
Miscellaneous		39 475	196 446	-156 970	172 643	785 783	613 140	78%
Catering and Hospitality		311 965	243 408	-68 557	664 323	973 634	309 310	32%
Mobile Theatre Truck		0	0	0	0	0	0	-
COVIDA		14 522	36 020	21 497	122 581	144 078	21 497	15%
EPWP		0	0	0	0	0	0	-
New Years Eve		0	0	0	0	0	0	-
Finance Costs		0	0	0	0	0	0	-
Other		609	0	-609	1 564	0	-1 564	0%
<b>TRADING SURPLUS / (SHORTFALL)</b>			<b>-914 252</b>	<b>-197 220</b>	<b>-717 032</b>	<b>713 167</b>	<b>-69 369</b>	<b>-10%</b>

Joburg Theatre (SOC) Ltd  
 REPORTING PERIOD-JUNE 2022  
 BranchName:SWT

INCOME STATEMENT

Main Account	Sub AccountName	Fourth Quarter			YEAR TO DATE			YTD Var	YTD Var%
		Actual	Budget	Var	Actual_YTD	Budget_YTD	YTD Var		
<b>INCOME</b>									
Rental Of Facilities & Equipment		6 620 530	6 662 477	-41 947	25 299 626	26 395 822	-1 096 196		-4%
Interest Earned from External Investments		265 620	268 784	-3 164	484 125	821 051	-336 926		-41%
Operating Grants and Subsidies		6 062 759	6 062 759	0	24 251 034	24 251 034	0		-
Arts Alive		0	0	0	0	0	0		0
Joburg Film Office		0	0	0	0	0	0		0
Other Revenue		292 151	330 934	-38 783	564 466	1 323 736	-759 270		-57%
In-House Stage Productions		0	0	0	0	0	0		-
In House Music Programme		0	0	0	0	0	0		-
Sponsorships		0	0	0	0	0	0		-
Food Beverage And Retail /Stages		250 153	300 990	-50 836	506 373	1 203 988	-697 585		-58%
Ticketing Services		41 997	10 768	31 229	58 093	43 074	15 020		35%
Management Fees		0	0	0	0	0	0		-
Special Projects and Other Income		0	19 176	-19 176	0	76 705	-76 705		-100%
<b>Expense</b>									
Employee Related Costs		6 797 837	6 207 392	-590 445	17 568 762	24 553 068	6 984 306		28%
Directors and Committee Members		6 214 450	5 655 695	-558 756	16 265 103	22 346 279	6 081 176		27%
Depreciation & Asset Impairment		0	0	0	0	0	0		-
Repairs And Maintenance		266 128	293 898	-27 770	663 716	1 175 591	521 875		46%
Contracted Services		140 870	84 632	-56 238	463 166	338 527	-114 639		-34%
Insurance		-44 045	19 407	63 452	14 177	77 629	63 452		82%
Joburg Ballet		0	0	0	0	0	0		-
Joburg Film Office		0	0	0	0	0	0		-
Arts Alive		0	0	0	0	0	0		0
General Expenses		3 677 471	2 837 331	-840 139	6 480 046	11 072 826	4 582 809		41%
Consumables		100 748	105 946	5 197	597 995	423 782	-114 213		-27%
Utilities		316 081	423 780	107 699	605 203	1 695 119	1 089 916		64%
Audit Fees		0	0	0	0	0	0		-
Security		0	133 256	133 256	0	533 022	533 022		100%
Telecommunication		26 710	40 006	13 295	111 793	160 023	48 231		30%
Business Travel		0	13 477	13 477	0	53 910	53 910		100%
Entertainment		2 839	3 285	446	92 785	13 139	-79 646		-606%
Transportation		72 304	114 945	42 641	266 925	459 780	202 854		44%
Youth Development		120 262	278 134	157 873	503 712	1 112 536	608 825		59%
Special and Social Awareness Projects		0	29 326	29 326	406	117 302	116 896		100%
Advertising , Publicity and Marketing		490 545	83 881	-866 664	628 737	395 524	-233 213		-37%
In-House Stage Productions		2 004 595	855 939	-1 148 656	2 448 802	3 147 255	698 453		22%
In-House Music Programs		0	0	0	0	0	0		-
Contributions to Tenant Productions		0	59 287	59 287	0	237 147	237 147		100%
Ticketing		0	31 073	31 073	0	124 294	124 294		100%
Miscellaneous		129 494	465 663	336 169	289 469	1 862 652	1 573 183		84%
Catering and Hospitality		356 204	137 188	-219 015	577 728	548 763	-28 975		-5%
Mobile Theatre Truck		0	0	0	0	0	0		-
COVIDA		14 610	36 284	21 673	123 461	145 135	21 673		15%
EPWP		0	0	0	0	0	0		-
New Years Eve		0	0	0	28 880	0	-28 880		0%
Finance Costs		0	0	0	0	0	0		-
Other		0	0	0	0	0	0		-
<b>TRADING SURPLUS (/ SHORTFALL)</b>		<b>-177 307</b>	<b>455 085</b>	<b>-632 392</b>	<b>7 730 863</b>	<b>1 842 793</b>	<b>5 888 110</b>		<b>320%</b>

INCOME STATEMENT

Main Account	Sub AccountName	Fourth Quarter			YEAR TO DATE			YTD Var%	
		Actual	Budget	Var	Actual_YTD	Budget_YTD	YTD Var		
<b>INCOME</b>									
Rental Of Facilities & Equipment		15 522 720	8 206 781	7 315 938	89,15%	49 428 786	32 827 124	16 601 662	51%
Interest Earned from External Investments		0	0	0	-	0	0	0	-
Operating Grants and Subsidies		0	2 359	-2 359	-100,00%	121	9 438	-9 316	-99%
Arts Alive		0	0	0	-	0	0	0	0
Joburg Film Office		0	0	0	-	0	0	0	0
Other Revenue		15 522 720	8 204 422	7 318 298	89,20%	49 428 664	32 817 686	16 610 978	51%
In-House Stage Productions		0	0	0	-	0	0	0	-
In House Music Programme		0	0	0	-	0	0	0	-
Sponsorships		0	0	0	-	0	0	0	-
Food Beverage And Retail /Stages		15 522 280	8 200 700	7 321 580	89,28%	49 425 876	32 802 801	16 623 075	51%
Ticketing Services		0	0	0	-	0	0	0	-
Management Fees		0	0	0	-	0	0	0	-
Special Projects and Other Income		439	3 721	-3 282	-88,20%	2 788	14 585	-12 097	-81%
<b>Expense</b>									
Employee Related Costs		12 643 947	8 175 569	-4 468 378	-54,66%	46 117 589	32 795 912	-13 321 677	-41%
Directors and Committee Members		4 779 664	4 771 728	-7 936	-0,17%	18 223 239	19 180 549	957 310	5%
Depreciation & Asset Impairment		242 683	105 864	-136 819	-129,24%	916 803	423 456	-493 347	-117%
Repairs And Maintenance		-24 154	59 623	83 777	140,51%	178 070	238 493	60 423	25%
Contracted Services		0	24 562	24 562	100,00%	92 357	106 025	13 668	13%
Insurance		0	0	0	-	0	0	0	-
Joburg Baillet		0	0	0	-	0	0	0	-
Joburg Film Office		0	0	0	-	0	0	0	-
Arts Alive		0	0	0	-	0	0	0	-
General Expenses		8 037 193	3 532 859	-4 504 334	-127,50%	28 391 793	14 131 437	-14 260 356	-101%
Consumables		113 836	98 706	-15 130	-15,33%	347 229	394 824	47 595	12%
Utilities		24 670	7 592	-17 077	-224,93%	74 432	30 370	-44 062	-145%
Audit Fees		0	0	0	-	0	0	0	-
Security		0	0	0	-	0	0	0	-
Telecommunication		8 552	17 321	8 769	50,63%	26 904	69 282	42 378	61%
Business Travel		13 640	657	-12 983	-1976,01%	28 610	2 628	-25 982	-989%
Entertainment		0	0	0	-	0	0	0	-
Transportation		0	0	0	-	0	0	0	-
Youth Development		0	0	0	-	0	0	0	-
Special and Social Awareness Projects		0	0	0	-	0	0	0	-
Advertising , Publicity and Marketing		0	0	0	-	0	0	0	-
In-House Stage Productions		12 213	3 530	-8 683	-245,99%	20 287	14 120	-6 167	-44%
In-House Music Programs		0	0	0	-	0	0	0	-
Contributions to Tenant Productions		0	0	0	-	0	0	0	-
Ticketing		0	0	0	-	0	0	0	-
Miscellaneous		114 019	24 577	-89 442	-363,92%	374 162	98 308	-275 853	-281%
Catering and Hospitality		7 750 264	3 380 476	-4 369 787	-129,27%	27 520 189	13 521 905	-13 998 285	-104%
Mobile Theatre Truck		0	0	0	-	0	0	0	-
COVIDA		0	0	0	-	0	0	0	-
EPWP		0	0	0	-	0	0	0	-
New Years Eve		0	0	0	-	0	0	0	-
Finance Costs		0	0	0	-	0	0	0	-
Other		0	0	0	-	0	0	0	-
<b>TRADING SURPLUS /( SHORTFALL)</b>		<b>2 878 773</b>	<b>51 212</b>	<b>2 847 561</b>	<b>9123,25%</b>	<b>3 311 196</b>	<b>31 212</b>	<b>3 279 984</b>	<b>10509%</b>